

# CITY COUNCIL AGENDA

15728 Main Street, Mill Creek, WA 98012 (425) 745-1891



Pam Pruitt, Mayor • Brian Holtzclaw, Mayor Pro Tem  
Mark Bond • Mike Todd • Vince Cavaleri • Jared Mead • John Steckler

Regular meetings of the Mill Creek City Council shall be held on the first, second and fourth Tuesdays of each month commencing at 6:00 p.m. in the Mill Creek Council Chambers located at 15728 Main Street, Mill Creek, Washington. Your participation and interest in these meetings are encouraged and very much appreciated. We are trying to make our public meetings accessible to all members of the public. If you require special accommodations, please call the office of the Acting City Clerk at (425) 921-5725 three days prior to the meeting.

The City Council may consider and act on any matter called to its attention at such meetings, whether or not specified on the agenda for said meeting. Participation by members of the audience will be allowed as set forth on the meeting agenda or as determined by the Mayor or the City Council.

To comment on subjects listed on or not on the agenda, ask to be recognized during the Audience Communication portion of the agenda. Please stand at the podium and state your name and address for the official record. Please limit your comments to the specific item under discussion. Time limitations shall be at the discretion of the Mayor or City Council.

Study sessions of the Mill Creek City Council may be held as part of any regular or special meeting. Study sessions are informal, and are typically used by the City Council to receive reports and presentations, review and evaluate complex matters, and/or engage in preliminary analysis of City issues or City Council business.

**Next Ordinance No.** 2018-838  
**Next Resolution No.** 2018-576

**November 6, 2018**  
**City Council Meeting**  
**6:00 PM**

## CALL TO ORDER

## PLEDGE OF ALLEGIANCE

## ROLL CALL

## AUDIENCE COMMUNICATION

- A. Public comment on items on or not on the agenda

## PUBLIC HEARING

- B. 2019-2020 Preliminary and Proposed Biennial Budget  
(*Bob Stowe, Interim City Manager*)

## OLD BUSINESS

- C. Adoption of Ordinance Updating the City of Mill Creek Traffic Mitigation Fee Program  
(*Gina Hortillosa, Director of Public Works & Development Services*)
- D. Agreement with Executive Search Firm for City Manager Recruitment

*(Bob Stowe, Interim City Manager)*

**STUDY SESSION**

- E. Surface Water Rates  
*(Gina Hortillosa, Director of Public Works & Development Services)*

**REPORTS**

- F. Mayor/Council
- G. City Manager
  - Council Planning Schedule
- H. Staff
  - Design Review Board Meeting Minutes of August 16, 2018
  - Art & Beautification Board Meeting Minutes of September 12, 2018

**AUDIENCE COMMUNICATION**

- I. Public comment on items on or not on the agenda

**ADJOURNMENT**



Agenda Item # C

Meeting Date: November 6, 2018

**CITY COUNCIL AGENDA SUMMARY**  
City of Mill Creek, Washington

**AGENDA ITEM: PRELIMINARY AND PROPOSED 2019-2020 BIENNIAL BUDGET**

**PROPOSED MOTION:**

N/A

**KEY FACTS AND INFORMATION SUMMARY:**

The City's preliminary and proposed 2019-2020 Biennial Budget is presented for the Council's review and discussion. It was developed based on Council's Desired Outcomes, as well as the City's 2019-2024 Capital Improvement Plan. The City Manager will present and introduce the proposed Budget to the Council and citizens of Mill Creek during the November 6, 2018 meeting.

In summary, the 2019-2020 Budget includes the following:

- Total budgeted revenues (plus beginning fund balances) are \$58,796,945 for 2019-2020, which is an increase of \$1,085,409 (2%) over the previous biennium. Expenses match revenues for these same years.
- Total General Fund revenues are projected at \$28,195,366 and the total General Fund operating expenditures are budgeted at \$28,181,353. General Fund revenues are projected to increase \$1,329,605 or 5% over the previous biennium. The City's expenditures have increased \$708,888 or 3% from the previous biennium.
- Overall, the 2019-2020 Biennial Budget includes 61.9 employees as compared against the prior authorized 2017-2018 Budget amount of 62.2 employees.

The meeting on November 6 is intended to serve as an introduction and overview of the proposed 2019-2020 Budget with more comprehensive discussion and deliberation by Council to occur based on the proposed schedule below:

**Nov. 6, 2018**

- First Public Hearing
- Budget Overview by the City Manager

City Council Agenda Summary  
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**Nov. 13, 2018**

- Second Public Hearing: Preliminary Budget; Property Tax Levy (as applicable); and, Surface Water Utility Rate
- Public Works & Development Services Department Budget Review
- Executive Department Budget Review
- Legislative Budget Review
- Capital Funds, Enterprise Funds, Special Revenue, Debt Service Funds, Proprietary Funds

**Nov. 27, 2018**

- Third & Final Public Hearing: Preliminary Budget; Adoption of Property Tax Levy (as applicable); and, Adoption of Surface Water Rate
- Police Department Budget Review
- Communications & Marketing Department Budget Review
- Finance and Administration Department Budget Review
- Non-Department Budget Review

**Dec. 4, 2018**

- Budget Discussion – Overall
- Adoption of 2019-2020 Budget

**December 11, 2018**

- If needed

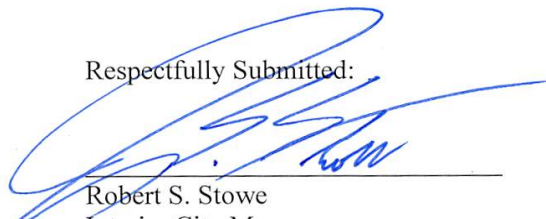
**CITY MANAGER RECOMMENDATION:**

Following Council discussion and deliberation, as well as public hearings, adopt the 2019-2020 Biennial Budget at the December 4, 2018 meeting.

**ATTACHMENTS:**

- Preliminary and Proposed 2019-2020 Biennial Budget

Respectfully Submitted:



Robert S. Stowe  
Interim City Manager



# PROPOSED 2019-2020 Biennial Budget

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# Introduction and Overview





# City Manager Letter

November 2, 2018

Honorable Mayor and Councilmembers  
City of Mill Creek

**SUBJECT: Proposed 2019-2020 Biennial Budget**

I am pleased to present the 2019-2020 Biennial Budget. This is a financial plan that allows us to carry out the City's Guiding Principles while maintaining high standards of service to the community. It was developed with three perspectives in mind: our situation today; our shared priorities; and our plan for the future.

The City's budget presents the overall plan for allocating resources to a variety of programs. These resources are necessary to protect the community's physical security, maintain the quality of life, and also provide for significant capital investments back into the community to enjoy and use for generations to come. This budget defines and carries forward capital investments and service levels to create a lasting and positive legacy for our community.

This Budget serves as a financial planning and policy document for use by the community, staff and Council members. The staff's mission is to prepare the best information possible – including the detailed impact of choices related to fiscal issues, along with program costs and levels of service.

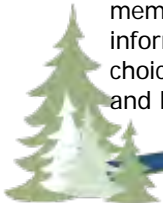
The Budget was developed based on Council's Desired Outcomes, as well as the City's 2019-2024 Capital Improvement Plan. Readers are encouraged to review the Desired Budget Outcomes, as well as the Departments' individual work programs and performance measurements, to gain a clearer understanding of the services the City is providing in 2019-2020.

The City's Budget is an operations guide prepared for Council, as well as for public examination and deliberation. It is one of the most important and comprehensive communication tools the City has to advance the community's vision and to offer a sound fiscal, operational and service delivery plan.

## Budget Development Process

City management utilizes a collaborative, decentralized approach to budgeting, involving Council, staff and the community. See the full budget development calendar in **Appendix A**. This approach:

- exposes the broadest number of people to the process;
- encourages a strong sense of community; and
- allows all those involved to take ownership of the budget process, as well as the final adopted spending plan and its quarterly oversight.



The City recognizes its ethical and fiduciary responsibility to its citizens to carefully account for public funds, wisely manage municipal finances, and plan adequate funding for services and facilities desired and needed by the public.

Washington State law requires the City to adopt a balanced budget. Appropriations are therefore limited to the total estimated revenues for the upcoming biennium, plus any unencumbered fund balance estimated to be available at the close of the 2017-2018 fiscal biennium. In addition, State law requires that the Finance Director provide quarterly revenue and expenditure budget updates to the City Council. The Fiscal Policy used to develop the City's 2019-2020 Budget is detailed in **Appendix H**.

In August, Department Directors were asked to submit their budget requests in recognition of the Council's Desired Budget Outcomes. Preliminary department budget requests were compiled and submitted for my review in September.

During the months of September and October, I worked with the department directors to refine and reduce expenditure requests in recognition of the City's available resources. Mill Creek is similar to most local governments as there is far greater need than resources. Initial department proposed expenditures (excluding new staff positions) exceeded available revenues by \$134,000. Adding the proposed new staff positions would raise the deficit in revenue to \$795,000.

New positions proposed but not currently supported in this budget included the following:

- Public Works Maintenance Worker (\$175,000 for the biennium)

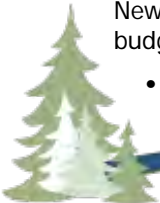


- Police Officer (\$262,000 for the biennium)
- Deputy City Clerk (\$175,000 for the biennium)

In the event that revenues exceed the City's projections at the mid biennium or a new or expanded revenue source is directed and authorized by Council (e.g., property tax levy increase), I recommend that the above staff positions be considered in the order listed.

It was also necessary to further adjust non-personnel related expenses to create a balance between revenues and expenses.

Readers are encouraged to review each Department's individual work programs and budget highlight sections to gain a more comprehensive understanding of services provided and which services have been modified from prior budgets.



## Overview of 2019-2020 Biennial Budget

The 2019-2020 total General Fund revenues are projected at \$28,195,366 and the total General Fund operating expenditures are budgeted at \$28,181,353.

### Revenue Assumptions and Key Changes

For the 2019-2020 Biennial Budget, General Fund revenues are projected to increase \$1,329,605 or 5% over the previous biennium. This increase is due to:

- Property and EMS taxes have increased \$172,000 due to new construction.
- Moving the Recreation Fund into the General Fund, which is a \$748,000 increase (though offset by regular Recreation expenses).
- An interfund loan repayment of \$344,000 from the Surface Water Utility for the Sweetwater Ranch emergency project.

In accordance with the City Council's Desired Budget Outcomes, the proposed Budget does not include any allowed property tax levy increase. Washington State law allows the City to increase its property tax levy up to one percent annually. If enacted, one percent would generate approximately \$62,343 per year in additional compounding revenue for the City. Over a six-year period, a 1% property tax levy increase each year would provide approximately \$1,300,000 in resources for desired City services.

Based on the reasons for the revenue increases, it is clear that our revenues remain relatively flat. Therefore, the City's expenditures must follow suit. While the operational



costs will increase as inflation occurs, the City must carefully review programmatic elements and make decisions to ensure we provide a balanced budget.

### Expenditure Assumptions and Key Changes

The City's General Fund expenditures have increased \$708,888 or 3% from the previous biennium.

Departmental budget proposals were reviewed critically against the City's Guiding Principles and the Council's Desired Budget Outcomes. The 2019-2020 Budget includes the following key expenses:

- Wages and benefit costs reflect a 15% increase over the previous biennium.
- An increase of \$515,000 due to the fire service contract.



- Recreation expenses moved into the General Fund (\$715,821), though offset by Recreation revenue.
- The purchase of five police vehicles out of the Equipment Replacement Fund to replace five depreciated police vehicles (\$272,000).
- Information technology needs, including server infrastructure and Police laptop replacements, increased software costs, and upgrading the wireless network in both buildings (\$328,201).
- A development feasibility study for the Dobson-Remillard property and the adjacent area estimated at \$50,000. This study will evaluate potential and desired land uses, including but not limited to recreation, hospitality, retail, office and housing to advance the City's tourism and economic development interests.
- A new Project Engineer in Public Works, with an anticipated biennial cost of \$210,000 in wages and benefits (funded in the Capital Improvement Plan).
- A significant increase of \$9,342,108 (94.1%) in the Capital Improvement Plan due to a programmatic focus (**Appendix K**).

**Personnel Budget Changes**

The 2019-2020 Biennial Budget includes the following key personnel changes:

- A **Support Services Supervisor** for the Police Department. This role will serve as a first-level

supervisor to the record and property room technicians. It also will be able to help with administrative / executive support for the Administrative division, particularly as the Police Department undergoes transformation from a best-practices and accreditation standpoint. To accommodate this new position within available revenue sources, a vacant and authorized police officer position will not be filled.

- A **Project Engineer** to manage / deliver capital projects. This position is funded within the Capital Improvement Plan.
- The **Human Resources Director** will retire in the first quarter of 2019. This reduces a 0.8 full-time equivalent budgeted position. At that time, I will evaluate departmental needs and organizational structure for any proposed changes to Council.
- **Finance Department** reorganization to reduce one of three existing Accountant positions (due to a resignation effective Oct. 31, 2018), as well as to reclassify the other two Accountant positions to a Senior Accountant position and a Accounting Technician position.

Overall, the 2019-2020 Biennial Budget includes 61.9 employees (excluding the planned reduction in Human Resources) as compared against the prior authorized 2017-2018 Budget amount of 62.2 employees.

Details about each department's goals and activities for the 2019-2020 biennium are included in the Departmental Overview section of this document (**Pg. 72**).



**Total Budget – All Funds**

Total budgeted revenues, including the Capital Improvement Plan, are \$58,796,945 for 2019-2020, which is an increase of \$1,085,409 (2%) over the previous biennium. Total expenditures are \$58,796,945 for an increase of \$10,065,417 (27%) over the previous biennium. Charts of *Revenues and Expenditures* are on **Pg. 14-15**.

A potential budget impact – in terms of both revenues and expenditures – relates to the Surface Water Utility. The City of Mill Creek’s surface water rate has remained unchanged since 1999. The current fee is not enough to cover basic maintenance and operations along with the proposed improvements in the CIP. A rate study currently is underway and new rates will be proposed for 2019-2020 and beyond prior to adoption of the Budget. Until such a rate has been approved, the Budget includes the assumption of revenues of \$1.8 million corresponding to the adopted Surface Water infrastructure projects and is subject to the Council’s discussion and adoption of a surface water rate.

A discussion of the funds, including fund balances and key impacts in the new biennium, is detailed below in the Biennial Budget section (starting on **Pg. 21**).

**Policy Changes**

For the 2019-2020 biennium, there are several policy changes that impact the City’s financial operations.

1. The Recreation Fund has been moved into the General Fund. This will keep the entire



Communications and Marketing revenues and expenditures within the General Fund, and will reduce some of the transfers occurring between funds, which complicated the ability to fully understand the entire departmental budget. However, the Recreation expenditures still will be reconciled as a division; Recreation revenue will only support Recreation expenditures.

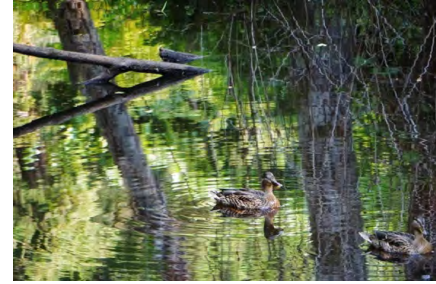
2. The budget also reflects the unwinding of several funds, most notably the Equipment Replacement Fund with the CIP (see **Appendix H, City Fund Structure**).



3. As approved as part of the 2019-2024 Capital Improvement Plan (**Appendix K**), there is a new two-fold policy change related to the City's General Fund Reserve. This reserve sets aside funds to be able to respond to economic fluctuations, cash flow needs and catastrophic events.

- The City's previous policy was to maintain a General Fund Operating Reserve equal to at least 15% of the total annual General Fund budgeted revenue. The policy change increases this amount to 15% of the biennial General Fund budgeted revenue, which significantly increases the required reserve dollar value.
- Further, 33% of all reserve funds anticipated at the end of 2018 above the General Fund Reserve minimum will be transferred to the CIP for capital project investment. The rationale for this transfer is to better align and allocate previous tax payer dollars or one-time funds associated with development toward a capital project providing community benefits to those who paid for the benefits within a reasonable time frame. This one-time transfer at the end of 2018 was \$829,703. With this transfer, the General Fund Reserve is projected to be 21% of general fund budgeted revenue.

4. Similarly, in accordance with the adopted 2019-2024 CIP, this budget also reflects the new policy to transfer one-time revenues into the Capital Improvement Plan Fund on an annual basis. One-time revenues are those which are not expected to reoccur, such as development related revenues



(e.g., construction sales tax and permit fees). To implement this policy and transfer, management analyzed funds that are one time for inclusion in the CIP Fund, recognizing that the City receives a base and recurring amount of development related revenues that should be excluded from any transfer. The City transferred \$400,000 as one-time revenue into the adopted 2019-2024 CIP.

5. Finally, another policy change this year is creation of a "CIP Contingency Fund." As adopted by Council as part of the 2019-2024 CIP, a minimum of 10% of projected revenues from Real Estate Excise Tax (REET) should be designated as a CIP Contingency Fund to be used to support transportation, parks and trails, and City facilities and equipment. REET revenue receipts fluctuate from year to year. Although staff projects revenues realistically, it is prudent to establish an adequate reserve as CIP Contingency Funds and not allocate these revenues until the funds are actually received. Only at Council discretion can these funds be appropriated toward currently unidentified projects or increases in planned projects.



## Conclusion

Adopting and monitoring the budget to ensure fiscal stability is a major responsibility for the City of Mill Creek. The budget process affords the City the opportunity to balance the needs of the community against available resources. The budget does not constitute a mandate to spend – only the authority to do so. A conscientious effort has been made to evaluate all budget requests and set priorities that can be judiciously undertaken with available funding.

The notable budget highlights and key activities identified in this document are significant. Yet, these goals are only a portion of what the City will accomplish in the next biennium. Daily operations – such as responding to 9-1-1 calls, investigating crimes, making timely repairs to City infrastructure, responding to code complaints, maintaining landscaping, managing contracts, conducting recreational programming, communicating with diverse audiences, providing general customer service and handling public records requests – make up our basic operational services and are the bulk of what our budget funds.

Funding these basic operational functions in conjunction with new investments in capital improvement and still presenting a balanced budget is evidence of our efforts to be a fiscally responsible, receptive and proactive government. This Budget not only maintains basic services, it makes strategic investments into the City's future and helps preserve our infrastructure and previous investments as we carefully steward taxpayer dollars.

Overall, the City's fiscal position is sound, but service delivery demands, non-discretionary obligations and the Council's Desired Budget Outcomes place financial pressure on the City's resources. Therefore, the 2019-2020 Biennial Budget has been carefully developed to maximize services to the Mill Creek community.

Finally, I cannot conclude this budget message without thanking the many devoted employees who have worked countless hours preparing this budget. Without the expertise, professionalism and steadfast dedication of the staff, this comprehensive budget document could not have been developed. I also thank the Mill Creek City Council for its leadership as policy makers and the citizens of Mill Creek for their input and guidance during the development of this budget.

Respectfully submitted,



Robert S. Stowe  
Interim City Manager



# Ordinance Adopting the Budget

ORDINANCE NO. 2018-\_\_\_\_\_

## AN ORDINANCE OF THE CITY OF MILL CREEK, WASHINGTON, ADOPTING BUDGETED REVENUES AND EXPENDITURES FOR THE FISCAL BIENNIUM COMMENCING JANUARY 1, 2019.

WHEREAS, the City of Mill Creek, Washington completed and placed on file with the City Clerk a proposed budget and estimate of the amount of moneys required to meet the public expenses, bond retirement and interest, reserve funds and expenses of government of the City for the fiscal biennium commencing January 1, 2019; and

WHEREAS, a notice was published that the City Council would meet on December 4, 2018 at 6:00 p.m., in the Council Chambers of City Hall for the purpose of making and adopting a budget for said fiscal year and giving taxpayers within the limits of the City an opportunity to be heard in a public hearing upon said budget; and

WHEREAS, the City Council did hold a public hearing at that time and place and did then consider the matter of the proposed budget for the fiscal biennium commencing January 1, 2019; and

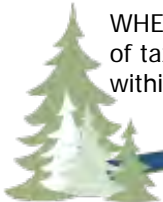
WHEREAS, the proposed budget does not exceed the limit of taxation allowed by law to be levied on the property within the City for the purposes set forth in the budget, and

the estimated expenditures set forth in the budget being all necessary to carry on the government of the City for the fiscal biennium commencing January 1, 2019 and being sufficient to meet the various needs of the City during that period.

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

Section 1. In accordance with the provisions of RCW 35A.33.075 the appropriations budget of the City of Mill Creek for the years 2019-2020 in the aggregate amount of \$58,796,945 is hereby adopted.

Section 2. The totals of the budgeted revenues and appropriations for each separate fund are set forth in summary form in **Exhibit A and B**, and the aggregate totals for all such funds combined, for the 2019-2020 biennium.





Passed in open meeting this \_\_\_\_ day of \_\_\_\_\_ 2018, by a vote of \_\_\_\_\_ for, \_\_\_\_\_  
\_\_\_\_\_ against, and \_\_\_\_\_ abstaining.

**APPROVED:**

**ATTEST/AUTHENTICATED:**

\_\_\_\_\_  
MAYOR PAM PRUITT

\_\_\_\_\_  
ACTING CITY CLERK GINA PFISTER

**APPROVED AS TO FORM:**

\_\_\_\_\_  
CITY ATTORNEY SCOTT MISSALL

FILED WITH THE CITY CLERK: \_\_\_\_\_

PASSED BY THE CITY COUNCIL: \_\_\_\_\_

PUBLISHED: \_\_\_\_\_

EFFECTIVE DATE: \_\_\_\_\_

ORDINANCE NO.: \_\_\_\_\_



## Exhibit A - Revenues (All Funds)

Fund	2019-2020 Budget
<b>General Fund</b>	\$ 28,195,366
<b>Special Revenue Funds</b>	
City Street	\$ 1,051,000
Council Contingency	\$ -
Municipal Arts	\$ 23,000
Paths and Trails	\$ 4,000
Drug Buy	\$ -
City Hall North	\$ 374,000
<b>Debt Service Fund</b>	
800 MHz	\$ 20,641
Local Revitalization	\$ 100,000
<b>Capital Funds</b>	
REET	\$ 1,550,000
Capital Improvement	\$ 740,000
Parks & Open Space Improvement	\$ 2,176,000
Road Improvement	\$ 6,320,000
<b>Enterprise Funds</b>	
Storm & Surface Water	\$ 3,240,000
Recreation	\$ -
<b>Proprietary Funds</b>	
Equipment Replacement	\$ 262,449
Unemployment Comp	\$ -
<b>Total Revenue All Funds</b>	<b>\$ 44,056,455</b>
<b>Less Interfund Transactions</b>	<b>\$ (5,306,000)</b>
<b>Total Revenue All Funds Less Transfers</b>	<b>\$ 38,750,455</b>
<b>Biennium Beginning Fund Balance</b>	<b>\$ 20,046,489</b>
<b>Total Revenue Plus Beginning Fund Balance</b>	<b>\$ 58,796,944</b>

## Exhibit B - Expenses (All Funds)

Fund	2019-2020 Budget
<b>General Fund</b>	\$ 28,181,353
<b>Special Revenue Funds</b>	
City Street	\$ 1,079,047
Council Contingency	\$ -
Municipal Arts	\$ 30,000
Paths and Trails	\$ 10,500
Drug Buy	\$ -
City Hall North	\$ 817,441
35th Avenue Reserve	\$ -
<b>Debt Service Fund</b>	
800 MHz	\$ 34,632
<b>Capital Funds</b>	
REET	\$ 4,771,641
Capital Improvement	\$ 1,062,640
Parks & Open Space Improvement	\$ 2,980,000
Road Improvement	\$ 5,440,000
<b>Enterprise Funds</b>	
Storm & Surface Water	\$ 3,211,431
Recreation	\$ -
<b>Internal Service Funds</b>	
Equipment Replacement	\$ 375,155
Unemployment	\$ 20,000
<b>Total Appropriation All Funds</b>	<b>\$ 48,013,840</b>
<b>Less Interfund Transactions</b>	<b>\$ (5,306,000)</b>
<b>Total Appropriation All Funds Less Transfers</b>	<b>\$ 42,707,840</b>
<b>Biennium Ending Fund Balance</b>	<b>\$ 16,089,104</b>
<b>Total Appropriation Plus Ending Fund Balance</b>	<b>\$ 58,796,944</b>

# City Organization



# Guiding Principles

## VISION

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

## MISSION

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

## STAR VALUES

### Service

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

### Teamwork

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

### Accountability

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

### Respect

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

## GOALS

### Fiscal Responsibility

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

### Community Preservation

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

### Civic Pride

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

### Customer Service

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

### Recreational Opportunities

To facilitate diverse recreational opportunities for people of all ages.

### Public Safety

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

### Economic Prosperity

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

### Leadership

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

### Long Term Planning

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



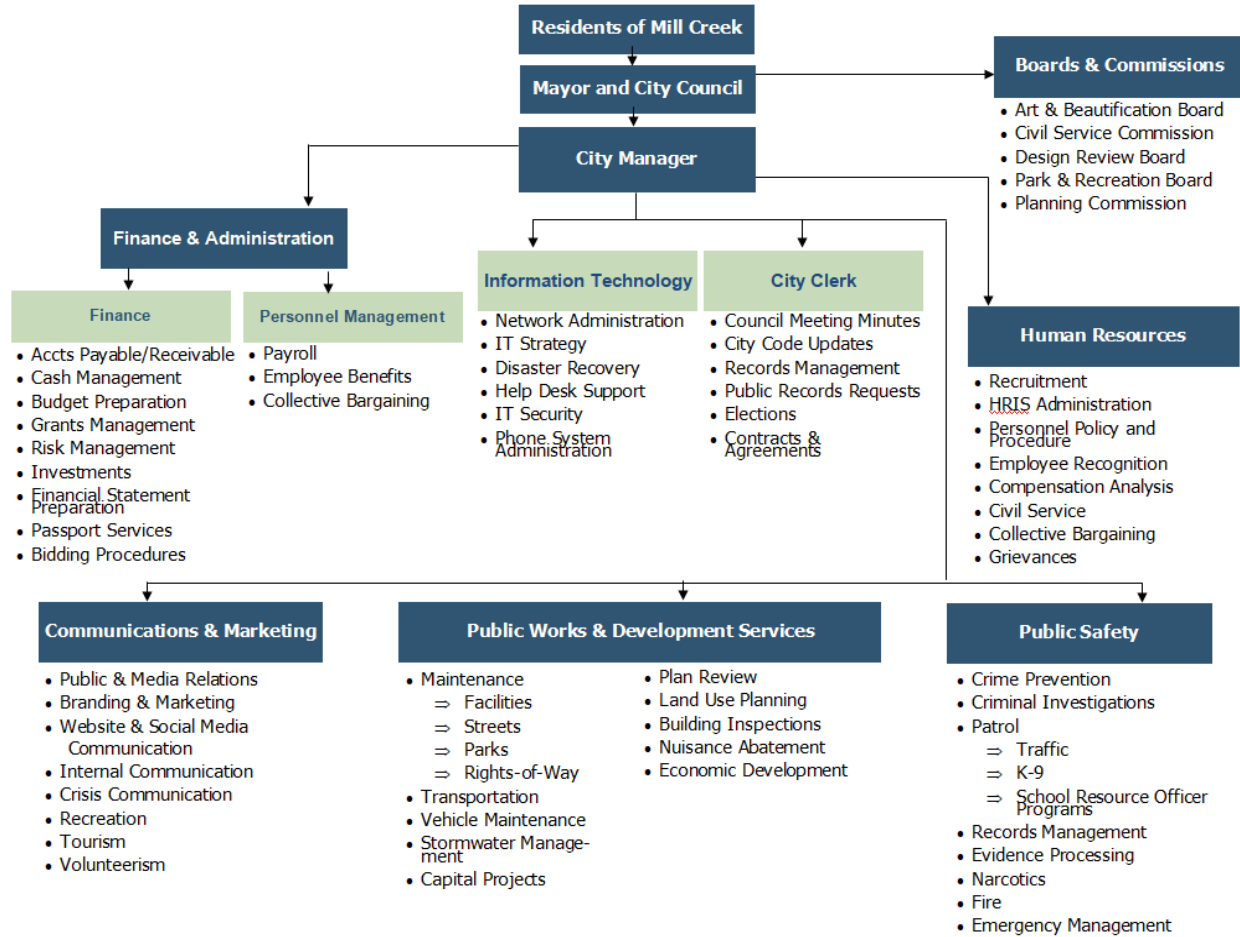
# Desired Budget Outcomes

Based on a series of City Council brainstorming and work sessions in early 2018, the following Desired Budget Outcomes were created by the Council.

1. Develop a sustainable budget that aligns ongoing resources to ongoing expenses and one-time resources to one-time expenses.
2. Maintain the City's General Operating Reserves at a level equal to at least 15% of the total General Fund budgeted annual revenue, excluding the beginning fund balance and any significant one-time revenues.
3. Continue to limit the tax burden on Mill Creek's citizens by seeking operating efficiencies wherever possible.
4. Pursue economic development programs and initiatives to create sustainable revenue streams by evaluating and implementing the following:
  - Tourism (activities that draw people and create unique experiences).
  - Changes in development code to promote and incentivize development consistent with Mill Creek's vision.
  - Business recruitment and retention.
5. Continue to construct, maintain, and preserve capital investments as prescribed in the City's adopted CIP.
6. Evaluate and create recreation programs to meet demands and support revenue recovery goals.
7. Retain all existing park land.
8. Continue to grow public involvement, engagement, and volunteerism. Some examples include: officers in neighborhoods, neighborhood watch groups, citizen's academy/patrol, volunteer boards, budget and other topic specific issues of interest to the community.
9. Partner with schools and local groups to provide public safety education (e.g., gun safety, cybersecurity, opioid epidemic).
10. Obtain accreditation and ensure public safety practices protect the City from liability.
11. Ensure police and fire are properly staffed to meet service needs and respond to emergent situations (utilizing the Center for Public Safety Management study as a resource).
12. Develop a citizen satisfaction survey/index/poll via web and biennial mail/telephone survey of City services.



# Organizational Structure



# 2019-2020 Biennial Budget





# 2019-2020 Biennial Budget Overview

## Overview

The City of Mill Creek continues to maintain a healthy financial position. As a result of the Council’s strong financial policies, diligent financial management and conservative budget planning, the 2019-2020 Biennial Budget is balanced.

Major budget assumptions when building the budget included:

- Service level increases are necessary to maintain and enhance service levels for the growing population of Mill Creek. The City’s population has increased from 18,600 in 2013 to 20,070 in 2018, a growth of 10.14% in the last five years. This figure is important when determining distribution of State shared revenues on a per capita basis.
- City of Mill Creek population growth is assumed to increase significantly above projections in the 2015 Comprehensive Plan. The population growth was targeted to reach 20,196 by 2035; the City hit that mark in 2018.
- The 2018 assessed valuation (AV) is \$ 3,717,193 per thousand. The City’s AV is determined by the Snohomish County Assessor.
- Building permit and land-use fees are estimated by the Planning division based on expected 2019 activity.

## Fund Balances and Projected Revenues/Expenditures

Across all funds, the City has a projected balance of \$20,046,490 as of the start of the 2019-2020 biennium. The chart below shows the projected balances. The balances reflect annual revenues and deduct expenses reflected in the 2019-2020 Biennial Budget.

The 2019-2020 total General Fund revenues are projected at \$28,195,366 (an increase of 5% over the last biennium) and the total General Fund operating expenditures are budgeted at \$28,181,353 (an increase of 3% over the previous biennium).

Biennium-End Fund Balance	2017-2018	2019-2020
General Fund	\$ 5,742,799	\$ 5,756,811
City Street	\$ 165,512	\$ 137,465
Council Contingency	\$ 61,735	\$ 61,735
Municipal Arts	\$ 37,097	\$ 30,097
Paths and Trails	\$ 13,003	\$ 6,503
Drug Buy	\$ 13,037	\$ 13,037
City Hall North	\$ 556,223	\$ 142,782
Debt Service	\$ 13,991	\$ -
Local Revitalization	\$ 126,023	\$ 226,023
REET	\$ 4,710,993	\$ 1,459,352
Capital Improvement	\$ 1,416,555	\$ 1,093,915
Parks & Open Space Improvem	\$ 2,845,972	\$ 2,041,972
Road Improvement	\$ 2,157,430	\$ 3,037,430
Surface Water Utility	\$ 471,931	\$ 500,500
Recreation	\$ -	\$ -
Equipment Replacement	\$ 1,679,082	\$ 1,566,375
Unemployment Comp	\$ 35,107	\$ 15,107
<b>TOTAL</b>	<b>\$20,046,490</b>	<b>\$ 16,089,105</b>



### **Economic Drivers**

There are several budget drivers that are impacting financial decisions in other municipalities around Washington State. Economic, demographic and social trends are related to one another and, in turn, affect government policies on spending and taxation.

A strong economy, for example, attracts more people to the City, which in turn boosts sales tax collections. At the same time, however, increases in population also put additional pressure on such areas of responsibility as roads, maintenance of public right of ways and public safety initiatives. Following is a brief summary of such drivers and the specific impact on the City of Mill Creek.

### **Economic Forecast**

The Washington economy is expanding at a rapid pace. Washington's unemployment rate reached an all-time low in August. The series extends back to 1976. Seattle home prices continue to rise, but growth may be slowing and recent housing construction has been below the June forecast. Washington exports are rising and manufacturing is growing. The Seattle area consumer price inflation is well above the national average due to the higher shelter cost inflation.

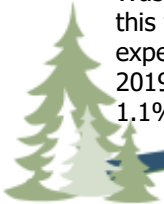
The September economic forecast for Washington State is generally higher than the forecast adopted in June. The State Economic and Revenue Forecast Council now expects Washington nonfarm payroll employment to grow 2.9% this year compared to 2.5% in the June forecast. It also expects employment growth to average 1.2% per year in 2019 through 2023, which is slightly stronger than the 1.1% per year expected in the June forecast.

In addition, the State Economic and Revenue Forecast Council expects 43,800 housing units authorized by building permits this year, down from 45,400 in the June forecast. However, the Council also expects permits to average 42,800 in 2019 through 2023, up from 42,400 in the June forecast.

### **Inflation**

According to the Bureau of Labor Statistics' Consumer Price Index, prices in 2018 are 11.78% higher than prices in 2013. The dollar experienced an average inflation rate of 2.28% per year during this period. Therefore, what \$100 could purchase in 2013 requires \$108.36 in 2018, a difference of \$8.36 over five years.

The State Economic and Revenue Forecast Council expects the all-items Seattle Consumer Price Index (CPI) to rise 3.0% this year, down from 3.3% in the June forecast. Seattle area inflation is anticipated to average 2.2% per year in 2019 through 2023.



### Six-Year Forecast

According to the National League of Cities, General fund expenditures are outpacing revenues, a trend anticipated to continue into next year. Although revenues are not in decline, they grew only 1.25% in FY 2017, and are expected to stagnate in FY 2018. Expenditures grew 2.16% in FY 2017, with growth for FY 2018 budgeted at 1.97%.

Financial planning provides insight into the City's financial ability to meet current and future obligations. The charts on **Pg. 24** demonstrates the City's efforts toward achieving a minimum General Fund Reserve of 15%. By 2024, it is anticipated that the City's General Fund Reserve will be reduced to \$2,023,178 over the 15% threshold without consideration of a property tax levy.

The forecast on **Pg. 25** displays a six-year outlook of projected revenues and expenditures. Over the long term, the expenditures will outpace revenues by just under \$1.1 million annually. This disparity between revenues and expenditures is attributable to operational costs increasing at a higher percent than revenue growth. Between now and 2024, it will be important to review alternative revenue sources and monitor expenditures more closely.

The six-year forecast uses the following assumptions:

- The property tax and EMS levies are assumed 0% increase.
- Wages are assumed at a 3% increase and benefits are assumed at a 5% increase annually, which provides for anticipated increases in collective bargaining agreements.
- Operations and maintenance is assumed at 2% annually.

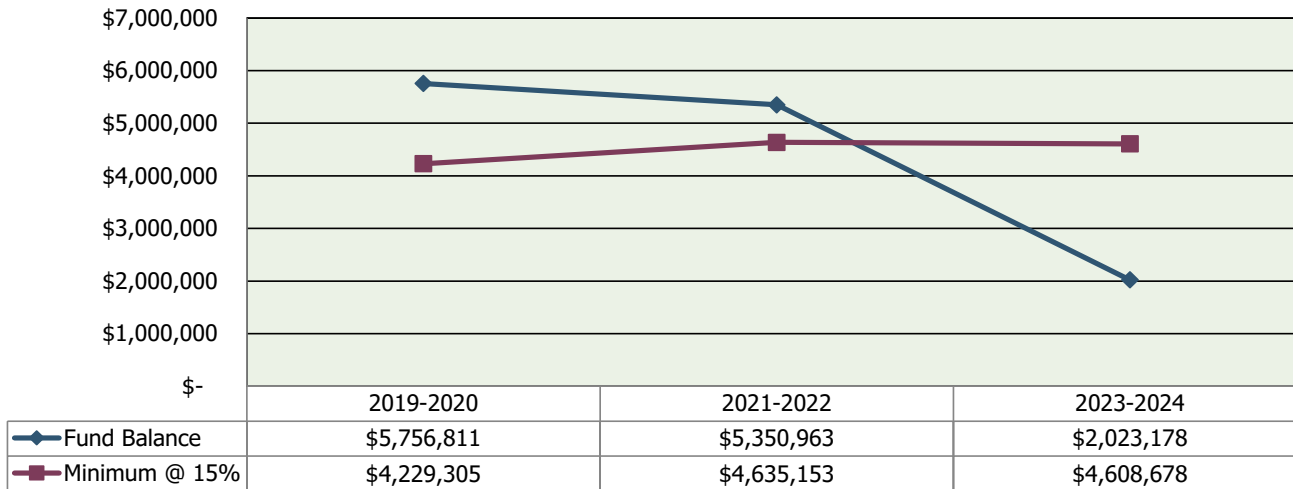
### Short-term Issues Impacting Budgetary Decisions

Some short-term factors that influenced the decisions made in development of the budget include:

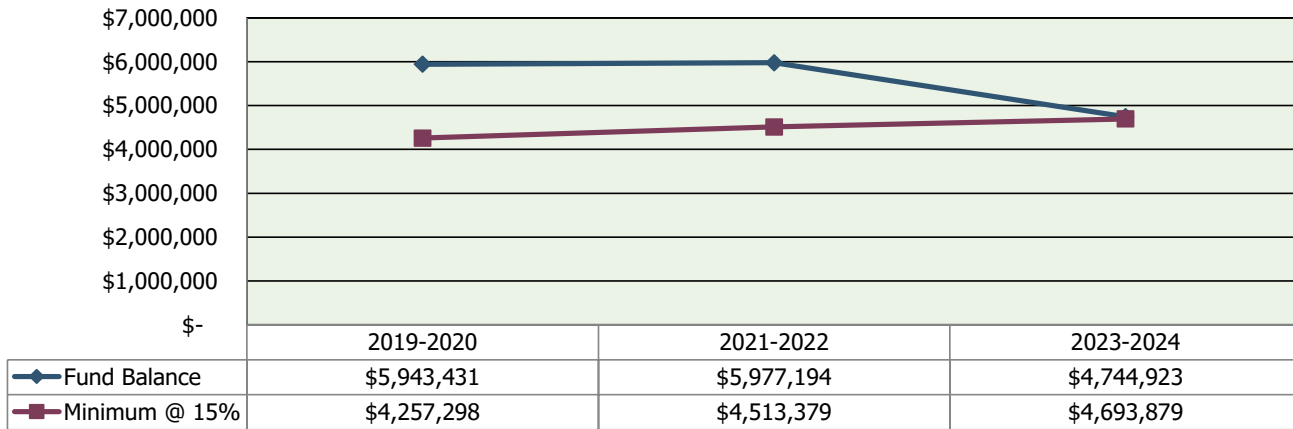
- The pressing need for infrastructure repairs and replacement.
- The long-term compounding effect of incrementally raising property taxes annually.
- The desire to minimize external consultants due to cost.
- Growing public safety concerns on traffic corridors.
- Snohomish County's exponential growth, which impacts the City's roadways.



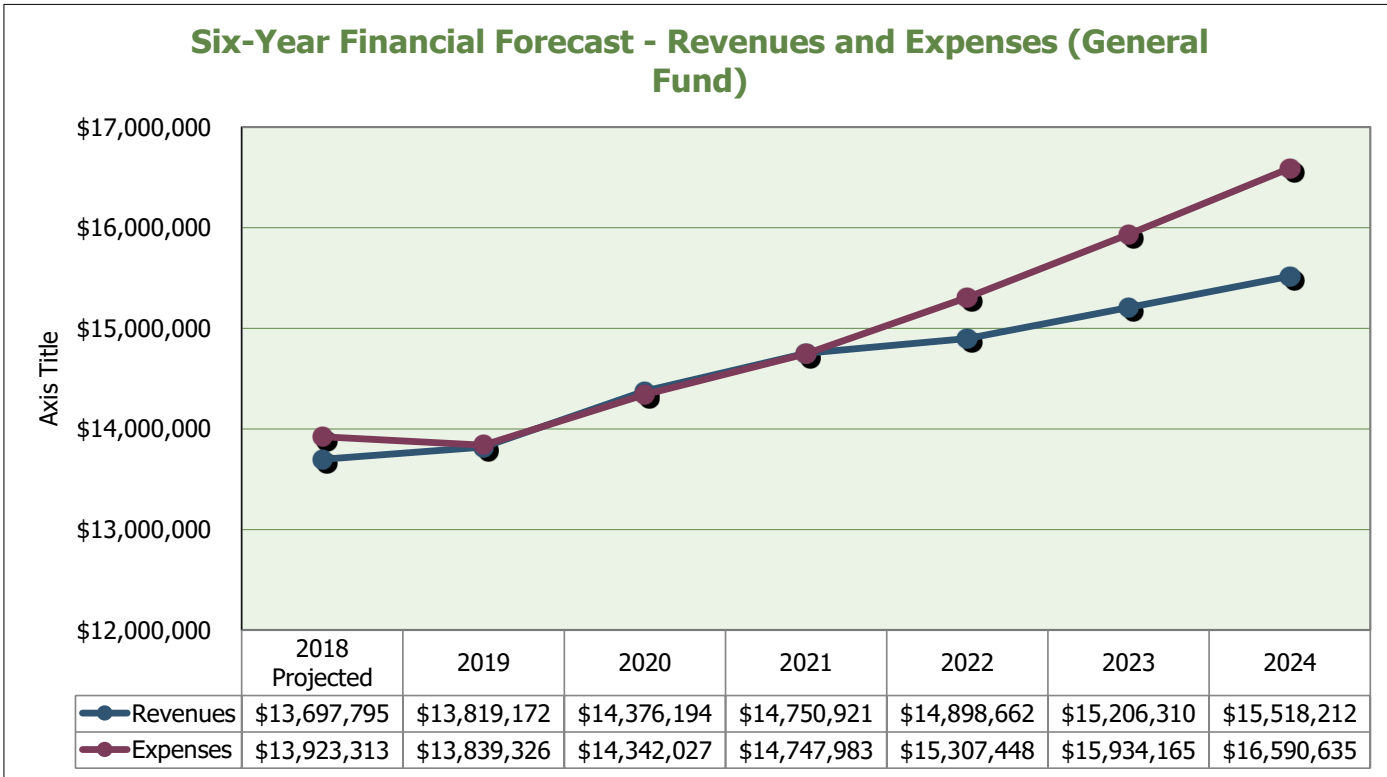
### Six-Year Financial Forecast (Gen Fund) Without 1% Property Tax Levy



### Six-Year Financial Forecast (Gen Fund) With 1% Property Tax Levy



### Six-Year Financial Forecast - Revenues and Expenses (General Fund)



**Long-term Issues Impacting Budgetary Decisions**

Following are some long-term issues facing Mill Creek, and potential solutions that the City is addressing incrementally through this budget.

- **Transportation:** As a municipality adjacent to Interstate 5, along SR 527 and SR 96, and with high volumes of north/south traffic through Mill Creek on 35<sup>th</sup> Avenue SE, transportation issues are top of mind for our community. The City must plan for capacity-increasing projects. The City is impacted by significant growth immediately outside its boundaries; these are people who use Mill Creek roads, shop in our stores and enjoy City amenities. Among the factors impacting budget are traffic calming measures, implementing modern technology to help with traffic flow, investment in infrastructure along transportation corridors and pedestrian safety measures. Though some of these transportation projects have funding in the 2019-2024 CIP, more than \$40 million in unfunded projects have been identified for the next six years.
- **Infrastructure:** The City has entered an infrastructure rehabilitation and replacement phase, meaning that much of its infrastructure is starting to show wear and tear, leading to repair or replacement needs. In particular, this impacts pavement and subterranean infrastructure. The City is reinstituting a pavement preservation program to address critical needs. Further, surface water pipes need to be inspected, evaluated and scheduled for rehabilitation

or replacement as needed. A significant amount of funds in budgeted in the 2019-2024 Capital Improvement Plan to address these issues.

- **Environmental:** Preserving Mill Creek’s green space and contributing to an environmentally friendly ethic is important for the City. As development opportunities become increasingly limited, the City must balance growth needs against preservation of key resources.
- **Development:** The City of Mill Creek is nearly built out. This provides the impetus for the City to be strategic in how it develops its remaining land. A Development Feasibility Study in this biennium will capture possibilities for strategic investment, particularly on lands surrounding the Dobson-Remillard property and along SR 527 in the northwestern quadrant of Mill Creek. The study’s results will drive long-term plans for the area, which may require significant investment.
- **Business:** The business community is strengthening with the emergence of the Greater Mill Creek Chamber of Commerce. The City Council has discussed revisiting annexation discussions, which could provide opportunity to strengthen the City’s business offerings. Annexation brings long-term costs, including service levels. The City must weigh long-term pros and cons against short-term impacts.



- **Public Safety:** A number of other related budget drivers can impact public safety levels and response times. An increase in population may require investment in personnel and equipment to ensure appropriate service levels. In addition, public safety work is directly impacted by the growing opioid crisis and issues of homelessness, resulting in impacts to training and service delivery costs.



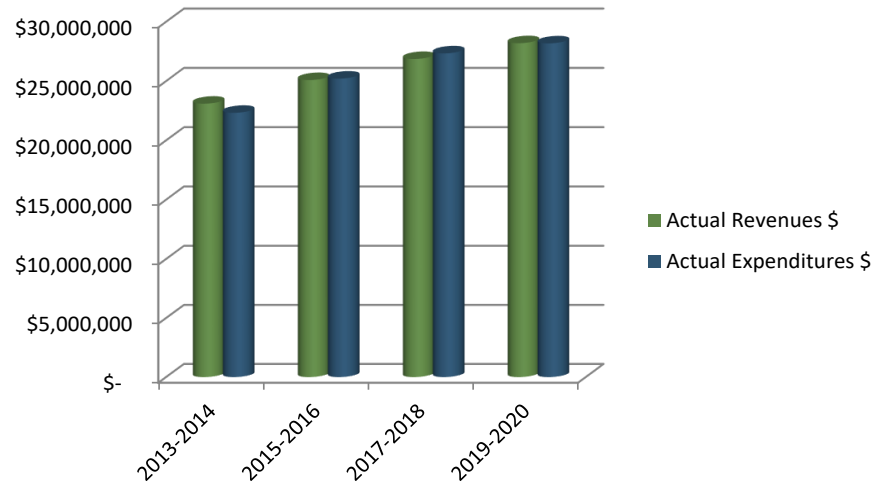
- **Tourism:** Snohomish County's fourth largest industry is tourism. Mill Creek's proximity to I-5, its selection of dining options, unique shopping opportunities, community events and emphasis on active lifestyles with an eye toward sports tourism provides a strategic opportunity to bolster tourism efforts. The long-term budget impact is the need to stay current and fresh in its tourism offerings, the need to portray a consistent and alluring message, and meet the needs and desires of those who come to Mill Creek to partake of what it has to offer.



# Revenues and Expenditures (General Fund)

	2013-2014	2015-2016	2017-2018	2019-2020	Change Since 2013-2014
<b>Actual Revenues \$</b>	\$ 23,094,514	\$ 25,086,716	\$ 26,865,761	\$ 28,195,366	<b>\$ 3,108,650</b>
<b>Actual Expenditures \$</b>	\$ 22,325,212	\$ 25,351,657	\$ 27,472,465	\$ 28,181,353	<b>\$ 2,829,696</b>
<b>Actual Revenues % Change</b>	11.52%	2.89%	13.06%	5%	22.09%
<b>Actual Expenditures % Change</b>	11.74%	14.21%	3.12%	3%	26.23%

*\*The Recreation Fund has been consolidated with the General Fund for 2019-2020 for efficiencies. This adds \$748,000 in revenue and approximately \$715,821 in expenses.*





# Revenue Assumptions and Significant Changes

The City's 2019-2020 total revenues in the General Fund over the biennium are projected at \$28,195,366.

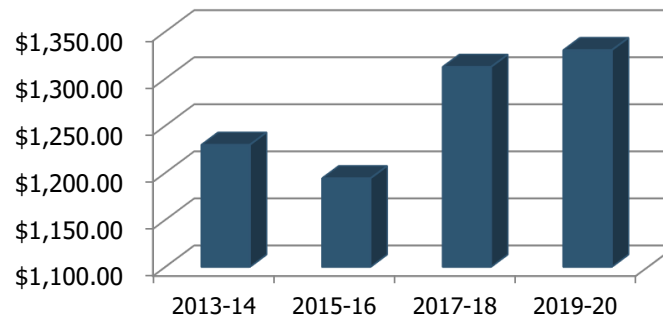
Revenues determine the capacity of a city to provide services. Under ideal conditions, revenues would grow at a rate equal to or greater than the combined efforts of inflation and expenditure pressures. The City's population has increased 10.14% in the last five years, from 18,600 in 2013 to 20,470 in 2018. This has exceeded projections of the 2015 comprehensive plan, which estimated the City would reach that population in 2035. In the last five years, Revenue per capita has increased from \$1,230 in 2013 to \$1,330 in 2018, or 8.18%. The *Revenue Per Capita* chart below demonstrates this increase.

Revenues come from taxes, fees and charges, and intergovernmental revenues. For the 2019-2020 Biennial Budget, General Fund revenues are projected to increase \$1,329,605 or 5% over the previous biennium.

This revenue increase is due to:

- Property and EMS taxes have increased \$172,000 due to new construction.
- Moving the Recreation Fund into the General Fund, which is a \$748,000 increase (though offset by regular Recreation expenses).
- An interfund loan repayment of \$344,000 from the Surface Water Utility for the Sweetwater Ranch emergency project.

**Revenue Per Capita**

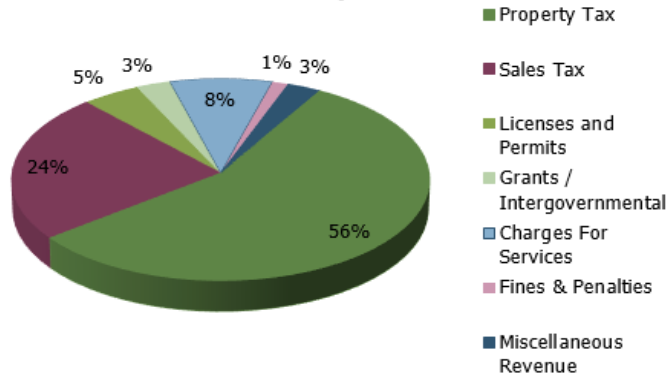


The *Revenue Summary – All Funds* chart below demonstrates the City’s total projected revenues for 2019-2020. The pie chart on the bottom right identifies the percentage of revenues that each source contributes to the General Fund.

**Revenue Summary**  
General Fund

Source	2019-2020 Revenue	% of Revenue
Property Tax	\$ 15,800,000	56%
Sales Tax	\$ 6,715,000	24%
Licenses and Permits	\$ 1,366,000	5%
Grants / Intergovernmental	\$ 788,400	3%
Charges For Services	\$ 2,369,500	8%
Fines & Penalties	\$ 382,000	1%
Miscellaneous Revenue	\$ 774,466	3%
<b>Total Revenue</b>	<b>\$ 28,195,366</b>	<b>100%</b>

**Revenue Summary**



**Taxes**

The City’s taxes have significant impact on revenue.

According to the National League of Cities, all major tax sources grew slower in FY 2017 than in FY 2016, and all are expected to grow less than one percent in FY 2018.

This has not held true in Mill Creek. Property and EMS tax for the 2017-2018 biennium increased substantially over the previous biennium due to increased levy amounts for 2015, 2016 and 2017.

**Property Tax**

The City receives a majority of its revenue from property tax, or 58%. Currently, the City only receives 18% of the property tax assessed. The remaining property tax dollars go to Everett School District (46%), State of Washington (24%), Snohomish County (7%), Library (3%) and the Transit Authority (2%).

The table below shows the levy percentages since 2015. As a result, the 2017-2018 biennium realized a substantial increase in revenue of approximately \$1,064,000 over the same period in the 2015-2016 biennium.

**Levy Increases Since 2015**

	2015	2016	2017	2018
<b>Regular Property Tax Levy</b>	2.00%	3.00%	0.95%	1.00%
<b>EMS Tax Levy</b>	12.29%	1.00%	31.00%	1.00%

Generally speaking, property taxes increase for an individual taxpayer when the taxing district levies more than it did the previous year. The State of Washington



levies taxes under a budget-based system. As part of the budget process, the taxing jurisdiction establishes the amount of property tax revenue needed to fund the budget. That amount needed to fund the budget is called the levy. Individual taxpayers are responsible for their share of that tax based on their relative percentage of the total assessed value in the taxing district. The assessed value for the City of Mill Creek is the aggregate of residential property value, commercial value and personal property.

Taxing district budgets are limited by how much their budget can increase under Washington State's 1% levy limit.

For 2018, the City's assessed value increased by 17.8% to \$3,717,193 per \$1,000 of assessed value. Based on this, last year the City levied \$6,234,264 for property taxes.

Currently, the City's bank capacity is \$93,436. This is the amount available for tax year 2019, which is the difference between the highest lawful levy that could have been made and the actual levy that was imposed in 2018. This is a 1% increase that the City could use.

Senior citizens at least 61 years of age and disabled persons may receive a reduction or exemption for property taxes.

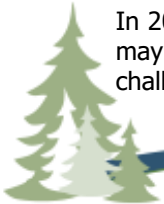
In 2018, several initiatives on the November 2018 ballot may further drive up regional taxes. This creates a challenging climate in which to increase taxes, even when

**Example of Property Tax Levy:** A city needs to raise \$1 million. The county Assessor estimates the assessed value (A/V) of all taxable property in the city, say \$500 million. A tax rate (levy rate) is calculated by dividing the amount of tax to be raised by the total A/V of the city: \$1 million/\$500 million = \$2 per thousand dollars of A/V. If your home's assessed taxable value is \$350,000, your share of the taxes will be .002 x \$350,000 = \$700. If the following year, the city needs to raise taxes again, it can only raise property taxes 1%. So if the city's budget was \$1 million the first year, it can only raise a \$10,000 tax. If that was Mill Creek, the \$10,000 tax increase would be shared by ~3,300 homes and the share depends on each home's taxable value.

such funds are needed to meet ever-increasing service levels. Cities operate in a continuum of financial stress. By design, cities are challenged to meet a wide range of community needs and desires while utilizing as little of the community's resources as possible. Based on the Council's Desired Budget Outcomes, the 2019-2020 Biennial Budget does not reflect a property tax levy increase.

**Real Estate Excise Tax**

Real Estate Excise Tax (REET) is a tax levied on the sale of real estate as measured by the full selling price. The City of Mill Creek collects REET funds at the maximum amount allowed by law, which is 0.5% on real estate sales in Mill Creek. REET receipts are subject to variations due to volatility in the local housing market. State law restricts the first and second one-quarter percent (0.25%) of REET



funds to the following uses: planning, acquisition, construction, re-construction, repair, replacement, rehabilitation or improvement of: streets, roads, highways, sidewalks, street and road lighting systems, traffic signals, bridges, domestic water system and storm and sanitary sewer systems; and planning, construction, reconstruction, repair, rehabilitation or improvement of park and recreation facilities.

State law allows the first one-quarter percent (0.25%) to also be used for: acquisition of parks and recreation facilities; and Planning, acquisition, construction, reconstruction, repair, replacement, rehabilitation or improvement of: law enforcement or fire protection facilities, trails, libraries and administrative and judicial facilities.

**Sales Tax**

The City’s population increased slightly from 19,900 in 2016 to 20,470 in 2018 (2.8% growth). This positively impacts the City in terms of sales tax revenue. Mill Creek has one of the highest sales tax rates in the state at 10.4%. However, the City only receives 1.1% of the 10.4% tax. Most of the tax revenue goes to the state, which assesses a 6.5% tax. Snohomish County receives .2%, and 2.6% is imposed by transit districts.

We have assumed in our forecast a moderate (2%) retail sales tax to increase. However, we have offset this by assuming a decline in construction sales tax dollars.

**Construction Sales Tax**

While the new biennium has the potential for an increase in construction sales tax due to proposed development, this is not a trend that we expect to see for the long-term since the City doesn’t have much to build out.

According to the Puget Sound Economic Forecaster, a prominent local journal that provides economic forecasts, analysis and commentary for the Greater Seattle area, it is expected that taxable retail sales growth rate will average 3.7% over the next two years. Retail spending is expected to receive a slight bump from rising household wealth evident in the recent surge in home prices.



**Interest**

The City invests in U.S. Government Securities and the Local Government Investment Pool (LGIP). Investment interest has outperformed expectations in the previous biennium as a result of steadily climbing interest rates in LGIP. The City’s net interest earning rate was 2.0612% compared to .5057% in December 2016.

**Fees**

The City has done well in generating revenue through the passport service fees and development services. The City anticipates being able to maintain this level of revenue for these streams. Charges for services are projected at \$2,369,500 in the 2019-2020 biennium.

The City charges for services such as passports, recreation programs, development services and the Surface Water Utility. The increase in receipts is mainly attributable to development and utility user fees.

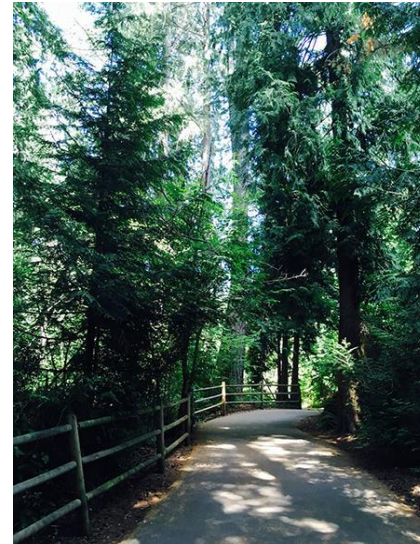
Mill Creek’s challenge is keeping fees aligned with increasing costs and Consumer Price Index increases. For example, the Surface Water Utility Rate was set in 1999. In 2019, the \$78 annual fee does not cover the City’s costs for basic service – let alone the growing costs associated with infrastructure repair and replacement. The City’s business license rates have not been adjusted since they were first implemented.

At the Mill Creek Sports Park, fees for field rentals and light use have not been adjusted since March 2013. More than five years later, the fees are among the lowest in the region. A rate increase proposal is anticipated to be considered by the City Council in November.

These examples demonstrate the need to organize City-wide fees within the municipal code and establish a fee structure that increases with the CPI on a regular frequency. Such an approach will help ensure that operational costs are covered by those benefitting from the services.

**Grant Funding**

Federal and state grants are projected to make up approximately \$2,249,208 of citywide revenues in the 2019-2020 biennium. As was the case in the previous biennium, nearly all the City’s grant funding is allocated for capital projects.



**Revenues - All Funds**  
(Includes operating transfers and interfund transactions)

Fund	2015-2016 Actuals	2017-2018 Modified Budget	2019-2020 Budget	\$ Incr/(Decr) over Last Biennium	% Incr/(Decr) Over Last Biennium
<b>General Fund</b>	25,086,716	26,865,761	28,195,366	1,329,605	5%
<b>Special Revenue Funds</b>					
City Street	972,245	1,016,446	1,051,000	34,554	3%
Council Contingency	14	-	-	-	0%
Municipal Arts	9,904	7,984	23,000	15,017	100%
Paths and Trails	4,002	3,000	4,000	1,000	200%
Drug Buy	35,830	-	-	-	300%
City Hall North	342,854	384,725	374,000	(10,725)	-3%
<b>Debt Service Fund</b>					
800 MHz	71,004	66,218	20,641	(45,577)	-69%
Local Revitalization	35,023	91,000	100,000	9,000	10%
<b>Capital Funds</b>					
REET	2,944,172	3,490,500	1,550,000	(1,940,500)	-56%
Capital Improvement	805,017	1,245,542	740,000	(505,542)	-41%
Parks & Open Space Improvement	1,459,967	126,176	2,176,000	2,049,824	1625%
Road Improvement	2,612,888	7,603,338	6,320,000	(1,283,338)	-17%
<b>Enterprise Funds</b>					
Storm & Surface Water	1,447,387	1,960,762	3,240,000	1,279,238	65%
Recreation	1,206,628	1,140,229	-	(1,140,229)	-100%
<b>Proprietary Funds</b>					
Equipment Replacement	301,371	309,048	262,449	(46,599)	-15%
Unemployment Comp	3	44,000	-	-	-100%
<b>Total Revenue All Funds</b>	<b>37,335,026</b>	<b>44,354,729</b>	<b>44,056,455</b>	<b>(298,273)</b>	<b>-1%</b>
<b>Less Interfund Transactions</b>	<b>\$ (3,020,265)</b>	<b>\$ (4,131,876)</b>	<b>\$ (5,306,000)</b>	<b>(1,174,125)</b>	
<b>Total Revenue All Funds Less Transfers</b>	<b>34,314,761</b>	<b>40,222,853</b>	<b>38,750,455</b>	<b>(1,472,398)</b>	<b>-4%</b>
<b>Biennium Beginning Fund Balance</b>	<b>\$ 15,762,961</b>	<b>\$ 17,488,683</b>	<b>20,046,489</b>	<b>2,557,806</b>	
<b>Total Revenue Plus Beginning Fund Balance</b>	<b>50,077,722</b>	<b>57,711,536</b>	<b>58,796,944</b>	<b>1,085,408</b>	<b>2%</b>

# Expenditure Assumptions and Significant Changes

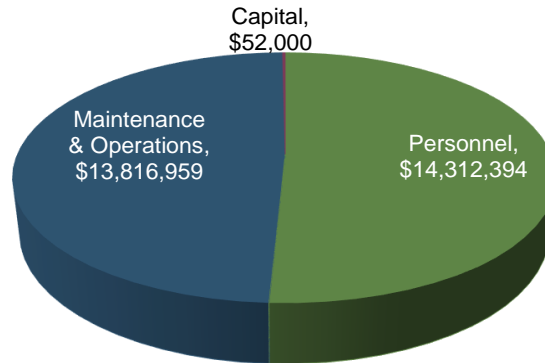
Expenditures are an approximate measure of a city's service output. Generally, the more a city spends in dollars, the more service it is providing. This reasoning does not take into account how effective the services are or how efficiently they are delivered. The first issue to consider is growth rate in order to determine whether the City is operating within its revenues.

Mill Creek takes a serious and proactive approach to managing the continuously escalating cost of maintaining residents' desired service levels and understands this must be accomplished without jeopardizing the City's long-term fiscal stability.

In 2018, the City Council identified 12 Desired Budget Outcomes. These were used by departments to determine their program service levels, staffing and operating needs, and ultimately their budget requests for the 2019-2020 biennium. Based on this, City General Fund expenditures for the new biennium are budgeted at \$28,181,353. The chart of the following page identifies expenditures across all funds.

Expenditures in the General Fund are broken out into personnel, maintenance and operations, and capital. The chart and table at right demonstrate the proportion of these expenditures in the General Fund.

**Breakout of General Fund Expenditures**



**Expenditures - All Funds**  
(Includes operating transfers and interfund transactions)

Fund	2015-2016 Actuals	2017-2018 Modified Budget	2019-2020 Budget	\$ Incr/(Decr) over Last Biennium	% Incr/(Decr) Over Last Biennium
<b>General Fund</b>	25,351,657	27,472,465	28,181,353	708,888	3%
<b>Special Revenue Funds</b>					
City Street	1,042,768	1,016,000	1,079,047	63,047	6%
Council Contingency	14,000	3,000	-	(3,000)	-100%
Municipal Arts	2,580	17,327	30,000	12,673	73%
Paths and Trails	327	155	10,500	10,345	6663%
Drug Buy	20,735	43,409	-	(43,409)	-100%
City Hall North	609,483	338,036	817,441	479,405	142%
35th Avenue Reserve	191,860	-	-	-	-
<b>Debt Service Fund</b>					
800 MHz	66,955	66,218	34,632	(31,586)	-48%
<b>Capital Funds</b>					
REET	2,093,606	1,766,965	4,771,641	3,004,676	170%
Capital Improvement	488,533	154,126	1,062,640	908,514	589%
Parks & Open Space Improvement	19,368	810,675	2,980,000	2,169,325	268%
Road Improvement	2,020,371	6,695,605	5,440,000	(1,255,605)	-19%
<b>Enterprise Funds</b>					
Storm & Surface Water	2,095,266	2,093,515	3,211,431	1,117,916	53%
Recreation	1,213,764	1,117,091	-	(1,117,091)	-100%
<b>Internal Service Funds</b>					
Equipment Replacement	355,816	186,176	375,155	188,979	102%
Unemployment	22,214	16,159	20,000	3,841	24%
<b>Total Appropriation All Funds</b>	<b>35,609,304</b>	<b>41,796,922</b>	<b>48,013,840</b>	<b>6,216,918</b>	<b>15%</b>
<b>Less Interfund Transactions</b>	<b>(3,020,265)</b>	<b>(4,131,876)</b>	<b>(5,306,000)</b>	<b>(1,174,125)</b>	<b>28%</b>
<b>Total Appropriation All Funds Less Transfers</b>	<b>32,589,039</b>	<b>37,665,047</b>	<b>42,707,840</b>	<b>5,042,793</b>	<b>13%</b>
<b>Biennium Ending Fund Balance</b>	<b>17,488,683</b>	<b>20,046,489</b>	<b>16,089,104</b>	<b>(3,957,385)</b>	<b>-20%</b>
<b>Total Appropriation Plus Ending Fund Balance</b>	<b>50,077,722</b>	<b>57,711,536</b>	<b>58,796,944</b>	<b>1,085,408</b>	<b>2%</b>

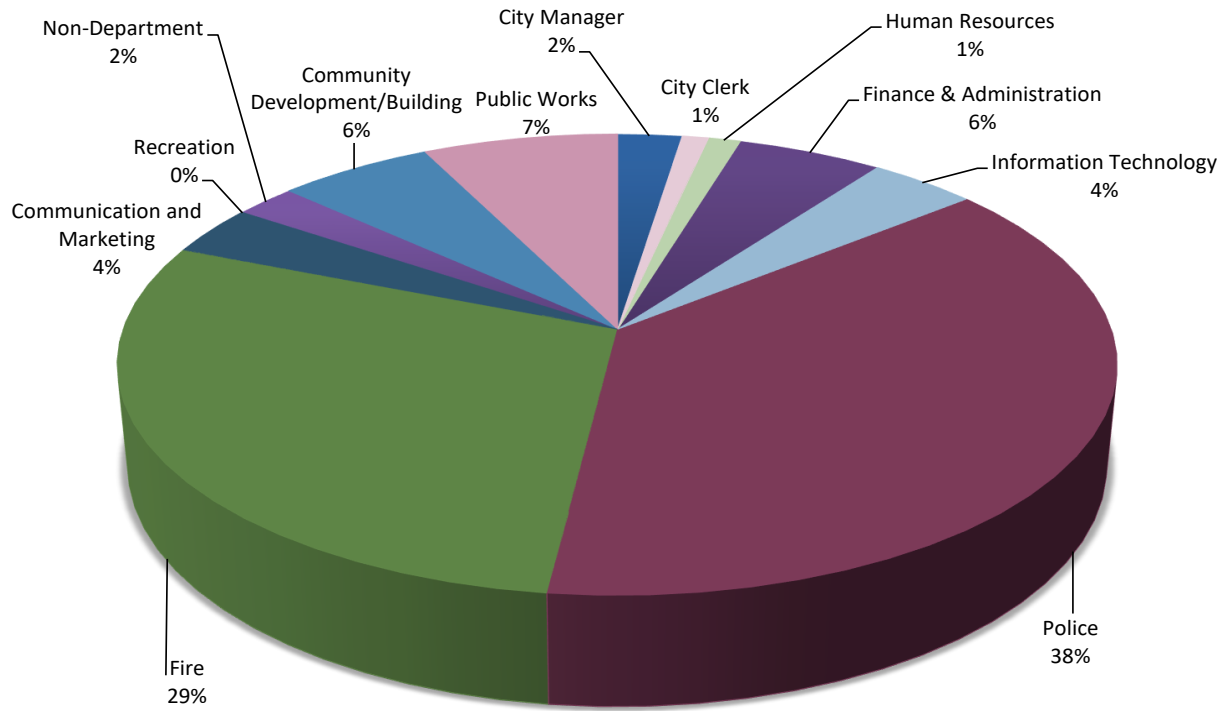


# Expenditures Summary by Department (General Fund)

Expenditures	Actual 2015-2016	Modified Budget 2017-2018	Budget 2019-2020	\$ Incr/(Decr) over Last Biennium	% Incr/(Decr) Over Last Biennium
Legislative	141,431	472,897	148,102	(324,795)	-68.68%
City Manager	1,480,818	1,616,770	641,960	(974,810)	-60.29%
City Clerk		-	270,057	270,057	-
Human Resources	-	-	330,388	330,388	-
Finance & Administration	1,430,338	1,395,973	1,489,353	93,380	6.69%
Information Technology	-	789,422	1,099,698	310,276	39.30%
Police	9,694,994	9,996,114	10,349,517	353,403	3.54%
Fire	7,534,260	7,583,878	7,959,759	375,881	4.96%
Communication and Marketing	-	-	954,538	954,538	-
Recreation	-	-	715,822	715,822	-
Non-Department	1,231,257	2,472,976	636,560	(1,836,416)	-74.26%
Community Development/Building	2,206,045	1,338,539	1,588,813	250,274	18.70%
Public Works	1,632,514	1,805,897	1,996,787	190,890	10.57%
<b>Total Expenditures</b>	<b>25,351,657</b>	<b>27,472,466</b>	<b>28,181,353</b>	<b>708,887</b>	<b>2.58%</b>



### Expenditures by Department



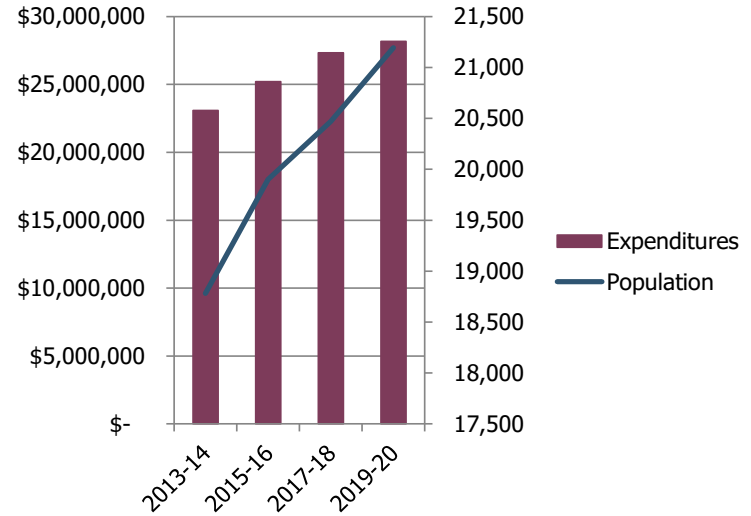
### Notable Expenditure Highlights in the Budget

Though for several years, the City's expenditures have grown at a higher rate than population increase after the downturn of the economy between 2007 and 2013, the trend is now smoothing out the increase of expenditures in proportion to the population of Mill Creek (shown in the chart at right).

There are several areas of increased spending in the 2019-2020 biennium over the previous biennium. Notable expenditures supporting the Council's Desired Budget Outcomes are shown on **Pg. 40**.

- Wages and benefit costs reflect a 15% increase over the previous biennium.
- An increase of \$515,000 due to the fire service contract.
- The Communications and Marketing department's focus on public engagement adds a comprehensive communication resource, *City Connection*. The publication will include the Recreation Guide in 2019. The added cost of the publication is partially offset by advertising revenue.
- Recreation expenses moved into the General Fund (\$716,000), though offset by Recreation revenue.

### Expenditures vs. Population Increase



- The purchase of five police vehicles out of the Equipment Replacement Fund to replace five depreciated police vehicles (\$272,000).
- Information technology needs, including a server infrastructure and Police laptop replacements, totaling \$328,201.
- A development feasibility study for the Dobson-Remillard property and the adjacent area estimated at \$50,000.
- A new Project Engineer in Public Works, with an anticipated biennial cost of \$210,000 in wages and benefits (funded by Capital Improvement funds).



# Notable Budget Highlights

Following are key budget highlights for the next biennium as they pertain to the Council-identified Desired Budget Outcomes. Key activities in 2019-2020 that support each of the Desired Budget Outcomes are identified, along with the City Goal(s) they support, the department(s) responsible, the benefits and the budgetary impact.

Desired Budget Outcomes	Departmental Sponsor	Supports City Goal(s)	Initiative	Benefit	Budget Impact
Develop a sustainable budget that aligns ongoing resources to ongoing expenses and one-time resources to one-time expenses.	City Clerk	Fiscal Responsibility	Public Disclosure Page Development	Once the public disclosure landing page is published on the City's website, we will be able to collect fees established by Ordinance 2018-826.	Additional Revenue \$1500
	Public Works & Development Services	Fiscal Responsibility	Raise Surface Water Utility rate	Provides ongoing funding for ongoing infrastructure repair and replacement needs for the utility	TBD
	Public Works & Development Services	Fiscal Responsibility	Increase traffic mitigation fees	Provides funding for traffic mitigation programs	TBD
Maintain the City's General Operating Reserves at a level equal to at least 15% of the total General Fund budgeted annual revenue, excluding the beginning fund balance and any significant one-time revenues.	Finance & Administration	Fiscal Responsibility	Implement policies to preserve General Fund Reserve minimum balance while establishing one-time and opportunity funds	Responsibly stewards tax-payer dollars while funding capital improvement projects.	Additional \$830,000 in funding available for CIP projects; reserves 10% of REET for unanticipated needs
Continue to limit the tax burden on Mill Creek's citizens by seeking operating efficiencies wherever possible.	Communications and Marketing	Fiscal Responsibility	Consolidation of City publications into City Magazine	Reduces the cost to insert the Recreation Guide into another publication; enhances advertising revenue potential	Reduces costs by \$17,629 and provides about \$16,000 in advertising revenue opportunities
	Communications and Marketing	Fiscal Responsibility	Move recreation budget under the General Fund	By bringing recreation dollars into the General Fund for accounting purposes, we are able to eliminate inefficiencies caused by transferring funds between accounts.	Cost neutral
	Police	Fiscal Responsibility	Consolidate three positions into a Support Services Supervisor role.	Serve as a first-level supervisor to the record and property room technicians, helps with administrative / executive support for the Administrative division, including implementation of best-practices and accreditation initiatives.	Expected cost of wages and benefits is \$211,651 and is offset by the retirement of one employee and reassignment of another in the last biennium.



Desired Budget Outcomes	Departmental Sponsor	Supports City Goal(s)	Initiative	Benefit	Budget Impact
Continue to limit the tax burden on Mill Creek's citizens by seeking operating efficiencies wherever possible.	Public Works & Development Services	Fiscal Responsibility	Hire a Project Engineer instead of contracting out.	Reduces costs associated with project delivery over the biennium.	The full biennial cost (wages and benefits) is \$210,000. The cost is included in the CIP and is offset by a reduction in consulting fees.
Pursue economic development programs and initiatives to create sustainable revenue streams by evaluating and implementing tourism, changes in development code to promote and incentivize development, and business recruitment and retention.	Communications and Marketing	Community Preservation, Economic Prosperity, Long-Term Planning	Conduct a development feasibility study	Determines the opportunities for the Dobson-Remillard property.	Study cost is \$50,000
	Communications and Marketing	Community Preservation, Economic Prosperity, Long-Term Planning	Advertising to support tourism efforts	Highlights the City's signature events, which encourages more spending and thus more sales tax revenue.	Increased advertising funds by \$11,000
	Communications and Marketing	Community Preservation, Economic Prosperity, Long-Term Planning	Make improvements to the Farmers Market to grow customers and vendors	A self-supporting, revenue-generating program, the Farmers Market also provides a highly desirable community amenity.	Nets \$15,000 in revenue
Continue to construct, maintain, and preserve capital investments as prescribed in the City's adopted CIP.	Public Works & Development Services	Community Preservation, Economic Prosperity, Long-Term Planning	CIP transportation, parks and trails, and facilities projects	Helps preserve the City's infrastructure and cultivate economic prosperity.	\$19,270,140
Evaluate and create recreation programs to meet demands and support revenue recovery goals.	Communications and Marketing	Recreational Opportunities	Mill Creek Sports Park rate increases	Rate increases for Mill Creek Sports Park field rentals and light use. This increase aligns with regional market rates and provides some additional revenue.	Projected revenue increase of \$12,805
	Communications and Marketing	Recreational Opportunities	Conduct recreational program analysis and develop new recreational programming	Ensures programming is cost effective and doesn't compete with other community offerings; provides enhanced opportunities for underserved age groups; and generates new revenue.	Neutral budget impact, as some programs are cut and new programs are added
Retain all existing park land.	Executive	Community Preservation, Recreational Opportunities, Long-Term Planning	Conduct a development feasibility study	Determines the opportunities for sports tourism at the Dobson-Remillard property.	Cost included above
Continue to grow public involvement, engagement, and volunteerism.	Communications and Marketing	Civic Engagement, Leadership	Build volunteerism program	Creates civic engagement opportunities.	Cost neutral
Partner with schools and local groups to provide public safety education	Police	Civic Engagement, Public Safety	Continue with School Resource Officer program; work with Communications and Marketing to add and publicize public safety community programs; work with local civic organization to offer educational opportunities	Bolsters relationships with the school district and community groups while providing public safety education.	Cost neutral
Obtain accreditation and ensure public safety practices protect the City from liability.	Police	Public Safety	Continue to execute on recommendations provided in CPSM study	Demonstrates the Police Department's commitment to enhanced public safety and contributes to a safer community.	Cost neutral

Desired Budget Outcomes	Departmental Sponsor	Supports City Goal(s)	Initiative	Benefit	Budget Impact
Obtain accreditation and ensure public safety practices protect the City from liability.	Police	Public Safety, Fiscal Responsibility, Customer Service	Hire a Support Services Supervisor.	Serve as a first-level supervisor to the record and property room technicians, helps with administrative / executive support for the Administrative division, including implementation of best-practices and accreditation initiatives.	Cost included above
Ensure police and fire are properly staffed to meet service needs and respond to emergent situations (utilizing the Center for Public Safety Management study as a resource).	Police	Public Safety, Customer Service	Hire a Support Services Supervisor.	Serve as a first-level supervisor to the record and property room technicians, helps with administrative / executive support for the Administrative division, including implementation of best-practices and accreditation initiatives.	Cost included above
Develop a citizen satisfaction survey/index/poll via web and biennial mail/telephone survey of City services.	Communications and Marketing	Civic Engagement	Implement resident survey tools	Utilize existing resources to conduct resident satisfaction surveys to understand perceived benefit of City services.	Cost neutral



**General Fund Expenditures Analysis**

**Maintenance and Operations Expenditures**

Maintenance and operations are the general services provided by the City in the course of its daily operations. The expenditures cover the programmatic efforts of the City as detailed in the **Departmental Expenditures section** (starting on Pg. 70).

Maintenance and operations accounts for \$13,816,959. This represents 49% of the General Fund biennial budget.

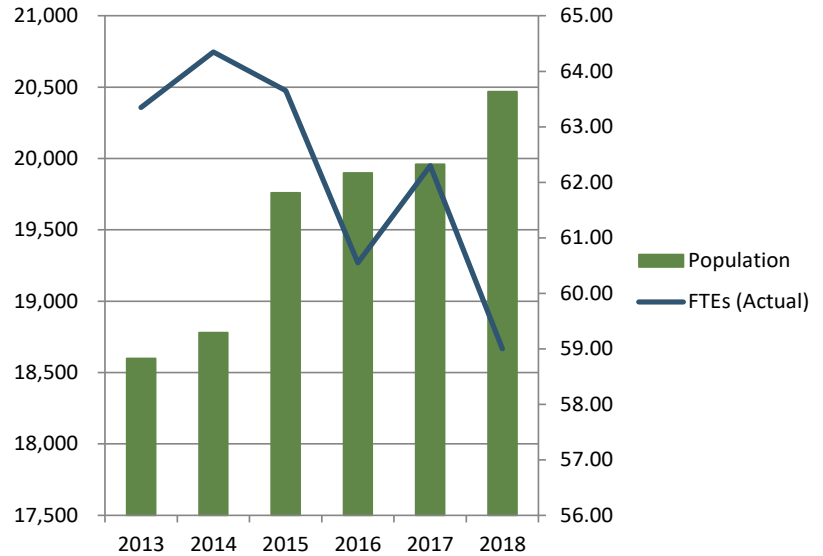
**Personnel Expenditures**

The City's largest expenditure in the General Fund is related to personnel, which accounts for \$14,312,394.

The City's population has grown 10.14% in the last five years. In the same six-year period, the City's personnel, measured in Full Time Equivalents (FTE), has decreased 8.13%. The number of FTEs does not include preschool, seasonal maintenance aides, any paid interns, or the seasonal basketball program employees (gym supervisor and referees).

The *Change in FTE Relative to Population* chart at right reflects that in 2012, 66.5 employees provided services for 18,450 people, or 1 FTE per 277.44 residents. In 2018, a lower number of employees (59.0) is servicing a higher population (20,470), or 1 FTE to 346.95 residents. This is a 25.05% FTE per capita increase.

**Change in FTEs Relative to Population**

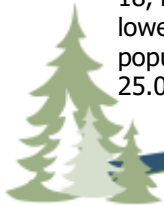


While the number of FTEs has decreased in the last several years, expenditures have continued to increase. This is due to a number of factors.

**Wages and Benefits**

Nationally, employee wages (88%), public safety (78%) and infrastructure (71%) are the most common areas for which cities increased spending. Fewer cities this year are contracting or privatizing city services and more are increasing spending on personnel and workforce expansion.

In the previous biennium, the City of Mill Creek focused on maintaining the same level of service with relatively fewer positions. This year's budget identifies some personnel



needs due to increased service expectations. Therefore, the 2019-2020 Biennial Budget includes \$14,966,704 in salaries and benefits (a 5.35% increase).

Except for a brief period in the mid-1990s and during the recession in 2008, health care costs have grown much faster than general inflation as measured by the Implicit Price Deflator for personal consumption. Beginning in 2002, cost shifts from employers to employees resulted in much of the decrease in growth of employer medical costs. More recent employer cost control efforts have included generic drug preferences, care management incentives, high-deductible consumer-directed health plans and health savings accounts (HSAs). Health care, including employee health insurance and medical assistance, is nearly 7% of the City's General Fund budget. The size of the health care budget, combined with rapid growth in per capital health care costs, make this a prime operational impact.

#### Reorganization for Efficiency

Related, as the City matures, its personnel needs have shifted slightly.

In the last biennium, this led to restructuring of departments to create a single Public Works and Development Services department. Personnel needs have shifted from development services to engineering and public works. This reflects a change from a heavy building period to one of preserving the City's existing infrastructure and meeting growth-related needs.

The City also created a Communications and Marketing department to overcome significant weaknesses identified

in a Marketing Solutions study in 2016. The PIO position was reclassified to a Director position. The Recreation division was also folded into the department to include a robust community engagement effort focused on developing civic pride, tourism and volunteerism, and maximizes the City's public-facing efforts. As part of the reorganization, a Recreation Manager position was eliminated. A Marketing and Communications Coordinator was hired to fill a vacant Recreation Coordinator role.

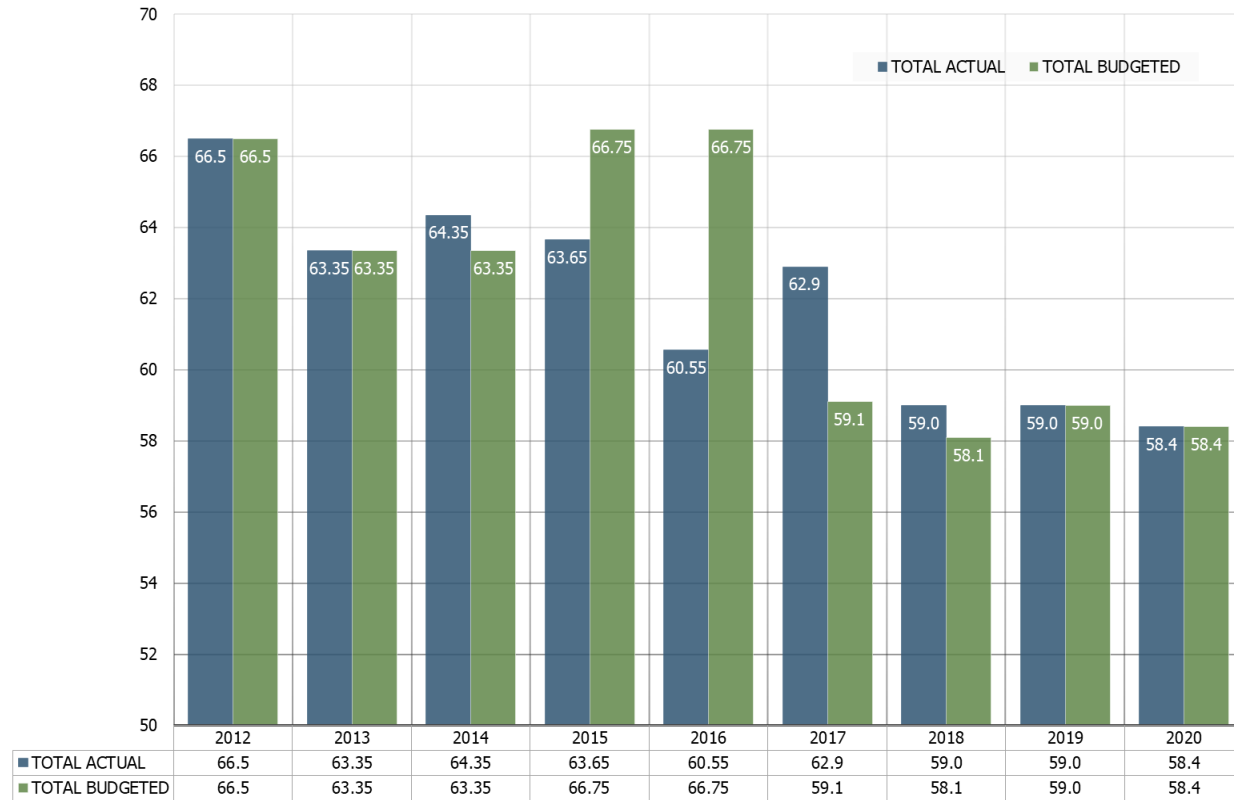
#### Compensated Absences

Compensated absences are absences for which employees will be paid, such as vacation and sick leave. The City does not accrue accumulated unpaid vacation and associated employee-related costs when earned by the employee. The value of these absences as of September 30, 2018, was \$579,315.





# 2012-2020 Regular FTE Summary



*This does not include seasonal and irregular positions (e.g., preschool teachers, gym supervisors, basketball referees and seasonal maintenance workers). Lists of all positions budgeted in the 2017-2018 Biennial Budget and 2019-2020 Biennial Budget are provided in **Appendix E**.*



### Capital Improvement Expenditures

The City's capital improvement needs also are escalating as much of its infrastructure is aging and is in need of repair or replacement. Capital improvements are major projects requiring the expenditure of public funds over and above routine operating expenses. A capital project is defined as new, replacement of or improvements to infrastructure (e.g., buildings, roads, parks) that has a minimum life expectancy of five years and a minimum cost of \$25,000.

The 2019-2024 Capital Improvement Plan is included as **Appendix K** and includes funded and unfunded projects. It includes 27 funded projects for a total of \$19,005,140. This is the same number of projects as the previous CIP, but with a larger programmatic focus (e.g., pavement preservation) instead of one-off projects. This results in an increased cost of \$9,077,108 (91.4%) over the previous CIP.

The CIP also identifies \$40,175,000 worth of projects for which the City has not identified funding. However, these projects will require the City's attention in the next decade.

This demonstrates that while the City has experienced some recent revenue growth, the City must start planning now for these long-term needs.



## Capital Spending

Fund	Description	CFP Project Number	2019	2020	Project Funding
<b>316 Capital Improvement</b>					
	City Hall North HVAC	19-BLDG-01	80,000	-	CFP
	Public Works Workshop Value Engineering Study	17-BLDG-02	-	50,000	CFP
	Entryway ADA Upgrades for City Hall & Library	19-BLDG-02	-	40,000	CFP
	Emergency Operations Center	19-BLDG-03	59,640	-	CFP
	Gateway and Presence Improvement	18-ROAD-13	48,000	85,000	CFP
	Historical Preservation Project	19-BLDG-04	-	25,000	CFP
	City Hall North Roof and Seismic Retrofit	17-BLDG-03	50,000	625,000	CFP
			237,640	825,000	
<b>317 Parks &amp; Open Space Improvement</b>					
	Construction of Exploration Park	17-PARK-03	1,300,000	-	CFP
	Mill Creek Sports Park Turf & Light Replacement	18-PARK-02	1,100,000	-	CFP
	Heron Park Playarea Upgrades	19-PARK-01	50,000	360,000	CFP
	Parks Restroom/Picnic Shelter Roof Replacement	19-PARK-03	-	50,000	CFP
	Trail Preservation Program	19-PARK-04	20,000	25,000	CFP
	North Creek Trail Study	19-PARK-05	-	75,000	CFP
			2,470,000	510,000	



Fund	Description	CFP Project Number	2019	2020	Project Funding
<b>318 Roads Improvement</b>					
	35th Ave SE Reconstruction	17-ROAD-02	350,000	-	CFP
	Seattle Hill Rd Pavement Preservation	18-PAVE-03	1,855,000	-	CFP
	35th Ave SE Pavement Preservation	19-PW-01	-	150,000	CFP
	132nd St SE Mid-block Crossing Improvements	19-PW-02	87,000	663,000	CFP
	Street Pavement Marking Program	19-PW-03	150,000	150,000	CFP
	Mill Creek Blvd Corridor Improvements Study	19-PW-04	250,000	-	CFP
	Concrete Sidewalk Replacement Program	19-PW-05	80,000	100,000	CFP
	Pavement Preservation and Rehabilitation Program	19-PW-06	100,000	855,000	CFP
	Citywide Traffic Signal Upgrades	17-ROAD-03	-	75,000	CFP
	Bridge Monitoring and Improvement Program	19-PW-07	-	50,000	CFP
	EGUV Spine Rd West Connection (Phase 1)	19-ROAD-15	500,000		CFP
	Traffic Safety and Calming Program	19-PW-08	-	25,000	CFP
			<b>3,372,000</b>	<b>2,068,000</b>	
<b>401 Stormwater Management</b>					
	Surface Water Aging Infrastructure Program	19-SW-01	937,500	750,000	Utility
			<b>937,500</b>	<b>750,000</b>	



# Fund Review

The City of Mill Creek manages several funds. Following is a breakout of the different types of funds the City manages. On the following pages is a review of each City fund, including anticipated 2019-2020 beginning balance, projected 2019-2020 ending balance, the change from the previous biennium and a discussion of what is transpiring with each fund.

## General Fund

The main operating fund is its general fund, which provides general purpose governmental services such as police, fire, park maintenance, general administration and facilities maintenance.

## Special Revenue Funds

These funds are used to track the revenue from specific sources restricted to certain purposes. Special revenue funds provide an extra level of accountability and transparency to taxpayers that their tax dollars go toward an intended purpose.

## Capital Projects Funds

These funds account for financial resources related capital projects. Capital improvements are major projects requiring the expenditure of public funds over and above routine operating expenses. A capital project is defined as new, replacement of or improvements to infrastructure (e.g., buildings, roads, parks) that has a minimum life expectancy of five years and a minimum cost of \$25,000.

## Debt Service

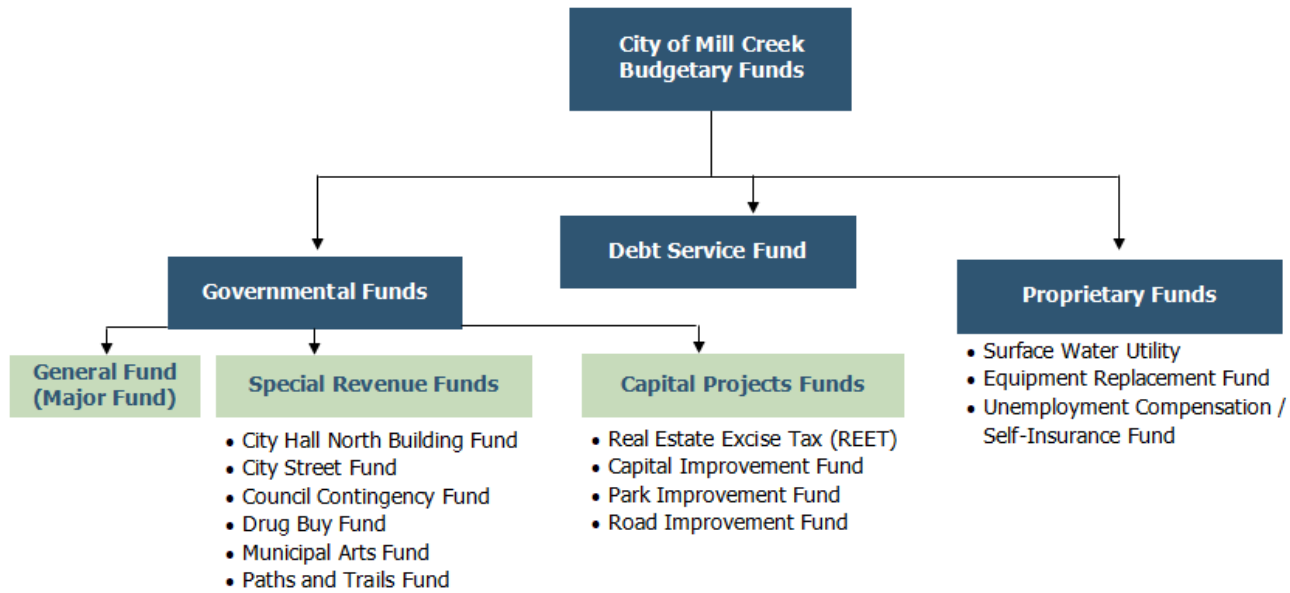
A debt service fund is a cash reserve that is used to pay for the principal and interest on certain types of debt.

