

2021-2022 Biennial Budget

Section D

Operating Budget by Department



Adopted Budget

Section D. Operating Budget by Department

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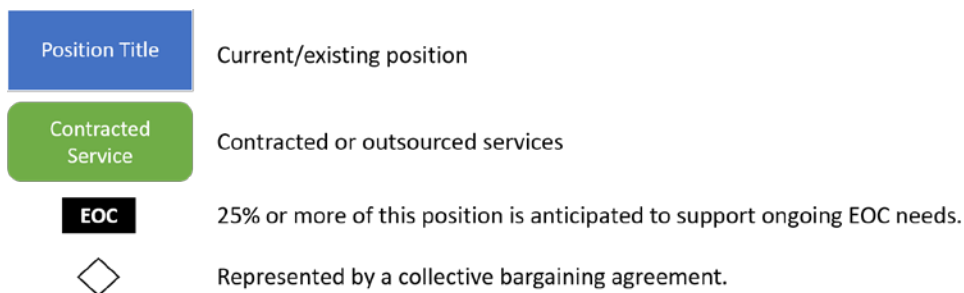
OPERATING BUDGET BY DEPARTMENT

This section breaks down all the City’s operations by department:

- Administrative Services
- City Attorney’s Office
- City Council
- City Manager’s Office
- Community Planning & Development
- Finance
- Fire
- Municipal Court
- Non-Departmental
- Recreation Transition Team
- Police
- Public Works
- Youth & Family Services.

Each department sub-section is organized as follows:

- **Department Introduction and Description:** Includes description and organizational chart by function.
- **Operating Expenditures:** Depicts expenditures for the department by functions, showing the comparison and percentage change between current and future biennia.
- **Work Plan:** Each department has established recommended work plan goals for the 2021-2022 biennium that include specific action items and deadlines where appropriate. If additional funding is needed to implement these work plan items, a “Budget Proposal” notation has been included. Additional information and the cost estimate for each “Budget Proposal” is included at the end of each Department budget section.
- **Staffing Summary:** Depicts the full-time equivalent (FTE) and limited-time equivalent (LTE) staffing levels for each function within the department. An organizational chart by position is also included, showing the following:

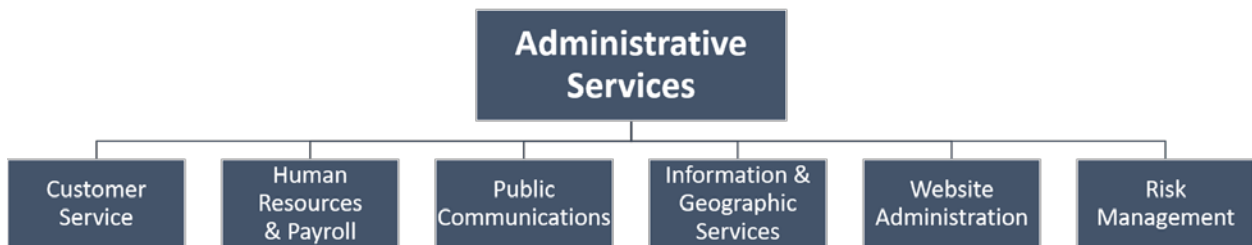


- **Department Changes:** This section includes information about changes to the department for the 2021-2022 biennium and descriptions about new or restored positions.
- **Approved Budget Proposals:** Approved Budget Proposals represent one-time or ongoing requests for staffing, contracted services, and equipment purchase or lease approved by the City Council during the budget review process.
- **Revenue & Expenditure Summary:** Depicts revenues and expenditures for the entire department by categories, showing the comparison and percentage change between current and future biennia.

ADMINISTRATIVE SERVICES

The Administrative Services Department acts as strategic partners to other City departments to provide support in the following areas:

- **Centralized Customer Service:** Provide excellent citywide customer service by phone, email, and in-person
- **Human Resources:** Plan, organize, develop, and administer uniform Human Resources policies, procedures, and programs.
- **Payroll Services:** Process the City's payroll and issue checks to employees and payment transmittals to various employee benefits vendors, the state, and federal government agencies.
- **Public Communications:** Plan, organize, and supervise the City's community outreach efforts and media relations to educate residents and encourage informed input from Mercer Island citizens.
- **Information Technology:** Procure, implement, maintain, and support all information and technology infrastructure, systems, and software that enables City service delivery to the public.
- **Geographic Information System (GIS):** Maintain geographical inventory of all City infrastructure (over 500 separate layers relating to real property, streets, water, sewer, stormwater, and more) within a geographical information system (GIS).
- **City Website Administration**
- **Risk Management**



Operating Expenditures

Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Admin & Customer Service	-	-	478,523	489,438	N/A	2.3%
Human Resources & Payroll	628,577	626,364	747,009	583,410	19.3%	-21.9%
Information Technology	768,897	886,471	947,378	971,334	6.9%	2.5%
Geographic Information Systems	289,921	290,945	315,754	331,349	8.5%	4.9%
Communications	95,524	96,875	154,425	157,919	59.4%	2.3%
Total	1,782,919	1,900,655	2,643,089	2,533,450	39.1%	-4.1%

Department: **Administrative Services**

Work Plan

- 1. Goal: Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability.**
 - 1.1 Create a master fee schedule for City Council adoption (includes CPD planning and permitting, impact, licensing, and parks fees) by Q4 2021.
 - 1.2 Assist in updating citywide policies regarding finances, purchasing, utility billing policies, fleet, and others.
 - 1.3 Develop a citywide compensation policy and philosophy subject to review and approval by the City Council by Q4 2021.
 - 1.4 Explore the feasibility and cost effectiveness of contracting with a surrounding jurisdiction for municipal court services by Q3 2021.

- 2. Goal: Coordinate and oversee the internal and support services and teams for the City of Mercer Island**
 - 2.1 Work with the City Manager's Office and the Finance Department to prepare the 2023-2024 budget recommendation.
 - 2.2 Launch and manage the City's Customer Service Team.
 - 2.3 Lead citywide customer service initiative, including trainings for employees, focusing on improving and strengthening overall customer experience for internal and external customers.
 - 2.4 Coordinate citywide efforts on diversity, equity, and inclusion practices for City staff.
 - 2.5 Develop procedures and establish training schedule for confidential Personnel and Privileged correspondence.
 - 2.6 Review and update the Mayor's Emergency Powers code (MICC 9.40).
 - 2.7 Schedule annual trainings and consultation for diversity, equity, and inclusion practices for employees and officials.

- 3. Goal: Administer uniform Human Resources policies, procedures, and programs and process the payroll for all City employees.**
 - 3.1 Complete implementation of the semi-monthly payroll process. The transition from bi-weekly to semi-monthly payroll began in Q4 2020.
 - 3.2 Continue implementation of HRIS software (NEOGOV) to centralize employee data, payroll, and benefits. This work is ongoing.
 - 3.3 Negotiate new Collective Bargaining Agreements with bargaining groups in 2021:
 - 3.3.1 Police and Police Support bargaining groups by for the years 2022 through 2024.
 - 3.3.2 AFSCME bargaining group by for the years 2022 through 2023.
 - 3.3.3 Fire bargaining group by for the years 2022 through 2024.
 - 3.4 Continue to monitor near-term retirements and coordinate with department directors on succession planning strategies. This work is ongoing.
 - 3.5 Administer citywide training programs and the employee survey.
 - 3.6 Manage the citywide performance evaluation process and employee recognition and service award programs. This work is ongoing.
 - 3.7 Review and digitize Human Resources records, identifying destruction and/or archival requirement. This work is ongoing.

Department: **Administrative Services**

Work Plan (continued)

- 3.8 Continue to assist with time-tracking related to the COVID-19 Pandemic. Ensure staff hours are recorded to meet FEMA and other grant requirements.
- 3.9 Conduct a Citywide Classification & Compensation Study.
- 4. Goal: Provide excellent support and management of the City's technology, operations, and initiatives and the City's Geographic Information System and related products and services.**
 - 4.1 Implement technology projects in the 2021-2022 Capital Improvement Plan, including a new financial system (pending budget proposal) and upgrades to the permitting system.
 - 4.2 Assist staff to identify, prioritize and bid technology projects for the 2021-2022 biennium.
 - 4.3 Mitigate and respond to cyber and information security risks, complete cyber security audits, and conduct ongoing training for City employees on cyber and information security.
 - 4.4 Ensure that mobile computer systems in emergency vehicles and field reporting systems are dependable, well-maintained, and functional.
 - 4.5 Continue to provide technology support for remote meetings (City Council, Boards and Commissions, etc.) due to the COVID-19 Pandemic.
 - 4.6 Procure, implement, maintain, and support all information and technology infrastructure, systems, and software that enables City service delivery to the public.
 - 4.7 Continue with maintenance and administration of online map services to ensure WebGIS, Cityworks, and Online maps are operational.
 - 4.8 Continue to maintain and enhance Esri and Latitude GeoCortex software including procurement, licensing, and administration to ensure WebGIS and GIS software are operational
- 5. Goal: Provide a single and centralized location for Mercer Island residents, businesses, and visitors to access City services**
 - 5.1 Continue the work started by the EOC Call Center to transition to a centralized Customer Service Team to provide excellent citywide customer service by phone, email, and in-person.
 - 5.2 Implement the customer relationship management (CRM) software to track and manage customer interactions.
 - 5.3 Provide a consistent customer service experience, while creating efficiencies and reducing redundancies.
 - 5.4 Decrease the steps it takes the customer to get what they want/need (clicks, emails, phone calls, etc.) Track progress through data collection and establish performance objectives.
 - 5.5 Provide one-stop shopping and relieve multiple staff teams from working on the same request.
 - 5.6 Provide citywide support for the re-opening of City facilities and the transition back to in-person services as COVID-19 restrictions allow.

Department: Administrative Services

Work Plan (continued)

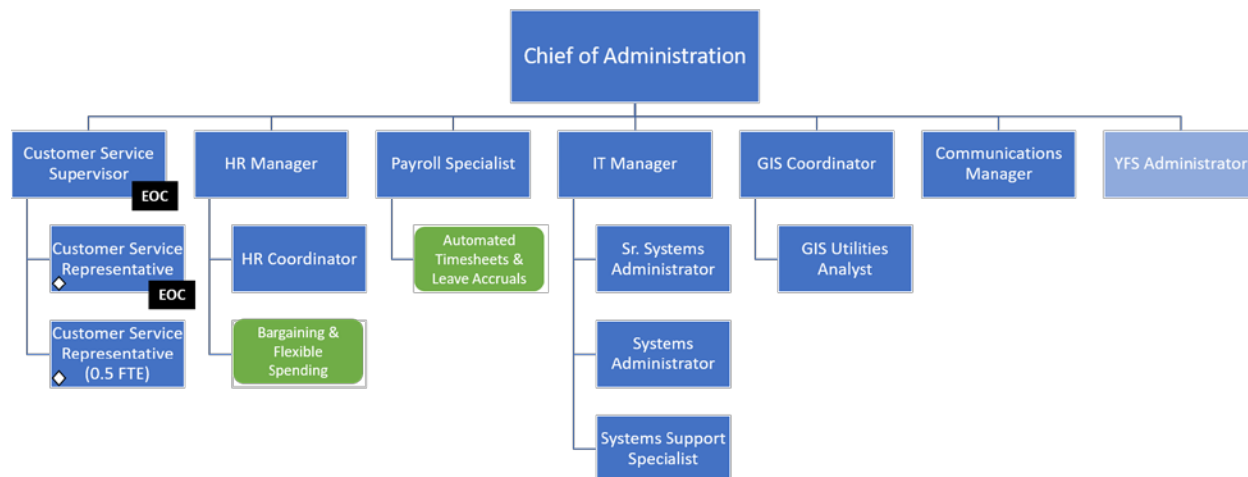
- 6. Goal: Plan, organize, and supervise the City's community outreach efforts and media relations to educate residents and encourage informed input from the Mercer Island community.**
 - 6.1 Develop and manage communications plans and provide support or outreach/engagement management for other departments.
 - 6.2 Research and present options for the City Council's biennial public opinion survey; collaborate on promotion and assist with distribution and explanation of results.
 - 6.3 Maintain range of communications tools (website, Let's Talk, social media, MI Weekly, news releases, etc.)
 - 6.4 Ensure consistent branding of outreach materials across departments.
 - 6.5 Administer the City's website, adding news and calendar items, updating content, and designing new webpages as needed. Continue citywide training to ensure department staff are regularly updating and monitoring website content.
 - 6.6 Continue communications regarding the citywide emergency response to the COVID-19 Pandemic including maintaining and updating the Let's Talk page and website with current and relevant information.
 - 6.7 Conduct a biennial public opinion survey in 2022 to inform the 2023-2024 budget process.

Staffing Summary

Type of Employee & Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Full Time Equivalents (FTEs)						
Admin & Customer Service	-	-	3.10	3.10	N/A	0.0%
Human Resources & Payroll	3.00	3.00	3.25	3.25	8.3%	0.0%
Information Technology	5.00	5.00	4.15	4.15	-17.0%	0.0%
Geographic Information Systems	2.00	2.00	2.00	2.00	0.0%	0.0%
Communications	0.60	0.60	1.00	1.00	66.7%	0.0%
Total FTEs	10.60	10.60	13.50	13.50	27.4%	0.0%
Limited Term Equivalents (LTEs)						
Admin & Customer Service	-	-	-	-	N/A	N/A
Human Resources & Payroll	-	-	-	-	N/A	N/A
Information Technology	-	-	-	-	N/A	N/A
Geographic Information Systems	-	-	-	-	N/A	N/A
Communications	-	-	-	-	N/A	N/A
Total LTEs	-	-	-	-	N/A	N/A
Total FTEs & LTEs	10.60	10.60	13.50	13.50	27.4%	0.0%

Department: Administrative Services

Staffing Summary (continued)



Departmental Changes

The Administrative Services Department was established in 2020 by combining a few smaller departments and divisions (IGS, HR, Facilities, and Communications). In addition, a new Customer Service Team will continue the work started by the EOC Call Center to provide citywide customer service as follows:

- 1.0 FTE Customer Service Supervisor**
1.5 FTE Customer Service Representative
 This centralized team will provide “one-stop shopping” for customers and relieve multiple staff teams from working on the same request. The Customer Service Team will be based at City Hall once the facility re-opens to the public. The 0.5 FTE Representative position is combined with the 0.5 FTE Permit Technician Position in the CPD Department.

In addition, \$100,000 is included in the Human Resources budget to support labor contract negotiations in 2021 for all four collective bargaining groups

Approved Budget Proposals

The Administrative Services Department operating budget includes the following one-time budget proposals:

- Study Municipal Court Service Delivery Options (Goal I.4)**
 Retain a consultant to analyze the options for municipal court delivery services. This includes retaining in-house services or contracting with another municipality or King County. If funded, this work should be completed in early 2021 to inform a potential transition decision for implementation by Q1 2022.

Department: Administrative Services

Approved Budget Proposals (continued)

- Classification & Compensation Study (Goal 3.10)**
The Classification and Compensation Study will examine and evaluate the City's current salary schedule for non-represented employees, develop a classification system for all positions, and recommend improvements or changes to be implemented.
- Biennial Public Opinion Survey (Goal 6.7)**
Since 2004, the City has conducted a biennial community survey every other year to track customer satisfaction with City services, to identify resident priorities, and to get input on significant community issues. The survey adds value by creating a feedback loop that is helpful in identifying areas of concern with City services, in determining information gaps with the public that need to be bridged, and in allocating scarce resources during the biennial budget process. The survey was not conducted in 2020 due to the COVID-19 Pandemic.
- Cultural Competency Training (Goal 2.7)**
Government plays a key role in advancing racial equity through policy and institutional strategies aimed at closing gaps and improving outcomes for all groups. In June 2020, the City Council directed staff to schedule annual training in diversity, implicit bias, cultural awareness, or related topics for the City Council and all members of city Boards and Commissions. This budget proposal will fund ongoing training for City officials and staff.

Revenue & Expenditure Summary

Description	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Revenues:						
Beginning Fund Balance	-	-	100,000	40,000	N/A	-60.0%
Utility Fees	157,190	161,697	157,905	167,832	-2.3%	6.3%
IT M&O Rate Charges	768,897	886,471	947,378	971,334	6.9%	2.5%
General Purpose Revenue	856,832	852,487	1,437,806	1,354,284	68.7%	-5.8%
Total Revenues	1,782,919	1,900,655	2,643,089	2,533,450	39.1%	-4.1%
Expenditures:						
Salaries & Wages	967,548	1,019,683	1,346,157	1,372,693	32.0%	2.0%
Benefits	361,383	370,622	530,912	550,432	43.2%	3.7%
Supplies	33,904	31,400	38,500	38,500	22.6%	0.0%
Contractual Services	314,340	351,980	578,300	416,675	64.3%	-27.9%
Communications	37,832	40,150	38,705	39,720	-3.6%	2.6%
Internal Service Charges	20,306	20,420	43,175	44,090	111.4%	2.1%
Other Services & Charges	34,142	43,900	44,190	47,590	0.7%	7.7%
Intergovernmental Services	13,464	22,500	23,150	23,750	2.9%	2.6%
Total Expenditures	1,782,919	1,900,655	2,643,089	2,533,450	39.1%	-4.1%

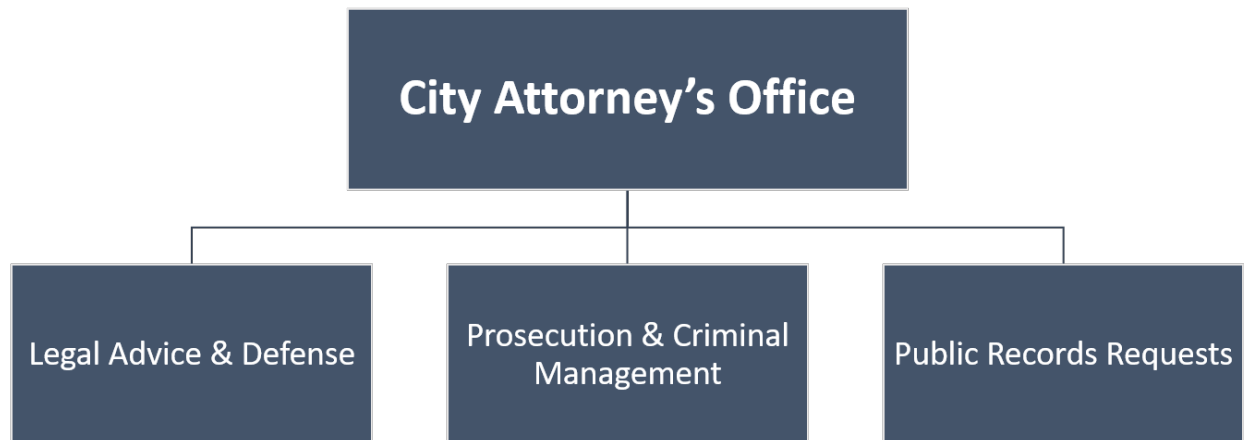
CITY ATTORNEY'S OFFICE

The City Attorney's Office provides legal counsel and representation to the City Manager, City Council, City departments, and as needed to City Council-appointed boards and commissions.

The City Attorney represents the City in civil litigation and administrative hearings in the areas of tort defense, land use, personnel and labor, contract, and municipal law. The City Attorney's Office assists in the preparation of City ordinances, contracts, and legal documents and provides coordinated response to public records requests. The Department's budget includes contract costs for prosecution of criminal misdemeanor citations (e.g., driving while under the influence, domestic violence, assaults, and thefts) issued by the Mercer Island Police Department, and for public defense in cases where the criminal defendant cannot afford an attorney.

Operating Expenditures

Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Legal Advice & Defense	427,192	498,401	495,198	502,748	-0.6%	1.5%
Prosecution & Criminal Mgt	114,700	128,700	123,700	123,700	-3.9%	0.0%
Public Records Requests	160,758	156,395	124,552	132,080	-20.4%	6.0%
Total	702,650	783,496	743,450	758,528	-5.1%	2.0%



Department:
City Attorney's Office

Work Plan

- 1. Provide legal advice and guidance to the City Council, the City Manager, and City departments, as well as boards and commissions.**
 - 1.1. Conduct legal research for civil matters, and ensure actions taken by the City are consistent with state and federal laws.
 - 1.2. Attend City Council meetings, Executive Sessions, and other meetings as needed; provide legal guidance and advice.
 - 1.3. Prepare draft ordinances for City Council consideration and adoption as City law.
 - 1.4. Negotiate contracts in a variety of areas, including ROW franchises, real estate and development services, land use, environmental law, public works, and professional services.
 - 1.5. Manage administrative claims and advise the City Manager and departments on risk management. Reviews incident reports City-wide for potential liability. The City receives an average of 23 claims and 80 incident reports per year.

