

Section D. Operating Budget by Department

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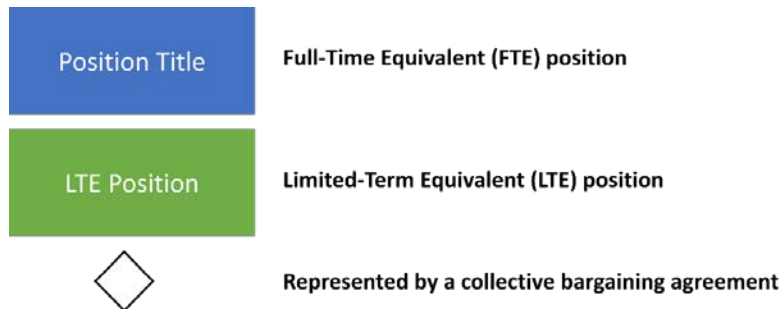
OPERATING BUDGET BY DEPARTMENT

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
- Police
- Public Works
 - Recreation Division
- Youth & Family Services
 - Thrift Shop

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 2023-2024 biennium that include specific action items and deadlines where appropriate.
- **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:



- **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 residents.
- **City Clerk:** Fulfill the state legal requirements of the City Clerk position, support the City Council and City Manager, and manage essential records.
- **Information Technology:** Procure, implement, maintain, secure, 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**



Department: **Administrative Services**

Operating Expenditures

Department Function	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Admin & Customer Service	428,000	529,438	526,124	483,807	-0.6%	-8.0%
Human Resources & Payroll	718,072	888,124	822,303	861,493	-7.4%	4.8%
Information Technology	795,302	1,028,034	1,009,628	1,063,288	-1.8%	5.3%
Geographic Information Systems	260,710	331,349	395,805	414,571	19.5%	4.7%
City Clerk	201,249	325,672	255,999	262,344	-21.4%	2.5%
Communications	148,558	157,919	179,379	214,330	13.6%	19.5%
Total	2,551,891	3,260,536	3,189,238	3,299,833	-2.2%	3.5%

2023-2024 Work Plan

- 1. Goal: Coordinate and oversee the internal and support services and teams for the City of Mercer Island.**
 - 1.1 Work with the City Manager's Office and the Finance Department to develop the 2025-2026 budget recommendation.
 - 1.2 Review and update citywide policies regarding human resources, finance, purchasing, fleet, and others.
 - 1.3 Lead the citywide customer service initiative, including trainings for employees, focusing on improving and strengthening overall customer experience for internal and external customers.
 - 1.4 Review and update the Mayor's Emergency Powers code (MICC 9.40) by Q4 2024.
- 2. Goal: Provide a single and centralized location for Mercer Island residents, businesses, and visitors to access City services.**
 - 2.1 Provide a consistent customer service experience, while creating efficiencies and reducing redundancies.
 - 2.2 Maintain customer relationship management (CRM) software to track and manage customer interactions.
 - 2.3 Track progress through data collection of calls and emails and establish performance objectives.
 - 2.4 Provide one-stop shopping and relieve multiple staff teams from working on the same request.
 - 2.5 Provide citywide support for the re-opening of City facilities and the ongoing transition back to in-person services.
- 3. Goal: Administer uniform Human Resources policies, procedures, and programs and process the payroll for all City employees.**
 - 3.1 Implement a semi-monthly payroll process by Q4 2024.
 - 3.2 Implement HRIS software to centralize employee data, payroll, and benefits by Q2 2023.

Department:
Administrative Services

2023-2024 Work Plan (continued)

- 3.3 Negotiate new Collective Bargaining Agreements with bargaining groups:
 - 3.3.1 Police and Police Support bargaining groups for the years 2025 through 2027.
 - 3.3.2 AFSCME bargaining group for the years 2025 through 2027.
 - 3.3.3 Fire bargaining group for the years 2023 through 2025.
- 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 conduct an annual 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 and payroll records, identifying destruction and/or archival requirement. This work is ongoing.
- 3.8 Conclude the Citywide Classification & Compensation Study by Q2 2023.
- 3.9 Develop a citywide compensation policy and philosophy subject to review and approval by the City Council by Q4 2023.
- 3.10 Develop a comprehensive onboarding program for new employees by Q2 2023.
- 4. **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.**
 - 4.1 Develop and manage communications plans and provide support or outreach/engagement management for other departments.
 - 4.2 Maintain range of communications platforms (website, Let's Talk, social media, MI Weekly, news releases, etc.).
 - 4.3 Develop, deploy, and ensure consistent branding across departments and materials.
 - 4.4 Oversee the City's website, adding news and calendar items, updating content, and designing new webpages as needed. Continue citywide partnerships and training to ensure department staff are regularly updating and monitoring website content.
 - 4.5 Partner internally to develop and manage targeted outreach, including small business relations and cross-agency collaboration.
 - 4.6 Research and present options for the City Council's biennial public opinion survey; collaborate on promotion and assist with distribution and explanation of results.
 - 4.7 Conduct a biennial public opinion survey in 2024 to inform the 2025-2026 budget process.
- 5. **Goal: Serve the public by striving for excellence in preparation of agendas and minutes of meetings and provide complete and accurate information while preserving the records of the City.**
 - 5.1 Coordinate City Council meeting agenda packet creation and distribution and assist with hybrid meeting management.
 - 5.2 Manage the City's municipal code and official City records including ordinances, resolutions, agreements, and minutes.
 - 5.3 Provide administrative support to the City Manager, Chief of Administration, and City Council.

Department:
Administrative Services

2023-2024 Work Plan (continued)

- 5.4 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.
- 5.5 Assist with processing public records requests.
- 5.6 Provide training to employees regarding City Clerk and City Council policies and procedures, including Public Records Act training.
- 5.7 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.

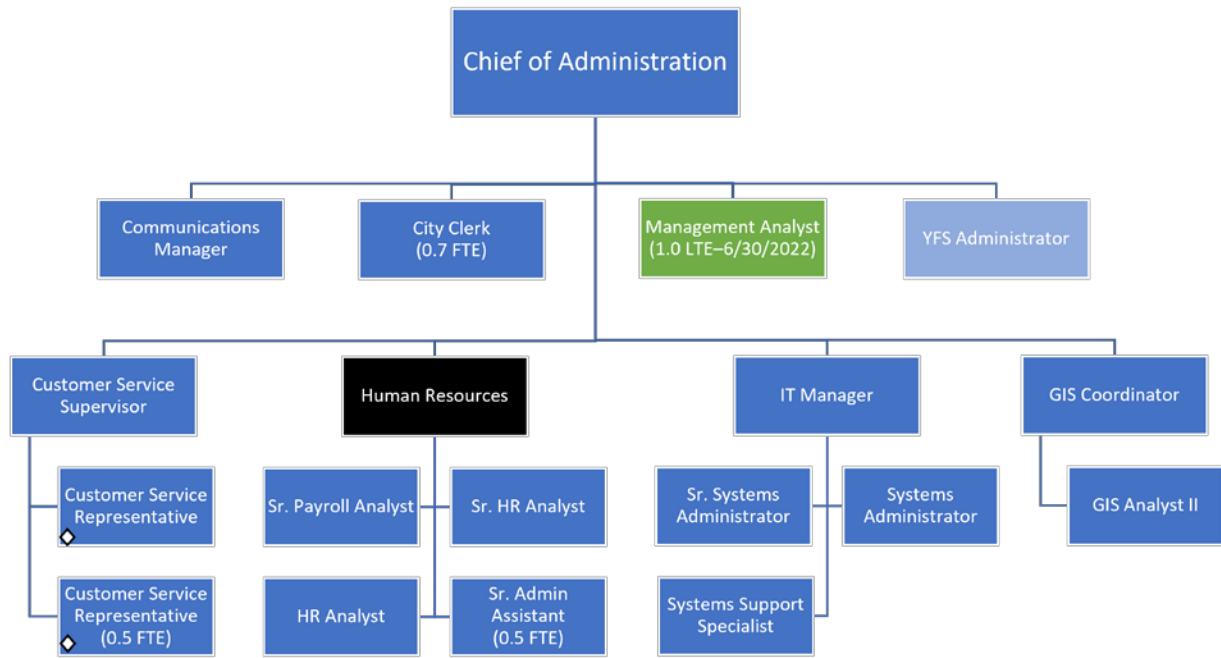
6. Goal: Provide excellent support and management of the City's technology, operations, and initiatives and the City's Geographic Information System and related products and services.

- 6.1 Procure, implement, maintain, and support all information and technology infrastructure, systems, and software that enables City service delivery to the public.
- 6.2 Implement technology projects approved in the Capital Improvement Plan, including a new financial system, a new cybersecurity system, and the technology equipment replacement program.
- 6.3 Assist staff to identify and prioritize technology projects for the 2025-2026 biennium.
- 6.4 Mitigate and respond to cyber and information security risks, complete cyber security audits, and conduct ongoing training for all technology users (employees, volunteers, City Council, and boards and commissioners) on cyber and information security.
- 6.5 Ensure that mobile computer systems in emergency vehicles and field reporting systems are dependable, well-maintained, and functional.
- 6.6 Continue to provide technology and staffing support for remote and hybrid public meetings (City Council, Boards and Commissions, etc.)
- 6.7 Maintain and administer all online map services to ensure WebGIS, Cityworks, and Online maps are operational.
- 6.8 Maintain and enhance mapping software (ESRI and VertiGIS GeoCortex) including procurement, licensing, maintenance, and administration to ensure GIS software and WebGIS software are operational.

Department:
Administrative Services

Staffing Summary

Type of Employee & Department Function	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Full Time Equivalents (FTEs)						
Admin & Customer Service	3.00	3.00	3.00	3.00	0.0%	0.0%
Human Resources & Payroll	3.50	4.00	4.00	4.00	0.0%	0.0%
Information Technology	4.00	4.00	4.00	4.00	0.0%	0.0%
Geographic Information Systems	2.00	2.00	2.00	2.00	0.0%	0.0%
City Clerk	0.70	0.70	0.70	0.70	0.0%	0.0%
Communications	1.00	1.00	1.00	1.00	0.0%	0.0%
Total FTEs	14.20	14.70	14.70	14.70	0.0%	0.0%
Limited Term Equivalents (LTEs)						
Admin & Customer Service	-	-	-	-	N/A	N/A
Human Resources & Payroll	-	1.00	-	-	-100.0%	N/A
Information Technology	-	-	-	-	N/A	N/A
Geographic Information Systems	-	-	-	-	N/A	N/A
City Clerk	-	-	-	-	N/A	N/A
Communications	-	-	-	-	N/A	N/A
Total LTEs	-	1.00	-	-	-100.0%	N/A
Total FTEs & LTEs	14.20	15.70	14.70	14.70	-6.4%	0.0%



Department:
Administrative Services

Revenue & Expenditure Summary

Description	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Revenues:						
Beginning Fund Balance	137,286	203,714	-	-	-100.0%	N/A
Utility Fees	116,785	167,832	210,964	219,590	25.7%	4.1%
IT M&O Rate Charges	795,302	1,028,034	1,009,628	1,063,288	-1.8%	5.3%
General Purpose Revenue	1,502,517	1,860,956	1,968,646	2,016,955	5.8%	2.5%
Total Revenues	2,551,891	3,260,536	3,189,238	3,299,833	-2.2%	3.5%
Expenditures:						
Salaries & Wages	1,343,606	1,591,283	1,645,920	1,704,198	3.4%	3.5%
Benefits	484,704	581,978	647,955	665,493	11.3%	2.7%
Supplies	31,418	48,500	39,760	40,520	-18.0%	1.9%
Contractual Services	477,123	674,375	561,800	598,200	-16.7%	6.5%
Communications	40,263	39,720	37,608	38,880	-5.3%	3.4%
Internal Service Charges	43,175	44,090	43,195	44,542	-2.0%	3.1%
Other Services & Charges	118,139	256,840	198,000	193,000	-22.9%	-2.5%
Intergovernmental Services	13,464	23,750	15,000	15,000	-36.8%	0.0%
Total Expenditures	2,551,891	3,260,536	3,189,238	3,299,833	-2.2%	3.5%

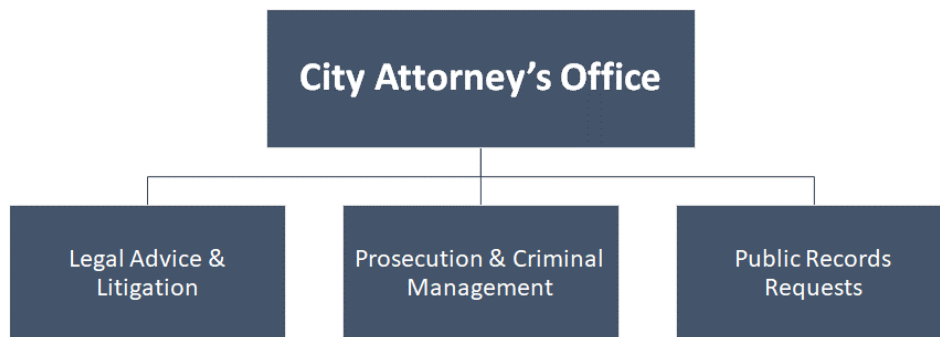
CITY ATTORNEY'S OFFICE

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 City Attorney's Office 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	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Legal Advice & Defense	1,714,338	892,676	682,799	720,122	-23.5%	5.5%
Prosecution & Criminal Mgt	107,021	123,700	143,000	151,000	15.6%	5.6%
Public Records Requests	120,926	132,080	131,872	143,842	-0.2%	9.1%
Total	1,942,285	1,148,456	957,671	1,014,964	-16.6%	6.0%



Department:
City Attorney's Office

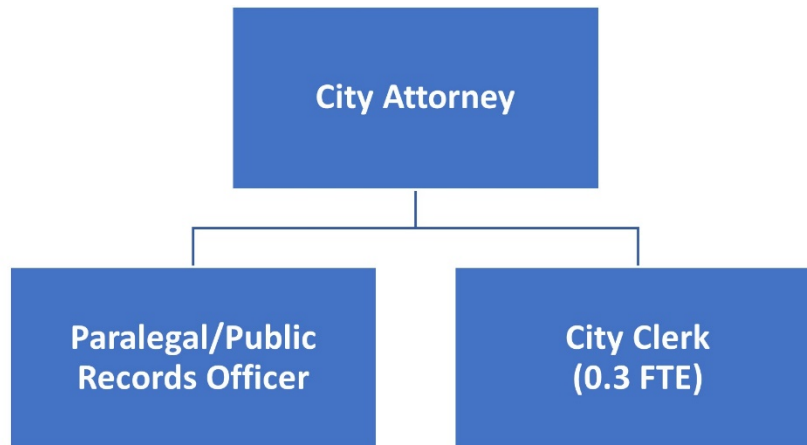
2023-2024 Work Plan

- 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 25 claims and 75 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.
 - 4.4 Review and identify destruction and/or archival requirements for records. Provide support to City departments for records retention.
 - 4.5 Develop a citywide training schedule for employees regarding records storage, retention, and destruction.
 - 4.6 Develop/update policies that identify 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 Attorney's Office

Staffing Summary

Type of Employee & Department Function	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Full Time Equivalents (FTEs)						
Prosecution & Criminal Mgt	-	-	-	-	N/A	N/A
Legal Advice & Defense	1.50	1.50	1.50	1.50	0.0%	0.0%
Public Records Requests	0.80	0.80	0.80	0.80	0.0%	0.0%
Total FTEs	2.30	2.30	2.30	2.30	0.0%	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	2.30	2.30	2.30	2.30	0.0%	0.0%



Department:
City Attorney's Office

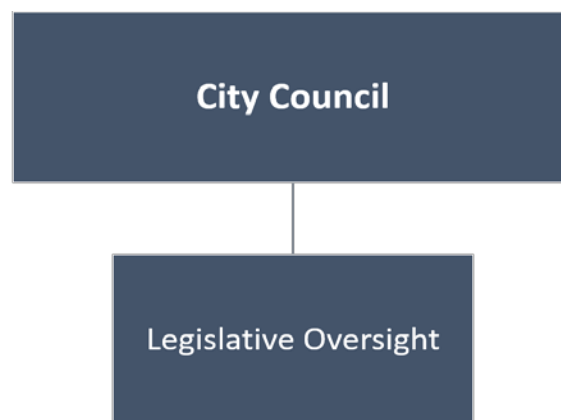
Revenue & Expenditure Summary

Description	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Revenues						
Beginning Fund Balance	1,225,678	314,409	-	-	-100.0%	N/A
ARPA Funding	4,481	75,519	26,000	26,500		
General Purpose Revenue	712,126	758,528	931,671	988,464	22.8%	6.1%
Total Revenues	1,942,285	1,148,456	957,671	1,014,964	-16.6%	6.0%
Expenditures						
Salaries & Wages	302,350	308,205	323,860	346,822	5.1%	7.1%
Benefits	95,796	110,045	110,138	119,142	0.1%	8.2%
Supplies	2,322	1,850	3,750	3,750	102.7%	0.0%
Contractual Services	1,517,165	700,428	485,500	510,000	-30.7%	5.0%
Internal Service Charges	19,410	19,828	18,823	19,450	-5.1%	3.3%
Other Services & Charges	5,241	8,100	15,600	15,800	92.6%	1.3%
Total Expenditures	1,942,285	1,148,456	957,671	1,014,964	-16.6%	6.0%

CITY COUNCIL

The City Council is comprised of seven members who are elected on a non-partisan, "at-large" basis to four-year terms. The City Council serves as the legislative branch of the Mercer Island City government, establishing all City policies and passing all ordinances and resolutions.

