

# City of Mill Creek

## 2017-2018 Biennial Budget

# Introduction







CITY OF MILL CREEK  
WASHINGTON

2017 – 2018 ADOPTED BIENNIAL BUDGET  
For the Period January 1, 2017 – December 31, 2018

**CITY COUNCIL**

Pamela Pruitt	Mayor
Brian Holtzclaw	Mayor Pro Tem
Mark Bond	Councilmember
Vince Cavaleri	Councilmember
Sean Kelly	Councilmember
Donna Michelson	Councilmember
Mike Todd	Councilmember

**CITY MANAGER**

Rebecca C. Polizzotto

**BUDGET COMPILED BY:**

Peggy Lauerman	Director of Finance and Administration
Sandy Kottke	Accountant
Betsie Devenny	Accountant
Jodie Gunderson	Accounting Specialist
Gina Pfister	Administrative Assistant
Sherrie Ringstad	Planning Specialist

Copies of the 2017-2018 Adopted Budget are available for viewing on the City's website [www.cityofmillcreek.com](http://www.cityofmillcreek.com) and at City Hall.

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**ORDINANCE NO. 2016- 810**

**AN ORDINANCE OF THE CITY OF MILL CREEK, WASHINGTON,  
ADOPTING BUDGETED REVENUES AND EXPENDITURES FOR THE  
FISCAL BIENNIUM COMMENCING JANUARY 1, 2017.**

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**WHEREAS, the City of Mill Creek, Washington completed and placed on file with the City Clerk a proposed budget and estimate of the amount of moneys required to meet the public expenses, bond retirement and interest, reserve funds and expenses of government of the City for the fiscal biennium commencing January 1, 2017; and**

**WHEREAS, a notice was published that the City Council would meet on December 6, 2016 at 6:00 p.m., in the Council Chambers of City Hall for the purpose of making and adopting a budget for said fiscal year and giving taxpayers within the limits of the City an opportunity to be heard in a public hearing upon said budget; and**

**WHEREAS, the City Council did hold a public hearing at that time and place and did then consider the matter of the proposed budget for the fiscal biennium commencing January 1, 2017; and**

**WHEREAS, the proposed budget does not exceed the limit of taxation allowed by law to be levied on the property within the City for the purposes set forth in the budget, and the estimated expenditures set forth in the budget being all necessary to carry on the government of the City for the fiscal biennium commencing January 1, 2017 and being sufficient to meet the various needs of the City during that period.**

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF MILL CREEK, WASHINGTON, ORDAINS AS FOLLOWS:**

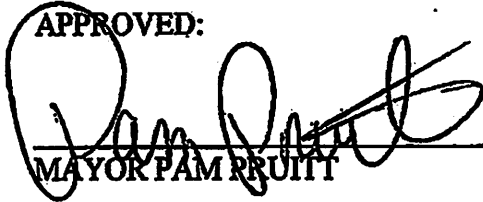


Section 1. In accordance with the provisions of RCW 35A.33.075 the appropriations budget of the City of Mill Creek for the years 2017-2018 in the aggregate amount of \$38,417,558 is hereby adopted.

Section 2. The totals of the budgeted revenues and appropriations for each separate fund are set forth in summary form in Exhibit A, and the aggregate totals for all such funds combined, for the 2017-2018 biennium.

Passed in open meeting this 6 day of December 2016, by a vote of 6 for, 0 against, and 0 abstaining.

APPROVED:

  
MAYOR PAM PRUITT

ATTEST/AUTHENTICATED:

  
ACTING CITY CLERK PEGGY LAUERMAN

APPROVED AS TO FORM:

n/a  
CITY ATTORNEY SCOTT MISSALL

FILED WITH THE CITY CLERK: 12-6-16

PASSED BY THE CITY COUNCIL: 12-6-16

PUBLISHED: 12-12-16

EFFECTIVE DATE: 12-17-16

ORDINANCE NO.: 2016-810

**EXHIBIT A**  
**City of Mill Creek 2017 - 2018 Biennial Budget Summary**

<b>FUND NAME</b>	<b>Projected Balance 01/01/2017</b>	<b>2017-2018 Budgeted Revenues</b>	<b>2017-2018 Budgeted Expenditures</b>	<b>Projected Balance 12/31/2018</b>
<b>General Fund</b>				
Legislative			110,897	
Executive			1,412,915	
Finance			1,349,405	
Information Technology			834,375	
Police			9,440,226	
Fire Service			7,543,500	
Non-Departmental			834,580	
Community Development/Building			1,253,586	
Public Works			1,842,846	
<b>Total General Fund</b>	<b>6,359,039</b>	<b>24,622,330</b>	<b>24,622,330</b>	<b>6,359,039</b>
<b>Special Revenue Funds</b>				
City Streets	72,166	1,016,446	1,016,000	72,612
Paths & Trails	10,157	4,000	-	14,157
Local Revitalization Fund	35,022	66,000	-	101,022
Annex Building	520,976	359,482	861,243	19,215
<b>Total Special Revenue Funds</b>	<b>638,321</b>	<b>1,445,928</b>	<b>1,877,243</b>	<b>207,006</b>
<b>Debt Service Funds</b>				
Debt Service Fund	13,987	66,218	66,218	13,987
<b>Total Debt Service Funds</b>	<b>13,987</b>	<b>66,218</b>	<b>66,218</b>	<b>13,987</b>
<b>Capital Improvement Funds</b>				
General Fund - Capital Improvement	2,034,000	185,000	1,061,000	1,158,000
Real Estate Excise Tax	2,656,000	1,520,000	3,046,032	1,129,968
Capital Improvement	-	4,526,000	4,526,000	-
Park Improvement	2,969,000	194,000	545,000	2,618,000
Road Improvement	1,102,000	317,000	200,000	1,219,000
<b>Total Capital Improvement Funds</b>	<b>8,761,000</b>	<b>6,742,000</b>	<b>9,378,032</b>	<b>6,124,968</b>
<b>Enterprise &amp; Internal Service Funds</b>				
Surface Water	632,036	1,426,000	1,248,735	809,301
Recreation Enterprise	147	1,225,000	1,225,000	147
<b>Total Enterprise &amp; Internal Service Funds</b>	<b>632,183</b>	<b>2,651,000</b>	<b>2,473,735</b>	<b>809,448</b>
<b>Total All Funds</b>	<b>16,404,530</b>	<b>35,527,476</b>	<b>38,417,558</b>	<b>13,514,448</b>
<b>Funds to Consolidate with General Fund</b>				
Council Contingency	64,735	-	-	64,735
Municipal Arts	33,535	-	-	33,535
Drug Buy Fund	57,000	-	-	57,000
Beautification Fund	7,820	-	-	7,820
35th Avenue Reserve	-	-	-	-
<b>Total Consolidated Funds</b>	<b>163,090</b>	<b>-</b>	<b>-</b>	<b>163,090</b>
<b>Total with consolidated funds</b>	<b>16,567,620</b>	<b>35,527,476</b>	<b>38,417,558</b>	<b>13,677,538</b>

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# City of Mill Creek Guiding Principles



## VISION

Mill Creek will be a City where everyone works together to foster an exceptional community experience - a place where people are safe, the natural beauty is preserved, neighborhoods flourish, businesses thrive and recreational opportunities abound.

## MISSION

Mill Creek's mission is to set the standard of excellence for local government. Through dynamic and innovative strategies, we provide outstanding public services in a fiscally responsible manner to promote a safe, active and vibrant City.



## STAR VALUES

### SERVICE

Through continuous improvement, innovation, creativity, professional competence and hard work, we enthusiastically provide outstanding service to all customers, internal and external.

### TEAMWORK

In order to support our shared goals and successes, we teach, learn from, collaborate and cooperate with others, while being flexible, adaptable and inclusive.

### ACCOUNTABILITY

We are responsible for our actions and decisions, and always portray honesty, integrity, transparency and leadership in our contributions.

### RESPECT

We take pride in our work and accomplishments, and in the work and accomplishments of others. We support an environment that honors the value and dignity of all individuals.

## GOALS

### FISCAL RESPONSIBILITY

To responsibly manage the City's financial resources to provide quality public services, cultivate economic prosperity, and maintain a sustainable budget.

### COMMUNITY PRESERVATION

To support the development, maintenance and revitalization of public and private property to ensure the continuation of Mill Creek as a safe, clean and well maintained community.

### CIVIC PRIDE

To achieve strong community spirit by promoting active civic participation, public-private partnerships and transparency in government.

### CUSTOMER SERVICE

To provide excellent service to all who interact with the City by recruiting, training and retaining a skilled, innovative and dynamic workforce.

### RECREATIONAL OPPORTUNITIES

To facilitate diverse recreational opportunities for people of all ages.

### PUBLIC SAFETY

To protect the life, health and property of residents, visitors and businesses through the delivery of community focused public safety services.

### ECONOMIC PROSPERITY

To engage in proactive economic development efforts that result in a robust local economy and position the City as a destination of choice.

### LEADERSHIP

To influence regional, state and national matters impacting our community through the engagement of staff and elected officials.

### LONG TERM PLANNING

To maintain the City's special community character by carefully evaluating future opportunities for short and long term benefits in order to protect land use, infrastructure, economic development and service delivery standards.



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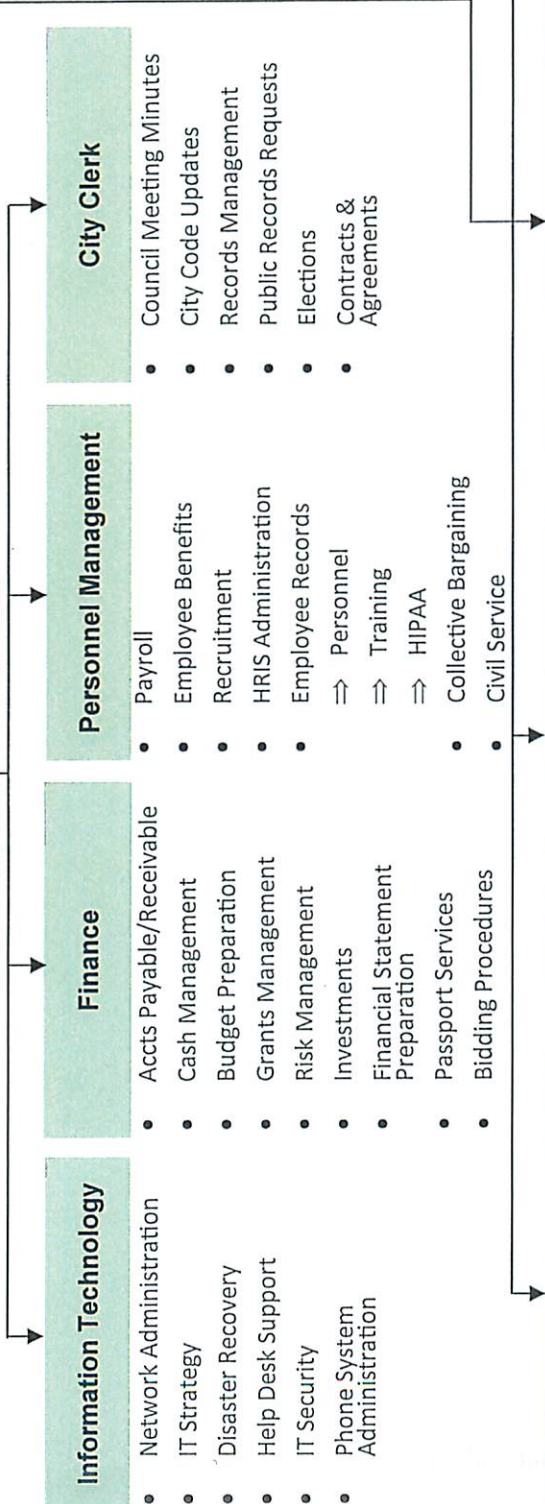


**Citizens of Mill Creek**  
**Mayor and City Council**  
**City Manager**  
**Rebecca Polizzotto**

**Executive Assistant**

**Finance & Administration**  
**Peggy Lauerman**

**Human Resources**  
**Laura Orlando**



- Information Technology**
- Network Administration
  - IT Strategy
  - Disaster Recovery
  - Help Desk Support
  - IT Security
  - Phone System Administration

- Finance**
- Accts Payable/Receivable
  - Cash Management
  - Budget Preparation
  - Grants Management
  - Risk Management
  - Investments
  - Financial Statement Preparation
  - Passport Services
  - Bidding Procedures

- Personnel Management**
- Payroll
  - Employee Benefits
  - Recruitment
  - HRIS Administration
  - Employee Records
  - ⇒ Personnel
  - ⇒ Training
  - ⇒ HIPAA
  - Collective Bargaining
  - Civil Service

- City Clerk**
- Council Meeting Minutes
  - City Code Updates
  - Records Management
  - Public Records Requests
  - Elections
  - Contracts & Agreements

- Human Resources**
- Personnel Policy and Procedure
  - Employee Recognition
  - Employee Evaluations
  - Employee Assistance
  - Compensation Analysis
  - Collective Bargaining
  - Grievances

**Communications & Marketing**  
**Joni Kirk**

**Public Works**

**Community & Economic Development**  
**Tom Rogers**

**Public Safety**  
**Greg Elwin**

- Public & Media Relations
- Branding & Marketing
- Website & Social Media Communication
- Internal Communication
- Crisis Communication
- Recreation & Tourism
- ⇒ Community Events
- ⇒ Recreation Programs
- ⇒ Volunteer Programs
- ⇒ Sports Leagues

- Maintenance
- ⇒ Facilities
- ⇒ Streets
- ⇒ Parks
- ⇒ Rights-of-Way
- Transportation
- Vehicle Maintenance
- Stormwater Management
- Capital Projects
- Engineering

- Plan Review
- Land Use Planning
- Building Inspections
- Nuisance Abatement
- Economic Development

- Crime Prevention
- Criminal Investigations
- Patrol
- ⇒ Traffic
- ⇒ K-9
- ⇒ School Resource Officer Programs
- Records Management
- Evidence Processing
- Narcotics
- Fire
- Emergency Management



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# Transmittal Letter



## TRANSMITTAL LETTER

November 22, 2016

Mill Creek City Council,

It is my privilege to present for your consideration the 2017-2018 proposed biennium budget and financial plan. This comprehensive document is the result of extensive collaboration by and among the City Council, the City Manager, the Management Team and the employees of the City. The entire City team has worked together to prepare a financial plan that allows us to carry out the City's Mission, Vision, Values and Goals while maintaining high standards of service to the community.

### **INTRODUCTION**

At adoption, the 2015-2016 biennium budget resulted in a deficit of \$1,734,920. This budget also contained a one-time transfer of \$640,000 from the REET Fund to the General Fund. Taking this transfer into account, the actual deficit for 2015-2016 was really \$2,374,920.

I am pleased to report that due to the hard work of the entire City team, I am able to present for Council consideration a proposed 2017-2018 biennium budget that is balanced, eliminates the City's deficit spending and limits the council-levied property tax rate to the rate of inflation (.953%) resulting in the lowest levy since 2010.

The work to achieve this balanced budget began 18 months ago. Utilizing "LEAN" as a catalyst, teams of City employees have worked to identify ways to change how we do business in order to provide our taxpayers with a government that is efficient and provides great value. This work has no finish line and we are committed to making continuous improvement a permanent element of our workplace culture.

I would like to take this opportunity to thank the City Council for their leadership in working with the staff to develop the City's *Guiding Principles*. These principles played a vital role in guiding the budget process. I would also like to thank the department directors who carefully reviewed their budgets and made important recommendations for cost savings. And, of course, I am truly appreciative of the work by so many of our employees to improve how we do business at the City of Mill Creek. Their hard work has contributed significantly to the balanced budget presented to you for consideration tonight.



## TRANSMITTAL LETTER

**PERSONNEL**

The proposed 2017-2018 biennium budget provides for 61 full-time employee positions and 11 seasonal & part-time positions.

The City has a long history of providing competitive salaries and quality benefits to its employees. Through the staffing and organizational changes described below, the City has been able to achieve a personnel savings of approximately \$420,000 in the 2017-2018 budget.

The proposed budget includes cost of living adjustments (COLAs) for all employees and maintenance of the City's generous benefit programs.

Significant staffing changes contained in the proposed 2017-2018 biennium budget are as follows:

- The in-house City Attorney position has been eliminated from the 2017-2018 budget. There is not enough general advice legal work to justify this full time in-house position. Rather, because the City has needs across a wide spectrum of legal practice areas (employment, collective bargaining, land use, contracts, etc...) the decision has been made to contract out legal work during the 2017-2018 biennium.
- Based upon the contracting out of legal work, the part time legal assistant position has been eliminated from the budget.
- The Police Commander position has been eliminated from the 2017-2018 budget. Management is exploring adding a Deputy Chief of Police position, as well as at least one additional police officer position, to the police department. However, I am not prepared to make a staffing recommendation to the City Council until such time as a formal staffing analysis is undertaken.
- The Police Support Services Manager position has been eliminated from the 2017-2018 budget. Due to the transfer of management responsibility for the passport services function from the Police Department to the Finance Department, and the reorganization of administrative personnel, this position is no longer required.
- The Building Official position has been removed from the 2017-2018 budget based upon projected work load. The Community and Economic Development Director has projected a need of 12 hours/week for this function. Based upon that projection, it was deemed more efficient to fulfill these needs via a contract for services.



## TRANSMITTAL LETTER

- Again, based upon projected work load, the vacant Senior Planner position has been eliminated from the Community and Economic Development Department and funding for that position has been allocated to the Department of Public Works for a Supervising Engineer position.

In addition to the above, the 2017-2018 budget calls for certain City functions to be reorganized to allow the City to provide more services without increasing personnel:

- The City Clerk & IT functions will be relocated under the Department of Finance & Administration. A preliminary financial review of the City's records functions and IT costs indicate the need to explore a Citywide enterprise resource management system. The design and implementation of such a system requires the collaboration of finance, records and IT personnel. Consolidating these functions under the Department of Finance & Administration provides an organizational structure that promotes better collaboration and organizational efficiency.
- Under the proposed budget, the Property Room Attendant position is upgraded from a part-time position to a full-time position. The duties of this position have been expanded to serve as lead for the police records function. This will allow for better coordination and communication of administrative related functions within the police department.
- The proposed budget calls for the records specialist, previously assigned to the police department, to be reallocated to the City Clerk's office. This will allow for the centralization of all public records requests. To accommodate this reorganization, customer service personnel have been trained and are now authorized to release over the counter requests for public records such as police reports and collision reports. By eliminating this function from the duties assigned to the records specialist, this employee is now able to assume the additional work associated with coordinating responses for all City public records requests. This has alleviated the need to hire additional personnel.
- For 2017-2018, the passport function has been physically and organizationally relocated to the Department of Finance & Administration. This allows for the supervision of a significant cash function to fall under the purview of the Department's Finance Division. Further, by physically relocating these staff to the front counter in City Hall, the City is able to relocate the front counter receptionist to serve as the Executive Assistant for the City Manager, and provide administrative support for the Director of Finance and Administration and the Human Resources Director, without the hiring of any additional personnel.



## TRANSMITTAL LETTER

- With the expansion of the City operations into City Hall North (aka the Annex Building), the City has a need for a receptionist in that building. By reorganizing the passport function as described above, the City is able to allocate one passport position to serve as the receptionist position in the newly renovated City Hall North. This alleviates the need to hire additional personnel for this position.
- The City Clerk position was previously responsible for serving as the executive assistant to the City Manager, responding to public records requests and fulfilling Public Information Officer (PIO) functions. By removing the executive assistant functions as described above, the City Clerk function is now solely focused on records management and is organized under the Director of Finance & Administration. This will allow the City to expand the public information function to include maintaining the City's websites and launching and managing social media sites for better communication with the community, especially during an emergency. Again, this is being accomplished through reorganization and without the need for new personnel allocations. The PIO will also provide communications and marketing support for community events.

**KEY OBJECTIVES**

The proposed 2017-2018 biennium budget allocates funds to achieve the following key City objectives:

**Public Safety Objectives**

- Negotiate a new contract for the provision of Fire and EMS services in the City of Mill Creek that provides appropriate service and is consistent with the City's financial goals and policies.
- Attain accreditation through the Washington Association of Sheriffs and Police Chiefs.
- Implement Mill Creek's role in regional emergency management efforts.
- Identify crime trends and establish reduction targets for identified trends.
- Develop and implement public safety programs to meet identified crime reduction targets and provide reporting metrics on the effectiveness of such programs.
- Host two citizen police academies per year beginning in 2017.
- Implement a citizen volunteer program to promote civic engagement in the community.
- Implement a Safe Internet Exchange Location Program.

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**TRANSMITTAL LETTER**

- Develop and implement a Police Explorer Program.
- Develop a strategic training program for police department employees to promote individual career enhancement, legal compliance and achievement of City goals.

**Financial Objectives**

- Development a long range (6 year) financial strategic plan.
- Provide internal and external customers with meaningful financial information on a quarterly basis.
- Formulate a biennium budget document that serves as a planning, financial and information tool that meets Government Finance Officers Association budget standards.
- Utilizing technology, provide meaningful ways for the community to engage in the budget process.
- Design and implement a comprehensive purchase order and contracting system.
- Conduct a comprehensive risk management review of City operations.
- Perform a cost benefit analysis for all City contracted services.
- Audit the City's existing franchise fee agreements and provide recommendations for changes as necessary.
- Evaluate business license processing options.

**Public Works Objectives**

- Investigate and provide for Council review alternatives to "chip seal" as a pavement preservation technique for neighborhood streets. Such alternatives should be consistent with the City's financial and community preservation goals. The Council has asked staff to make this a priority and this work is being planned for presentation to Council during the first quarter of 2017.
- Review, revise and update traffic engineering policies to address community concerns and current best practices.
- Working with the City Manager and Director of Finance and Administration, prepare for Council consideration a comprehensive Capital Improvement Program that identifies needs, projects, priorities and funding options for pavement preservation, concrete replacement and vehicle/equipment



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**TRANSMITTAL LETTER**

replacement. This work will complement the development of a six year financial strategic plan.

- Conduct a staffing needs analysis for the Maintenance Division.
- Implement LEAN process improvements for the Maintenance Division.
- Review, revise and standardize City contract forms and processes.
- Coordinate design and construction of a new Public Works Maintenance Facility.
- Oversee construction of North Pointe Park.

**Community & Economic Development Objectives**

- Create an economic development plan focusing on tourism, with recreation as the foundation, to enhance sales tax revenues. As part of this economic development plan, create a long-term vision for the development of the "Dobson" and "Remillard" properties.
- Implement a proactive code enforcement program to maintain the City's beauty, protect property values and promote the health and safety of its residents.
- Review and revise the City's development codes to ensure compliance with current law and Council vision.
- Conduct a review and analysis of the City's mitigation fee structure and programs to ensure compliance with current law and coordination with capital improvement planning.

**Tourism and Recreation Objectives**

- Design a community events program that expands tourism investment in the City.
- Actively pursue partnerships with schools, businesses and non-profit organizations to provide efficient recreational programming.
- Design and launch the City's first tourism focused website to feature community events, shopping, dining, lodging, maps, photography, parks, trails and social media integration.
- Conduct a "LEAN" review of the special event permitting process.
- Develop and implement a policy governing City sponsorships of events.

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**TRANSMITTAL LETTER**

- Create and implement a volunteer program charter to guide development of a City (adult) volunteer corps.
- Conduct a cost recovery analysis of recreation user fees.

**Public Information Objectives**

- Complete a comprehensive redesign of the City's website to reflect the City's brand and ensure easy accessibility of information for all users.
- Implement a comprehensive, user friendly and responsive digital citizen request and feedback program.
- Develop and implement a social media policy to govern the use of City social media accounts.
- Enhance the City's outreach efforts by implementing a comprehensive digital communication program to reach more demographics.
- Develop and implement a citizen recognition program to foster civic engagement and pride of community.
- Initiate a Home Owners Association outreach program.
- Create an annual *State of the City Report* for residents and businesses.

**Human Resource Objectives**

- Negotiate new collective bargaining agreements with the City's labor unions.
- Provide a comprehensive rewrite of the City's personnel policies and procedures to comply with current law and best practices.
- Implement a comprehensive performance evaluation system for all City employees.
- Design and implement a recruitment selection process that allows the City to hire the best employees to fulfill its vision, mission, values and goals.
- Develop and implement high school and college student internship programs that provide students with relevant work experience and the City with additional resources.



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**TRANSMITTAL LETTER**

- Complete full implementation of the City's new Human Resource Information System.

**Records Management Objectives**

- Draft a comprehensive policy and procedure manual governing the City's record management function to include but not limited to: records retention, destruction and disclosure, social media archiving, text message archiving and other electronic archiving. Perform records management tasks in compliance with newly drafted policy.

**Information Technology Objectives**

- Develop a technology master plan for the City to allow for strategic purchasing and financial planning with emphasis on:
  - Providing transparency through data publication on City's website.
  - Evaluating enterprise resource management system solutions.
  - Evaluating electronic records content management solutions independently or as part of a Citywide enterprise resource management system.
- Establish an Information Technology (IT) Steering Committee to evaluate, recommend and implement innovative technology solutions.

**CONCLUSION**

Adopting and monitoring the budget to ensure financial stability is one of the primary functions of City government. The budget process affords the City of Mill Creek the opportunity to balance the needs of the community against available resources. The budget does not constitute a mandate to spend, only the authority to do so. A conscientious effort has been made to evaluate budget requests and set priorities covering those proposals which could be judiciously undertaken with available funding.

The test of government is the ability to ensure its long term operating functions without periodic disruptive impacts upon those we serve. The demands placed on this budget are certainly as great if not greater than those we have faced in the past. However, the proposed 2017-2018 budget has been designed to provide for financial stability, while continuing to offer the highest standards of service possible to the residents of Mill Creek. This budget is evidence of our efforts to be a fiscally responsible and proactive government. Our ever-present goal is long term financial stability.



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TRANSMITTAL LETTER

On behalf of the City team, thank you for the opportunity to serve.

Respectfully submitted,

A handwritten signature in blue ink that reads "Rebecca".

Rebecca C. Polizzotto  
City Manager

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# City in Brief







**Development of Mill Creek . . .** following several failed attempts to develop, beginning with a rezone request approved by Snohomish County in 1968, the property was purchased by Tokyu Land Development (Hawaii), Ltd., in 1972, who acquired control of an additional 300 acres ± and assigned their interest to the United Development Corporation (with the Ohbayashi Corporation) who was at the time conducting planning and engineering studies, which resulted in a comprehensive master plan for the new community. The final plan anticipated a citywide total of over 4,600 dwelling units with a population of 12-14,000 when construction was completed.

**Incorporation . . .** in 1983, the City of Mill Creek, then consisting of 1,160 acres, was incorporated. The primary impetus for incorporation was the desire by the residents to receive a more equitable tax structure and improve police protective services. The City Council was elected and the Planning Commission was appointed. In 1987 the Parks and Recreation Advisory Board was established.

The City of Mill Creek has gone through significant changes since incorporation in 1983. The City has doubled in area as annexations have occurred. Since incorporation, 17 annexations ranging between 2 and 300 acres in size have been approved by the City. As of 2008, the City had a total area of 2,994 acres or 4.68 square miles. As of April 2016, the City's population is estimated to be 19,900.

**Creating a Namesake . . .** in 2000, the City petitioned the State Board of Geographic Names, to officially designate a small creek, locally referred to as Smokehouse Creek, as "Mill Creek." The idea for establishing an official name for the creek was generated by the Mill Creek City Council. Because the creek flows through the Town Center site they reasoned, it should be given a name that complements the Town Center and establishes a namesake for the City. After some discussion, it was decided that the creek should be named Mill Creek, and the City's request to name the creek Mill Creek was approved.



CITY OF MILL CREEK, WASHINGTON  
 COMMUNITY PROFILE


### LOCATION

The City of Mill Creek is located approximately 24 miles northeast of downtown Seattle and 10 miles southeast of Everett, Washington. Nearby cities include the cities of Everett, Lynnwood and Bothell. Mill Creek is accessible via I-5 and I-405. SR 527 (Bothell-Everett Highway) and SR 96 (132<sup>nd</sup> Street SE) are within the City limits.

Date of Incorporation 1983  
 Form of Government: City Council/  
 City Manager  
 Number of Full-Time Employees - 61  
 2016 Population – 19,900  
 Square Miles – 4.68

### LEGISLATIVE REPRESENTATION

**Snohomish County District 4:**  
 Council Member Terry Ryan

**State Legislative District 44:**  
 Representative John Lovick  
 Representative Mark Harmsworth  
 Senator Steve Hobbs

### **US Congress, District 1:**

Senator Patty Murray  
 Senator Maria Cantwell  
 Representative Suzan DelBene

### MUNICIPAL SERVICES

#### **Public Safety – Police and Fire**

The City of Mill Creek has a Department of Public Safety that provides police services, provides for oversight of fire services via a contract with Fire District 7 and coordinates the City's emergency management function.

#### **Library Services**

The City of Mill Creek is within the Sno-Isle Library District, which serves 728,745 residents in the Snohomish and Island County communities.

#### **Utility Services**

Water and Sewer services are provided by two districts: Alderwood Water and Wastewater District and Silver Lake Water and Sewer District. Electrical service is provided by Snohomish County Public Utility District No. 1, and natural gas is provided by Puget Sound Energy. Waste disposal and recycling services are provided by Waste Management Northwest.

#### **School District**

The City of Mill Creek is mostly within the Everett School District which serves the cities of Everett, Mill Creek and the surrounding unincorporated Snohomish County. Public school facilities within Mill Creek city limits include:

- Mill Creek Elementary
- Heatherwood Middle School
- HM Jackson High School





CITY OF MILL CREEK, WASHINGTON  
COMMUNITY PROFILE

**Parks**

The City of Mill Creek owns and maintains one Community Park: Mill Creek Sports Park and 10 neighborhood parks:

- Buffalo Park – 13401 44<sup>th</sup> Ave SE
- Cougar Park – 3221 148<sup>th</sup> St. SE
- Heron Park – 2701 155<sup>th</sup> St. SE
- Highlands Park – 16110 29<sup>th</sup> Dr SE
- Hillside Park – 14721 12<sup>th</sup> Ave SE
- Library Park – 15429 Bothell-Everett Hwy
- Nickel Creek Park – 1900 164<sup>th</sup> Street SE
- North Pointe Park – 13901 North Pointe Circle
- Pine Meadow Park – 15803 32<sup>nd</sup> Avenue SE
- Silver Crest Park – 13621 28<sup>th</sup> Dr SE

ECONOMIC STATISTICS

**Top Five Employers**

- Central Market
- Lowes
- Albertsons
- The Everett Clinic
- QFC

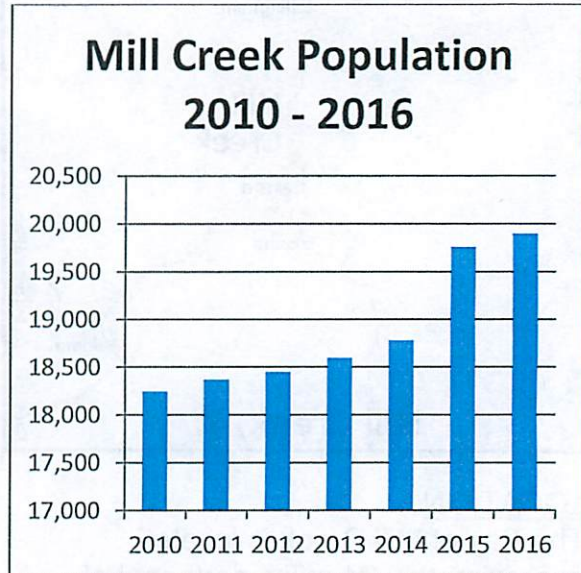
**Top Ten Companies, ranked by 2015**

**Sales Tax**

- Lowes Home Centers
- Albertsons LLC
- Central Market
- McDonald's
- LA Fitness International
- QFC (Fred Meyer)
- Amazon.com LLC
- Azul Restaurant
- Staples
- Thrifty Payless, Inc.

DEMOGRAPHICS

Statistics based on 2015 American Community Survey and 2010 Census



**Age**

Under 5 years	1,042
5 to 9 years	1,225
10 to 14 years	1,240
15 to 19 years	1,131
20 to 29 years	2,423
30 to 39 years	2,360
40 to 49 years	2,798
50 to 59 years	2,649
60 to 69 years	1,823
70 to 79 years	866
80 to 89 year	581
90 years+	104
Median Age	41.3

**Male vs. Female**

Male 49.6%  
Female 50.4%





CITY OF MILL CREEK, WASHINGTON  
COMMUNITY PROFILE

**Race**

White	74.2%
Asian	16.7%
Hispanic	5.6%
Two or more races	4.4%
Black	2.2%
American Indian	0.5%

**Households by Type**

Owner-occupied units	4,764
Average household size	2.62
Population	12,471
Renter-occupied housing units	2,787
Average household size	2.07
Population	5,678
Total Occupied Housing Units	7,551
2016 Median Home Value	\$491,000

**Household Income** (In 2015 Inflation-adjusted dollars, includes benefits)

Total Households	7,723
Less than \$15,000	324
\$15,000 to \$24,999	351
\$25,000 to \$34,999	603
\$35,000 to \$49,999	749
\$50,000 to \$74,999	1,165
\$75,000 to \$99,999	1,443
\$100,000 to \$149,999	1,637
\$150,000 to \$199,999	799
\$200,000+	652

Median Household Income \$86,965

**Educational Attainment**

Overall

High school graduate or higher 96.8%  
Bachelor's degree or higher 48.6%

Population 25 to 34 years

High school graduate or higher 98.8%  
Bachelor's degree or higher 50.4%

Population 35 to 44 years

High school graduate or higher 99.7%  
Bachelor's degree or higher 60.1%

Population 45 to 64 years

High school graduate or higher 97.4%  
Bachelor's degree or higher 42.9%

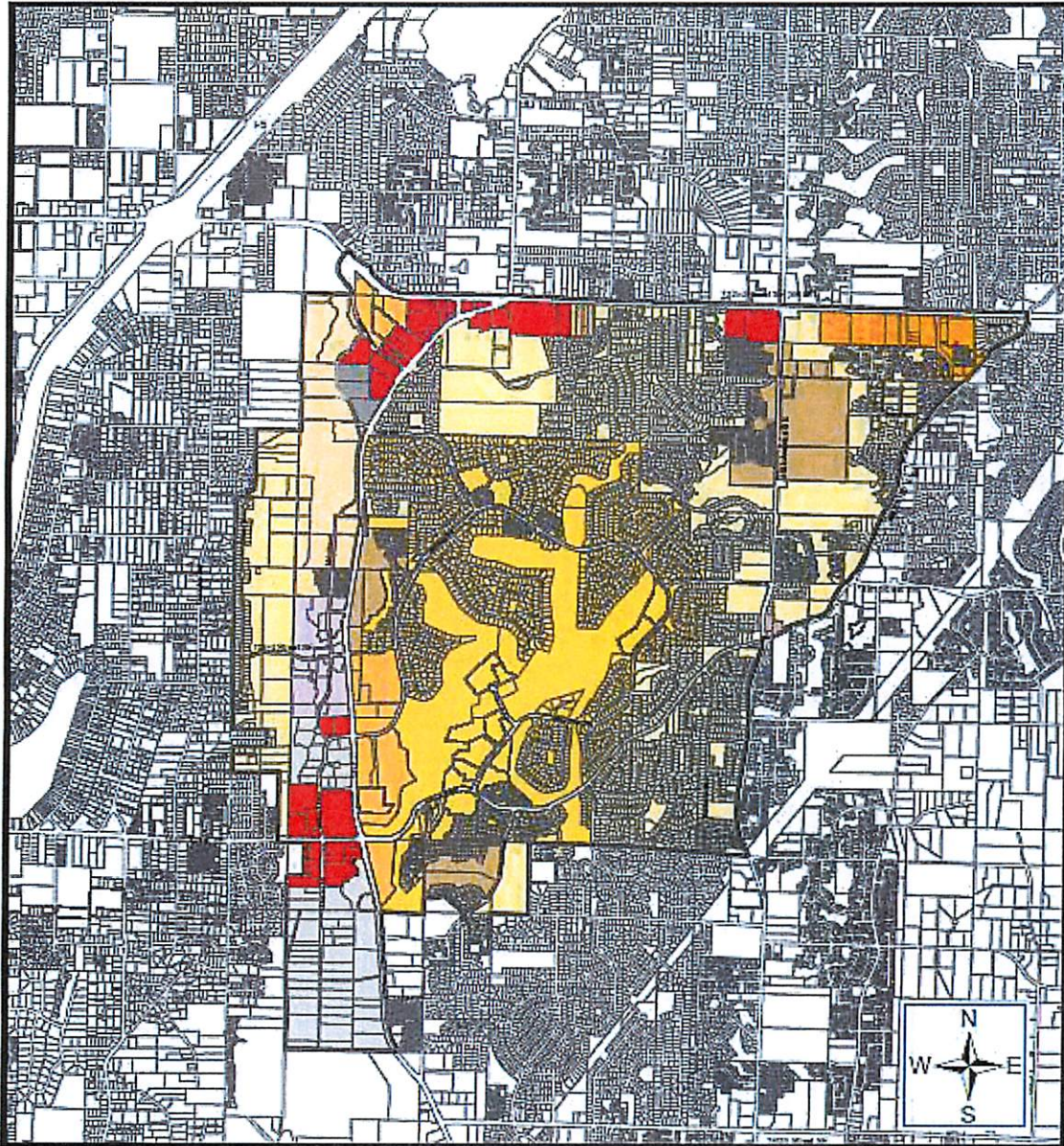
Population 65 years and over

High school graduate or higher 91.4%  
Bachelor's degree or higher 47.1%








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# Zoning Map



Council Ord. 2015-802  
Effective December 18, 2015

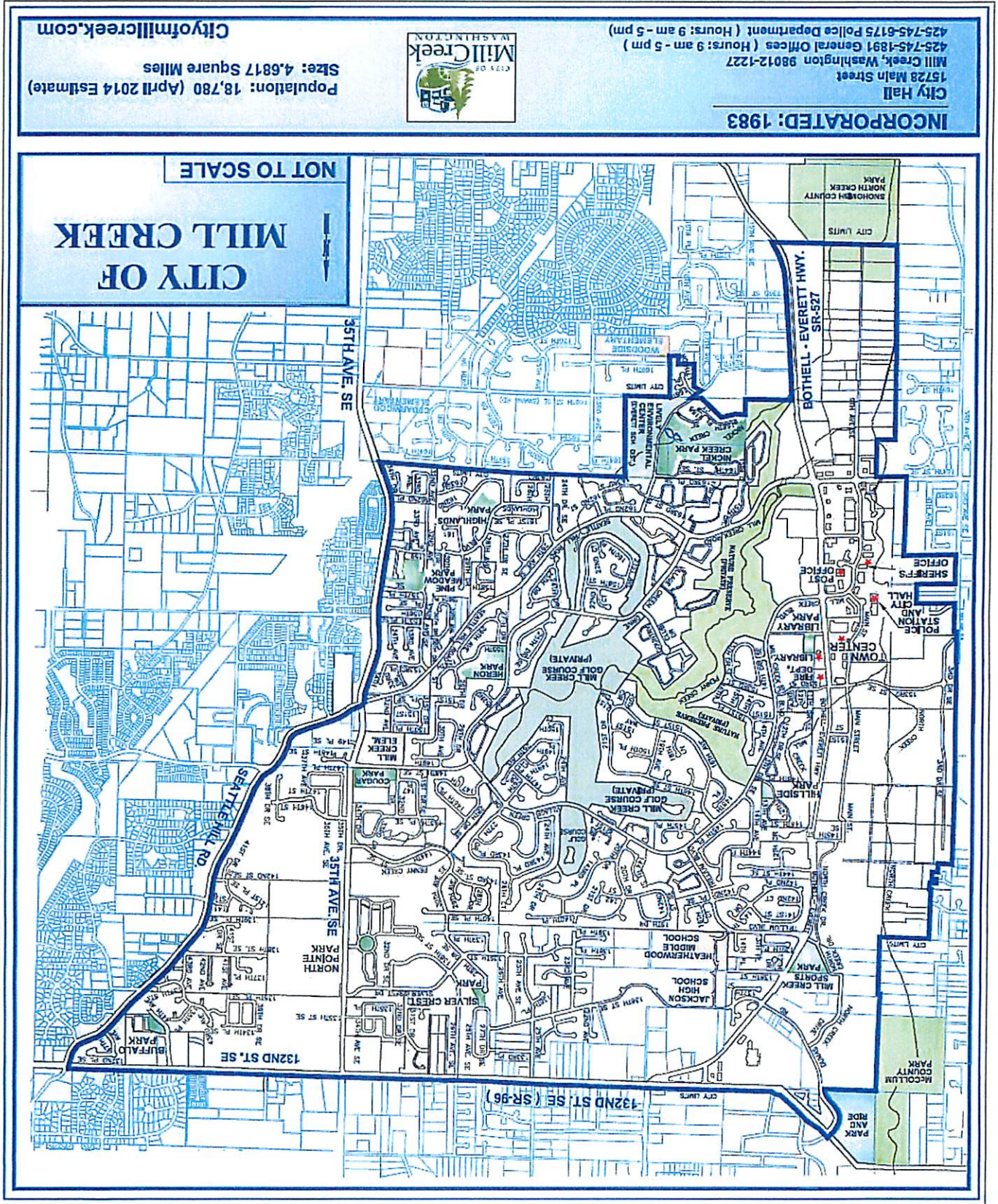
- |   |   |
|---|---|
|  City Limits                               |  PCB Planned Community Business  |
|  Unincorporated Parcels                    |  CB Community Business           |
|  LDR Low Density Residential               |  NB Neighborhood Business        |
|  PRD 7200 Planned Residential Development  |  BP Business Park                |
|  MDR Medium Density Residential            |  OP Office Park                  |
|  HDR High Density Residential              |  EGUV East Gateway Urban Village |
|  MU/HDR Mixed Use/High Density Residential |   |

The City of Mill Creek Municipal Code  
is available online at [www.cityofmillcreek.com](http://www.cityofmillcreek.com)



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# Budget Sections



# FISCAL POLICY

## CITY OF MILL CREEK, WASHINGTON

### 1. General Financial Goals

- a. To provide a financial base sufficient to sustain municipal services and maintain the social and physical conditions of the City.
- b. To be able to withstand local and regional economic downturns, to adjust to changes in service requirements and to respond to other changes as they affect the community.
- c. To maintain an excellent credit rating in the financial community and assure taxpayers that the City of Mill Creek is maintained in sound fiscal condition.

### 2. Operating Budget Policies

- a. The base operating budget is the City's comprehensive two-year financial plan which provides for the desired level of City services as defined by the City's priorities.
- b. The goals of the budgeting process are:
  - Align the budget with citizen priorities.
  - Measure progress towards priorities.
  - Get the best value for each tax dollar.
  - Foster continuous learning in the City.
  - Build regional cooperation.
- c. Revenues and expenditures for the General Fund, and all operating funds, shall be projected for the ensuing biennium.