- 2. Support comprehensive efforts relating to the future of the Bus/Rail Interchange along North Mercer Way.**
 - 2.1. Defend the 2017 Settlement Agreement with Sound Transit to ensure modifications to North Mercer Way that allow passenger transfers to and from bus and light rail at the East Link Station do not adversely impact traffic patterns or public safety for community residents.

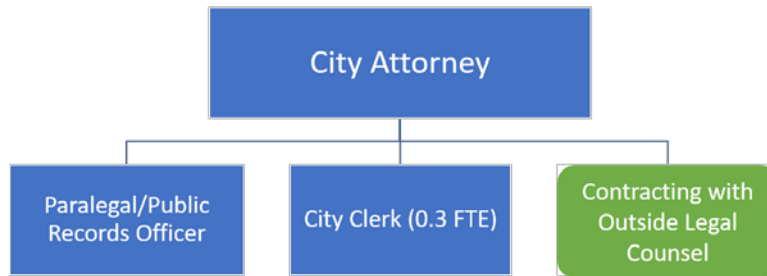
- 3. Represent the City in civil litigation and prosecution of criminal citations.**
 - 3.1. Advise and represent the City in civil lawsuits, administrative appeals, and employment matters.
 - 3.2. Monitor and enforce terms of the Sound Transit Settlement Agreement.
 - 3.3. Manage representation and work assigned to outside legal counsel.
 - 3.4. Oversee prosecution of misdemeanor citations issued by the Mercer Island Police Department and management of criminal cases and infractions before the City's municipal court.
 - 3.5. Administer contracts for prosecutorial and public defense services.

- 4. Respond to public records requests pursuant to Public Records Act.**
 - 4.1. Coordinate timely response to public records requests.
 - 4.2. Ensure compliance with the Public Records Act and proper application of exemptions.
 - 4.3. Stay current with changes to public records laws and provide training to staff.

Department: City Attorney's Office

Staffing Summary

Type of Employee & Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Full Time Equivalents (FTEs)						
Prosecution & Criminal Mgt	-	-	-	-	N/A	N/A
Legal Advice & Defense	2.30	2.30	1.50	1.50	-34.8%	0.0%
Public Records Requests	1.00	1.00	0.80	0.80	-20.0%	0.0%
Total FTEs	3.30	3.30	2.30	2.30	-30.3%	0.0%
Limited Term Equivalents (LTEs)						
Prosecution & Criminal Mgt	-	-	-	-	N/A	N/A
Legal Advice & Defense	-	-	-	-	N/A	N/A
Public Records Requests	-	-	-	-	N/A	N/A
Total LTEs	-	-	-	-	N/A	N/A
Total FTEs & LTEs	3.30	3.30	2.30	2.30	-30.3%	0.0%

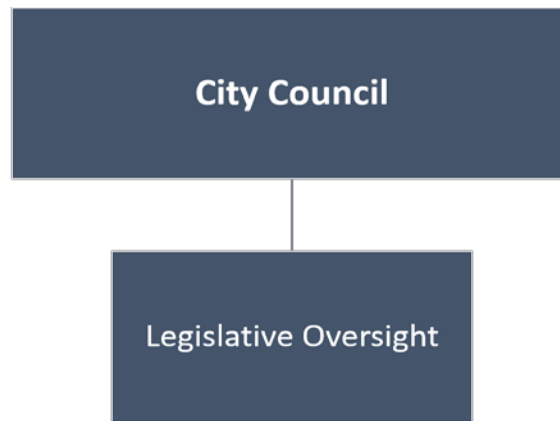


Revenue & Expenditure Summary

Description	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Revenues						
General Purpose Revenue	702,650	783,496	743,450	758,528	-5.1%	2.0%
Total Revenues	702,650	783,496	743,450	758,528	-5.1%	2.0%
Expenditures						
Salaries & Wages	375,952	444,232	298,583	308,205	-32.8%	3.2%
Benefits	128,088	147,158	105,607	110,045	-28.2%	4.2%
Supplies	831	2,000	1,750	1,750	-12.5%	0.0%
Contractual Services	160,677	162,500	310,500	310,500	91.1%	0.0%
Internal Service Charges	20,389	20,506	19,410	19,828	-5.3%	2.2%
Other Services & Charges	16,713	7,100	7,600	8,200	7.0%	7.9%
Total Expenditures	702,650	783,496	743,450	758,528	-5.1%	2.0%

CITY COUNCIL

The City Council is comprised of seven members who are elected on a non-partisan, "at-large" basis to four-year terms by majority votes of the Mercer Island registered voters. The City Council serves as the legislative branch of Mercer Island City government, establishing all City policies and passing all ordinances and resolutions. From its members, the City Council elects a Mayor and a Deputy Mayor every two years to preside over City Council meetings and establish a focal point for conducting the Council's business. The Mayor, Deputy Mayor, and the other five Councilmembers serve on a part-time basis. Council Meetings are scheduled the first and third Tuesday of each month. Councilmembers serve as liaisons between the City Council and City advisory boards and commissions, communicating information, policies, and work priorities between the bodies. In addition, Councilmembers represent Mercer Island interests in various regional and state forums.



Operating Expenditures

Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Legislative Oversight	50,199	55,393	46,925	36,925	-15.3%	-21.3%
Sister City Program	1,011	415	450	950	8.4%	111.1%
Total	51,210	55,808	47,375	37,875	-15.1%	-20.1%

Work Plan

1. Prepare for the impacts of growth and change with a continued consideration on environmental sustainability
2. Articulate, confirm, and communicate a vision for effective and efficient city services.
 - 2.1. Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability
3. Implement and economic development program.
4. Provide emergency response services related to the COVID-19 Pandemic.

Department:
City Council

Staffing Summary

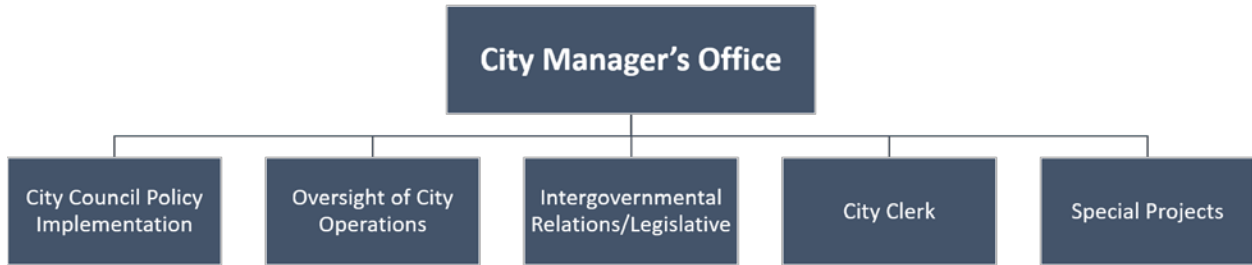
Type of Employee & Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Full Time Equivalents (FTEs)						
Legislative Oversight	-	-	-	-	N/A	N/A
Sister City Program	-	-	-	-	N/A	N/A
Total FTEs	-	-	-	-	N/A	N/A
Limited Term Equivalents (LTEs)						
Legislative Oversight	-	-	-	-	N/A	N/A
Sister City Program	-	-	-	-	N/A	N/A
Total LTEs	-	-	-	-	N/A	N/A
Total FTEs & LTEs	-	-	-	-	N/A	N/A

Revenue & Expenditure Summary

Description	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Revenues:						
General Purpose Revenue	51,210	55,808	47,375	37,875	-15.1%	-20.1%
Total Revenues	51,210	55,808	47,375	37,875	-15.1%	-20.1%
Expenditures:						
Salaries & Wages	19,919	19,200	19,200	19,200	0.0%	0.0%
Benefits	4,177	1,565	1,565	1,565	0.0%	0.0%
Supplies	8,421	12,700	8,500	8,500	-33.1%	0.0%
Contractual Services	9,270	14,000	10,000	-	-28.6%	-100.0%
Internal Service Charges	6,601	6,578	6,460	6,460	-1.8%	0.0%
Other Services & Charges	2,822	1,765	1,650	2,150	-6.5%	30.3%
Total Expenditures	51,210	55,808	47,375	37,875	-15.1%	-20.1%

CITY MANAGER'S OFFICE

Appointed by the City Council, the City Manager serves as the chief executive officer of the City. The City Manager is primarily responsible for the preparation of the City's biennial budget, the enforcement and implementation of all laws and policies, and the efficient and effective delivery of all City services. The City Manager's Office oversees the development and implementation of all policy and program initiatives, including the City Council's top legislative priorities. The City Manager's Office also oversees all department directors, the City Clerk's Office, and special projects.



Operating Expenditures

Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Admin & Intergovt'l Relations	665,934	672,686	505,515	517,143	-24.9%	2.3%
City Clerk	294,767	213,237	303,164	229,672	42.2%	-24.2%
Sustainability Coordination	66,753	77,350	-	-	-100.0%	N/A
Total	1,027,454	963,273	808,679	746,815	-16.0%	-7.7%

Department:
City Manager's Office

Work Plan

- I. Goal: Stabilize the organization, optimize resources, and develop a long-term fiscal sustainability plan.**
 - I.1 Implement the organizational structure as approved in the 2021-2022 budget.
 - I.1.1 Continue to work towards filling interim/vacant director positions.
 - I.1.2 Provide support to the organization to ensure succession planning remains a priority to address upcoming retirements.
 - I.1.3 Emphasize building and developing future leaders throughout the organization through continuing education, cross-training, and identifying other opportunities for professional growth.
 - I.2 Continue work on long-term financial strategies; revisit policies related to the long-term forecast, reserves, and operating contingencies.
 - I.2.1 Work with the City Council to evaluate options for the Luther Burbank Park maintenance and operations levy that ends in 2023.
 - I.2.2 Provide support to the YFS Working Group, a partnership of the YFS Foundation and the City, in developing a recommendation on long-term funding strategies for YFS services. This work is ongoing with a recommendation tentatively scheduled for Q1 2021. Refinement of the goals and objectives of the YFS Working Group is subject to further direction by the City Council.
 - I.2.3 Provide support to the Finance Department and Administrative Services Department in developing and revising numerous financial and operational policies.
 - I.3 Provide leadership support and direction on specific projects and work items to stabilize the organization and the staffing structure. These projects include:
 - I.3.1 Assist the Recreation Transition Team in developing the service recovery plan for the Mercer Island Community and Event Center and recreation programs and services. Work will commence Q4 2020 with City Council initial review planned for early Q2 2021.
 - I.3.2 Continue to support work on the Thrift Shop operations recovery plan with a goal of gradually expanding retail sales and donations processing per the guidelines of the Governor's Safe Start Plan. Prepare budget proposals for City Council review and consideration as recovery progresses. This work is ongoing.
 - I.3.3 Support the Community Planning and Development Department in the fee study and staffing analysis.
 - I.4 Prepare and transmit a 2023-2024 biennial budget recommendation to include policy revisions and updates at the direction of the City Council.
- 2. Goal: Prepare for the impacts of growth and change with a continued consideration on environmental sustainability**
 - 2.1 Prepare for the opening of the Sound Transit Light Rail Station in 2023. Work with internal teams and other agencies to ensure safe design and implementation.
 - 2.2 Administer the Sound Transit Settlement Agreement to include tracking of appropriations and expenditures, contract management, and submission of invoices.

Department:
City Manager's Office

Work Plan (continued)

3. Goal: Provide emergency response services related to the COVID-19 Pandemic

- 3.1 Continue to oversee the City's emergency response to the COVID-19 Pandemic (Pandemic). Participate in regular EOC meetings to review and provide direction on operational strategies and to address urgent issues.
- 3.2 Continue to work with the Finance Department to address the financial impacts of the Pandemic. Ensure other Departments have the supplies and resources needed to meet safety and operational requirements.
- 3.3 Revisit policies and operations plans to address emerging needs.

4. Goal: Provide leadership and planning support to the City Council.

- 4.1 Work with the City Council and staff on the transition to in-person meetings. The City Council is currently meeting remotely due to restrictions related to the COVID-19 Pandemic. The timing to resume in-person meetings is currently unknown.
- 4.2 Manage the City Council Planning Schedule to ensure timely delivery of work plan items. Evaluate the need for Special Meetings and "Joint Meetings" with other boards or governing bodies.
- 4.3 Provide support to the City Council in setting the agendas and preparing for the Annual Planning Session and Mid-Year Planning Session. Work with the City Council to address planning session formats given the ongoing impacts of COVID-19 and the limitations on in-person meetings.
- 4.4 Prepare the annual legislative priorities with direction from the City Council. Respond to legislative activity at the State and Federal level.
- 4.5 Advertise, recruit, and fill vacancies for the City's boards and commissions. Update rosters, initiate and track Open Public Meetings Act (OPMA) and Public Records Act (PRA) training needs, ensure Code of Ethics compliance, and train support staff.
- 4.6 Evaluate whether or not to continue the Sustainability Committee, which is a sub-committee of the City Council.
- 4.7 Develop a strategy and evaluate options to upgrade the technology in Council Chambers to allow for Councilmembers and/or staff to participate remotely if unable to attend a meeting in-person.
- 4.8 Provide ethics training for all public officials. Identify a Washington Cities Insurance Authority (WCIA) training consultant, establish curriculum that supports the adopted Code of Ethics, and develop a training schedule.
- 4.9 Manage the transition of codifiers to meet the growing codification needs, increase transparency, and improve user functionality.

5. Goal: Continue Citywide application and education of records retention schedules and procedures.

- 5.1 Develop a policy that outlines the minimum requirements to lawfully destroy paper records after conversion to a digital format, ensuring access to, and retrieval of, digital images throughout the minimum retention period.

Department:
City Manager's Office

Work Plan (continued)

- 5.2 Review and identify destruction and/or archival requirements for records. Provide support and training to City departments for records retention.
- 5.3 Develop a citywide training schedule for employees regarding records storage, retention, and destruction.

6. Goal: Oversee and coordinate special project work.

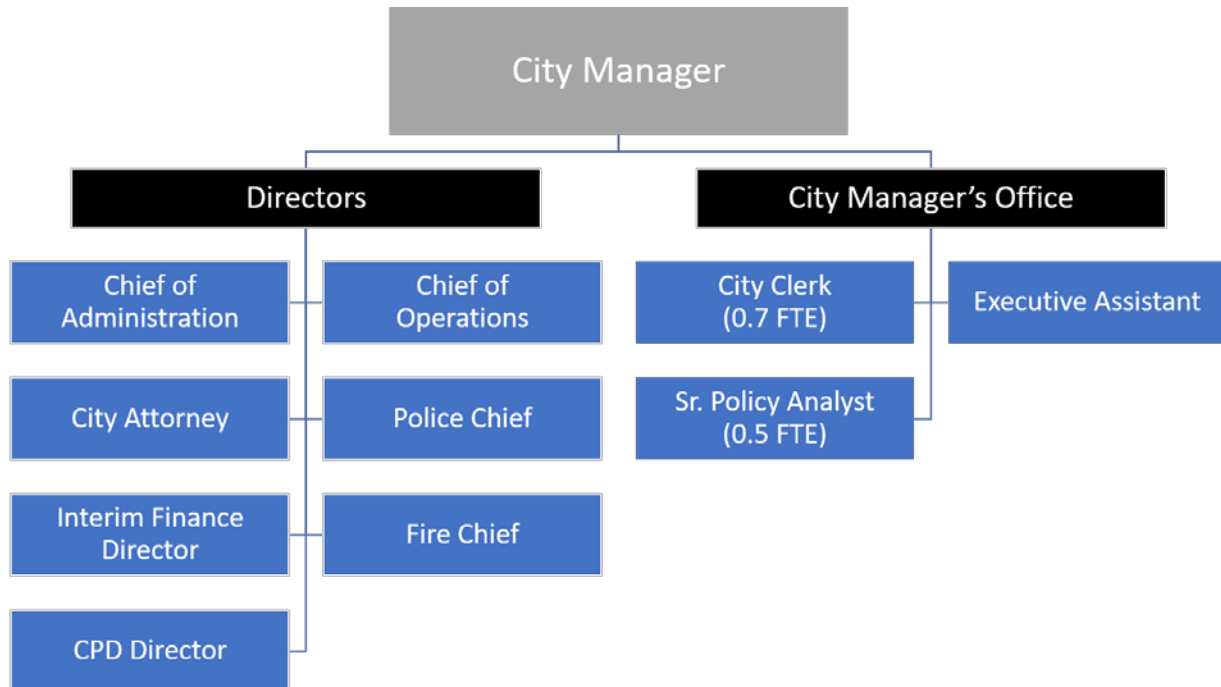
- 6.1 Oversee the Thrift Shop and Recycling Center Remodel Project in coordination with the Public Works Department. The project is under review and final City Council direction is anticipated in Q4 2020. The project includes a minor remodel of the Thrift Shop, resulting in an expanded retail floor space and addresses other facility needs. The project also includes a remodel and activation of the former Recycling Center (northwest corner of Mercerdale Park) to support donation processing.
- 6.2 Prepare a recommendation to the City Council regarding the future use of the Tully's Property, acquired by the City in 2020. The City Council directed staff to suspend work on a mixed-use and commuter parking project proposed this site in 2020. This discussion is planned for 2021.

Staffing Summary

Type of Employee & Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Full Time Equivalents (FTEs)						
Admin & Intergovt'l Relations	3.00	3.00	2.50	2.50	-16.7%	0.0%
City Clerk	0.70	0.70	0.70	0.70	0.0%	0.0%
Sustainability Coordination	0.40	0.40	-	-	-100.0%	N/A
Total FTEs	4.10	4.10	3.20	3.20	-22.0%	0.0%
Limited Term Equivalents (LTEs)						
Admin & Intergovt'l Relations	-	-	-	-	N/A	N/A
City Clerk	-	-	-	-	N/A	N/A
Sustainability Coordination	-	-	-	-	N/A	N/A
Total LTEs	-	-	-	-	N/A	N/A
Total FTEs & LTEs	4.10	4.10	3.20	3.20	-22.0%	0.0%

Department: City Manager's Office

Staffing Summary (continued)



Department Changes

The 0.5 FTE Senior Policy Analyst is currently assigned to support Sound Transit matters and special projects. This split position is combined with the 0.5 FTE Senior Plans Examiner position in the CPD Department.

Approved Budget Proposal

The City Manager's Office operating budget includes the following approved budget proposal:

- **Funding for a Special Levy Election (Goal 1.2.2)**
This is a placeholder. If the City were to hold a special election for a ballot measure, the costs will range from \$34,000 to \$55,000 depending on when it is held. Election costs are based upon a jurisdiction's proportionate share. Each jurisdiction's cost is determined by taking the total number of registered voters in the jurisdiction and dividing it by the total number of all registered voters in all participating jurisdictions in the election. Election costs vary depending on a variety of factors. For instance, whether or not the election is held in an odd or even-numbered year is a significant factor for determining costs in a primary or general election; but less of a factor for a special election held in February or April. This is primarily due to the number of participating jurisdictions in an odd-numbered year as opposed to an even-numbered year.