From its members, the City Council appoints a Mayor and a Deputy Mayor every two years to preside over City Council meetings and serve as the leadership of the Council. The Mayor, Deputy Mayor, and the other five Councilmembers serve on a part-time basis. 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 may serve on City Council committees, and as liaisons to community, regional, and state groups.



Operating Expenditures

Department Function	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Legislative Oversight	53,936	161,925	54,277	54,454	-66.5%	0.3%
Sister City Program	440	950	450	950	-52.6%	111.1%
Total	54,376	162,875	54,727	55,404	-66.4%	1.2%

2023-2024 City Council Priorities (Adopted April 19, 2022 – AB 6064)

The City of Mercer Island provides outstanding municipal services that enhance and protect the environment, the quality of life, and our community's health, safety, and welfare. We engage with the community on issues of importance to listen, instill trust, and promote sound decision-making. We strive to create and maintain an environmentally sustainable and inclusive community that is safe and supportive for current and future generations.

Department: City Council

2023-2024 City Council Priorities (continued)

In the 2023-2024 biennium, the City will continue to restore city services with fiscal sustainability while focusing on the government's effectiveness and efficiency, and the following priorities:

1. Develop data-driven economic development and retail plans and strategies to activate Town Center and other business areas.
2. Sustain and enhance our natural environment, especially parks and open spaces, to benefit this generation and others that follow.
3. Make once-in-a-generation investments to update and modernize aging infrastructure, capital facilities, and parks.
4. Focus efforts and actions to be an environmentally and fiscally sustainable, connected, and diverse community.

Staffing Summary

Type of Employee & Department Function	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
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

Department:
City Council

Revenue & Expenditure Summary

Description	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Revenues:						
Beginning Fund Balance	-	125,000	-	-	-100.0%	N/A
General Purpose Revenue	54,376	37,875	54,727	55,404	44.5%	1.2%
Total Revenues	54,376	162,875	54,727	55,404	-66.4%	1.2%
Expenditures:						
Salaries & Wages	19,200	19,200	19,200	19,200	0.0%	0.0%
Benefits	1,565	1,565	1,565	1,565	0.0%	0.0%
Supplies	7,215	8,500	9,000	9,000	5.9%	0.0%
Contractual Services	19,378	125,000	17,000	17,000	-86.4%	0.0%
Internal Service Charges	6,460	6,460	5,812	5,989	-10.0%	3.0%
Other Services & Charges	558	2,150	2,150	2,650	0.0%	23.3%
Total Expenditures	54,376	162,875	54,727	55,404	-66.4%	1.2%

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 and special projects.



Operating Expenditures

Department Function	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Admin & Intergovt'l Relations	495,942	759,443	758,600	758,811	-0.1%	0.0%
Total	495,942	759,443	758,600	758,811	-0.1%	0.0%

Department:
City Manager's Office

2023-2024 Work Plan

1. Focus efforts and actions to be an environmentally and fiscally sustainable, connected, and diverse community. (Adopted City Council 2023-2024 Priority, see AB 6064)

- 1.1 Implement the adopted 2023-2024 budget with a continued focus on fiscal recovery of services and operations impacted by the COVID-19 pandemic.
- 1.2 Prepare and transmit a 2025-2026 biennial budget recommendation to include policy revisions and updates at the direction of the City Council.
- 1.3 Continue work on long-term financial strategies; including ongoing implementation of policies related to the long-term forecast, reserves, and operating contingencies.
- 1.4 Provide support to the Finance Department and Administrative Services Department in developing and revising financial and operational policies.
- 1.5 Evaluate the leadership structure of the Fire Department and prepare a long-term recommendation. Fire Department leadership is current performed through contract with Eastside Fire & Rescue.
- 1.6 Provide support to the Public Works, Finance, and Youth & Family Services Department to continue rebuilding Thrift Shop operations.
- 1.7 Collaborate with the Finance Department to engage the City Council and organization for the highest and best use of the City's American Relief Plan Act (ARPA) fund allocation. Track all funds and meet all federal reporting requirements. This work is ongoing through the biennium.
- 1.8 Complete the Classification and Compensation Study and the accompanying Recruitment and Retention Strategy. Provide policy recommendations to the City Council by Q2 2023.
- 1.9 Implement the organizational structure as approved in the 2023-2024 budget.
 - 1.9.1 Continue to work towards filling interim/vacant positions.
 - 1.9.2 Provide support to the organization to ensure succession planning remains a priority to address upcoming retirements.
 - 1.9.3 Emphasize building and developing future leaders throughout the organization through continuing education, cross-training, and identifying other opportunities for professional growth.

2. Make once-in-a-generation investments to update and modernize aging infrastructure, capital facilities, and parks. (Adopted City Council 2023-2024 Priority, see AB 6064)

Sustain and enhance our natural environment, especially parks and open spaces, to benefit this generation and others that follow. (Adopted City Council 2023-2024 Priority, see AB 6064)

- 2.1 Oversee the Comprehensive Facilities Assessment to include the Annex Building at the Mercer Island Community & Event Center, City Hall, the Maintenance Facility, and the Luther Burbank Administrative Building. This project will evaluate the remaining useful life of these buildings and identify alternatives to replace or repair. The project is anticipated to be complete by Q2 2024, with initial recommendations capital project recommendations prepared for the 2025-2026 budget.

Department:
City Manager's Office

2023-2024 Work Plan (continued)

- 2.2 Support the Public Works Department in the delivery of capital projects.
- 2.3 Support the Public Works Department in the implementation of the parks levy initiatives.

3. Goal: Develop data-driven economic development and retail plans and strategies to activate Town Center and other business areas. (Adopted City Council 2023-2024 Priority, see AB 6064)

- 3.1 Continue to prepare for the opening of the Sound Transit Light Rail Station. Work with internal teams and other agencies to ensure safe design and implementation.
- 3.2 Administer the Sound Transit Settlement Agreement to include tracking of appropriations and expenditures, contract management, and submission of invoices.
- 3.3 Support the Community Planning and Development Department (CPD) in the completion of the Comprehensive Plan update, to include an updated to the Economic Development Element. Support the development of specific economic development strategies. (See CPD work plan).
- 3.4 Oversee the activation of the former Tully's Property to serve as a satellite police precinct. Evaluate the potential expansion of the police volunteer program to include volunteers at the satellite police precinct to include preparation of a 2025-2026 budget proposal.

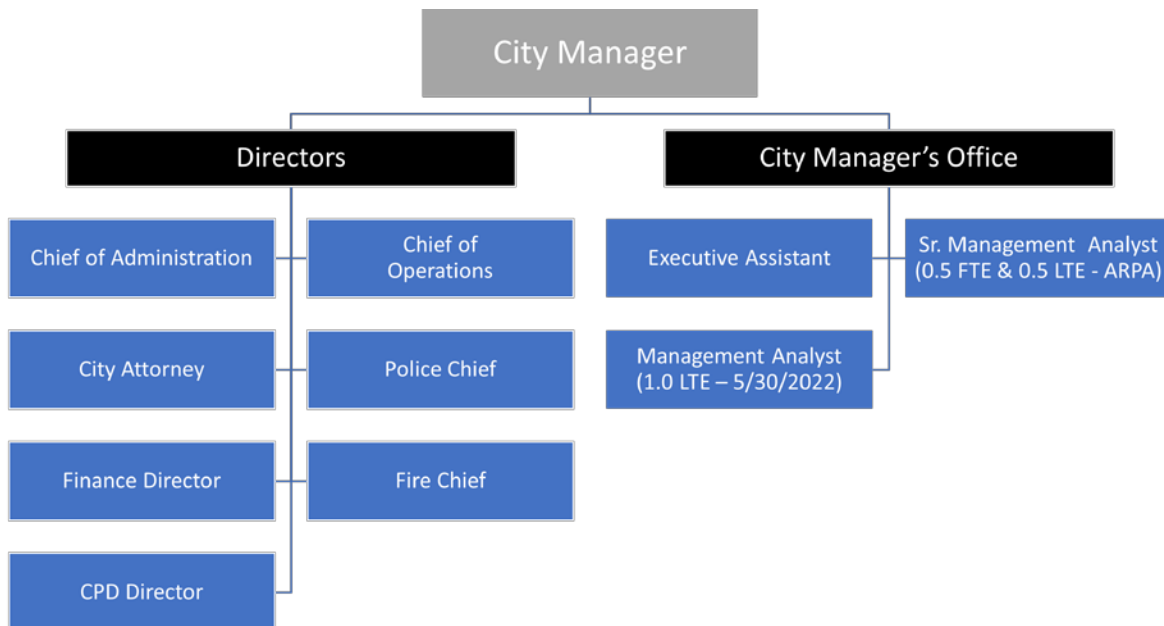
4. Goal: Provide leadership and planning support to the City Council.

- 4.1 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.
- 4.2 Provide support to the City Council in setting the agendas and preparing for the Annual Planning Session.
- 4.3 Prepare the annual legislative priorities with direction from the City Council. Respond to legislative activity at the State and Federal level and coordinate lobbyist activity.

Department: City Manager's Office

Staffing Summary

Type of Employee & Department Function	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Full Time Equivalents (FTEs)						
Admin & Intergovt'l Relations	2.50	3.00	3.00	3.00	0.0%	0.0%
Total FTEs	2.50	3.00	3.00	3.00	0.0%	0.0%
Limited Term Equivalents (LTEs)						
Admin & Intergovt'l Relations	-	1.00	0.50	-	-50.0%	-100.0%
Total LTEs	-	1.00	0.50	-	-50.0%	-100.0%
Total FTEs & LTEs	2.50	4.00	3.50	3.00	-12.5%	-14.3%



Department:
City Manager's Office

Revenue & Expenditure Summary

Description	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Revenues:						
Beginning Fund Balance	-	140,800	-	-	-100.0%	N/A
ARPA Fund	-	101,500	72,688	77,319	-28.4%	6.4%
Solicitor license fees	-	100	100	100	0.0%	0.0%
General Purpose Revenue	495,942	517,043	685,812	681,392	32.6%	-0.6%
Total Revenues	495,942	759,443	758,600	758,811	-0.1%	0.0%
Expenditures:						
Salaries & Wages	356,393	519,358	465,567	460,735	-10.4%	-1.0%
Benefits	108,795	170,161	157,033	157,103	-7.7%	0.0%
Supplies	2,862	4,000	4,000	4,000	0.0%	0.0%
Contractual Services	1,026	35,000	85,000	85,000	142.9%	0.0%
Communications	1,358	2,300	2,000	2,000	-13.0%	0.0%
Internal Service Charges	23,110	23,624	37,100	38,473	57.0%	3.7%
Other Services & Charges	2,399	5,000	7,900	11,500	58.0%	45.6%
Total Expenditures	495,942	759,443	758,600	758,811	-0.1%	0.0%

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 contained within the Mercer Island Municipal Code (MICC), as well as other initiatives and activities including the review and inspection of private and public development projects, the enforcement of construction, environmental and nuisance codes and the activation of economic development efforts.

CPD is comprised of four (4) divisions including Administration, Building Services, Permit Center, and Planning Services. A summary of key functions for each division is provided below:

- **Administration:** Serves 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. Provide liaison services for organizations, large projects, and community-wide issues. Maintains the Comprehensive Plan and Development Code while providing staff support to the Planning Commission. Responsible for overall department budgeting as well as supporting the civil code compliance and economic development programs.
- **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 inspections.
- **Permit Center:** Coordinate all facets of the permitting process, which encompass permit intake, issuance, and tracking. Leads the department efforts in records management and process improvements.
- **Land Use Planning:** Process all land use and non-single-family design review permit applications consistent with adopted policies in the Comprehensive Plan and Development Code 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. Provides staff support to the Design Commission and Hearing Examiner.

Department:
Community Planning & Development



Operating Expenditures

Department Function	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Administration & Permitting	1,470,687	1,957,360	1,181,759	1,242,669	-39.6%	5.2%
Building Plan Review and Inspection	794,115	883,595	914,676	965,470	3.5%	5.6%
Permit Center	-	-	384,762	411,150	N/A	6.9%
Land Use Planning	401,365	535,079	748,076	792,104	39.8%	5.9%
Total	2,666,167	3,376,034	3,229,273	3,411,393	-4.3%	5.6%

Department:
Community Planning & Development

2023-2024 Work Plan

- 1. Focus efforts and actions to be an environmentally and fiscally sustainable, connected, and diverse community. (Adopted City Council 2023-2024 Priority, see AB6064)**
 - 1.1 Complete 2024 Comprehensive Plan Periodic Update by Q2 2024 as directed by the City Council in March 2022.
 - 1.2 Work with the City Manager's Office and the Finance Department to develop the 2025-2026 budget recommendation.
 - 1.3 Coordinate with the State Department of Commerce, the Puget Sound Regional Council, King County, and other King County jurisdictions on regional growth planning including affordable housing target development.
 - 1.4 Continue representation on the ARCH Executive Board and serve as the liaison between the City Council and ARCH. Support City Council with review and approval of the annual ARCH work program and budget, and the allocation to the Housing Trust Fund.
 - 1.5 Coordinate with intergovernmental organizations and other local government jurisdictions on legislative advocacy and provide support to the City Council for such.
 - 1.6 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.
 - 1.7 Collaborate with the Finance Department to develop a Special Revenue Fund to track permit revenues for implementation by Q1 2025.
 - 1.8 Compile and analyze potential improvements to the development codes and propose such for the annual docket as appropriate.
 - 1.9 Work with the City Attorney's Office to analyze potential improvements to the nuisance codes.
 - 1.10 Support City Council with legislative reviews and other matters of local, regional, and state interest.
 - 1.11 Provide administrative support to the Planning Commission as well as staff recommendations for legislative reviews.
 - 1.12 Provide administrative support to the Design Commission as well as staff recommendations for design review permits.
 - 1.13 Provide administrative support to the Hearing Examiner as well as staff recommendations for land use permits and appeals.
 - 1.14 Work with the Mercer Island School District (MISD) to update school impact fees as necessary in coordination with the annual adoption of its Capital Facilities Plan (Q3-Q4).
 - 1.15 Update construction permit fees annually and include as part of the Master Fee Schedule (Q4).
 - 1.16 Ensure ongoing workforce development through training and job growth opportunities. Develop internal candidates for anticipated vacancies and plan for upcoming retirements.
 - 1.17 Index and digitize old records to make them easily accessible to the public and continue to provide support for public records requests. This work is ongoing.