## Proprietary Funds

More than anything, proprietary funds operate like a business. They pertain to providing goods or services to the general public. It covers the services which are important but not essential to the way a government runs. The City maintains three proprietary funds.



# Fund Organization



# General Fund

	Anticipated 2019-2020 Beginning Balance	Anticipated 2019-2020 Ending Balance	Increase (Decrease)	Percent Change Incr / (Decr) from 2017-2018
<b>Funds Available for Appropriation</b>	\$ 5,742,799	\$ 5,756,811	\$14,012	0.24%

**Fund Overview:**

The City's main operating fund is its General Fund, which provides general purpose governmental services such as police, fire, park maintenance, general administration and facilities maintenance. The General Fund's major sources of revenue are property taxes, sales tax, charges for services (e.g., passport and development services), licenses and permits, and other miscellaneous revenue. This fund is used for the day-to-day operations of the City.

**Discussion:**

The 2019-2020 total General Fund revenues are projected at \$28,195,366 (an increase of 5% over the last biennium) and the total General Fund operating expenditures are budgeted at \$28,181,353 (an increase of 3% over the previous biennium).

Expenditures	Actual 2015-2016	Modified Budget 2017-2018	Budget 2019-2020	% of Exp.
Personnel	12,700,007	12,609,660	14,312,394	51%
Maintenance & Operations	12,540,385	14,600,204	13,816,959	49%
Capital	111,265	262,601	52,000	0%
<b>Total Expenditures</b>	<b>25,351,657</b>	<b>27,472,465</b>	<b>28,181,353</b>	<b>100%</b>



# Special Revenue Funds

## CITY HALL NORTH BUILDING FUND

	Anticipated 2019-2020 Beginning Balance	Anticipated 2019-2020 Ending Balance	Increase (Decrease)	Percent Change Incr/(Decr) from 2017-2018
<b>Funds Available for Appropriation</b>	\$556,223	\$142,782	(\$413,441)	-290%

**Fund Overview:**

On June 30, 2005, the City purchased the property and building at 15720 Main Street. This fund was created to account for the revenues and expenditures related to building lease activity and maintenance of that property. The reserves in this fund are available for any purpose by transfer to another fund.

**Discussion:**

In addition to the ongoing maintenance and operations of this facility, this fund will contribute resources to the Capital Improvement Fund for the HVAC system and seismic retrofit.

CITY HALL NORTH	2015-2016 Actuals	2017-2018 Estimated Actuals	2019-2020 Budget
Salaries & Benefits	\$ 600,947	\$ 67,866	\$ 36,552
Operations & Maintenance	\$ 8,536	\$ 215,878	\$ 260,889
Capital	\$ -	\$ 54,292	\$ 520,000
<b>City Hall North</b>	<b>\$ 609,483</b>	<b>\$ 338,036</b>	<b>\$ 817,441</b>





<b>CITY STREET FUND</b>				
	<b>Anticipated 2019-2020 Beginning Balance</b>	<b>Anticipated 2019-2020 Ending Balance</b>	<b>Increase (Decrease)</b>	<b>Percent Change Incr/(Decr) from 2017-2018</b>
<b>Funds Available for Appropriation</b>	\$165,512	\$137,465	(\$28,047)	-20%

**Fund Overview:**

This contains dedicated funds that must be separately accounted for from State distributed fuel taxes that are used for maintenance and repair of City streets, street lighting, sidewalks and traffic control devices.

**Discussion:**

In the 2019-2020 biennium, this fund will be used for operations of City streets. This fund includes a large capital outlay for a bucket truck (~\$120,000).

<b>CITY STREET EXPENDITURES</b>	<b>2015-2016</b>	<b>2017-2018</b>	<b>2019-2020</b>
	<b>Actuals</b>	<b>Estimated Actuals</b>	<b>Budget</b>
Salaries & Benefits	\$ 528,972	\$ 434,000	\$ 332,429
Operations & Maintenance	\$ 513,796	\$ 566,000	\$ 593,909
Capital	\$ -	\$ 16,000	\$ 120,000
<b>City Street</b>	<b>\$ 1,042,768</b>	<b>\$ 1,016,000</b>	<b>\$ 1,046,338</b>



<b>COUNCIL CONTINGENCY</b>				
	<b>Anticipated 2019-2020 Beginning Balance</b>	<b>Anticipated 2019-2020 Ending Balance</b>	<b>Increase (Decrease)</b>	<b>Percent Change Incr/(Decr) from 2017-2018</b>
<b>Funds Available for Appropriation</b>	\$61,735	\$61,735	\$0	0%

**Fund Overview:**

This fund was established pursuant to Revised Code of Washington (RCW) 35A.34.250 and is used to accumulate monies for emergencies or unanticipated needs of the City. Per RCW 35A.34.260, this fund cannot exceed \$.375 per \$1,000 of the assessed valuation.

**Discussion:**

There are no expenditures planned for this fund, and consequently no appropriation is requested.

<b>COUNCIL CONTINGENCY</b>	<b>2015-2016 Actuals</b>	<b>2017-2018 Estimated Actuals</b>	<b>2019-2020 Budget</b>
Salaries & Benefits	\$ -	\$ -	\$ -
Operations & Maintenance	\$ 14,000	\$ 3,000	\$ -
Capital	\$ -	\$ -	\$ -
<b>Council Contingency</b>	<b>\$ 14,000</b>	<b>\$ 3,000</b>	<b>\$ -</b>



**DRUG BUY FUND**

	Anticipated 2019-2020 Beginning Balance	Anticipated 2019-2020 Ending Balance	Increase (Decrease)	Percent Change Incr/(Decr) from 2017-2018
<b>Funds Available for Appropriation</b>	\$13,037	\$13,037	\$0	0%

**Fund Overview:**

This fund complies with RCW 69.50.505, which requires that funds collected or received as a result of drug-related confiscation must be expended on drug enforcement related expenditures.

**Discussion:**

The drug buy funds were utilized in the 2017-2018 biennium for the aquisition and training of the City's new K9, Bagira. The new K9 team is dual-certified, meaning that it also will have drug detection capabilities. No appropriation is requested for the new biennium.

DRUG BUY	2015-2016	2017-2018	2019-2020
	Actuals	Estimated Actuals	Budget
Salaries & Benefits	\$ -	\$ -	\$ -
Operations & Maintenance	\$ 20,735	\$ 43,409	\$ -
Capital	\$ -	\$ -	\$ -
<b>Drug Buy</b>	<b>\$ 20,735</b>	<b>\$ 43,409</b>	<b>\$ -</b>



**MUNICIPAL ARTS FUND**

	Anticipated 2019-2020 Beginning Balance	Anticipated 2019-2020 Ending Balance	Increase (Decrease)	Percent Change Incr/(Decr) from 2017-2018
<b>Funds Available for Appropriation</b>	\$37,097	\$30,097	(\$7,000)	-23%

**Fund Overview:**

This fund contains monies dedicated for the selection, acquisition and/or installation of art work. Per Mill Creek Municipal Code Chapter 3.28, at least 1% of the total project cost for certain municipal construction projects are to be transferred from the originating department or fund to this special fund. This fund was created in order to fund the selection, acquisition and/or installation of works of art in accordance with MCMC 3.28.010.

**Discussion:**

This budget reflects funding in accordance with the Mill Creek Municipal Code. In the 2019-2024 CIP, the applicable projects from which 1% shall be transferred into the Municipal Art Fund include Exploration Park, park restroom/picnic shelter room replacement, City Hall North roof and seismic retrofit, and City Hall North HVAC. The projects have a combined total of \$2 million, providing for a \$20,000 revenue transfer into the Municipal Art Fund. In the 2019-2020 biennium, the Municipal Arts Fund will be used for the Historical Preservation Project, but may be offset by external funding.

MUNICIPAL ARTS	2015-2016 Actuals	2017-2018 Estimated Actuals	2019-2020 Budget
Salaries & Benefits	\$ -	\$ -	\$ -
Operations & Maintenance	\$ 1,069	\$ 17,327	\$ 30,000
Capital	\$ 1,511	\$ -	\$ -
<b>Municipal Arts</b>	<b>\$ 2,580</b>	<b>\$ 17,327</b>	<b>\$ 30,000</b>



PATHS AND TRAILS FUND				
	Anticipated 2019-2020 Beginning Balance	Anticipated 2019-2020 Ending Balance	Increase (Decrease)	Percent Change Incr/(Decr) from 2017-2018
<b>Funds Available for Appropriation</b>	\$13,003	\$6,503	(\$6,500)	-100%

**Fund Overview:**

The Revised Code of Washington requires the City to earmark one-half of one percent of funds received from motor vehicle fuel taxes for paths and trails. These funds are restricted for that particular use.

**Discussion:**

Funding will be used for the trail preservation program in the 2019-2020 biennium.

PATHS AND TRAILS	2015-2016 Actuals	2017-2018 Estimated Actuals	2019-2020 Budget
Salaries & Benefits	\$ -	\$ -	\$ -
Operations & Maintenance	\$ 327	\$ 155	\$ 10,500
Capital	\$ -	\$ -	\$ -
<b>Paths and Trails</b>	<b>\$ 327</b>	<b>\$ 155</b>	<b>\$ 10,500</b>



# Capital Projects Funds

See the Capital Improvement Plan below (**Appendix K**) for details about the expenditures for all Capital Project Funds.

REAL ESTATE EXCISE TAX (REET) FUND				
	Anticipated 2019-2020 Beginning Balance	Anticipated 2019-2020 Ending Balance	Increase (Decrease)	Percent Change Incr / (Decr) from 2017-2018
<b>Funds Available for Appropriation</b>	\$4,710,993	\$1,459,352	(\$3,251,641)	-223%

**Fund Overview:**

Real Estate Excise Tax (REET) is a tax levied on the sale of real estate as measured by the full selling price. The City of Mill Creek collects REET funds at the maximum amount allowed by law, which is 0.5% on real estate sales in Mill Creek. REET receipts are subject to variations due to volatility in the local housing market. State law restricts the first and second one-quarter percent (0.25%) of REET funds to the following uses: planning, acquisition, construction, re-construction, repair, replacement, rehabilitation or improvement of: streets, roads, highways, sidewalks, street and road lighting systems, traffic signals, bridges, domestic water system and storm and sanitary sewer systems; and planning, construction, reconstruction, repair, rehabilitation or improvement of park and recreation facilities. Further, State law allows the first one-quarter percent (0.25%) to also be used for: acquisition of parks and recreation facilities; and Planning, acquisition, construction, reconstruction, repair, replacement, rehabilitation or improvement of: law enforcement or fire protection facilities, trails, libraries and administrative and judicial facilities.

**Discussion:**

A significant amount of REET funding will be applied toward capital projects related to: pavement preservation; sidewalk replacement; street pavement marking; a Mill Creek Blvd corridor improvement study; a bridge monitoring and improvement program; a traffic safety and calming program; Mill Creek Sports Park turf and light replacement; and Heron Park playarea upgrades.



**CAPITAL IMPROVEMENT FUND**

	Anticipated 2019-2020 Beginning Balance	Anticipated 2019-2020 Ending Balance	Increase (Decrease)	Percent Change Incr/(Decr) from 2017-2018
<b>Funds Available for Appropriation</b>	\$1,416,555	\$1,093,915	(\$322,640)	-29%

**Fund Overview:**

This fund is for capital improvement projects not funded elsewhere in the budget. This is the “savings” account for capital projects as identified in the Capital Improvement Plan. REET funds are moved into this fund. Capital improvement costs may include acquisition, development, engineering, architectural, or other related costs. The City’s current policy is to transfer one-time revenues into the CIP Fund on an annual basis. One-time revenues are those which are not expected to reoccur, such as development related revenues (e.g., construction sales tax and permit fees). In 2018, the one-time revenue transfer is \$400,000. The CIP Fund had some revisions from what was originally presented in the 2017-2018 biennial budget approved in November 2016. At the time the budget was presented, the CIP and the Equipment Replacement Fund (EQRF) were collapsed into one fund. The EQRF was originally set up by an ordinance and was not properly dissolved. In addition, the CIP is meant to track projects and not intended to account for capital assets considered rolling stock such as police cars, street sweepers, computers etc. These types of assets are commonly accounted for in an Internal Service Fund, which is considered best practices.

**Discussion:**

Projects in the biennium funded by the Capital Improvement Fund include the City Hall North roof seismic retrofit, the emergency operations center, ADA upgrades for City Hall and the Library, and the Public Works value engineering study.



**PARK IMPROVEMENT FUND**

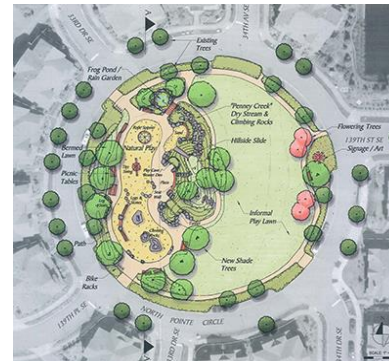
	Anticipated 2019-2020 Beginning Balance	Anticipated 2019-2020 Ending Balance	Increase (Decrease)	Percent Change Incr/(Decr) from 2017-2018
<b>Funds Available for Appropriation</b>	\$2,845,972	\$2,041,972	(\$804,000)	-39%

**Fund Overview:**

This fund contains monies to be used for the acquisition and/or development of parks. This City uses a dedicated revenue stream from developers called park mitigation fees. The funds can only be spent on park capital improvements, such as the development of Exploration Park or the Mill Creek Sports Park Turf and Light project.

**Discussion:**

An analysis of the Park Fund revealed amounts had been transferred to this fund from REET during the period 2000-2010. Statutes require money be returned if the original intent of the funding no longer exists. As a result, a transfer of \$641,000 (includes accumulated interest) was made back to the REET Fund in June 2018. This amount is higher than previously estimated as finance recalculated the information back to 2000. The fund included an inflow of \$200,000 from Snohomish County for the Mill Creek Sports Park turf and light replacement project and for Exploration Park. Fund use in the next biennium will largely be related to Exploration Park in the North Pointe neighborhood.





**ROAD IMPROVEMENT FUND**

	Anticipated 2019-2020 Beginning Balance	Anticipated 2019-2020 Ending Balance	Increase (Decrease)	Percent Change Incr/(Decr) from 2017-2018
<b>Funds Available for Appropriation</b>	\$2,157,430	\$3,037,430	\$880,000	29%

**Fund Overview:**

This fund contains monies dedicated for the improvement of roads, bridges and sidewalks. Typical projects include road and intersection improvements; pavement preservation on arterial streets and highways; pedestrian and bicycle access improvements and bridges. Revenue comes from mitigation payments by developers. Road mitigation fees can only be spent on road capital improvements.

**Discussion:**

The Road Improvement Fund includes grant funding that was not projected in the 2017-2018 biennial budget. It includes funds from WSDOT and Snohomish County for a total increase in revenue of \$1,300,000. The City expects an influx of mitigation monies related to the proposed development of The Farm.



# Debt Service Fund

DEBT SERVICE FUND				
	Anticipated 2019-2020 Beginning Balance	Anticipated 2019-2020 Ending Balance	Increase (Decrease)	Percent Change Incr/(Decr) from 2017-2018
<b>Funds Available for Appropriation</b>	\$13,991	\$0	(\$13,991)	-100%

**Fund Overview:**

This City fund is used to pay debt service on the City's voted and non-voted general obligation debt. The fund is required per bond covenants and governmental accounting principles.

**Discussion:**

The City has debt service on its portion of the Snohomish Emergency Radio System megahertz equipment that was funded 20 years ago, which will be paid off in 2019.

DEBT SERVICE	2015-2016 Actuals	2017-2018 Estimated Actuals	2019-2020 Budget
Salaries & Benefits	\$ -	\$ -	\$ -
Operations & Maintenance	\$ 66,955	\$ 66,218	\$ 34,632
Capital	\$ -	\$ -	\$ -
<b>800 MHZ</b>	<b>\$ 66,955</b>	<b>\$ 66,218</b>	<b>\$ 34,632</b>



<b>LOCAL REVITALIZATION FUND</b>				
	<b>Anticipated 2019-2020 Beginning Balance</b>	<b>Anticipated 2019-2020 Ending Balance</b>	<b>Increase (Decrease)</b>	<b>Percent Change Incr/(Decr) from 2017-2018</b>
<b>Funds Available for Appropriation</b>	\$126,023	\$226,023	\$100,000	79.35%

**Fund Overview:**

In accordance with RCW 39.104, the State established a Local Revitalization Financing program, which permits municipalities to pass an ordinance designating Revitalization Areas to finance public infrastructure designed to attract private investment and stimulate economic development. In 2009, Mill Creek so identified the East Gateway Urban Village and was provided \$330,000 in funding from the state's Local Revitalization Financing program. This Local Revitalization Financing District allows the City to potentially participate in providing public infrastructure to support development. If the City determines that it is in the City's best interest to participate with a developer by building public infrastructure (public road or storm water facilities), the City can have the state pay half of the payments necessary to repay the debt. As part of the Local Revitalization Financing District, the City expects to receive 75% of the County's property tax on the value of new construction in EGUV. These funds will be placed in a debt service fund.

**Discussion:**

This fund began receiving property tax from the County's assessed valuation on new construction in EGUV. Since 2016, the City has received \$125,700 and anticipates receiving \$100,000 in 2019-2020.

<b>LOCAL REVITALIZATION FUND</b>	<b>2015-2016 Actuals</b>	<b>2017-2018 Estimated Actuals</b>	<b>2019-2020 Budget</b>
Salaries & Benefits	\$ -	\$ -	\$ -
Operations & Maintenance	\$ -	\$ -	\$ -
Capital	\$ -	\$ -	\$ -
<b>Unemployment</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# Proprietary Funds

## SURFACE WATER UTILITY

	Anticipated 2019-2020 Beginning Balance	Anticipated 2019-2020 Ending Balance	Increase (Decrease)	Percent Change Incr/(Decr) from 2017-2018
<b>Funds Available for Appropriation</b>	\$471,931	\$500,500	\$28,569	6.05%

### Fund Overview:

This is an enterprise fund for the operation and capital improvement projects of the surface water utility. It is a self-supporting government fund that provides goods and services to the public for a fee – in this instance surface water services. Revenue comes from user fees billed to all properties in the City based upon equivalent residential units. Reserves in this fund can only be spent for surface water purposes.

### Discussion:

The Sweetwater Ranch Storm Water Project, which cost \$843,000 in 2018, consumed the majority of the fund balance. An interfund loan was made to this fund on October 1, 2018, in the amount of \$500,000 to facilitate cash flow needs of routine operations along with increased expenditures for a rate analysis and design package in connection with future surface water infrastructure repairs. Quarterly payments for the principal and interest on the interfund loan are scheduled to be \$43,033 for a biennial total of \$344,264. A rate study currently is underway and new rates will be proposed for 2019-2020 and beyond prior to adoption of the Budget. Until such a rate has been approved, the Budget includes the assumption of revenues of \$1.8 million corresponding to the adopted Surface Water infrastructure projects and is subject to the Council's discussion and adoption of a surface water rate.

SURFACE WATER EXPENDITURES	2015-2016	2017-2018	2019-2020
	Actuals	Estimated Actuals	Budget
Salaries & Benefits	\$ 192,293	\$ 379,160	\$ 635,616
Operations & Maintenance	\$ 1,054,976	\$ 1,710,413	\$ 712,000
Capital	\$ 847,997	\$ -	\$ 1,687,500
<b>Surface Water</b>	<b>\$ 2,095,266</b>	<b>\$ 2,089,573</b>	<b>\$ 3,035,116</b>



<b>EQUIPMENT REPLACEMENT FUND</b>				
	<b>Anticipated 2019-2020 Beginning Balance</b>	<b>Anticipated 2019-2020 Ending Balance</b>	<b>Increase (Decrease)</b>	<b>Percent Change Incr / (Decr) from 2017-2018</b>
<b>Funds Available for Appropriation</b>	\$1,679,082	\$1,566,375	(\$112,707)	-7.20%

**Fund Overview:**

This fund accumulates resources for the replacement of City-owned vehicles, equipment and other major assets previously purchased. Individual departments owning and operating vehicles/equipment pay into this fund based upon straight line depreciation over the useful life of the asset.

**Discussion:**

Throughout the period 2011-2014, transfers totaling \$160,000 were made to the Equipment Replacement Fund from REET for the anticipated replacement of the Mill Creek Sports Park turf. However, since this type of expenditure does not qualify as a revolving asset, the amount was transferred back to REET.

<b>EQUIPMENT REPLACEMENT</b>	<b>2015-2016 Actuals</b>	<b>2017-2018 Estimated Actuals</b>	<b>2019-2020 Budget</b>
Salaries & Benefits	\$ -	\$ -	\$ -
Operations & Maintenance	\$ -	\$ -	\$ -
Capital	\$ 355,816	\$ 186,176	\$ 375,155
<b>Equipment Replacement</b>	<b>\$ 355,816</b>	<b>\$ 186,176</b>	<b>\$ 375,155</b>



<b>UNEMPLOYMENT COMPENSATION / SELF-INSURANCE FUND</b>				
	<b>Anticipated 2019-2020 Beginning Balance</b>	<b>Anticipated 2019-2020 Ending Balance</b>	<b>Increase (Decrease)</b>	<b>Percent Change Incr/(Decr) from 2017-2018</b>
<b>Funds Available for Appropriation</b>	\$35,107	\$15,107	(\$20,000)	-132%

**Fund Overview:**

The City does not pay into the state’s unemployment fund due to its historically low employee turn-over rate; funds paid to the state cannot be recovered if not used. Therefore, the City is self-insured and established a reserve fund to pay the cost of unemployment claims. The fund also covers insurance deductibles for property and auto insurance.

**Discussion:**

Money is placed into this fund for unanticipated events as noted above.

<b>UNEMPLOYMENT</b>	<b>2015-2016 Actuals</b>	<b>2017-2018 Estimated Actuals</b>	<b>2019-2020 Budget</b>
Salaries & Benefits	\$ -	\$ -	\$ -
Operations & Maintenance	\$ 22,214	\$ 16,159	\$ 20,000
Capital	\$ -	\$ -	\$ -
<b>Unemployment</b>	<b>\$ 22,214</b>	<b>\$ 16,159</b>	<b>\$ 20,000</b>



2019-2020 Operating Transfers & Interfund Transactions			
Fund	Description	Transfers In	Transfers Out
<b>REET</b>	35th Avenue		\$ 350,000
	Seattle Hill Road Pavement Preservation		\$ 1,135,000
	35th Ave Pavement Preservation		\$ 150,000
	132nd Street SE Mid-Block Crossing Improvements		\$ 75,000
	Street Pavement Marking Program		\$ 300,000
	Mill Creek Blvd Corridor Improvements Study		\$ 250,000
	Citywide Traffic Signal Upgrades		\$ 75,000
	Bridge Monitoring and Improvement Program		\$ 50,000
	Traffic Safety and Calming Program		\$ 25,000
	Mill Creek Sports Park Turf & Light Replacement		\$ 816,000
	Heron Park Playarea Upgrades		\$ 410,000
	Trail Preservation Program		\$ 35,000
	Gateway and Presence Improvement		\$ 85,000
	Concrete Sidewalk Replacement Program		\$ 180,000
	Pavement Preservation and Rehabilitation Program		\$ 955,000
<b>Capital Improvement</b>	City Hall North HVAC	\$ 80,000	
	Gateway and Presence Improvement	\$ 85,000	
	Historical Preservation Project	\$ 25,000	
	City Hall North Roof and Seismi Retrofit	\$ 300,000	
<b>City Hall North</b>	City Hall North HVAC		\$ 80,000
	City Hall North Roof and Seismi Retrofit		\$ 300,000
<b>Municipal Arts</b>	Historical Preservation Project		\$ 25,000
<b>Paths and Trails</b>	Trail Preservation Program		\$ 10,000



Fund	Description	Transfers In	Transfers Out
<b>Parks</b>	Mill Creek Sports Park Turf & Light Replacement	\$ 816,000	
	Heron Park Playarea Upgrades	\$ 410,000	
	Trail Preservation Program	\$ 45,000	
<b>Roads</b>	35th Avenue	\$ 350,000	
	Seattle Hill Road Pavement Preservation	\$ 1,135,000	
	35th Ave Pavement Preservation	\$ 150,000	
	132nd Street SE Mid-Block Crossing Improvements	\$ 75,000	
	Street Pavement Marking Program	\$ 300,000	
	Mill Creek Blvd Corridor Improvements Study	\$ 250,000	
	Concrete Sidewalk Replacement Program	\$ 180,000	
	Pavement Preservation and Rehabilitation Program	\$ 955,000	
	Citywide Traffic Signal Upgrades	\$ 75,000	
	Bridge Monitoring and Improvement Program	\$ 50,000	
	Traffic Safety and Calming Program	\$ 25,000	
<b>Total Operating Transfers &amp; Interfund Transactions</b>		<b>\$ 5,306,000</b>	<b>\$ 5,306,000</b>





# Relationship Between Departments and City Funds

Departments	<i>Executive</i>	<i>Communications &amp; Marketing</i>	<i>Finance &amp; Administration</i>	<i>Police</i>	<i>Public Works &amp; Dev. Services</i>
<b>Governmental Funds</b>					
<b>General Fund</b>					
<b>Special Revenue Funds</b>					
City Hall North Bldg Fund				X	X
City Street Fund					X
Council Contingency Fund	X				
Drug Buy Fund				X	
Municipal Arts Fund		X			
Paths and Trails Fund		X			X
<b>Capital Projects Funds</b>					
REET		X	X	X	X
CIP Fund		X	X	X	X
Park Improvement Fund		X			X
Road Improvement Fund					X
<b>Proprietary Funds</b>					
Surface Water Utility					X
Equipment Replacement Fund				X	X
Unemployment Comp / Self-Ins.	X				
<b>Debt Service Fund</b>					
				X	



# Departmental Expenditures



# Legislative Department

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

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

Under the Council-Manager form of government, the City Council establishes legislative policy and budgetary authority. The City Manager serves as the Chief Executive Officer of the City and prepares the proposed budget for

Council consideration, administers code and legislative policy, establishes administrative policy, handles complaints and appoints and removes City employees.

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

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

See Council biographies in **Appendix G**.

## 2019-2020 Legislative Department Expenditures

LEGISLATIVE EXPENDITURES	2015-2016 Actuals	2017-2018 Estimated Actuals	2019-2020 Budget
Salaries & Benefits	\$ 95,759	\$ 92,308	\$ 96,102
Operations & Maintenance	\$ 45,673	\$ 380,588	\$ 52,000
<b>Legislative</b>	<b>\$ 141,431</b>	<b>\$ 472,896</b>	<b>\$ 148,102</b>



# Executive Department

The City Manager, who serves as the City's Chief Executive Officer, is appointed by the City Council to manage the administrative affairs of the City through professional leadership and management practices. The City Manager:

- Provides management direction for all City departments and activities in accordance with City Council policies and direction;
- Makes policy recommendations to the City Council;
- Ensures appropriate execution of policies, laws and regulations;
- Develops the City's biennial budget for Council review and approval; and
- Represents the City within the community and at the regional, state and federal levels to advance Mill Creek's priorities and interests.

The City Manager heads the Executive Department, which includes five divisions: City Manager's Office, City Clerk, Human Resources, Information Technology and Legal (City Attorney).

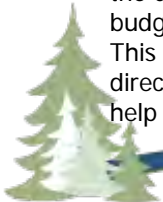
The City Clerk / PIO role was reorganized to the Communications and Marketing director role, equating to the department having 3.8 Full-Time Equivalents (FTEs) budgeted in 2017-2018. It now has 4.8 FTEs budgeted. This is a temporary increase; in anticipation of the HR director's retirement in 2019, an HR specialist was hired to help with knowledge transfer.

## City Manager's Office

The City Manager prepares and submits the budget proposal for the fiscal period to the Council and oversees administration of budget upon adoption by City Council.

The Manager handles issues affecting the City with the proper local and state legislative officials to enhance the position of the City. Further, the City Manager directs and evaluates the development and implementation of City goals, strategies, policies and programs.

This role is responsible for overseeing day-to-day operational activities of all City departments in order to carry out policies and meet organizational goals. This includes direct supervision and leadership for members of the City's management team, enabling them to effect actions which carry out policies set forth by the City Council.



The City Manager reports regularly to the City Council on the status of City operations and programs, financial condition, and future needs of the City. To do this, the City Manager attends meetings of the City Council and other boards and commissions as necessary; and facilitates supportive and positive working relationships between Council members, boards, commissions and City staff.

The City Manager oversees the preparation of City Council agendas/materials, and coordinates regular Council meetings.

Further, the City Manager meets with various public and private officials, organizations, community groups, and others to resolve issues and, as necessary, present policy issues to the City Council for decision and direction.

**City Clerk**

The City Clerk is responsible for legislative support to the City Council, including preparing agenda packets and minutes for City Council meetings and fulfilling the statutory requirements of the position of City Clerk; maintaining the City's central filing and records management system; coordination of contract execution and processing; overseeing Board and Commission activities and recruitments; codifying and maintaining the municipal code; acting as the City's Public Records Officer, including managing the Public Disclosure Coordination Team; and serving as Executive Assistant to the City Manager.

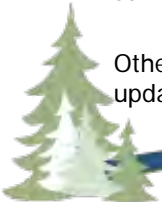
Other duties include: processing special event permits; updating and maintaining the Council Planning Schedule;

serving as elections liaison to Snohomish County; investigating and submitting claims to WCIA; managing the City's citizen request management system, including training staff; coordinating VIP attendance for City and Community events; and serving as a City Recognition Committee member. The goal of the Clerk's office is to promote transparency in government.



**Human Resources**

Human Resources is responsible for providing policy recommendations to the City Manager on labor and employment matters. This division provides support and guidance to department directors, managers and supervisors regarding personnel policies and procedures, conflict resolution, disciplinary actions and other personnel matters.



**Information Technology**

The Information Technology division is responsible for the strategic development and professional management of the City's information technology infrastructure and related systems. The division maintains the integrity, security and performance of all information technology systems used in every aspect of City business. This includes maintaining more than 15 servers and network appliances, 86 workstations and laptops, 36 printers, 66 phones, and 34 cell phones, as well as other electronic equipment.

**Legal**

The City Attorney is hired by the City Manager and represents the City, and in that capacity provides legal advice to the Council, City Manager and staff. The City Attorney represents the City before judicial and administrative bodies in civil proceedings.

**2017-2018 Biennial Accomplishments**

**City Manager's Office**

- Negotiated a tentative agreement for the provision of Fire and EMS services.
- Negotiated a new contract with AFSCME for 2017-2020.
- Negotiated new telecommunications and cable franchise agreements.
- Conducted Comcast audit.

- Created a comprehensive policy and corresponding ordinance to govern the processing of public records requests.
- Published a formal budget book for the 2017-2018 biennium that is organized based on GFOA budget criteria.
- Reorganized and expanded the Recreation department into the new Communications and Marketing department.
- Conducted in-house executive recruitments for a Director of Communications and Marketing (started Feb. 1, 2017) and a Director of Public Works and Development Services (started Nov. 1, 2017).
- Completed the City Hall remodel and held a dedication ceremony and community open house in April 2017.
- Established monthly meetings with union leadership to facilitate two-way conversations.
- Updated the City's business expense policy.
- Implemented a policy on policies to help staff, the Council and outside parties know when something needs to be formalized and who has topical authority. The policy also created a cataloging approach, so policies developed in each department will have a specific numbering and dating system to make it easier to locate the policy.
- Developed legislative agendas for both years of the biennium and worked to advocate for the City's position on key issues.



- Developed a video for ICMA about the City of Mill Creek and how it is positioned for long-term success.
- Contracted with the Center for Public Safety Management to conduct studies of our Police and Fire operations.
- Implemented a City closure process, and identified who are considered essential personnel and their roles in an emergency.
- Held a Town Hall meeting in July 2017 to provide the community with an overview of what is transpiring in the City and allow them to ask questions.
- Worked with Council to identify strategic priorities, and desired budget outcomes for revenues and expenses.
- Developed the 2019-2020 Biennial Budget and 2019-2024 Capital Improvement Plan.
- Implemented a tracking process to respond to questions or issues raised during City Council meetings, which drives responsiveness and accountability.
- Supported a robust Wellness program, for which the City received a WellCity Award. As a result, the City receives a 2 percent premium discount on its AWC Employee Benefit Trust 2019 medical premiums for employees, spouses and dependents.



### City Clerk

- Developed an ordinance and procedure governing policy development for all departments and enhanced transparency by setting up an online policy manual with Code Publishing.
- Streamlined the processing of public records requests by utilizing a centralized tracking system.
- Developed a new template for City Council minutes that creates uniformity with agendas and reduces staff time.
- Reviewed current and archived documents in iCompass, the City's cloud-based agenda management solution and document repository. Transitioned relative documents to the City's new website resulting in a cost savings of \$600 annually.
- Began using Request Tracker, the City's web-based citizen response tool, for all public disclosure requests providing for a centralized location of communication between requestors and staff.
- Worked with the Communications and Marketing department to produce a Citizen Response and Centralized Communications Log policy.
- Developed automatic escalation levels in Request Tracker resulting in a seven-day decrease in staff response time.
- Worked with Code Publishing to have policies and procedures codified and available online with the Municipal Code.
- Served as a member of the Web Team that designed the City's new website and ensured a successful launch.
- Worked with IT to research and deploy a replacement for the City's citizen request management system.
- Created and manages the Public Disclosure Coordination Team.
- Worked with Communications and Marketing to develop a universal board and commission application.
- Hosted a summer intern that helped export attachments from Request Tracker to be imported in the new citizen request management system.
- Selected, designed and configured office furniture for the administration department during the City Hall South remodel project.
- Worked with the State Auditor's Office to provide Lean training to the Leadership Team.
- Coordinated the following Employee Recognition Events, including
  - employee appreciation dinner,
  - turkey bowling,
  - take your dog to work day,
  - sweets with Santa,
  - meet and greet ice cream social,
  - retirement parties,
  - new employee welcome baskets, and
  - milestone anniversary acknowledgments.





### Human Resources

- Implemented online recruitment, application and hiring process.
- Developed electronic position requisition allowing for appropriate internal controls.
- Completed job description review and updates for all non-police positions.
- Instituted internship program.
- Implemented online recruitment, application and hiring into the PR/HRIS (including Police Department recruitment).
- Conducted numerous recruitments, including several leadership level positions.
- Developed electronic position requisition requiring and insuring appropriate sign-off.
- Completed job description review and update on all positions.
- Built position information into HR database.
- Consolidated, audited and reorganized personnel files.
- Performed compliance audits of employee files (1-9, benefit information, etc.)
- Participated in labor negotiations with AFSCME and the Police Guild; reached agreements with both.
- Conducted a comprehensive biennial compensation survey and analysis.
- Began development of performance evaluation program; developed review forms for use in ADP.
- Began updating Accident Prevention Program, including assessment of some workplace hazards (e.g., audiometric and lead-exposure testing for Police officers).
- Recruited Civil Service Commissioner.
- Attended labor negotiation conferences through National Public Employer Labor Relations Association.
- Updated personnel policies, and facilitated internal and legal reviews.
- Provided CPR training for employees in customer-facing roles.



### Information Technology

- Security and Event Management system brought online to provide better accountability and be in compliance with FBI criminal justice security policy requirements.
- Secondary internet connection established to improve redundancy and reliability for all City internet operations and cloud-based services.
- Smart phones deployed to Public Works staff for better field communications.
- Researched and deployed website and social media archiving solution to better comply with the Washington State public records act requirements.
- Researched and installed disk-based backup system to replace aging tape-based backup system. The new system provides for better disaster recovery and automated backups with no human intervention.
- Researched and deployed text message archiving solution for all city-issued cell phones to ensure compliance with the Washington State public records act requirements.
- Hosted two IT Interns from nearby high schools where they received credit for their time at the City.
- Worked with the Department of Communications and Marketing to design the City's new website and ensured a successful launch.
- Launched a cyber security awareness training program to educate all users on the dangers of cyber



criminals. Half of the cost of this training was reimbursed by WCIA.

- Hosted cyber security training at a monthly all-employee meeting to enforce the importance of being aware of malicious emails.
- Brought online virtual server to replace two servers that were out of warranty and to better diversify the existing server functions.
- Began deployment of ~60 workstations throughout the City as part of the computer workstation CIP project to replace the existing computers that were ~10 years old.
- Worked with the Acting City Clerk to research and deploy a replacement for the City's Requests and Feedback system.
- Worked with the Police Department to negotiate the contract for PowerDMS software and assisted with the implementation.



### Performance Measures

City Clerk

	2017 Actual	2018 Projected	2019 Target	2020 Target
Grants Received	\$14,500	\$14,500	\$14,500	\$14,500
Request Tracker Tickets	441	431	480	495
Average # of Days Until Ticket is Closed	9	2	2	2
City Public Records Requests	61	120	240	480
Police Public Records Requests	576	785	788	807
Council Packets Posted to Website by Friday before Meeting	100%	100%	100%	100%
Council Minutes Posted to Website Within 14 Days of Meeting	30%	50%	75%	100%
Council Audio Posted to Website Within 2 days of Meeting	80%	90%	100%	100%



### Human Resources

	2017				2017 Total
	Q1	Q2	Q3	Q4	
Recruitments*	3	5	8	4	20
New Hires*	2	6	4	3	15
Separations*	3	5	4	0	12
Turnover %*	4.29%	7.04%	5.63%	0.00%	16.96%
Safety Incidents (Near Miss)	1	1	1	0	3
Workers' Compensation Claims (Injury or Illness)	1	1	1	1	4
OSHA Recordable Injury Rate					
Number of Employees*	70	71	71	74	

	2018				2018 YTD Total
	Q1	Q2	Q3	Q4 (TBD)	
	3	1	4	-	8
	6	2	2	-	10
	4	3	1	-	8
	5.26%	4.00%	1.32%	-	10.58%
	0	1	0	-	1
	4	0	1	-	5
				-	
	76	75	76	-	

\* Does not include volunteers or youth basketball referees . Note: number of employees does not equate to FTE count.

#### 2019-2020 Performance Measures

- Decrease turnover to below 15% by end of 2020.
- Decrease work related injuries, illnesses and near misses by 10% by end of 2020.
- Train all employees and managers on updated Accident Prevention Program by end of 2020.
- Decrease organizational compa-ratio (relationship of actual salaries to midpoint).
- Performance Evaluations completed on time (ongoing).
- Documented acknowledgement of applicable personnel policies from all employees by end of 2019.
- Harassment awareness training completed for all employees by end of 2019.
- Settle Collective Bargaining Agreements prior to expiration date of 12/31/2020 (AFSCME and Guild).



Information Technology

Information Technology	2017 Actual	2018 Projected	2019 Target	2020 Target
Number of Closed Tickets	585	500	450	400
Server Uptime	100%	100%	100%	100%
Network Uptime	100%	100%	100%	100%
Internet Uptime	99.98%	100%	100%	100%
Number of Software Applications Supporting	43	43	N/A	N/A
Records Management/Disclosure Responses Processed	10	15	N/A	N/A
Email Viruses Detected	0	0	N/A	N/A
Number of Patches Deployed	416	550		
Equipment Moves/Replacements/Upgrades	14	65	N/A	N/A
Network Maintenance Performed After Hours	12	24	15	15
IT-Related Regional Meetings Attended	10	10	10	10

Devices Supported	2017 Actual	2018 Projected	2019 Projected	2020 Projected
Servers	7	15	15	15
Network Switches	9	9	10	10
Printers/Copiers	36	36	38	38
Workstations/Laptops	86	86	90	90



## 2019-2020 Executive Department Key Outcomes and Activities

### City Manager's Office

As it sets executes the Council's long-term strategy, the City Manager's work in the 2019-2020 biennium includes:

- Recruit and onboard a new City Manager.
- Develop a long-term strategic plan for the City.
- Identify a vision for the Dobson-Remillard property and begin setting the groundwork to execute the vision based on a development feasibility study.
- Continue updating, developing and implementing City policies and procedures.
- Negotiate new contracts with AFSCME and the Mill Creek Police Officers' Guild by Dec. 31, 2020.

### City Clerk

The City Clerk's office supports the Council, City departments and the community by performing efficient document processing and is actively working on programs and procedures to enhance transparency and ease of use for citizens. Work planned for the 2019-2020 biennium includes:

- Implement a document management and workflow solution for the City's structured documents, such as contracts and policies.



- Actively seek grants to offset costs of software systems.
- Create a records management team comprised of staff from each department.
- Develop resource materials for departments to ensure retention and destruction schedules are being followed and understood.
- Continue to consistently provide agenda packet materials the Friday before a Council meeting primarily in electronic format with a limited number of paper copies.
- Provide timely information to the City Council.
- Continue codifying ordinances and publishing resolutions in a timely manner.



- Transfer applicable records to the Washington State Digital Archives.
- Become an internship host with Everett Public School's new Summer Internship Program.
- Grow and enhance the Board and Commissions recruitment process.
- Hold quarterly meetings with staff contacts to Boards and Commissions to streamline activities and ensure consistency.
- Increase transparency by publishing Board and Commission meeting agendas and minutes on the City's website.
- Include Board and Commission meeting minutes in Council packet materials.
- Manage and track Public Records Act (PRA) and Open Public Meetings Act (OPMA) training for Board and Commission members.
- Implement a public records tracking and response solution that complies with JLARC mandated tracking and reporting requirements.
- Create PRA and OPMA training materials and incorporate into the onboarding process.
- Continue meeting with the Public Disclosure Coordination Team on a regular basis and develop streamlined processes that enhance workflows and production of records.

- Develop a comprehensive landing page on the City's website that details disclosure requirements, fee schedules, trending topics and provides transparency while creating a positive customer experience.
- Continue to provide customer response and records in accordance with applicable laws.

### Human Resources

The Human Resources division's key work in the 2019-2020 biennium includes:

- Achieve certification in labor relations and negotiation (Certified Labor Relations Professionals through the National Public Employer Labor Relations Association).
- Lead and oversee payroll system development, audit and improvement efforts. Improvements to consider include:
  - Payroll system change to hourly pay.
  - Correct data inaccuracies in employment profiles for reporting purposes.
  - Update payroll codes for additional earnings (such as overtime codes).
- Develop management reports related to personnel and compensation management.
- Finalize volunteer guidelines.
- Develop necessary tools and resources for continuation of intern program.
- Develop formal new employee orientation program, including department level orientation guidelines.



- Develop user friendly Employee Handbook for use in new employee orientation.
- Implement position and FTE control procedures for processes such as:
  - Adding new positions or classifications.
  - Adding or reducing headcount.
  - Position justification and authorization for postings.
- In conjunction with other departments, finalize update Accident Prevention Program.
- Develop equipment tracking in ADP.
- Conducted a Civil Service Rules review; updated Civil Service Rules and processes to align with City practices; formally adopted.

**Information Technology**

The City's information technology is used primarily by City staff; therefore, providing up-to-date and reliable technology to internal users is key to ensuring all other City departments are able to fulfill their external customer service functions. Work in the 2019-2020 biennium includes:

- Upgrade the City's virtual server infrastructure to a hyper converged environment. This provides for numerous benefits including redundancy and automatic failover should a hardware failure to occur.



- Replace the Police Department vehicle laptops that will have reached end of life and out of warranty beginning in 2019.
- Upgrade the City's networking infrastructure to a redundant configuration to provide for redundancy and automatic failure should a hardware failure to occur.
- Replace Director laptops that will have reached end of life and are out of warranty.
- Upgrade several copiers in various departments that have reached end of life and are becoming increasingly expensive to maintain.
- Upgrade the City's Wireless Network throughout both buildings.







- Migrate the City's on premise email server to Microsoft's cloud email environment (Office 365).
- Research and deploy other software services available as part of the Office 365 cloud such as Microsoft Teams (formerly Skype for Business), OneDrive and SharePoint.
- Research and deploy mobile device encryption software solutions.
- Upgrade the Police Department scheduling software.
- Deploy a public records request tracking and response solution.
- Upgrade the Council meeting recording software, For the Record.
- Implement two-factor authentication in the police vehicle laptops.

## Executive Department Notable Budget Highlights

### City Manager's Office

The City Manager's Office has two 2019-2020 notable budget highlights.

- Recruitment and selection of a new City Manager. Costs include the executive search firm, as well as an estimate of wages and benefits for the position.
- Conduct a development feasibility study to identify opportunities for the Dobson-Remillard property and adjacent land.

### City Clerk

Notable line item changes for the City Clerk division in the 2019-2020 biennium budget include:

- A decrease of \$50,000 in legal services due to the completion of the PRA policy and training accomplished by the City Clerk.
- The Recognition/Wellness line item moved to the department of Human Resources.
- Once the public disclosure landing page is published on the City's website, we will be able to collect fees established by Ordinance 2018-826. Annual revenue is estimated at \$1,500.



### Human Resources

There are a couple notable budget highlights in Human Resources.

- HR Director plans to retire during the first quarter in 2019. This reduces the budget from 1.6 FTE to 1.0 FTE for a savings of \$60,000. At that time, departmental needs and structure will be evaluated by the City Manager.
- Annual Audiometric Testing is new to the budget and may be covered 50% by the Association for Washington Cities for a cost of \$4,800.
- Health benefit assumptions account for a 4.5% increase in 2019 and a 5% increase in 2020.
- Both bargaining units have built-in cost of living adjustments. AFSCME will receive a 2.25% increase in both 2019 and 2020, and the Guild will receive a 3.0% increase in both years. See Pay & Classification Table for 2019 (**Appendix C**) and Pay & Classification Table for 2020 (**Appendix D**).
- AFSCME and Police Guild contracts expire on Dec. 31, 2020. The budget impact is approximately \$35,000 in legal fees.
- A new Washington State law requires employer contributions to the Family and Medical Leave Program ([RCW 50A.04](#)) beginning January 1, 2019. The statutory default employer contribution is approximately 0.148% of gross wages. This contribution is reflected in the Worker's Comp bar of the chart on (**Pg. 47**).



### Information Technology

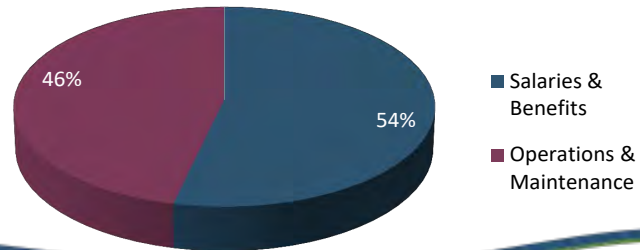
There are several capital improvements scheduled to be completed in the IT division in 2019-2020. These are necessary to provide operational resiliency to the citizens of Mill Creek for normal government and public safety operations. These upgrades are also required to accommodate data growth and support new applications.

- Upgrading the City's server infrastructure to a "hyper converged" system will greatly increase capacity and resiliency. This project has been scheduled to coincide with existing servers reaching the end of their useful life. This project is estimated to cost \$60,000. To complement the hyper converged server upgrade, the City's networking components will also be upgraded to provide additional redundancy and reduce points of failure. This project is estimated to cost \$16,000.
- Equipment has reached end of life and is due for replacement, including Police vehicle laptops, director laptops, and three copiers for a total of \$79,000.



## 2019-2020 Executive Department Expenditures

CITY MANAGER OFFICE EXPENDITURES	2015-2016 Actuals	2017-2018 Estimated Actuals	2019-2020 Budget
Salaries & Benefits	\$ 1,145,570	\$ 1,247,508	\$ 434,438
Operations & Maintenance	\$ 332,121	\$ 356,981	\$ 207,522
Capital	\$ 3,127	\$ 12,281	\$ -
<b>City Manager</b>	<b>\$ 1,480,818</b>	<b>\$ 1,616,770</b>	<b>\$ 641,960</b>
CITY CLERK EXPENDITURES	2015-2016 Actuals	2017-2018 Estimated Actuals	2019-2020 Budget
Salaries & Benefits	\$ -	\$ -	\$ 232,757
Operations & Maintenance	\$ -	\$ -	\$ 37,300
<b>City Clerk</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 270,057</b>
HUMAN RESOURCES EXPENDITURES	2015-2016 Actuals	2017-2018 Estimated Actuals	2019-2020 Budget
Salaries & Benefits	\$ -	\$ -	\$ 270,968
Operations & Maintenance	\$ -	\$ -	\$ 59,420
<b>Human Resources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 330,388</b>
IT EXPENDITURES	2015-2016 Actuals	2017-2018 Estimated Actuals	2019-2020 Budget
Salaries & Benefits	\$ -	\$ 289,072	\$ 325,427
Operations & Maintenance	\$ -	\$ 432,665	\$ 774,271
Capital	\$ -	\$ 67,685	\$ -
<b>Information Technology</b>	<b>\$ -</b>	<b>\$ 789,422</b>	<b>\$ 1,099,698</b>
<b>Departmental Total</b>	<b>\$ 1,480,818</b>	<b>\$ 2,406,192</b>	<b>\$ 2,342,103</b>



# Communications & Marketing Department

The Communications and Marketing department focuses on engaging the Mill Creek community through five focus areas: communications, marketing, recreation, tourism and volunteer programs. For budgeting purposes, there are two divisions: one encompassing recreation to identify cost-recovery for programs, and one for the rest of the Communications and Marketing function. Department staff seek to develop a strong community spirit through sharing information, event and activity offerings, and engagement opportunities.

A department that was created and included the merger of the Recreation staff, the Communications and Marketing team had 4.0 FTEs in the last biennium (the Director position replaced the City Clerk/PIO). For the 2019-2020 biennium, the same number of FTEs are budgeted. However, a recreation manager position has been reorganized to a coordinator role, resulting in savings.

## **Communications**

Creates awareness and understanding of the City's places, programs, and people with external and internal audiences. Responsible for media outreach. Partners with first responders and other jurisdictions on emergency preparedness efforts and critical incident response. Leads community outreach and focus group efforts. Manages the City's social media channels.

## **Marketing**

Implements the comprehensive City marketing plan to

ensure consistent branding and messaging across all platforms. Focuses on the design, creation, and management of various forms of print and digital marketing collateral to engage with community members. Cultivates long-lasting partnerships and sponsorships with various community stakeholders.

## **Recreation**

Develops, plans and implements programs for all ages, including sports leagues, camps and workshops. Works with community partners to identify and deliver recreational programming and to secure space for programming.

## **Tourism**

Responsible for tourism marketing projects, programs, events and parades to create maximum economic impact for Mill Creek. Works closely with civic and volunteer organizations, merchants, restaurants and business groups to seek out, develop and manage strategic partnerships to drive Mill Creek tourism. Pursues the development and implementation of grants and initiatives to benefit the community.

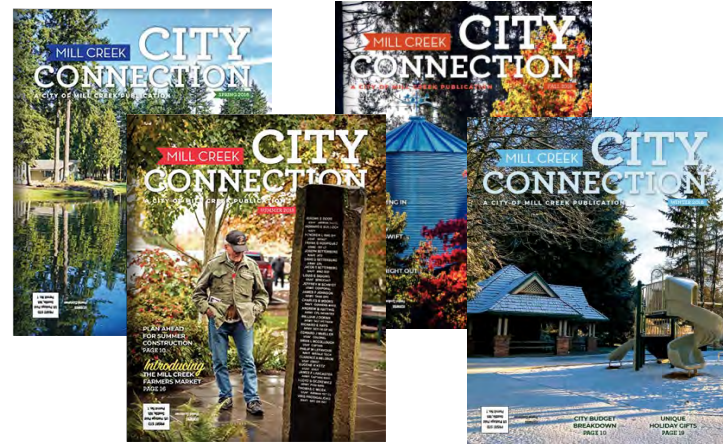
## **Volunteer Programs**

Responsible for recruiting, training and supervising volunteers. Creates and manages the City's volunteer database. Coordinates the Youth Advisory Board. Partners with local organizations to identify volunteer engagement opportunities.



## 2017-2018 Biennial Accomplishments

- Developed communications strategy and communications and marketing work plan.
- Created new branded letterhead and PowerPoint templates.
- Distributed more than 200 press releases resulting in nearly 1,500 media articles.
- Developed a quarterly Neighborhood Focus Group and a quarterly Senior Center Focus Group to facilitate conversation on key City matters and to respond to issues raised by the groups.
- Launched the *City Connection* magazine and published four issues.
- Partnered with ICMA-TV to develop a television production about the City.
- Overhauled the website and created a tourism subsite, and more than doubled visits to the site year over year.
- Implemented a social media policy and launched social media channels: Facebook, Twitter and Instagram.
- Facilitated City participation in numerous grand openings, including Arena Sports, Vintage at Mill Creek, Stellar Kids Dentistry, Kids 'N Us, Club Pilates, Sprouts Farmers Market, Planet Fitness, AR Workshop, The Jewelry Source, Homestreet Bank, Brooklyn Brothers, Evergreen Health, and Ideal Wellness, among others.



- Created communications campaigns for:
  - Arena Sports
  - Pavement preservation work
  - Sweetwater Ranch stormwater pipe repair
  - 35<sup>th</sup> Avenue reconstruction project
  - 2018 construction projects in the Mill Creek vicinity
  - K9 Bagira
- Executed an employee communications survey and developed a weekly employee newsletter, *Monday Minute*, to facilitate information sharing.
- Procured current, high-quality images of the City for use in marketing materials and the City's publications.



- Created an events checklist and communications timeline to make sure staff are all on the same page when coordinating events.
- Planned and implemented 59 City-planned community events, and provided support for 38 other community events.
- Launched a Veterans Advisory Group to provide insights to better grow the City's key events to honor veterans: the Memorial Day and Veterans Day parades.
- Conducted a cost/benefit analysis of all recreational programming. Began critically analyzing programming for fall 2017. Reduced programming by 70 classes.
- Redesigned the Recreation Guide to incorporate branding and a more modern look.
- Continued to grow the Youth Basketball League with 765 participants.
- Provided recreational programs for 3,276 participants.
- Created the Party in the Park event series and launched a block party trailer.
- Created an events checklist and communications timeline to make sure staff are all on the same page when coordinating events.
- Planned and implemented 59 community events, and provided support for 38 other community events.
- Launched the Mill Creek Farmers Market.



### Performance Measures

	2017 Actual	2018 Projected	2019 Target	2020 Target
Grants Received	\$100,000	\$255,000	\$35,000	\$40,000
# Press Releases Written	122	92	105	120
# News Articles	576	627	675	715
Sponsorship \$	\$11,449.61	\$31,171	\$33,000	\$37,000
Advertising Revenue	0	\$28,220	\$30,500	\$34,000
Community Events Produced and Supported	39	54	58	60
Sports Park Rental Revenue	\$40,913	\$47,830	\$48,557	\$57,257
# Recreation Classes Offered	299	298	310	325
# Youth Basketball Participants	765	775	790	800
Visits to Website	164,629	342,412	375,500	400,000
ActiveNet (Rec Signup) Sessions	17,002	19,384	21,000	23,500
Facebook Likes	822	2,032	3,500	5,200
Instagram Followers	270	550	735	1,000
Twitter Followers	308	585	755	1,020



## 2019-2020 Key Outcomes and Activities

The Communications and Marketing department is responsible for external and internal communications, community outreach and engagement, tourism development and marketing, and recreational programming.

The department actively supports the City goal of civic pride by promoting civic participation through volunteerism opportunities, creating events that bring community together, and transparently sharing information through social media and other channels.

Work in the 2019-2020 biennium includes:

- Expand the *City Connection* publication to be a comprehensive communications tool for the City, including approximately \$32,000 in ad revenue.
- Partner with internal and external groups to market economic development opportunities and resources.
- Expand media outreach to grow coverage of the City.
- Continue to develop and refine the City's website, including feature development.
- Enhance communications efforts through increased use of video.
- Develop and facilitate volunteerism opportunities for all age groups.
- Lead the Youth Advisory Board.
- Continue to develop and maintain partnerships with the schools and local civic and business organizations.

- Expand on events currently produced by the City to attract more residents and non-residents to experience Mill Creek.
- Grow the City's presence on social media through posting of current and interesting content, and through engagement with social audiences.
- Enhance the City's gateway presence through a cohesive, modern approach to foster community spirit and attract non-residents to the City.
- Actively seek grants to enhance the City's tourism offerings.

As the department is directly responsible for the City's recreational opportunities goal, it provides diverse offerings for all ages throughout the year. Recreation-related activities planned for the next two years include:

- Continue to identify new recreational offerings, particularly for underserved groups.
- With rejuvenated turf and lights at the Mill Creek Sports Park, continue to grow field use by attracting new groups and developing additional programming.
- Grow the Youth Basketball League by focusing on quality and enhancing the educational aspect, including higher caliber referees.
- Create new revenue opportunities through park shelter rental opportunities.





## Communications and Marketing Notable Budget Highlights

The Communications and Marketing Department was formed after the last biennial budget was developed. The new director was tasked with building a department from the ground up, and only a couple minor things for the Communications and Marketing function were originally included in the City Manager's budget. Further, as part of a reorganization, the Recreation and Tourism function was wrapped into this newly formed department.

For the 2019-2020 budget, the department's various parts have been consolidated into a single department with two divisions: recreation and the remainder of the department.

In addition to this comprehensive change, there are some notable line items.

- In terms of compensation, the previous biennium salaries and wages was budgeted at \$805,788 (including staff, preschool personal, referees and gym supervisors); the projections for 2019-2020 are \$655,510 which is a difference of \$150,278. This 18.6% cost savings is made possible by eliminating the recreation manager position.
- Following suit, benefits for 2017-2018 were \$214,782; the projections for the new biennium are \$315,937. This is an increase of 47%.
- The City evaluated its quarterly newsletter, which it was paying to insert into an existing publication. With production costs offset by advertising revenue, the

City migrated to creating its own quarterly publication. In 2019, it will incorporate the Recreation Guide into this publication to present a comprehensive communication source for the City.

- As the City focuses on strategic economic development with a lens toward tourism, there is a need for some advertising. The advertising budget has been increased accordingly.
- The Mill Creek Farmers Market was launched in 2018. This is a self-supporting, revenue-generating program. This program will net approximately \$15,000 for the new biennium.

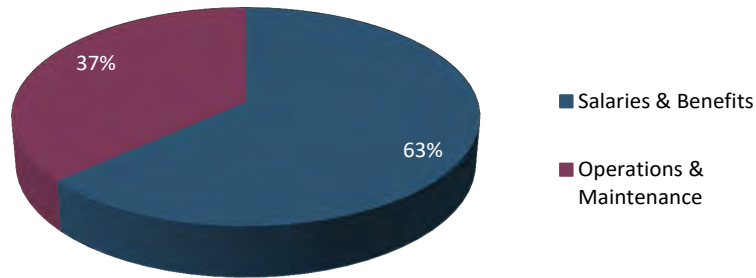


- In 2018, the City Manager brought on a special events manager to be responsible for the City's Memorial Day and Veterans Day events. This contractor adds \$22,000 per year to the budget. He has been instrumental in growing the parades and expanding the City's outreach to veterans in the area.
- The City is proposing rate increases for Mill Creek Sports Park field rentals and light use. This increase aligns with regional market rates and provides some additional revenue estimated at \$25,610 for the biennium.
- For the last biennial budget, the recreation budget was largely overestimated. The 2019-2020 biennial budget right-sizes the budget. Part of the work during the new biennium includes a new recreation program analysis to ensure current programming is cost effective and doesn't compete with other community programs. We also will continue to develop new recreational programs.
- Despite being overestimated, recreational programming is self-sustaining. Funds also help support the overall Communications and Marketing program, particularly community engagement and events. By bringing recreation dollars into the General Fund for accounting purposes, we are able to eliminate inefficiencies caused by transferring funds between accounts.



## 2019-2020 Communications & Marketing Department Expenditures

COMM & MKTG EXPENDITURES	2015-2016 Actuals	2017-2018 Estimated Actuals	2019-2020 Budget
Salaries & Benefits	\$ -	\$ -	\$ 690,969
Operations & Maintenance	\$ -	\$ -	\$ 263,569
<b>Comm &amp; Marketing</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 954,538</b>
RECREATION EXPENDITURES	2015-2016 Actuals	2017-2018 Estimated Actuals	2019-2020 Budget
Salaries & Benefits	\$ -	\$ -	\$ 350,287
Operations & Maintenance	\$ -	\$ -	\$ 365,535
<b>Recreation</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 715,822</b>
<b>Departmental Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,670,360</b>



# Finance & Administration Department

The Department of Finance and Administration manages the financial, personnel benefits and customer service functions of the City.

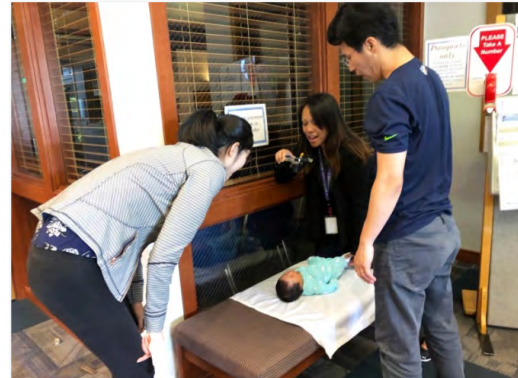
The Finance and Administration team was reorganized to remove the IT and Clerk functions for a total of 6.3 positions budgeted in the previous biennium. For 2019-2020, the department will be reorganized for efficiency to 6.1 FTEs for a cost savings of \$160,000.

## Finance

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

## Benefits Administration

The Benefits Administration staff is responsible for the City's payroll system and the administration/processing of

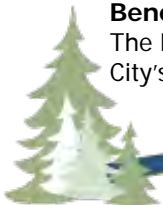


all employee benefit programs. This division also administers the Civil Service Commission and is responsible for the configuration and maintenance of the City's human resource information system.

## Customer Service

The Customer Service team works with hundreds of passport customers each year. Together, the team speaks six languages. From taking photos of wiggling babies to helping people navigate State Department paperwork, the team works diligently to provide a positive experience for passport customers from all over Snohomish County.

In addition, the Customer Service team answers City Hall phones, answer general questions and provides administrative support within the City Hall South main service area.



## 2017-2018 Biennial Accomplishments

- Streamlined the City's cash receipting processes.
- Participated in AFSCME and fire contract negotiations.
- Developed a more robust quarterly report format to provide a more concise and transparent summary of the City's financial condition.
- Managed reimbursements to the City for projects funded by grants.
- Rolled out a new health plan for all employees, the HealthFirst250 plan.
- Set up the appropriate procedures for cash handling and receipting for the Farmers Market to comply with the State Auditor's Office requirements in addition to tracking inventory for sale.
- Worked with the Washington Cities Insurance Authority to understand insurance and risk management implications for City business, such as public use of the block party trailer.
- Redesigned traffic flow of City Hall South, including a new customer service area.
- Updated the customer service area to provide new comfortable seating with additional seating space.
- Secured a passport photo light box to resolve passport picture lighting issues.
- Processed 27,619 passports in the 2017-2018 biennium, an increase of 61.06% over the previous biennium.
- Grew the customer service function to ensure the City is meeting service levels for an increased number of passport customers.
- Successfully passed an extensive audit of our passport services by the U.S. Department of State, which focuses on protecting the integrity of the passport issuance process and evaluates the acceptance facility capabilities.
- Provided support during the Surface Water Utility rate review process.



## Performance Measures

	2017 Actual	2018 Projected	2019 Target	2020 Target
Passports Processed	17,148	27,619	33,142	39,777
Number of Invoices Paid	4,347	5,019	5,795	6,691
Number of A/P Checks Processed	1,586	1,506	1,551	1,598
Number of Transactions Receipted	17,385	17,079	17,591	18,119
Number of Payroll Checks Processed	1,416	1,632	1,680	1,680
Number of Deposits	596	584	602	620

### Note on Passports

The increase in the number of passports processed has increased significantly since expanding our passport hours to include mornings and all day Saturday, by focusing on our strong customer service ethic, and through advertising in regional magazines in 2018. Passport customers tend to be cyclical. We expect to see slight growth in Passports over the next biennium, particularly when the state's standard driver's license will no longer be accepted by TSA for air travel in 2020.

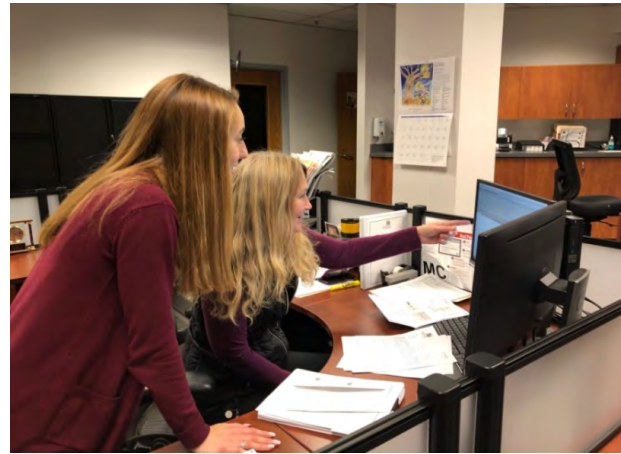
The City is exploring other revenue-enhancement services that could complement the passport services.



## 2019-2020 Key Outcomes and Activities

Directly supporting the City's Fiscal Responsibility goal, work in the 2019-2020 biennium includes the following:

- Develop the foundational structure of systems, practices, policies and processes to streamline the finance operation.
- Clean up the structure of the chart of accounts, including unwinding previously consolidated accounts.
- Reorganize the finance team to maximize efficiencies and reduce costs.
- Automate manual systems for bank reconciliation, cash receipting, cash receipt reconciliation and elimination of dual entry for permitting.
- Fine-tune the long-range financial forecast in support of the City's strategic plan.
- Expand public-facing financial information to increase transparency.
- Explore partnerships on revenue streams that complement the City's existing passport business.
- Issue an RFP to secure a bank relationship with lower rates and that provides a service model in better alignment with City needs.
- Update and implement a formal indirect cost allocation model.
- Mitigate bank fees related to credit card processing by charging a convenience fee for permitting.



- Assume all responsibility for business licenses, including transitions to the Washington State Department of Revenue in 2020 to comply with state law.
- Explore the addition of a shopping cart feature to the website to eliminate the necessity of third-party tools and manual processes for recreation program registrations, room and facility rentals, farmers market vendor fees and more.
- Organize City-wide fees within the municipal code and establish a fee structure that increases with the consumer price index on a regular frequency.
- Evaluate cost benefit and efficacy of the City's payroll and HRIS system.
- Evaluate moving to a biweekly pay schedule.



## Finance and Administration Notable Budget Highlights

The Finance and Administration Department will work to restructure the department in 2019 to restore the department to effective staffing levels for a City of this size. This includes eliminating one accountant position, reorganizing another accountant position into an accounting technician and reorganizing the final accountant position into a senior accountant role. (Details of the reorganization are noted in **Appendix E**.) This senior role will focus on applying principles and practices of governmental accounting, including analyzing financial information and interpreting data. The budget impact from this reorganization is \$160,000, or a savings of 13%.

The department will undergo three financial and accountability audits in the biennium, for a cost of approximately \$100,000. This is an increase of approximately 67% over the previous biennium due to delaying the 2017 audit until 2019.

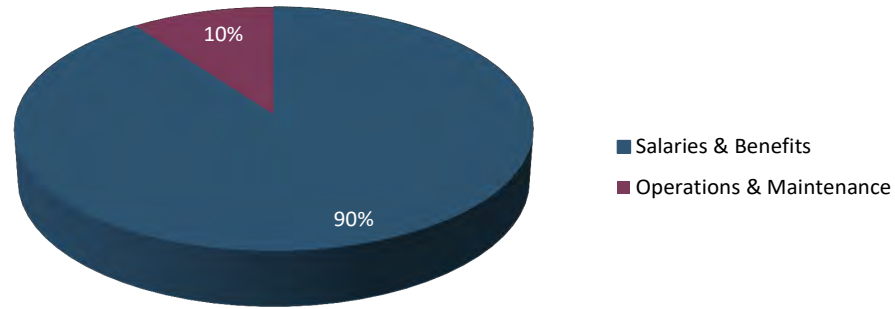
A consultant will be accessed to automate reports and processes in the City's ERP system (Springbrook), and explore new technologies to responsibly manage the City's financial resources. Fees for the consultant will be offset by a portion of the cost savings from the elimination of an accountant position.





### 2019-2020 Finance & Administration Department Expenditures

FINANCE & ADMIN EXPENDITURES	2015-2016 Actuals	2017-2018 Estimated Actuals	2019-2020 Budget
Salaries & Benefits	\$ 1,064,109	\$ 1,225,470	\$ 1,235,048
Operations & Maintenance	\$ 366,229	\$ 160,440	\$ 242,305
Capital	\$ -	\$ 10,063	\$ 12,000
<b>Finance &amp; Admin</b>	<b>\$ 1,430,338</b>	<b>\$ 1,395,973</b>	<b>\$ 1,489,353</b>

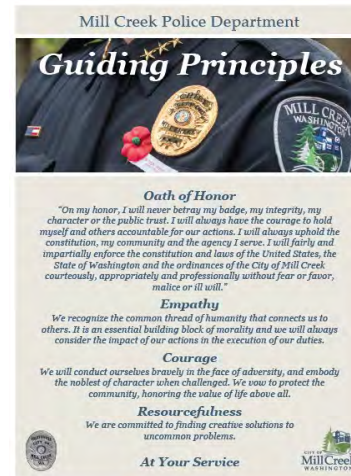


# Police

The Mill Creek Police Officers are ambassadors for the City of Mill Creek. The Police Department provides a safe community for residents, businesses and visitors to live, work and recreate. Through proactive law enforcement activities, crime trend analysis, community education and outreach and a focus on developing professional employees, the department strives to ensure that the streets and neighborhoods remain safe and clean, calls for service are answered in a timely and professional manner and that police investigations and enforcement is done in an exemplary fashion.

The department embraces the 'service mindset' and focus on being public servants, dedicated to answering the call and responding with 'what can I do to help?' Both internally and externally, personnel maintain open and honest operations, and they welcome the input of our stakeholders, the community, and the people and entities they work with. Performing at the highest level will propel Police Department personnel to set the standard of excellence for all.

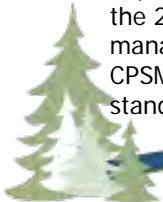
This department had 29 FTEs budgeted in 2017-2018. There are currently 29 funded FTE positions within the department. The Deputy Chief of Police was added during the 2017-2018 biennium to provide appropriate middle management to the department in accordance with the CPSM staffing recommendation. Additionally, the Deputy standards.



Chief serves as the City's emergency manager and supports the Chief on policy development and professional

## Patrol

The Patrol Division is the department's largest and most visible division. As front-line first responders, the officers assigned to this division work street patrol, handle calls for service and are the primary point of community interaction. In addition to traditional police patrol work, including traffic safety, criminal investigations and social service, the officers place an emphasis on community-oriented policing activities and are the true ambassadors of government.



Each of the four patrol squads is led by a sergeant; the sergeants report to the Deputy Chief of Police. The division comprises several ancillary assignments, including a K9 team, Traffic Safety Unit, and participation in a regional SWAT team, Honor Guard detail and Collision Investigation Unit. Officers work closely with allied cities and Snohomish County to provide timely and professional law enforcement services.

### Support Services

The Support Services Division is comprised of both commissioned and non-commissioned personnel: commissioned staff are in the Investigations and School Resource Officer Units, and non-commissioned staff in the Records and Property Units and a limited-commission Police Support Officer (PSO).

The Investigations Unit includes a Community Outreach function. Staff are primarily responsible for the investigation of major crimes and secondarily responsible for fulfilling our commitment to community interaction. The detectives in the unit also participate in a regional Multi-Agency Response Team that investigates regional uses of lethal force by officers in Snohomish County.

The School Resource Officer is imbedded in Jackson High School and works collaboratively with school staff and students to protect the campus, provide staff support, act as a student mentor and provide educational opportunities. The SRO also supports other schools in the city.

The Records and Property staff are responsible for maintaining the documentation related to law enforcement activities and the security of property involved in police

work. Records staff interact on the frontline with community members, providing customer service and fulfilling several obligations related to licensing, courts and public records. Property staff are the custodians for all things evidence and police-property-related and are teammates with Records staff for both customer service and public records.



The PSO provides a wide array of support activities for all department personnel while acting as the primary investigator for animal and parking complaints. The PSO works with allied departments and agencies on code enforcement issues and court-related activities.

### Administrative

The Administrative Division is responsible for managing the operations, budget, personnel and day-to-day operations of the department. Specifically, it manages policy creation, development and maintenance, professional standards and internal affairs, department risk management, and the expectation-setting and evaluation of department employees.

The Administrative Division includes the Chief of Police and the Deputy Chief of Police.



## 2017-2018 Biennial Accomplishments

The 2017-2018 biennium was a time of great evolution within the police department. The following significant achievements occurred during this two-year time frame.

- Developed Mill Creek Police Department Guiding Principles.
- Contracted with the Center for Public Safety Management to conduct a Police department workload analysis. Received the report in Q4 2017, and addressed many elements of the study's analysis in the 2019-2020 budget preparation.
- Recruited and hired a Deputy Chief of Police.
- Expanded the capabilities of the department's K9 program; the new team received full State of Washington dual certification and is now on the street serving the community.
- Began working with County partners to revise the City's Comprehensive Emergency Management plan.
- Held four "Map Your Neighborhood" sessions to engage the community in emergency preparedness.
- Worked with the IT manager to create a City Hall Campus security matrix for secure access and accountability.
- Developed and are nearing completion of review on all Priority 1 policies from the Lexipol Policy Manual implementation.
- Implemented the PowerDMS document management system that will: provide tracking for policies, procedures and directives; institute a consistent process for the request, approval and tracking of department-wide training; and provide a platform for future WASPC and CALEA accreditation.
- In accordance with department needs and CPSM recommendations, modified the Police Leadership Team meetings to be more responsive and provide more substance.
- Implemented property room improvements to increase efficiency and work toward creating processes that will meet accreditation standards.
- Transitioned a new School Resource Officer to ensure a strong safety program in local schools.



- Participated in the Chief for a Day program sponsored by the Washington State Criminal Justice Training Commission; honored Julia McCauley at various events throughout the year.
- Created an event between the Police Department (along with other City employees) and Fire District 7 (and their friends); this community-building event raised funds to support the Kiwanis Camp Casey.
- Conducted two Police Citizen's Academy programs, training 28 community members.
- Conducted two National Night Out events in conjunction with other community partners, including Snohomish County Fire District 7.
- Supported the North Sound Metro SWAT team through the selection of a Mill Creek officer to operate the team's electronics complement, including development of a complete UAS system. Additionally, Sgt. Robert Phillips was elevated to Sniper Team Leader and Detective Tara Hoflack joined the team as a hostage negotiator.



### Performance Measures

The following performance measures represent those that were identified during the 2017-2018 biennium as appropriate representation of performance. In recognition of the recommendations made in the CPSM study and departmental analysis of ongoing operations, the Police department is making changes to its performance measures in the new biennium. Performance measures for the 2019-2020 biennium follow these historical numbers.

	Q1 2017	Q2 2017	Q3 2017	Q4 2017	Q1 2018	Q2 2018
Number of Training Hours - Records	24		8	0	0	18.25
Number of Training Hours - Patrol	247	323	210	405.25	438.5	277
Number of Training Hours - Investigations	8	20	8	0	8	0
Number of Training Hours - PSO	3	8	0.75	1.1	0	9
Number of Training Hours - SWA	30	48	48	112	80	96
Number of Training Hours - K-9	44	51	29	368	170	230
Number of Training Hours - SRO	0	16	28	0	0	0
Percent Change of Collision Rate Within City Limits Utilizing Education and Enforcement	9%	-26%	16%	4%	-3%	-11%

#### 2019-2020 Performance Measures

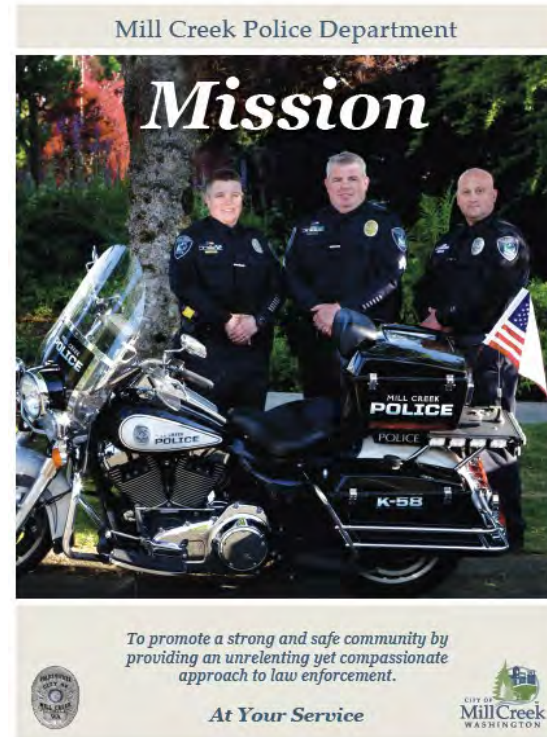
##### Patrol Division

- Response times to priority one calls for service < 3 min.
- Appropriate supervision (sergeant or corporal) for 95% of patrol shifts.
- Less than 25% of assigned patrol cases open for longer than 30 days.
- # of K9 tracking deployments increased by 5% year-to-year (based on 2019 benchmark).
- Number of K9 drug detection deployments increased by 5% year-to-year (based on 2019 benchmark).
- K9 team attend a minimum of 6 community outreach events each year.
- Number of injury collisions decreased by 5% year-to-year (based on 2018 benchmark).
- Number of targeted pedestrian safety enforcement details.



### Support Services Division

- Less than 25% of assigned detective cases open for longer than 90 days.
- 80% of assigned detective cases closed with finality.
- 100% accuracy in all Records Unit IBR submissions.
- 100% of concealed pistol licenses completed within 90 days.
- Maintain 100% accuracy for all property room spot audits and annual inventories.
- PSO investigate an average of 80 parking violations per month.
- PSO attend 80% of department recognized Community Outreach events annually.
- Ensure 100% compliance with all training standards.
- Department participation in 100% of department-recognized community outreach events.



## 2019-2020 Key Outcomes and Activities

### Administrative Division

- Maintain an efficient Police Department by addressing the most significant police-related problems in the City and develop a comprehensive method for strategic planning.
- Develop reasonable and attainable performance goals as well as mechanisms for tracking the relative degree of progress in achieving these goals year to year.
- Analyze the City's crime trends and redirect and redeploy resources as necessary to the highest crime priorities and police issues as necessary.
- Hold regular Police Leadership Team strategy meetings to determine the best methods of deploying these resources when analysis suggests this is necessary.
- Maintain a progressive, professional and effective Police Department with a low level of liability to the City.
- Fully implement and ensure compliance with Lexipol policies, Standard Operating Procedures (SOP), rules and regulations; monitor and revise where necessary.
- Attain WASPC and initiate the process of CALEA accreditation.
- Recruit and hire the Support Services Supervisor to provide confidential executive aide assistance to the Chief and Deputy Chief, and first level supervision for non-commissioned staff.



- Ensure appropriate risk management functions are in place and adhered to.
- Implement a comprehensive fleet management program that includes a depreciation schedule and plans for future replacement.
- Identify an appropriate option for fleet maintenance and partner with other City departments to address long-term needs.
- Manage the training program in collaboration with the Training Sergeant.
- Ensured all personnel complete training on new, revised and updated policies, standard operating procedures and rules.
- Develop appropriate training plans for each position within the department.
- Ensure that ongoing shift briefing training is occurring.





**Patrol Division**

- Proactively identify crime trends within the City through citizen input, officer observation, and crime analysis - Once an issue has been identified and verified, develop a planned response to the issue.
- Ensure that priority calls for service are the priority and that the bulk of an officers' time is spent patrolling the City.
- Monitor and evaluate the discretionary use of unassigned patrol time.
- Carry out criminal investigations to the fullest extent allowed by a patrol squad's schedule.
- Continue to have Patrol supervisors manage the patrol schedule to maximize staffing while minimizing overtime when possible. Staffing decisions should be made based on workload and activity levels.
- Provide patrol officers with the resources and tools to enhance their safety in the field.
- Proactively interdict those 'quality of life' crimes that impact our community.
- Increase the safety of pedestrian and vehicular traffic by compliance with traffic laws through violator education and enforcement.
- Be responsive to data and citizen reports of high violation areas.
- Work with allied departments on traffic calming efforts.

- Provide public education to community groups and schools.
- Prepare succession plan for current biennium and beyond.
- Maintain a strong and social program that is responsive to a variety of community, city and department needs.
- Provide training and education to department members at least annually.
- Conduct random canine assisted school searches at the secondary schools a minimum of two times per year for each school.
- Provide public education to community groups and schools.
- Prepare succession plan for current biennium and beyond.



- Ensure appropriate readiness of SWAT operators, technicians and negotiators.
- Participate in regional team training as required by the National Security Management System.
- Prepare succession plan for current biennium and beyond.

### Support Services Division

- Provide excellent investigative service delivery, clearing cases within 90 days of their assignment date to the Investigations Division. The goal is to clear 75% of all cases assigned to detectives within 90 days of their assignment date.
- Investigations Sergeant conduct regular reviews of all assigned cases to assure proper resource allocation.
- Screen all cases using standard solvability factors to determine if investigative resources should be applied, and when necessary refer the case back to Patrol for primary case investigation.
- Recruit and hire the Support Services Supervisor to ensure appropriate first-level supervision for Records Unit and Property Unit staff.
- Complete all tasks within guidelines set by industry standards and statutory guidelines.
- Provide an excellent level of customer service to the public for all front counter contacts, services, and records requests.



- Continue to analyze current processes to find the most efficient way to process daily workload.
- Ensure that all procedures within the unit are conducted in accordance with best practices and accreditation standards.
- Fully implement the department's Citizen Patrol.
- Maintain the department's level of participation in community events.
- Continue with annual Citizen Academy offerings.
- Ensure appropriate response and cooperation with future requests
- Maintain an appropriate level of animal control services and maintain responsiveness to areas of concern.
- Work collaboratively with the Public Works and Development Services department to ensure appropriate level of code enforcement is conducted.



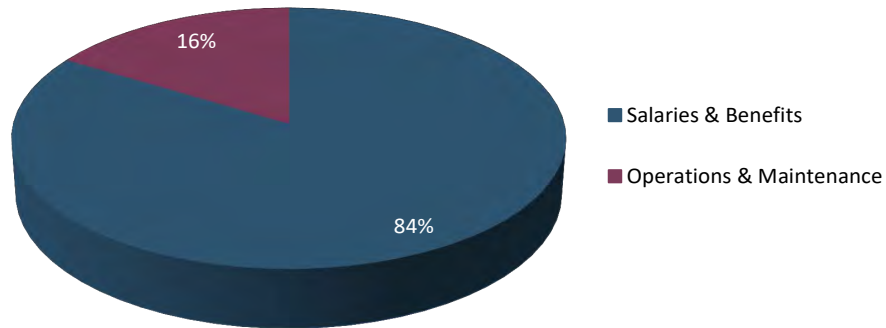
## Police Department Notable Budget Highlights

The Police Department has one vacant police officer position that it will not fill. The department will hire a Support Services Supervisor in the 2019-2020 biennium. During the 2017-2018 biennium, the department lost an administrative assistant (assigned to assist another department in need) and the retirement of a long-standing Property Room Technician. The Support Services Supervisor will serve as a first-level supervisor to the record and property room technicians. It also will be able to help with administrative and executive support for the Administrative division, particularly as the Police Department undergoes transformation from a best-practices and accreditation standpoint. The biennial cost of salary and benefits for this role is \$211,651 and is a 18.5% decrease over what a police officer would have cost \$260,000 in the biennium.



### 2019-2020 Police Department Expenditures

PUBLIC SAFETY	2015-2016	2017-2018	2019-2020
	Actuals	Estimated Actuals	Budget
Salaries & Benefits	\$ 7,341,617	\$ 7,399,784	\$ 8,052,005
Operations & Maintenance	\$ 2,246,998	\$ 2,477,560	\$ 2,272,512
Capital	\$ 106,380	\$ 118,770	\$ 25,000
<b>Police</b>	<b>\$ 9,694,994</b>	<b>\$ 9,996,114</b>	<b>\$ 10,349,517</b>



# Public Works & Development Services

The Public Works and Development Services is a department that combines planning, economic development and public works. Staff is responsible for services in engineering, planning, economic development, plan review/building inspection, code enforcement, environmental protection, street/roads and storm drainage maintenance, traffic control, capital projects, and more.

This department was formed in November 2017 by reorganizing two previous departments (Public Works and Community and Economic Development) to provide comprehensive services across all elements pertaining to the City's growth and infrastructure.

The Public Works division is responsible for providing safe and effective transportation, recreational facilities and construction of other public infrastructure within the City of Mill Creek through quality planning, design, construction and maintenance. This includes overseeing and implementing the Capital Improvement Plan. Other specific functions include:

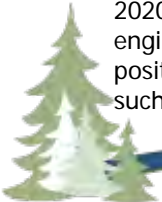
- Engineering: project management for capital improvement, design, construction management, inspections, right of way permit review, management of surface water runoff, preparation of maps, interagency coordination and capital project funding.
- Operations and Maintenance: support City sponsored events, maintenance of parks and facilities (City Hall North, City Hall South, Library and other City owned properties), ponds, vaults, catch basins and management of beaver activity.



The Department's development services division is responsible for the long range planning and operational planning City functions. Long-range planning includes the preparation of the City's Comprehensive Plan, development regulations and planning efforts with surrounding jurisdictions. Other specific functions include:

- Coordination with the City's metropolitan planning organization, Puget Sound Regional Council (PSRC), participation on regional projects such as bus rapid transit with Community Transit, and future light rail with Sound Transit.
- Administering building-related codes and issuance of permits (building, mechanical and plumbing) for all new and existing construction and tenant improvements.
- Providing services and resources to businesses and development partners with the purpose of retaining, attracting and expanding business and employment opportunities.
- Code enforcement to ensure that properties are maintained in a manner that promotes safety and a high quality of life, and maintains property values.

This department originally comprised three units in 2017-2018; based on its current configuration, 16.2 FTEs were budgeted in 2017-2018. The department did not refill some positions that were vacated during the biennium. For 2019-2020, 16 FTEs are budgeted. This includes adding a project engineer, which is supported by funds in the CIP. The position is needed to manage and deliver CIP projects, such as the pavement preservation program.



## 2017-2018 Biennial Accomplishments

- As part of Snohomish County's 2017 Overlay Program, Mill Park Village and Wildflower were overlaid and corresponding curb ramps were upgraded in compliance with the Americans with Disabilities Act (ADA).
- Through its contract with Perteet Engineers, reviewed an existing backlog of CCTV data (pipes 18 inches in diameter or larger), collected storm pipe CCTV videos of remaining storm pipes, analyzed CCTV videos for pipe failure and/or other repairs, and prioritized needed improvement for the City's surface water program.
- Completed the 2017 Catch Basin Cleaning and CCTV program, which consisted of cleaning approximately 1,593 catch basins, pipe cleaning and video inspection of approximately 2,742 lineal feet of pipe.
- Provided incident response to a flood on 136<sup>th</sup> Street SE in November 2017, which was the result of a beaver dam breach that inundated the neighborhood with water.
- Conducted emergency response to the Sweetwater Ranch stormwater infrastructure failure (sinkhole) and repaired the failed pipe.
- Completed the design of and started construction on the 35<sup>th</sup> Avenue Reconstruction project; 35<sup>th</sup> Avenue SE is anticipated to be open to traffic by February / March 2019.
- Completed the City Hall North HVAC control system repair.
- Completed the design of Exploration Park, secured environmental permits, and conducted a constructability and biddability review. The City received two bids, both significantly higher than the engineer's estimate, and the Council rejected all bids. The project will be broken into various components and re-bid in November 2018.
- Completed the design work for the Mill Creek Sports Park Turf and Light Replacement project; the project was advertised in October 2018.
- Implemented landscape maintenance at 10 City Parks, the City Hall Municipal Campus, the Mill Creek Library and medians located in the rights-of-way on various roadways within the City.
- Supported more than 60 community events organized by Communications and Marketing, as well as other non-City-sponsored events. This includes pre-event sweeping and temporary traffic control signage, as well as post-event sweeping and cleanup.
- Repainted the City Hall North community rooms to support internal functions, recreational program use and room rentals.
- Worked with Perteet to assess and establish new traffic mitigation fees, and to update and adopt a new interlocal agreement with Snohomish County.





- Worked with FCS Group to conduct a surface water utility rate study, including a policy review, technical analysis and service levels assessment, and identify a proposed rate increase.
- Secured external funding for key projects, including:
  - \$720,000 in federal funds for construction of the Seattle Hill Road Preservation Project in 2019.
  - A \$50,000 Department of Ecology grant in 2017 for surface water pipe assessment.
  - \$50,000 Snohomish County Small Projects Partnership for the 35<sup>th</sup> Avenue SE reconstruction project.
  - \$504,000 in PSRC funding for the 35<sup>th</sup> Avenue SE road preservation project.

- Consolidated a part-time building official and full-time building inspector into a single position.
- Worked with developers to complete significant development projects, including:
  - Arena Sports
  - Mill Creek Sports
  - Vintage at Mill Creek
  - Mill Creek Park Vista
- Revised the code enforcement process to lead with an educational component rather than a regulatory focus.
- Eliminated the City's Board of Adjustment and Appeals, and clarified review criteria for a hearing examiner.
- Brought a code amendment to Council, which was approved, to allow administrative final approval of final plats, which helps the City provide better customer service and makes more efficient use of City resources.
- Extended the franchise agreement with Frontier Communications.
- Prepared an ordinance adopting a complete streets policy, which will help the City to develop on-the-ground solutions that promote multimodal transportation (adopted in July 2018).
- Issued 1,303 building permits, bringing in approximately \$783,000 in fee revenue.





### Performance Measures

	<b>2017 Actual</b>	<b>2018 Projected</b>	<b>2019 Target</b>	<b>2020 Target</b>
Utility Locate Requests	1,637	1,736	1,788	1,842
Right of Way Permits Issued	186	182	187	193
Right of Way Inspections Performed	292	78	80	83
Clearing & Grading Permits Reviewed	10	4	4	4
Development Construction Sites Inspected	90	16	30	40
Time Spent (hours) Managing CIP Projects	540	660	730	750
Grant/Loan Applications Completed	2	2	4	6
Storm Line Remote Inspection (feet)	50	250	1,000	1,000
Number of Catch Basins Cleaned	2,655	0	2,655	2,655
Time Spent (hours) on Interagency Coordination	130	160	165	170
Pre-Application Meetings Held	25	2	2	2
Hours Dedicated to Pre-Application Meetings	37	2	2	2
Land Use Applications Processed	36	8	8	8
Street Light Repairs – City Owned (hours)	133	64	400	400
Street Light Repairs – PUD Owned (hours)	47	48	40	40
Pothole Repairs	43	24	45	45
Street Sweeping (hours)	828	984	1,500	1,500
Park Maintenance (hours)	2,211	3,520	5,000	5,000
Streetscape Maintenance (hours)	1,639	580	2,000	2,000
Sign Repair/Installation	251	136	110	120
Facility Service Work (hours)	563	372	1,500	1,550
Vehicle/Equipment Repairs & Service (hours)	133	145	100	80
Emergency Call Out Overtime (hours)	91	60	150	150
Community Event Support (hours)	550	567	700	700



## 2019-2020 Key Outcomes and Activities

Work in the 2019-2020 biennium includes:

- Deliver on surface water aging infrastructure projects as identified in the 2018 Surface Water Program prepared by Perteet, including design and construction of “F failures” for construction in 2019 and “C failures” for construction in 2020.
- Review available surface water infrastructure video recorded since 2012 of pipes with a diameter *less* than 18 inches and assess the condition of those pipes.
- Conduct an assessment and pavement rating to establish a priority list for future repairs. The City's pavement management system needs to be relaunched in order to prioritize future projects and their corresponding treatments. The Program includes replacement or installation of accessible curb ramps to meet the requirements of ADA.
- Conduct a Mill Creek Blvd corridor improvements study to provide a framework to multiple capital improvements, which include: intersection improvements at 164th Street, 161st Street, Main Street and SR 527; surface water aging infrastructure failures identified in a 2018 study produced by Perteet; pavement preservation, water quality treatment and roadway re-configurations to better support Community Transit's bus rapid transit (BRT) lines.