Department:
City Manager's Office

Revenue & Expenditure Summary

Description	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Revenues:						
Beginning Fund Balance	-	-	55,000	-	N/A	-100.0%
General Purpose Revenue	1,027,454	963,273	808,679	746,815	-16.0%	-7.7%
Total Revenues	1,027,454	963,273	863,679	746,815	-10.3%	-13.5%
Expenditures:						
Salaries & Wages	599,574	592,468	426,434	438,434	-28.0%	2.8%
Benefits	185,992	191,154	149,335	155,207	-21.9%	3.9%
Supplies	8,235	8,800	4,000	4,000	-54.5%	0.0%
Contractual Services	1,850	5,000	5,000	5,000	0.0%	0.0%
Communications	1,414	6,840	2,300	2,300	-66.4%	0.0%
Equipment Rental	29,365	29,711	23,110	23,624	-22.2%	2.2%
Other Services & Charges	201,024	129,300	198,500	118,250	53.5%	-40.4%
Total Expenditures	1,027,454	963,273	808,679	746,815	-16.0%	-7.7%

COMMUNITY PLANNING & DEVELOPMENT

The Community Planning and Development Department (CPD) is responsible for ensuring compliance with several State statutes including the Growth Management Act (GMA), Shoreline Management Act (SMA), and the State Environmental Policy Act (SEPA). Compliance is achieved through the adoption, implementation and maintenance of the Comprehensive Plan and sub area plans, capital improvement plans, development and environmental regulations, and other initiatives and programs. CPD is also responsible for the review of private development permits through enforcement of building codes and land use regulations, management of tree canopy and retention, ensuring public infrastructure and critical areas are protected and, when necessary, enhanced. Development and permitting fees support the following department functions:

- **Administration and Customer Service:** Serve as the primary point of contact for public information related to development and as an advocate for customers interested or engaged in development activity on the Island. Coordinate all facets of the permitting process, which encompass permit intake, permit issuance, permit tracking, field inspections, and records management. Provide liaison services for organizations, large projects, and community-wide issues.
- **Building Plan Review and Inspection Services:** Process, review, and complete all private, non-profit, and public (i.e., city, state, regional, and utility entities) development permits, encompassing building plans examination and field inspection for code compliance with issued permits.
- **Development Engineering:** Conduct engineering review and site inspection of all land use and private development projects, including the impact on and use of the City's rights-of-way and utility infrastructure. The Development Engineering team reports to the Public Works Department.
- **Land Use Planning:** Process all land use and non-single-family design review permit applications consistent with adopted policies in the Comprehensive Plan and applicable development code regulations and within timeframes required by state law. These include rezones, code amendments, conditional use permits, variances, deviations, subdivision plats, lot line adjustments, shoreline development permits and exemptions, SEPA determinations, accessory dwelling units (ADU's), all land use appeals, major new construction design reviews, and minor revision design reviews, and staff administrative design reviews

Department:
Community Planning & Development



Operating Expenditures

Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Administration & Permitting	1,304,888	1,322,853	1,397,401	1,540,060	5.6%	10.2%
Building Plan Review and Inspection	950,578	778,530	808,834	809,515	3.9%	0.1%
Development Engineering	576,756	594,330	601,890	616,689	1.3%	2.5%
Land Use Planning	636,425	479,203	404,477	414,384	-15.6%	2.4%
Total	3,468,647	3,174,916	3,212,602	3,380,648	1.2%	5.2%

Department:
Community Planning & Development

Work Plan

- 1. Goal: Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability.**
 - 1.1 Implement organizational improvements based on the permit fee revisions and the department assessment to better align department service levels with permit revenues while optimizing service delivery by Q4 2022.
 - 1.2 Analyze feasibility and options for a special revenue fund for the Community Planning and Development (CPD) Department by Q2 2022 and prepare to implement a CPD special revenue fund as part of the 2023-2024 biennial budget.
- 2. Goal: Stabilize department operations to provide basic permitting service levels (including construction permit reviews, land use decisions, inspections, code compliance, noticing and public outreach, customer service and data reporting).**
 - 2.1 Implement operational modifications as needed to maintain core services and to mitigate restrictions on construction imposed by the COVID-19 Pandemic
 - 2.2 Prioritize staff focus on highest value plan review, inspection, and enforcement objectives.
 - 2.3 Implement incremental changes to processes and communications to improve efficiency.
 - 2.4 Ensure ongoing workforce development through training and job growth opportunities. Develop internal candidates for anticipated vacancies and continue to plan for upcoming retirements.
- 3. Goal: Engage in necessary and high priority policy and planning activities**
 - 3.1 Continue the analysis of retail capacity that evaluates current and future commercial needs and make recommendations for near term code amendments as well as the development of a long-term retail strategy for the Town Center.
 - 3.2 Assist the Public Works/Operations Department with the Town Center Parking Study.
 - 3.3 Coordinate with King County jurisdictions on regional growth planning (including growth target development and adoption by the Growth Management Planning Council Q1-Q2 2021).
 - 3.4 Update the Construction Codes according to state requirements by Q1 2021.
 - 3.5 Approve the Comprehensive Plan docket and the code amendment docket annually (Q3-Q4), work with the Planning Commission and City Council to review and implement proposed amendments.
 - 3.6 Adopt the A Regional Coalition for Housing (ARCH) administrative budget and housing trust fund (HTF) contribution annually (Q3), allocate ARCH HTF funds to projects annually (Q1), participate on the ARCH Executive Board (ongoing).
 - 3.7 Update school impact fees annually in coordination with the Mercer Island School District's adoption of the Capital Facilities Plan (Q3-Q4).
 - 3.8 Update construction permit fees annually and include as part of the Master Fee Schedule (Q4).
 - 3.9 Update the City's sign code due to recent changes in case law by Q3 2021.
 - 3.10 Update the City Code related to wireless and small cell facilities. The City currently has an interim ordinance in place.

Department:
Community Planning & Development

Work Plan (continued)

- 3.11 Review and report back to the City Council on the effectiveness and impacts of the 2017 Residential Development Standards code amendments included in the Residential Code (MICC 19.02) Identify opportunities to streamline permitting processes.
- 3.12 Major Comprehensive Plan Update: begin work on the full update that is required every eight years in Q3 2022. A 24-month review process will include public engagement, Planning Commission review, and City Council adoption by Q2 2024. Included in this update will be substantial rewrites of the Economic Development Element and the Housing Element.
- 3.13 Conduct a Housing Needs Assessment to inventory the City's existing housing stock, analyze current and future housing needs, and identify gaps where the current housing market is not delivering needed housing types to inform a possible future Housing Action Plan to implement an updated Housing Element in the Comprehensive Plan.
- 3.14 Hire a Senior Policy Analyst position to address land use policy including code amendments and comprehensive plan updates beginning July 2021.
- 3.15 Analyze and update the Transportation and Park impact fees and implement a new Fire Services impact fee.

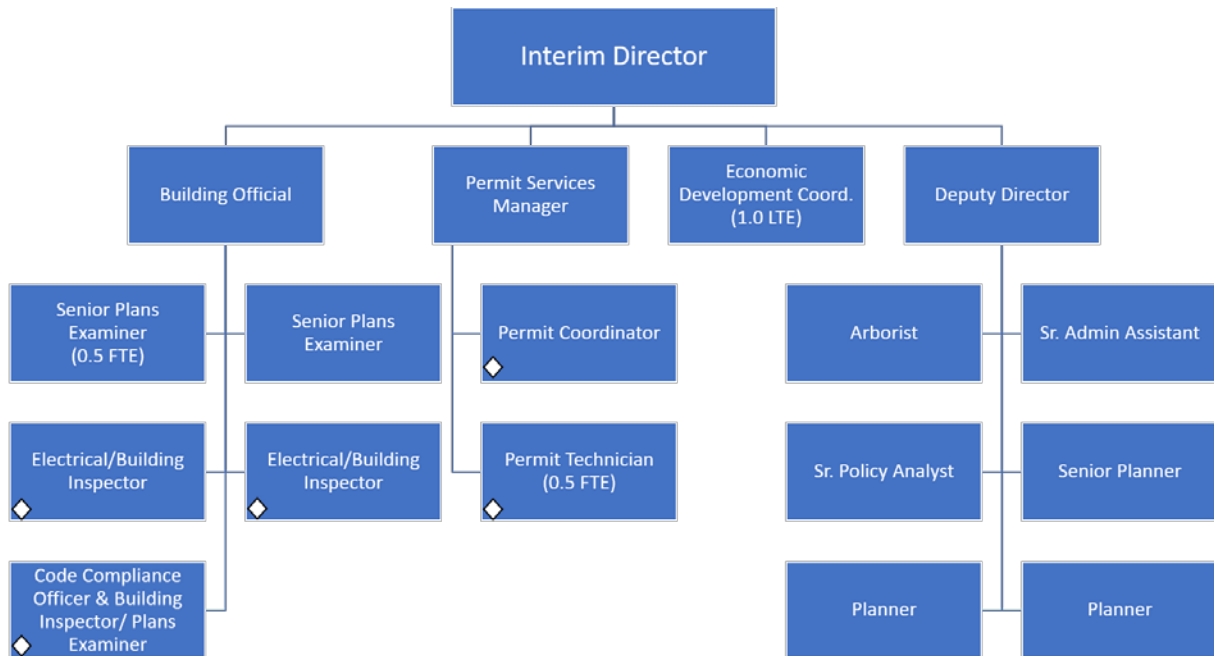
4. Establish a citywide economic development program

- 4.1 Hire an Economic Development Coordinator to implement a Citywide economic development program.
- 4.2 Partner with the Mercer Island Chamber of Commerce to continue supporting local businesses in COVID-19 recovery and develop a long-term strategy for providing support post-Pandemic.
- 4.3 Review and identify gaps in policies/processes related to business attraction, retention, and expansion; Town Center activation; business taxation; and business promotion and outreach.
- 4.4 Administer a community-wide survey to understand community needs/wants related to business offerings, parking, walkability, and other issues concerning Town Center.
- 4.5 Conduct a public engagement process to solicit input to rewrite the Economic Development Element of the Comprehensive Plan (per supplemental goal 3.12).
- 4.6 Strengthen the relationship between the City and the local business community by providing transparent and timely information.
- 4.7 Bolster community support for local businesses through education and communication about local economic development.

Department: Community Planning & Development

Staffing Summary

Type of Employee & Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Full Time Equivalents (FTEs)						
Administration & Permitting	8.00	8.00	7.00	7.00	-12.5%	0.0%
Building Plan Review and Inspection	5.00	5.00	5.00	5.00	0.0%	0.0%
Development Engineering	3.75	3.75	1.00	1.00	-73.3%	0.0%
Land Use Planning	5.00	5.00	3.00	3.00	-40.0%	0.0%
Capital Project Mangement (CIP)	0.25	0.25	-	-	-40.0%	0.0%
Total FTEs	22.00	22.00	16.00	16.00	-27.3%	0.0%
Limited Term Equivalentents (LTEs)						
Administration & Permitting	1.00	1.00	1.00	1.00	0.0%	0.0%
Building Plan Review and Inspection	-	-	-	-	N/A	N/A
Development Engineering	0.50	0.50	-	-	-100.0%	N/A
Land Use Planning	1.00	1.00	-	-	-100.0%	N/A
Capital Project Mangement (CIP)	-	-	-	-	N/A	N/A
Total LTEs	2.50	2.50	1.00	1.00	-60.0%	0.0%
Total FTEs & LTEs	24.50	24.50	17.00	17.00	-30.6%	0.0%



Department:
Community Planning & Development

Department Changes

The Community Planning and Development operating budget includes the following staffing changes as compared to 2020:

- **Restore a 0.5 FTE Permit Technician**
This restores half of the previous Permit Technician position. Work function will help reduce the backlog for the intake and issuance of permits. It also provides front line responses for CPD customer questions and issues so review staff can focus on plan review.
- **Restore a 1.0 FTE Planner**
This position was eliminated as part of the 2020 workforce reductions due to a decline in CPD permit revenues. This is a restored position to process building and land use permits to meet ongoing demand.

Approved Budget Proposals

The Community Planning and Development operating budget includes the following approved budget proposals:

One-Time

- **1.0 LTE Economic Development Coordinator (Goal 4.1)**
Prior to the COVID-19 Pandemic (Jan 2020), the City Council directed the City Manager to prepare a recommendation to fund an economic development position. A temporary position (Small Business Coordinator) was added to the EOC team in 2020 to support local business needs. This temporary position has been successful and is recommended for permanent funding consideration.

The Economic Development Coordinator is a new position proposed to support citywide efforts for near- and long-term economic development and local business support. Activities performed by this role will include supporting local businesses through COVID-19 recovery, reviewing existing policies and pursuing new policies related to economic growth and sustainability, and coordinating needs for long-range economic development planning and local business support.

This position will serve as a liaison between the City and the local business community and represent the City to residents on matters related to economic development. The Economic Development Coordinator will also collaborate with other City staff, the Mercer Island Chamber of Commerce, and local businesses to prioritize needs related to Town Center development and activation and connect with the region's economic development professionals and participate in regional discussions. Ultimately, the Economic Development Coordinator will be a champion for the local business community, focusing on ways to strengthen existing businesses and to expand opportunities for new business growth on Mercer Island.

- **Town Center Retail Analysis and Code Update (Goal 3.1)**
Conduct a retail market analysis that evaluates current and future commercial needs and make recommendations for near term code amendments as well as the development of a long-term retail strategy for the Town Center. This work began in 2020 and is anticipated to continue in 2021.

Department:
Community Planning & Development

Approved Budget Proposals (continued)

- **Transportation and Parks Impact Fee (Goal 3.15)**

The City adopted a Parks impact fee ordinance in December of 2015 (Ord. 15C-22) and a Transportation impact fee ordinance in January of 2016 (Ord. 16C-01). Both ordinances established impact fee amounts based upon Impact Fee Rate Studies conducted in 2015.

Park and Transportation impact fees are authorized by State Law (RCW 82.02) to ensure that adequate facilities are available to serve new growth and development. Impact fees may only be imposed for improvements that are reasonably related to, and will benefit new development, and impact fees may only be imposed for public facilities identified in the Mercer Island comprehensive plan. This proposal will provide funding for an update of both impact fee studies (Parks and Transportation) in 2022, at which point the current impact fee studies will be approximately 7 years old.

- **Housing Needs Assessment (Goal 3.13)**

Allocate \$30,000 in 2021 to support the completion of a “Housing Needs Assessment.” A Housing Needs Assessment includes an inventory of the community’s existing housing stock, analyzes current and future housing needs, and identifies gaps where the current housing market is not delivering needed housing types. In addition, a Housing Needs Assessment includes review of existing policies, programs, and regulations to identify focus areas for future work. A Housing Needs Assessment also informs a possible future Housing Action Plan to implement an updated Housing Element.

Generally, a “Housing Action Plan” identifies strategies and actions for up to a 3-year to 5-year period to implement a Comprehensive Plan, such as regional and/or interagency cooperation, policy and regulatory development, and fiscal commitments, among other strategies. The 2015 periodic update to the Comprehensive Plan included a policy for a “Strategy Plan and Work Program” to be completed every five years to implement the Comprehensive Plan.

Completing a Housing Needs Assessment is a necessary step to inform the upcoming 2024 periodic update to the Comprehensive Plan, specifically the Housing Element. A Comprehensive Plan is required for Cities under the Growth Management Act (GMA). It sets forth a vision with supporting goals, objectives, and identifying infrastructure and other needs to accommodate housing and employment targets for a rolling 20-year planning period. Comprehensive Plans are required to be periodically updated every 9 years.

Given the City’s current timing being closer in the now 9-year cycle to completing the next periodic update of the Comprehensive Plan than adoption of the current one, staff recommends the City Council allocate \$30,000 of one-time General Fund Balance in 2021 to support the completion of a Housing Needs Assessment. A Housing Action Plan or similar document could then be completed using this Housing Needs Assessment and a freshly updated Comprehensive Plan.

Department:
Community Planning & Development

Approved Budget Proposals (continued)

On-Going

- **1.0 FTE Senior Policy Analyst (Goal 3.14)**

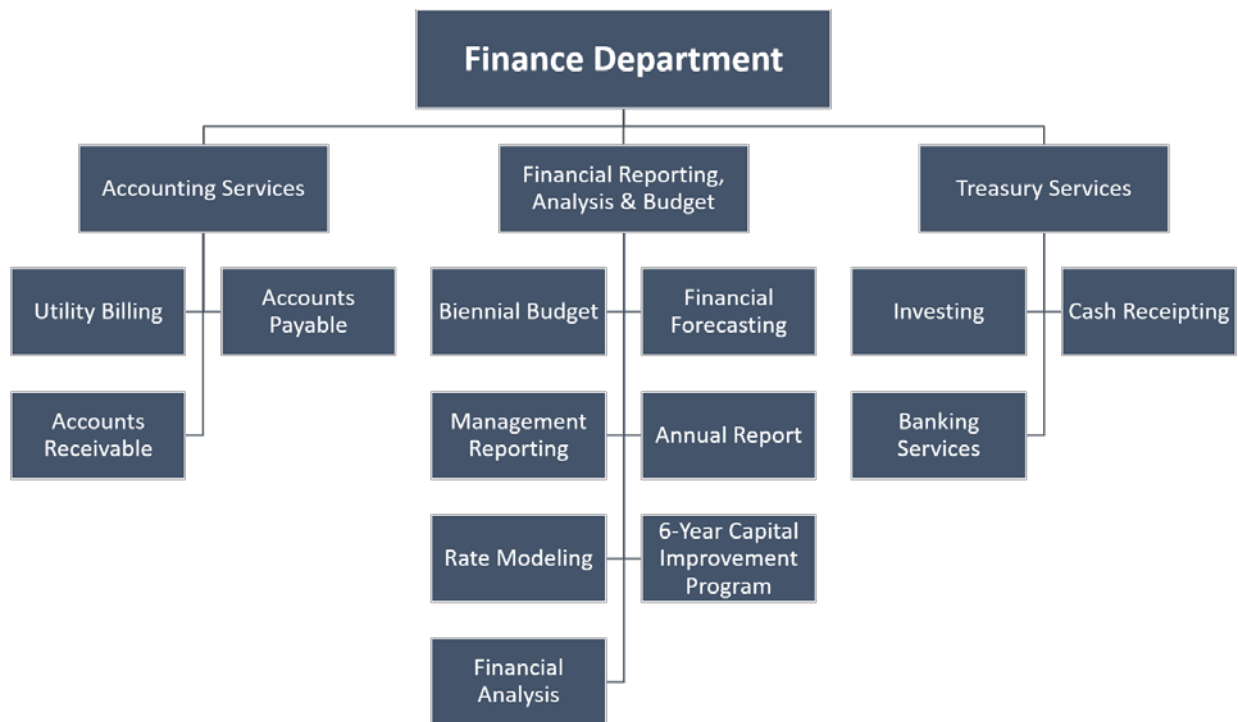
There is currently very little capacity within the proposed CPD organizational structure to support policy work such as code amendments and comprehensive plan updates. If the 2021-2022 work plan includes significant policy work and/or long-range planning initiatives, staff resources will be needed to complete these work items.

Revenue & Expenditure Summary

Description	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Revenues:						
Beginning Fund Balance (GF)	-	-	199,527	247,562	N/A	24.1%
Development Fee Revenue	2,388,513	1,986,836	2,169,650	2,274,900	9.2%	4.9%
Other Charges for Services	51,428	-	700	700	N/A	0.0%
Utility Inspection Services	138,336	144,621	145,871	149,371	0.9%	2.4%
General Fund Tax Revenue	890,370	1,043,460	696,854	708,115	-33.2%	1.6%
Total Revenues	3,468,647	3,174,916	3,212,602	3,380,648	1.2%	5.2%
Expenditures:						
Salaries & Wages	2,313,092	2,085,237	2,028,390	2,118,527	-2.7%	4.4%
Benefits	831,064	768,341	794,735	834,691	3.4%	5.0%
Supplies	19,984	44,514	32,800	17,300	-26.3%	-47.3%
Contractual Services	160,575	131,608	202,350	255,073	53.8%	26.1%
Communications	5,598	5,500	7,200	7,200	30.9%	0.0%
Internal Service Charges	128,199	126,521	136,172	138,767	7.6%	1.9%
Other Services & Charges	10,135	13,195	10,955	9,090	-17.0%	-17.0%
Total Expenditures	3,468,647	3,174,916	3,212,602	3,380,648	1.2%	5.2%

FINANCE DEPARTMENT

The Finance Department provides financial planning, analysis and reporting, treasury, and accounting services for all City operations. Critical accounting functions include utility billing services for the water, sewer and stormwater utilities, accounts payable processing, business license administration, business tax oversight, capital asset accounting, and external financial reporting. The Finance Department assists operating departments in budget proposals, revenue forecasting, and financial management.