Department:
Community Planning & Development

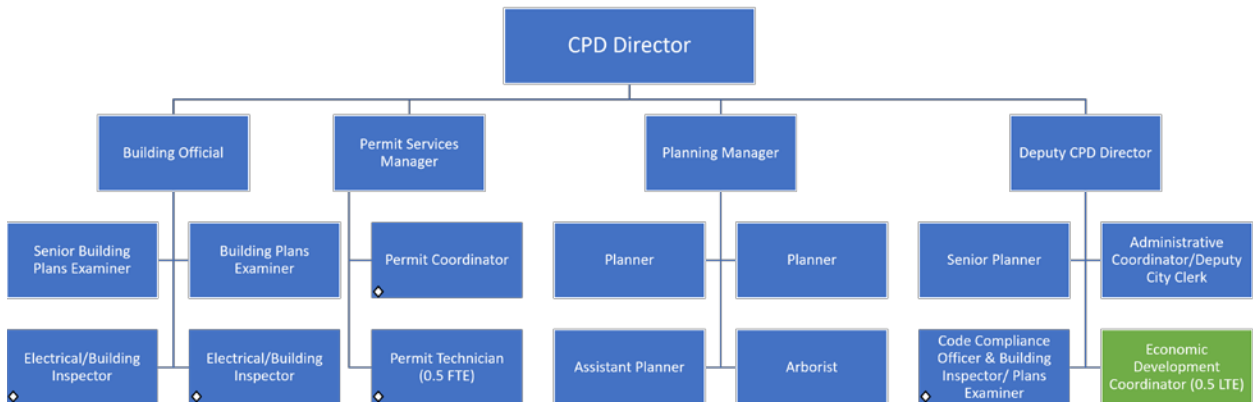
2023-2024 Work Plan (continued)

- 2. Develop data-driven economic development and retail plans and strategies to activate Town Center and other business areas. (Adopted City Council 2023-2024 Priority, see AB 6064)**
 - 2.1 Develop an Economic Development Implementation Strategy to follow the 2024 Comprehensive Plan Periodic Update in Q2 2024.
 - 2.2 Establish an on-call Economic Development professional services contract to support efforts for a healthy and sustainable Town Center commercial environment through retail demand strategy and analysis.
 - 2.3 Support implementation of the actions identified in the Town Center Parking Study (Note: The Town Center Parking Study is anticipated to be completed in Q4 2022).
 - 2.4 Strengthen the relationship between the City and the local business community by providing transparent and timely information.
 - 2.5 Collaborate with the Mercer Island Chamber of Commerce to continue supporting local businesses.
- 3. Provide basic permitting service levels (including construction permit reviews, land use decisions, inspections, code compliance, noticing and public outreach, customer service and data reporting).**
 - 3.1 Analyze and implement measures to reduce building, planning, and land-use permit plan review times through appropriate staffing and on-call support levels. Routinely analyze data and gather feedback from customers to inform decision-making and process improvements.
 - 3.2 Strive to provide responses to all general inquiries within one business day. Collaborate with the Customer Service team to improve access to frequently asked questions.
 - 3.3 Maintain current service levels of “next day” inspections through appropriate staffing and on-call support levels.
 - 3.4 Reestablish the “over-the-counter” (OTC) permit program by Q2 2023.
 - 3.5 Restore the Code Compliance position to 1.0 FTE to address ongoing service needs.
 - 3.6 Update the construction codes according to state requirements by Q2 2023.
 - 3.7 Prepare for TrakIT permit software replacement in 2025-2026, including development of workflow mapping. Collaborate with the IT team to prepare for the implementation

Department: Community Planning & Development

Staffing Summary

Type of Employee & Department Function	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Full Time Equivalents (FTEs)						
Administration & Permitting	6.50	6.50	3.50	3.50	-46.2%	0.0%
Building Plan Review and Inspection	5.50	5.50	5.50	5.50	0.0%	0.0%
Permit Center	-	-	3.00	3.00	N/A	0.0%
Land Use Planning	4.00	6.00	6.00	6.00	0.0%	0.0%
Total FTEs	16.00	18.00	18.00	18.00	0.0%	0.0%
Limited Term Equivalents (LTEs)						
Administration & Permitting	1.00	1.50	-	-	-100.0%	N/A
Building Plan Review and Inspection	-	-	-	-	N/A	N/A
Permit Center	-	-	-	-	N/A	N/A
Land Use Planning	-	-	-	-	N/A	N/A
Total LTEs	1.00	1.50	-	-	-100.0%	N/A
Total FTEs & LTEs	17.00	19.50	18.00	18.00	-7.7%	0.0%



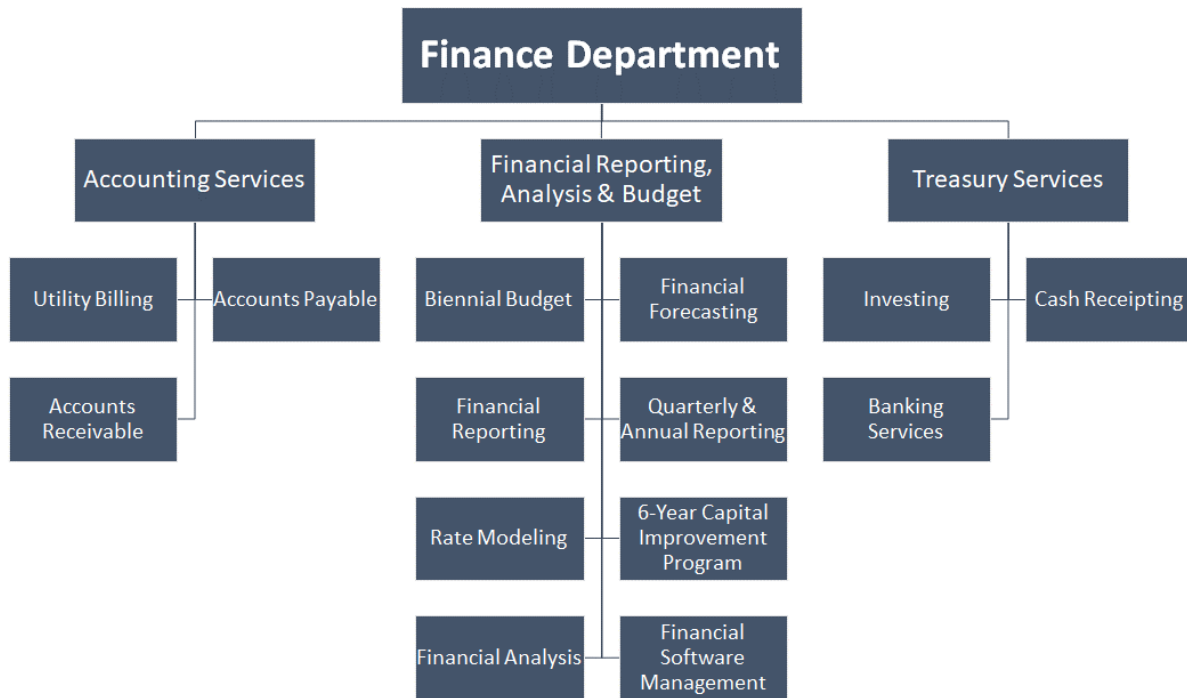
Department:
Community Planning & Development

Revenue & Expenditure Summary

Description	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Revenues:						
Beginning Fund Balance (GF)	-	660,141	-	-	-100.0%	N/A
Development Fee Revenue	2,438,338	2,071,543	2,130,161	2,086,377	2.8%	-2.1%
Other Charges for Services	64,720	37,800	37,800	37,800	0.0%	0.0%
General Fund Tax Revenue	163,109	606,550	1,061,312	1,287,216	75.0%	21.3%
Total Revenues	2,666,167	3,376,034	3,229,273	3,411,393	-4.3%	5.6%
Expenditures:						
Salaries & Wages	1,696,554	2,085,105	2,007,905	2,129,834	-3.7%	6.1%
Benefits	591,733	709,174	763,992	820,304	7.7%	7.4%
Supplies	14,555	17,300	14,700	14,700	-15.0%	0.0%
Contractual Services	226,540	433,073	276,472	276,472	-36.2%	0.0%
Communications	10,774	7,200	10,000	10,000	38.9%	0.0%
Internal Service Charges	114,379	116,612	124,204	128,083	6.5%	3.1%
Other Services & Charges	11,632	7,570	32,000	32,000	322.7%	0.0%
Total Expenditures	2,666,167	3,376,034	3,229,273	3,411,393	-4.3%	5.6%

FINANCE DEPARTMENT

The Finance Department provides financial planning, analysis and reporting, treasury, accounting, and financial software support 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	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Financial Services	855,817	1,154,317	1,333,731	1,410,476	15.5%	5.8%
Utility Billing	429,398	800,963	558,875	597,668	-30.2%	6.9%
Total	1,285,215	1,955,280	1,892,606	2,008,144	-3.2%	6.1%

Department:
Finance

2023-2024 Work Plan

1. Goal: Focus efforts and actions to be an environmentally and fiscally sustainable, connected, and diverse community (Adopted City Council 2023-2024 Priority, see AB 6064).

- 1.1 Oversee the mid-biennial budget update and develop the 2025-2026 biennial budget.
- 1.2 Complete annual financial reports as specified by the State Auditor's Office each year.
- 1.3 Transition the City's annual financial report from Generally Accepted Accounting Practices (GAAP) full accrual financial statements to the modified cash-basis method by Q4 2023.
- 1.4 Oversee the State Auditor's Office (SAO) Annual Financial audit, Accountability audit, and in years where the City spend \$750,000+ in Federal dollars, the Federal Single audit, as required. Provide all documentation, resources, and staff support as required. This work is ongoing.
- 1.5 Conduct a phased implementation of the new financial management software system. This entails grouping software system modules that power core business processes being phased into production while progressively going live with additional ancillary modules as the implementation progresses. Completion date for core financials is Q4 2023, with the entire financial management software system going live in Q3 2025.
- 1.6 In tandem with Public Works, conduct a utility rate study to inform utility rate adjustments for review by the Utility Board for the 2025-2026 biennium by Q3 2024.
- 1.7 Complete a cost allocation methodology analysis to identify the full costs of services provided by internal service departments by Q4 2024.
- 1.8 Engage the City Council and organization for the highest and best use of the City's American Relief Plan Act (ARPA) fund allocation. Track all funds and meet all federal reporting requirements. This work is ongoing through the biennium.
- 1.9 Review and update the City's financial management policies regarding the following:
 - 1.9.1 Equipment surplus policy, including review of the valuation threshold for City Council approval by Q4 2024.
 - 1.9.2 Long-term funding mechanism for ongoing technology expenses by Q4 2024.
 - 1.9.3 Utility billing policies and procedures by Q4 2024.
 - 1.9.4 Purchasing and procurement procedures and written policies by Q4 2024.
- 1.10 Cross-train staff in utility billing, payroll management, and other internal service workflows within the department. This work is ongoing.

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

- 2.1 Split supervisory responsibilities with the Public Works Department to help the Mercer Island Thrift Shop fully recover operations.
- 2.2 Ensure staff is properly trained leading up to go-live dates with the new financial management software. This work is ongoing through the biennium.
- 2.3 In concert with the City Manager's Office, facilitate utility billing customers in need of financial assistance with the variety of City resources. This work is ongoing.
- 2.4 Transition to monthly financial reports by Q4 2024. Implementation of this goal is tied to implementation of the new financial software system.

Department:

Finance

2023-2024 Work Plan (continued)

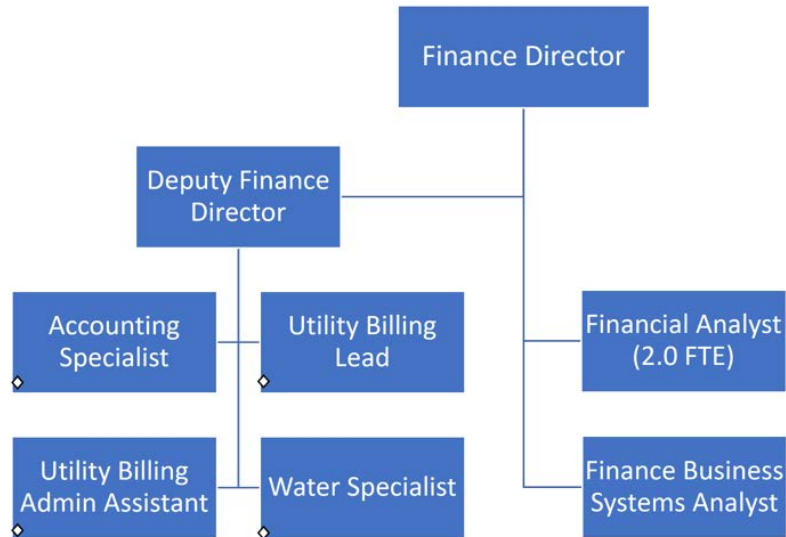
- 2.5 Provide collective bargaining support for the Administrative Services Department. This work is ongoing.
- 2.6 Develop a Special Revenue Fund to track permit revenues in the Community Planning and Development Department for implementation by Q1 2025.
- 2.7 Provide regular opportunities for City staff to provide feedback on interdepartmental budget development and financial system implementation work throughout the biennium.
- 2.8 Assist the Police department with completion of a marine patrol cost allocation model to charge contract cities for marine patrol services by Q4 2023.
- 2.9 Assist with the implementation of the Meter Replacement Project, develop new internal business operations, and train staff based on this infrastructure improvement by Q4 2024.
- 2.10 Assist Public Works to update solid waste rates per the new proposed solid waste rates from King County and Recology, anticipated in 2023 and 2024.
- 2.11 Support implementation of the Supervisory Control and Data Acquisition (SCADA) System conducted by Public Works through project completion.
- 2.12 Support Administrative Services as the City transitions from bi-weekly to semi-monthly payroll processing.