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FISCAL POLICY

- d. Biennial operating budgets should provide for design, construction, maintenance and replacement of the City's capital and equipment consistent with the Capital Improvement Plan, including the related costs for operating such new facilities.
- e. The City will maintain all of its assets at a level such that it protects the City's capital investment and minimizes future maintenance and replacement costs.
- f. The City will develop an equipment replacement and maintenance needs analysis for the life cycle of the equipment and will update this projection every two years consistent with budget development.
- g. All general government current operating expenditures will be paid from current revenues and cash carried over from the prior biennium.
- h. Reports on revenues and expenditures will be prepared monthly and reviewed quarterly by the City Council during the year.
- i. The City will avoid budgetary and accounting procedures which balance the current budget at the expense of future budgets.
- j. The City of Mill Creek defines a balanced budget as current biennium revenues (including fund balances) equal to or greater than current biennium budgeted expenditures.
- k. The City will attempt to utilize beginning balances and other one-time revenues only for onetime/non-recurring expenditures.

All supplemental appropriations for programs (appropriations requested after the original budget is adopted) will be considered as a result of the availability of new revenues (such as unanticipated grants). All supplemental appropriations will conform to these operating budget policies.

### 3. Revenue Policies

- a. The City will strive to maintain a diversified and stable revenue system to shelter it from short-run fluctuations in any one revenue source. The revenue mix should combine elastic and inelastic revenue sources to minimize the effect of an economic downturn.

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FISCAL POLICY

- b. Because revenues, especially those of the General Fund, are sensitive to both local and regional economic activities, revenue estimates provided to the City Council shall be conservative.
- c. The City will estimate its biennial revenues by an objective, analytical process using best practices as defined by the Government Finance Officers Association.
- d. The City will project revenues for the next six years and will update this projection biennially. The City Manager will biennially review and make available to the City Council an analysis of each potential major revenue source.
- e. The City will establish all user charges at a level related to the cost of providing the service and within policy parameters established by the City Council.
- f. In each odd numbered year, the City will review user fees to adjust for the effects of inflation and other factors as appropriate. The City will set fees for user activities, such as recreational services, at a level to support the direct and indirect costs of the activity in accordance with cost recovery policies adopted by the City Council.
- g. The City will set fees and user charges for each enterprise fund at a level that fully supports the total direct and indirect cost of the activity including the cost of annual depreciation of capital assets. Additionally, for analysis and rate modeling purposes, the proposed rates shall also take into account debt service coverage commitments made by the City of 1.2 times annual debt service.

#### **4. Expenditure Policies**

- a. The City budget will provide for a sustainable level of service as defined in the context of the operating budget policies.
- b. The City's operating budget will not use one-time revenues to support ongoing expenditures.
- c. The City will maintain expenditure categories according to state statute and administrative regulation.
- d. The City will structure service levels in the context of financial sustainability.



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FISCAL POLICY

- e. The City will forecast its General Fund expenditures biennially for the next six years. The drivers and assumptions used in the forecast will be described.
- f. A cost allocation plan will be developed and incorporated into the City budget. The cost allocation plan will be the basis for distribution of general government costs to other funds or capital projects (also known as indirect costs).

### **5. Capital Investment Budget Policies**

- a. The City will make capital improvements in accordance with an adopted Capital Improvement Program.
- b. The Capital Improvement Program and the base operating budget will be reviewed at the same time to ensure that the City's capital and operating needs are balanced with each other and that the Capital Improvement Program is aligned with the City's other long-range plans.
- c. The City will develop a six-year plan for capital improvements including operations and maintenance costs and update it every biennium. Capital expenditures will be forecasted taking into account changes in population, changes in real estate development or changes in the relevant economic condition of the City and the region.
- d. The City will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to Council for approval. The City will use intergovernmental assistance and other outside resources whenever possible.
- e. The City will determine the least costly financing method for all new projects.
- f. The City will transfer, annually, General Fund one-time revenues to the Capital Improvement Program.

### **6. Short-Term Debt Policies**

- a. Short-term debt is defined as a period of three years or less.
- b. The City may use short-term debt to cover temporary cash flow shortages, which may be caused by a delay in receipting tax revenues or issuing long-term debt. The City will not use short-term debt for current operations.

## FISCAL POLICY

- c. The City may issue interfund loans rather than outside debt instruments to meet short-term cash flow needs. Interfund loans will be permitted only if an analysis of the affected fund indicates excess funds are available and the use of these funds will not impact the fund's current operations. All interfund short-term borrowing will be subject to Council approval by ordinance or resolution and will bear interest based upon prevailing rates.

**7. Long-Term Debt Policies**

- a. Long-term debt is that debt which exceeds three years.
- b. The City will utilize long-term borrowing for capital improvements that cannot reasonably be financed on a pay-as-you-go basis from anticipated cash flows.
- c. Acceptable uses of bond proceeds are items which can be capitalized and depreciated. Refunding bond issues designed to restructure currently outstanding debt is also an acceptable use of bond proceeds provided that the net present value (NPV) of savings is at least four percent (4%).
- d. The City will determine whether self-supporting bonds (such as special assessment improvement district bonds) are in the City's best interest when planning to incur debt to finance capital improvements.
- e. The City will not use long-term debt for current operations.
- f. The City will maintain good communications with bond rating agencies about its financial condition. The City will follow a policy of full disclosure on every financial report and bond prospectus including proactive compliance with disclosure to the secondary market.
- g. General Obligation Bond Policy
  1. Every project proposed for financing through general obligation debt shall be accompanied by a full analysis of the future operating and maintenance costs associated with the project.
  2. Bonds cannot be issued for a longer maturity schedule than a conservative estimate of the useful life of the asset to be financed.
- h. Financing of Lease Purchases
  1. Under Washington State law, the public may vote to approve bond issues for general government purposes in an amount not to exceed



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## FISCAL POLICY

2.5% of assessed valuation. Within the 2.5% limit, the Mill Creek City Council may approve bond issues and/or lease purchases up to 1.5% of the City's total assessed value. In addition, state law provides for an additional 2.5% of assessed valuation for parks and open space purposes with a vote of the public.

2. Lease purchase financing may be used when the cost of borrowing or other factors make it in the City's best interest.

### 8. Reserve Fund Policies

- a. The City will maintain General Operating Reserves at a level equal to at least 15% of the total General Fund budgeted annual revenue, excluding the beginning fund balance and any significant one-time revenue. These reserves shall be created and maintained to:
  1. Provide sufficient cash flow to meet daily financial needs.
  2. Sustain City services in the event of a catastrophic event such as a natural/manmade disaster (e.g., earthquake, windstorm, flood, terrorist attack) or a major downturn in the economy.
- b. Biennium surpluses in the General Fund will be used to fund one-time operations, capital expenditures or dedicated to the Capital Improvement Program if:
  1. There are surplus balances remaining after all current expenditure obligations and reserve requirements are met.
  2. The City has made a determination that revenues for the ensuing biennium are sufficient to support budgeted General Fund operations.
- c. A surplus is defined as the difference between the actual beginning fund balance and the budgeted beginning fund balance. It consists of under-expenditures and excess revenues over and above the amounts included in the biennial budget.
- d. The City will maintain operating reserves in the following funds:
  1. Surface Water Fund: 5%
  2. Annex Fund: 5%

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FISCAL POLICY

- e. The City shall additionally maintain the following Equipment Replacement Reserve Funds:
  - 1. Fleet Maintenance Reserve
  - 2. Capital Equipment Reserve for general asset replacement.

The Equipment Reserve Funds will be maintained at a level sufficient to meet scheduled equipment replacement so as to sustain an acceptable level of municipal services and prevent a physical deterioration of City assets.

- f. The City shall also maintain Reserve Funds as follows:
  - 1. All statutorily required reserve funds to guarantee debt service
  - 2. A vacation accrual reserve.

No reserve shall be established for sick leave. One-fourth of accrued sick leave is payable only upon retirement, up to 200 hours with 10 years of service, and is not considered material.

## 9. Investment Policies

The City Manager will biennially submit an investment policy to the City Council for review.

## 10. Special Revenue Policies

- a. The City will establish and maintain Special Revenue Funds which will be used to account for the proceeds of specific revenue sources to finance specified activities which are required by statute, ordinance, resolution, or executive order.
- b. Special Revenue Funds having biennial operating budgets will be reviewed by the City during the budget process.

## 11. Accounting, Auditing and Financial Reporting Policies

- a. The City will establish and maintain a high standard of internal controls and accounting practices. The City accounts for revenues and expenditures on a cash basis.



## FISCAL POLICY

- b. The accounting system will maintain records on a basis consistent with accepted standards for local government accounting and the State of Washington Budgeting, Accounting and Reporting Systems.
- c. Regular quarterly and annual financial reports will present a summary of financial activity by major types of funds. Such reports will be available via the City's website ([www.cityofmillcreek.com](http://www.cityofmillcreek.com)).
- d. A fixed asset system will be maintained to identify all City assets, their location and their condition.
- e. The City will ensure that City records are audited annually and will result in the issuance of a financial opinion. The results of such audit are to be available to the public via the City's website.

**12. Budget Calendar**

- a. In order to facilitate and implement the budget process, the City Manager will propose a biennial budget calendar at the first regular Council meeting in March in every even year.
- b. The calendar will be comprehensive in nature and generally provide for a process that resembles the Best Practices as published by the Government Finance Officers Association.



## GENERAL FUND SUMMARY

Sources of Funds:	2017-2018 Proposed Budget	2015-2016 Projected Actual	2015-2016 Adopted Budget
Beginning Reserves	\$ 6,359,039	\$ 6,589,521	\$ 6,589,521
<b>Taxes:</b>			
Property Taxes	15,634,356	14,251,379	14,100,178
Sales Taxes	5,583,550	5,766,434	5,600,000
Licenses & Permits	1,318,250	1,490,349	1,288,110
Intergovernmental Revenue	934,554	936,176	875,769
Charges for Services	661,620	1,048,099	640,100
Fines & Penalties	350,000	268,736	402,000
Misc Revenue	140,000	188,864	216,000
Other Sources - Transfers In	-	656,856	640,000
<b>Total Revenues</b>	<b>24,622,330</b>	<b>24,606,892</b>	<b>23,762,157</b>
<b>Uses of Funds:</b>			
Legislative	110,897	141,831	110,195
Executive	1,412,915	1,434,006	1,634,994
Finance	1,349,405	1,455,264	1,351,198
IT	834,375		
Police	9,440,226	9,696,394	10,094,254
Fire Service	7,543,500		7,541,391
Non-Departmental	834,580	8,250,627	849,350
Building/Planning	1,253,586	2,232,245	2,242,915
Public Works	1,842,846	1,627,006	1,672,780
<b>Total Expenses</b>	<b>24,622,330</b>	<b>24,837,374</b>	<b>25,497,077</b>
<b>Ending Reserves</b>	<b>\$ 6,359,039</b>	<b>\$ 6,359,039</b>	<b>\$ 4,854,601</b>

## GENERAL FUND SUMMARY

Description	2015-2016	2017-2018
	Projected Actual	Adopted Budget
Regular Property Tax	11,763,804	12,319,670
EMS Property Tax Levy	2,487,575	3,314,686
Local Retail Sales and Use Tax	4,718,600	4,558,000
"Public Safety" Sales Tax	455,567	455,800
Criminal Justice Sales Tax	592,267	569,750
Punch Boards/Pull Tab Excise	-	-
Interest-Real & Property Taxes	-	-
<b>Taxes</b>	<b>20,017,813</b>	<b>21,217,906</b>
Prof. & Occ. Business Licenses	97,200	100,000
Franchise Fees - Cable & Fiber	685,041	710,000
Franchise Fees - Waste Mgmt.	124,506	67,000
Building/Structure Permits	541,992	415,000
Technology Fee	33,363	16,950
Animal Licenses	1,518	1,300
Penalties on Non-Business Lic.	-	-
Other Permits or Licenses	6,729	8,000
<b>Licenses and Permits</b>	<b>1,490,349</b>	<b>1,318,250</b>
PUD Privilege Tax	163,906	172,665
MVET- Violent Crimes/Pop	10,461	12,600
Crim Justice-Spec Programs	38,233	42,000
DUI/Criminal Justice Assist	5,926	-
Liquor Excise Tax	139,967	189,810
Liquor Control Board Profits	334,915	335,580
Evr School Dist-School Officer	148,079	167,500
Marijuana Testing Fees	-	-
Sno-Isle Library	-	-
<b>Intergovernmental</b>	<b>841,488</b>	<b>920,154</b>
Bulletproof Vest Fed Grant	6,164	2,400
Grants-WASPC/Live Scan Finger Print	18,000	-
State Grant Military Dept	2,659	-
Grants-Traffic Safety Comm	-	2,000
Grants-Other	67,864	10,000
<b>Grants</b>	<b>94,688</b>	<b>14,400</b>

## GENERAL FUND SUMMARY

Description	2015-2016 Projected Actual	2017-2018 Adopted Budget
Sale of Maps & Publications	36	-
Copies, Fingerprinting, Tape	12,763	12,000
Engineering Plan Check Fees	116,763	22,700
Candidate Filing Fees	(3,542)	600
Passport Fees	563,767	450,000
Law Enforcement Services	6,075	10,000
Zoning & Subdivision Fees	45,775	22,920
Plan Check Fees	283,137	128,400
Design Review Board Fees	7,500	5,000
Other Development Fees	15,825	10,000
<b>Charges for Services</b>	<b>1,048,099</b>	<b>661,620</b>
Civil Traffic Infraction	240,982	315,000
Dismissed Tickets	5,628	6,000
Code Enforcement Penalties	400	-
Civil Parking Infractions	20,726	29,000
Permit & License Penalties	1,000	-
<b>Fines &amp; Penalties</b>	<b>268,736</b>	<b>350,000</b>
Investment Interest	44,754	35,000
Interest on Sales Tax Rec.	3221	-
Interest - Rifle Purchase	-	-
Lease Revenue/Cell Tower Leases	96,000	96,000
Donations	2,050	-
DARE Donations/Sales	5	-
ESCA Equity	35,604	-
Cashier's Overage/Shortages	337	-
Other Miscellaneous Revenue	6,893	9,000
DWLS Impound Admin fee	-	-
<b>Miscellaneous Revenues</b>	<b>188,864</b>	<b>140,000.00</b>





GENERAL FUND SUMMARY

Description	2015-2016 Projected Actual	2017-2018 Adopted Budget
Proceeds-Sale Capital Assets	-	-
Insurance & Restitut Recovery	667	-
Transfer From Annex Bldg.	-	-
Transfer From Crimin Justice	-	-
Transfer From Drug Buy	-	-
Transfer from Beautification	-	-
Transfer from REET	640,000	-
Insurance Recoveries	16,189	-
Other Financing Sources	656,856	-
<b>General Fund</b>	<b>24,606,892</b>	<b>24,622,330</b>
<b>Less: Transfers</b>	<b>656,856</b>	<b>-</b>
<b>Gen Fund Revenues Only</b>	<b>23,950,037</b>	<b>24,622,330</b>

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## MILL CREEK CITY COUNCIL

Department Description

The City of Mill Creek operates as a Council-Manager form of government.

The City Council consists of 7 officials, each elected to four-year terms. The terms are staggered and expire at the end of odd-numbered years. Individual Councilmembers do not have governing power as individuals, but only when meeting as a Council, when a quorum (4 or more) are present. Every two years, the City Council elects a Mayor from its members to serve as the Chair of the Council.

Under the Council-Manager form of government, the City Council establishes legislative policy and budgetary authority. The City Manager serves as the Chief Executive Officer of the City and prepares the proposed budget for Council consideration, administers code and legislative policy, establishes administrative policy, handles complaints and appoints and removes City employees.

The City Council enacts laws and policies through the adoption of ordinances and resolutions. Through these legislative actions the Council establishes priorities for the City Manager and develops objectives designed to fulfill the City's vision and mission.

The City Council meets regularly on the first, second and fourth Tuesdays of each month.

**Pam Pruitt, Mayor**

Pruitt has been a resident of Mill Creek's Cottonwood neighborhood since 1980. She first joined the City Council in 1988, serving until 1995; during that time, she served as mayor in 1992-1993. Though involved in the community in the intervening time, she once again felt compelled to serve officially. Pam was re-elected in 2013, and has served as mayor since then. Her commitment to public service is focused on making things better for people in Mill Creek. She thrives on building relationships. Pam currently serves on the Joint Fire Board, SNOCOM Dispatch Board and the Snohomish County Emergency Radio System Board. In her spare time, she likes to knit hats for children undergoing chemo treatment, write and talk with community members she encounters while walking around Mill Creek. Pam holds a BA from the University of Washington. She is a retired CPA. Her term expires December 31, 2017.



## MILL CREEK CITY COUNCIL

**Brian Holtzclaw, Mayor Pro Tem**

Holtzclaw moved into Mill Creek's Brighton neighborhood in October 2003. With a background in real estate development law, he has been interested in land-use and development issues for years. In 2013, he joined the City Council to bring oversight to the existing administration, to help address community concerns and to shape the community's growth. One priority for him is for the Council to move forward with a decision on what to do with the undeveloped property owned by the City adjacent to the Mill Creek Sports Park. He also seeks collaborative partnerships with other entities within Snohomish County to determine how to best address the needs of Mill Creek in a way that bolsters the City's economic development and tourism offerings. Holtzclaw is in-house legal counsel for a home building-land development company focusing on land use and real estate development issues. He obtained his law degree at the University of Puget Sound (now Seattle University). He also holds a degree in economics from Whitman College. When not focusing on law or City matters, he is an avid cyclist. His term expires December 31, 2017.

**Mark Bond, Councilmember**

Bond's affinity for public service came early on in life. Unsure of a career path, and seeking something that would make him happy down the road, he went on a 10-hour police ride-along. Bond was hooked. He tested for police work as soon as he was able and joined the Mill Creek Police Department in 1990, where he served the City for 11 years. He joined the Snohomish County Sheriff's Office in 2001, where he still works. At that time, he moved into the Highland Trails neighborhood. Bond was first elected to the City Council in 2004. His tenure has been marked by humble service. He credits early City administrations for paving the way for the City to weather financial difficulties. Now, he seeks to ensure financial stability for the future. In addition, his passion for public safety helps guide the Council on decisions impacting the life, health and property of community members. In addition to his Council role, he serves on the Snohomish County Health District and the Joint Fire Board. Bond attended Shoreline Community College. In his down time, he enjoys strategy games. His term expires December 31, 2019.

**Vince Cavaleri, Councilmember**

Cavaleri moved to the Webster's Pond neighborhood of Mill Creek in 2004. In 2015, he was appointed to a vacant position on the City Council. Cavaleri subsequently was elected to a four-year term in November 2015. His service stems from a desire to be a fiscal representative for the community; he strives to ensure the City provides a superior level of service without implementing high taxes. During his tenure, the City has balanced its budget and saved millions of dollars on



## MILL CREEK CITY COUNCIL

the City Hall and Annex renovation. A deputy with the Snohomish County Sheriff's Office for more than 18 years, he also is passionate about keeping citizens safe without intruding on their civil liberties, and approaches decisions from this mindset. Cavaleri is a Parks and Recreation Board liaison for the City, advocating for green open spaces that are clean and appropriate for all ages. He also serves on the Water Resource Inventory Areas 8 board, which handles surface water and ecological issues. During his down time, Cavaleri enjoys physical activities like hiking, biking, hot yoga and working out. His term expires December 31, 2019.

**Sean Kelly, Councilmember**

Kelly joined Mill Creek's Heatherstone neighborhood in 2006 when he moved to the area to work for Boeing, where he is an engineer and project management professional. Kelly has long been interested in government; as a young man, he would read books on the Constitution and the country's founding fathers. So when the opportunity arose for him to join the Mill Creek City Council, he threw his hat in the ring.

Though elected for a term beginning in January 2014, he was sworn in early to fill a vacancy. Putting his professional experience to work in the civic arena, he's interested in finding efficiencies and ensuring personnel are working within their skillsets. Further, he seeks to improve and increase City services while ensuring fiscal responsibility. Looking forward, he is excited for the opportunity to help attract new businesses to the City and foster economic growth. He earned a bachelor's degree in aeronautics from San Jose State University, and holds a project management professional certificate. In his spare time, Kelly collects and rides vintage British motorcycles. His term expires December 31, 2017.

**Donna Michelson, Councilmember**

Michelson, a community member since 1978, has a passion for building relationships and making a difference in the community. Her community service harkens back to the early years of Mill Creek, when she helped develop a successful after-school program for students. She is proud of Mill Creek, which she calls "a community within a city." Working hard to keep Mill Creek as a vibrant community, she joined the City Council in March 1999 and has been serving ever since. She was appointed mayor pro tem in 2002 and 2004, and became mayor in 2006. During her tenure, she has focused on building community programs, including a free hazardous waste roundup event, a free electronics recycling program, a free pet microchipping event and many free document shredding events. In addition to community programs, she is helping tackle community issues, ranging from balancing the budget to pavement preservation and the proposed reconstruction of 35<sup>th</sup> Avenue. Her goal is to honorably uphold the position to which she was elected with the highest integrity possible, making decisions that are best for the City. Her term expires December 31, 2017.



## MILL CREEK CITY COUNCIL

**Mike Todd, Councilmember**

Todd is a long-time resident of the Spring Tree neighborhood, where he moved in 1983. His civic participation developed from a desire to help obtain more soccer fields for the local soccer club when he was serving as a soccer coach and club administrator. He is a strong believer in citizens being engaged in local efforts that benefit their community. In 1999, he joined a task force to help develop a Metropolitan Park District. That work led to his involvement with the Parks and Recreation Board. In 2005, he was selected to fill a Council position due to a mid-term vacancy. He has served on the Council ever since, including two terms as mayor from 2010 through 2014. He strives to help the City be involved in broader regional matters as he seeks to develop interagency partnerships. In that vein, he serves on the Puget Sound Regional Council, the Snohomish County Cities non-profit organization, the Community Transit Board and the North Puget Sound Soccer League. He earned a master's degree in mechanical engineering and a bachelor's degree in electrical engineering from Stanford University, and worked as an engineer at Fluke in Everett. In his downtime, he still enjoys playing soccer. His term expires December 31, 2019.

**2017-2018 City Council Goals:****Fiscal Responsibility**

To responsibly manage the City's financial resources to provide quality public services, cultivate economic prosperity, and maintain a sustainable budget.

**Community Preservation**

To support the development, maintenance and revitalization of public and private property to ensure the continuation of Mill Creek as a safe, clean and well-maintained community.

**Civic Pride**

To achieve strong community spirit by promoting active civic participation, public-private partnerships and transparency in government.

**Customer Service**

To provide excellent service to all who interact with the City by recruiting, training and retaining a skilled, innovative and dynamic workforce.

**Public Safety**

To protect the life, health and property of residents, visitors and businesses through the delivery of community focused public safety services.



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**MILL CREEK CITY COUNCIL****Economic Prosperity**

To engage in proactive economic development efforts that result in a robust local economy and position the City as a destination of choice.

**Leadership**

To influence regional, state and national matters impacting our community through the engagement of staff and elected officials.

**Long-Term Planning**

To maintain the City's special community character by carefully evaluating future opportunities for short- and long-term benefits in order to protect land use, infrastructure, economic development and service delivery standards.

**Recreational Opportunities**

To facilitate diverse recreational opportunities for people of all ages.

**2017-2018 Budget Highlights:**

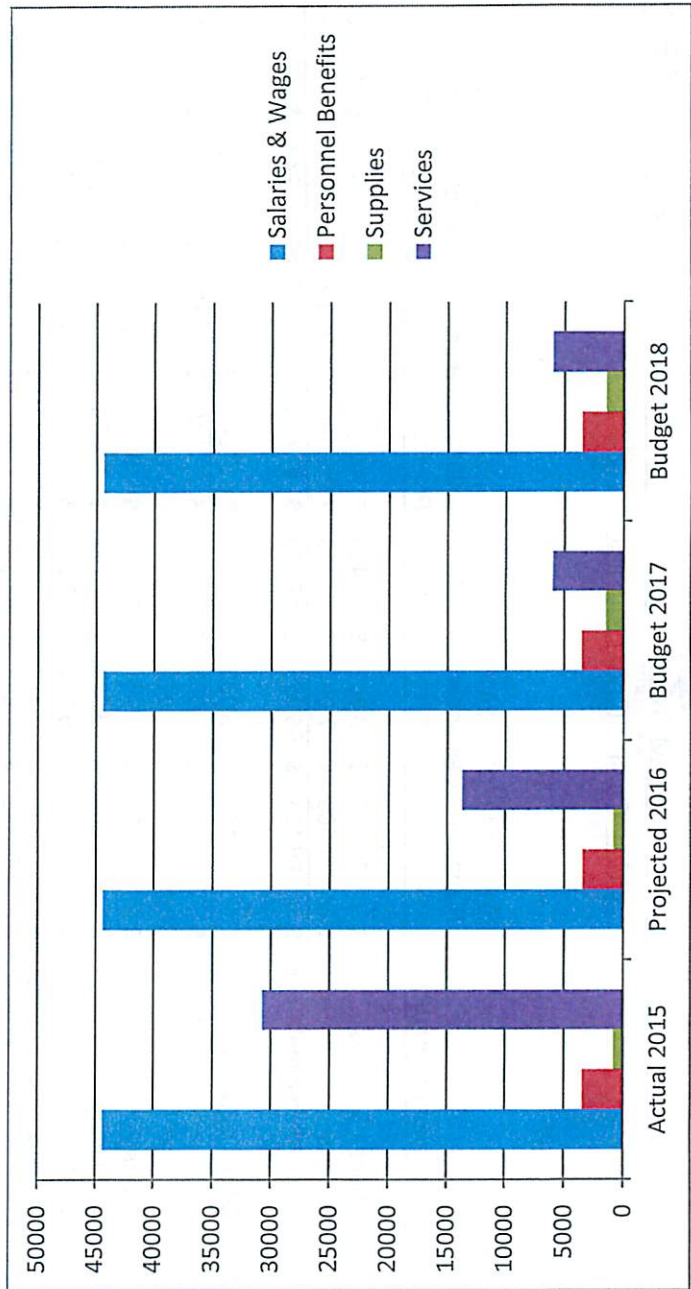
- There is no material increase in the 2017-2018 budget for the City Council cost center over what was budgeted in 2015-2016.
- A slight increase of \$800 has been allocated to the Conference & Training account to reflect actual experience. More Councilmembers are availing themselves of training opportunities offered by the Association of Washington Cities.
- The projected 2017-2018 budget for the City Council cost center is expected to decrease by approximately \$31,000 from the projected actual expenses for 2015-2016. The additional costs experienced in 2015-2016 were for the City Manager recruitment.



MILL CREEK CITY COUNCIL

Expenditure Summary	2013-2014	2015-2016		2016	2015-2016		2017	2017-2018	
	Biennium Total	Amended Budget	2015 Actual	Projected	Biennium Total	Adopted Budget	Adopted Budget	Adopted Budget	Adopted Budget
Salaries & Wages	\$ 89,127	\$ 88,800	\$ 44,400	\$ 44,400	\$ 88,800	\$ 44,400	\$ 44,400	\$ 44,400	\$ 88,800
Personnel Benefits	\$ 7,066	\$ 7,055	\$ 3,470	\$ 3,466	\$ 6,936	\$ 3,548	\$ 3,548	\$ 3,548	\$ 7,097
Supplies	\$ 3,108	\$ 3,000	\$ 813	\$ 845	\$ 1,659	\$ 1,500	\$ 1,500	\$ 1,500	\$ 3,000
Services	\$ 9,199	\$ 11,340	\$ 30,725	\$ 13,711	\$ 44,436	\$ 6,000	\$ 6,000	\$ 6,000	\$ 12,000
<b>Total</b>	<b>\$ 108,499</b>	<b>\$ 110,195</b>	<b>\$ 79,408</b>	<b>\$ 62,423</b>	<b>\$ 141,831</b>	<b>\$ 55,448</b>	<b>\$ 55,448</b>	<b>\$ 55,448</b>	<b>\$ 110,897</b>

Expenditure Summary





MILL CREEK CITY COUNCIL

Expenditure Summary	2013-2014		2015-2016		2016 Projected	2015-2016		2017 Adopted Budget	2018 Adopted Budget	2017-2018 Adopted Budget
	Biennium Total	Amended Budget	Actual	Biennium Total		2015 Actual	2016 Projected			
001-001-511-60-11-00 Salaries & Wages	\$ 89,127	\$ 88,800	\$ 44,400	\$ 44,400	\$ 44,400	\$ 44,400	\$ 44,400	\$ 44,400	\$ 44,400	\$ 88,800
001-001-511-60-21-01 Benefits	\$ 7,066	\$ 7,055	\$ 3,470	\$ 3,466	\$ 3,466	\$ 3,466	\$ 3,466	\$ 3,548	\$ 3,548	\$ 7,097
Personnel Costs	\$ 96,193	\$ 95,855	\$ 47,870	\$ 47,866	\$ 47,866	\$ 47,866	\$ 47,866	\$ 47,948	\$ 47,948	\$ 95,897
001-001-511-60-31-00 Office/Operating	\$ 3,108	\$ 3,000	\$ 813	\$ 845	\$ 845	\$ 845	\$ 1,659	\$ 1,500	\$ 1,500	\$ 3,000
Supplies	\$ 3,108	\$ 3,000	\$ 813	\$ 845	\$ 845	\$ 845	\$ 1,659	\$ 1,500	\$ 1,500	\$ 3,000
001-001-511-60-41-01 Professional Services	\$ 108	\$ -	\$ 23,000	\$ 9,114	\$ 9,114	\$ 32,114	\$ -	\$ -	\$ -	\$ -
001-001-511-60-44-00 Advertising	\$ 2,009	\$ 2,000	\$ 707	\$ 306	\$ 306	\$ 1,013	\$ 1,000	\$ 1,000	\$ 1,000	\$ 2,000
001-001-511-60-49-01 Conferences	\$ 6,872	\$ 9,340	\$ 6,601	\$ 4,292	\$ 4,292	\$ 10,892	\$ 5,000	\$ 5,000	\$ 5,000	\$ 10,000
001-001-511-60-49-02 Miscellaneous Projects	\$ 210	\$ -	\$ 417	\$ -	\$ -	\$ 417	\$ -	\$ -	\$ -	\$ -
Services	\$ 9,199	\$ 11,340	\$ 30,725	\$ 13,711	\$ 13,711	\$ 44,436	\$ 6,000	\$ 6,000	\$ 6,000	\$ 12,000
<b>Total City Council</b>	\$ 108,499	\$ 110,195	\$ 79,408	\$ 62,423	\$ 62,423	\$ 141,831	\$ 55,448	\$ 55,448	\$ 55,448	\$ 110,897



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**OFFICE OF THE CITY MANAGER**Department Description

The City Manager, who serves as the City's Chief Executive Officer, is appointed by the City Council to manage the administrative affairs of the City through professional leadership and management practices. The City Manager: (1) provides management direction for all City departments and activities in accordance with City Council policies and direction; (2) Develops the City's biennial budget for Council review and approval; and (3) represents the City within the community and at the regional, state and federal levels to advance Mill Creek's priorities and interests. The City Manager's Department includes three programs: City Manager, Human Resources and Legal (City Attorney).

Human Resources Division

The Human Resources Division is responsible for providing policy recommendations to the City Manager on labor and employment matters. This division provides support and guidance to department directors, managers and supervisors regarding personnel policies and procedures, conflict resolution, disciplinary actions and other personnel matters. The Human Resources Director is a member of the City's labor negotiations team for purposes of collective bargaining.

Legal Division

The City Attorney is hired by the City Manager and represents the City, and in that capacity provides legal advice to the Council, City Manager and staff to the extent their interests coincide with the City's. The City Attorney represents the City before judicial and administrative bodies in civil proceedings.

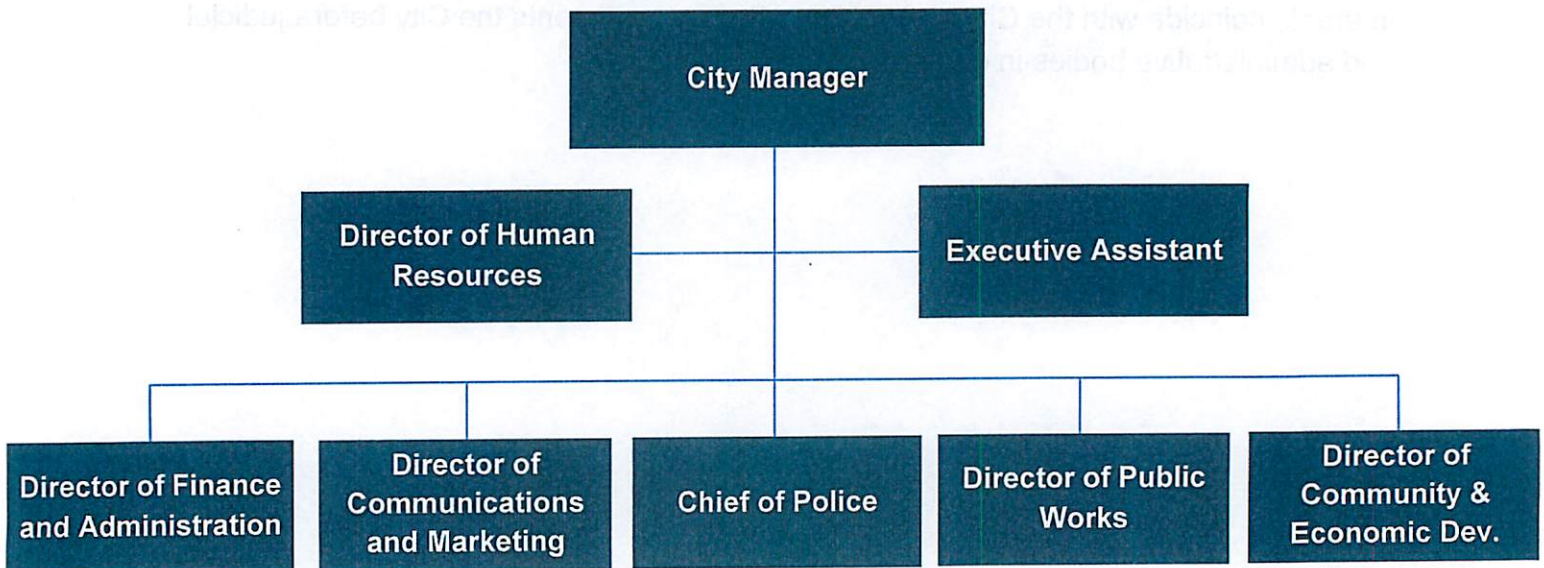
OFFICE OF THE CITY MANAGER



**Rebecca Polizzotto, City Manager**

Polizzotto serves as the City’s Chief Executive Officer and is appointed by the City Council to manage the administrative affairs of the City through professional leadership and management practices. She is responsible for providing management direction for all City departments and activities; developing the City’s biennial budget; and representing the City within the community and at the regional, state and federal levels to advance Mill Creek’s priorities and interests. Prior to taking the reins at the City of Mill Creek, Polizzotto served 11 years as a Senior Assistant State Attorney General in Alaska. Polizzotto previously worked her way up to city manager from police officer in Conyers, Georgia, near Atlanta. During Polizzotto’s 20-year tenure in Georgia, she served in various positions and made arrangements for equestrian activities for the 1996 Olympic Games. Polizzotto has a master’s degree in public administration and a law degree from Georgia State University, and a bachelor’s degree in political science from Emory University. She also completed a program for government executives at Harvard University. When she has some down time, Polizzotto can be found reading, knitting or watching college and NFL football. She joined the City in June 2015.

Organizational Chart





## OFFICE OF THE CITY MANAGER

**2015-2016 Achievements:**

- The City Manager facilitated planning retreats with the City Council and the Leadership Team to develop a set of Guiding Principles for the City of Mill Creek. These principles provide the necessary policy foundation for the City's management team. (See page 7 of this budget.)
- The City's 2015-2021 Capital Improvement Plan showed \$10 million in expenditures for a Police Station, Public Works Shop and City Hall renovation. The projects were proposed to address very real overcrowding issues at City Hall, but the source of the funding for those projects was not identified. In 2016, improvements were made to City Hall North (aka Annex Building) and City Hall South that provide significantly more room for City operations now and for the years to come. A \$250,000 grant was obtained from the state to assist with building a new Public Works Shop on property already owned by the City. The \$8.7 million identified in the City's Capital Facilities Plan for the remodel of City Hall and Police Department expansion was reduced to approximately \$376,000.
- Departments have been reorganized and work assignments reallocated to optimize efficiency and productivity. This reorganization will result in a projected savings of approximately \$420,000 in the 2017-2018 biennium.
- Economic development efforts have included the development of public-private partnerships allowing for construction of a new senior center and satellite police precinct for the City at no capital expense to the taxpayers.
- Economic development efforts resulted in Arena Sports, the largest indoor sports company in Washington State, announcing that its newest and largest facility will be located in Mill Creek. Plans for the 98,000 square-foot facility include indoor soccer fields, bowling lanes, laser tag and arcade games. This project is anticipated to generate over one million annual visits to the Mill Creek facility and will create approximately 200 jobs.
- An increased emphasis on seeking grant funding to offset large capital costs has experienced considerable success. As mentioned above, the City, through collaboration with our local state legislators, obtained a \$250,000 grant for a new Public Works Shop. Although not yet final, it appears the City will also receive a \$250,000 grant for needed rehabilitation of the Mill Creek Sports Park. Several



## OFFICE OF THE CITY MANAGER

other grants ranging from \$7,000 to \$25,000 have also been obtained in the past year.

- Coordinated efforts to successfully renew and increase the City's EMS levy to \$.50/1000 assessed valuation in order to support the provision of fire/EMS services in Mill Creek. This will generate an approximate \$800,000 in new revenue for the 2017-2018 biennium.
- Executive recruiting has been conducted in-house through the Human Resources Division, rather than contracting with private recruiters. This change in practice has resulted in a savings of approximately \$75,000.
- The City eliminated contracting out for background checks for police department employees and instead sent staff to training to be able to complete this function in-house. New resources for polygraph testing, psychological evaluations, medical examinations and criminal history checks have been identified and utilized providing additional cost savings for the City.
- A compensation analysis was completed for all non-represented and AFSCME job classifications. The updated classification system serves as the foundation for the 2017-2018 personnel projections.
- All job descriptions within the City have been reviewed and updated. These updated job descriptions will serve as the foundation for the development of an updated performance appraisal system for City employees.
- Personnel files were previously maintained within each department. These records have been consolidated within the Human Resources Division. A schematic, based on HR best practices and WA records retention schedules, for what, how and where these records should reside has been developed.
- A workplace value system (STAR) was developed and implemented. To support the City's STAR (Service, Teamwork, Accountability and Respect) program, a formal employee recognition program was also implemented.
- The City implemented a centralized system for tracking citizen complaints and/or requests for service in order to identify trends and ensure timely responses.



OFFICE OF THE CITY MANAGER

**Workload Measures:**

<b>Human Resources</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Recruitments:	6	4	7	6
New Hires:	8	6	5	2
Turnover:	5	2	5	3
Safety Incident Reports:	2	1	1	1
Open L&I Cases:	1	2	2	1

<b>Request Tracker</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Total Requests:	59	84	98	84
Total Still Pending:	1	19	12	30
<i>Breakdown by Category</i>				
Code Enforcement:	4	38	31	5
Traffic:	22	10	2	22
Parking Violations:	12	7	14	16
Public Works Maintenance:	2	11	17	22
General:	18	18	33	19
Building:	1	0	1	1



## OFFICE OF THE CITY MANAGER

**Performance Measures:**

Request Tracker	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Average Response Time (in days):		7	3	3
Average Time Until Closed (in days):		17	32	20

**2017-2018 Objectives:**

- Negotiate a new contract for the provision of Fire and EMS services in the City of Mill Creek that provides appropriate service and is consistent with the City's financial goals and policies.
- Create an economic development plan using recreation, and the resulting tourism impacts, as the foundation to enhance sales tax revenues. As part of this economic development plan, create a long-term vision for the development of the "Dobson" and "Remillard" properties.
- Negotiate new collective bargaining agreements with the City's labor unions.
- Provide a comprehensive rewrite of the City's personnel policies and procedures to comply with current law and best practices.
- Implement a comprehensive performance evaluation system for all City employees.
- Design and implement a recruitment selection process that allows the City to hire the best employees to fulfill its vision, mission, values and goals.
- Develop and implement high school and college student internship programs that provide students with relevant work experience and the City with additional resources.

**2017-2018 Budget Highlights:**

- The 2017-2018 budget for the City Manager's Office reflects a decrease of \$222,078 from the 2015-2016 budget. A majority of this reduction is due to reallocation of costs to more appropriate cost centers.

## OFFICE OF THE CITY MANAGER

- The Deputy City Clerk's position has been reallocated to the Department of Finance and Administration to reflect the recent reorganization of the City Clerk function under that department.
- The salary for the retiring Director of Public Works is accounted for in the City Manager's cost center as he will be working directly for the City Manager completing projects until his retirement date.
- In 2015-2016, the City implemented workplace values as part of its adopted *Guiding Principles*. In conjunction with this effort, a formalized employee recognition program has been developed and implemented. Funds for this program are included in the Employee Recognition account. This account also includes funds associated with employee committees such as the Safety Committee and the Wellness Committee. Costs for these various functions have been consolidated within one cost center rather than allocated to various cost centers and line items.
- The professional services account reflects a decrease of \$40,000 over the prior biennium. This reduction reflects the completion of the Communications Plan for which funds are no longer needed.
- The legal professional services account contains funds for legal fees anticipated in conjunction with the AFSCME and Guild labor contract negotiations during the 2017-2018 biennium. Because of the specialized nature of labor law, the City has traditionally utilized contract counsel rather than the City Attorney's Office for this service.
- The Conference, Dues & Membership accounts have been decreased by \$105,713 due to the reallocation of expenses to the Non-Departmental cost center. City-wide memberships, such as the Association of Washington Cities, are more appropriately accounted for in Non-Departmental. The remaining funds are for professional development expenses for the City Manager, Human Resources Director and Public Information Officer.
- The media and community relations account has been reduced by \$13,400 to reflect the restructuring of the City's print communications schedule.