Operating Expenditures

Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Financial Services	900,094	939,982	944,767	1,113,770	0.5%	17.9%
Utility Billing	452,144	482,111	468,107	547,510	-2.9%	17.0%
Total	1,352,238	1,422,093	1,412,874	1,661,280	-0.6%	17.6%

Department: Finance

Work Plan

- I. **Goal: Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability.**
 - I.1 Research and evaluate the potential of transitioning the City's annual financial report from Generally Accepted Accounting Practices (GAAP) full accrual financial statements to the modified cash-basis method by Q1 2022.
 - I.2 Conduct a request for proposals by Q3 2021 to assess and evaluate software solutions to upgrade or replace the City's financial management system. Implementation of the system is tied to a budget proposal.
 - I.2.1 Research new software options to record City business and occupation tax data and sales tax data for inclusion in the 2023-2024 biennial budget.
 - I.3 Review and update the City's current budget policies and present new financial management policies to the City Council. This includes:
 - I.3.1 Equipment surplus policy, including review of the valuation threshold for City Council approval by Q4 2021.
 - I.3.2 Funding requirements for new FTEs to ensure positions are supported by an ongoing and sustainable funding source. Update the "Donations to the City" section of MICC 2.50 to include a reference to donations for staff positions by Q4 2021.
 - I.3.3 Use of REET funds by Q4 2021. REET 1 and REET 2 allow for the use of funds for maintenance projects with limitations. New legislation in 2019 expanded the use of REET 2 for affordable housing and projects related to homelessness. REET funds are currently dedicated to capital projects for streets, parks, and facility reinvestment and replacement.
 - I.3.4 City policies on reserve funds by Q4 2021.
 - I.3.5 Prepare a long-term analysis for the LEOFF I Long Term Care reserve and make recommendations to the City Council regarding the reserve balance and future contributions by Q2 2022.
 - I.3.6 Utility billing policies and procedures including, pro-ration of rates, landlord tenant accounts, leak adjustments options, Federal Trade Commission's Red Flag Rule, collection practices and consistent payment plan options for delinquent utility accounts and review of utility discounts and financial assistance programs by Q2 2022.
 - I.3.7 Purchasing and procurement procedures and written policies by Q2 2022.
 - I.4 Support completion of the Citywide Classification and Compensation Study conducted by Human Resources. This work is tied to a budget proposal.
 - I.5 Cross-train staff in utility billing, payroll management, and other internal service workflows within the department. This work is ongoing.
 - I.6 Develop the 2023-2024 biennial budget with a new format by Q3 2022.
 - I.7 Purchase and implement Enterprise Resource Planning Software by Q4 2022

Department: Finance

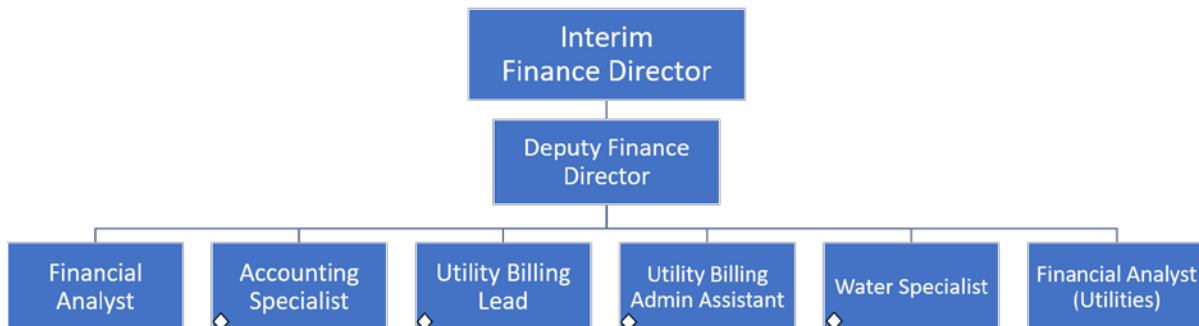
Work Plan (continued)

2 Goal: Provide excellent service to internal and external customers.

- 2.1 Transition to monthly financial reports by Q4 2022. Implementation of this goal is tied to procurement and implementation of the new financial software.
- 2.2 Support the Community Planning and Development Department's Cost of Service/Cost Recovery Fee Analysis. This work will be ongoing through Q1 2022.
- 2.3 Assist with the implementation of the Meter Replacement Project, develop new internal business operations, and train staff based on this infrastructure improvement by Q4 2022.
- 2.4 Support broader use of the City's asset management system Cityworks among external service departments. Utilize asset management data to establish/update policies for capital reinvestment and replacements. Utilize the data to confirm the prioritization and replacement schedule for infrastructure. This work is ongoing.
- 2.5 Support implementation of the Supervisory Control and Data Acquisition (SCADA) System conducted by Public Works through project completion.
- 2.6 Hire and train a Financial Analyst (1.0 FTE) to support the Finance team in budget development, financial reporting, and long-term financial planning for the City's capital program and utility functions by Q2 2022.

Staffing Summary

Type of Employee & Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Full Time Equivalents (FTEs)						
Financial Services	4.50	4.50	4.50	5.50	0.0%	22.2%
Utility Billing	2.50	2.50	2.50	2.50	0.0%	0.0%
Total FTEs	7.00	7.00	7.00	8.00	0.0%	14.3%
Limited Term Equivalents (LTEs)						
Financial Services	-	-	-	-	N/A	N/A
Utility Billing	-	-	-	-	N/A	N/A
Total LTEs	-	-	-	-	N/A	N/A
Total FTEs & LTEs	7.00	7.00	7.00	8.00	0.0%	14.3%



Department: Finance

Approved Budget Proposals

The Finance Department operating budget includes the following approved budget proposals:

One-Time

- **Enterprise Resource Planning Software Acquisition (Goal 1.7)**

The City's current accounting software, One Solution, has not had a significant update in over ten years. The recommended update requires significant staff time and financial investment. Although One Solution is still functional, it operates on code written in the early 2000s. In some cases, it cannot provide data in an efficient and timely manner without significant time devoted to manual data entry. This lack of functionality and integration makes processes less than efficient.

Staff will develop a scope of work and issue a request for qualifications to evaluate alternative accounting software solutions. Once complete, the requested resources will support the one-time purchase and installation of a new accounting software that will streamline processes and begin phased-in implementation by early 2022. Staff anticipate the Utility Funds will share 44.5% of the purchase costs with the remaining 65.5% supported by the General Fund.

On-Going

- **1.0 FTE Financial Analyst (Goal 2.6)**

This position will support the Finance Department with accounting, finance, and budgetary analysis with emphasis on the City's Utility Funds and capital improvement program. The position will also complete financial reports, revenue, and expense allocation plans, and provide financial management oversight to the external operation departments. The position will be integral in proactive utility operating systems planning and budget development.

Department:
Finance

Revenue & Expenditure Summary

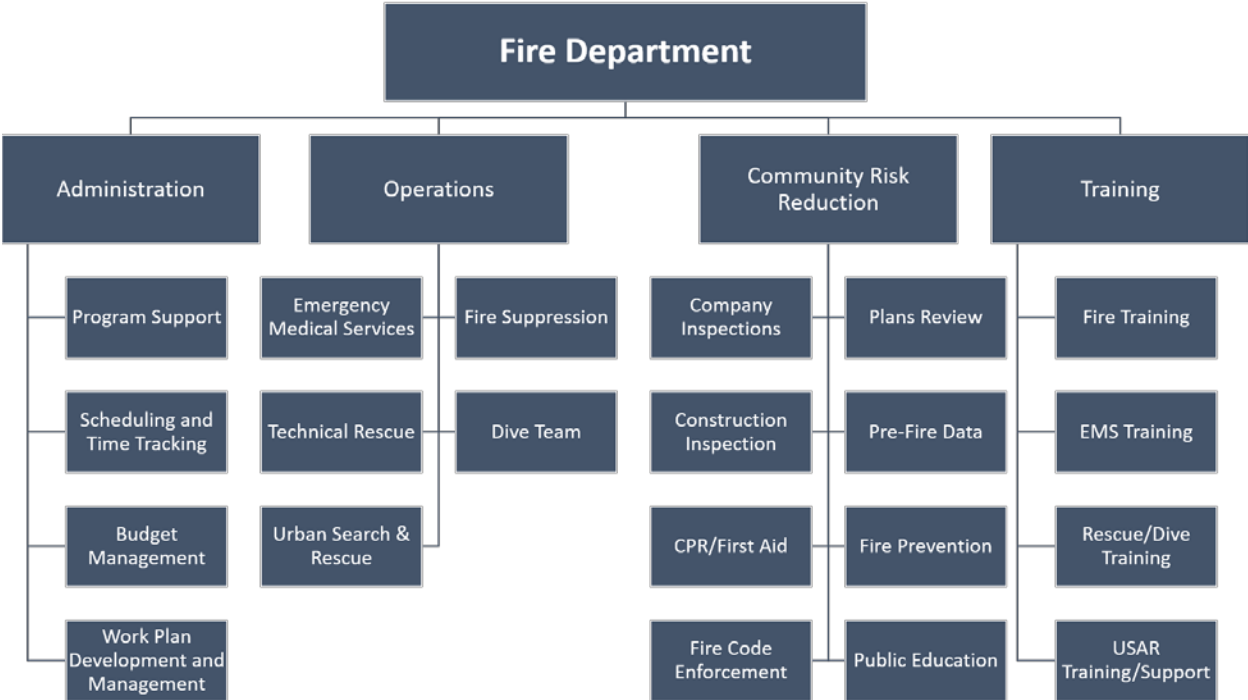
Description	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Revenues:						
Beginning Fund Balance	-	-	65,500	98,250	N/A	50.0%
Business License Fees	171,978	102,688	82,500	82,500	-19.7%	0.0%
Utility Charge for Services	452,144	482,111	468,107	602,463	-2.9%	28.7%
Parking Permits	6,070	21,535	4,800	4,600	-77.7%	-4.2%
General Tax Revenue	722,046	815,759	791,967	873,467	-2.9%	10.3%
Total Revenues	1,352,238	1,422,093	1,412,874	1,661,280	-0.6%	17.6%
Expenditures:						
Salaries & Wages	767,783	789,250	695,471	786,457	-11.9%	13.1%
Benefits	263,160	292,705	279,829	325,763	-4.4%	16.4%
Supplies	9,403	6,050	6,750	6,750	11.6%	0.0%
Contractual Services	227,764	250,760	338,850	446,200	35.1%	31.7%
Communications	15,148	18,900	17,400	17,400	-7.9%	0.0%
Internal Service Charges	41,308	41,628	48,374	49,310	16.2%	1.9%
Other Services & Charges	27,671	22,800	26,200	29,400	14.9%	12.2%
Total Expenditures:	1,352,238	1,422,093	1,412,874	1,661,280	-0.6%	17.6%

FIRE DEPARTMENT

The Fire Department’s primary mission is to protect the community by preventing, intervening, or controlling events that left unchecked would result in property loss, injury, or loss of life. The Mercer Island Fire Department (MIFD) delivers these services via a tiered response structure involving emergency and non-emergency intervention systems, public education, and code enforcement. These systems are organized into four functional areas: Administration, Operations, Community Risk Reduction, and Training.

Operating Expenditures

Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Administration	514,745	686,636	690,248	709,091	0.5%	2.7%
Operations	5,986,561	5,631,596	5,884,049	6,064,674	4.5%	3.1%
Community Risk Reduction	261,841	309,164	257,176	264,616	-16.8%	2.9%
Training	128,938	168,101	157,400	162,400	-6.4%	3.2%
Total	6,892,086	6,795,497	6,988,873	7,200,781	2.8%	3.0%



Department: Fire

Work Plan

- I. Goal: Keep the Mercer Island community safe through effective planning, training, response, and mitigation of emergencies.**
 - I.1 Deploy personnel and resources in an efficient and effective manner to remain responsive to community needs during the current COVID-19 Pandemic.
 - I.2 In collaboration with regional partners, develop “lessons learned” from COVID-19 to prepare for potential future pandemic outbreaks with respect to personal protective equipment (PPE) usage, its reuse, as well as decontamination protocols by Q4 2021.
 - I.3 Maintain CPR, AED, Rescue Diver, and technical rescue certifications and research and implement training opportunities designed to further improve performance outcomes in each of these disciplines by Q1 2022.
 - I.4 Focus on the physical and mental wellness of firefighters by developing the MIFD PEER Support Team and offering quarterly webinars on mental health and wellness. This work is ongoing.
 - I.5 Assess MIFD current baseline performance metrics and establish new baseline response metrics for both stations by Q2 2022.
 - I.6 Study the feasibility of modifying the geographical response boundary of Fire Station 92 to balance the call volumes between Stations 91 and 92 by Q4 2021. If implementation is feasible this will improve response times from Fire Station 91 to the downtown core.
 - I.7 Plan for anticipated retirements by identifying departure dates as early as possible. Develop succession plans for all ranks within the department and identify pathways to achieve each of those ranks. This work is ongoing.
 - I.8 Utilize Mobile Integrated Health (MIH) funds from King County Emergency Medical Services (KCEMS) to implement a MIH program, or contract with Bellevue Fire Department CARES program for Mercer Island residents pending consideration and acceptance by the City Council by Q2 2021.
 - I.9 With the use of outside consultants, study the feasibility of Fire Impact Fees related to new residential and commercial construction. These fees should include providing funding as allowed by RCW 82.02.050 due to increased demands related to infrastructure growth and service delivery objectives. It is anticipated that the study should be initiated the end of Q1 2021. Pending the results of the study, implementation, if warranted, should commence as recommended.
- 2. Goal: Maintain or increase cardiac survival rates.**
 - 2.1 Continue to participate in cardiac survival studies through King County Emergency Medical Services (KCEMS).
 - 2.2 Continue to work towards decreasing the average turnout times by two seconds each year over the next two years and decreasing overall response times to meet the 90% goal set forth in the standard of cover (SOC) document.
 - 2.3 Support Citizen initiated CPR by reimplementing MIFD instructed classes by Q1 2022.
 - 2.4 Analyze potential implementation of the PulsePoint App for citizen-initiated CPR prior to MIFD arrival to increase patient survivability and determine whether Mercer Island can provide this service City-wide via North East King County Regional Public Safety Communication Agency (NORCOM) by Q2 2022.

Department: Fire

Work Plan (continued)

3. Goal: Continued emphasis on community risk reduction through fire prevention and public education.

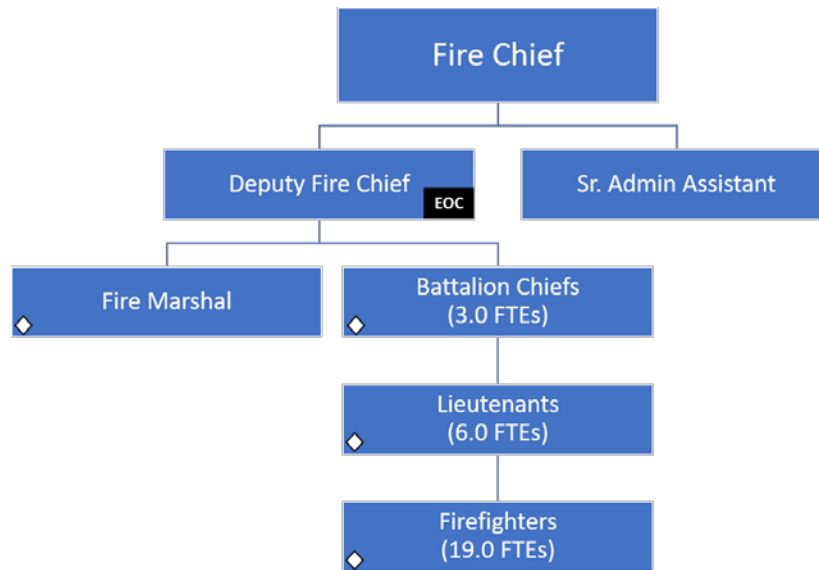
- 3.1 Work with Sound Transit on design, plan review, and installation of fire suppression systems for the light rail station by 2023.
- 3.2 Work with Zone I Fire Marshals on the Puget Sound Emergency Radio Network (PSERN) in-building radio coverage for the new County radio system, to be completed by Q4 2022.
- 3.3 Continue to work towards improving the Washington Surveying & Rating Bureau (WSRB) rating from a class 4 to a class 3 city with the intent to lower insurance costs for the citizens of Mercer Island.
- 3.4 Train one Inspector per shift (A, B and C) to become a certified International Code Council (ICC) inspector I by Q4 2022.
- 3.5 Develop lesson plans for approximately 10 public education related topics (Home Safety, Exit Drills, Smoke Detector Education etc.) by Q4 2022.
- 3.6 Work with the Community Planning & Development Department and the City Council to adopt the 2018 Fire code by Q2 2021.
- 3.7 The Fire Marshal will continue and expand the scope of Operational Permit issuance as outlined in the International Fire Code in Q1 2021. This time will be used to educate and inform business owners/operators of the necessity of the operational permit process. Starting January of 2022, in conjunction with Community Planning and Development, fees will be approved and added to the fee schedule for the sole intent to recover cost associated with issuing permits.

Staffing Summary

Type of Employee & Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Full Time Equivalents (FTEs)						
Administration	3.00	3.00	3.00	3.00	0.0%	0.0%
Operations	28.00	28.00	28.00	28.00	0.0%	0.0%
Training	-	-	-	-	N/A	N/A
Community Risk Reduction	1.00	1.00	1.00	1.00	0.0%	0.0%
Total FTEs	32.00	32.00	32.00	32.00	0.0%	0.0%
Limited Term Equivalent (LTEs)						
Administration	-	-	-	-	N/A	N/A
Operations	-	-	-	-	N/A	N/A
Training	-	-	-	-	N/A	N/A
Community Risk Reduction	-	-	-	-	N/A	N/A
Total LTEs	-	-	-	-	N/A	N/A
Total FTEs & LTEs	32.00	32.00	32.00	32.00	0.0%	0.0%

Department: Fire

Staffing Summary (continued)



Approved Budget Proposal

The Fire Department operating budget includes the following approved on-going budget proposal:

- **Utilize Mobile Integrated Health (MIH) funds from King County Emergency Medical Services (KCEMS) to implement a MIH program, or contract with Bellevue Fire Department CARES program for Mercer Island residents (Goal 1.8)**
This is a budget neutral request, pending consideration and acceptance by the City Council by Q2 2021. The adopted King County ALS/EMS six-year (2020-2025) levy provides funding to local fire departments for the purpose of establishing a Mobile Integrated Healthcare (MIH) program designed to address the needs of low-acuity 9-1-1 callers and vulnerable community members by developing programs and systems that connect individuals accessing the Emergency Medical System (EMS) to a wide array of health and social services. The primary goals of this program are to 1) Connect our community members to the most appropriate health and social services; 2) optimize availability of emergency services; and 3) Position EMS as an integrated and interconnected link in the broader health and social services system.

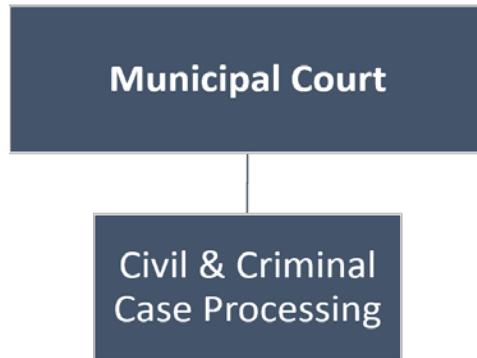
Department:
Fire

Revenue & Expenditure Summary

Description	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Revenues:						
Ambulance Transport Fee	306,398	307,500	302,600	309,400	-1.6%	2.2%
Development Permit Fees	99,806	140,000	107,400	119,300	-23.3%	11.1%
King County EMS Levy	510,283	497,021	645,420	650,000	29.9%	0.7%
EMS Charge for Service	596,794	615,123	627,517	640,000	2.0%	2.0%
Donation & Other	26,849	5,700	3,500	3,500	-38.6%	0.0%
General Purpose Revenue	5,351,956	5,230,153	5,302,436	5,478,581	1.4%	3.3%
Total Revenues	6,892,086	6,795,497	6,988,873	7,200,781	2.8%	3.0%
Expenditures:						
Salaries & Wages	4,811,615	4,611,661	4,737,946	4,843,683	2.7%	2.2%
Benefits	1,340,577	1,405,048	1,312,364	1,385,652	-6.6%	5.6%
Supplies	162,465	195,127	162,996	164,496	-16.5%	0.9%
Contractual Services	71,128	112,300	294,000	296,000	161.8%	0.7%
Communications	23,901	17,700	29,000	29,000	63.8%	0.0%
Internal Service Chargs	219,971	162,414	241,047	243,850	48.4%	1.2%
Other Services & Charges	40,584	38,965	29,100	38,600	-25.3%	32.6%
Intergovernmental Services	221,844	252,282	182,420	199,500	-27.7%	9.4%
Total Expenditures	6,892,086	6,795,497	6,988,873	7,200,781	2.8%	3.0%

MUNICIPAL COURT

The Mercer Island Municipal Court is responsible for adjudicating all criminal misdemeanor and gross misdemeanor crimes, infractions, and parking violations under Municipal Code and the Revised Code of Washington Statutes. Misdemeanors include offenses such as driving under the influence, assault, theft, trespass, and driving with license suspended. Infraction violations include speeding, failure to stop, no insurance, cell phone, and minor traffic accident violations. The Mercer Island Municipal Court also adjudicates cases for the City of Newcastle, which contracts for court services with the City.