- Complete numerous projects per the 2019-2024 CIP, including:
  - 35<sup>th</sup> Ave. SE Reconstruction (physical completion) in 2019
  - Exploration Park Project construction completion in 2019
  - Seattle Hill Road Preservation Project construction completion in 2019
  - Sports Park Turf & Light Replacement construction completion in 2019;
  - 132<sup>nd</sup> Street SE Mid-block Crossing Improvements (HAWK). Upon award notification, begin design in 2019 and complete construction in 2020.
  - Annual Street Pavement Marking Program (2019 and 2020)
  - Heron Park Upgrades: design in 2019 and complete construction in 2020
  - Public Works Workshop value engineering study
  - City Hall North HVAC upgrades in 2020



- Work to have a federal functional classification for the East Gateway Urban Village Spine Road, which is required to receive state or federal funding.
- Continue the bridge monitoring and improvement program, including posting load restrictions (based on service stresses) at the North Creek Bridge and 153rd Street SE Bridge.
- Review and update of the City's Engineering Design Standards, pre-approved plans and policies.
- Build upon the City's previous traffic calming program from 2007 to address safety and traffic calming concerns to collectors and arterials.
- Provide support for community events.
- Manage maintenance and janitorial contracts to ensure service levels continue.
- Conduct Public Works workshop value engineering study.
- Develop and implement a Surface Water Plan that meets regulatory requirements and addresses other City specific concerns such as beaver management.
- Complete evaluation of the City's sign code to determine if it is consistent with current US Supreme Court rulings. If necessary, amendments to the City's sign code will need to be prepared and considered by the Planning Commission and the City Council. This is being coordinated with the City Attorney.
- Development plan review on anticipated major developments in the City, including:
  - The Farm Binding Site Plan (EGUV),
  - Cube Storage (SR 527)
  - Three Oaks Preliminary Plat
  - Muttley Square pet hotel/apartments
- Prepare a market study and evaluate options for revising zoning and land designations for properties along Mill Creek Boulevard, between Main Street and 164<sup>th</sup> Street SE.
- Update franchise agreements with utility companies as needed (e.g., Frontier, Puget Sound Energy).
- Begin conversation with the community and the Sno-Isle Library District to explore funding opportunities and gauge interest in the reconstruction/replacement of the Mill Creek Library facility.
- Using the Farm wetland mitigation as a springboard, explore opportunities to collaborate with other private and public parties to create a wetland sanctuary/park on the eastside of 35<sup>th</sup> Ave. SE (inspired by the Narbeck Sanctuary).
- In addition to traffic mitigation fees, surface water utility fees and grant application, re-launch City discussion on establishing a Transportation Benefit District.



## Public Works and Development Services Notable Budget Highlights

The Public Works and Development Services Department was formed as one single department in November 2017, after the last biennial budget was developed.

For the 2019-2020 budget, there are some notable budget highlights.

- The addition of a project engineer, which is needed for management of the City's capital projects. This will increase personnel costs by \$210,000 (supported by the CIP) in wages and benefits for the biennium.
- Increased delivery of capital projects to maintain the City's aging infrastructure and in response to limited support from Snohomish County (pavement preservation and pavement marking).
- Development of prioritization criteria for capital project selection. In particular for concrete sidewalk replacement and neighborhood traffic improvements.
- Re-launch of the City's Pavement Management System to maintain an inventory of pavement conditions of the City's roadway system and prioritize projects accordingly.
- Develop maintenance and operations level of service criteria related to parks, facilities, landscaping, etc. Provide adequate resources, equipment and tools to crew for more efficient operations. This includes a Public Works workshop value engineering study.



- Increases in Traffic Mitigation Fees and Surface Water Fees which would be collected starting in the 2019-2020 biennium.
- Review and update of the City's Engineering Design Standards, pre-approved plans and policies.
- Explore geographic information system (GIS) and asset management system options in preparation for the 2021-2022 biennium.



### 2019-2020 Public Works & Development Services Department Expenditures

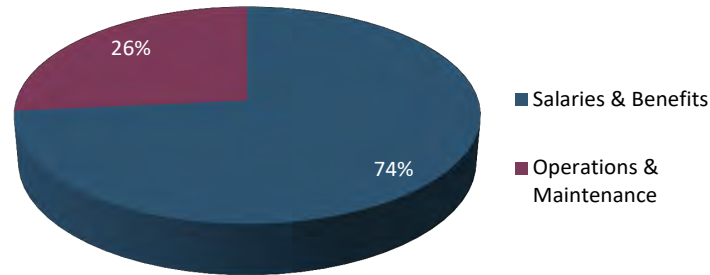
DEVELOPMENT SERVICES EXPENDITURES	2015-2016 Actuals	2017-2018 Estimated Actuals	2019-2020 Budget
Salaries & Benefits	\$ 1,984,336	\$ 1,123,985	\$ 1,303,004
Operations & Maintenance	\$ 219,951	\$ 205,857	\$ 285,809
Capital	\$ 1,758	\$ 8,697	\$ -
<b>Development Services Expenditures</b>	<b>\$ 2,206,045</b>	<b>\$ 1,338,539</b>	<b>\$ 1,588,813</b>

PUBLIC WORKS EXPENDITURES	2015-2016 Actuals	2017-2018 Estimated Actuals	2019-2020 Budget
Salaries & Benefits	\$ 1,068,617	\$ 1,231,533	\$ 1,321,389
Operations & Maintenance	\$ 563,897	\$ 539,104	\$ 660,398
Capital	\$ -	\$ 35,260	\$ 15,000
<b>Public Works</b>	<b>\$ 1,632,514</b>	<b>\$ 1,805,897</b>	<b>\$ 1,996,787</b>

<b>Departmental Total</b>	<b>\$ 3,838,559</b>	<b>\$ 3,144,436</b>	<b>\$ 3,585,600</b>
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# Non-Departmental

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

The Non-Departmental fund includes fire services, insurance, excise taxes, unemployment compensation, office supplies, membership dues and intergovernmental fees (e.g., Economic Alliance Snohomish County, Puget Sound Regional Council, Association of Washington Cities, Snohomish County Tomorrow, Northshore Senior Center, Snohomish County Cities), and Snohomish County Human Services.

## Notable Budget Highlights

A new contract was signed with Snohomish County Fire 7 for fire suppression and EMS services, as well as other related services they provide to the City. The total contract is for \$23,806,791 over six years. The 2019-2020 biennial contractual amount reflects a \$515,000 increase from the previous biennium.

The chart identifies at right the City's annual payment schedule; equal quarterly installments are due March 31, June 30, September 30, and December 31 of each year.

Other than the fire services increase, the Non-Departmental fund demonstrates an overall decrease of \$1,836,416 or 74.26%. Below are the key decreases in Non-Departmental.

- With the new policy of bringing the Recreation Fund into the General Fund, the 2019-2020 budget does not include a \$225,000 transfer into the Recreation Fund that was occurring to support Recreation.
- Aligning with the new policy of transferring 33% of all reserve funds anticipated at the end of 2018 above the General Fund Reserve minimum, a transfer of \$830,000 into the CIP for capital project investment occurred.
- In 2018, a one-time transfer of \$400,000 was made to the CIP Fund consistent with the new policy to transfer one-time revenues into the CIP Fund on an annual basis.
- A \$500,000 decrease from an interfund loan to the Surface Water Utility fund.

## Fire Contract Payment Schedule

Assessment Year	Total Annual Payment
2017	\$ 3,630,156
2018	\$ 3,720,909
2019	\$ 3,930,745
2020	\$ 4,029,014
2021	\$ 4,129,740
2022	\$ 4,336,227



NON-DEPARTMENT	2015-2016 Actuals	2017-2018 Estimated Actuals	2019-2020 Budget
Salaries & Benefits	\$ -	\$ -	\$ -
Operations & Maintenance	\$ 1,231,257	\$ 2,463,131	\$ 636,560
Capital	\$ -	\$ 9,845	\$ -
<b>Police Administration</b>	<b>\$ 1,231,257</b>	<b>\$ 2,472,976</b>	<b>\$ 636,560</b>

CONTRACTED FIRE SERVICES	2015-2016 Actuals	2017-2018 Estimated Actuals	2019-2020 Budget
Salaries & Benefits	\$ -	\$ -	\$ -
Operations & Maintenance	\$ 7,534,260	\$ 7,583,878	\$ 7,959,759
<b>Police Administration</b>	<b>\$ 7,534,260</b>	<b>\$ 7,583,878</b>	<b>\$ 7,959,759</b>



# Appendices





# Appendix A

## Budget Development Calendar

Date	Task	Person(s) Responsible
<b>July</b>		
July 25	Development of Desired Budget Outcomes	City Manager, Council
<b>August</b>		
Aug. 6	Budget Call Letter	City Manager
Aug. 15	Preliminary personnel projections	Finance Director
Aug. 22	Salary/benefits projections	Finance Director
Aug. 22	CIP Review	City Manager, Directors
Aug. 24	Revenue projections	Finance Director
Aug. 24-Dec	Citizen Outreach on Budget	Communications and Marketing
Aug. 31	CIP Review	City Manager, Directors
<b>September</b>		
Sept. 7	Departmental budgets due	Directors
Sept. 7	2018 YE revenue/expenditure projections due	Directors
Sept. 14	Preliminary budget compiled	Finance Director
Sept. 17-28	Department sessions with City Manager	City Manager, Directors
Sept. 24	Budgets filed with City Clerk, <a href="#">RCW 35.34.050</a>	City Manager, Directors
Sept. 28	Preliminary budget shared with City Manager, <a href="#">RCW 35.34.070</a>	Finance Director, City Clerk
<b>October</b>		
Oct. 1	Preliminary Budget provided to Council, <a href="#">RCW 35.34.230</a>	City Manager, Finance Director
Oct. 2	Revenue Estimates	City Manager, City Council
Oct. 9	Present Proposed CIP 2019-2024	City Manager, City Council
Oct. 23	Adoption of CIP 2019-2024	City Manager, City Council
Oct. 25	City Manager's budget document complete	Comm. Director/ Finance Dir.



Date	Task	Person(s) Responsible
<b>November</b>		
Nov. 2	Proposed budget filed with Clerk and presented to Council, <a href="#">RCW 35.34.080</a> , <a href="#">RCW 35.34.090</a>	City Manager
Nov. 2	Clerk files public hearing notice and distributes budget proposal to public, <a href="#">RCW 35.34.100</a> , <a href="#">RCW 35.34.080</a>	City Clerk
Nov. 6	Public hearing on preliminary budget and Property Tax Levy, <a href="#">RCW 84.55.120</a> , <a href="#">RCW 35.34.090</a>	City Manager, City Council
Nov. 13	Potential Surface Water Utility Rate Hearing	City Manager, City Council
Nov. 13	Public hearing on preliminary budget and Property Tax Levy	City Manager, City Council
Nov. 27	Final public hearing on budget, <a href="#">RCW 35.34.110</a>	City Manager, City Council
Nov. 30	Levies filed with County Assessor, <a href="#">RCW 84.52.070</a>	City Manager, City Council
<b>December</b>		
Dec. 4	Adoption of Proposed 2019-2020 Budget, <a href="#">RCW 35.34.120</a>	City Manager, City Council
Dec. 11	Adoption of Proposed 2019-2020 Budget (if needed)	City Manager, City Council
Dec. 12	File a copy of the final budget with AWC via MRSC and the State Auditor's Office, <a href="#">RCW 35.34.120</a>	Finance Director



# Appendix B

## Community Input Outcomes

Despite a compressed development timeframe, community engagement played a role in identifying and prioritizing projects for both the 2019-2020 Biennial Budget and the Capital Improvement Plan. Community outreach included:

- Park and Recreation Board
- Art and Beautification Board
- Neighborhood Focus Group
- HOA and Community Association Meetings
- Senior Center Focus Group
- *City Connection* readership
- Party in the Parks events
- Press release to local media for news articles, resulting in media coverage
- Social media audiences
- Survey responses from 67 people

Based on feedback collected to date, people prioritized focus areas as shown at right. The lower the number, the higher the priority.



Focus Area	Lower Score = Highest Priority
<b>Traffic Improvements</b>	3.5
<b>Enhanced Police Patrol</b>	4.0
<b>Road Maintenance</b>	3.6
<b>Infrastructure</b>	3.1
<b>Park and Trail Maintenance</b>	6.0
<b>Rec Programming</b>	5.9
<b>Community Events</b>	7.6
<b>Code Enforcement</b>	6.2
<b>Domestic Services</b>	3.8



# Appendix C

## Pay & Classification Plan - 2019

### 8-Step Pay Plan

*The 2019 Pay and Classification Plan reflects a +2.25% cost of living adjustment from 2018 for AFSCME and non-represented positions, and a +3.0 cost of living adjustment for Guild positions. It also reflects three new salary grades in order for the City to ensure the Chief of Police role, which is low compared to market rates, had room for growth.*

Salary Grade	Position Title	Pay Period	1	2	3	4	5	6	7	8
30		Annual	124,439	132,328	134,593	139,977	145,576	151,399	157,455	163,753
		Monthly	10,370	11,027	11,216	11,665	12,131	12,617	13,121	13,646
		Hourly	59.83	63.62	64.71	67.30	69.99	72.79	75.70	78.73
29		Annual	118,513	126,027	128,184	133,311	138,643	144,189	149,957	155,955
		Monthly	9,876	10,502	10,682	11,109	11,554	12,016	12,496	12,996
		Hourly	56.98	60.59	61.63	64.09	66.66	69.32	72.09	74.98
28	<b>Police Chief</b>	Annual	112,870	120,025	122,080	126,963	132,041	137,323	142,816	148,529
		Monthly	9,406	10,002	10,173	10,580	11,003	11,444	11,901	12,377
		Hourly	54.26	57.70	58.69	61.04	63.48	66.02	68.66	71.41
27	<b>Director of Public Works and Development Services, Director of Finance and Administration</b>	Annual	107,495	114,310	116,266	120,917	125,754	130,784	136,015	141,456
		Monthly	8,958	9,526	9,689	10,076	10,479	10,899	11,335	11,788
		Hourly	51.68	54.96	55.90	58.13	60.46	62.88	65.39	68.01
26		Annual	102,376	106,471	110,730	115,159	119,765	124,556	129,538	134,720
		Monthly	8,531	8,873	9,227	9,597	9,980	10,380	10,795	11,227
		Hourly	49.22	51.19	53.24	55.36	57.58	59.88	62.28	64.77
25	<b>Deputy Chief of Police</b>	Annual	97,501	101,401	105,457	109,676	114,063	118,625	123,370	128,305
		Monthly	8,125	8,450	8,788	9,140	9,505	9,885	10,281	10,692
		Hourly	46.88	48.75	50.70	52.73	54.84	57.03	59.31	61.69



Salary Grade	Position Title	Pay Period	1	2	3	4	5	6	7	8
24		Annual	92,858	96,573	100,435	104,453	108,631	112,976	117,495	122,195
		Monthly	7,738	8,048	8,370	8,704	9,053	9,415	9,791	10,183
		Hourly	44.64	46.43	48.29	50.22	52.23	54.32	56.49	58.75
23	<b>Director of Communications and Marketing, Human Resources Director</b>	Annual	88,436	91,973	95,652	99,478	103,457	107,596	111,899	116,375
		Monthly	7,370	7,664	7,971	8,290	8,621	8,966	9,325	9,698
		Hourly	42.52	44.22	45.99	47.83	49.74	51.73	53.80	55.95
22	<b>Information Systems and Technology Manager, Planning Manager, Supervising Engineer</b>	Annual	84,224	87,593	91,097	94,741	98,531	102,472	106,571	110,834
		Monthly	7,019	7,299	7,591	7,895	8,211	8,539	8,881	9,236
		Hourly	40.49	42.11	43.80	45.55	47.37	49.27	51.24	53.29
21		Annual	80,215	83,423	86,760	90,231	93,840	97,594	101,497	105,557
		Monthly	6,685	6,952	7,230	7,519	7,820	8,133	8,458	8,796
		Hourly	38.56	40.11	41.71	43.38	45.12	46.92	48.80	50.75
20	<b>Building Official</b>	Annual	76,395	79,451	82,629	85,934	89,371	92,946	96,664	100,530
		Monthly	6,366	6,621	6,886	7,161	7,448	7,746	8,055	8,378
		Hourly	36.73	38.20	39.73	41.31	42.97	44.69	46.47	48.33
19		Annual	72,756	75,667	78,693	81,841	85,115	88,519	92,060	95,742
		Monthly	6,063	6,306	6,558	6,820	7,093	7,377	7,672	7,979
		Hourly	34.98	36.38	37.83	39.35	40.92	42.56	44.26	46.03
18	<b>Senior Accountant, Senior Planner, City Clerk</b>	Annual	69,293	72,064	74,947	77,945	81,062	84,305	87,677	91,184
		Monthly	5,774	6,005	6,246	6,495	6,755	7,025	7,306	7,599
		Hourly	33.31	34.65	36.03	37.47	38.97	40.53	42.15	43.84
17	<b>Public Works Supervisor</b>	Annual	65,992	68,632	71,377	74,232	77,201	80,289	83,501	86,841
		Monthly	5,499	5,719	5,948	6,186	6,433	6,691	6,958	7,237
		Hourly	31.73	33.00	34.32	35.69	37.12	38.60	40.14	41.75



Salary Grade	Position Title	Pay Period	1	2	3	4	5	6	7	8
16		Annual	62,850	65,364	67,979	70,698	73,526	76,467	79,526	82,707
		Monthly	5,238	5,447	5,665	5,892	6,127	6,372	6,627	6,892
		Hourly	30.22	31.43	32.68	33.99	35.35	36.76	38.23	39.76
15	<b>Accountant, HR/LR Specialist, Administrative Supervisor - Finance and Administration</b>	Annual	59,857	62,251	64,741	67,331	70,024	72,825	75,738	78,768
		Monthly	4,988	5,188	5,395	5,611	5,835	6,069	6,312	6,564
		Hourly	28.78	29.93	31.13	32.37	33.67	35.01	36.41	37.87
14	<b>Executive Assistant, Associate Planner, Engineering Technician</b>	Annual	57,006	59,287	61,658	64,124	66,689	69,357	72,131	75,016
		Monthly	4,751	4,941	5,138	5,344	5,557	5,780	6,011	6,251
		Hourly	27.41	28.50	29.64	30.83	32.06	33.34	34.68	36.07
13	<b>Comm &amp; Mktg Coord, Recreation Coord, Comm Engagement Coord, Police Support Officer</b>	Annual	54,292	56,464	58,723	61,071	63,514	66,055	68,697	71,445
		Monthly	4,524	4,705	4,894	5,089	5,293	5,505	5,725	5,954
		Hourly	26.10	27.15	28.23	29.36	30.54	31.76	33.03	34.35
12	<b>Maintenance Worker, Administrative Assistant - PWDS</b>	Annual	51,707	53,776	55,927	58,164	60,490	62,910	65,426	68,043
		Monthly	4,309	4,481	4,661	4,847	5,041	5,242	5,452	5,670
		Hourly	24.86	25.85	26.89	27.96	29.08	30.25	31.45	32.71
11	<b>Police Evidence Technician</b>	Annual	49,245	51,215	53,263	55,394	57,610	59,914	62,311	64,803
		Monthly	4,104	4,268	4,439	4,616	4,801	4,993	5,193	5,400
		Hourly	23.68	24.62	25.61	26.63	27.70	28.80	29.96	31.16
10	<b>Police Records Technician</b>	Annual	46,900	48,776	50,727	52,756	54,866	57,061	59,343	61,717
		Monthly	3,908	4,065	4,227	4,396	4,572	4,755	4,945	5,143
		Hourly	22.55	23.45	24.39	25.36	26.38	27.43	28.53	29.67
9		Annual	44,666	46,452	48,311	50,243	52,253	54,343	56,516	58,777
		Monthly	3,722	3,871	4,026	4,187	4,354	4,529	4,710	4,898
		Hourly	21.47	22.33	23.23	24.16	25.12	26.13	27.17	28.26



Salary Grade	Position Title	Pay Period	1	2	3	4	5	6	7	8
8		Annual	42,539	44,241	46,011	47,851	49,765	51,756	53,826	55,979
		Monthly	3,545	3,687	3,834	3,988	4,147	4,313	4,485	4,665
		Hourly	20.45	21.27	22.12	23.01	23.93	24.88	25.88	26.91
7	<b>Customer Service Representative</b>	Annual	40,513	42,134	43,819	45,572	47,395	49,290	51,262	53,313
		Monthly	3,376	3,511	3,652	3,798	3,950	4,108	4,272	4,443
		Hourly	19.48	20.26	21.07	21.91	22.79	23.70	24.65	25.63
6		Annual	38,584	40,127	41,732	43,402	45,138	46,943	48,821	50,774
		Monthly	3,215	3,344	3,478	3,617	3,761	3,912	4,068	4,231
		Hourly	18.55	19.29	20.06	20.87	21.70	22.57	23.47	24.41
5		Annual	36,747	38,216	39,745	41,335	42,988	44,708	46,496	48,356
		Monthly	3,062	3,185	3,312	3,445	3,582	3,726	3,875	4,030
		Hourly	17.67	18.37	19.11	19.87	20.67	21.49	22.35	23.25
4	<b>Preschool Lead Instructor</b>	Annual	34,998	36,398	37,853	39,368	40,942	42,580	44,283	46,055
		Monthly	2,916	3,033	3,154	3,281	3,412	3,548	3,690	3,838
		Hourly	16.83	17.50	18.20	18.93	19.68	20.47	21.29	22.14
3		Annual	33,331	34,664	36,051	37,493	38,992	40,552	42,174	43,861
		Monthly	2,778	2,889	3,004	3,124	3,249	3,379	3,515	3,655
		Hourly	16.02	16.67	17.33	18.03	18.75	19.50	20.28	21.09
2		Annual	31,744	33,014	34,334	35,708	37,136	38,621	40,166	41,773
		Monthly	2,645	2,751	2,861	2,976	3,095	3,218	3,347	3,481
		Hourly	15.26	15.87	16.51	17.17	17.85	18.57	19.31	20.08
1	<b>Maintenance Aide, Engineering Intern</b>	Annual	30,232	31,441	32,699	34,007	35,367	36,782	38,253	39,783
		Monthly	2,519	2,620	2,725	2,834	2,947	3,065	3,188	3,315
		Hourly	14.53	15.12	15.72	16.35	17.00	17.68	18.39	19.13



Salary Grade	Position Title	Pay Period	1	2	3	4	5	6	7	8
A3		Annual	28,793	29,945	31,143	32,388	33,684	35,031	36,433	37,890
		Monthly	2,399	2,495	2,595	2,699	2,807	2,919	3,036	3,157
		Hourly	13.84	14.40	14.97	15.57	16.19	16.84	17.52	18.22
A2		Annual	27,424	28,521	29,662	30,848	32,082	33,365	34,700	36,088
		Monthly	2,285	2,377	2,472	2,571	2,674	2,780	2,892	3,007
		Hourly	13.18	13.71	14.26	14.83	15.42	16.04	16.68	17.35
A1	<i>Preschool Assistant</i>	Annual	26,119	27,163	28,250	29,380	30,555	31,777	33,048	34,370
		Monthly	2,177	2,264	2,354	2,448	2,546	2,648	2,754	2,864
		Hourly	12.56	13.06	13.58	14.12	14.69	15.28	15.89	16.52





# Appendix D

## Pay & Classification Plan - 2020

### 8-Step Pay Plan

*The 2020 Pay and Classification Plan reflects a +2.25% cost of living adjustment from 2019 for AFSCME and non-represented positions, and a +3.0 cost of living adjustment for Guild positions.*

Salary Grade	Position Title	Pay Period	1	2	3	4	5	6	7	8
30		Annual	127,239	135,305	137,621	143,126	148,851	154,805	160,997	167,437
		Monthly	10,603	11,275	11,468	11,927	12,404	12,900	13,416	13,953
		Hourly	61.17	65.05	66.16	68.81	71.56	74.43	77.40	80.50
29		Annual	121,180	128,862	131,068	136,310	141,763	147,433	153,331	159,464
		Monthly	10,098	10,739	10,922	11,359	11,814	12,286	12,778	13,289
		Hourly	58.26	61.95	63.01	65.53	68.16	70.88	73.72	76.67
28	<b>Police Chief</b>	Annual	115,409	122,726	124,826	129,820	135,012	140,413	146,029	151,870
		Monthly	9,617	10,227	10,402	10,818	11,251	11,701	12,169	12,656
		Hourly	55.49	59.00	60.01	62.41	64.91	67.51	70.21	73.01
27	<b>Director of Public Works and Development Services, Director of Finance and Administration</b>	Annual	109,913	116,882	118,882	123,638	128,583	133,726	139,076	144,639
		Monthly	9,159	9,740	9,907	10,303	10,715	11,144	11,590	12,053
		Hourly	52.84	56.19	57.15	59.44	61.82	64.29	66.86	69.54
26		Annual	104,679	108,867	113,221	117,750	122,460	127,359	132,453	137,751
		Monthly	8,723	9,072	9,435	9,813	10,205	10,613	11,038	11,479
		Hourly	50.33	52.34	54.43	56.61	58.88	61.23	63.68	66.23
25	<b>Deputy Chief of Police</b>	Annual	99,695	103,683	107,830	112,144	116,629	121,294	126,146	131,192
		Monthly	8,308	8,640	8,986	9,345	9,719	10,108	10,512	10,933
		Hourly	47.93	49.85	51.84	53.92	56.07	58.31	60.65	63.07



Salary Grade	Position Title	Pay Period	1	2	3	4	5	6	7	8
24		Annual	94,948	98,745	102,695	106,803	111,075	115,518	120,139	124,944
		Monthly	7,912	8,229	8,558	8,900	9,256	9,627	10,012	10,412
		Hourly	45.65	47.47	49.37	51.35	53.40	55.54	57.76	60.07
23	<b>Director of Communications and Marketing, Human Resources Director</b>	Annual	90,426	94,043	97,804	101,716	105,785	110,017	114,417	118,994
		Monthly	7,535	7,837	8,150	8,476	8,815	9,168	9,535	9,916
		Hourly	43.47	45.21	47.02	48.90	50.86	52.89	55.01	57.21
22	<b>Information Systems and Technology Manager, Planning Manager, Supervising Engineer</b>	Annual	86,120	89,564	93,147	96,873	100,748	104,778	108,969	113,327
		Monthly	7,177	7,464	7,762	8,073	8,396	8,731	9,081	9,444
		Hourly	41.40	43.06	44.78	46.57	48.44	50.37	52.39	54.48
21		Annual	82,020	85,300	88,712	92,261	95,951	99,789	103,781	107,932
		Monthly	6,835	7,108	7,393	7,688	7,996	8,316	8,648	8,994
		Hourly	39.43	41.01	42.65	44.36	46.13	47.98	49.89	51.89
20	<b>Building Official</b>	Annual	78,114	81,238	84,488	87,867	91,382	95,037	98,839	102,792
		Monthly	6,509	6,770	7,041	7,322	7,615	7,920	8,237	8,566
		Hourly	37.55	39.06	40.62	42.24	43.93	45.69	47.52	49.42
19		Annual	74,393	77,369	80,464	83,682	87,030	90,511	94,131	97,896
		Monthly	6,199	6,447	6,705	6,974	7,252	7,543	7,844	8,158
		Hourly	35.77	37.20	38.68	40.23	41.84	43.51	45.26	47.07
18	<b>Senior Accountant, Senior Planner, City Clerk</b>	Annual	70,852	73,686	76,633	79,698	82,886	86,202	89,650	93,236
		Monthly	5,904	6,140	6,386	6,642	6,907	7,183	7,471	7,770
		Hourly	34.06	35.43	36.84	38.32	39.85	41.44	43.10	44.82
17	<b>Public Works Supervisor</b>	Annual	67,477	70,176	72,983	75,902	78,938	82,096	85,380	88,795
		Monthly	5,623	5,848	6,082	6,325	6,578	6,841	7,115	7,400
		Hourly	32.44	33.74	35.09	36.49	37.95	39.47	41.05	42.69



Salary Grade	Position Title	Pay Period	1	2	3	4	5	6	7	8
16		Annual	64,264	66,835	69,508	72,289	75,180	78,188	81,315	84,568
		Monthly	5,355	5,570	5,792	6,024	6,265	6,516	6,776	7,047
		Hourly	30.90	32.13	33.42	34.75	36.14	37.59	39.09	40.66
15	<b>Accountant, HR/LR Specialist, Administrative Supervisor - Finance and Administration</b>	Annual	61,204	63,652	66,198	68,846	71,600	74,464	77,442	80,540
		Monthly	5,100	5,304	5,516	5,737	5,967	6,205	6,454	6,712
		Hourly	29.42	30.60	31.83	33.10	34.42	35.80	37.23	38.72
14	<b>Executive Assistant, Associate Planner, Engineering Technician</b>	Annual	58,289	60,621	63,045	65,567	68,190	70,917	73,754	76,704
		Monthly	4,857	5,052	5,254	5,464	5,682	5,910	6,146	6,392
		Hourly	28.02	29.14	30.31	31.52	32.78	34.09	35.46	36.88
13	<b>Comm &amp; Mktg Coord, Recreation Coord, Comm Engagement Coord, Police Support Officer</b>	Annual	55,514	57,734	60,044	62,446	64,943	67,541	70,243	73,053
		Monthly	4,626	4,811	5,004	5,204	5,412	5,628	5,854	6,088
		Hourly	26.69	27.76	28.87	30.02	31.22	32.47	33.77	35.12
12	<b>Maintenance Worker, Administrative Assistant - PWDS</b>	Annual	52,871	54,986	57,185	59,472	61,851	64,325	66,898	69,574
		Monthly	4,406	4,582	4,765	4,956	5,154	5,360	5,575	5,798
		Hourly	25.42	26.44	27.49	28.59	29.74	30.93	32.16	33.45
11	<b>Police Evidence Technician</b>	Annual	50,353	52,367	54,462	56,640	58,906	61,262	63,713	66,261
		Monthly	4,196	4,364	4,538	4,720	4,909	5,105	5,309	5,522
		Hourly	24.21	25.18	26.18	27.23	28.32	29.45	30.63	31.86
10	<b>Police Records Technician</b>	Annual	47,955	49,873	51,868	53,943	56,101	58,345	60,679	63,106
		Monthly	3,996	4,156	4,322	4,495	4,675	4,862	5,057	5,259
		Hourly	23.06	23.98	24.94	25.93	26.97	28.05	29.17	30.34
9		Annual	45,671	47,498	49,397	51,373	53,428	55,565	57,788	60,100
		Monthly	3,806	3,958	4,116	4,281	4,452	4,630	4,816	5,008
		Hourly	21.96	22.84	23.75	24.70	25.69	26.71	27.78	28.89



Salary Grade	Position Title	Pay Period	1	2	3	4	5	6	7	8
8		Annual	43,496	45,236	47,046	48,928	50,885	52,920	55,037	57,238
		Monthly	3,625	3,770	3,920	4,077	4,240	4,410	4,586	4,770
		Hourly	20.91	21.75	22.62	23.52	24.46	25.44	26.46	27.52
7	<b>Customer Service Representative</b>	Annual	41,425	43,082	44,805	46,597	48,461	50,399	52,415	54,512
		Monthly	3,452	3,590	3,734	3,883	4,038	4,200	4,368	4,543
		Hourly	19.92	20.71	21.54	22.40	23.30	24.23	25.20	26.21
6		Annual	39,452	41,030	42,671	44,378	46,153	48,000	49,920	51,916
		Monthly	3,288	3,419	3,556	3,698	3,846	4,000	4,160	4,326
		Hourly	18.97	19.73	20.52	21.34	22.19	23.08	24.00	24.96
5		Annual	37,573	39,076	40,639	42,265	43,956	45,714	47,542	49,444
		Monthly	3,131	3,256	3,387	3,522	3,663	3,809	3,962	4,120
		Hourly	18.06	18.79	19.54	20.32	21.13	21.98	22.86	23.77
4	<b>Preschool Lead Instructor</b>	Annual	35,785	37,217	38,705	40,253	41,864	43,538	45,280	47,091
		Monthly	2,982	3,101	3,225	3,354	3,489	3,628	3,773	3,924
		Hourly	17.20	17.89	18.61	19.35	20.13	20.93	21.77	22.64
3		Annual	34,081	35,444	36,862	38,336	39,870	41,464	43,123	44,848
		Monthly	2,840	2,954	3,072	3,195	3,322	3,455	3,594	3,737
		Hourly	16.38	17.04	17.72	18.43	19.17	19.93	20.73	21.56
2		Annual	32,458	33,757	35,107	36,511	37,972	39,490	41,070	42,713
		Monthly	2,705	2,813	2,926	3,043	3,164	3,291	3,423	3,559
		Hourly	15.60	16.23	16.88	17.55	18.26	18.99	19.75	20.54
1	<b>Maintenance Aide, Engineering Intern</b>	Annual	30,912	32,149	33,434	34,772	36,163	37,609	39,114	40,678
		Monthly	2,576	2,679	2,786	2,898	3,014	3,134	3,259	3,390
		Hourly	14.86	15.46	16.07	16.72	17.39	18.08	18.80	19.56



Salary Grade	Position Title	Pay Period	1	2	3	4	5	6	7	8
A3		Annual	29,441	30,619	31,843	33,117	34,442	35,820	37,252	38,742
		Monthly	2,453	2,552	2,654	2,760	2,870	2,985	3,104	3,229
		Hourly	14.15	14.72	15.31	15.92	16.56	17.22	17.91	18.63
A2		Annual	28,041	29,163	30,329	31,542	32,804	34,116	35,481	36,900
		Monthly	2,337	2,430	2,527	2,629	2,734	2,843	2,957	3,075
		Hourly	13.48	14.02	14.58	15.16	15.77	16.40	17.06	17.74
A1	<i>Preschool Assistant</i>	Annual	26,706	27,775	28,886	30,041	31,243	32,492	33,792	35,144
		Monthly	2,226	2,315	2,407	2,503	2,604	2,708	2,816	2,929
		Hourly	12.84	13.35	13.89	14.44	15.02	15.62	16.25	16.90



# Appendix E

## Authorized and Proposed Position Listings

Following is a discussion of the changes in authorized positions from the 2017-2018 Biennial Budget, the current status and proposed status.

*FTE counts do not include the Preschool, Seasonal Maintenance Aides, any paid interns, or the seasonal Basketball Program employees (Gym Supervisor and Referees).*

Numbers for each department show:  
2017-18 authorized → current → proposed

### Executive Department

4.8 FTE → 4.6 FTE → 4.6 FTE

- City Clerk / PIO reorganized to 1.0 Communications and Marketing Director (moved to Comms Dept.)
- Finance Director took on City Clerk duties in 2017
- City Clerk functions required a dedicated FTE; City Clerk duties assigned to Executive Assistant, retitled "City Clerk" and moved to appropriate salary grade February 2018
- HR/Labor Relations Specialist hired January 2018 as part of succession plan (unbudgeted)
- HR Director from 0.8 FTE to 0.6 FTE in 2018
- PROPOSED: Same as current

### Communications & Marketing:

3.0 FTE → 4.0 FTE → 4.0 FTE

- Department created this biennium and incorporated Recreation
- Communications and Marketing Director hired February 2017 (moved from Exec Department)
- Recreation and Tourism Manager position eliminated in favor of Recreation Coordinator
- Department structure flattened into Director and three Coordinator positions
- PROPOSED: Same as current

### Finance and Administration Department

6.3 FTE → 7.4 FTE → 6.4 FTE

- Department retitled to Finance and Administration this biennium
- Did not budget for some existing Customer Service Representatives
- Eliminated Senior Passport Technician in favor of additional Customer Service Representative
- Did not fill budgeted Deputy City Clerk
- Accounting Technician position eliminated in favor of additional Accountant in 2017
- PROPOSED: Eliminate 3 Accountant positions, restore the Accounting Technician and add a Senior Accountant



### Public Safety

29.0 FTE → 29.0 FTE → 29.0 FTE

- Administrative Coordinator reclassified and Administrative Assistant eliminated
- Deputy Chief of Police hired January 2018 (unbudgeted)
- Two Police Officer vacancies filled; one did not pass field training
- PROPOSED: Leave one Officer position vacant and hire Support Services Supervisor



### Public Works and Development Services

16.0 FTE → 14.0 FTE → 15.0 FTE

- Started biennium as three divisions:
  - Community Development
  - Public Works
  - Recreation
- Eliminated a Building / ROW Inspector in each department
- Eliminated City Engineer position and Public Works Director position in favor of one Director of Public Works and Development Services
- Consolidated all Maintenance Workers into a single job classification
- Did not budget for existing Engineering Technician in 2017-2018
- Building Official hired October 2017 to reduce contractor costs (unbudgeted)
- Administrative Coordinator, Code Compliance Coordinator, Building Permit Technician responsibilities consolidated into Administrative Assistant and Associate Planner
- Community Development Director became Planning Manager
- Surface Water Manager became Supervising Engineer
- PROPOSED: Add Project Engineer



# Authorized Position Listing 2017-2018

*This position listing includes regular FTEs, as well as seasonal and irregular positions (e.g., preschool teachers, gym supervisors, basketball referees and seasonal maintenance workers)*

Position Title	Position Control Number	Department Division	Group	Salary Grade	Full-Time Equivalent
City Manager	1	Executive	Non-Rep	N/A	1.0
Human Resources Director	3	Executive	Non-Rep	23	0.8
Executive Assistant	4	Executive	Non-Rep	14	1.0
City Clerk	5	Executive	Non-Rep	20	1.0
Information Systems and Technology Manager	2	IT	AFSCME	22	1.0
<b>Department Total:</b>					<b>4.8</b>
Chief of Police	39	Public Safety	Non-Rep	27	1.0
Police Sergeant	40	Public Safety	Guild	S	1.0
Police Sergeant	41	Public Safety	Guild	S	1.0
Police Sergeant	42	Public Safety	Guild	S	1.0
Police Sergeant	43	Public Safety	Guild	S	1.0
Police Sergeant	44	Public Safety	Guild	S	1.0
Police Officer	45	Public Safety	Guild	non-S	1.0
Police Officer	46	Public Safety	Guild	non-S	1.0
Police Officer	47	Public Safety	Guild	non-S	1.0
Police Officer	48	Public Safety	Guild	non-S	1.0
Police Officer	49	Public Safety	Guild	non-S	1.0
Police Officer	50	Public Safety	Guild	non-S	1.0
Police Officer	51	Public Safety	Guild	non-S	1.0
Police Officer	52	Public Safety	Guild	non-S	1.0
Police Officer	53	Public Safety	Guild	non-S	1.0
Police Officer	54	Public Safety	Guild	non-S	1.0





Position Title	Position Control Number	Department Division	Group	Salary Grade	Full-Time Equivalent
Police Officer	55	Public Safety	Guild	non-S	1.0
Police Officer	56	Public Safety	Guild	non-S	1.0
Police Officer	57	Public Safety	Guild	non-S	1.0
Police Officer	58	Public Safety	Guild	non-S	1.0
Police Officer	59	Public Safety	Guild	non-S	1.0
Police Officer	60	Public Safety	Guild	non-S	1.0
Police Officer	61	Public Safety	Guild	non-S	1.0
Police Officer	62	Public Safety	Guild	non-S	1.0
Police Support Officer	63	Public Safety	AFSCME	13	1.0
Administrative Coordinator	64	Public Safety	AFSCME	13	1.0
Administrative Assistant	65	Public Safety	AFSCME	11	1.0
Records Technician	66	Public Safety	AFSCME	9	1.0
Records Technician	67	Public Safety	AFSCME	9	1.0
			<b>Department Total:</b>		<b>29.0</b>
Finance Director	31	Finance	Non-Rep	27	1.0
Accountant	32	Finance	AFSCME	15	1.0
Accountant	33	Finance	AFSCME	15	1.0
Accounting Technician	34	Finance	AFSCME	12	1.0
Deputy City Clerk	35	Finance	AFSCME	14	1.0
Senior Passport Technician	36	Finance	AFSCME	9	0.7
Passport Technician	37	Finance	Non-Rep	6	0.4
Passport Technician	38	Finance	Non-Rep	6	0.2
			<b>Department Total:</b>		<b>6.3</b>
Community Development Director	20	Community Development	Non-Rep	26	1.0
Senior Planner	21	Community Development	AFSCME	18	1.0
Building / Right of Way Inspector	22	Community Development	AFSCME	14	1.0
Administrative Coordinator	23	Community Development	AFSCME	13	1.0
Code Compliance Coordinator	24	Community Development	AFSCME	13	1.0
			<b>Department Total:</b>		<b>5.0</b>



Position Title	Position Control Number	Department Division	Group	Salary Grade	Full-Time Equivalent
Public Works Director	6	Public Works	Non-Rep	26	1.0
City Engineer - <b>eliminate 1/1/18</b>	7	Public Works	Non-Rep	23	1.0
Building / Right of Way Inspector	8	Public Works	AFSCME	14	1.0
Building Permit Technician	9	Public Works	AFSCME	11	1.0
Surface Water Manager (Engineer)	10	Public Works	Non-Rep	21	1.0
Public Works Supervisor	11	Public Works	Non-Rep	17	1.0
Maintenance Worker	12	Public Works	AFSCME	12	1.0
Maintenance Worker	13	Public Works	AFSCME	12	1.0
Maintenance Worker	14	Public Works	AFSCME	12	1.0
Maintenance Worker 1	15	Public Works	AFSCME	9	1.0
Maintenance Worker 1	16	Public Works	AFSCME	9	1.0
Engineering Intern - Temporary	17	Public Works	Non-Rep	A1	0.2
Maintenance Aide - Seasonal	18	Public Works	Non-Rep	1	0.5
Maintenance Aide - Seasonal	19	Public Works	Non-Rep	1	0.5
				<b>Department Total:</b>	<b>12.2</b>
Recreation and Tourism Manager	25	Recreation	Non-Rep	18	1.0
Recreation and Tourism Coordinator	26	Recreation	AFSCME	13	1.0
Recreation and Tourism Coordinator	27	Recreation	AFSCME	13	1.0
Preschool Teacher	28	Recreation	Non-Rep	4	0.3
Preschool Assistant	29	Recreation	Non-Rep	A1	0.3
Preschool Assistant	30	Recreation	Non-Rep	A1	0.3
Gym Supervisor - Temporary	68	Recreation	Non-Rep	A1	0.1
Gym Supervisor - Temporary	69	Recreation	Non-Rep	A1	0.1
Basketball Referee - Temporary	70 - 100	Recreation	Non-Rep	min wage	0.8
<i>(Recreation was under Community Development in this budget)</i>				<b>Department Total:</b>	<b>5.0</b>
				<b>Year-Round:</b>	<b>59.1</b>
				<b>Temp and Preschool:</b>	<b>3.1</b>
				<b>City Total:</b>	<b>62.2</b>



# Proposed Position Listing 2019-2020

*This position listing includes regular FTEs, as well as seasonal and irregular positions (e.g., preschool teachers, gym supervisors, basketball referees, and seasonal maintenance workers)*

Position Title	Position Control Number	Department Division	Group	Salary Grade	Full-Time Equivalent
City Manager	1	Executive	Non-Rep	N/A	1.0
Human Resources Director	3	Executive	Non-Rep	23	0.6
City Clerk	5	Executive	Non-Rep	18	1.0
Human Resources / Labor Relations Specialist (added 2018)	115	Executive	Non-Rep	15	1.0
Information Systems and Technology Manager	2	IT	AFSCME	22	1.0
<b>Department Total:</b>					<b>4.6</b>
Director of Communications and Marketing	106	Communications and Marketing	Non-Rep	23	1.0
Recreation Coordinator	117	Communications and Marketing	AFSCME	13	1.0
Gym Supervisor - Temporary	68	Communications and Marketing	Non-Rep	A1	0.1
Gym Supervisor - Temporary	69	Communications and Marketing	Non-Rep	A1	0.1
Basketball Referee - Temporary	70 - 100	Communications and Marketing	Non-Rep	min wage	0.8
Community Engagement Coordinator	26	Communications and Marketing	AFSCME	13	1.0
Communications and Marketing Coordinator	27	Communications and Marketing	AFSCME	13	1.0
Preschool Teacher	28	Communications and Marketing	Non-Rep	4	0.3
Preschool Assistant	29	Communications and Marketing	Non-Rep	A1	0.3
Preschool Assistant	30	Communications and Marketing	Non-Rep	A1	0.3
<b>Department Total:</b>					<b>5.9</b>

Position Title	Position Control Number	Department Division	Group	Salary Grade	Full-Time Equivalent
Director of Finance and Administration	31	Finance and Administration	Non-Rep	27	1.0
<b>Accountant<sup>7</sup></b>	32	Finance and Administration	AFSCME	15	0.0
<b>Accountant<sup>8</sup></b>	33	Finance and Administration	AFSCME	15	0.0
Customer Service Representative	37	Finance and Administration	Non-Rep	7	0.4
Customer Service Representative	38	Finance and Administration	Non-Rep	7	0.2
<b>Accountant<sup>9</sup></b>	107	Finance and Administration	AFSCME	15	0.0
<b>Administrative Supervisor<sup>10</sup></b>	108	Finance and Administration	AFSCME	15	1.0
Customer Service Representative	109	Finance and Administration	AFSCME	7	0.4
Customer Service Representative	110	Finance and Administration	AFSCME	7	0.4
Customer Service Representative	111	Finance and Administration	AFSCME	7	0.4
Customer Service Representative	112	Finance and Administration	AFSCME	7	0.3
Customer Service Representative	116	Finance and Administration	AFSCME	7	0.3
<b>Senior Accountant<sup>11</sup></b>	120	Finance and Administration	AFSCME	15	1.0
<b>Accounting Technician<sup>12</sup></b>	34	Finance and Administration	AFSCME	12	1.0
<b>Department Total:</b>					<b>6.4</b>



Position Title	Position Control Number	Department Division	Group	Salary Grade	Full-Time Equivalent
<b>Chief of Police<sup>1</sup></b>	39	Public Safety	Non-Rep	28	1.0
Police Sergeant	40	Public Safety	Guild	S	1.0
Police Sergeant	41	Public Safety	Guild	S	1.0
Police Sergeant	42	Public Safety	Guild	S	1.0
Police Sergeant	43	Public Safety	Guild	S	1.0
Police Sergeant	44	Public Safety	Guild	S	1.0
Police Officer	45	Public Safety	Guild	non-S	1.0
Police Officer	46	Public Safety	Guild	non-S	1.0
Police Officer	47	Public Safety	Guild	non-S	1.0
Police Officer	48	Public Safety	Guild	non-S	1.0
Police Officer	49	Public Safety	Guild	non-S	1.0
Police Officer	50	Public Safety	Guild	non-S	1.0
Police Officer	51	Public Safety	Guild	non-S	1.0
Police Officer	52	Public Safety	Guild	non-S	1.0
Police Officer	53	Public Safety	Guild	non-S	1.0
Police Officer	54	Public Safety	Guild	non-S	1.0
Police Officer	55	Public Safety	Guild	non-S	1.0
Police Officer	56	Public Safety	Guild	non-S	1.0
Police Officer	57	Public Safety	Guild	non-S	1.0
Police Officer	58	Public Safety	Guild	non-S	1.0
Police Officer	59	Public Safety	Guild	non-S	1.0
Police Officer	60	Public Safety	Guild	non-S	1.0
Police Officer	61	Public Safety	Guild	non-S	1.0
<b>Police Officer (vacant)<sup>2</sup></b>	62	Public Safety	Guild	non-S	0.0
Police Support Officer	63	Public Safety	AFSCME	13	1.0
Records Technician	66	Public Safety	AFSCME	10	1.0
Records Technician	67	Public Safety	AFSCME	10	1.0
<b>Evidence Technician<sup>3</sup></b>	113	Public Safety	AFSCME	11	1.0
Deputy Chief of Police	114	Public Safety	Non-Rep	25	1.0
<b>Support Services Supervisor<sup>4</sup></b>	118	Public Safety	Non-Rep	15	1.0
			<b>Department Total:</b>		<b>29.0</b>



Position Title	Position Control Number	Department Division	Group	Salary Grade	Full-Time Equivalent
Planning Manager	20	PWDS	Non-Rep	22	1.0
Senior Planner	21	PWDS	AFSCME	18	1.0
Supervising Engineer	10	PWDS	Non-Rep	22	1.0
Public Works Supervisor	11	PWDS	Non-Rep	17	1.0
Maintenance Worker	12	PWDS	AFSCME	12	1.0
Maintenance Worker	13	PWDS	AFSCME	12	1.0
Maintenance Worker	14	PWDS	AFSCME	12	1.0
Maintenance Worker	15	PWDS	AFSCME	12	1.0
Maintenance Worker	16	PWDS	AFSCME	12	1.0
Maintenance Aide - Seasonal	18	PWDS	Non-Rep	1	0.5
Maintenance Aide - Seasonal	19	PWDS	Non-Rep	1	0.5
Engineering Technician	101	PWDS	AFSCME	14	1.0
Director of Public Works and Development Services	102	PWDS	Non-Rep	27	1.0
Building Official	103	PWDS	Non-Rep	20	1.0
<b>Administrative Assistant<sup>5</sup></b>	104	PWDS	AFSCME	12	1.0
Associate Planner	105	PWDS	AFSCME	14	1.0
<b>Project Engineer<sup>6</sup></b>	121	PWDS	AFSCME	19	1.0
<b>Department Total:</b>					<b>16.0</b>
				<b>Year-Round:</b>	<b>59.0</b>
				<b>Temp and Preschool:</b>	<b>2.9</b>
<b>City Total:</b>					<b>61.9</b>



### Summary of changes from current to 2019-20 Budget:

- 1 - Salary Grade Increase: From 27 to 28 per market data.
- 2 - Budgeted FTE Change: Delay filling this vacancy. Will not be budgeted in 2019-20.
- 3 - Salary Grade Increase: From 10 to 11 per internal equity as it relates to market data.
- 4 - New Position
- 5 - Salary Grade Increase: From 11 to 12 per internal equity to address spread of responsibilities.
- 6 - New Position (funded by CIP)
- 7 - Eliminate Position: Effective 10/31/2018
- 8 - Eliminate Position
- 9 - Eliminate Position
- 10 - Position Reclassified: Administrative Coordinator to Administrative Supervisor to reflect evolution of position responsibilities. Includes Salary Grade Increase from 13 to 15.
- 11 - New Position
- 12 - Budgeted FTE Change: Increase from 0.0 to 1.0

All changes effective 01/01/2019 unless otherwise specified.



# Appendix F

## Community Overview

### Overview

Incorporated in 1983, the City of Mill Creek is the eighth-largest city in Snohomish County, Wash., and is home to just over 20,000 people. Mill Creek is a physically active community with 10 attractive neighborhood and community parks, more than 23 miles of nature trails and recreational facilities that support diverse recreational opportunities.

A vibrant, safe and friendly community, Mill Creek is a great destination for shopping and gathering. The award-winning Mill Creek Town Center and other business developments feature many fine retail shops and restaurants. Mill Creek offers an exceptional community experience, where natural beauty is preserved, neighborhoods flourish, businesses thrive and recreational opportunities abound.

Mill Creek offers a hometown atmosphere with the culture and many of the amenities of urban living.

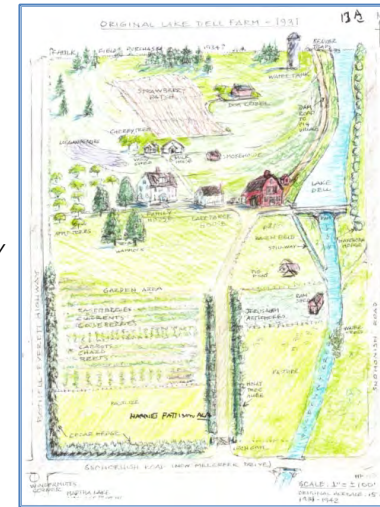
### History

#### Early Years

Known as Wintermute's Corner in the early 1900s, the 164<sup>th</sup> Street/SR527 intersection was home to a grocery, a farm that grew produce for the grocery, and a gas station. At a time when SR 527 was hardly more than a buggy trail, Greyhound bus service connected Seattle to Everett, and

Wintermute's grocery was a bus stop along the route. Bus service ended when Highway 99 was constructed, and the property occupied by the grocery eventually became QFC and the truck farm ultimately became Albertsons. Not far from the intersection, businesses included the Hercules Dynamite Factory (now City Hall South) and a gravel pit (now the Mill Creek Library and Veterans Monument).

The land that would eventually become Mill Creek was originally owned by William Henry Gates (grandfather of Microsoft founder Bill Gates), and was purchased directly



*Sketch by Harriet Pattison, courtesy of the Garhart Family*





from the federal government in 1890, before Washington became a state. The land was eventually sold off to other homesteaders, like Frederick Shaw who purchased 150 acres for \$5.61 in gold and named it Lake Dell Farm. In 1931, Dr. Manch Neville Garhart, a Seattle physician, purchased that 150 acres, and ultimately owned 800 acres.

In 1934, Garhart petitioned Snohomish County for rights to construct a dam on Penny Creek, which ran through the farm, to create a lake. He contracted with the University of Washington Engineering department to design and construct it. Once the dam was completed, a fish ladder was installed and the lake was stocked with rainbow trout. However, the peat bog in Thomas Lake that fed into Penny Creek created so much silt and sludge that the fish turned brown and were unable to spawn. The dam was decommissioned, and the lake eventually became part of the Mill Creek Nature Preserve. The Garhart family operated the farm, raising livestock and growing produce, until 1968 when portions of the property were sold to Seattle developer Elmer Kerns to build three golf courses and a residential community.

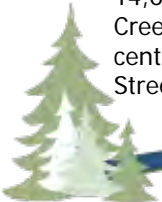
#### Development of Mill Creek

The land changed hands several times before ultimately being purchased by Tokyu Land Development Ltd. (Hawaii) in 1972, and developed by United Development Corporation. Their final plan projected a citywide total of over 4,600 dwelling units and a population of 12,000-14,000 when construction was completed. In 1972, the Mill Creek Community Association was created, and a town center began to grow at the corner of SR527 and 164<sup>th</sup> Street SW.



#### Incorporation

As the community grew and the cost of operating its own services increased, residents realized the need for expanded services beyond their own security force and street sweepers. Because the association already had infrastructure in place to support a city, including streets and utilities, and land earmarked for a municipal building and a school, as well as a stable mixed tax base from residential and business, it was decided to pursue incorporation rather than annexation to Everett or Lynnwood. Incorporation was approved by Mill Creek voters in September 1983. The City Council was elected and a Planning Commission was appointed. In 1987, the Parks and Recreation Advisory Board was established.



At the time of incorporation in 1983, the City of Mill Creek encompassed about 1,160 acres, or approximately 2 square miles. Since then, the City has more than doubled in area through 17 annexations and now measures approximately 2,994 acres or 4.68 square miles. The City's population is currently estimated to be just over 20,000.

**Mill Creek's Legacy**

Mill Creek has preserved its natural beauty and its history, and become a vibrant, safe, friendly and active community. The Garhart dam and fish ladder are part of the Mill Creek Nature Preserve, and a plaque behind the Mill Creek Community Association sign on the northeast corner of SR527 and 164<sup>th</sup> Street SE commemorates the contribution of the Garharts to the beginnings of the community. Although there was not originally a waterway named Mill Creek, the City received permission from Washington State in 2001 to rename Smokehouse Creek as Mill Creek.

**Growing Community**

Mill Creek is exceptionally well-planned and has managed to retain much of its small town charm over the last several years of growth and community development.

Developed in 2002, Mill Creek Town Center is a lifestyle center featuring more than 80 shops, restaurants and services. It attracts residents and visitors to dine, shop, relax and explore, and recently was named "the best lifestyle center in Washington state." The growth of Town Center as a pedestrian-friendly shopping destination, as well as the development of other businesses along Mill



Creek's main corridors, supports economic development goals. In addition, there are newer developments (such as those along the 132nd Street SE and 164th Street SE corridors) and growth opportunities that provide diverse offerings for Mill Creek residents and people from neighboring communities.

Aside from the landscape, buildings, shopping and services, the character and personality of the community is defined in large part by Mill Creek's residents. Even the casual visitor will quickly notice the residents care about their city and their fellow citizens.

**Active Lifestyles**

In addition to attractive neighborhood and community parks, the City is home to the Mill Creek Sports Park, which





serves 3,825 youth annually and is home to many soccer, baseball and softball teams. It also is used for several regional and state tournaments each year. The community uses it when not occupied by rental groups.

Parks and trails are a hallmark of the city, with over 23 miles of nature trails including the scenic North Creek Trail that runs along the North Creek Greenway from McCollum Park to the southern city limits.

There is a private golf course around which the original community was built, as well as a nature preserve through which Penny Creek flows.

In early 2017, an Arena Sports and Entertainment facility was constructed. The 98,000 square-foot facility features

an indoor soccer and futsal fields and programming, as well as a full-service family entertainment center that includes bowling (mini and full-size lanes), a multi-floor laser tag arena, rock climbing tower, two-story indoor ropes course, inflatable FunZone and more than 100 arcade games. The expansive facility is the premier party and event destination and sporting facility for the area.

Being close to the Puget Sound and the snow-capped peaks of the Cascade Mountains, recreational opportunities such as boating and skiing are just a short drive away. Nationally ranked year-round golf courses are nearby.

**Climate**

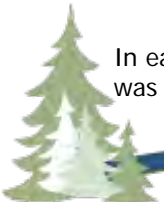
Mill Creek’s climate is temperate and relatively mild. The area’s reputation for rainy days comes from the frequency and not the total accumulated rainfall. In fact, its annual average rainfall is approximately 36 inches, less rain than New York, Atlanta or Houston. Summers and early fall are marked by gorgeous, sunny days.

**Education**

Mill Creek is served by the Everett Public School District and has an elementary school, a middle school and a high school all within its boundaries. Seven excellent colleges and universities are found within a 17-mile radius.

**Major Employers**

Major employers in Mill Creek are businesses such as Albertson’s Food, Central Market, The Everett Clinic and Lowe’s Home Improvement. The regional economy



comprises businesses in several sectors, including aircraft design and manufacturing, technology, biomedical, and travel and tourism, among others.

### **Demographics**

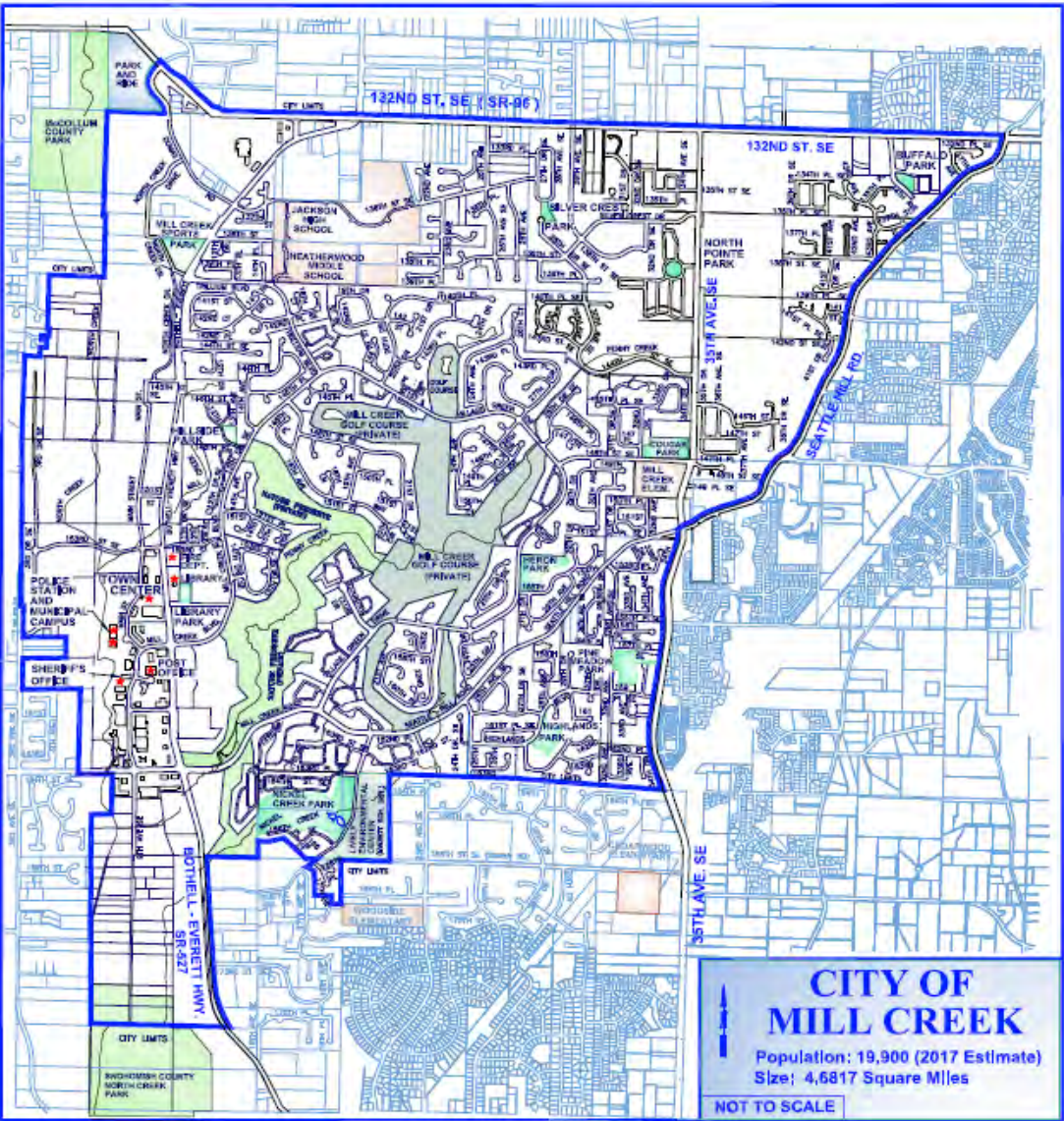
The City's population of 20,470 ranges from young families to seniors, which is a testament to the livability of Mill Creek.

The median age is 41, which is slightly above the national median age of 37.2.

Community residents are well educated; 96% have a high school diploma and 49% have a bachelor's degree or higher. The average family income is \$101,061 with only 5% of all families falling below the poverty level.

The City's residents are Caucasian (74.2%), Asian (16.7%), Hispanic (5.6%), Black (2.2%), American Indian (0.5%), and those comprising two or more races (4.4%).





# Appendix G

## City Council Members

### **Pam Pruitt, Mayor, Position #4**

Pruitt has been a resident of Mill Creek's Cottonwood neighborhood since 1980. She first joined the City Council in 1988, serving until 1995; during that time, she served as mayor in 1992-1993. Though involved in the community in the intervening time, she once again felt compelled to serve officially. She was re-elected in 2013, and has served as mayor since then. Pruitt's commitment to public service is focused on making things better for people in Mill Creek. She thrives on building relationships, and has done so in the community through her service on the Park Board, the SNOCOM Dispatch Board and the Snohomish County Emergency Radio System Board. In her spare time, she likes to knit hats for chemo kids, write and talk with community members she encounters while walking around Mill Creek. She holds degrees from the University of Washington in economics and political science. Her term expires Dec. 31, 2021.



in land-use and development issues for years. In 2014, he joined the City Council to bring oversight to the existing administration, to help address community concerns and to shape the community's growth. One priority for him is for the Council to move forward with a decision on what to do with the undeveloped property owned by the City adjacent to the Mill Creek Sports Park. He also seeks collaborative partnerships with other entities within Snohomish County to determine how to best address the needs of Mill Creek in a way that bolsters the City's economic development and tourism offerings. Holtzclaw is in-house legal counsel for a home building - land development company focusing on land-use and real-estate development issues. He obtained his law degree at the University of Puget Sound (now Seattle University). He also holds a degree in economics from Whitman College. When not focusing on law or City matters, he is an avid cyclist. His term expires Dec. 31, 2021.

### **Brian Holtzclaw, Mayor Pro Tem, Council Position #3**

Holtzclaw moved into Mill Creek's Brighton neighborhood in October 2003. With a background in real estate development law, he has been interested



**John Steckler, Council Position #1**

Steckler is a 22-year resident of Mill Creek. Steckler and his wife fell in love with Mill Creek when they were looking for a place in which to raise their family. It was more than a place to live; Steckler and his family have established their roots in Mill Creek. As such, he decided to give back as much to the community as he could. Steckler has volunteered for many years in the local schools and scouting organizations. He is a Rotarian, as well as a charter member and board member of the newly formed Kiwanis Club of Mill Creek. After a deeply satisfying career in sales, marketing and operations, Steckler is semi-retired, but provides freelance consulting work in strategic planning and marketing for small- and mid-sized companies. His professional passion is to foster strategic growth wherever he has opportunity. The City of Mill Creek is no exception. Appointed to fill a vacancy in 2018, Steckler sees an opportunity to position the City for long-term success while ensuring it grows in the right way. He earned a bachelor's degree from the University of Washington. In his free time, he enjoys activities on the water including boating and fishing. He also is active in theater arts. His term expires upon certification of the general election in 2019.



ensuring its environmental sustainability. This includes maintaining the City's trees, trails and natural aesthetics, as well as finding clean energy and efficiency solutions. Through his experiences living in three different Mill Creek neighborhoods, he brings a unique perspective on social issues to the table. He served on the City's Planning Commission from 2014 to 2017, prior to his election to City Council. His professional experience centers on making a difference in governmental affairs. He currently serves as a legislative aide to Senator Guy Palumbo, from Washington's first legislative district. Mead earned a bachelor's degree in global studies from the University of Washington. In his spare time, he enjoys physical activities, including intramural sports at the new Arena Sports facility in Mill Creek, as well as sampling the tastes of local restaurants with his wife. His term expires Dec. 31, 2021.

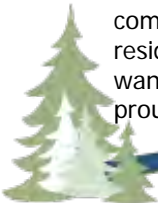
**Jared Mead, Council Position #2**

Mead, who has lived in Mill Creek since 2001, has a passion for community. He loves this City because it provides many community engagement opportunities for residents, and is safe and friendly. He wants to ensure it is a place that others are proud to call home for years to come by



**Vince Cavaleri, Council Position #5**

Cavaleri moved to the Webster's Pond neighborhood of Mill Creek in 2004. In 2015, he was appointed to a vacant position on the City Council. Cavaleri subsequently was elected to a four-year term in November 2015. His service



stems from a desire to be a fiscal representative for the community; he strives to ensure the City provides a superior level of service without implementing high taxes. During his tenure, the City has balanced its budget and saved millions of dollars on the City Hall and Annex renovation. A long-time deputy with the Snohomish County Sheriff's Office, he also is passionate about keeping citizens safe without intruding on their civil liberties, and approaches decisions from this mindset. Cavaleri is a parks and recreation liaison for the City, advocating for green open spaces that are a clean and appropriate for all ages. He also serves on the Water Resource Inventory Areas 8 board, which handles surface water and ecological issues. During his down time, Cavaleri enjoys physical activities like hiking, biking, hot yoga and working out. His term expires Dec. 31, 2019.



**Mike Todd, Council Position #6**

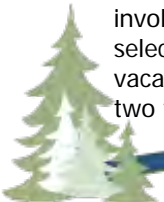
Todd is a long-time resident of the Springtree neighborhood, where he moved in 1983. His civic participation developed from a desire to help obtain more soccer fields for the local soccer club when he was serving as a soccer coach and club administrator. He is a strong believer in citizens being engaged in local efforts that benefit their community. In 1999, he joined a task force to help develop Metropolitan Parks District. That work led to his involvement with the Parks Board. In 2005, he was selected to fill a Council position due to a mid-term vacancy. He has served on the council ever since, including two terms as mayor from 2010 through 2014. He strives to



help the City be involved in broader regional matters as he seeks to develop interagency partnerships. In that vein, he serves on the Puget Sound Regional Council, the Snohomish County Cities nonprofit organization, the Community Transit Board and the North Puget Sound Soccer League. He earned a master's degree in mechanical engineering and a bachelor's degree in electrical engineering from Stanford University, and worked as an engineer at Fluke in Everett. In his downtime, he still enjoys playing soccer. His term expires Dec. 31, 2019.

**Mark Bond, Council Position #7**

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





# Appendix H

## Fiscal Policy

### General Financial Goals

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

### Operating Budget Policies

- A. The base operating budget is the City's comprehensive two-year financial plan which provides for the desired level of City services as defined by the City's priorities.
- B. The goals of the budgeting process are:
  - o Align the budget with citizen priorities.
  - o Measure progress towards priorities.
  - o Get the best value for each tax dollar.
  - o Foster continuous learning in the City.
  - o Build regional cooperation.

- C. Revenues and expenditures for the General Fund, and all operating funds, shall be projected for the ensuing biennium.
- D. Biennial operating budgets should provide for design, construction, maintenance and replacement of the City's capital and equipment consistent with the Capital Improvement Plan, including the related costs for operating such new facilities.
- E. The City will maintain all of its assets at a level such that it protects the City's capital investment and minimizes future maintenance and replacement costs.
- F. All general government current operating expenditures will be paid from current revenues and cash carried over from the prior biennium.
- G. Reports on revenues and expenditures will be prepared monthly and reviewed quarterly by the City Council during the year.
- H. The City will avoid budgetary and accounting procedures which balance the current budget at the expense of future budgets.
- I. The City of Mill Creek defines a balanced budget as current biennium revenues (including fund balances) equal to or greater than current biennium budgeted expenditures.



- J. The City will attempt to utilize beginning balances and other one-time revenues only for one-time/non-recurring expenditures.
- K. All supplemental appropriations for programs (appropriations requested after the original budget is adopted) will be considered as a result of the availability of new revenues (such as unanticipated grants). All supplemental appropriations will conform to these operating budget policies.

**Revenue Policies**

- A. The City will strive to maintain a diversified and stable revenue system to shelter it from short-run fluctuations in any one revenue source. The revenue mix should combine elastic and inelastic revenue sources to minimize the effect of an economic downturn.
- B. Because revenues, especially those of the General Fund, are sensitive to both local and regional economic activities, revenue estimates provided to the City Council shall be conservative.
- C. The City will estimate its biennial revenues by an objective, analytical process using best practices as defined by the Government Finance Officers Association.
- D. The City will project revenues for the next six years and will update this projection biennially. The City Manager will biennially review and make available to the City Council an analysis of each potential major revenue source.



- E. The City will establish all user charges at a level related to the cost of providing the service and within policy parameters established by the City Council.
- F. In each odd numbered year, the City will review user fees to adjust for the effects of inflation and other factors as appropriate. The City will set fees for user activities, such as recreational services, at a level to support the direct and indirect costs of the activity in accordance with cost recovery policies adopted by the City Council.
- G. The City will set fees and user charges for each enterprise fund at a level that fully supports the total direct and indirect cost of the activity including the cost of annual depreciation of capital assets.



### Expenditure Policies

- A. The City budget will provide for a sustainable level of service as defined in the context of the operating budget policies.
- B. The City's operating budget will not use one-time revenues to support ongoing expenditures.
- C. The City will maintain expenditure categories according to state statute and administrative regulation.
- D. The City will structure service levels in the context of financial sustainability.
- E. The City will forecast its General Fund expenditures biennially for the next six years. The drivers and assumptions used in the forecast will be described.
- F. A cost allocation plan will be developed and incorporated into the City budget. The cost allocation plan will be the basis for distribution of general government costs to other funds or capital projects (also known as indirect costs).

### Short-Term Debt Policies

- A. Short-term debt is defined as a period of three years or less.
- B. The City may use short-term debt to cover temporary cash flow shortages, which may be caused by a delay in receiving tax revenues or

issuing long-term debt. The City will not use short-term debt for current operations.

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





### Long-Term Debt Policies

- A. Long-term debt is that debt which exceeds three years.
- B. The City will utilize long-term borrowing for capital improvements that cannot reasonably be financed on a pay-as-you-go basis from anticipated cash flows.
- C. Acceptable uses of bond proceeds are items which can be capitalized and depreciated. Refunding bond issues designed to restructure currently outstanding debt is also an acceptable use of bond proceeds provided that the net present value (NPV) of saving is at least four percent (4%).
- D. The City will determine whether self-supporting bonds (such as special assessment improvement district bonds) are in the City's best interest when planning to incur debt to finance capital improvements.

- E. The City will not use long-term debt for current operations.
- F. The City will maintain good communications with bond rating agencies about its financial condition. The City will follow a policy of full disclosure on every financial report and bond prospectus including proactive compliance with disclosure to the secondary market.
- G. General Obligation Bond Policy
  - 1. Every project proposed for financing through general obligation debt shall be accompanied by a full analysis of the future operating and maintenance costs associated with the project.
  - 2. Bonds cannot be issued for a longer maturity schedule than a conservative estimate of the useful life of the asset to be financed.
- H. Financing of Lease Purchases
  - 1. Under Washington State law, the public may vote to approve bond issues for general government purposes in an amount not to exceed 2.5% of assessed valuation. Within the 2.5% limit, the Mill Creek City Council may approve bond issues and/or lease purchases up to 1.5% of the City's total assessed value. In addition, state law provides for an additional 2.5% of assessed valuation for parks and open space purposes with a vote of the public.



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

**Reserve Fund Policies**

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

- C. A surplus is defined as the difference between the actual beginning fund balance and the budgeted beginning fund balance. It consists of under-expenditures and excess revenues over and above the amounts included in the biennial budget.
- D. The City will maintain operating reserves in the following funds:
  1. Surface Water Fund: 5%
  2. Annex Fund: 5%
- E. The City shall additionally maintain a Capital Equipment Reserve for general asset replacement.
- F. The Unemployment Reserve Fund will be maintained at a level sufficient to meet scheduled equipment replacement so as to sustain an acceptable level of municipal services and prevent a physical deterioration of City assets.



### Special Revenue Policies

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

### Accounting, Auditing and Financial Reporting Policies

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

### Budget Calendar

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

### Basis of Accounting

The City uses a cash basis of accounting using the revenue and expenditure classifications contained in the *Cash Basis Budgeting, Accounting and Reporting System (BARS)* manual. This basis of accounting and reporting is prescribed by the State Auditor's Office under RCW 43.09.

This is a method of accounting only recognizes transactions when they affect cash flow. Under the cash basis of accounting, revenue and expenses are recorded when cash is actually paid or received. Cash accounting is relatively uniform, is well adapted to the needs of budgetary control and is easy to consolidate.



# Appendix I

## City SWOT Analysis

### Overview

In spring 2016, research was conducted by Mill Creek-based Marketing Solutions to better understand the City Council, staff, citizen and business attitudes as they relate to the City of Mill Creek in terms of image and communications. The research from Marketing Solutions identified perceived strengths, weaknesses, opportunities and threats – also known as a SWOT analysis. In addition, the research identified core community values. The research also included a competitive analysis to identify market conditions, which affirmed much of the SWOT analysis.

Following the City Council's development of Desired Budget Outcomes and in preparation for budget development in 2018, the SWOT analysis was reviewed to determine how the situation has changed. Each element of the original analysis was reviewed.

In the last two years, a number of previously identified weaknesses have been overcome. Further, as the City develops long-term plans, the strengths, weaknesses, opportunities and threats are pertinent to determining how the City should move forward.

### Strengths

- The community assets are appealing.
  - It is viewed by residents and merchants as an upscale bedroom community.
  - It is considered a unified business community.
  - It is a planned community, which is peaceful and inviting.
  - The award-winning Mill Creek Town Center is a draw to residents and visitors.
  - Quality of life is good.
- A new strategic culture is under development.
  - The City Council is supportive of the new culture.
  - The City is customer service oriented.
  - There is a new focus on creating efficiencies.
- There is a robust parks and recreation program.
  - The city is walkable.
  - The Arena Sports facility has facilitated new family recreation opportunities.
- The City has grown customer service initiatives, like passports, to provide enhanced services to Mill Creek and surrounding areas.



- The City has implemented a cohesive and professional look to its materials.
  - The logo is being used consistently.
  - Brand colors are utilized across the City.
  - Professional photography has been secured to highlight the City's beauty and attractiveness.
- City communications have greatly expanded.
  - The City invested in communications personnel to provide transparency, manage media relationships and generate engagement.
  - The City's website received a make-over and a tourism site was added.
  - Social media has recently been added.
  - Community outreach is expanding with the implementation of focus groups and City presence with key associations.
  - Internal communications have been carefully managed and utilizes better tools.
  - A City magazine has been launched and the Recreation Guide bolstered to provide transparency and share key information – including events – with the community.
- The City has expanded community resources to create engagement, including:
  - Farmers Market
  - Party in the Parks program and Block Party Trailer
- The City has begun to implement much-needed infrastructure improvements, like the 35<sup>th</sup> Avenue SE reconstruction project.





### Weaknesses

- Brand image is weak.
  - The City's branding is outdated.
  - There are lingering inconsistencies of brand imagery and colors on City infrastructure.
- Infrastructure is experiencing growing pains.
  - Traffic is becoming congested.
  - Parking is challenging.
- There is very little community engagement as compared to competitors.
  - Minimal arts and culture opportunities.
  - Lack of entertainment.
  - No performing arts center.
- The City has multiple personalities, rather than unity around core values.
  - HOAs create division, not unity.
- The rapid growth of Snohomish County has increased the need for multi-use development, but the community is opposed to such growth solutions.
- The City's tourism structure is lacking.
  - No hotel.
  - Few specialty shops other than restaurants.

### Opportunities

- Strategic economic development opportunities exist due to the City's limited space.
- With the Chamber of Commerce opening its doors in January 2019, there is opportunity to bolster business support tools.
- Opportunity to annex outlying areas to bolster sales tax revenue.
- The Swift Orange Line, slated for arrival in 2025, creates an impetus to improve the Mill Creek Blvd corridor.
- The Dobson-Remillard property create potential for new recreational and/or sports tourism offerings.
- There is opportunity to partner with others in presenting marquee events.
  - Party in the Parks in the summer.
  - Mill Creek Festival in July.
  - Run with the Heart fun run for kids in September.
  - Halloween events in October.
- With a fully function recreation team, there is opportunity to grow recreational offerings for all ages, including partnering with local entities.
- With tourism in Snohomish County focused on the summer months, there is opportunity to create unique tourism events in the off season and shoulder season.



- The City can further promote itself through licensing and selling of Mill Creek merchandise.
- The City can build on existing resources to increase connectivity.
  - Finish the Mill Creek portion of the North Creek Trail
  - Develop a trail system from the north end of SR 527 to Town Center and then south to businesses along 164<sup>th</sup> Street SE.
- Secure additional grants to bolster the City's ability to deliver on Capital Improvement Plan projects.
- Development of ecotourism offering at Thomas Lake.



### Threats

- Turnover in the Executive office.
- Rapid growth.
  - Infrastructure is outdated.
  - Rising costs as infrastructure improvements are needed.
  - Community cohesive look and feel is lost as new construction occurs.
  - Traffic issues deter visitors.
- Nearby communities (Edmonds, Lynnwood, Snohomish, Mukilteo, Woodinville) offer more arts and entertainment opportunities.
  - More family and multigenerational events and activities.
  - Lodging options in other cities.
- Viewed as elitist by outsiders.
  - Town Center businesses also are viewed as being "better than the rest" because of their location.
- The rising costs of doing business with decreasing revenue from development puts City services at odds with the cost of delivering such services.



# Appendix J

## Glossary

**Actual:** Actual, as opposed to budgeted, revenues and expenditures for the biennium period indicated.

**AFSCME:** The union representing administrative employees, fully named the Washington State Council of County and City Employees AFSCME/AFL-CIO (AFSCME).

**Assessed Valuation (A/V):** The dollar value assigned to a property to measure applicable taxes. A/V determines the value of a residence for tax purposes and takes comparable home sales and inspections into consideration.

**AWC:** The Association of Washington Cities.

**Balanced Budget:** A budget in which sufficient revenues are available to fund anticipated expenditures.

**Bank Capacity:** When the City levies less than the maximum amount allowed over the years, it is allowed to retain the right to use that "banked" capacity at some future date.

**Biennium:** A two-year period for which the City budgets. The first year is an odd year, and the second year is an even year.

**Budget Calendar:** The schedule of key dates involved in the process of adopting and executing an adopted budget.

**CALEA:** The Commission on Accreditation for Law Enforcement Agencies.

**Capital Improvements:** Major projects requiring the expenditure of public funds over and above routine operating expenses. A capital project is defined as new, replacement of, or improvements to infrastructure (e.g., buildings, roads, parks) that has a minimum life expectancy of five years and a minimum cost of \$25,000.

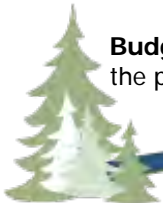
**Capital Improvement Plan (CIP):** The City's method of programming improvements to the City's transportation, storm water, facilities and park infrastructure. The CIP is updated through a public process every two years prior to the biennial budget preparation.

**CCTV:** Closed-circuit television system used to transmit video surveillance. Used in connection with the City's Surface Water Utility.

**City:** The City of Mill Creek, Washington.

**City Hall Municipal Campus:** The City of Mill Creek campus consisting of City Hall South (main building) and City Hall North (formerly known as the Annex). It is located at 15728 and 15270 Main Street, respectively.

**Consumer Price Index (CPI):** A measure of the average change over time in the prices paid by urban consumers for a market basket of consumer goods and services. The index is used to measure the increase in the cost of living (economic inflation).



**CPSM:** The Center for Public Safety Management.

**Debt Service:** Principal and interest payments on debt incurred (bonds sold) by the City.

**Deficit:** The excess of expenditures over revenues.

**Dobson-Remillard Property:** Ten acres of land owned by the City and located immediately west of the Mill Creek Sports Park along North Creek Drive.

**EGUV:** The East Gateway Urban Village, a master-planned development on the east side of Mill Creek along 132<sup>nd</sup> Street SE between 35<sup>th</sup> Avenue SE and Seattle Hill Road.

**EMS:** Emergency Medical Services, as provided by Snohomish County Fire District 7.

**Expenditure:** An expense or charge against available funds.

**Fees:** A charge to cover the cost of a service (e.g., building inspection fee, recreation fee, zoning fee).

**Full-Time Equivalent (FTE):** The ratio units equivalent to an employee working full-time. One FTE is equivalent to one employee working full time, and two .5 FTEs are equivalent to one employee working full time.

**Fund:** An accounting entity designed to separately track the expenses and revenues of a particular program or service. Funds are classified according to type: general, enterprise, debt service, etc. The expenses and revenues are accounted for according to generally accepted accounting principles.



**General Fund:** The City's main budgetary fund, which provides general purpose governmental services such as police, fire, park maintenance, general administration and facilities maintenance.

**GFOA:** The Government Finance Officers Association.

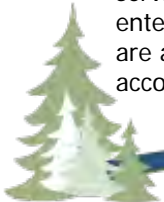
**Guild:** The Mill Creek Police Officers' Guild, representing the non-sergeants and sergeants bargaining unit.

**HRIS:** A Human Resources Information System.

**ICMA:** The International City/County Management Association.

**Interfund Loan:** A loan made from one of the City's funds to another City-owned fund.

**JLARC:** The Washington State Joint Legislative Audit and Review Committee.



**Levy:** An imposed tax, which in this document refers to property and EMS taxes.

**Lexipol:** A policy training for public safety organizations.

**Local Government Investment Pool (LGIP):** A state or local government pool offered to public entities for the investment of public funds.

**Maintenance and Operation Costs:** The day to day operation and maintenance costs of a municipality include such things as gas and electric utility bills, telephone expense, reproduction costs, postage and vehicle maintenance.

**MCMC:** The Mill Creek Municipal Code.

**MRSC:** The Municipal Research and Services Council, a nonprofit that provides help to local government in Washington State.

**PSRC:** The Puget Sound Regional Council.

**Reserves:** Amounts of revenue set aside for a specific purpose.

**Revenues:** The income generated from sale of goods or services, or any other use of capital or assets, associated with the main operations of an organization before any costs or expenses are deducted.

**RFP:** A request for proposals is a document that the City creates to outline the requirements for a specific project. It uses the RFP process to solicit bids from qualified vendors and identify which vendor might be the best-qualified to complete the project.

**Surface Water:** Water that collects on the surface of the ground.

**Surface Water Utility:** The City's self-supporting utility that provides surface water services.

**WASPC:** The Washington Association of Sheriffs and Police Chiefs.



# Appendix K

## 2019-2024 Capital Improvement Plan



# Capital Improvement Plan

## 2019-2024



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# City Manager Letter

October 24, 2018

Honorable Mayor and Councilmembers  
City of Mill Creek

SUBJECT: Adopted 2019-2024 Capital Improvement Plan

I am pleased to present the City's adopted 2019-2024 Capital Improvement Plan (CIP). This comprehensive CIP includes projects and funding that will have a positive and lasting impact for the Mill Creek community for decades to come. Some of the key projects within the CIP include:

- Mill Creek Sports Park Turf & Light Replacement
- Pavement Preservation (increased funding)
- Planning/Vision Process for Mill Creek Boulevard
- Surface Water Aging Infrastructure Program

This plan is a living document, highly dependent on the present economic conditions and is subject to changes. Capital projects can impact future operating budgets either positively or negatively due to an increase or decrease in staffing, maintenance costs, or by providing capacity for new programs or services.

There are a number of policies that are included in this CIP that provide guidance for not just the next six-year term but future CIPs planning horizons. The key policy changes in this year's CIP include the following:

- A. This CIP focuses on those projects that have secured funding or a high degree of confidence that funding will be obtained. This allows the City to provide a realistic plan for funding the City's most important capital investments wisely and most efficiently. There is also value in listing those capital projects within a CIP that are not fully funded and may at this time be a lower priority or considered aspirational. These projects that don't have a secured funding source have been identified in a separate part of the CIP.
- B. Another new policy change is the transfer of a portion of the City's General Fund Reserve above an amount which is needed to respond to economic fluctuations, cash flow needs, and catastrophic events. The City's adopted policy is to maintain a General Fund Operating Reserve equal to at least 15% of the total biennial General Fund budgeted revenue. At the end of 2018, 33% of all reserve funds above the General Fund Reserve minimum be transferred to the CIP for capital project investment. The rationale for this transfer is to better align and allocate previous tax payer dollars or one-time funds associated with development toward a capital





project providing community benefits to those who paid for the benefits within a reasonable time frame. This one-time transfer is \$829,703. With this transfer, the General Fund Reserve is projected to be 21% of General Fund budgeted revenue.

- C. The City's current policy is to transfer one time revenues into the CIP on an annual basis. One-time revenues are those which are not expected to reoccur, such as development related revenues (e.g., construction sales tax and permit fees). To implement this policy and transfer, management will analyze funds that are one time for inclusion in the CIP, recognizing that the City receives a base and recurring amount of development related revenues that should be excluded from any transfer. This transfer shall be further contingent on the City maintaining a 15% committed General Fund operating reserve. The City will transfer \$400,000 as one-time revenue in the CIP.
- D. The CIP includes the creation of a "CIP Contingency Fund." A minimum of 10% of projected revenues from Real Estate Excise Tax (REET) should be designated as a CIP Contingency Fund to be used to support transportation, parks and trails, and City facilities and equipment. REET revenue receipts fluctuate from year to year. Although staff projects revenues realistically, it is prudent to establish an adequate reserve as CIP Contingency Funds and not allocate these revenues until the funds are actually received. Only at Council discretion can these funds be appropriated toward currently unidentified projects or increases in planned projects.

- E. Projects included within the CIP require expenditure of public funds over and above routine operating expenses and are defined as new, replacement of, or improvements to infrastructure (e.g., buildings, roads, parks, etc.) that have a minimum life expectancy of five years and a minimum cost of \$25,000. Previously, projects of \$5,000 or more were included in the CIP.

The CIP continues to incorporate the following fundamental elements:

- Consideration of community needs
- Availability of sufficient revenue
- Coordination of projects and project timelines
- Availability of sufficient staff and expertise to manage projects
- Maximization and leveraging of City revenues
- Adherence to sound financial strategies.

Accomplishment of a community vision requires community input, along with the professional expertise and steadfast contribution of City staff and the Mill Creek leadership. We believe this Capital Improvement Plan will pave the way for a positive and lasting influence on the City and surrounding area.

Respectfully submitted,



Robert S. Stowe  
Interim City Manager



# Ordinance Adopting the CIP

## ORDINANCE NO. 2018-837

### AN ORDINANCE OF THE CITY OF MILL CREEK, WASHINGTON, ADOPTING A REVISED AND UPDATED 6-YEAR CAPITAL IMPROVEMENT PLAN FOR YEARS 2019-2024 IN ACCORDANCE WITH THE CITY'S BIENNIAL BUDGET PROCESS, COMPREHENSIVE PLAN, AND GROWTH MANAGEMENT ACT.

WHEREAS, the City of Mill Creek utilizes a biennial budget system and will be adopting such budget with accompanying appropriations in 2018 for years 2019-2020; and

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

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

WHEREAS, the City has updated and revised its annual 6-year capital improvement plan, attached hereto as **Exhibit A** (2019-2024 CIP), which includes specifically achievable and realistic capital projects with identified funding levels and sources consistent with revenue forecasts and anticipated budget appropriations; and

WHEREAS, the City plans to concurrently amend the capital facilities and transportation elements of its Comprehensive Plan in 2019 to complete the process of fully coordinating and integrating the capital improvement plan and the capital facilities and transportation elements; and

WHEREAS, the City Council finds that the 2019-2024 CIP meets the intent of the Growth Management Act;

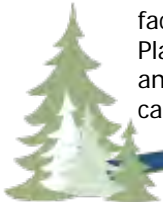
NOW THEREFORE, THE CITY COUNCIL OF THE CITY OF MILL CREEK, WASHINGTON, ORDAINS AS FOLLOWS:

Section 1. The City Council adopts the foregoing recitals as findings in support of the 2019-2024 Capital Improvement Plan.

Section 2. The 2019-2024 Capital Improvement Plan for the City of Mill Creek, attached hereto as **Exhibit A**, is adopted to take effect on January 1, 2019.

Section 3. The 2019-2024 Capital Improvement Plan is further adopted as the financing plan for the City's capital facility and transportation elements of the Mill Creek Comprehensive Plan.

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



Passed in open meeting this 23rd day of October, 2018 by a vote of 6 for, 0 against, and 0 abstaining.

**APPROVED:**

**ATTEST/AUTHENTICATED:**

\_\_\_\_\_  
MAYOR PAM PRUITT

\_\_\_\_\_  
ACTING CITY CLERK GINA PFISTER

**APPROVED AS TO FORM:**

\_\_\_\_\_  
CITY ATTORNEY SCOTT MISSALL

FILED WITH THE CITY CLERK: \_\_\_\_\_

PASSED BY THE CITY COUNCIL: \_\_\_\_\_

PUBLISHED: \_\_\_\_\_

EFFECTIVE DATE: \_\_\_\_\_

ORDINANCE NO.: \_\_\_\_\_



# Executive Summary

Viable communities depend on good infrastructure planning and financing. Only with well thought out capital facilities plans are governments able to effectively and realistically provide for growth and a high quality of life.

The Capital Improvement Plan (CIP) is part of the state's Growth Management Act (GMA) requirement for cities and counties to approve and maintain a comprehensive plan that includes a capital facilities element consisting of an inventory of existing capital facilities, a forecast of future needs for facilities, a six-year plan for financing such facilities, and reassessment of the land use elements.

A CIP is an important tool for planning and managing the City's growth and development. This starts with developing a long-term financial forecast, identifying infrastructure improvements and development opportunities, and creating a vision for Mill Creek's future in light of Snohomish County's extraordinary growth.

Capital improvements are major projects requiring the expenditure of public funds over and above routine operating expenses. A capital project is defined as new, replacement of, or improvements to infrastructure (e.g., buildings, roads, parks) that has a minimum life

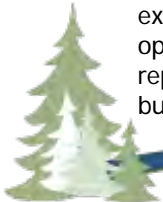
expectancy of five years and a minimum cost of \$25,000.

Many of these projects have long-term implications: they will have impacts on the operating budget or they are interconnected with other projects planned in the City. For planning purposes, it is necessary to discuss and consider projects and their operational and funding impacts in the context of more than one year. A long-term outlook provides an idea of what infrastructure needs may exist in the near future.

Such a CIP requires great forethought. As the City matures, its infrastructure is beginning to age and needs repairs and/or replacement. Other projects include system improvements or capacity-increasing projects.

If Council and staff anticipate that certain projects will be necessary in the coming years, they can begin planning and budgeting for them now, rather than being caught by surprise when the project is desperately needed and there is limited time to consider options.

The CIP presents a schedule of major capital improvements that are planned within the next six year period. Project design, land acquisition, and construction costs as well as the projected means of financing these costs are an integral component of this plan.





The GMA also requires that when making land-use designations, the City consider services and facilities provided to residents and businesses in our urban growth area. It is the responsibility of the City to monitor the status of development, population projections, and employment in the City in relation to facility needs.

A biennial review and update of the CIP, which contains a list of adopted capital projects including costs and projected revenues, allows us to review, plan and coordinate in relation to land-use activities, and ensure facilities are available when needed. Staff has evaluated the City's land-use designations and has structured the capital projects recommended in the CIP to meet the anticipated development needs.

## Policies

A number of new and existing important policies provide guidance for the CIP that are included below.

## New Policies

- **Secured Funding.** This CIP focuses on those projects that have secured funding or a high degree of confidence that funding will be obtained. This allows the City to provide a realistic plan for funding the City's most important capital investments wisely and most efficiently. Additional projects that don't have a secured funding source have been identified in a separate part of the CIP.
- **CIP Transfer.** Transfer of a portion of the City's General Fund Reserve above an amount which is needed to respond to economic fluctuations, cash flow needs, and catastrophic events. The City's adopted policy is to maintain a General Fund Operating Reserve equal to at least 15% of the total General Fund budgeted revenue. At the end of 2018, 33% of all reserve funds above the General Fund Reserve minimum be transferred to the CIP for capital project investment.
- **CIP Contingency Fund.** The CIP includes the creation of a "CIP Contingency Fund." A minimum of 10% of projected revenues from Real Estate Excise Tax (REET) should be designated for the CIP Contingency Fund to be used to support Transportation, Parks and Trails, and City Facilities



and Equipment. REET revenue receipts fluctuate from year to year. Although staff projects revenues realistically, it is prudent to establish an adequate reserve as CIP Contingency Funds and not allocate these revenues until the funds are actually received. Only at Council discretion can these funds be appropriated toward currently unidentified projects, toward approved projects that are underfunded or toward unexpected increases in planned projects.

**Existing Policies**

- The City will make all capital improvements in accordance with an adopted CIP.
- The City will develop a multi-year plan for capital improvements and update it each biennium.
- The City will enact a biennium capital budget based on the multi-year CIP. Future capital expenditures necessitated by changes in population, real estate development or economic base will be calculated and included in the capital budget projections.
- The City will coordinate development of the capital improvements budget with development of the operating budget. Future operating costs associated with new capital improvements will be projected and included in operating budget forecasts.
- The City will use intergovernmental assistance to finance those capital improvements that are consistent with the CIP and City priorities, and whose operating and maintenance costs have been included in operating budget forecasts.