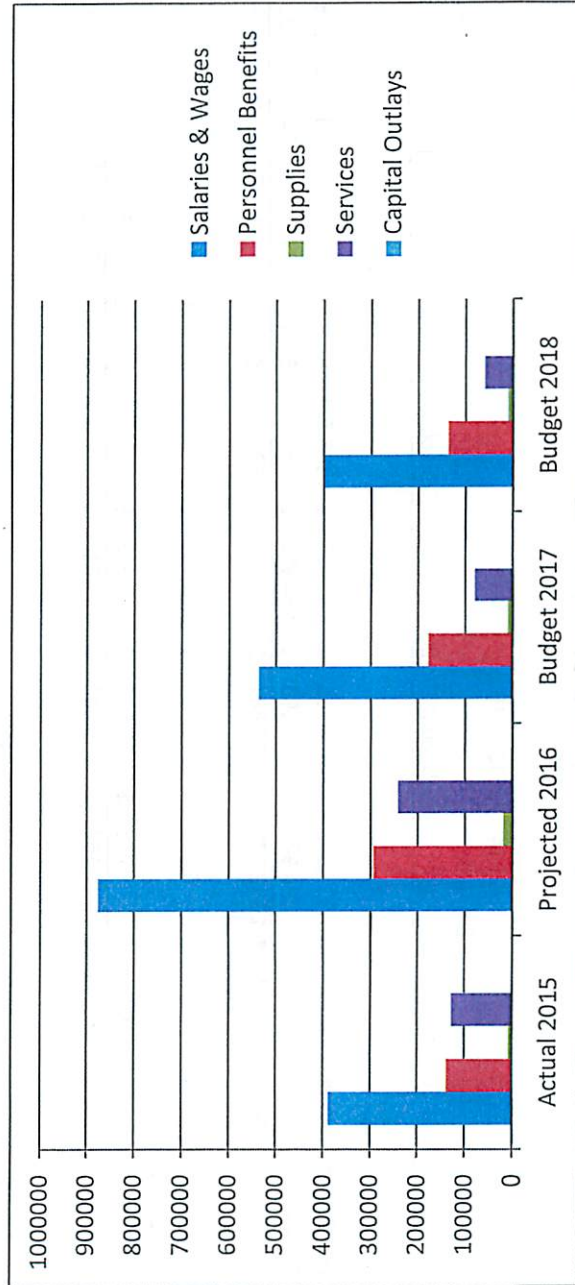
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OFFICE OF THE CITY MANAGER

Expenditure Summary	2013-2014	2015-2016	2015	2016	2015-2016	2017	2018	2017-2018
	Biennium Total	Amended Budget	Actual	Projected	Biennium Total	Adopted Budget	Adopted Budget	Adopted Budget
Salaries & Wages	\$ 1,017,372	\$ 1,024,185	\$ 487,623	\$ 388,721	\$ 876,344	\$ 536,091	\$ 398,833	\$ 934,924
Personnel Benefits	\$ 324,900	\$ 328,696	\$ 154,902	\$ 138,654	\$ 293,556	\$ 177,848	\$ 137,644	\$ 315,492
Supplies	\$ 7,162	\$ 5,400	\$ 11,814	\$ 7,086	\$ 18,899	\$ 10,500	\$ 10,500	\$ 21,000
Services	\$ 84,872	\$ 274,713	\$ 114,179	\$ 127,901	\$ 242,080	\$ 80,750	\$ 60,750	\$ 141,500
Capital Outlays	\$ 3,140	\$ 2,000	\$ 2,344	\$ 783	\$ 3,127	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 1,437,446</b>	<b>\$ 1,634,994</b>	<b>\$ 770,861</b>	<b>\$ 663,145</b>	<b>\$ 1,434,006</b>	<b>\$ 805,188</b>	<b>\$ 607,727</b>	<b>\$ 1,412,916</b>

Expenditure Summary







OFFICE OF THE CITY MANAGER

Expenditure Summary	2013-2014		2015-2016		2016 Projected	2015-2016		2017 Adopted Budget	2018 Adopted Budget	2017-2018 Adopted Budget
	Biennium Total	Amended Budget	2015 Actual	2016 Projected		Biennium Total	Adopted Budget			
001-002-513-10-11-00 Salaries & Wages	\$ 1,017,372	\$ 1,024,185	\$ 487,623	\$ 388,721	\$ 876,344	\$ 536,091	\$ 398,833	\$ 934,924		
001-002-513-10-21-01 Benefits	\$ 324,900	\$ 328,696	\$ 154,902	\$ 138,654	\$ 293,556	\$ 177,848	\$ 137,644	\$ 315,492		
Personnel Costs	\$ 1,342,272	\$ 1,352,881	\$ 642,525	\$ 527,376	\$ 1,169,901	\$ 713,938	\$ 536,477	\$ 1,250,416		
001-002-513-10-31-00 Office/Operating Supplies Employee	\$ 6,943	\$ 5,400	\$ 3,157	\$ 3,058	\$ 6,215	\$ 3,000	\$ 3,000	\$ 6,000		
001-002-517-90-49-00 Recognition/Wellness	\$ 218	\$ 500	\$ 8,656	\$ 4,028	\$ 12,684	\$ 7,500	\$ 7,500	\$ 15,000		
Supplies	\$ 7,162	\$ 5,900	\$ 11,814	\$ 7,086	\$ 18,899	\$ 10,500	\$ 10,500	\$ 21,000		
001-002-513-10-41-01 Professional Services	\$ 59,885	\$ 60,000	\$ 26,074	\$ 33,874	\$ 59,948	\$ 10,000	\$ 10,000	\$ 20,000		
001-002-513-10-41-02 Legal Services Conferences, Dues,	\$ 11,263	\$ 35,000	\$ 10,356	\$ 13,314	\$ 23,670	\$ 50,000	\$ 30,000	\$ 80,000		
001-002-513-10-49-01 Subscriptions Memberships & Org	\$ 5,287	\$ 10,000	\$ 4,361	\$ 16,231	\$ 20,593	\$ 10,000	\$ 10,000	\$ 20,000		
001-002-513-10-49-04 Assessments Media/Community	\$ 3,133	\$ 117,213	\$ 53,614	\$ 42,836	\$ 96,450	\$ 750	\$ 750	\$ 1,500		
001-002-513-10-49-09 Relations	\$ 5,304	\$ 52,000	\$ 19,773	\$ 21,645	\$ 41,418	\$ 10,000	\$ 10,000	\$ 20,000		
Services	\$ 84,872	\$ 274,213	\$ 114,179	\$ 127,901	\$ 242,080	\$ 80,750	\$ 60,750	\$ 141,500		
001-002-594-13-64-00 Capital Outlay	\$ 3,140	\$ 2,000	\$ 2,344	\$ 783	\$ 3,127	\$ -	\$ -	\$ -		
Capital Outlay	\$ 3,140	\$ 2,000	\$ 2,344	\$ 783	\$ 3,127	\$ -	\$ -	\$ -		
<b>Total City Manager</b>	<b>\$ 1,437,446</b>	<b>\$ 1,634,994</b>	<b>\$ 770,861</b>	<b>\$ 663,145</b>	<b>\$ 1,434,006</b>	<b>\$ 805,188</b>	<b>\$ 607,727</b>	<b>\$ 1,412,916</b>		

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**DEPARTMENT OF FINANCE & ADMINISTRATION**Department Description

The Department of Finance and Administration manages the financial, personnel benefits, city clerk and information technology functions of the City.

Finance Division

The Finance Division is responsible for the City's accounting, budgeting, investment and risk management functions. Accounting operations include financial reporting, accounts payable, accounts receivable, cash receipting and collection, fixed asset tracking, facilitation of the annual audit, maintenance of internal controls, grants management and debt management. The Finance Division works with the City Manager to plan and project revenues and expenditures of all City funds for development of the City's biennial budget. This division is also responsible for optimizing earnings through the investment of idle cash into a diversified portfolio of short- and long-term investments in accordance with City investment policies.

Benefits Administration Division

The Benefits Administration Division is responsible for the City's payroll system and the administration/processing of all employee benefit programs. This division also administers the Civil Service Commission and is responsible for the configuration and maintenance of the City's human resource information system.

City Clerk Division

The Director of Finance and Administration also serves as the City Clerk. Key responsibilities of this division include processing public records requests and organizing and maintaining the City's official records in compliance with state law. The goal of this division is to promote transparency in government.

Information Technology Division

The Information Technology Division is responsible for the strategic development and professional management of the City's information technology infrastructure and related systems. The Division maintains the integrity, security and performance of all information technology systems used in every aspect of City business.

The City's information technology is used primarily by City staff; therefore, providing timely customer service to internal users is key to ensuring all other City departments are able to fulfill their external customer service functions.



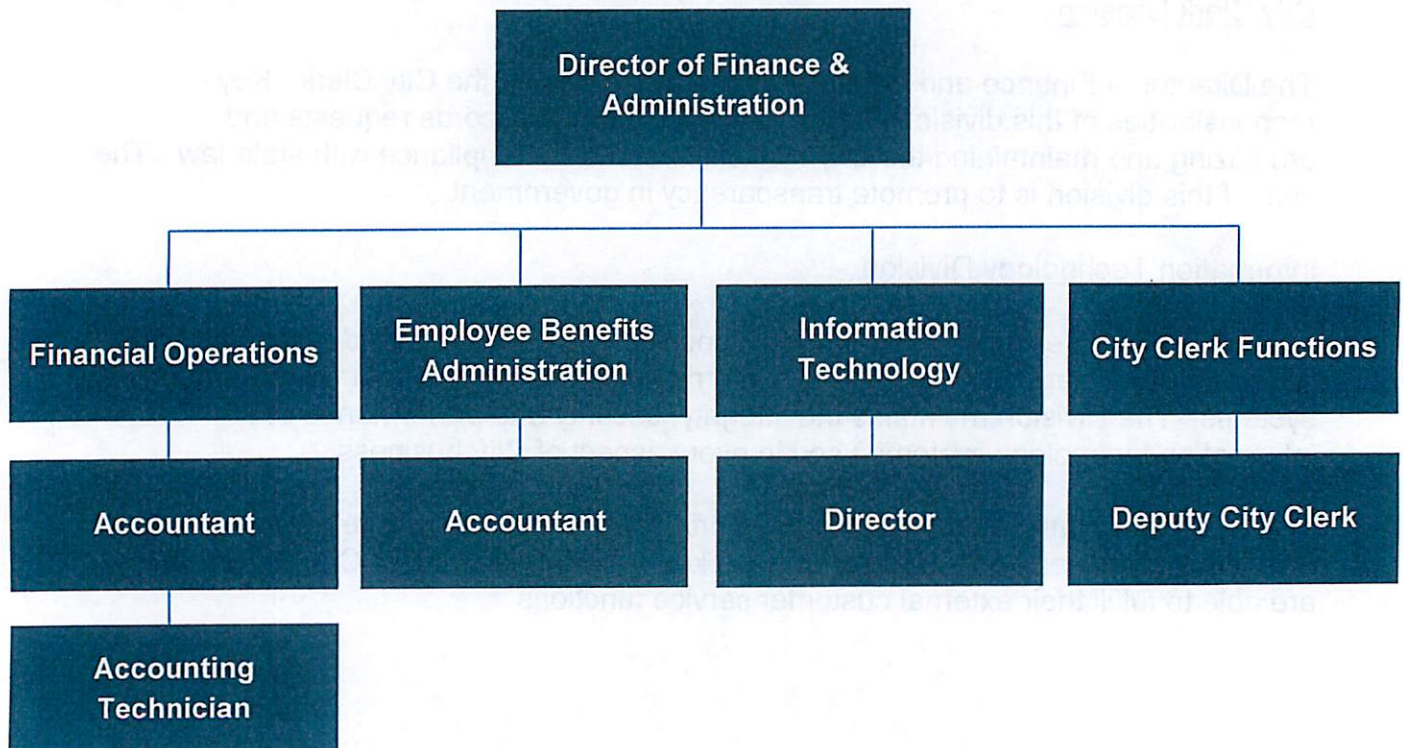
DEPARTMENT OF FINANCE & ADMINISTRATION



**Peggy Lauerman, Director of Finance and Administration and City Clerk**

Lauerman is responsible for financial and operational stewardship for the City. She directs accounting, budgeting, treasury, debt management, risk management, reporting, employee benefits, public records, information technology and network administration functions. Her department is responsible for facilitating City Council meetings, agendas and minutes, and is responsible for official municipal records. Lauerman has extensive financial administration experience across a broad spectrum of businesses, including energy efficiency, agriculture, high tech, manufacturing, intellectual property and paper products. Most recently, she owned a consulting firm that provided financial, accounting and management services to a variety of private sector clients and industries. For 16 years, she served as controller and vice president of finance for industries in the private sector in the Seattle metro area, where she was responsible for planning, implementation, direction and leadership of finance and administrative functions including human resources and information technology. Lauerman previously worked as a tax supervisor in a private certified public accounting firm staffed by approximately 50 professionals where she managed tax planning and compliance. She holds a bachelor's degree in accounting and business management from the University of Alaska Anchorage. In her free time, she enjoys being outdoors, hiking, biking and traveling. She joined the City in May 2016.

Organizational Chart





## DEPARTMENT OF FINANCE &amp; ADMINISTRATION

**2015-2016 Achievements:**

- The City Manager recruited Peggy Lauerman as the City's new Director of Finance and Administration.
- The City's budgetary process was completely redesigned to align with GFOA best practices. The new process was driven by the establishment of the City's guiding principles and the development of strategic objectives, departmental goals and corresponding work plans. The financial forecasting methodology was updated and the cost centers reorganized for better analytics. Funds were collapsed for easier accounting and the entire capital improvement program was analyzed and redrafted. To facilitate development of the City's new budgeting processes, City financial policies and capital planning policies were drafted.
- The City transitioned to ADP for its payroll and human resource information system needs. ADP will facilitate process improvement, compliance, recruiting, performance reviews and management reporting and will eliminate redundancy of processing between HR and payroll.
- In 2015-2016, the City initiated a significant records management project. The goal is for the City to become as "paperless" as possible and eventually implement an electronic records management system. The first phase of this project was to identify and destroy records that were no longer required for retention. Approximately 7,926 pounds of records and 42 hard drives were destroyed and 89 boxes of documents were transferred to the State Archives for permanent retention.
- An "over the counter" policy/procedure was developed to allow police records personnel to release certain police records "over the counter." The procedure allows customers to receive a response to their records request immediately rather than having to file a public records request and wait for a response.
- A new IT Policy was developed to bring the existing policy from 1997 up-to-date. The new policy is comprehensive, implements best practices and incorporates current technologies and security requirements.
- In early 2015, the Washington State Auditor's office began offering IT security performance audits as an opt-in, no cost option for local governments. The audits were designed to identify areas of risk or vulnerability, recommend best practices tailored to the local government environment and provide guidance for resolving any risks identified. Mill Creek volunteered for the program to verify and improve the security of the City's network. As the first to participate in the audit, the City received the State Auditor's Stewardship Award to recognize an outstanding accomplishment in the stewardship of public resources.



## DEPARTMENT OF FINANCE &amp; ADMINISTRATION

- iPads were deployed to Councilmembers to more easily access City information and work from City-owned devices. Councilmembers now have the ability to read and mark-up their meeting packets digitally, research information on the internet and check their City emails.
- The countywide emergency responder dispatch and records management system, New World, was successfully launched to over 50 agencies simultaneously. This launch was the culmination of 6 years of planning and preparation and included deploying new police vehicle laptops, installing and upgrading software to support New World and extensive testing in order to ensure success.
- Several IT upgrades were completed in support of the City's renovation of the City Hall South and North facilities. The City's keycard entry system was upgraded and expanded to support the City Hall South reconfiguration and expansion into the City Hall North building. The upgraded system provides greater security and functionality, and replaced a system that was out-of-date and no longer supported. The expansion into the City Hall North building required a substantial build-out of the existing network infrastructure to support computers and phones for 15 employees, printing devices and wireless capabilities. To support the needs of the City, the office space had to be wired from scratch. The move of the Police Patrol to a new area within the City Hall South building required a significant amount of planning and reconfiguration of technology to accommodate the relocation. Additional network drops were installed, radio antennas were moved and new equipment was deployed to improve functionality.
- The City's main firewall, the first line of defense against hackers, was replaced and upgraded to provide better protection and increased redundancy. The firewall performs a critical function to the City's network infrastructure as all of the City's exterior-facing network connections utilize this piece of equipment.

**Workload Measures:**

<b>Finance</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Number of Invoices Paid:	984	1049	1,117	1,350
Number of A/P Checks Processed:	406	419	423	458
Number of Transactions Receipted:	4,099	3408	2,793	2,699

## DEPARTMENT OF FINANCE &amp; ADMINISTRATION

<b>Finance Continued</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Number of Payroll Checks Processed:	524	461	466	449
Number of Deposits:	149	152	152	137
Number of Passports Processed:	2,759	2,702	2,131	2,241

<b>City Clerk</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Public Records Requests Processed:		5	7	18
Public Records Requests Processed - Police:	242	222	191	132
Pages Released for Police Public Records Requests:	6,830	2,859	2,207	5,439
Press Releases Issued:	21	17	27	30
News Flash Items Posted to City Website:	47	44	43	62
Digital Newsletter Editions:	2	3	0	0
MC Magazine Newsletter (Quarterly):	1	1	1	0
Ordinances Processed (including codifications):	1	1	0	6

<b>IT Functions</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Number of Closed Tickets:	108	111	153	109
Server Uptime:	99.6%	100%	100%	100%
Network Uptime:	100%	100%	100%	100%



## DEPARTMENT OF FINANCE &amp; ADMINISTRATION

<i>IT Functions Continued</i>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Internet Uptime:	99.9%	100%	99.9%	100%
Number of Software Applications Supporting:	41	42	42	42
Records Management/Disclosure Responses Processed:	1	0	1	4
Email Viruses Detected:	4	1	6	3
Number of Patches Deployed:		123	305	74
Equipment Moves/Replacements/Upgrades:	3	20	3	25
Network Maintenance Performed After Hours:		6	2.5	2
IT-Related Regional Meetings Attended:	9	2	1	2

<b>Devices Supported</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Servers:	5	5	5	5
Network Switches:	9	9	9	9
Printers/Copiers:	22	35	36	36
Workstations/Laptops:	80	80	86	86

**Performance Measures:**

	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Monthly Financial Reports Published to City Website within 30 Days:	0	0	0	0
% of Checks Issued Without Errors:	100%	100%	100%	100%

## DEPARTMENT OF FINANCE &amp; ADMINISTRATION

City Clerk Activity	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
All City Council Meeting Packets Posted to Website by Friday Before the Meeting:	0	0	0	0
% of Council Meeting Minutes Posted to Website Within 14 Days of Meeting:	0	0	0	0
% of Council Meeting Audio Posted to Website Within 2 Business Days of Meeting:		75%	62.5%	100%

**2017-2018 Objectives:**

- Develop a long-range (6 year) financial strategic plan.
- Provide internal and external customers with meaningful financial information on a quarterly basis.
- Formulate a biennial budget document that serves as a planning, financial and information tool that meets Government Finance Officers Association budget standards.
- Utilizing technology, provide meaningful ways for the community to engage in the budget process.
- Design and implement a comprehensive purchase order and contracting system.
- Conduct a comprehensive risk management review of City operations.
- Perform a cost benefit analysis for all City contracted services.
- Audit the City's existing franchise fee agreements and provide recommendations for changes as necessary.
- Complete full implementation of the City's HRIS system.
- Evaluate business license processing options.
- Draft a comprehensive policy and procedure manual governing the City's records management function including but not limited to: records retention, destruction and disclosure, social media archiving, text message archiving and other electronic archiving.



## DEPARTMENT OF FINANCE &amp; ADMINISTRATION

- Develop a technology master plan for the City to allow for strategic purchasing and financial planning.
- Establish an Information Technology (IT) Steering Committee to evaluate, recommend and implement innovative technology solutions.

**2017-2018 Budget Highlights:**

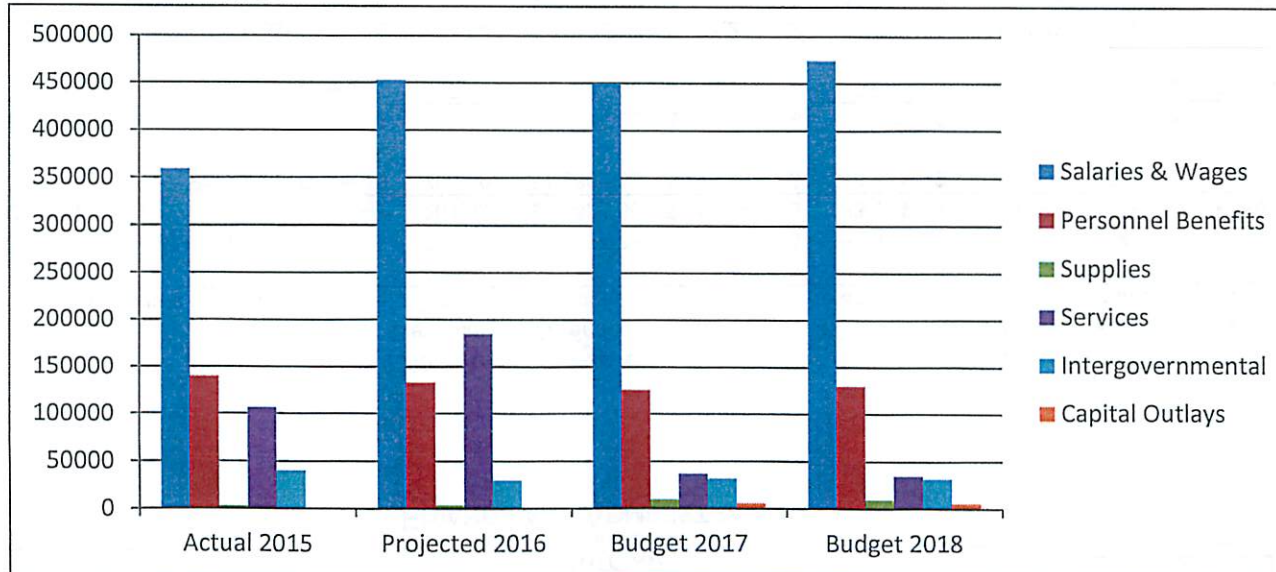
- The City's Finance Department has been expanded and renamed the Department of Finance and Administration and now includes the Finance, Personnel Management, City Clerk and IT functions of the City.
- The IT Department is established as a separate cost center to allow the City to account for this function as an internal service fund should it decide to do so in the future. Preliminary review of expenses in the new IT cost center indicate the City should explore an enterprise wide solution for the transaction needs of the City.
- The increase in salaries and benefits in the Department of Finance and Administration reflects the reallocation of the Deputy City Clerk position and the passport positions to this cost center.
- The professional services and Dues and Subscriptions Accounts have decreased by \$163,825 over the 2015-2016 biennium. This decrease is primarily due to the reallocation of expenses to the IT cost center or other line items (e.g., finance fees). One time contracted fees that are no longer required have also been eliminated from the professional services account.
- The State Audit account has increased by \$26,500 to reflect fee increases to pay for audit fees for two calendar years. In 2015-2016, the State Auditor's Office indicated to several governments that they would only need to be audited every other year; however, the office has since come back and indicated they made an error and annual audits are required.
- An expense account for finance fees has been established to allow the Director of Finance and Administration to track this expense rather than comingling the expense under professional services.
- Funds previously allocated to the Equipment and Software Licensing account and the Repairs and Maintenance account have been reallocated to the IT cost center.



FINANCE AND ADMINISTRATION

Expenditure Summary	2013-2014 Biennium Total	2015-2016 Amended Budget	2015 Actual	2016 Projected	2015-2016 Biennium Total	2017 Adopted Budget	2018 Adopted Budget	2017-2018 Adopted Budget
Salaries & Wages	\$ 592,700	\$ 777,773	\$ 359,373	\$ 452,967	\$ 812,341	\$ 449,917	\$ 474,596	\$ 924,513
Personnel Benefits	\$ 201,399	\$ 302,766	\$ 140,196	\$ 133,604	\$ 273,799	\$ 126,232	\$ 130,160	\$ 256,392
Supplies	\$ 3,300	\$ 7,300	\$ 2,672	\$ 3,643	\$ 6,316	\$ 10,000	\$ 10,000	\$ 20,000
Services	\$ 91,837	\$ 225,859	\$ 106,704	\$ 185,450	\$ 292,153	\$ 37,250	\$ 35,250	\$ 72,500
Intergovernmental								
Services	\$ 41,922	\$ 37,500	\$ 40,580	\$ 30,075	\$ 70,655	\$ 32,000	\$ 32,000	\$ 64,000
Capital Outlays	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ 6,000	\$ 12,000
<b>Total</b>	<b>\$ 931,159</b>	<b>\$ 1,351,198</b>	<b>\$ 649,525</b>	<b>\$ 805,739</b>	<b>\$ 1,455,264</b>	<b>\$ 661,399</b>	<b>\$ 688,007</b>	<b>\$ 1,349,405</b>

Expenditure Summary







FINANCE AND ADMINISTRATION

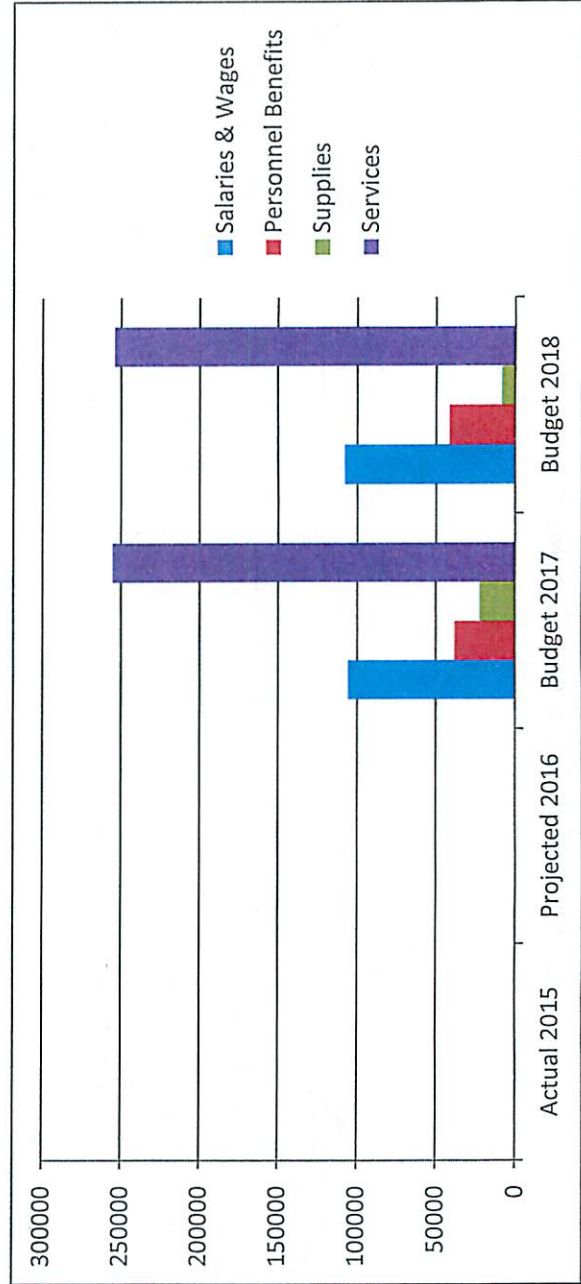
Expenditure Summary		2013-2014 Biennium Total	2015-2016 Amended Budget	2015 Actual	2016 Projected	2015-2016 Biennium Total	2017 Adopted Budget	2018 Adopted Budget	2017-2018 Adopted Budget
001-003-514-20-11-00	Salaries & Wages	\$ 592,700	\$ 777,773	\$ 359,373	\$ 452,967	\$ 812,341	\$ 449,917	\$ 474,596	\$ 924,513
001-003-514-20-21-01	Benefits	\$ 201,399	\$ 302,766	\$ 140,196	\$ 133,604	\$ 273,799	\$ 126,232	\$ 130,160	\$ 256,392
	Personnel Costs	\$ 794,099	\$ 1,080,539	\$ 499,569	\$ 586,571	\$ 1,086,140	\$ 576,149	\$ 604,757	\$ 1,180,905
001-003-514-20-31-00	Supplies - Office/Operating	\$ 3,300	\$ 7,300	\$ 2,672	\$ 3,643	\$ 6,316	\$ 10,000	\$ 10,000	\$ 20,000
	Supplies	\$ 3,300	\$ 7,300	\$ 2,672	\$ 3,643	\$ 6,316	\$ 10,000	\$ 10,000	\$ 20,000
001-003-514-20-41-01	Professional Services	\$ 84,548	\$ 114,840	\$ 66,241	\$ 121,967	\$ 188,208	\$ 6,750	\$ 6,750	\$ 13,500
001-003-514-20-41-02	Professional Services-Legal	\$ -	\$ -	\$ -	\$ 10,921	\$ 10,921	\$ 1,500	\$ 1,500	\$ 3,000
001-003-514-20-41-04	Finance Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ 30,000
001-003-514-20-44-00	Advertising	\$ -	\$ -	\$ -	\$ 947	\$ 947	\$ -	\$ -	\$ -
001-003-514-20-49-01	Conferences & Training	\$ 7,289	\$ 108,799	\$ 40,362	\$ 51,455	\$ 91,818	\$ 14,000	\$ 12,000	\$ 26,000
001-003-514-20-49-04	Memberships & Dues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
001-003-514-20-49-02	Misc. Projects	\$ -	\$ 2,220	\$ 100	\$ 159	\$ 259	\$ -	\$ -	\$ -
	Services	\$ 91,837	\$ 225,859	\$ 106,704	\$ 185,450	\$ 292,153	\$ 37,250	\$ 35,250	\$ 72,500
001-003-514-20-51-00	State Audit Fees	\$ 41,922	\$ 37,500	\$ 40,580	\$ 30,075	\$ 70,655	\$ 32,000	\$ 32,000	\$ 64,000
	Intergovernmental Services	\$ 41,922	\$ 37,500	\$ 40,580	\$ 30,075	\$ 70,655	\$ 32,000	\$ 32,000	\$ 64,000
001-003-594-14-64-00	Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ 6,000	\$ 12,000
	Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ 6,000	\$ 12,000
<b>Total Finance</b>		<b>\$ 931,159</b>	<b>\$ 1,351,198</b>	<b>\$ 649,524</b>	<b>\$ 805,739</b>	<b>\$ 1,455,265</b>	<b>\$ 661,399</b>	<b>\$ 688,007</b>	<b>\$ 1,349,405</b>



DIVISION OF INFORMATION TECHNOLOGY

Expenditure Summary	2013-2014 Biennium Total		2015-2016 Amended Budget		2015 Actual	2016 Projected	2015-2016 Biennium Total		2017 Adopted Budget	2017-2018 Adopted Budget	
Salaries & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 106,013	\$ 108,133	\$ 214,146
Personnel Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,350	\$ 41,954	\$ 80,304
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,130	\$ 8,370	\$ 30,500
Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 255,239	\$ 254,186	\$ 509,425
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 421,732</b>	<b>\$ 412,643</b>	<b>\$ 834,375</b>

Expenditure Summary







DIVISION OF INFORMATION TECHNOLOGY

Expenditure Summary	2013-2014 Biennium Total	2015-2016 Amended Budget	2015 Actual	2016 Projected	2015-2016 Biennium Total	2017 Adopted Budget	2018 Adopted Budget	2017-2018 Adopted Budget
001-005-518-80-11-00 Salaries & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 106,013	\$ 108,133	\$ 214,146
001-005-518-80-21-01 Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,350	\$ 41,954	\$ 80,304
Personnel Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 144,363	\$ 150,087	\$ 294,450
001-005-518-80-31-01 Office Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750	\$ 750	\$ 1,500
001-005-518-80-31-02 Operating Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,380	\$ 7,620	\$ 29,000
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,130	\$ 8,370	\$ 30,500
001-005-518-80-64-01 Software Licenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130,339	\$ 135,586	\$ 265,925
001-005-518-80-41-01 Consulting Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,500	\$ 10,500	\$ 31,000
001-005-518-80-42-01 Web Hosting	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ 12,000	\$ 24,000
001-005-518-80-41-02 Legal Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 10,000
001-005-518-30-48-01 Repairs & Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ 17,700	\$ 32,700
001-005-532-00-42-00 Telecommunications	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67,300	\$ 68,300	\$ 135,600
001-005-518-80-49-01 Conference & Training	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 10,000
001-005-518-80-49-02 Dues & Subscriptions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ 100	\$ 200
Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 255,239	\$ 254,186	\$ 509,425
<b>Total Information Technology</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 421,732	\$ 412,643	\$ 834,375

## DEPARTMENT OF PUBLIC SAFETY

Department Description

The Mill Creek Police Officers are the most visible ambassadors for the City of Mill Creek. The true essence of what the Police Department does is to provide a safe community for residents, businesses and visitors to live, work and recreate. Through proactive law enforcement activities, crime trend analysis, community education and outreach and a focus on developing professional employees, we strive to ensure that the streets and neighborhoods remain safe and clean, calls for service are answered in a timely and professional manner and that police investigations and enforcement is done in an exemplary fashion. We embrace the “service mindset” and focus on being public servants, dedicated to answering the call and responding with, “What can I do to help”?

The Police Department is but one aspect of the City’s Public Safety function. The role of the Chief of Police, and his designees, is to provide for the oversight of the fire contract and coordinate the City’s emergency management function to ensure that we are protecting life, health and property while providing focused public safety services.

Daily Police Department service includes, but is not limited to, the following core functions:

- Proactive street patrol
- Responding to calls for service
- Investigating crimes
- Conducting traffic education and enforcement
- Investigating collisions
- Providing crime prevention education to the community
- Processing concealed pistol license and gun transfer applications
- Providing animal control services
- Managing evidence and property programs
- Providing for professional records management

**Greg Elwin, Chief of Police**

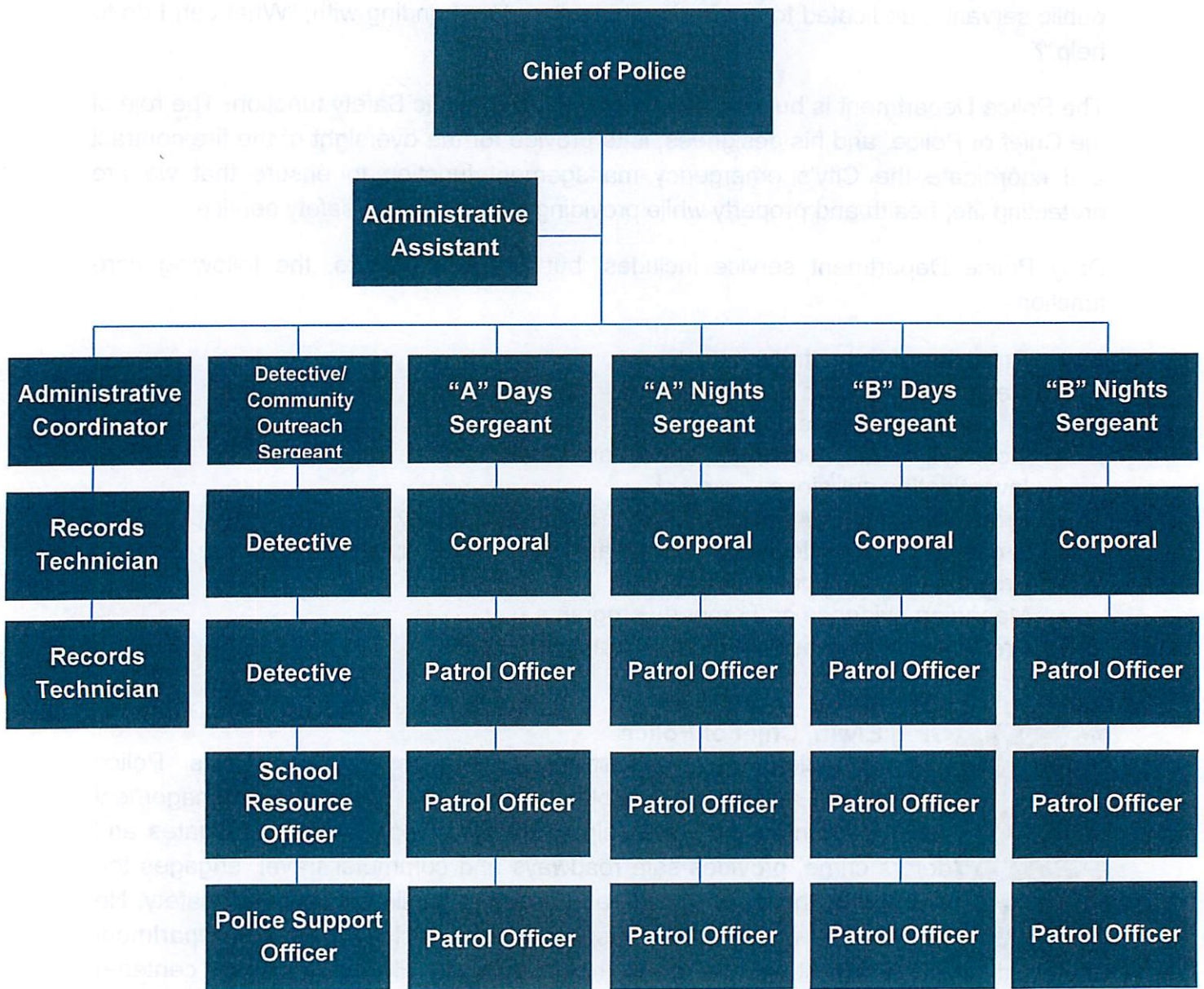
Elwin handles the administrative operations of the City’s Police Department and is responsible for the City’s emergency management functions. Under his leadership, the Police Department investigates and deters crime, provides safe roadways and commuter travel, engages the community through outreach and provides public education on safety. He also liaises with other first responder units, including the fire department and allied law enforcement agencies throughout the region. Elwin’s career has centered on public safety. He served for 21 years with the Thurston County Sheriff’s Office, most



DEPARTMENT OF PUBLIC SAFETY

recently as patrol captain. He began his law enforcement career with five years as a city police officer after kicking off his public safety career with the Lacey Fire Department. When he's able to get away, he enjoys working on a house remodel and enjoying the great outdoors – often from his motorcycle. Elwin joined the team in February 2016 as the City's fourth police chief.

Organizational Chart





## DEPARTMENT OF PUBLIC SAFETY

**2015-2016 Achievements:**

- The City Manager recruited Greg Elwin as Mill Creek's new police chief.
- In 2016, the City contracted with the Washington Association of Sheriffs and Police Chiefs (WASPC) to conduct a Loaned Executive Management Assistance Program (LEMAP) assessment of the Police Department. This assessment revealed deficiencies in Police Department policies and procedures and provided a clear road map for improvement. This assessment was provided to the new police chief to develop the department's work plan for the 2017-2018 biennium.
- In April of 2016, the City of Mill Creek Police Department rolled out their "new" Traffic Unit. When the City Manager and Interim Police Chief began discussing this concept in late 2015, the idea was simple: provide some specialized training and equipment to existing police officers. The focus of these officers would be to address one of the main public safety concerns in Mill Creek: traffic -- the flow of traffic, the volume of traffic, the safe movement of traffic and pedestrian and bicyclist safety.

Currently, there is one traffic officer assigned to each of the two dayshift squads. The motor officer and the traffic specialist spend their days focusing their efforts on traffic education and enforcement. This focus goes well beyond running radar, stopping cars and writing tickets. On many days, you'll find a traffic specialist on foot helping cars get in and out of the very busy Mill Creek Elementary School parking lot. On other days, you'll find the motor officer working community events or parades, sharing the traffic safety messages that affect us all: don't text and drive, keep your speed down and watch out for pedestrians and bicyclists. The Traffic Unit includes an accomplished collision investigator who takes on the most serious crash investigations. This officer is also a federally-certified commercial vehicle inspector and spends considerable time seeking out those commercial vehicles that are unsafe on our streets.

- The new police chief introduced community outreach as a core function of the Police Department. The Police Department was reorganized such that community outreach became an official part of the Detective Sergeant's job description. The focus of the community outreach efforts is to foster police-community partnerships in the neighborhoods we serve.



## DEPARTMENT OF PUBLIC SAFETY

- The City launched its “Map your Neighborhood” outreach program. This program is a partnership with the Police Chaplain, Mill Creek Home Owner Associations and the Mill Creek Women’s Club to offer Disaster Survival training in local Mill Creek neighborhoods. This training workshop covers the first nine steps to take immediately following a disaster and how to work with neighbors to identify concerns, reducing the severity of injuries and damage during a disaster.

**Workload Measures:**

PSO Activities	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Prisoner Transport:	44	36	22	35
Animal Complaints:	66	72	66	37
Parking Complaints – Calls:	91	94	81	152
Parking Complaints – Tickets:	56	40	37	84
Found Property Cases:	9	6	12	11
Vehicle Impounds:	5	1	0	0
Public Assistance (Jump Starts, Lockouts, etc.):	10	9	4	4
Boy Scouts & Public Meetings:	3	1	5	5
Training:	0	0	0	0

Administration	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Number of Concealed Pistol Licenses Processed:	73	38	35	27
Number of Gun Transfers Processed:		60	70	87

## DEPARTMENT OF PUBLIC SAFETY

<b>Administration Continued</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Number of Parking Tickets Processed:	233	164	61	111
Number of Reports Released:			169	132
Number of Jail Bookings - Lynnwood:		13	7	3
Number of Jail Bookings - SCSO:			35	34
Jail Housing Days - Lynnwood:		77	47	22
Jail Housing Days - SCSO:			299	338
Animal Licenses Issued:	14	43	61	49
Fingerprints Taken for Walk-in Customers:		88	111	119

<b>Police Patrol</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Number of Calls for Services – Dispatched:	2635	2802	2247	not available from SNOCOM
Number of Activities – Officer Initiated:	1974	not available from SNOCOM	not available from SNOCOM	not available from SNOCOM
Number of Case Reports Written:	371	388	401	323
Number of Traffic Infractions Issued:	224	473	257	304
Number of Criminal Citations Issued:	57	62	82	62
Number of DUI's:	1	0	4	2
Number of Collisions with Police Response:	124	153	138	146
Number of Collision Investigations:	60	57	65	78



## DEPARTMENT OF PUBLIC SAFETY

<b>Police Patrol Continued</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Cases Referred to Drug Task Force:			0	1
Arrests – Felonies:	32	28	29	31
Arrests – Misdemeanors:	160	158	180	149
Arrests – Adults:	192	181	222	155
Arrests – Juveniles:	13	5	14	15
SWAT Incidents:		2	6	15
Neighborhood Security Checks:		314	79	55
K-9 Activity – Inside City Limits:	1	2	3	0
K-9 Activity – Outside City Limits:	7	6	6	10
Number of Classes Taught Through SRO Program:	5	12	14	9
Number of Students Taught Through SRO Program:	150	360	420	24
Number of SRO Hours:	504	418	152	700

<b>Police Investigations</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Number of Cases Assigned for Investigation:	41	38	50	31
Case Closure Rate:	22%	59%	74%	87%
Number of Fraud Investigations:		8	8	13



DEPARTMENT OF PUBLIC SAFETY

<b>Police Investigations Continued</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Number of Narcotics Investigations:		0	5	0
Number of Cases Requiring Electronic Testing:	2	4	1	2

<b>Fire</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Total Calls for District:	1740	1619	1705	1703
Total Calls for Mill Creek:	457	489	478	457
EMS Calls:	377	328	331	330
Fire Calls:	28	47	40	30
Injury Motor Vehicle Collision:	33	23	22	23

**Performance Measures:**

	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Number of Training Hours - Records:	0	6	0	8
Number of Training Hours - Patrol:	184	209	160	428
Number of Training Hours - Investigations:	40	82.5	12	8
Number of Training Hours - PSO:	0	0	0	0
Number of Training Hours - SWAT:	64	54	56	16



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**DEPARTMENT OF PUBLIC SAFETY****2017-2018 Objectives:**

- Identify crime trends and establish reduction targets for identified trends.
- Develop and implement public safety programs to meet identified crime reduction targets and provide reporting metrics on the effectiveness of such programs.
- Attain accreditation through the Washington Association of Sheriffs and Police Chiefs.
- Implement Mill Creek's role in regional emergency management efforts.
- In conjunction with the Director of Finance and Administration, evaluate material contract costs (e.g., jail services) and recommend more cost effective alternatives.
- Host two citizen police academies per year beginning in 2017.
- Implement a citizen volunteer program to promote civic engagement in the community.
- Implement a Safe Internet Purchase Exchange Location Program.
- Develop and implement a Police Explorer Program.
- Develop a strategic training program for police department employees to promote individual career enhancement, legal compliance and achievement of City goals.