Operating Expenditures

Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Civil & Criminal Case Processing	437,031	466,457	473,078	484,370	1.4%	2.4%
Total	437,031	466,457	473,078	484,370	1.4%	2.4%

Work Plan

- I. **Goal: Resolve cases in a fair and just manner in accordance with the laws of Washington State and provide a legal venue for individuals to adjudicate civil infractions and criminal cases.**
 - I.1. Hold court hearings in a timely fashion as required by the Washington State Supreme Court.
 - I.2. Adjudicate civil infractions and set hearing dates.
 - I.3. Prepare monthly reports and submit to the Office of Administrator of the Courts.
 - I.4. Facilitate probation and court monitoring services to ensure compliance with judgments and sentencing.
 - I.5. Collect court fines.
 - I.6. Continue to provide municipal court services to the City of Newcastle via the current interlocal agreement.

Department: Municipal Court

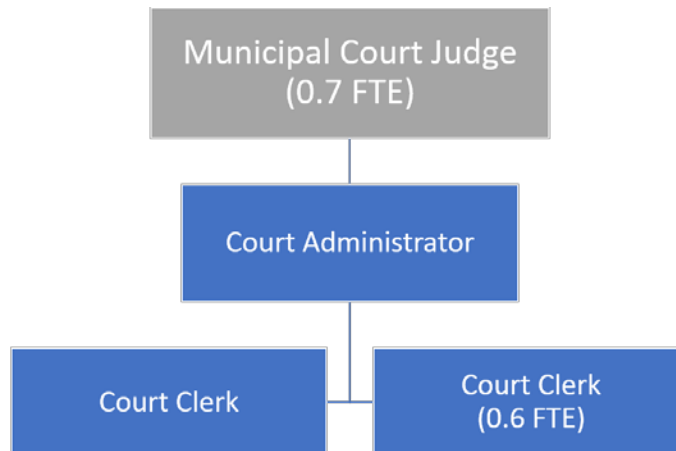
Work Plan (continued)

2. Goal: Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability.

2.1. Explore the feasibility and cost effectiveness of contracting with a surrounding jurisdiction for municipal court services by Q3 2021. This work item is included in the Administrative Services Department and is included for reference here.

Staffing Summary

Type of Employee & Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Full Time Equivalents (FTEs)						
Civil & Criminal Case Processing	3.45	3.45	3.30	3.30	-4.3%	0.0%
Total FTEs	3.45	3.45	3.30	3.30	-4.3%	0.0%
Limited Term Equivalents (LTEs)						
Civil & Criminal Case Processing	-	-	-	-	N/A	N/A
Total LTEs	-	-	-	-	N/A	N/A
Total FTEs & LTEs	3.45	3.45	3.30	3.30	-4.3%	0.0%



Department:
Municipal Court

Revenue & Expenditure Summary

Description	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Revenues:						
Court Fines & Forefeits	265,213	214,604	262,600	257,400	22.4%	-2.0%
General Purpose Revenue	171,818	251,853	210,478	226,970	-16.4%	7.8%
Total Revenues	437,031	466,457	473,078	484,370	1.4%	2.4%
Expenditures:						
Salaries & Wages	289,852	287,854	299,471	305,401	4.0%	2.0%
Benefits	109,956	126,815	135,728	141,090	7.0%	4.0%
Supplies	296	2,500	2,000	2,000	-20.0%	0.0%
Contractual Services	11,644	22,000	10,000	10,000	-54.5%	0.0%
Internal Service Charges	19,795	19,888	20,679	20,679	4.0%	0.0%
Other Services & Charges	5,489	7,400	5,200	5,200	-29.7%	0.0%
Total Expenditures	437,031	466,457	473,078	484,370	1.4%	2.4%

NON-DEPARTMENTAL

Non-Departmental consists of those functions that cannot be attributed to a specific department, including:

1. Mandatory Intergovernmental Services

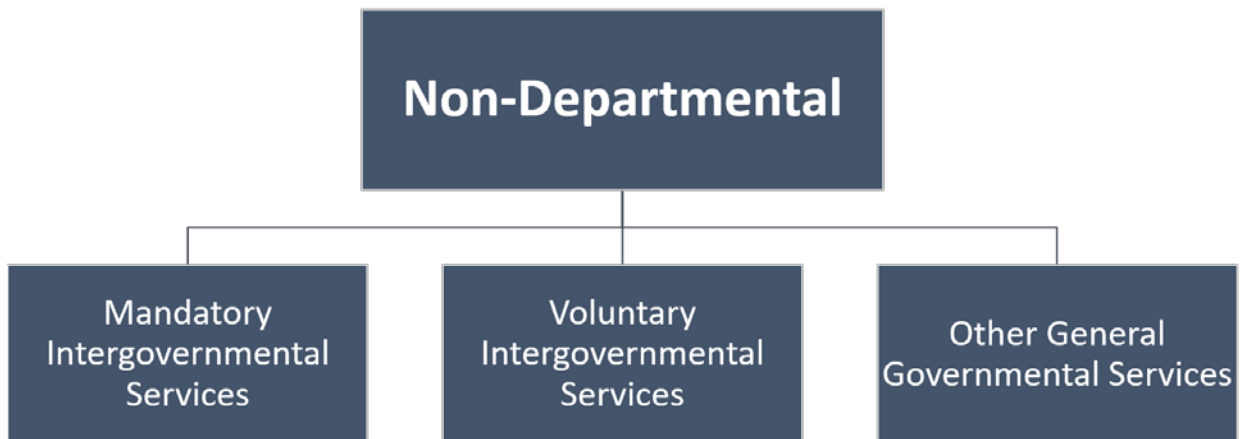
- Remit 2% of liquor taxes received quarterly to King County Alcoholism program.
- Support atmospheric monitoring and implementation of pollution controls.

2. Voluntary Intergovernmental Services

- Association of Washington Cities (AWC)
- A Regional Coalition of Housing (ARCH)
- Sound Cities Association (SCA)
- Puget Sound Regional Council (PSRC)
- Human Services Pooled program through the City of Bellevue
- Mercer Island Chamber of Commerce support
- Interlocal agreement with the Mercer Island School District for Mary Wayte Pool operations

3. Other General Government Services

- General office supplies, postage and machine rental, copier leases, and armored car service.
- Community survey, fiscal studies, and management consulting.
- General, property, and automobile liability insurance.
- Employee salary adjustment reserve.
- LEOFF I retiree long term care and direct medical costs and health insurance premiums.
- Firemen's Pension payments to eligible retirees.
- Interfund transfers for debt service on utility interfund loans and South Mercer Playfields.
- Ongoing General Fund support of technology and the equipment portion of the CIP.



Department:
Non-Departmental

Operating Expenditures

Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Mandatory Intergov't'l Services	43,588	46,623	44,400	46,200	-4.8%	4.1%
Voluntary Intergov't'l Services	306,260	306,432	329,610	322,300	7.6%	-2.2%
Other General Gov't Services	3,560,394	4,701,798	3,022,536	3,735,822	-35.7%	23.6%
Total	3,910,241	5,054,853	3,396,546	4,104,322	-32.8%	20.8%

Staffing Summary

Type of Employee & Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Full Time Equivalents (FTEs)						
Mandatory Intergov't'l Services	-	-	-	-	N/A	N/A
Voluntary Intergov't'l Services	-	-	-	-	N/A	N/A
Other General Gov't Services	-	-	-	-	N/A	N/A
Total FTEs	-	-	-	-	N/A	N/A
Limited Term Equivalents (LTEs)						
Mandatory Intergov't'l Services	-	-	-	-	N/A	N/A
Voluntary Intergov't'l Services	-	-	-	-	N/A	N/A
Other General Gov't Services	0.58	0.58	-	-	-100.0%	N/A
Total LTEs	0.58	0.58	-	-	-100.0%	N/A
Total FTEs & LTEs	0.58	0.58	-	-	-100.0%	N/A

Approved Budget Proposals

The operating budget includes the following approved budget proposals:

One-Time

- **ADA Transition Plan**

The Americans with Disabilities Act (ADA) of 1990 provides comprehensive civil rights protections to persons with disabilities in the areas of employment, state and local government services, and access to public accommodations, transportation, and telecommunications. **The City is required to complete a Self-Evaluation and Transition Plan that will address the requirements of ADA Title II.** This plan will be used to identify obstacles limiting accessibility, describe and identify methods to make these obstacles accessible, and plan a schedule to bring City facilities and operations into compliance. The City will hire an outside consultant to help with this self-evaluation and the development of a Transition Plan. Funding for this planning work was included in the 2019-2020 biennial budget. The work item was suspended due to the COVID-19 Pandemic. This project work will be managed by the Public Works/Operations Department.

Department:
Non-Departmental

Approved Budget Proposals (continued)

- **Soil Remediation and Site Characterization**

The City previously operated an underground fuel tank at the City maintenance facility. Contaminated soil and groundwater have been located on the City's property and on the southern portion of the adjacent property (9555 SE 36th St.) Chemical injections to expedite the degradation of the contaminants have been ongoing. Additional injections and monitoring from a professional service are needed to complete the clean-up and receive a "No Further Action" letter from the Department of Ecology (DOE). Total cost for the 2021-2022 biennium are estimated at \$350,000, of this 50% or \$175,000 is expected to be reimbursed by the City's insurance. The remaining \$175,000 cost is shared between the Utility Funds at 26%, or \$45,500, and the General Fund at 74%, or \$129,500. One-time funding is needed for the General Fund portion.

Additionally, a notice from DOE was received in 2013 informing the City that Fire Station 91 is a known location of reported contaminated soils and/or groundwater. Further site characterization is needed to determine whether contaminants remain on the property or additional remediation efforts are needed. This project includes soil borings and the installation of monitoring wells. Given the age of the underground fuel tanks at Fire Station 91, current conditions, and remaining evaluation of expected useful life analysis is needed. Oversight and management of this work will be performed by the Public Works/Operations Department with support from the Legal Department and the Fire Department. This work will not be eligible for insurance reimbursement. The estimated cost of \$100,000 will be shared by the Utility funds at 26%, or \$26,000, and the General Fund at 74%, or \$74,000. One-time funding is needed for the General Fund portion.

- **Appropriation: Youth & Family Services Fund**

The 2021-2022 Budget reflects an interfund transfer of \$107,787 in 2021 and \$856,762 in 2022 from the General Fund to the YFS Fund. These appropriations address the revenue shortfalls resulting from the ongoing impacts of the COVID-19 Pandemic on Thrift Shop operations. Thrift Shop operations will continue to recover over the next biennium, likely reducing the interfund transfer amount. Changes to the YFS Fund budget will be addressed incrementally and through the budget amendment process over the course of the biennium.

- **Mercer Island Chamber of Commerce Support**

Restore the City's support of the Mercer Island Chamber of Commerce in 2021. This work is managed by the Community Planning & Development Department

On-Going

- **Public Camping and Shelter Support**

This budget proposal addresses two areas of concern for the Mercer Island Community: (1) camping on city-owned property, and (2) shelter space for those experiencing homelessness.

Currently, there are no shelters on Mercer Island to support those experiencing homelessness. Staff recommends the City enter into an agreement with the regional Human Services Funding Collaborative to support Eastside shelters. An annual contribution of \$10,000 to the Collaborative will support four area shelters that serve broad demographics, including Friends of Youth (youth), Catholic Community Services (families), Sophia Way (women), and Congregation for the Homeless(men).

Department:
Non-Departmental

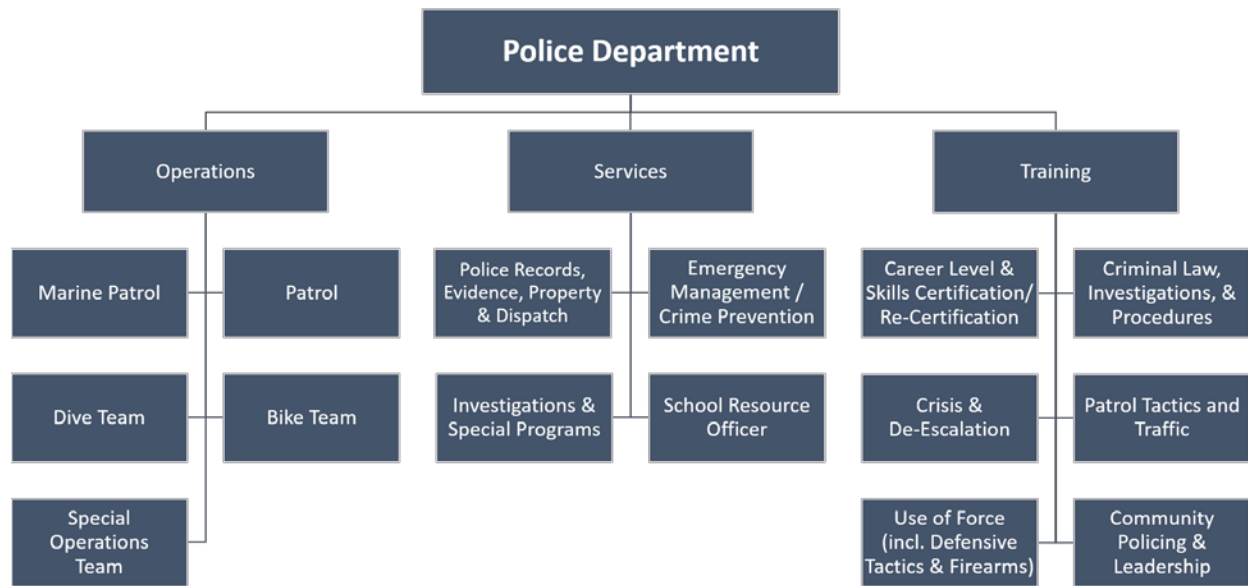
Revenue & Expenditure Summary

Description	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Revenue:						
Beginning Fund Balance-General	-	-	505,187	1,162,262	N/A	130.1%
Contingency Fund	1,245,336	657,900	-	-	-100.0%	N/A
Property Tax - FF Pension Fund	84,671	94,000	83,000	87,000	-11.7%	4.8%
Interest Earnings	3,500	3,500	5,000	5,000	42.9%	0.0%
General Purpose Revenue	2,576,735	4,299,453	2,803,359	2,850,060	-34.8%	1.7%
Total Revenue	3,910,241	5,054,853	3,396,546	4,104,322	-32.8%	20.8%
Expenditure:						
Salaries & Wages	18,266	1,294,302	145,000	145,000	-88.8%	0.0%
Benefits	428,802	833,851	528,586	548,712	-36.6%	3.8%
Supplies	31,744	578,225	31,300	37,800	-94.6%	20.8%
Contractual Services	145,676	213,670	225,200	298,200	5.4%	32.4%
Communications	31,870	33,520	34,000	34,000	1.4%	0.0%
Internal Service Charge	43,447	40,999	29,463	30,048	-28.1%	2.0%
Insurance	774,249	702,781	605,900	635,850	-13.8%	4.9%
Other Services & Charges	1,774	1,500	650	650	-56.7%	0.0%
Intergovernmental Services	351,450	354,405	375,660	370,200	6.0%	-1.5%
Interfund Transfers	2,082,964	1,001,600	1,420,787	2,003,862	41.9%	41.0%
Total Expenditures	3,910,241	5,054,853	3,396,546	4,104,322	-32.8%	20.8%

POLICE DEPARTMENT

The Mercer Island Police Department provides a full range of police services while respecting individual rights and freedoms. The mission of the Mercer Island Police Department is to contribute to Mercer Island's reputation as a safe, friendly, economically thriving community in which to live, work, learn, play, and visit. The Police Department is organized around the following functions:

- **Administration:** Oversee Police Services and Operations divisions and implement policies, procedures, and practices to accomplish the Department's mission.
- **Patrol:** Protect life and property, enforce laws and ordinances, investigate crimes, and maintain civil order.
- **Marine Patrol:** Oversee police and EMS services on Lake Washington, including code and law enforcement, rescue, public education, and public assistance.
- **Investigations & Special Programs:** Investigate criminal acts, complete case filings, forward charges against offenders, and work with other agencies to solve crimes. Provide special programs to Mercer Island schools relating to drug and alcohol abuse and bullying prevention.
- **Records, Property & Dispatch:** Provide initial police contact to the public, maintain records, manage confiscated property and evidence, and contract for police dispatch services with NORCOM.
- **Special Teams:** Dive Team rescues and recoveries, Special Operations Team high-risk details, and Bike Team traffic control and public relations.
- **Training:** Provide a full complement of training for Police personnel.
- **Emergency Management:** Develop and maintain all documentation and programs necessary to meet the City's responsibilities for disaster preparedness.
- **Jails:** Manage contracted jail services with City of Renton, City of Issaquah, and King County.



Department: Police

Operating Expenditures

Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Administration	1,233,130	1,198,773	1,219,055	1,252,961	1.7%	2.8%
Patrol	3,485,564	3,667,976	3,555,907	3,965,844	-3.1%	11.5%
Marine Patrol	618,899	486,900	567,797	582,636	16.6%	2.6%
Investigations & Special Programs	702,831	697,655	707,412	733,325	1.4%	3.7%
Emergency Management	187,012	217,816	212,183	218,246	-2.6%	2.9%
Records, Property & Dispatch	899,224	951,317	914,306	980,614	-3.9%	7.3%
Special Teams	42,448	39,900	39,900	45,400	0.0%	13.8%
Training	76,583	74,500	75,000	77,500	0.7%	3.3%
Jails	73,731	90,850	90,850	90,850	0.0%	0.0%
Total	7,319,422	7,425,687	7,382,410	7,947,376	-0.6%	7.7%

Work Plan

I. Goal: Prepare for the impacts of growth and change.

- I.1 Update Animal Control Ordinance in conjunction with the City Attorney's office by Q2 2022
- I.2 Review and propose potential updates to current regulations regarding camping, temporary structures, and overnight parking on public property by Q1 2021.
- I.3 Establish potential partnerships with area shelters for those who experiencing homelessness, by Q1 2021.
- I.4 Prepare for the new Light Rail station, to include response protocols and pedestrian and vehicles safety considerations. This work is ongoing.
- I.5 Hire two additional Patrol Officers in 2022, for implementation in 2023, to have two officers assigned to the Sound Transit light rail station during all shifts.
- I.6 Collaborate with Sound Transit (ST), King County Metro, and other agencies to ensure safe design and implementation of the Light Rail Station and bus intercept. This work is ongoing.

2. Goal: Stabilize the organization and optimize resources to ensure efficient and effective delivery of public safety service.

- 2.1 Conduct an annual community drug-takeback event annually.
- 2.2 Improve and simplify the Police Department's scheduling and payroll data entry process in collaboration with Human Resources by Q3 2021.
- 2.3 Complete the Emergency Operations Center (EOC) improvements by Q4 2022. The EOC serves as the central location when managing mid- to large-scale emergencies. (Subject to adoption of the CIP budget).
- 2.4 Provide each officer annual training, including State-mandated classes, Crisis Intervention Training, De-escalation training, cultural awareness and anti-biased policing training, updated Use of Force training, training required by accreditation, to maintain certifications, and additional specialized continuing education.