- The City will maintain all its assets at a level adequate to protect its capital investment and to minimize future maintenance and replacement costs.
- The City will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to the City Council for approval.
- The City will determine the least costly financing method for all new projects.



### Evaluation Criteria

The following criteria are used when evaluating and prioritizing capital projects. Projects are grouped by type (e.g., transportation projects, park and trail projects). The projects are then evaluated against both primary and secondary criteria to determine priority.

#### Primary Criteria

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

#### Secondary Criteria

- The project is necessary to maintain current nonessential service levels.
- The project accommodates the public facility demands and vocational needs of redevelopment based on projected growth patterns.
- The project provides for special needs or enhances facilities/services.
- The project furthers the objectives of the City Council and Administration.



# Outcomes of the Previous CIP

## CIP Accomplishments in 2017-2018 Biennium

The City successfully implemented several CIP projects in the 2017-2018 biennium. These include:

- Citywide Computer Workstation Replacement, which replaced approximately 60 computer workstations and associated monitors.
- Data Backup System Replacement, which provided a current generation solution that better protects the City's data in the event of a hardware failure or catastrophic event.
- Server Room Update/Remodel, which was scaled back from the original plan to only include an updated fire suppression system due to the high cost.
- Security Information & Event Management Tool, which is software used to collect security and event logs from various IT devices to provide required auditing, alerting and reporting.
- Bridge Load Rating analysis, which evaluated the load-carrying capacity of the four City-owned bridges over 20 feet in length.
- Seattle Hill Road Widening with Snohomish County, which was completed in August 2018. This project widened the road to three lanes with bike lanes, curb and sidewalk, street lights and drainage facilities between 132<sup>nd</sup> Street SE and 35<sup>th</sup> Avenue SE.



- Police/Engineering Total Station, which is comprehensive equipment to be used for collision, crime scene and engineering purposes; the City has purchased this equipment and it should be delivered by early 2019.
- City Hall North HVAC Control System, which replaced the control system and several heat pumps.
- Chipper purchase, which replaced the previous wood chipper used by the Public Works maintenance crew.
- Sweetwater Ranch emergency surface water repair project.





### Continuing Projects

In addition to the projects funded as part of the 2019-2024 CIP, there are a number of active projects that are currently funded and underway that were approved as part of a prior CIP process.

These continuing projects and amounts previously allocated include:

- Gateway Improvement, which will update and unify the City's brand while providing vibrant, visually appealing gateway entry features for the City.
- 35<sup>th</sup> Avenue Reconstruction project, for which construction began in June 2018 and which is anticipated to be completed in winter 2019.
- Citywide Traffic Signal Updates, which includes installing new pedestrian pushbutton systems and conflict monitors.
- Seattle Hill Road Preservation project to repave Mill Creek Road and Seattle Hill Road between Village Green Drive and 35<sup>th</sup> Avenue SE. We have obtained Federal grant funds, which are obligated and available for construction in 2019.
- Exploration Park (previously called North Pointe Park) Design and Construction documents. The project was designed, but was deferred due to the high cost of the initial bids. It is slated to continue in the next biennium.
- Mill Creek Sports Park Turf & Light Replacement, which is currently underway and anticipated to be




completed in winter 2019. Construction was delayed to accommodate user schedules during high-use periods.

- Public Works Shop project. To carefully ensure this shop aligns with the City's long-term needs, the City will undertake a study to identify best options for a future Public Works Shop.
- City Hall North Roof and Seismic Retrofit project needs additional research to determine full need. It is incorporated into the 2019-2024 budget. Additional structural design needs to be conducted.



### Projects Removed from the CIP

Projects in the previous CIP, but not included in the 2019-2024 CIP include:

- Mobile Device Data Management and Encryption project. The mobile device data management portion of the project was completed, but not the encryption piece due to time constraints. This project will continue in the next biennium and has been budgeted in the General Fund.
  - City Hall Campus Wireless Access project. The City Manager reprioritized this project to begin in 2018; it will be completed in 2019 as an operating expense.
  - Mill Creek Fire Station project, which was the option to purchase the Fire Station pursuant to Section 8.3.3 of the original agreement. This option was not executed due to the successful new contract agreement with Snohomish County Fire 7 for EMS and fire services.
  - 164<sup>th</sup> Street Corridor Adaptive Signal System is partially completed. The adaptive signal on SR 527 was done in anticipation of Community Transit's Green Line. Two other adaptive signals are slated to be completed in the next 2019-2024 CIP: one at the intersection of 164<sup>th</sup> Street SE and Mill Creek Blvd; and one at the intersection of Mill Creek Blvd and Main Street. The City has an ILA with the County; its contribution to the ILA is less than \$25,000 and Snohomish County is the lead on the project.
- 
- Cougar Park, Phase 2. This project was not completed. It is currently not in the comprehensive plan and not in the 2019-2024 CIP.
  - Armory Parts Washer. The Police Department was able to acquire a parts washer at zero cost from another jurisdiction's surplus inventory. Therefore, this item was removed from the CIP.
  - The purchase of four vehicles/accessories was removed from the CIP, as they fall under the Equipment Replacement Fund. This includes a dump trailer, right of way inspector vehicle, maintenance crew vehicle, and flatbed truck.



### Grants

The City received millions of dollars in grants for projects included in the previous CIP. Following is a list of grants that were awarded to the City in the past two years:

#### *For the 35<sup>th</sup> Avenue Reconstruction Project*

- State Grants: \$5,250,000
- Snohomish County Small Projects Partnership Grant: \$50,000

#### *Mill Creek Sports Park Refurbishment*

- State Recreation Conservation Office Grant: \$250,000
- Snohomish County Grant: \$100,000

#### *Stormwater CIP*

- Washington State Department of Ecology Grant: \$50,000

Grants received for work in the previous biennium totaled \$5,700,000.



# Development of the 2019-2024 CIP

## New Project Identification

In preparation for the 2019-2024 CIP development process, staff identified continuing projects and solicited new project ideas from the community through the following outreach opportunities:

- Park and Recreation Board
- Art and Beautification Board
- Neighborhood Focus Group
- HOA and Community Association Meetings
- Senior Center Focus Group
- *City Connection* readership
- Press release to local media for news articles
- Social media audiences
- City's Web-based Citizen Response Tool (AKA Request Tracker)

City staff then reviewed and prioritized ideas to develop the Capital Improvement Plan. In addition to the primary and secondary criteria used in evaluating proposed projects, staff applied the following:

- Alignment with the overall Comprehensive Plan.
- Available funding (including estimated funding) during the six years (e.g., grant or match), extra funding.
- Alignment with City Goals.
- Public support.

- Extent of Service, such as how many people will benefit or how many residents will be inconvenienced/harmed because the project has not been done.

The 2019-2024 Capital Improvement Plan includes 27 funded projects for a total of \$19,270,140. This is the same number of projects as the previous CIP, but with a larger programmatic focus (e.g., pavement preservation) instead of one-off projects. This results in an increased cost of \$9,342,108 (94.10%) over the previous CIP.

Key factors driving this increase are as follows.

- Inflation
- Market Conditions (e.g., bidding market)
- In the previous CIP, there was design work for projects that would be constructed in the 2019-2024 CIP; construction costs are much higher than design.
- The Surface Water Program is new and has significant infrastructure repair or replacement costs.
- The Pavement Preservation and Rehabilitation Program relaunches a program that was not included in the previous CIP.

The CIP worksheets in this plan identify project descriptions, how the project aligns with City priorities, provides a justification for the project, and identifies previous and continuing expenditures, anticipated maintenance and operations impacts, and revenue sources.

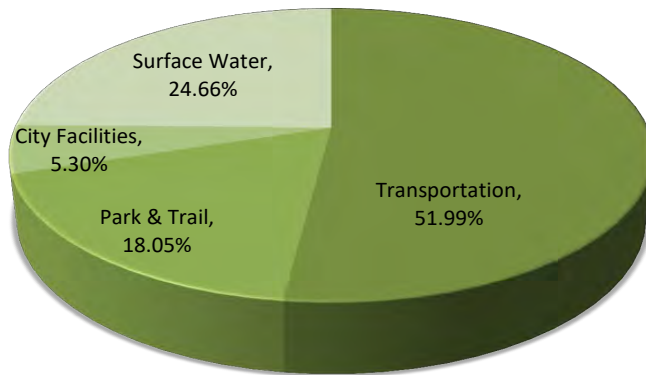


### CIP Project Categories

The CIP projects are organized into four categories:

- Transportation projects, which include improvements to streets, intersections, pedestrian safety, public transit and non-motorized facilities.
- Park and Trail projects, which include park and recreational facilities and open space lands.
- City Facilities projects, which include improvements of general government facilities, and property construction and renovation.
- Surface Water projects, which provide infrastructure rehabilitation and replacement, as well as surface water treatment.

This structure assists City staff with tracking and managing projects by funding source and function. The chart below shows the relative size of the project categories in the 2019-2024 CIP.



### Grant Funding for New Projects

Grant funding has been received or is anticipated for the new projects identified for the 2019-2024 CIP.

- *Seattle Hill Road Pavement Preservation*  
Federal Grant: \$720,000
- *35<sup>th</sup> Avenue SE Pavement Preservation*  
Federal Grant: \$504,208
- *132<sup>nd</sup> Street SE Mid-Block Crossing Improvements (HAWK)*  
State Grant: \$675,000
- *Exploration Park*  
Snohomish County Grant: \$100,000
- *Public Works Shop*  
State Grant: \$250,000  
(The City is requesting an extension on this grant)

These grants total \$2,249,208 in funding that otherwise would have to come from City funds.



# Financial Element of the CIP



# Fiscal Analysis

Analyzing and projecting City revenues over a six-year period is accomplished through a comprehensive examination of historical revenue trends, studying regional economic indicators, and having a strong understanding of the City's fiscal position and planned growth. It is also important to have sound knowledge of which revenue streams are fairly reliable and which experience large fluctuations, such as those derived from permit and mitigation fees.

Funding sources along with the assumptions used to build potential financing scenarios are described below.

## General Fund Reserve Transfer

Under the City's General Fund Reserve policy, the City must maintain a General Fund Reserve balance of 15% of total General Fund revenue, which is \$4,251,750 based on 2019-2020 revenue.

The estimated balance as of the end of 2020 is \$6,766,000 or 24% of revenues. In light of the high balance, as well as the City infrastructure repair and replacement needs identified in the 2019-2024 CIP, 33% of all reserve funds anticipated at the end of 2020 *above* the General Fund Reserve minimum of 15% will be transferred to the CIP for capital project investment. This is a one-time transfer of \$829,703 into the CIP from the General Fund.

The General Fund Reserve balance following this one-time General Fund Reserve Transfer and the One-Time Revenue Transfer (see below), will be \$5,936,298 or 21% of General Fund revenue.

## One-Time Revenue Transfers

The City's current policy is to transfer one-time revenues into the CIP on an annual basis. One-time revenues are those which are not expected to reoccur, such as development related revenues (e.g., construction sales tax and permit fees). In 2018, the one-time revenue transfer is \$400,000.

## Capital Projects Funds

These funds account for financial resources related capital projects. Capital improvements are major projects requiring the expenditure of public funds over and above routine operating expenses. A capital project is defined as new, replacement of, or improvements to infrastructure (e.g., buildings, roads, parks) that has a minimum life expectancy of five years and a minimum cost of \$25,000.

- **Real Estate Excise Tax (REET):** This tax is levied on all sales of real estate. There are two pieces REET1 and REET2; both halves (.25% each) can be used only for capital projects as defined in RCW 82.46.010 (REET1) and 82.46.035 (REET2). Use is restricted to the Capital Improvement Plan projects.



- **Capital Improvement Fund:** This fund is for capital improvement projects not funded elsewhere in the budget. This is the “savings” account for capital projects as identified in the Capital Improvement Plan. REET funds are moved into this fund. Capital improvement costs may include acquisition, development, engineering, architectural, or other related costs.
- **Park Improvement Fund:** Park mitigation fees are one-time charges assessed by local governments against a new development project to help pay for new or expanded public facilities that will directly address the increased demand created by that development.
- **Road Improvement Fund:** This fund contains monies dedicated for the improvement of roads, bridges and sidewalks. Typical projects include road and intersection improvements; pavement preservation on arterial streets and highways; pedestrian and bicycle access improvements and bridges. Revenue may come from mitigation fees paid by developers. These fees support the cost of new infrastructure needed to support increased capacity created by the new growth and development. Other projects mentioned above may be supported by REET or the General Fund.

### Special Revenue Funds

- **Municipal Art Fund:** This fund was created in order to fund the selection, acquisition and/or installation of works of art in accordance with MCMC 3.28.010. In the 2019-2024 CIP, the applicable projects from which 1% shall be transferred into the Municipal Art Fund include Exploration Park, park restroom/picnic shelter room replacement, City Hall North roof and seismic retrofit, and City Hall North HVAC. The projects have a combined total of \$2 million, providing for a \$20,000 revenue transfer into the Municipal Art Fund.





**Proprietary Funds**

More than anything, proprietary funds operate like a business. They pertain to providing goods or services to the general public. It covers the services which are important but not essential to the way a government runs. Proprietary funds include:

- **Surface Water Utility:** This is an enterprise fund for the operation and capital improvement projects of the surface water utility. It is a self-supporting government fund that provides goods and services to the public for a fee – in this instance surface water services. Revenue comes from user fees billed to all properties in the City based upon equivalent residential units. Reserves in this fund can only be spent for surface water purposes. A rate study currently is underway and new rates will be proposed for 2019-2020 and beyond.

**Bonds**

Bond revenue is available to finance capital projects through two sources: general obligation bonds and revenue bonds. General obligation bonds are backed by the value of the property within the jurisdiction and require a scheduled repayment of the debt. General obligation bonds are either non-voted (Councilmanic) or voter-approved.

Under Washington State law, general government debt is restricted to 2.5% of a jurisdiction’s taxable assessed value of property for general purpose bonds. In 2018, this equates to nearly \$103 million. Of this amount, \$62 million may be in the form of Councilmanic bonds.

Councilmanic bonds are authorized by the jurisdiction’s legislative body without the need for voter approval. Principal and interest payments come from general government revenues, without an increase in taxes; for instance, REET revenue can be designated to pay for a Councilmanic bond. Voter- approved bonds on the other hand produce “new monies” by increasing the property tax rate proportionate to the annual debt service on the bond.

**Public Works Trust Fund Loans**

State of Washington’s Public Works Board provides low interest loans (0.5% to 2.55%) to local governments to finance public infrastructure improvements. These loans are provided under the Public Works Trust Fund Program and offer lower than market rates payable over periods ranging to a maximum of 20 years.

**Grants**

The City earnestly seeks federal, state and local grant opportunities to help finance City projects. Historically, the City has been very successful obtaining grants, especially for transportation projects. The grant funding included in the Plan has either been approved by the grantor or has successfully and routinely been obtained by the City for like projects in the past.

Other revenue sources include a variety of known or reasonably expected one-time funding sources, such as contributions by others. The City often partners with other jurisdictions such as Snohomish County, Community Transit and other entities to fund projects that benefit the citizens of Mill Creek. As shown previously, grant funding secured for projects in the 2019-2024 CIP totals \$2,249,208. This is 12.7% of the total amount projected during the CIP period.



# Fund Balances

Year-End Fund Balance*	2018	2019	2020	2021	2022	2023	2024
Park & Trails	\$ 13,000	\$ 3,000	\$ 7,000	\$ 11,000	\$ 15,000	\$ 19,000	\$ 23,000
REET	\$ 4,397,969	\$ 2,171,469	\$ 1,311,469	\$ 780,677	\$ 460,677	\$ (189,323)	\$ (470,823)
CIP Contingency Funds*	\$ 240,000	\$ 315,000	\$ 390,000	\$ 440,000	\$ 490,000	\$ 540,000	\$ 590,000
Municipal Arts*	\$ 37,000	\$ 49,500	\$ 31,500	\$ 31,500	\$ 32,000	\$ 32,000	\$ 32,000
City Hall North	\$ 525,000	\$ 545,000	\$ 145,000	\$ 145,000	\$ 145,000	\$ 145,000	\$ 145,000
CIP	\$ 1,402,940	\$ 1,400,900	\$ 1,153,000	\$ 995,300	\$ 155,300	\$ 294,100	\$ 125,600
Park Improvement	\$ 2,990,200	\$ 1,889,000	\$ 1,902,800	\$ 1,916,700	\$ 1,930,600	\$ 1,944,400	\$ 1,958,300
Road Improvement	\$ 2,218,000	\$ 1,822,000	\$ 2,999,000	\$ 3,024,000	\$ 3,049,000	\$ 3,074,000	\$ 3,099,000
Surface Water*	\$ 470,000	\$ (467,500)	\$ (1,217,500)	\$ (1,967,500)	\$ (2,717,500)	\$ (3,467,500)	\$ (4,217,500)

**\*Notes:**

- Year-End Fund Balances**

Balances 12/31 of the year noted. The balances reflect annual revenues and deduct expenses reflected in the 2019-2024 CIP.

- CIP Contingency Fund**

As noted in the City Manager Letter, the CIP includes the creation of a CIP Contingency Fund, which this year includes 10% of projected revenues from REET. This amount at the end of 2018 is \$240,000. Ending fund balance for subsequent years are projected. It is anticipated that this CIP Contingency Fund will be used to address a shortfall in REET in the 2019-2024 CIP period.

- Municipal Arts Fund**

In accordance with Mill Creek Municipal Code, 1% of applicable municipal construction projects paid for wholly or in part by the City have been added to the Municipal Arts Fund. The year-end balance in 2018 is \$37,000.

- Surface Water Utility**

As identified on page 59, a rate study currently is underway for the Surface Water Utility and new rates will be proposed prior to the adoption of the City's 2019-2020 Budget. Until such rate has been approved, this fiscal analysis does not incorporate any change to the rate and therefore demonstrates a significant budget shortfall.

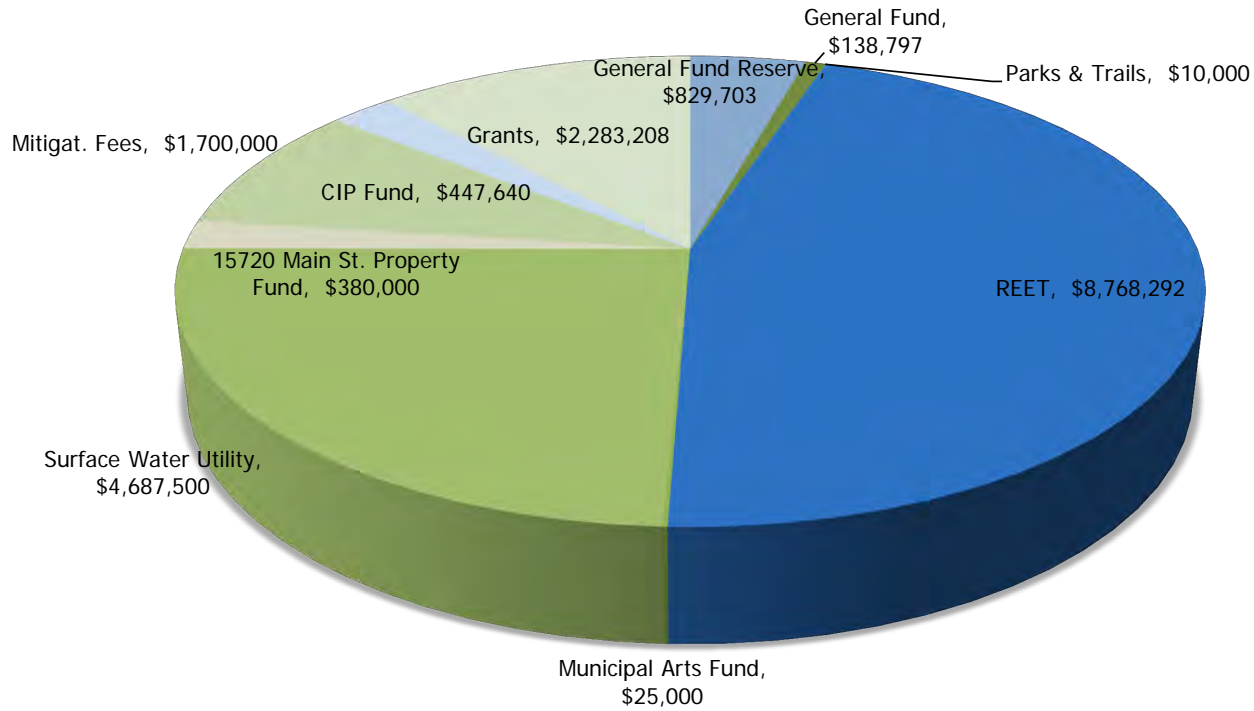


# Projects by Funding Source

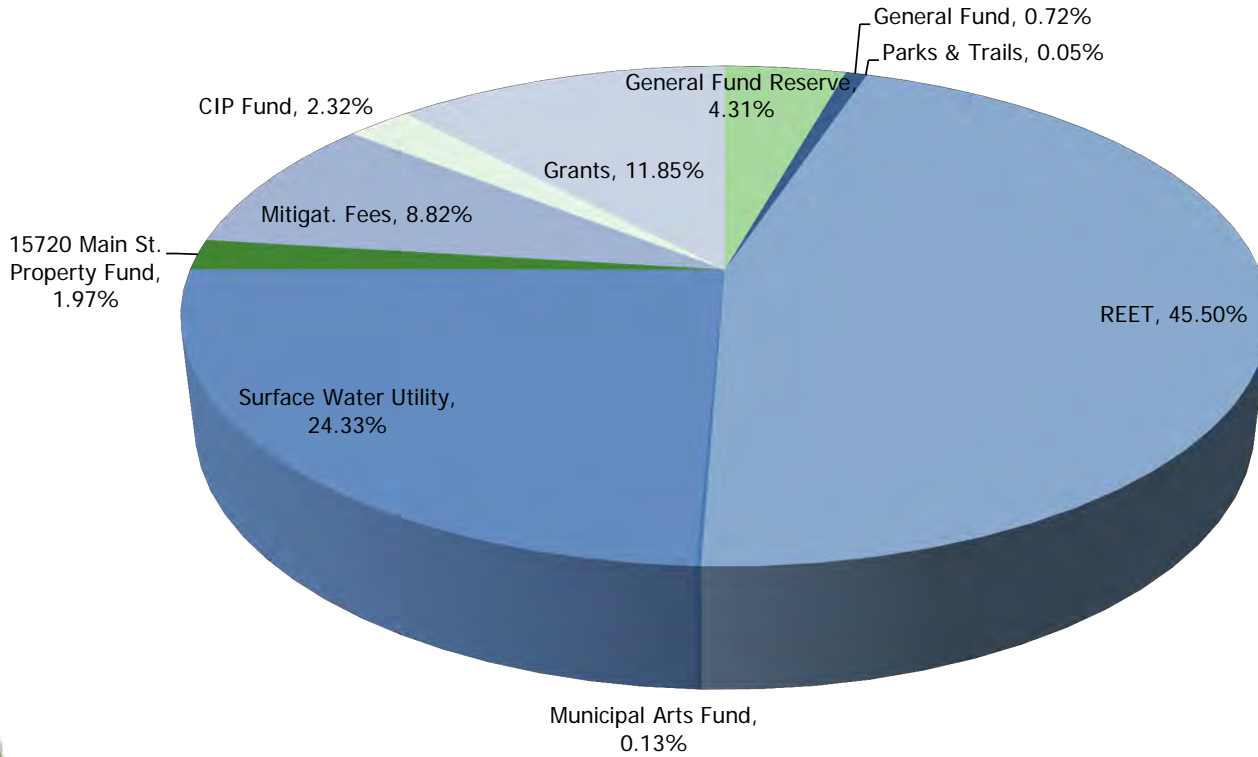
Project Name	General Fund Reserve	General Fund	Parks & Trails	REET	Municipal Arts Fund	Surface Water Utility	15720 Main St. Property Fund	Mitigat. Fees	CIP Fund	Grants	TOTAL
<b>Transportation Projects</b>											
35th Ave. SE Reconstruction Project				\$ 350,000							\$ 350,000
Seattle Hill Road Pavement Preservation				\$ 1,135,000						\$ 720,000	\$ 1,855,000
35th Avenue SE Pavement Preservation				\$ 645,792						\$ 504,208	\$ 1,150,000
132nd Street SE Mid-Block Crossing Improvements (HAWK)				\$ 75,000						\$ 675,000	\$ 750,000
Street Pavement Marking Program				\$ 700,000							\$ 700,000
Mill Creek Boulevard Corridor Improvements Study				\$ 250,000							\$ 250,000
Concrete Sidewalk Replacement Program				\$ 580,000							\$ 580,000
Pavement Preservation and Rehabilitation Program	\$ 668,500			\$ 2,536,500							\$ 3,205,000
Citywide Traffic Signal Upgrades				\$ 75,000							\$ 75,000
Bridge Monitoring & Improvement Program				\$ 600,000							\$ 600,000
EGUV "Spine Road" West Connection (Phase 1)								\$ 500,000			\$ 500,000
Traffic Safety and Calming Program				\$ 75,000							\$ 75,000
<b>Transportation Project Totals</b>	\$ 668,500	\$ -	\$ -	\$ 7,022,292	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ 1,899,208	\$ 10,090,000
<b>Parks and Trail Projects</b>											
Exploration Park								\$ 1,200,000		\$ 100,000	\$ 1,300,000
Mill Creek Sports Park Turf & Light Replacement				\$ 816,000						\$ 284,000	\$ 1,100,000
Heron Park Playarea Upgrades				\$ 410,000							\$ 410,000
Silver Crest Park Upgrade				\$ 350,000							\$ 350,000
Parks Restroom/Picnic Shelter Roof Replacement									\$ 100,000		\$ 100,000
Trail Preservation Program			\$ 10,000	\$ 85,000							\$ 95,000
North Creek Trail Study									\$ 75,000		\$ 75,000
<b>Park and Trail Project Totals</b>	\$ -	\$ -	\$ 10,000	\$ 1,661,000	\$ -	\$ -	\$ -	\$ 1,200,000	\$ 175,000	\$ 384,000	\$ 3,430,000
<b>City Facilities Projects</b>											
City Hall North HVAC							\$ 80,000				\$ 80,000
Public Works Workshop Value Engineering Study									\$ 50,000		\$ 50,000
Entryway ADA Upgrades for City Hall and Library									\$ 40,000		\$ 40,000
Emergency Operations Center									\$ 59,640		\$ 59,640
Gateway and Presence Improvement				\$ 85,000					\$ 48,000		\$ 133,000
Historical Preservation Project					\$ 25,000						\$ 25,000
City Hall North Roof and Seismic Retrofit	\$ 161,203	\$ 138,797					\$ 300,000		\$ 75,000		\$ 675,000
<b>City Facilities Project Totals</b>	\$ 161,203	\$ 138,797	\$ -	\$ 85,000	\$ 25,000	\$ -	\$ 380,000	\$ -	\$ 272,640	\$ -	\$ 1,062,640
<b>Storm Water Management Projects</b>											
Surface Water Aging Infrastructure Program						\$ 4,687,500					\$ 4,687,500
<b>Surface Water Project Totals</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,687,500	\$ -	\$ -	\$ -	\$ -	\$ 4,687,500
<b>Funded CIP Totals All Project Categories</b>	\$ 829,703	\$ 138,797	\$ 10,000	\$ 8,768,292	\$ 25,000	\$ 4,687,500	\$ 380,000	\$ 1,700,000	\$ 447,640	\$ 2,283,208	\$ 19,270,140



### CIP Projects by Funding Source



### Percentage of CIP Project Funding by Source

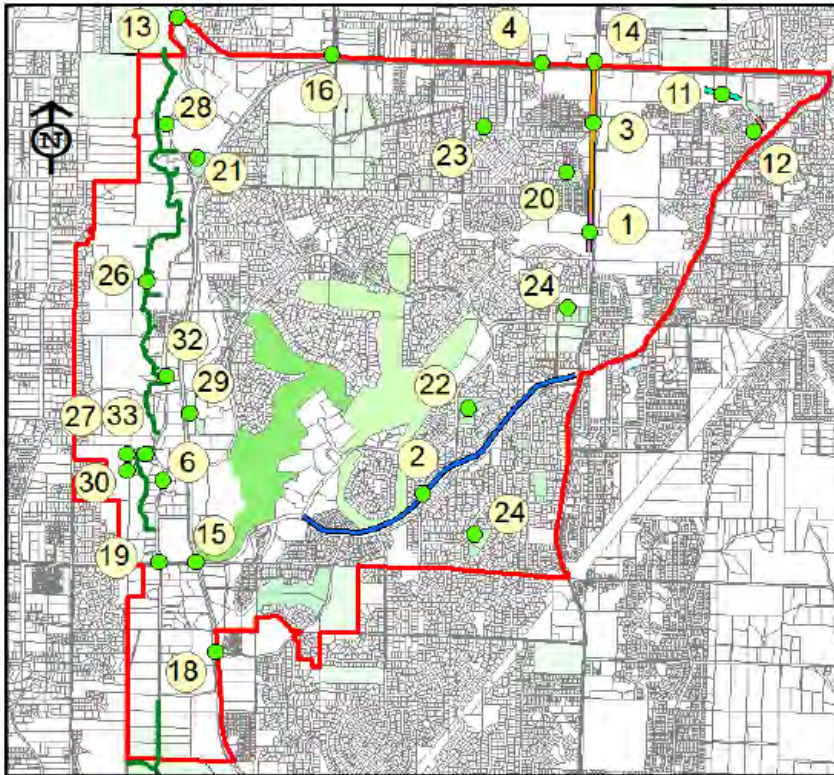


# Capital Improvement Projects 2019-2024



# Funded Project Listing

Project Name	Total	2019	2020	2021	2022	2023	2024
<b>Transportation Projects</b>							
35th Ave. SE Reconstruction Project	\$350,000	\$350,000					
Seattle Hill Road Pavement Preservation	\$1,855,000	\$1,855,000	\$0	\$0	\$0	\$0	\$0
35th Avenue SE Pavement Preservation	\$1,150,000	\$0	\$150,000	\$1,000,000	\$0	\$0	\$0
132nd Street SE Mid-Block Crossing Improvements (HAWK)	\$750,000	\$87,000	\$663,000	\$0	\$0	\$0	\$0
Street Pavement Marking Program	\$700,000	\$150,000	\$150,000	\$100,000	\$100,000	\$100,000	\$100,000
Mill Creek Boulevard Corridor Improvements Study	\$250,000	\$250,000					
Concrete Sidewalk Replacement Program	\$580,000	\$80,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Pavement Preservation and Rehabilitation Program	\$3,205,000	\$100,000	\$855,000	\$0	\$750,000	\$750,000	\$750,000
Citywide Traffic Signal Upgrades	\$75,000	\$0	\$75,000	\$0	\$0	\$0	\$0
Bridge Monitoring & Improvement Program	\$600,000	\$0	\$50,000	\$250,000	\$50,000	\$250,000	\$0
East Gateway Urban Village "Spine Road" West Connection (Phase 1)	\$500,000	\$500,000	\$0	\$0	\$0	\$0	\$0
Traffic Safety and Calming Program	\$75,000	\$0	\$25,000	\$0	\$25,000		\$25,000
<b>Transportation Project Totals</b>	<b>\$10,090,000</b>	<b>\$3,372,000</b>	<b>\$2,068,000</b>	<b>\$1,450,000</b>	<b>\$1,025,000</b>	<b>\$1,200,000</b>	<b>\$975,000</b>
<b>Parks and Trail Projects</b>							
Exploration Park	\$1,300,000	\$1,300,000	\$0	\$0	\$0	\$0	\$0
Mill Creek Sports Park Turf & Light Replacement	\$1,100,000	\$1,100,000	\$0	\$0	\$0	\$0	\$0
Heron Park Playarea Upgrades	\$410,000	\$50,000	\$360,000	\$0	\$0	\$0	\$0
Silver Crest Park Upgrade	\$350,000	\$0	\$0	\$30,000	\$320,000	\$0	\$0
Parks Restroom/Picnic Shelter Roof Replacement	\$100,000		\$50,000		\$50,000	\$0	\$0
Trail Preservation Program	\$95,000	\$20,000	\$25,000	\$0	\$25,000	\$0	\$25,000
North Creek Trail Study	\$75,000	\$0	\$75,000	\$0	\$0	\$0	\$0
<b>Park and Trail Project Totals</b>	<b>\$3,430,000</b>	<b>\$2,470,000</b>	<b>\$510,000</b>	<b>\$30,000</b>	<b>\$395,000</b>	<b>\$0</b>	<b>\$25,000</b>
<b>City Facilities Projects</b>							
City Hall North HVAC	\$80,000	\$80,000	\$0	\$0	\$0	\$0	\$0
Public Works Workshop Value Engineering Study	\$50,000	\$0	\$50,000	\$0	\$0	\$0	\$0
Entryway ADA Upgrades for City Hall and the Library	\$40,000		\$40,000				
Emergency Operations Center	\$59,640	\$59,640					
Gateway and Presence Improvement	\$133,000	\$48,000	\$85,000				
Historical Preservation Project	\$25,000	\$0	\$25,000				
City Hall North Roof and Seismic Retrofit	\$675,000	\$50,000	\$625,000				
<b>City Facilities Project Totals</b>	<b>\$1,062,640</b>	<b>\$237,640</b>	<b>\$825,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Storm Water Management Projects</b>							
Surface Water Aging Infrastructure Program	\$4,687,500	\$937,500	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
<b>Surface Water Project Totals</b>	<b>\$4,687,500</b>	<b>\$937,500</b>	<b>\$750,000</b>	<b>\$750,000</b>	<b>\$750,000</b>	<b>\$750,000</b>	<b>\$750,000</b>
<b>Funded CIP Totals All Project Categories</b>	<b>\$19,270,140</b>	<b>\$7,017,140</b>	<b>\$4,153,000</b>	<b>\$2,230,000</b>	<b>\$2,170,000</b>	<b>\$1,950,000</b>	<b>\$1,750,000</b>



## Capital Improvement Plan 2019-2024

### Transportation Projects

- 1 35th Ave. SE Reconstruction Project
- 2 Seattle Hill Road Pavement Preservation
- 3 35th Avenue SE Pavement Preservation
- 4 132nd Street SE Mid-Block Crossing (HAWK)
- 5 Street Pavement Marking Program\*
- 6 Mill Creek Boulevard Corridor Improvements Study
- 7 Concrete Sidewalk Replacement Program\*
- 8 Pavement Preservation and Rehabilitation Program
- 9 Citywide Traffic Signal Upgrades\*
- 10 Bridge Monitoring & Improvement Program\*
- 11 EGLUV "Spine Road" West Connection (Ph 1)
- 12 EGLUV "Spine Road" East Connection (Ph 2)
- 13 SR 96 and Dumas Road Intersection Improvements
- 14 SR 96 at 35th Avenue Intersection Improvements
- 15 SR 527 / 164th Street Intersection Improvements
- 16 SR 527 / SR96 Intersection Improvements
- 17 Traffic Safety and Calming Program\*
- 18 (Old) Seattle Hill Road at SR 527
- 19 164th St @ Mill Creek Blvd Intersection Improvement

### Park and Trail Projects

- 20 Exploration Park
- 21 Mill Creek Sports Park Turf & Light Replacement
- 22 Heron Park Playarea Upgrades
- 23 Silver Crest Park Upgrade
- 24 Parks Restroom/Picnic Shelter Roof Replacement
- 25 Trail Preservation Program\*
- 26 North Creek Trail Study

### City Facilities & Equipment Projects

- 27 City Hall North HVAC
- 28 Public Works Shop
- 29 Entryway ADA Upgrades for City Hall and the Library
- 30 Emergency Operations Center
- 31 Gateway and Presence Improvement\*
- 32 Historical Preservation Project
- 33 City Hall North Roof and Seismic Retrofit

### Stormwater Management Projects

- 34 Surface Water Aging Infrastructure Program\*
- 35 164th Street SE East Basin Surface Water Retrofit\*
- 36 Lower Mill Creek Road Basin Surface Water Retrofit\*

\*Not Shown on Map





# Alignment with City Goals

Projects in many of the program areas serve multiple City goals as noted in the matrix below.

	Fiscal Responsibility	Community Preservation	Civic Pride	Customer Service	Recreational Opportunities	Public Safety	Economic Prosperity	Leadership	Long-Term Planning
<b>Transportation Projects</b>									
35th Ave. SE Reconstruction Project	X	X				X			X
Seattle Hill Road Pavement Preservation	X	X				X			X
35th Avenue SE Pavement Preservation	X	X				X			X
132nd Street SE Mid-Block Crossing Improvements (HAWK)	X					X		X	
Street Pavement Marking Program		X				X			
Mill Creek Boulevard Corridor Improvements Study	X	X	X				X		X
Concrete Sidewalk Replacement Program		X				X			
Pavement Preservation and Rehabilitation Program		X							
Citywide Traffic Signal Upgrades		X				X			
Bridge Monitoring & Improvement Program		X				X			X
East Gateway Urban Village "Spine Road" West Connection (Phase 1)		X	X			X			X
Traffic Safety and Calming Program		X				X			X
<b>Parks and Trail Projects</b>									
Exploration Park	X	X	X		X			X	X
Mill Creek Sports Park Turf & Light Replacement	X	X	X		X			X	X
Heron Park Playarea Upgrades		X			X	X			X
Silver Crest Park Upgrade		X			X				X
Parks Restroom/Picnic Shelter Roof Replacement		X			X				X
Trail Preservation Program		X	X		X	X		X	X
North Creek Trail Study	X	X	X		X	X		X	X



Fiscal Responsibility  
 Community Preservation  
 Civic Pride  
 Customer Service  
 Recreational Opportunities  
 Public Safety  
 Economic Prosperity  
 Leadership  
 Long-Term Planning

	Fiscal Responsibility	Community Preservation	Civic Pride	Customer Service	Recreational Opportunities	Public Safety	Economic Prosperity	Leadership	Long-Term Planning
<b>City Facilities Projects</b>									
City Hall North HVAC		X				X			
Public Works Shop	X	X							X
Entryway ADA Upgrades for City Hall and Library		X				X			
Emergency Operations Center						X		X	X
Gateway and Presence Improvement		X	X				X		X
Historical Preservation Project	X	X	X						
City Hall North Roof and Seismic Retrofit		X				X			
<b>Storm Water Management Projects</b>									
Surface Water Aging Infrastructure Program	X	X				X			



# Transportation Projects

<b>PROJECT NAME:</b>	<b>35th Ave. SE Reconstruction</b>
<b>PROJECT #:</b>	<b>17-ROAD-02</b>

## Transportation Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Roadway</b>
<b>TYPE</b>	<b>Construction</b>

**STRATEGIC PRIORITY**  
 Fiscal Responsibility, Community Preservation, Public Safety, Long-term Planning

**DESCRIPTION / JUSTIFICATION**  
 The 35th Avenue Southeast Reconstruction Project will address the chronic settlement of the roadway between 144th Street Southeast and 141st Street Southeast that has occurred over time. The roadway was constructed across Penny Creek in an area underlain with compressible peat deposits. The project site is bound on the east by Thomas Lake and Penny Creek, which flows from the north along the east side of 35th Avenue Southeast, crossing within the study limits and continuing westerly. This project will construct a pile-supported concrete slab to support the roadway and prevent any future settlement. 35th Avenue Southeast has a functional classification of major arterial.

**ANTICIPATED OPERATIONS AND MAINTENANCE COSTS**  
 A reduction in cost with respect to past years due to fewer maintenance response calls. There are no new operations and maintenance costs anticipated.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Construction	\$ 5,383,068	\$ 350,000						\$ 350,000
Professional Services	\$ 611,300	\$ -						\$ -
<b>Total Project Expenditures</b>	<b>\$ 5,994,368</b>	<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 350,000</b>

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
REET	\$ 694,368	\$ 350,000						\$ 350,000
Grant -State	\$ 5,250,000							\$ -
Grant -Snohomish County	\$ 50,000							\$ -
<b>Total Project Revenues</b>	<b>\$ 5,994,368</b>	<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 350,000</b>



<b>PROJECT NAME:</b>	<b>Seattle Hill Road Pavement Preservation</b>
<b>PROJECT #:</b>	<b>18-PAVE-03</b>

## Transportation Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Pavement</b>
<b>TYPE</b>	<b>Construction</b>

<b>STRATEGIC PRIORITY</b>
Fiscal Responsibility, Community Preservation, Public Safety, Long-Term Planning

<b>DESCRIPTION / JUSTIFICATION</b>
Repave Seattle Hill Road between Village Green Drive and 35th Avenue Southeast. The scope of work includes a full width, two-inch grind and overlay, replacement of landscaped median curbs and Americans with Disabilities (ADA) upgrades at all curb ramps and two traffic signals. A federal grant was obtained for construction in 2019 in the amount of \$720,000. In 2016, the pavement condition for this minor arterial was 59 (scale 0 to 100). The existing curb ramps and traffic signals do not meet current ADA standards. The curbs on all landscape medians have been damaged beyond repair over the years by vehicle collisions. No new operational expenses will result from this project.

<b>ANTICIPATED OPERATIONS AND MAINTENANCE COSTS</b>
No new operation and maintenance costs are anticipated.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Construction		\$ 1,600,000						\$ 1,600,000
Professional Services	\$ 198,040	\$ 150,000						\$ 150,000
Project Engineer		\$ 105,000						\$ 105,000
<b>Total Project Expenditures</b>	<b>\$ 198,040</b>	<b>\$ 1,855,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,855,000</b>

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
Grant - Federal		\$ 720,000						\$ 720,000
REET	\$ 250,000	\$ 1,135,000						\$ 1,135,000
								\$ -
								\$ -
<b>Total Project Revenues</b>	<b>\$ 250,000</b>	<b>\$ 1,855,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,855,000</b>



<b>PROJECT NAME:</b>	<b>35th Avenue SE Pavement Preservation</b>
<b>PROJECT #:</b>	<b>19-PW-01</b>
<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Pavement</b>
<b>TYPE</b>	<b>Construction</b>

## Transportation Project

**STRATEGIC PRIORITY**  
 Fiscal Responsibility, Community Preservation, Public Safety, Long-Term Planning

**DESCRIPTION / JUSTIFICATION**  
 The project would include a full-width, 2-inch grind and overlay of 35th Avenue from 132nd Street SE to 141st Street SE (.57 miles), including traffic control, upgrade of ADA ramps, signing, channelization and other work. This project would connect to the section of 35th Avenue SE upgraded in the City's 2018 35th Avenue SE Reconstruction project. Per the Comprehensive Plan Level of Service Guidelines, the City should maintain a minimum average Pavement Condition Index (PCI) rating of 65 for collector and arterial roadways. Prior to implementation (design or construction), the City will confirm the need to overlay the road.

**ANTICIPATED OPERATIONS AND MAINTENANCE COSTS**  
 No new operation and maintenance costs are anticipated.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Professional Services			\$ 150,000					\$ 150,000
Construction				\$ 1,000,000				\$ 1,000,000
								\$ -
Total Project Expenditures	\$ -	\$ -	\$ 150,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,150,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
General Fund or REET			\$ 150,000	\$ 495,792				\$ 645,792
Grant				\$ 504,208				\$ 504,208
								\$ -
								\$ -
Total Project Revenues	\$ -	\$ -	\$ 150,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,150,000



<b>PROJECT NAME:</b>	<b>132nd St SE Mid-block Crossing Improvements (HAWK)</b>
<b>PROJECT #:</b>	<b>19-PW-02</b>

## Transportation Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Roadway</b>
<b>TYPE</b>	<b>Infrastructure</b>

<b>STRATEGIC PRIORITY</b>
Fiscal Responsibility, Public Safety, Leadership

**DESCRIPTION / JUSTIFICATION**

The proposed mid-block crossing with American with Disabilities (ADA) compliant curb ramps, pedestrian refuge island, marked crosswalk, High-Intensity Activated crossWalk beacon (HAWK) signal and illumination are needed to provide pedestrians a safer place to cross 132nd Street SE. A HAWK signal at the mid-block crossing on 132nd Street SE, west of 35th Avenue SE, will be installed to allow pedestrians to stop vehicular traffic in order to cross the street safely. The proposed HAWK signal will be interconnected with the existing traffic signal at 35th Ave SE in order to reduce the potential of rear-end collisions as vehicles move from one signal to the next. The proposed improvements will install a pedestrian refuge island at the midblock crossing to reduce the crossing distance to 20-30 ft. Illumination is limited to street lighting around the adjacent shopping area. In order to increase pedestrian visibility to drivers, the proposed improvements include additional lighting focused on the mid-block crossing location. Project implementation (design and construction) is contingent upon the outcome of an application for a 2018 Pedestrian and Bicycle Grant from WSDOT. Staff also will pursue other funding opportunities, including partnership with Snohomish County. Staff will not proceed with this project until the City Council is satisfied with the City's contribution and evaluation of all non-City funding sources.

**ANTICIPATED OPERATIONS AND MAINTENANCE COSTS**

New operation and maintenance costs are anticipated and estimated at \$250 per year. This excludes any collisions that may cause significant pole damage.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Construction			\$ 663,000					\$ 663,000
Professional Services		\$ 87,000						\$ 87,000
								\$ -
<b>Total Project Expenditures</b>	\$ -	\$ -	\$ 663,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
Grant - State		\$ 78,300	\$ 596,700					\$ 675,000
REET		\$ 8,700	\$ 66,300					\$ 75,000
								\$ -
								\$ -
<b>Total Project Revenues</b>	\$ -	\$ 87,000	\$ 663,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000



<b>PROJECT NAME:</b>	<b>Street Pavement Marking Program</b>
<b>PROJECT #:</b>	<b>19-PW-03</b>
<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Pavement</b>
<b>TYPE</b>	<b>Infrastructure</b>

## Transportation Project

<b>STRATEGIC PRIORITY</b>
Community Preservation, Public Safety

<b>DESCRIPTION / JUSTIFICATION</b>
The goal of the Annual Street Pavement Marking Program is to maintain markings that identify travel lanes and other guidance markings for auto, pedestrian, bicycle, transit and other forms of transportation. Per the 2015 Comprehensive Plan, the City owns and maintains 77 lane miles of residential and local streets, 19 lane miles of collector streets and 10 lane miles of arterial streets (total of 106 lane miles of roadway).

<b>ANTICIPATED OPERATIONS AND MAINTENANCE COSTS</b>
No new operation and maintenance costs are anticipated.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Construction		\$ 150,000	\$ 150,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 700,000
								\$ -
<b>Total Project Expenditures</b>	\$ -	\$ 150,000	\$ 150,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 700,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
REET		\$ 150,000	\$ 150,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 700,000
								\$ -
								\$ -
<b>Total Project Revenues</b>	\$ -	\$ 150,000	\$ 150,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 700,000



<b>PROJECT NAME:</b>	<b>Mill Creek Boulevard Corridor Improvements Study</b>
<b>PROJECT #:</b>	<b>19-PW-04</b>
<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Transportation</b>
<b>TYPE</b>	<b>Planning</b>

## Transportation Project

**STRATEGIC PRIORITY**  
 Fiscal Responsibility, Community Preservation, Civic Pride, Economic Prosperity, Long-Term Planning

**DESCRIPTION / JUSTIFICATION**  
 Mill Creek Boulevard is an important north-south transportation corridor located in the heart of Mill Creek. The goal of the Mill Creek Boulevard Corridor Improvements Study is to enhance economic vitality and provide a framework to multiple capital improvements which include: intersection improvements at 164th Street, 161st Street, Main and SR 527; surface water aging infrastructure failures identified in a 2018 study produced by Perteet; water quality treatment, pavement preservation and roadway re-configurations to better support Community Transit's bus rapid transit (BRT) lines. This study will peripherally address zoning and land use.

**ANTICIPATED OPERATIONS AND MAINTENANCE COSTS**  
 No new operation and maintenance costs are anticipated.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Professional Services		\$ 250,000						\$ 250,000
								\$ -
								\$ -
<b>Total Project Expenditures</b>	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
REET		\$ 250,000						\$ 250,000
								\$ -
								\$ -
								\$ -
<b>Total Project Revenues</b>	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000





<b>PROJECT NAME:</b>	<b>Concrete Sidewalk Replacement Program</b>
<b>PROJECT #:</b>	<b>19-PW-05</b>

## Transportation Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Repair / Maintenance</b>
<b>TYPE</b>	<b>Construction</b>

<b>STRATEGIC PRIORITY</b>
Community Preservation, Public Safety

**DESCRIPTION / JUSTIFICATION**  
 The goal of this annual program is the preservation of the City's sidewalk systems which includes 75 miles of public sidewalks and more than 1,000 curb ramps. The scope of work includes repair or replacement of damaged sections of curb, gutter, sidewalk and curb ramps that meet the American with Disabilities Act (ADA). The first year of the program will include a citywide assessment and rating of sidewalks and prioritization of needed repairs as well as recommendations on alternative repair methods. This program also includes assessing and addressing the root cause of buckling sidewalk such as trees. This program may include tree removal or alternative construction methods to preserve existing trees. Some of the benefits of this program include: 1) improved pedestrian safety, 2) compliance with ADA standards, 3) savings in maintenance costs.

**ANTICIPATED OPERATIONS AND MAINTENANCE COSTS**  
 No new operation and maintenance costs are anticipated.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Assessment		\$ 30,000						\$ 30,000
Construction		\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 550,000
								\$ -
<b>Total Project Expenditures</b>	\$ -	\$ 80,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 580,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
REET		\$ 80,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 580,000
								\$ -
								\$ -
								\$ -
<b>Total Project Revenues</b>	\$ -	\$ 80,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 580,000



<b>PROJECT NAME:</b>	<b>Pavement Preservation and Rehabilitation Program</b>
<b>PROJECT #:</b>	<b>19-PW-06</b>
<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Pavement</b>
<b>TYPE</b>	<b>Maintenance / Repair</b>

## Transportation Project

<b>STRATEGIC PRIORITY</b>
Community Preservation

**DESCRIPTION / JUSTIFICATION**

The City is responsible for approximately 106 lane miles of roadway. The goal of this annual program is to extend the useful life of the City's streets by assessing, preserving and rehabilitating pavement conditions. Typical work will include crack filling, removal and replacement of failed pavement, patching, surface preservation treatments (where appropriate for the type of application, options include seal coat, slurry seal, microsurfacing, chip seals) and asphalt overlays. It is understood that chip seal is not desired for Mill Creek neighborhoods. Pavement preservation options outside of an overlay would first be discussed with the City Council prior to bid and award. The Program includes replacement or installation of accessible curb ramps to meet the requirements of the Americans with Disabilities Act (ADA). Per the Comprehensive Plan, the City's level of service guidelines for pavement management identifies a minimum pavement condition index of 65 for collectors and arterial roadways and 70 for local and residential roadways. In 2019, an assessment and pavement rating will be conducted to establish a priority list for future repairs. Federally funded roadway preservation projects are programmed in 2019 (Seattle Hill Road) and 2021 (35th Ave. SE).

**ANTICIPATED OPERATIONS AND MAINTENANCE COSTS**

No new operation and maintenance costs are anticipated.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Assessment		\$ 100,000						\$ 100,000
Construction			\$ 750,000	\$ -	\$ 750,000	\$ 750,000	\$ 750,000	\$ 3,000,000
Project Engineer			\$ 105,000					\$ 105,000
<b>Total Project Expenditures</b>	\$ -	\$ 100,000	\$ 855,000	\$ -	\$ 750,000	\$ 750,000	\$ 750,000	\$ 3,205,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
General Fund Reserve		\$ 100,000	\$ 750,000		\$ 750,000	\$ 750,000	\$ 750,000	\$ 3,100,000
REET			\$ 105,000					\$ 105,000
								\$ -
								\$ -
<b>Total Project Revenues</b>	\$ -	\$ 100,000	\$ 855,000	\$ -	\$ 750,000	\$ 750,000	\$ 750,000	\$ 3,205,000



<b>PROJECT NAME:</b>	<b>Citywide Traffic Signal Upgrades</b>
<b>PROJECT #:</b>	<b>17-ROAD-03</b>
<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Signals</b>
<b>TYPE</b>	<b>Construction</b>

## Transportation Project

<b>STRATEGIC PRIORITY</b>
Community Preservation, Public Safety

<b>DESCRIPTION / JUSTIFICATION</b>
The City owns seven traffic signals that are operated and maintained by Snohomish County. The existing controllers and conflict monitors use outdated technology and need to be replaced in order for the signals to work within the County's integrated system. The project scope includes the installation of new pedestrian push buttons for compliance with the American with Disabilities Act (ADA), new side mounted battery backup systems (164th Street and Mill Creek Boulevard; Dumas Road at Park Road; Mill Creek Road and Village Green Drive), new controllers and conflict monitors. All work will be completed by Snohomish County.

<b>ANTICIPATED OPERATIONS AND MAINTENANCE COSTS</b>
No new operation and maintenance costs are anticipated.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Construction			\$ 75,000					\$ 75,000
Professional Services								\$ -
								\$ -
Total Project Expenditures	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
REET			\$ 75,000					\$ 75,000
								\$ -
								\$ -
Total Project Revenues	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000



<b>PROJECT NAME:</b>	<b>Bridge Monitoring and Improvement Program</b>
<b>PROJECT #:</b>	<b>19-PW-07</b>
<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	
<b>TYPE</b>	<b>Construction</b>

## Transportation Project

<b>STRATEGIC PRIORITY</b>
Community Preservation, Public Safety, Long-Term Planning

<b>DESCRIPTION / JUSTIFICATION</b>
The City of Mill Creek owns a total of ten bridges. Only four of those bridges have a structure length over 20LF. In 2017, all ten bridges were inspected by WSDOT and load ratings were completed by KPFF on the four structures with span lengths greater than 20LF. Bridge scour conditions were identified at two bridges: North Creek Bridge (Bridge Number: MILL CR 1 located on 164th Street SE) and Penny Creek Bridge (Bridge Number: MILL CR 2 located on 144th Street SE). Based on service stresses, posted load restrictions were recommended at the North Creek Bridge (Bridge Number: MILL CR 1 located on 164th Street SE) and 153rd Street SE Bridge (Bridge Number: MILL CR 3). A load rating was also conducted on Mill Creek Road Bridge (Bridge Number: MILL CR 10). The City could elect to post load limits based on strength load rating, in which case the tonnages would be much higher, but the bridge would see greater deterioration over time. This project scope includes review of scour options, such as riprap, as well as design and construction. Additionally, scope includes evaluation of tonnage restriction on two bridges.

<b>ANTICIPATED OPERATIONS AND MAINTENANCE COSTS</b>
No new operation and maintenance costs are anticipated.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Construction				\$ 250,000		\$ 250,000		\$ 500,000
Professional Services			\$ 50,000		\$ 50,000			\$ 100,000
								\$ -
<b>Total Project Expenditures</b>	\$ -	\$ -	\$ 50,000	\$ 250,000	\$ 50,000	\$ 250,000	\$ -	\$ 600,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
REET			\$ 50,000	\$ 250,000	\$ 50,000	\$ 250,000		\$ 600,000
								\$ -
								\$ -
<b>Total Project Revenues</b>	\$ -	\$ -	\$ 50,000	\$ 250,000	\$ 50,000	\$ 250,000	\$ -	\$ 600,000



<b>PROJECT NAME:</b>	<b>EGUV Spine Road West Connection (Phase 1)</b>
<b>PROJECT #:</b>	<b>19-ROAD-15</b>
<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Transportation</b>
<b>TYPE</b>	<b>Construction</b>

## Transportation Project

**STRATEGIC PRIORITY**  
Community Preservation, Civic Pride, Public Safety, Long-Term Planning

**DESCRIPTION / JUSTIFICATION**  
The East Gateway Urban Village (EGUV) subarea plan was designed with internal access provided via a "Spine Road." Several parcels in the East Gateway Urban Village have developed or are proposed for development and construction of the "Spine Road" has been a condition of approval for these developments. Right-of-way was dedicated as part of the approval of the Polygon Apartments/Townhome development, the Gateway Building, the Vintage and would be required with The Farm (project application submitted in 2018). This project will complete the "Spine Road" from 39th Ave. SE to 44th Ave. SE. Costs include appraisals, review of appraisals, and partial right-of-way purchase needed at two parcels for subsequent roadway design and construction. A 72 LF right of way width is needed for the "Spine Road." **Beyond the purchase of the right of way in 2019, work does not yet have funds committed.**

**ANTICIPATED OPERATIONS AND MAINTENANCE COSTS**  
No new operation and maintenance costs are anticipated.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Design		\$ -						\$ -
Right-of-Way		\$ 500,000						\$ 500,000
Construction								\$ -
Total Project Expenditures	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
Road Mitigation Funds		\$ 500,000						\$ 500,000
								\$ -
								\$ -
Total Project Revenues	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000



<b>PROJECT NAME:</b>	<b>Traffic Safety and Calming Program</b>
<b>PROJECT #:</b>	<b>19-PW-08</b>

## Transportation Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Transportation</b>
<b>TYPE</b>	<b>Planning</b>

<b>STRATEGIC PRIORITY</b>
Community Preservation, Public Safety, Long-term Planning

<b>DESCRIPTION / JUSTIFICATION</b>
This program builds upon the City's Traffic Calming Program prepared in 2007 which focused on the safety and livability of City neighborhoods and was focused on streets with an average daily traffic (ADT) of less than 8,000 vehicles. The 2019-2024 CIP Traffic Safety and Calming Program expands to address safety and traffic calming concerns to collectors and arterials.

<b>ANTICIPATED OPERATIONS AND MAINTENANCE COSTS</b>
No new operation and maintenance costs are anticipated.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Study			\$ 25,000		\$ 25,000		\$ 25,000	\$ 75,000
								\$ -
								\$ -
Total Project Expenditures	\$ -	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ 75,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
REET			\$ 25,000		\$ 25,000		\$ 25,000	\$ 75,000
								\$ -
								\$ -
								\$ -
Total Project Revenues	\$ -	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ 75,000



# Parks and Trail Projects

<b>PROJECT NAME:</b>	<b>Construction of Exploration Park</b>
<b>PROJECT #:</b>	<b>17-PARK-03</b>

Parks and Trails Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Parks</b>
<b>TYPE</b>	<b>Construction</b>

<b>STRATEGIC PRIORITY</b>
Fiscal Responsibility, Community Preservation, Civic Pride, Recreational Opportunities, Leadership, Long-Term Planning

<b>DESCRIPTION / JUSTIFICATION</b>
In 2006, in conjunction with the development of the North Pointe subdivision, the developer dedicated a one-acre parcel to the City for neighborhood park land in lieu of park mitigation fees. In 2016 the City's Parks and Recreation Board worked with staff and several members of the Design Review Board to develop design concepts. The Parks and Recreation Board recommended the Natural Play Park design concept to the Council at their regular meeting on September 27, 2016, and the Council adopted the master plan. From 2016 through 2018, the City contracted with consultants for geotechnical studies, prepared the design and construction documents and advertised the project for bid. On April 30, 2018, the City received two bids, both significantly higher than expected. At their July 24, 2018 meeting, Council rejected all bids. The Exploration Park project construction is budgeted to be \$1.3 million based on a competitive bidding market and taking into consideration the engineer's estimate and previous bids received. The project has been broken into various components (base bid and alternates) and will be re-advertised in November 2018. Staff will provide the new bids to Council for consideration in December 2018; the scope of this project is subject to action by the Council.

<b>ANTICIPATED OPERATIONS AND MAINTENANCE COSTS</b>
Operations and maintenance costs are anticipated at approximately 300 labor hours per year, plus materials anticipated to be \$4,000 per year (such as engineered wood fiber surfacing replacement).

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Design - Professional Services	\$ 108,257							\$ 108,257
Construction	\$ 3,000	\$ 1,300,000						\$ 1,303,000
<b>Total Project Expenditures</b>	<b>\$ 111,257</b>	<b>\$ 1,300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,411,257</b>

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
Grant - Snohomish County		\$ 100,000						\$ 100,000
Park Mitigation	\$ 111,257	\$ 1,200,000						\$ 1,311,257
<b>Total Project Revenues</b>	<b>\$ 111,257</b>	<b>\$ 1,300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,411,257</b>



<b>PROJECT NAME:</b>	<b>Mill Creek Sports Park Turf &amp; Light Replacement</b>
<b>PROJECT #:</b>	<b>18-PARK-02</b>

## Parks and Trails Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Parks</b>
<b>TYPE</b>	<b>Maintenance/Repair</b>

<b>STRATEGIC PRIORITY</b>
Fiscal Responsibility, Community Preservation, Civic Pride, Recreational Opportunities, Leadership, Long-Term Planning

<b>DESCRIPTION / JUSTIFICATION</b>
The Mill Creek Sports Park Turf and Light Replacement Project will replace the current aging 64,000 square feet field turf, retro-fit and upgrade the existing park lighting system at the field, skate park, and parking lot. In June 2017, Council awarded a contract to Bruce Dees and Associates (BDA) for professional services in an amount not to exceed \$61,637.75. The City received a \$250,000 grant for design and construction from the WA State Recreation and Conservation Office (RCO) and \$100,000 via an interlocal agreement from Snohomish County. The project is scheduled to be advertised in October 2018.

<b>ANTICIPATED OPERATIONS AND MAINTENANCE COSTS</b>
No new operation and maintenance costs are anticipated.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Design - Professional Services	\$ 66,000							\$ 66,000
Construction		\$ 1,100,000						\$ 1,100,000
								\$ -
<b>Total Project Expenditures</b>	<b>\$ 66,000</b>	<b>\$ 1,100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,166,000</b>

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
RCO Grant	\$ 66,000	\$ 184,000						\$ 250,000
Snohomish County Grant		\$ 100,000						\$ 100,000
REET		\$ 816,000						\$ 816,000
								\$ -
<b>Total Project Revenues</b>	<b>\$ 66,000</b>	<b>\$ 1,100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,166,000</b>





<b>PROJECT NAME:</b>	<b>Heron Park Playarea Upgrades</b>
<b>PROJECT #:</b>	<b>19-PARK-01</b>

## Parks and Trails Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Parks</b>
<b>TYPE</b>	<b>Repair / Maintenance</b>

**STRATEGIC PRIORITY**  
 Community Preservation, Recreational Opportunities, Public Safety, Long-Term Planning

**DESCRIPTION / JUSTIFICATION**  
 Heron Park was developed in conjunction with the construction of the Parkside subdivision in 1992. The park has been well maintained over the years. However, the playground equipment is over 25 years old and has broken down to the point that repairs are no longer feasible. Currently, the playground includes: a piece geared to the 1-4 year old group, another piece geared for the 5 - 12 year old group and a spin toy. Additionally, the picnic shelter/restroom building needs to be re-roofed and painted. This project proposes to replace playground equipment and the old shake roof with a metal roof that will have a longer useful life and to upgrade the lighting to energy efficient LED lighting.

**ANTICIPATED OPERATIONS AND MAINTENANCE COSTS**  
 No new operation and maintenance costs are anticipated.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Design		\$ 50,000						\$ 50,000
Construction			\$ 360,000					\$ 360,000
<b>Total Project Expenditures</b>	\$ -	\$ 50,000	\$ 360,000	\$ -	\$ -	\$ -	\$ -	\$ 410,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
REET		\$ 50,000	\$ 360,000					\$ 410,000
								\$ -
								\$ -
<b>Total Project Revenues</b>	\$ -	\$ 50,000	\$ 360,000	\$ -	\$ -	\$ -	\$ -	\$ 410,000



<b>PROJECT NAME:</b>	<b>Silver Crest Park Upgrade</b>
<b>PROJECT #:</b>	<b>19-PARK-02</b>

## Parks and Trails Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Parks</b>
<b>TYPE</b>	<b>Repair / Maintenance</b>

<b>STRATEGIC PRIORITY</b>
Community Preservation, Recreational Opportunities, Long-Term Planning

<b>DESCRIPTION / JUSTIFICATION</b>
The Silver Crest Park was annexed to the City in 2005 as a part of the Northeast Area Annexation. This .61 acre neighborhood park is located within the Silver Crest subdivision on 28th Drive SE. Amenities include a full basketball court, playground, picnic tables, and a grassy play area. There is currently no irrigation in place at this park and there is room for upgrades in many other areas. This proposed project would include adding irrigation, repairing the basketball court including a complete resurfacing and restriping, as well as repairing the fence around the basketball court. Also included are replacement benches and picnic tables with concrete pads.

<b>ANTICIPATED OPERATIONS AND MAINTENANCE COSTS</b>
Operation and maintenance costs are anticipated to increase 30 labor hours per year.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Design				\$ 30,000				\$ 30,000
Construction					\$ 320,000			\$ 320,000
								\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ 30,000	\$ 320,000	\$ -	\$ -	\$ 350,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
REET				\$ 30,000	\$ 320,000			\$ 350,000
								\$ -
								\$ -
								\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ 30,000	\$ 320,000	\$ -	\$ -	\$ 350,000



<b>PROJECT NAME:</b>	<b>Parks Restroom/Picnic Shelter Roof Replacement</b>
<b>PROJECT #:</b>	<b>19-PARK-03</b>

## Parks and Trails Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Parks and Trail Projects</b>
<b>TYPE</b>	<b>Maintenance and Repair</b>

**STRATEGIC PRIORITY**  
 Community Preservation, Recreational Opportunities, Long-Term Planning

**DESCRIPTION / JUSTIFICATION**  
 The existing shake roof on the restroom/picnic shelter buildings at Pine Meadow Park and Cougar Park is nearing the end of its useful life and is in need of replacement. The plan is to replace it with a metal roof that will have a longer useful life. The project would also include replacement of gutters and downspouts. Pine Meadow Park is planned for 2020 and Cougar Park is planned for 2022. Standing Seam Roof (SSR) was mentioned during the Park Board meeting this year and seemed to be well liked by the Board. Paint fade was the only concern identified. Although SSR may have a higher up front cost, it has a longer life span and there are long-term savings on maintenance. The roofs at these parks have crests and valleys. Sloped roofs increase the costs by at least 15% per the vendors. Using the park drawings (based on the park specific dimensions) and metal SSR, the costs come in at about \$50,000 per park, based on a \$15 per square foot cost for SSR. Metal roofs are very durable (40 to 70 years), and stand up against the elements much better than asphalt or wood. Metal roofs last as least three times as long as asphalt roofs and require much less maintenance over its lifetime (by as much as 33% compared to the cost of asphalt shingles). Asphalt shingles are estimated at \$6 per square foot and wood shingles are estimated at \$9 per square foot. The disadvantages of standing seam metal roofing mainly have to do with the cost and the difficulty in finding a reliable roofing contractor to install it (specialized skill). Buffalo Park has a Standing Seam Roof.

**ANTICIPATED OPERATIONS AND MAINTENANCE COSTS**  
 This project is anticipated to reduce current maintenance costs.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Construction			\$ 50,000		\$ 50,000			\$ 100,000
								\$ -
								\$ -
Total Project Expenditures	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ -	\$ 100,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
General Fund			\$ 50,000		\$ 50,000			\$ 100,000
								\$ -
								\$ -
Total Project Revenues	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ -	\$ 100,000



<b>PROJECT NAME:</b>	<b>Trail Preservation Program</b>
<b>PROJECT #:</b>	<b>19-PARK-04</b>

## Parks and Trails Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Parks and Trails</b>
<b>TYPE</b>	<b>Repair / Maintenance</b>

**STRATEGIC PRIORITY**  
 Community Preservation, Civic Pride, Recreational Opportunities, Public Safety, Leadership, Long-Term Planning

**DESCRIPTION / JUSTIFICATION**  
 As a part of the development of several subdivisions in the City (e.g., Brighton, Amberleigh, The Springs), the City accepted the responsibility for maintenance of trail infrastructure through open space tracts in exchange for public access easements on the trails. The Trail Preservation Program would initially identify all of these trails within the City and access their current condition. A priority list would be established ranking the severity of the deficiencies as well as establishing a schedule for future repairs and resurfacing.

**ANTICIPATED OPERATIONS AND MAINTENANCE COSTS**  
 No new operation and maintenance costs are anticipated.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Assessment		\$ 20,000						\$ 20,000
Construction			\$ 25,000		\$ 25,000		\$ 25,000	\$ 75,000
<b>Total Project Expenditures</b>	\$ -	\$ 20,000	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ 95,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
Parks and Trails Fund		\$ 10,000						\$ 10,000
REET		\$ 10,000	\$ 25,000		\$ 25,000		\$ 25,000	\$ 85,000
								\$ -
								\$ -
<b>Total Project Revenues</b>	\$ -	\$ 20,000	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ 95,000



<b>PROJECT NAME:</b>	<b>North Creek Trail Study</b>
<b>PROJECT #:</b>	<b>19-PARK-05</b>

## Parks and Trails Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Parks and Trails</b>
<b>TYPE</b>	<b>Planning</b>

**STRATEGIC PRIORITY**  
 Fiscal Responsibility, Community Preservation, Civic Pride, Recreational Opportunities, Public Safety, Leadership, Long-Term Planning

**DESCRIPTION / JUSTIFICATION**  
 The North Creek Trail connects multiple regional trails including the Burke Gilman and Sammamish River Trails to the South with the Interurban Trail to the North. The result is a network of trails which enables non-motorized transportation for commuters and local residents in a nearly continuous route from the Everett area all the way to the communities of Bothell, Lynnwood and Seattle. This trail system serves and connects the significant Regional Growth Centers of Bothell Canyon Park, Lynnwood and Everett as well as the locally designated Mill Creek Town Center and the Paine Field Manufacturing Industrial Center. The North Creek Trail Study will look at potential future development, improvements and upgrades to the North Creek Trail within the City of Mill Creek. This Feasibility Study will include assessment of American with Disabilities (ADA) compliance for built out sections, high level cost estimate for trail gaps, environmental preliminary assessment, geotechnical investigation and funding options. Improvements are intended to make the trail a shared use path for users of all ages and abilities.

**ANTICIPATED OPERATIONS AND MAINTENANCE COSTS**  
 No new operation and maintenance costs are anticipated.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Feasibility Study			\$ 75,000					\$ 75,000
								\$ -
<b>Total Project Expenditures</b>	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
General Fund			\$ 75,000					\$ 75,000
								\$ -
								\$ -
<b>Total Project Revenues</b>	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000



# City Facilities Projects

<b>PROJECT NAME:</b>	<b>City Hall North HVAC</b>
<b>PROJECT #:</b>	<b>19-BLDG-01</b>
<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Buildings</b>
<b>TYPE</b>	<b>Maintenance / Repair</b>

City Facilities Project

<b>STRATEGIC PRIORITY</b>
Community Preservation, Public Safety

<b>DESCRIPTION / JUSTIFICATION</b>
Total replacement and commissioning of four liquid cooled heat pumps. Three of the four heat pumps are currently non-operational and one is close to failing. These heat pumps overlap with other heat pumps and serve a City staff area, tenant spaces as well as the Large Community Room. In addition to the actual HVAC work, the project includes ceiling tile replacement due to access requirements. The estimate also includes unknown failed duct work replacements.

<b>ANTICIPATED OPERATIONS AND MAINTENANCE COSTS</b>
Operation and maintenance costs are expected to decrease by 50 labor hours per year due to a reduced number of service calls.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Equipment		\$ 80,000						\$ 80,000
								\$ -
								\$ -
<b>Total Project Expenditures</b>	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
15720 Main Street Property Fund		\$ 80,000						\$ 80,000
								\$ -
								\$ -
<b>Total Project Revenues</b>	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000



<b>PROJECT NAME:</b>	<b>Public Works Workshop Value Engineering Study</b>
<b>PROJECT #:</b>	<b>17-BLDG-02</b>

## City Facilities Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Facilities</b>
<b>TYPE</b>	<b>Construction</b>

**STRATEGIC PRIORITY**  
 Fiscal Responsibility, Community Preservation, Long-Term Planning

**DESCRIPTION / JUSTIFICATION**  
 City Hall does not provide adequate parking, facilities or storage for Public Works maintenance vehicles and materials. The City received a State Department of Commerce grant in the amount of \$250,000 which expires in June 2019 (a grant extension request will be submitted in 2018). Staff plans to move this project forward by conducting a study to evaluate current City-owned properties and other properties as well, and obtain comparison of cost and how the sites meet current and future needs.

**ANTICIPATED OPERATIONS AND MAINTENANCE COSTS**  
 No new operation and maintenance costs are anticipated.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Study	\$ 160,361		\$ 50,000					\$ 210,361
								\$ -
<b>Total Project Expenditures</b>	<b>\$ 160,361</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 210,361</b>

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
CIP Fund	\$ 160,361		\$ 50,000					\$ 210,361
								\$ -
								\$ -
<b>Total Project Revenues</b>	<b>\$ 160,361</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 160,361</b>



<b>PROJECT NAME:</b>	<b>Entryway ADA Upgrades for City Hall and the Library</b>
<b>PROJECT #:</b>	<b>19-BLDG-02</b>

## City Facilities Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Facilities and Equipment</b>
<b>TYPE</b>	<b>Repair and Maintenance</b>

<b>STRATEGIC PRIORITY</b>
Community Preservation, Public Safety

**DESCRIPTION / JUSTIFICATION**  
 City of Mill Creek has become a popular destination for passport customers, library patrons as well as other customers. The doors and Americans with Disabilities (ADA) entrances have experienced an elevated level of wear and tear on the City Hall South and Library Buildings. The current doors and openers are failing due to age and the number of cycles they receive. Maintenance repair and downtime have increased over the last few years. This project would replace the worn doors hardware, ADA openers and related components to ensure we meet the needs of all Mill Creek's Residents and customers. Per the 2004 annexation agreement between the City and the Sno-Isle Intercounty Rural Library District, the City is responsible for repair and capital costs.

**ANTICIPATED OPERATIONS AND MAINTENANCE COSTS**  
 Operation and maintenance costs are anticipated to decrease by 40 labor hours per year.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Equipment/Installation			\$ 40,000					\$ 40,000
								\$ -
								\$ -
Total Project Expenditures	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
CIP Fund			\$ 40,000					\$ 40,000
								\$ -
								\$ -
Total Project Revenues	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000





<b>PROJECT NAME:</b>	<b>Emergency Operations Center (EOC)</b>
<b>PROJECT #:</b>	<b>19-BLDG-03</b>

## City Facilities Project

<b>DEPARTMENT</b>	<b>Public Safety/Emergency Management</b>
<b>CATEGORY</b>	<b>Facilities and Equipment</b>
<b>TYPE</b>	<b>Infrastructure Improvement</b>

<b>STRATEGIC PRIORITY</b>
Public Safety, Leadership, Long-Term Planning

**DESCRIPTION / JUSTIFICATION**

The City's Emergency Operations Center (EOC) is used for overall direction, control, and coordination in order to support the overall community response to the disaster and to best coordinate efforts with county, state, and federal agencies. An effective EOC requires the space and equipment to support response and relief efforts in the field, maintain situational awareness, and fulfill the task of coordinating with county, state, and federal agencies. The current EOC is located in the City Hall South small conference room and is inadequate for the task. It consists of a conference table and a wooden cabinet containing a radio. The conference room can only seat 6-8 people around a single table with no computer access and a single telephone. This CIP proposes moving the EOC to North City Hall Room 201. The EOC would be furnished with movable tables and chairs that can be configured into six (6) EOC sections; EOC Manager, PIO, Finance/Administration, Operations, Planning, and Logistics. Each section would be equipped with a desktop PC, a Surface tablet, and a landline telephone. The room would be equipped with two short throw LED projectors and two flat screen monitors. A seventh PC and an AV switcher would sit in the back, allowing any combination of four AV inputs to be displayed on the projectors and monitors.

**ANTICIPATED OPERATIONS AND MAINTENANCE COSTS**

New operation and maintenance costs are anticipated to occur for the Public Works maintenance team at 25 labor hours per year. There will be two years of Information Technology staff impacts, for a total of 35 IT labor hours.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Audio-Visual System		\$ 19,763						\$ 19,763
Tables and Chairs		\$ 15,662						\$ 15,662
Incident Command Vests		\$ 324						\$ 324
Floor Sign Stands		\$ 778						\$ 778
Mobile File Drawers		\$ 538						\$ 538
Computers		\$ 20,153						\$ 20,153
Network Lines		\$ 1,449						\$ 1,449
Power to Projectors		\$ 348						\$ 348
Telephones		\$ 626						\$ 626
<b>Total Project Expenditures</b>	\$ -	\$ 59,640	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 59,640

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
CIP Fund		\$ 59,640						\$ 59,640
<b>Total Project Revenues</b>	\$ -	\$ 59,640	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 59,640



<b>PROJECT NAME:</b>	<b>Gateway and Presence Improvement</b>
<b>PROJECT #:</b>	<b>18-ROAD-13</b>

## City Facilities Project

<b>DEPARTMENT</b>	<b>Communications and Marketing</b>
<b>CATEGORY</b>	<b>Tourism</b>
<b>TYPE</b>	<b>Replacement</b>

**STRATEGIC PRIORITY**  
 Community Preservation, Civic Pride, Economic Prosperity, Long-Term Planning

**DESCRIPTION / JUSTIFICATION**  
 Although approved in the last biennium, this capital project was not executed. It is a gateway and presence improvement project to help attract economic development opportunities and create an inviting aesthetic for tourism purposes. This provides an opportunity to update and unify the City's brand while providing vibrant, visually appealing gateway entry features for the City. It include updating and creating consistent gateway signage at key gateways to Mill Creek. The project entails working with a creative marketing agency to update the City's brand to reflect the lifestyle of Mill Creek and attract people to spend money in local businesses. The eight gateway entry points into the City include 164th Street SE, 132nd Street SE at 10th Street, Dumas Road at Park Road, 132nd Street SE at SR 527, 132nd Street SE at Seattle Hill Road, 35th Avenue SE at Seattle Hill Road, and SR 527 at 175th Street. Though the project funding source approved in the 2017-2018 CIP was through REET, the City will seek grant/sponsorship funding from community partners to help provide a cohesive community branding. Sign estimates in the CIP are very conservative; per staff outreach to local sign companies, the frame (which would not be replace) is generally about 65% of the sign cost. Since we don't need the frames, but simply are requesting a reface of existing signs, the signage element could be completed and ensure funding for landscaping improvements. Once the project scope and construction costs are defined, a detailed proposal will be brought to the City Council for approval.

**ANTICIPATED OPERATIONS AND MAINTENANCE COSTS**  
 New operation and maintenance costs are anticipated to keep the flower beds and vegetation irrigated and maintained; the cost is anticipated to be 400+ labor hours per year.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Strategy Research & Development		\$ 48,000						\$ 48,000
Development of New Brand Identity			\$ 45,000					\$ 45,000
Gateway Signs			\$ 40,000					\$ 40,000
<b>Total Project Expenditures</b>	\$ -	\$ 48,000	\$ 85,000	\$ -	\$ -	\$ -	\$ -	\$ 133,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
REET			\$ 85,000					\$ 85,000
CIP Fund		\$ 48,000						\$ 48,000
								\$ -
								\$ -
<b>Total Project Revenues</b>	\$ -	\$ 48,000	\$ 85,000	\$ -	\$ -	\$ -	\$ -	\$ 133,000



<b>PROJECT NAME:</b>	<b>Historical Preservation Project</b>
<b>PROJECT #:</b>	<b>19-BLDG-04</b>

## City Facilities Project

<b>DEPARTMENT</b>	<b>Communications and Marketing</b>
<b>CATEGORY</b>	<b>Historical Preservation</b>
<b>TYPE</b>	<b>Art &amp; Beautification</b>

<b>STRATEGIC PRIORITY</b>
Fiscal Responsibility, Community Preservation, Civic Pride

**DESCRIPTION / JUSTIFICATION**

In 2018, the Art & Beautification Board identified a historical preservation project to help the community remember its roots in a manner that is aesthetically pleasing and community oriented. The project is to create an etched, stainless steel timeline to be hung along a covered bridge in Mill Creek Town Center. In fall 2018, the City engaged a design consultant to prepare the design working with the community and develop a budget for production and installation. The City hired an intern to compile and organize the information that would be included on the finished product. The final design will include a mix of text and image. The City started the design of the project in 2018 with the idea that production and installation would occur in 2019. Civic organizations have expressed interest in helping fund the project; the City will pursue grants and sponsorship funds in 2019 before spending from the Municipal Arts Fund. With the City's focus on art, an artistic historical timeline would serve a dual purpose of providing artistic value while serving to educate the public about Mill Creek's history. Additional panels would be included in the display as the City's history continues to unfold. The 2019 expenses include production of the panels, possible designer help to production company on final details, and installation of the panels. This is artwork that will be a focal point, so maintenance and operations costs have been conservatively estimated to ensure it is maintained. However, maintenance and operations costs are dependant on the final product and design.

**ANTICIPATED OPERATIONS AND MAINTENANCE COSTS**

New operation and maintenance costs are anticipated at 52 labor hours per year.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Design & Info Gathering	\$ 12,500							\$ -
Production of Panels			\$ 15,000					\$ 15,000
Design Assistance on Production			\$ 500					\$ 500
Installation			\$ 9,500					\$ 9,500
<b>Total Project Expenditures</b>	<b>\$ 12,500</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
Snohomish County Grant	\$ 12,500							\$ -
Community Funding (TBD)								\$ -
Municipal Arts Fund			\$ 25,000					\$ 25,000
<b>Total Project Revenues</b>	<b>\$ 12,500</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>



<b>PROJECT NAME:</b>	<b>City Hall North - Roof and Seismic Retrofit</b>
<b>PROJECT #:</b>	<b>17-BLDG-03</b>
<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Facilities</b>
<b>TYPE</b>	<b>Maintenance / Repair</b>

## City Facilities Project

<b>STRATEGIC PRIORITY</b>
Community Preservation, Public Safety

<b>DESCRIPTION / JUSTIFICATION</b>
The existing roof on the City Hall north building, which houses staff from two City Departments, two Community Rooms, as well as various tenants, was installed in 1998 and has reached the end of its useful life and needs to be replaced. Good inspection practices and remedial repairs done in a timely manner, have allowed the City to defer the roof replacement until 2020. In addition, the building has not yet been upgraded with a seismic retrofit. In order to minimize impacts to the building users and streamline the bidding process, it is best to bundle both types of work into one single project. Design of the roof replacement has been completed, but a specialized consultant will be required for the seismic retrofit portion. No new operational costs or impacts are associated with this project.

<b>ANTICIPATED OPERATIONS AND MAINTENANCE COSTS</b>
No new operation and maintenance costs are anticipated.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Professional Services	\$ 1,220	\$50,000						\$ 51,220
Construction			\$ 550,000					\$ 550,000
On-call Consultant			\$ 75,000					\$ 75,000
Total Project Expenditures	\$ 1,220	\$ 50,000	\$ 625,000	\$ -	\$ -	\$ -	\$ -	\$ 676,220

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
Annex Fund 145	\$ 1,220	\$50,000	\$ 250,000					\$ 301,220
General Fund Reserve			\$ 161,203					\$ 161,203
General Fund			\$ 138,797					\$ 138,797
CIP			\$ 75,000					\$ 75,000
Total Project Revenues	\$ 1,220	\$ 50,000	\$ 625,000	\$ -	\$ -	\$ -	\$ -	\$ 676,220



# Surface Water CIP 2019-2024



**AGENDA ITEM #B.**

# Surface Water CIP Overview

Mill Creek's surface water program seeks to achieve appropriate management of surface water in the City. This plan improves safety, reduces risk to public and private property, and enhances the natural environment.

Improved safety is achieved by reduced flooding. Properly sizing and maintaining the City's stormwater conveyance system keeps water from ponding on the street and sidewalks, creating safer conditions for motorists, bicyclists and pedestrians. Reduced flooding also means a reduction in the risk of damage to property and business operations.

The plan seeks to improve water quality and fish passage in the City's waterways, ponds and lakes. And improved water quality reduces risk to citizens that come in contact with water in the City's streams and lakes, and keeps the City in compliance with State and Federal requirements.

## Current Infrastructure

Mill Creek's infrastructure is aging, with some pipes already more than 40 years old. The City has entered an infrastructure rehabilitation and replacement phase, meaning that surface water pipes need to be inspected, evaluated and scheduled for rehabilitation or replacement as needed.



The City owns and is responsible for maintaining approximately 50 miles (264,000 linear feet) of surface water pipes, many of which use materials no longer recommended, like corrugated metal pipe. This infrastructure is aging and needs to be inspected, evaluated and scheduled for replacement as needed.

In 2018, Perteet, Inc. was contracted to do just that. Their scope of work focused on pipes 18 inches or larger in diameter and included:

- Review a backlog of storm pipe Closed Circuit Television (CCTV) videos. Beginning in 2012, the City



hired consultants to produce CCTV videos of surface water pipes in various locations, utilizing previously collected data for approximately 14,000 linear feet of pipes.

- Collect storm pipe CCTV videos that have not yet been inspected (approximately 21,800 linear feet).
- Analysis of the aforementioned CCTV videos for pipe failures and/or other repairs including recommended action and rough order of magnitude cost estimate.
- In collaboration with City staff, develop prioritization criteria and identify capital projects for scoping and cost estimating.

The following Surface Water CIP was developed based on Perteet's work and focuses on larger infrastructure (18 inches in diameter or larger) since their potential failure could have a negative effect on life, property or a combination of both. Larger infrastructure represents a total of 35,800 LF (approximately 14%) of the total surface water pipe infrastructure in the City of Mill Creek. The work completed by Perteet is the foundation for the City's Surface Water Capital Program.

Factors that were taken into consideration when integrating the Surface Water Capital Program into the CIP include: available funding; pavement condition; and other City capital projects and upgrades programmed by utility companies such as Puget Sound Energy, Snohomish PUD, Alderwood Water District and Silver Lake Water District.



Realistically, only a limited number of projects can be effectively implemented each year. Additionally, the cost of some projects is so high that their implementation may utilize the entirety of surface water funds for several years.



**Surface Water CIP Criteria**

The following prioritization criteria were used when identifying projects to include in the CIP.

- Catastrophic: Pipe is ruptured and its potential failure could have a negative effect on life, property or a combination of both
- Private property: Fault is located in an easement adjacent to private property posing a risk to residents and property
- Critical area: Failure is located within one quarter miles of a wetland or steep slope posing environmental damage and slope erosion risks
- Critical Infrastructure: Failure would obstruct access to critical infrastructure (e.g., Fire Station, Police Station, Schools) and potentially impact core City functions
- Arterial or Collector: Failure on roadways with high traffic could impact a large number of commuters
- Pipe Size: Prioritize larger pipes
- Date of discovery: prioritize faults discovered in past years (chronological order)

**Proposed Surface Water Projects:**

The Surface Water CIP includes repairing 20 F grade faults in 2019. In cases where a pipe run has four or more faults, replacement of the entire run is recommended. Of the 20 F grade repairs, six are assumed to be caused by another utility or be the result of illicit discharge; cost recovery may be possible.

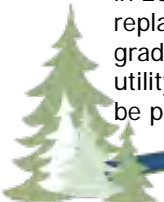


As funds allow, depending on a surface water utility fee increase (described below), C grade faults are recommended for repair throughout the 2019-2024 CIP period and beyond. Where possible, the work will be bundled to encompass geographical regions of the City so repairs can take place within a limited timeframe.

**Potential Funding for Surface Water CIP Projects**

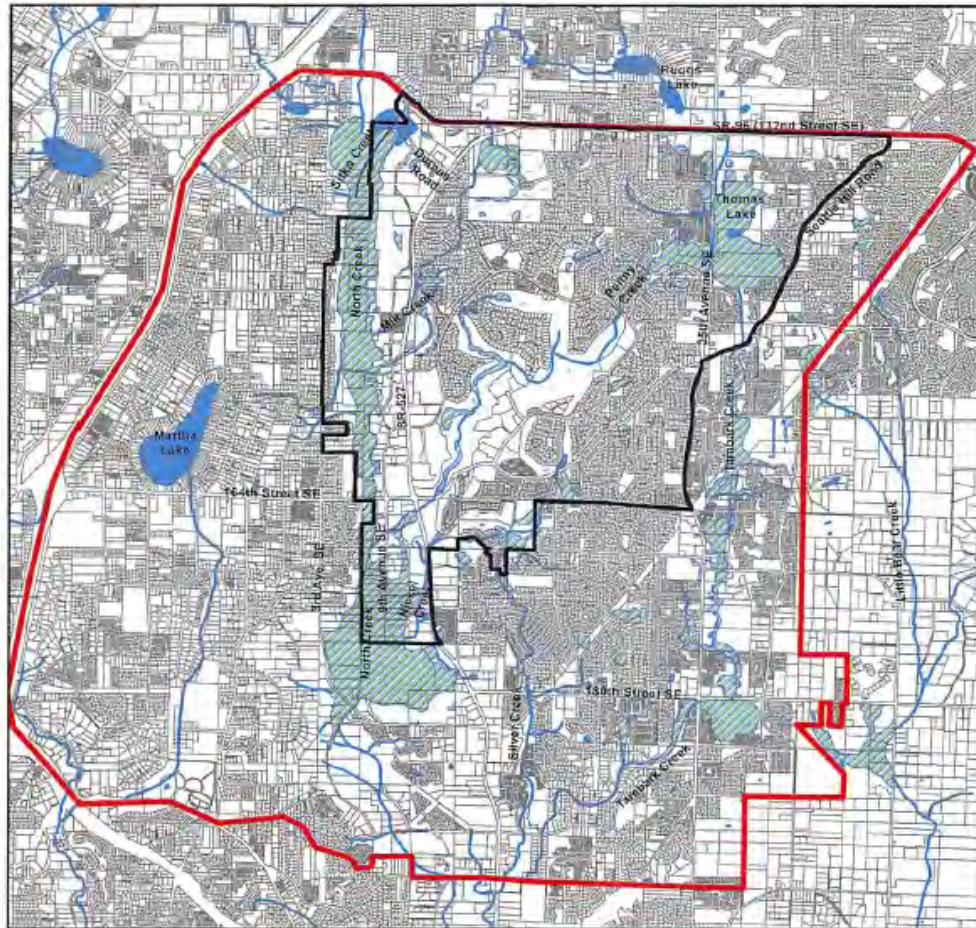
In summer 2018, City staff selected FCS Group to conduct an analysis of the City's Surface Water Utility rate. The City of Mill Creek's surface water rate has remained unchanged since 1999.






The rate study currently is underway and new rates will be proposed prior to the adoption of the City's 2019-2020 Budget.





# Mill Creek Wetlands & Water Features



-  City Limits
-  Municipal Urban Growth Area Boundary
-  Wetland
-  Waterbody
-  Watercourse

Council Ord. 2015-802  
Effective December 18, 2015



# Stormwater Management Projects

<b>PROJECT NAME:</b>	<b>Surface Water Aging Infrastructure Program</b>
<b>PROJECT #:</b>	<b>19-SW-01</b>

## Stormwater Management Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Surface Water Management</b>
<b>TYPE</b>	

<b>STRATEGIC PRIORITY</b>
Fiscal Responsibility, Community Preservation, Public Safety

<b>DESCRIPTION / JUSTIFICATION</b>
In February 2018, the City signed a contract with Pertee Engineers to perform professional design services related to storm pipe assessment and surface water program development. Construction program repairs were identified in a 3-tiered level of granularity: F grade faults (repair within one year), C grade faults (programmed over the subsequent seven years) and A grade (not expected to impact the longevity of the pipe). This program includes design, construction and construction management to replace or rehabilitate aging surface infrastructure with a diameter of 18 inches or greater -pipes with diameters less than 18 inches have not been assessed. <b>The funding of this program is contingent on an increase of the City's Surface Water Utility Fee.</b>

<b>ANTICIPATED OPERATIONS AND MAINTENANCE COSTS</b>
No new operation and maintenance costs are anticipated.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
		\$ 937,500	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 4,687,500
								\$ -
<b>Total Project Expenditures</b>	\$ -	\$ 937,500	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 4,687,500

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
Surface Water Utility		\$ 937,500	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 4,687,500
								\$ -
<b>Total Project Revenues</b>	\$ -	\$ 937,500	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 4,687,500



# Unfunded Projects



# Unfunded Projects

The following projects are those for which the City currently does not have funding to complete the project. There are various funding factors that could affect the potential for a project to occur.

For those projects that are capacity-related, an increase in the City's traffic mitigation fees may provide funding. The City also plans to execute an interlocal agreement with Snohomish County that could provide a percentage of traffic mitigation fees to the City for development in unincorporated Snohomish County.

Other sources of funding could be county, state and federal grants; City-identified CIP Contingency Funds; or other funding made available through revenues above and beyond what is required for biennial operational expenses.

As funding is identified for these projects, the project concept will be developed and brought to the City Council for review and approval, and the CIP will be amended. However, until full funding is secured, the City will not execute these projects.

Further, until the projects are feasible, no operations and maintenance costs will be determined.