**2017-2018 Budget Highlights:**

- In 2017-2018, salaries and wages for the Police Department cost center are projected to remain virtually unchanged from the 2015-2016 biennium. This is largely due to the elimination of the Police Support Services Manager and Commander positions. Before any additional positions are allocated to the Police Department, a staffing analysis will be conducted.
- The overtime budget for 2017-2018 is reduced by \$255,000 from 2015-2016 actuals. More proactive management of shift scheduling is anticipated to reduce overtime expenditures.

DEPARTMENT OF PUBLIC SAFETY

<b>Performance Measures Continued</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Number of Training Hours - K-9:	80	59	35	67
Number of Training Hours - SRO:	0	23	28	0

<b>Performance Measures – Fire</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Average Response Time – EMS:	5 min 26 sec	5 min 52 sec	6 min 3 sec	5 min 58 sec
Average Response Time – Fire:	5 min 37 sec	6 min 16 sec	6 min 22 sec	5 min 35 sec
Average Response Time – Injury Motor Vehicle Collision:	4 min 47 sec	5 min 6 sec	6 min 13 sec	4 min 16 sec

<b>SRGDTF Operational Statistics</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Number of Cases:	1	4	4	Info not available
Cases Involving Heroin:	0	4	4	Info not available
Cases Involving Cocaine/MDMA	1	0	0	Info not available
Gang Related Cases:	0	0	1	Info not available
Seized Weapons:	0	1	0	Info not available
ICE Case Assist:	1	0	0	Info not available



## DEPARTMENT OF PUBLIC SAFETY

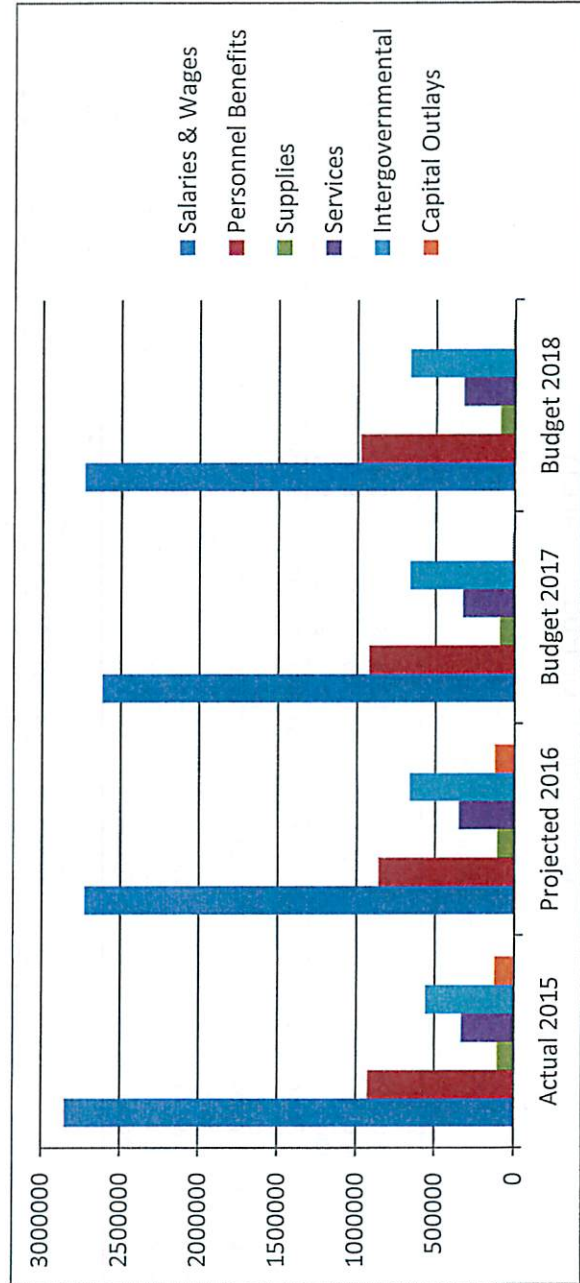
- The City's current representative assigned to the North Metro SWAT Team has decided to withdraw from participation from that organization and at this time there are no plans to allocate additional staffing for participation on the SWAT Team. Accordingly, there is an approximate \$11,000 reduction in operating supplies reflecting equipment that will not be required for purchase.
- Utilizing a zero based budgeting approach, the Police Chief and Director of Finance and Administration conducted a detailed analysis of each line item within the public safety cost center to determine appropriate funding levels for the 2017-2018 biennium. Based on that analysis, many individual line items within the Police Department have been adjusted to reflect actual experience and projected expense.
- During 2017-2018, the Chief of Police, working with the Director of Finance and Administration, will be evaluating the department's contractual costs (e.g., jail services) and recommending more cost effective alternatives.
- Pre-employment screening costs are projected to decrease by \$78,000 in the 2017-2018 biennium. This is the result of process changes instituted during 2015-2016. The City eliminated contracting out for background checks for Police Department employees and instead sent staff to training to be able to complete this function in-house. New resources for polygraph testing, psychological evaluations, medical examinations and criminal history checks have been identified and utilized providing additional cost savings for the City.
- Equipment expenses for 2017-2018 have been reduced by \$75,000. This reduction was due to one-time expenditures in 2015-2016 for updated equipment for new police cars. Funds allocated for 2017-2018 are for video equipment for the Safe Internet Purchase Exchange location, updated air purifying respirators and associated communication boxes, new radar equipment and simunitions weapons.
- The equipment replacement operating fund transfers have been eliminated; however, a corresponding revenue policy change has also been made where one time revenues are now dedicated to the capital fund rather than the operating fund. This allows for funding the entire capital plan rather than funding only equipment replacement.
- Fire service costs have been reallocated from the non-departmental cost center to a separate cost center within the Public Safety Department. The City's current fire services contract with Fire District 7 expired on December 31, 2016. However, that contract contains automatic renewal provisions. The costs of those renewal provisions have been included in the 2017-2018 budget. The City is in current contract negotiations and anticipates a new service contract in 2017.



DEPARTMENT OF PUBLIC SAFETY

Expenditure Summary	2013-2014	2015-2016	2015	2016	2015-2016	2017	2018	2017-2018
	Biennium Total	Amended Budget	Actual	Projected	Biennium Total	Adopted Budget	Adopted Budget	Adopted Budget
Salaries & Wages	\$ 5,308,788	\$ 5,602,764	\$ 2,850,261	\$ 2,727,385	\$ 5,577,646	\$ 2,616,814	\$ 2,733,059	\$ 5,349,873
Personnel Benefits	\$ 1,774,379	\$ 1,931,078	\$ 925,890	\$ 860,086	\$ 1,785,976	\$ 923,210	\$ 981,624	\$ 1,904,835
Supplies	\$ 274,815	\$ 249,591	\$ 97,961	\$ 103,615	\$ 201,576	\$ 90,525	\$ 90,525	\$ 181,050
Services	\$ 698,342	\$ 737,691	\$ 329,231	\$ 348,617	\$ 677,848	\$ 324,400	\$ 325,400	\$ 649,800
Intergovernmental								
Services	\$ 1,126,803	\$ 1,268,585	\$ 559,034	\$ 662,652	\$ 1,221,687	\$ 662,334	\$ 667,334	\$ 1,329,668
Capital Outlays	\$ 103,458	\$ 304,545	\$ 119,507	\$ 120,230	\$ 239,737	\$ 13,000	\$ 12,000	\$ 25,000
Total	\$ 9,286,585	\$ 10,094,254	\$ 4,881,884	\$ 4,822,585	\$ 9,704,469	\$ 4,630,284	\$ 4,809,942	\$ 9,440,226

Expenditure Summary







DEPARTMENT OF PUBLIC SAFETY

Expenditure Summary	2013-2014		2015-2016		2016 Projected	2015-2016		2017 Adopted Budget	2018	
	Biennium Total	Amended Budget	2015 Actual	2016 Projected		Biennium Total	Adopted Budget		Adopted Budget	
001-008-521-70-11-00	\$ 4,779,874	\$ 5,051,264	\$ 2,521,151	\$ 2,439,454	\$ 4,960,605	\$ 2,472,859	\$ 2,581,190	\$ 5,054,050		
001-008-521-70-12-00	\$ 528,914	\$ 551,500	\$ 329,110	\$ 287,931	\$ 617,041	\$ 143,955	\$ 151,868	\$ 295,823		
001-008-521-70-21-01	\$ 1,774,379	\$ 1,931,078	\$ 925,890	\$ 860,086	\$ 1,785,976	\$ 923,210	\$ 981,624	\$ 1,904,835		
Personnel Costs	\$ 7,083,167	\$ 7,533,842	\$ 3,776,151	\$ 3,587,471	\$ 7,363,622	\$ 3,540,025	\$ 3,714,683	\$ 7,254,708		
001-008-521-70-31-00	\$ 31,657	\$ 31,850	\$ 17,029	\$ 17,071	\$ 34,100	\$ 9,000	\$ 9,000	\$ 18,000		
001-008-521-30-31-00	\$ 4,688	\$ 4,000	\$ 1,707	\$ 1,982	\$ 3,688	\$ 2,250	\$ 2,250	\$ 4,500		
001-008-521-70-31-13	\$ 22,012	\$ 15,551	\$ 4,765	\$ 2,971	\$ 7,735	\$ 225	\$ 225	\$ 450		
001-008-521-70-31-12	\$ 28,180	\$ 39,919	\$ 15,708	\$ 18,389	\$ 34,096	\$ 12,500	\$ 12,500	\$ 25,000		
001-008-521-70-31-01	\$ 20,854	\$ 3,939	\$ 2,075	\$ 2,435	\$ 4,510	\$ 1,550	\$ 1,550	\$ 3,100		
001-008-521-70-35-00	\$ 112,369	\$ 97,000	\$ 34,575	\$ 31,407	\$ 65,982	\$ 40,000	\$ 40,000	\$ 80,000		
001-008-521-70-35-00	\$ 10,305	\$ 16,370	\$ 8,359	\$ 4,579	\$ 12,938	\$ 5,000	\$ 5,000	\$ 10,000		
001-008-521-70-31-05	\$ 44,748	\$ 40,962	\$ 13,744	\$ 24,783	\$ 38,527	\$ 20,000	\$ 20,000	\$ 40,000		
Supplies	\$ 274,815	\$ 249,591	\$ 97,961	\$ 103,615	\$ 201,576	\$ 90,525	\$ 90,525	\$ 181,050		
Security/Alarm	\$ 3,339	\$ 4,750	\$ 1,592	\$ 1,654	\$ 3,246	\$ 1,900	\$ 1,900	\$ 3,800		
001-006-521-21-41-04	\$ 23,267	\$ 32,700	\$ 10,641	\$ 9,706	\$ 20,347	\$ 12,500	\$ 12,500	\$ 25,000		
001-008-521-21-41-00	\$ 5,015	\$ 7,750	\$ 2,165	\$ 2,407	\$ 4,572	\$ 3,000	\$ 3,000	\$ 6,000		
001-008-521-70-48-04	\$ 126,339	\$ 60,000	\$ 31,698	\$ 28,516	\$ 60,214	\$ 30,500	\$ 30,500	\$ 61,000		
001-008-521-70-48-01	\$ 3,456	\$ 8,000	\$ 1,652	\$ 755	\$ 2,407	\$ 2,500	\$ 2,500	\$ 5,000		
001-008-521-10-49-07	\$ 24,550	\$ 41,893	\$ 8,160	\$ 8,252	\$ 16,413	\$ 25,000	\$ 25,000	\$ 50,000		
001-008-521-70-49-01	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
001-008-521-10-40-00	\$ 73,181	\$ 92,900	\$ 31,247	\$ 44,874	\$ 76,121	\$ 7,500	\$ 7,500	\$ 15,000		
Pre-Employment Screening	\$ 1,259	\$ 3,000	\$ 1,355	\$ 933	\$ 2,287	\$ -	\$ -	\$ -		
001-004-521-10-41-06	\$ 21,378	\$ 17,000	\$ 10,457	\$ 4,553	\$ 15,010	\$ 9,500	\$ 9,500	\$ 19,000		
001-008-554-30-41-05	\$ 17,216	\$ 38,000	\$ 14,717	\$ 27,208	\$ 41,925	\$ 12,500	\$ 12,500	\$ 25,000		
001-008-521-10-40-00	\$ 197,225	\$ 206,798	\$ 102,375	\$ 104,423	\$ 206,798	\$ 107,000	\$ 108,000	\$ 215,000		
001-008-515-30-41-02	\$ 6,543	\$ 7,200	\$ 3,073	\$ 5,610	\$ 8,682	\$ 5,000	\$ 5,000	\$ 10,000		
001-008-515-30-51-03	\$ 195,575	\$ 217,200	\$ 110,100	\$ 101,650	\$ 211,750	\$ 107,500	\$ 107,500	\$ 215,000		
Indigent Defense Services	\$ 698,342	\$ 737,691	\$ 329,231	\$ 340,541	\$ 669,772	\$ 324,400	\$ 325,400	\$ 649,800		



DEPARTMENT OF PUBLIC SAFETY

Expenditure Summary Continued	2013-2014		2015-2016		2016		2015-2016		2017		2018		2017-2018	
	Biennium Total	Amended Budget	2015 Actual	Projected	2016	Biennium Total	Adopted Budget	Adopted Budget	Adopted Budget	Adopted Budget	Adopted Budget	Adopted Budget	Adopted Budget	Adopted Budget
001-008-523-60-51-03 Jail Services	\$ 196,363	\$ 346,258	\$ 127,836	\$ 174,881	\$ 174,881	\$ 302,717	\$ 170,000	\$ 170,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 345,000	\$ 345,000
001-008-515-30-51-00 District Court	\$ 126,423	\$ 132,000	\$ 40,432	\$ 60,487	\$ 60,487	\$ 100,919	\$ 66,000	\$ 66,000	\$ 66,000	\$ 66,000	\$ 66,000	\$ 66,000	\$ 132,000	\$ 132,000
001-008-521-40-51-00 Academy Training	\$ 13,328	\$ 12,252	\$ 3,187	\$ -	\$ -	\$ 3,187	\$ 6,374	\$ 6,374	\$ 6,374	\$ 6,374	\$ 6,374	\$ 6,374	\$ 12,748	\$ 12,748
001-008-515-30-51-04 DV/Child Advocate	\$ 31,874	\$ 27,082	\$ 9,493	\$ 11,119	\$ 11,119	\$ 20,612	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500	\$ 21,000	\$ 21,000
001-008-528-00-51-04 SNOCOM Dispatch	\$ 672,906	\$ 659,381	\$ 332,958	\$ 365,362	\$ 365,362	\$ 698,320	\$ 360,460	\$ 360,460	\$ 360,460	\$ 360,460	\$ 360,460	\$ 360,460	\$ 720,920	\$ 720,920
001-008-521-10-51-03 SERS Operations	\$ 85,909	\$ 91,612	\$ 45,129	\$ 50,803	\$ 50,803	\$ 95,932	\$ 49,000	\$ 49,000	\$ 49,000	\$ 49,000	\$ 49,000	\$ 49,000	\$ 98,000	\$ 98,000
Intergovernmental Svc	\$ 1,126,803	\$ 1,268,585	\$ 559,034	\$ 662,652	\$ 662,652	\$ 1,221,687	\$ 662,334	\$ 662,334	\$ 667,334	\$ 667,334	\$ 667,334	\$ 667,334	\$ 1,329,668	\$ 1,329,668
001-008-594-21-64-00 Capital Outlays	\$ 103,458	\$ 304,545	\$ 119,507	\$ 120,230	\$ 120,230	\$ 239,737	\$ 13,000	\$ 13,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 25,000	\$ 25,000
Capital Outlays	\$ 103,458	\$ 304,545	\$ 119,507	\$ 120,230	\$ 120,230	\$ 239,737	\$ 13,000	\$ 13,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 25,000	\$ 25,000
<b>Total Public Safety</b>	<b>\$ 9,286,585</b>	<b>\$ 10,094,254</b>	<b>\$ 4,814,510</b>	<b>\$ 4,822,585</b>	<b>\$ 4,822,585</b>	<b>\$ 9,696,394</b>	<b>\$ 4,630,284</b>	<b>\$ 4,630,284</b>	<b>\$ 4,809,942</b>	<b>\$ 4,809,942</b>	<b>\$ 4,809,942</b>	<b>\$ 4,809,942</b>	<b>\$ 9,440,226</b>	<b>\$ 9,440,226</b>

FIRE SERVICES

Expenditure Summary	2013-2014		2015-2016		2016		2015-2016		2017		2018		2017-2018	
	Biennium Total	Amended Budget	2015 Actual	Projected	2016	Biennium Total	Adopted Budget	Adopted Budget	Adopted Budget	Adopted Budget	Adopted Budget	Adopted Budget	Adopted Budget	Adopted Budget
001-011-522-10-41-01 Professional	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,000	\$ -	\$ 27,000	\$ -	\$ -	\$ -	\$ 27,000	\$ 27,000
001-011-522-10-41-02 Professional - Legal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000
001-011-522-20-51-07 Fire Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,653,250	\$ 3,653,250	\$ 3,653,250	\$ 3,653,250	\$ 3,653,250	\$ 3,653,250	\$ 7,306,500	\$ 7,306,500
001-011-522-20-51-08 Dispatch Fire Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 180,000	\$ 180,000
<b>Total Fire Services</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,800,250</b>	<b>\$ 3,743,250</b>	<b>\$ 3,743,250</b>	<b>\$ 3,743,250</b>	<b>\$ 3,743,250</b>	<b>\$ 3,743,250</b>	<b>\$ 7,543,500</b>	<b>\$ 7,543,500</b>



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**DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT**Department Description

The Department of Community and Economic Development is divided into three divisions: Planning, Building and Code Enforcement.

The Planning Division is involved in both long-range and operational planning activities. The purpose of long-range planning is to maintain the City's special community character by carefully evaluating future opportunities for short- and long-term benefits in order to protect land use, infrastructure, economic development and service delivery standards. Long-range planning deals specifically with the development and monitoring of the City's Comprehensive Plan mandated by the state's Growth Management Act (GMA), processing proposed amendments to the Comprehensive Plan and the Development Code, coordination of planning efforts with surrounding jurisdictions, involvement in regional growth strategies and processing annexation requests. Operational planning deals with the implementation of the Comprehensive Plan through the preparation of GMA-mandated land use development regulations; park acquisition, design and development; and administration of applications for land use proposals and developments.

The Building Division has the responsibility of administering building-related codes and reviewing permits for compliance with the International Building Code (IBC). The primary duties of the department include the issuance of building permits for new residential and commercial construction, remodels, fences, signs and tenant improvements, as well as mechanical, plumbing and reroof permits. The Building Division is also responsible for project plan review and field inspection for all phases of construction.

The Code Enforcement Division investigates violations of the Mill Creek Municipal Code to ensure the continuation of Mill Creek as a safe, clean and well-maintained community.

**Tom Rogers, Director of Community and Economic Development**

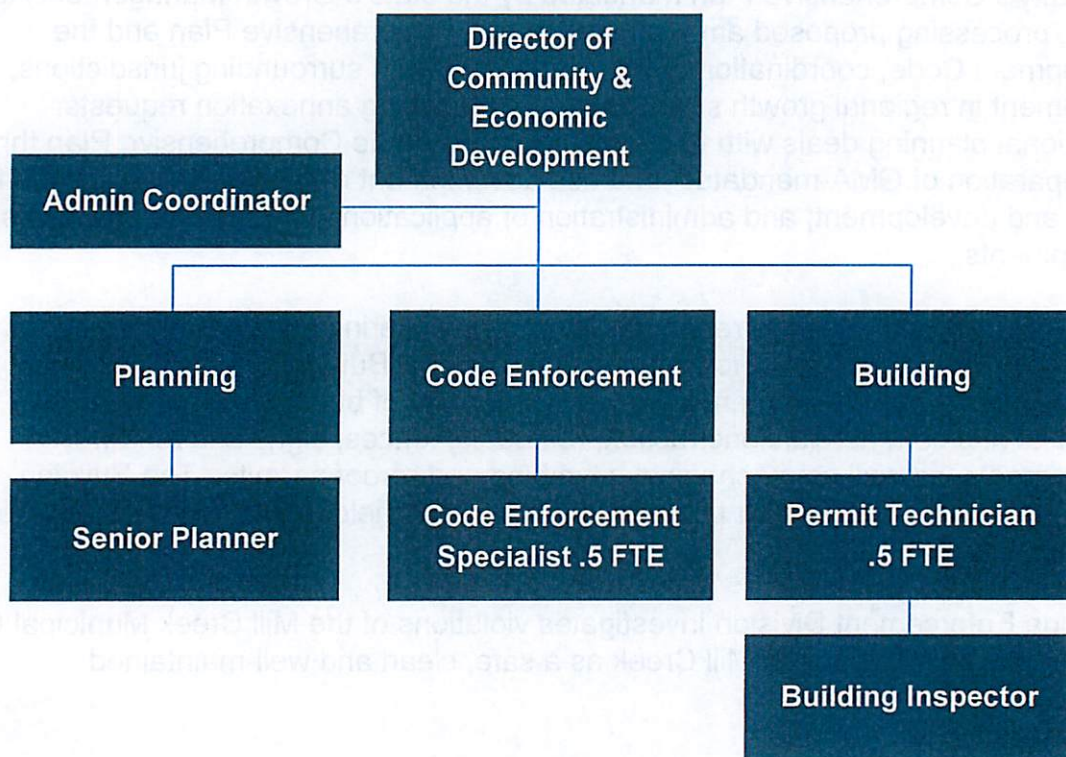
Rogers provides direction and guidance on project planning for the City, overseeing the City's business growth and development activities. He also leads the long-range planning to maintain the City's special community character by carefully evaluating future opportunities for short- and long-term benefits and to ensure land use, infrastructure, economic development and service delivery standards. He also leads development and monitoring of the City's Comprehensive Plan mandated by the state's Growth Management Act, processing proposed amendments to the Comprehensive Plan and the Development Code, coordinating planning efforts with surrounding jurisdictions, collaborating on regional growth strategies and processing annexation requests. His department reviews all development requests, reviews and



DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT

issues building permits and analyzes environmental impact of building projects. The department also is responsible for park acquisition, design and development. Rogers joined the City in April 1992. He previously served as assistant planner at the City of Huntington Beach, California. He received a master's degree in public administration and a bachelor's degree in political science from California State University Fullerton. In his spare time, he enjoys gardening and tinkering with his vintage Japanese cars.

Organizational Chart



2015-2016 Achievements:

- The 2015 Comprehensive Plan was adopted by the City Council on December 8, 2015. The mandatory update was a major undertaking which started in June 2014 and included revisions to meet the current Countywide Planning Policies, including the most recent population and employment targets, recent revisions to the Growth Management Act (GMA) and updates to meet existing conditions. In addition, to meet the GMA requirement for early and continuous opportunity for public involvement, staff prepared a Public Participation Plan. The update was necessary to ensure that the City is eligible for Puget Sound Regional Council (PSRC) controlled funds and park grants.



## DEPARTMENT OF COMMUNITY &amp; ECONOMIC DEVELOPMENT

- The Mill Creek Municipal Code was amended to add a new Chapter 14.19, which codifies the Comprehensive Plan amendment process. In addition, amendments were made to implement the Transportation Element and the Streetscape Element of the Comprehensive Plan.
- The Mill Creek Municipal Code was amended to allow the City Engineer to approve the location of all new access points on a roadway. Access onto all roadways shall be regulated by its classification, following the general principle that a higher classification road will have more restricted access than a lower classification. The amendment also established criteria under which new access points shall be considered.
- The Mill Creek Municipal Code was amended to reference the current approved federal wetland delineation manual and regional supplement. In addition, language was added to clarify that the use of wetland mitigation banks qualify as a form of innovative mitigation as well as allowing applicants the option of purchasing mitigation credits from a certified bank to compensate for unavoidable impacts to wetlands in lieu of constructing and monitoring their own project. A provision was also added to allow for an alternative to the mitigation ratios contained in the City code as long as the proposed ratios are consistent with the method developed by the Department of Ecology.
- The City Council authorized the City Manager to negotiate and execute a contract with ECONorthwest for a market feasibility and fiscal impact study for the 132nd Street SE Corridor. The contract was executed, and on October 27, 2015, the project was initiated with an introductory presentation to the City Council. On December 8, 2015, ECONorthwest presented the market feasibility portion of the study. On January 12, 2016, the City Council held a visioning workshop to discuss what they would like to see in the East Gateway Urban Village (EGUV) and the remaining 132<sup>nd</sup> Street SE Corridor. The City Council reviewed a range of development scenarios for the EGUV area.
- The Department initiated "Let's Put Mill Creek on the Map." This program was a partnership with Google to help all Mill Creek businesses claim their business listing on Google Search and Maps. Staff created a brochure, press releases and a web page to market and publicize the program. The businesses were given instructions on how to claim their business listing on their own and/or invited to attend one of three workshops scheduled at the end of January and beginning of February of 2016, if they wanted additional hands-on instruction. The program was presented to the Mill Creek Business Association and the Mill Creek Rotary.



## DEPARTMENT OF COMMUNITY &amp; ECONOMIC DEVELOPMENT

**Workload Measures:**Design Review Board Applications – 1<sup>st</sup> Quarter

Name & Description	Date Application Submitted	Status
Mill Creek Park Vista Review of Elevations, Colors, Materials; Landscaping; and Signage	Applied 12/17/2015	Approved 1/22/2016
Canyon Creek Church Monument Sign	Applied 1/14/16	Approved 2/18/16
Gill Short Plat Landscaping	Applied 1/15/16	Approved 2/18/16
Harms Estate Landscaping	Applied 2/26/2016	Approved 3/17/2016

Design Review Board Applications – 2<sup>nd</sup> Quarter

Name & Description	Date Application Submitted	Status
North Point Park – Joint meeting with Park Board	Informal	Discussed 4/21/16
Mill Creek Sports Review of Elevations, Landscaping & Signage	Applied 4/17/16	Approved 5/19/16
Vintage at Mill Creek Review of Elevations, Colors, Materials; Landscaping; and Signage	Applied 5/31/2016	Approved 6/16/2016

Preliminary Binding Site Plan Applications – 1<sup>st</sup> Quarter

Name & Description	Date Application Submitted	Status
Vintage at Mill Creek	Applied 3/9/2015	Development Agreement Adopted, MDNS issued, Public Hearing held 4/13/16
Mill Creek Sports	Applied 12/22/15	MDNS issued 3/8/16, Public Hearing held for 4/20/16

## DEPARTMENT OF COMMUNITY &amp; ECONOMIC DEVELOPMENT

Preliminary Binding Site Plan Applications – 2<sup>nd</sup> Quarter

Name & Description	Date Application Submitted	Status
Vintage at Mill Creek	Applied 3/9/2015	Approved by Hearing Examiner on 4/27/16
Mill Creek Sports	Applied 12/22/15	Approved by Hearing Examiner on 5/3/16
Mill Creek Commons Phase II	Applied 6/10/16	Under review

Preliminary Binding Site Plan Applications – 3<sup>rd</sup> Quarter

Name & Description	Date Application Submitted	Status
Mill Creek Commons Phase II	Applied 6/10/16	Approved by Hearing Examiner on September 28, 2016
Arena Sports	Applied September 28, 2016	Incomplete

Preliminary Binding Site Plan Applications – 4<sup>th</sup> Quarter

Name & Description	Date Application Submitted	Status
Arena Sports	Applied 9/28/16	MDNS issued 12/13/16, Appeal/Comment Period expired 12/27/16 and no appeals were filed

Final Binding Site Plan Applications – 1<sup>st</sup> Quarter  
 None submitted

Final Binding Site Plan Applications – 2<sup>nd</sup> Quarter

Name & Description	Date Application Submitted	Status
Mill Creek Park Vista	4/19/16	Approved and recorded on 5/27/16

Final Binding Site Plan Applications – 3<sup>rd</sup> & 4<sup>th</sup> Quarters  
 None submitted

Preliminary Plat Applications – 2016  
 None submitted



## DEPARTMENT OF COMMUNITY &amp; ECONOMIC DEVELOPMENT

Final Plat Applications – 1<sup>st</sup> Quarter

Name & Description	Date Application Submitted	Status
Crestview Village	Applied 8/31/2015	Approved by the City Council on 1/26/16

Final Plat Applications – 2<sup>nd</sup> Quarter

Name & Description	Date Application Submitted	Status
Seattle Ridge	5/24/16	Staff review completed. City Council review to be scheduled upon submittal of required fees

Final Plat Applications – 3<sup>rd</sup> Quarter

Name & Description	Date Application Submitted	Status
Seattle Ridge	5/24/16	City Council approved the Final Plat September 6, 2016
Woodland Trails (f.k.a. Harms Estate)	9/15/16	Awaiting completion of plat improvements

Final Plat Applications – 4<sup>th</sup> Quarter

Name & Description	Date Application Submitted	Status
Woodland Trails (f.k.a. Harms Estate)	9/15/16	City Council approved the Final Plat on 12/7/16

Final Short Plat Applications – 1<sup>st</sup> Quarter

Name & Description	Date Application Submitted	Status
Dorsey	Applied 3/30/2016	Administrative Approval Pending Submittal of Public Improvement Bonds

Final Short Plat Applications – 2<sup>nd</sup> Quarter

Name & Description	Date Application Submitted	Status
Dorsey	Applied 3/30/2016	Staff review completed. Administrative approval pending submittal of public improvement bonds.



DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT

Final Short Plat Applications – 3<sup>rd</sup> & 4<sup>th</sup> Quarters

Name & Description	Date Application Submitted	Status
Dorsey	Applied 3/30/2016	Approved, ready for recording – awaiting bond and final plan for signatures.

Other Applications

Name & Description	Date Application Submitted	Status
Casear Accessory Dwelling Unit	Applied 4/19/16	Approved on 5/4/16
Burriss Minor Modification	Applied 4/27/16	Approved on 6/7/16
Zoning Certification Village by The Creek	Applied 6/13/16	Sent on 6/16/16
Zoning Certification Mill Creek Sports	Applied 7/8/16	Sent on 7/11/16
17010 9 <sup>th</sup> Avenue SE Administrative Interpretation	6/7/16	Issued on 6/16/16
Minor Modification to Approved Landscape Plan for Gateway Shopping Center	Applied 9/13/16	Approved October 3, 2016
Zoning Certification Letter for NICDEKE, LLC (Mill Creek Sports)	Applied 7/7/16	Approved July 11, 2016
9 <sup>th</sup> Avenue Grading Violation	10/21/16	Awaiting CAR Review Results

Land Use Application Summary	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Total Pre-Application Meetings Held:	3	3	5	6
Total Hours Dedicated to Pre-Application Meetings:	6	6	10	10
Total Land Use Applications Processed:	8	11	7	6
Total Time Spent Processing Land Use Applications through Decision:			100	80



## DEPARTMENT OF COMMUNITY &amp; ECONOMIC DEVELOPMENT

<b>Land Use Application Summary Continued</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Total Hours Reviewing Clearing & Grading Permits:	8	5	8	6
Total Time Development Field Inspection (other than building inspections):		8	12	10
Total Time Reviewing Building Permits for DRB/Zoning Compliance:		60	10	13

<b>Building Permits Issued</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Building:	92	137	127	112
Fire:	4	7	7	5
Mechanical:	71	120	73	65
Plumbing:	8	23	22	18
Signs:	4	2	4	2
Applied Online via MyBuildingPermit.com:	78%	70%	62%	80%

<b>Building Inspections</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Inspections Complete:	596	884	1003	821

<b>Tree Permits</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Tree Permits Issued:	37	80	53	61
Total Time Processing and Issuing Tree Permits:	37 Hours	80 Hours	53 Hours	61 Hours

## DEPARTMENT OF COMMUNITY &amp; ECONOMIC DEVELOPMENT

<b>Business Licenses</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Total Number of New Business Licenses:	66	51	52	35
Home Occupation Licenses Issued:	12	8	5	3
Town Center Licenses Issued:	11	2	5	2
Inside the City Licenses Issued:	11	5	10	7
Outside the City Licenses Issued:	32	36	21	13
Closed:	57	2	0	10
Renewals:	573	17	11	0

<b>Events &amp; Meetings</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Hearing Examiner Public Hearings/Meetings Staffed:	0	2	1	3
Design Review Board Meetings Staffed:	3	3	0	0
Planning Commission Public Hearings/Meetings Staffed:	1	0	0	0
Snohomish County Tomorrow Steering Committee Meetings Attended:	0	0	1	1
Snohomish County Tomorrow Executive Committee Meetings Attended:	0	1	0	1
Snohomish County Tomorrow Planning Advisory Board Meetings Attended:	3	1	2	3
Total Hours Dedicated to Snohomish County Tomorrow:		5	5	5
Grand Openings/Ribbon Cuttings:	1	0	0	0



DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT

Code Enforcement	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Total Code Enforcement Cases Reported:	19	18	12	26
Total Notice of Violations (NOV) Issued:	15	16	13	11
Total NOV Resolved:	8	10	17	17
Total NOV Pending (includes carryover):	11	19	9	9
Total Planning Staff as Lead Spent on Code Enforcement:		20 hours	25 hours	10 hours

**Performance Measures:**

	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
% of Land Use Applications Processed On-Time:	100%	100%	100%	100%
% of Building Inspections Performed on the Date Requested:	100%	100%	100%	100%
% of Code Violations Resolved Through Voluntary Compliance Methods:	46%	62%	70%	12%
Civil Fines Issued:	5	5	4	6

**2017-2018 Objectives:**

- Design a strategy for redevelopment of property within the City that will support the City’s vision.
- Implement a proactive code enforcement program to maintain the City’s beauty, protect property values and promote the health and safety of its residents.
- Review and revise the City’s development codes to ensure compliance with current law and Council vision.

## DEPARTMENT OF COMMUNITY &amp; ECONOMIC DEVELOPMENT

- Conduct a review and analysis of the City's mitigation fee structure and programs to ensure compliance with current law and coordination with capital improvement planning.

**2017-2018 Budget Highlights:**

- The Salaries and Wages account for the Community and Economic Development Department has been reduced by \$543,000 for the 2017-2018 biennium. This reduction is the result of reallocating the City Engineer and Project Inspector position to the Department of Public Works and leaving the open Senior Planner position vacant. Corresponding benefit costs have also been transferred to the Department of Public Works.
- The Building Official position has been transformed to a professional services contract based upon actual and projected workload reductions.
- Funds allocated for "code books" have been reduced as a result of updates purchased in 2015-2016.
- Funds allocated for "fuel" have been reduced due to the reallocation of one inspector position to the Public Works Department. This inspector's vehicle and accompanying vehicle costs are now accounted for in the Public Works Department.
- The office supply and small tools accounts have been reduced based upon actual experience over the past two bienniums.
- The reduction in the Professional Services account is the result of the reallocation of engineering professional fees to the Public Works Department and software fees to the IT cost center. Also, the 2015-2016 budget included fees for an economic feasibility study which is now complete; therefore, these costs have been removed from the Professional Services account for 2017-2018.



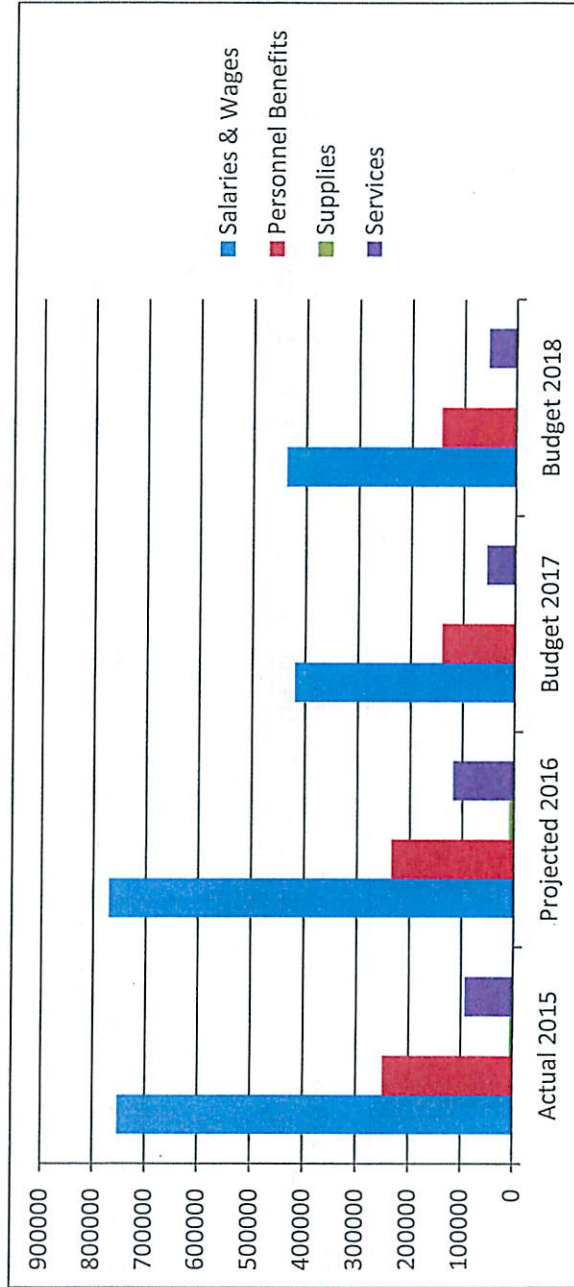
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DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT

Expenditure Summary	2013-2014	2015-2016	2015	2016	2015-2016	2017	2018	2017-2018
	Biennium Total	Amended Budget	2015 Actual	Projected	Biennium Total	Adopted Budget	Adopted Budget	Adopted Budget
Salaries & Wages	\$ 1,090,848	\$ 1,460,070	\$ 752,545	\$ 769,789	\$ 1,522,334	\$ 419,354	\$ 437,378	\$ 856,732
Personnel Benefits	\$ 377,972	\$ 554,350	\$ 249,311	\$ 235,455	\$ 484,766	\$ 140,288	\$ 143,866	\$ 284,154
Supplies	\$ 11,517	\$ 26,050	\$ 5,740	\$ 8,896	\$ 14,636	\$ 1,925	\$ 1,675	\$ 3,600
Services	\$ 78,829	\$ 202,445	\$ 92,471	\$ 118,038	\$ 210,510	\$ 55,300	\$ 53,800	\$ 109,100
<b>Total</b>	<b>\$ 1,559,166</b>	<b>\$ 2,242,915</b>	<b>\$ 1,100,067</b>	<b>\$ 1,132,179</b>	<b>\$ 2,232,245</b>	<b>\$ 616,867</b>	<b>\$ 636,719</b>	<b>\$ 1,253,586</b>

Expenditure Summary







DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT

Expenditure Summary	2013-2014 Biennium Total	2015-2016 Amended Budget	2015 Actual	2016 Projected	2015-2016 Biennium Total	2017 Adopted Budget	2018 Adopted Budget	2017-2018 Adopted Budget
001-016-558-60-11-00 Salaries & Wages	\$ 1,090,848	\$ 1,460,070	\$ 752,545	\$ 769,789	\$ 1,522,334	\$ 419,354	\$ 437,378	\$ 856,732
001-016-558-60-21-01 Benefits	\$ 377,972	\$ 554,350	\$ 249,311	\$ 235,455	\$ 484,766	\$ 140,288	\$ 143,866	\$ 284,154
<b>Personnel Costs</b>	<b>\$ 1,468,820</b>	<b>\$ 2,014,420</b>	<b>\$ 1,001,856</b>	<b>\$ 1,005,244</b>	<b>\$ 2,007,100</b>	<b>\$ 559,642</b>	<b>\$ 581,244</b>	<b>\$ 1,140,886</b>
001-016-558-60-30-00 Code Books	\$ 1,881	\$ 4,000	\$ 270	\$ 3,613	\$ 3,883	\$ -	\$ -	\$ -
001-016-558-60-32-00 Fuel	\$ 4,058	\$ 5,500	\$ 2,356	\$ 2,560	\$ 4,916	\$ 1,375	\$ 1,375	\$ 2,750
001-016-558-60-30-00 Office & Operating Supplies	\$ 3,184	\$ 9,000	\$ 2,271	\$ 1,863	\$ 4,134	\$ -	\$ -	\$ -
001-016-558-60-30-00 Small Tools & Equipment	\$ 2,393	\$ 7,550	\$ 842	\$ 861	\$ 1,703	\$ 550	\$ 300	\$ 850
<b>Supplies</b>	<b>\$ 11,517</b>	<b>\$ 26,050</b>	<b>\$ 5,740</b>	<b>\$ 8,896</b>	<b>\$ 14,636</b>	<b>\$ 1,925</b>	<b>\$ 1,675</b>	<b>\$ 3,600</b>
001-016-558-60-40-00 Professional Services	\$ 47,819	\$ 151,640	\$ 76,230	\$ 70,942	\$ 147,172	\$ 20,000	\$ 20,000	\$ 40,000
001-016-558-60-41-02 Professional Services-Legal	\$ -	\$ 10,000	\$ -	\$ 24,553	\$ 24,553	\$ 24,000	\$ 24,000	\$ 48,000
001-016-558-60-44-00 Advertising	\$ 1,345	\$ 2,000	\$ 1,362	\$ 525	\$ 1,887	\$ 1,000	\$ 1,000	\$ 2,000
001-016-558-60-49-07 Printing & Binding	\$ -	\$ 600	\$ -	\$ -	\$ -	\$ 300	\$ 300	\$ 600
001-016-558-60-48-00 Repairs & Maintenance	\$ 2,215	\$ 2,000	\$ 1,643	\$ 496	\$ 2,139	\$ 1,500	\$ -	\$ 1,500
001-016-558-60-49-02 Conference, Due, Subscriptions	\$ 11,326	\$ 21,360	\$ 7,586	\$ 13,338	\$ 20,924	\$ 8,500	\$ 8,500	\$ 17,000
001-016-558-60-40-00 Misc & Other Charges	\$ 16,125	\$ 14,845	\$ 5,650	\$ 8,185	\$ 13,835	\$ -	\$ -	\$ -
<b>Services</b>	<b>\$ 78,829</b>	<b>\$ 202,445</b>	<b>\$ 92,471</b>	<b>\$ 118,038</b>	<b>\$ 210,510</b>	<b>\$ 55,300</b>	<b>\$ 53,800</b>	<b>\$ 109,100</b>

**Total Community & Economic Dev \$ 1,559,166 \$ 2,242,915 \$ 1,100,067 \$ 1,132,179 \$ 2,232,245 \$ 616,867 \$ 636,719 \$ 1,253,586**



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## DEPARTMENT OF PUBLIC WORKS

### Department Description

The Public Works Department is comprised of two divisions – Engineering and Maintenance. The divisions often overlap and interact with each other, but have their own distinct focus areas.