Staffing Summary

Type of Employee & Department Function	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Full Time Equivalents (FTEs)						
Financial Services	5.50	6.50	6.00	6.00	-7.7%	0.0%
Utility Billing	2.50	2.50	3.00	3.00	20.0%	0.0%
Total FTEs	8.00	9.00	9.00	9.00	0.0%	0.0%
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	8.00	9.00	9.00	9.00	0.0%	0.0%

Department: Finance

Staffing Summary (continued)



Revenue & Expenditure Summary

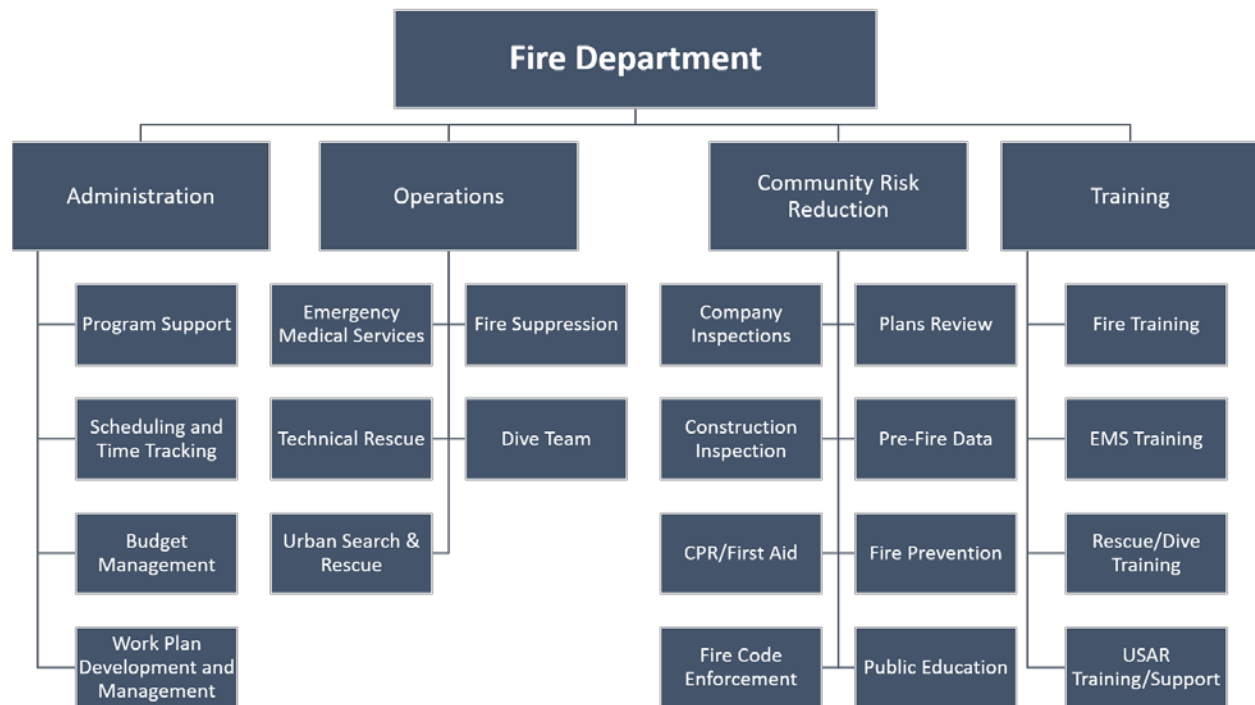
Description	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Revenues:						
Beginning Fund Balance	65,500	555,250	-	-	-100.0%	N/A
Business License Fees	126,264	115,000	115,000	115,000	0.0%	0.0%
Utility Charge for Services	429,398	636,963	558,875	597,668	-12.3%	6.9%
ARPA - Utility Relief Grant	-	164,000	-	-	-100.0%	N/A
General Tax Revenue	664,053	484,067	1,218,731	1,295,476	151.8%	6.3%
Total Revenues	1,285,215	1,955,280	1,892,606	2,008,144	-3.2%	6.1%
Expenditures:						
Salaries & Wages	698,285	786,457	929,139	1,005,978	18.1%	8.3%
Benefits	263,670	325,763	372,749	404,146	14.4%	8.4%
Supplies	5,209	6,750	5,250	5,250	-22.2%	0.0%
Contractual Services	233,831	576,200	473,847	479,650	-17.8%	1.2%
Communications	20,673	17,400	22,650	22,650	30.2%	0.0%
Internal Service Charges	48,374	49,310	51,971	53,470	5.4%	2.9%
Other Services & Charges	15,174	29,400	37,000	37,000	25.9%	0.0%
Utility Grant Program	-	164,000	-	-	-100.0%	N/A
Total Expenditures:	1,285,215	1,955,280	1,892,606	2,008,144	-3.2%	6.1%

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	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Administration	651,264	703,091	553,042	580,509	-21.3%	5.0%
Operations	5,992,762	6,290,828	6,523,534	6,856,885	3.7%	5.1%
Community Risk Reduction	257,582	267,741	286,521	297,173	7.0%	3.7%
Training	112,241	162,400	163,750	163,750	0.8%	0.0%
Total	7,013,850	7,424,060	7,526,847	7,898,317	1.4%	4.9%



Department: Fire

2023-2024 Work Plan

1. **Goal: Focus efforts and actions to be an environmentally and fiscally sustainable, connected, and diverse community. (Adopted City Council 2023-2024 Priority, see AB 6064)**
 - 1.1 Deploy personnel and resources in an efficient and effective manner to remain responsive to community needs. Continue to respond and address surges and deviations during the COVID-19 Pandemic. This work is ongoing.
 - 1.2 Review and provide data driven updates specific to fee collection policies (transport fee, Fire Marshals permitting, GEMT, etc.), new or updated requests for contracts, and/or strategies to the City Manager in September of each year.
 - 1.3 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.
 - 1.4 Coordinate with Administrative Services and Finance to update the new Master Fee Schedule annually to include all associated fire permit fees.
2. **Goal: Keep the Mercer Island community safe through effective planning, training, response, and mitigation of emergencies.**
 - 2.1 In collaboration with regional partners and emergency management, 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 Q2 2023.
 - 2.2 Engage with regional partners to train up to six personnel to become Red Card certified to assist with both Mercer Island and regional urban interface and wildland related emergencies by Q4 2023. This type of training will be ongoing.
 - 2.3 Resume CPR, AED, Rescue Diver, and technical rescue certifications for personnel and research and implement training opportunities designed to further improve performance outcomes in each of these disciplines by Q4 2023.
 - 2.4 Focus on the physical and mental wellness of firefighters by developing the MIFD PEER Support Team and offer quarterly webinars on mental health and wellness. This work is ongoing.
 - 2.5 Assess MIFD current baseline performance metrics and establish new baseline response metrics for both stations by Q4 2023.
 - 2.5.1 Attain a 90% fractal response time¹ (time of call to on scene) of 6:30 for EMS responses.
 - 2.5.2 Attain a 90% fractal response time (time of call to on scene) of 7:30 for Fire responses.
 - 2.5.3 Attain a 90% fractal turnout time of 75 seconds for daytime and 90 seconds for nighttime for EMS responses.

¹ RCW 52.33.030 requires fire departments to include service delivery objectives in a written policy with specific response time objectives for major service components. MIFD measures these with fractal response goals. Fractal response times are defined as the ability of the department to respond within a given time with 90% assurance.

Department: **Fire**

2023-2024 Work Plan (continued)

- 2.6 Attain a 90% fractal turnout time of 105 seconds for daytime and 150 seconds for nighttime for Fire responses.
- 2.7 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 2023.
- 2.8 In partnership with the Youth and Family Services Department, utilize Mobile Integrated Health (MIH) funds from King County Emergency Medical Services (KCEMS) to implement a MIH program beginning Q1 2023.

3. Goal: Maintain or increase cardiac survival rates.

- 3.1 Continue to participate in cardiac survival studies through King County Emergency Medical Services (KCEMS). This work is ongoing.
- 3.2 Support Citizen initiated CPR by reimplementing MIFD instructed classes by Q4 2023 utilizing a full cost recovery model. Continue to review the effectiveness of Pulse Point App for citizen-initiated CPR prior to MIFD arrival to increase patient survivability. This is ongoing
- 3.3 Purchase King County Public Health certified defibrillators for 911 response by Q3 2023.

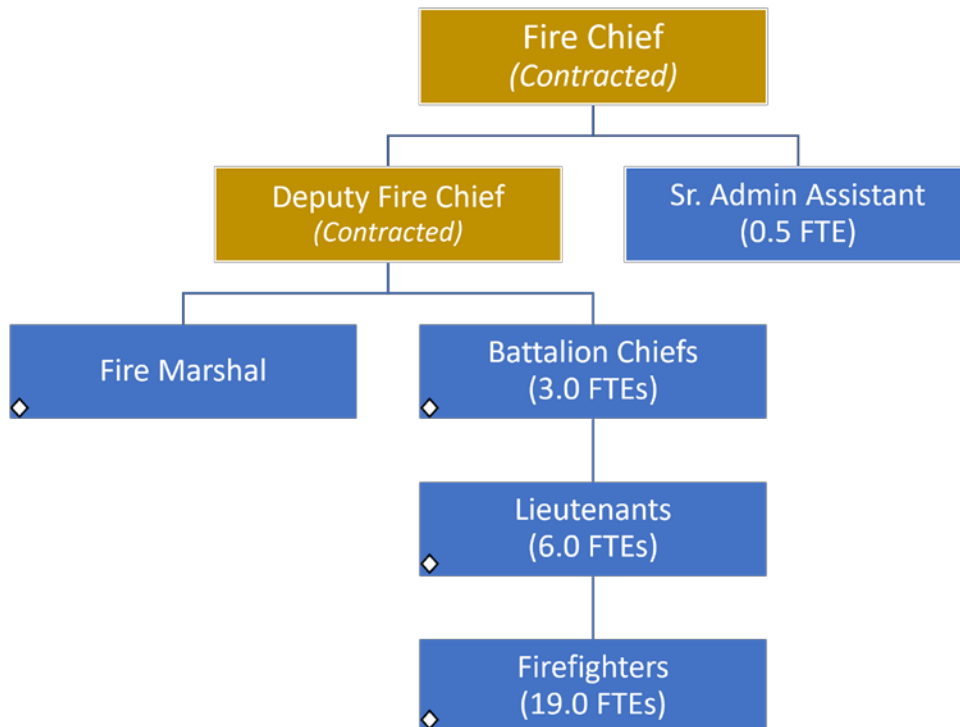
4. Goal: Emphasize community risk reduction through fire prevention and public education.

- 4.1 Work with Sound Transit on design, plan review, and installation of fire suppression systems for the light rail station by Q2 2024. This work is ongoing.
- 4.2 Work with Zone 1 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 2023.
- 4.3 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 Mercer Island residents.
- 4.4 Train one Inspector per shift (A, B and C) to become a certified International Code Council (ICC) Inspector 1 by Q4 2024.
- 4.5 Develop lesson plans for approximately 10 public education related topics (Home Safety, Exit Drills, Smoke Detector Education etc.) by Q4 2024.
- 4.6 Work with the Community Planning & Development Department and the City Council to adopt the 2021 Fire Code by Q2 2023.

Department: Fire

Staffing Summary

Type of Employee & Department Function	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Full Time Equivalents (FTEs)						
Administration	3.00	2.50	2.50	2.50	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	31.50	31.50	31.50	0.0%	0.0%
Limited Term Equivalents (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	31.50	31.50	31.50	0.0%	0.0%



Department:
Fire

Revenue & Expenditure Summary

Description	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Revenues:						
Ambulance Transport Fee	300,376	309,400	318,682	328,242	3.0%	3.0%
Development Permit Fees	133,371	106,696	104,562	102,471	-2.0%	-2.0%
GEMT Program	-	118,154	94,917	122,493	-19.7%	29.1%
King County EMS Levy	529,872	758,000	764,185	785,888	0.8%	2.8%
EMS Charge for Service	627,924	640,000	695,040	736,742	8.6%	6.0%
Donation & Other	6,736	4,125	5,035	4,947	22.1%	-1.7%
General Purpose Revenue	5,415,571	5,487,685	5,544,426	5,817,534	1.0%	4.9%
Total Revenues	7,013,850	7,424,060	7,526,847	7,898,317	1.4%	4.9%
Expenditures:						
Salaries & Wages	4,746,185	4,843,683	4,777,534	5,060,847	-1.4%	5.9%
Benefits	1,356,420	1,385,652	1,381,341	1,458,734	-0.3%	5.6%
Supplies	124,174	285,775	185,850	163,850	-35.0%	-11.8%
Contractual Services	278,724	398,000	610,560	629,967	53.4%	3.2%
Communications	46,359	29,000	39,000	40,000	34.5%	2.6%
Internal Service Chargs	241,047	243,850	265,562	270,319	8.9%	1.8%
Other Services & Charges	38,843	38,600	65,900	66,100	70.7%	0.3%
Intergovernmental Services	182,098	199,500	201,100	208,500	0.8%	3.7%
Total Expenditures	7,013,850	7,424,060	7,526,847	7,898,317	1.4%	4.9%

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 use, 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	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Civil & Criminal Case Processing	442,849	484,370	519,208	549,259	7.2%	5.8%
Total	442,849	484,370	519,208	549,259	7.2%	5.8%

2023-2024 Work Plan

- 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.**
 - Hold court hearings in a timely fashion as required by the Washington State Supreme Court.
 - Adjudicate civil infractions and set hearing dates.
 - Prepare monthly reports and submit to the Office of Administrator of the Courts.
 - Facilitate probation and court monitoring services to ensure compliance with judgments and sentencings. Set and hold post-sentence compliance review hearings when appropriate.

Department: **Municipal Court**

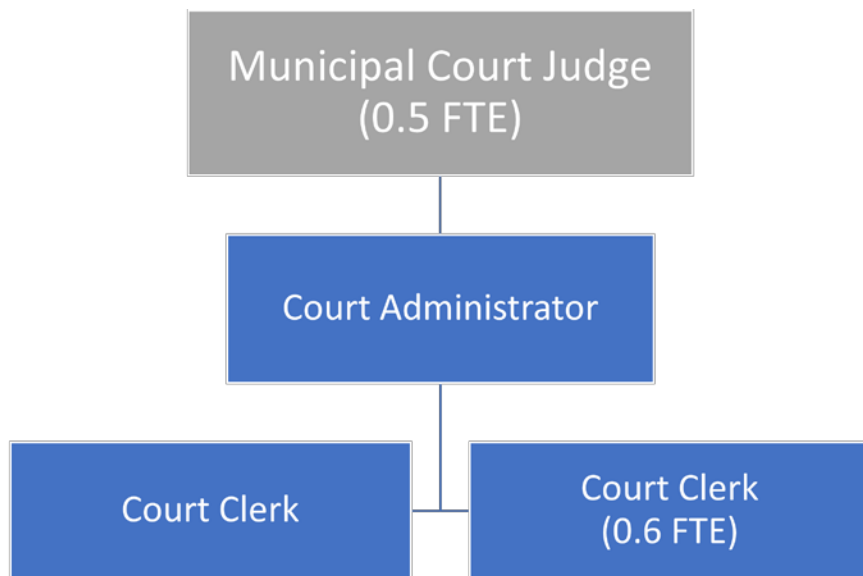
2023-2024 Work Plan (continued)

- 1.5 Collect court fines.
 - 1.6 Continue to provide municipal court services to the City of Newcastle via the current interlocal agreement.
 - 1.7 Conduct court security assessment. Work to improve court security in line with Washington State General Court Rule guidelines.
 - 1.8 Adjudicate certain identified civil code infractions and set hearing dates.
- 2. Goal: Focus efforts and actions to be an environmentally and fiscally sustainable, connected, and diverse community. (Adopted City Council 2023-2024 Priority, see AB 6064)**
- 2.1 Assess, plan, and implement updated procedures and technology of the Court. Move to add audio and video upgrades with grant funding recently received from the State. Utilize the grant funding to implement paperless court file maintenance which will include outside pleading filings, discovery and records request transfers, and court file depository and usage.
 - 2.2 Upgrade court technology to allow for limited remote hearings opening more immediate access to the Court for in-custody defendants and limit jail and transport costs.
 - 2.3 Update court operations procedures to allow better notice to defendants, counsel, and the Police Department to increase access to justice and improve court time efficiency for all parties.
 - 2.4 Support the Finance Department in completing an overhead cost analysis to ensure the interlocal with the City of Newcastle is fully cost recovering. Complete by Q4 2023.
 - 2.5 Increase community engagement and outreach including Mercer Island public and private schools, Mercer Island Youth and Family services, the Mercer Island local arts community, and others.
 - 2.6 Evaluate expending the suite of court services provided to the community, which may include wedding ceremonies, passport services, and other opportunities.
- 3. Make once-in-a-generation investments to update and modernize aging infrastructure, capital facilities, and parks. (Adopted City Council 2023-2024 Priority, see AB 6064)**
- 3.1 Support the City Manager's Office in the Comprehensive Facilities Assessment related to future municipal court needs.