# Unfunded Project Listing

Project Name	Total	2019	2020	2021	2022	2023	2024
<b>Transportation Projects</b>							
East Gateway Urban Village "Spine Road" West Connection (Phase 1)	\$4,500,000	\$0	\$500,000	\$4,000,000	\$0	\$0	\$0
East Gateway Urban Village "Spine Road" East Connection (Phase 2)	\$6,000,000	\$0	\$0	\$0	\$2,000,000	\$750,000	\$3,250,000
SR 96 and Dumas Road Intersection Improvements	\$5,390,000	\$0	\$0	\$0	\$200,000	\$5,190,000	\$0
SR 96 at 35th Avenue Intersection Improvements	\$3,460,000	\$0	\$150,000	\$3,310,000	\$0	\$0	\$0
SR 527 / 164th Street Intersection Improvements	\$2,090,000	\$0	\$0	\$250,000	\$1,840,000	\$0	\$0
SR 527 / SR96 Intersection Improvements	\$9,460,000	\$0	\$0	\$0	\$0	\$860,000	\$8,600,000
(Old) Seattle Hill Road at SR 527	\$1,150,000	\$0	\$150,000	\$1,000,000	\$0	\$0	\$0
164th Street SE at Mill Creek Boulevard Intersection Improvements	\$7,370,000	\$0	\$0	\$0	\$0	\$670,000	\$6,700,000
<b>Transportation Project Totals</b>	<b>\$39,420,000</b>	<b>\$0</b>	<b>\$800,000</b>	<b>\$8,560,000</b>	<b>\$4,040,000</b>	<b>\$7,470,000</b>	<b>\$18,550,000</b>
<b>Storm Water Management Projects</b>							
164th Street SE East Basin Surface Water Retrofit	\$502,500	\$0	\$0	\$50,000	\$450,000	\$0	\$2,500
Lower Mill Creek Road Basin Surface Water Retrofit	\$252,500	\$0	\$50,000	\$200,000	\$0	\$2,500	\$0
<b>Surface Water Project Totals</b>	<b>\$755,000</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$250,000</b>	<b>\$450,000</b>	<b>\$2,500</b>	<b>\$2,500</b>
<b>Unfunded Totals All Project Categories</b>	<b>\$40,175,000</b>	<b>\$0</b>	<b>\$850,000</b>	<b>\$8,810,000</b>	<b>\$4,490,000</b>	<b>\$7,472,500</b>	<b>\$18,552,500</b>



<b>PROJECT NAME:</b>	<b>EGUV Spine Road West Connection (Phase 1)</b>
<b>PROJECT #:</b>	<b>19-ROAD-15</b>

## Transportation Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Transportation</b>
<b>TYPE</b>	<b>Construction</b>

<b>STRATEGIC PRIORITY</b>
Community Preservation, Civic Pride, Public Safety, Long-Term Planning

<b>DESCRIPTION / JUSTIFICATION</b>
The East Gateway Urban Village (EGUV) subarea plan was designed with internal access provided via a "Spine Road." Several parcels in the East Gateway Urban Village have developed or are proposed for development and construction of the "Spine Road" has been a condition of approval for these developments. Right-of-way was dedicated as part of the approval of the Polygon Apartments/Townhome development, the Gateway Building, the Vintage and would be required with The Farm (project application submitted in 2018). This project will complete the "Spine Road" from 39th Ave. SE to 44th Ave. SE. Partial right-of-way purchase will be needed at two parcels for subsequent roadway design and construction. A 72 LF right of way width is needed for the "Spine Road." <b>Beyond the purchase of the right of way in 2019, work does not yet have funds committed.</b>

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Design		\$ -	\$ 300,000					\$ 300,000
Right-of-Way			\$ 200,000					\$ 200,000
Construction				\$ 4,000,000				\$ 4,000,000
<b>Total Project Expenditures</b>	\$ -	\$ -	\$ 500,000	\$ 4,000,000	\$ -	\$ -	\$ -	\$ 4,500,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
Road Mitigation Funds								\$ -
								\$ -
								\$ -
<b>Total Project Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



<b>PROJECT NAME:</b>	<b>EGUV Spine Road East Connection (Phase 2)</b>
<b>PROJECT #:</b>	<b>19-ROAD-15</b>

Transportation Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Transportation</b>
<b>TYPE</b>	<b>Construction</b>

<b>STRATEGIC PRIORITY</b>
Community Preservation, Civic Pride, Public Safety, Long-Term Planning

**DESCRIPTION / JUSTIFICATION**  
 The East Gateway Urban Village (EGUV) subarea plan was designed with internal access provided via a "Spine Road." Several parcels in the East Gateway Urban Village have developed or are proposed for development and construction of the "Spine Road" has been a condition of approval for these developments. Right-of-way was dedicated as part of the approval of the Polygon Apartments/Townhome development, the Gateway Building, the Vintage and would be required with The Farm (project application submitted in 2018). This project will complete the "Spine Road" from 39th Ave. SE to 44th Ave. SE. Partial right-of-way purchase will be needed at two parcels for subsequent roadway design and construction. A 72 LF right of way width is needed for the "Spine Road."

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Construction		\$ -			\$ 2,000,000	\$ 750,000	\$ 3,250,000	\$ 6,000,000
								\$ -
								\$ -
<b>Total Project Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 750,000	\$ 3,250,000	\$ 6,000,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
Road Mitigation Funds								\$ -
								\$ -
								\$ -
								\$ -
<b>Total Project Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



<b>PROJECT NAME:</b>	<b>SR 96 at Dumas Road Intersection Improvements</b>
<b>PROJECT #:</b>	

Transportation Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Transportation</b>
<b>TYPE</b>	<b>Construction</b>

<b>STRATEGIC PRIORITY</b>
Public Safety, Leadership, Long-Term Planning

**DESCRIPTION / JUSTIFICATION**  
 Operations at this intersection do not meet LOS guidelines primarily due to the existing split phasing required for traffic on Dumas Road/Elgin Way. The current channelization provides an exclusive left-turn lane and a shared left/through/right lane for northbound traffic. In addition to high through volumes on SR 96, this intersection has a high number of left turns from northbound Dumas Road to westbound SR 96 (529 vehicles in the 2040 PM peak hour). Installing a second northbound left-turn lane for northbound Dumas Road and a shared through/right-turn lane allows protected left-turn phases on each approach. This modification, in combination with optimizing timings, will reduce the average control delay by over 10 seconds per vehicle, resulting in LOS D.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
					\$ 5,190,000			\$ 5,190,000
								\$ -
								\$ -
<b>Total Project Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ 5,190,000	\$ -	\$ -	\$ 5,190,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
								\$ -
								\$ -
								\$ -
								\$ -
<b>Total Project Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -





<b>PROJECT NAME:</b>	<b>SR 96th at 35th Avenue Intersection Improvements</b>
<b>PROJECT #:</b>	

Transportation Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Transportation</b>
<b>TYPE</b>	<b>Construction</b>

<b>STRATEGIC PRIORITY</b>
Public Safety, Leadership, Long-Term Planning

**DESCRIPTION / JUSTIFICATION**  
 35th Avenue SE has high left-turn movement volumes onto SR 96. Two left-turn lanes are provided for southbound traffic, but northbound users only have one. This intersection currently has a Level of Service E with an average vehicle delay of 71.7 seconds. Adding a second northbound left-turn lane and optimizing signal timing improves intersection operations to an average delay of 55.3 seconds per vehicle.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
				\$ 3,310,000				\$ 3,310,000
								\$ -
								\$ -
<b>Total Project Expenditures</b>	\$ -	\$ -	\$ -	\$ 3,310,000	\$ -	\$ -	\$ -	\$ 3,310,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
								\$ -
								\$ -
								\$ -
								\$ -
<b>Total Project Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



<b>PROJECT NAME:</b>	<b>SR 527 / 164th Street Intersection Improvements</b>
<b>PROJECT #:</b>	

Transportation Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Transportation</b>
<b>TYPE</b>	<b>Construction</b>

<b>STRATEGIC PRIORITY</b>
Public Safety, Leadership, Long-Term Planning

**DESCRIPTION / JUSTIFICATION**  
 This location is an intersection of two major arterials that connect users to regional destinations. The critical movement at this intersection is the eastbound left-turn movement, which is projected to have over 300 vehicles in the 2040 PM peak hour. Currently, this movement is served by a single left-turn lane with short storage length in order to maintain access to properties north of 164th Street SE. Removing the property access to the north, extending the turn-lane storage length, and optimizing the traffic signal timing can reduce delays to 80 seconds per vehicle and achieve a Level of Service E. Community Transit's BRT Orange Line is planned to connect from the Lynnwood Light Rail station east on 164th Street SE, turn around and return west on 164th Street SE. Intersection improvements at this location will be vital to the success of the Orange Line.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
			\$ 1,840,000					\$ 1,840,000
								\$ -
								\$ -
<b>Total Project Expenditures</b>	\$ -	\$ -	\$ 1,840,000	\$ -	\$ -	\$ -	\$ -	\$ 1,840,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
								\$ -
								\$ -
								\$ -
<b>Total Project Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



<b>PROJECT NAME:</b>	<b>SR 527 / SR 96 Intersection Improvements</b>
<b>PROJECT #:</b>	

## Transportation Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Transportation</b>
<b>TYPE</b>	<b>Construction</b>

<b>STRATEGIC PRIORITY</b>
Public Safety, Leadership, Long-Term Planning

<b>DESCRIPTION / JUSTIFICATION</b>
This project proposes to add an additional Eastbound/Westbound through lane, install intelligent transportation systems (ITS) infrastructure to direct traffic to use alternate routes which may include 16th Ave. SE or Dumas Road.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
						\$ 860,000	\$ 8,600,000	\$ 9,460,000
								\$ -
								\$ -
<b>Total Project Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 860,000	\$ 8,600,000	\$ 9,460,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
								\$ -
								\$ -
								\$ -
								\$ -
<b>Total Project Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



<b>PROJECT NAME:</b>	<b>Old Seattle Hill Road at SR 527 Improvements</b>
<b>PROJECT #:</b>	

## Transportation Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Transportation</b>
<b>TYPE</b>	<b>Construction</b>

**STRATEGIC PRIORITY**  
Public Safety, Leadership, Long-Term Planning

**DESCRIPTION / JUSTIFICATION**  
The project consists of intersection control improvements coordinated by the City of Mill Creek, Snohomish County and the Washington State Department of Transportation.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
			\$ 150,000	\$ 1,000,000				\$ 1,150,000
								\$ -
<b>Total Project Expenditures</b>	\$ -	\$ -	\$ 150,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,150,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
								\$ -
								\$ -
								\$ -
<b>Total Project Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



<b>PROJECT NAME:</b>	164th Street SE at Mill Creek Blvd Intersection Improvements
<b>PROJECT #:</b>	

## Transportation Project

<b>DEPARTMENT</b>	Public Works and Development Services
<b>CATEGORY</b>	Transportation
<b>TYPE</b>	Construction

<b>STRATEGIC PRIORITY</b>
Public Safety, Leadership, Long-Term Planning

<b>DESCRIPTION / JUSTIFICATION</b>
This intersection has a high volume left-turn movement, which results in a Level of Service F. Eastbound left-turn volumes exceed 500 vehicles in the PM peak hour, while the remaining approaches have over 100 vehicles per hour each. Currently, each approach has one left-turn lane. Adding an additional eastbound left-turn lane and optimizing signal timings will decrease the average delay per vehicle by around 40 seconds, resulting in a Level of Service E. This modification will require an additional receiving lane on the north leg, likely terminating at the intersection of Mill Creek Boulevard and 161st Street SE.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
						\$ 670,000	\$ 6,700,000	\$ 7,370,000
								\$ -
								\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 670,000	\$ 6,700,000	\$ 7,370,000

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
								\$ -
								\$ -
								\$ -
								\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



<b>PROJECT NAME:</b>	<b>164th Street SE East Basin Surface Water Retrofit</b>
<b>PROJECT #:</b>	<b>SW-25</b>

## Stormwater Management Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Surface Water</b>
<b>TYPE</b>	<b>Construction</b>

<b>STRATEGIC PRIORITY</b>
Fiscal Responsibility, Community Preservation, Public Safety

**DESCRIPTION / JUSTIFICATION**

In 2012, the Snohomish Conservation District prepared a report for the City evaluating water quality treatment for stormwater runoff from seven undertreated drainage basins identified and prioritized by the City. Many portions of the impervious surface within the City receive little or no water quality treatment prior to discharge into North Creek or Penny Creek. The report details the existing conditions and explores a number of retrofit solutions for providing treatment to the runoff from these areas. The highest priority retrofit project was the design and construction of a filter vault system for the existing drainage system in 164th Street SE to treat the surface water runoff into North Creek. The retrofit system would only treat the drainage on 164th Street SE between North Creek and SR 527. This section of 164th Street SE has no treatment system for surface water. It has very high vehicle traffic, and is probably the single highest source of vehicle related pollutants in Mill Creek discharged directly into a water body. Replacement of the filter cartridges will be necessary on an annual or biennial basis.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Design				\$ 50,000				\$ 50,000
Construction					\$ 450,000			\$ 450,000
Operations & Maintenance							\$ 2,500	\$ 2,500
<b>Total Project Expenditures</b>	\$ -	\$ -	\$ -	\$ 50,000	\$ 450,000	\$ -	\$ 2,500	\$ 502,500

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
Surface Water Utility								\$ -
								\$ -
								\$ -
								\$ -
<b>Total Project Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



<b>PROJECT NAME:</b>	<b>Lower Mill Creek Road Basin Surface Water Retrofit</b>
<b>PROJECT #:</b>	<b>SW-26</b>

## Stormwater Management Project

<b>DEPARTMENT</b>	<b>Public Works and Development Services</b>
<b>CATEGORY</b>	<b>Surface Water</b>
<b>TYPE</b>	<b>Construction</b>

<b>STRATEGIC PRIORITY</b>
Fiscal Responsibility, Community Preservation, Public Safety

**DESCRIPTION / JUSTIFICATION**

In 2012, the Snohomish Conservation District prepared a report for the City evaluating water quality treatment for stormwater runoff from seven undertreated drainage basins identified and prioritized by the City. Many portions of the impervious surface within the City receive little or no water quality treatment prior to discharge into North Creek or Penny Creek. The report details the existing conditions and explores a number of retrofit solutions for providing treatment to the runoff from these areas. The second highest priority retrofit project was the design and construction of a filter vault retrofit for the drainage system on the lower segment of Mill Creek Road that drains into Penny Creek. The existing drainage system for Mill Creek Road east of SR 527 discharges directly into Penny Creek without any water quality treatment. Pollutants from vehicles or spills enter the creek without any form of treatment. The proposed retrofit would install a filter vault system that would treat the drainage water prior to entering Penny Creek. This retrofit would improve water quality and reduce risk exposure for non-compliance with our National Pollution Discharge Elimination System (NPDES) permit.

Expenditures	Prior	2019	2020	2021	2022	2023	2024	Total
Design			\$ 50,000					\$ 50,000
Construction				\$ 200,000				\$ 200,000
Operations & Maintenance						\$ 2,500		\$ 2,500
<b>Total Project Expenditures</b>	\$ -	\$ -	\$ 50,000	\$ 200,000	\$ -	\$ 2,500	\$ -	\$ 252,500

Funding Sources	Prior	2019	2020	2021	2022	2023	2024	Total
Surface Water Utility								\$ -
								\$ -
								\$ -
								\$ -
<b>Total Project Revenues</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



# 2019-2020 Biennial Budget Prepared By







# Overview of the Preliminary 2019-2020 Biennial Budget

November 6, 2018

# Council Budget Discussion Schedule

## **Nov. 6, 2018**

- Initial Public Hearing
- Budget Overview by the City Manager

## **Nov. 13, 2018**

- Second Public Hearing: Preliminary Budget, Property Tax Levy (as applicable) and Surface Water Utility Rate
- Public Works & Development Services Department Budget Review
- Executive Department Budget Review
- Legislative Budget Review
- Capital Funds, Enterprise Funds, Special Revenue, Debt Service Funds, Proprietary Funds



**Nov. 27, 2018**

- Third & Final Public Hearing: Preliminary Budget; Adoption of Property Tax Levy (as applicable); and, Adoption of Surface Water Rate
- Police Department Budget Review
- Communications & Marketing Department Budget Review
- Finance and Administration Department Budget Review
- Non-Department Budget Review

**Dec. 4, 2018**

- Budget Discussion – Overall
- Adoption of 2019-2020 Budget

**Dec. 11, 2018**

- If needed



# Desired Budget Outcomes



# Revenue Outcomes

- Develop a sustainable budget that aligns ongoing resources to ongoing expenses and one-time resources to one-time expenses.
- Maintain the City's General Operating Reserves at a level equal to at least 15% of the total General Fund budgeted annual revenue, excluding the beginning fund balance and any significant one-time revenues.
- Continue to limit the tax burden on Mill Creek's citizens by seeking operating efficiencies wherever possible.



# Expense/Service Outcomes

- Pursue economic development programs and initiatives to create sustainable revenue streams by evaluating and implementing the following:
  - Tourism (activities that draw people and create unique experiences).
  - Changes in development code to promote and incentivize development consistent with Mill Creek's vision.
  - Business recruitment and retention.
- Continue to construct, maintain, and preserve capital investments as prescribed in the City's adopted CIP.
- Evaluate and create recreation programs to meet demands and support revenue recovery goals.



# Expense/Service Outcomes

- Retain all existing park land.
- Continue to grow public involvement, engagement, and volunteerism. Some examples include: officers in neighborhoods, neighborhood watch groups, citizen's academy/patrol, volunteer boards, budget and other topic specific issues of interest to the community.
- Partner with schools and local groups to provide public safety education (e.g., gun safety, cybersecurity, opioid epidemic).
- Obtain accreditation and ensure public safety practices protect the City from liability.



# Expense/Service Outcomes

- Ensure police and fire are properly staffed to meet service needs and respond to emergent situations (utilizing the Center for Public Safety Management study as a resource).
- Develop a citizen satisfaction survey/index/poll via web and biennial mail/telephone survey of City services.





# Key Elements



**AGENDA ITEM #B.**

# Policies

1. Recreation Fund has been moved into the General Fund.
2. The budget also reflects the unwinding of several funds, most notably the Equipment Replacement Fund with the CIP
3. City's General Fund Reserve:
  - General Fund Operating Reserve equal to at least 15% of the total biennial General Fund budgeted revenue.
  - 33% of all reserve funds anticipated at the end of 2018 above the General Fund Reserve minimum will be transferred to the CIP for capital project investment.
4. Transfer one-time revenues into the Capital Improvement Plan Fund on an annual basis.
5. A minimum of 10% of projected revenues from REET will be designated as a CIP Contingency Fund.



# Services

1. Implements Desired Budget Outcomes.
2. Incorporates first two years of Adopted CIP - Requires Increase in Rates to Support Needed Surface Water Improvements.
3. Reorganization of Staff Positions to support Service Needs – Same number of staff positions as in current biennium with expected 1 less FTE after first quarter in 2019.



# Revenue Assumptions & Key Changes

- Total budgeted revenues are **\$58,796,945** (an increase of \$1,085,409 or 2% over the previous biennium).
- General Fund revenues are projected to be **\$28,195,366**, an increase \$1,329,605 or 5% over the previous biennium, including:
  - Property and EMS taxes totaling \$172,000 due to construction sales tax.
  - Moving the Recreation Fund into the General Fund, which is a \$748,000 increase (though offset by regular Recreation expenses).
  - An interfund loan repayment of \$344,000 from the Surface Water Utility for the Sweetwater Ranch emergency project.



# Expenditure Assumptions & Key Changes

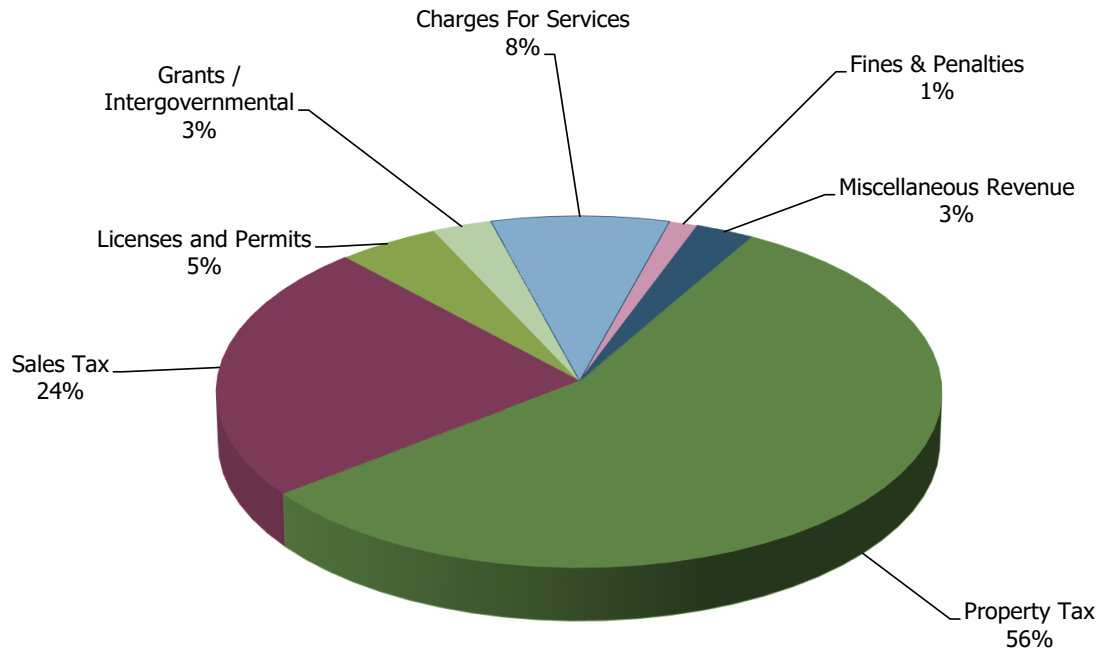
- Total expenditures are **\$58,796,945** (an increase of \$10,085,409 or 27% over the previous biennium).
- General Fund expenditures are project at **\$28,181,353**, or an increase of \$708,888 or 3% from the previous biennium, including:
  - Wages and benefit cost increases
    - Wage increases: +2.25% per year (AFSCME and non-represented), +3.0% per year (Guild)
    - Healthcare benefits cost increase 4.5% in 2019 and 5% in 2020.
  - An increase of \$515,000 due to the fire service contract.
  - Recreation expenses moved into the General Fund (\$715,821).



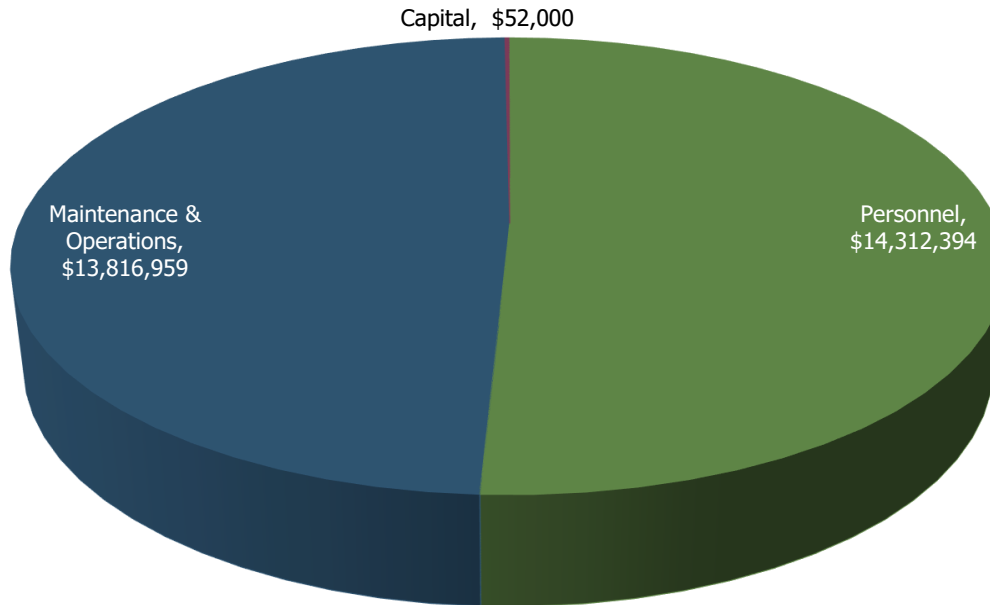
- Purchase of 5 police vehicles out of the Equipment Replacement Fund to replace 5 depreciated police vehicles (\$272,000).
- Information technology needs, including server infrastructure and Police laptop replacements, increased software costs, and upgrading the wireless network in both buildings (\$328,201).
- A development feasibility study for the Dobson-Remillard property and the adjacent area (\$50,000).
- A new Project Engineer in Public Works, with an anticipated biennial cost of \$210,000 in wages and benefits (funded in the Capital Improvement Plan).
- A significant increase of \$9,342,108 (94.1%) in the Capital Improvement Plan.



# Revenue Summary



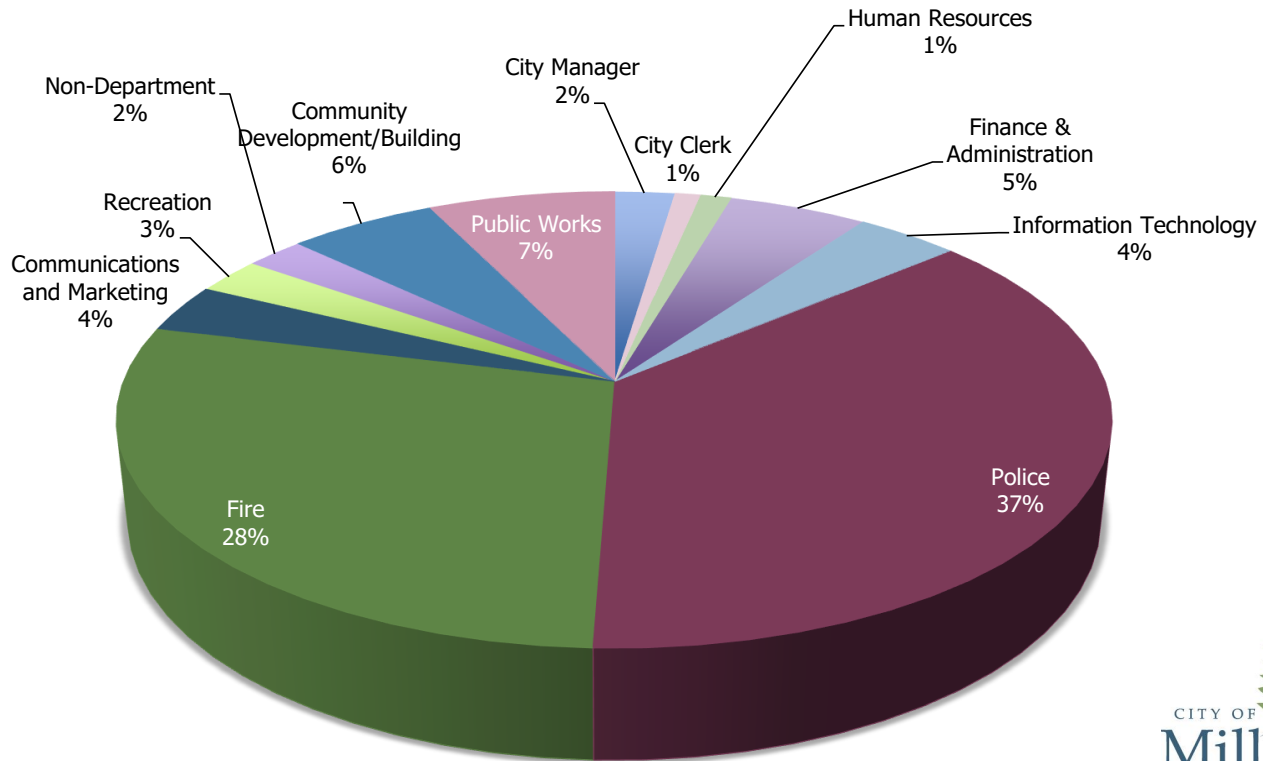
# General Fund Expense Summary





# General Fund Expense Summary

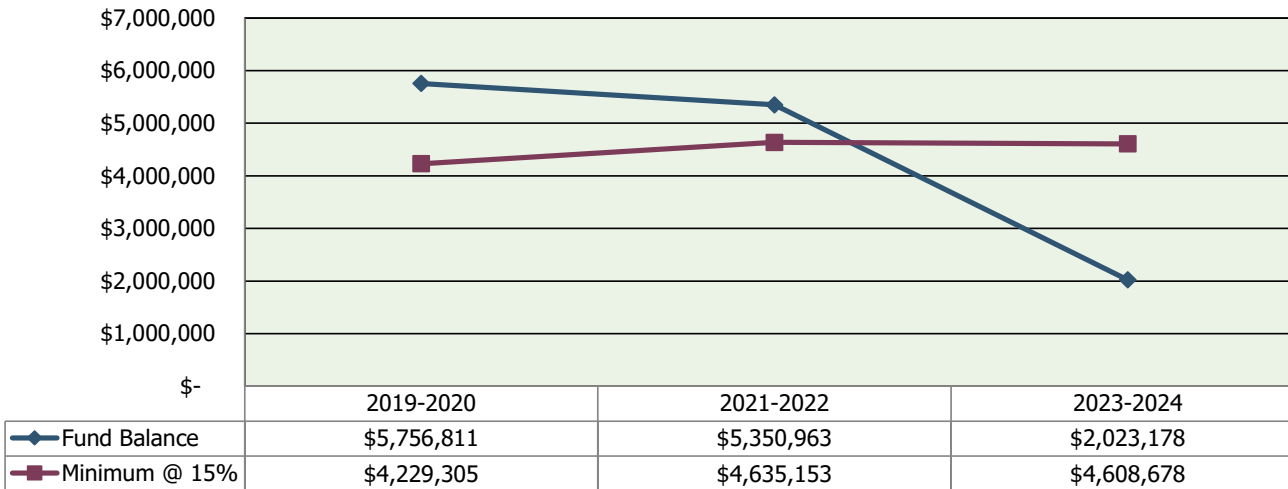
## Expenditures by Department



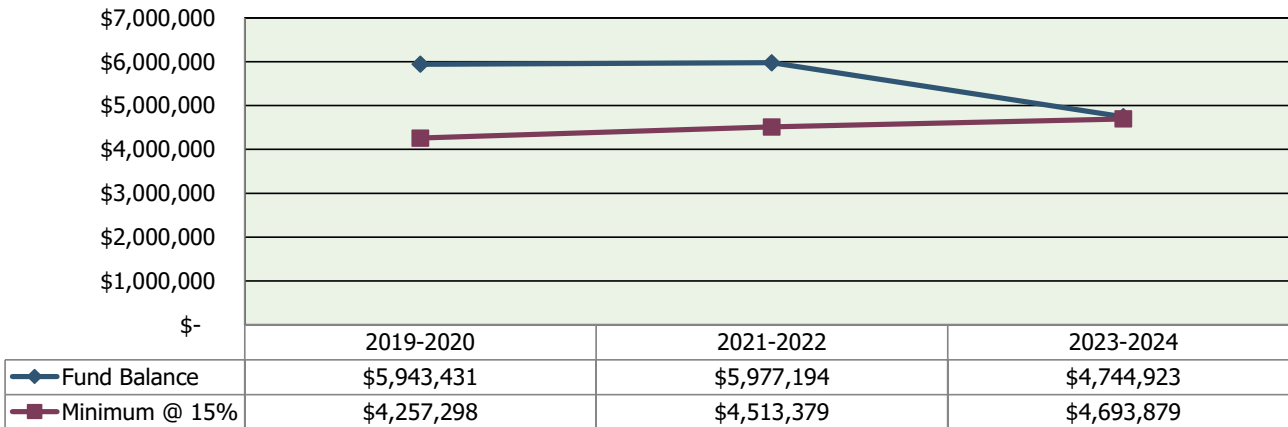
# Financial Condition



### Six-Year Financial Forecast (Gen Fund) Without 1% Property Tax Levy



### Six-Year Financial Forecast (Gen Fund) With 1% Property Tax Levy



# Property Tax Levy Increase

- A 1% property tax increase would:
  - Generate approximately \$62,343 per year in additional compounding revenue.
  - Provide approximately \$1,300,00 in resources for desired City services over six years.
  - Benefit: Provide increased level of service.



# New Positions Not in Budget

- Public Works Maintenance Worker (\$175,000 for the biennium)
- Police Officer (\$262,000 for the biennium)
- Deputy City Clerk (\$175,000 for the biennium)



# Council Budget Discussion Schedule

## **Nov. 6, 2018**

- Initial Public Hearing
- Budget Overview by the City Manager

## **Nov. 13, 2018**

- Second Public Hearing: Preliminary Budget, Property Tax Levy (as applicable) and Surface Water Utility Rate
- Public Works & Development Services Department Budget Review
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**Nov. 27, 2018**

- Third & Final Public Hearing: Preliminary Budget; Adoption of Property Tax Levy (as applicable); and, Adoption of Surface Water Rate
- Police Department Budget Review
- Communications & Marketing Department Budget Review
- Finance and Administration Department Budget Review
- Non-Department Budget Review

**Dec. 4, 2018**

- Budget Discussion – Overall
- Adoption of 2019-2020 Budget

**Dec. 11, 2018**

- If needed



# Thank you!







Agenda Item # D  
Meeting Date: November 6, 2018

## CITY COUNCIL AGENDA SUMMARY

City of Mill Creek, Washington

**AGENDA ITEM:**    **ADOPTION OF ORDINANCE UPDATING THE CITY OF MILL CREEK TRAFFIC MITIGATION FEE PROGRAM - 2018**

**PROPOSED MOTION:**

Motion to adopt Ordinance 2018-\_\_\_\_\_ updating the City of Mill Creek Traffic Mitigation Fee.

**KEY FACTS AND INFORMATION SUMMARY:**

On October 25, 2018, the City Council received a presentation from Peter De Boldt, Vice President/Principal, of Perteet Engineering on the proposed 2018 update to the City's Traffic Mitigation Fee Program. A draft ordinance had been prepared and made part of the packet for that meeting. The City Attorney has reviewed and approved the draft Ordinance as to form. The attached ordinance approving the 2018 update to the Traffic Mitigation Fee Program is attached for formal consideration.

The City of Mill Creek first began assessing traffic mitigation fees in 1997 with the adoption of Resolution 97-227 under the authority granted in RCW Chapter 43.21C, the State Environmental Policy Act ("SEPA"). The underlying philosophy is that new development must pay a proportionate share of the impacts associated with the additional traffic on the road network to maintain an adopted level of service. The traffic mitigation fee program in Mill Creek was updated in 2004, 2007, and again in 2011.

City staff worked with Perteet Engineering, who helped prepare the 2011 Traffic Mitigation Fee Program, to update the fees. The proposed update to the Traffic Mitigation Fee Program utilizes the same methodology that was utilized in 2011 and supplies new input values for the variables of the formula that control the amount of the fee. The formula variables are: 1) capital project cost, 2) local trip share, 3) and trip growth. A memo from Perteet describing the analysis used for the update and a recommended fee is Exhibit A to the attached Ordinance updating the City of Mill Creek Traffic Mitigation Fee.

Below is a summary of the recommended Traffic Mitigation Fee Program:

- The City utilizes a system that uses a single city-wide zone.
- The Traffic Mitigation Fee Program remains SEPA based, (assessed under the authority of MCMC 17.48 and 18.04).
- The fee is based on PM Peak Hour (PMPH) trips. Based on a review of available undeveloped/underdeveloped land within the city limits, and using the PMPH trip

City Council Agenda Summary  
Page 2

generation data from Institute of Transportation Engineers (ITE) Trip Generation Manual, it is estimated that at build-out there will be an additional 1,550 PMPH trips.

- Available PRSC travel demand modeling indicates that, on average, 36.5% of vehicular trips in Mill Creek are through trips without a trip end within the City.
- The adopted 2019-2024 TIP includes eight projects that are necessary as a result of vehicular trip growth, and thus, are eligible for traffic mitigation funding with a total estimated cost of \$39,920,000 if built at current construction costs. Since 42% of the cost of the projects is assumed to be paid for by the Traffic Mitigation Fee Program, the capital cost used in the formula is \$16,766,400 ( $\$39,920,000 \times 0.42$ ).
- The capital cost, when reduced by the 36.5% through trip statistic, is \$6,119,736 million.
- Within the time frame of the 2019-2024 TIP it is estimated 1,550 new PMPH trips will be generated by new development. This results in a maximum assessment of \$3,948 per new PMPH trip.
- The current traffic mitigation fee is \$3,000 per new PMPH trip. The staff recommendation is to set the new PMPH fee at \$3,900 (maximum fee rounded to nearest \$100).
- The updated fee will also be applied to new development in unincorporated Snohomish County that impact city roadways pursuant to the provisions of the recently approved interlocal agreement for reciprocal traffic impact mitigation fees

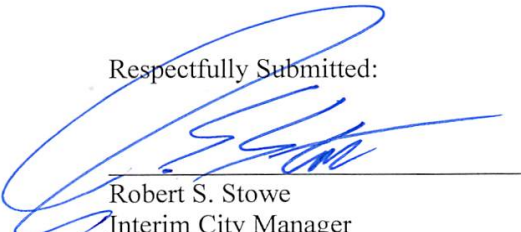
**CITY MANAGER RECOMMENDATION:**

Approve the attached ordinance updating the City of Mill Creek's Traffic Mitigation Fee Program.

**ATTACHMENTS:**

- Ordinance (Includes memorandum from Pertee dated October 17, 2018)

Respectfully Submitted:



Robert S. Stowe  
Interim City Manager

**ORDINANCE NO. 2018 - \_\_\_\_\_**

**AN ORDINANCE OF THE CITY OF MILL CREEK, WASHINGTON  
REVISING THE TRAFFIC MITIGATION PROGRAM USED FOR  
ASSESSING TRAFFIC MITIGATION FEES; ADOPTING NEW TRAFFIC  
MITIGATION FEE ASSESSMENTS; AND ESTABLISHING AN  
EFFECTIVE DATE**

WHEREAS, the City of Mill Creek has the authority to impose traffic mitigation fees under the State Environmental Policy Act ("SEPA"), RCW 43.21C, and Chapters 17.48 and 18.04 of the Mill Creek Municipal Code ("MCMC"); and

WHEREAS, the City's traffic mitigation program and fees are subject to periodic review and evaluation; and

WHEREAS, the City periodically updates and adjusts its six-year Transportation Improvement Program (TIP) in accordance with RCW 35.77.010, to keep current with changes in the City and surrounding jurisdictions; and

WHEREAS, the City's TIP was recently updated to include transportation improvements that will be needed by 2024 to support growth and development in an increasingly constrained transportation system and to meet the City's transportation goals and requirements; and

WHEREAS, The City has determined that the revised traffic mitigation program and fees set forth in **Exhibit A** hereto, attached and incorporated by this reference, together with the underlying technical information on file with the City, will properly allocate to new development and redevelopment a proportional share of the impacts and costs to the City's street and traffic network arising from said development and redevelopment, and further will enable the City to properly, effectively, and efficiently assess traffic mitigation fees; and

WHEREAS, the City Council has considered and adopted the 2019-2024 TIP and has reviewed the revised traffic mitigation program and fees as set forth in **Exhibit A**, and has evaluated the recommendation that the revised traffic mitigation program and fees as set forth in **Exhibit A**, together with the underlying technical information on file with the City, will properly allocate to new development and redevelopment their proportional share of the impacts and costs to the City's streets and traffic network arising from that development and redevelopment, and will allow the City to properly, effectively, and efficiently assess traffic mitigation fees; and

WHEREAS, the new mitigation fee as recommended in **Exhibit A** and adopted by the City Council not only reflects the proportional share of the impacts and costs to the City's streets and traffic network arising from development and redevelopment within the City, all in accordance with the City's longstanding traffic mitigation program and formulas, but has been further reduced in amount to insure its fairness to Mill Creek property owners and developers; and

WHEREAS, the City Council finds that the revised traffic mitigation program and fees as set forth in **Exhibit A** will properly allocate to new development and redevelopment their proportional share of the impacts and costs to the City's street and traffic network arising from that development and redevelopment, and will allow the City to properly, effectively, and efficiently assess traffic mitigation fees; and

WHEREAS, the City Council further finds that the revisions to the traffic mitigation program and fees adopted herein will advance the public health, safety and welfare, and will benefit the public and citizens of Mill Creek by ensuring that new development accounts for its proportional share of impacts and costs to the City's streets and traffic network arising from that new development; and

WHEREAS, this Ordinance, together with **Exhibit A** and the underlying technical information on file with the City of Mill Creek, should be adopted as substantive SEPA policies under MCMC Chapter 18.04 for the purpose of conditioning development and redevelopment within the City;

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

Section 1. The traffic mitigation program and fees set forth in **Exhibit A**, attached and incorporated in full by this reference, together with the underlying technical information on file with the City, are hereby adopted for use by the City in evaluating and assessing traffic mitigation fees for all new development and redevelopment occurring within the City and within the City's Planning Influence Area Boundary lying in unincorporated Snohomish County.

Section 2. This Ordinance, together with attached **Exhibit A** and the underlying technical information on file with the City, are expressly adopted as and designated to be substantive SEPA policies under MCMC Chapter 18.04.

Section 3. The traffic mitigation program and fees adopted by this Ordinance shall become effective on the date specified in Section 5 below, and shall remain in effect until changed or modified by action of the City Council.

Section 4. If any section, subsection, paragraph, sentence, clause, or phrase of this Ordinance or its application to any person or situation be declared unconstitutional or invalid for any reason, such decision shall not affect the validity of the remaining portion of this ordinance or its application to any other person or situation. The City Council of the City of Mill Creek hereby declares that it would have adopted this Ordinance and each section, subsection, sentence, clause, phrase, or portion thereof irrespective of the fact that any one or more sections, subsections, sentences, clauses, phrases, or portions be declared invalid or unconstitutional.

Section 5. This Ordinance shall take effect and be in full force five days after publication of the attached summary, which is hereby approved.

Adopted this \_\_th day of October, 2018 by a vote of \_\_ for, \_\_ against, and \_\_ abstaining.

APPROVED:

\_\_\_\_\_  
PAM PRUITT, MAYOR

ATTEST/AUTHENTICATED:

\_\_\_\_\_  
GINA PFISTER, ACTING CITY CLERK

APPROVED AS TO FORM:

\_\_\_\_\_  
OFFICE OF THE CITY ATTORNEY  
OGDEN MURPHY WALLACE PLLC

FILED WITH THE CITY CLERK: \_\_\_\_\_  
PASSED BY THE CITY COUNCIL: \_\_\_\_\_  
PUBLISHED: \_\_\_\_\_  
EFFECTIVE DATE: \_\_\_\_\_  
ORDINANCE NO.: \_\_\_\_\_

**Exhibit A – Proposed Fee Program Methodology and Rate, dated October 17, 2018**

Traffic Mitigation Update 2018.DOC



MEMORANDUM

505 5th Avenue S, Suite 300, Seattle, WA 98104 | P 206.436.0515

To: Gina Hortillosa, PE, PMP  
City of Mill Creek

From: Mike Hendrix, PE, PTOE

Date: October 17, 2018

Re: Task 6: Proposed Fee Program Methodology and Rate

INTRODUCTION

This memorandum details the update to the City of Mill Creek Transportation Mitigation Fee. The analysis methodology matches the procedure established by the July 14, 2011 Transportation Mitigation Fee program memorandum prepared by Perteet. This update supplies new input values for the variables that control the amount of the Fee. The following sections detail which variables were selected and why. The revised Transportation Mitigation Fee value is presented at the end.

EXISTING FEE PROGRAM METHODOLOGY

The methodology for establishing and updating the City of Mill Creek Transportation Mitigation Fee (TMF) was prepared by Perteet in a memorandum from July 14, 2011. This memorandum established the TMF as fixed-value, meaning that any trip produced by Mill Creek developments would be charged the same fee, regardless of the location of that development in the City. This is a standard practice for nearly all surrounding Puget Sound local agencies. The TMF is a function of three variables:

1. Capital project costs anticipated to be paid using TMF revenue, expressed as a dollar amount;
2. Local share of total trips, expressed as a decimal; and
3. Anticipated city-wide trip growth from internal developments during the duration of the TMF program, expressed as a number of trips.

To determine the TMF in dollars per trip, the following formula was developed in 2011.

$$\frac{\text{Capital Project Cost } [\$] * \text{Local Trip Share}}{\text{Trip Growth } [\text{trips}]} = \text{TMF } [\$/\text{trip}]$$

Each variable is described further below:

- Capital Project Cost. The capital project costs are the sum of capital project costs expected to be fulfilled by the TMF. Only capital projects directly related to trip growth are included. For example, the addition of a lane on a roadway experiencing delay because of trip growth is an acceptable capital project to have some or all of the costs covered by the TMF. However, the addition of a lane to mitigate an existing deficiency such as a safety issue is not applicable and TMF's cannot be used for that project.

**PERTEET**

**MEMORANDUM**

Many capital project budgets are a collection from various sources including other local funding such as transportation benefit districts, bonds or levies, state funding such as Transportation Improvement Board grants, and federal funding such as TIGER grants. Because of this, TMF's comprise a percentage of the total funding and are not expected to cover the project budget in its entirety. For Mill Creek, this was assumed to be 42%. Therefore, the capital project cost would be the total costs of growth related projects multiplied by 42%. This would account for the funding anticipated to be covered by the TMF.

- Local Trip Share. All public roadways are open to travelers from other jurisdictions. Travelers often use roadways through Mill Creek to access other parts of the county or to bypass congestion on other facilities such as interstate highways. Local trips are defined as a trip that has at least one node—origin, destination, or both—within Mill Creek City Limits. All other trips are considered external or pass-by trips. The Local Trip Share variable reflects the percentage of local trips out of the total trips through the City.

The local trip share is derived using Puget Sound Regional Council (PSRC) select link analysis data, which forecasts the percentage of trips on major Mill Creek roadways that involve travel outside of the City Limits.

This variable is included in the formula to reflect that the need for a project is not exclusively generated by local trips. As such, the project costs described above should not be the full responsibility of local trips. (Note that every trip that would be subject to a Mill Creek TMF is, by definition, a local trip because the development is within City Limits.)

- Trip Growth. The trip growth factor is the number of trips expected to be generated during the afternoon (PM) peak period. This number is developed from community plans and known up-coming developments. This information is provided by the City in a six-year planning document.

The trip growth is calculated based on City land use projections during the six-year plan. The 8th Edition of the *Trip Generation Manual* by the Institute of Transportation Engineers (ITE) provides accepted trip generation rates for various land use types and development sizes.

The City currently charges a TMF of \$3,000 per trip for developments within City Limits.

**PROPOSED FEE PROGRAM METHODOLOGY**

**Capital Project Costs**

The City of Mill Creek proposed 2019-2024 Transportation Improvement Plan (TIP) details upcoming projects with estimated costs. From discussions with Mill Creek staff, the following projects have been identified as being partially funded by traffic impact fees within the next six years. These projects have been selected because these projects are required due to the impact of trip growth in the City.

**PERTEET**

MEMORANDUM

Table 2. TIP Transportation Projects.

Description	Cost Estimate
East Gateway Urban Village "Spine Road" West Connection (Phase 1)	\$ 5,000,000
East Gateway Urban Village "Spine Road" East Connection (Phase 2)	\$ 6,000,000
SR 96 at Dumas Road Intersection Improvements	\$ 5,390,000
SR 96 at 35th Avenue Intersection Improvements	\$ 3,460,000
SR 527 at 164th Street Intersection Improvements	\$ 2,090,000
SR 96 at SR 527 Intersection Improvements	\$ 9,460,000
Old Seattle Hill Road at SR 527 Intersection Improvements	\$ 1,150,000
164th Street SE at Mill Creek Boulevard Intersection Improvements	\$ 7,370,000
Total	\$ 39,920,000

Because the 2019 to 2024 TIP does not detail how much TMF funding will be applied to each project during that timeframe, this analysis assumed that 42% of the total cost will be covered by these fees as noted above. This share of capital improvements is consistent with other jurisdictions in the region.

The capital project cost variable will be entered into the fee equation as \$16,766,400 (i.e. \$39,920,000 x 0.42).

**Local Trip Share**

To determine the local trip share, data from roadway links near or within the City of Mill Creek were selected from PSRC. Note that the same four select link analysis locations were used as in the 2011 study. These links are listed below:

1. 164th Street SE, west of SR 527;
2. SR 527, north of 164th Street SE;
3. SR 96, east of I-5; and
4. SR 96, east of 35th Avenue SE.

Projected volumes at each of the select link analysis locations were provided by PSRC for 2010, 2020, and 2030. Values were interpolated to obtain values for the intermediate years of 2019 and 2024. Table 3 shows the aggregated local trip and pass-through trip values for each year.



**PERTEET**

MEMORANDUM

Table 3. Select Link Analysis Summary.

Trip Type	2010	2020	2030	2019	2024
<b>164th Street SE, west of SR 527</b>					
Local	3,303	3,341	3,454	3,337	3,386
Pass-Through	3,699	3,850	4,049	3,835	3,930
<b>Link 2: SR 527, north of 164th Street SE</b>					
Local	2,686	2,551	2,533	2,565	2,544
Pass-Through	2,331	2,829	3,070	2,779	2,925
<b>Link 3: SR 96, east of I-5</b>					
Local	3,571	3,069	3,027	3,119	3,052
Pass-Through	6,690	7,295	7,482	7,235	7,370
<b>Link 4: SR 96, east of 35th Avenue SE</b>					
Local	2,031	1,885	1,990	1,900	1,927
Pass-Through	5,249	4,894	5,075	4,930	4,966
<b>Total, All Links</b>					
Local	11,591	10,846	11,004	11,219	10,862
Pass-Through	17,969	18,868	19,676	18,419	18,949
Total Trips	29,560	29,714	30,680	29,699	30,100

Based on the PSRC data, the local trip percentages for 2019 and 2024 are 36.8% and 36.2%, respectively. Averaging these two values provides a data point that will span the five-year period. The average value is 36.5%. One challenge with using the PSRC data is the limited number of links near or within the City of Mill Creek. Additionally, the roadway links are mostly state routes which also serve as connections between other state highways such as Interstates 5 and 405. These volumes are biased for more through traffic. Roadways such as 35th Avenue SE and Seattle Hill Road are not captured in the PSRC data. The use of 36.5% local trip share is considered as a low value.

The local trip share variable will be entered into the fee equation as a decimal, 0.365.

**Trip Developments**

The number of new trips expected due to Mill Creek developments is based on a review of the vacant lands on which developments could be built. The City maintains a list of currently proposed developments that are in various stages of design, permitting, or construction. This list serves as the assumed project list for the next six years. While projects may be developed that are not currently on this list, some already included developments may not come to fruition. This procedure is consistent with the 2011 update effort.

The City's table provides general development types and areas. The *Trip Generation Manual* uses these two factors to predict the number of PM peak hour trips a development will produce on a given weekday. Trips are a function of square footage or acreage for commercial properties and number of dwelling units for residential developments. Table 4 shows the current development list with expected trip generation per the *Manual*. A map showing the location of these developments is attached to this memorandum.

**PERTEET**

MEMORANDUM

Table 4. Anticipated Trip Developments.

Development	Type	ITE Code	Size	Trips
A	Office/Retail	710/820	49,500 SF	265.70
B	Office/Retail	710/820	49,000 SF	264.08
C	Single Family Dwellings	210	25 units	31.58
D	Office/Retail	710/820	21,453 SF	164.83
E	Office/Retail	710/820	12,414 SF	124.96
F	Multi-Family Dwellings	230	50 units	52.87
G	Single Family Dwellings	210	24 units	30.47
H	Single Family Dwellings	210	21 units	27.09
I	Office	710	7,500 SF	87.21
J	Warehouse/Office	150/710	96,049 SF	122.22
K	Warehouse/Office	150/710	49,658 SF	86.25
L	Warehouse/Office	150/710	17,750 SF	59.20
M	Warehouse/Office	150/710	34,521 SF	73.82
N	Warehouse (75%) / Office (25%)	150/710	217,800 SF	154.22
Total				1,544.50

Rounded to the nearest 10 trips, the trip development variable will be entered into the fee equation as 1,550 trips.

**Updated Fee Value**

The updated fee value is based on the three variables outlined above. Multiplying the capital project cost (\$16,766,400) by the local trip share (0.365) and dividing by the trip developments (1,550) returns a revised trip fee.

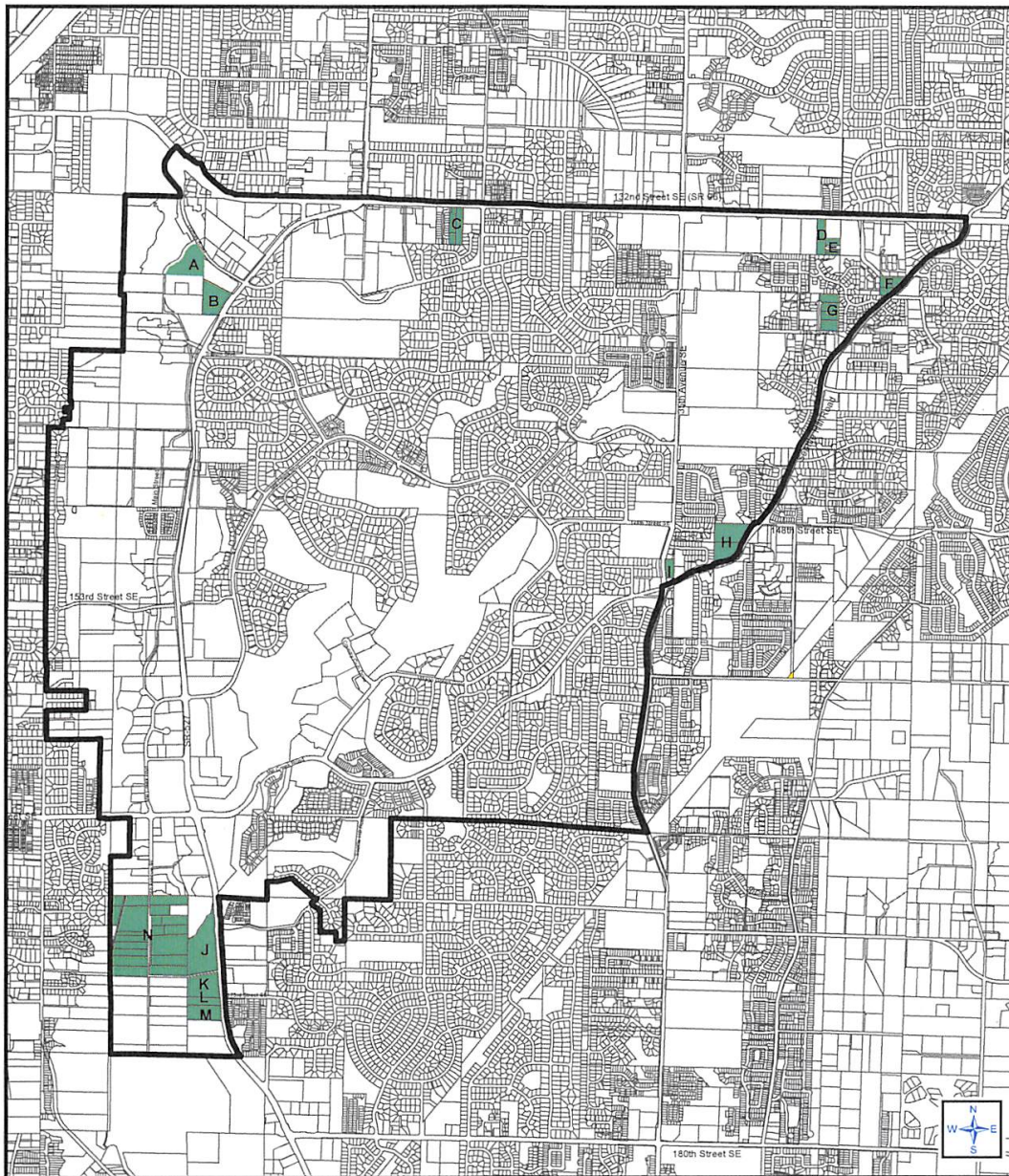
$$\frac{\text{Capital Project Cost [\$]} * \text{Local Trip Share}}{\text{Trip Growth [trips]}} = \text{TMF [$/trip]}$$




$$\frac{\$16,766,400 * 0.365}{1,550 \text{ trips}} = \$3,948.22 \text{ per trip}$$

The fee will be rounded down to the nearest 100 dollars.

The 2019 to 2024 Traffic Mitigation Fee for the City of Mill Creek is \$3,900 per trip.

## Anticipated Development Sites



-  City Limits (4.68 SQ. Miles)
-  Municipal Urban Growth Area Boundary
-  Anticipated Development Sites

Note: This map is prepared with the property data and project status currently available to the City.





Agenda Item # E  
Meeting Date: November 6, 2018

## **CITY COUNCIL AGENDA SUMMARY**

City of Mill Creek, Washington

**AGENDA ITEM: EXECUTIVE SEARCH FIRM PROPOSALS FOR CITY MANAGER RECRUITMENT**

**ACTION REQUESTED:**

Authorize the Interim City Manager to enter an Agreement for Professional Services (Agreement) with the selected City Manager Executive Search Firm.

**KEY FACTS AND INFORMATION SUMMARY:**

As part of Council's future decision to select a new City Manager, a Request for Proposal (RFP) (Exhibit A) was issued in early October. The RFP was sent to executive search firms that were known to have conducted searches in Washington State or had expressed an interest in conducting Mill Creek's City Manager recruitment. The RFP was also listed on the City's website.

Although the City was not required to publish an RFP for these services, the value of doing so was to clearly communicate the City's interest and the criteria it will use when selecting a firm, allowing for a consistent method of comparing each proposal.

The City received five responses to the RFP that are included as Exhibit B. All of the respondents are qualified and capable to conduct a City Manager recruitment. Based on the criteria within the RFP, the Interim City Manager developed Scoring System Criteria (Exhibit C) to evaluate each proposal. At the time of this Agenda Summary, responses to the RFP are still under review by the Interim City Manager. A recommendation by the Interim City Manager regarding the preferred or top executive search firm will be presented to the City Council prior to or during the November 6, 2018 meeting. The City Council has the ability to utilize a different scoring system to select an executive search firm if desired.

**CITY MANAGER RECOMMENDATION:**

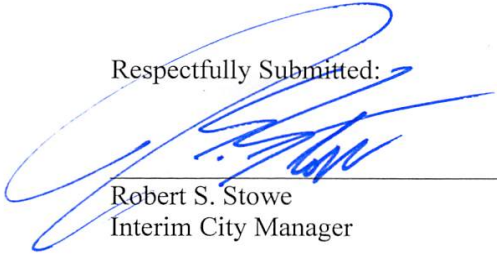
Authorize an Agreement for Professional Services with the selected or identified executive search firm for the City Manager Recruitment.

**ATTACHMENTS:**

- Exhibit A: Request for Proposal
- Exhibit B: Executive Search Firm Proposals
- Exhibit C: Scoring System Criteria

City Council Agenda Summary  
Page 2

Respectfully Submitted:



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Robert S. Stowe  
Interim City Manager

**Request for Proposal**  
**Executive Search Firm**  
**For City Manager**  
**Candidate Search**



**Deliver in Mail/Person:**

15728 Main Street  
Attention: Bob Stowe, Interim City Manager  
Mill Creek, WA 98021

E-Mail: [Bobs@cityofmillcreek.com](mailto:Bobs@cityofmillcreek.com)

## **Executive Search Firm – Request For Proposal Candidate Search City of Mill Creek City Manager**

### **About the City**

Incorporated in 1983, the City of Mill Creek is located in Snohomish County, Washington, and is home to more than 20,000 people. Mill Creek is a physically active community with 10 attractive neighborhood and community parks, more than 23 miles of nature trails, and recreational facilities that support diverse recreational opportunities. A vibrant, safe and friendly community, Mill Creek is a great destination for shopping and gathering. The award-winning Mill Creek Town Center and other business developments feature many fine retail shops and restaurants. Mill Creek offers an exceptional community experience, where natural beauty is preserved, neighborhoods flourish, businesses thrive and recreational opportunities abound.

### **What the City is Seeking**

The City of Mill Creek (City) is requesting proposals from skilled independent executive search consultants to assist the City with conducting a search that will lead to the selection of a new City Manager.

The City Council is very supportive of the Council-Manager form of government and desires long-term stability in the position despite multiple City Managers over the last decade that have not remained over 3 plus years. The City is looking for a search firm that is capable of showcasing the community's unique amenities, quality of life, and professional organization to attract a seasoned manager with demonstrated experience and success in leadership and management. The desired City Manager should be someone that works, leads, and manages in a collaborative manner and can work with Council, staff, and stakeholders to establish a vision, identify strategic goals and execute actions in an efficient fashion. The City needs a leader with the highest ethical standards and integrity to restore public confidence and create organizational stability for the City.

Interim City Manager Bob Stowe will be assisting the successful firm to identify and evaluate potential candidates. Bob was the City Manager for Mill Creek from 1995 to 2005 and now has his own consulting company focused on

economic development strategies and will be serving in the role of Interim City Manager until the position is filled.

## **Schedule**

The City intends to follow a selection timetable that should result in the selection of a firm and award of a consultant contract by November 6. The City is interested in an expedited yet thorough recruitment process.

The City is interested in completing the search and selection process for the new City Manager as soon as practical.

## **Desired Services**

The applying firm or individual will collaborate with the City Council to carry out a national search which may include, but is not limited to:

1. Meet with the City Council (as a body) and Interim City Manager to discuss process, recruitment strategy and answer questions about the process.
2. Design a robust public participation process for Council approval so that residents and employees can provide their comments and thoughts about attributes they want in the City Manager.
3. Meet publicly with the City Council as necessary to facilitate the development of an appropriate candidate profile and list of priorities for the new City Manager.
4. Develop a position profile, and all recruiting material in conjunction with the City Council and Interim City Manager and other key individuals and sources selected by the City, that addresses the specific leadership qualities, duties, responsibilities, operational issues, education and training, personal characteristics and traits, and other factors that are relevant to the position.
5. Conduct all recruiting efforts for the position including targeting mailings, selected advertising, networking and direct inquiries and use of consultant's knowledge of potential candidates.
6. Answer questions from candidates and collect application materials.



7. Review all application materials received, comparing them to the candidate profile and perform screening interviews as needed.
8. Assist the Interim City Manager in screening the initial pool of applicants to 8-15 semifinalists. Conduct and/or assist in conducting preliminary interviews.
9. Work with the City Council and Interim City Manager to select 4-6 finalists; prepare a summary report on all finalists; determine and prepare appropriate interview/selection process for Council, staff and the community to conduct in-depth interviews of each finalist; and participate and manage all interviews and community sessions with the assistance of the Interim City Manager.
10. Conduct detailed background investigations, and verify references and credentials of finalists. Prepare a detailed report on each finalist.
11. Assist the City Council and all stakeholders in the selection process.
12. Assist in the negotiation of an employment agreement with the final candidate, as directed by the City Council and coordinated with the Interim City Manager and City Attorney.

## **Guarantee**

The consultant must continue to provide the services above until a City Manager is appointed, or until the contract is cancelled by the City. In addition, should the newly appointed City Manager be terminated for cause or resign within eighteen (18) months, the consultant must conduct a replacement search at no charge.

## **Terms and Conditions**

- A. The City reserves the right at its sole discretion to reject all submittals received without penalty and not to issue a contract as a result of this request for proposal. The City also reserves the right at its sole discretion to waive minor administrative irregularities contained in any submittal.
- B. The City reserves the right to request clarification of information submitted, and to request additional information from any party submitting proposals.

- C. The City reserves the right to award any contract to the next most qualified consultant that responds to this request for proposal, if the successful consultant does not execute a contract within five (5) days after the award.
- D. Any proposals may be withdrawn until the date set forth below as the deadline for accepting proposals. Any proposals not so timely withdrawn shall constitute an irrevocable offer, for a period of thirty (30) days—or until one or more of the proposals have been approved and agreement executed by the City whichever occurs first.
- E. The City is not responsible for any costs incurred by a consultant in preparing, submitting or presenting its proposal. Additionally, if an oral presentation is required to supplement and/or clarify a proposal for the City, such presentation expenses shall be borne by the consultant.
- F. The contract resulting from acceptance of proposal by the City must be in a form approved by the City and must reflect the specification in this request for proposal. The City reserves the right to reject any proposed agreement or contract that does not conform to the specification contained in this proposal, and which is not approved as to form by the City Attorney.
- G. The consultant will be required to assume responsibility for all services offered in the proposal, whether or not directly performed by the consultant. Further, the consultant will be the sole point of contact for the City with regard to contractual matters, including payment of any and all charges resulting from the contract.
- H. The City reserves the right to make an award without further discussion of the proposal submitted. Therefore, the proposal should be submitted initially on the most favorable terms which the consultant can propose. The consultant shall specifically stipulate the proposal is predicated upon acceptance of all terms and conditions of the request for proposal.
- I. The consultant must comply with and perform the services in accordance with all applicable federal, state and local laws.
- J. During the term of service to the City, the consultant must have professional liability coverage with combined single limits of liability of not less than one million (\$1,000,000), and provide a certificate evidencing

such insurance and naming the City as additional insured as per contracting standards.

## **Compensation**

- A. Fees and Expenses. The successful consultant will be paid based upon a lump sum fee, plus expenses. Reimbursable expenses may include travel, advertising, long distance phone charges, printing, postage and other direct expenses in compliance with established procedures and approved by the designated representative of the City.
- B. Method of Payment. Payment by the City for executive search services may be submitted by invoice on a monthly basis. The invoice should specifically describe the services performed, and the name(s) of the personnel performing such services. The City will make a payment on a monthly basis, thirty (30) days after receipt of the invoice.
- C. Taxes. The consultant will be solely responsible for the payment of any taxes imposed by any lawful jurisdiction as a result of the delivery of services to the City.

## **Instructions for Proposers**

Proposers are asked to respond to the following items in the sequence presented:

- 1. Qualifications. Describe the background, public sector experience, and executive search capabilities of your firm. Please give specific information regarding your qualifications to conduct City Manager searches for entities similar to the City of Mill Creek or larger. Describe in what ways have members of your firm developed personal contacts with potential candidates for this position.
- 2. Scope of Services. Provide a scope of services and a proposed outline of tasks, products, and recruitment schedule. Major proposed deviations from the desired scope of services outlined in this request for proposal should be clearly noted.
- 3. Consulting Staff. Provide the name of the individual responsible for the recruitment including subcontractors, the percentage of the time said individual will allocate to the recruitment, and the specific experience of the individual relative to the recruitment. Describe how many successful searches the consulting staff has conducted within the last two years.

Identify how many other executive searches the responsible person currently is involved in.

4. References. Provide a list of a minimum of five (5) clients who can verify your firm's ability to provide the scope of services requested, include a brief description of the work along with contract award and completion dates for each recruitment. For each reference, include the name(s), telephone number(s) and email address(es) of the client's project manager.
5. Cost. Provide a cost proposal that includes a lump sum fee and estimate of detailed expenses.
6. Approach. Provide a general description, based on experience, as to how the firm would approach the process, including methodology and estimated timelines, and how they would involve stakeholders and work together with the City towards final appointment of the successful candidate. Identify how the firm will ensure that the City receives prompt and timely attention throughout this process.
7. Sample Materials. Please provide 3-5 recent samples of recruiting specifications, community/agency profiles, recruitment brochures, invitee letters, announcements, and so forth from your firm.
8. Submission of Proposals & Questions. Proposals must be received by the City by **October 29, 2018**. Respondents shall submit proposals and clarifying questions regarding this RFP to the Interim City Manager at [Bobs@cityofmillcreek.com](mailto:Bobs@cityofmillcreek.com).

## **Selection Criteria**

Each proposal will be independently evaluated on the following criteria:

- A. Consultant Experience/Qualifications. Experience in providing services similar to those requested and having obtained favorable outcomes ("Favorable outcomes" should be measured in terms of number of City Managers placed, length of service of City Managers placed and level of satisfaction with those City Managers).
- B. Cost. Total estimated fees and expenses for the services broken down by task. While cost will be a consideration in the award of the contract, the contract will not necessarily be awarded to the firm submitting the lowest cost proposal. The City's intent is to award the contract to the firm whose

proposal is deemed to offer the best overall value and fit to the needs of the organization.

- C. Dependability. Ability and commitment to complete the work within the required time frame and proposed cost as evidenced by documentation provided through references.
- D. Sample Materials. Quality and quantity of recruiting specifications, community/agency profiles, recruitment brochures, invitee letters and announcements provided.
- E. References. Quality and quantity of client references provided. Evaluation of past recruitments as stated by references in the proposal and of relevance of past experience as reported in this submission.
- F. Quality of Response. The overall quality of the response, conformance to format, approach, and its responsiveness to this request for proposal.

## **General Information**

The City is an Equal Opportunity Employer and does not discriminate against individuals or firms because of their race, color, creed, marital status, religion, age, sex, national origin, sexual orientation, gender identity, the presence of any mental, physical or sensory handicap in an otherwise qualified handicapped person, or for any other unlawful reason.

All responses/submittals and evaluation materials become the City's property and may be reviewed by appointment by anyone requesting to do so at the conclusion of the RFP process - This process is concluded when a signed contract is completed between City and the selected firm.

The Washington State Public Records Act (Chapter 42.56 RCW) ("PRA") requires public agencies in Washington to promptly make public records available for inspection and copying unless they fall within the specified exemptions contained in the PRA and are otherwise privileged.

If a respondent considers any portion of his/her submittal to be protected from disclosure under the PRA, the respondent shall clearly identify on the page(s) affected such words as "CONFIDENTIAL," "PROPRIETARY" or "BUSINESS SECRET." The respondent shall also use the descriptions above in the following table to identify the affected page number(s) and location(s) of any material to be considered as confidential (attach additional sheets as necessary). If a request is made for disclosure of such portion, the City will notify the respondent of the

request and allow the respondent ten (10) calendar days to take whatever action it deems necessary to protect its interests, including seeking injunctive relief under the PRA. If the respondent fails or neglects to take such action within said period, the City will release the portion of the submittal deemed subject to disclosure. By submitting a proposal, the respondent assents to the procedure outlined in this paragraph and shall have no claim against the City on account of actions taken under such procedure.

<b>Type of Exemption</b>	<b>Beginning Page</b>	<b>Ending Page/location</b>



**RECEIVED**  
OCT 29 2018  
CITY OF MILL CREEK

A Proposal to Conduct an  
Executive Recruitment for the Position of  
**CITY MANAGER**  
on behalf of the  
**CITY OF MILL CREEK**

1544 Eureka Road, Suite 280  
Roseville, CA 95661  
(916) 784-9080  
(916) 784-1985 fax

October 25, 2018

Mayor Pam Pruitt and City Council  
City of Mill Creek  
Mill Creek City Hall South  
Council Chambers  
15728 Main Street  
Mill Creek, WA 98012

Dear Mayor Pruitt and Council Members:

Bob Murray & Associates is pleased to submit a proposal to conduct the City Manager recruitment for the City of Mill Creek. The following details our qualifications and describes our systematic—yet flexible—method of identifying, recruiting, and screening outstanding candidates on your behalf. It also includes a proposed budget, timeline, and guarantee.

At Bob Murray & Associates, we pride ourselves on providing quality service to local governments, non-profit agencies, and private firms. Our recruitment process helps you to determine the direction of the search and the types of candidates you seek while capitalizing on our decades of experience and vast network of contacts to reach those candidates. Our expertise ensures that the candidates we present to the City of Mill Creek will match the criteria you have established, be a good fit for your organization, and be outstanding in their field.

With respect to the City Manager recruitment and the City of Mill Creek, Bob Murray & Associates has placed over 200 City Managers since our firm's inception in 2000. We are currently conducting City Manager recruitments on behalf of the cities of Arvin, Daly City, Elk Grove, Lincoln, Madera, Millbrae, and Solvang, CA. Our most recently completed City Manager and Town Manager recruitments include those on behalf of the cities of Adelanto, Alhambra, Atwater, Banning, Bell, Bradbury, Compton, Covina, Dana Point, Dinuba, El Centro, Grass Valley, Greenfield, Gridley, Hesperia, Imperial, Lemon Grove, Lompoc, Los Altos, Manteca, Martinez, Marysville, Menifee, Merced, Novato, Pasadena, Rio Vista, Rosemead, Roseville (limited scope), San Fernando, San Gabriel, Santa Fe Springs, Santa Paula, Santee, Seaside, St. Helena, Willits, and Windsor, CA; Chandler, AZ; Boulder City, NV; and Newberg, OR. Our extensive contacts and knowledge of outstanding candidates will ensure you have a quality group of finalists from which to select the City of Mill Creek's next City Manager.

Recent City Manager recruitments we have completed similar in size and scope to your upcoming search include the following:

**2018**

Lompoc, CA  
Madera, CA  
Roseville, CA (limited scope search)

**2017**

Adelanto, CA  
Alhambra, CA  
Atwater, CA  
Boulder City, NV



Compton, CA  
Covina, CA  
El Centro, CA  
Grass Valley, CA  
Menifee, CA  
Marysville, CA  
San Fernando, CA  
San Gabriel, CA  
Santa Fe Springs, CA  
St. Helena, CA  
Tracy, CA  
Willits, CA  
Windsor, CA (Town Manager)

**2016**

Bradbury, CA  
Chandler, AZ  
Commerce, CA (City Administrator)  
Dana Point, CA  
Gridley, CA (City Administrator)  
Greenfield, CA  
Imperial, CA  
Los Altos, CA  
Manteca, CA  
Newberg, OR  
Novato, CA  
Pasadena, CA

Rio Vista, CA  
Rosemead, CA  
Santa Paula, CA

**2015**

Banning, CA  
Bell, CA  
Chandler, AZ  
Dinuba, CA  
Hesperia, CA  
Lemon Grove, CA  
Martinez, CA  
Merced, CA  
Oceanside, CA  
Santee, CA  
Seaside, CA

We work as a team on every search at Bob Murray & Associates. Your Project Lead would be Mr. Gary Phillips, who would not only direct and supervise the project team from beginning to end, but also serve as the Recruiter for the project as well.

To learn first-hand of the quality of our services and why the majority of our engagements come from repeat and referred clients, we invite you to contact the references listed on page 14 of the attached proposal.

We look forward to your favorable consideration of our qualifications. Please do not hesitate to contact us at (916) 784-9080 with any questions.

Sincerely,

*Valerie Gaeta Phillips*

Valerie Gaeta Phillips  
President, Bob Murray & Associates

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## **THE RECRUITMENT PROCESS**

Bob Murray & Associates' recruiters are specialists in finding the perfect fit, providing security and fairness to candidates and clients while ensuring the integrity of the search process. We understand that superlative recruiting for the City Manager will lead to superlative results for the City of Mill Creek. Outlined below are the steps in our proven recruitment process, refined through our 30+ years of experience in executive search.

### **STEP 1 DEVELOP THE CANDIDATE PROFILE**

Our understanding of the City of Mill Creek's needs will be key to a successful search. Mr. Gary Phillips will meet in person with the Mayor and City Council, and key stakeholders identified by the City, to learn as much as possible about the ideal candidate for the City Manager position. We want to become familiar with the values and culture of the organization, as well as to understand the current—and future—issues, challenges, and opportunities in the City of Mill Creek.

Mr. Phillips will review and help define the City's wish-list regarding the ideal candidate's personality, management style, knowledge, skills, and abilities and will work with the City to identify expectations regarding education and experience. The Mayor and City Council and Mr. Phillips will discuss compensation, benefits, and other key information necessary to ensure that outstanding candidates are attracted to this opportunity. The profile we develop together at this stage will drive subsequent recruitment efforts.

#### *Optional Service: Community and Staff Involvement*

We find that many of our clients value a recruitment process that opens the opportunity for community members, business leaders, organization representatives, and employees to provide input regarding the ideal candidate. Our recruiters are skilled in designing and facilitating forums, town hall meetings, and online surveys that allow equitable involvement from a variety of constituencies and in consolidating feedback into a cohesive narrative of common themes.

If the City of Mill Creek so desires, we will work with the Mayor and City Council to create a customized community and/or staff input process.

### **STEP 2 DESIGN/DISTRIBUTE BROCHURE AND ADVERTISEMENTS**

Mr. Phillips and your dedicated Recruitment Coordinator will use the candidate profile developed with the City of Mill Creek to create a professional recruitment brochure, with the assistance of our professional graphic designer. The four-page, full-color brochure will describe the community, organization, position, ideal candidate, and compensation and will include pictures provided by the City of Mill Creek that you feel best represent your organization and your community.

Upon your approval, Mr. Phillips will send the brochure by postal mail and email to a targeted audience, personally inviting potential candidates to apply for the City Manager position. We will also place the recruitment brochure on our website, which attracts over 11,000 unique hits weekly and is a trusted resource for candidates seeking executive and professional positions. Two sample brochures are included in this proposal package for your reference.

Mr. Phillips will also design an effective advertising campaign appropriate for the City Manager recruitment. Our broadest outreach comes through our active social media involvement on Facebook, LinkedIn, and Twitter, where upcoming and current positions are posted. Sources such as *Western City Magazine*, the “Jobs Available” newsletter, and the Careers in Government website will be used to reach an extensive local government audience, while position-specific postings will be chosen to attract candidates who have built their careers in and are committed to the City Manager field.

Suggested City Manager-specific advertising sources for the City of Mill Creek’s search include:

- Association of Washington Cities
- California City Management Foundation
- ICMA Newsletter
- Washington City/County Management Association

Bob Murray & Associates does not typically place ads with job aggregators or general job posting sites such as CareerBuilder, Monster, or Indeed, as we have found that the broad reach of these sites does not necessarily lead to quality candidates for executive and professional positions.

#### *Reaching Diverse Candidates*

Bob Murray & Associates, a woman- and minority-owned business, is proud of its commitment to attracting and placing diverse candidates. Not only do we place advertisements with websites designed to attract minority and female candidates, but our President, Valerie Phillips, is a member herself of many diversity-focused organizations including the Local Government Hispanic Network, the League of Women in Government, the Professional Women’s Network, Mexican Professionals, and Women Leading Government. She networks frequently with fellow members to gain insight into which potential candidates are leaders in their field. Mr. Phillips will seek to reach candidates in communities and organizations with demographic profiles and populations served like that of the City of Mill Creek, to maximize the potential for individuals from a wide variety of backgrounds, cultures, and life experiences to be considered for the City Manager position.

#### **STEP 3 RECRUIT CANDIDATES**

The strongest candidates are often those who are successful and content in their current positions and need to be sold on a new opportunity. Our extensive network of contacts, developed through over 1,400 successful placements, is a primary source for identifying and obtaining referrals for these candidates. Our in-house database of 40,000 current and former

executive and professional candidates is a valuable resource that can only be built over time—time that we have invested into perfecting our process for finding the right candidates for our clients. Our aggressive outreach efforts are focused on phone calls to personally invite potential applicants, answer questions, and allay any reservations, and these efforts are essential to the success of the City Manager recruitment.

#### **STEP 4 SCREEN CANDIDATES**

Following the closing date for the recruitment, Mr. Phillips will screen all resumes we have received, using the criteria established in the candidate profile as a basis upon which to narrow the field of candidates. Internal candidates receive sensitive consideration, and Mr. Phillips will discuss with the Mayor and City Council how the City of Mill Creek wishes to proceed with these candidates.

#### **STEP 5 CONDUCT PRELIMINARY INTERVIEWS**

Mr. Phillips will personally interview the top 10 to 15 candidates from the resume screening, with the goal of determining which candidates have the greatest potential to succeed in your organization. To reduce travel-related expenses to our clients and increase efficiency in the search process, these interviews are typically conducted via Skype, FaceTime, or other convenient videoconferencing applications.

During these in-depth interviews, Mr. Phillips will explore each candidate's background and experience as it relates to the City Manager position, such as significant accomplishments, size and scope of responsibility, and organizational culture. In addition, Mr. Phillips will discuss with the candidates their motivation for applying for the position and assess his/her knowledge, skills, and abilities. He will devote specific attention to establishing the likelihood of the candidate's acceptance of the position if an offer of employment is made.

#### **STEP 6 SEARCH PUBLIC RECORDS**

Under the direction of Mr. Phillips, your dedicated Recruitment Coordinator will conduct a review of published print and online articles for each recommended candidate. Sources include Lexis-Nexis™, Google, social media, and our contacts in the field. This will alert Mr. Phillips to any further detailed inquiries we may need to make before our recommendations are finalized.

#### **STEP 7 MAKE RECOMMENDATIONS**

Based on our findings during the preliminary interview process, Mr. Phillips will recommend a limited number of candidates for your further consideration. He will make specific recommendations and will help facilitate discussions regarding the candidate pool, but the final determination of those to be considered will be up to you.

We typically recommend 6-8 candidates that we feel will best match your expectations and prepare a detailed written report on each candidate. This bound report provided to each member of the decision-making body includes:

- Candidate list with Recommended Finalists identified in *Group 1* and *Group 2* (primary and secondary recommendations), as well as *Internal* candidates
- Summary of experience, education, and salary information for each Recommended Finalist candidate
- Complete cover letter and resume for each Recommended Finalist candidate
- List of *Other Applicants* (those who did not meet minimum qualifications or were otherwise unsuitable, based on our screening process)

Bob Murray & Associates maintains all search records for a period of seven (7) years following each recruitment, and we are happy to forward cover letters and resumes for each applicant by postal mail or email as soon as the recruitment closes to new applications.

## STEP 8 FACILITATE FINAL INTERVIEWS

Our years of experience will be invaluable as we help you develop an interview process that objectively assesses the qualifications of each candidate. We will work with the City of Mill Creek to craft and implement an interview approach that fits your needs. This may include individual and panel interviews by the Mayor and City Council and key stakeholders, community/employee interview panels, writing and presentation samples, meet-and-greets, or another specialized process element Mr. Phillips helps the City of Mill Creek to design.

Mr. Phillips will be present on-site during the interviews to facilitate as necessary during the process and to guide discussion to consensus regarding final candidates. Bound interview books will be provided to each interview panel member containing:

- Recruitment brochure with candidate profile
- Interview schedule
- Suggested interview questions
- Experience summary, cover letter, resume, and rating form for each candidate
- Ranking forms for use during the panel interview process

We will work closely with your staff to coordinate and schedule interviews and candidate travel. Our goal is to ensure that each candidate has a very positive experience, as the way the entire process is conducted will influence the final candidates' perception of your organization.

## STEP 9 CONDUCT BACKGROUND AND REFERENCE CHECKS

Mr. Phillips and your Recruitment Coordinator will conduct detailed reference checks for up to three (3) final candidates. To gain an accurate and honest appraisal of the candidates' strengths

and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style. In addition to gaining a 360-degree view of candidates from the perspective of their supervisors, subordinates and peers for the past several years, we will make a point of speaking confidentially to individuals who may have further insight into a candidate's abilities but who may not be on their preferred list of contacts.

Your Recruitment Coordinator will work with candidates and our professional backgrounding firm, HireRight, to conduct credit, civil litigation, and motor vehicle record checks and verify candidates' degrees.

#### **STEP 10 ASSIST IN NEGOTIATIONS**

We recognize the critical importance of successful negotiations and can serve as your representative during this process. Mr. Phillips knows what other organizations have done to put deals together with great candidates and what the current market is like for City Manager positions in organizations like the City of Mill Creek's. He will be available to advise you regarding current approaches to difficult issues, such as housing and relocation. We will represent your interests and advise the chosen candidate and you regarding salary, benefits, and employment agreements, with the goal of putting together a deal that results in the appointment of your chosen candidate. With our proven experience and vested interest in a positive outcome, we can turn a very difficult aspect of the recruitment into one that is straightforward and agreeable for all parties involved.

#### **COMPLETE ADMINISTRATIVE ASSISTANCE**

We receive many unsolicited testimonials each year from clients and candidates alike noting our prompt, considerate, accurate, and professional service during the search process. Throughout the recruitment, in time intervals that suit the City of Mill Creek, we will provide you with updates on the status of the search and attend to all administrative details on your behalf.

Candidates receive immediate acknowledgement of their applications, as well as personal phone calls and/or emails (as appropriate) advising them of their status at each critical point in the recruitment. Candidates who receive preliminary or final interviews and are not chosen to move forward in the interview process will receive personal calls from Mr. Phillips on behalf of the City of Mill Creek.

It is our internal company standard that all inquiries from clients and candidates receive a response within the same business day whenever possible, and certainly within 24 hours if the inquiry is received during the work week. Mr. Phillips will be available to the City of Mill Creek by office phone, cell phone, and email at any time to ensure a smooth and stress-free recruitment process.

**COSTS AND GUARANTEE**

**PROFESSIONAL FEE AND EXPENSES**

The fixed, flat professional services fee for conducting the City Manager recruitment on behalf of the City of Mill Creek is \$17,500. Services provided for in this fee consist of all steps outlined in this proposal, including four (4) days of meetings on site and complete reference and background checks for up to three (3) final candidates.

The City of Mill Creek will also be responsible for reimbursing expenses Bob Murray & Associates incurs on your behalf. We estimate expenses for this project not to exceed \$7,400. Reimbursable expenses include (but are not limited to) such items as the cost of recruiter travel; clerical support; brochure development; placement of ads; credit and civil background checks; education verification; and public records searches. Postage, printing, photocopying, and telephone charges are allocated costs and included in the expense estimate. *In no instance will expenses exceed this estimate without prior approval from the City of Mill Creek.*

Expense reimbursement for candidate travel related to on-site interviews will be the responsibility of the City of Mill Creek.

<b>Professional Fees and Reimbursable Expenses</b>	
<b>Professional Services (Fixed Flat Fee)</b>	\$17,500
<b>Reimbursable Expenses</b>	
<i>Example costs and approximate amounts include:</i>	
Brochure Design and Printing (\$1,275)	
Advertising (\$3,000)	\$7,400
Background Checks – 3 candidates (\$550)	
Consultant Travel (\$2,000)	
Other expenses – supplies, shipping, clerical (\$575)	
<b>Not-to-Exceed Total</b>	<b>\$24,900</b>

*Optional Services*

- Community/Staff Input Forum: \$1,500/day, plus travel expenses
- Online survey with analysis of results: \$250
- Additional on-site meeting days: \$1,500/day, plus travel expenses
- Additional background checks: \$250/candidate
- Additional reference checks: \$500/candidate
- Other services: \$250/hour or \$1,500/day



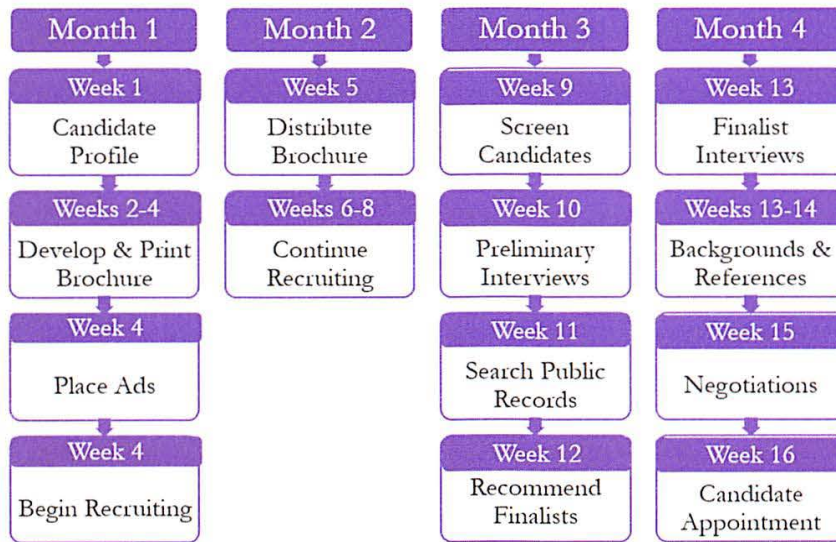
**GUARANTEE**

Should a candidate recommended by our firm resign or be terminated within the first 12 months of employment, we will provide the City of Mill Creek with professional services to secure a replacement. Services will be provided at no cost, aside from expenses incurred on the City of Mill Creek’s behalf during the new search. We are confident in our ability to recruit outstanding candidates and do not expect the City to find it necessary to exercise this provision of our proposal.

**RECRUITMENT SCHEDULE**

We are prepared to start work on this assignment upon receipt of a signed professional services agreement or other written, authorized notification. A full search can be completed in 13-16 weeks from the date of initial meetings with our client.

The final recruitment schedule will be determined in collaboration with City of Mill Creek. A typical timeline of tasks and events is included here for reference.



## **FIRM PROFILE**

### ***OUR STAFF***

Bob Murray & Associates is a small firm focusing exclusively on executive search services. We have a team of seven (7):

- ▼ Bob Murray, *Founder*
- ▼ Valerie Gaeta Phillips, *President*
- ▼ Gary Phillips, *Executive Vice President*
- ▼ Regan Williams, *Vice President*
- ▼ Joel Bryden, *Vice President*
- ▼ Amber Smith, *Principal Recruitment Coordinator*
- ▼ Hellen Amsden, *Senior Recruitment Coordinator*

### **BOB MURRAY, FOUNDER**

Mr. Murray—known simply as “Bob” to his clients and candidates throughout the western U.S.—brings over 40 years’ experience as a recruiter and is recognized as one of the top local government recruiters in the nation. He conducted hundreds of searches for cities, counties, and special districts and was called on to conduct searches for some of the largest, most complex organizations in the country—and some of the smallest. Mr. Murray conducted searches for chief executives, department heads, professional and technical positions, taking the lead on many of the firm’s most difficult assignments with great success. His clients retained him again and again, given the quality of his work and success in finding candidates for difficult to fill positions.

Mr. Murray received his Bachelor of Science Degree in Criminology from the University of California at Berkeley with graduate studies in Public Administration at California State University at Hayward.

As our Founder, Mr. Murray currently takes on few searches personally but continues to provide valued insight and experience to our team members regarding all aspects of the recruitment process.

### **VALERIE GAETA PHILLIPS, PRESIDENT AND RECRUITER**

Ms. Gaeta Phillips has over 18 years of recruiting experience, including more than a decade of recent experience in executive search for public, private, and startup companies nationwide. Since joining Bob Murray & Associates, Valerie has completed over 40 searches in a diverse range of fields, including city and general management, planning, finance, human resources, transportation, communication and public relations, community and economic development, information technology, parks and recreation, and operations. She has recruited at all levels of municipal and non-profit organizations, from technicians and engineers to Executive Directors and Chief Executive Officers.

Valerie is valued for her passion for finding and retaining the most outstanding candidates for even the most difficult or untraditional assignments and for her commitment to her clients' success; she is also active in a variety of industry organizations and in diversity-focused associations. Valerie is called upon often to serve as an expert speaker on topics such as managing one's online reputation, diversity issues in municipal and non-profit leadership, and how to identify a good "fit" for organizational culture.

Ms. Gaeta Phillips, along with Executive Vice President Gary Phillips, has a passion for helping people, evidenced by fundraising, sponsorship, and involvement in raising awareness for organizations such as Autism Speaks, the UC Davis M.I.N.D. Institute, and the Northern California Special Olympics.

#### **GARY PHILLIPS, EXECUTIVE VICE PRESIDENT AND DESIGNATED RECRUITER**

Since joining Bob Murray & Associates, Mr. Phillips has completed over 50 searches for executives and professionals in a wide variety of fields including animal services, city and general management, planning, legal counsel, cyber security, and human resources. Gary's clients have ranged from municipal government to non-profit and private sector organizations, and he has sourced outstanding candidates for positions from the level of division managers up to City Managers, Executive Directors, and General Managers.

Gary started his career with a New York-based Fortune 100 company and quickly became a Senior Manager, building and running a large customer service organization that eventually expanded to 13 countries in Europe. He proceeded to hold senior leadership positions in several Fortune 500 companies, with noted successes such as building an organization from two to 250 employees worldwide and growing a company from 800 to 1200 employees.

As part of an executive acquisition and recruiting team, Gary helped build a start-up enterprise software company in San Francisco, recruiting top-notch talent and building a world-class organization. He has maintained customer relationships in the public sector and the private sector, including medical and financial institutions. He prides himself on finding key talent and offering the best customer service to his clients.

Mr. Phillips, along with Ms. Gaeta-Phillips, is involved in his community as a soccer coach, as an organizer of fundraisers for Autism Speaks and the UC Davis M.I.N.D. Institute, and as a sponsor of the Northern California Special Olympics. Mr. Phillips received his Associate of Science degree and completed additional coursework at Rochester Institute of Technology, NY.

#### **REGAN WILLIAMS, SENIOR VICE PRESIDENT AND RECRUITER**

Mr. Williams brings 30 years of local government experience to Bob Murray & Associates and has over 17 years of experience in executive recruitments with our firm. In his time with Bob Murray & Associates, Regan has conducted over 275 executive searches ranging from managers and department heads to City Managers, Executive Directors, and General Managers. If Regan

were to have a recruiting specialty, it would be public safety positions: he has personally conducted over 60 Police Chief and 20 Fire Chief recruitments.

Prior to joining Bob Murray & Associates, Regan served as Director of Public Safety with the City of Sunnyvale, CA. He was involved in the development of some of Sunnyvale's most innovative public safety programs and has a national reputation for excellence in law enforcement, as well as in law enforcement executive recruiting. Regan's clients find his prompt and personal attention, insight, and expertise in recruitment and selection an asset. He is often called upon to recruit for difficult-to-fill law enforcement positions, such as the position of Police Chief or City Manager in challenging political environments.

Mr. Williams received his Bachelor of Science Degree in Administration of Justice from San Jose State University. He is also a graduate of the FBI National Academy.

#### **JOEL BRYDEN, VICE PRESIDENT AND RECRUITER**

Mr. Bryden has over 30 years of local government experience that he brings to the firm, having retired as Chief of Police in Walnut Creek, CA prior to joining Bob Murray & Associates in 2012. Throughout his career, Joel has been involved in public sector consulting, with vast experience in hiring and promotional processes, as well as interviewing candidates for advancement in all aspects of local government.

Joel has a solid reputation as a leader in the public sector and his ability to find and evaluate outstanding applicants for our clients is invaluable in the search process. Since joining Bob Murray & Associates, Joel has conducted over 50 recruitments in a broad range of sectors including police, fire, building, planning, city management, and general management. He is often called upon to recruit specialized or difficult-to-fill positions, such as Independent Police Auditor.

Mr. Bryden is a graduate of the FBI National Academy and obtained his Bachelor of Arts Degree in Communication from San Diego State University. He is currently based in Walnut Creek, CA.

#### **AMBER SMITH, PRINCIPAL RECRUITMENT COORDINATOR**

As Principal Recruitment Coordinator with Bob Murray & Associates, Ms. Smith acts as a liaison between clients and candidates from beginning to end of each recruitment process. Under the direction of each client's assigned Recruiter, Amber is responsible for the development and distribution of position recruitment and advertising materials, client research, reference and background checks, responding to requests for proposals, and providing a broad range of support services for the recruiting team. She also provides leadership for our in-house staff and is an invaluable resource.

Amber brings over a decade of client-oriented customer service, administrative, and management experience to Bob Murray & Associates. Since joining our team in 2011, she has shown a commitment to working as a partner with clients and candidates to provide a quality service and experience.

Ms. Smith received her Bachelor of Arts degree in Business Administration from La Sierra University, Riverside, California.