The Engineering Division has three primary duties: project management for all capital improvements in the adopted CIP; land development review and inspection; and issuing Right-of-Way permits while coordinating utility locate requests. Engineering also provides technical support for all roadway, traffic and stormwater operational issues.

The Engineering Division is also responsible for ensuring compliance with the City's National Pollutant Discharge Elimination System (NPDES) Phase 2 municipal stormwater permit issued by the State Department of Ecology. The NPDES permit has five main components of the required Stormwater Management Program: outreach and education; public involvement and participation; illicit discharge detection; controlling construction runoff; and municipal operations. In addition, Mill Creek has various stream sampling requirements due to water quality contamination in the North Creek watershed.

The Maintenance Division is responsible for the operation, repair and upkeep of all City owned buildings, twelve parks covering almost 43 acres, the North Creek trail, roadside and median landscaping, approximately 75 miles of sidewalks, 106 lane miles of streets and associated stormwater facilities, nearly 3,000 traffic signs, roadway striping and over 200 street lights. Some maintenance work is contracted out to either private vendors or Snohomish County. The maintenance crew also supports special events in the City such as holiday parades and programmed recreational activities.



**Kamal Mahmoud, Acting Director of Public Works and City Engineer**

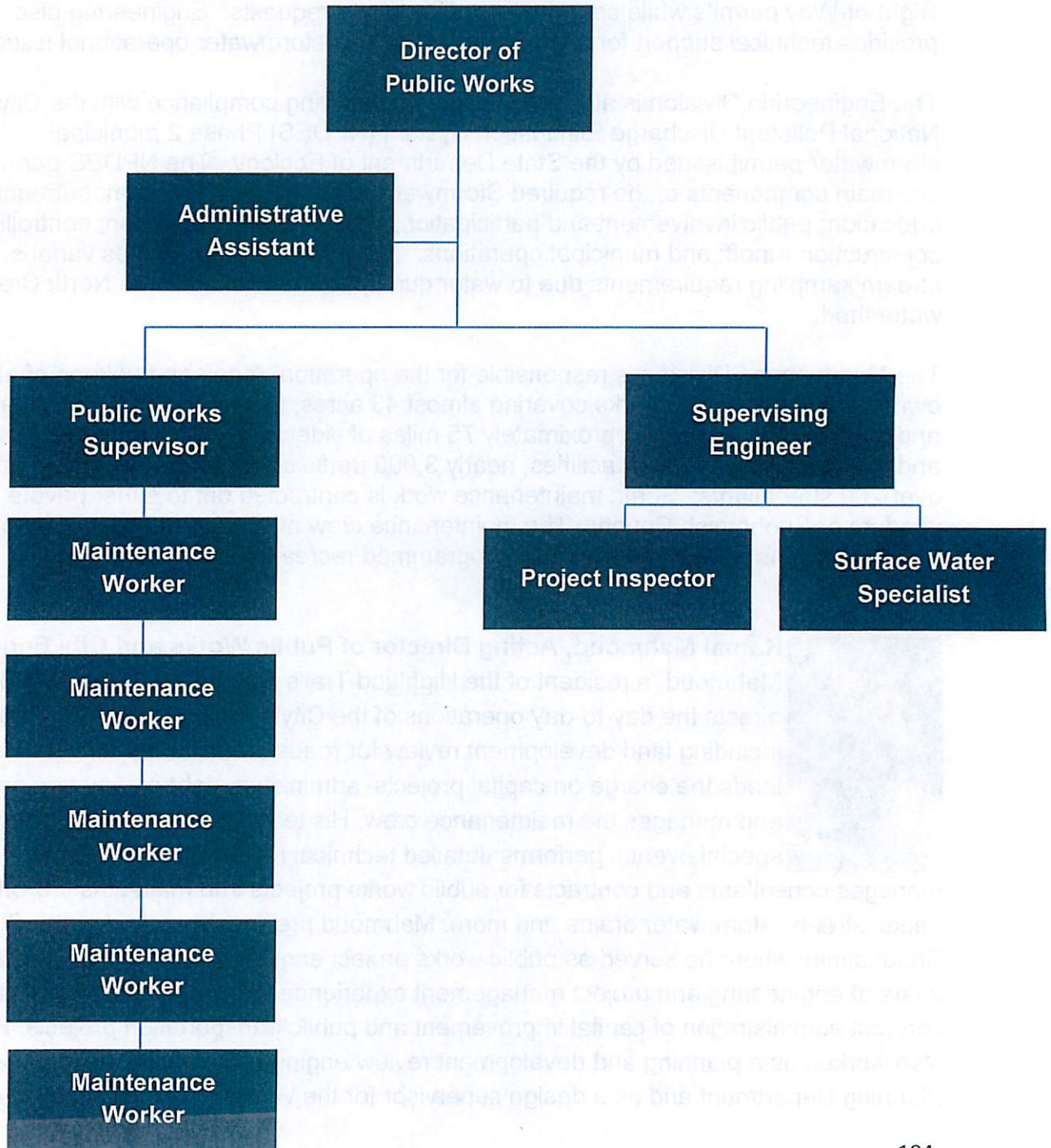
Mahmoud, a resident of the Highland Trails neighborhood since 2002, directs the day-to-day operations of the City's Public Works department, including land development review for roads, traffic and drainage. He leads the charge on capital projects, administers right-of-way use permits and manages the maintenance crew. His team provides support for special events, performs detailed technical review of City projects, manages consultants and contracts for public works projects and maintains the City's parks, streets, stormwater drains and more. Mahmoud previously worked at the City of Snoqualmie, where he served as public works project engineer/manager. He has 22 years of engineering and project management experience in design, construction and contract administration of capital improvement and public transportation projects. He also worked as a planning and development review engineer for the Snohomish County Planning Department and as a design supervisor for the Washington State Department



DEPARTMENT OF PUBLIC WORKS

of Transportation. He holds a bachelor’s degree in civil engineering from Saint Martin’s University. In his down time, he enjoys family activities like going to the beach, visiting parks, and traveling to new places. He also enjoys listening to music, reading about world history and playing a good game of chess.

Organizational Chart





## DEPARTMENT OF PUBLIC WORKS

**2015-2016 Achievements:**

- Inadequate working space has been an ongoing issue for City staff for over 15 years. As part of a new space planning concept proposed by the City Manager and approved by the Council in September 2015, renovation work was completed in three phases to address current and future needs:
  - Renovation of unused office space on the ground floor of the City Hall North building for planning, building, engineering and recreation staff.
  - Remodel of previous Finance and Recreation office spaces in the City Hall South building for an expansion of the Police Department.
  - Remodel of administration side of the City Hall South building for relocation of staff and expanded passport services.
  
- Since 2010, the City has taken a proactive approach to keeping good roads in good condition by implementing a mix of maintenance repairs, surface preservation and structural overlays. Major items of work completed in 2015-2016 included:
  - Crack sealing and chip seal applications in high-priority areas.
  - Trial of Bonded Wearing Course (BWC) in Silver Crest/Silver Glen subdivisions.
  - Overlay of Mill Creek Road between SR 527 and Village Green Drive.
  - Highlands Boulevard median reconstruction.
  - Citywide asphalt repairs.
  - Obtaining \$720,000 in grant funding for future overlay work on Seattle Hill Road.
  
- A video inspection was completed of area storm systems in 2012, and found many areas of pipe collapse, cracking/holes/infiltration, misaligned joints, bad splices, blockages, etc. The first phase of pipe repairs and replacement was completed in spring 2015 in the Silver Crest/Silver Glen subdivisions prior to the BWC paving project.
  
- Cleaning out debris in catch basins and video inspection of stormwater pipes on City streets is an ongoing annual program funded through Surface Water Utility Fees. This program reduces sediment and pollutants that end up in area waterways, and also meets the requirements set forth in the City's National Pollution Discharge Elimination System (NPDES) permit. Each year approximately half of the City is serviced, which included 3,200 catch basins and over 9.25 miles of pipe in 2015-2016.
  
- The 35<sup>th</sup> Avenue Reconstruction Project consists of rebuilding 35th Avenue SE between 144th Street SE and 141st Street SE to address ongoing flooding issues. The new roadway would be above projected high water levels on top of a pin-pile supported, reinforced concrete slab. The design and environmental permitting work is nearly complete, and \$4.0 million in state grant funding was awarded for construction.



## DEPARTMENT OF PUBLIC WORKS

**2016 Workload Measures:**

	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Number of Utility Locate Requests:	220	361	266	246
Number of Right of Way Permits Issued:	54	38	55	74
Number of Right of Way Inspections Performed:	177	229	190	147
Number of Clearing & Grading Permits Reviewed:	6	3	3	0
Number of Development Construction Sites Inspected:	8	7	12	12
Number of County Development Projects Reviewed:	5	3	0	0
Dollar Value of CIP Projects Managed through Construction:	\$207,245	\$353,870	\$305,812	\$43,170
Number of Grant/Loan Applications Completed:		3	0	0
Storm Line Remote Inspection (feet):		2,370	9,485	908
Number of Catch Basins Cleaned:		Approx. 700	Approx. 850	0
Total Pre-Application Meetings Held:		0	0	2
Total Land Use Applications Processed:	4	1	2	4
Street Light Repairs – City Owned:	25	13	40	7
Street Light Repairs – PUD Owned:	29	9	20	32
Pothole Repairs:	10	9	10	20
Street Sweeping:	130	68	80	180

## DEPARTMENT OF PUBLIC WORKS

<i>Workload Measures Continued</i>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Park Maintenance:	460	565	660	720
Streetscape Maintenance:	150	553	800	500
Sign Repair/Installation:	37	32	40	50
Facility Service Work:	75	217	140	180
Vehicle/Equipment Repairs & Service:	60	18	40	30
Emergency Call Out Overtime:	22	0	10	30
Community Event Support:	0	24	120	220

**2016 Performance Measures:**

<b>Grants</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Snohomish County Small Public Works Partnership Program: application made in 2015, awarded in 2016. To install signage and mile markers to North Creek Trail.	\$6,562	0	0	0
Dept. of Ecology Coordinated Prevention Grant: Educational outreach to Mill Creek businesses to utilize free recycling new to the 2015 Solid Waste Contract.	0	\$26,666	0	0
WA Local Community Program grant for the Parks/Public Works Shop project at the Cook Property.	0	\$257,000	0	0

<b>Capital Projects</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Annex & City Hall Remodel – Staff Hours:	200	160		
Annex & City Hall Remodel – Expenditure:	\$102,315	\$47,580		



## DEPARTMENT OF PUBLIC WORKS

Capital Projects Continued	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Concrete Sidewalk & Pilot Tree Program – Staff Hours:	250	360	90	0
Concrete Sidewalk & Pilot Tree Program – Expenditures:	\$292	\$80,090	\$40,194	0
Public Works Shop – Staff Hours:	0	60		
Public Works Shop – Expenditures:	0	\$279		
North Pointe Park – Staff Hours:	10	40	60	150
North Pointe Park – Expenditures:	0	0	\$9,011	0
West Pine Meadow Park – Staff Hours:	0	0	2	0
West Pine Meadow Park – Expenditures:	0	0	0	0
Minor Sidewalk Repair Contract – Staff Hours:	16	8	10	5
Minor Sidewalk Repair Contract – Expenditures:	0	0	0	\$10,904

**2017-2018 Objectives:**

- Review, revise and update traffic engineering policies to address community concerns and current best practices.
- Working with the City Manager and Director of Finance and Administration, prepare for Council consideration a comprehensive Capital Improvement Program that identifies needs, projects, priorities and funding options for pavement preservation, concrete replacement and vehicle/equipment replacement.
- Conduct a staffing needs analysis for the Maintenance Division.
- Implement LEAN process improvements for the Maintenance Division.
- Review, revise and standardize City contract forms and processes.

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**DEPARTMENT OF PUBLIC WORKS**

- Coordinate design and construction of a new Public Works Maintenance Facility.
- Oversee construction of North Pointe Park.

**2017-2018 Budget Highlights:**

- Salaries for the Department of Public Works increased by \$385,000 due to the reallocation of the City Engineer and Project Inspector positions from the Community and Economic Development Department to the Public Works Department. Corresponding benefit costs have also been transferred to the Department of Public Works.
- Funds have been allocated to provide uniforms for the Public Works Maintenance Crew. These staff members are highly visible ambassadors of the City and providing these employees with uniforms that can withstand the elements and identify them as City employees is a good investment in our workforce.
- The reduction in the Professional Services' account is due to a reduction of one time contract costs and reallocation of IT related expenses to the newly formed IT cost center.
- Membership assessments for emergency management have been reallocated from the Public Works Department to Non-Departmental.



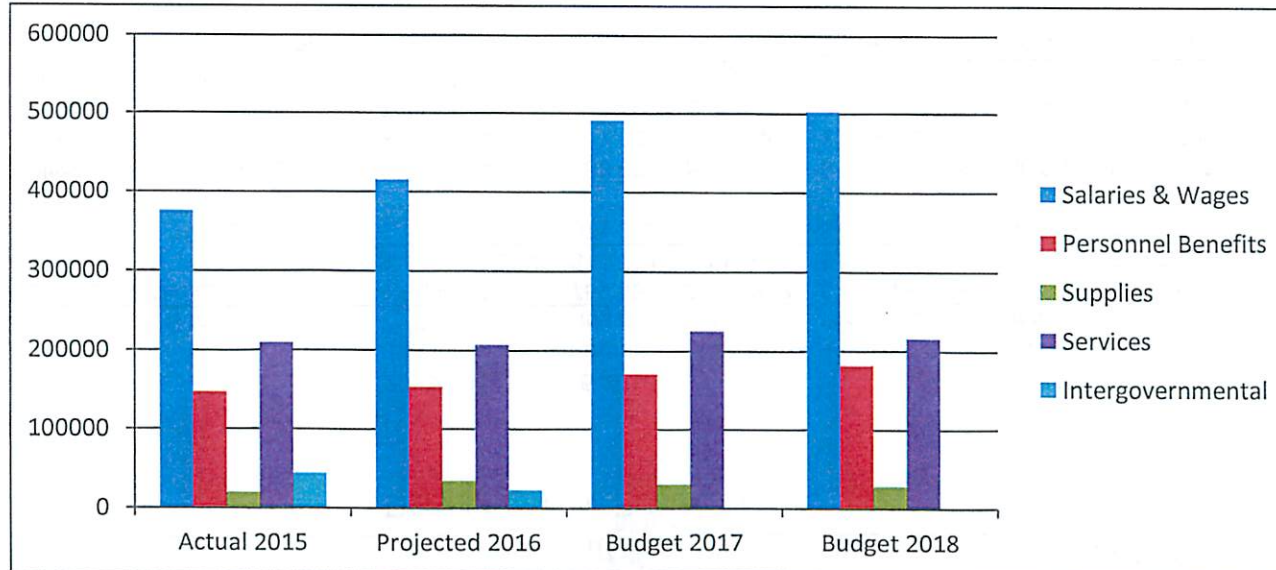
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DEPARTMENT OF PUBLIC WORKS

Expenditure Summary	2013-2014 Biennium Total	2015-2016 Amended Budget	2015 Actual	2016 Projected	2015-2016 Biennium Total	2017 Adopted Budget	2018 Adopted Budget	2017-2018 Adopted Budget
Salaries & Wages	\$ 1,088,717	\$ 759,559	\$ 375,227	\$ 415,460	\$ 790,688	\$ 490,459	\$ 502,312	\$ 992,770
Personnel Benefits	\$ 373,655	\$ 311,771	\$ 146,673	\$ 153,226	\$ 299,899	\$ 170,117	\$ 180,958	\$ 351,076
Supplies	\$ 67,168	\$ 63,400	\$ 19,647	\$ 34,717	\$ 54,364	\$ 30,500	\$ 28,500	\$ 59,000
Services	\$ 474,408	\$ 446,050	\$ 208,469	\$ 206,397	\$ 414,866	\$ 225,000	\$ 215,000	\$ 440,000
Intergovernmental Services	\$ -	\$ 92,000	\$ 44,431	\$ 22,758	\$ 67,189	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$2,003,949</b>	<b>\$1,672,780</b>	<b>\$ 794,447</b>	<b>\$ 832,558</b>	<b>\$1,627,006</b>	<b>\$ 916,076</b>	<b>\$ 926,770</b>	<b>\$1,842,846</b>

Expenditure Summary







DEPARTMENT OF PUBLIC WORKS

Expenditure Summary		2013-2014 Biennium Total	2015-2016 Amended Budget	2015 Actual	2016 Projected	2015-2016 Biennium Total	2017 Adopted Budget	2018 Adopted Budget	2017-2018 Adopted Budget
001-018-518-30-11-00	Salaries & Wages	\$ 1,088,717	\$ 759,559	\$ 375,227	\$ 415,460	\$ 790,688	\$ 490,459	\$ 502,312	\$ 992,770
001-018-518-30-21-01	Benefits	\$ 373,655	\$ 311,771	\$ 146,673	\$ 153,226	\$ 299,899	\$ 170,117	\$ 180,958	\$ 351,076
	Personnel Costs	\$ 1,462,373	\$ 1,071,330	\$ 521,900	\$ 568,687	\$ 1,090,587	\$ 660,576	\$ 683,270	\$ 1,343,846
001-018-518-30-31-00	Office & Operating Supplies	\$ 41,549	\$ 38,000	\$ 11,434	\$ 24,619	\$ 36,053	\$ 16,000	\$ 16,000	\$ 32,000
001-018-518-30-32-00	Gasoline Fuel	\$ 15,111	\$ 17,000	\$ 5,456	\$ 5,843	\$ 11,298	\$ 7,500	\$ 7,500	\$ 15,000
001-018-518-30-31-06	Uniforms	\$ 2,451	\$ 400	\$ 364	\$ 117	\$ 480	\$ 2,500	\$ 2,500	\$ 5,000
001-018-518-30-35-00	Small Tools & Equipment	\$ 8,057	\$ 8,000	\$ 2,394	\$ 4,139	\$ 6,533	\$ 4,500	\$ 2,500	\$ 7,000
	Supplies	\$ 67,168	\$ 63,400	\$ 19,647	\$ 34,717	\$ 54,364	\$ 30,500	\$ 28,500	\$ 59,000
001-018-518-30-40-00	Professional Services	\$ 43,852	\$ 49,000	\$ 19,172	\$ 22,203	\$ 41,375	\$ 12,500	\$ 2,500	\$ 15,000
001-018-518-30-41-03	Professional Serv-Legal	\$ -	\$ -	\$ -	\$ 2,566	\$ 2,566	\$ 5,000	\$ 5,000	\$ 10,000
001-018-518-30-41-01	Landscape/Janitorial	\$ 184,605	\$ 141,500	\$ 58,097	\$ 84,756	\$ 142,852	\$ 75,000	\$ 75,000	\$ 150,000
001-018-518-30-48-00	Repair & Maint - Facilities/Parks	\$ 99,097	\$ 99,300	\$ 60,293	\$ 30,126	\$ 90,419	\$ 50,000	\$ 50,000	\$ 100,000
001-018-518-30-48-11	Equip/Vehicles	\$ 10,659	\$ 10,200	\$ 5,398	\$ 4,801	\$ 10,199	\$ 5,000	\$ 5,000	\$ 10,000
001-018-518-30-47-10	Utilities	\$ 119,169	\$ 127,850	\$ 58,499	\$ 55,958	\$ 114,457	\$ 65,000	\$ 65,000	\$ 130,000
001-018-518-30-40-00	Advertising	\$ 234	\$ 1,100	\$ 547	\$ 479	\$ 1,026	\$ -	\$ -	\$ -
001-018-518-30-49-01	Training, Conference & Dues	\$ 16,793	\$ 17,100	\$ 6,464	\$ 5,508	\$ 11,971	\$ 12,500	\$ 12,500	\$ 25,000
	Services	\$ 474,408	\$ 446,050	\$ 208,469	\$ 206,397	\$ 414,866	\$ 225,000	\$ 215,000	\$ 440,000
001-018-518-30-49-02	Membership Assessments	\$ -	\$ 92,000	\$ 44,431	\$ 22,758	\$ 67,189	\$ -	\$ -	\$ -
	Intergovernmental Services	\$ -	\$ 92,000	\$ 44,431	\$ 22,758	\$ 67,189	\$ -	\$ -	\$ -
<b>Total Public Works</b>		<b>\$ 2,003,949</b>	<b>\$ 1,672,780</b>	<b>\$ 794,447</b>	<b>\$ 832,558</b>	<b>\$ 1,627,006</b>	<b>\$ 916,076</b>	<b>\$ 926,770</b>	<b>\$ 1,842,846</b>

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**NON-DEPARTMENTAL****Department Description**

The Non-Departmental Budget contains General Fund operational expenses that are common to all City departments and are outside the control of individual departments and not easily distributed based upon department activity.

**2017-2018 Budget Highlights:**

- The non-departmental cost center has been restructured to capture only those costs that are common to all City departments. For example, the costs associated with the fire department contract were previously accounted for in the non-departmental cost center. Those costs have been reclassified under the public safety cost center because they are specific to that departmental function.



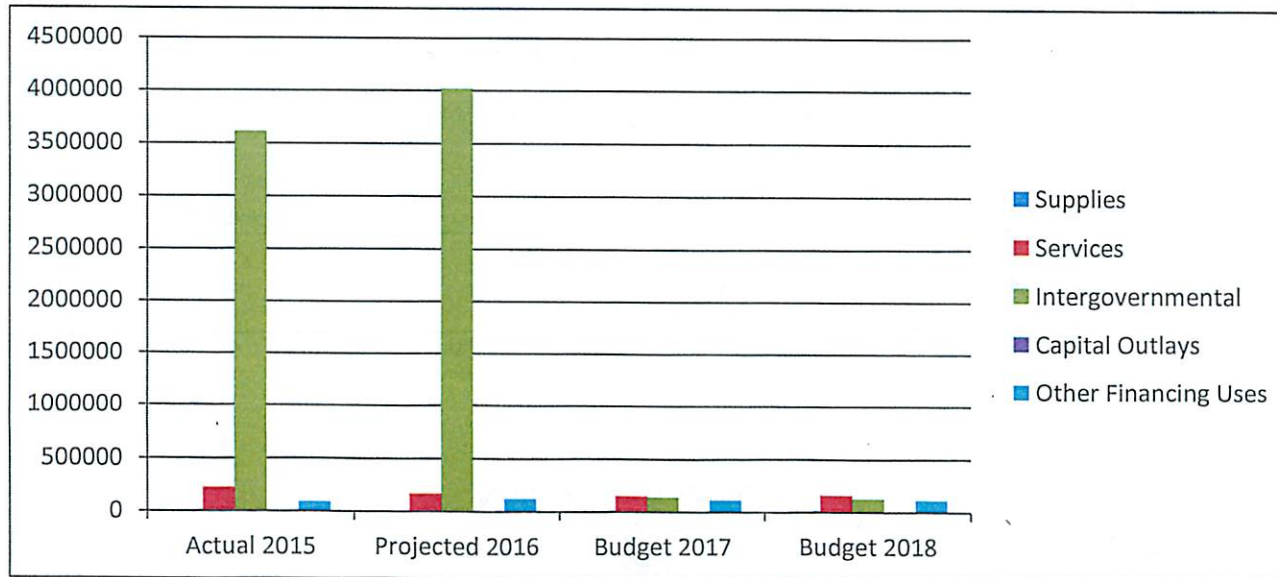
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NON-DEPARTMENTAL

Expenditure Summary	2013-2014 Biennium Total	2015-2016 Amended Budget	2015 Actual	2016 Projected	2015-2016 Biennium Total	2017 Adopted Budget	2018 Adopted Budget	2017-2018 Adopted Budget
Supplies	\$ 2,790	\$ 3,000	\$ 897	\$ 673	\$ 1,571	\$ 13,250	\$ 13,250	\$ 26,500
Services	\$ 603,401	\$ 371,848	\$ 224,650	\$ 168,709	\$ 393,360	\$ 152,190	\$ 162,370	\$ 314,560
Intergovernmental								
Services	\$ 6,139,415	\$ 7,626,791	\$ 3,605,784	\$ 4,015,381	\$ 7,621,165	\$ 139,700	\$ 128,820	\$ 268,520
Capital Outlays	\$ 20,313	\$ 20,627	\$ 10,314	\$ 10,314	\$ 20,627	\$ -	\$ -	\$ -
Other Financing Uses	\$ 190,365	\$ 368,475	\$ 90,000	\$ 123,905	\$ 213,905	\$ 112,500	\$ 112,500	\$ 225,000
<b>Total</b>	<b>\$ 6,956,284</b>	<b>\$ 8,390,741</b>	<b>\$ 3,931,646</b>	<b>\$ 4,318,982</b>	<b>\$ 8,250,627</b>	<b>\$ 417,640</b>	<b>\$ 416,940</b>	<b>\$ 834,580</b>

Expenditure Summary







NON-DEPARTMENTAL

Expenditure Summary	2013-2014 Biennium Total	2015-2016 Amended Budget	2015 Actual	2016 Projected	2015-2016 Biennium Total	2017 Adopted Budget	2018 Adopted Budget	2017-2018 Adopted Budget
001-014-518-90-31-00 Office Supplies-Central	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,500	\$ 12,500	\$ 25,000
001-014-518-90-32-00 Gasoline Fuel	\$ 2,790	\$ 3,000	\$ 897	\$ 673	\$ 1,571	\$ 750	\$ 750	\$ 1,500
Supplies	\$ 2,790	\$ 3,000	\$ 897	\$ 673	\$ 1,571	\$ 13,250	\$ 13,250	\$ 26,500
001-014-518-90-42-02 Postage/Machine	\$ 25,760	\$ 27,001	\$ 13,528	\$ 14,249	\$ 27,777	\$ 19,900	\$ 19,900	\$ 39,800
001-014-518-30-46-00 Insurance	\$ 213,552	\$ 271,082	\$ 124,783	\$ 126,790	\$ 251,573	\$ 130,000	\$ 140,000	\$ 270,000
001-014-578-90-40-00 Prof. Ser.-City Safety Program	\$ 3,240	\$ 5,000	\$ 177	\$ -	\$ 177	\$ -	\$ -	\$ -
001-014-518-90-49-06 Section 125 Program	\$ 2,804	\$ 4,000	\$ 2,192	\$ 2,357	\$ 4,549	\$ 2,290	\$ 2,470	\$ 4,760
001-014-519-20-49-00 Judgements and Settlements	\$ -	\$ -	\$ 38,319	\$ -	\$ 38,319	\$ -	\$ -	\$ -
001-002-517-90-49-00 Wellness Program	\$ 1,987	\$ 2,000	\$ 795	\$ 956	\$ 1,751	\$ -	\$ -	\$ -
001-014-518-80-45-01 Lease Admin Printer	\$ 1,898	\$ 1,365	\$ 778	\$ 525	\$ 1,303	\$ -	\$ -	\$ -
001-014-594-18-64-00 Office Furniture & Equipment	\$ -	\$ -	\$ 3,836	\$ -	\$ 3,836	\$ -	\$ -	\$ -
001-014-518-90-49-04 Misc & Other Charges	\$ 145,764	\$ 2,000	\$ 2,977	\$ 728	\$ 3,706	\$ -	\$ -	\$ -
001-005-518-80-42-01 Web Support	\$ 24,576	\$ 16,400	\$ 12,824	\$ 7,018	\$ 19,842	\$ -	\$ -	\$ -
001-005-532-00-42-00 Telephone	\$ 19,281	\$ 20,000	\$ 10,376	\$ 9,604	\$ 19,981	\$ -	\$ -	\$ -
001-005-518-30-48-01 Repair & Maint-Phone	\$ 1,317	\$ -	\$ 533	\$ -	\$ 533	\$ -	\$ -	\$ -
001-005-518-30-48-01 Repair & Maint - Copier	\$ 159,256	\$ 20,000	\$ 8,786	\$ 5,462	\$ 14,249	\$ -	\$ -	\$ -
001-018-518-30-48-11 Repair & Maint - Staff Cars	\$ 3,757	\$ 3,000	\$ 4,638	\$ 1,020	\$ 5,658	\$ -	\$ -	\$ -
001-014-519-90-49-08 Employee Coffee Fund	\$ 210	\$ -	\$ 106	\$ -	\$ 106	\$ -	\$ -	\$ -
Services	\$ 603,401	\$ 371,848	\$ 224,650	\$ 168,709	\$ 393,359	\$ 152,190	\$ 162,370	\$ 314,560



NON-DEPARTMENTAL

Expenditure Summary Continued		2013-2014 Biennium Total	2015-2016 Amended Budget	2015 Actual	2016 Projected	2015-2016 Biennium Total	2017 Adopted Budget	2018 Adopted Budget	2017-2018 Adopted Budget
001-011-522-20-51-07	Fire Services	\$ 5,880,991	\$ 7,364,209	\$ 3,490,722	\$ 3,873,392	\$ 7,364,114	\$ -	\$ -	\$ -
001-011-522-20-51-08	Dispatch Fire Service	\$ -	\$ 177,182	\$ 80,100	\$ 90,046	\$ 170,146	\$ -	\$ -	\$ -
	Memberships & Org								
001-014-518-90-49-00	Assessments	\$ 161,787	\$ -	\$ -	\$ -	\$ -	\$ 96,000	\$ 85,120	\$ 181,120
001-014-514-40-51-10	Election Costs	\$ 27,058	\$ 14,000	\$ -	\$ 13,640	\$ 13,640	\$ 7,500	\$ 7,500	\$ 15,000
001-014-514-90-51-13	Voter Registration	\$ 50,320	\$ 50,000	\$ 24,459	\$ 25,423	\$ 49,882	\$ 25,000	\$ 25,000	\$ 50,000
001-014-589-30-00-00	Sales Tax	\$ 11,684	\$ 12,000	\$ 6,186	\$ 7,693	\$ 13,880	\$ 6,200	\$ 6,200	\$ 12,400
001-014-566-00-51-06	Sno. Co. Human Service	\$ 7,574	\$ 9,400	\$ 4,317	\$ 5,186	\$ 9,503	\$ 5,000	\$ 5,000	\$ 10,000
	<b>Intergovernmental Services</b>	<b>\$ 6,139,415</b>	<b>\$ 7,626,791</b>	<b>\$ 3,605,784</b>	<b>\$ 4,015,381</b>	<b>\$ 7,621,165</b>	<b>\$ 139,700</b>	<b>\$ 128,820</b>	<b>\$ 268,520</b>
	<b>Equip Replacement</b>								
001-014-594-18-64-00	Funding	\$ 20,313	\$ 20,627	\$ 10,314	\$ 10,314	\$ 20,627	\$ -	\$ -	\$ -
	Capital Outlays	\$ 20,313	\$ 20,627	\$ 10,314	\$ 10,314	\$ 20,627	\$ -	\$ -	\$ -
	<b>Oper Transfer to Debt</b>								
001-014-597-00-50-02	Service	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Oper Transfer to</b>								
001-014-597-00-50-03	Unemployment	\$ -	\$ 188,475	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Oper Transfer to</b>								
001-014-597-00-55-05	Recreation	\$ 165,365	\$ 180,000	\$ 90,000	\$ 116,000	\$ 206,000	\$ 112,500	\$ 112,500	\$ 225,000
	<b>Oper Transfer to</b>								
001-014-597-00-55-07	Municipal Art	\$ -	\$ -	\$ -	\$ 7,905	\$ 7,905			\$ -
		\$ 190,365	\$ 368,475	\$ 90,000	\$ 123,905	\$ 213,905	\$ 112,500	\$ 112,500	\$ 225,000
	<b>Total Non Departmental</b>	<b>\$ 6,956,284</b>	<b>\$ 8,390,741</b>	<b>\$ 3,931,646</b>	<b>\$ 4,318,982</b>	<b>\$ 8,250,627</b>	<b>\$ 417,640</b>	<b>\$ 416,940</b>	<b>\$ 834,580</b>



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**DEBT SERVICE FUND**Description

This fund is used to account for debt service payments for which the City is responsible including:

800MHz Radio Project: In 1998, the City adopted a resolution to participate in an interlocal financing agreement between Snohomish County Emergency Radio System (SERS) and the City regarding the 800 MHz radio project. The project provided a new radio frequency and infrastructure for public safety use. The cost for the City's participation in this project was approximately \$560,000 with payments to begin in 1999 based on a 20-year amortization schedule with a net interest rate of 5.75%. Of this amount, \$450,000 is designated for infrastructure that can be purchased with REET-1 revenues. Snohomish County has issued bonds on behalf of a number of participants in the project, and the City makes a debt service payment semi-annually to the County.

In 2005, the 1999 Bond was refunded and the original project amount was adjusted to an approximate total amount of \$530,693. With this refunding, the bonds issued are now classified as LTGO bonds – 1999 Non-called and 2005 Series B Combined. The first payment on the new debt amortization schedule began on June 1, 2005. The last scheduled payment will be made on December 1, 2019.



## DEBT SERVICE FUND

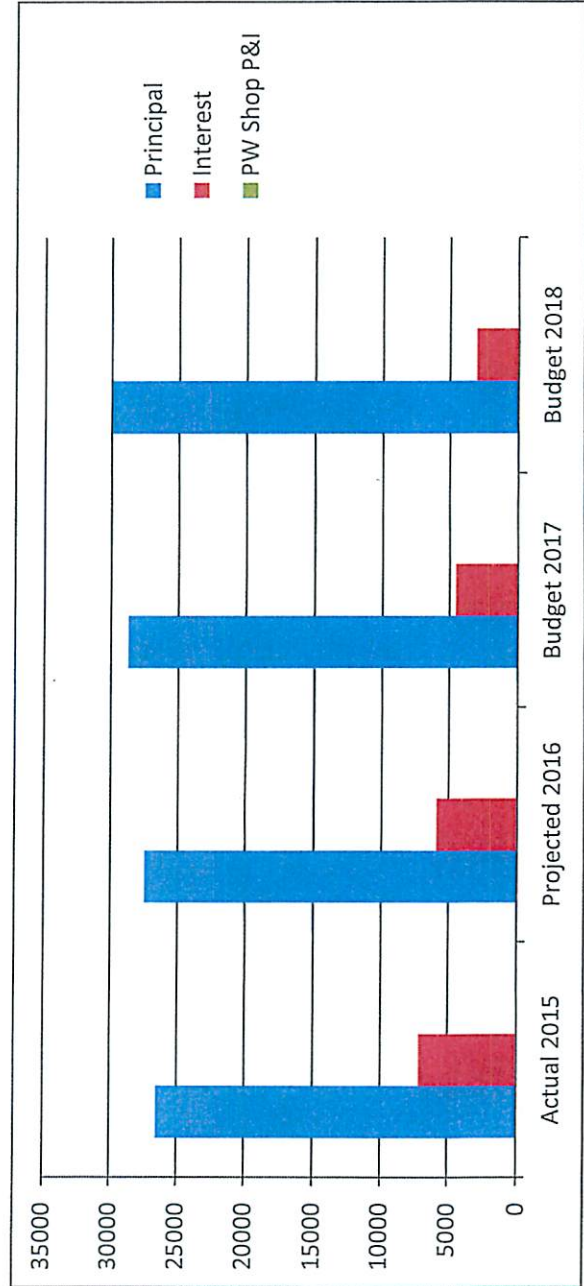
<u>Debt Service</u>	2017-2018 Requested Budget
Sources of Funds:	
Beginning Reserves 01/01/2017	\$ 13,987
Taxes:	
Property Taxes	\$ -
Sales Taxes	\$ -
Other Taxes	\$ -
Licenses & Permits	\$ -
Intergovernmental Revenue	\$ -
Charges for Services	\$ -
Fines & Penalties	\$ -
Miscellaneous Revenues	\$ -
Other Sources - Transfers In	\$ 66,218
Total Revenues	<u>\$ 66,218</u>
 Total Sources of Funds	 \$ 80,205
Uses of Funds:	
Salary & Wages	\$ -
Benefits	\$ -
Supplies	\$ -
Services	\$ -
Intergovernmental Services	\$ -
Capital Outlays	\$ -
Debt Service	\$ 66,218
Operating Transfers Out	\$ -
Total Uses of Funds	<u>\$ 66,218</u>
 Net Change in Reserves	 \$ -
 Ending Reserves 12/31/2018	 <u>\$ 13,987</u>



DEBT SERVICE FUND

Expenditure Summary	2013-2014		2015-2016		2016		2015-2016		2017		2018		2017-2018	
	Biennium Total	Amended Budget	2015 Actual	2016 Projected	2016 Projected	Biennium Total	Adopted Budget	Adopted Budget	Adopted Budget	Adopted Budget	Adopted Budget	Adopted Budget	Adopted Budget	
Principal - 800 Mhz	\$ 52,940	\$ 58,100	\$ 26,518	\$ 27,420	\$ 27,420	\$ 53,938	\$ 28,686	\$ 28,686	\$ 29,951	\$ 29,951	\$ 29,951	\$ 29,951	\$ 58,636	
Interest - 800 Mhz	\$ 18,233	\$ 12,810	\$ 7,138	\$ 5,879	\$ 5,879	\$ 13,017	\$ 4,508	\$ 4,508	\$ 3,073	\$ 3,073	\$ 3,073	\$ 3,073	\$ 7,581	
Principal & Interest - PW Shop	\$ -	\$ 188,485	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ 71,173	\$ 259,395	\$ 33,656	\$ 33,299	\$ 33,299	\$ 66,955	\$ 33,194	\$ 33,194	\$ 33,024	\$ 33,024	\$ 33,024	\$ 33,024	\$ 66,218	

Expenditure Summary





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### SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than special assessments or major capital projects) that are legally restricted to expenditures for specified purposes.

The City budgets the following Special Revenue Funds:

- City Street: The City Street Fund contains dedicated funds that are to be used for maintenance and repair of all City streets, street lighting, sidewalks and traffic control devices. Maintenance responsibilities include snow and ice control, sign maintenance, landscape maintenance and other non-specialized services. Services such as traffic signal maintenance, channelization and pavement repair are provided through contract services, typically Snohomish County.
- Annex Building: In 2005, the City purchased the property and building at 15720 Main Street in Mill Creek. The purchase was in anticipation of future City facility needs. This fund was created to account for the revenues and expenditures related to lease activity and improvements to that property.
- Paths & Trails: The Revised Code of Washington requires the City to earmark one-half of one percent of funds received from motor vehicle fuel taxes for paths and trails. These funds are restricted and reserved for that particular use.