Department: Police

Work Plan (continued)

- 2.5 Recruit and retain officers to maintain minimum authorized staffing level requirements. Plan for anticipated retirements by identifying departure dates as early as possible. Develop succession plans for all ranks within the department and identify pathways to achieve each of those ranks. This work is ongoing.
- 2.6 Work closely with law enforcement partners and affiliated agencies to ensure a safe boating environment. Reduce boating collisions through proactive boating law enforcement and boater education. This work is ongoing.
- 2.7 Participate and engage in educational campaigns related to drowning prevention and water safety.
- 2.8 Maintain proficiency with the special operations team, the dive team, and bicycle team. This work is ongoing.
- 2.9 Continue to monitor jail contracts, seeking efficiencies whenever possible.
- 2.10 Continue to ensure the Department complies with State accreditation standards and achieve reaccreditation in Q3 2021.

3. Goal: Enhance public safety communication.

- 3.1 Collaborate with public safety partners to acquire and implement the Puget Sound Emergency Radio Network (PSERN) for public safety communications by Q4 2022.

4. Goal: Continue focus on community safety, community outreach, and education.

- 4.1 Continue to operate and oversee the City-wide emergency response to the COVID-19 Pandemic.
- 4.2 Implement COVID-19 safety protocols for the Department to ensure continuity of service and compliance with the Governor's Safe Start Plan with a focus on education until the end of the Pandemic.
- 4.3 Work with regional partners to develop "lessons learned" from the COVID-19 Pandemic to prepare for future pandemic outbreaks. Update the City's Pandemic plan.
- 4.4 Continue to recruit volunteers for Community Emergency Response Team (CERT), Map Your Neighborhood Program, and Emergency Preparedness Volunteer Teams.
- 4.5 Continue to proactively combat crimes through crime prevention and education programs, by leveraging social media outreach and rigorous investigation efforts.
- 4.6 Continue the partnerships the School Resource Officer has with students and their families, the Mercer Island School District, and the Youth and Family Services Department. Maintain the focus on intervention, education, and ways to keep youth out of the Criminal Justice system. This work is ongoing.
- 4.7 Conduct traffic safety emphasis patrols and public education to maintain a low motor vehicle collision rate. Continue to partner with Public Works and the Traffic Engineer to identify and mitigate traffic issues.
- 4.8 Restore the Citizens Academy, Community Emergency Response Team (CERT), and National Night Out. Conduct one Citizens Academy and one CERT training by Q4 2022.

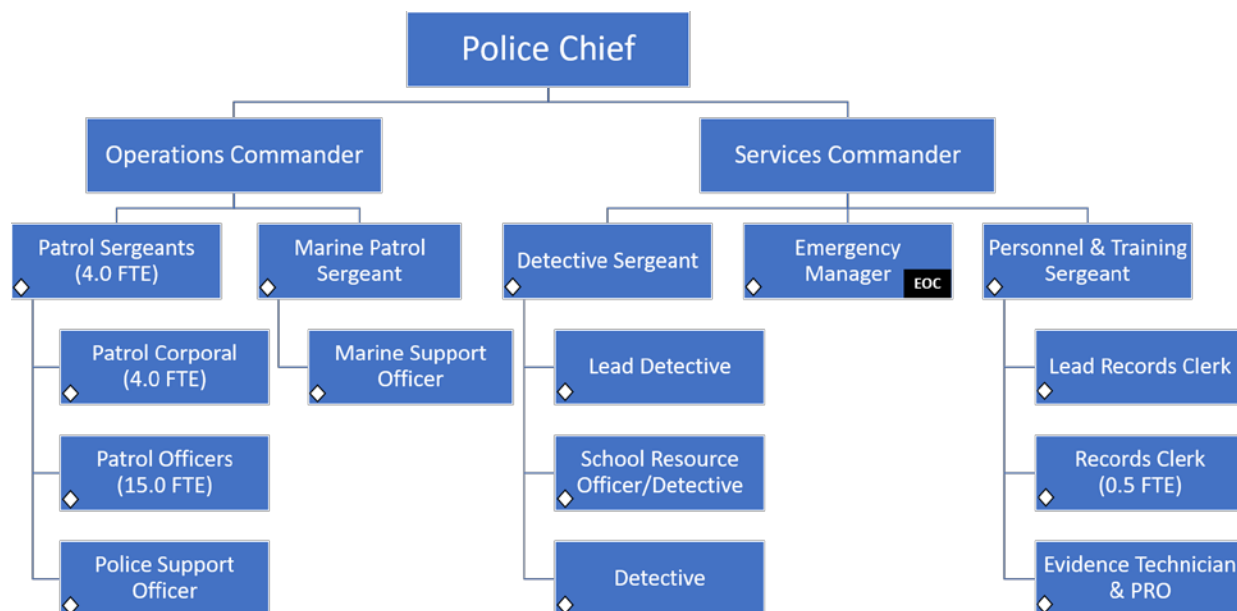
Department: Police

Staffing Summary

Type of Employee & Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Full Time Equivalents (FTEs)						
Administration	4.00	4.00	4.00	4.00	0.0%	0.0%
Patrol	22.00	22.00	22.00	24.00	0.0%	9.1%
Marine Patrol	2.00	2.00	2.00	2.00	0.0%	0.0%
Investigations & Special Programs	4.00	4.00	4.00	4.00	0.0%	0.0%
Emergency Management	1.00	1.00	1.00	1.00	0.0%	0.0%
Records, Property & Dispatch	2.50	2.50	2.50	2.50	0.0%	0.0%
Special Teams	-	-	-	-	N/A	N/A
Training	-	-	-	-	N/A	N/A
Jails	-	-	-	-	N/A	N/A
Total FTEs	35.50	35.50	35.50	37.50	0.0%	5.6%
Limited Term Equivalents (LTEs)						
Administration	-	-	-	-	N/A	N/A
Patrol	-	-	-	-	N/A	N/A
Marine Patrol	-	-	-	-	N/A	N/A
Investigations & Special Programs	-	-	-	-	N/A	N/A
Emergency Management	-	-	-	-	N/A	N/A
Records, Property & Dispatch	-	-	-	-	N/A	N/A
Special Teams	-	-	-	-	N/A	N/A
Training	-	-	-	-	N/A	N/A
Jails	-	-	-	-	N/A	N/A
Total LTEs	-	-	-	-	N/A	N/A
Total FTEs & LTEs	35.50	35.50	35.50	37.50	0.0%	5.6%

Department: Police

Staffing Summary (continued)



Approved Budget Proposals

The Police Department operating budget includes the following approved on-going budget proposals:

- **2.0 FTE Patrol Officer (Goal 1.5)**
 If funded, the two additional patrol officers will be assigned to the Sound Transit light rail station area. They will develop relationships with the key stakeholders and will serve as the liaisons between the City, local businesses, Sound Transit, and Metro. They will perform proactive daily patrols during the weekdays with a focus on:

 1. Safety for the pedestrians and bicyclists
 2. Safe and efficient traffic flow
 3. Individual and personal safety
 4. Timely responses to emergencies for police and fire
 5. Minimizing negative impacts on parks, the town center, and surrounding neighborhoods.

A strong officer presence at the onset will serve as an effective deterrent for those who would otherwise choose to engage in criminal activity at / near the light rail station. If the two patrol positions are not funded, existing officers will patrol the area. Given the 12 to 18-month lead time needed to hire police officers, recruitment for these two new positions will need to occur in 2022 for implementation in 2023.

- **Public Camping and Shelter Support (Goals 1.2 and 1.3)**
 This budget proposal addresses two areas of concern for the Mercer Island community: (1) camping on city-owned property, and (2) shelter space for those experiencing homelessness.

Department: Police

Budget Proposals (continued)

The current City code prohibits camping in City parks but is silent regarding camping on other City-owned property and public easements. As it is currently written, MICC 9.30.160 states “It is unlawful for any person or group of persons to camp out in any park except at places set aside for such purposes by the director and so designated by signs.” Staff recommends expanding the scope of prohibitions on camping to include all City-owned property and public easements and this work item will be considered in Q1 2021. Recent case law, however, determined that it is unconstitutional to enforce ordinances prohibiting camping in public places when no shelter space is available.

Currently, there are no shelters on Mercer Island to support those experiencing homelessness. Staff recommends the City enter into an agreement with the regional Human Services Funding Collaborative to support Eastside shelters. An annual contribution of \$10,000 to the Collaborative will support four area shelters that serve broad demographics, including Friends of Youth (youth), Catholic Community Services (families), Sophia Way (women), and Congregation for the Homeless(men).

Revenue & Expenditure Summary

Description	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Revenues:						
Sales Tax (Criminal Justice)	761,428	674,900	674,900	708,600	0.0%	5.0%
State Shared Revenues (CJ)	37,109	37,945	35,200	36,100	-7.2%	2.6%
Vessel Registration Fees	15,633	78,000	75,990	74,090	-2.6%	-2.5%
Federal and Local Grants	58,461	24,500	14,840	15,200	-39.4%	2.4%
MI School District (SRO)	26,734	27,685	29,100	29,000	5.1%	-0.3%
Marine Patrol Contract	85,091	84,018	82,900	87,100	-1.3%	5.1%
Other Police Revenue	39,821	10,000	8,900	8,800	-11.0%	-1.1%
General Purpose Revenue	6,295,146	6,488,639	6,460,580	6,988,486	-0.4%	8.2%
Total Revenues	7,319,422	7,425,687	7,382,410	7,947,376	-0.6%	7.7%
Expenditures:						
Salaries & Wages	4,334,008	4,322,664	4,258,888	4,572,482	-1.5%	7.4%
Benefits	1,447,940	1,613,913	1,570,556	1,739,705	-2.7%	10.8%
Supplies	113,181	166,900	154,300	154,300	-7.5%	0.0%
Contractual Services	78,177	70,400	49,200	49,200	-30.1%	0.0%
Communications	22,613	30,500	30,500	30,500	0.0%	0.0%
Internal Service Charges	545,984	452,222	592,352	597,189	31.0%	0.8%
Other Services & Charges	45,757	34,137	26,550	46,450	-22.2%	75.0%
Intergovernmental Services	731,761	722,951	688,064	745,550	-4.8%	8.4%
Capital	-	12,000	12,000	12,000	0.0%	0.0%
Total Expenditures	7,319,422	7,425,687	7,382,410	7,947,376	-0.6%	7.7%

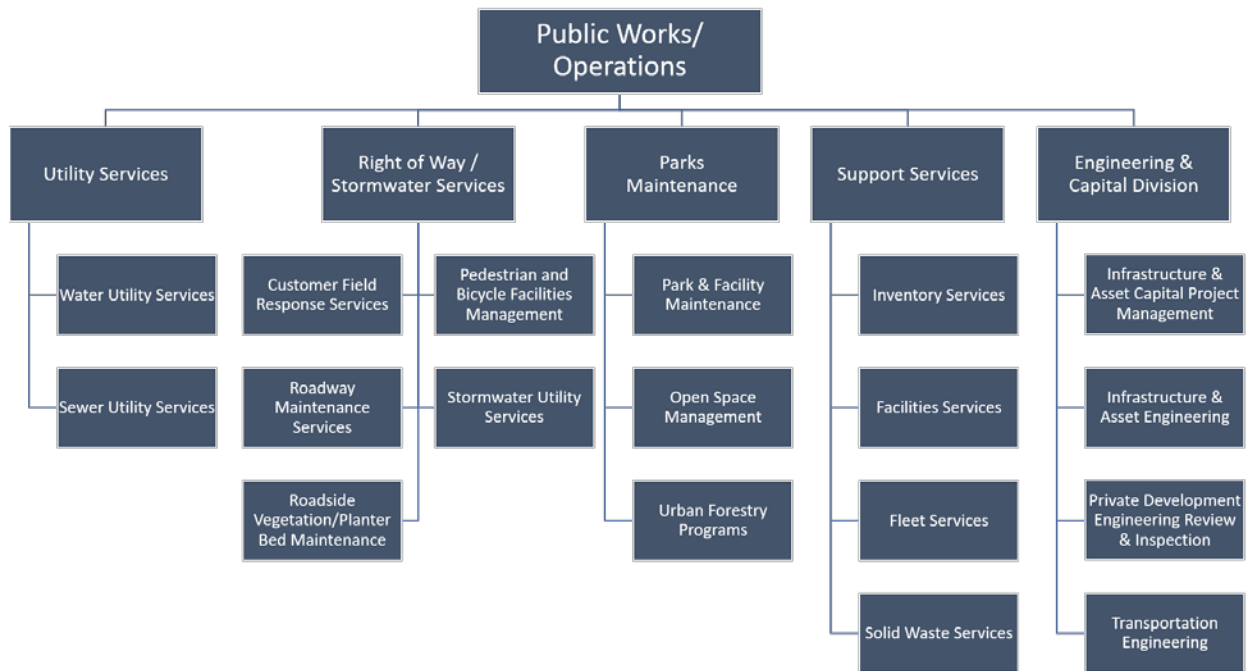
PUBLIC WORKS/OPERATIONS DEPARTMENT

The Public Work/Operations department consists of the following functions:

- **Administration:** Provide direction and administrative support to the Department's teams. Serve as primary point of contact to the public for information related to maintenance and construction of city infrastructure.
- **Capital & Engineering:**
 - Oversee the planning, design and construction of the following city infrastructure systems and assets: sanitary sewer collection, stormwater collection, transportation, including roads, water supply and distribution, and parks and park facilities (budgeted and accounted for within the City's Capital Improvement Program); and
 - Conduct engineering review and site inspection of all land use and private development projects, including the impact on and use of the City's rights-of-way and utility infrastructure (previously part of Community Planning & Development and partially funded by permit revenue).
- **Right-Of-Way Services:** Provide all aspects of maintenance for 84 miles of public roadways, from street sweeping and pothole repairs to sign installation and streetlight repairs. Manage trees in the public right-of-way for health and safety, control roadside vegetation to ensure safe sight distances and vehicle clearances, maintain sidewalks, and maintain planter beds on Island Crest Way and in the Town Center.
- **Water, Sewer, and Stormwater Utilities Services:** Provide business administration services and operational support to the City's water, sewer, and storm water utilities. Provide the full range of maintenance activities and operational expertise required for reliable 24-hour services from the City's water, sewer, and storm water utilities. Ensure compliance with all state and federal rules and regulations for public utilities.
- **Solid Waste Services:** Contract for curbside disposal and recycling services. Provide disposal options for hard-to-recycle items, ranging from home electronics and appliances to shredded paper and tires.
- **Facilities Services:** Provide preventative and corrective maintenance to all City buildings.
- **Fleet Services:** Provide preventative maintenance and repairs for more than 150 vehicles and pieces of heavy equipment through a combination of contracted services and one City staff member.
- **Parks Maintenance:** Maintain high demand, multi-use athletic fields, playgrounds, sport courts, swimming beaches, street-end waterfront access areas, hiking, biking and equestrian trails, open spaces areas, and picnic facilities. Provide arboricultural planning, project management, and consultation services for tree and urban forests in public open spaces and parks. Maintain and repair public art installations.
- **Customer Field Response Services:** Provide a quick and efficient response to a variety of customer requests involving City utilities and the public right-of-way.

All of these functions are organized around five teams as depicted on the next page.

Department:
Public Works/Operations



Operating Expenditures

Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Administration	925,015	1,067,882	1,367,781	1,395,566	28.1%	2.0%
Right-of-Way Services	1,079,791	1,088,903	1,317,372	1,336,709	21.0%	1.5%
Water Utility Services	4,143,967	4,764,918	4,972,099	5,511,690	4.3%	10.9%
Sewer Utility Services	7,420,903	8,074,961	7,905,539	8,424,956	-2.1%	6.6%
Stormwater Utility Services	916,190	1,156,798	964,950	992,737	-16.6%	2.9%
Park Maintenance	2,492,587	1,962,362	2,347,682	2,425,942	19.6%	3.3%
Solid Waste Services	29,372	36,000	44,750	45,000	24.3%	0.6%
Facilities Services	516,361	442,055	655,305	678,396	48.2%	3.5%
Fleet Services	546,339	544,923	548,005	554,714	0.6%	1.2%
Customer Field Response Services	285,284	266,357	308,244	321,520	15.7%	4.3%
Total	18,355,808	19,405,159	20,431,727	21,687,230	5.3%	6.1%

Department:
Public Works/Operations

Work Plan

- 1. Goal: Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability.**
 - 1.1 Complete costing analysis, review interlocal agreements, and work with the Mercer Island School District (MISD) to draft a new Master Facility Use Agreement to include all facilities shared/jointly maintained between the MISD and the City.
 - 1.2 Complete the Parks, Recreation and Open Space (PROS) Plan by Q2 2022.
 - 1.2.1 Establish level of service standards for parks maintenance operations consistent with by Q2 2022.
 - 1.3 Renegotiate the Washington State Department of Transportation (WSDOT) maintenance agreements for Aubrey Davis Park.
 - 1.4 Develop Standard Operating Procedures for Cityworks (asset management system) by Q1 2022.
 - 1.4.1 Increase staff skill and competency in the Cityworks platform through ongoing trainings. This work is ongoing.
 - 1.4.2 Develop Key Performance Indicators (KPI's) for Cityworks by Q1 2022.
 - 1.5 Establish a succession plan for staff within the Department to address upcoming retirements. Continue cross-training maintenance and operations staff to ensure continuity of services across all lines of business; provide staff opportunities to improve knowledge and skills with emphasis on leadership development training. This work is ongoing.
- 2. Goal: Provide safe, functional, and efficient delivery of public services and ensure preservation and maintenance of critical public infrastructure.**
 - 2.1 Develop and adopt the Transportation Improvement Program (TIP) by July each year.
 - 2.2 Implement the Supervisory Control and Data Acquisition Project ("SCADA" Project) by Q4 2022.
 - 2.3 Complete the Water Meter Replacement Project by Q4 2022.
 - 2.4 Complete the Risk & Resiliency Assessment by Q2 2021 and update the Emergency Response Plan (RRA & ERP Plan) by Q4 2021. Water utilities are required by the United States Environmental Protection Agency to complete a risk and resiliency assessment and update the Utility's Emergency Response plan every five years.
 - 2.5 Continue with ongoing soil and groundwater remediation at the former Honeywell Site and City Maintenance facility. Compliance is necessary to obtain a No Further Action letter from Department of Ecology.
 - 2.6 Complete approved capital projects per the schedules identified in the CIP. Provide regular updates to the City Council and the community on progress.
 - 2.7 Expand the awareness campaign for "See-Click-Fix" encouraging community members to report issues identified in the field.
 - 2.8 Complete the annual National Pollution Discharge Elimination System (NPDES) permit requirements for the Stormwater Utility. This is an annual requirement.
 - 2.9 Complete the ADA Transition Plan by Q4 2022.
 - 2.10 Complete the Site Characterization for soil and groundwater at Fire Station 91 by Q4 2022.

Department:
Public Works/Operations

Work Plan (continued)

- 1.12 Hire a consultant to conduct a Town Center Parking Study to review current code, existing parking restrictions, and identify opportunities for parking improvements within the Town Center.
- 1.13 Issue a Request for Proposals to evaluate contracting out utility locate services.
- 3. Goal: Prepare for Sound Transit Interchange and King County Metro construction.**
 - 3.1 Coordinate with King County Metro and Sound Transit to ensure that infrastructure impacted by upcoming projects is restored to City standards. This work is ongoing.
- 4. Goal: Advance sustainable practices throughout the City organization and community, in partnership with regional initiatives.**
 - 4.1 Research and implement 2021-2022 initiatives, to potentially include:
 - 4.1.1 Community solar campaign and green power for City facilities
 - 4.1.2 Enhanced food waste and recycling options inside City and within the community
 - 4.1.3 Support select K4C priorities and legislation
 - 4.1.4 Implement bicycle wayfinding map and final Town Center/Mountains to Sound Greenway Trail signage
 - 4.1.5 Continue work on energy efficiency retrofits within City facilities
 - 4.2 Update the City's carbon footprint assessment in partnership with local sustainability collaborators and prioritize future Green House Gas-reduction actions for proposed City Climate Action Plan by Q4 2021.
 - 4.3 Serve as the City program/contract manager for Metro #630 Commuter Shuttle; service currently suspended in pandemic but expected to resume late 2021.
 - 4.4 Continue research and implementation of mobility initiatives that help users reach regional transit at Town Center without SOV usage.
 - 4.5 Manage the Recology contract and pursue joint community outreach and efficiency measures. This work is ongoing.
 - 4.6 Work with the Parks Natural Resources and Stormwater teams to improve coordination of maintenance and capital project work and adhere to stormwater best practices. Promote clean water and stormwater management initiatives in the community.