Department: Municipal Court

Staffing Summary

Type of Employee & Department Function	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Full Time Equivalents (FTEs)						
Civil & Criminal Case Processing	3.30	3.10	3.10	3.10	0.0%	0.0%
Total FTEs	3.30	3.10	3.10	3.10	0.0%	0.0%
Limited Term Equivalents (LTEs)						
Civil & Criminal Case Processing	-	-	-	-	N/A	N/A
Total LTEs	-	-	-	-	N/A	N/A
Total FTEs & LTEs	3.30	3.10	3.10	3.10	0.0%	0.0%



Department:
Municipal Court

Revenue & Expenditure Summary

Description	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Revenues:						
Court Fines & Forefeits	192,701	159,418	175,359	192,895	10.0%	10.0%
General Purpose Revenue	250,148	324,952	343,849	356,364	5.8%	3.6%
Total Revenues	442,849	484,370	519,208	549,259	7.2%	5.8%
Expenditures:						
Salaries & Wages	297,873	305,401	305,113	323,420	-0.1%	6.0%
Benefits	108,998	141,090	122,379	131,287	-13.3%	7.3%
Supplies	1,180	2,000	6,000	2,000	200.0%	-66.7%
Contractual Services	10,811	10,000	42,800	46,100	328.0%	7.7%
Internal Service Charges	20,679	20,679	30,166	31,202	45.9%	3.4%
Other Services & Charges	3,308	5,200	12,750	15,250	145.2%	19.6%
Total Expenditures	442,849	484,370	519,208	549,259	7.2%	5.8%

NON-DEPARTMENTAL

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

1. Mandatory Intergovernmental Services

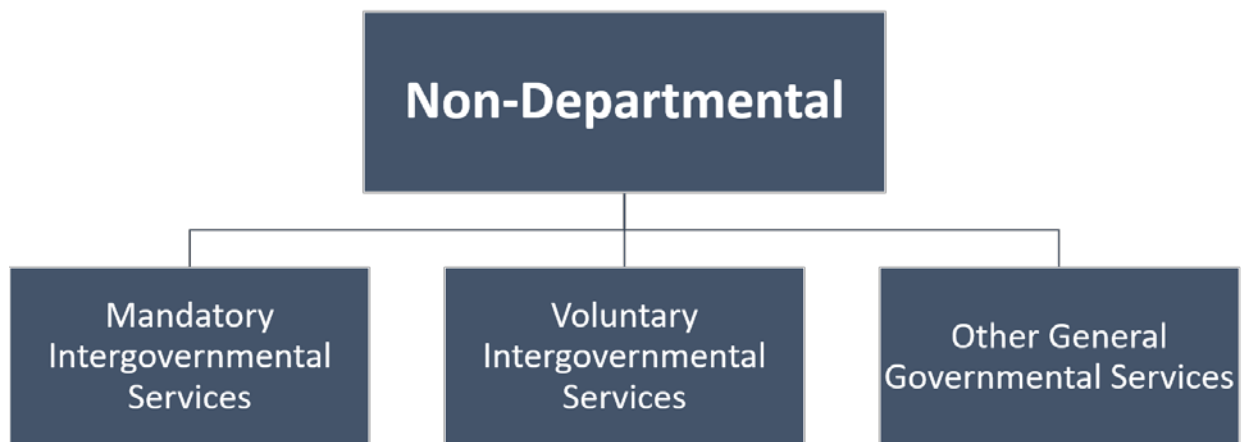
- Remit 2% of liquor taxes received quarterly to King County Alcoholism program.
- Support atmospheric monitoring and implementation of pollution controls.

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 1 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	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Mandatory Intergovt'l Services	45,176	46,200	47,895	48,500	3.7%	1.3%
Voluntary Intergovt'l Services	324,056	360,236	388,626	400,150	7.9%	3.0%
Other General Gov't Services	3,173,865	4,496,513	3,184,098	3,056,134	-29.2%	-4.0%
Total	3,543,097	4,902,949	3,620,619	3,504,784	-26.2%	-3.2%

Staffing Summary

Type of Employee & Department Function	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Full Time Equivalents (FTEs)						
Mandatory Intergovt'l Services	-	-	-	-	N/A	N/A
Voluntary Intergovt'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 Intergovt'l Services	-	-	-	-	N/A	N/A
Voluntary Intergovt'l Services	-	-	-	-	N/A	N/A
Other General Gov't Services	-	-	-	-	N/A	N/A
Total LTEs	-	-	-	-	N/A	N/A
Total FTEs & LTEs	-	-	-	-	N/A	N/A

Department:
Non-Departmental

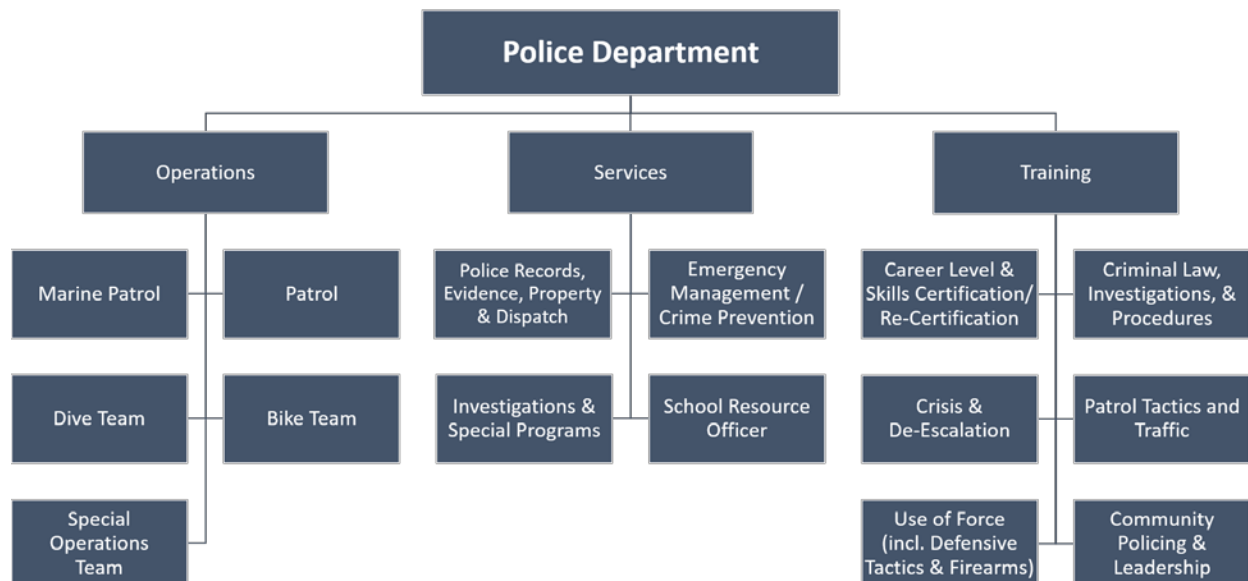
Revenue & Expenditure Summary

Description	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Revenue:						
Beginning Fund Balance-General	1,100,827	1,211,969	-	-	-100.0%	N/A
ARPA Funding	-	298,904	671,402	733,080	124.6%	9.2%
Firefighter Pension Fund Reserve	88,774	94,500	100,000	103,000	5.8%	3.0%
General Purpose Revenue	2,353,496	3,297,576	2,849,217	2,668,704	-13.6%	-6.3%
Total Revenue	3,543,097	4,902,949	3,620,619	3,504,784	-26.2%	-3.2%
Expenditure:						
Salaries & Wages	117,127	345,000	248,000	254,000	-28.1%	2.4%
Benefits	611,531	586,212	577,600	603,800	-1.5%	4.5%
Supplies	29,214	62,800	30,000	33,750	-52.2%	12.5%
Contractual Services	365,743	629,780	192,600	218,100	-69.4%	13.2%
Communications	29,991	34,000	32,000	32,000	-5.9%	0.0%
Internal Service Charge	29,463	30,048	29,355	30,337	-2.3%	3.3%
Insurance	604,879	635,850	791,363	831,289	24.5%	5.0%
Other Services & Charges	16,957	650	2,500	2,500	284.6%	0.0%
Intergovernmental Services	371,309	388,136	418,621	430,750	7.9%	2.9%
Interfund Transfers	1,366,883	2,190,473	1,298,580	1,068,258	-40.7%	-17.7%
Total Expenditures	3,543,097	4,902,949	3,620,619	3,504,784	-26.2%	-3.2%

POLICE DEPARTMENT

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 Public Safety 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 to the prosecutor's office, 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 Department 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 the City of Issaquah and King County.



Department: Police

Operating Expenditures

Department Function	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Administration	1,243,127	1,397,961	1,163,433	1,216,633	-16.8%	4.6%
Patrol	3,541,700	3,965,844	4,413,879	4,736,166	11.3%	7.3%
Marine Patrol	553,810	642,636	561,674	583,662	-12.6%	3.9%
Investigations & Special Programs	720,353	733,325	924,685	996,617	26.1%	7.8%
Emergency Management	183,969	218,246	233,784	245,579	7.1%	5.0%
Records, Property & Dispatch	838,614	980,614	898,323	936,200	-8.4%	4.2%
Special Teams	39,689	45,400	72,500	72,500	59.7%	0.0%
Training	68,499	77,500	90,200	90,200	16.4%	0.0%
Jails	102,644	90,850	100,750	100,750	10.9%	0.0%
Total	7,292,406	8,152,376	8,459,228	8,978,307	3.8%	6.1%

2023-2024 Work Plan

1. **Focus efforts and actions to be an environmentally and fiscally sustainable, connected, and diverse community. (Adopted City Council 2023-2024 Priority, see AB 6064).**
 - 1.1 Work with the City Manager's Office and the Finance Department to develop the 2025-2026 budget recommendation.
 - 1.2 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.
 - 1.3 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.
 - 1.4 Prepare for the new light rail station with response protocols and pedestrian and vehicles safety considerations. This work is ongoing until the station is operational.
 - 1.5 Provide each officer annual training each year of the biennium in State-mandated topics that include crisis intervention, de-escalation, cultural awareness, and anti-biased policing, updated Use of Force protocols, along with training required by accreditation to maintain certifications, and additional specialized continuing education.
 - 1.6 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.
 - 1.7 Continue the Interlocal Agreements for Marine Patrol Services with Hunts Point, Medina, and Yarrow Point. Track time and resources spent in each marine jurisdiction to inform the cost allocation model the City utilizes to charge contract cities. Work with the Finance Department to complete an overhead cost analysis to inform updates to the Interlocal Agreements by Q4 2023.

Department: **Police**

2023-2024 Work Plan (continued)

- 1.8 Maintain proficiency with the special operations team, dive team, and bicycle team via monthly training sessions.
 - 1.9 Support the City Manager's Office with the development of legislative priorities. Engage with the City Council and lobbyist team to develop strategies for successful implementation, to include providing testimony when legislation is being considered.
 - 1.10 Ensure the Department complies with State accreditation standards. This work is ongoing.
 - 1.11 Prepare an Annual Police Report to include highlights of significant case investigations, noteworthy training classes, community outreach efforts, and applications of force, and present an annual summary to the City Council by Q2.
- 2. Goal: Continue focus on community safety, outreach, and education.**
- 2.1 Operate and oversee the City-wide emergency response to the COVID-19 Pandemic. This work is ongoing.
 - 2.2 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 by Q4 2024.
 - 2.3 Recruit volunteers for Community Emergency Response Team (CERT), Map Your Neighborhood Program, and Emergency Preparedness Volunteer Teams. This work is ongoing.
 - 2.4 Proactively combat crimes through crime prevention and education programs, by leveraging social media outreach and rigorous investigation efforts. This work is ongoing.
 - 2.5 Increase safety in the schools by working with our partners in the MISD to identify and address gaps in training and other areas of need.
 - 2.6 Support 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.
 - 2.7 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.
 - 2.8 Continue the Community Academy, Coffee with a Cop, Paws on Patrol, Community Emergency Response Team (CERT), and National Night Out. Support the Parks and Recreation Department through participation in community-wide special events.
 - 2.9 Conduct the annual community drug-takeback event.
 - 2.10 Participate and engage in educational efforts related to drowning prevention and water safety, to include annual classroom presentations in area Kindergarten classes.

Department:
Police

2023-2024 Work Plan (continued)

3. Develop data-driven economic development and retail plans and strategies to activate Town Center and other business areas. (Adopted City Council 2023-2024 Priority, see AB 6064)

- 3.1 Implement the Town Center Officer program with two additional Patrol Officers assigned to the Sound Transit light rail station area when the station becomes operational.
- 3.2 Collaborate with the City Manager's Office on the activation of the former Tully's Property to serve as a satellite police precinct. Evaluate the potential expansion of the police volunteer program to include volunteers at the satellite police precinct to include preparation of a 2025-2026 budget proposal.
- 3.3 Support implementation of the actions identified in the Town Center Parking Study. (Note: The Town Center Parking Study is anticipated to be completed in Q4 2022.)

4. Goal: Enhance public safety communication.

- 4.1 Collaborate with public safety partners to implement the Puget Sound Emergency Radio Network (PSERN) for public safety communications. This work is ongoing.
- 4.2 Support Citywide communications by preparing timely content on public safety matters.