**HELLEN AMSDEN, SENIOR RECRUITMENT COORDINATOR**

Ms. Amsden acts as a liaison among clients, recruiters, and candidates throughout each recruitment process. Under the direction of our client's assigned Recruiter, Hellen's responsibilities include development and distribution of position recruitment and advertising materials, client and candidate research, reference and background checks, responding to requests for proposals, and providing a broad range of support services for the recruiting team.

Hellen joined our firm in 2016 with nearly a decade of customer service, administrative, and leadership experience. She is committed to providing the highest level of quality support and to working as a partner with clients and candidates throughout the search process.

Ms. Amsden graduated summa cum laude with a Bachelor of Arts degree in Leadership and Organizational Studies from Saint Mary's College of California.

**CORPORATION**

Bob Murray & Associates was founded in May 2000 and operated under the corporation name MBN Services, Inc. until June 2014; our new corporation name is GVP Ventures, Inc., incorporated in California in 2014. Contact information for the corporation and the firm is as follows:

GVP Ventures, Inc. OR Bob Murray & Associates  
1544 Eureka Road, Ste. 280  
Roseville, CA 95661  
(916) 784-9080  
apply@bobmurrayassoc.com

Our corporation and firm are financially sound (and have been so since 2000), with documentation from our accountant available to your organization prior to final execution of a professional service agreement. We have never been involved in any litigation, aside from our personnel serving as expert witnesses.

*PROFESSIONAL ASSOCIATIONS*

Our firm, represented by our President Valerie Gaeta Phillips and/or our Executive Vice President Gary Phillips, is involved in the following organizations to remain engaged with current and future issues relevant to the work we conduct on behalf of clients like City of Mill Creek:

- California Special Districts Association – *Member*
- California City Management Foundation (CCMF) – *Member*
- International City/County Management Association (ICMA) – *Member*
- League of California Cities – *League Partner*
- League of Women in Government – *Sponsor/Member*
- Municipal Management Association of Northern California (MMANC) – *Sponsor/Member*
- Municipal Management Association of Southern California (MMASC) – *Sponsor/Member*

Members of our leadership team not only attend events sponsored by these associations but are also frequently called upon to serve as panel members and to provide specialized lectures regarding industry-specific issues.

Recent and upcoming speaking engagements and trainings provided by our staff include:

- “Role of the Chief” class, presented by Joel Bryden on behalf of the California Police Chiefs Association
- “Standing Out from the Crowd with Your Online Reputation,” presented by Valerie Phillips at the 2017 MMASC Annual Conference; and
- Organization of Latino Affairs invited speaker - Valerie Phillips for Hispanic Heritage Month

**REFERENCES**

Clients and candidates are the best testament to our ability to conduct quality searches. Clients for whom Bob Murray & Associates has recently conducted similar searches are listed below.

**CLIENT:** City of Lompoc, CA  
**POSITION:** City Manager  
**YEAR:** 2018  
**REFERENCE:** Mr. Gabriel (Gabe) Garcia, Human Resources Manager,  
(805) 875-8209, G\_Garcia@ci.lompoc.ca.us

**CLIENT:** City of Boulder City, NV  
**POSITION:** City Manager  
**YEAR:** 2018  
**REFERENCE:** Mr. Bryce Boldt, Administrative Officer,  
(702) 293-9295, bboldt@bcnv.org

**CLIENT:** City of Bradbury, CA  
**POSITION:** City Manager  
**YEAR:** 2017  
**REFERENCE:** Mr. Bruce Lathrop,  
Mayor,  
bruce.lathrop@cityofbradbury.org

**CLIENT:** City of Newberg, OR  
**POSITION:** City Manager  
**YEAR:** 2016  
**REFERENCE:** Mr. Bob Andrews, Mayor,  
(503) 537-1726, bob.andrews@newbergoregon.gov

**CLIENT:** Port of Seattle, WA  
**POSITION:** Chief of Police  
**YEAR:** 2017  
**REFERENCE:** Ms. Kathy Lewless, Talent Acquisition Manager,  
(206) 787-6717, Lewless.K@portseattle.org

*We appreciate the City of Mill Creek's consideration of our proposal and look forward to working with you.*





BOB MURRAY  
& ASSOCIATES  
EXPERTS IN EXECUTIVE SEARCH

Gary Phillips executive vice president

ofc 916-784-9030

cell 916-825-2074

garyp@bobmurrayassoc.com

1544 Eureka Road, Suite 280 Roseville, CA 95761



**Retirement** – 2.5% @ 55 CalPERS formula for classic members (employee pays 8%); 2% @ 62 CalPERS formula for new members (employee currently pays 6.25%).

**Health Insurance** – The City provides an allowance to assist with medical premiums. The 2016 allowance for Employee + 2 coverage is \$1,413.96 per month (Employee only = \$543.83; Employee + 1 = \$1,087.66) and is adjusted annually.

**Dental Insurance** – The City contributes 100% of employee only PPO premium. For employees who cover a dependent, Pasadena contributes an additional \$80 per month toward premium.

**Vision Insurance** – The City offers vision care plans for employees. Enrollment is optional and premium is paid by employee.

**Vacation Leave** – Accrual rate of 120 to 200 hours per year based on years of service.

**Life Insurance** – Pasadena provides life insurance and accidental death and dismemberment coverage for each employee in the amount of 1.5 times employee's annual salary.

**Short-Term Disability** – Pasadena provides short term disability for each employee in the amount of 66.67% of each employee's covered weekly salary (maximum benefit of \$2200).

**Long-Term Disability** – Pasadena provides long term disability coverage in the amount of 66.67% of each employee's covered monthly salary (maximum benefit of \$8000).

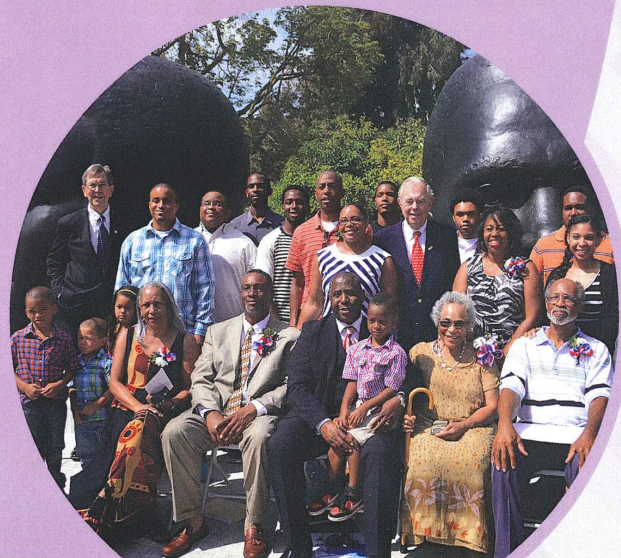
**Management Time Off** – 40 hours per year.

**Other Leave** – 80 hours of sick leave allocated per year. Eleven (11) paid holidays.

**Management Incentive Pay** – May be provided on an annual basis at the discretion of the City Council up to 12% of base pay based upon consistent and highly meritorious or superior performance.

**Housing & Relocation Assistance** – Available.

**Vehicle Allowance** – \$525 per month with City Council authorization (or provided with City issued vehicle).



### TO APPLY

If you are interested in this outstanding opportunity, please visit our website at:

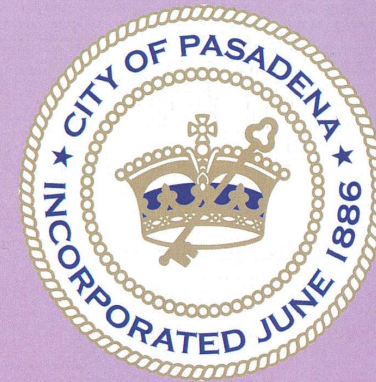
[www.bobmurrayassoc.com](http://www.bobmurrayassoc.com)

to apply online.

**Filing Deadline:  
May 13, 2016**

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray and Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with the City of Pasadena. Candidates will be advised of the status of the recruitment following selection of the City Manager.

If you have any questions, please do not hesitate to call Mr. Bob Murray at:  
(916) 784-9080



CITY OF PASADENA, CA

INVITES YOUR INTEREST IN THE POSITION OF

CITY MANAGER



## THE COMMUNITY

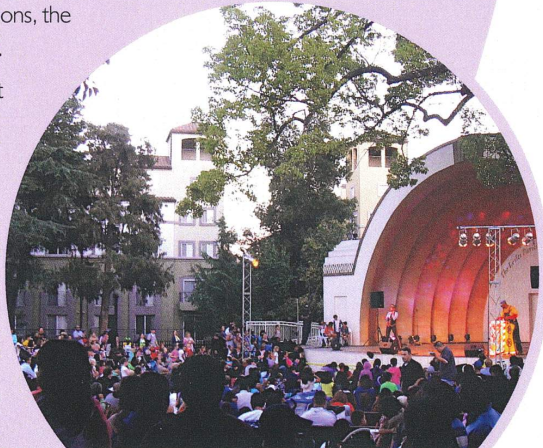
The City of Pasadena is nestled at the western foothills of the San Gabriel Mountains, approximately 10 miles northeast of downtown Los Angeles. Incorporated in 1886, the 23-square-mile-city today is an ethnically diverse and culturally rich city with a residential population of just over 140,000 and a daytime population of 240,000. Pasadena is nationally recognized as a destination city for employment, tourism, education, living, arts and entertainment, and innovation and is often regularly ranked among the "Top Ten" small- to mid-sized cities in the nation in many categories, especially for its livability and quality of life.

The City takes immense pride in maintaining its historic legacy character and high standard of living while working hard toward a sustainable future with the right balance of commercial, residential and retail development. Old Pasadena, the 12-square-block shopping and entertainment district, is a classic example of the City's success in balancing architectural and historical preservation with smart economic growth and urban living in a walkable, pedestrian, and bicycle-friendly environment. The Playhouse District, anchored by the Pasadena Playhouse, California's State Theater, also maintains many of the original structures while providing a thriving center for culture, commerce, and community.

In addition to its strong economic base, Pasadena has one of the highest number of arts and special events venues per capita in the United States. Home to the internationally famous Tournament of Roses Parade, Norton Simon Museum, Rose Bowl Stadium, Pasadena Civic Auditorium, the USC Pacific Asia Museum, the Gamble House, and many others, the Pasadena brand is easily recognized around the world.

The educational and entrepreneurial spirit thrives in Pasadena, so it's no surprise that top engineering, finance, R&D, technology, and healthcare companies call Pasadena home. Recognized as a center for innovation and design, human creativity and logic come together in this city to form a dynamic entrepreneurial stage through institutions such as California Institute of Technology (Caltech), NASA's Jet Propulsion Laboratory (JPL), Art Center College of Design, Pasadena City College, and Fuller Seminary. Pasadena's strong innovation economy has attracted more than \$25 billion in federal R&D funding since 2001, more than any other innovation hub in the U.S. Some of the brightest minds in science, technology, and design are changing the world from right here in Pasadena. The community's spirit of volunteerism and citizen participation is evident through the existence of 1,100 non-profit organizations, the highest per capita in the U.S.

For more information about the City of Pasadena, please visit their website at: [www.cityofpasadena.net](http://www.cityofpasadena.net).



The City of Pasadena is nestled at the western foothills of the San Gabriel Mountains, approximately 10 miles northeast of downtown Los Angeles.

## THE GOVERNMENT

The City of Pasadena is a full-service municipality governed by a Council/Manager form of government. The Mayor is elected at large and a seven-member Council is elected by district, serving four-year terms. The City has benefited from a consistently strong and stable elected leadership that has a long history of resilient fiscal discipline. In April 2015, Council Member Terry Tornek was chosen as the second directly elected mayor in the City's history following the 16-year term of Mayor Bill Bogaard.

The City Council has identified the following Strategic Plan goals which are tied to all Department performance measures and City activities:

- Maintain fiscal responsibility and stability
- Improve, maintain, and enhance public facilities and infrastructure
- Increase conservation and sustainability
- Improve mobility and accessibility throughout the city
- Support and promote the local economy
- Ensure public safety

Pasadena is comprised of 16 departments providing comprehensive community services including a Public Health Department, Water and Power Utility, Police, Fire, and a Library system of 10 branches. The City has approximately 2,100 employees and a total budget for FY2015-16 of \$683.3 million. Pasadena maintains healthy reserves and holds an AAA bond rating from Standard and Poor's and an AA+ rating from Fitch.

## ISSUES, CHALLENGES & OPPORTUNITIES

The City of Pasadena's finances have recovered from the effects of the Great Recession. Looking to the future, financial projects indicate revenues will grow, but at a modest pace. Significantly, expenses will grow at a faster rate given pension obligations

and the continued growth in other post-retirement benefits. In his January 20, 2016 State of the City address, Mayor Tornek shared key issues to be addressed as the financial health of the City is key to its future.

Pasadena is a community that values its history and character. Growth has and continues to be an issue that garners great interest among residents. In 2015 the City Council approved updates to the General Plan, in particular the Land Use Element and Mobility Element. Presently, the City is experiencing continued commercial growth in the downtown area. Future development in the City will require sensitivity to the City's history and need to expand its revenue base. Homelessness is an issue on which several departments, at the City Council's direction, are collaborating to address.

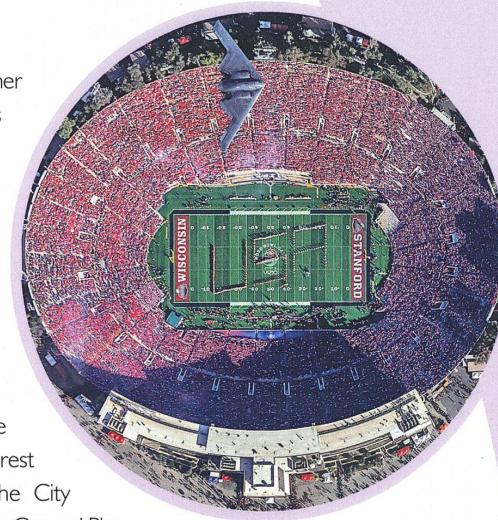
Employee morale is an area of focus for all departments. Employees and labor groups worked with the City during the recession and successfully weathered a reduction in staff size and changes to total compensation. The ideal candidate will have demonstrated experience creating an organizational culture where employees feel valued, recognized, and take pride in being part of the City of Pasadena.

Openness and transparency are at the core of the City Council's values. Honest and direct communication with residents and employees is critical. The City has and continues to develop tools to communicate with and listen to Pasadena's very engaged residents.

## THE IDEAL CANDIDATE

The City Council is looking for an exemplary contemporary leader who will inspire a shared vision, encourage creativity, and foster a high performing, accountable and service-oriented organization by setting clear direction, goals, and expectations. The new City Manager should possess the ability to work with the Executive Leadership Team to set the tone for the organization while respecting the culture that exists in Pasadena. The City Manager should encourage City staff to stretch in their areas of expertise while insisting on a collaborative approach to problem solving. The new City Manager should be a visionary; an individual who can identify trends regarding policing, finance, development, early education, and housing among other issues. The ideal candidate will be recognized as a thought leader in the field and have solid experience with municipal finance, economic development, and labor relations.

Pasadena has a reputation for innovation and leadership with respect to municipal issues. The new City Manager should embrace and promote the effective use of technology. The City Manager should



respect the role of organized labor and possess the ability to work in a collaborative fashion.

Importantly, Pasadena, although a large City, embraces small town values. Again, open communication and transparency will be key to the new City Manager's success as will firmly embracing the notion that the City Manager works for the citizens. Although it is not required, it is preferred that the new City Manager become a resident of the community as he or she is expected to be visible in the community and accessible to its residents. Above all, the new City Manager should possess integrity, honesty, and openness. The City Manager should nurture an environment of trust both in the organization and the community.

Candidates should possess any combination of education and/or experience that has provided the knowledge, skills, and abilities necessary for acceptable job performance. Example combinations include: graduate degree in Public/Business Administration

The City Manager should encourage City staff to stretch in their areas of expertise while insisting on a collaborative approach to problem solving.

or related field and eight years of progressively responsible management experience in the planning, organization, coordination, and administration of varied municipal activities, of which three years should be at the executive level.

Prior experience working as a City Manager or Assistant City Manager for a complex organization is highly desirable.

## COMPENSATION & TERMS OF EMPLOYMENT

The salary for the City Manager is open and is dependent upon qualifications. The City operates on a "9/80" schedule, closing on alternate Fridays, and offers a generous benefits package, including, but not limited to:

## THE COMPENSATION

The salary for this position is open and dependent upon qualifications. The Town also offers an attractive benefits package, including:

**Retirement** – Per the Public Employees’ Pension Reform Act, effective 01/01/13 new CalPERS members will receive the 2% @ 62 retirement formula. Employees under the new formula contribute 6.25% to their CalPERS employee share. Employees that have worked for a PERS (or reciprocal) agency within the last six months will received the 2% @ 55 retirement formula. Employees under this formula contribute 3% to their CalPERS employee share. The Town does not participate in Social Security.

**Insurance** – Medical, dental, and vision insurance, and employee assistance program; \$350 monthly payment in lieu of medical coverage. \$100,000 life insurance and long-term disability insurance.

**Work Schedule** – The Town currently, and historically, works a 4-10 work schedule, Monday-Thursday, 7am-6pm.

**Holidays** – 11 paid holidays, 2 floating holidays, 120-200 vacation hours, and 120 hours of sick leave accrued per year.

**Education Development** – \$1,000 per year.

**Professional Development Allowance** – \$1,200 per year.

The Town also offers a bilingual Spanish pay incentive, and optional participation in deferred compensation plans and a Flexible Benefits Program.



## TO APPLY

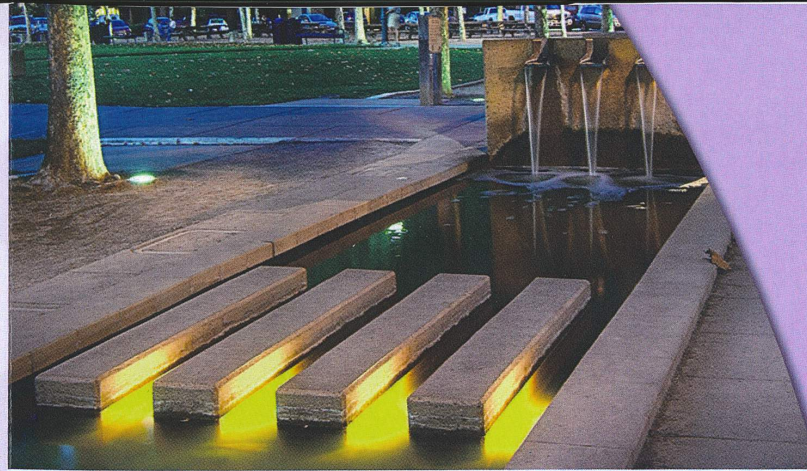
If you are interested in this outstanding opportunity, please visit our website at [www.bobmurrayassoc.com](http://www.bobmurrayassoc.com) to apply online.

**Filing Deadline:**  
**June 23, 2017**

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray and Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with the Town of Windsor. Candidates will be advised of the status of the recruitment following selection of the Town Manager.

If you have any questions, please do not hesitate to call Mr. Gary Phillips at:  
(916) 784-9080

*Photos on pages 1 & 2 provided by  
Drew Jackson/drewjackson.net*



## TOWN OF WINDSOR, CA

INVITES YOUR INTEREST IN THE POSITION OF

## TOWN MANAGER



## THE COMMUNITY

The award-winning Town of Windsor, with a population of just over 27,000, is located in beautiful Sonoma County, California, and is surrounded by oak-covered hills and valleys of the Russian River, fields of vineyards, and soaring hot air balloons. Located just 60 miles north of San Francisco, the Town of Windsor is a family-oriented community with an exceptional quality of life and small-town character. The Town enjoys an excellent civic reputation and image, engages its residents, and strives to be an innovative provider of local services. It provides a wide variety of recreational opportunities, well-planned business areas, and a beautiful downtown.

The Town of Windsor has something for everyone and offers its own distinct pride and charm.

With mild temperatures, the Town invites residents and visitors to take advantage of a variety of outdoor activities. Each year, thousands of locals gather at the Windsor Town Green to enjoy the popular Summer Nights concerts. Residents and visitors enjoy shopping and dining at the many boutiques, restaurants, and cafes that line the Town Green and nearby Old Downtown streets. Other attractions include the annual Independence Day Celebration, Kids' Movies on the Green, the Windsor Day Parade, the annual Charlie Brown Christmas Tree Grove, and the Windsor Farmers Market, where an abundance of fresh, locally grown produce and products are available.

Incorporated in 1992, Windsor is a young town still reaching its full potential as a vibrant and diverse community. Windsor is a well-planned community, built on principles of smart growth and sustainability. The Town maintains an Urban Growth Boundary to prevent urban sprawl, protect agricultural resources and preserve green space in areas surrounding Town limits.

## THE ORGANIZATION

The Town of Windsor is governed by a five-member Town Council, headed by the Mayor. Councilmembers are elected at large to serve four-year terms.

The term expirations are staggered so that not all terms expire at the same time. Every December, the Town Council re-organizes and selects a new Mayor and new Vice-Mayor.

Windsor offers in-house Public Works, Community Development, and Parks & Recreation Departments,



The Town of Windsor has something for everyone and offers its own distinct pride and charm.

as well as an Administrative Services Department which provides finance, accounting, risk management, information systems, and utility billing functions for the Town of Windsor. The Town Manager's Department consists of Economic Development, Human Resources, Town Attorney, and Town Clerk. The Town contracts with the Sonoma County Sheriff's Department for police services and fire service is provided by the Windsor Fire District.

Windsor's FY 2016/2017 General Fund budget exceeds \$23 million, with an all-funds total in excess of \$61 million. The Town currently employs 103 full-time and between 50-70 part-time staff members.

## THE POSITION

The Town Manager is appointed by the Town Council and serves as the Chief Executive Officer of the Town government and is responsible for the day-to-day administration of the Town according to the policies set by the Town Council. Under policy direction, the Town Manager plans, organizes, and provides administrative direction and oversight for all Town functions and activities; provides policy recommendations and program evaluation to the Town Council and management staff; encourages and facilitates provision of services to Town residents and businesses; fosters cooperative working relationships with state and local intergovernmental and regulatory agencies and various public and private groups; pursues appropriate avenues of economic and community development; and performs related work as required.

## THE IDEAL CANDIDATE

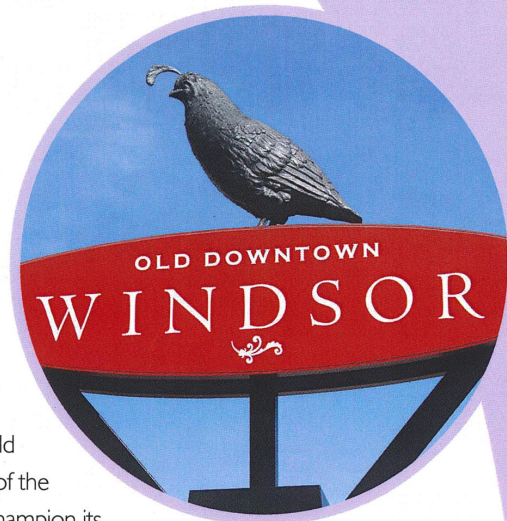
The Town Council seeks a creative and innovative Town Manager who has exceptional people skills, understands how to leverage technology, and excels at managing complex negotiations. The selected individual should have a genuine appreciation of the uniqueness of Windsor and champion its

traditions, natural beauty, and aspiration for preservation and sustainable slow, quality growth. The Town desires a candidate whose approach will aid in retaining current businesses, while at the same time attracting new business, and allows for collaboration on future town developments, such as the Civic Center Visioning plan and the SMART train.

The new Town Manager should be a leader who motivates staff, makes recommendations to Council, and continues to build upon the positive employee-centric culture within the organization. The candidate should be a skilled consensus builder who creates a team-oriented atmosphere, delegates authority as appropriate, has strong negotiating skills, and follows through on behalf of the Town.

A Manager who is an effective communicator with staff, Council, Town leaders, residents, businesses, and the media will do well in this position. A keen ability to listen to the needs of all stakeholders and partners, including the solicitation of input from the community using social media and other technologically convenient tools is highly desirable. The Manager will foster an open and transparent environment for government operations exceeding the Brown Act's minimum standards. The ability to understand and respect a variety of viewpoints and facilitate meaningful discussions while addressing complex issues will assist the Town Manager in accomplishing the Council's policy objectives.

Outgoing and visible in the community, the selected candidate should be readily accessible to residents, businesses, staff, and community leaders. The candidate should be personable, approachable, easy-going, and capable of developing trust and earning the respect of colleagues, the community, and the Town Council. The ideal candidate will be articulate, strategic and innovative in the approach to problem solving, apolitical, and willing to roll up their sleeves and work. A confident, sincere, ethical, and friendly leadership style will be well-received by the stakeholders in Windsor.



The ideal candidate will have strong and conservative financial management skills and the ability to anticipate the changing needs of the community. By identifying potential issues and problems as they are developing and recommending solutions and alternatives to the Council, the Manager will demonstrate the ability to lead. Having knowledge and experience necessary to create additional Town revenue, specifically with grant writing and grant sourcing, will enhance the Manager's success.

The new Manager's style should be characterized by a strong work ethic, decisiveness, resilience, flexibility, professionalism, and a sense of humor. The Council seeks a Manager who is a self-starter with a passion for the work and who sees Windsor's cause as a mission—not just another job.

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be the equivalent to graduation from a four-year college or university with major coursework in public or business administration, public policy, finance, or a related field and seven (7) years of management or administrative experience in a public agency setting as a City Manager, Assistant City Manager, or in a related senior administrative/managerial capacity involving responsibility for planning, organization, and implementation. An equivalent to a Master's degree in a related field is highly desired.

A keen ability to listen to the needs of all stakeholders and partners, including the solicitation of input from the community using social media and other technologically convenient tools is highly desirable.



**PROPOSAL TO PROVIDE EXECUTIVE SEARCH SERVICES  
FOR CITY MANAGER FOR MILL CREEK, WA**

**Volume I: Proposal**

***Colin Baenziger & Associates***

**Project Manager and Contact Person:**

Lynelle Klein (425) 658-7025  
Colin Baenziger & Associates  
23016 NE 51<sup>st</sup> Street  
Redmond, WA 98053  
e-mail: [Lynelle@cb-asso.com](mailto:Lynelle@cb-asso.com)  
Fax: (888) 539-6531

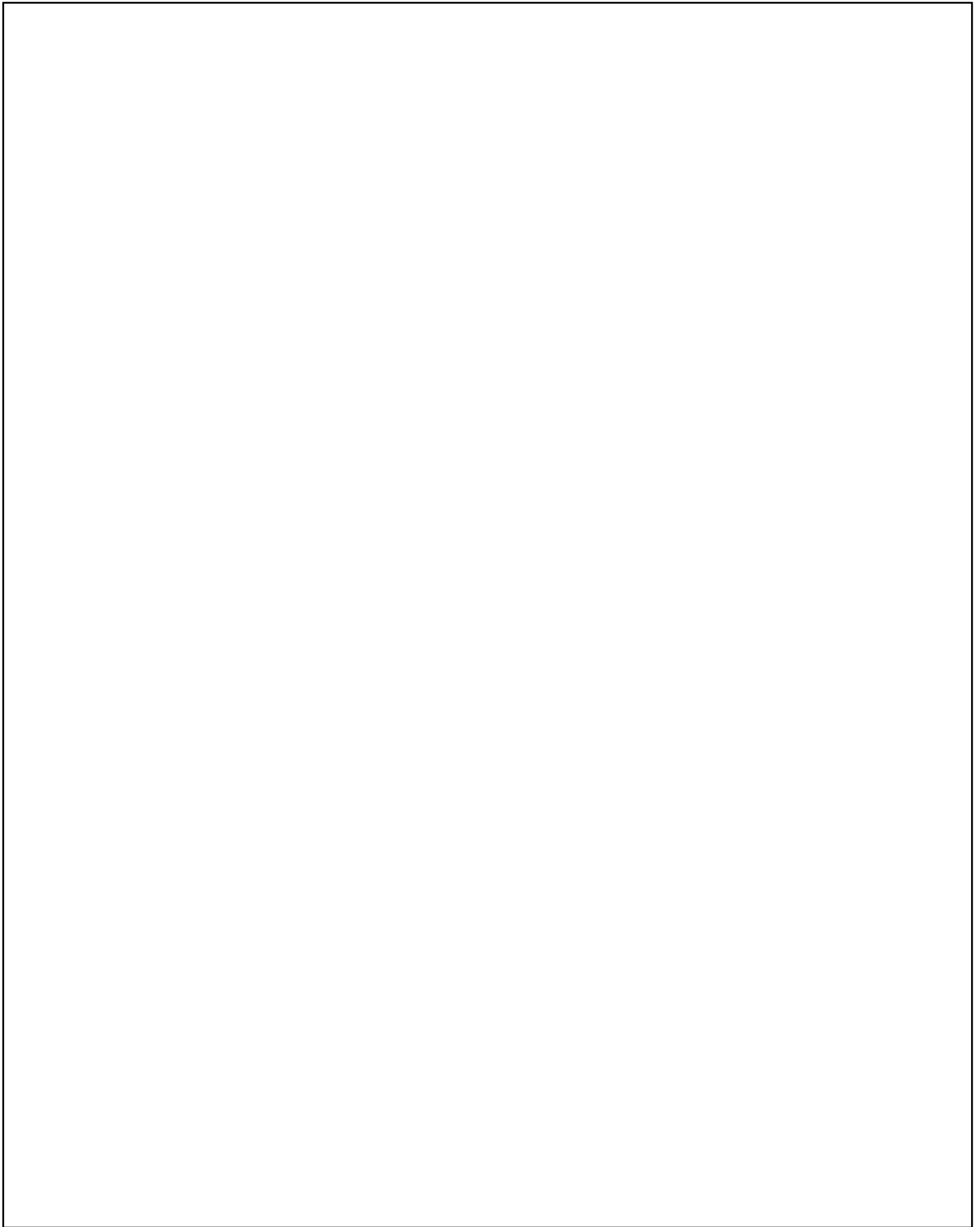
***...Serving Our Clients with a Personal Touch...***



**EXECUTIVE SEARCH FIRM SERVICES**

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October 28, 2018

The Honorable Mayor Pam Pruitt, Mayor Pro Tem Brian Holtzclaw, and Councilmembers Mark Bond, Vince Cavaleri, Jared Mead, and John Steckler  
Attention: Bob Stowe, Interim City Manager  
City of Mill Creek  
15728 Main Street  
Mill Creek, WA 98012

Dear Mayor Pruitt, Mayor Pro Tem Holtzclaw, and Councilmembers Bond, Cavaleri, Mead, and Steckler:

Colin Baenziger & Associates (CB&A) would like to take this opportunity to submit a proposal to assist in finding your next City Manager. While selecting key personnel is never easy, CB&A has developed a problem-free process that has been tested nationwide and found to be extremely effective.

While CB&A is a municipal recruiting firm which has conducted assignments across the country, historically our work has been concentrated in Florida, Virginia and Washington. We pride ourselves on providing not just high-quality results, but, equally important, providing a great deal of personal attention to each of our local government clients. To conduct a proper recruitment, we feel the project manager must do more than just drop by occasionally. He/she must get to know the appropriate government officials and the community firsthand. That effort takes time, but it is the only way to ensure the candidates we recommend are well qualified and a good fit for your community. As a result, we only take a few clients at a time and focus on getting the job done properly. Further, we routinely complete our work in sixty to ninety days. This timeframe includes preparation of recruitment and advertising materials, candidate outreach, candidate screening, finalist interviewing, and Manager selection. We also offer the best warranty in the industry.

Not only do we offer unparalleled service at a reasonable price, we focus on finding just the right people for your organization. We say people, and not person, because our goal is to bring you five finalists who are so good that you will have a difficult time choosing among them. The proof is in the fact that six of our local government clients have passed resolutions thanking us for our outstanding efforts in finding their key staff. We do not know how often you have passed a resolution thanking a consulting firm for its efforts, but we have rarely seen it happen. Our goal, in fact, would be for you to be our next client to pass such a resolution.

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**DAYTONA BEACH SHORES, FL**

**REDMOND, WA**

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COLIN BAENZIGER & ASSOCIATES  
EXECUTIVE RECRUITING

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Some of our searches for City Managers/CEOs in Washington include: Bellevue, Burien, Carnation, Lake Forrest Park, Mountlake Terrace, Normandy Park, Sequim, Sunnyside, and Tacoma. Nationally, we have completed searches for City Managers for Ankeny, IA, Ashland, KY, Cottonwood Heights, UT, Doraville, GA, Fayetteville, NC, Greensboro, NC, Indianola, IA, Key Biscayne, FL, Melbourne, FL, Mount Pleasant, MI, Port St. Lucie, FL, Roanoke, VA, Scottsdale, AZ, Springettsbury Township, PA, and Winchester, VA. We have sought the County Administrators / Managers / CEOs for Clackamas County, OR, Polk County, IA, Emmet County, MI, James City County, VA, St. Johns County, FL, Union County, NC, and York County, VA, as well as the Borough Manager for Matanuska-Susitna Borough, Alaska (a county the size of West Virginia).

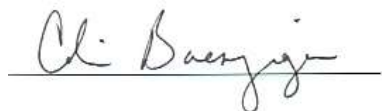
Some of our current searches include the City Manager for St. Pete Beach, a City Attorney for Fort Pierce, FL, an Economic Development Director for Roanoke, VA, a Parks and Recreation Director for Deerfield Beach, FL and Camden County, GA, a Solid Waste Director for Camden County, GA, and an Executive Director for the Island Water Authority in Sanibel, FL.

We would note that we have provided our standard warranty (see Section V) which differs from what the RFP requests. It is the same warranty we are currently providing to all of our clients.

Those authorized to bind the company are myself, Colin Baenziger, and Lynelle Klein, Vice President for Operations.

We look forward to formally presenting our credentials and working with you in the near future. If you have any questions, please feel free to contact me at (561) 707-3537.

Sincerely,



Colin Baenziger  
Principal / Owner

*...Serving Our Clients with a Personal Touch...*

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DAYTONA BEACH SHORES, FL

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REDMOND, WA

## ***I. Qualifications and Experience of the Firm***

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### ***The Firm, Its Philosophy, & Its Experience***

Colin Baenziger & Associates (CB&A) is a nationally recognized executive recruiting firm established in 1997 and owned and operated by Colin Baenziger. We are a sole proprietorship headquartered in Volusia County, FL with offices in Redmond, WA and Salt Lake City, UT. As a sole proprietorship, we are not registered with any states as a corporation, foreign or otherwise. Although our primary focus is executive search, we are often involved in operational reviews of governmental operations. Our consultants live in other areas of the country and converge wherever the client's needs exist. We develop an operational plan prior to arrival and our team of experts quickly studies the issues, identifies problems and opportunities, performs the necessary analysis, develops solutions, prepares reports and action plans, and completes the assignment. The client receives prompt, professional service, and its needs are effectively addressed. We are available for follow-up work, however, our goal is to provide the client with solutions that its existing staff can implement without additional outside assistance.

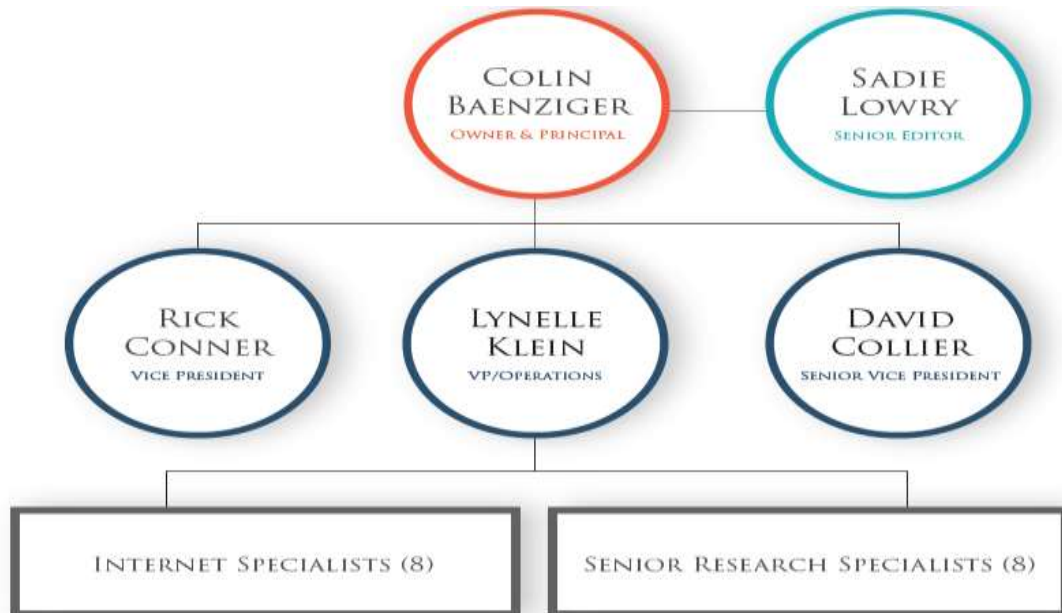
Colin Baenziger & Associates' outstanding reputation is derived from our commitment to timeliness and quality. Our work is not done until you are satisfied. That means we go the extra mile and, at times, expend more effort and energy than originally anticipated in our fee or in our action plan. We do not ask the client for additional fees. Rather, we accept these situations as part of our cost of doing business. We believe that once a contract is signed we have an obligation to fulfill its requirements excellently and within the budgeted amount.

Since beginning our search practice in 1998, we have conducted searches and other related work for clients in thirty-two states. Overall our staff has performed over 170 City, County, and Special District Manager searches and approximately 300 local government searches. The basic approach we have presented herein is the approach we have used in each of our searches. It has been refined over the years to the point where it is problem-free.

### ***Technical Capabilities and Organizational Structure***

Colin Baenziger & Associates has developed its business model over the past 20 years. The model has proven to be extremely effective in every state where we have applied it and for every type of position for which we have searched. In fact, we are often called when a government has a particularly difficult position to fill or where one of our competitors has failed. Overall, we utilize approximately eighteen people. Most staff members are independent contractors and are given assignments on a task order basis. Consequently, we can pay well while having a great deal of flexibility without the overhead of many firms. In addition to Mr. Baenziger, other senior staff members are former City and/or County Managers or elected officials. As a result, we understand multiple perspectives and have been very successful in identifying the right candidates for our clients. CB&A's other staff are all competent researchers and writers and most have been with us for a long time.

***I. Qualifications and Experience of the Firm (continued)***



***Completion of Projects within Budget***

Colin Baenziger & Associates is proud of its record of completing searches within budget. When we quote a price to the client, that price is what the client will pay, no matter how difficult the search is or what unforeseen circumstances may develop. *We have never asked a search client for additional fees, even when we were entitled to do so.*

***Completion of Projects on Schedule***

Colin Baenziger & Associates routinely completes its assignments in sixty to ninety days. Further, since CB&A began performing recruitments, *it has never missed a project milestone.*

***Diversity***

CB&A has extensive contacts with individuals and organizations representing women and minorities. We are thus able to identify and bring a diverse group of finalists to the City. The proof is that from the beginning of 2009, 30% of our placements have been females and/or minorities with the high for a single year being 47% and the low being 13%.

***Prior Names and Litigation***

Colin Baenziger & Associates has always operated under its current name and has never been involved in any litigation, except to testify as an expert witness on behalf of one of the parties. Our

***I. Qualifications and Experience of the Firm*** *(continued)*

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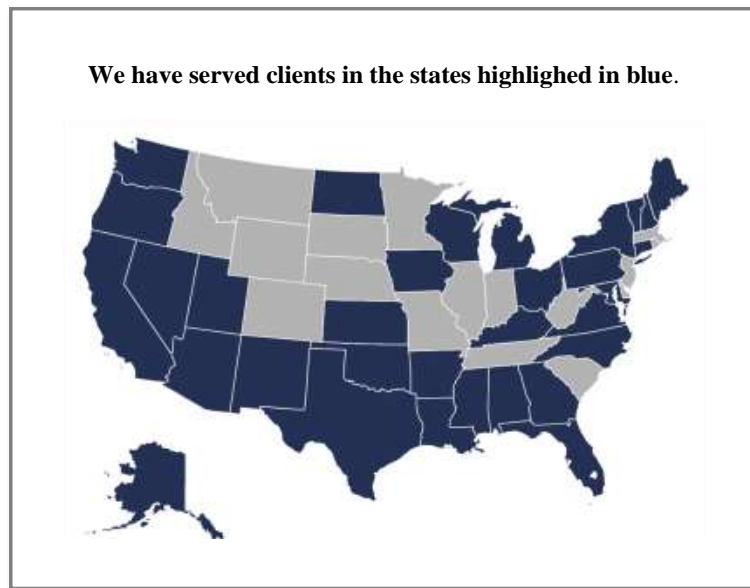
performance has never been questioned nor have we or any of our clients been involved in any legal action as a result of our work.

***Insurance***

To protect our clients, Colin Baenziger & Associates maintains the following insurance coverages: (1) general liability insurance of \$1 million combined single limit per occurrence for bodily injury, personal injury, and property damages, (2) automobile liability insurance of \$1 million per accident, and (3) professional liability insurance of \$1 million per occurrence. As a small firm, predominantly utilizing independent contractors, we are not typically subject to the requirements for workers compensation and employer liability insurance. If required by the client, and if it is available to us, we will obtain these two coverages prior to contract execution.

***Overall Executive Search Experience***

CB&A started its executive search business in 1998 from scratch. As a single father, he needed to stay nearby and so his goal was to become Florida's preeminent recruiter. In 2007 with his children mature, he branched out into other states. His firm has now worked in 32 states, from Maine to California and Florida to Alaska. See the map below.



A complete list of our searches can be supplied upon request.

***I. Qualifications and Experience of the Firm*** *(continued)*

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***I. Qualifications and Experience of the Firm*** *(continued)*

<b>2018 City / County Manager Searches Completed</b>					
	<b>Position</b>	<b>Client</b>	<b>Population</b>	<b>Placement</b>	<b>Agency Size: Number of Employees</b>
1	City Manager	Aventura, FL	37,724	Ronald Wasson	198
2	City Administrator	Dickinson, ND	22,186	Joseph Gaa	220
3	City Manager	Groveland, FL	12,493	Mike Hein	121
4	City Administrator	Lake Forest Park, WA	13,059	Phillip Hill	66
5	City Manager	Naples, FL	21,845	Charles Chapman	478.1
6	Town Manager	North Topsail Beach, NC	734	Bryan Chadwick	34
7	City Manager	Sebastian, FL	24,772	Paul Carlisle	150
8	Township Manager	Spring Garden Township, FL	12,840	Marcy Krum-Tinsley	44
9	City Manager	Sunnyside, WA	16,407	Martin Casey	107

***I. Qualifications and Experience of the Firm*** *(continued)*

<b>2018 City / County Manager Searches Completed (continued)</b>					
	<b>Client</b>	<b>Contact Name</b>	<b>Title</b>	<b>Phone</b>	<b>Email</b>
1	Aventura, FL	Enid Weisman	Mayor	(305) 466-8900	eweisman@cityofaventura.com
2	Dickinson, ND	Scott Decker	Mayor	(701) 483-8620	Scott_Decker@ndsupernet.com
3	Groveland, FL	Mike Radzik	Council Member/Vice Mayor	(352) 557-3066	Mike.Radzik@groveland-fl.gov
4	Lake Forest Park, WA	Jeff Johnson	Mayor	(206) 368-5440	jjohnson@ci.lake-forest-park.wa.us
5	Naples, FL	Bill Barnett	Mayor	(239) 213-1000	mayorbill@naplesgov.com
6	North Topsail Beach, NC	Daniel Tuman	Mayor	(910) 328-2424	ntopsail@gmail.com
7	Sebastian, FL	Jim Hill	Mayor	(727) 224-5246	jhill@cityofsebastian.org
8	Spring Garden Township, PA	Thomas Warman	President	(717) 848-2858	twarman@sgtwp.org
9	Sunnyside, WA	Julia Hart	Mayor	(509) 836-6305	jhart@sunnyside-wa.gov



***I. Qualifications and Experience of the Firm*** (continued)

2017 City / County Manager Searches Completed					
	Position	Client	Population	Placement	Agency Size: Number of Employees
1	City Manager	Auburn, AL	58,582	James Buston	788
2	City Manager	Aventura, FL	37,724	Susan Grant	182 FT / 16 PT
3	City Manager	Burien, WA	50,500	Brian Wilson	63 FT / 8 PT
4	City Manager	Carnation, WA	1,873	Amy Arrington	12
5	City Manager	Doraville, GA	10,896	Regina Williams-Gates	97 FT / 14 PT
6	City Manager	Fairborn, OH	33,452	Robert Anderson	250
7	City Manager	Parkland, FL	28,200	Robert Payton	80 FT / 74 PT
8	City Manager	Petersburg, VA	32,123	Aretha Ferrell	511
9	City Manager	Roanoke, VA	98,465	Bob Cowell	1,700
10	City Manager	Stuart, FL	16,462	David Ross	282
11	City Manager	Tacoma, WA	205,200	Elizabeth Pauli	2,100
12	City Manager	Treasure Island, FL	6,783	Garrison Brumback	99
13	City Manager	Winter Haven, FL	36,500	Michael Herr	486

***I. Qualifications and Experience of the Firm*** *(continued)*

<b>2017 City / County Manager Searches Completed (continued)</b>					
	<b>Client</b>	<b>Contact Name</b>	<b>Title</b>	<b>Phone</b>	<b>Email</b>
1	Auburn, AL	Bill Ham	Mayor	(334) 559-8804	bham@auburnalabama.org
2	Aventura, FL	Enid Weisman	Mayor	(305) 466-8900	eweisman@cityofaventura.com
3	Burien, WA	Lucy Krakowiak	Mayor	(206) 244-1952	lucyk@burienwa.gov
4	Carnation, WA	Jim Berger	Mayor	(425) 333-4192	jim.berger@carnationwa.gov
5	Doraville, GA	Donna Pittman	Mayor	(770) 451-8745	donna.pittman@doravillega.us
6	Fairborn, OH	Dan Kirkpatrick	Mayor	(937) 673-4178	dan.kirkpatrick@ci.fairborn.oh.us
7	Parkland, FL	Christine Hunschofsky	Mayor	(954) 993-3009	chunschofsky@cityofparkland.org
8	Petersburg, VA	Samuel Parham	Mayor	(804) 586-5528	sparham@petersburg-va.org
9	Roanoke, VA	Sherman Lea	Mayor	(540) 853-2444	sherman.lea@roanokeva.gov
10	Stuart, FL	Troy McDonald	Mayor	(772) 288-5300	TMcdonald@ci.stuart.fl.us
11	Tacoma, WA	Marilyn Strickland	Mayor	(253) 468-2518	marilyn.strickland@cityoftacoma.org
12	Treasure Island, FL	Robert "Bob" Minning	Mayor	(727) 415-8883	rminning@mytreasureisland.org
13	Winter Haven, FL	Steven Hunnicutt	Mayor	(863) 289-9971	smhunnicutt@mywinterhaven.com

***I. Qualifications and Experience of the Firm*** *(continued)*

<b>2016 City / County Manager Searches Completed</b>					
	<b>Position</b>	<b>Client</b>	<b>Population</b>	<b>Placement</b>	<b>Agency Size: Number of Employees</b>
1	City Manager	Cocoa Beach, FL	11,200	James McKnight	250
2	City Manager	Covington, VA	5,961	Richard Douglas	100
3	City Manager	Danville, VA	42,900	Ken Larking	1,100
4	Chief Administrator	El Paso, County, TX	827,700	Betsy Keller	480 under the Administrator
5	City Manager	Fort Myers, FL	70,918	Saeed Kazemi	944
6	City Administrator	Fort Smith, AR	87,350	Carl Geffkin	937
7	City Manager	Gainesville, FL	117,000	Anthony Lyons	1,300
8	City Manager	Mountlake Terrace	20,200	Scott Hugill	150
9	City Manager	Norwich, CT	40,500	John Salomone	430
10	City Manager	Orange City, FL	11,600	Dale Arrington	100
11	City Manager	Port St. Lucie, FL	178,590	Russ Blackburn	1,000
12	City Administrator	Prosser, WA	5,845	David Stockdale	50
13	City Manager	Savannah, GA	144,350	Roberto Hernandez	2,610
14	Township Manager	Springettsbury Township, PA	26,700	Benjamin Marchant	100

***I. Qualifications and Experience of the Firm*** *(continued)*

<b>2016 City / County Manager Searches Completed (continued)</b>					
	<b>Client</b>	<b>Contact Name</b>	<b>Title</b>	<b>Phone</b>	<b>Email</b>
1	Cocoa Beach, FL	Laurie Kalaghchy	City Clerk	(321) 868-3235	lkalaghchy@cityofcocoabeach.com
2	Covington, VA	Thomas Sibold	Mayor	(540) 958-8983	tomsibold@yahoo.com
3	Danville, VA	Sherman Saunders	Mayor	(434) 489-8738	sherman.saunders@danvilleva.gov
4	El Paso County, TX	Carlos Leon	Commissioner	(915) 546-2014	mmejia@epcounty.com
5	Fort Myers, FL	Randall Henderson	Mayor	(239) 321-7020	gpack@cityftmyers.com
6	Fort Smith, AR	Sandy Sanders	Mayor	(479) 784-2204	Mayor@fortsmithar.gov
7	Gainesville, FL	Todd Chase	Council Member	(352) 514-0168	chasetn@cityofgainesville.org
8	Mountlake Terrace, WA	Rick Ryan	Mayor Pro Tem	(206) 940-0108	RRyan@ci.mlt.wa.us
9	Norwich, CT	Deberey Hinchey	Mayor	(860) 823-3743	DHinchey@cityofnorwich.org
10	Orange City, FL	Tom Laputka	Mayor	(386) 775-5403	tlaputka@ourorangecity.com
11	Port St. Lucie, FL	Greg Orevac	Mayor	(772) 342-6072	mayor@cityofpsl.com
12	Prosser, WA	Randy Taylor	Mayor	(509) 875-4367	RTaylor@ci.prosser.wa.us
13	Savannah, GA	Eddie DeLoach	Mayor	(912) 210-1722	edeloach@savannahga.gov
14	Springettsbury Township, PA	Mark Swomley	Board Chair	(717) 805-3093	mark.swomley@springettsbury.com

***I. Qualifications and Experience of the Firm*** (continued)

<b>2015 City / County Manager Searches Completed</b>					
	<b>Position</b>	<b>Client</b>	<b>Population</b>	<b>Placement</b>	<b>Agency Size: Number of Employees</b>
1	City Manager	Cocoa Beach, FL	11,200	Ron McLemore	249
2	Village Manager	Estero, FL	23,100	Steve Sarkozy	6
3	City Manager	Fernandina Beach, FL	12,000	Dale Martin	268
4	County Manager <sup>(1)</sup>	Fulton County, GA	984,300	Richard Anderson	6,500
5	City Manager	Indianola, IA	14,800	Ryan Waller	92
6	City Manager	Mill Creek, WA	18,800	Rebecca Polizotto	62
7	City Manager	Normandy Park, WA	6,600	Mark Hoppen	27
8	City Manager	Ocala, FL	56,600	John Zobler	940
9	City Manager	Palm Bay, FL	105,000	Greg Lynk	748
10	City Manager	Seminole, FL	17,800	Ann Deal	159
11	City Manager	Sequim, WA	6,670	Charlie Bush	73
12	County Administrator	York County, VA	66,300	Neil Morgan	721

(1) Partial Search. We performed background checks for two candidates, coordinated the interviews and negotiated the employment contract. We did not search for candidates.

***I. Qualifications and Experience of the Firm (continued)***

<b>2015 City / County Manager Searches Completed (continued)</b>					
	<b>Client</b>	<b>Contact Name</b>	<b>Title</b>	<b>Phone</b>	<b>Email</b>
1	Cocoa Beach, FL	Laurie Kalaghchy	City Clerk	(321) 868-3235	lkalaghchy@cityofcocoabeach.com
2	Estero, FL	Nick Batos	Mayor	(239) 292-2909	batos@estero-fl.gov
3	Fernandina Beach, FL	Ed Boner	Mayor	(904) 556-7554	eboner@fbfl.org
4	Fulton County, GA	Mark Massey	Clerk to the Commission	(404) 219-0451	Mark.Massey@fultoncountyga.gov
5	Indianola, IA	Kelly Shaw	Mayor	(515) 962-5300	lkshaw@cityofindianola.com
6	Mill Creek, WA	Pam Pruitt	Mayor	(425) 338-7158	ppruitt@cityofmillcreek.com
7	Normandy Park, WA	Susan West	Mayor	(206) 248-7603	Susan.West@ci.normandy-park.wa.us
8	Ocala, FL	Kent Guinn	Mayor	(352) 572-0312	kguinn@ocalafl.org
9	Palm Bay, FL	William Capote	Mayor	(321) 292-0382	Mayor@PalmBayFlorida.org
10	Seminole, FL	Leslie Waters	Mayor	(727) 430-7553	lwaters2@myseminole.com
11	Sequim, WA	Candace Pratt	Mayor	(360) 582-0114	cpratt@sequimwe.gov
12	York County, VA	Thomas Shepperd, Jr.	Chairman	(757) 868-8591	shepperd@yorkcounty.gov

***I. Qualifications and Experience of the Firm*** (continued)

<b>2014 City / County Manager Searches Completed</b>					
	<b>Position</b>	<b>Client</b>	<b>Population</b>	<b>Placement</b>	<b>Agency Size: Number of Employees</b>
1	County Manager	Alachua County, FL	251,400	Lee Niblock	855 under the Manager
2	City Manager	Bellevue, WA	132,000	Brad Miyake	1,229
3	City Manager	Connell, WA	4,200	Jed Crowther	19 + temp & seasonal
4	City Manager	Delray Beach, FL	64,100	Donald Cooper	800
5	Chief Administrator	El Paso County, TX	827,700	Stephen Norwood	480 under the Administrator
6	City Manager	Ellensburg, WA	18,300	Jack Akers	128
7	County Administrator <sup>[1]</sup>	Emmet County, MI	32,900	Marty Krupa	163
8	County Administrator	James City County, VA	67,000	Bryan Hill	750
9	City Manager	Marco Island, FL	13,300	Roger Hernstadt	210
10	City Manager	Mount Pleasant, MI	26,200	Nancy Ridley	119
11	City Manager	Mountlake Terrace, WA	20,200	Arlene Fisher	153
12	City Manager	North Miami, FL	60,600	Aleem Ghany	364
13	City Manager	Oakland Park, FL	42,800	David Hebert	240
14	Township Manager	Springettsbury Township, PA	26,700	Kristin Denne	100
15	County Administrator	St. Lucie County, FL	277,800	Howard Tipton	583 under the Administrator
16	City Manager	St. Pete Beach, FL	9,400	Wayne Saunders	88
17	Town Manager	Surfside, FL	6,000	Guillermo Omedillo	121
18	City Manager	Titusville, FL	43,900	Steve Larese	478
19	City Manager	Winchester, VA	26,900	Eden Freeman	560 under the Manager
[1] The actual title is County Controller but under Michigan Law, the duties are the same as those of a County Administrator.					

***I. Qualifications and Experience of the Firm (continued)***

<b>2014 City / County Manager Searches Completed (continued)</b>					
	<b>Client</b>	<b>Contact Name</b>	<b>Title</b>	<b>Phone</b>	<b>Email</b>
1	Alachua County, FL	Lee Pinkson	Commissioner	(352) 264-6900	lpinkoson@alachuacounty.us
2	Bellevue, WA	Kevin Wallace	Deputy Mayor	(425) 452-7810	KWallace@bellevuewa.gov
3	Connell, WA	Bruce Blackwell	Mayor	(509) 234-2701	bblackwell@connellwa.org
4	Delray Beach, FL	Cary Glickstein	Mayor	(561) 441-0222	glickstein@mydelraybeach.com
5	El Paso County, TX	Carlos Leon	Commissioner	(915) 546-2014	mmejia@epcounty.com
6	Ellensburg, WA	Rich Elliott	Mayor	(509) 962-7221	elliott@ci.ellensburg.wa.us
7	Emmet County, MI	Jim Tamlyn	Board Chair	(231) 622-2433	jtamlyn@emmetcounty.org
8	James City County, VA	Mary Jones	Board Chair	(757) 871-5977	mary.jones@jamescitycountyva.gov
9	Marco Island, FL	Larry Sacher	Councilor	(239) 588-0112	LSacher@marcocitycouncil.com
10	Mount Pleasant, MI	Kathleen Ling	Commissioner	(989) 773-7823	kling@mt-pleasant.org
11	Mountlake Terrace, WA	Rick Ryan	Mayor Pro Tem	(206) 940-0108	<a href="mailto:RRyan@ci.mt.wa.us">RRyan@ci.mt.wa.us</a>
12	North Miami, FL	Rene Monestine	City Attorney	(305) 895-9810	rmonestime@northmiamifl.gov
13	Oakland Park, FL	Shari McCartney	Mayor	(954) 295-0527	ShariM@oaklandparkfl.gov
14	Springettsbury Township	George Dvoryak	Board Chair	(717) 683-4665	gdvoryak@Springettsbury.com
15	St. Lucie County, FL	Dan McIntyre	County Attorney	(772) 462-1420	mcintyred@stlucieco.org
16	St. Pete Beach, FL	Elaine Edmonds	Administrative Services Director	(727) 580-5178	elaine@stpetebeach.org
17	Surfside, FL	Daniel Dietch	Mayor	(305) 861-4863	ddietch@townofsurfsidefl.gov
18	Titusville, FL	Jim Tulley	Mayor	(321) 567-3702	Mayor@titusville.com
19	Winchester, VA	John Willingham	Council President	(540) 931-4655	John.Willingham@winchesterva.gov



***I. Qualifications and Experience of the Firm*** (continued)

<b>2013 City / County Manager Searches Completed</b>					
	<b>Position</b>	<b>Client</b>	<b>Population</b>	<b>Placement</b>	<b>Agency Size: Number of Employees</b>
1	City Manager	Ankeny, IA	45,000	David Jones	210
2	City Manager	Ashland, KY	21,000	Benjamin Bitters	300
3	Village Manager	Bal Harbour, FL	2,500	Jorge Gonzalez	37
4	County Manager	Clackamas County, OR	380,000	Donald Krupp	2,300
5	City Manager	Elmira, NY	29,000	Kim Middaugh	293
6	City Manager	Fruitland Park, FL	4,100	Gary La Venia	52
7	City Manager	Leesburg, FL	20,600	Alfred Minner	515
8	City Manager	Medina, WA	3,000	Michael Sauerwein	30
9	City Manager	Miramar, FL	122,000	Kathleen Woods-Richardson	960
10	City Manager	Monroe, NC	36,397	John D'Agostino	750
11	City Manager	Normandy Park, WA	6,300	Glenn Akramoff	27
12	County Manager	Okaloosa County, FL	170,000	Ernie Padgett	820
13	City Manager	Satellite Beach, FL	10,000	Courtney Barker	120
14	City Manager	Scottsdale, AZ	220,000	Fritz Behring	2,423
15	City Manager	Sunnyside, WA	15,000	Donald Day	95

***I. Qualifications and Experience of the Firm (continued)***

<b>2013 City / County Manager Searches Completed (continued)</b>					
	<b>Client</b>	<b>Contact Name</b>	<b>Title</b>	<b>Phone</b>	<b>Email</b>
1	Ankeny, IA	Gary Lorenz	Mayor	(515) 371-2141	garyl@ljmd.com
2	Ashland, KY	Chuck Charles	Mayor	(606) 327-2001	ccharles@ashlandky.org
3	Bal Harbour, FL	Jaime Sanz	Council Member	(786) 427-4154	jsanz@balharbour.org
4	Clackamas County, OR	Paul Savas	Commissioner	(503) 655-8581	psavas@co.clackamas.or.us
5	Elmira, NY	Susan Skidmore	Mayor	(607) 738-3714	mayor@cityofelmira.net
6	Fruitland Park, FL	Chris Bell	Mayor	(352) 326-4291	cbell@fruitlandpark.org
7	Leesburg, FL	David Knowles	Mayor	(352) 326-9300	Allstate2@earthlink.net
8	Medina, WA	Michael Luis	Mayor	(425) 233-6400	mluis@medina-wa.gov
9	Miramar, FL	Yvette Colbourne	Commissioner	(954) 560-5161	ycolbourne@ci.miramar.fl.us
10	Monroe, NC	Lynn Keziah	Vice Mayor	(704) 221-2365	lkeziah@monroenc.org
11	Normandy Park, WA	Clarke C. Brant	Mayor	(206) 248-7603	clarke.brant@ci.normandy-park.wa.us
12	Okaloosa County, FL	Don Amunds	Commission Chair	(850) 585-8012	damunds@co.okaloosa.fl.us
13	Satellite Beach, FL	Frank Catino	Mayor	(321) 223-7700	fcatino@satellitebeach.org
14	Scottsdale, AZ	Suzanne Klapp	Vice Mayor	(480) 312-7402	sklapp@scottsdaleaz.gov
15	Sunnyside, WA	James Restucci	Mayor	(509) 643-4343	jrestucci@sunnyside-wa.gov

***I. Qualifications and Experience of the Firm*** (continued)

2012 City / County Manager Searches Completed					
	Position	Client	Population	Placement	Agency Size: Number of Employees
1	City Manager	Cape Coral, FL	154,300	John Szerlag	1,300
2	City Manager	Cocoa Beach, FL	11,200	Robert Majka	234
3	City Manager	Doraville, GA	8,500	Shawn Gillen	104
4	City Manager	Fayetteville, NC	208,000	Ted Voorhees	1,500
5	City Manager	Fort Pierce, FL	41,590	Robert Bradshaw	361
6	City Manager	Hallandale Beach, FL	37,100	Renee Crichton	449
7	County Administrator	Hernando County, FL	172,800	Leonard Sossamon	1,297
8	City Manager	Key West, FL	26,649	Bob Vitas	456
9	City Manager	Melbourne, FL	75,000	Michael McNees	927
10	Village Manager	North Palm Beach, FL	12,015	Ed Green	279
11	City Manager	Panama City Beach, FL	12,018	Mario Gisbert	250
12	City Manager	Sarasota, FL	51,917	Tom Barwin	599
13	City Manager	Sunrise, FL	4,260	Alan Cohen	1,203
14	City Manager	Yakima, WA <sup>1</sup>	91,000	Anthony O'Rourke	730
<sup>1</sup> The manager's wife developed cancer after 3 months on the job and he resigned to be with her during treatment. We repeated the search at no cost even though it was outside the scope of our warranty.					

***I. Qualifications and Experience of the Firm (continued)***

<b>2012 City / County Manager Searches Completed (continued)</b>					
	<b>Client</b>	<b>Contact Name</b>	<b>Title</b>	<b>Phone</b>	<b>Email</b>
1	Cape Coral, FL	John Carioscia	Council Member	239-242-3288	rerbrick@capecoral.net
2	Cocoa Beach, FL	Laurie Kalaghchy	City Clerk	(321) 868-3235	lkalaghchy@cityofcocoabeach.com
3	Doraville, GA	Donna Pittman	Mayor	(678) 328-9181	donna.pittman@Doravillega.us
4	Fayetteville, NC	Jim Arp	Mayor Pro Tem	(910) 728-2569	JArp@ci.fay.nc.us
5	Fort Pierce, FL	Anne Satterlee	Communications Manager	(772) 460-2200	asatterlee@city-ftpierce.com
6	Hallandale Beach, FL	Joy Cooper	Mayor	(954) 457-1318	jcooper@hallandalebeachfl.gov
7	Hernando County, FL	Ronald F. Pianta	Assistant County Administrator	352) 754-4002	RPianta@co.hernando.fl.us
8	Key West, FL	Shirley Freeman	Chair, Citizen's Advisory Committee	(305) 304-1975	shirleyfreemankeywest@gmail.com
9	Melbourne, FL	Paul Googleman	City Attorney	(321) 608-7200	cityattorney@melbourneflorida.org
10	North Palm Beach, FL	David Norris	Council Member	(561) 841-3355	dnorris@village-npb.org
11	Panama City Beach, FL	Gale Oberst	Mayor	(850) 235-1541	goberst@pcb.gov.com
12	Sarasota, FL	Susanne Atwell	Commissioner	(941) 954-4115	Suzanne.Atwell@sarasotagov.com
13	Sunrise, FL	Kim Kisslan	City Attorney	(954) 746-3300	KKisslan@sunrisefl.gov
14	Yakima, WA	Micah Cawley	Mayor	(509) 901-9114	micah_cawley@ci.yakima.wa.us

***I. Qualifications and Experience of the Firm*** (continued)

2011 City / County Manager Searches Completed					
	Position	Client	Population	Placement	Agency Size: Number of Employees
1	City Manager	Albany, GA	76,000	James Taylor	863
2	City Manager	Chamblee, GA	17,000	Niles Ford	106
3	County Administrator	Clay County, FL	160,000	Stephanie Kopelousos	1,514
4	City Manager	Destin, FL	12,300	Mary Ann Ustick	65
5	Village Manager	Key Biscayne, FL	12,350	John Gilbert	115
6	City Manager	Madeira Beach, FL	4,260	Shane Crawford	71
7	Borough Manager	Matanuska-Susitna Borough,	88,000	John Mossey	275
8	City Manager	North Port, FL	55,800	Jonathan Lewis	569
9	City Manager	Orange Park, FL	9,100	Cindy Hall	110
10	Village Manager	Pinecrest, FL	19,400	Yocelyn Gomez	158
11	County Administrator	Polk County, IA	431,000	David Jones	1,300
12	City Manager	Portland, ME	65,000	Michael Rees	1,100
13	City Manager	Sunny Isles Beach, FL	17,000	Alan Cohen	178
14	City Manager	Tacoma, WA	198,400	T.C. Broadnax	3,872
15	City Manager	Yakima, WA	91,000	Don Cooper	730

***I. Qualifications and Experience of the Firm (continued)***

<b>2011 City / County Manager Searches Completed (continued)</b>					
	<b>Client</b>	<b>Contact Name</b>	<b>Title</b>	<b>Phone</b>	<b>Email</b>
1	Albany, GA	Nathan Davis	City Attorney	(229) 431-2805	NDavis@albany.ga.us
2	Chamblee, GA	Marc Johnson	Interim Manager / Police Chief	(404) 819-9346	chiefmj@chambleepd.com
3	Clay County, FL	Travis Cummings	Former Commission Chair	(904) 376-5189	Not Available
4	Destin, FL	Chuck Garcia	Human Resources Director	(850) 837-4242	cgarcia@cityofdestin.com
5	Key Biscayne, FL	Conchita Alvarez	Village Clerk	(305) 365-5506	calvarez@keybiscayne.fl.us
6	Madeira Beach, FL	Travis Palladeno	Mayor	(727) 239-5549	tpalladeno@madeirabeachfl.gov
7	Matanuska-Susitna, AK	Sonya Conant	Human Resources Director	(907) 746-7432	Sonya.Conant@matsugov.us
8	North Port, FL	Jim Blucher	Vice Mayor	(941) 628-2916	jblucher@cityofnorthport.com
9	Orange Park, FL	Sarah Campbell	Town Clerk	(904) 278-3018	scampbell@townop.com
10	Pinecrest, FL	Guido Inguazo	Village Clerk	(305) 234-2121	inguanzo@pinecrest-fl.gov
11	Polk County, IA	E.J. Giovannati	Former County Supervisor	(515) 371-0782	EJGiovannetti@hhlawpc.com
12	Portland, ME	Cheryl Leeman	Search Chair / Council Member	(207) 774-4308	cl@portlandmaine.gov
13	Sunny Isles Beach, FL	Norman Edelcup	Mayor	(305) 792-1701	NSEdelcup@aol.com
14	Tacoma, WA	Joy St. Germain	Human Resources Director	(253) 591-2060	jstgermain@ci.tacoma.wa.us
15	Yakima, WA	Micah Cawley	Mayor	(509) 901-9114	micah_cawley@ci.yakima.wa.us

## ***II. Scope of Services***

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### ***Summary of Services***

The following outlines the process Colin Baenziger & Associates will undertake:

#### ***Phase I: Needs Assessment / Information Gathering***

- Meet with key officials to:
  - Develop a description of the ideal candidate,
  - Learn the issues the next City Manager will face,
  - Gather materials for our information and to send to potential candidates,
  - Understand what compensation package the City is prepared to offer, and
  - Develop and finalize a project schedule.
  
- Develop materials we can utilize to recruit candidates.

#### ***Phase II: Candidate Recruitment***

- Actively search for, identify, and recruit outstanding candidates whom we feel are best suited for the position.
  
- Distribute the recruiting materials to appropriate publications and websites, including our own.
  
- Consult our database of strong candidates, contact them and encourage them to apply.
  
- E-mail the advertisement to our database of our data base of local government professionals.
  
- Evaluate resumes that result from our recruiting efforts and from our advertisements.

#### ***Phase III: Candidate Review and Selection of Finalists***

- Resumes will be screened and we will narrow the list to the approximately six to ten semi-finalists who we believe are most qualified.
  
- We will conduct thorough reference and background investigations on the selected semi-finalists. It should be noted that, when we conduct our investigations, we do not simply accept the references the candidates suggest. We tell the candidates whom we want to speak with. These might include elected officials, the city/county attorney, the external auditor, representatives of the local press, community leaders, peers, and subordinate employees. Our goal is to get comments from six to ten references. We also conduct criminal, civil, driver license, media, and credit checks, and we verify employment history and education. We believe these should be done early in the process to avoid embarrassment after a selection has been made.

***II. Scope of Services*** *(continued)*

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- We will recommend six to ten top candidates to the City and review these candidates with the Mayor and Council. Along with our recommendation, we will provide the results of our background work electronically. The City will then select four to six candidates to interview as finalists.

*Phase IV: Interviews and Selection*

- We will coordinate the interview process and attend the actual interviews.
- Once the interviews are completed, we will provide any additional information the City may wish and assist in any way the City desires in making the final determination.

*Phase V: Contract Negotiation*

- If requested, we will provide assistance in the negotiation of a contract with the selected candidate.

Our work will be completed within 90 days of the execution of notice to proceed unless the City requests the period be extended.



***III. Project Team***

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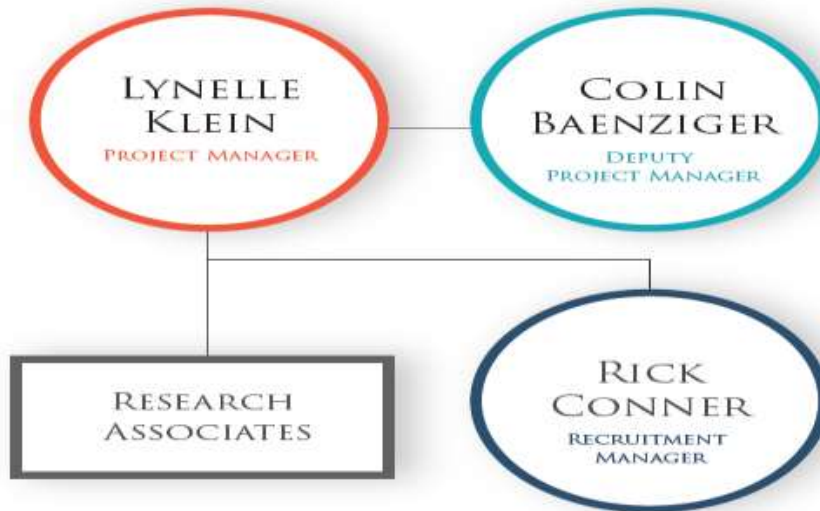
***Project Team and Involvement***

Colin Baenziger & Associates is an experienced recruiting firm.

Lynelle Klein, Vice President for Operations, will serve as your project manager. She will conduct the interviews with the elected officials, search for strong candidates, discuss the position with those candidates, recruit them, conduct the interviews with the candidates, conduct the background investigations, oversee the interview process, and assist with the contract negotiations. Ms. Klein has been with the firm for eight years and has extensive experience in recruiting. She has served as either the lead or deputy project manager on our recruitments of the City Managers for Burien, WA, Tacoma, WA, Lake Forest Park, WA, Carnation, WA, and Sunnyside, WA.

Colin Baenziger, Owner and Principal, will be the Deputy Project Manager and support for Ms. Klein. He will assist in virtually every aspect of the search effort, including the interviews of the Council Members, the search for strong candidates, candidate evaluation, the candidate presentation to the City, and the City Manager selection.

Rick Conner, vice president, will serve as the recruitment manager and assist with the identification and screening of candidates. In addition to working for the firm for seven years, he has over 30 years of in local government.



**III. Project Team** *(continued)*

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**Lynelle Klein**

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**Vice President for Operations**

Ms. Klein is a skilled professional with a wealth of public and private sector experience. Her particular expertise is in special projects, compensation surveys, and background checks for our executive search candidates. She feels that each client must be properly served, and that can only be done by devoting her utmost attention to their particular concerns and by finding creative ways to solve their problems. In her book, the client comes first.



Since beginning her working relationship with Colin Baenziger & Associates in 2010, Ms. Klein has been involved in virtually every executive search the firm has conducted.

Some of the more notable searches in which she has played a key role include:

- City Manager, Delray Beach, FL (64,100)
- City Manager, Doraville, GA (population 8,500)
- City Manager, Indianola, IA (population 14,800)
- Police Chief, Farmington, NM (population 45,000)
- City Manager, Leesburg, FL (population 21,000)
- City Manager, Mill Creek, WA (population 18,800)
- City Manager, Miramar, FL (population 122,000)
- City Manager, Norwich, CT (population 40,300)
- City Manager, Seminole, FL (17,800)
- City Manager and Finance Director Sunnyside, WA (population 16,000)
- City Manager, Winchester, VA (population 16,000)
- County Manager, Alachua County, FL (population 253,500)
- County Administrator, Clackamas County, OR (population 383,900)
- County Administrator, James City County, VA (population 70,500)
- County Manager, St. Lucie County, FL (population 283,900)
- County Administrator, York County, VA (population 66,300)
- County Attorney, Fulton County, GA (population 992,000)
- Director, Growth Management, Collier County, FL (population 340,000)
- Solid Waste Director City of Tampa, FL (population 347,000)

Ms. Klein's prior employment was primarily in the private sector. For over 15 years she provided contract financial and administrative services to companies who did not require full time office staff. Some of her clientele included TLC Cabulance, Clear and Clean Pool Service, Elizabeth Fountain Interiors, a published author and a landscaping company. Ms. Klein has an Associate's Degree from Brigham Young University.

### ***III. Project Team (continued)***

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#### ***Colin Baenziger, M.P.A.***

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**Principal**

Colin Baenziger is a student of local government and responsible for the executive recruitment functions at Colin Baenziger & Associates. Over the years, he has worked with a number of cities on recruitments and on management, operational, and organizational issues. As a former manager and someone who actively consults with governments, he understands what it takes to do the manager's job effectively. Furthermore, because he is active in a number of professional associations, he knows many of the nation's managers on a first-name basis.



Some of Mr. Baenziger's searches for local governments include:

- City Manager, Coral Gables, FL (population 42,000)
- City Manager, Cottonwood Heights, UT (population 34,000)
- City Manager, Fife, WA (population 8,200)
- City Manager, Fayetteville, NC (population 208,000)
- Village Manager, Key Biscayne, FL (population 11,000)
- Economic Development Director, Loudoun County, VA (population 326,000)
- Community Development Director, Miami, FL (population 373,000)
- Borough Manager, Matanuska-Susitna Borough, Alaska (population 88,000)
- City Manager, Mount Dora, FL (population 12,000)
- County Manager, Clackamas County, OR (population 380,000)
- City Manager, Palm Coast, FL (population 51,000)
- City Manager, Portland, ME (population 65,000)
- City Manager, Roanoke, VA (population 96,000)
- City Manager, Tacoma, WA (population 200,000)
- General Manager, Tampa Bay Water Authority (serving a population of 2.4 million)
- County Manager, Union County, NC (population 290,000)

Other recent efforts include a strategic planning session for the Florida Association of Special Districts, an operational review of Tamarac's water utility, a business practices review for a division of Martin County government, an operational reconciliation for Palm Beach County Water, development of an automated system to pay royalties to featured recording artists for the Recording Industry Association of America, and a review of financial procedures for a division of the Marriott Corporation.

Mr. Baenziger has a master's degree with distinction in public administration from Cornell University's Graduate School of Management, and a Bachelor of Arts degree from Carleton College. He is also active in the International City Management Association and the Florida City and County Management Association. He has also been called upon frequently to speak at conferences of the Utah and Florida City/County Managers' Associations, and the Florida Public Personnel Association.

**III. Project Team** *(continued)*

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**Rick Conner, P.E.**

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**Vice President**

Rick Conner is a recent addition to CB&A's staff and its strong cadre of municipal operations experts. With over 30 years of management experience in local government, he has seen it all and done most of it. He possesses keen analytical skills and the ability to slice through critical issues. As a result, he is another outstanding weapon in the firm's arsenal of experts. His years in local government and his many licenses and certifications help him to judge talent quickly and effectively.



In addition to his experience as a City Manager, Rick's previous positions such as a Public Works Director, gives him an excellent perspective of the needs of local government operations and staffing.

Prior to joining Colin Baenziger & Associates in 2012, some of the top leadership positions that Rick has held include:

- City Manager of Sunny Isles Beach, Florida,
- City Manager of Portland, Texas,
- City Manager of Marble Falls, Texas,
- Public Works Director of Nashville/Davidson County, Tennessee, and
- Public Works Director of Bryan, Texas

While serving in these positions, Rick received national recognition for his Customer Service programs. Over his career, Mr. Conner has been involved in a variety of recruitments including:

- City Manager, Fayetteville, NC,
- City Manager, Sarasota, FL,
- City Manager, Cocoa Beach, FL
- Director, Power and Light Division, Danville, VA,
- Chief Executive Officer/General Manager, Des Moines (IA) Water Works,
- City Manager, Oakland Park, FL,
- City Manager, St. Pete Beach, FL,
- Assistant Director, Public Works, Sumter County, FL,
- Human Resources Director, Roanoke, VA,
- Airport Fixed Base Operator for a Texas university community, and
- Airport Manager for a medium size Texas university city.

Rick holds a Bachelor of Science in Business Administration and a Bachelor of Science in Civil Engineering from University of Missouri. He also worked towards Masters Degrees in both Computer Science and Civil Engineering before joining the work force. He is or has been a Registered Land Surveyor; Registered Professional Engineer in Florida, Tennessee and Texas; and an "A" Level Operator in Wastewater, Surface Water and Solid Waste.

***IV. References***

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While we are a national firm, the following are a few of our recent placements in Washington state.

***City Manager, Bellevue, WA (population 126,400)***

**Contact:** Conrad Lee at (425) 452-7810, or [clee@bellevuewa.gov](mailto:clee@bellevuewa.gov)

Bellevue is located just east of Seattle and is one of the nation’s premier cities. It is home several major corporations and offers a very high quality of life. CB&A began its work in August 2013. It included extensive input from the elected officials, the public and Bellevue staff. Our work included recruiting and advertising for candidates, conducting background checks, selecting the most qualified, recommending them for interviews, coordinating the interview process, and assisting in the contract negotiations. Interviews we originally scheduled to take place in December but three of our five finalists dropped at the last minute and we felt we needed to redo the search. We started again after the first of the year. The Council Members were very pleased with the results and the caliber of the second group of finalists. They selected *Bellevue Deputy City Manager Brad Miyake* in early April.



***City Manager, Carnation, WA (population 1,733)***

**Contact:** Mayor Kim Lisk at 425 333.4192,  
or [kim.lisk@carnationwa.gov](mailto:kim.lisk@carnationwa.gov)

CB&A began its work in June of 2017 to find Carnation’s next City Manager. Our work included searching the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, and recommending finalists for the City to interview. One challenge related to the City’s expensive housing market due to its proximity to Microsoft. Several candidates withdrew after calculating the cost of living, but through our targeted marketing and outreach efforts, we were able to bring an excellent pool of candidates to the City. After careful deliberation, the City selected *Amy Arrington, formerly the City Manager for Davenport, FL* on September 8, 2017.



***County Administrator, Clackamas County, OR (population 383,900)***

**Contact:** Commissioner Paul Savas at (503) 655-8581, or  
[psavas@clackamas.us](mailto:psavas@clackamas.us)

CB&A began the search for Clackamas County’s next administrator on March 23, 2013. As part of our work, we interviewed the County Commissioners to determine what they were looking for in a County Administrator, conducted extensive outreach networking to local governments focusing on the Pacific Coast, thoroughly researched their backgrounds and provided the material to the County and then coordinated the interviews. The process was slightly elongated at the County’s request. *Donald Krupp, formerly County Manager of Thurston County, WA*, was selected on July 18, 2013 and a contract was executed on the same day.



***IV. References (Continued)***

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***Borough Manager Recruitment, Matanuska-Susitna Borough, Alaska***

**Contact:** Human Resource Manager Sonya Conant at (907) 861-8432, or [sconant@matsugov.us](mailto:sconant@matsugov.us)

Matanuska-Susitna Borough is a county located in Alaska just north of Anchorage. Its largest cities are Palmer and Wasilla. After the Borough attempted to recruit its next **Borough (County) Manager** itself and failed, it retained CB&A. We were asked to complete the work within 60 days and commenced our effort with a site visit beginning on December 27, 2011. We concluded our recruitment effort on January 21<sup>st</sup>. Initial video conference interviews of six top candidates took place on February 18<sup>th</sup>. Final interviews, where the top two candidates came to the Borough, occurred on February 26<sup>th</sup>. *John Moosey, the County Administrator of Chisago County, MN*, was selected on the 26<sup>th</sup> and he signed a contract with the Borough that evening.



***City Manager, Sequim, WA (population 6,670)***

**Contact:** Mayor Candace Pratt at (360) 582-0114, or [cpratt@sequimwe.gov](mailto:cpratt@sequimwe.gov)

CB&A was selected in early March 2015 to perform the search for Sequim's **City Manager**. Our effort involved searching the country to locate the best people for the job, interviewing them, conducting thorough background checks, and recommending finalists for the city to interview. Interviews were held on June 19<sup>th</sup> and 20<sup>th</sup>. *Charlie Bush, Development Services Director for Issaquah, WA*, was selected on June 20, 2015.



***City Manager and Finance Director Sunnyside, WA (population 16,000)***

**Contact:** James Restucci at (509) 643-4343, or [jrestucci@sunnyside-wa.gov](mailto:jrestucci@sunnyside-wa.gov)

CB&A was hired in mid-April 2013 to find Sunnyside's next **City Manager and Finance Director**. John Darrington, CB&A's Senior Vice President assumed the Interim City Manager role in order to assist the City, stabilize the situation, and coordinate the recruitment. The process was challenging, but through extensive outreach efforts, CB & A fielded an excellent group of high quality candidates for both positions, performed background checks, coordinated the interview process, and assisted the City in selecting *Donald Day (pictured), former county manager of Colfax County, NM and David Layden, former Finance Director of University Place, WA*. By all reports, the City is exceptionally pleased with both placements. Mr. Day announced his retirement in 2018. CB&A led a nationwide search to replace him. *Martin Casey, Central Services Director for Thurston County* was selected on October 13, 2018.



***IV. References (Continued)***

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***City Manager, Tacoma, WA (population 198,400) in 2011***

**Contact:** Mayor Victoria Woodards at (253) 591-5100 or [victoria.woodards@cityoftacoma.org](mailto:victoria.woodards@cityoftacoma.org)

CB&A was hired in late September 2011 to find Tacoma’s next **City Manager**. As part of the recruitment process, we met with each of the nine council members to learn their concerns, priorities and desires. We searched the nation and developed a pool of 67 candidates, many of which were extremely capable. The semi-finalist pool was also diverse containing both women and minorities. Interviews were held in early December and *Mr. T.C. Broadnax, formerly an Assistant City Manager with San Antonio, TX* was selected. In December 2016, Mr. Broadnax was hired to be the next City Manager of Dallas, TX. CB&A was selected to find his replacement in February of 2017. An internal candidate, *Elizabeth Pauli the former City Attorney for Tacoma* was selected in May of 2017.



**Candidate References**

While it is important to deliver what the City expects, it is also important to keep candidates informed and to treat them with respect and dignity. Accordingly, we have provided references from four of those candidates.

<b>Placement</b>	<b>Formerly</b>	<b>Recruited To Be</b>	<b>Contact at</b>
Dale Martin	City Manager Winchester, CT	City Manager Appointed September 2015	(904) 557-5047 <a href="mailto:dmartin@fbfl.org">dmartin@fbfl.org</a>
Eden Freeman	Assistant City Manager Sandy Springs, GA	City Manager Winchester, VA Appointed June, 2014	(540) 667-1815 <a href="mailto:citymanager@winchesterva.gov">citymanager@winchesterva.gov</a>
Bryan Hill	Deputy County Administrator Beaufort County, SC	County Administrator James City County, VA Appointed July 2014	(757) 253-6604 <a href="mailto:bryan.hill@jamescitycountyva.gov">bryan.hill@jamescitycountyva.gov</a>
John Salomone	Town Manager Newington, CT	City Manager Norwich, CT	(860) 539-8906 <a href="mailto:cmoffice@cityofnorwich.org">cmoffice@cityofnorwich.org</a>

***Some of CB&A Clients...***



***Mountlake Terrace, WA***

***City Manager***



***Ashland, KY***

***City Manager***



***City of Sammamish, WA***

***Deputy City Manager  
Public Works Director***



***Cottonwood Heights, UT***

***City Manager***



***V. Fee and Warranty***

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**Fee**

CB&A offers a firm, fixed fee of \$26,500 *which includes all our expenses and costs*. In other words, the only thing the City will pay CB&A is the agreed upon fee. The only other costs the City will be responsible for are the costs associated with the candidates' (and spouses, if invited) travel, accommodations and meals for the interview process. The advantage to the City is it knows exactly what it will pay. The advantage to CB&A is that we do not have keep track of every minor expense.

We will bill the fee as the phases are completed and according to the following schedule:

<b>Requested Services</b>	
<b>Phase I:</b> Needs Analysis / Information Gathering	\$ 3,000
<b>Phase II:</b> Recruiting	11,000
<b>Phase III:</b> Screening	10,000
<b>Phase IV:</b> Interview Process Coordination and Manager Selection	1,500
<b>Phase V:</b> Negotiation and Continuing Assistance	1,000
<b>Firm, Fixed Fee Total*</b>	\$ 26,500

If the City asks us to perform work that is clearly beyond the scope of this proposal, it will be billed at a rate of \$150 per hour. No such work will be performed without your written authorization. Please note, as previously stated, that we have neither billed nor requested additional funds beyond our originally quoted fee even when we have been entitled to it.

**Warranty**

Colin Baenziger & Associates offers one of the best warranties in the industry. We can offer it because we have confidence in our work. Provided the City instructs us with conducting a full search (Phases I-V) and assuming it selects from among the candidates we recommend, we warrant the following:

- 1) We will not approach the selected candidate for any other position as long as the individual is employed by the City.
- 2) If the selected individual leaves for any reason other than an Act of God (such as total incapacitation or death) within the first year, CB&A will repeat the search for the cost of its expenses only.
- 3) If you are not satisfied with the candidates we present, CB&A will repeat the search until you are satisfied.
- 4) Our price is guaranteed and will not be exceeded for any reason, even if conditions change after the contract is executed.

***More CB&A Clients...***



***Clackamas County, OR***  
***County Administrator***



***City of Sunnyside, WA***  
***City Manager***



***City of Fife, WA***  
***City Manager***



***Bellevue, WA***  
***City Manager***

## ***VI. Approach***

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The following search methodology has been refined over the past twenty years and now is virtually foolproof. We will integrate your ideas into the process. Our goal is to ensure you have the right people to interview as well as the information you need to make the right decision.

### ***Phase I: Information Gathering and Needs Assessment***

#### ***Task One: Needs Assessment***

An important part of the recruiter's work is selling the community to the very best candidates (including those that are not actively looking for the next job) while also providing an accurate portrayal of the community and the opportunity. In order to do this, CB&A must first determine the needs of the client and the characteristics of the ideal candidate. Our approach is as follows:

- Compile background information from the jurisdiction's website and other sources.
- Interview the Mayor and Council, other key parties (such as City staff) and stakeholders (such as community groups, business owners, residents, government officials and property owners). Our goal is to develop a strong sense of your organization, its leadership, its short and long term expectations, and its challenges;
- Determine the characteristics of the ideal candidate. These will likely include experience, longevity, education, personality, demeanor, and achievements as well as other items the Council and stakeholders consider important), and
- Determine a reasonable compensation package.

We will also finalize the timeline so candidates can mark their calendars well in advance and will be available when the Council wish to conduct the interviews.

If the City wishes, we can also incorporate meetings with other stakeholders (such as the business community, the non-profit community, City staff and so on) to gather their insights in developing the recruiting materials. We can also solicit the input of your residents through an on-line survey. These forums and surveys are valuable as they provide additional perspectives and a better understanding of the environment and the wants/needs of the community that the Administrator will be working in. An example of an online survey is included as Appendix D.

#### ***Task Two: Develop Position Description and Recruitment Materials***

Based on the information we gather, CB&A will next develop a comprehensive recruitment profile. We will provide our draft for your review and comment. We will then meet with the Council to discuss the results of our interviews and the resulting recruitment profile. Your suggestions will be incorporated, and the final document prepared. A sample of our work is included as Appendix B. Other samples can be found on our firm's website under the "Executive Recruitments" / "Active Recruitments" tabs.

### ***Phase II: Recruitment***

#### ***Task Three: Recruit Candidates***

CB&A uses a number of approaches to identify the right people for this position. We say people, and not person, because our goal is to bring you six to ten excellent semi-finalists, all of whom will do the job extraordinarily well and who are so good you will have a difficult time choosing

## ***VI. Approach (Continued)***

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among them. You then select the top three to five people to interview and ultimately choose the candidate who is the best fit with you and your community. The approaches we use are:

- ***Networking:*** The best approach is diligent outreach. We will network with our colleagues and consult our data base. As we identify outstanding candidates (many of whom are not in the market), we will approach them and request that they apply. Often excellent candidates are reluctant to respond to advertisements because doing so may alienate their current employers. When we approach them, their credentials are enhanced rather than diminished. We also use LinkedIn as a source of candidates.
- ***Advertising:*** While we will seek out the best, we will not ignore the trade press which sometimes yields strong candidates. We would contact the members of organizations such as the International City/County Managers Association, Washington City/County Manager Association, Association of Washington Cities, and so on. We will also post it on our Website, [www.cb-asso.com](http://www.cb-asso.com). We do not use local, newspapers, national newspapers or generic websites because while they produce large numbers of applications, they generally do not produce the type of candidates we are seeking. If the City wants to have ads placed in local newspapers, national newspapers and/or generic websites, it will need to bear the cost.
- ***Email:*** We will also e-mail the recruitment profile to our listserv of over thirteen thousand managers and professionals who are interested in local government management. One of the advantages of e-mail is that if the recipient is not interested, he/she can easily forward the recruitment profile to someone else who may be interested.

### ***Phase III: Screening and Finalist Selection***

#### ***Task Four: Evaluate the Candidates***

Based on our most recent recruiting efforts, we anticipate receiving resumes from sixty to one hundred applicants. We will narrow the field as described above and present information on candidates to the Mayor and Council. This process requires a mixture of in-depth research and subjective evaluation. Our process is as follows.

It should be noted that selecting strong candidates is more an art than a science. While we consider standard ranking factors and the elements of the job, ultimately the most important factor is who we believe will be a good fit with the City and the community. Typically forty percent of our finalists are women and/or minorities.

Specifically, our efforts will involve:

**Step One. Resume Review.** CB&A will evaluate all resumes and identify the eight to fifteen high quality candidates.

**Step Two. Screening Interview.** Our lead recruiter, and possibly other senior representatives of the firm, will interview each of these candidates. Using what we learned in Phase I and our experience as managers and recruiters, as well as our unique ability to assess candidates, we will determine whether or not to consider them further.

***VI. Approach*** *(Continued)*

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**Step Three. Prepare a Report.** We will prepare a written report summarizing the Results of the Recruitment and the top seven to ten candidates. We will forward our report to the Council.

**Step Four. Evaluate the Best Candidates.** We will develop materials and background investigations for the to five to six candidates. For those that remain in consideration, CB&A will:

- **Ask the Candidates to Prepare a Written Introduction:** We will ask the candidates to prepare a written introduction to themselves as part of their preliminary background checks. This is done for several reasons. First, it allows the candidates to tell their own story and balance the negativity that is so often characteristic of the press. It also allows the City to evaluate the candidates written and communicative skills.
- **Candidate Disclosure Statement:** We will ask candidates if there is anything controversial in their background that we should be made aware of prior to further consideration. While it is unlikely that we find anything not previously publicized in the press, we believe redundant checks offer superior security for our client.
- **Interviews of References:** We tell the candidate with whom we wish to speak. These include current and former Council Members, the municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, and others who know the candidate. We also attempt to contact some individuals who are not on the candidate's list. Typically we reach eight to ten people and prepare a written summary of each conversation.
- **Legal Checks:** Through our third party vendor, American DataBank, we will conduct the following checks: criminal records at the county, state and national level; civil records for any litigation at the county and federal level; and bankruptcy and credit.

**Search the Internet and Newspaper Archives:** Virtually every local newspaper has an archive that provides stories about perspective candidates, the issues they have dealt with, how they resolved them and the results. These articles can also provide valuable insights into the candidate's relationship with the public and the governing body. Of course, not all news sources are unbiased and we consider that in our evaluation. This step is conducted in order to quickly discover candidates with problems in their backgrounds and eliminate them.

- **Verification of Education:** We also verify claimed educational degrees to assure the candidate is being totally forthright.

***VI. Approach (Continued)***

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- **Verification of Work History:** We verify employment for the past fifteen years.

The goal in conducting these checks is to develop a clear picture of the candidates and to determine which best meet the criteria established in Phase I. Each of the avenues we pursue adds a piece of the puzzle. We will crosscheck sources, search for discrepancies, and resolve them when we find them. When sensitive or potentially embarrassing items are discovered, they are thoroughly researched. If we conclude the situation is damaging or even questionable, the situation reported to the City, with the City's concurrence, the candidate will be dropped from further consideration.