## SPECIAL REVENUE FUNDS

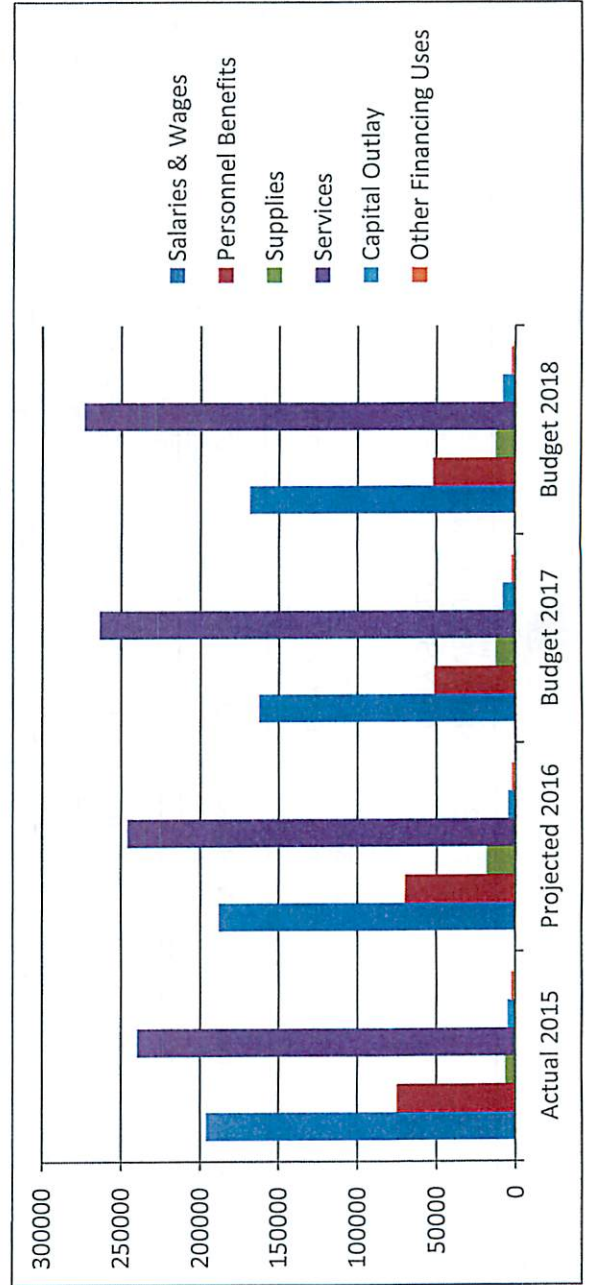
Sources of Funds:	City Street	Paths &	Annex
	2017-2018	Trails/LRF	2017-2018
	Adopted Budget	Adopted Budget	Adopted Budget
Beginning Reserves 01/01/2017	\$ 72,166	\$ 45,179	\$ 520,976
<b>Taxes:</b>			
Property Taxes	-	-	-
Sales Taxes	-	-	-
Other Taxes	-	70,000	30,130
Licenses & Permits	90,000	-	-
Intergovernmental Revenue	926,446	-	-
Charges for Services	-	-	-
Fines & Penalties	-	-	-
Miscellaneous Revenues	-	-	329,352
Other Sources - Transfers In	-	-	-
<b>Total Revenues</b>	<b>1,016,446</b>	<b>70,000</b>	<b>359,482</b>
<b>Total Sources of Funds</b>	<b>1,088,612</b>	<b>115,179</b>	<b>880,458</b>
<b>Uses of Funds:</b>			
Salary & Wages	227,234	-	-
Benefits	103,278	-	-
Supplies	25,000	-	14,000
Services	537,000	-	158,100
Intergovernmental Services	103,488	-	92,143
Capital Outlays	16,000	-	27,000
Insurance	-	-	20,000
Operating Transfers Out	4,000	-	550,000
<b>Total Uses of Funds</b>	<b>1,016,000</b>	<b>-</b>	<b>861,243</b>
Ending Reserves 12/31/2018	\$ 72,612	\$ 115,179	\$ 19,215



SPECIAL REVENUE FUNDS  
CITY STREETS

Expenditure Summary	2013-2014 Biennium Total	2015-2016 Amended Budget	2015 Actual	2016 Projected	2015-2016 Biennium Total	2017 Adopted Budget	2018 Adopted Budget	2017-2018 Adopted Budget
Salaries & Wages	\$ 330,092	\$ 386,666	\$ 195,917	\$ 187,920	\$ 383,837	\$ 162,375	\$ 168,347	\$ 330,722
Personnel Benefits	\$ 127,460	\$ 175,344	\$ 74,511	\$ 69,651	\$ 144,162	\$ 51,232	\$ 52,046	\$ 103,278
Supplies	\$ 14,283	\$ 26,200	\$ 6,337	\$ 18,132	\$ 24,468	\$ 12,500	\$ 12,500	\$ 25,000
Services	\$ 414,627	\$ 492,800	\$ 239,418	\$ 245,550	\$ 484,968	\$ 263,500	\$ 273,500	\$ 537,000
Capital Outlay	\$ 17,148	\$ 9,212	\$ 4,605	\$ 4,605	\$ 9,210	\$ 8,000	\$ 8,000	\$ 16,000
Other Financing Uses	\$ 4,000	\$ 4,000	\$ 2,000	\$ 2,000	\$ 4,000	\$ 2,000	\$ 2,000	\$ 4,000
Total	\$ 907,610	\$1,094,222	\$ 522,788	\$ 527,858	\$1,050,645	\$ 499,607	\$ 516,393	\$1,016,000

Expenditure Summary







SPECIAL REVENUE FUNDS  
CITY STREETS

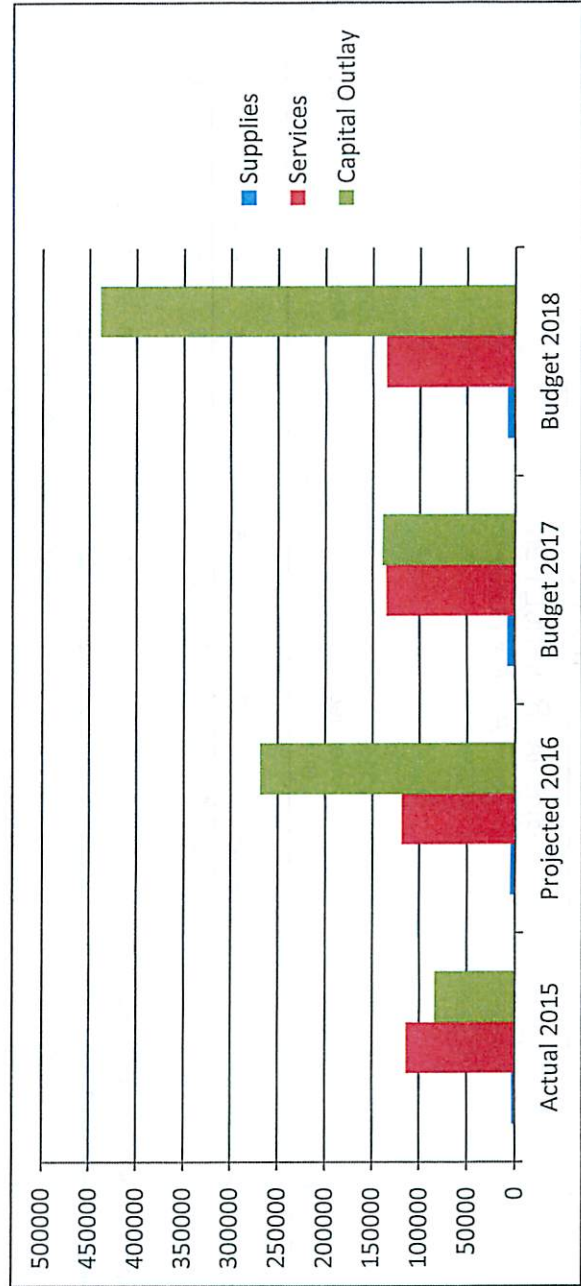
Expenditure Summary	2013-2014		2015-2016		2016 Projected	2015-2016		2017		2018		2017-2018	
	Biennium Total	Amended Budget	2015 Actual	2016 Amended Budget		Biennium Total	Adopted Budget	Adopted Budget	Adopted Budget	Adopted Budget	Adopted Budget	Adopted Budget	Adopted Budget
Salaries & Wages	\$ 330,092	\$ 386,666	\$ 195,917	\$ 187,920	\$ 187,920	\$ 383,837	\$ 162,375	\$ 168,347	\$ 330,722				
Benefits	\$ 127,460	\$ 175,344	\$ 74,511	\$ 69,651	\$ 69,651	\$ 144,162	\$ 51,232	\$ 52,046	\$ 103,278				
Personnel Costs	\$ 457,552	\$ 562,010	\$ 270,428	\$ 257,571	\$ 257,571	\$ 527,999	\$ 213,607	\$ 220,393	\$ 434,000				
Operating Supplies	\$ 6,456	\$ 18,300	\$ 2,512	\$ 15,788	\$ 15,788	\$ 18,300	\$ 7,000	\$ 7,000	\$ 14,000				
Fuel	\$ 6,324	\$ 6,400	\$ 2,749	\$ 1,938	\$ 1,938	\$ 4,687	\$ 3,000	\$ 3,000	\$ 6,000				
Small Tools & Minor Equip.	\$ 1,503	\$ 1,500	\$ 1,076	\$ 406	\$ 406	\$ 1,481	\$ 2,500	\$ 2,500	\$ 5,000				
Supplies	\$ 14,283	\$ 26,200	\$ 6,337	\$ 18,132	\$ 18,132	\$ 24,468	\$ 12,500	\$ 12,500	\$ 25,000				
Contracted Services Utility Lo	\$ 79,569	\$ 120,000	\$ 69,703	\$ 59,411	\$ 59,411	\$ 129,113	\$ 70,000	\$ 80,000	\$ 150,000				
Contract Landscape Services	\$ 14,830	\$ 4,000	\$ 1,637	\$ 2,146	\$ 2,146	\$ 3,783	\$ 15,000	\$ 15,000	\$ 30,000				
Repairs & Maint.-Streets	\$ 18,361	\$ 20,000	\$ 7,702	\$ 12,298	\$ 12,298	\$ 20,000	\$ 10,000	\$ 10,000	\$ 20,000				
Repair & Maint.-Equipment/V	\$ 7,321	\$ 17,000	\$ 5,422	\$ 11,093	\$ 11,093	\$ 16,515	\$ 8,500	\$ 8,500	\$ 17,000				
Repair & Maint-Street Lights	\$ 23,531	\$ 39,000	\$ 12,616	\$ 11,760	\$ 11,760	\$ 24,375	\$ 10,000	\$ 10,000	\$ 20,000				
Street Lighting/Irrigation	\$ 265,540	\$ 285,000	\$ 140,395	\$ 146,259	\$ 146,259	\$ 286,654	\$ 150,000	\$ 150,000	\$ 300,000				
Conferences, Dues & Trainin	\$ 5,475	\$ 7,800	\$ 1,944	\$ 2,583	\$ 2,583	\$ 4,527	\$ -	\$ -	\$ -				
Services	\$ 414,627	\$ 492,800	\$ 239,418	\$ 245,550	\$ 245,550	\$ 484,968	\$ 263,500	\$ 273,500	\$ 537,000				
Street Signs/Capital Outlays	\$ 17,148	\$ 9,212	\$ 4,605	\$ 4,605	\$ 4,605	\$ 9,210	\$ 8,000	\$ 8,000	\$ 16,000				
Capital Outlays	\$ 17,148	\$ 9,212	\$ 4,605	\$ 4,605	\$ 4,605	\$ 9,210	\$ 8,000	\$ 8,000	\$ 16,000				
Oper Transfer To Paths & Trail	\$ 4,000	\$ 4,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 4,000	\$ 2,000	\$ 2,000	\$ 4,000				
Other Financing Uses	\$ 4,000	\$ 4,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 4,000	\$ 2,000	\$ 2,000	\$ 4,000				
<b>Total City Streets</b>	<b>\$ 907,610</b>	<b>\$ 1,094,222</b>	<b>\$ 522,788</b>	<b>\$ 527,858</b>	<b>\$ 527,858</b>	<b>\$ 1,050,645</b>	<b>\$ 499,607</b>	<b>\$ 516,393</b>	<b>\$ 1,016,000</b>				



SPECIAL REVENUE FUNDS  
ANNEX FUND

Expenditure Summary	2013-2014 Biennium Total	2015-2016 Amended Budget	2015 Actual	2016 Projected	2015-2016 Biennium Total	2017 Adopted Budget	2018 Adopted Budget	2017-2018 Adopted Budget
Salaries & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Personnel Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	\$ 4,825	\$ 7,000	\$ 2,715	\$ 4,284	\$ 6,999	\$ 7,000	\$ 7,000	\$ 14,000
Services	\$ 259,936	\$ 297,294	\$ 113,817	\$ 118,812	\$ 232,628	\$ 135,122	\$ 135,122	\$ 270,243
Capital Outlay	\$ 1,220	\$ 556,000	\$ 83,759	\$ 268,192	\$ 351,951	\$ 139,000	\$ 438,000	\$ 577,000
Total	\$ 265,981	\$ 860,294	\$ 200,292	\$ 391,287	\$ 591,579	\$ 281,122	\$ 580,122	\$ 861,243

Expenditure Summary







SPECIAL REVENUE FUNDS  
ANNEX FUND

Expenditure Summary	2013-2014	2015-2016	2015 Actual	2016 Projected	2015-2016	2017 Adopted Budget	2018 Adopted Budget	2017-2018 Adopted Budget
	Biennium Total	Amended Budget			Biennium Total			
145-045-518-20-31-00 Supplies	\$ 4,825	\$ 7,000	\$ 2,715	\$ 4,284	\$ 6,999	\$ 7,000	\$ 7,000	\$ 14,000
	\$ 4,825	\$ 7,000	\$ 2,715	\$ 4,284	\$ 6,999	\$ 7,000	\$ 7,000	\$ 14,000
145-045-518-20-41-00 Professional Services	\$ 30,391	\$ 14,000	\$ 4,763	\$ 2,273	\$ 7,056	\$ 24,050	\$ 24,050	\$ 48,100
145-045-518-20-41-01 Legal Services	\$ 2,626	\$ 5,000	\$ 217	\$ 341	\$ 558	\$ 1,000	\$ 1,000	\$ 2,000
145-045-518-20-48-00 Repair & Maintenance	\$ 37,143	\$ 95,000	\$ 24,547	\$ 34,712	\$ 59,259	\$ 12,500	\$ 12,500	\$ 25,000
145-045-518-20-47-01 Utilities	\$ 63,307	\$ 62,000	\$ 31,404	\$ 30,140	\$ 61,545	\$ 39,000	\$ 39,000	\$ 78,000
145-045-518-20-49-00 Triple Net	\$ 18,338	\$ 6,000	\$ 696	\$ 1,912	\$ 2,608	\$ 2,500	\$ 2,500	\$ 5,000
145-045-589-30-00-00 Leasehold Excise Tax	\$ 31,389	\$ 28,000	\$ 14,347	\$ 9,845	\$ 24,192	\$ 15,000	\$ 15,000	\$ 30,000
145-045-518-20-46-00 Insurance	\$ 13,500	\$ 15,500	\$ 6,750	\$ 8,516	\$ 15,266	\$ 10,000	\$ 10,000	\$ 20,000
145-045-518-20-41-02 Indirect Cost Allocation	\$ 63,242	\$ 71,794	\$ 31,072	\$ 31,072	\$ 62,143	\$ 31,072	\$ 31,072	\$ 62,143
Services	\$ 259,936	\$ 297,294	\$ 113,817	\$ 118,812	\$ 232,628	\$ 135,122	\$ 135,122	\$ 270,243
145-045-597-00-00-00 Transfer Out	\$ 1,220	\$ 550,000	\$ 78,939	\$ 267,540	\$ 346,479	\$ 125,000	\$ 425,000	\$ 550,000
145-045-594-18-60-00 Capital Outlay	\$ -	\$ 6,000	\$ 4,820	\$ 652	\$ 5,472	\$ 14,000	\$ 13,000	\$ 27,000
Capital Outlay	\$ 1,220	\$ 556,000	\$ 83,759	\$ 268,192	\$ 351,951	\$ 139,000	\$ 438,000	\$ 577,000
Total Annex Fund	\$ 265,981	\$ 860,294	\$ 200,292	\$ 391,287	\$ 591,579	\$ 281,122	\$ 580,122	\$ 861,243

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**PROPRIETARY FUNDS**

Enterprise Funds are used to account for programs and services that are designed to be self-supporting. The revenue collected by the program should support the associated expenditures of operating the program.

Internal Service Funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a basis of cost/reimbursement.

The City budgets the following Enterprise Funds:

- Surface Water Utility: This fund accounts for the revenues and expenditures associated with providing management of surface water responsibilities through recovery of utility fees.
- Recreation Enterprise Fund: This fund accounts for the revenues and expenditures associated with providing active recreation programs to the City residents and surrounding neighborhoods.



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 PROPRIETARY FUNDS
 

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Sources of Funds:	Surface Water 2017-2018 Adopted Budget	Recreation 2017-2018 Adopted Budget
Beginning Reserves 01/01/2017	\$ 632,036	\$ 147
Taxes:		
Property Taxes	\$ -	\$ -
Sales Taxes	\$ -	\$ -
Other Taxes	\$ -	\$ -
Licenses & Permits	\$ -	\$ -
Intergovernmental Revenue	\$ -	\$ -
Charges for Services	\$ 1,410,000	\$ 800,000
Fines & Penalties	\$ -	\$ -
Miscellaneous Revenues	\$ 16,000	\$ 200,000
Other Sources - Transfers In	\$ -	\$ 225,000
Total Revenues	<u>\$ 1,426,000</u>	<u>\$ 1,225,000</u>
Total Sources of Funds	\$ 2,058,036	\$ 1,225,147
Uses of Funds:		
Salary & Wages	\$ 202,847	\$ 501,728
Benefits	\$ 88,468	\$ 156,912
Supplies	\$ 74,000	\$ 57,800
Services	\$ 599,400	\$ 377,560
Intergovernmental Services	\$ 182,412	\$ 129,000
Capital Outlays	\$ -	\$ 2,000
Debt Service	\$ 101,608	\$ -
Operating Transfers Out	\$ -	\$ -
Total Uses of Funds	<u>\$ 1,248,735</u>	<u>\$ 1,225,000</u>
Net Change in Reserves	\$ 177,265	\$ -
Ending Reserves 12/31/2018	<u>\$ 809,301</u>	<u>\$ 147</u>



PROPRIETARY FUNDS  
SURFACE WATER FUND

Expenditure Summary	2013-2014 Biennium Total		2015-2016 Amended Budget		2015 Actual	2016 Projected	2015-2016 Biennium Total	2017		2018		2017-2018 Adopted Budget	
	\$		\$					Adopted Budget	Adopted Budget	Adopted Budget	Adopted Budget	Adopted Budget	Adopted Budget
Salaries & Wages	\$ 411,573	\$	\$ 401,229	\$	\$ 143,366	\$ 148,690	\$ 292,056	\$ 203,000	\$ 182,259	\$ 182,259	\$ 385,259	\$ 385,259	\$
Personnel Benefits	\$ 42,391	\$	\$ 48,078	\$	\$ 22,300	\$ 23,487	\$ 45,787	\$ 42,138	\$ 46,330	\$ 46,330	\$ 88,468	\$ 88,468	\$
Supplies	\$ 58,204	\$	\$ 66,500	\$	\$ 30,154	\$ 36,539	\$ 66,693	\$ 37,000	\$ 37,000	\$ 37,000	\$ 74,000	\$ 74,000	\$
Services	\$ 378,167	\$	\$ 627,860	\$	\$ 239,515	\$ 266,874	\$ 506,389	\$ 297,600	\$ 301,800	\$ 301,800	\$ 599,400	\$ 599,400	\$
Debt Payment	\$ 164,314	\$	\$ 162,172	\$	\$ 81,062	\$ 80,817	\$ 161,879	\$ 50,925	\$ 50,925	\$ 50,925	\$ 101,608	\$ 101,608	\$
Capital Outlay	298,960.09		1,056,912.72		749,749.33	182,320.34	932,069.67	-	-	-	-	-	-
Total	\$ 1,353,609	\$	\$ 2,362,752	\$	\$ 1,266,146	\$ 738,727	\$ 2,004,873	\$ 630,663	\$ 618,072	\$ 618,072	\$ 1,248,735	\$ 1,248,735	\$

The adopted budget for the Surface Water Fund provides the funds necessary for the City to ensure compliance with its National Pollutant Discharge Elimination System (NPDES) Phase 2 Municipal Stormwater Permit issued by the State Department of Ecology. The City's Stormwater Management Program is functionally organized under the Department of Public Works in the General Fund. However, this program is financially accounted for as a proprietary fund. Thus, for a review of organizational objectives please refer to the Department of Public Works budget.





PROPRIETARY FUNDS  
SURFACE WATER FUND

Expenditure Summary	2013-2014 Biennium Total	2015-2016 Amended Budget	2015 Actual	2016 Projected	2015-2016 Biennium Total	2017		2018	
						Adopted Budget	Adopted Budget	Adopted Budget	Adopted Budget
401-001-531-38-11-00 Salaries & Wages	\$ 411,573	\$ 401,229	\$ 143,366	\$ 148,690	\$ 292,056	\$ 203,000	\$ 182,259	\$ 385,259	
401-001-531-38-21-01 Personnel Benefits	\$ 42,391	\$ 48,078	\$ 22,300	\$ 23,487	\$ 45,787	\$ 42,138	\$ 46,330	\$ 88,468	
Personnel Costs	\$ 453,964	\$ 449,307	\$ 165,666	\$ 172,177	\$ 337,842	\$ 245,138	\$ 228,589	\$ 473,727	
401-001-531-38-30-00 Office Supplies	\$ 259	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 2,000	
401-001-531-38-31-00 Operating Supplies	\$ 13,519	\$ 6,000	\$ 3,211	\$ 2,312	\$ 5,524	\$ 7,500	\$ 7,500	\$ 15,000	
401-001-531-38-31-03 Public Outreach Ed	\$ 32,727	\$ 40,000	\$ 20,331	\$ 24,296	\$ 44,626	\$ 20,000	\$ 20,000	\$ 40,000	
401-001-531-38-32-00 Gasoline Fuel	\$ 11,312	\$ 13,000	\$ 5,365	\$ 3,680	\$ 9,044	\$ 5,000	\$ 5,000	\$ 10,000	
Small Tools & Equipment	\$ 387	\$ 7,500	\$ 1,248	\$ 6,251	\$ 7,499	\$ 3,500	\$ 3,500	\$ 7,000	
Supplies	\$ 58,204	\$ 66,500	\$ 30,154	\$ 36,539	\$ 66,693	\$ 37,000	\$ 37,000	\$ 74,000	
401-001-531-38-41-00 Legal Services	\$ -	\$ -	\$ -	\$ 5,949	\$ 5,949	\$ 5,000	\$ 5,000	\$ 10,000	
401-001-531-38-41-01 Misc Services	\$ 26,827	\$ 35,000	\$ 19,804	\$ 13,091	\$ 32,895	\$ 20,000	\$ 20,000	\$ 40,000	
401-001-531-38-41-02 Catch Basin Cleaning	\$ 209,787	\$ 343,999	\$ 138,296	\$ 145,205	\$ 283,501	\$ 175,000	\$ 175,000	\$ 350,000	
401-001-531-38-41-03 Ditch & Swale Cleanir	\$ 51,242	\$ 60,000	\$ 10,122	\$ 17,651	\$ 27,773	\$ 15,000	\$ 15,000	\$ 30,000	
401-001-531-38-41-06 Disposal Testing Sen	\$ 3,255	\$ 5,000	\$ 1,988	\$ 1,973	\$ 3,961	\$ 2,500	\$ 2,500	\$ 5,000	
401-001-531-38-41-09 SnoCo SW Billing	\$ -	\$ 46,825	\$ 29,906	\$ 16,209	\$ 46,116	\$ 21,000	\$ 25,000	\$ 46,000	
401-001-531-38-49-02 Dump Fees	\$ 4,729	\$ 10,000	\$ 2,549	\$ 725	\$ 3,273	\$ 2,500	\$ 2,500	\$ 5,000	
401-001-531-38-48-01 Repairs&Maint-Vehicl	\$ 7,044	\$ 16,500	\$ 7,464	\$ 9,035	\$ 16,499	\$ 20,000	\$ 20,000	\$ 40,000	
401-001-531-38-49-01 Conferences, Dues, T	\$ 820	\$ 3,000	\$ 421	\$ 400	\$ 821	\$ -	\$ -	\$ -	
401-001-531-38-49-03 Permit Fees	\$ 34,265	\$ 60,000	\$ 18,717	\$ 38,460	\$ 57,177	\$ 30,000	\$ 30,000	\$ 60,000	
401-001-531-38-51-00 WRIA8 Interlocal Cont	\$ 12,004	\$ 12,536	\$ 4,179	\$ 6,359	\$ 10,537	\$ 6,600	\$ 6,800	\$ 13,400	
401-001-531-38-41-01 SW Misc. Fees	\$ 4,510	\$ 5,000	\$ 148	\$ 832	\$ 980	\$ -	\$ -	\$ -	
401-001-531-38-51-01 Surface Water Excise	\$ 23,684	\$ 30,000	\$ 5,921	\$ 10,984	\$ 16,905	\$ -	\$ -	\$ -	
Services	\$ 378,167	\$ 627,860	\$ 239,515	\$ 266,874	\$ 506,389	\$ 297,600	\$ 301,800	\$ 599,400	



PROPRIETARY FUNDS  
SURFACE WATER FUND

Expenditure Summary Continued	2013-2014		2015-2016		2015 Actual	2016 Projected	2015-2016		2017 Adopted	2018 Adopted	2017-2018
	Biennium Total	Amended Budget	2015-2016	Biennium Total			Biennium Total	Adopted Budget			
401-001-591-31-79-00 PWTF Loan Principal	\$ 155,712	\$ 155,713	\$ 77,856	\$ 77,856	\$ 77,856	\$ 77,856	\$ 155,712	\$ 48,500	\$ 48,500	\$ 97,000	
401-001-592-31-89-00 PWTF Loan Interest	\$ 8,602	\$ 6,459	\$ 3,206	\$ 2,961	\$ 2,961	\$ 2,961	\$ 6,167	\$ 2,425	\$ 2,183	\$ 4,608	
Debt Payment	\$ 164,314	\$ 162,172	\$ 81,062	\$ 80,817	\$ 80,817	\$ 80,817	\$ 161,879	\$ 50,925	\$ 50,683	\$ 101,608	
401-001-597-21-00-00 Equipment Replacem	\$ 74,884	\$ 71,913	\$ 35,956	\$ 35,956	\$ 35,956	\$ 35,956	\$ 71,913	\$ -	\$ -	\$ -	
401-001-594-38-60-00 Capital Outlay	\$ 224,076	\$ 985,000	\$ 713,793	\$ 146,364	\$ 146,364	\$ 146,364	\$ 860,157	\$ -	\$ -	\$ -	
Capital Outlay	\$ 298,960	\$ 1,056,913	\$ 749,749	\$ 182,320	\$ 182,320	\$ 182,320	\$ 932,070	\$ -	\$ -	\$ -	
Total Surface Water	\$ 1,353,609	\$ 2,362,752	\$ 1,266,146	\$ 738,727	\$ 2,004,873	\$ 630,663	\$ 618,072	\$ 1,248,735			



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**COMMUNICATIONS AND MARKETING**Department Description

The Department of Communications and Marketing has 5 focus areas: Communications, Marketing, Recreation, Tourism and Volunteer Programs.

Communications: Create awareness and understanding of the City's places, programs and people with external and internal audiences. Responsible for media outreach. Partner with first responders on emergency preparedness efforts and critical incident response. Coordinate legislative outreach on initiatives impacting the City.

Marketing: Implement the comprehensive City marketing plan to ensure consistent branding and messaging across all platforms. Focus is on the design, creation and management of various forms of digital and print marketing collateral to engage community members. Cultivate long-lasting partnerships/sponsorships with various community stakeholders.

Recreation: Responsible for development, planning and implementation of year-round community programs for preschool, youth, teen, adult and family classes, sports leagues, camps and workshops. Recreational offerings are held in City Hall North/South buildings, public parks, public schools and businesses. Staff actively pursues partnerships with schools, businesses and non-profit organizations to provide active recreational programming.

Tourism: Responsible for conducting research and analysis in support of tourism marketing projects, programs, events and parades to create the maximum economic impact for Mill Creek. Staff work closely with volunteer organizations, merchants, hotels, restaurants and business groups to seek out, develop and manage strategic partnerships to drive Mill Creek tourism. Staff actively pursues the development and implementation of grants and initiatives to benefit our community.

Volunteer Programs: Responsible for recruiting, training and supervising volunteers to perform a variety of tasks and support assigned areas of responsibility. Create and manage the City's volunteer database. Liaison to Mill Creek Youth Advisory Board made up of high school students in the Mill Creek area who are committed to making a difference in their community by volunteering at City events and local non-profit agencies.



COMMUNICATIONS AND MARKETING

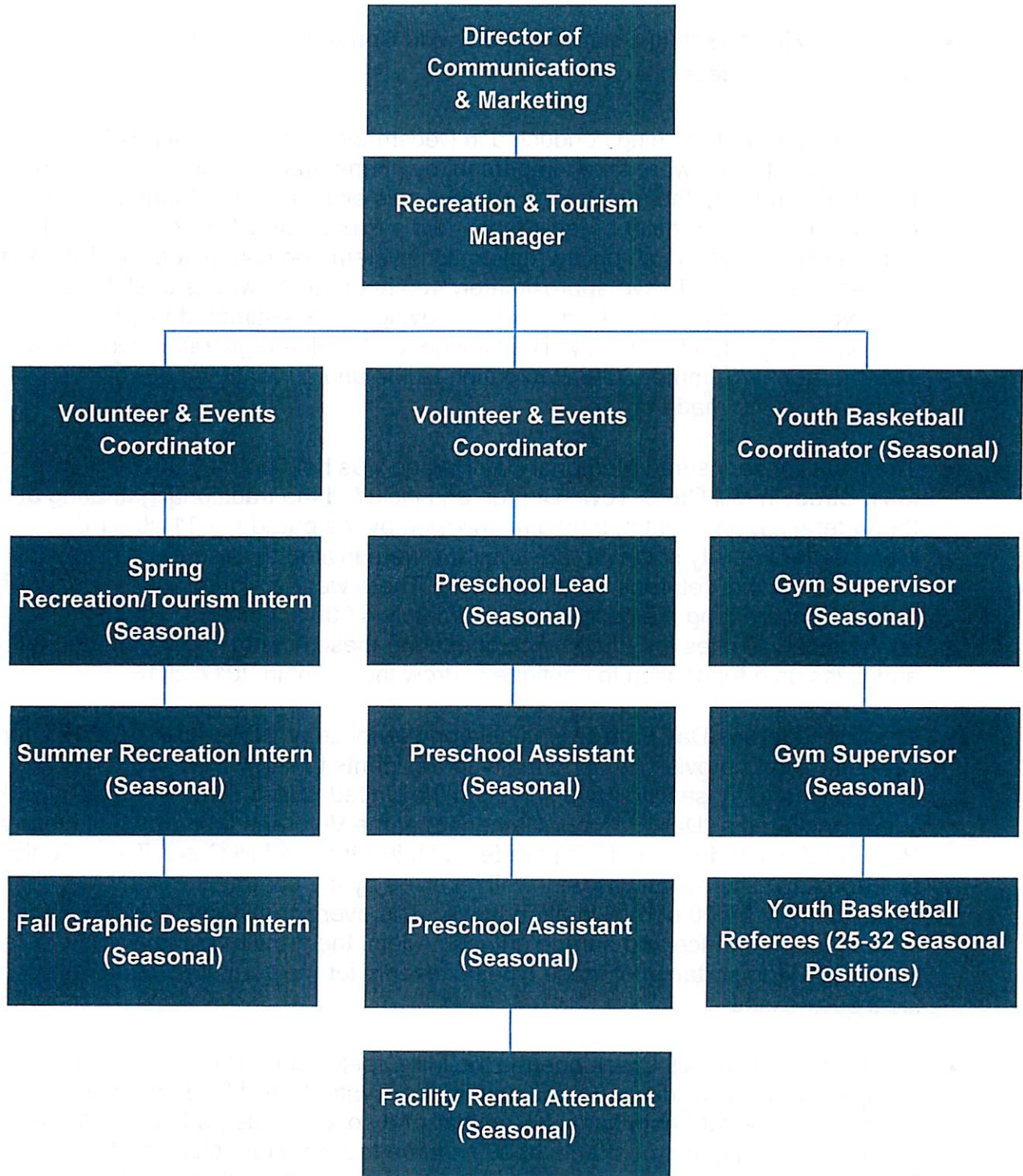


**Joni Kirk, Director of Communications and Marketing**

Kirk is responsible for the City's internal and external marketing-communications strategy, including community outreach and engagement. She provides communications counsel on City initiatives, leads social media efforts, partners with first responders on emergency preparedness efforts and critical incident response and provides strategic direction for the City's Recreation and Tourism program. Kirk has 20 years of communications and marketing experience. She led the communications charge for the HR and payroll modernization effort at the University of Washington, focusing on process improvement and internal communications. Prior to working at UW, Kirk served as associate director of communications at the University of Idaho, where she also taught crisis communications and mass media in the university's Executive MBA program for four years. She previously led teams for economic development, business-to-business, technology and travel and tourism clients. Most recently, Kirk handled communications and marketing at Snohomish County Tourism Bureau, partnering with communities to drive tourism across industry sectors. She earned a master's in business administration and a bachelor's degree in public communications from the University of Idaho. In her spare time, she likes gardening and enjoying the beautiful outdoors. She joined the City in February 2017.

COMMUNICATIONS AND MARKETING

Organizational Chart





## COMMUNICATIONS AND MARKETING

**2015-2016 Achievements:**

- Working with Marketing Solutions, a Citywide Communications Strategy framework was developed.
- Prior to the LEAN Training conducted in December 2015, registrations for Recreation classes were taken in-person, by phone, mail, fax and online. During the LEAN Training, the registration process was evaluated and found that the current manual data entry of registration forms is extremely time-consuming for staff. By implementing an online registration system, the committee identified that recreation staff could save approximately 400 hours or 10 weeks of staff time each year. In addition to staff time, direct savings were estimated to be approximately \$8,000 annually. The change to all online registration took effect with the Spring/Summer 2016 Recreation Guide and currently 98.5% of registrations are made online.
- The first City-sponsored Memorial Day Parade was held on May 30, 2016, on Main Street in Mill Creek Town Center, and included the traditional gathering at the Veterans Monument at 9:00 a.m. followed by the parade at 11:00 a.m. Members of the City staff who are veterans were invited to raise the flag and lay the wreath at the Veterans Day Monument. There were a high number of people in attendance during the parade, approximately 4,000 spectators. This attendance validates the importance of offering these events in our community and gives us a foundation to continue to grow the event in 2017-2018.
- The first Veterans Day Parade was held on Wednesday, November 11, 2015, for veterans and to provide an opportunity for residents to show their support and appreciation to those who have served in the United States Armed Forces. The events included a "Day of Honor Gathering" at the Veterans Monument in Library Park at 9:00 a.m. followed by a parade on Main Street in Mill Creek Town Center at 11:00 a.m. The event was very well received by the community with approximately 2,500 people in attendance. The event continued in 2016 with increased attendance and parade entries. Again, the growth of this event validates the importance of these types of events for the community and for our local businesses.
- In 2004 the City of Mill Creek opened the Mill Creek Sports Park – Freedom Field Complex, which provides a 64,050 square foot synthetic turf field for community members to use for youth baseball, softball and soccer. The park also features a concession stand, restroom and 10,000 square foot concrete skate park. Synthetic fields have an average life of 8-10 years and the City's field is going on 12 years of continuous use. The field is rented 330 days per year for



## COMMUNICATIONS AND MARKETING

2,661 rental hours. Over the last 12 years the field has been rented over 30,000 hours. Combined with the aging turf, the field used a Medal Halide and High Pressure Sodium field lighting system with 72 fixtures spread over 8 poles. The average life expectancy of the current light bulbs is 12,000 hours in optimum conditions.

The City submitted an application to the Washington State Recreation and Conservation Office to receive a \$250,000 grant to aide in replacing the aging field turf and update the entire complex's lighting system to a new LED system. The new LED system would run for 20+ years and would reduce the monthly power consumption utility bill by 63%.

- The City partnered with Snohomish County Parks and Recreation Department to submit an application to the Snohomish County Small Capital Projects Partnership Grant Fund. The scope of the project submitted is to enhance signage between North Creek Trail Pond 6 and the county North Creek Park at the end of 9th Avenue SE. In this location the trail moves from a concrete walking path onto the sidewalk on Mill Creek Boulevard SE and continues on the sidewalk on 9th Avenue SE across 164th Street SE. The City and County were awarded \$7,500 to place two to three informational signs directing people to stay on the trail; the project also includes adding mileage markers throughout the entire 3.5 mile trail to let community members know how far they have traveled on the trail.
- The City submitted and received a grant from the Snohomish County Lodging Tax Advisory Committee for \$10,000 to aide in creating a City tourism website. The website will be used to market Mill Creek and the surrounding area to residents, out-of-town and out-of-state visitors. The site will feature community events, shopping, dining, lodging, maps, photography, parks, trails and social media integration. The plan is to drive tourism and economic development to Mill Creek and work with our lodging and business association partners to create a continued vibrant community.
- During the 2016 Mill Creek Festival, four renderings of the North Pointe Park Design Concepts were displayed at the City's booth and the public took a great interest in asking questions about the various concepts for the park. Over 300 surveys were collected at the Festival. In addition, two open houses were held at the future site for North Pointe Park for residents to view the design concepts, submit surveys, share their thoughts and ask questions. The open houses were a great success with approximately 70-80 community members at each open house. Staff received positive feedback from residents including their appreciation for the opportunity to be involved in designing the park.



## COMMUNICATIONS AND MARKETING

**2016 Workload Measures:**

<b>Recreation Programs</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Sports Park Rental - Hours:	556 hours	619	528	460
Sports Park Rental – Gross Revenue:	\$17,985	\$18,940	\$13,851	\$13,904
Recreation Class Registrations:	537	580	941	268
Number of Classes Offered:	81	70	130	43
Class Registration Revenue:	\$33,682	\$38,575	\$82,165.25	\$24,461
Preschool Pals – Kids Registered:	42	49	35	33
Preschool Pals – Registration Revenue:	\$15,578	\$15,005	\$14,776.48	\$14,062
Recreation Guide Preparation – Hours:	120	120	10	0

<b>Youth Basketball</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Participants Registered:	704		203	525
Volunteers:	143		0	127
Volunteer Hours:	3,318		0	519
Seasonal Staff:	30		0	0
Seasonal Staff Hours:	1,144		0	0
Games Played:	292		0	0

## COMMUNICATIONS AND MARKETING

<b>Youth Basketball Continued</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Average Game Day Attendance:	2,300		0	0
Total Attendance for Season:	19,492		0	0
Registration Revenue:	\$90,880		\$29,070	\$75,760

<b>Online Activity</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Website Visits – Recreation Pages:	4,639	4,867	7,787	5,969

<b>ActiveNet Online Registration</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Individual Users:	2,883	3,914	4,178	2,111
Session:	4,580	6,510	6,787	3,465
Page Views:	26,622	36,352	39,144	24,885
New Visitors (online only registration implementation):	55%	53%	53%	51%

<b>Events - Eggstravaganza</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Participants:	4,000	0	0	0
Volunteer Hours:	235	0	0	0
Staff Hours:	62	0	0	0



## COMMUNICATIONS AND MARKETING

<b>Events – Eggstravaganza Continued</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Staff Overtime Hours:	17	0	0	0
Sponsorship Donations:	\$2,260	0	0	0

<b>Events - Teen Flashlight Egghunt</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Participants:	170	0	0	0
Volunteer Hours:	60	0	0	0
Staff Hours:	20	0	0	0
Staff Overtime Hours:	11	0	0	0

<b>Events - Mill Creek Community Block Party</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Participants:	0	400	0	0
Volunteer Hours:	15	120	0	0
Staff Hours:	30	25	0	0
Staff Overtime Hours:	0	6	0	0

<b>Events - Memorial Day</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Participants:	0	4,000	0	0
Volunteer Hours:	0	30	0	0

## COMMUNICATIONS AND MARKETING

<b>Events - Memorial Day Continued</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Staff Hours:	30	25	0	0
Staff Overtime Hours:	0	6	0	0
Sponsorship Donations:	0	\$4,860	0	0

<b>Events - Japanese Flower Show</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Participants:	0	98	0	0
Staff Hours:	0	4	0	0

<b>Events - 3-on3 Basketball Tournament</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Teams Registered:	0	0	73	0
Volunteer Hours:	0	0	174	0
Staff Hours:	0	38	120	0
Staff Overtime Hours:	0	0	24	0
Sponsorship Donations:	0	\$1,500	0	0
Registration Revenue:	0	0	\$7,911.50	0



## COMMUNICATIONS AND MARKETING

<b>Events - Children's Concerts at Library Park</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Participants:	0	0	1,200	0
Volunteer Hours:	0	0	0	0
Staff Hours:	0	4	8	0
Sponsorship Donations:	0	\$1,100	0	0

<b>Events - Kid's Fun Run</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Teams Registered:	0	0	214	0
Volunteer Hours:	0	0	150	0
Staff Hours:	0	20	120	0
Staff Overtime Hours:	0	0	6	0
Sponsorship Donations:	0	\$5,500	0	0
Registration Revenue:	0	0	\$4,280	0

<b>Events – Trunk or Treat</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Participants:	0	0	0	5,000
Volunteer Hours:	0	0	0	902
Staff Hours:	0	3	0	40

## COMMUNICATIONS AND MARKETING

<b>Events – Trunk or Treat Continued</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Staff Overtime Hours:	0	0	0	0
Sponsorship Donations:	0	0	0	6,000

<b>Events – Veterans Day</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Participants:	0	0	0	3,000
Volunteer Hours:	0	5	0	134
Staff Hours:	0	0	0	150
Staff Overtime Hours:	0	0	0	0
Sponsorship Donations:	0	0	0	\$550

<b>Events – Tree Lighting Ceremony</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Participants:	0	0	0	2,400
Volunteer Hours:	0	0	0	116
Staff Hours:	0	4	0	60
Staff Overtime Hours:	0	0	0	0
Sponsorship Donations:	0	0	0	\$100



COMMUNICATIONS AND MARKETING

<b>Events – Map Your Neighborhood</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Training Sessions:	1	2	0	0
Staff Hours:	6	12	0	0

<b>Events – Unspecified Donations</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Donations:	\$5,125	0	\$375	0

<b>Miscellaneous</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Park & Recreation Board – Staff Hours:	24	20	12	12
HOA Meetings:	4	3	0	0
HOA Meetings – Staff Hours:	6	3	0	0

**Performance Measures:**

<b>Digital Newsletter Activity</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Number of City Newsletter Subscribers:	3,500	3,600		
Open Rate (25% is best practice goal):	29% (926)	29% (914)		

<b>Social Media Activity</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Facebook Likes:				

## COMMUNICATIONS AND MARKETING

<b>Social Media Activity Continued</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Twitter Followers – City:		14		
Twitter Followers – Police:		159		

<b>City Website Activity</b>	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Hits to Homepage:	17,939	17,062	15,329	17,535
Hits to Employment Page:	4,361	3,409	3,370	2,425
Hits to Passport Page:	3,380	2,773	1,722	3,000
Hits to Civic Alerts Page:	2,456	1,380	1,414	3,346
Hits to Facilities Page:	2,123	4,030	3,166	1,892
Hits to Directory Page:	1,130	1,375	875	972

**2017-2018 Objectives:**

- Develop and implement a comprehensive Communications Strategy and work plan.
- Complete a comprehensive redesign of the City's website to reflect the City's brand and ensure easy accessibility of information for all users.
- Implement a comprehensive, user friendly and responsive digital citizen request and feedback program.
- Develop and implement a social media policy to govern the use of City social media accounts.
- Enhance the City's outreach efforts by implementing a comprehensive digital communication program to reach more demographics.



## COMMUNICATIONS AND MARKETING

- Develop and implement a citizen recognition program to foster civic engagement and pride of community.
- Initiate a Home Owners Association outreach program.
- Design a community events program that expands tourism investment in the City.
- Actively pursue partnerships with schools, businesses and non-profit organizations to provide efficient recreational programming.
- Design and launch the City's first Tourism focused website to feature community events, shopping, dining, lodging, maps, photography, parks, trails and social media integration.
- Conduct a "LEAN" review of the special event permitting process.
- Develop and implement a policy governing City sponsorships of events.
- Create and implement a volunteer program charter to guide development of a City (adult) volunteer corps.
- Conduct a cost recovery analysis of recreation user fees.