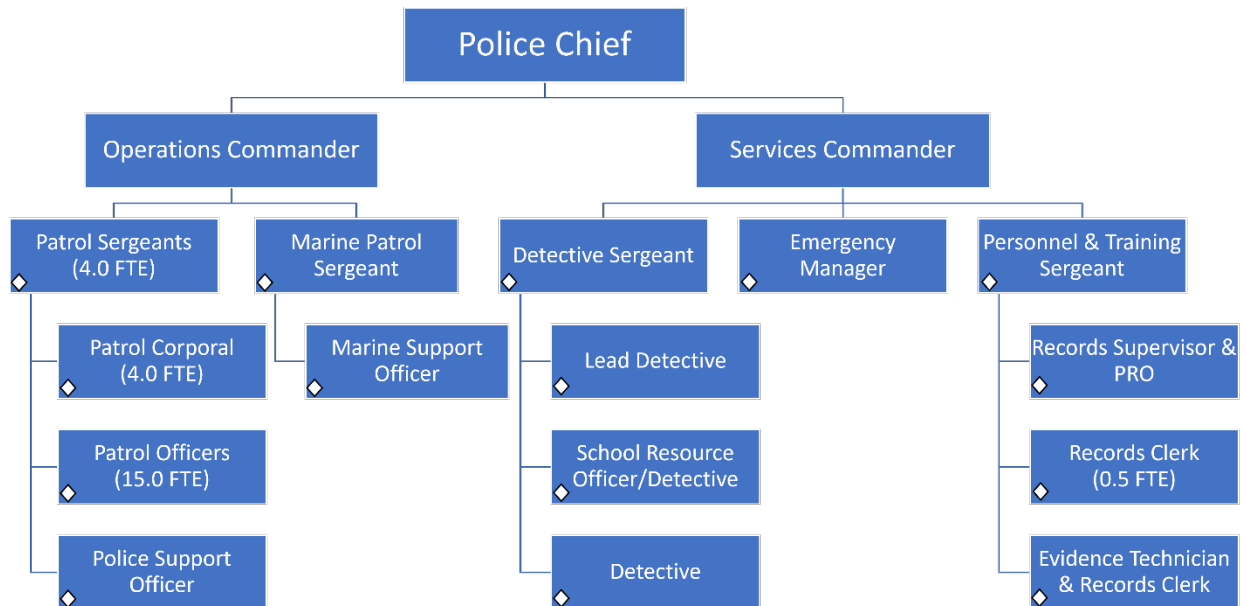
Department: Police

Staffing Summary

Type of Employee & Department Function	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Full Time Equivalents (FTEs)						
Administration	3.00	3.00	3.00	3.00	0.0%	0.0%
Patrol	23.00	25.50	25.50	25.50	0.0%	0.0%
Marine Patrol	2.00	1.50	1.50	1.50	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	37.50	37.50	37.50	0.0%	0.0%
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	37.50	37.50	37.50	0.0%	0.0%

Department:
Police

Staffing Summary (continued)



Department:
Police

Revenue & Expenditure Summary

Description	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Revenues:						
Sales Tax (Criminal Justice)	825,202	775,690	752,419	729,847	-3.0%	-3.0%
State Shared Revenues (CJ)	141,018	38,100	36,195	35,109	-5.0%	-3.0%
Vessel Registration Fees	77,772	73,890	125,044	125,044	69.2%	0.0%
Federal and Local Grants	870	13,000	12,350	12,350	-5.0%	0.0%
MI School District (SRO)	62,251	63,217	64,165	65,128	1.5%	1.5%
Marine Patrol Contract	87,004	85,000	143,846	143,846	69.2%	0.0%
Other Police Revenue	6,702	5,778	5,639	5,504	-2.4%	-2.4%
General Purpose Revenue	6,091,587	7,097,701	7,319,570	7,861,479	3.1%	7.4%
Total Revenues	7,292,406	8,152,376	8,459,228	8,978,307	3.8%	6.1%
Expenditures:						
Salaries & Wages	4,238,885	4,737,482	5,062,282	5,435,728	6.9%	7.4%
Benefits	1,481,890	1,739,705	1,740,864	1,853,296	0.1%	6.5%
Supplies	167,510	179,300	175,100	175,100	-2.3%	0.0%
Contractual Services	36,190	64,200	79,800	79,800	24.3%	0.0%
Communications	20,196	30,500	33,200	33,200	8.9%	0.0%
Internal Service Charges	592,352	597,189	570,142	577,883	-4.5%	1.4%
Other Services & Charges	50,783	54,000	63,800	63,800	18.1%	0.0%
Intergovernmental Services	692,600	738,000	722,040	747,500	-2.2%	3.5%
Capital	12,000	12,000	12,000	12,000	0.0%	0.0%
Total Expenditures	7,292,406	8,152,376	8,459,228	8,978,307	3.8%	6.1%

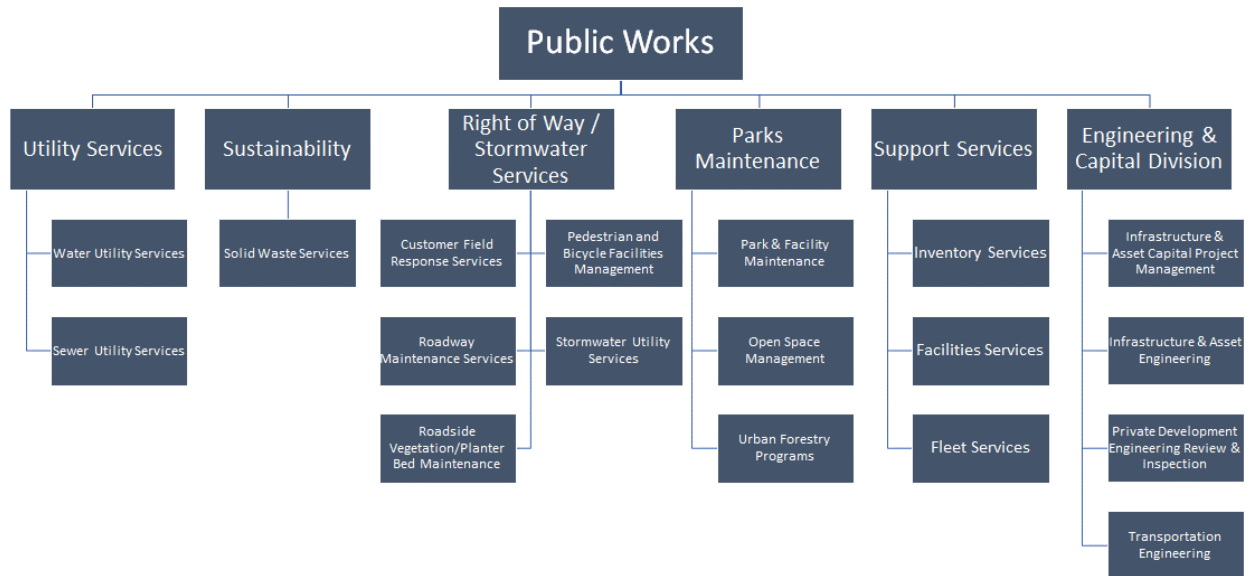
PUBLIC WORKS DEPARTMENT

The Public Works 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 operation, maintenance, and construction of City infrastructure.
- **Capital and Engineering:**
 - Oversee the planning, design and construction of the following City infrastructure systems and assets: sanitary sewer collection, stormwater collection, water supply and distribution, transportation, and parks and park facilities (budgeted and accounted for within the City's Capital Improvement Program).
 - 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.
- **Sustainability:** The City's sustainability programs work to advance sustainability and reduce carbon emissions on Mercer Island, demonstrate climate leadership, and serve as a model for environmental collaboration and innovation.

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

Department: Public Works



Operating Expenditures

Department Function	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Administration	1,367,805	1,420,566	1,496,635	1,569,593	5.4%	4.9%
Right-of-Way Services	1,173,758	1,336,709	1,281,414	1,311,538	-4.1%	2.4%
Water Utility Services	4,746,174	5,202,982	7,173,573	7,320,329	37.9%	2.0%
Sewer Utility Services	7,589,066	8,204,451	8,597,161	8,995,934	4.8%	4.6%
Stormwater Utility Services	1,034,981	992,737	1,260,644	1,354,767	27.0%	7.5%
Park Maintenance	2,232,304	2,520,349	2,526,437	2,654,874	0.2%	5.1%
Development Engineering	323,981	479,099	367,192	389,386	-23.4%	6.0%
Solid Waste Services	31,448	45,000	99,250	99,670	120.6%	0.4%
Facilities Services	693,351	678,396	811,479	856,410	19.6%	5.5%
Fleet Services	448,573	576,714	587,326	600,048	1.8%	2.2%
Customer Field Response Services	254,511	321,520	342,373	362,705	6.5%	5.9%
Total	19,895,953	21,778,523	24,543,484	25,515,254	12.7%	4.0%

Department: **Public Works**

2023-2024 Work Plan

1. Goal: Focus efforts and actions to be an environmentally and fiscally sustainable, connected, and diverse community. (Adopted City Council 2023-2024 Priority, see AB 6064)

- 1.1 Work with the City Manager's Office and the Finance Department to develop the 2025-2026 budget recommendation.
- 1.2 Develop Standard Operating Procedures for Cityworks (asset management system) by Q3 2023.
 - 1.2.1 Increase staff skill and competency in the Cityworks platform through ongoing trainings. This work is ongoing.
 - 1.2.2 Develop Key Performance Indicators (KPI's) for Cityworks by Q3 2023.
- 1.3 Continue succession planning for staff within the Department to address upcoming retirements. Cross-train 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.
- 1.4 Split supervisory responsibilities with the Finance Department to help the Mercer Island Thrift Shop thrive.
- 1.5 Pursue grant opportunities and alternate funding sources that support Council approved projects and initiatives (i.e., the American Rescue Plan Act funded projects)

2. Goal: Provide safe, functional, and efficient delivery of public services and ensure preservation and maintenance of critical public infrastructure.

Make once-in-a-generation investments to update and modernize aging infrastructure, capital facilities, and parks. (Adopted City Council 2023-2024 Priority, see AB 6064)

- 2.1 Collaborate with the City Manager's Office on the development of the Comprehensive Facilities Assessment to include the Annex Building at the Mercer Island Community & Event Center, City Hall, the Maintenance Facility, and the Luther Burbank Administrative Building.
- 2.2 Develop and adopt the Transportation Improvement Program (TIP) by July 1 each year.
- 2.3 Complete the Island Crest Way Corridor Improvements, identified in the 2023 TIP, by Q4 2024.
- 2.4 Support the Finance department with work on a utility rate study to inform utility rate adjustments for review by the Utility Board for the 2025-2026 biennium by Q3 2024.
- 2.5 Work with King County and Recology to update solid waste rates per the new proposed solid waste rates anticipated in 2023 and 2024.
- 2.6 Complete the West Mercer Way Roadside Shoulders Phase 4 by Q3 2024. This is the last segment of West Mercer Way without a paved shoulder. Complete the Sunset Highway/77th Ave. SE Intersection Improvements project by Q3 2023 to improve pedestrian and bicycle crossings and access to the East Link light rail station ahead of the station opening.
- 2.7 Implement the water and sewer system Supervisory Control and Data Acquisition Project ("SCADA" Project) by Q2 2023 and Q4 2024, respectively.
- 2.8 Complete the Booster Chlorination System project by Q1 2023 to maintain and supplement chlorine levels throughout the water system.
- 2.9 Complete the Water Reservoir Improvements project to replace and improve aging components, especially the interior and exterior coatings, by Q4 2024.

Department: **Public Works**

2023-2024 Work Plan (continued)

- 2.10 Complete the Water Meter Replacement Project by Q3 2024.
- 2.11 Actively pursue grants to support the Luther Burbank Docks and Waterfront Renovation project, currently estimated for completion in Q4 2024.
- 2.12 Complete the Groveland and Clarke Beach Joint Master Plan by Q4 2023 and identify a preferred concept for shoreline improvements.
- 2.13 Continue 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.
- 2.14 Complete approved capital projects per the schedules identified in the capital improvement program (CIP). Provide regular updates to the City Council and the community on progress.
 - 2.14.1 Actively monitor potential supply chain delays and proactively identify strategies to reduce the impacts on construction schedules.
- 2.15 Monitor construction related inflation and bidding environment to support the development of market rate cost estimates and effective solicitation of bids. Complete the annual National Pollution Discharge Elimination System (NPDES) permit requirements for the Stormwater Utility by March 31 annually.
- 2.16 Begin to implement the Americans with Disabilities Act (ADA) Transition Plan. This work is ongoing.
- 2.17 Issue a Request for Proposals to evaluate contracting out utility locate services by Q2 2024.

3. Goal: Prepare for Sound Transit Interchange and King County Metro sewer construction.

- 3.1 Work proactively with King County Metro and Sound Transit to minimize impacts to City infrastructure (streets and utilities), traffic (cars, pedestrians, bicycles), and the public by the sewer interceptor and MITI projects and ensure that City infrastructure 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 Adopt the Climate Action Plan by Q2 2023. Begin Council directed implementation of strategies and actions from the adopted Plan by Q4 2024.
- 4.2 Continue implementation of the following initiatives:
 - 4.2.1 Community solar campaign and green power for City facilities.
 - 4.2.2 Enhanced food waste and recycling options inside City and within the community.
 - 4.2.3 Support select K4C priorities and legislation.
 - 4.2.4 Implement bicycle wayfinding map and final Town Center/Mountains to Sound Greenway Trail signage.
 - 4.2.5 Continue work on energy efficiency retrofits within City facilities.
- 4.3 Serve as the City program/contract manager for Metro #630 Commuter Shuttle.
- 4.4 Research and implement mobility initiatives that help commuters access regional transit at Town Center without single occupant vehicle usage.

Department: **Public Works**

2023-2024 Work Plan (continued)

- 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.
- 5. Sustain and enhance our natural environment, especially parks and open spaces, to benefit this generation and others that follow. (Adopted City Council 2023-2024 Priority, see AB 6064)**
 - 5.1 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 facilities shared/jointly maintained between the MISD and the City by Q4 2023.
 - 5.2 Implement the Parks, Recreation and Open Space (PROS) Plan.
 - 5.2.1 Establish level of service standards for parks maintenance operations consistent with PROS Plan by Q4 2024.
 - 5.3 Renegotiate the Washington State Department of Transportation (WSDOT) maintenance agreements for Aubrey Davis Park by Q4 2024.
 - 5.4 Implement programs and services associated with the parks levy.
 - 5.5 Continue to implement habitat restoration work in accordance with the Open Space Vegetation Management Plan and the Pioneer Park Forest Management Plan. This work is ongoing.
 - 5.6 Establish Standard Operating Procedures for tree planting and care in street rights-of-way, including watering, maintenance, and structural pruning practices, by Q4 2024. Develop a list of preferred/recommended street tree species by Q4 2024.
- 6. Develop data-driven economic development and retail plans and strategies to activate Town Center and other business areas. (Adopted City Council 2023-2024 Priority, see AB 6064)**
 - 6.1 Support implementation of the actions identified in the Town Center Parking Study. (Note: The Town Center Parking Study is anticipated to be completed in Q4 2022.)
 - 6.2 Continue to implement beautification projects in Town Center including hanging flower baskets, planted median beds, and seasonal tree illumination.