*Note: We firmly believe that all background work we have outlined above should be completed early in the process. That way the client knows the individuals to be interviewed are all top performers and do not have anything embarrassing in their pasts that might come to light after selection. It also means that once our client has made a selection, it can move forward promptly, negotiate a contract and make an announcement.*

***Task Five: Preparation and Presentation of Candidate Materials***

For the selected candidates, CB&A will compile the information we have developed into a complete written report for each recommended candidate. Specifically, this information will include: the candidates' resumes, introductions, references, background checks and internet / newspaper archive search results. A complete sample candidate report is included as Appendix C. We will also provide some advice on interviewing, a series of questions the elected officials may wish to ask (as well as some areas that it is not wise to get into), and some logistical information. The preceding information will be forwarded to you *electronically*.

***Task Six: Finalist Selection***

Approximately a week after the City has received the candidate materials, CB&A will meet with the elected officials to discuss our findings and make a final determination concerning who will be invited to interview. The City will then select four to six candidates to interview.

***Task Seven: Notify All Candidates of Their Status***

We will notify the finalists by telephone and give them the opportunity to ask additional questions. We will also provide them with information concerning the interviews and travel if necessary.

CB&A will inform those not selected of their status. Part of the notification will include advice concerning the candidates' resume and/or cover letter so, even though they were not selected to go forward, they will have gained something valuable from participating in the process.

***VI. Approach (Continued)***

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***Phase IV: Coordinate the Interview Process and City Manager Selection***

***Task Eight: Coordinate the Candidate Assessment Process***

Prior to the interviews, we will recommend an interview/assessment process for the City's review including means to evaluate the candidates' communication skills, interpersonal skills, and decision-making skills. As part of the process, we will recommend the City Council observe the finalists in a number of settings. We will also recommend you invite the finalists' spouses so they can spend time in and evaluate your community.

**Day #1:** The finalists are given a tour of the community by a knowledgeable staff member or resident.

Later, that evening, the Mayor and Council host a reception for the candidates. The purpose is to observe how the finalists respond to a social situation. Your next City Manager will, after all, represent your local government in numerous venues. It is thus important to know how the individual will respond in a social setting. The reception also serves as an ice-breaker whereby the Council Members and the candidates get to know one another informally.

**Day #2:** Beginning at approximately 8:00 a.m., the Mayor and Council as a group will interview each candidate one at a time for approximately an hour. Part of the interviews may include a PowerPoint presentation so the Council can observe the candidates' presentational skills.

At approximately 1:30 p.m., each candidate will interview individually with each elected official for approximately 30 minutes. These meetings provide the Council Members with an opportunity to assess how the candidates might interact with them on an individual basis. It is very important to know if good chemistry exists. Ultimately, Managers succeed and fail based on their interaction with the Council and the one-on-one interviews are an excellent way to test that interaction.

***Task Nine: Debriefing and Selection***

After the interviews are completed, we have developed a simple methodology that moves the elected body quickly and rationally to the desired outcome.

Once the selection has been made, CB&A will immediately notify the finalists of their status via a telephone call. Candidates are eager to know and we feel it is important to keep them informed.

***VI. Approach*** (Continued)

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***Phase V: Negotiation and Continuing Assistance***

***Task Ten: Notification, Contract Negotiations and Warranty***

We will then assist in the employment agreement negotiations. Generally, a member of the elected body and the attorney conduct the actual negotiations while we provide advice and assistance concerning the compensation package and contract. We can also take the lead role in the negotiations if desired. We have a standard contract you are welcome to use. Your attorney, of course, will prepare the final contract. Since the basic parameters will have been discussed with the candidates and the candidates have been thoroughly vetted, we expect a relatively prompt agreement.

***Task Eleven: Continuing Assistance***

Our work is not done when the contract is executed. We will stay in touch with you and your new City Manager. Our goal is to be there to assist in resolving any issues that arise before they become intractable. In fact, at your request, we will conduct a team-building workshop, at no charge, to resolve any difficulties. We simply feel it is part of our job to assure a successful relationship.

**Communications:** We will provide weekly reports about the status of the search, in writing or by phone, depending upon your preference. At significant milestones we will make the reports in person. We are also available at any time, day or night, to address any questions you have along the way. To do so, we will provide you with our cellphone numbers and you should feel comfortable contacting us whenever you have a question whether it is directly related to the search or, for that matter, anything else related to local government. We want to be responsive and to assist in any way we can.

***The City's Obligations***

The City will be responsible for providing the facilities for the interview process, coordinating lodging for candidates from outside the area, and making arrangements for the reception. The City will also be responsible for reimbursing the candidates for all expenses associated with their travel, meals, and incidentals for the interview weekend.

The City should also plan to provide the following information, if it is not available on the City's website, to each of the finalists: the current year budget, an organizational chart, the latest completed audit and management letter, any current strategic and long range plans, a copy of the City Charter, any job descriptions and other materials defining the role and duties of the City Manager, and any evaluations of the organization completed in the last year.



***VI. Approach (Continued)***

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***Project Schedule***

Assuming we are selected by November 7<sup>th</sup> the following is the project schedule we suggest for this recruitment and one we could use for this recruitment. We realize the schedule may need to be adjusted to accommodate the Mayor's and Council Members' availability.

***Phase I: Needs Assessment / Information Gathering***

- November 28<sup>th</sup>: CB&A begins meeting with the Mayor and Council Members and, if suggested, other stake holders to understand the job and its challenges.
- December 4<sup>th</sup>: CB&A submits the draft of the full recruitment profile to the City for its review. Comments will be due back on December 11<sup>th</sup>.

***Phase II: Recruiting***

- December 14<sup>th</sup>: CB&A posts the full recruitment profile on its website and submits it to the appropriate publications. It is also e-mailed to over 13,800 local government professionals.
- January 4<sup>th</sup>: Closing date for submission of applications.
- January 11<sup>th</sup>: CB&A reports on the results of the recruitment.

***Phase III: Screening, Reference Checks and Credential Verification***

- February 4<sup>th</sup>: CB&A forwards its reports and materials to the City for the recommended candidates. These will include the candidates' resumes and introduction as well as the results of our reference, background and Internet/newspaper archives checks.
- February 11<sup>th</sup>: City selects / confirms the finalists for interviews.

***Phase IV: Interview Process Coordination and City Manager Selection***

- February 21<sup>st</sup>: City holds reception for the finalists.
- February 28<sup>th</sup>: One-on-one and full Council interviews and decision.

***Phase V: Negotiation, Warranty & Continuing Assistance***

- Post-Selection: CB&A works with City representatives and the selected candidate on an employment agreement.

***More CB&A Clients...***



***City of Roanoke, VA***

***City Manager  
City Attorney  
Economic Development Director  
Finance Director  
Human Resources Director  
Planning, Building and  
Development Director***



***Oregon City, OR***

***Finance Director***



***Tacoma, WA***

***City Manager***



***City of Scottsdale, AZ***

***City Manager***

***VII. Work Samples***

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**Work Samples**

Samples of our work are contained in the Volume II, the Appendices.

<b>VOLUME II</b>		
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	APPENDIX B: SAMPLE RECRUITMENT BROCHURE	<b>B-1</b>
	APPENDIX C: SAMPLE CANDIDATE REPORT	<b>C-1</b>
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COLIN BAENZIGER & ASSOCIATES  
EXECUTIVE RECRUITING



**PROPOSAL TO PROVIDE EXECUTIVE SEARCH SERVICES  
FOR CITY MANAGER FOR MILL CREEK, WA**

**Volume II: Appendices**

***Colin Baenziger & Associates***

**Project Manager and Contact Person:**

Colin Baenziger (561) 707-3537  
Colin Baenziger & Associates  
2055 South Atlantic Avenue • Suite 504  
Daytona Beach Shores, FL 32118  
e-mail: [Colin@cb-asso.com](mailto:Colin@cb-asso.com)  
Fax: (888) 635-2430

*...Serving Our Clients with a Personal Touch...*

**PROPOSAL TO BE THE CITY'S  
EXECUTIVE RECRUITING FIRM**

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**Appendix A**

*Searches by  
Colin Baenziger & Associate' Staff*

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***Governmental Search Assignments***

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**Current Searches**

City Manager, Jacksonville Beach, FL (population 23,387)  
City Manager, Sammamish, WA (population 64,548)  
City Manager, St. Pete Beach, FL (population 9,671)

Economic Development Director, Roanoke, VA (population 98,465)  
General Manager, Island Water Association, Sanibel, FL  
Parks and Recreation Director, Deerfield Beach, FL (population 78,000)  
Public Works Director, Camden County, GA (population 53,044)  
Solid Waste Director, Camden County, GA (population 53,044)

**Completed Searches in 2018**

City Manager, Aventura, FL (population 37,724)  
City Administrator, Dickinson, ND (population 22,300)  
City Manager, Groveland, FL (population 12,493)  
City Administrator, Lake Forest Park, WA (population 13,059)  
Town Manager, North Topsail Beach, NC (population 734)  
City Manager, Naples, FL (population 21,800)  
City Manager, Sebastian, FL (population 24,772)  
Township Manager, Spring Garden Township, PA (population 12,963)  
City Manager, Sunnyside, FL (population 16,411)

Chief Labor Negotiator, Orlando, FL (population 270,934)  
City Attorney, Fort Lauderdale, FL (population 178,752)  
Clerk to the County Commission, Fulton County, GA (population 1.02 million)  
Finance Director, Groveland, FL (population 12,493)  
Fire Chief, St. Lucie County Fire District, FL (population 298,600)  
Parks and Recreation Director, Cape Coral, FL (population 179,804)

Executive Director, South Correctional Entity (SCORE), Des Moines, WA (population served 406,000)

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***Governmental Search Assignments*** (continued)

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**Completed Searches Prior to 2018****City/Town/Village Manager/Administrator**

City Manager, Albany, GA (population 75,600) in 2011  
City Manager, Ankeny, IA (population 45,600) in 2013  
City Manager, Ashland, KY (population 21,000) in 2013  
City Manager, Auburn, AL (population 58,582) in 2017  
City Manager, Aventura, FL (population 37,724) in 2017  
Village Manager, Bal Harbour, FL (population 3,300) in 2013  
City Manager, Bartow, FL (population 16,000) in 2007 in 2017  
Town Manager, Bay Harbor Islands, FL (population 5,200) in 2003 and 2007  
City Manager, Bellevue, WA (population 122,400) in 2014  
Town Manager, Buckeye, AZ (population 32,000) in 2006  
City Manager, Burien, WA (population 55,188) in 2017  
City Manager, Cape Canaveral, FL (population 10,200) in 2010  
City Manager, Cape Coral, FL (population 154,300) in 2012  
City Manager, Carnation, WA (population 1,873) in 2017  
City Manager, Casselberry, FL (population 25,000), in 2005  
City Manager, Chamblee, GA (population 17,000) in 2011  
City Manager, Cocoa Beach, FL (population 11,200) in 2012, 2015 and 2016  
City Administrator, Connell, WA (population 4,200) in 2014  
City Manager, Cooper City, FL (population 32,000) in 2008  
City Manager, Coral Gables, FL (population 43,000) in 2009  
City Manager, Cottonwood Heights, UT (population 34,000) in 2004  
City Manager, Covington, VA (population 5,802) in 2016  
Town Manager, Cutler Bay, FL (population 35,000) in 2006  
City Manager, Dania Beach, FL (population 28,000) in 2009  
City Manager, Danville, VA (population 43,000) in 2016  
City Manager, Delray Beach, FL (population 64,100) in 2014  
City Manager, Deltona, FL (population 83,000) in 2006 and 2008  
City Manager, Destin, FL (population 12,000) in 2003 and 2011  
City Manager, Doral, FL (population 24,000), in 2004  
City Manager, Doraville, GA (population 10,896) in 2013 and 2017  
Town Manager, Dundee, FL (population 3,000) in 2006 and 2009  
City Manager, Ellensburg, WA (population 18,350) in 2014  
City Manager, Elmira, NY (population 29,200) in 2014  
Village Manager, Estero, FL (population 26,600) in 2015  
City Manager, Fairborn, OH (population 33,200) in 2017  
City Manager, Fayetteville, NC (population 208,000) in 2012  
City Manager, Fernandina Beach, FL (population 11,000) in 2006 and 2015  
City Manager, Fife, WA (population 8,700) in 2010 in 2017  
City Manager, Fort Myers, FL (population 68,190) in 2016



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***Governmental Search Assignments*** (continued)

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**City/Town/Village Manager/Administrator** (continued)

Town Manager, Fort Myers Beach, FL (population 6,900) in 2006 and 2008  
City Manager, Fort Pierce, FL (population 41,900) in 2012  
City Manager, Fort Smith, AR (population 87,650) in 2016  
City Manager, Fruitland Park, FL (population 4,100) in 2013  
Village Manager, Islamorada, Village of Islands, FL (population 7,500) in 1999 and 2005  
City Manager, Gainesville, FL (population 117,000) in 2016  
City Manager, Greensboro, NC (population 259,000) in 2009  
City Manager, Hallandale Beach, FL (population 39,000) in 2010 and 2012  
City Manager, Holly Hill, FL (population 13,000) in 2008 (partial search)  
City Manager, Homestead, FL (population 62,000) in 2010  
City Manager, Indianola, IA (population 15,108) in 2015  
Town Manager, Juno Beach, FL (population 3,600) in 2005  
Village Manager, Key Biscayne, FL (population 11,000) in 2007 and 2011  
City Manager, Key West, FL (population 24,600) in 2012  
Town Manager, Lake Park, FL (population 9,100) in 2001 and 2003  
Town Manager, Lantana, FL (population 9,600) in 2000  
City Manager, Lake Worth, FL (population 37,000) in 2003 and 2007  
City Manager, Lauderdale Lakes, FL (population 32,000) in 1998 and 2002  
City Manager, Leesburg, FL (population 20,390) in 2013  
City Manager, Madeira Beach, FL (population 12,300) in 2011  
Town Manager, Mangonia Park, FL (population 1,400) in 2001  
City Manager, Marathon, FL (population 11,500 in 2002 and 2004)  
City Manager, Marco Island, FL (population 15,000) in 2014  
City Manager, Medina, WA (population 3,000) in 2013  
City Manager, Melbourne, FL (population 72,500) in 2012  
City Manager, Miami Gardens, FL (population 101,000) in 2004  
City Manager, Mill Creek, WA (18,828) in 2015  
City Manager, Miramar, FL (population 122,000) in 2013  
City Manager, Monroe, NC (population 33,500) in 2013  
City Manager, Mount Dora, FL (population 12,000) in 2005  
City Manager, Mount Pleasant, MI (population 26,000) in 2014  
City Manager, Mountlake Terrace, WA (population 20,700) in 2014 and 2016  
City Manager, New Smyrna Beach, FL (population 23,000) in 2009  
City Manager, Normandy Park, WA (population 6,335) in 2013 and 2015  
City Manager, North Miami, FL (population 62,000) in 2010 and 2014  
Village Manager, North Palm Beach, FL (population 12,500) in 2004, 2005, 2007 and 2012  
City Manager, North Port, FL (population 55,800) in 2011  
City Manager, Norwich, CT (population 40,500) in 2016  
City Manager, Oakland Park, FL (population 42,800) in 2014  
City Manager, Ocala, FL (population 52,000) in 2008 and 2015  
City Manager, Orange City, FL (population 10,000) in 2010 and 2016  
City Manager, Orange Park, FL (population 9,100) in 2010  
City Manager, Oviedo, FL (population 33,000) in 2008

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***Governmental Search Assignments*** (continued)

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**City/Town/Village Manager/Administrator** (continued)

City Manager, Palm Bay, FL (current population 101,000) in 2002 and 2015  
City Manager, Palm Coast, FL (population 71,000) in 2006  
Village Manager, Palmetto Bay, FL (population 24,000) in 2003  
City Manager, Panama City Beach, FL (population 12,018) in 2012  
City Manager, Parkland, FL (population 30,177) in 2017  
City Manager, Petersburg, VA (population 32,701) in 2017  
Village Manager, Pinecrest, FL (population 19,300) in 2011  
City Manager, Pompano Beach, FL (population 101,000) in 2007  
City Manager, Port St. Lucie, FL (population 174,100) in 2016  
City Manager, Portland, ME (population 65,000) in 2011  
City Manager, Prosser, WA (population 5,802) in 2016  
City Manager, Riviera Beach, FL (population 37,000) in 2009  
City Manager, Roanoke, VA (population 98,465) in 2009 and 2017  
City Manager, Sarasota, FL (population 55,000) in 2012  
City Manager, Satellite Beach, FL (population 10,100) in 2013  
City Manager, Savannah, GA (population 142,800) in 2016  
City Manager, Scottsdale, AZ (population 217,400) in 2013  
City Manager, Seminole, FL (population 17,800) in 2015  
City Manager, Sequim, WA (population 6,700) in 2015  
Town Manager, Sewall's Point, FL (population 2,000) in 2006  
Township Manager, Springettsbury Township, PA (population 26,700) in 2014 and 2016  
City Manager, St. Pete Beach, FL (population 10,000) in 2014  
City Manager, Stuart, FL (population 17,000) in 2006 and 2017  
City Manager, Sunny Isles Beach, FL (population 17,000) in 2006 and 2011  
City Manager, Sunrise, FL (population 84,400) in 2012  
City Manager, Sunnyside, WA (population 15,860) in 2013  
Town Manager, Surfside, FL (population 6,000) in 2014  
City Manager, Tacoma, WA (population 200,000) in 2011 and 2017  
City Administrator, Tavares, FL (population 11,000) in 2006  
City Manager, Titusville, FL (population 43,940) in 2014  
City Manager, Treasure Island, FL (population 6,937) in 2017  
City Manager, West Melbourne, FL (population 15,000) in 2009  
City Manager, West Park, FL (population 12,000) in 2005 and 2010  
City Manager, Winchester, VA (population 26,000) in 2014  
City Manager, Winter Haven, FL (population 37,900) in 2017  
City Manager, Yakima, WA (population 91,000) in 2011 and 2012

**County Administrator / Manager - Completed Searches**

County Manager, Alachua County, FL (population 251,400) in 2014  
County Manager, Baker County, FL (population 27,000) in 2006  
County Administrator, Bay County, FL (population 158,000) in 2005  
County Manager, Brevard County, FL (population 536,000) in 2009

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***Governmental Search Assignments*** (continued)

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**County Administrator / Manager - Completed Searches (continued)**

County Administrator, Broward County, FL (population 1,800,000) in 2006  
County Administrator, Clackamas County, OR (population 383,900) in 2013  
County Administrator, Clay County, FL (population 160,000) in 2005 and 2011  
Chief Administrator, El Paso County, TX (population 827,700) in 2014 and 2016  
County Administrator, Emmet County, MI (population 32,900) in 2014  
County Manager, Flagler County, FL (population 83,000) in 2007  
County Manager, Fulton County, GA, (partial search) in 2015 (population 894,300) in 2015  
County Administrator, Hernando County, FL (population 172,800) in 2012  
County Administrator, Highlands County, FL (population 98,000) in 2008  
County Administrator, James City County, VA (population 69,000) in 2014  
County Administrator, Martin County, FL (population 140,000) in 2005  
Borough Manager, Matanuska-Susitna Borough, AK (population 85,000) in 2011  
County Administrator, Monroe County, FL (population 80,000) in 2004  
County Administrator, Nassau County, FL (population 60,000) in 2004  
County Administrator, Okaloosa County, FL (population 183,500) in 2013  
County Administrator, Okeechobee County, FL (population 39,000) in 2008  
County Manager, Osceola County, FL (population 235,000) in 2003 and 2007  
County Administrator, Polk County, IA (population 400,000) in 2007 and 2011  
County Manager, Seminole County, FL (population 410,000) in 2006  
County Administrator, St. Johns County, FL (population 162,000) in 2007  
County Administrator, St. Lucie County, FL (population 284,000) in 2014  
County Manager, Union County, NC (population 198,600) in 2010  
County Administrator, York County, VA (population 66,269) in 2015

**Completed Searches – Other Municipal CEO's**

Executive Director, Bartow Municipal Airport Development Authority, Bartow, FL in 2017  
Chief Executive Officer, Chatham Area Transit, Savannah, GA (population served 286,900)  
in 2016  
Executive Director, Lakewood Ranch Inter-District Authority, Manatee County, FL (population  
15,000) in 2011  
General Manager, Chittenden Solid Waste District, Williston, VT (population 157,461) in 2016  
Executive Director, Northern Palm Beach Improvement District, Palm Beach Gardens, FL  
(population 200,000) in 2003

**Completed Searches – Assistant/Deputy Managers**

Assistant City Manager / Operations, Corpus Christi, TX (population 308,000) in 2013  
Assistant City Manager / Utilities, Corpus Christi, TX (population 308,000) in 2014  
Deputy City Manager, Danville, VA (43,000) in 2016  
Deputy City Administrator, Dickinson, ND (population 22,300) in 2016  
Deputy City Manager for Community Building, Durham, NC (population 220,000) in 2009

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***Governmental Search Assignments*** (continued)

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**Completed Searches – Assistant/Deputy Managers (continued)**

Assistant Town Manager, Jupiter Island, FL (population 654) in 2010  
Assistant Village Manager, Islamorada, Village of Islands, FL (population 7,500) in 1998  
Assistant City Manager, Lake Worth, FL (population 37,000) in 2004  
Assistant County Administrator, Martin County, FL (population 140,000) in 2006  
Deputy City Manager, Sammamish, WA (60,000) in 2016  
Assistant City Manager, Tamarac, FL (population 55,500) in 2001  
Assistant City Manager, West Palm Beach, FL (population 101,000) in 2004 and 2013

**Completed Searches – City or County Attorneys**

County Attorney, Clay County, FL (population 196,400) in 2016  
City Attorney, Daytona Beach, FL (62,300) in 2016  
City Attorney, Fort Pierce, FL (population 41,590) in 2016  
County Attorney, Fulton County, GA (population 996,319) in 2015  
City Attorney, Port St. Lucie, FL (population 174,100) in 2016  
County Attorney, Prince William County, VA (population 438,580) in 2015  
City Attorney, Roanoke, VA (population 96,000) in 2012  
Fire District Attorney, St. Lucie County Fire District, FL (population 298,600) in 2017  
City Attorney, West Melbourne, FL (population 15,000) in 2008

**Completed Searches – Community Development/Growth Management/Planning**

Growth Management Director, Collier County, FL (population 357,305) in 2015 and 2017  
Community Development Director, Danville, VA (population 43,000) in 2016  
Director, Building and Development, Loudoun County, VA (population 336,900) in 2014  
Community Development Director, Miami, FL (population 408,000) in 2008  
Director of Planning, Building and Development, Roanoke, VA (population 96,000) in 2012  
General Manager, North Sarasota Redevelopment District, Sarasota, FL (population 53,000) in 2008  
Growth Management Director, St. Lucie County, FL (population 261,000) in 2005  
Community Development Director, Tamarac, FL (population 55,500) in 2007  
Growth Management Manager, Wellington, FL (population 55,000) in 2009

**Completed Searches – Economic Development / Redevelopment**

Executive Director, Camden County (GA) Joint Development Authority (pop. 51,400) in 2014  
Economic Development Director, Collier County, FL (population 328,000) in 2012  
Assistant City Manager for Community Building, Durham, NC (population 220,000) in 2009  
Economic Development Director, Concord, NH (population 42,444) in 2017  
Economic Development Director, Roanoke, VA (population 96,000) in 2012  
Director, Office of Economic & Workforce Development, Durham, NC (pop. 220,000), 2009  
Economic Development Director, Loudoun County, VA (population 326,000) in 2010  
Economic Development Director, St. Johns County, FL (population 162,000) in 2011

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***Governmental Search Assignments*** (continued)

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**Completed Searches – Engineers**

City Engineer, Gulfport, MS (population 90,000) in 2008  
Director/Engineering/Public Works /Utilities, Hallandale Beach, FL (population 39,000) 2013  
Deputy County Engineer, Martin County, FL (population 140,000) in 2006  
Assistant City Engineer, Melbourne, FL (population 75,000) in 2008  
City Engineer, Sunny Isles Beach, FL (population 17,000) in 2006  
Staff Engineer, Wellington, FL (population 55,000) in 2009

**Completed Searches – Facilities Management**

Director, Performing Arts & Convention Center, Federal Way, WA (population 92,700) in 2015  
Director, Landscaping, Weston, FL (population 65,300) in 2013

**Completed Searches – Finance and Budget**

Finance Director, Altus, OK (population 19,800) (background check) in 2012  
Finance Director, College Park, MD (population 32,256) in 2016  
Procurement Director, Collier County, FL (population 357,305) in 2016  
Finance Director, Danville, VA (population 43,000) in 2014  
Finance Director, Daytona Beach, FL (population 31,860) in 2012  
Finance Director, DeLand, FL (population 28,230) in 2016  
Finance Director, Escambia County (FL) Housing Authority (population served: 302,700), 2014  
Finance Director, Fort Walton Beach, FL (population 20,000) in 2006  
Director, Management & Financial Services, Loudoun County, VA (population 326,000) in 2012  
Manager, Office of Management and Budget, Lake Worth, FL (population 37,000) in 2010  
Finance Director, Lauderdale Lakes, FL (population 32,000) in 1998  
Finance Director, Miami, FL (population 408,000) in 2013  
Finance Director, Miramar, FL (population 130,300) in 2016  
Treasurer, Miami, FL (population 408,000) in 2013  
Finance Director, Oregon City, OR (population 31,860) in 2012  
Finance Director, Petersburg, VA (population 32,701) in 2017  
Finance Director, Roanoke, VA (population 99,000) in 2014  
Director of Finance and Administration, Roanoke Regional Airport, Roanoke, VA, in 2014  
Revenue Operations Director, Savannah, GA (population 142,800) in 2017  
Budget Director, St. Petersburg, FL (population 248,000) in 2009  
Finance Director, St. Petersburg, FL (population 248,000) in 2010  
Finance Director, Sunny Isles Beach, FL (population 17,000) in 2010  
Finance Director, Surfside, FL (population 5,700) in 2012  
Finance Director, Tamarac, FL (population 55,500) in 2005 and 2009  
Finance Director, West Palm Beach, FL (population 101,000) in 2007

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***Governmental Search Assignments*** (continued)

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**Completed Searches – Fire/EMS/Dispatch**

Fire Chief, Cape Coral, FL (population 154,300) in 2013  
Fire Chief, Lauderdale Lakes, FL (population 32,000) in 1999  
Executive Director, South Sound 911 (serves a population of 808,000), Tacoma, WA, in 2013  
Fire Chief, West Palm Beach, FL (population 101,000) in 2005

**Completed Searches – General Services / Administration**

General Services Director, Loudoun County, VA (population 349,700) in 2015

**Completed Searches – Housing/Building**

Building Official, Jupiter Island, FL (population 580) in 2005 and 2010  
Building Official, Miami Beach, FL (population 91,000) in 2005  
Building Official, Jupiter Island, FL (population 580) in 2005 and 2011  
Building Official, Miami Beach, FL (population 91,000) in 2005  
Building Official, Sewall's Point, FL (population 2,000) in 2006  
Building Official, Tamarac, FL (population 55,000) in 2008

**Completed Searches – Human Resources**

Human Resources Director, Boca Raton, FL (population 84,000) in 2006  
Human Resources Director, Cape Coral, FL (population 154,300) in 2013  
Director, Human Resources, Gainesville, FL (population 125,000) in 2014  
Director of Personnel, Fulton County, GA (population 992,000) in 2010  
Director, Human Resources, Hillsborough County, FL (population 1,292,000) in 2015  
Human Resources Office, Loudoun County, VA (population 326,000) in 2011  
Human Resources Administrator, Martin County, FL (population 140,000) in 2007  
Personnel Director, North Miami, FL (population 56,000) in 2001  
Director, Human Resources, Sunrise, FL (population 88,800) in 2015  
Director, Human Resources, Roanoke, VA (population 99,000) in 2014  
Personnel Director, Vero Beach, FL (population 17,900) in 2003  
Human Resources Director, West Palm Beach, FL (101,900) in 2013 and 2014

**Completed Searches – Health and Human Services**

Director, Health and Human Services, St. Johns County, FL (population 162,000) in 2010

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***Governmental Search Assignments*** (continued)

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**Completed Searches – Information Technology**

Information Services Director, Cooper City, FL (population 33,382) in 2017  
Information Services Director, Lauderdale Lakes, FL (population 32,000) in 1998  
Information Services Director, Palm Beach County Tax Collector (population 1,300,000), Palm Beach County, FL in 2012 (partial search)  
Chief Information Officer, Weston, FL (population 65,300) in 2015

**Completed Searches – Parks/Recreation/Libraries**

Parks and Recreation Director, Deerfield Beach, FL (population 78,041) in 2017  
Director, Parks, Recreation, & Conservation, Hillsborough County, FL (pop. 1,292,000) in 2015  
Director, Parks and Recreation, Hobbs, NM (population 35,000) in 2014  
Libraries and Information Services Director, Newport News, VA (population 183,000) in 2017  
District Manager, Holiday Park Recreation District, Palm Bay, FL (population 1,400) in 2007  
Library Services Director, St. Johns County, FL (population 162,000) in 2007  
Director, Parks and Recreation, West Palm Beach, FL (population 101,000) in 2006

**Completed Searches – Police**

Police Chief, Golden Beach, FL (population 355) in 2011 (partial search)  
Police Chief, Farmington, NM (population 45,900) in 2014  
Police Chief, Lauderhill, FL (population 66,900) in 2011 (partial search)  
Police Chief, Melbourne, FL (population 76,000) in 2011 (partial search)  
Chief of Police, Mooresville, NC (population 35,300) in 2016  
Police Chief, Petersburg, VA (population 32,701) in 2017  
Director of Administration – Public Safety, Ocean Reef Community Association, Key Largo, FL in 2016  
Police Chief, Sewall’s Point, FL (population 2,000) in 2007  
Police Chief, St. Augustine Beach, FL (population 6,200) in 2012  
Police Chief, Sunny Isles Beach, FL (population 17,000) in 2010  
Police Chief, Winchester, VA (population 27,216) in 2017

**Completed Searches – Public Works**

Public Works Director, Aventura, FL (population 37,200) in 2016  
Public Works Director, Chandler, AZ (population 250,000) in 2007  
General Manager, Chittenden Solid Waste District, Williston, VT (population 157,461) in 2016  
Executive Director, Northern Palm Beach Improvement District, Palm Beach Gardens, FL (population 200,000) in 2003  
Vice President, Public Works & Operations, Ocean Reef Community Association (population 2,000), Key Largo, FL, in 2001

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***Governmental Search Assignments*** (continued)

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**Completed Searches – Public Works (continued)**

Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012  
Public Works Director, Sammamish, WA (60,000) in 2016  
Director/Capital Projects Manager/City Engineer, Sunny Isles Beach, FL (pop. 17,000) in 2007  
Assistant Public Works Director, Sumter County, FL (107,000) in 2015  
Assistant Public Works Director, Sunny Isles Beach, FL (population 17,000) in 2008  
Public Works Director, Tamarac, FL (population 55,500) in 2003  
Solid Waste Director, Tampa, FL (population 335,700) in 2014  
Director, Landscaping, Weston, FL (population 65,300) in 2013

**Completed Searches – Transportation**

Chief Executive Officer, Chatham Area Transit, Savannah, GA (population served 286,900)  
in 2016

**Completed Searches – Utilities**

Water Resources Director, Asheville, NC (population 87,200) in 2015  
Utility Director, Danville, VA (population 43,000) in 2015  
Power & Light Division Director, Danville, VA (population 43,000) in 2015  
Water and Gas Director, Danville, VA (population 43,000) in 2016  
Utilities Manager, Deerfield Beach, FL (population 78,041) in 2017  
Executive Director, Des Moines (IA) Water Works (serves a population of over 500,000) in 2012  
Executive Director, Florida Keys Aqueduct Authority, Key West, FL (pop. 90,000) in 2003  
Waterworks Director, Newport News, VA (population 183,000) in 2017  
Executive Director, Onslow Water & Sewer Authority, Jacksonville, NC, (pop. 160,000) in 2009  
Utilities Director, Panama City, FL (population 38,286) in 2017  
Executive Director, Sewerage and Water Board of New Orleans, LA (population 369,000)  
General Manager, Tampa Bay Water, FL (population served 2,400,000) in 2008  
Utilities Director, Lake Worth, FL (population 37,000) in 2009  
Utilities Director, Palm Bay, FL (population 101,000) in 2005  
Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012  
Director, South Martin Regional Utilities, FL (population 22,000) in 2013  
Water (Wastewater) Resources Director, St. Petersburg, FL (population 248,000) in 2008  
Watershed Management (Water and Wastewater) Director, DeKalb County, GA (population  
691,900) in 2011 and 2013

**Completed Searches – Work Force Management**

Director, Office of Economic & Workforce Development, Durham, NC (pop. on 220,000), 2009



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***Governmental Search Assignments*** (continued)

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**Completed Searches – Other**

Chief Operating Officer, Amelia Island Plantation Community Association, FL (population 3,000) in 2016

City Clerk, Lauderdale Lakes, FL (population 32,000) in 1998

Director, Registrations and Elections, Fulton County, GA (population 992,000) in 2009

Environmental Resources Director, St. Lucie County, FL (population 261,000) in 2009

Executive Director, Sun City Summerlin Home Owners Association, Las Vegas, NV (population 14,000) in 2015 and 2017

General Manager, Holiday Park Recreation District, FL (population 4,500) in 2007

Special Projects Coordinator, Islamorada, Village of Islands, FL (population 7,500) in 1998

Vice President for Administration, Ocean Reef Communication Association, Key Largo, FL in 2017

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**Appendix B**

*Sample Brochure:  
City Manager Search  
Burien, WA*

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Welcome to the City of  
**Burien, Washington**

**City Manager Position Available - Apply by February 22, 2017**

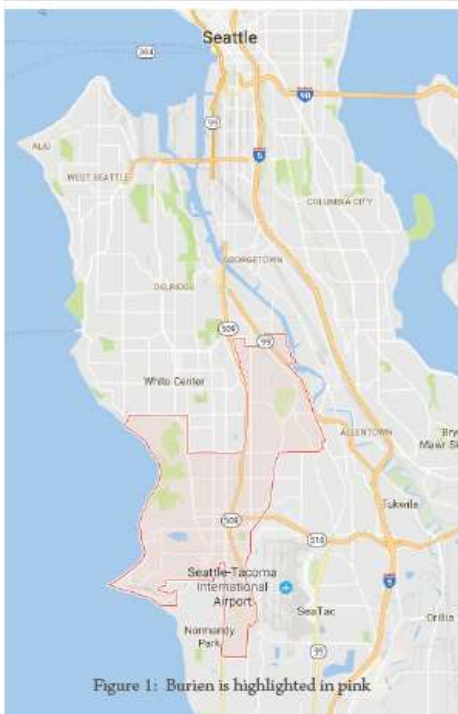


Figure 1: Burien is highlighted in pink

Burien is ideally located directly west of Seattle-Tacoma International Airport (SeaTac). Only 12 minutes to downtown Seattle and 30 minutes to Tacoma, it is a waterfront community on the Puget Sound. With six miles of shoreline and expansive mountain views, residents take pride in their neighborhoods, actively work to preserve the marine biodiversity of the area, and to protect their public spaces. Housing ranges from starter homes to high-end homes, condominiums and apartments of all sizes, including senior living. It is an energetic community that is reinventing itself.

Burien was first settled in the 1880s. 100 years later residents became concerned that King County made the decisions for the area and they felt they lacked a voice. The City incorporated in 1993 with a population of approximately 27,000. One of its early

B-1

goals was to create a "thriving city center and downtown." In 1998, Burien annexed the Manhattan and Woodside Park areas adding 2,500 residents. In 2010, another almost 14,300 joined the City with the annexation of the area adjacent to Burien's northern boundary (known as the southern portion of North Highline).

In 2005, the plans for the new downtown began to become a reality. Its major arterial, 152nd Street, received a makeover with widened sidewalks, benches, landscaping and old-fashioned lampposts. In 2009, Burien Town Square opened its first building, a joint King County Regional Library and Burien City Hall. At the same time, Town Square Park was completed at the center of the development. It reshaped the downtown area into a central gathering point. Mixed use, multi-story buildings (first floor retail and residential condominiums above) were completed.

Currently, construction is underway of the final two phases of the Town Square development: a four-story Merrill Gardens senior housing complex and a six-story market-rate apartment complex. Burien's transit hub offers with Rapid Ride bus line. Light rail is nearby and easily accessible.

The area now offers boutique retail, diverse restaurants and commercial office space. The City has a thriving arts community with orchestra, live theater, dance groups, art galleries, a pottery studio, and its 800-seat Highline Performing Arts Center. Festivals occur year-round. From May to October, 40 to 50 vendors participate in a weekly farmers' market. The City boasts one of the oldest and best-attended July 4th parades in the region.

2 • City Manager | City of Burien Washington



Covering approximately 13 square miles, Burien is a nature lovers' paradise. Seahurst Park is a 178-acre park on Puget Sound. Its 3,500-foot long beach is joined by a forest, springs, and copious wildlife. The park is a serene, scenic destination and a beautiful place to spend the day, whether you are hiking the upland trails or taking a walk along the water's edge. Immediately to the north is Salmon Creek Park with 88 acres of riparian vegetation and primitive trails.

If local recreational opportunities are not enough, Mount Rainer is 60 miles to the southeast. The Pacific Ocean is 80 miles to the west and in between is the Olympic National Park. The latter covers over 1,400 square miles and contains ecosystems varying from the dramatic peaks of the Olympic Mountains to old-growth forests.

Table 1: Burien Demographics

2015 Estimated Population: 50,467			
Distribution by Race		Distribution by Age	
Caucasian	66%	0 to 15	21%
African American	7%	15 to 25	12%
Asian	10%	25 to 45	27%
Native American	2%	45 to 65	27%
Other	15%	65 to 85	11%
Total	100%	Over 85	2%

Other Statistics		Median Age	
Hispanic (all races)	24%	Burien	37
Poverty Rate	18%	U.S.	37

Educational Achievement (over age 25)	
High School or Higher	83%
Bachelor's Degree or Higher	24%

Source: U.S. Census

Burien's population is diverse and is rapidly becoming younger. Residents are friendly, accepting and welcoming. Neighborhoods are valued and for the most part, very quiet. The City still has a small town feel and is a community that cares deeply. Neighbors help their neighbors and residents are actively involved in the community through voluntarism, participation in community events, and more. These attributes and reasonable home prices make Burien attractive, particularly to young families. The Highline School District serves Burien and has been growing over the past decade. Its current leadership is progressive and graduation rates are improving. A bond issue was recently approved that will fund the renovation of one of the high schools. More than a dozen options for higher education are in the City or less than an hour's commute away.

Burien offers a wide variety of housing. While waterfront properties can cost two to three million dollars, most of the housing is quite affordable, particularly in comparison to the rest of the Seattle area. The median home value is \$359,800.

While the Highline School District is the largest employer in the City, Burien's health care community is one of the City's economic strengths. Highline Medical Center is a general medical and surgical hospital. It is accredited by the Commission on Accreditation of Rehabilitation Facilities and is adding a new wing. NAVOS is a mental health care provider, and Schick Shadel is an alcohol and drug rehabilitation center. The vocational school is putting \$19 million into a new health services building. The City is also developing light industrial near SeaTac and has a number of small businesses. Burien's principal employers are listed in Table II on page 4.

Travel enthusiasts will have easy access to the Seattle-Tacoma International Airport (SeaTac) – only five minutes away. The Port of Seattle offers cruises destinations nearby such as California, Canada and Alaska, or far away such as Australia.

Table 2: Principal Employers, Burien, Washington

Employer	Industry	Employees
Highline School District	Education	2,150
Highline Medical Center	Healthcare	900
Fred Meyer	Retail	248
Haggen OPCO North LLC	Retail	168
Burien Toyota, Inc.	Automotive	152

Source: City of Burien, WA 2015 CAFR.

Burien has much to love – the scenery is fairytale, and the redevelopment make it a place that is rife with life and opportunity. Its next City Manager will have the opportunity to work with the elected officials to greatly enhance an already vibrant community.

**GOVERNANCE**

Burien operates under the Council-Manager form of government. The Council is composed of seven members who are elected at large to serve staggered, four-year terms. Four members will be up for re-election in November of this year. The Mayor is elected by the Council for a two-year term. The Council Members are unified in genuinely wanting what is best for the community but hold diverse opinions and political views. As a result, meetings can be spirited. They have one appointed official, the City Manager, and generally think highly of City staff.

The City Manager oversees the day-to-day operations and implements Council policy. Within the individual's span of control are the following offices: Administrative Services, City Attorney, City Clerk, Community Development, Economic Development, Finance (including IT), Parks, Recreation and Cultural Services, and Public Works.

The City contracts with the King County Sheriff's Office for police services. Fire services and EMS are provided by Fire District 2 and North Highline Fire District. Outside

public and private entities provide utilities and King County operates the library (located on the first two floors of the City Hall building).

The City adopted its first ever strategic plan (see page 7) in June of 2016 and uses it to guide the Biennial Budget (see Table III on page 5 for a breakdown of expenditures). Police, Jail and Court at 53% comprise the largest portion of the budget.

The City has a total of 87.54 Full Time Equivalent employees. None of the employees are unionized.

**THE CHALLENGES & OPPORTUNITIES**

In spite of its proximity to Seattle and reasonable home prices, amenities and scenic beauty, Burien is yet to be discovered. Raising its visibility and improving its image would increase interest in its downtown and hasten further economic development. Raising Burien's profile in the Seattle – Tacoma Metro area will be important.

Financially the City is currently well positioned but in 2018 it will lose a State granted annual tax credit of \$900,000. While that is a small part of the City's budget (about 3%), the City is already very lean. Making up for the loss of that funding will be a challenge.

A noticeable issue is the City's homeless population. They are not large in number but tend to congregate (and sleep) around and in the library/city hall building. The City needs to find ways to help this population.

Neighboring Seattle-Tacoma International Airport has become an issue. Due to a recent change in flight patterns and the resulting impact, a Quiet Skies Coalition has

Table 3: Burien Biennial Budget, 2017-2018

	Operating	Capital	Transfers Out	Ending Fund Balance	Total
General Fund	\$52,990,665	\$1,159,058	\$712,055	\$11,959,647	\$66,821,425
Street	3,823,400		2,165,000	175,305	6,163,705
Surface Water Management	4,933,085	3,140,000	3,280,000	663,895	12,016,980
Public Works Reserve			3,200,000	92,200	3,292,200
Equipment Reserve	600,00			773,480	1,373,480
Art in Public Places	30,000			5,425	35,425
Capital Projects Reserve			1,380,000	633,595	2,013,595
Transportation		9,543,000	1,395,000	982,685	11,920,685
Debt Service	5,235,635			20,585	5,256,220
Local Improvement District Revenue				165,000	165,000

Source: Burien 2017-2018, Budget Summary, Page 1-4

been formed. The City has formed an Airport Committee made up of business owners, residents, City staff, and Council members to find ways to work with the airport on decreasing noise and encouraging economic development in the area.

While the City's overall crime rate is only about 60% of the rate in Seattle, public safety was identified as a perceived issue among residents surveyed in 2016. The City has hired two additional police officers and seeks other approaches to increasing public safety.

Finally, the new City Manager will need to work with the staff and City Council to build a cohesive team. Providing the in depth staff work needed to make good decisions will be important.

**THE IDEAL CANDIDATE**

The City Council is seeking an outstanding leader, strong manager and excellent team builder to partner with to take the City to the next level. It values experience as a City Manager and wants someone who already has a library of

solutions. The individual will be intelligent, upbeat, friendly, outgoing, organized, positive and progressive—someone with a can-do attitude, who is visionary yet practical. The Manager will be resolute yet flexible, consistent, cheerfully persistent, high energy, and a leader—not a bureaucrat. The manager will be decisive as some difficult decisions will need to be made. The best candidate will be someone who can make the Council Members feel comfortable that their views are being heard and who will help bring them to consensus. He/she will tell people what they need to hear—not what they want to hear – and work with all seven elected officials. The manager will present the Council with complete, unbiased, information and with thorough analysis.

The ideal candidate will be open, transparent, approachable, and customer service oriented. The individual will spend time in the community, always listening and always looking for ways to make the government more responsive. He/she will be respectful of others, mentor, and encourage an environment where creativity will flourish. The next manager will delegate making assignments, and expect results. He/she will take responsibility for errors made

on his/her watch and protect staff while holding them accountable. A sense of humor and fun will be important in being successful.

In terms of specific skills, the individual will have a demonstrated track record of achievement in management, finance, intergovernmental relations, economic development/redevelopment. It will be important for the individual to know how to attract companies and jobs. Experience working in a diverse community is important as well as experience collaborating with regional leaders and organizations to promote Burien's assets. The position requires a bachelor's degree in business administration, public administration, public policy or related field and at least five years of experience as a City Manager or in a comparable position. A master's degree is preferred.

The selected candidate will be expected to make a commitment to Burien. This position should not be viewed as a stepping stone but as a gem in its own right. The City strongly desires to a manager who will be successful and stay a long time.

#### COMPENSATION

The salary will fall between \$157,000 to \$190,000 and depend on qualifications and experience. The elected officials value experience and are willing to pay for it. Benefits are excellent. The City Manager will be part of the Washington Public Employees Retirement System as well as an ICMA-RC 401 (a) plan where the employee contributes 6.2% and the City 5.85%.

#### THE POSITION AND RESIDENCY

The most recent City Manager was a first-time city manager and stayed approximately 30 months. We do not anticipate any internal candidates. Under Washington law, the City Manager must reside within the city limits unless

the requirement is waived by the City Council. Overall, the Council prefers its manager live in Burien.

#### THE PROCESS

E-mail your resume to [Recruit32@cb-asso.com](mailto:Recruit32@cb-asso.com) by February 22nd. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or Lynelle Klein at (425) 658-7025. Applications will be screened between February 23rd and March 26th. Finalists will be selected on March 27th. A reception will be held on April 7th and interviews will be held on April 8th. A selection will be made shortly thereafter.

Applications will be kept confidential until the finalists are approved by the City Council. At that point, it is anticipated that the names will be released to the public. Further, the Council anticipates hosting a reception for the finalists where they will be introduced to the public.

#### OTHER IMPORTANT INFORMATION

The City of Burien is an Equal Opportunity Employer and encourages women, minorities and veterans to apply. The City's website is: <http://www.burienwa.gov/>

COLIN BAENZIGER  ASSOCIATES  
EXECUTIVE RECRUITING



## BURIEN STRATEGIC PLAN 2017-2020

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### COMMUNITY VISION

A vibrant and creative community, where the residents embrace diversity, celebrate arts and culture, promote vitality, and treasure the environment.

### FOCUS

Through 2020, the City of Burien will prioritize delivering core services and ensuring the community's key infrastructure needs are met. This Strategic Plan identifies how City Council and staff will advance these shared commitments during the 2017/18 and 2019/20 biennia. It describes areas of emphasis that will be prioritized based on expressed community desires. Much of the City's work will continue as it always does, with this Plan focusing on particular areas of emphasis for this time period.

## GOALS AND INITIATIVES

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### SAFE COMMUNITY

1. Enhance public safety through effective policing and an increasing focus on prevention and community engagement.
2. Steward the City's basic infrastructure, making sure it is safe and maintained to standard.

### DYNAMIC COMMUNITY

3. Promote a thriving local business community and a positive community spirit.
4. Optimize customer service and support private investment in Burien.

### HEALTHY COMMUNITY

1. Enhance Parks and Recreation facilities and programs.
2. Provide quality, holistic services for vulnerable populations and at-risk community members.
3. Protect and improve the quality of Burien's natural environment.
4. Celebrate arts and culture

### STRONG CITY ORGANIZATION

1. Continue to strengthen the City team.
2. Upgrade critical information technology systems and address key facility needs.

For additional detail, visit: [www.burienwa.gov/strategicplan](http://www.burienwa.gov/strategicplan)

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**Appendix C**

*Sample Candidate Report*

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## Sample Candidate Report

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[Note: The following materials are provided with the permission of the candidate.]

**Section 5**

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CB&A REFERENCE NOTES	<b>19</b>
INTERNET SEARCH	<b>35</b>

**Section 5**

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*Resume*

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**Section 5**

**Roberto Hernandez**

8641 Northwest 80<sup>th</sup> Street, Tamarac, Florida 33321 | 954-590-8290 | robhernandez@comcast.net

**PROFESSIONAL PROFILE**

Proven, resourceful, and results-focused public administrator with more than twenty-five years of progressive and responsible local government management experience. ICMA-Credentialed Manager known for leadership, professionalism, and organizational abilities. U.S. Army Reserves (retired) with extensive background in civil-military operations. Focus areas include:

- Budget development
- Fiscal stewardship
- Organizational effectiveness
- Complex operations
- Economic development
- Municipal-level services
- Public safety
- Emergency management
- Regional service delivery

**RELEVANT EXPERIENCE**

**Deputy County Administrator** **2013 to Present**  
*Broward County Board of County Commissioners; Fort Lauderdale, Florida*

Part of the Miami-Fort Lauderdale metropolitan area, Broward County is the second most populous county in Florida and 17<sup>th</sup> in the United States (pop. 1.9 million). It provides mandated, regional, contracted, and municipal-level services, in addition to operating the 24<sup>th</sup> busiest airport, and a cruise/cargo port ranked among the top ten nationally.

Key duties and responsibilities:

- Maintain positive and effective relationships with a nine-member board of county commissioners.
- Provide executive level leadership by assisting the county administrator in directing the operations of a large, diverse, urban county with 5,989 employees and a total budget of \$4.2 billion.
- Provide direct oversight of Public Works, Human Services, Environmental Protection and Growth Management departments; Parks and Recreation, Libraries, Cultural divisions; and Economic and Small Business Development, Public Communications, Intergovernmental Affairs, and Medical Examiner and Trauma Services agencies (3,003 FTEs and \$537.4 M operating budget (FY16)).
- Serve as the acting county administrator during the county administrator’s absence.

Accomplishments:

- Served as team leader during negotiations ultimately retaining a major league sports team.
- Participated in the establishment of new five-year strategic priorities and agency business plans.
- Coordinated a study of living wage policies leading to the expansion of such policies at the County’s international airport.
- Overseeing the reimagining of a county-owned sports and entertainment facility into a mixed use economic and cultural destination.

**Deputy City Manager** **2011 to 2013**  
*City of Coral Springs, Florida*

Served as one of two deputy city managers in a full-service municipality consisting of 24 square miles, population of 121,096, 767 FTEs, and \$152M total budget, located in southeastern Florida.

Key duties and responsibilities:

- Worked closely and collaboratively with the city manager and a five-member city commission on a variety of projects, issues and business plan initiatives.
- Assisted the city manager in providing operational oversight of municipal departments.
- Functioned as the de facto director of the Coral Springs Community Redevelopment Agency (a dependent special district) charged with the redevelopment of the city’s downtown area.
- Contract administrator between the City and its charter school and economic development agency.

**Section 5**

Roberto Hernandez

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**Accomplishments:**

- Led the City' efforts to build a new municipal complex including working with the public, Urban Land Institute, city commission, key stakeholders, and others.
- Performed a comprehensive assessment of the City's code enforcement agency leading to operational changes targeting efficiency and program effectiveness.
- Created a five-year capital improvement plan and reinstated a marketing/branding program for the City's downtown redevelopment agency.
- Spearheaded the creation of an economic development strategic plan, ten-year update of the City's downtown redevelopment plan, downtown storm water study, and downtown parking study.
- Provided initial project leadership and oversight for a \$4.4 million project consisting of "Complete Streets" elements and development of an "Art Walk" as a link between the new municipal complex and adjacent dining and shopping areas.

**Deputy County Manager**

**2008 to 2011**

*Fulton County Board of County Commissioners; Atlanta, Georgia*

Fulton County is the center of the Atlanta metropolitan area and the state's capital county (pop. 1.1 million, 5,557 FTEs (FY11) and FY11 total budget of \$1.09 B). Served as deputy county manager principally responsible for unincorporated area services, public safety, public works, and coordination with judicial agencies.

**Key duties and responsibilities:**

- Interacted with a seven-member board of county commissioners.
- Provided strategic leadership and direction for various county services, including: animal services, code enforcement, planning, permitting, zoning, economic development, emergency communications/911, emergency management, fire and emergency medical services, parks and recreation, police, and public works (including water and sewer).
- Directly responsible for overseeing municipal-level services within the unincorporated area known as South Fulton, an annual operating budget of \$208 million (FY11, all funds) and 751 full-time employees (all funds).
- Coordinated activities among the County Manager's Office and the County's 12 constitutional and judicial agencies.
- Acted as the county manager during the county manager's absence.

**Accomplishments:**

- Established an economic development program for unincorporated areas of Fulton County focused on business retention and redevelopment of commercial corridors.
- Guided the adoption of a redevelopment plan for the Fulton Industrial District, resulting in the reinvigoration of one of the largest industrial, warehousing and distribution areas east of the Mississippi River.
- Implemented a multi-faceted approach to crime reduction in unincorporated communities leading to a 33% reduction in serious crimes (2008 thru 2010).
- Led a comprehensive review and reorganization of the county's emergency communications services.
- Planned and implemented infrastructure improvements including replacement and renovated fire stations, parks and recreation facilities, fleet replacement, new satellite government service center, courthouse security upgrades, and other improvements to county-owned facilities.
- Provided strategic direction to the Office of the Child Attorney leading to the termination of a federal consent decree relating to legal services provided to abused and neglected children.

**Section 5**

Roberto Hernandez

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- Coordinated the Office of the County Manager's efforts to comply with, and emerge from, a federal consent decree relating to jail crowding by participating in initiatives designed to improve the criminal justice system's performance, expand jail staffing, reduce criminal case processing time, replace the criminal justice information system, and complete extensive jail modernization and improvement projects.

**Assistant to the County Administrator**

**2003-2008**

***Broward County Board of Commissioners, Fort Lauderdale, Florida***

Served in an executive level position assisting the county administrator in managing the operations of the 14<sup>th</sup> largest county (1.8 million residents, \$3.1 billion total budget (FY08) and 7,000 employees (FY08)).

**Key Responsibilities or Accomplishments:**

- Assisted in implementing the policies of a nine-member board of commissioners.
- Facilitated, tracked, and monitored the implementation of key policies, projects and initiatives in assigned agencies, including Aviation, Community Services, Emergency Management, Environmental Protection, Port Everglades, Public Works and Transportation (\$857M FY08 operating budget and 3,124 employees).
- Completed special projects to improve services, efficiency or organizational performance, including a seaport physical security program upgrade and organizational improvements in emergency management operations.
- Chaired or served on organization-wide task forces on cost efficiencies in environmental protection, transportation, and public works services.
- Directed an internal investigative unit investigating complaints of misconduct by employees or contractors.

**Various Positions**

**1994-2003**

***Broward County Board of Commissioners; Fort Lauderdale, Florida***

Executive level or management positions assisting in directing the operations of two departments including human services and public safety, and coordinating the county's activities in affordable housing and economic development.

**Accomplishments:**

- Co-authored strategic plan for regional fire rescue services which secured \$18 million in capital funding, \$16 million in additional operating funds and \$33 million for regional public safety communications.
- Negotiated five intergovernmental agreements for fire and emergency medical services with a combined value of more than \$40 million including the expansion of contracted fire rescue services and the consolidation of municipal and county fire departments.
- Assisted in the placement, funding, and construction of a 200-bed full service homeless assistance center.
- Coordinated special projects and citizen advisory boards, such as the Homeless Initiative Partnership, Fire Rescue Advisory Board, and Affordable Housing Advisory Committee.
- Administered more than \$7 million in affordable housing financing, construction and rehabilitation programs for Broward County and four contract cities under the State Housing Initiative Partnership.
- Produced or preserved 320 affordable housing units with a total value of \$24.5 million.
- Attracted \$15.2 million in private funding for affordable housing units.



**Section 5**

Roberto Hernandez

Page 4

**Commercial Revitalization Coordinator**  
*City of Homestead, Florida*

1994

Program management position in the city's Community Development Department responsible for reconstructing commercial and residential areas damaged during Hurricane Andrew.

- Implemented a \$650,000 Commercial Building Rehabilitation Assistance Program consisting of facade renovations, correction of code violations and compliance with ADA requirements.
- Supervised contracting and performance of contractors, engineers and architects on building renovation projects.
- Assembled cost estimates for land acquisition, relocation, demolition, and public improvements.
- Managed grants and prepared grant management reports as required by state and federal grants.

**Executive Director**  
*Hispanic Unity of Florida, Inc., Hollywood, Florida*

1992-1994

Chief executive officer responsible for directing the operation of a nonprofit, community-based social services agency providing family literacy, community health, citizenship development, case management, and employment assistance services. Reported directly to a board of directors, supervised full-time staff of 12 and responsible for administration, financial management, programmatic planning, fundraising, and coordinating agency activities. Key achievements include:

- Increased agency's grant funding by 94% within a one-year period.
- Secured funding from public and private sources for the purchase and renovation of the agency's first owned facility.
- Expanded agency programs to include health services, HIV/AIDS case management, and citizenship examinations.

**Civil Affairs Specialist/Instructor/Course Writer**  
*United States Army Reserve*

1983-2008

Functioned as a Civil Affairs Soldier, Team Sergeant, Detachment Sergeant, Instructor, and Chief Instructor in support of conventional and special operations forces. Identified critical requirements needed by local citizens in combat or crisis situations. Located civilian resources to support military operations, mitigate non-combatant injury, or minimize civilian interference with military operations. Established and maintained communication with civilian aid agencies and organizations. Notable accomplishments while on Active Duty include:

- Supported operations Enduring Freedom and Iraqi Freedom by training deploying forces to perform civil military operations, which involve establishing, maintaining and influencing relations between military forces, governmental and nongovernmental civilian organizations, and the civilian populace in order to facilitate military operations and achieve U.S. objectives.
- Following Hurricane Andrew, provided humanitarian assistance to civilians, and provided short-term support to stabilization and reconstruction efforts in the city of Homestead, Florida.
- Assisted in the reception, housing and relocation of Cuban migrants during Operation Safe Haven in the Republic of Panama.
- Provided technical expertise, advice, and assistance in restoring local government services and facilities in the Republic of Panama during Operation Just Cause, including public safety, jail facilities, refuse collection, restoration of freight rail service, repair of local housing stock, and the re-establishment of the national government.

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Roberto Hernandez

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**EDUCATION**

Essentials of Firefighting

*Broward Fire Academy, Fort Lauderdale, Florida*

Master of Public Administration

*Nova Southeastern University, Fort Lauderdale, Florida*

Army Instructor Training Course

*U.S. Army John F. Kennedy Special Warfare Center and School, Fort Bragg, North Carolina*

Bachelor of Public Administration

*Florida International University, Miami, Florida*

Civil Affairs Course (Civil-Military Operations)

*U.S. Army John F. Kennedy Special Warfare Center and School, Fort Bragg, North Carolina*

**PROFESSIONAL AFFILIATIONS**

International City / County Management Association (ICMA) – Credentialed Manager

Broward City / County Management Association

Urban Land Institute (ULI)

International Economic Development Council (IEDC)

Florida Redevelopment Association, past member

City of Tamarac, Florida Firefighters Pension Board of Trustees

Florida Public Pension Trustees Association

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*Candidate Introduction*

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**Section 5**

**Roberto “Rob” Hernandez**

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**EDUCATION**

- Master of Public Administration: Nova Southeastern University; Fort Lauderdale, Florida
- Army Instructor Training Course: U. S. Army John F. Kennedy Special Warfare Center and School; Fort Bragg, North Carolina
- Bachelor of Public Administration: Florida International University, Miami, Florida
- Essentials of Firefighting: Broward Fire Academy; Fort Lauderdale, Florida
- Civil Affairs Course (Civil-Military Operations): U. S. Army John F. Kennedy Special Warfare Center and School; Fort Bragg, North Carolina

**EXPERIENCE**

Deputy County Administrator; Broward County, FL	2013 – Present
Deputy City Manager; Coral Springs, FL	2011 – 2013
Deputy County Manager; Fulton County, GA	2008 – 2011
Broward County, FL	1994 – 2008
Assistant to the County Administrator (five years), Assistant to Department Director (seven years), and Urban Affairs Specialist / Housing Resource Coordinator (two years)	
Commercial Revitalization Coordinator, Homestead, FL	1994
Civil Affairs Specialist /Instructor/Course Writer, United States Army Reserve	1983 – 2008

**BACKGROUND**

Broward County, Florida is a large, urban county located in southeast Florida. With a population just shy of 1.9 million residents, it is the second most populous county in the state, and the 18<sup>th</sup> most populous in the United States. The county consists of more than 1,000 square miles; however, two thirds of the county are conservation areas of the Florida Everglades. The remaining 435 square miles is home to 31 municipalities and unincorporated neighborhoods. The county’s governing body consists of nine members elected from single-member districts, and provides services ranging from animal care to zoning, buses to butterflies. Operating under a Commission/Manager form of government, Broward County government, excluding the constitutional officers, employs 5,989 full-time employees.

As the deputy county administrator, I assist in overseeing 29 of 57 business units. Directly under my supervision are ten agency directors (Human Services, Public Works, Environmental Protection and Growth Management, Parks and Recreation, Libraries, Cultural, Medical Examiner and Trauma Services, Public Communications, Intergovernmental Affairs and Professional Standards, and Economic and Small Business Development), one administrative assistant, and one part-time special projects coordinator. The County’s current general fund budget is more than \$1.1 billion, or \$4.2 billion in total.

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**Roberto “Rob” Hernandez**

The three most important issues facing my current organization at this time are:

1. Expanding transportation options and improving mobility
2. Diversifying the economy beyond tourism and services
3. Ensuring housing is affordable.

Broward County is the center of the Miami-Fort Lauderdale-West Palm Beach Metropolitan Statistical Area (MSA). With 5.8 million residents, this MSA is the most densely populated urban area outside of the northeastern United States. The region is the state’s economic hub and is a gateway to both tourism and international trade. Since the 1970s, Broward County has experienced explosive population growth. The county is now largely built-out with very few tracts of large undeveloped parcels of land remaining. Despite the lack of available raw land, the population continues to grow, fueled in part by the weather, 25 miles of beaches, geographic proximity to Central and South America, and favorable tax climate.

This consistent growth has resulted in worsening traffic congestion within the region. Almost all of the county’s major arterial roadways have been widened to their maximum available widths, yet operate at beyond-maximum capacities. In order to sustain continued population growth, economic prosperity and redevelopment, it is important that the county not strangle itself on its success. Broward County cannot operate a sufficient public transportation system without a dedicated source of funding and is contemplating a 2016 ballot measure that would increase the sales tax rate from five percent to six percent to pay for transit and transportation improvements.

Economic diversification is the second most important public policy issue facing Broward County government. Broward County is fortunate to be among the leaders in the state and nationally in job creation and has had historically low unemployment rates. According to the Florida Chamber of Commerce, Broward will add another 144,700 working-age residents to its population by 2030. This means that in order to maintain an unemployment rate of 4.3 percent, the county must create almost 77,000 new jobs. The tourism, hospitality and service sectors are major employment generators. However important to the region’s and state’s economies, these sectors typically pay below average wages. Working with private sector parties, the County’s long-term strategy is to attract higher paying jobs in targeted industries such as aerospace, manufacturing, health, financial services, international trade, and corporate headquarters.

Lastly, housing affordability is the third major issue facing Broward County. The combination of lower wage service sector jobs, high development costs, and lack of available land have led to rapidly escalating home sale prices and rents. Housing costs in Broward County are now among the highest in the nation. Recent studies show that the average home in Broward is unaffordable. In fact, a family needs to earn \$63,048 to afford the median-priced home costing \$286,000. Also, a 2014 study by the Metropolitan Center at Florida International University found that almost 50 percent of households in the county are cost-burdened, meaning their housing-related costs exceed 30 percent of their income. We know that housing demand and labor markets are linked. Without

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**Roberto “Rob” Hernandez**

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an affordable and diverse housing stock, this county will not succeed in creating a diversified and balanced economy.

**GENERAL MANAGEMENT STYLE AND EXPERIENCE**

I have been a public servant since graduating from high school. I have been fortunate to work for several outstanding and highly-regarded governments in executive capacities. My ultimate goal is to become a city or county manager in a community of excellence. Throughout my professional career, I’ve resisted the temptation to “chase” city manager positions solely for the sake of becoming a city manager at any cost. Instead, I’ve judiciously and patiently served in deputy roles in great organizations and exceptional communities. This opportunity as a city manager fits perfectly into my career plan. I am prepared for the challenge and look forward to it.

As I mentioned earlier, I currently serve as the deputy county administrator for a well-regarded, county government. Prior to that, I served as a deputy city manager responsible for operations, economic development and redevelopment for the City of Coral Springs, Florida. Previously, I served as a deputy county manager in Georgia’s largest county – Fulton County. In that capacity, I directly oversaw several departments including Police, Fire Rescue, Development Services, Emergency Management, Animal Control, Public Works, 911 and others. I also served as the county manager’s direct liaison with our judicial agencies.

Prior to working for Fulton County, I held various positions within Broward County (Florida) government where I assisted in troubleshooting issues and program management. During my tenure in Broward County, I obtained my certification from the State of Florida in Firefighting. In addition, I am proud of the 23 years I served in the United States Army Reserves, where I finished my military career as a senior instructor. During my military career I assisted in re-establishing local government services in Panama following Operation Just Cause, building health clinics and schools in various nations, and assisting in reconstruction activities in the City of Homestead, Florida, following Hurricane Andrew in 1992. I was later hired by the City to help oversee reconstruction of its downtown business district.

I do not subscribe to any specific “style” of management. For me, it is purely situational. However, I prefer to refer to it as leadership rather than management. I often say that many can manage, but few can lead. When time, resources, and skills permit, my leadership style is participatory and collaborative. In other circumstances, it must be directive. However, my inclination is toward participation. I attribute this to my service in the U.S. military. The Army taught me and gave me numerous opportunities to lead teams and groups, since military operations seldom involve individuals operating in vacuums. The concept of teamwork has been instilled in me since sitting in the barber’s chair at Fort Jackson, South Carolina, at the ripe age of 17.

I make it a point to focus on teamwork and my military background because throughout my career I have had to work with, or for, managers that could not lead their colleagues or subordinates.

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Although they could “manage”, they had a hard time relating to or motivating others, including their superiors. Many maintained a “my way is best” or “because I said so” approach. Often times they felt the organization revolved around them resulting in employees that were not motivated nor empowered to act. They failed to teach, mentor or guide the organization and demonstrated a “do as I say” rather than “do as I do” approach. This approach does much to harm an organization in the long-term. For that reason, I am grateful to having had the intensive training and experience in group/team leadership and the opportunity to apply those skills effectively.

Additionally, during my career, I have been active, energetic and involved. While not a micromanager, I am an engaged one. After all, one cannot lead from behind a desk. Therefore, I prefer to spend time with employees in “the field” and have spent countless hours working with public works crews, animal control, fire and police.

I am confident that others (staff and elected officials) would describe me as professional, thorough, hard-working and even-tempered. A strength they would also point to is my ability to make strategic decisions and think one step ahead. Further, I am proud of my proclivity to take on difficult projects or disorganized operations and help bring organization and focus. My military background has taught me to be disciplined, focused, methodical, and organized.

In terms of weaknesses, I’ve learned to become less rigid over time. I have also learned to juggle multiple demands and competing interests. This at times makes me appear to be rushed. I am also known to be direct and to the point.

Regarding performance metrics, it all starts at the top with the governing body establishing a clear strategic vision for the organization, and cascades downward. Once five or so key strategic objectives are defined by the governing board, it’s the manager’s job to help develop strategies to meet those strategic objectives. Business units then must identify those operational efforts and measures that are aligned with the strategies and long-term objectives. Those help form the basis for developing individual performance measures that are included in performance reviews.

As for achievements, I am most proud of my working in economic development and redeveloping a crime-ridden industrial area known as the Fulton Industrial District. This area had become overrun with prostitution and crime. I created and led an intensive initiative to clean the area, invest public resources, retain existing businesses and attract new ones. This initiative led to the closure of budget motels overtaken by drug dealers and prostitutes. Working with the business community we established the equivalent of a business improvement district. Finally, I helped create a satellite government center in the heart of the district. We re-established the District as a safe place for business in the Metro Atlanta area.

Early in my career I learned that it pays to be prepared and self-reliant. While working on a controversial issue related to fire rescue consolidation, I was required to make presentations before various city commissions. I faced a less than friendly audience in one community where I was required to present after midnight. I was not allowed to use their computer, projectors or electric

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cords. From that point forward, I learned to be fully self-sufficient and prepared for contingencies.

In terms of embarrassing situations, while in college I did not pay a campus ticket for failure to wear my seatbelt. I mistakenly thought it would go on my college tuition bill at the University of Houston and, when I went to register, I would pay the fine. I realized later that a warrant had been issued for failing to pay. A lesson hard learned.

As for employee terminations, I’ve had to dismiss numerous employees throughout my career. While it is never an encounter that brings pleasure or satisfaction, these separations should not be a surprise to the affected individual. The individual should have been counseled and made well aware of performance deficiencies, corrective actions required, and the consequences of not meeting the performance standards. Regardless, in each of these situations, I believe that the employee should be treated with respect and dignity.

The issues and challenges facing Savannah for its next city manager are:

- ***Addressing Crime and Public Safety.*** My limited research and knowledge of Savannah indicates a serious problem with violent crime in the City. For a city of about 150,000 residents, the number of gun-related deaths in excess of 54 deaths is staggering. Throughout the internet, there are accounts from residents warning of crime and violence. While the growing number is positive, the perception of violent crime could impact the City’s reputation. It certainly appears to be impacted, at least in the eyes of residents and business leaders. The City’s next city manager must be someone with a background in public safety and with strong knowledge of the criminal justice system.
- ***Upgrading Infrastructure.*** As an older, low-lying coastal community, Savannah must continue to invest in its stormwater management, flood control and transportation infrastructure. The city is prone to flooding and its infrastructure is aging. The cost of upgrading and replacing these systems in light of rising sea levels and climate change will undoubtedly be staggering for a city of its size. Nevertheless, significant investments in infrastructure to address the City’s needs for the next 50 to 100 years is vital.
- ***Investing in its People.*** Savannah seems to experience many of the ills which affect larger urban areas. Crime, poverty, affordable housing, homelessness, economic disparity, and scarce higher-wage employment for its residents. Despite its southern charm, the city appears to suffer from decades, and perhaps generations, of disinvestment in its people. Median family income is \$36,410, and more than 40 percent of area residents are housing cost-burdened. The poverty rate appears to be at just below 20 percent. In a Coast Georgia Indicators Coalition survey, respondents identified crime, and increasing educational attainment and job training as the top two most important issues facing the community. These issues are beyond the City’s ability to solve and requires a city manager with the ability to work with other actors to address these issues in a systematic way.



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If selected for the position, during my first six months I will:

- Listen and observe to grasp issues, challenges and desires of all stakeholders. This includes meeting with elected officials from all levels, department directors, neighborhood groups, business community, education representatives, the local media, and others;
- Reach out to department directors and learn about their challenges, priorities and programs;
- Meet as many employees as possible by conducting several “town hall” sessions;
- Establish trust and credibility with elected officials, and the workforce;
- Become more familiar with the community and its culture; and
- Review goals and objectives for the organization with the Mayor and City Council;
- Forge a close relationship with the City Council and Mayor by meeting with each on a regular basis.

As for media relations, I appreciate the work the media does. The media can be a great asset if managed properly and cultivated. Being open and honest with them is important. Integrity is an essential part of the relationship with the media.

Social media is an effective tool in keeping the public informed and is changing how government communicates with its various constituencies. I have used social media, primarily twitter, to keep interested individuals informed with short briefs on an issue. This helped us shape our story and put us in leading the community conversation rather than delegating that role to media. I’ve used social media to help sustain interest on an issue and to keep the public informed on upcoming discussions or significant events. During workshops or regular meetings of my elected body, we would “tweet” aspects of the discussion. Unfortunately, given Florida’s strict public records laws, my use of social media has for the most part been in one direction – that is, pushing information rather than engaging in back and forth communication.

There is “no dirt” on me. I live a clean, simple life, prefer to tell things as I see it, and sleep well at night. I also treat people with professionalism and respect. I am honestly not aware of anything in my professional or personal lives that could be viewed negatively.

My personal interests include the outdoors and pursuing home improvement projects.

**ADJECTIVES OR PHRASES THAT DESCRIBE ME:**

- |   |  |  |
|---|--|--|
| <input checked="" type="checkbox"/> Driven      | <input checked="" type="checkbox"/> Professional | <input checked="" type="checkbox"/> Focused  |
| <input checked="" type="checkbox"/> Disciplined | <input checked="" type="checkbox"/> Organized    | <input checked="" type="checkbox"/> Thorough |

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**Roberto “Rob” Hernandez**

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**REASONS FOR CONSIDERING LEAVING CURRENT POSITION:**

I am considering opportunities beyond Broward County because I believe that I can have a greater impact on an organization and a community by serving in the top leadership role.

**CURRENT SALARY**

\$210,000 plus \$5,000 auto allowance

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*CB&A Background Checks*

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**Background Check Summary for  
ROBERTO HERNANDEZ**

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**Criminal Records Checks:**

Nationwide Criminal Records Search	No Records Found
County	
Broward County, FL	No Records Found
Fulton County, GA	No Records Found
State	
Florida	No Records Found
Georgia	No Records Found

**Civil Records Checks:**

County	
Broward County, FL	No Records Found
Fulton County, GA	No Records Found
Federal	
Florida	No Records Found
Georgia	No Records Found

**Motor Vehicle**

Florida	No Records Found
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**Credit**

Excellent

**Bankruptcy**

No Records Found

**Education**

Confirmed

**Employment**

Confirmed

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*CB&A Reference Notes*

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**Reference Notes  
Roberto “Rob” Hernandez**

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**Elizabeth Taschereau – Former CRA Coordinator, Coral Springs, FL 954-292-8281**

Ms. Taschereau has known Mr. Hernandez since 2011 when he was hired as the Deputy City Manager. He was the CRA (Community Redevelopment Agency) Liaison.

Every project currently underway in Coral Springs is a very direct result of Mr. Hernandez’s work. He was very innovative, very driven and very conscientious. He was publicly praised on several occasions for thoroughly researching a topic before bringing ideas forward. He was so thorough that his suggestions were never questioned. He made decisions based on what was right for the community.

Mr. Hernandez developed a Capital Improvement Plan which had not been done for several years prior. This document was very well done and became the master plan for the city. He has an incredible ability to produce results. He has much experience in development and redevelopment, something Coral Springs really needed.

One of Mr. Hernandez’s strongest attributes is his understanding of employees’ strengths. He strategically placed them in teams where they could move projects forward. Employees had input and buy-in. He lightens up tense situations. He can step in and make decisions to move things forward when needed. He brought new ideas to the city and really changed the dynamics and the direction it was headed.

As Deputy City Manager, Mr. Hernandez was accountable for at least half of the operations in the city. He managed economic development, community redevelopment, public works, and other organizations. He oversaw 400 – 500 employees. A selection committee is used when hiring employees and selecting vendors, he sat on those committees.

Mr. Hernandez was very driven in moving the economic development processes forward, which had been stalled for a number of years because of the recession. He was very committed to helping Coral Springs thrive from every perspective, even parks and recreation. He gave a thorough presentation to help the Commissioners and the public embrace the concept of building a new city hall. He is very aggressive in moving forward to achieve an amazing end result. He did a great deal of community outreach for various projects. His public presentations provided information so that projects could receive the support needed to move forward. Those listening felt that he cared about the community and wanted the best for the residents.

Coral Springs has a number of A rated schools. Mr. Hernandez understands how important education is and attended meetings related to education. He also attended chamber and corporate meetings related to economic development. He is very dynamic and easy to speak with. He shows an interest in residents and is well liked. When he left they held a going away party that was well attended by staff, commissioners and residents. Everyone tried to talk him into staying and praised his performance.

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**Reference Notes**  
**Roberto “Rob” Hernandez**

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Mr. Hernandez was the liaison between Ms. Taschereau and the elected officials. He kept everyone aware of items that need to be on the agenda or were of concern. He also did well communicating information from the Board.

Mr. Hernandez drove around the city with employees to see what parts of the community needed attention. He encouraged input to hear different perspectives. Staff found his management style refreshing because they were including in identifying and resolving issues.

The downtown area was run down. Mr. Hernandez held a meeting to determine what could be done to enhance the aesthetics of the area. Employees from various departments gave their perspective. He implemented several of their ideas and is very inclusive.

City hall has very limited parking in the front. Many employees were given permission to use the front parking lot, which meant customers had to park in the back. Mr. Hernandez immediately recognized that he was walking into city hall with customers. He explained to employees why they needed to park in back, thus reserving the front parking lot for customers. Everyone followed the policy from that time forward. When residents called him regarding permit delays, he reviewed the process to determine why the delay occurred. If a process was not serving the customer, he adjusted it.

Mr. Hernandez is very good with finances. He conducted budget reviews and was very involved in the process during budget season. He was also involved in police, fire and pension negotiations. He is very timely in completing tasks unless the item needed more research. He is very conscientious about providing a quality product and being responsive, and he has the same expectation of staff.

Nothing controversial will be found in Mr. Hernandez’s professional or personal history. He has a military background and integrity is always at the top of his list. He left Coral Springs for a better opportunity. Everyone in the community speaks very highly of him. Commissioners and community leaders still call him when they need advice.

Ms. Taschereau would hire Mr. Hernandez and would work for him again. The city of Coral Springs would re-hire him if given the opportunity. When he left projects and activity slowed down. He set goals that were reachable while moving projects forward. He is very results oriented and will be a great Manager.

**Words or phrases used to describe Roberto Hernandez:**

- Leader,
- Innovative,
- Collaborative,
- Inclusive,
- Decisive leader,
- Influential.

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**Reference Notes  
Roberto “Rob” Hernandez**

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**Strengths:** Very collaborative; very decisive, very professional; very approachable; very intelligent; very innovative; very well liked; great leader.

**Weaknesses:** He is very high functioning and he trusts employees to work at the same level. He does not micro manage but at times people need to be micro managed.

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**Erdal Donmez – City Manager, City of Coral Springs, FL 954-344-5906**

Mr. Hernandez reported to Mr. Donmez from 2011 – 2013. They had frequent interactions as their offices were near each other. Because of his military background Mr. Hernandez is very organized. He kept time tables for each project and assignment, and stayed within that timetable. He relayed both good news and bad news, and kept everyone very well informed.

Mr. Hernandez’s job performance is excellent. When given an assignment he is very thorough in researching the idea and providing updates as needed. He is very hard working, rarely says no to an assignment and does an excellent job from start to finish. He is a superb individual and employee.

Hiring decisions are made by hiring panels in Coral Springs. Mr. Hernandez was part of several hiring panels and did very well. He was confident in challenging his subordinates and peers by asking questions about procedures that had been in place for years, but he did so in such a way that he gained the respect of everyone in the organization.

Mr. Hernandez maintains the organization at a high level of performance and can be a change agent when necessary. He is often out in the community and attends community functions. His public interactions are excellent.

Every Friday afternoon Mr. Hernandez drove some of the Directors to project sites and to review other parts of the community. He also rode with police officers and employees from code enforcement. He made sure everyone was aware of the issues and sought input from multiple departments. He is very dynamic, hardworking, mature and friendly.

The Code Enforcement Division was in terrible shape and received complaints from staff and residents. Mr. Hernandez organized meetings with the entire staff to discuss the issues and how they could improve. He met with every employee as a group and individually to make sure they were on board. He involved staff from other departments. He gave regular updates and wrote an assessment report, which became the basis for the reorganization of the division. This report is still used as a model for other departments and functions.

Mr. Hernandez had good financial skills and does well preparing the budget. He is not an expert in finance and cannot give advice on whether the city should use a bank loan or a bond issue. He is always timely in completing tasks and if he is unable to complete it within the time frame given, he is upfront to avoid surprises.



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**Reference Notes  
Roberto “Rob” Hernandez**

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Coral Springs has a very informal environment. Staff generally calls the commissioners by their first name. Mr. Hernandez has a military background and called them Mr. Commissioner or Ms. Commissioner. His style is unique and while the elected officials did encourage him to use their first name, they appreciated the respect he showed them.

Nothing negative has been written about Mr. Hernandez in the newspaper. His background is clear of any item that might embarrass an employer.

Before hiring Mr. Hernandez, Mr. Donmez called his former boss in Broward County to ask what she thought of him. She replied that none of his accomplishments were exaggerated and she would hire him in a heartbeat. She eventually had an open position within the County and offered it to Mr. Hernandez, which he accepted.

Mr. Hernandez is at the top of Mr. Donmez’ list of individuals to recommend or hire. He is very well rounded, mature, hardworking, friendly and highly ethical. He speaks Spanish, which is beneficial in South Florida. Mr. Donmez gives Mr. Hernandez the highest reference possible.

**Words or phrases used to describe Roberto Hernandez:**

- Disciplined,
- Organized,
- Professional
- Listener, and
- Formal as needed.

**Strengths:** Very organized and thorough; keeps everyone in the loop; does an excellent job with every assignment.

**Weaknesses:** His only weakness is longevity. He worked in Coral Springs for less than two years and left for an opportunity with the County.

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**Skye Patrick – Former Director of Libraries, Broward County, FL 562-940-8400**

Ms. Patrick has known Mr. Hernandez since 2014. She really enjoyed working with him and learned much from him.

Public Administration is Mr. Hernandez’s strong suit. He is thoughtful and he understands County policy and procedures very well, which means he can navigate in a way that is very helpful to his department. He did not know much about the library system when he was hired but he studied and learned about how they operate and he now has a good understanding.

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**Reference Notes  
Roberto "Rob" Hernandez**

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The Directors hired by Mr. Hernandez were very good selections. He sat on the panel that hired the Finance and Business Administrator, and helped with the searches for the Aviation Director and Human Services. When making decisions in general he is very thoughtful and takes the time to gather information.

In general, Mr. Hernandez maintains the organization at a high level and has learned from his department heads to be innovative and creative. They had a monthly meeting where Mr. Hernandez provided information on organizational changes. Ms. Patrick headed a very large organization with many issues. He was always available and responsive.

Some community members were very aggressive. Mr. Hernandez took the time to attend both scheduled and off the cuff meetings with individuals who had concerns about an issue. His openness and willingness to address an issue immediately, without any delay, was impressive.

In his capacity Mr. Hernandez really tried to lead the organization, and was creative and thoughtful in meeting goals. He worked very well with the Board, which consisted of nine voices with sometimes conflicting concerns. He protected the department heads when necessary and did a great job balancing the administration and the politics, which is no small feat.

Several major personnel issues involving union members were escalated to upper management. Mr. Hernandez was not required to attend the meetings but he came to help negotiations. The union had between 500 and 600 members. He helped navigate the very rocky road between the union relationship and County protocol. He showed great initiative in addressing problems that existing prior to his arrival. He helped resolve long standing issues in only 2 to 3 meetings.

Mr. Hernandez was given directives to create a business plan for the new Panther Stadium. The process took several months and he worked with several departments to create the business model. He also worked on a new transportation plan which is very complex. The process has spanned for several years and involves 15 of the 31 cities in Broward County.

They were short 800k in a capital budget of \$5 million dollars. Mr. Hernandez worked with the staff to review the overall budget and prioritize projects. Several of the big ticket items related to technology were prioritized, and he found a way to upgrade their enterprise software.

They have only known each other for a few years but Ms. Patrick does not know anything controversial that involves Mr. Hernandez.

Broward County has a \$6.5 million dollar budget with 31 cities plus some incorporated areas. Ms. Patrick would hire Mr. Hernandez and feels he is well suited to run a community the size of Broward County or slightly larger. Every department head he worked with has a positive opinion of his management and leadership qualities. Employees are comfortable working with him and felt very supported by him. He ensured that Ms. Patrick had the financial resources she needed. She confidently recommends him for an Administrator position.

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**Reference Notes  
Roberto “Rob” Hernandez**

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**Words or phrases used to describe Roberto Hernandez:**

- Extremely thoughtful,
- Very intelligent,
- Incredible business mind,
- Perfectly capable administrator,
- Incredible leadership qualities, and
- Shows initiative and foresight to present quantifiable outcomes.

**Strengths:** Thoughtful; understands policy and procedures; public administration; learns what he needs to know.

**Weaknesses:** He could have a greater understanding of the different lines of work that each department head is responsible for.

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**Claudette Bruck – Former Commissioner, City of Coral Springs, FL 954-562-2526**

Ms. Bruck has known Mr. Hernandez since 2011. He was their City Manager for all too short of a time. They were sad to see him leave and would love to have him back.

Mr. Hernandez is extremely bright, very diligent and focused. When he first came to the city he first stood back and analyzed the organization. When it was his turn to speak, he impressed everyone. His presentations are flawless but factual. Everything he says is entirely trustworthy, he does not present information he cannot stand behind.

Their interactions were all professional. Mr. Hernandez is very respectful. He listens and is prompt in responding to inquiries. His decisions when hiring personnel are very good. He is innovative and operates at a high performance level. He listens, assesses a situation and then comes forward with an excellent recommendation. He is very experienced and innovative.

Mr. Hernandez frequently gave presentations at workshops, commission meetings and community meetings and always did an excellent job. He has a good rapport with the audience and a demeanor that invites trust.

Mr. Hernandez kept the Commissioners informed as appropriate. The Manager’s office operates independently of the Commission. Rather than reporting in on a daily basis, they do so at special meetings or as needed.

Mr. Hernandez did not have the opportunity to work one-on-one with residents, but he did present information about projects to the community. He is always prepared and can answer questions on the spot.

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**Reference Notes  
Roberto “Rob” Hernandez**

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The Commission receives much information from varying sources and the information is not always accurate. They felt very fortunate to have Mr. Hernandez on staff and trusted his accuracy. He led the organization well because he earned the trust of employees.

Mr. Hernandez played a significant role in pension discussions. He responded to questions at community and commission meetings. He follows through and is customer service oriented. He always does what he says he will do. He was not directly involved in the finance department or the creation of the budget, but has a good understanding of the numbers.

Ms. Bruck is unaware of any controversy involving Mr. Hernandez. She would hire him and feels he would be a great manager. He is knowledgeable, experienced, task oriented, focused, and can always be trusted. His departure was a tremendous loss to Coral Springs.

**Words or phrases used to describe Roberto Hernandez:**

- Trustworthy,
- Bright,
- Quick study,
- Serious about his position,
- Honorable, and
- Innovative.

**Strengths:** Very thorough; brings an idea forward only after it has been thorough researched; good at identifying problems and determining solutions.

**Weaknesses:** None identified.

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**Zachary Williams – Former Fulton County Manager, GA 404-990-6545 404-371-2881**

Mr. Williams has known Mr. Hernandez since 1994. They worked closely from 2008 to 2011, Mr. Hernandez was the Deputy County Manager. He did an excellent job. His work performance, personality, and interactions are outstanding. He was handpicked from South Florida to come and work for Mr. Williams.

Mr. Hernandez has an excellent work relationship with his elected officials. They trust that what he says has been well researched. He earned their respect and represented Mr. Williams very well.

Once he has been given a problem to solve, Mr. Hernandez is tenacious. He marshals resources and focuses them through team building to get the job done. He does not shy away from challenges. He can be patient when it is warranted; however, it does not come naturally to him.

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**Reference Notes**  
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Mr. Hernandez prefers face to face interactions whenever possible. If meeting a person directly is not an option, then he uses the phone. He is an excellent writer and could be successful using email; however, he has developed respect from his subordinates by meeting with them personally, listening to their issues, and explaining his thoughts.

Depending on the nature of the decision that needs to be made, Mr. Hernandez will respond quickly. Circumstances which require fact gathering may take him longer. He is not indecisive but rather takes the appropriate amount of time to gather the information and opinions he needs to make good decisions.

Mr. Hernandez hires good employees. In some instances where a hire did not work out, he did all he could to work with them. He goes through exhausted hiring practices involving many stakeholders. He is analytical and uses that to his advantage in the hiring process.

Mr. Hernandez is innovative but does not try to change things just for the sake of change. He is mature enough to leave a process alone when it works well. He has improved existing processes in Fulton County.

Mr. Williams is proud of the redevelopment which was carried out on Fulton Industrial Boulevard. Under Mr. Hernandez’s leadership an area known for drugs, prostitution, and crime has reversed its negative direction and become an area where businesses want to locate. Mr. Hernandez created momentum in this large container warehousing district. He acquired State funding and formed a commercial improvement district.

There are very few tasks in public service which Mr. Hernandez could not do well. He is ready to take the helm of an organization and become a Manager. Mr. Williams gives him his full and complete endorsement and support. Mr. Hernandez is one of the best public servants Mr. Williams has ever worked with.

**Words or phrases used to describe Roberto Hernandez:**

- Embodies what public service should be,
- True believer in the mission to make other people’s lives better,
- Tenacious,
- Analytical,
- Hardworking, and
- Professional.

**Strengths:** Problem solving; tenacity; marshaling resources; and team building.

**Weaknesses:** He can be patient when it is warranted; however, it does not come naturally to him.

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**Dele Lowman** – Former Assistant to the County Manager, Fulton County, GA (404) 612-8331

Ms. Lowman works with Mr. Hernandez in the Fulton County Manager’s Office and has known him since 2003 where they worked together in Broward County. They have a good working relationship. He is very diligent and mission focused.

When Mr. Hernandez first arrived in the Administrative Office in Broward she was working as a graduate being mentored by the County Administrator. She was told to watch Mr. Hernandez and learn from how he took a task, broke it into small parts and organized people to get the job done. If there was something he did not know he studied to become more effective.

Mr. Hernandez and Ms. Lowman have philosophical differences yet get along quite well. His military background has shaped his personality and makes him the driven person he is. He works well with elected officials. He spends most of his time with the commissioner over the unincorporated areas, and though their interests are not always the same, they work well together. He has the respect of the commissioners.

Mr. Hernandez values loyalty. His greatest strengths are diligence and follow through. No matter how difficult a situation may become, he does what he must for the best interest of the community.

Laser focus is both strength and a weakness for Mr. Hernandez. In his current role as second in command he does what he is asked without stepping back to see if there is another way. If he was the final decision maker perhaps that would be different.

Unlike many managers, Mr. Hernandez does not have an aversion to staff meetings. He likes to speak with people face to face. He is more than capable of interacting via telephone and email but favors the personal approach when dealing with direct reports.

Mr. Hernandez is a great public speaker. He has a teaching background in the military. He interacts well with the public and deals with residents often in the unincorporated area.

One recent task Mr. Hernandez was asked to take on was building the first amphitheater on the south side of the county. It was an overwhelming project with an unreasonable timeline and difficult budget. He did an outstanding job and followed it through to opening day.

There are certain people Ms. Lowman has worked with that she would hand pick to be on her team and Mr. Hernandez is one of them. She highly recommends hiring him.

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**Words or phrases used to describe Roberto Hernandez:**

- Focused,
- Reliable,
- Diligent,
- You can trust him to do what he says,
- Professional and,
- Hard working.

**Strengths:** Diligence; follow through; loyalty.

**Weaknesses:** Laser focus, however he may step back if he were the manager.

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**Omatayo (Tayo) Alli** – Juvenile Court Administrator, Fulton County, Florida (404) 613-4681

Ms. Alli is an attorney and the Juvenile Court Administrator in Fulton County. Mr. Hernandez was Deputy Director over the courts and her direct supervisor from 2008 -2011. He is phenomenal in every area. He is dedicated, dependable and loyal to his employees.

Mr. Hernandez is very supportive of his employees. He is extremely knowledgeable and articulate. He approves spending requests and is very responsible with the budget. If he says no he is still willing to listen to Ms. Alli’s appeal.

In terms of strengths, Mr. Hernandez was a great listener and always multitasking. He was called upon to do many things at the same time yet makes it look easy. Ms. Alli was consistently impressed with his management during a crisis. He was responsible for a number of departments and he showed the same level of professionalism and understanding with each of them.

Ms. Alli wanted to speak with Mr. Hernandez recently and did not have an appointment. She saw him at a meeting but it had run late and her ride was waiting for her. He offered to walk her to the car so she could speak with him on the way. He got back to his office and emailed her his response. There have been other times she sent him an email after midnight and he responds on his blackberry. These are just a few examples of how wonderful he is to work with.

Mr. Hernandez dealt with the public on many occasions including Town Hall meetings. No matter what subject or question was brought up, he seemed to have knowledge in the area and a well thought out response. There were instances where she would have told someone to sit down and be quiet but Mr. Hernandez responds calmly and professionally.

Out of all the executives Ms. Alli has worked with, Mr. Hernandez is her favorite. She was devastated when he left Fulton County but she would never want to stop him from progressing in

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his career. She would hire him without a moment’s hesitation. He is an all-around exceptional person.

**Words or phrases used to describe Roberto Hernandez:**

- Articulate,
- Extremely bright,
- Go to person,
- Professional,
- Dedicated and,
- Dependable.

**Strengths:** Great listener; always multitasking; intelligent and supportive.

**Weaknesses:** None identified.

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**Dan Daley – Commissioner, Coral Springs, FL 954-778-3304 954-344-5911**

Mr. Hernandez was the Deputy City Manager when Mr. Daley ran for office and was elected as a City Commissioner. They have known each other since 2011. Mr. Daley has the highest regard for Mr. Hernandez. Mr. Daley rarely provides references and when he does, he means what he says. Mr. Hernandez is at the top of his list.

Mr. Hernandez’s job performance is incredible. The city had rampant issues in the code enforcement and building departments. He spearheaded an internal review which caused a complete 180-degree turnaround. By the end of the investigation and audit, the individuals in charge sought early retirement and the departments were headed in the right direction.

In terms of hiring personnel Mr. Hernandez helped put together a winning team but because the Commissioners are not involved in hiring decisions Mr. Daley does not know the role that Mr. Hernandez played. His decisions in general are good.

The way Mr. Hernandez handled himself as a Deputy City Manager showed his innovation. He undertook the downtown development project and really wanted to transform the downtown area into a vibrant place. He is not set in his ways, he is open to new thoughts and processes to achieve the goals.