RECREATION FUND

Expenditure Summary	2013-2014	2015-2016	2015 Actual	2016	2015-2016	2017	2018	2017-2018
	Biennium Total	Amended Budget		Projected	Biennium Total	Adopted Budget	Adopted Budget	Adopted Budget
Salaries & Wages	\$ 547,895	\$ 593,588	\$ 296,307	\$ 286,255	\$ 582,563	\$ 290,882	\$ 304,846	\$ 595,728
Personnel Benefits	\$ 142,682	\$ 160,882	\$ 74,314	\$ 67,204	\$ 141,518	\$ 77,100	\$ 79,812	\$ 156,912
Supplies	\$ 40,371	\$ 65,700	\$ 24,212	\$ 32,571	\$ 56,782	\$ 28,400	\$ 29,400	\$ 57,800
Services	\$ 386,630	\$ 402,405	\$ 202,928	\$ 177,733	\$ 380,661	\$ 189,056	\$ 188,504	\$ 377,560
Intergovernmental Services	\$ 32,632	\$ 36,810	\$ 14,802	\$ 12,979	\$ 27,782	\$ 17,500	\$ 17,500	\$ 35,000
Capital Outlay	\$ -	\$ 1,000	\$ -	\$ 122	\$ 122	\$ 1,000	\$ 1,000	\$ 2,000
Total	\$ 1,150,210	\$ 1,260,385	\$ 612,563	\$ 576,865	\$ 1,189,428	\$ 603,938	\$ 621,062	\$ 1,225,000

Expenditure Summary	2013-2014	2015-2016	2015 Actual	2016	2015-2016	2017	2018	2017-2018
	Biennium Total	Amended Budget		Projected	Biennium Total	Adopted Budget	Adopted Budget	Adopted Budget
Salaries & Wages	\$ 547,895	\$ 593,588	\$ 296,307	\$ 286,255	\$ 582,563	\$ 290,882	\$ 304,846	\$ 595,728
Personnel Benefits	\$ 142,682	\$ 160,882	\$ 74,314	\$ 67,204	\$ 141,518	\$ 77,100	\$ 79,812	\$ 156,912
Personnel Costs	\$ 690,577	\$ 754,470	\$ 370,622	\$ 353,459	\$ 724,081	\$ 367,982	\$ 384,658	\$ 752,640
Supplies - Admin	\$ 1,198	\$ 4,000	\$ 1,634	\$ 1,811	\$ 3,445	\$ 1,700	\$ 1,700	\$ 3,400
Supplies - Athletics	\$ 21,652	\$ 32,000	\$ 11,602	\$ 12,654	\$ 24,256	\$ 12,000	\$ 12,000	\$ 24,000
Supplies - Rec Services	\$ 3,478	\$ 6,000	\$ 1,981	\$ 1,118	\$ 3,100	\$ 1,200	\$ 1,200	\$ 2,400
Supplies - Special Event	\$ 10,754	\$ 20,000	\$ 7,388	\$ 15,489	\$ 22,877	\$ 12,000	\$ 13,000	\$ 25,000
Supplies - Teen Program	\$ 3,289	\$ 3,500	\$ 1,442	\$ 1,499	\$ 2,940	\$ 1,500	\$ 1,500	\$ 3,000
Small Tools - Admin	\$ -	\$ 200	\$ 164	\$ -	\$ 164	\$ -	\$ -	\$ -
Supplies	\$ 40,371	\$ 65,700	\$ 24,212	\$ 32,571	\$ 56,782	\$ 28,400	\$ 29,400	\$ 57,800





RECREATION FUND

Expenditure Summary Continued	2013-2014 Biennium Total	2015-2016 Amended Budget	2015 Actual	2016 Projected	2015-2016 Biennium Total	2017 Adopted Budget	2018 Adopted Budget	2017-2018 Adopted Budget
408-007-571-23-41-00 Concerts - Special Event	\$ 3,400	\$ 4,000	\$ 1,850	\$ 2,464	\$ 4,314	\$ -	\$ -	\$ -
408-007-571-21-41-00 Athletics Services	\$ 10,426	\$ 6,500	\$ 730	\$ 3,243	\$ 3,973	\$ 500	\$ 500	\$ 1,000
408-007-571-20-41-00 Rec Services	\$ 290,181	\$ 290,000	\$ 160,795	\$ 131,694	\$ 292,489	\$ 140,000	\$ 140,000	\$ 280,000
408-007-571-23-41-00 Special Events	\$ 2,142	\$ 3,500	\$ 1,079	\$ 1,540	\$ 2,619	\$ 1,500	\$ 1,500	\$ 3,000
408-007-571-10-41-00 ActiveNet	\$ 20,960	\$ 20,250	\$ 9,014	\$ 5,615	\$ 14,629	\$ 7,500	\$ 7,500	\$ 15,000
408-007-571-20-48-01 Copier Repairs/Maint.	\$ 3,177	\$ 4,100	\$ 2,025	\$ 1,874	\$ 3,898	\$ 2,300	\$ 2,300	\$ 4,600
408-007-571-20-49-07 Printing/Binding	\$ 30,279	\$ 33,000	\$ 14,850	\$ 14,850	\$ 29,700	\$ 18,000	\$ 17,454	\$ 35,454
408-007-571-20-44-00 Advertising	\$ 173	\$ 950	\$ -	\$ 272	\$ 272	\$ 150	\$ 150	\$ 300
408-007-571-10-49-01 Conferences, Dues	\$ 1,834	\$ 4,370	\$ 1,425	\$ 3,513	\$ 4,938	\$ 2,606	\$ 2,600	\$ 5,206
408-007-571-20-45-02 Rent/Lease	\$ 2,837	\$ 6,735	\$ 1,590	\$ 3,332	\$ 4,922	\$ 1,500	\$ 1,500	\$ 3,000
408-007-571-21-47-01 Utilities - Sports Park	\$ 21,221	\$ 29,000	\$ 9,570	\$ 9,338	\$ 18,907	\$ 15,000	\$ 15,000	\$ 30,000
Services	\$ 386,630	\$ 402,405	\$ 202,928	\$ 177,733	\$ 380,661	\$ 189,056	\$ 188,504	\$ 377,560
408-007-571-10-53-00 B&O Taxes	\$ 32,632	\$ 14,780	\$ 6,805	\$ 3,845	\$ 10,650	\$ 7,500	\$ 7,500	\$ 15,000
408-007-589-30-00-00 Sales Tax	\$ -	\$ 22,030	\$ 7,997	\$ 9,134	\$ 17,132	\$ 10,000	\$ 10,000	\$ 20,000
Intergovernmental	\$ 32,632	\$ 36,810	\$ 14,802	\$ 12,979	\$ 27,782	\$ 17,500	\$ 17,500	\$ 35,000
408-007-594-71-60-00 Office Furniture & Equipr	\$ -	\$ 1,000	\$ -	\$ 122	\$ 122	\$ 1,000	\$ 1,000	\$ 2,000
Capital Outlays	\$ -	\$ 1,000	\$ -	\$ 122	\$ 122	\$ 1,000	\$ 1,000	\$ 2,000
Total Recreation	\$ 1,150,210	\$ 1,260,385	\$ 612,563	\$ 576,865	\$ 1,189,428	\$ 603,938	\$ 621,062	\$ 1,225,000

# Capital Improvement Plan





# Capital Improvement Plan

The City of Mill Creek has initiated a comprehensive evaluation of its Capital Improvement Plan. The projects set forth in the attached CIP reflect only those projects approved for inclusion during the budget process.

During the 2017-2018 biennium, the City anticipates amending the CIP to include projects in the categories of pavement preservation, concrete replacement and stormwater. Such amendments will only occur after completion of a comprehensive needs and financial analysis, public input and review and adoption by the City Council.



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# CAPITAL IMPROVEMENT PROGRAM

## FISCAL YEARS 2017-2022

### **DEFINITION OF A CAPITAL IMPROVEMENT**

The classification of items as capital expenses is based on two criteria: cost and frequency. Capital expenses have the following characteristics:

- *They are relatively expensive.*
- *They usually don't recur annually.*
- *They last a long time.*
- *They result in fixed assets.*

### **INTRODUCTION**

Planning for capital maintenance and improvements is a matter of prudent financial management as well as a sound development practice. The following Capital Improvements Program (CIP) represents a framework for planning the maintenance and replacement of existing capital equipment and facilities and for planning major investments in acquiring and building new public facilities.

### **RELATIONSHIP**

The operating budget and capital budget are closely linked. The operating budget must cover the cost of financing, maintaining and operating new equipment and facilities that are built. The operating budget, through debt service, must pay interest expense and principal payments on all bonded debt.

### **PROCESS**

Before formulating a plan for new equipment and facilities, the City must



## CAPITAL IMPROVEMENT PLAN

identify and inventory the present capital stock, determine facility condition and create a replacement and maintenance strategy. A CIP can then be formulated for capital acquisition and development.

The CIP links the community's comprehensive plan and fiscal plan to physical development. It provides a mechanism for estimating capital requirements, scheduling all projects over a fixed period with appropriate planning and implementation, budgeting high priority projects and developing a project revenue policy for proposed improvements, coordinating the activities of various departments in meeting project schedules and monitoring and evaluating the progress of capital projects. In general, capital items should have a useful life of at least five years and an acquisition cost of \$5,000 or more. As a rule, all outlays financed by long-term debt should be included, as well as expenditures on other capital assets such as land, buildings or major improvements and renovations.

**Examples of capital projects include:**

- New physical facilities which are relatively large and expensive;
- Large-scale rehabilitation, replacement or expansion of existing facilities;
- Major pieces of equipment which are expensive and have a relatively long period of usefulness;
- Purchase of equipment for any public improvements when first erected or acquired;
- The cost of engineering or architectural studies and services related to a public improvement; and
- The acquisition of land for a community facility such as a park, street or sewer line.

**ESTABLISHING CIP PRIORITIES**

The following criteria are considered in evaluating and prioritizing capital projects. Projects are grouped by type, e.g., rolling stock, equipment, construction and land. The projects are then evaluated against both primary and secondary criteria. Total primary and secondary criteria determine ultimate ranking.

**PRIMARY CRITERIA**

- The project prevents or eliminates a public hazard.
- The project eliminates existing capacity deficits.
- The project is requested by City ordinance, other laws or federal/state agencies.
- The project is essential to maintain current service levels affecting public health, safety and welfare.
- The project is financially feasible - i.e., there is a funding source available and a verifiable cost estimate is provided.

**SECONDARY CRITERIA**

- The project is necessary to maintain current nonessential service levels.
- The project accommodates the public facility demands and vocational needs of new development or redevelopment based on projected growth patterns.
- The project provides for special needs or enhances facilities/services.
- The project contributes to or furthers the objectives of the City Council and Administration, e.g., administrative policies, efficiency and effectiveness criteria, etc.



## CAPITAL IMPROVEMENT PLAN

**CAPITAL MAINTENANCE**

An important way to ease the financial burden of capital investment decisions in a period of scarce resources is to establish a facility maintenance schedule. The purpose is to target both capital and operating budget financial resources to the maintenance of buildings, major pieces of equipment, roads, etc. Routine preventive maintenance, such as painting and patching, as well as rehabilitation, may reduce the need for future, more expensive replacement. Furthermore, it will limit the economic disruption, inconvenience and dangers to health and safety that result when a capital item breaks down or must be replaced unexpectedly.

The decision to invest operating funds in the maintenance of existing facilities must be based, in part, on the potential capital cost savings and the possible cost consequences of deferring maintenance. The City must take into account future maintenance and repair requirements when designing or purchasing new capital items. Improved design and higher quality materials may significantly reduce future maintenance and repair costs.

When a community chooses between maintenance, repair, replacement or abandonment of an existing facility, it is essential to know the facility's current condition, the rate of its deterioration and the cost and benefits to be obtained from various investment strategies. These considerations must then be compared with the need for a new capital facility.

**BENEFITS OF A CAPITAL IMPROVEMENTS PROGRAM**

The basic question, fundamental to the format and scope of the CIP, is why should

such an analysis be undertaken in the first place? Probably the most important benefit that such a program, if properly prepared, will provide any municipality is that it will require all those who are involved with capital expenditures to plan beyond next year's budget and project future needs. If careful thought is given to such projections and they are realistic, a comprehensive municipal needs list for the time period of the program will be developed. Especially in larger municipalities where there can be a certain lack of communication from one department to another or even within a single department, no one person can possibly have an insight into all the capital projects which will be needed. The Capital Improvements Program thus serves as a mechanism of coordination.

Once these needs are related to the fiscal capacity of the local unit of government, their financial feasibility will be apparent (i.e., whether all of them can be financed with the anticipated future revenues, or whether reductions in either the capital or operating expenditures or both will have to occur before certain capital improvements can be undertaken). The other benefits of a systematic approach to programming capital projects include:

**Focusing Attention on Community Goals, Needs and Capabilities**

Capital projects can be brought into line with community objectives, anticipated growth and financial capabilities. Considered by itself, a new park may be a great idea and so may sewer improvements, street widening and any number of other improvements. But, a project may look quite different when it is forced to compete directly with other



## CAPITAL IMPROVEMENT PLAN

projects for limited funds in the CIP process.

### **Achieving Optimum Use of the Taxpayer's Dollar**

Advance programming of public works on an orderly basis will help avoid costly mistakes. The program will guide local officials in making sound annual budget decisions. In addition, a listing of future construction projects may encourage the selection of needed land well in advance of actual construction and thus permit acquisition at lower costs. Furthermore, the existence of a CIP may be looked upon favorably by investors in municipal bonds. This can save the community a considerable amount in interest costs, due to a favorable bond rating, if bond financing is used.

### **Guiding Future Community Growth and Development**

Road network locations and capacities shape the growth of the community. Local officials can use the CIP effectively to provide leadership in guiding future residential and economic development.

### **Serving Wider Community Interest**

The CIP, once accepted, keeps the public informed about future construction plans of the community and helps reduce the pressures on local officials to fund projects far down the priority list.

### **Encouraging a More Efficient Governmental Administration**

Coordination of capital improvements programming by the departments of a municipality can reduce scheduling problems, conflicting and overlapping

projects and overemphasis on any single municipal function.

### **Improving the Basis for Intergovernmental and Regional Cooperation**

Capital improvements programming offers public officials of all governmental units an opportunity to plan the location, timing and financing of needed improvements in the interest of the community as a whole.

### **Maintaining a Sound and Stable Financial Program**

Having to make frequent or large unplanned expenditures can endanger the financial well being of any community. Sharp changes in the tax structure and bonded indebtedness may be avoided when the projects to be constructed are planned in advance and spaced over a number of years. When there is ample time for planning, the most economical means of financing each project can be selected in advance. Furthermore, a CIP can help the community avoid commitments and debts that would limit the initiation of more important projects at a later date.

### **Repairing or Replacing Existing Facilities and Equipment**

There has been considerable national attention given to the disrepair of the country's infrastructure. A CIP process requires local officials to focus attention on the existing condition of the streets, bridges, public buildings, equipment and so on, before expanding the capital inventory.

### **Enhancing Opportunities for Participation in Federal or State Grant-in-Aid Programs**

There are federal and state programs that a municipality may draw upon for planning,



## CAPITAL IMPROVEMENT PLAN

constructing and financing capital improvements. The preparation of a capital program improves the municipality's chance of obtaining such aid. In summary, capital improvements programming is one of the most important tools available for guiding urban development. Providing public improvements when they are needed, adequately financed and in proper locations, should be the goal of every public official. When city officials can point to the results of the Capital Improvements Program, improvements provided in an orderly, logical, financially prudent manner, they can do so knowing that the studies and discussions and meetings on the programming process were worthwhile.

### **CIP COMMON MISTAKES TO BE AVOIDED**

To limit the opportunity for things to go wrong now or in the future years of the CIP, the following common mistakes are to be avoided:

1. Placing a project into the "future" years of the CIP without adequate justification, leading to eventual funding of a possibly unneeded expense.
2. Not reviewing the justification and project substance for projects that were in last year's CIP, when circumstances may have changed significantly, requiring modification or elimination of the project.
3. Giving inadequate commitment and review to projects not included in the current fiscal year's appropriation.
4. Failure to give adequate attention to the need for staff effort to plan and supervise proposed projects.

5. Placing major projects not in the CIP directly into the upcoming operating budget.
6. Letting projects drift in the CIP from year to year without funds even for study or design.
7. Not providing the seed money needed for feasibility and planning activities in the years before permanent funding is arranged.
8. Failing to analyze and plan for operating program requirements and costs associated with construction or utilization of new capital items.
9. Not including all relevant costs, e.g., operational and personnel, so that the total cost of the project is known and anticipated.
10. Basing choices on easily available federal dollars rather than on local priorities.

### **FISCAL POLICIES AND ANALYSIS**

The capital budget is only as good as the plan for financing the proposed projects.

The number of public improvements a municipality can finance generally depends on:

1. The level of recurring future operating expenditures;
2. The current level of debt (bonded indebtedness);
3. The legal limit of debt it may incur (bonded capacity); and
4. Any potential sources of additional revenue available for capital improvement financing.



## CAPITAL IMPROVEMENT PLAN

Financial analysis and planning are needed for intelligent capital improvement programming. The three elements that must be clearly understood are:

1. The relationship between the revenue program (based on the economic vitality of the community) and the operating budget (based on a program of public services), with the resulting cash funds available to pay in whole or in part for capital improvements or to meet the obligations of debt service;
2. The new debt structure of the community and its ability to incur new debt; and
3. Policy statements dealing with revenues, operating expenditures, capital improvements, bonds and the relations among and between them.

### CAPITAL IMPROVEMENT PLANNING POLICIES

A clear, explicit and definite series of policy statements should be developed as guides in capital programming. The following represents the capital planning policies of Mill Creek.

1. The City will make all capital improvements in accordance with an adopted Capital Improvements Program.
2. The City will develop a multi-year plan for capital improvements and update it each biennium.
3. The City will enact a biennium capital budget based on the multi-year Capital Improvements Program. Future capital expenditures necessitated by changes in population, changes in real estate development or changes in economic base will be calculated and included in capital budget projections.
4. The City will coordinate development of the capital improvements budget with development of the operating budget. Future operating costs associated with new capital improvement will be projected and included in operating budget forecasts.
5. The City will use intergovernmental assistance to finance those capital improvements that are consistent with the Capital Improvements Program and City priorities, and whose operating and maintenance costs have been included in operating budget forecasts.
6. The City will maintain all its assets at a level adequate to protect its capital investment and to minimize future maintenance and replacement costs.
7. The City will project its equipment replacement and maintenance needs for the next several years, and will update this projection each biennium. From this projection, a maintenance and replacement schedule will be developed and followed.
8. The City will identify the estimated costs and potential funding sources for each capital project proposal



## CAPITAL IMPROVEMENT PLAN

before it is submitted to the Council for Approval.

9. The City will determine the least costly financing method for all new projects.

### APPROACHES TO FINANCING CAPITAL IMPROVEMENTS

There are a number of ways to finance capital improvement projects. Some of the most common methods are as follows:

#### Pay-As-You-Go

Pay-as-you-go is a method of financing capital projects with current revenues paying cash instead of borrowing against future revenues. The amount available to spend is the difference between what is collected currently and what is required for operating expenses and prudent reserves.

Pay-as-you-go works well where capital needs are steady and modest and financial capability is adequate. The method may include appropriations in the budgets of two or more years to pay for projects that take that long to build without borrowing. The technique can also provide for a fund for future expenditures built up by annual increments, or by setting aside unanticipated windfall income, until the balance is large enough to undertake the capital improvement.

Pay-as-you-go has several advantages. First, it saves interest costs. Interest on long-term bonds can more or less equal the original capital cost, depending on interest rates and repayment schedules. Thus, one can pay "twice" for a capital improvement even though the annual bill over an extended period is disarmingly low.

Second, pay-as-you-go protects borrowing capacity for unforeseen major outlays that are beyond any current year's capability.

Third, when combined with regular, steady completion of capital improvements, and good documentation and publicity, pay-as-you-go fosters favorable bond ratings when long-term financing is undertaken.

Finally, the technique avoids the inconvenience and considerable costs associated with marketing of bond issues: advisors, counsel, printing, etc.

Despite its favorable characteristics, pay-as-you-go is by no means a panacea. It has both a practical and theoretical disadvantage, with arguments running such as those that follow:

Where capital projects are rarely undertaken, pay-as-you-go places a heavy burden on the project year. It creates awkward, fluctuating expenditure cycles that do not occur with extended financing.

A long-life asset should be paid for by its users throughout its normal life rather than all at once by those who may not have the use of it for the full term. The higher cost due to interest, spread over a larger number of users/payers, actually lowers the cost to all.

If tax rates have to be increased to pay for a series of capital improvements in a short period of time, it would not be fair to people who leave after a brief residence.

When inflation is driving up construction costs, it may be cheaper to borrow and pay today's prices rather than wait and pay tomorrow's.



## CAPITAL IMPROVEMENT PLAN

The pay-as-you-go approach places a premium on advance planning. The multi-year Capital Improvements Program allows not only for scheduling physical improvements prudently, but also for scheduling the financing so as to take advantage of accumulated surpluses and windfall income that may become available.

Bond Issue

The use of bond issues for borrowing is the major alternative to pay-as-you-go. A brief discussion of the different types of bonds follows.

General Obligation Bonds are backed by the full faith and credit of the municipality. Payment on these bonds may come from the General Fund. The advantage of General Obligation Bonds is, that because the municipality's credit is pledged, a lower interest rate may be obtained.

Special Assessment Bonds are sometimes used to finance the construction of streets, sewer lines, storm drains or other improvements that actually improve the value of the adjacent property. Special assessments are levied against the owners of the property and this income is pledged to the repayment of the bonds. Such bonds usually carry a higher rate of interest than General Obligation Bonds.

Revenue Bonds are those to which the income from some specific enterprise is pledged. Such bonds might be used, for example, to finance the extension of municipal sewer lines to newly annexed areas of a city. Charges made to the recipients of the service are then committed to repayment of the borrowed money.

Short-term Notes

When local capital projects do not lend themselves to pay-as-you-go or bond financing, some cities turn to short-term notes issued by local banks or statewide banking establishments. Advantages of short-term notes include:

A substantial lump sum can be borrowed at the moment of need and repaid in installments over the next few years.

A prospective bond issue can be shortened in years and reduced in amount with consequent interest savings.

Interest on notes is generally less than interest on bonds and there are no marketing costs, such as bond counsel, printing or paying agents.

There are no appreciable disadvantages to this approach other than the interest cost of the temporary borrowing.

Reserve Funds

Reserve fund financing is a variation of the pay-as-you-go method. Under this procedure, funds are accumulated in advance for the construction of capital projects. The accumulation may result from surplus or "earmarked" operational revenues that are set aside, depreciating accounts or from the sale of capital assets.

Lease-Purchase

Local governments utilizing the lease-purchase method prepare specifications for a needed public works project and take steps to have it constructed by a private company or authority. The facility is then leased by the municipality at an annual or monthly rental. At the end of the lease period, the title to the facility can be



## CAPITAL IMPROVEMENT PLAN

conveyed to the municipality without any future payments. The rental over the years will have paid the total original cost plus interest. Vehicles and equipment may also be lease-purchase financed.

#### Special Assessments

Public works that benefit certain properties more than others may be financed more equitably by special assessments. Local improvements often financed by this method include street paving and sanitary sewer systems.

#### Federal and State Aid

A major source of funding is federal assistance, and to a lesser degree, state financial assistance. This type of arrangement should be extensively explored for all applicable projects.

When contemplating the use of federal or state aid, it is important that local priorities still be maintained. A project should not be undertaken just because funds are available. Furthermore, since most aid programs require a local match of funds, too many lower priority projects could be undertaken without adequate planning so that the financial condition of the municipality could be seriously impaired. Finally, grant programs may place additional constraints on the operating budget.

#### Capital Facilities Inventory

The first step in establishing an accurate Capital Improvements Program is to prepare an inventory of the existing capital plant and equipment. Before a local government can begin to correct the deficiencies within existing facilities, it must identify its assets. It is important to determine what the City owns, when it was

acquired, the maintenance and repair history, and the current condition.

This identification process will not only help determine if there has been a pattern of deferred maintenance, it will also help determine whether the existing capital plant has the capacity to meet future growth and demand. The completed analysis of existing facilities will provide documentation for decisions on specific capital improvement proposals.

#### Fund Definitions

The CIP uses a variety of sources to fund capital projects. These funding sources are defined as:

**General Fund** - The General Fund includes all governmental activities, including police, public works and other general governmental functions that are not totally self-supporting through the levying of user charges. Sources of funding include property tax, franchise fee and certain state shared revenues.

**Enterprise Funds** - Enterprise funds are self supporting and derive their revenue from charges levied on the users of the service. The City of Mill Creek has a stormwater management utility that operates as an enterprise fund.



CAPITAL IMPROVEMENT PLAN

FUND NAME	Projected Fund Balance 1/1/2017	Projected Revenues	Proposed CIP	Projected Fund Balance 12/31/2018
General Fund (Equip Repl.)	\$ 2,034,000	\$ 185,000	\$ 1,061,000	\$ 1,158,000
<b>Special Revenue Funds</b>				
Annex Building	\$ 521,000	\$ 359,000	\$ 550,000	\$ 330,000 **
<b>Capital Improvement Funds</b>				
REET	\$ 2,656,000	\$ 1,520,000	\$ 3,046,032	\$ 1,129,968
CIP (Grants)	\$ -	\$ 4,526,000	\$ 4,526,000	\$ -
Park Improvement	\$ 2,969,000	\$ 194,000	\$ 545,000	\$ 2,618,000
Road Improvement	\$ 1,102,000	\$ 317,000	\$ 200,000	\$ 1,219,000
	<u>\$ 9,282,000</u>	<u>\$ 7,101,000</u>	<u>\$ 9,928,032</u>	<u>\$ 6,454,968</u>

\*\*before operating expenses



**ORDINANCE NO. 2016 - 811**

**AN ORDINANCE OF THE CITY OF MILL CREEK, WASHINGTON,  
ADOPTING A REVISED AND UPDATED 6-YEAR CAPITAL  
IMPROVEMENT PLAN FOR YEARS 2017 – 2026 IN ACCORDANCE  
WITH THE CITY'S BIENNIAL BUDGET PROCESS, COMPREHENSIVE  
PLAN, AND GROWTH MANAGEMENT ACT.**

---

WHEREAS, the City of Mill Creek utilizes a biennial budget system and will be adopting such budget with accompanying appropriations in 2016 for years 2017 – 2018; and

WHEREAS, in conjunction therewith the City routinely updates, revises, and adopts its 6-year capital improvement plan as required by the Growth Management Act and the City's Comprehensive Plan; and

WHEREAS, the City routinely adopts a capital improvement plan with a 6-year or longer planning horizon; and

WHEREAS, the City has been substantially revising its operational systems, including revenue, accounting, planning and other procedures and programs to bring better government, fiscal accountability, and more efficient management to the City, which process is ongoing and not yet complete in all respects; and

WHEREAS, the City has updated and revised its annual 6-year capital improvement plan, attached hereto as Exhibit A (2017-2026 CIP), which includes specifically achievable and realistic capital projects with identified funding levels and sources consistent with revenue forecasts and anticipated budget appropriations; and

WHEREAS, the City plans to revise the 2017-2026 CIP in 2017 to reflect changes in existing capital improvement programs and projects, and to add new programs and projects, all to be consistent with then-current funding levels, revenue forecasts and budget appropriations; and

WHEREAS, the City plans to concurrently amend the capital facilities and transportation elements of its Comprehensive Plan in 2017 to complete the process of fully coordinating and integrating the capital improvement plan and the capital facilities and transportation elements; and

WHEREAS, the City Council finds that the 2017-2026 CIP meets the intent of the Growth Management Act;

NOW THEREFORE, THE CITY COUNCIL OF THE CITY OF MILL CREEK, WASHINGTON, ORDAINS AS FOLLOWS:

Section 1. The City Council adopts the foregoing recitals as findings in support of the 2017-2026 Capital Improvement Plan.

Section 2. The 2017-2026 Capital Improvement Plan for the City of Mill Creek, attached hereto as Exhibit A, is adopted to take effect on January 1, 2017.


Section 3. The 2017-2026 Capital Improvement Plan is further adopted as the financing plan for the City's capital facility and transportation elements of the Mill Creek Comprehensive Plan.

Section 4. A summary of this ordinance, consisting of its title, shall be published in the official newspaper of the City and shall take effect and be in full force five (5) days after the date of publication.

Passed in open meeting this 6<sup>th</sup> day of December, 2016 by a vote of 6 for, 0 against, and 0 abstaining.

APPROVED:  
  
PAM PRUITT, MAYOR

ATTEST/AUTHENTICATED:

  
ACTING CITY CLERK

APPROVED AS TO FORM:

n/a  
SCOTT M. MISSALL, CITY ATTORNEY

FILED WITH THE CITY CLERK: 12-6-16  
PASSED BY THE CITY COUNCIL: 12-6-16  
PUBLISHED: 12-12-16  
EFFECTIVE DATE: 12-17-16  
ORDINANCE NO. 2016-811



**APPENDIX A**

735803.1/014455.00068

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City of Mill Creek, Washington  
*Capital Improvement Plan*

2017 thru 2026

**FUNDING SOURCE SUMMARY**

Source	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Annex Fund 145	125,000	425,000									550,000
General Fund	1,063,000	15,000	50,000			37,500	37,500				1,193,000
Grant - Federal			720,000								720,000
Grant - State	250,000	4,276,000									4,526,000
Park Mitigation	545,000										545,000
REET	339,018	2,707,018	1,088,018	58,018	58,018	58,018	58,018	58,018	58,018	58,018	4,540,180
Traffic Mitigation	100,000	100,000									200,000
<b>GRAND TOTAL</b>	<b>2,412,018</b>	<b>7,523,018</b>	<b>1,858,018</b>	<b>58,018</b>	<b>58,018</b>	<b>95,518</b>	<b>95,518</b>	<b>58,018</b>	<b>58,018</b>	<b>58,018</b>	<b>12,274,180</b>



City of Mill Creek, Washington

Capital Improvement Plan

2017 thru 2021

PROJECTS BY FUNDING SOURCE

Source	Project#	Priority	2017	2018	2019	2020	2021	Total
<b>Annex Fund 145</b>								
City Hall - North Roof and Seismic Retrofit	17-BLDG-03	3		425,000				425,000
City Hall - North HVAC Control System	17-BLDG-04	3	125,000					125,000
<b>Annex Fund 145 Total</b>			<b>125,000</b>	<b>425,000</b>				<b>550,000</b>
<b>General Fund</b>								
Public Works Shop	17-BLDG-02	4	657,000					657,000
Police/Engineering Total Station	17-EQUIP-03	4	21,000					21,000
Chipper	17-EQUIP-04	1	25,000					25,000
Dump Trailer	17-EQUIP-05	4	10,000					10,000
Armory Parts Washer	17-EQUIP-11	4	17,000					17,000
Citywide Computer Workstation Replacement	17-IT-01	3	105,000		50,000			155,000
Data Backup System Replacement	17-IT-02	3	35,000					35,000
Mobile Device Management and Encryption	17-IT-03	4	10,000					10,000
Server Room Update/Remodel	17-IT-05	3	10,000					10,000
Security Information & Event Management Tool	17-IT-08	2	18,000					18,000
ROW Inspector Vehicle	17-VEH-09	3	25,000					25,000
Maintenance Crew Vehicle	17-VEH-10	3	35,000					35,000
Flatbed Truck	17-VEH-12	3	85,000					85,000
City Hall Campus Wireless Access	18-IT-04	3		15,000				15,000
<b>General Fund Total</b>			<b>1,053,000</b>	<b>15,000</b>	<b>50,000</b>			<b>1,118,000</b>
<b>Grant - Federal</b>								
Seattle Hill Road Preservation	18-PAVE-03	3			720,000			720,000
<b>Grant - Federal Total</b>					<b>720,000</b>			<b>720,000</b>
<b>Grant - State</b>								
Public Works Shop	17-BLDG-02	4	250,000					250,000
35th Avenue SE Reconstruction	17-ROAD-02	3		4,000,000				4,000,000
Mill Creek Sports Park - Turf & Light Replacement	18-PARK-02	3		276,000				276,000
<b>Grant - State Total</b>			<b>250,000</b>	<b>4,276,000</b>				<b>4,526,000</b>
<b>Park Mitigation</b>								
North Pointe Park Design & Construction Documents	17-PARK-03	4	530,000					530,000
Cougar Park, Phase 2	17-PARK-04	4	15,000					15,000
<b>Park Mitigation Total</b>			<b>545,000</b>					<b>545,000</b>
<b>REET</b>								

Source	Project#	Priority	2017	2018	2019	2020	2021	Total
Mill Creek Fire Station	17-BLDG-05	3	58,018	58,018	58,018	58,018	58,018	290,090
Bridge Load Rating	17-BRDG-01	2	20,000					20,000
Police/Engineering Total Station	17-EQUIP-03	4	21,000					21,000
35th Avenue SE Reconstruction	17-ROAD-02	3	100,000	1,900,000				2,000,000
Citywide Traffic Signal Upgrades	17-ROAD-03	3	75,000					75,000
Mill Creek Sports Park - Turf & Light Replacement	18-PARK-02	3	65,000	434,000				499,000
Seattle Hill Road Preservation	18-PAVE-03	3		250,000	930,000			1,180,000
164th Street Corridor Adaptive Signal System	18-ROAD-04	4		50,000				50,000
Gateway and SR 527 Median Landscaping	18-ROAD-13	3		15,000	100,000			115,000
<b>REET Total</b>			<b>339,018</b>	<b>2,707,018</b>	<b>1,088,018</b>	<b>58,018</b>	<b>58,018</b>	<b>4,250,090</b>
<b>Traffic Mitigation</b>								
Seattle Hill Road Widening w/SnoCo	17-ROAD-01	2	100,000	100,000				200,000
<b>Traffic Mitigation Total</b>			<b>100,000</b>	<b>100,000</b>				<b>200,000</b>
<b>GRAND TOTAL</b>			<b>2,412,018</b>	<b>7,523,018</b>	<b>1,858,018</b>	<b>58,018</b>	<b>58,018</b>	<b>11,909,090</b>



Project # 18-ROAD-13

Project Name Gateway and SR 527 Median Landscaping

Type Maintenance/Repair Department Community and Economic Dev  
Useful Life 20 years Contact Director Community Dev  
Category Roadway Priority 3 Maintain Current Service Lev

Total Project Cost \$115,000

Description

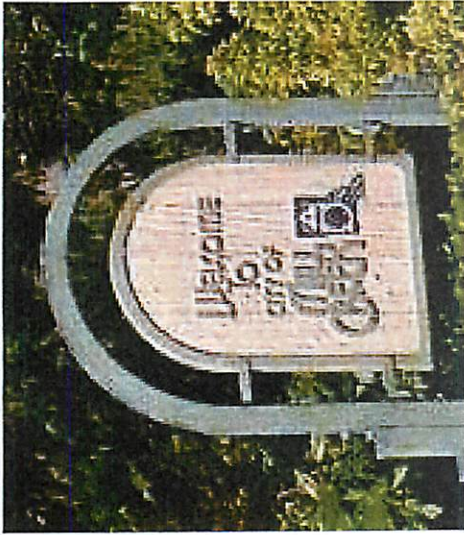
Design a new landscaping plan for the gateway entry points into the City, specifically 164th Street SE, 132nd Street SE at 10th Street SE, Dumas Road at Park Road, 132nd Street SE at SR 527, 132nd Street SE at 35th Avenue SE, 132nd Street SE at Seattle Hill Road, 35th Avenue SE at Seattle Hill Road, and SR 527 at 175th Street, as well as the SR 527 medians. Construction cost is estimated only and based on past Seattle Hill Road median landscaping (\$75k) and wayfinding signage (\$25k) projects. Once the project scope, construction and maintenance costs are defined, a detailed proposal will be brought to City Council for approval.

Justification

The landscaping at gateway entry points into the City is either non-existent, dated and/or overgrown. In accordance with the new Communication Plan, this would be an opportunity to update and unify the City brand while providing vibrant, visually appealing gateway entry features for the City. The existing landscaping in the SR 527 medians was installed during the highway widening project in 2003. The medians require relatively high maintenance efforts due to traffic control requirements, which must be contracted out at a high cost. The medians are also overgrown and obstruct visibility, and plantings have been damaged by accidents over the years but not replaced. A new landscaping plan will reduce maintenance costs, as well as improve visibility and safety.

Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Construction			100,000								100,000
Professional Services		15,000									15,000
<b>Total</b>		15,000	100,000								115,000
Funding Sources	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
REET		15,000	100,000								115,000
<b>Total</b>		15,000	100,000								115,000

Budget Impact/Other





Project # 17-IT-01

Project Name Citywide Computer Workstation Replacement

Type Replacement Vehicles/Equip Department Information Technology

Useful Life 3-5 Years

Contact IT Director

Category IT Hardware Software

Priority 3 Maintain Current Service Lev

Total Project Cost \$230,000

### Description

This project is to replace 60 computer workstations and associated monitors in 2017. In 2013 the City spent approximately \$13,000 to upgrade the current computer workstations to extend their life as much as possible. This has allowed the City to utilize the computers for nearly 9 years, well beyond the typical lifespan of 3-5 years. Several other IT projects depend on bringing the computer workstations up-to-date, such as upgrading to the latest version of Office and migrating to a cloud-based email server, so this project is a top priority. Increasingly, end users have multiple programs open at once and are multi-tasking while they work. Therefore, this proposal includes dual monitors as the standard configuration.

This project is also to replace 9 police vehicle ruggedized laptops and docking stations in 2019. The current police vehicle laptops were purchased in January of 2014 with a 5 year warranty and will reach the end of their useful life in early 2019. Due to the critical functions the police laptops serve (dispatching, officer to officer communications, case report writing, license plate lookup, driver's license lookup, ticket writing and call look-up) it is not recommended to extend the life of these laptops beyond their 5 year warranty period as an out-of-warranty failure will result in a vehicle being taken out of service for an extended period of time.

By 2022 the City's deployment of approximately 60 computer workstations will be 5 years old and need to be replaced again. However, the monitors purchased in 2017 should still be usable for several more years so the cost will not be as high as in 2017. Funds have been allocated to replace 30 computers in 2022 and 30 computers in 2023.

### Justification

The 60 computer workstations needing replacement in 2017 were purchased in 2008-2009 and are 8-9 years old. The typical life of a computer workstation is 3-5 years. To be efficient a user needs to have a computer that can run at an adequate speed and be able to stay up-to-date with software versions. Dual monitors are recommended as the standard configuration because multiple job tasks such as plan review, records processing, permit processing, case writing and agenda prep benefit from dual monitors through increased productivity.





The 9 police vehicle ruggedized laptops are utilized 24 hours a day and often in severe conditions. By early 2019 they will no longer be under warranty and will require replacement due to the critical functions they serve.

By 2022 the City's deployment of 60 computers will be 5 years old and should be replaced again as the standard refresh cycle is 3-5 years. To adequately run the latest versions of programs such as Microsoft Windows and Microsoft Office, the computer workstations need to be kept reasonably up-to-date. Additionally, older equipment is more expensive to own as its maintenance costs rise and replacement parts are more difficult to purchase.

Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Equipment / Furnishings	105,000		50,000			37,500	37,500				230,000
<b>Total</b>	<b>105,000</b>		<b>50,000</b>			<b>37,500</b>	<b>37,500</b>				<b>230,000</b>

Funding Sources	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
General Fund	105,000		50,000			37,500	37,500				230,000
<b>Total</b>	<b>105,000</b>		<b>50,000</b>			<b>37,500</b>	<b>37,500</b>				<b>230,000</b>

**Budget Impact/Other**

Project # 17-IT-02

Project Name Data Backup System Replacement

Type Replacement Vehicles/Equip Department Information Technology  
Useful Life 5 Years Contact IT Director  
Category IT Hardware Software Priority 3 Maintain Current Service Lev

Total Project Cost \$35,000

Description

The City's current computer data backup system is tape-based and over 5 years old. This project is to replace the existing system with a current generation solution that is vastly more automated and provides additional functionality to better protect the City's data in the event of hardware failure or catastrophic event. The City has several types of important data stored on local servers that need to be backed up including email, police digital audio & photo evidence, permit data, plat maps, GIS maps, aerial imaging, council audio recordings, council agendas, council resolutions, City photos, City contracts, capital planning database, budget documents, HR files, scanned documents, general city documents and server operating system images. Part of the project will be to implement an automated offsite backup component to protect the City's data in the event of a catastrophic event such as a fire or earthquake. The National Institute of Standards and Technology recommend that offsite backups be maintained in a separate location so that the probability of a single event destroying both the operational data files and offsite location is small. As part of the new solution, public and private cloud-based options will be evaluated.

Justification

The current tape-based system has reached capacity and can no longer perform a full backup of the City's critical data every night. A replacement must be put in place to ensure the protection of the City's electronic data from accidental deletion of data as well as from catastrophic events.

Additionally, the current system requires the IT Director to swap the tape every day. If he is on vacation or otherwise offsite he must coordinate with someone else to swap the tape. On holidays, the backup does not run at all. A fully automated system will free up staff time to be used for higher level and more important tasks.

Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Equipment / Furnishings	35,000										35,000
<b>Total</b>	<b>35,000</b>										<b>35,000</b>
Funding Sources	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
General Fund	35,000										35,000
<b>Total</b>	<b>35,000</b>										<b>35,000</b>





**Budget Impact/Other**

This includes the ongoing support/maintenance and licensing costs after the initial purchase of the equipment. Most vendors provide significant discounts for purchasing several years of support/maintenance/licensing.

Budget Items	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Operating Supplies	8,000	8,000	8,000	8,000	8,000	8,000	8,000				40,000
<b>Total</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>				<b>40,000</b>

**Project #** 17-IT-03  
**Project Name** Mobile Device Management and Encryption

**Type** New Vehicles/Equipment      **Department** Information Technology  
**Useful Life** 3-4 Years      **Contact** IT Director  
**Category** IT Hardware Software      **Priority** 4 Expand Service Levels

**Total Project Cost** \$10,000

**Description**

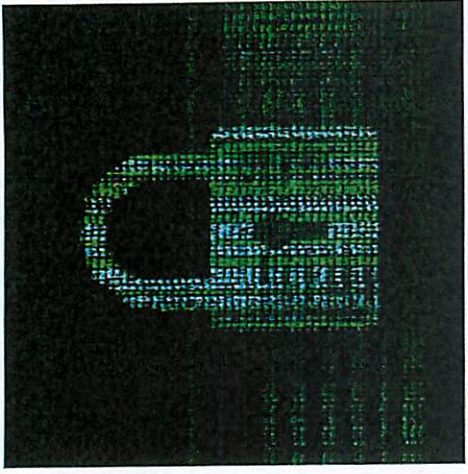
A Mobile Device Management (MDM) and Encryption solution will allow the City to document, enforce and manage encryption on the City's various mobile devices (laptops, tablets and phones). The Federal General Accountability Office and Office of Management and Budget defines personally identifiable information (PII) as any information about an individual that can be used to distinguish or trace an individual's identity, such as name, social security number, date and place of birth, mother's maiden name or biometric records; and any other information that is linked or linkable to an individual, such as medical, educational, financial and employment information. This type of information is commonly stored in documents and emails saved on City mobile devices.

In the National Institute of Standards and Technology's Guide to Protecting the Confidentiality of Personally Identifiable Information (PII) they recommend encrypting the data stored on mobile devices to prevent unauthorized access. Lack of encryption on mobile devices was an area of concern in the Washington State Auditor's Office IT Security Audit Report performed last year. Additionally, they rated this as a "High" risk.

**Justification**

Mobile devices (cellular phones, tablets and laptops) are at a higher risk of being lost or stolen and therefore should be encrypted to prevent the release of sensitive information. Enabling encryption scrambles the data so if the device is lost or stolen, the thief will be unable to read the information stored on the device. This reduces the risk of the City's sensitive data being compromised.

Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Equipment / Furnishings	10,000										10,000
<b>Total</b>	<b>10,000</b>										<b>10,000</b>
Funding Sources	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
General Fund	10,000										10,000
<b>Total</b>	<b>10,000</b>										<b>10,000</b>





**Budget Impact/Other**

Annual software license renewal costs, which are typically 20-30% of the initial cost.

Budget Items	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Operating Supplies	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	15,000
<b>Total</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>15,000</b>

Project # 17-IT-05

Project Name Server Room Update/Remodel

Type Construction Department Information Technology  
 Useful Life 10-20 Years Contact IT Director  
 Category IT Hardware Software Priority 3 Maintain Current Service Lev

Total Project Cost \$10,000

**Description**

The City Hall server/networking main distribution frame (MDF) room is in need of upgrades and retrofitting to reduce the risk of damage to the servers and network infrastructure IT equipment. Currently there is a water-based fire suppression sprinkler above the server and networking racks. Additionally, the flooring is carpet which can generate static and damage computer equipment. This project would cap off the wet sprinkler and replace it with a computer-friendly fire suppression system as well as remove the carpeting and replace it with computer-friendly flooring. The IT Security Audit performed by the State Auditor's Office identified the wet sprinkler as a risk to the City's IT Security and gave it a risk rating of "High".

**Justification**

The current server / networking main distribution frame room is a repurposed storage closet with only minor changes made to accommodate servers and networking equipment. Several items were discovered during the IT security audit as needing correction (e.g. wet sprinkler, no grounding of equipment racks). While many services have already been moved to the cloud and more will be in the future, there will always be a need for some amount of IT equipment to be located in the City Hall Building. Examples of these include the keycard entry system, workstation networking equipment, telephone system and the firewall. These upgrades are necessary to protect the City's substantial investment in IT equipment.

Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Construction	10,000										10,000
<b>Total</b>	10,000										10,000

Funding Sources	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
General Fund	10,000										10,000
<b>Total</b>	10,000										10,000

**Budget Impact/Other**

Normal building maintenance.





**Project #** 17-IT-08  
**Project Name** Security Information & Event Management Tool

**Type** New Vehicles/Equipment      **Department** Information Technology  
**Useful Life** 3-4 Years      **Contact** IT Director  
**Category** IT Hardware Software      **Priority** 2 Legal Obligation

**Total Project Cost** \$18,000

**Description**

Security Information & Event Management (SIEM) software is used to collect security and event logs from various IT devices to provide for required auditing, alerting and reporting. The FBI Criminal Justice Information Systems (CJIS) Policy requires that information systems generate audit records for various events, such as: successful/unsuccessful log-on attempts, changes to account passwords, changes to files, delete permissions, change permissions, etc. Additionally, these audit records must be retained for at least 1 year. The IT Security Audit performed by the State Auditor's Office also recommended the implementation of a Security Information and Event Management Tool citywide and rated it at a "High" risk.

**Justification**

Logging of audit records is a requirement of the FBI CJIS policy and the City is not currently able to meet that requirement and will have a finding in our current audit by the Washington State Patrol. If we do not implement a solution they may restrict our access to the State criminal justice databases. Additionally, this is the recommendation from the IT Security Audit and IT Security Best Practices.

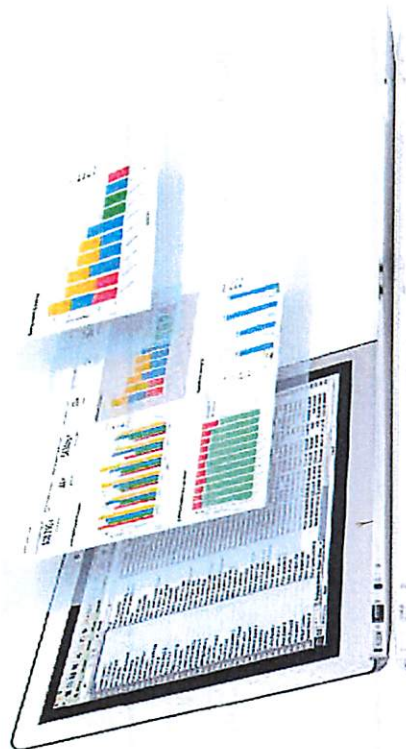
Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Equipment / Furnishings	16,000										16,000
Professional Services	2,000										2,000
<b>Total</b>	<b>18,000</b>										<b>18,000</b>

Funding Sources	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
General Fund	18,000										18,000
<b>Total</b>	<b>18,000</b>										<b>18,000</b>

**Budget Impact/Other**

Annual software license renewal costs, which are typically 20-30% of the initial cost.

Budget Items	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Operating Supplies	2,000	2,000	2,000	2,000	2,000	2,000					10,000
<b>Total</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>					<b>10,000</b>





Project # 18-IT-04

Project Name City Hall Campus Wireless Access

Type New Vehicles/Equipment Department Information Technology

Useful Life 4-5 Years

Contact IT Director

Category IT Hardware Software

Priority 3 Maintain Current Service Lev

Total Project Cost \$15,000

### Description

The City's current wireless network is an add-on to the City's firewall that was done to quickly add wireless coverage to the Council Chambers and lobby for public internet. For proper wireless coverage a building site survey should be conducted and a dedicated wireless solution be deployed that is not integrated with the City's firewall. Completing this project would provide proper wireless coverage of both City Hall Campus buildings for City staff devices, Council use during meetings, police vehicle laptops and public use in the lobby.

### Justification

The current wireless access points were installed as a quick-fix solution to provide wireless capabilities for the public and the staff to use. The current system does not cover all necessary areas of the buildings. Wireless needs have increased over the years and a more robust solution is necessary to fully cover both buildings and be able to provide the speeds necessary to support growth.

Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Equipment / Furnishings		15,000									15,000
<b>Total</b>		15,000									15,000

Funding Sources	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
General Fund		15,000									15,000
<b>Total</b>		15,000									15,000

### Budget Impact/Other

Annual renewal fees for maintenance/support/licensing.

Budget Items	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Operating Supplies			4,000	4,000	4,000	4,000					16,000
<b>Total</b>			4,000	4,000	4,000	4,000					16,000





**Project #** 17-BRDG-01  
**Project Name** Bridge Load Rating

**Type** Maintenance/Repair      **Department** Infrastructure  
**Useful Life** 20 years      **Contact** Public Works Director  
**Category** Bridge      **Priority** 2 Legal Obligation

**Total Project Cost** \$20,000

**Description**

Consultant analysis is needed to evaluate the load carrying capacity of the four City-owned bridges over 20 feet long. Bridge locations are on 164th Street SE over North Creek, 153rd Street SE over North Creek, 144th Street SE over Penny Creek and Mill Creek Road over Penny Creek. Bridges were originally load-rated for legal design loads at the time of construction.

**Justification**

In 2013, the Federal Highway Administration issued a requirement to analyze bridges over 20 feet long for a new design standard for specialized haul vehicles, which has to be completed by end of 2017. The analysis work is beyond in-house staff capabilities and will require a specialized structural engineering consultant. In addition, the four bridges should be re-rated for legal design loads to evaluate future life span.



Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Professional Services	20,000										20,000
<b>Total</b>	<b>20,000</b>										<b>20,000</b>

Funding Sources	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
REET	20,000										20,000
<b>Total</b>	<b>20,000</b>										<b>20,000</b>

**Budget Impact/Other**

None



Project # 17-ROAD-01

Project Name Seattle Hill Road Widening w/SnoCo

Type Construction  
Useful Life 20 years  
Category Roadway

Department Infrastructure  
Contact Public Works Director  
Priority 2 Legal Obligation

Total Project Cost \$200,000

**Description**

The City is required to participate financially per the approved Interlocal Agreement for Snohomish County's project to widen Seattle Hill Road (SHR) between 35th Avenue SE and 132nd Street SE. The County is widening SHR to a consistent three lanes with bike lanes, curb and sidewalk, street lights and drainage facilities for the entire length. The roadway will also be realigned both horizontally and vertically in several spots to meet current design standards. The project is fully funded for construction, which will start in early 2017 and last approximately one year.

**Justification**

Part of the County project is within the current city limits and the City would therefore be responsible for a proportional share of the costs. City and County staff negotiated a payment option for \$200,000 to be paid over two years. (See Interlocal Agreement approved by the City Council in August 2014, City Contract No. 2014-1118.)

Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Construction	100,000	100,000									200,000
<b>Total</b>	<b>100,000</b>	<b>100,000</b>									<b>200,000</b>

Funding Sources	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Traffic Mitigation	100,000	100,000									200,000
<b>Total</b>	<b>100,000</b>	<b>100,000</b>									<b>200,000</b>

**Budget Impact/Other**

No future maintenance or operating costs for Mill Creek. The city limit line will be adjusted to fit new County ROW boundaries per the ILA.







**Project #** 17-ROAD-02  
**Project Name** 35th Avenue SE Reconstruction  
**Type** Construction  
**Useful Life** 30 years  
**Category** Roadway  
**Department** Infrastructure  
**Contact** Public Works Director  
**Priority** 3 Maintain Current Service Lev

**Total Project Cost** \$6,465,000

**Description**

The project consists of reconstructing 35th Avenue SE between 144th Street SE and 141st Street SE. The new roadway will be above projected high water levels on top of a pin-pile supported reinforced concrete slab. The current consultant will need to finalize design and permitting work for bid documents in 2017 for construction in 2018, and the City will also need specialized consultant inspection services for this large scale project.

It should be noted that the estimated construction cost is based on a design that has not been approved or permitted by the Army Corps of Engineers (ACE). The ACE may impose new project requirements, such as removing the existing Penny Creek culverts, that would result in additional design and construction costs.

**Justification**

35th Avenue SE was built on a peat deposit and has been sinking since the road was widened by Snohomish County in 2003. Some sections have sunk by over two feet and continue to settle at the rate of approximately 1/2" per year. The roadway can be closed by flooding during high water events caused by winter storms or beaver activity, which will continue to get worse as the roadway sinks. Design and permitting are nearly complete, and \$4.0 million in funding was awarded for construction as part of the State Transportation Package.

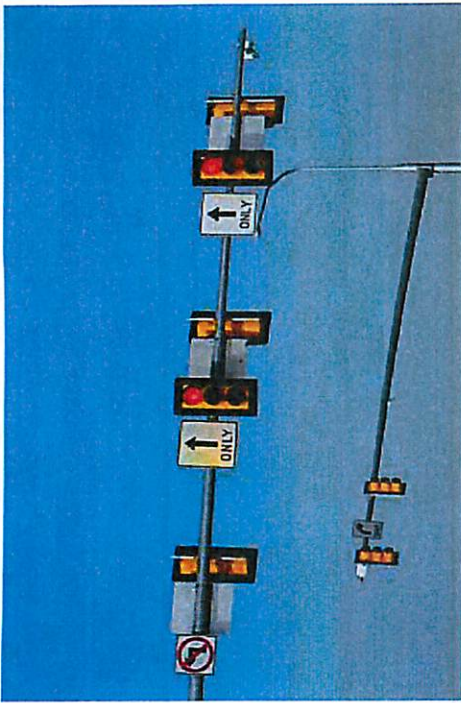
Prior	Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
465,000	Construction		5,500,000									5,500,000
	Professional Services	100,000	400,000									500,000
<b>Total</b>		<b>100,000</b>	<b>5,900,000</b>									<b>6,000,000</b>

Prior	Funding Sources	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
465,000	Grant - State		4,000,000									4,000,000
	REET	100,000	1,900,000									2,000,000
<b>Total</b>		<b>100,000</b>	<b>5,900,000</b>									<b>6,000,000</b>

**Budget Impact/Other**

No new operational expenses will result from this project.





**Project #** 17-ROAD-03  
**Project Name** Citywide Traffic Signal Upgrades  
**Type** Maintenance/Repair  
**Department** Infrastructure  
**Useful Life** 10 years  
**Contact** Public Works Director  
**Category** Roadway  
**Priority** 3 Maintain Current Service Lev

**Total Project Cost** \$75,000

**Description**

On all seven City-owned traffic signals, new pedestrian pushbutton systems and conflict monitors will be installed and existing Type 170 controllers will be replaced with new Model 2070E controllers. At the three oldest City signals, specifically 164th Street at Mill Creek Boulevard, Dumas Road at Park Road and Mill Creek Road at Village Green Drive, a new side-mounted battery backup system will be installed. All work would be done by Snohomish County signal maintenance crews.

**Justification**

The City owns seven traffic signals that are operated and maintained by Snohomish County, and all are interconnected to the County's master traffic control center. The existing controllers and conflict monitors use outdated technology and need to be replaced in order for signals to work with the County's integrated system. Installing battery backups will ensure signal operation during a power outage. Installing new pedestrian pushbuttons will help meet current ADA standards.

Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Construction	75,000										75,000
<b>Total</b>	<b>75,000</b>										<b>75,000</b>

Funding Sources	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
REET	75,000										75,000
<b>Total</b>	<b>75,000</b>										<b>75,000</b>

**Budget Impact/Other**

No additional or new future ongoing costs other than existing signal maintenance work by the County.



**Project #** 18-PAVE-03  
**Project Name** Seattle Hill Road Preservation  
**Type** Construction  
**Useful Life** 20 years  
**Category** Pavement  
**Department** Infrastructure  
**Contact** Public Works Director  
**Priority** 3 Maintain Current Service Lev

**Total Project Cost** \$1,900,000

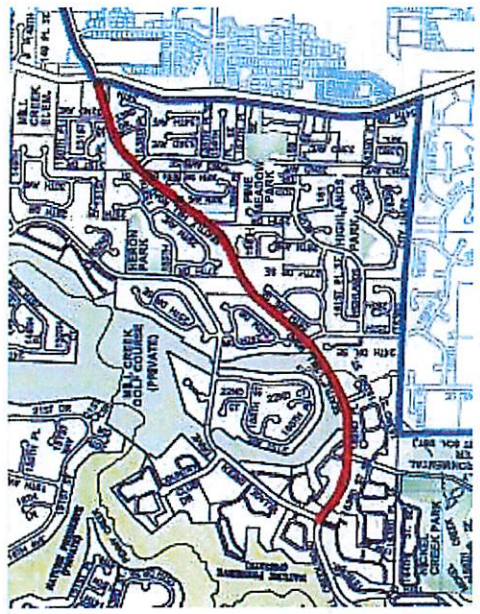
**Description**

Repave Mill Creek Road and Seattle Hill Road between Village Green Drive and 35th Avenue SE. The scope of work includes a full width 2" grind and overlay, replacement of landscaped median curbs and ADA upgrades at all curb ramps and two traffic signals. The City will need consultant design work to produce bid documents for a Federal aid project.

A PSRC/Federal STP grant was obtained for construction in 2019 in the amount of \$720,000.

**Justification**

The pavement condition has deteriorated to a rating of 59 out of 100 and is a good candidate for structural resurfacing. The existing curb ramps and traffic signals do not meet current ADA standards. The curbs on all landscape medians have been damaged beyond repair over the years by vehicle collisions.



Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Construction			1,500,000								1,500,000
Professional Services		250,000	150,000								400,000
<b>Total</b>		250,000	1,650,000								1,900,000

Funding Sources	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Grant - Federal			720,000								720,000
REET		250,000	930,000								1,180,000
<b>Total</b>		250,000	1,650,000								1,900,000

**Budget Impact/Other**

No new operational expenses will result from this project.



Project # 18-ROAD-04

Project Name 164th Street Corridor Adaptive Signal System

Type Construction Department Infrastructure  
Useful Life 10 years Contact Public Works Director  
Category Roadway Priority 4 Expand Service Levels

Total Project Cost \$50,000

**Description**

Snohomish County successfully submitted a PSRC regional project application for the second phase of a new adaptive signal control system. The first phase of the system is funded and will be along the new Community Transit Swift 2 route on SR 96 and SR 527. This second phase covers a large portion of south Snohomish County, including the 164th Street corridor, and is an interagency effort including Lynnwood, Bothell and Mountlake Terrace. Mill Creek will have two traffic signals on the system, 164th Street at Mill Creek Boulevard and Main Street at Mill Creek Boulevard.

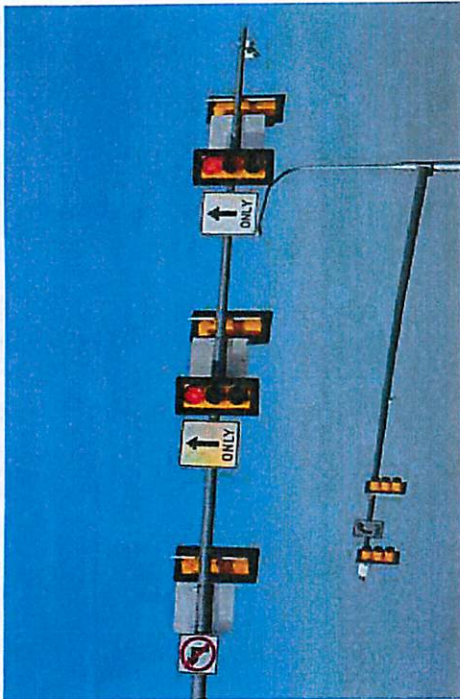
**Justification**

164th Street is the busiest east/west corridor in the area and carries nearly 40,000 vehicles per day. Congestion is extremely bad during the peak commute hours and operates at a level of service of F. Adaptive signal controls utilize new technology for detecting and immediately adjusting to traffic flow instead of operating on a timed program. While not a full solution, the adaptive signals will help ease future congestion by being more responsive to changes in traffic flow.

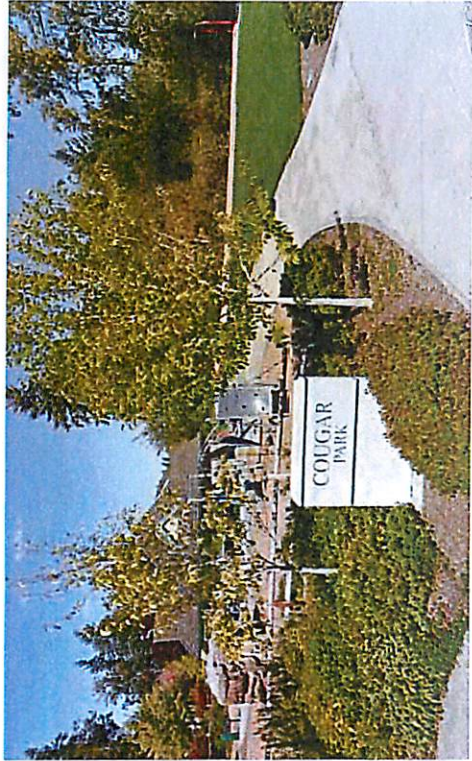
Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Construction		50,000									50,000
<b>Total</b>		50,000									50,000
Funding Sources	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
REET		50,000									50,000
<b>Total</b>		50,000									50,000

**Budget Impact/Other**

No additional or new future operational costs other than existing signal maintenance work by the County.







**Project #** 17-PARK-04  
**Project Name** Cougar Park, Phase 2  
**Type** Construction  
**Useful Life** 20 years  
**Category** Parks  
**Department** Parks  
**Contact** Public Works Director  
**Priority** 4 Expand Service Levels

**Total Project Cost** \$15,000

**Description**

Cougar Park improvements were proposed in two phases. Phase I included the play equipment and the restroom/shelter building, as well as an open lawn play area. Phase 2 included the cable ride and a trail through the eastern portion of the park property to 35th Avenue. Subsequently, it was decided to move the cable ride from the wooded area to a more visible location to address safety concerns and the cable ride was installed in 2012. At that time it was decided to forego the proposed trails through to 35th Avenue.

**Justification**

Residents have recently expressed concerns regarding vandalism in the wooded area. As a result, the Parks and Recreation Board discussed revisiting the idea of constructing the trail and cleaning up some of the undergrowth to improve visibility and safety on the north side of the heavily wooded area in the hope that it would discourage vandalism. The trail would also create direct access to the park from 35th Avenue. The trail would need to be hard surfaced to meet ADA requirements. Design work will be done in-house.

Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Construction	15,000										15,000
<b>Total</b>	<b>15,000</b>										<b>15,000</b>

Funding Sources	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Park Mitigation	15,000										15,000
<b>Total</b>	<b>15,000</b>										<b>15,000</b>

**Budget Impact/Other**

The City has existing maintenance and operational costs for this developed park. The addition of a trail will not increase those costs.



**Project #** 17-PARK-03  
**Project Name** North Pointe Park Design & Construction Documents

**Type** Construction  
**Useful Life** 20 years  
**Category** Parks  
**Department** Parks  
**Contact** Public Works Director  
**Priority** 4 Expand Service Levels

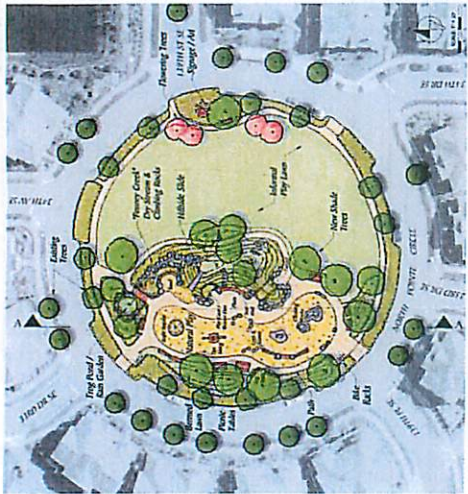
**Total Project Cost** \$542,000

**Description**

In 2006, in conjunction with the development of the North Pointe plat, the developer dedicated a one acre parcel for neighborhood park land in lieu of park mitigation fees. The City chose to defer development of this park until the neighborhood was built out so the future residents would have an opportunity to participate in the park planning. In the meantime, the developer installed lawn and temporary irrigation. Construction cost is estimated only and based on Vineyards Park, which was a similar size. Once the design is completed and construction costs are defined, a revised action plan will be brought to the City Council for approval.

**Justification**

The North Pointe subdivision is now built out and in early 2016, the City's Parks and Recreation Board worked with staff and several members of the Design Review Board to develop design concepts that were reviewed by the public at the Mill Creek Festival and two public meetings held in the park. The Natural Play Park option was the overwhelming preference of the public. Therefore, the Parks and Recreation Board recommended the Natural Play Park design concept to Council at their regular meeting on September 27, 2016. The purpose of this CIP project is to design improvements and prepare construction drawings for North Pointe Park per the Council approved Master Plan. The Natural Play Park concept includes the major components of the traditional park concept, such as a playground area with play equipment and surrounding benches and small picnic tables, but the playground and play equipment element take a different approach with a focus on naturally occurring objects, shapes and topography. This design brings attention to the natural features of the Penny Creek drainage basin in which the park is located. The proposed park improvements will be funded from dedicated neighborhood park mitigation fees.



	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
<b>Prior</b>											
Expenditures	12,000										500,000
Construction											500,000
Professional Services											30,000
<b>Total</b>											530,000
<b>Funding Sources</b>											
Park Mitigation											530,000
<b>Total</b>											530,000

**Budget Impact/Other**

There are no operating costs associated with the design and preparation of the construction plans for the park improvements.



Project # 18-PARK-02

Project Name Mill Creek Sports Park - Turf & Light Replacement

Type Maintenance/Repair Department Parks  
Useful Life 10 years Contact Public Works Director  
Category Parks Priority 3 Maintain Current Service Lev

Total Project Cost \$775,000

**Description**

Replace artificial turf at Mill Creek Sports Park and replace existing field lights with new LED fixtures. The turf replacement portion of the project is approximately \$400,000 and the new LED lights total approximately \$310,000.

**Justification**

Artificial turf has a useful life span of approximately 8 years. The turf at the Sports Park was installed in 2003 and is 13 years old and at the end of its useful life. The turf is becoming a safety concern due to seam tears and loss of granulated rubber cushioning. The City received the maximum use from the artificial turf because of good ongoing maintenance practices.

The existing lights are proposed to be replaced with LED lights. The existing system is composed of Metal Halide and High Pressure Sodium lights and the field needs re-lamping every five to six years. The LED lights will have a life span of up to 20 years, and the elimination of many re-lamping cycles will provide a significant maintenance cost savings.

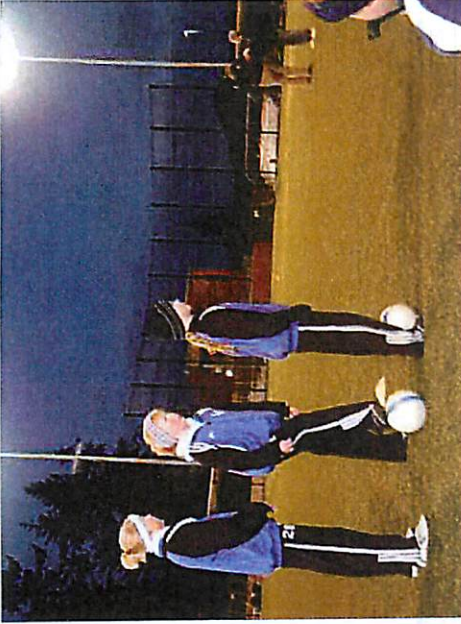
Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Maintenance / Repair		710,000									710,000
Professional Services	65,000										65,000
<b>Total</b>	<b>65,000</b>	<b>710,000</b>									<b>775,000</b>

Funding Sources	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Grant - State		276,000									276,000
REET	65,000	434,000									499,000
<b>Total</b>	<b>65,000</b>	<b>710,000</b>									<b>775,000</b>

**Budget Impact/Other**

The City has existing maintenance and operational costs for the developed park. However, Snohomish PUD has reviewed the proposed lighting plans and specifications and estimates a 63% reduction in power consumption resulting in a \$6,000 annual savings based on current electric rates, and greater savings as those rates increase in the future.





Project # 17-BLDG-05

Project Name Mill Creek Fire Station

Type Maintenance/Repair

Department Public Safety

Useful Life 20 years

Contact Dir. Public Safety

Category Buildings

Priority 3 Maintain Current Service Lev

Total Project Cost \$580,180

**Description**

The City contracts with Fire District 7 (FD7) to provide fire services. The original contract for services was executed in 1996. The Original Agreement terminates on December 31, 2016. The City has until this date to provide FD7 with written notice of its intent to purchase the Mill Creek Fire Station pursuant to Section 8.3.3 of the Original Agreement.

**Justification**

On December 31, 2016, the City's equity in the Mill Creek Fire Station will be \$678,148. See Section 5.1 of the 3rd amendment to the Original Agreement (2013-1049). If the City opts to purchase the Mill Creek Fire Station, the City's out of pocket cost, after application of the City's equity interest, will be \$1,160,360. This amount can be paid, at the City's option, up front or in equal payments over 20 years. See Section 8.3.3 of the Original Agreement and Section 8.3.4 of the Original Agreement as amended by Section 5.2 of the 3rd amendment (2013-1049).

Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
ROW / Land Acquisition	58,018	58,018	58,018	58,018	58,018	58,018	58,018	58,018	58,018	58,018	580,180
<b>Total</b>	<b>58,018</b>	<b>58,018</b>	<b>58,018</b>	<b>58,018</b>	<b>58,018</b>	<b>58,018</b>	<b>58,018</b>	<b>58,018</b>	<b>58,018</b>	<b>58,018</b>	<b>580,180</b>

Funding Sources	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
REET	58,018	58,018	58,018	58,018	58,018	58,018	58,018	58,018	58,018	58,018	580,180
<b>Total</b>	<b>58,018</b>	<b>58,018</b>	<b>58,018</b>	<b>58,018</b>	<b>58,018</b>	<b>58,018</b>	<b>58,018</b>	<b>58,018</b>	<b>58,018</b>	<b>58,018</b>	<b>580,180</b>

**Budget Impact/Other**

At this time the City anticipates no changes to the method of service delivery other than the City will acquire full ownership of the Mill Creek Fire Station.





Project # 17-EQUIP-03

Project Name Police/Engineering Total Station

Type New Vehicles/Equipment Department Public Safety  
Useful Life 10 years Contact Director Public Safety  
Category Equipment Priority 4 Expand Service Levels

Total Project Cost \$42,000

### Description

Purchase of Total Station collision/crime scene/engineering equipment, namely the Trimble S73 "Robotic, DR Plus, Trimble VISION, FineLock, Scanning Capable," plus all hardware, software and accessories. Item may be used across all departments for scene reconstruction, roadway planning and project planning.

### Justification

The City does not have this equipment in its inventory. From a public safety standpoint, the use of Total Station for crime scene and collision scene mapping is an industry standard and is necessary for appropriate prosecution of criminal offenders. Historically, the City could receive support from the Snohomish County Sheriff's Office with this technology, but with their pending budget cuts, we have been advised that they can no longer support the crime scene mapping needs of the cities within the County. We may be able to draw upon other allied agencies, but this is unreliable.

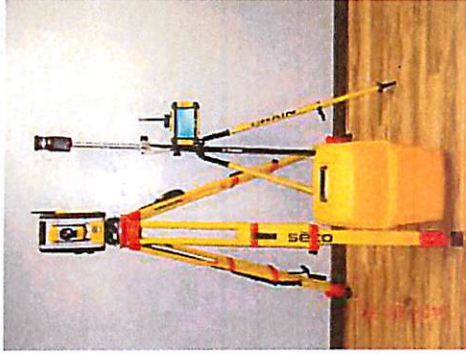
From an engineering standpoint, a Total Station could be used by internal staff to create project base maps and AutoCAD drawings for small scale or technically straightforward CIP projects such as the ongoing sidewalk and storm pipe repair projects. The ability to do the initial surveying and design work in-house would reduce outside consultant costs.

Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Equipment / Furnishings	42,000										42,000
<b>Total</b>	<b>42,000</b>										<b>42,000</b>

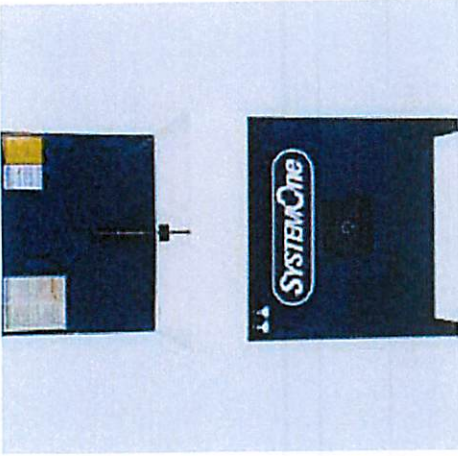
Funding Sources	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
General Fund	21,000										21,000
REET	21,000										21,000
<b>Total</b>	<b>42,000</b>										<b>42,000</b>

### Budget Impact/Other

There are no anticipated future budget impacts.







<b>Project #</b>	<b>17-EQUIP-11</b>
<b>Project Name</b>	<b>Armory Parts Washer</b>
<b>Type</b>	New Vehicles/Equipment
<b>Useful Life</b>	10 years
<b>Category</b>	Equipment
<b>Department</b>	Public Safety
<b>Contact</b>	Director Public Safety
<b>Priority</b>	4 Expand Service Levels

**Total Project Cost** \$17,000

**Description**

The purchase of a System-One Model 501S fully recyclable parts washer to clean all parts of handguns and long guns, as well as equipment associated with the firearms training and use program. This system recovers 100% of cleaning solvent perpetually and eliminates 100% of solvent waste and is wholly VOC free. This equipment will be installed in the recently-renovated Armory that is contained in the police department remodel. In addition, an HVAC system modification will be required to vent fumes from the Armory to the outside, which will likely involve new structural penetrations in the roof and/or exterior wall. Work would include a design/build RFP and permitting by the contractor.

**Justification**

Our firearms training and usage program is conducted on two levels: 1) off-site training with department-provided ammunition at area ranges, and 2) range time at the SCSO range four times per year for training and qualifications. This requires the cleaning and maintenance of our weapons. While the SCSO range has the appropriate equipment for cleaning, many times our available time at the facility is limited. Often, our weapons are cleaned at the PD afterwards, using aerosol cleaners on the squad room countertop. This equipment will allow us to safely use VOC free solvents to clean our weapons and the ability to recycle 100% of the used solvent for future use.

<b>Expenditures</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
Construction	10,000										10,000
Equipment / Furnishings	7,000										7,000
<b>Total</b>	<b>17,000</b>										<b>17,000</b>

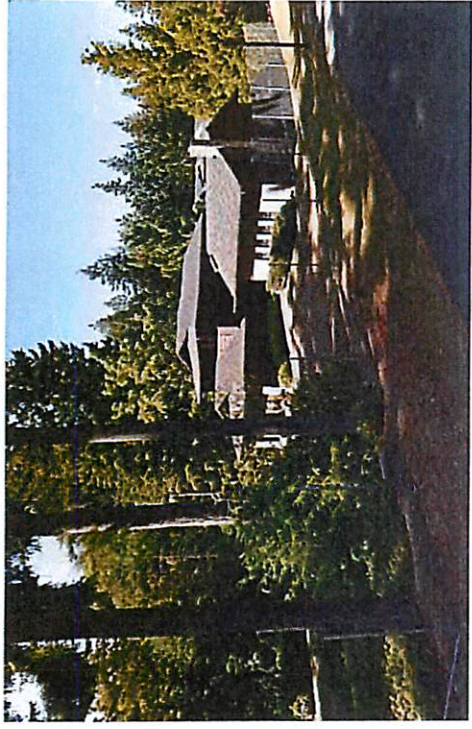
  

<b>Funding Sources</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
General Fund	17,000										17,000
<b>Total</b>	<b>17,000</b>										<b>17,000</b>

**Budget Impact/Other**

There are no anticipated future budget impacts.





**Project #** 17-BLDG-02  
**Project Name** Public Works Shop  
**Type** Construction  
**Useful Life** 30 years  
**Category** Buildings  
**Department** Public Works  
**Contact** Public Works Director  
**Priority** 4 Expand Service Levels

**Total Project Cost** \$969,000

**Description**

This project is to design and prepare construction bid documents for a new Public Works Shop on the Cook property. Construction cost is estimated only. Once the design is completed and construction and operating costs are defined, a revised action plan will be brought to City Council for approval.

Note that design work and some state grant expenditures began in 2016 and carryover into 2017.

**Justification**

City Hall does not provided adequate parking, facilities or storage for Public Works maintenance vehicles and materials. In September 2016, the City Council approved a consultant contract for the design of a Public Works Shop on the City owned Cook property on North Creek Drive.

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
<b>Prior</b>	62,000										750,000
<b>Total</b>											157,000
											907,000
<b>Prior</b>											657,000
<b>Total</b>											250,000
											907,000

**Budget Impact/Other**

There will be future ongoing annual maintenance and utility costs associate with this new building.



**Project #** 17-BLDG-03

**Project Name** City Hall - North Roof and Seismic Retrofit

**Type** Maintenance/Repair **Department** Public Works

**Useful Life** 20 years **Contact** Public Works Director

**Category** Buildings **Priority** 3 Maintain Current Service Lev

**Total Project Cost** \$425,000

### Description

The City Hall North building is in need of a new roof and a seismic retrofit of the structure. Design of the roof replacement has been completed, but a specialized consultant will be required for the seismic retrofit portion.

### Justification

The existing roof on the City Hall North building has reached the end of its life and needs to be replaced. However, with good inspection practices and remedial repairs done in a timely manner, the roof replacement can be deferred until 2018. The building has also never been upgraded with a seismic retrofit and currently houses staff in three City departments and the Senior Center.

Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Construction		400,000									400,000
Professional Services		25,000									25,000
<b>Total</b>		<b>425,000</b>									<b>425,000</b>

Funding Sources	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Annex Fund 145		425,000									425,000
<b>Total</b>		<b>425,000</b>									<b>425,000</b>

### Budget Impact/Other

No new operational costs or impacts associated with this project.



**Project #** 17-BLDG-04  
**Project Name** City Hall - North HVAC Control System  
**Type** Replacement Vehicles/Equip **Department** Public Works  
**Useful Life** 10 years **Contact** Public Works Director  
**Category** Buildings **Priority** 3 Maintain Current Service Lev

**Total Project Cost** \$125,000

**Description**

The HVAC control system for the City Hall North building is in need of replacement. An energy efficiency engineer from Snohomish PUD inspected the overall HVAC system in the City Hall North building and made several recommendations. Replacing the HVAC control system was the highest priority, but several individual heat pumps also need to be replaced. Work will be a contractor design/build RFP instead of typical architect design/bid/build process.

**Justification**

The display on the circa 1980's combined monitor/computer for the HVAC control system has failed, and if the system dies or malfunctions, there is currently no way to reset it or get it running again. The computer includes the programming that has all the control points and schedules for the 23 individual heat pumps in the building, and also controls the boiler and cooling tower outside of the building. Without the monitor it is not possible to change any operational settings.

Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Equipment / Furnishings	125,000										125,000
<b>Total</b>	<b>125,000</b>										<b>125,000</b>
<b>Funding Sources</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Total</b>
Annex Fund 145	125,000										125,000
<b>Total</b>	<b>125,000</b>										<b>125,000</b>

**Budget Impact/Other**

No new operational costs or impacts associated with this project.



Project # 17-EQUIP-04

Project Name Chipper

Type Replacement Vehicles/Equip Department Public Works

Useful Life 10 years Contact Public Works Director

Category Equipment Priority 1 Imminent Threat to Public W

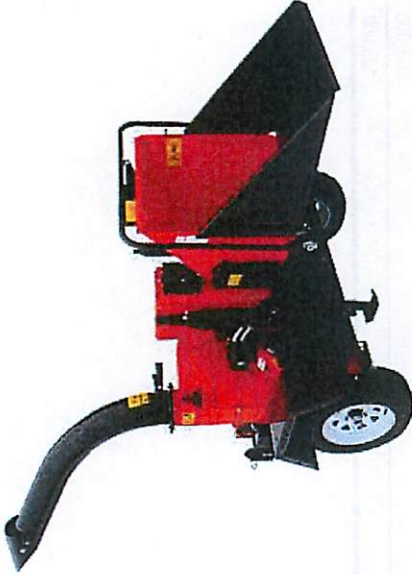
Total Project Cost \$25,000

**Description**

This project is for replacement equipment for the existing tow-behind wood chipper used by the Public Works maintenance crew. A new chipper should have a 9-inch limb capacity to handle large storm debris.

**Justification**

The chipper is used seasonally in the fall and winter to mulch tree debris for easier disposal and reuse, typically with tree pruning or storm debris cleanup activities. The existing chipper was a low-quality used purchase, is unreliable for operation when needed during storm events, undersized for larger debris and does not meet current safety standards. Crew members have had several near misses with feeding limbs into the existing chipper, which could have been tragic accidents.



Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Equipment / Furnishings	25,000										25,000
<b>Total</b>	<b>25,000</b>										<b>25,000</b>

Funding Sources	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
General Fund	25,000										25,000
<b>Total</b>	<b>25,000</b>										<b>25,000</b>

**Budget Impact/Other**

Replacement equipment; therefore, there will be no new operating expenses associated with this item.



Project # **17-EQUIP-05**  
 Project Name **Dump Trailer**

Type **New Vehicles/Equipment** Department **Public Works**  
 Useful Life **10 years** Contact **Public Works Director**  
 Category **Equipment** Priority **4 Expand Service Levels**

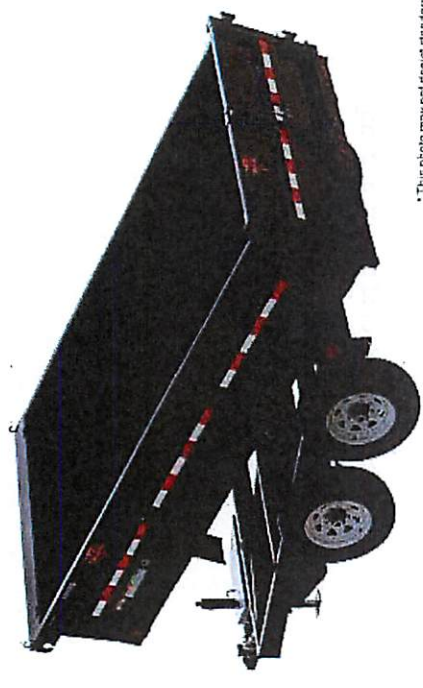
**Total Project Cost \$10,000**

**Description**

This project is for the purchase of a new utility trailer with a dump capacity to unload maintenance materials and debris.

**Justification**

A dump trailer would greatly increase maintenance crew efficiency and productivity by providing the ability to unload large quantities of materials all at once. Currently materials such as bark mulch or storm debris are loaded and unloaded by hand, which is not time efficient and more likely to cause workplace injuries. The new trailer could also be used to transport equipment or vehicles, like a new tractor or loader, between sites.



\* This photo may not reflect attached options.

Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Equipment / Furnishings	10,000										10,000
<b>Total</b>	<b>10,000</b>										<b>10,000</b>

Funding Sources	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
General Fund	10,000										10,000
<b>Total</b>	<b>10,000</b>										<b>10,000</b>

**Budget Impact/Other**

Potential budget impacts would include occasional repair costs.

Project # 17-VEH-09

Project Name ROW Inspector Vehicle

Type Replacement Vehicles/Equip Department Public Works  
 Useful Life 10 years Contact Public Works Director  
 Category Vehicles Priority 3 Maintain Current Service Lev

Total Project Cost \$25,000

### Description

This project is for the replacement of the 1998 Jeep currently being driven by the ROW Inspector. Replacement should be a mid-sized pickup truck or SUV.

### Justification

The ROW Inspector's job duties include performing field inspections for private land developments, City CIP projects and ROW permits at various locations throughout the City, which can require a vehicle for 6 to 7 hours of the work day. A vehicle with safety lights and storage capacity is necessary for the ROW Inspector to perform their job duties. The current inspector vehicle has been fully depreciated and is in dire need of transmission and brake work, but Kelly Blue Book value is not worth the cost of repairs.



Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Vehicles	25,000										25,000
<b>Total</b>	<b>25,000</b>										<b>25,000</b>
Funding Sources	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
General Fund	25,000										25,000
<b>Total</b>	<b>25,000</b>										<b>25,000</b>

### Budget Impact/Other

Typical operating costs for a new vehicle include gas and ongoing regular minor maintenance such as oil changes, plus occasional repairs and major maintenance expenses such as new tires/tune-ups as the vehicle ages.



Project # 17-VEH-10

Project Name Maintenance Crew Vehicle

Type Replacement Vehicles/Equip Department Public Works

Useful Life 10 years Contact Public Works Director

Category Vehicles Priority 3 Maintain Current Service Lev

Total Project Cost \$35,000

**Description**

This project is for the replacement of the 2002 GMC Sonoma pickup currently being driven by a maintenance crew member. Replacement should be a full-sized pickup (F150 or similar).

**Justification**

The maintenance crew duties include park, street and facility work at various locations around the City throughout the day, which can require a vehicle for 6 to 7 hours of the work day. The current crew vehicle has been fully depreciated and is in need of major repairs, including bearings and seals, engine gaskets, tires, brake fluid, thermostat, coolant system service and brake rotors. The quote for repairs totals more than the Kelly Blue Book value on the truck.



Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Vehicles	35,000										35,000
<b>Total</b>	<b>35,000</b>										<b>35,000</b>

Funding Sources	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
General Fund	35,000										35,000
<b>Total</b>	<b>35,000</b>										<b>35,000</b>

**Budget Impact/Other**

Typical operating costs for a new vehicle include gas and ongoing regular minor maintenance such as oil changes. There are no new operating expenses anticipated.



Project # 17-VEH-12

Project Name Flatbed Truck

Type Replacement Vehicles/Equip Department Public Works

Useful Life 10 years Contact Public Works Director

Category Vehicles Priority 3 Maintain Current Service Lev

Total Project Cost \$85,000

**Description**

This project is for the replacement of the 2002 Isuzu NPR HD flatbed truck currently being used by the maintenance crew, which also serves as sander/de-icer application vehicle. Replacement will be a large capacity flatbed pickup (F450) that could be a combined de-icer/snow plow/sander vehicle in the winter.

**Justification**

The maintenance crew utilizes the flatbed truck on a daily basis for transporting materials around the City for various repair, maintenance and clean-up activities. Examples include daily park trash pickup, hauling large objects or equipment, seasonal landscaping work like bark mulch and emergency storm debris clean up. The existing flatbed also serves as the sander/de-icer truck during the winter, but is not capable of snow plowing, so combining the two functions will double crew efficiency during winter storm events.

The Flatbed truck has been fully depreciated and is in need of major repairs, including the fuel tank that has rusted and has been patched; the frame is rusting from a leaking de-icer pump; and the engine is burning oil.

Expenditures	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
Vehicles	85,000										85,000
<b>Total</b>	<b>85,000</b>										<b>85,000</b>

Funding Sources	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total
General Fund	85,000										85,000
<b>Total</b>	<b>85,000</b>										<b>85,000</b>

**Budget Impact/Other**

Typical operating costs for a new vehicle include gas and ongoing regular minor maintenance such as oil changes.