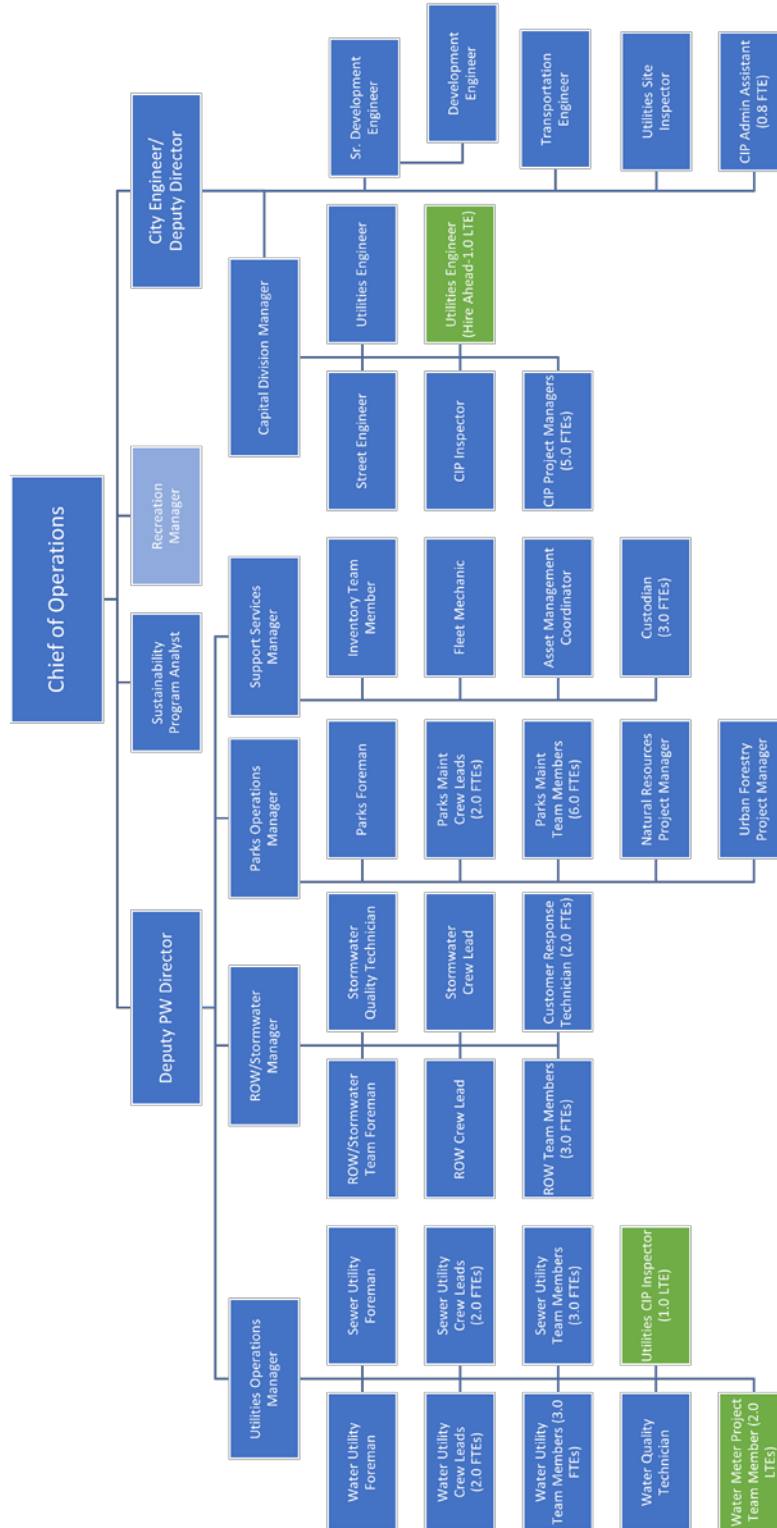
Department:
Public Works/Operations

Staffing Summary

Type of Employee & Department Function	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Full Time Equivalents (FTEs)						
Administration	5.85	5.85	5.85	5.85	0.0%	0.0%
Right-of-Way Services	4.35	4.35	4.35	4.35	0.0%	0.0%
Water Utility Services	8.55	8.55	8.55	8.55	0.0%	0.0%
Sewer Utility Services	6.55	6.55	6.55	6.55	0.0%	0.0%
Stormwater Utility Services	4.15	4.15	4.15	4.15	0.0%	0.0%
Park Maintenance	10.35	10.35	10.35	10.35	0.0%	0.0%
Solid Waste Services	-	-	-	-	N/A	N/A
Facilities Services	3.50	3.50	3.50	3.50	0.0%	0.0%
Fleet Services	1.20	1.20	1.20	1.20	0.0%	0.0%
Customer Field Response Svcs	2.00	2.00	2.00	2.00	0.0%	0.0%
Development Engineering	2.25	2.25	2.25	2.25	0.0%	0.0%
Capital Project Mangement (CIP)	14.05	14.05	16.05	15.05	14.2%	-6.2%
Total FTEs	62.80	62.80	64.80	63.80	3.2%	-1.5%
Limited Term Equivalentents (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)	-	3.00	3.00	3.00	0.0%	0.0%
Total LTEs	-	3.00	3.00	3.00	0.0%	0.0%
Total FTEs & LTEs	62.80	65.80	67.80	66.80	3.0%	-1.5%

Department: Public Works/Operations

Staffing Summary (continued)



Department:
Public Works/Operations

Revenue & Expenditure Summary

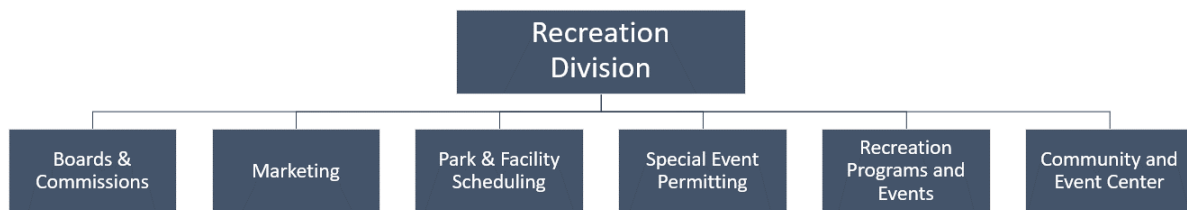
Description	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Revenues:						
Beginning Fund Balance	150,000	-	-	-	N/A	N/A
Park Facility Use Fees	97,080	180,299	269,641	285,384	49.6%	5.8%
Real Estate Excise Tax	401,998	457,584	481,332	501,035	5.2%	4.1%
Water Rates & Other Chgs	5,136,984	5,616,317	7,653,075	7,822,285	36.3%	2.2%
Sewer Rates & Other Chgs	7,974,726	8,632,467	9,060,022	9,481,688	5.0%	4.7%
Stormwater Rates & Other Chgs	1,356,126	1,352,165	1,641,459	1,756,530	21.4%	7.0%
Internal Charges	448,573	576,714	587,326	600,048	1.8%	2.2%
Aubrey Davis Park Landscape	558,116	569,278	579,224	587,970	1.7%	1.5%
Development Fee Revenue	151,149	263,830	170,982	181,408	-35.2%	6.1%
ARPA Funds	121,793	103,207	-	-	-100.0%	N/A
General Purpose Revenue	3,499,408	4,026,662	4,100,423	4,298,906	1.8%	4.8%
Total Revenues	19,895,953	21,778,523	24,543,484	25,515,254	12.7%	4.0%
Expenditures:						
Salaries & Wages	4,027,382	4,855,081	5,019,526	5,363,223	3.4%	6.8%
Benefits	1,861,589	2,065,184	2,121,240	2,285,997	2.7%	7.8%
Supplies	742,391	868,161	826,485	815,485	-4.8%	-1.3%
Water Purchases	2,222,931	2,415,000	2,350,751	2,468,288	-2.7%	5.0%
Contractual Services	1,344,445	1,591,047	1,845,726	1,898,401	16.0%	2.9%
Communications	121,694	135,350	169,055	169,055	24.9%	0.0%
Internal Service Charges	863,338	869,138	889,659	899,385	2.4%	1.1%
Insurance	250,133	268,780	443,627	466,183	65.1%	5.1%
Utilities	794,656	825,104	893,050	907,050	8.2%	1.6%
Other Services & Charges	892,593	792,650	1,027,800	933,190	29.7%	-9.2%
King County Sewage Treatment	4,927,948	5,312,086	5,518,179	5,835,863	3.9%	5.8%
Intergovernmental Services	57,407	52,150	26,880	27,155	-48.5%	1.0%
General Administration Support	644,253	585,686	797,391	832,177	36.1%	4.4%
Debt Service (Principal & Int)	1,145,193	1,143,106	2,614,115	2,613,802	128.7%	0.0%
Total Expenditures	19,895,953	21,778,523	24,543,484	25,515,254	12.7%	4.0%

RECREATION DIVISION

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.

During the 2021 and 2022 biennium, key recreation staffing positions were restored, and the Division focused on reestablishing operations for the Mercer Island Community and Event Center and rebuilding recreation services. During this process of rebuilding, the Community and Event Center was re-opened, and pre-pandemic services were offered, several special events and community engagement activities, outdoor facility rentals were reinstated.

The focus for the Recreation Division during this biennium will be to build upon the restored services by increasing facility patronage, expanding the volume of rentals, and increasing summer camp and Community Center drop-in opportunities and attendance.



Operating Expenditures

Department Function	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Administration	769,508	677,079	850,055	886,629	25.5%	4.3%
MI Community & Event Center	278,647	943,971	949,168	994,414	0.6%	4.8%
Recreation & Special Programs	106,993	336,200	343,358	351,876	2.1%	2.5%
Total	1,155,148	1,957,250	2,142,581	2,232,919	9.5%	4.2%

Department: **Recreation Division**

2023-2024 Work Plan

1. Goal: Focus efforts and actions to be an environmentally and fiscally sustainable, connected, and diverse community. (Adopted City Council 2023-2024 Priority, see AB 6064)

- 1.1 Work with the Parks and Recreation Commission and Arts Council to develop policies identified in the Recreation Reset Strategy. This work began in the 2021-2022 biennium and will continue in 2023-2024.
 - 1.1.1 Complete implementation and integration of Civic Optimize, a software tool which will enhance the permit and rental process, increase customer satisfaction, and optimize staff review efficiency. Research, develop and implement procedures for the use of technology-based tools by Q4 2024 to improve customer service and reduce permit turnaround times.
 - 1.1.2 Establish resource needs, program implementation, and evaluation tools in preparation for the future expansion of recreation services to include various youth, senior, and adult programs.
- 1.2 Expand drop-in programming and rental opportunities for the Mercer Island Community and Event Center and outdoor facilities.
 - 1.2.1 Achieve MICEC rental occupancy level of 1,500 bookings by end of Q4 2023; 2,000 bookings by end of Q4 2024.
 - 1.2.2 Achieve drop-in programming participation of 2,000 individuals to the fitness room and 6,000 drop-in sports participants by end of Q4 2023.
 - 1.2.3 Expand drop-in programming to increase diversity of offerings by 25-50% by Q1 2024.
- 1.3 Achieve post-rental and drop-in programming participation satisfaction levels of 85% by Q4 2023 and 90% by Q4 2024.
- 1.4 Collaborate with local community organizations to partner on special events, programs, volunteerism, and other community engagement opportunities.
- 1.5 Develop and enhance external communication and marketing for Division services to improve cost recovery levels.
- 1.6 Provide staff support for the Parks & Recreation Commission and the Arts Council.
- 1.7 Facilitate and promote comprehensive and engaging arts and culture experiences through ongoing community partnerships.
- 1.8 Expand and enhance opportunities for recreation service sponsorships and park asset and property donations.

2. Make once-in-a-generation investments to update and modernize aging infrastructure, capital facilities, and parks. (Adopted City Council 2023-2024 Priority, see AB 6064)

- 2.1 Collaborate with the City Manager's Office on the development of the Comprehensive Facilities Assessment to include the Annex Building and the Mercer Island Community & Event Center.
- 2.2 Collaborate with the Finance Department to revise the replacement cycle for MICEC technology and equipment and ensure financial sustainability of the MICEC Technology and Equipment Fund to meet the long-term needs of the community.

Department: **Recreation Division**

Work Plan (continued)

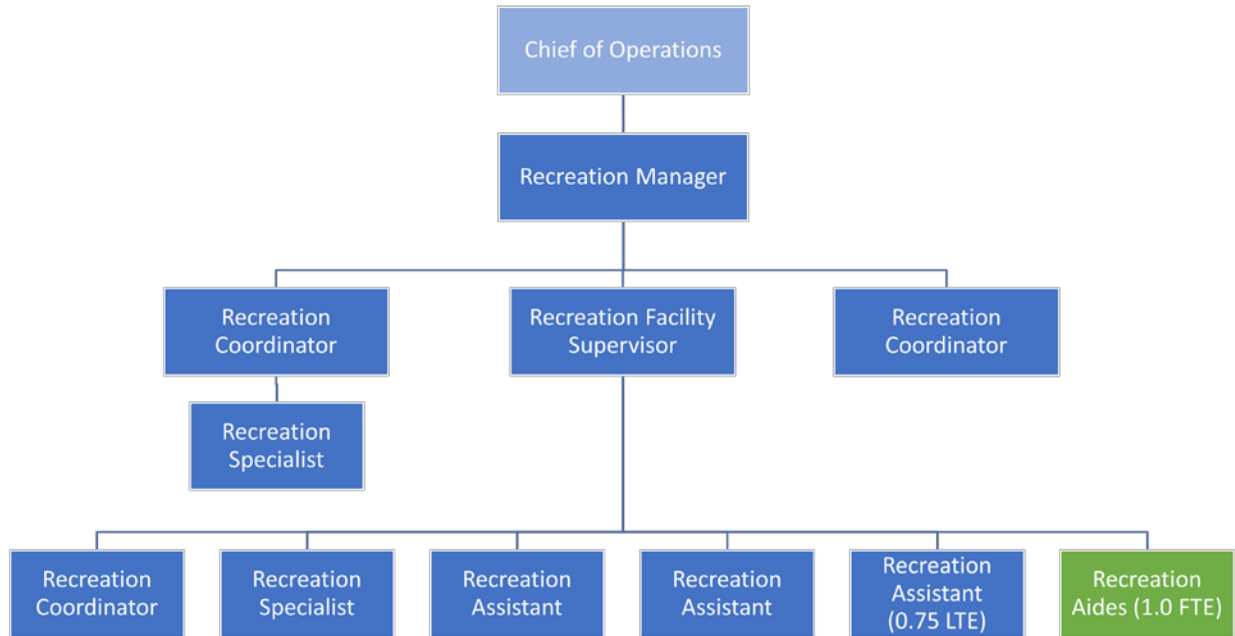
- 2.3 In collaboration with the Finance Department and Capital Projects Team, revisit the funding plan (aka the sinking fund) for the replacement of synthetic turf athletic fields.
- 3. Goal: Provide emergency response services related to the COVID-19 Pandemic and other City emergencies.**
 - 3.1 Continue to support city-wide response and coordinate the Operations Section of the Emergency Operations Center.
 - 3.2 Utilize the MICEC to host shelter operations, and to meet cooling and warming center needs.

Staffing Summary

& Department Function	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Full Time Equivalents (FTEs)						
Administration	0.75	3.75	3.75	3.75	0.0%	0.0%
MI Community & Event Center	-	5.50	5.50	5.50	0.0%	0.0%
Recreation & Special Programs	-	1.00	1.00	1.00	0.0%	0.0%
Total FTEs	0.75	10.25	10.25	10.25	0.0%	0.0%
Limited Term Equivalents (LTEs)						
Administration	2.00	-	-	-	N/A	N/A
MI Community & Event Center	-	-	-	-	N/A	N/A
Recreation & Special Programs	-	-	-	-	N/A	N/A
Total LTEs	2.00	-	-	-	N/A	N/A
Total FTEs & LTEs	2.75	10.25	10.25	10.25	0.0%	0.0%

Department:
Recreation Division

Staffing Summary (continued)