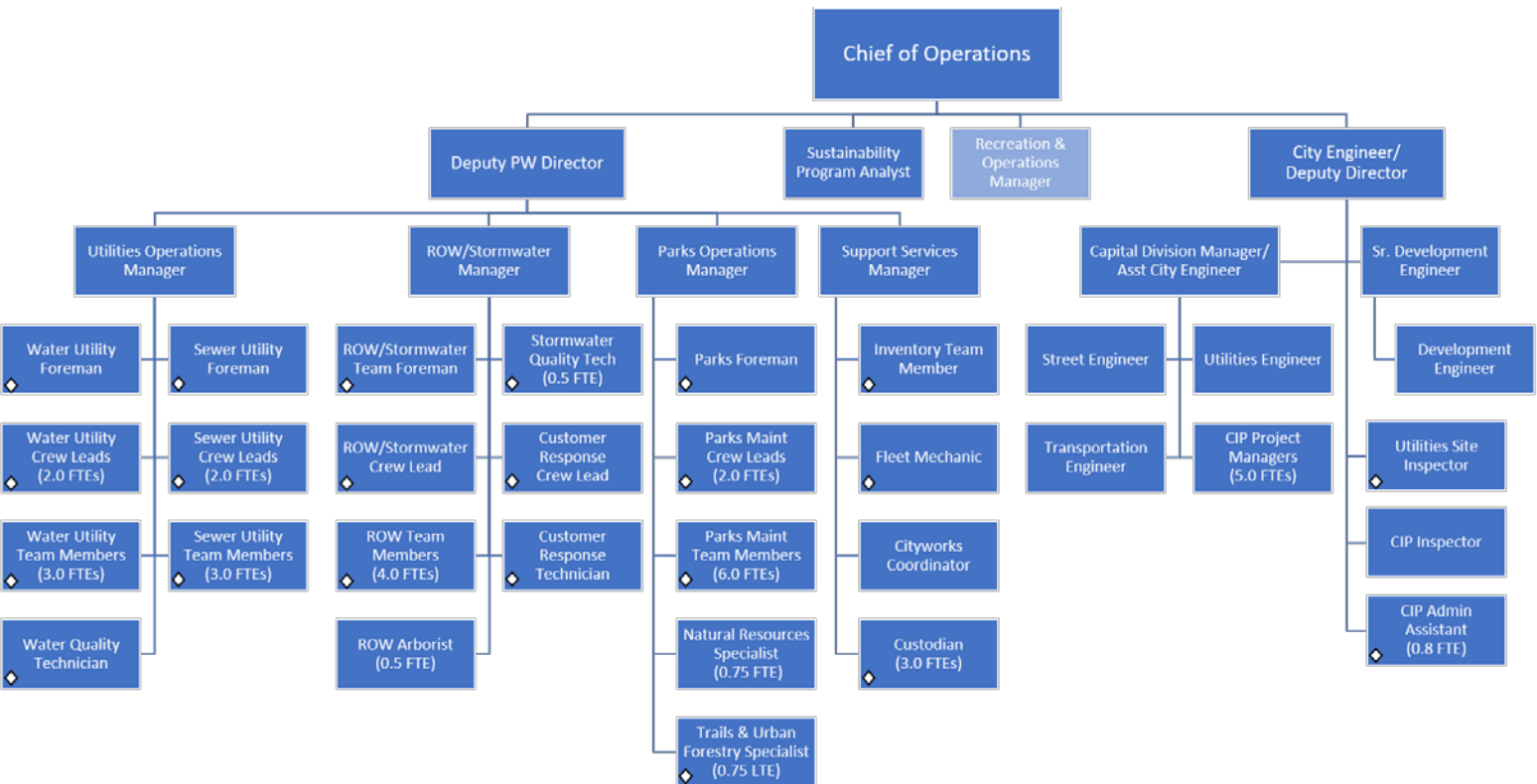
Department:
Public Works/Operations

Staffing Summary

Type of Employee & Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Full Time Equivalents (FTEs)						
Administration	4.10	4.10	4.90	4.90	19.5%	0.0%
Right-of-Way Services	3.75	3.75	5.00	5.00	33.3%	0.0%
Water Utility Services	7.35	7.35	8.80	8.80	19.7%	0.0%
Sewer Utility Services	6.55	6.55	6.80	6.80	3.8%	0.0%
Stormwater Utility Services	3.25	3.25	3.25	3.25	0.0%	0.0%
Park Maintenance	11.70	11.70	9.95	9.95	-15.0%	0.0%
Solid Waste Services	-	-	-	-	N/A	N/A
Facilities Services	1.15	1.15	3.30	3.30	187.0%	0.0%
Fleet Services	1.30	1.30	1.20	1.20	-7.7%	0.0%
Customer Field Response Svcs	2.00	2.00	2.00	2.00	0.0%	0.0%
Development Engineering	-	-	1.80	1.80	N/A	0.0%
Capital Project Mangement (CIP)	6.80	6.80	14.60	14.60	114.7%	0.0%
Total FTEs	47.95	47.95	61.60	61.60	28.5%	0.0%
Limited Term Equivalents (LTEs)						
Administration	-	-	-	-	N/A	N/A
Right-of-Way Services	-	-	-	-	N/A	N/A
Water Utility Services	-	-	-	-	N/A	N/A
Sewer Utility Services	-	-	-	-	N/A	N/A
Stormwater Utility Services	-	-	-	-	N/A	N/A
Park Maintenance	-	-	-	-	N/A	N/A
Solid Waste Services	-	-	-	-	N/A	N/A
Facilities Services	-	-	-	-	N/A	N/A
Fleet Services	-	-	-	-	N/A	N/A
Customer Field Response Svcs	-	-	-	-	N/A	N/A
Capital Project Mangement (CIP)	-	-	-	-	N/A	N/A
Total LTEs	-	-	-	-	N/A	N/A
Total FTEs & LTEs	47.95	47.95	61.60	61.60	28.5%	0.0%

Department:
Public Works/Operations

Staffing Summary (continued)



Department: **Public Works/Operations**

Department Changes

The scope of the Public Works Department expanded in 2020 due to restructuring and impacts to other Departments. Many City operations are now housed under this Department and the recommendation is to continue this structure for the 2021-2022 biennium. A number of new or restored positions are reflected in the budget. Funding for these positions is split between the General Fund, the Utility Funds and the Capital Project Funds. Descriptions for all of the new positions are included here for continuity. The percentage split by funding source is noted for each of the new or restored positions.

New or Restored Maintenance and Operations Positions

- **1.0 FTE Public Works Deputy Director**

This new position will oversee city-wide maintenance operations, which now includes parks maintenance and natural resources, in addition to stormwater, utilities, and ROW maintenance functions. Funding for this position is split between the General Fund (15%), Water Utility (25%), Sewer Utility (25%), Stormwater Utility (25%) and the Street Fund (10%)

- **Restore 1.0 FTE Parks Maintenance Foreman**

This position was funded in the previous biennium and left unfilled because of the 2020 workforce reductions. This position is recommended to be restored. The Foreman serves as a critical in-field supervisor for the Park Maintenance team. Comparable positions exist within each of the Public Works operational functions. This position is fully funded through the General Fund.

- **1.0 FTE Support Services Manager**

This is a new position and will manage the new Support Services Division encompassing Fleet, Buildings, Cityworks (asset management system), and custodial services. This position will collaborate with the maintenance divisions and capital/engineering divisions on asset management and capital planning. Position funding is split between the General Fund (50%) and building capital reinvestment projects in the Capital Improvement Fund (50%). A portion of the General Fund cost is recovered from the Utility Funds through a building maintenance overhead charge.

- **1.0 FTE Cityworks Coordinator**

This is a new position and will manage and administer the Cityworks asset management system. This business system is used by Public Works to manage infrastructure, providing real-time data about City assets and is an essential planning tool for future reinvestment. The platform also includes the “See-Click-Fix” application, allowing community members to submit field requests from their mobile device. Funding for this position is split between the General Fund (25%), Water Utility (25%), Sewer Utility (25%), and the Stormwater Utility (25%).

- **2.0 FTE Custodian**

Two new custodial positions are added to replace custodial services currently performed by contract. The City has utilized contract services for 20+ years and has experienced ongoing performance issues. The transition to in-house services will improve quality of service, timeliness, and ensure adherence to expanded cleaning and sanitization protocols as a result of the COVID-19 Pandemic. These positions will increase the citywide custodial staff team to 3.0 FTE, providing seven day a week coverage for all City facilities. Funding for these positions is primarily General Fund, with a portion of the costs recovered from the Utility Funds through a building maintenance overhead charge.

Department:
Public Works/Operations

Department Changes (continued)

New or Restored Positions Project Manager and Engineering Positions

- **3.0 FTE CIP Project Manager**

These are new positions. The CIP Project Managers are responsible for managing a variety of Capital Improvement Projects that support infrastructure repair and replacement for the City utilities, transportation network, and parks. The project managers will coordinate the planning, design, permitting, and construction of approved Capital Improvement Projects. These staff positions are needed to implement the CIP work plan and are funded within capital project costs proposed in the six-year capital plan and funded by the Utility Funds, Street Fund, and Capital Improvement Fund. These new positions establish a succession planning path for senior-level staff in the Capital & Engineering team anticipated to retire in the next two to five years.

- **1.0 FTE Development Engineer**

This is a new position that will perform engineering review of private development projects, right of way use permits, and right of way encroachments. This position provides support for the engineering team through taking the less complex work of the Sr. Development Engineer and City Engineer, supports the work of the Sr. Development Engineer and Utilities Site Inspector during absences, and creates a succession planning path for the Sr. Development Engineer. Funding for this position is supported by permit revenues and the General Fund.

Approved Budget Proposals

The Public Works/Operations Department operating budget includes the following approved budget proposals:

One-Time

- **1.0 FTE Sustainability Program Manager**

This position has been moved from the City Manager's Office and in order to better oversee on-the-ground implementation of sustainability programs, measures, and outreach, within the Public Works/Operations Department to improve energy efficiency as well as reduce the City's own carbon footprint and waste generation. This work will include capital project support and coordination with the maintenance and operations teams on sustainability initiatives, while also maintaining the City's long-running involvement in regional intergovernmental sustainability initiatives, such as the King County-Cities Climate Collaboration (K4C) and others, and interaction with local sustainability advocates. The position will update City and community Greenhouse Gas (GHG) metrics for reporting purposes and ensure the completion of the draft Mercer Island Sustainability Plan.

- **Reinstate Park Maintenance Casual Labor**

Parks Maintenance relies on casual labor to support operations during the peak recreation season (Q2-Q3 annually) to meet community needs and maintain existing levels of service. Due to the COVID-19 Pandemic in 2020, the casual labor positions within Parks Maintenance were eliminated. Maintenance was deferred and service levels in parks significantly declined. Casual Labor is used to support operations during the peak months (annually) to handle duties such as park mowing, general landscape, park restroom maintenance and cleaning, park access and safety, ballfield rentals and other general park services. On average, 8-10 part-time/casual labor positions are used to help maintain levels of service.

Department:
Public Works/Operations

Approved Budget Proposals (continued)

- **Town Center Parking Study (Goal 1.12)**

Parking restrictions within the Town Center and the North Mercer Restricted Parking District are governed by MICC 10.74.030(A) & (B). This budget proposal will include a study, completed by an outside consultant, to review current code, existing parking restrictions and identify opportunities for parking improvements within the Town Center. The study will provide recommendations on modifications that can be made to the Town Center Parking District ahead of the opening of the Sound Transit Light Trail Station. The scope of work will include an evaluation and recommendation on the City's existing permit parking system.

- **Town Center Beautification**

The Town Center Beautification was reduced in the 2019-2020 budget. The reduction included casual labor (a 9-month seasonal position) and the reduction of maintenance services that support the Town Center right-of-way. Preventative maintenance activities such as pressure washing of sidewalks and furniture, planter bed maintenance including the annual flower and hanging basket beautification program, and early-stage crack repairs were reduced. This budget proposal will reinstate preventative maintenance, spring hanging baskets, and the annual color program in the Town Center.

On-Going

- **Contract Utility Locate Services (Goal 1.13)**

Washington State Law (RCW 19.122.020(8)) requires any project that involves excavation, must notify all Utility companies so existing infrastructure can be marked to avoid unnecessary damages. Work includes emergency repairs to infrastructure, private development, or excavating on private property (i.e., fence installation).

Currently, the City performs the utility locate services for Water, Sewer, and Storm Water Utilities. In 2019, the City responded to over 2,565 locate tickets, which takes staff away from other critical maintenance work. This budget proposal will include a Request for Proposals to evaluate contracting out utility locate services. Private locate companies successfully perform this work for other jurisdictions and may be a suitable alternative to using in-house resources. This work will be bargained with the AFSCME Union as part of the 2021 contract negotiations.

Department:
Public Works/Operations

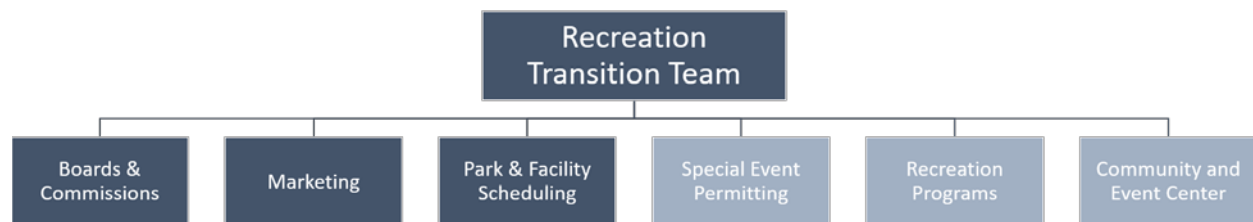
Revenue & Expenditure Summary

Description	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Revenues:						
Park Facility Use Fees	182,346	41,000	14,100	143,763	-65.6%	919.6%
Real Estate Excise Tax	270,858	479,144	451,681	458,284	-5.7%	1.5%
Water Rates & Other Chgs	4,478,924	5,078,783	5,185,042	5,731,817	2.1%	10.5%
Sewer Rates & Other Chgs	7,704,350	8,352,317	8,290,561	8,813,210	-0.7%	6.3%
Stormwater Rates & Other Chgs	1,132,544	1,375,783	1,255,665	1,293,768	-8.7%	3.0%
Internal Charges	546,339	544,923	548,431	555,168	0.6%	1.2%
Aubrey Davis Park Landscape	535,442	550,800	559,254	560,000	1.5%	0.1%
General Purpose Revenue	3,505,005	2,982,409	4,126,993	4,131,220	38.4%	0.1%
Total Revenues	18,355,808	19,405,159	20,431,727	21,687,230	5.3%	6.1%
Expenditures:						
Salaries & Wages	3,620,895	3,624,090	4,352,943	4,527,174	20.1%	4.0%
Benefits	1,735,105	1,542,748	1,857,433	1,939,667	20.4%	4.4%
Supplies	851,992	826,730	837,161	846,161	1.3%	1.1%
Water Purchases	1,922,076	2,110,162	2,300,000	2,415,000	9.0%	5.0%
Contractual Services	1,037,679	1,828,487	1,460,615	1,494,640	-20.1%	2.3%
Communications	111,730	131,220	135,350	135,350	3.1%	0.0%
Internal Service Charges	749,391	634,609	841,545	846,983	32.6%	0.6%
Insurance	236,210	242,448	254,850	268,780	5.1%	5.5%
Utilities	748,951	804,573	792,500	825,104	-1.5%	4.1%
Other Services & Charges	764,073	724,526	757,580	791,130	4.6%	4.4%
King County Sewage Treatment	4,797,727	4,828,462	5,083,506	5,312,086	5.3%	4.5%
Intergovernmental Services	25,351	26,400	26,400	27,150	0.0%	2.8%
General Administration Support	418,950	466,779	574,899	585,686	23.2%	1.9%
Debt Service (Principal & Int)	1,144,733	1,444,870	1,156,945	1,672,319	-19.9%	44.5%
Capital	190,945	169,055	-	-	-100.0%	N/A
Total Expenditures	18,355,808	19,405,159	20,431,727	21,687,230	5.3%	6.1%

RECREATION TRANSITION TEAM

The Parks & Recreation Department was considerably impacted by the COVID-19 Pandemic. The Community & Event Center closed in March 2020 and all recreation programs, special events, and facility rentals were canceled. Athletic field reservations and picnic shelter/area reservations were also canceled. As a result, workforce reductions were implemented in the Spring of 2020.

The Recreation Transition Team is focused on reestablishing operations for the Mercer Island Community and Event Center and rebuilding the Recreation division. Please note, one staff member on the Recreation Transition Team is also responsible for management and tracking all grant and reimbursement programs related to the COVID-19 Pandemic.



Operating Expenditures

Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Administration	843,189	517,162	490,528	192,774	-5.2%	-60.7%
MI Community & Event Center	1,147,340	579,749	216,489	218,001	-62.7%	0.7%
Recreation & Special Programs	957,200	263,451	35,536	35,536	-86.5%	0.0%
Total	2,947,729	1,360,362	742,553	446,311	-45.4%	-39.9%

Work Plan

I. Goal: Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability.

- I.1 Work with the City Manager's office to develop a transition plan to re-open the Mercer Island Community and Event Center (MICEC) and restore recreation programs and services. Work will commence Q4 2020 with City Council initial review planned for early Q2 2021.
 - I.1.1 Potential to integrate transition planning work with the Parks, Recreation and Open Space (PROS) Plan Update, also planned to resume at the end of Q4 2020.
 - I.1.2 Transition plan to include a revised recreation services operating budget for 2021-2022 and an updated fee structure. A budget amendment will be required for recreation services to resume.
- I.2 Continue to process athletic field facility reservation requests and to provide customer service support for MICEC facility rentals impacted by the COVID-19 Pandemic.
- I.3 Assist with citywide communications regarding parks and recreation operations.

Department: Recreation Transition Team

Work Plan (continued)

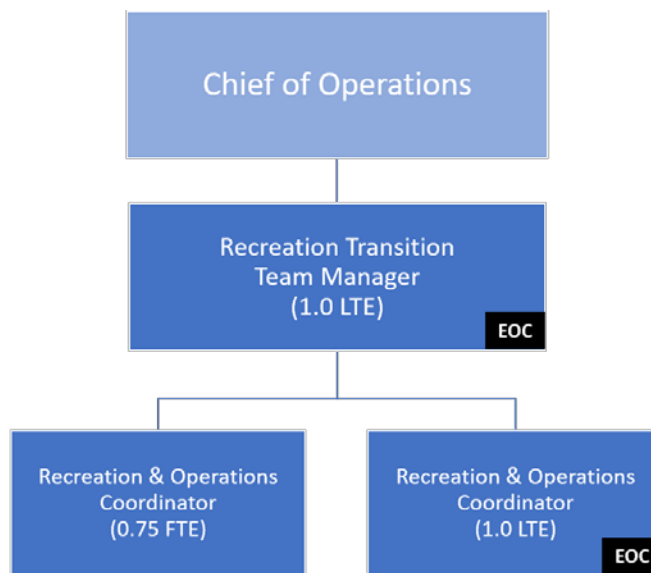
1.4 Provide staff support for the Parks & Recreation Commission and the Arts Council.

2 Goal: Provide emergency response services related to the COVID-19 Pandemic

2.1 Continue to administer the grant and other reimbursement programs. related to the COVID-19 Pandemic. This work is ongoing.

Staffing Summary

& Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Full Time Equivalent (FTEs)						
Administration	4.15	4.15	0.75	0.75	-81.9%	0.0%
MI Community & Event Center	7.25	7.25	-	-	-100.0%	N/A
Recreation & Special Programs	2.95	2.95	-	-	-100.0%	N/A
Total FTEs	14.35	14.35	0.75	0.75	-94.8%	0.0%
Limited Term Equivalent (LTEs)						
Administration	-	-	2.00	-	N/A	-100.0%
MI Community & Event Center	-	-	-	-	N/A	N/A
Recreation & Special Programs	-	-	-	-	N/A	N/A
Total LTEs	-	-	2.00	-	N/A	-100.0%
Total FTEs & LTEs	14.35	14.35	2.75	0.75	-80.8%	-72.7%



Department: **Recreation Transition Team**

Department Changes

The Parks & Recreation Department was considerably impacted by the COVID-19 Pandemic. The closure of the Mercer Island Community & Event Center and cancellation of all recreation programming and field use in March 2020 eliminated a critical funding source for the Parks & Recreation Department. As a result, workforce reductions were implemented in the Spring of 2020.