Department:
Recreation Division

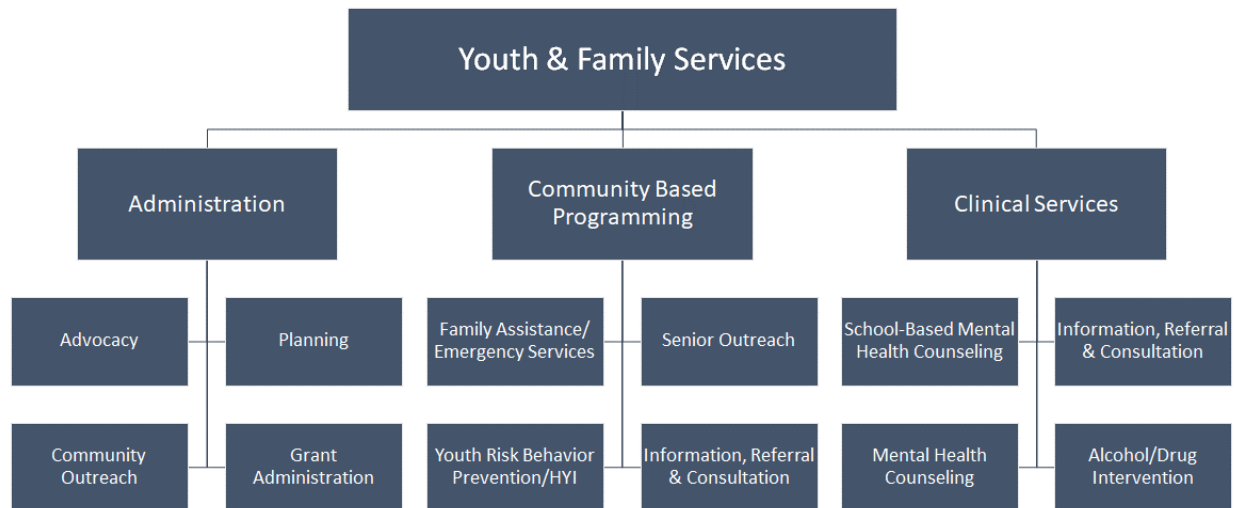
Revenue & Expenditure Summary

Description	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Revenues:						
Beginning Fund Balance	485,870	-	-	-	N/A	N/A
ARPA Funds	-	416,000	-	-	-100.0%	N/A
1% for the Arts Fund	29,211	15,000	15,000	15,000	0.0%	0.0%
Boat Launch Ticket Sales	55,168	54,000	54,000	54,000	0.0%	0.0%
Recreation and Special Programs	128,748	267,685	376,798	395,365	40.8%	4.9%
MI Community & Events Center	110,669	454,911	680,327	720,049	49.6%	5.8%
General Purpose Revenue	345,482	749,654	1,016,456	1,048,505	35.6%	3.2%
Total Revenues	1,155,148	1,957,250	2,142,581	2,232,919	9.5%	4.2%
Expenditures:						
Salaries & Wages	428,601	845,300	966,695	1,023,436	14.4%	5.9%
Benefits	126,214	316,800	393,559	421,686	24.2%	7.1%
Supplies	41,684	97,671	96,500	96,500	-1.2%	0.0%
Contractual Services	359,357	422,700	408,500	410,500	-3.4%	0.5%
Communications	2,311	4,500	4,200	4,200	-6.7%	0.0%
Internal Service Charges	99,270	100,929	121,627	125,097	20.5%	2.9%
Utilities	82,336	94,800	95,000	95,000	0.2%	0.0%
Other Services & Charges	7,748	57,400	39,000	39,000	-32.1%	0.0%
Intergovernmental Services	7,628	17,150	17,500	17,500	2.0%	0.0%
Expenditures	1,155,148	1,957,250	2,142,581	2,232,919	9.5%	4.2%

YOUTH & FAMILY SERVICES

The Youth & Family Services (YFS) Department provides a wide range of human services for Mercer Island residents. These services include programs that offer counseling and intervention, prevention of risk behaviors, senior case management, 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.
- **Mercer Island Thrift Shop:** 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 generates funding for the department's array of human services.



Department: **Youth & Family Services**

Operating Expenditures

Department Function	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Administration	221,335	315,103	355,025	432,258	12.7%	21.8%
Professional Services	1,659,953	1,802,726	1,856,128	1,764,397	3.0%	-4.9%
Thrift Shop	504,811	1,287,166	1,114,129	1,171,951	-13.4%	5.2%
Total	2,386,100	3,404,995	3,325,282	3,368,606	-2.3%	1.3%

2023-2024 Work Plan

- 1. Goal: Focus efforts and actions to be an environmentally and fiscally sustainable, connected, and diverse community. (Adopted City Council 2023-2024 Priority, see AB 6064)**
 - 1.1 Work with the City Manager on a stabilization plan for YFS revenues. This work is tied to recovery of Thrift Shop operations and development of a long-term funding strategy. This work is ongoing.
 - 1.2 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.
 - 1.3 Explore new funding opportunities for YFS programming, including grants. This work is ongoing.
 - 1.4 Update the 2019 Community Needs Assessment by Q4 2024 to confirm that services and the funding model remain aligned with community needs and priorities.
- 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 by providing at least one Clinical Team staff member at each school.
 - 2.3 Continue to monitor and integrate behavioral health disaster response data and intervention strategies to address adverse impacts from the COVID-19 Pandemic on youth mental health. This work is ongoing; current modeling anticipates elevated risk to continue 18-24 months post-pandemic.
- 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 placed at YFS annually.
 - 3.2 Continue public outreach campaigns to address community mental health needs related to the COVID-19 Pandemic recovery and other emerging issues.

Department:
Youth & Family Services

2023-2024 Work Plan (continued)

- 3.3 Utilize Mobile Integrated Health (MIH) funds from King County Emergency Medical Services (KCEMS) to address the needs of low-acuity 9-1-1 callers and vulnerable community members by connecting these individuals with resources and referrals to health and human services providers. This program is in coordination with MIFD, and the work is ongoing.

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 Pandemic recovery efforts allow as part of the comprehensive Emergency Assistance policy update.
- 4.2 Provide emergency financial assistance support as available and meet community 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 community demand for geriatric case management services.

5. Goal: Integrate and Expand Trauma-Informed Approaches (TIA) Organizational Development

- 5.1 Implement TIA organizational assessment for the YFS department by Q1 2023
- 5.2 Continue bi-annual TIA trainings and consultation targeted for mental-health professionals and human services providers. This work is ongoing.
- 5.3 Continue to integrate TIA concepts into weekly clinical team meetings, monthly YFS All Staff meetings and direct service clinical and case management work. This work is ongoing.
- 5.4 Draft a two-year plan for organizational growth related to TIA by Q2 2023.

6. Goal: Seek Funding Sustainability for the Healthy Youth Initiative

- 6.1 Monitor SAMHSA federal funding opportunities for substance use prevention and mental health promotion programming to determine eligibility for available funding. This work is ongoing.
- 6.2 Maintain regional and national relationships that are conducive to competitive grant applications. This work is ongoing.
- 6.3 Apply for any eligible funding to sustain Healthy Youth Initiative programming beyond the 2023-2024 biennium. This work is ongoing.
- 6.4 Develop a sustainable funding model for the Healthy Youth Initiative for the 2025-2026 biennium by Q3 2024.

7. Goal: Integrate and Expand Organizational Equity and Social Justice Practices

- 7.1 Schedule annual diversity, equity, and inclusion trainings and consultation targeted for mental-health professionals and human services providers.
- 7.2 Hold quarterly mental health-specific consultation sessions during clinical team meetings in partnership with regional human service organizations. This work is ongoing.
- 7.3 Support City of Mercer Island and Mercer Island School District organizational diversity, equity, and inclusion efforts. This work is ongoing.

Department: Youth & Family Services

2023-2024 Work Plan (continued)

- 8. Goal: Rebuild baseline operations at the Thrift Shop working towards optimizing sales into the next biennium.**
- 8.1. Increase annual revenues by 10% each year of the biennium based on FY 2022 gross revenues.
 - 8.2. Implement a new standardized staff training program to optimize donation processing and production output by Q2 2023.
 - 8.3. Complete Thrift Shop facility capital improvements in both FY 2023 and FY 2024 that re-set the retail store, correct building deficiencies, enhance safety and aesthetics, and increase operational efficiencies. Strategize scheduling of capital program work to minimize downtime/closures.
 - 8.4. Grow volunteer service hours by 15% in 2023 and 10% in 2024 to increase engagement of the Shop's volunteer labor pool by Q4 2024.
 - 8.5. Decrease the amount of unsellable items received through donations 50% by Q4 2023, thereby reducing storage, transport, and disposal costs and using staff time on higher return-on-investment activities.
 - 8.6. Strengthen the relationship between the community and Thrift Shop through education and communication in our newsletters and other social platforms. Utilize special events and sales to enhance community support to further the Mercer Island Youth & Family Services' mission.

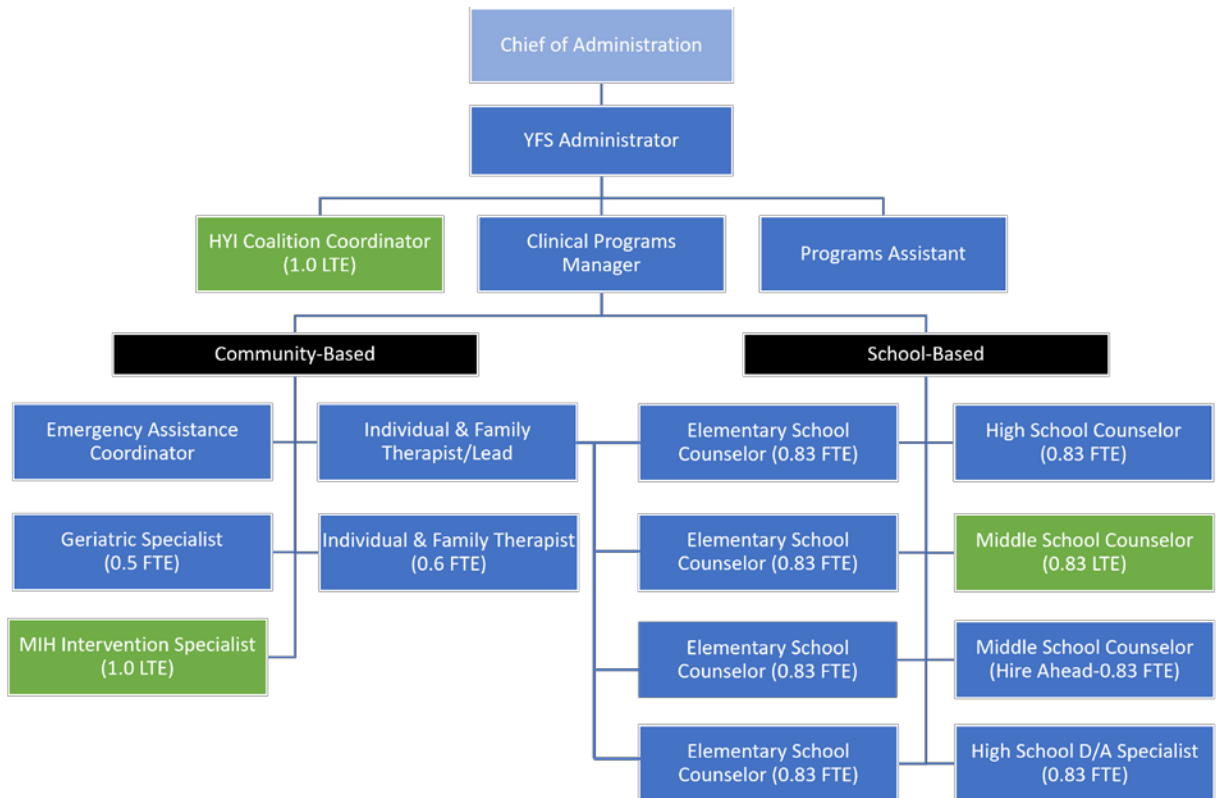
Staffing Summary

Type of Employee & Department Function	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Full Time Equivalents (FTEs)						
Administration	1.50	1.50	1.50	1.50	0.0%	0.0%
Professional Services	9.93	9.93	9.93	9.93	0.0%	0.0%
Thrift Shop	1.00	2.00	2.00	2.00	0.0%	0.0%
Total FTEs	12.43	13.43	13.43	13.43	0.0%	0.0%
Limited Term Equivalents (LTEs)						
Administration	1.60	1.60	1.60	1.60	0.0%	0.0%
Professional Services	0.60	1.43	1.43	0.60	0.0%	-58.1%
Thrift Shop	-	7.50	7.50	7.50	0.0%	0.0%
Total LTEs	2.20	10.53	10.53	9.70	0.0%	-7.9%
Total FTEs & LTEs	14.63	23.96	23.96	23.13	0.0%	-3.5%

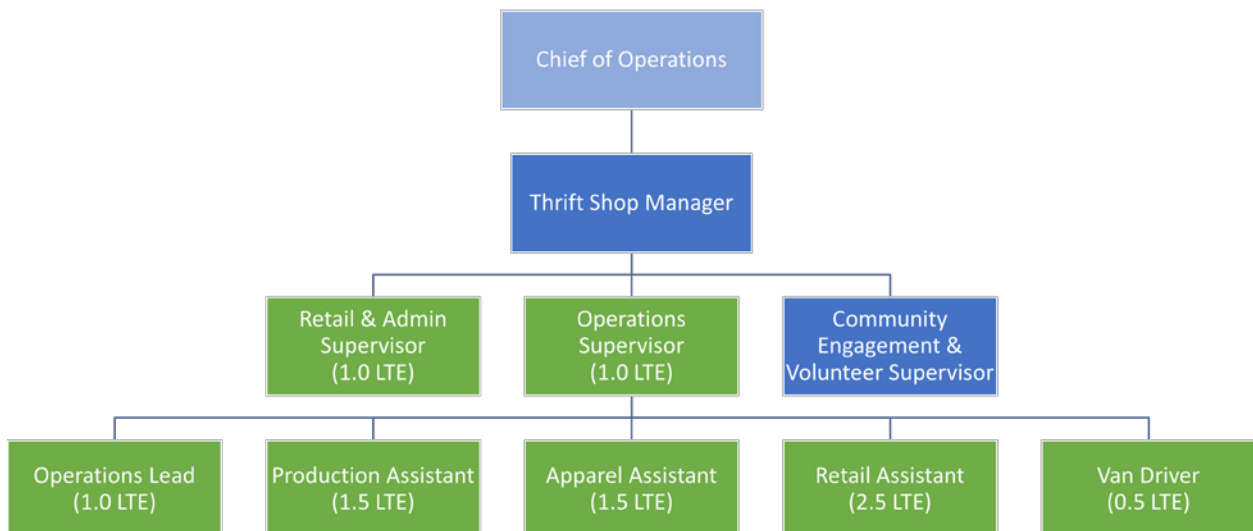
Department:
Youth & Family Services

Staffing Summary (continued)

YFS Human Services



YFS Thrift Shop



Department: Youth & Family Services

Revenue & Expenditure Summary

Description	2021	2022	2023	2024	Percent Change	
	Actual	Forecast	Budget	Budget	22-23	23-24
Revenues:						
Beginning Fund Balance	-	114,609	50,000	-	-56.4%	-100.0%
Federal, State & Local Grants	214,027	203,057	75,500	75,500	-62.8%	0.0%
MI School District (Shared Cost)	60,000	60,000	60,000	60,000	0.0%	0.0%
Thrift Shop Sales	610,200	1,424,056	1,566,462	1,723,108	10.0%	10.0%
Program Fees & Donations	99,322	91,100	90,200	90,200	-1.0%	0.0%
Emergency Assistance Program Support	187,430	85,200	161,718	161,718	89.8%	0.0%
MIYFS Foundation Support	1,012,400	515,000	300,000	300,000	-41.7%	0.0%
Healthy Youth Initiative Grants	354,695	348,600	350,000	225,000	0.4%	-35.7%
Transfer from General Fund	100,000	-	-	-	N/A	N/A
YFS Endowment Contribution	-	289,469	-	-	-100.0%	N/A
Transfer from ARPA	-	273,904	671,402	733,080	145.1%	9.2%
Total Revenues	2,638,075	3,404,995	3,325,282	3,368,606	-2.3%	1.3%
Expenditures:						
Salaries & Wages	1,302,993	1,865,843	1,785,602	1,825,492	-4.3%	2.2%
Benefits	451,142	836,248	825,686	852,957	-1.3%	3.3%
Supplies	42,943	50,040	53,150	52,150	6.2%	-1.9%
Contractual Services	196,190	209,798	262,537	235,393	25.1%	-10.3%
Communications	3,285	3,150	8,700	8,700	176.2%	0.0%
Internal Service Charges	105,002	107,045	115,679	119,248	8.1%	3.1%
Utilities	9,013	14,001	14,000	14,000	0.0%	0.0%
Other Services & Charges	273,003	317,170	252,550	252,550	-20.4%	0.0%
Intergovernmental Services	2,528	1,700	7,378	8,116	334.0%	10.0%
Total Expenditures	2,386,100	3,404,995	3,325,282	3,368,606	-2.3%	1.3%