The Recreation Transition Team operating budget includes the new and restored positions:

- **1.0 LTE Operations Transition Team Manager, 1.0 LTE Recreation & Operations Coordinator, and 0.75 FTE Recreation & Operations Coordinator**
The Operations Transition Team Manager and one Recreation and Operations Coordinator are LTE positions and only budgeted through 2021. They will be focused on supporting EOC operations, COVID-19 grant administration, parks facility scheduling, recreation marketing and developing recovery plans. Recommended recovery plans will be brought to the City Council for approval in early Q2 2021.

Approved Budget Proposals

The Recreation Transition Team operating budget includes the following approved budget proposals:

One-Time

- **Recreation Recovery Plan Startup Funding**
This placeholder includes funding to re-open the Mercer Island Community & Event Center (MICEC) and restore some recreational services and arts programming. As the transition planning is implemented (anticipated for Council follow-up in Q1 2021), additional resources will be needed to begin to renew the MICEC and Recreational Programs. This budget proposal is intended to fund staff to process reservations, develop recreational programming, and begin the implementation of the Recreation Recovery Plan.

On-Going

- **Recreational Programming Operating Subsidy**
This is a placeholder to ensure sufficient ongoing resources are in place in 2022 to sustain the Mercer Island Community and Event Center (MICEC) and the recreation and arts programs. City recreation programs and special events have had a positive and meaningful impact to the Mercer Island Community for many years. Due to the impacts from the COVID-19 Pandemic, the MICEC was closed in mid-March and recreation and arts programs were suspended. Staff are working on a recovery plan to resume operations and programs in 2021 and have requested one-time start up resources to rehire staff, procure supplies etc. This budget proposal anticipates that an ongoing subsidy of \$400k per year will be needed to support the MICEC and recreation and arts programming in 2022.

Department:
Recreation Transition Team

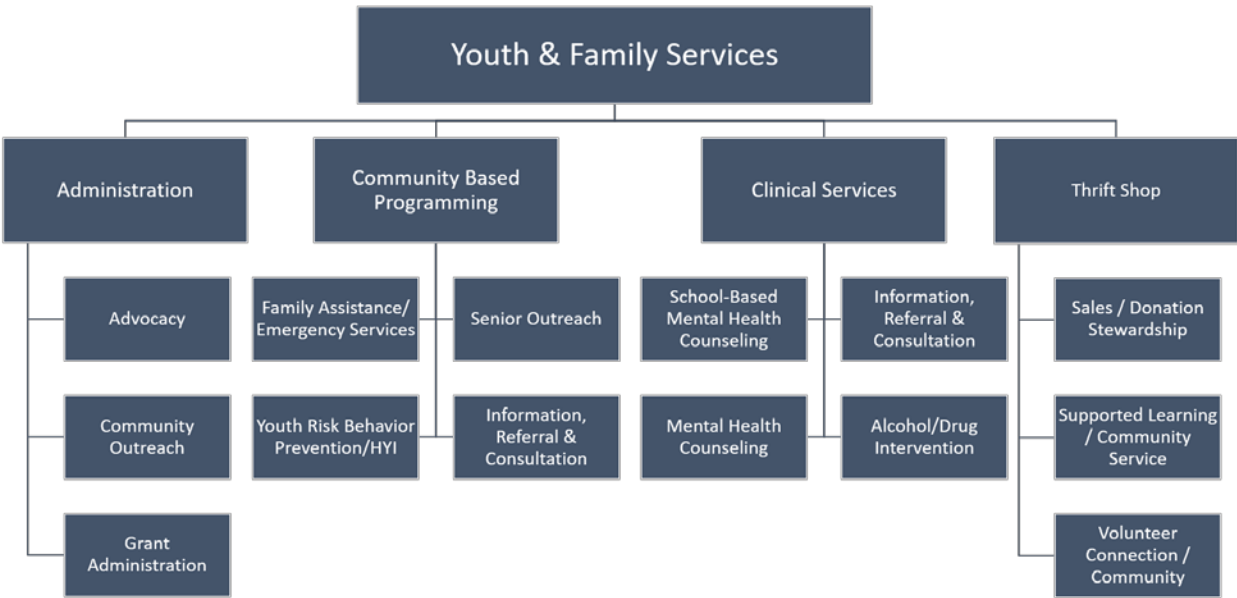
Revenue & Expenditure Summary

Description	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Revenues:						
1% for the Arts Fund	18,403	31,465	17,000	17,000	-46.0%	0.0%
Boat Launch Ticket Sales	43,113	40,000	67,800	67,800	69.5%	0.0%
Recreation and Special Programs	774,370	130,650	9,400	16,550	-92.8%	76.1%
MI Community & Events Center	799,882	182,650	80,000	80,000	-56.2%	0.0%
General Purpose Revenue	1,311,961	975,597	568,353	264,961	-41.7%	-53.4%
Total Revenues	2,947,729	1,360,362	742,553	446,311	-45.4%	-39.9%
Expenditures:						
Salaries & Wages	1,408,309	505,861	285,637	68,592	-43.5%	-76.0%
Benefits	535,028	201,779	111,106	29,325	-44.9%	-73.6%
Supplies	90,321	30,798	7,350	7,350	-76.1%	0.0%
Contractual Services	544,005	343,560	126,450	125,100	-63.2%	-1.1%
Communications	5,559	3,700	1,950	1,950	-47.3%	0.0%
Internal Service Charges	145,130	137,745	99,270	100,929	-27.9%	1.7%
Utilities	95,805	93,600	95,290	97,065	1.8%	1.9%
Other Services & Charges	67,475	25,669	7,500	7,500	-70.8%	0.0%
Intergovernmental Services	16,097	17,650	8,000	8,500	-54.7%	6.3%
Capital	40,000	-	-	-	N/A	N/A
Expenditures	2,947,729	1,360,362	742,553	446,311	-45.4%	-39.9%

YOUTH & FAMILY SERVICES

The Youth & Family Services (YFS) Department provides a wide range of social services for Mercer Island residents. These services include programs that offer counseling and intervention, youth development, prevention of risk behaviors, emergency family assistance, and community education, advocacy, and planning. YFS is organized around the following functions:

- **Administrative Services:** Provide managerial direction, oversight, and administrative support to YFS Department programs and staff. Execute targeted planning efforts to ensure service configuration reflects community needs and explore, vet, and execute options to increase revenues for community and human services.
- **Community-Based Programming and Clinical Services:** Provide a wide array of coordinated community-based and school-based services to children, youth, couples, individuals, families, and seniors at the Luther Burbank Administration Building and each of the public schools in the Mercer Island School District. Services include mental health counseling and substance abuse intervention services; financial, food, and other basic assistance to low-income individuals and families; senior outreach and counseling; information, referral, and consultation services; and community-wide mental health promotion and substance abuse prevention.
- **Thrift Shop:** The Thrift Shop is a grassroots, community-based business that raises funds to support the programs of Youth & Family Services. The Thrift Shop provides a resource for re-use and recycling of community members' donations; provide opportunities for volunteers of all ages; and generate funding for the department's array of human services.



Department: Youth & Family Services

Operating Expenditures

Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Administration	688,317	423,888	293,936	300,103	-30.7%	2.1%
Professional Services	1,420,604	1,656,761	1,583,233	1,520,969	-4.4%	-3.9%
Thrift Shop	860,061	476,849	301,014	306,890	-36.9%	2.0%
Total	2,968,983	2,557,498	2,178,183	2,127,962	-14.8%	-2.3%

Work Plan

1. Goal: Develop a Long-Term Funding Strategy for Human Services

- 1.1 Assist the YFS Working Group, a partnership of the YFS Foundation and the City, in developing a recommendation on long-term funding strategies for YFS services for review and consideration by the City Council. This work is ongoing with a recommendation tentatively scheduled for Q1 2021. Refinement of the goals and objectives of the YFS Working Group is subject to further direction by the City Council.
- 1.2 Work with the City Council on a recovery plan for YFS services, to include restoration of the positions that are currently furloughed (e.g., school-based mental health counselors). This work is tied to recovery of Thrift Shop operations and the long-term funding strategy assigned to the YFS Working Group. This work is ongoing.
- 1.3 Continue to partner and collaborate with the YFS Foundation on community fundraising campaigns. Meet regularly with the YFS Foundation to coordinate fundraising strategies to address both short-term and long-term funding needs. This work is ongoing.
- 1.4 Develop a recommendation to establish and grow a YFS Reserve Fund as part of the 2023-2024 biennial budget by Q4 2022.

2. Goal: Provide Access to Mental Health Services to all MISD Students

- 2.1 Renew the Interlocal Agreement with the Mercer Island School District (MISD) annually.
- 2.2 Ensure YFS mental health and substance use intervention/prevention counseling services are accessible to all students in the MISD.
- 2.3 Continue to utilize tele-health services during the COVID-19 Pandemic. Coordinate with the MISD staff as to the timing and restoration of in-person services. This work is ongoing.

3. Goal: Scale Community Based Mental Health Services to Meet Demand

- 3.1 Maintain the mental health services intern program, with two to four unpaid graduate level interns serving YFS annually.
- 3.2 Continue public outreach campaigns to address community mental health needs related to the COVID-19 Pandemic and other emerging issues. This work is ongoing.

Department:
Youth & Family Services

Work Plan (continued)

4. Goal: Provide Emergency Assistance and Geriatric Case Management

- 4.1 Provide food support for residents facing food insecurity, which currently includes grocery gift cards. Re-evaluate food pantry operations as part of transition to less-restrictive phases of the Washington State “Safe Start” COVID-19 phased reopening plan.
- 4.2 Provide emergency financial assistance support as available and meet demand for case management and resource/referral support each year of the biennium. Continue collaboration with the YFS Foundation to raise funds to meet emergency assistance needs.
- 4.3 Meet the demand for geriatric case management services.

5. Goal: HIPAA (Health Insurance Portability and Accountability Act) Compliance

- 5.1 Transition YFS operations to ensure compliance with HIPAA standards by Q4 2022.
- 5.2 Complete the updated to the YFS policy and procedures manual Q4 2022. Policies related to financial assistance programs may require City Council review and approval.

6. Goal: Integrate and Expand Organizational Diversity, Equity, and Inclusion Practices

- 6.1 Implement an organizational assessment and staff training schedule by Q1 2021.
- 6.2 Hold monthly mental health-specific consultation sessions during clinical team meetings. This work is ongoing.
- 6.3 Draft a five-year plan for organizational diversity, equity, and inclusion efforts, in coordination with City-wide efforts by Q2 2022.
- 6.4 Schedule annual diversity, equity, and inclusion trainings and consultation targeted for mental-health professionals and human services providers.

7. Goal: Resume Thrift Shop Operations and Manage Special Projects

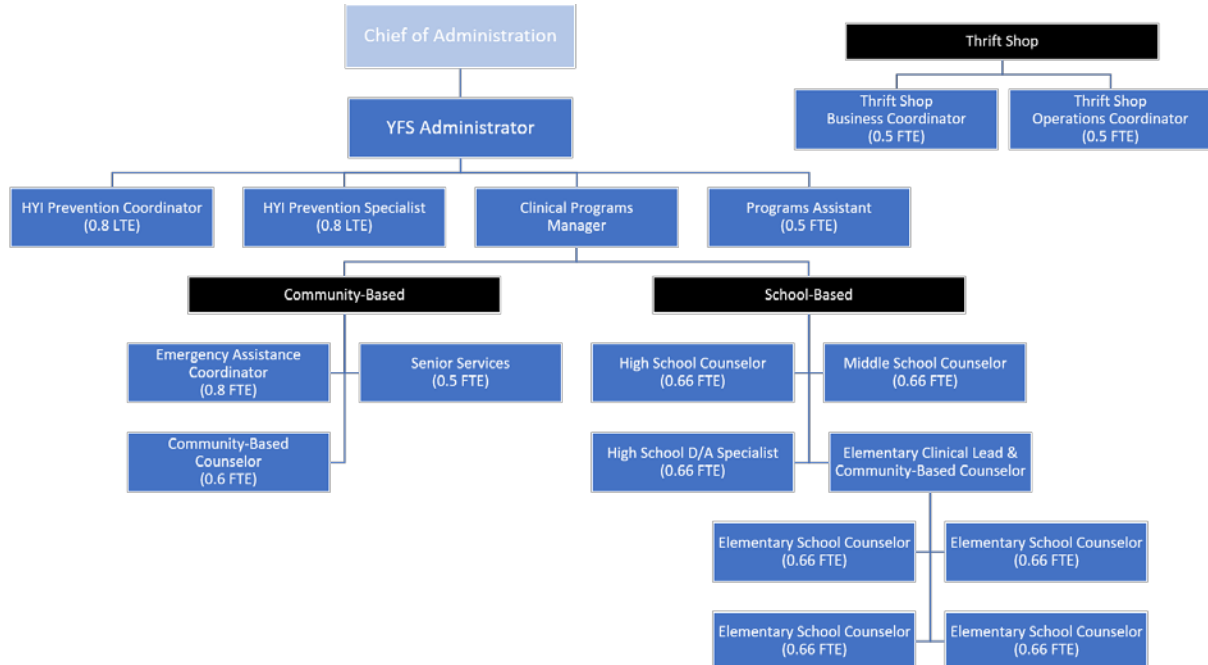
Note: The Thrift Shop staff team and associated operations are currently supported by the EOC/Transition Team, a resource team specifically dedicated to recovering services and operations that were impacted by the COVID-19 Pandemic. The Thrift Shop work plan items are reflected here given that Thrift Shop revenues support the YFS Fund.

- 7.1 Continue work on the Thrift Shop operations recovery plan with a goal of gradually expanding retail sales and donations processing per the guidelines of the Governor’s Safe Start Plan. Prepare budget proposals for City Council review and consideration as recovery progresses. This work is ongoing.
- 7.2 Expand marketing and outreach campaign efforts related to resuming Thrift Shop donations efforts. Encourage pre-sorting of donations and aim to reduce the costs associated with disposing of non-saleable donations. This work is ongoing.
- 7.3 Re-establish the Thrift Shop volunteer team, providing training and compliance with COVID-19 safety protocols.
- 7.4 If approved by the City Council (matter is pending in Q4 2020), provide support for the Thrift Shop and Recycling Center Remodel Project.

Department: Youth & Family Services

Staffing Summary

Type of Employee & Department Function	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Full Time Equivalents (FTEs)						
Administration	3.63	3.63	1.35	1.35	-62.8%	0.0%
Professional Services	10.00	9.17	8.72	8.72	-4.9%	0.0%
Thrift Shop	2.00	2.00	1.20	1.20	-40.0%	0.0%
Total FTEs	15.63	14.80	11.27	11.27	-23.9%	0.0%
Limited Term Equivalents (LTEs)						
Administration	0.50	0.50	-	-	-100.0%	N/A
Professional Services	0.20	0.20	1.60	1.60	700.0%	0.0%
Thrift Shop	6.00	6.00	-	-	-100.0%	N/A
Total LTEs	6.70	6.70	1.60	1.60	-76.1%	0.0%
Total FTEs & LTEs	22.33	21.50	12.87	12.87	-40.1%	0.0%



Department: **Youth & Family Services**

Department Changes

The Youth and Family Services (YFS) Department was considerably impacted by the COVID-19 Pandemic. The closure of the Thrift Shop in March 2020 eliminated a critical funding source for the YFS Department. Thrift Shop revenue comprised 64% of YFS Department projected revenues in 2020. As a result, workforce reductions were implemented in the Spring of 2020. Most positions will remain furloughed for the 2021-2022 biennium, including the school-based mental health counselors at 32 hours per week.

The Youth & Family Services operating budget includes the following staffing changes:

- **0.5 FTE YFS Programs Assistant**
This position supports customer service functions, food pantry operations, emergency assistance programs, mental health counseling reception and clinical records management, and financial operations for the YFS Department. This position was funded for 4 months in the fall of 2020 using MIYFS Foundation donations.
- **0.8 FTE Healthy Youth Initiative (HYI) Prevention Specialist**
This position will support federal grant administration for the Mercer Island Healthy Youth Initiative (HYI), to increase underage substance use prevention efforts on Mercer Island, including mental health promotion, family support services and youth engagement. HYI is made up of local experts, Island residents, community and regional partners dedicated to positively impacting the lives of youth in the Mercer Island community.

Approved Budget Proposals

The Youth & Family Services operating budget includes the following approval budget proposal:

On-Going

- **Diversity and Inclusion Training (Goal 6.4)**
Government plays a key role in advancing racial equity through policy and institutional strategies aimed at closing gaps and improving outcomes for all groups. In 2019, employees attended Cultural Competency training to help explore how individual identity develops as well as attitudes towards cultural differences. This budget proposal is for training specific to mental-health counseling and human services providers.

One-Time

- **Thrift Shop Startup Funding (Goal 7)**
The Mercer Island Thrift Shop provides critical revenue to support the Youth & Family Services Department. Due to the Pandemic, the Thrift Shop closed in mid-March. At present, the Thrift Shop is open on Sundays and is selling current inventory. Donation processing is scheduled to resume on Saturdays utilizing the Mercer Island Community and Event Center (MICEC). These limited operations will provide critical learning and experience in a Pandemic environment and will be used to inform expanded operations in the future.

Department: Youth & Family Services

Approved Budget Proposals (continued)

This one-time funding request is a placeholder to ensure resources are available to support the expansion of sales and donations processing in 2021. Start-up funding is needed to hire ahead and train staff and volunteers as operations begin to scale up. These funds will also be used for procurement of supplies and equipment to meet Pandemic operating requirements and to sustain the two-facility operation. Current recovery planning is focusing on returning to a five-day retail operation in 2021. Expanding the operating days requires a minimum four-week lead time to sufficiently train staff and volunteers.

Revenue & Expenditure Summary

Description	2019	2020	2021	2022	Percent Change	
	Actual	Forecast	Budget	Budget	20-21	21-22
Revenues:						
Beginning Fund Balance	-	506,478	1,795	-	-99.6%	-100.0%
Federal, State & Local Grants	41,126	38,000	38,000	38,000	0.0%	0.0%
MI School District (Shared Cost)	60,000	60,000	60,000	60,000	0.0%	0.0%
Thrift Shop Sales	1,978,074	450,000	310,000	310,000	-31.1%	0.0%
Program Fees & Donations	199,138	261,000	91,100	91,100	-65.1%	0.0%
Emergency Assistance Program Support	72,789	132,373	208,500	118,500	57.5%	-43.2%
Youth Svcs Endowment Support	3,500	3,500	5,000	5,000	42.9%	0.0%
MIYFS Foundation Support	361,197	450,739	1,012,400	300,000	124.6%	-70.4%
Healthy Youth Initiative Grants	36,832	407,203	348,600	348,600	-14.4%	0.0%
One Time Funding (General Fund)	354,000	-	117,787	871,762	N/A	640.1%
Transfer from Contingency	-	250,000	-	-	-100.0%	N/A
Total Revenues	3,106,656	2,559,293	2,193,182	2,142,962	-14.3%	-2.3%
Expenditures:						
Salaries & Wages	1,799,085	1,187,062	1,031,572	1,052,425	-13.1%	2.0%
Benefits	724,923	575,065	553,000	576,500	-3.8%	4.2%
Supplies	54,539	30,646	38,540	38,540	25.8%	0.0%
Contractual Services	154,426	478,010	164,427	157,252	-65.6%	-4.4%
Communications	2,444	2,860	2,810	2,810	-1.7%	0.0%
Internal Service Charges	101,528	116,083	105,002	107,045	-9.5%	1.9%
Utilities	10,902	12,614	12,812	13,020	1.6%	1.6%
Other Services & Charges	103,780	150,823	262,820	173,170	74.3%	-34.1%
Intergovernmental Services	8,925	4,335	7,200	7,200	66.1%	0.0%
Interfund Transfers	8,431	-	-	-	N/A	N/A
Total Expenditures	2,968,983	2,557,498	2,178,182	2,127,962	-14.8%	-2.3%