Mr. Hernandez attended community meetings on a frequent basis. He has tremendous experience working with the public and can break down a complex issue for residents with ease. He is down to earth and works very well with the public.



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Because of Mr. Hernandez’s military background, communication and transparency was a significant part of how he operated. He stated the facts that the elected officials needed to know. He provided recommendations and then left the decisions to the Commissioners.

Mr. Hernandez rallied employees around the vision of the elected officials. He was customer service oriented. He worked with the CRA to establish and budget the downtown project. His work was completed in a timely manner.

Mr. Daley never felt uneasy with Mr. Hernandez both in terms of his personality and when he was relaying bad news. Mr. Daley felt confident that Mr. Hernandez was not hiding any facts or skewing the numbers. If Mr. Daley knew of anything in Mr. Hernandez’s background that was controversial, he would not have provided this reference. Mr. Hernandez left Coral Springs to be the Deputy County Administrator for Broward County.

Mr. Daley would hire Mr. Hernandez. He would be a great city or county manager. He has an excellent reputation in Coral Springs and Broward County.

**Words or phrases used to describe Roberto Hernandez:**

- Leadership,
- Trust,
- Gets the job done,
- Detail oriented,
- Standup guy, and
- Straight shooter.

**Strengths:** Leadership; task oriented; gets things done; works through complex issues.

**Weaknesses:** None identified.

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**John Hearn – City Attorney, Coral Springs, FL 954-344-5977**

Mr. Hearn has known Mr. Hernandez since 2011. In terms of job performance Mr. Hernandez is very energetic and a go-getter. He really moves projects along and stays on top of them. He is a change agent.

City Hall is in an office that was built by General Electric for selling homes. The City has been trying to build a City Hall since 1993. Mr. Hernandez really energized those involved and the new City Hall is finally under construction.

Mr. Hernandez was always very involved in the community and he attended community meetings. He had a very good relationship with the public. He was customer service oriented.

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Mr. Hernandez leads staff to fulfill the vision of the Board. Employees did not have much appetite for moving forward with the downtown development which included the new City Hall. He took the bull by the horns and did a very detailed PowerPoint presentation showing all the issues that their current City Hall had. He demonstrated how having a vibrant downtown area would benefit the City and residents. He did a nice job leading the project.

Mr. Hearn is not directly involved with the budget and finances but in the course of their conversations he came to believe that Mr. Hernandez has good financial skills. He completes tasks by the deadline given.

Mr. Hernandez has not been involved in anything personally or professionally controversial. He left Fulton County because his family wanted to return to Florida. When an opportunity opened up on Broward County, he embraced it. He moves forward when doing so makes sense.

Mr. Hearn would hire Mr. Hernandez and had a positive experience working with him. He would be a good city or county manager. The five Commissioners and City Manager in Coral Springs loved working with Mr. Hernandez.

**Words or phrases used to describe Roberto Hernandez:**

- Energetic,
- Outgoing,
- Positive,
- Change agent,
- Engaged, and
- Active.

**Strengths:** Energetic; very much wants to make decisions; can shepherd a project from A to Z very well.

**Weaknesses:** People’s greatest strengths are often their greatest weaknesses. Because he moves projects along so well Mr. Hearn, as City Attorney, had to slow him down a little and occasionally remind him of a step that needed to be taken in the process.

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**Dale Pazdra – Human Resources Director, Coral Springs, FL 954-344-1150**

Mr. Pazdra has known Mr. Hernandez since 2011. They were peers within the organization.

Mr. Hernandez did an excellent job during the time he was with Coral Springs. His decisions are good because he is very detailed. He gathers the data necessary to get to the bottom of an issue and is very well informed when he makes decisions.

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Mr. Hernandez can be characterized as a change agent. He is very good at communicating with others in the organization. He represented the city frequently at public meetings and was always visible in the community.

One of Mr. Hernandez’s strengths is project management. He led an assessment team to determine how effective the code compliance division was organized, how they managed the workload, and the leadership of the department. Mr. Hernandez and his team did a very thorough job and suggested several changes that were implemented to improve operations.

In terms of customer service Mr. Hernandez does well. From a fiscal perspective he is very good with numbers and analysis, but they did not interact on more detailed financial tasks. He is very smart and accomplishes tasks by the deadline.

Mr. Hernandez was not involved in anything controversial during his time in Coral Springs. Mr. Hernandez had retired from military duty and was well respected by those he worked with. Mr. Pazdra found nothing of concern in his background when they hired him in Coral Springs.

Mr. Hernandez was very well-liked by the elected officials in Coral Springs and they wished they could have kept him longer. He was given an opportunity to work at the County and accepted the position, but he left Coral Springs on good terms.

Mr. Hernandez is a good candidate for any position that will challenge him and keep him moving forward. He is a very innovative person and sometimes government environments are not conducive to that level of improvement.

Mr. Hernandez held a very responsible position in Georgia before he was hired in Coral Springs and has much experience as an Assistant or Deputy Manager. He is a very forthright and honest person. He is very punctual and focused. He gives his all because he cares about his work.

**Words or phrases used to describe Roberto Hernandez:**

- Thorough,
- Accurate,
- Probing,
- Honest,
- Proactive, and
- Dedicated.

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**Strengths:** Very good at project management and allocating resources; handles investigations; very detailed; very thorough, not afraid to ask questions and challenge the status quo.

**Weaknesses:** He is very confident and capable, but is not always easy to read or get to know.

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**Prepared by:** Lynelle Klein  
Colin Baenziger & Associates

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*CB&A Internet Research*

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Tribune Content Agency News Service (USA)  
May 20, 2016

**Is Broward ready for a hurricane hit? Drill shows how rescue would work**

Author: David Fleshler, Sun Sentinel Tribune Content Agency

May 20--After raking the Florida Keys and Miami-Dade County, Hurricane Kimo reached Miramar as a lethal Category 3 storm, with sustained winds of 129 mph, and tore a diagonal corridor to Deerfield Beach.

The slow-moving storm bore into the county for seven hours. A tornado struck Pembroke Pines, Cooper City, Davie and Fort Lauderdale. An eight-foot storm surge trapped people on barrier islands. With cell towers damaged, many smart phones became useless.

This was the scenario Thursday as Broward County conducted a full-scale hurricane drill at the Emergency Operations Center in Plantation to prepare for the June 1 opening of hurricane season. About 300 people gathered on the operations center's vast open second floor to practice receiving calls for help, coordinating responses and dealing with the countless challenges of a natural disaster.

"We've got to get it right the first time," **Rob Hernandez**, deputy county administrator, told the group. "The public expects that we'll get it right the first time. We can't offer them excuses. There are no alibis, there are no mulligans."

The scenario began seven hours after the all-clear, as the county lay damaged, darkened by power outages and full of a untold crises, with fatalities reported, residents trapped by floodwaters and many situations requiring immediate attention.

Like much of contemporary life, the response to the crisis would be coordinated largely through a computer software program, in this case WebEOC 8.0, a crisis-management system developed by Intermedix Corp. of Fort Lauderdale.

As calls for help and reports of problems such as power outages came in, it was up to those in the room to route them to the right agency or issue the correct orders to deal with them. The group included representatives of law enforcement agencies, fire departments, the county government, Florida Power & Light Co., city governments, the Red Cross and many other organizations. A call to rescue four people trapped on a roof in Oakland Park was routed to the Broward Sheriff's Office, said Major Kevin Shults, who headed the Sheriff's Office group at the emergency operations center. But the law enforcement agency's helicopters didn't have the sort of basket-and-line system required for such an endeavor. They asked the Coast Guard to do it instead.

A call for water came from Pompano Beach, where the storm damaged the treatment plant, reducing its output by half. Alan Garcia, director of the county's division of water and

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wastewater services, ordered emergency interconnects from a county water plant that would temporarily provide the city with sufficient water.

In the pressroom, public communications specialist Cindy Malin scrawled occasional updates on a white board: "Flooding and tornado damage throughout county. Exact location TBD." "Drones being used to assess damage."

As the various reports, crises and calls for help came in, evaluators in green vests observed the work in each area. They will prepare written reports.

The Red Cross, which operates shelters, faced a crisis when 2,500 people showed up at a Coconut Creek shelter that was already full. The issue was "escalated" to a high-ranking group of decision-makers, who authorized the opening of an additional shelter.

"The exercise is to test our abilities to collaborate, communicate and respond," said Roberto Baltodano, the Red Cross' regional communications manager. "These are things that could happen during a real hurricane. We've had these hurricane scenarios."

The county has not seen a direct hit from a hurricane since Wilma in 2005.

"It's been 11 years since we had one," County Mayor Marty Kiar said to the group before the drill began. "Hopefully this will be another year that we're hurricane-free. But eventually we're going to get hit."

dfleshler@sunsentinel.com, 954-356-4535

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South Florida Sun Sentinel

**Deal helps Panthers, helps Broward more**

Dec 8, 2015

The Broward County Commission should approve a new agreement today with the Florida Panthers because the deal would better protect the public's investment in the BB&T Center. One can argue persuasively the county was wrong to make that investment of tourist tax revenue 20 years ago, when the Panthers wanted out of the old Miami Arena. A National Hockey League team draws fewer tourists than Broward's beaches and the convention center. The county, however, can't back out of that commitment. With that in mind, county administrators make their more persuasive case for the front-loaded \$86 million deal that would run through 2028.

One argument against the deal is the public shouldn't subsidize the rich owners of the Panthers. Deputy County Administrator **Roberto Hernandez** responds that the money -- none of it property tax revenue -- would go toward the arena, not the Panthers.

The team owners also run the company that manages the BB&T Center. They would have to spend the \$86 million on improving, operating and promoting the arena, of which the team is the main tenant. The county would have to sign off on the improvements. The team also would continue to pay \$5.3 million per year toward the arena's debt, which will be paid off in 2028. So the county's investment would go to the county's facility.

The other main argument against the deal is the county should spend the money on projects that better play to Broward's tourism strengths -- such as beaches. Two other key priorities are an expanded convention center and a convention center hotel. The arena is far from the county's major tourism hubs. **Hernandez** acknowledged, "We are very sensitive to that." He believes, however, the county can "meet all of our obligations" regarding tourism promotion, especially beach renourishment. County officials, **Hernandez** said, routinely have made conservative estimates of 3 percent for increases in tourist tax revenue. In fact, annual increases have been more like 5 percent.

The county has put much of that balance in reserve, **Hernandez** said. A recent study of the tourist tax questioned the amount of money held in reserve. Doing so, **Hernandez** said, means the county can use that money for one-time projects like beach renourishment and still pay the recurring expenses of the Panthers deal. Part of this story is the coming debate over raising the tourist tax from 5 percent to 6 percent, even though none of that potential revenue is part of the Panthers deal. It is generally agreed money from the sixth cent would go toward convention center expansion.

**Hernandez** said the county is waiting for bids on the expansion. When administrators have an idea of the cost, the county will start discussions on raising the tax. Miami-Dade and Palm Beach counties have raised their tourist taxes to 6 percent. +The deal would cut the county in for a share of profits if the money-losing Panthers became big winners on the ice and financially. The arena



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would have a better chance of getting an all-star game, and the team would continue to help youth hockey in Broward.

All are nice points, but the focus of the deal, correctly, would remain on the BB&T Center. The healthier it is, the better for the county. Losing the Panthers would mean losing 40 dates, and the BB&T Center has lots of regional competitors. So the arena is healthier with the Panthers, and with the team having a better chance to succeed.

Having studied the financials, **Hernandez** said, "We came to the conclusion that it would cost the county almost as much if the team stayed as if the team left. It's almost an economic wash. So if we would pay with or without them, it's better to have them."

The deal would allow the Panthers to leave after eight years, but the team would have to repay the \$72 million in tourist tax revenue it had received. If the team left after eight years, the county would have enough money to repay the arena debt. As long as the Panthers stay, **Hernandez** said, "We transfer a lot of the responsibility to the team." The county also would get development rights to land around the arena.

One other point in the deal is worth noting. Two decades ago, the county committed to spending two cents of tourist tax revenue on the arena. The county hasn't met that obligation. Under the deal, **Hernandez** said, the Panthers would drop all claims to any unspent money.

There might be emotional reasons to reject the Panthers deal. There are better business reasons to approve it.

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**(Note: This research will be presented in reverse chronological order)**

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National Mortgage News (USA)  
April 21, 2014

**Property-Tax Collections Rising at Fastest Pace Since Housing Crash**

Author: Staff

Property-tax collections are rising at the fastest pace since the U.S. housing market crash sent government revenue plunging, helping end an era of local budget cuts. In cities including San Jose, California, Nashville, Tennessee, Houston and Washington, revenue from real-estate levies has set records, or is poised to.

Local governments are using the money to hire police, increase salaries and pave roads after the decline in property values and 18-month recession that ended in 2009 forced them to eliminate about 600,000 workers and pushed Detroit, Central Falls, Rhode Island, and three California cities into bankruptcy. “The money is flowing back, but it’s not like an open spigot,” said **Rob Hernandez**, deputy administrator of Broward County, Florida, where property-tax revenue is set to rise 7 percent this fiscal year, though it remains below earlier peaks. “It’s trickling in.”

Some localities that were hit hardest in the real-estate collapse, such as Clark County, Nevada, haven’t yet rebounded but forecast improvement in the next fiscal year. Property-tax collections nationally rose to \$182.8 billion during the last three months of 2013, when much of the money is due, according to a U.S. Census estimate last month. That topped the previous peak four years earlier, before the decline in housing values reduced revenue.

“With cities having increased real-estate tax collections, it will really improve their bottom lines,” said Brooks Rainwater, a director of research for the National League of Cities in Washington.

The financial recovery is easing the risk of credit-rating cuts for local governments, which could increase prices by pushing down yields as a result of less risk. Bonds from local government issuers have gained 5.34 percent this year through April 16, outpacing the broad market’s 4.86 percent advance, Bank of America Merrill Lynch data show. It would be the first time since 2008 that debt from cities, counties and townships have outpaced all securities in the \$3.7 trillion market. Property taxes have taken longer to rebound than other types of levies, prolonging the effects of the 18-month recession that ended in 2009. It can take more than a year for tax bills to catch up with changes in home values. Some state laws limit annual property-tax increases.

In Nashville and Davidson County, Tennessee, property tax revenue rose 13 percent in the 2013 budget year compared with 2012. With revenue hitting \$891 million, the government rebuilt fire stations and started work on a police station.

In Houston, where property tax collections are up more than \$100 million from the 2011 low, the city is putting more into its libraries and parks and has begun adding to its workforce. “We’re clearly headed in the right direction,” said Houston Controller Ronald Green.

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In Washington, property-tax collections in the year that ended in September rose about 5 percent from the year before to \$1.9 billion. The city is spending more on schools and affordable housing. San Jose, in the heart of Silicon Valley, is using the extra cash mostly to cover rising costs for employee health care and pensions. Property-tax collections are set to rise 8.1 percent for the year ending in June to about \$222 million, above the previous peak of \$210 million in 2009. “We were able to stop the bleeding,” said San Jose Mayor Chuck Reed. “The real-estate market will help us not have to cut services, but it is not strong enough to give us enough revenues to overcome these increasing costs.”

Local governments remain hesitant to hire after cutting jobs from mid-2008 through March 2013, according to the U.S. Labor Department. Since then, local governments, which employ about 14 million people, have added 57,000 workers. “Property values are rebounding to a degree and fairly robustly in some locations, but the effect of that on the fiscal circumstances in many cities is not as salutary as we would like,” said Steven Kreisberg, the director of collective bargaining for the American Federation of State, County and Municipal Employees, which represents more than 1.6 million government workers and retirees.

Since March 2013, property values have risen by more than 10 percent each month from a year before, according the S&P/Case-Shiller index of property values in 20 U.S. cities. Nevada’s Clark County has a backlog of projects awaiting funding, said Commissioner Steve Sisolak. The county’s property-tax collections during the year beginning in July are forecast to rise for the first time since 2009, though gains will be limited by state caps on how much they can increase. “The county’s turning a corner,” Sisolak said. “You fall off a cliff fairly quickly, and it takes you a while to climb back out.”

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**(Note: This research will be presented in reverse chronological order)**

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Broward New Times  
March 18, 2014

**Florida Panthers Asking for Public Money, but Proposal Seems to Benefit Only the Team**

Author: Chris Joseph

Looks like the Florida Panthers' latest proposal to Broward County has altered language that would basically screw over the county while they make the big dough, according to a rundown of the proposal by the Sun Sentinel. The first proposal the Panthers made at the beginning of the year had asked the county for something around \$70 million, claiming that they had been losing \$20 million and that they need public funds to keep from being dissolved from the NHL. This latest proposal asks for \$80 million or more.

The Panthers also want to develop 22 acres north of the BB&T Center for a casino-hotel that the county is also supposed to pay for. The Panthers turned over the 57-page proposal to Broward County commissioners and, according to the Sentinel's findings, it boils down to more money for the team while the county gets the shaft.

Those wishes are not far off from when the team asked for county money originally back in January. The team's original proposal included taking \$4.5 million of its annual payment off the books and having it picked up by Broward County. The team also asked the county to contribute \$500,000 a year toward maintenance.

The latest proposal says the Panthers need a hotel-tax subsidy package worth \$80 million over the next 14 years to keep them from losing money. But the overall deal would seem to benefit only the Panthers. "As currently written in their proposal," Deputy County Administrator **Rob Hernandez** told the Sun-Sentinel, "it would definitely have an impact on our ability to share in any of the profits."

County officials say they won't support the proposal without a better return for Broward's taxpayers. Back in September, the Panthers were bought for \$240 million by Cliff Viner and Sunrise Sports & Entertainment to a group led by New York businessman Vincent Viola. The Panthers have had an operating loss of \$12 million for the 2011-12 season and were worth \$170 million, according to Forbes. As for Panther and hockey fans' reaction to this, they took to Twitter with the usual vitriol.

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US Fed News (USA)  
August 11, 2013

**BROWARD COUNTY NAMES NEW DEPUTY COUNTY ADMINISTRATOR**

Author: Staff

Broward County has issued the following news release:

Broward County Administrator Bertha Henry has announced the appointment of **Roberto "Rob" Hernandez** as the new Deputy County Administrator. **Hernandez** is an experienced public servant who served as deputy county manager for Fulton County, Georgia, and most recently as deputy city manager for Coral Springs in Broward County. He is returning to County Government, where he first began serving the County in 1994 and most recently served as an assistant to the county administrator from 2003 to 2008.

As deputy county administrator, **Hernandez** will assist the administrator in managing the day-to-day operations of the County, and oversee the activities of several large departments, including Public Works, Human Services and Environmental Protection and Growth Management, as well as the Parks and Recreation, Libraries and Cultural divisions. Also reporting to **Hernandez** will be the Office of Economic and Small Business Development, Office of Public Communications, Office of Intergovernmental Affairs and Professional Standards, and the Office of the Medical Examiner and Trauma Services.

Henry said, "We are excited to have **Rob** back with Broward County. He has dedicated much of his professional life to public service and has a keen understanding of how county government programs and services help meet the needs of our residents, businesses and visitors. He will be a valuable asset to the County and the community."

**Hernandez** has a bachelor's degree in public administration from Florida International University, and a master's degree in public administration from Nova Southeastern University. He is a graduate of the Broward Fire Academy and the U.S. Army John F. Kennedy Special Warfare Center and School. He retired from the U.S. Army Reserves in 2008 after a 23-year career, most recently serving as a senior instructor in civil-military operations.

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**(Note: This research will be presented in reverse chronological order)**

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McClatchy-Tribune Regional News (USA)  
February 6, 2013

**BRIEF: Coral Springs offers incentive to company**

Author: Lisa J. Huriash

Feb. 06--CORAL SPRINGS -- -- Taxpayers will be handing over cash to a new business considering coming to town, although they don't know yet who is getting the check. City officials said the business, described as a "pharmaceutical manufacturing, research and development" company, is a coup for the city. The company is expected to bring 108 jobs and a new source of tax revenue to the city.

Dubbed "Project Rock Solid," the business will receive \$540,000 in state, county and city money in incentives through the state's qualified target industry tax refund program. In addition to the city's portion of \$54,000, city commissioners agreed Tuesday to allow \$825,000 in credits that would normally be paid for fees such as building permits.

"The bottom line is if we don't offer incentives, somebody else will," said **Rob Hernandez**, deputy city manager. "It's the cost of doing business." The company is allowed by state law to remain unknown to the public while it's in this process of receiving incentive money. **Hernandez** said the company asked to remain anonymous for competitive reasons.

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McClatchy-Tribune Regional News (USA)  
December 13, 2012

**Coral Springs to consider building new city hall**

Author: Lisa J. Huriash

Dec. 13--CORAL SPRINGS -- City commissioners said Tuesday they were open to the idea of spending millions of dollars to construct a brand new City Hall. "To me, the short answer is yes," said Commissioner Claudette Bruck. "We should proceed and we should proceed now."

City leaders must now decide if they really want the new building, where it will go and how to pay for the estimated \$25 million cost. It will eventually be a "financial decision," said Vice Mayor Tom Powers. "There's way too many questions." For about a year, former Mayor Roy Gold had proposed closing both City Hall buildings on the north and south sides of Sample Road to construct one large facility.

But while some commissioners had previously said the project could become unwieldy and too expensive and they doubted there would be public support, the majority now seem open to at least further discussion. Deputy City Manager **Rob Hernandez** said the 45-year-old building was "outdated and functionally obsolete." "You can go anywhere and hear conversations in the next office," he said. And, the current building is "not a source of civic pride."

"That's depressing," Bruck said.

**Hernandez** also said the current building is expensive to keep up, with \$1 million alone needed to retrofit the building to accommodate a new telephone system.

"If we're pouring money into a facility that is no longer worth pouring money into," the commission should consider a new building, said Commissioner Dan Daley. City Manager Erdal Donmez said the city staff will come back with "more refined numbers" in late January with the projected costs to build a new City Hall at various spots, which include the current location, Mullins Park, and the area envisioned to be built as a downtown.

Several South Florida cities have recently built new City Hall complexes. Doral earlier this year spent \$22 million on its new building and Wellington built its new building last year for \$10.5 million. In Coral Springs, officials said municipal bonds would be the best way to cover the expense Commissioner Larry Vignola said he has always opposed the plan and still does. "Is it a top priority to spend more than \$20 million on? Not in my opinion, and not in the opinion of the majority of our residents. I don't why we're still talking about this. I don't think now is the time for a project like that."

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Atlanta Journal-Constitution, The (GA)  
November 4, 2011

**Southside: Deputy manager leaves Fulton for Florida post  
South Fulton, Clayton, Fayette, Henry**

Author: Johnny Edwards

**Rob Hernandez**, deputy county manager over unincorporated south Fulton's special services district, has resigned. He has taken a job as deputy city manager for Coral Springs, Fla., and his last day in Fulton will be today. **Hernandez** worked in Fulton for three years and previously worked with County Manager Zachary Williams in Broward County, Fla., where Coral Springs is. He was instrumental in the opening of the Wolf Creek Amphitheater, upgrading courthouse security and the reorganization of emergency services, among other things.



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Atlanta Journal-Constitution, The (GA)  
May 25, 2011

**ILLEGAL DUMPING**

**Putting the brakes on tire dumping**

**It's no easy task as illegal activity stealthily spreads across state.**

Author: *Ernie Suggs*

Over 10 days last fall, someone made three trips to the Arts Exchange and dumped more than 1,000 old, dirty tires onto the property. The location was ideal. Easy access off I-20 in southeast Atlanta. A dead-end road. A wide-open space. Across Georgia, there are hundreds of examples of illegal tire dumping such as this, on public and private lands, creating a problem that is as much health hazard as it is eyesore. Of 10 million scrap tires generated in the state annually, an estimated 1.5 million are discarded illegally, the Georgia Environmental Protection Division said.

And Atlanta finds itself at the center of this rubberized abandonment, with its city council compelled this week to form a separate tire commission to combat the violators. The city annually deals with 450,000 scrap tires, nearly 70,000 of them dumped illegally, said Winthrop Brown, Georgia EPD program manager.

Not surprisingly, money is at the heart of this problem: Tire salvagers get paid to collect tires but many of them won't pay for recycling. So they dump the tires. Everywhere they can. "It is a very significant problem in the state, because of the expense and because these tires are breeding spots for mosquitoes and vectors," said Brown, noting that Newton County last year collected 67,000 dumped tires. "Dumping is bad in metro Atlanta because of the population, but dumping is increasing in rural areas because of the distance they have to travel to get rid of tires."

As part of his job, the EPD's Brown regulates how tires are disposed from car dealerships and tire shops, among others. Businesses must pay for a carrier to pick up truckloads of old tires. Otherwise, there is little concentrated enforcement. Tire dumping is a felony, but there are just five criminal cases currently pursued by the state, though several people previously have served prison time for this offense, Brown said. "If nobody calls it in, we have a hard time prosecuting," Brown said, adding there are only a few local jurisdictions, such as Columbus and Macon, that have their own laws on the books, though state regulations exist.

In April, Atlanta Councilwoman Joyce Sheperd, who pushed for the tire commission, led a clean-up in District 12 in which 2,000 tossed tires were collected. In southeast Atlanta, she has overseen the retrieval of 4,711 tires this year, and more than 10,000 over the past five years.

Fulton County Deputy Manager **Rob Hernandez** said south Fulton has the same problem as Atlanta with illegal tire dumping and no ready solution. The county has considered putting a deposit price on used tires, similar to glass bottles, to encourage residents to take them to a landfill. "It's difficult to prosecute offenders unless they're caught in the act," **Hernandez** said,

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"and Fulton lacks the staff to try to trace tires back to suppliers and find out who they were sold to."

Last summer, the Fulton County health department spent \$23,000 on a tire drive that netted 2,100 tires. The public works department pays \$50,000 per year to dispose of old tires. "This has been a real problem for us," said Cheryl Odeleye of the Arts Exchange, surveying the endless and unwanted black mountain left near the center. "It is a health hazard. And it is a morale downer for someone to come in and be so disrespectful to us."

Piles of old tires don't necessarily present toxic health issues, rather they serve as nesting places for rats, snakes and mosquitoes, little consolation to those left with this mess. Across metro Atlanta, jurisdictions vary in how to deal with dump sites. DeKalb County officials said they defer to state law in dealing with tire dumping. In Clayton County, illegal dumping can land someone in jail for six months. Cobb County claimed it hasn't had much of an issue with discarded tires, outside of a few isolated incidents. "What a lot of people don't understand is that there are a lot of expenses involved in tire disposal," Dewey Grantham of Liberty Tire Recycling said.

If operating lawfully, a carrier takes used tires to a recycler, where in Georgia there is a 90 percent chance these tires will be converted to fuel. A carrier typically charges \$2 per tire, but has to pay the recycler \$1 for each, cutting into the profit. An illegal carrier might charge \$1.50 per tire on pick-ups, bypass the recycler and leave the tires at an isolated place like the Arts Exchange. There also have been cases in which people have rented trucks and abandoned them filled with old tires. Bolder criminals have stocked empty warehouses with worn tires. The state lacks funding to properly monitor tire disposal. For every new tire larger than 12 inches and sold in Georgia, a consumer pays a \$1 fee, which was supposed to go to a solid waste fund. Yet for two years, state lawmakers have diverted the funds elsewhere, covering other needs. Limited state spending also has resulted in fewer inspectors, making it harder to monitor and clean up tire dump sites.

The Arts Exchange, even with more than 1,000 tires, had what was considered a small clean-up. Liberty Tire Recycling volunteered to remove the tires, employing four workers. The tires were loaded in less than two hours. Grantham said his company processes 25,000 tires daily. "What is unfortunate is that illegal tire dumping gives tire recycling a bad name," Grantham said.

**Tire disposal**

Number of scrap tires generated in Georgia annually: 10 million

Number of those that are disposed of illegally: 1.5 million

Fulton public works department's expense each year for tire disposal: \$50,000

State fee charged on each new tire larger than 12 inches that is supposed to fund a solid waste fund, but has been diverted for the past two years for other purposes: \$1

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**Atlanta Journal-Constitution, The (GA)**

May 16, 2011

**YOUR TAX DOLLARS**

**Grumbling greets amphitheater**

**Supporters see boon for south Fulton; opponents question use of funds.**

Author: *Johnny Edwards*

South Fulton has a lot to brag about these days. After last week's announcement that Porsche would leave Sandy Springs to build its North American headquarters near Hapeville, Fulton County officials will open the new 5,200-seat Wolf Creek Amphitheater. Supporters are counting on the venue becoming another Chastain Park, a regional draw where picnicking music fans take in classy, intimate concerts.

Fulton County Commissioner William "Bill" Edwards, who has championed the \$6.1 million project for the past decade, predicts it will draw the spending power of concertgoers from throughout the metro area to nearby stores and restaurants, bolstering a local economy hit hard by the recession.

But the amphitheater is a sore subject for north Fulton residents who say it's another case of the county government using their tax money for projects that don't benefit them. State Rep. Lynne Riley, R-Johns Creek, who opposed the amphitheater when she was a Fulton commissioner, said the \$6.1 million shouldn't have come from the county's general fund. "Every citizen of Fulton County, regardless of where they live, top to bottom, is underwriting the cost of operating that facility," she said, "whether it's a gain or a loss."

Edwards said south Fulton residents pay county taxes, too. "South Fulton needs to be able to live, work and play right where they are," he said. Business owners between the amphitheater, which is off Camp Creek Parkway, and I-285 expect a boost. Anwar Noorali, owner of Camp Creek World of Beverage, predicts a 15 percent to 20 percent increase in business on concert days from wine shoppers. "Any economic activity, and concerts that bring in a lot of people, will definitely be good for the local economy," Noorali said.

But some point to the location -- in the flight path of the world's busiest airport -- as an issue. Michael Fitzgerald, a Johns Creek resident and member of the Milton County Legislative Advisory Committee, said he can't fathom making a 45-mile drive to attend a show there, not with the constant roar of jet planes overhead. "One of the problems with Fulton County is it's too big, and that's a long way," he said.

The Wolf Creek Amphitheater has stirred tensions along the way. When the construction contract was approved in 2008, Riley and Commissioner Tom Lowe were outvoted 4-2. Riley contended that figures from a 2005 feasibility study -- which predicted the amphitheater would be profitable after three years -- needed to be updated. Edwards fired back that she and Lowe were trying to sabotage a revenue-generating project that south Fulton wanted.

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Edwards also brought up that the county spent \$1 million on Alpharetta's Verizon Wireless Amphitheatre, which was privately built. The county's contribution came through a trade-off for north Fulton not having garbage service at the time.

Gary Bongiovanni, editor-in-chief of Pollstar Magazine, said a 5,200-seat venue will have a tough time up against the 6,500-seat Chastain Park in Buckhead, the 12,000-seat Verizon amphitheater, and the 19,000-seat Aaron's Amphitheatre at Lakewood in southeast Atlanta. The proximity to Hartsfield-Jackson International Airport won't help, Bongiovanni said. "Especially if you're talking about doing any acoustic acts," he said.

Fulton County Arts Council interim Director Michael Simanga, whose department will run the amphitheater, said he isn't worried about planes. Before construction began, the county held free concerts at the site, including Atlanta Symphony Orchestra performances. "You can't really hear it, once the music is playing," Simanga said. Grammy-winning soul/R&B singer India Arie will perform a free concert June 4 for the grand opening. No shows have been booked after that, he said, though he's in negotiations for some. Riley questions whether Wolf Creek will cover its operating costs.

The county doesn't have a detailed operating budget yet. Deputy County Manager **Rob Hernandez** said planners didn't expect the facility to be finished this soon, so the upcoming concert season will be something of a trial run, with 10 shows at the most. The plan is to recoup costs through concert bookings, and the County Commission has approved a fee schedule. Expenses should be limited to electricity, water, janitorial maintenance and groundskeeping, like any public park, **Hernandez** said.

Wolf Creek was the shooting venue for the 1996 Olympics, and it currently houses a police training center. A new library is in the works, and other plans include a sports complex, walking trails, horse trails, and an arts, cultural and events center, which also could generate revenue through bookings, Edwards said.

Alre Alston, owner of the Ultimate Bar and Grille in Camp Creek Pointe shopping center, expects the amphitheater to bring him customers before and after shows. "I think it will be a good thing, as long as they bring in the quality clientele, not the rough clientele," he said.

Edwards said the county won't allow hard-core rap acts. He's looking for shows that appeal to south Fulton residents, citing performers that played free concerts -- R&B groups such as the Manhattans, the Spinners, the Dells and the O'Jays. However, he said, north Fulton residents are welcome to book shows, too. The amphitheater also can be used for church functions and graduations. On a recent visit, Edwards showed off the massive stage, the pristine dressing rooms for stars and the 4 feet of legroom between the rows of seats. He said he has no doubt the project will pay for itself. "It isn't about being sustaining," Edwards said. "Let me tell you what we want to pay: lights and water. This is for the people, for people to come out here and have a good time."

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**Atlanta Journal-Constitution, The (GA)**

January 22, 2011

**Fulton hikes club fees despite suit  
Judge declared adult ordinance invalid after free speech dispute.  
Strip joints' attorneys debating next step.**

Author: *Johnny Edwards, Staff*

Fulton County will raise fees on strip clubs by hundreds of dollars this year and double them for nude dancers, even though the county remains locked in litigation over the fees after a federal judge recently declared the adult entertainment ordinance unconstitutional.

With no discussion, the commission voted 5-1 this week to raise a list of fees on businesses and residents in unincorporated south Fulton expected to generate an extra \$303,601 per year. Amid new and increased rates for false alarms, fire safety inspections, escort services and door-to-door salesmen were several license and permit hikes on the county's three nude bars off Fulton Industrial Boulevard.

Attorneys for the clubs say they are considering what to do: whether to seek an injunction or pay the fees and hope to recoup them as damages.

"I don't know what right they have to increase them when the case is still being litigated," said Jim Cline, who represents Riley's Showbar. "I guess they can do whatever they want. I guess we can argue about it when we get to the end."

**Rob Hernandez**, the deputy county manager for the South Fulton Special Services District, said the county attorney advised officials that since the lawsuit is still pending, Fulton is justified in raising the fees. If a club refuses to pay, it could have its license revoked and would face closure, he said.

"There was an injunction ordered on certain aspects of the ordinance, but not all aspects of the ordinance," **Hernandez** said.

County Attorney R. David Ware did not return messages from The Atlanta Journal-Constitution inquiring about the issue.

The judge's ruling arose from a First Amendment lawsuit filed by a group of clubs in 2001 that challenged the county's revved-up regulation of nude dancing as a prior restraint on free speech, part of a larger battle being waged throughout metro in both state and federal courts. The clubs won the 2001 case in U.S. District Court. It was reversed on appeal, and then it was sent back to District Court.

In November 2010, Senior U.S. District Judge Robert Vining ruled that the code illegally put the clubs through a bureaucratic wringer, making them wait indefinitely for approval from police,

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fire and building departments. While Vining withheld judgment on whether the fees were too high, he did say that if sections of the ordinance don't hold up, none of it can stand.

"Judge Vining has said that we don't have an ordinance," Cline said. "Unless they appeal, then there's no ordinance unless they go back and pass one."

But starting Feb. 1, the county will raise the cost of an adult entertainment license from \$6,000 to \$6,400 and annual license renewal from \$4,000 to \$4,300. Employee permits will rise from \$300 to \$325, permit renewals from \$50 to \$100, employee background checks from \$50 to \$55 and fire inspections from \$30 to \$75. The increases are expected to generate an additional \$11,590 per year.

Cary Wiggins, an attorney for Fannie's Cabaret, said that since nude dancing is protected speech, a county's licensing fees can be no more than the cost of regulation. He said there is no evidence that nude bars cause any more problems for police than regular bars, and he doesn't see how Fulton can charge \$4,000 to renew a license, much less \$4,300.

"I'm just unaware of any evidence justifying a rate hike," Wiggins said.

The third club off Fulton Industrial, Club Babe's, isn't taking part in the lawsuit. Managers at all three declined interview requests. Wiggins also represents two Sandy Springs clubs that, while no longer in unincorporated Fulton, are seeking back compensation from the period before Sandy Springs became a city.

As with the state government and other local jurisdictions, the Fulton fee hikes are part of a strategy to make up for declining revenue without burdening property-tax payers. **Hernandez** said he is also trying to recover costs and adjust an array of charges, many of which haven't changed in five years, for inflation.

North Fulton Commissioner Liz Hausmann cast the sole dissenting vote Wednesday. She told the AJC that she opposes raising any fees or taxes in this economy without reducing spending. She said she wasn't aware of the strip club issue.

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**Atlanta Journal-Constitution, The (GA)**

May 17, 2010

**County targets image change**

**Campaign is to clean up Fulton Industrial.**

**Code enforcers, police start out cracking down on boulevard's motels.**

Author: *Steve Visse, Staff*

Fulton County has an image problem with its huge warehouse district: Its legitimate economic opportunities sometimes have been overshadowed by its undesirable qualities. This has caused companies to bypass it and take their business across the Chattahoochee River to Cobb and Douglas counties, or get out of Fulton and relocate.

"We have had tenants who have been there for years and years and who decided to move across the river," said Tom Flanigan, ING Clarion asset manager. "I don't think it was taxes."

To attract new business and keep what it has, Fulton is pushing a campaign designed to clean up what it says is the 10 percent of Fulton Industrial Boulevard that gives the rest of it a bad name. For starters, code enforcers and police have targeted motels that allegedly were centers for sex and drug trades; three were closed for health and safety violations, and a fourth was sold to a new owner, who refurbished the property and secured a Days Inn franchise.

The new motel has posted rules in the lobby banning unregistered guests from rooms and requiring identification to reserve a room as a customer.

"We got rid of a hub of criminal activity," said Tom Phillips, county code enforcement administrator. "You can walk in there now and say, 'I can stay here.' Two years ago you wouldn't have said that. You might not even have walked in there."

At its last meeting, the County Commission banned truck drivers from parking their big rigs in vacant lots off the boulevard and using them as unofficial truck stops. "Truck stops, as you know, have a link to prostitution," Phillips said.

Even strip clubs such as Fannies' Cabaret are seeking a more orderly boulevard. Fannies' is trying to distance itself from prostitution, specifically the hookers who regularly have solicited the club's clientele when arriving and leaving. The club hired security to run them off.

"It didn't used to be this way 15 years ago," said Thomas Madden, Fannies' Cabaret general manager.

Police have cracked down, making 107 prostitution arrests in the past two years compared to 41 in the three previous years, according to county statistics. The county is committed to restoring a clean-cut image to the boulevard's seven-mile roadway that runs from Fulton County Airport at Charlie Brown Field to Campbellton Road in south Fulton, according to Deputy County Manager

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**Rob Hernandez.**

The area has 89 million square feet of warehouse and commercial space but a county study released in March showed that several buildings and warehouses, developed in the 1960s and 1970s, are practically unusable. Seven properties are listed on the Georgia Hazardous Site Inventory, including five for the presence of cancer-causing vinyl chloride.

Noting its potential, the study described the boulevard as potentially one of the largest and most prestigious warehousing and transportation hubs east of the Mississippi River. "Today it may still be the largest, but it has lost much of its prestige," the report concluded.

Last month, the county used the area blight and vacant warehouses to have the district reclassified as an opportunity zone urban redevelopment area. That allows it to borrow \$26 million from a federal bond program and give employers a \$3,500 tax credit for each new job for 10 years. **Hernandez** said the county wants to use the bond money to install crime surveillance cameras in the area. A \$100,000 federal grant already was secured to increase police patrols and hire seven officers specific for south Fulton.

"We're serious about this," **Hernandez** said. "We have put together everything we have available in our tool box to assist Fulton Industrial."

Satellite offices for county services and commissioners Emma Darnell and Bill Edwards have been set up to show the county is committed to improving the area. People have noticed. Companies recently either bought or leased separate industrial properties that cover a combined 260,000 square feet.

With upgrades, the area should be able to sell itself. It is located in the center of a metro area that promotes itself as a national transportation hub. Fulton Industrial offers a regional airport and is close to Hartsfield-Jackson International Airport. I-20 is located nearby, as is the Norfolk Southern Intermodal container shipping yard in Austell, an industrial area crisscrossed by railroad tracks.

A next step would be to develop a Community Improvement District, which has happened elsewhere in Fulton and in Cobb, DeKalb and Gwinnett counties. CIDs require commercial property owners to tax themselves to pay for development plans, transportation alternatives and security.

Boulevard activists so far have been unable to obtain 51 percent approval of the property owners to install a CID, which increases tax bills by 3 or 4 mills. Yet one man on board with this idea is Madden, the strip club manager, who recognizes that even the adult entertainment business needs better security. "We have to keep it clean here," he said.



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**Atlanta Journal-Constitution, The (GA)**

October 9, 2008

**Fulton begins taking steps to aid 911 center**

Author: *D.L. BENNETT, Staff*

Fulton County has begun making changes that officials hope will improve a 911 center beset by chronic understaffing and dangerous operator errors. By filling 12 vacancies and promising reforms to reduce job-related stress, county officials say they should be able to boost both work quality and employee retention. "We are adamant when we say we are going to solve the problems in the center," said **Roberto Hernandez**, deputy county manager. "Once we know all the facts, we will address it immediately. We will fix it."

Problems at the center that takes emergency calls and dispatches aid were discovered in August when an operator mistakenly sent help to the wrong location for a Johns Creek woman who later died. An Atlanta Journal-Constitution investigation found more than 1,000 write-ups of employees during the past five years for everything from fighting, dispatching mistakes and chronic tardiness to falling asleep on the job. Current and former employees complained that understaffing leads to workers being routinely forced to work 12- and 16-hour days, straining family life and causing conflicts in the center, dispatching and call-taking errors. The inquiry found mistakes that endangered not only callers seeking help but the emergency crews sent to provide aid.

Fulton also has launched three of its own investigations -- one by an outside consultant reviewing center operations, another by police of the incident on Aug. 2 and a third by **Hernandez** and others looking at employee satisfaction issues. Rather than wait for those all to be complete, County Manager Zachary Williams has filled 12 of 33 openings for communications officers and supervisors by reassigning operators who previously provided service for the city of Milton under contract. Milton dispatching is now handled by Alpharetta.

"This definitely should add value and reduce stress on the staff," said Commissioner Lynne Riley, who represents the city of Johns Creek, where Darlene Dukes died Aug. 2.

Fulton also has in process two classes of trainees who should be able to fill all the remaining spots, a move he hopes will cut down on stress at the center and reduce conflict and mistakes. Everyone should be on the job within six months, **Hernandez** said.

"We remain committed to excellence in all public safety services, and recognize that 911 operators are the first link in the chain of emergency response," said Williams. "These men and women save lives each day." The auditor's report is now due Nov. 10. The internal probe by police should wrap up this week. **Hernandez** said the committee's work on employee issues is ongoing and its plans address issues like child care for employees who work odd hours and stress management.

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**Atlanta Journal-Constitution, The (GA)**

October 5, 2008

**Not enough workers and a lot of slack**

Author: *HEATHER VOGELL, D.L. BENNETT, Staff*

A supervisor told 911 worker JoLynn Griffin she didn't have any days left for vacation. The Fulton County emergency center had barely enough workers to cover shifts. But Griffin went on a cruise anyway. She returned to find her job waiting, her personnel file shows, just as it had been when she'd missed work before.

Chronic absenteeism and tardiness are among the center's most vexing problems, records and interviews suggest, accounting for roughly a quarter of all personnel infractions and aggravating a staffing shortage that can mean marathon shifts for the dispatchers who do show up. Griffin is one of scores of Fulton 911 employees who racked up roughly 280 sanctions for arriving late or not at all -- often on multiple days -- a database of personnel actions since January 2004 reveals. The problem is likely worse; officials say their data is not comprehensive.

No-shows were counseled, warned and occasionally suspended. But they were rarely fired, data show. Some workers accumulated long disciplinary histories that included 911 call errors as well as absences, and they weren't terminated, according to personnel files. "It appears that certain violations of performance were tolerated or forgiven, for lack of a better word, in order to maintain the staffing required to operate the center," said Lynne Riley, a Fulton commissioner.

Losing trained employees wasn't an attractive option for the 911 center. In recent weeks, as many as a third of the center's total positions have sat vacant. Deputy County Manager **Rob Hernandez** said staffing shortages are common at 911 centers, but Fulton's center needs to train more new workers and improve retention. A county consultant should address discipline problems such as absenteeism, he said. "In general, discipline was used like a tool -- a management tool -- rather than as a last resort," he said. "It may have lost its intended effect."

Data show at least eight 911 workers have been sanctioned 10 or more times for playing hooky or walking in late since 2004. Migraines, oversleeping and not feeling well were regular excuses, files say. Employees also blamed a pet illness, panic attack, traffic, getting back in town late, driving a child to school, car problems and a broken toilet. Even current center director Crystal Williams has filed her share of tardy slips, records show, citing late starts, trouble finding parking, feeling ill and, on at least three days, alarm clock malfunctions. Reached by phone, she declined to comment. Former 911 center employees said chronic tardiness and absenteeism led to feuding among staffers. Cassandra Eloi said that during her year at the center it was common to be held over for extra work because others failed to show. Those who did come in often worked 12 to 16 hours straight, she said. "You are running a 911 center on minimal staffing every day," said Eloi, who was fired for being rude to callers. "You have calls holding. You have calls dropping, every day."

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Griffin left without permission for the cruise and two other short vacations between September 2003 and March 2004 -- in addition to taking dozens of sick days and showing up late at least 14 times, records show. Alfred "Rocky" Moore, the center's director at the time, wrote in a March 2004 letter that he was considering dismissing her. "Your personal vacation [cruise] did not justify an emergency vacation," he wrote. But Griffin hung on, volunteering for a demotion instead. Her tardiness continued. One night in January 2006, the call center sent a Fulton sheriff's car to pick her up for work because she had car trouble, records show. Later that year, she was suspended after supervisors said an error she made delayed response to a fire call. She took disability retirement in mid-2007.

Griffin, a 23-year center veteran who was called "an excellent supervisor" in a 1995 job review, said in an interview she disputes that she caused a delay on the fire call, or that her unpaid leave resulted in a staffing shortage that couldn't be covered. She said she was singled out for infractions that others -- including supervisors -- also committed. She felt Moore had a grudge against her. "There was no reason to deny me," Griffin said of her vacation requests. "It's not like I didn't do my share of covering for people, either."

Other workers also complained discipline was not handed out evenly. "There are subjects who manage to be sick every payday weekend and never receive any type of discipline from your same staff," communications officer Francesca Pearson wrote in an April memo to Moore. Pearson could not be reached for comment for this article. Morale was low. After a supervisor threatened one employee with suspension for tardiness, she responded: "go ahead and suspend me that's one less day that I have to work here," a note in her personnel file said. Moore, who was reassigned, did not return three phone messages seeking comment.

The 911 center hasn't lacked the money to fill vacancies. For the past three years, the center -- funded by fees tacked onto phone bills -- has ended the year with excess cash in its salary account, records show. In 2007, it finished nearly \$1 million richer than it started. Instead, **Hernandez** said the center appears unable to keep up with attrition. Some drop out during the intense six-month training period. Others start but find the pressure and night shifts unworkable. Child care and worries about job security as some cities encroach on Fulton's call territory are also factors, he said. He said he does not want to second-guess center managers on their handling of absent employees. But it is a serious problem. "I know my boss would consider that to be job abandonment," he said.

Data analysts John Perry and Megan Clarke and staff writer Cameron McWhirter contributed to this article.

32 emergency calls delayed. Six of those calls were delayed more than 20 minutes.\* 23 instances of employees being orally abusive, fighting, being unprofessional or disruptive in the call center. 34 write-ups for poor customer service. 9 instances of dispatchers sleeping on duty. 280 write-ups of not showing up to work or showing up late. 147 write-ups for not meeting monthly standards for speed and safety by the department.

\* Numbers based on a review of the incomplete database of disciplinary actions against employees at Fulton County's 911 center.

**Section 5**

**Internet Research  
Roberto Hernandez**

**(Note: This research will be presented in reverse chronological order)**

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Sun Sentinel - Fort Lauderdale  
April 29, 1997

**CONDITIONS FOR PLANNED SHELTER DON'T ALLAY FEARS**

Author: ROBIN BENEDICK

No matter how many conditions the city puts on the proposed homeless shelter on West Sunrise Boulevard, they won't appease nearby property owners who worry about transients congregating near their homes, businesses and public parks. "Those conditions won't keep vagrants from wandering around the neighborhoods," said Fort Lauderdale Vice Mayor Tim Smith, who is among the shelter's harshest critics. "Unless there are incredibly stringent rules that you can only go in by vehicle and leave by bus, that neighborhood is going to be overrun."

Smith and neighborhood leaders are hoping to derail Broward County's plans for a \$7.7 million shelter at 600 W. Sunrise Blvd. Their first chance comes at a special meeting of the city Planning and Zoning Board at 6:30 p.m. Wednesday at City Hall, 100 N. Andrews Ave. The board's recommendation goes to city commissioners for hearings. One of the conditions the city wants to put on the proposed 200-bed homeless assistance center is that it accept no walk-ins - only tenants who are referred there by an agency or police. That means homeless people now accustomed to staying the night at Tent City, the dingy open-air camp in a downtown parking lot, won't get into the new shelter without referrals.

Opponents are pushing the planning board to delay approval until Broward hires a not-for-profit group to run the center and community leaders raise \$3 million in private donations for the project. The shelter is expected to be completed in 18 months once city approvals are granted. Broward County's architect, Edward Seymour, has designed a two-story shelter patterned after one in Miami. The building would face Sunrise Boulevard, but entrances and parking would be at Northwest Sixth and Seventh avenues.

The fenced campus would have separate men's and women's dormitories with room for families, classrooms, a medical clinic, day-care center, dining hall and courtyard.

City planners are recommending approval with these conditions:

- Availability: Center must give priority to Fort Lauderdale's homeless who are within two miles of the center.
- Security: Center must pay for 24-hour security inside and outside the campus.
- Curfew: Center must require tenants to be inside from 8 p.m. to 7 a.m. daily. Exceptions would be made for school or work.
- No walk-ins: Center must not accept people without a referral. Center also must establish a no-loitering policy on the property and post signs.
- Citizen board: Center must set up a neighborhood advisory board.

**Section 5**

**Internet Research  
Roberto Hernandez**

**(Note: This research will be presented in reverse chronological order)**

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County officials said they were designing a shelter that wouldn't be a magnet for uninvited homeless people.

"The word will quickly get out among the homeless that this facility does not accept walk-ins," said **Rob Hernandez**, Broward County's assistant director of Human Services.

With more than 5,000 homeless people in Broward, the shelter is billed as the first of several to address a growing problem that could get worse under new federal and state welfare reforms.

Homeless advocates worry that police will enforce trespassing and other city laws too eagerly to chase transients from public places. "Being homeless is not a crime and it shouldn't be that they go to jail for that," said Dianne Sepielli, a member of the county's homeless advisory board.

**Section 5**

**Internet Research  
Roberto Hernandez**

**(Note: This research will be presented in reverse chronological order)**

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**Sun Sentinel - Fort Lauderdale**

March 13, 1994

**NEW REFUGEES LIKE BROWARD CUBAN IMMIGRANTS FIND MORE  
OPPORTUNITIES, LESS CONGESTION**

Author: LYDA LONGA

When Geovanny Montes de Oca and 11 of his friends set sail from Havana for the United States aboard a rubber raft in October, Montes de Oca's friends couldn't stop talking about Miami. But after the men were rescued by the U.S. Coast Guard and taken to Key West, Montes de Oca set his sights on a different place: Broward County.

His relatives had described Broward as an area where plenty of opportunities could be found. "I like Miami, but up here, there's less congestion and life is more relaxed," Montes de Oca said in Spanish. "I love it here because I'm learning English, I have a job and I even got a car," he said. Montes de Oca works at the Fort Lauderdale-Hollywood International Airport's catering service. Montes de Oca, who lives with friends in west Hollywood, is not alone. In the past six months, a colony of about 50 or 60 Cuban rafters has taken root in Hollywood and Fort Lauderdale.

The reason is simple: The rafters believe that employment and housing are easier to get in Broward than in Dade County. Historically, rafters have flocked to Dade County because they felt more comfortable among their Cuban countrymen, said **Roberto Hernandez**, executive director of Hispanic Unity of Florida. But that's changing. "Lately, the rafters have learned that in Broward there is less congestion and a better chance of finding a job," **Hernandez** said. "Many of them also have friends and family in the area who have told them that Broward County has less Hispanics and less competition for work."

According to the 1990 U.S. Census, there were roughly 109,000 Hispanics in Broward County compared to almost 1 million in Dade. Of those, there were 24,000 Cubans in Broward and almost 570,000 Cubans in Dade. Hector Nodarse, 29, heard about Broward County when he was still in Havana earlier this year. Nodarse was a sound technician with El Ballet Nacional de Cuba - the Cuban National Ballet. "I like the hustle and bustle of Miami because it reminds me of Havana, but I already have a job here {in Broward}," Nodarse said. "Broward is a little too quiet for me, but I'll get used to it."

Brothers Roberto and Raydel Rivera of Dania are two more Cuban rafters who ended up in Broward. The Riveras arrived in Miami aboard a rubber raft in December; they came from the Cuban port town of Mariel. Both are learning English at a night school in Hollywood. "I lived in Miami for about a month before I came to Dania, and I tell you life is better here," Roberto Rivera, 22, said in Spanish. "I'm learning English, I just got my driver's license and soon, I know I'll have a job. Once I get that I'll get my own apartment. Life is good here."

**Section 5**

**Internet Research  
Roberto Hernandez**

**(Note: This research will be presented in reverse chronological order)**

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Sun Sentinel - Fort Lauderdale  
February 22, 1994

**PLANNED CENTER MAY HELP ELDERLY HISPANICS**

Author: LYDA LONGA

Inez Carrascillo is an elderly Hispanic woman who wants somebody to talk to. When you're 76 and the only language you speak is Spanish, it's hard to make friends in a neighborhood filled mostly with young working Anglos. Soon, Carrascillo, who is Cuban, and other elderly Hispanics in Broward County could have a place to spend time together, working on arts and crafts and chatting in Spanish.

**Roberto Hernandez**, director of Hispanic Unity of Broward, said he hopes to open the county's first senior center for Hispanics in the next few months. The proposed center, which would be in Hollywood, would provide activities, meals, transportation and companionship for Broward Hispanics over 60. The 1990 U.S. Census estimated there were 11,891 elderly Hispanics in the county. "There is no single place in Broward County where elderly Hispanic people can go just to talk and relax with their peers," **Hernandez** said. "When you reach a certain age, you want to be with other people who share a similar culture and can understand you."

**Hernandez**, 27, has applied for a \$100,000 county grant that would pay for four full-time employees for the planned center. Last year he purchased a 7,000-square-foot building at 5840 Johnson St. for the center with the help of a grant from the city of Hollywood. Edith Lederberg, executive director of the Area Agency on Aging, said she has promised **Hernandez** that her organization would provide meals for the center once it opens.

Although there are a handful of senior centers scattered throughout the county, Lederberg and other social service officials agree that none cater specifically to Broward's Hispanic elderly. "We have several senior centers throughout the county, but elderly Hispanic people won't go there because they feel uncomfortable and out of place," Lederberg said.

That feeling is not limited to elderly Hispanic people. Gema Hernandez, a sociologist and associate professor at Nova University's School of Business, said the sentiment is shared by most elderly people of varying ethnic backgrounds. "As we age, most of us have a need to return to our ethnic roots," Hernandez said. Carrascillo, who stays alone during the day in her west Hollywood home while her daughter and grandchildren go to work and school, said she needs someone to interact with during those long hours.

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Research Compiled by: Sadie Lowry  
Colin Baenziger & Associates

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**Appendix D**

*Sample Survey*  
*Savannah City Manager Quality Survey*

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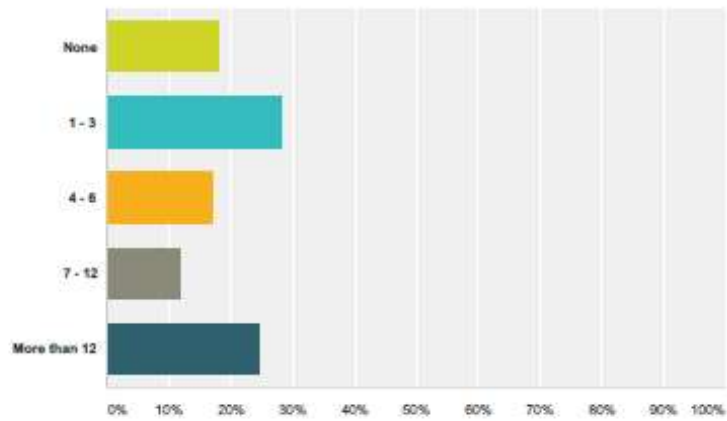
***Sample City Manager Quality Survey***

Savannah City Manager Quality Survey

SurveyMonkey

**Q1 During the past three years, how often have you attended or viewed a city council or city commission meeting (select only one)**

Answered: 449 Skipped: 1



Answer Choices	Responses	Count
None	18.26%	82
1 - 3	28.29%	127
4 - 6	16.93%	76
7 - 12	11.80%	53
More than 12	24.72%	111
<b>Total</b>		<b>449</b>

D-1

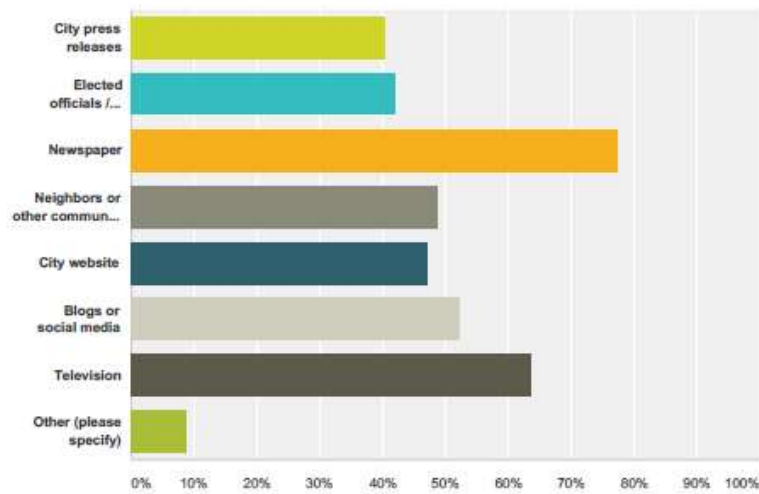
**Sample City Manager Quality Survey** (continued)

Savannah City Manager Quality Survey

SurveyMonkey

**Q2 How do you keep informed of City issues and concerns (select all that apply)**

Answered: 450 Skipped: 0



Answer Choices	Responses	Count
City press releases	40.22%	181
Elected officials / city staff	42.00%	189
Newspaper	77.56%	349
Neighbors or other community members	46.67%	219
City website	47.11%	212
Blogs or social media	52.22%	235
Television	63.78%	287
Other (please specify)	8.67%	39
<b>Total Respondents: 450</b>		

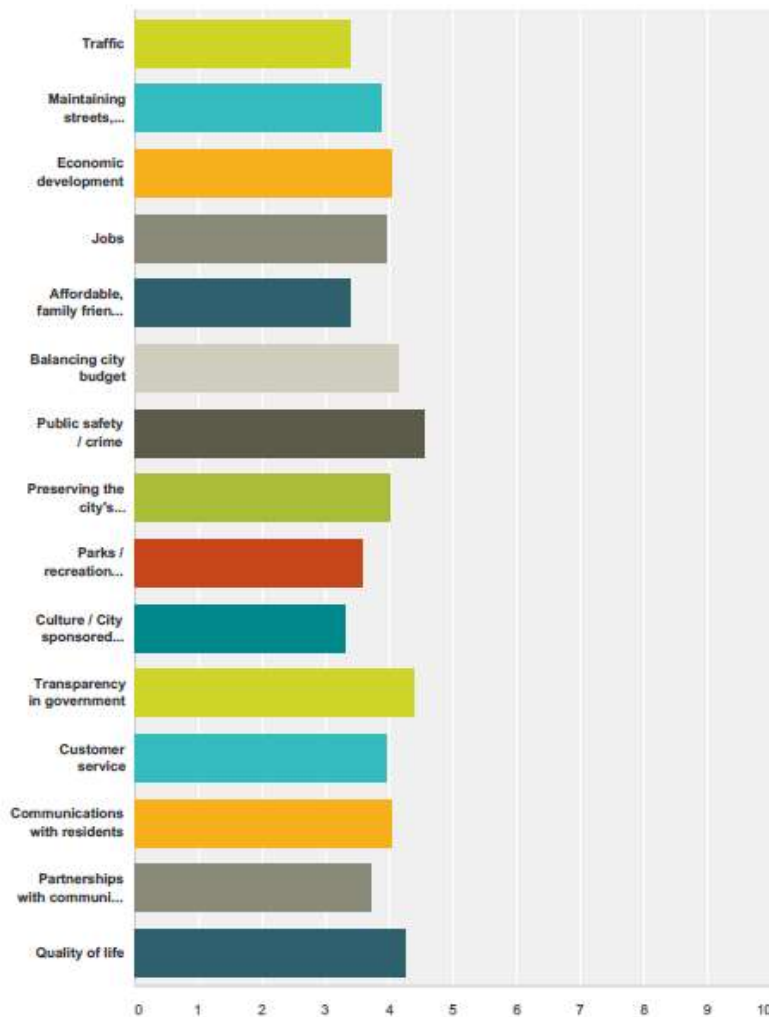
*Sample City Manager Quality Survey* (continued)

Savannah City Manager Quality Survey

SurveyMonkey

**Q3 Please rank each of the following issues that the City Manager should address (5 being the most important and 1 as not important)**

Answered: 448 Skipped: 2



D-3

***Sample City Manager Quality Survey*** (continued)

Savannah City Manager Quality Survey							SurveyMonkey	
Traffic	6.59% 28	12.47% 53	35.06% 149	24.00% 102	21.41% 91	0.47% 2	425	3.41
Maintaining streets, buildings, and other public facilities	2.30% 10	7.36% 32	23.22% 101	33.79% 147	32.64% 142	0.69% 3	435	3.88
Economic development	6.19% 27	6.42% 28	13.76% 60	22.25% 97	48.85% 213	2.52% 11	436	4.04
Jobs	5.61% 24	7.71% 33	16.82% 72	22.68% 97	44.86% 192	2.34% 10	426	3.96
Affordable, family friendly housing	10.39% 45	13.39% 58	28.41% 123	19.40% 84	27.48% 119	0.92% 4	433	3.41
Balancing city budget	3.63% 16	5.22% 23	13.83% 61	27.89% 123	47.62% 210	1.81% 8	441	4.13
Public safety / crime	3.83% 17	2.03% 9	5.63% 25	10.36% 46	74.77% 332	3.38% 15	444	4.55
Preserving the city's character	5.68% 25	5.68% 25	17.50% 77	23.41% 103	46.36% 204	1.36% 6	440	4.00
Parks / recreation programs	3.90% 17	7.57% 33	33.94% 148	32.11% 140	21.56% 94	0.92% 4	436	3.60
Culture / City sponsored events	7.74% 34	12.96% 57	35.99% 156	28.02% 123	14.81% 65	0.46% 2	439	3.29
Transparency in government	3.61% 16	2.71% 12	10.84% 48	14.67% 65	65.24% 289	2.93% 13	443	4.39
Customer service	4.52% 20	6.79% 30	20.59% 91	24.89% 110	42.31% 187	0.90% 4	442	3.95
Communications with residents	4.31% 19	4.76% 21	18.37% 81	26.53% 117	44.90% 198	1.13% 5	441	4.04
Partnerships with community / schools / business	8.18% 36	8.41% 37	22.50% 99	24.32% 107	35.68% 157	0.91% 4	440	3.72
Quality of life	4.56% 20	2.96% 13	12.07% 53	20.96% 92	56.72% 249	2.73% 12	439	4.26

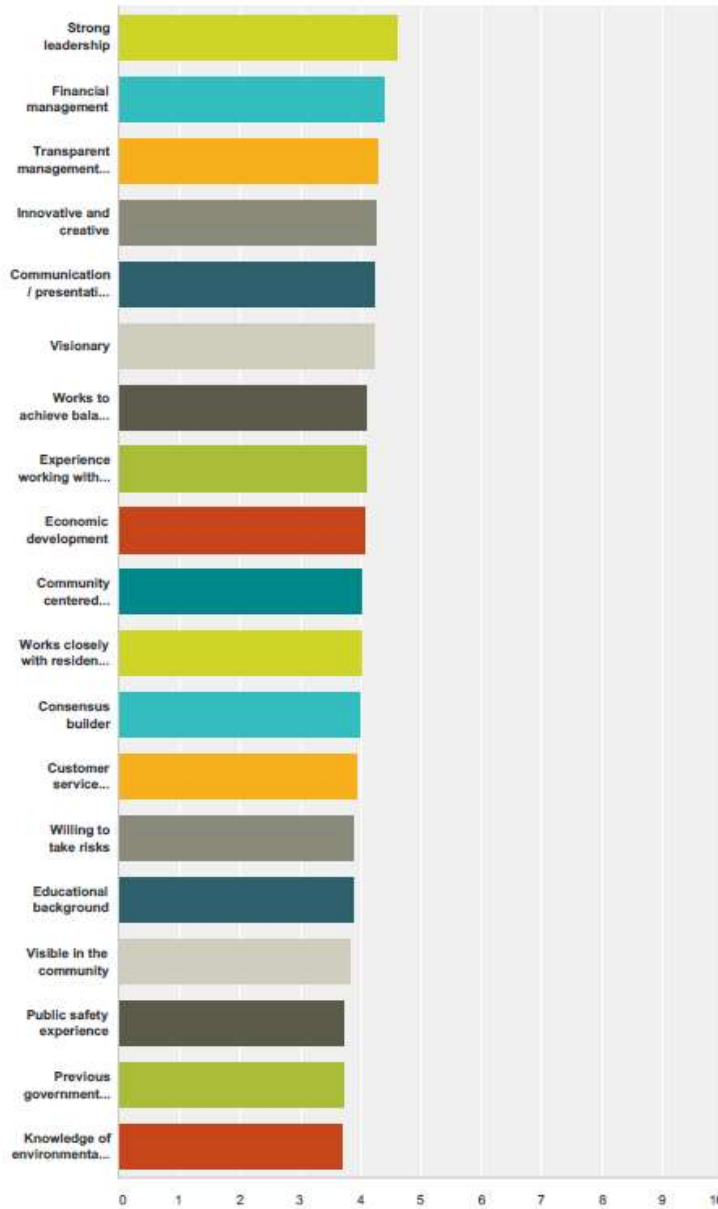
***Sample City Manager Quality Survey*** (continued)

Savannah City Manager Quality Survey

SurveyMonkey

**Q4 Please rank each of the following skills the next City Manager should have (5 being the most important and 1 as not important)**

Answered: 449 Skipped: 1



D-5

***Sample City Manager Quality Survey*** (continued)

Savannah City Manager Quality Survey		SurveyMonkey						
	1	2	3	4	5	N/A	Total	Weighted Average
Strong leadership	4.51% 20	1.13% 5	3.39% 15	10.61% 47	79.01% 350	1.35% 6	443	4.61
Financial management	3.38% 15	3.15% 14	8.33% 37	20.72% 92	63.06% 280	1.35% 6	444	4.39
Transparent management style	3.83% 17	2.25% 10	13.06% 58	20.50% 91	58.78% 261	1.58% 7	444	4.30
Innovative and creative	4.10% 18	2.28% 10	14.81% 65	20.27% 89	57.86% 254	0.68% 3	439	4.26
Communication / presentation skills	3.62% 16	3.39% 15	13.12% 58	25.57% 113	53.62% 237	0.68% 3	442	4.23
Visionary	5.22% 23	2.95% 13	12.70% 56	20.63% 91	57.37% 253	1.13% 5	441	4.23
Works to achieve balance among all community interests: residents, businesses and developers	2.95% 13	6.35% 28	15.19% 67	26.96% 119	47.39% 209	1.13% 5	441	4.11
Experience working with diverse communities	6.07% 27	5.39% 24	14.16% 63	21.12% 94	52.36% 233	0.90% 4	445	4.09
Economic development	4.57% 20	5.25% 23	14.16% 62	28.54% 125	45.89% 201	1.60% 7	438	4.08
Community centered approach	4.78% 21	5.01% 22	17.31% 76	27.56% 121	44.65% 196	0.68% 3	439	4.03
Works closely with residents and seeks their viewpoint	4.08% 18	4.31% 19	17.46% 77	31.75% 140	41.72% 184	0.68% 3	441	4.03
Consensus builder	4.31% 19	6.12% 27	20.63% 91	24.04% 106	43.54% 192	1.36% 6	441	3.98
Customer service orientation	5.24% 23	5.92% 26	18.00% 79	28.93% 127	41.00% 180	0.91% 4	439	3.95
Willing to take risks	5.25% 23	5.02% 22	23.74% 104	26.26% 115	38.81% 170	0.91% 4	438	3.89
Educational background	3.64% 16	7.05% 31	22.95% 101	27.05% 119	37.27% 164	2.05% 9	440	3.89
Visible in the community	4.58% 20	7.09% 31	24.71% 108	26.32% 115	36.61% 160	0.69% 3	437	3.84
Public safety experience	4.49% 20	8.31% 37	26.97% 120	27.42% 122	31.69% 141	1.12% 5	445	3.74
Previous government experience	8.07% 36	7.17% 32	24.22% 106	23.54% 105	35.43% 158	1.57% 7	446	3.72
Knowledge of environmental issues	7.06% 31	8.43% 37	25.28% 111	24.83% 109	33.26% 146	1.14% 5	439	3.70

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***Sample City Manager Quality Survey*** (continued)

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Savannah City Manager Quality Survey

SurveyMonkey

**Q5 Is there anything else you want to share  
about what you would like to see in our next  
City Manager?**

Answered: 230 Shipped: 220

Put the NEEDS of residents of the City of Savannah FIRST! Before the tourists, the business developers, etc.
A dedication to addressing the gun violence in our city.
More visibility to the community as a whole including the unincorporated areas, not just to specific groups.
Interest in building a bike and pedestrian friendly city.
A major interest in the environment and sustainability of it.
A familiarity with and support for Complete Streets.
Good working relationship with citizens and police. Ability to work to preserve neighborhoods. Savannah is not just for tourists!
Highly ethical business practices. High moral values and integrity. Verifiable track record of previous accomplishments in government or business.
Increasing mobility using plans like "Complete Streets". Making public transportation available for all in getting around the city (shuttles); making it safe for biking; better recycling agenda (they're composting in San Francisco these days).
I'd like to see the City Manager riding his bike to work or walking to work and incorporate a plan to always include sidewalks and bike paths in infrastructure for existing and especially for new development.
Someone who will place traffic calming and safe streets as a top priority. We have virtually no traffic enforcement (60 mph on E 52nd, my street, is not uncommon and there is NO police enforcement).
We need to start making Savannah A Bike City friendly and make better changes for cyclists safety , so that we won't have another horrible accident like on BRAG again.
Commitment to transportation issues in traffic calming through downtown for pedestrians, bicycles, cars (speeding) and public transportation. Too many accidents, by any of these modes of transportation, are completely avoidable or at least able to be lessened by enforcement of existing laws or the development of prevention measures.
Focus on the planning, development and maintenance of complete streets.
Previous experience in a city with similar challenges would be ideal, along with a demonstrated ability to manage large public projects from start to finish.
He or she must be someone the city staff will respect and find good to work for. I guess this is having the skills that most employees like to see in their employer. The new City Manager should also have skills in delegating responsibility and giving credit to others for their successes.

\*16 samples responses from the 230 received.

D-7

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**Appendix E**

***St. Johns County, FL Resolution Thanking  
CB&A for Its Outstanding Service***

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**RESOLUTION NO. 2007-23**

**A RESOLUTION OF THE COUNTY COMMISSION OF ST. JOHNS COUNTY, FLORIDA, THANKING COLIN BAENZIGER & ASSOCIATES FOR ITS OUTSTANDING EFFORTS IN CONDUCTING THE EXECUTIVE SEARCH FOR THE COUNTY'S NEW ADMINISTRATOR; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, St. Johns County retained Colin Baenziger & Associates (CB&A) to identify and recommend strong candidates to be the County Administrator;

**WHEREAS**, CB&A's staff worked diligently to find and produce excellent candidates, and then provided the County Commission with comprehensive materials concerning the candidates' aptitude, experience, background, complete and thorough interviews, references, extensive checks of criminal, civil and financial history, verification of employment and education, and exhaustive reviews of Internet and newspaper archives of these candidates; and

**WHEREAS**, CB&A's process was completely open, fair and unbiased and was extremely well received by the County Commission, county staff, the press, and the public; and

**WHEREAS**, the County Commission wishes to express its gratitude to Colin Baenziger & Associates for its efforts on behalf of the county;

**NOW BE IT THEREFORE RESOLVED BY THE COUNTY COMMISSION OF ST. JOHNS COUNTY, FLORIDA AS FOLLOWS:**

**Section 1: Recitals.** The preceding recitals are true and correct and are incorporated herein by this reference.

**Section 2: Acknowledgement.** The County Commission wishes to express its sincere appreciation and gratitude to Colin Baenziger & Associates for its outstanding work and effort in assisting the county in finding its County Administrator.

**Section 3: Effective Date.** This resolution shall take effect immediately upon adoption.

**PASSED AND ADOPTED** by the Board of County Commissioners of St. Johns County, Florida, this 21 day of August, 2007.

**ATTEST: Cheryl Strickland, Clerk**

**BOARD OF COUNTY COMMISSIONERS  
ST. JOHNS COUNTY, FLORIDA**

By: *Pam Hartman*  
Deputy Clerk

By: *Ben Rich*  
Ben Rich, Chairman

Rendition Date: 8/23/07





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**Appendix F**

*Comments from Dale Martin on  
CB&A's Vetting Process*

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# Fernandina Observer™

A JOURNAL OF NEWS AND OPINION

## **Weekly comments from Dale Martin**

**By Dale Martin, City Manager, City of Fernandina Beach**

*March 18, 2016 1:00 a.m.*

The vetting process employed by Mr. Colin Baenziger following my application to the City of Fernandina Beach was the most thorough review of my career, credentials, and references that I have ever experienced. In the months leading to my appointment here, I was interviewed in several other communities for similar City Manager positions. Despite getting to the interview stage in those communities, none of my references ever indicated to me that they had been contacted. As part of the selection process here, I was required to provide an exhaustive list of references, some very specific, such as my current Town Attorney, auditor, Chamber of Commerce, etc. To the best of my knowledge, every single reference provided was contacted.

The historic information provided to the City Commission for each candidate was extensive. Reading through the older newspaper articles rekindled so many memories- the personalities and issues from earlier days illustrate some peaks and valleys over the past twenty years. It has been a wonderful ride.

Note: Mr. Martin reminisces about his career for the remainder of the article. The full article can be found at:

<http://fernandinaobserver.com/2016/03/18/weekly-comments-from-dale-martin-5/#more-65218>



**RECEIVED**  
OCT 29 2018  
CITY OF MILL CREEK

October 25, 2018

Mr. Bob Stowe  
Interim City Manager  
City of Mill Creek  
15728 Main Street  
Mill Creek, WA 98021

Dear Mr. Stowe:

Thank you for the opportunity to provide you with a proposal for the City Manager recruitment and selection process for the City of Mill Creek. GovHR USA ("GovHR") prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

### **Qualifications and Experience**

GovHR is a public management consulting firm serving municipal clients and other public-sector entities on a national basis. Our headquarters offices are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public sector. We have 11 full time and 8 part time employees and 23 project consultants. GovHR offers customized executive recruitment services and completes other management studies and consulting projects for communities. Please note the following key qualifications of our firm:

- Since our establishment in 2009, our consultants have conducted hundreds of recruitments in 29 states, with an increase in business of at least 30% each year. Twenty-eight (28%) of our clients are repeat clients, the best indicator of satisfaction with our services.
- Surveys of our clients show that 94% rate their overall experience with our firm as *Outstanding and* indicate that they plan to use our services or highly recommend us in the future.
- Our state of the art processes, including extensive use of social media for candidate outreach and skype interviews with potential finalist candidates, ensure a successful recruitment for your organization.
- Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates.
- The firm has a total of twenty-three consultants, both generalists and specialists (public safety, public works, finance, parks, etc.), who are based in Arizona, Florida, Illinois, Indiana, Michigan, and Wisconsin, as well as five reference specialists and eight support staff.

Our consultants are experienced executive recruiters who have conducted over 600 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public-sector leaders.

GovHR is led by Heidi Voorhees, President, and Joellen Earl, Chief Executive Officer. Ms. Voorhees previously spent 8 years with the nationally recognized public-sector consulting firm, The PAR Group, and was President of The PAR Group from 2006 – 2009. Ms. Voorhees has conducted more than 250 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the

630 Dundee Road, Suite 130, Northbrook, Illinois 60062  
Local: 847.380.3240 Fax: 866.401.3100 GovHRUSA.com

EXECUTIVE RECRUITMENT • INTERIM STAFFING • MANAGEMENT AND HUMAN RESOURCE CONSULTING



high quality of work performed for them. In addition to her 12 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, with ten years as the Village Manager for the Village of Wilmette, IL. Ms. Earl is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Earl has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

GovHR Consultants have conducted more than 130 top manager-level recruitments since the company formed in 2009. A list of these recruitments is included with this Proposal.

## Scope of Services

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your City Manager search. GovHR clients are informed of the progress of a recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

GovHR suggests the following approach to your recruitment, subject to your requests for modification:

### Phase I – Position Assessment, Position Announcement and Brochure Development

Phase I will include the following steps:

- One-on-one or group interviews will be conducted with elected officials, appointed officials, staff, business community representatives and any other stakeholders identified by the client to develop our Recruitment Brochure. The Proposal assumes up to two full days and one night depending upon the client's needs. We can also utilize dedicated email and surveys to obtain feedback from stakeholder groups. Previous clients have invited community leaders to meetings with our consultants; other clients have developed surveys for the community or organization; and some clients request we use a combination of these methods to fully understand community and organizational needs and expectations for the next City Manager. We will work closely with you on the format that best meets your needs.
- Development of a **Position Announcement**.
- Development of a detailed **Recruitment Brochure** for your review and approval.
- Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes 90 days from the time you sign the contract until you are ready to appoint the finalist candidate.

### Phase II – Advertising, Candidate Recruitment and Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 5,000 visits to our website each month. Finally, we develop a database customized to your recruitment and can do an email blast to thousands of potential candidates.

Phase II will include the following steps:



- Placement of the Position Announcement in appropriate professional online publications. In addition to public sector publications and websites, outreach will include LinkedIn and other private sector resources. We can provide the City with a list of where we intend to place the position announcement, if requested.
- The development of a database of potential candidates from across the country unique to the position and to the City of Mill Creek, focusing on the leadership and management skills identified in Phase I as well as size of organization, and experience in addressing challenges and opportunities also outlined in Phase I. This database can range from several hundred to thousands of names depending on the parameters established for the outreach. Outreach will be done in person, and through e-mail and telephone contacts. GovHR consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential candidates. With more than 600 collective years of municipal and consulting experience among our consultants, we often have inside knowledge about candidates.

### **Phase III – Candidate Evaluation and Screening**

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure.

Candidates will be interviewed by skype or facetime to fully grasp their qualifications, experience and interpersonal skills. The interviews include asking specific questions about their experiences and skill sets as well as asking questions specific to the City Manager. We will ask follow up questions and probe specific areas. By utilizing skype or facetime we will have an assessment of their verbal skills and their level of energy for and interest in the position.

- Formal and informal references and an internet/social media search of each candidate will be conducted to further verify candidates' abilities, work ethic, management and leadership skills, analytical skills, interpersonal skills, ability to interact with the media, and any areas identified for improvement.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by GovHR, ensuring that the City's process is professional and well regarded by all who participate.

### **Phase IV – Presentation of Recommended Candidates**

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report that presents the credentials of those candidates most qualified for the position. You will advise us of the number of reports you will need for the individuals involved in this phase of the recruitment and selection process. We provide a binder which contains the candidate's cover letter and résumé. In addition, we prepare a "mini" résumé for each candidate, so that each candidate's credentials are presented in a uniform way. GovHR will provide you with a log of all candidates who applied. You may also review all the résumés, if requested.
- GovHR will meet with you on-site to review the Recruitment Report and expand upon the information provided. The report will arrive two to three days in advance of the meeting, giving you the opportunity to fully review it. In addition to the written report, we will spend 2 to 3 hours discussing the candidates by reviewing their skype interviews and providing excerpts from the references we will have conducted on the individuals.





**Phase V –Interviewing Process**

Phase V will include the following steps:

- After the Recruitment Report is presented, the Interviewing Process will be finalized including the discussion of any specific components you deem appropriate, such as a writing sample or oral presentation.
- GovHR will develop the first and second round interview questions for your review and comment. GovHR will provide you with interview books that include the credentials each candidate submits, a set of questions with room for interviewers to make notes, and evaluation sheets to assist interviewers in assessing the candidate’s skills and abilities.
- GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. In addition to a structured interview with the City, the schedule will incorporate a tour of Mill Creek’s facilities and interviews with senior staff, if the City so desires.
- Once candidates for interview are selected, additional references will be contacted, along with verification of educational credentials, criminal court, credit, and motor vehicle and records checks.
- GovHR recommends a two-step interviewing process with (typically) five or six candidates interviewed in the first round. Following this round, we strongly suggest that two or three candidates are selected for second round interviews. Again, we will prepare a second round of interview questions and an evaluation sheet.
- GovHR consultants will be present for all the interviews, serving as a resource and facilitator.

**Phase VI – Appointment of Candidate**

- GovHR will assist you as much as you request with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- GovHR will notify all applicants of the final appointment, providing professional background information on the successful candidate.

**Leadership/Personality Assessments**

GovHR has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the client is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC and others. Typically these tools cost \$300 per candidate to administer. This fee is not included in our proposal.

**Recruitment Schedule**

A detailed recruitment schedule will be provided in Phase I. The recruitment and selection process typically takes 90 days from the time the contract is signed until the candidate is appointed. We can work with you on a shorter process, should you so desire.

Our typical recruitment process includes the following milestones and deliverables:

- Weeks 1 - 2      On-site interviews of City officials and staff, development and approval of recruitment brochure  
**Deliverable: recruitment brochure**



➤ Weeks 3 - 8	Placement of professional announcements; candidate identification, screening, interview and evaluation by consultant
➤ Week 9	Consultant recommendation to the City of qualified candidates <b>Deliverable: recruitment report</b>
➤ Week 10	Selection of candidate finalists by the City; additional background and reference checks, report preparation and presentation <b>Deliverable: interview reports including suggested questions and evaluation sheets</b>
➤ Weeks 11-12	Interviews of selected finalist candidates; recommendation of final candidate; negotiation, offer, acceptance and appointment

**Consulting Staff**

GovHR Vice President Sarah McKee will be responsible for your recruitment process. Her biography is attached to this Proposal and her contact information is:

Sarah McKee  
Vice President  
GovHR USA LLC  
630 Dundee Road, Suite 130  
Northbrook, IL 60062  
Telephone: (847) 867-5151  
Facsimile 866.401.3100  
[Smckee@govhrusa.com](mailto:Smckee@govhrusa.com)

Ms. McKee has extensive experience as a local government manager and in non-profit management. She is known for her ability to create a harmonious work environment and for inspiring people to reach beyond their own preconceived expectations to achieve more. She has conducted recruitments for a variety of positions including, City Manager/Administrator, Public Works Director, Fire Chief, Human Resource Director, Building Director, Bridge and Road Director and non-profit Executive Director in various states including Illinois, Indiana, North Carolina, Washington, West Virginia and Colorado.

In 2017 Ms. McKee conducted the recruitment for the Executive Director of the Snohomish County Emergency Radio System (SERS) in the State of Washington. She is currently working on a recruitment for the Air Quality Program Director for the Puget Sound Clean Air Agency. She also lived in Seattle, Washington and served as the Executive Director of the Issaquah Highlands Community Association, in Issaquah, Washington from 2012 – 2014.

Ms. McKee will be assisted by a home office Recruitment Coordinator and a Reference Specialist. A complete list of Ms. McKee's and GovHR's clients is available on our website at [www.govhrusa.com](http://www.govhrusa.com)

**References**

The following references can speak to the quality of service provided by GovHR:

**Shorewood, Illinois (Village Administrator, 2018) – Sarah McKee**  
Chief Aaron Klima



One Towne Center Blvd.  
 Shorewood, IL 60404  
 815-725-2150  
[aklima@vil.shorewood.il.us](mailto:aklima@vil.shorewood.il.us)

**Normal, IL (City Manager, 2017) - Heidi Voorhees**

Mayor Chris Coos  
 Town of Normal  
 11 Uptown Circle  
 Normal, IL 61761  
 309-454-9503  
[mayor@normal.org](mailto:mayor@normal.org)

**East Moline, IL (City Administrator, 2016) – Sarah McKee**

Darin Girdler  
 City Administrator  
 915 16th Ave  
 East Moline, IL 61244  
 309-752-1599  
[dgirdler@eastmoline.com](mailto:dgirdler@eastmoline.com)

**Morgantown (City Manager, 2016) – Sarah McKee**

Marti Shamberger  
 Mayor, City of Morgantown  
 389 Spruce Street  
 Morgantown, WV 26505  
 304-284-7405  
[mshamberger@morgantownwv.gov](mailto:mshamberger@morgantownwv.gov)

**SERS- Snohomish County Emergency Radio System (Exec. Director, 2017) - Sarah McKee**

Chief Greg Wilson  
 1049 State Avenue  
 Marysville, WA 98270  
 425-670-8260  
[chief@ci.mit.wa.us](mailto:chief@ci.mit.wa.us)

Summary of Costs	Price
Recruitment Fee:	<b>\$14,500</b>
Recruitment Expenses: (not to exceed) ➤ Expenses include consultant travel, postage/shipping, telephone, support services, candidate due diligence efforts. copying etc.	<b>5,000</b>
Advertising: *Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.	<b>2,500*</b>



<b>Total:</b>	<b>\$22,000**</b>
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\*\*This fee does not include travel and accommodations for candidates interviewed. Recruitment brochures are produced as electronic files. Printed brochures can be provided, if requested, for an additional cost of \$900.

The above cost proposal is predicated on four consultant visits to the City; the first for the recruitment brochure interview process (up to two full days and one night, depending upon the client's needs; if additional days are needed they will be billed at \$500 per half day and \$950 for a full day, plus additional hotel charges, if required); the second to present recommended candidates; and the third and fourth for the candidate interview process (second round interviews are often scheduled a week or so following the first round interviews). Any additional consultant visits requested by the City will be billed at \$125/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

**Payment for Fees and Services**

Professional fees and expenses will be invoiced as follows:

- 1<sup>st</sup> Payment:** 1/3 of the Recruitment Fee (invoice sent upon acceptance of our proposal).
- 2<sup>nd</sup> Payment:** 1/3 of the Recruitment Fee and expenses incurred to date (invoice sent following the recommendation of candidates).
- Final Payment:** 1/3 of the Recruitment Fee and all remaining expenses (invoice sent after recruitment is completed).

Recruitment expenses and the costs for printing the Recruitment Brochure will be itemized in detail. Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)

**Approach**

Executive search is an important decision-making process for an organization and our primary goal is to provide our client with the information to make the best hiring decision. Our firm's executive recruitment philosophy embraces a professional process of integrity, trust, and respect toward all parties involved, and complete commitment toward meeting the expressed needs and desires of our client. All of our services are handled by principals of the firm who have established and well-regarded reputations in the search field, as well as actual operating experience in the public management fields in which they now consult. Each has impeccable professional credentials and unblemished personal reputations. Keeping both our client and prospective candidates informed on the status of the recruitment on a regular basis is also an important part of our recruitment process. Our work is carried out in an open manner with particular attention given toward seeking out critical factors of a client's organization and governance, and utilizing such information respectfully and discreetly in seeking out candidates who truly have the ability to meet the expectations and needs of the client—working strenuously in developing a fully qualified, "best match" candidate pool for client consideration. Our process includes assistance in the critical final interview and selection phases of the recruitment, and availability to both client and candidate for months following the appointment. Our process was developed and refined over the years to meet the special, and often unique, needs and circumstances facing our local government, public management, and related not-for-profit clients.



### **Sample Materials**

Included with this Proposal are two sample brochures from previous City Manager recruitments, a Candidate Profile, a Brochure Feedback form, and a Sample Interview Recruitment Portfolio which includes sample interview questions other information we use to prepare the City Council for candidate interviews.

### **GovHR Guarantee**

It is the policy of GovHR to assist our clients until an acceptable candidate is appointed to the position. Therefore, no additional professional fee would be incurred should the City not make a selection from the initial group of recommended candidates and request additional candidates be developed for interview consideration. Additional reimbursable expenses may be incurred should the situation require consultant travel to Mill Creek beyond the planned four visits.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the City or the employee's own determination, leave the employ of the City within the first 18 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only, if requested to do so within six months of the employee's departure.

In addition, in accordance with the policy of our firm as well as established ethics in the executive search industry, we will not actively recruit the placed employees for a period of five years.

### **Why Choose GovHR?**

We ask you to consider the following as you deliberate:

- We are a leader in the field of local government recruitment and selection with experience in more than 24 states, in communities ranging in population from 1,000 to 1,000,000. More than 28% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients.
- We are committed to bringing a diverse pool of candidates to your recruitment process. We network extensively with state, city and county management associations, attending more than 20 state and national conferences each year. In addition, we support and attend the meetings of Women Leading Government, the International Hispanic Network, the California Network of Asian Public Administrators, and the National Forum for Black Public Administrators.
- We conduct comprehensive due diligence on candidates. Before we recommend a candidate to you, we will have interviewed them via Skype, conducted reference calls, and media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.
- We are your partners in this important process. You are welcome to review all the resumes we receive, and we will share our honest assessment of the candidates.
- Our goal is your complete satisfaction. We are committed to working with you until you find the candidate that is the best fit for your position.

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.



This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

Sincerely,

Heidi J. Voorhees  
President  
GovHR USA

Attachment: Consultant Biography

**ACCEPTED BY THE CITY OF MILL CREEK, WASHINGTON**

BY: \_\_\_\_\_

TITLE: \_\_\_\_\_

DATE: \_\_\_\_\_

**CONSULTANT BIOGRAPHY****Sarah McKee  
Vice President**

Sarah McKee is a Vice President with GovHR USA and has extensive experience as a local government manager and in non-profit management. She has conducted recruitments for a variety of positions including, City Manager/Administrator, Public Works Director, Fire Chief, Human Resource Director, Director of Development Services, Park and Recreation Director, Building Director, Bridge and Road Director, Court Services Director, 911 Center Director, Community and Economic Development Director and non-profit Executive Director in various states including Illinois, Indiana, North Carolina, South Carolina, Florida, Texas, Washington, Montana, West Virginia and Colorado. She has also been involved in studies related to organizational structure/development and strategic planning.

Sarah was a city manager in Johnstown, OH (5,500) and Rolling Meadows, IL (25,000). While managing in Johnstown, the community saw a 20 percent growth in residential and commercial and Sarah was instrumental in establishing their first comprehensive plan as well as a downtown revitalization plan. She was also expanded their industrial park after the park experienced maximum capacity. During her administration, she successfully acquired various grants for community park renovations and led the community through the Main Street application process.

During the recession of 2008, she led Rolling Meadows through a workforce reduction which also included an early incentive retirement program as well as a successful re-negotiation of police and fire contracts for additional cost savings to the City. Additionally, she developed a retention and expansion program for the community's commercial and industrial businesses and attracted additional employers to their corporate centers. During her tenure, she was influential in attracting several new businesses to the area including expansion of several large employers.

Sarah also has extensive experience in Public Works Administration. Having served as a solid waste and fleet superintendent prior to being a public works director, she is known for several innovative ideas that have saved millions of dollars in local governments. While serving as the solid waste superintendent in Paducah, KY, she created the first biosolids waste composting facility in the state. In its first year of operation, the City saved approximately \$1M dollars in landfill costs through the diversion of biosolids and yard waste.

Through ICMA's international program and their cooperation with USAID, Sarah was asked to assist the country of Bulgaria in developing their solid waste management program as they transitioned to the European Union. She spent over seven years developing their program and training their environmental experts as well as assisting in the development of their landfills and composting sites. In addition to Bulgaria, Sarah has also worked in Beirut, Lebanon in the development of the Economic Development plan.

Recently, Sarah expanded her experience into non-profit management. She served as the first Executive Director of the Issaquah Highlands Community Association. Issaquah Highlands is an award winning, large scale master planned, built green urban village located just east of Seattle, WA. The community association is responsible for the governance and management of over 4,000 housing units as well as commercial (including a hospital campus) and retail spaces with 1500 acres of open spaces with 22 parks, soccer fields, dog parks, sport courts and play areas. The Association is charged with maintaining all streetscape, storm water systems including its use as irrigation in streetscapes and parks, management of 9 neighborhoods and 13 supplemental neighborhoods including z-Homes (zero based energy homes).



**Professional Education, Training and Instruction, Memberships and Affiliations, Awards and Local Government Professional Background**

**Professional Education**

- Master's degree in Public Administration with emphasis in Organizational Communications, Murray State University, KY
- Bachelor of Science degree in Business Administration with emphasis in management, Murray State University, KY

**Training and Instruction**

Sarah has spoken/presented at various conferences including ICMA's Women's luncheon, Illinois Government Finance Officers Association, Indiana Municipal Managers Association, Illinois City/County Management Association and various other entities related to municipal government. She also serves as a coach for ICMA.

**Local Government Professional Background**

Extensive experience as a local government manager and in non-profit management

- Executive Director, Issaquah Highlands Community Association, Issaquah, WA 2012-2014
- City Manager, Rolling Meadows, IL 2008-2010
- Village Manager, Johnstown, OH 2003-2008
- Public Works Director, Paducah, KY 1999-2003
- Solid Waste Superintendent/Fleet Superintendent, Paducah, KY 1994-1999



# AGENDA ITEM #D.

# GovHR USA

GovTempsUSA

**Heidi J. Voorhees**  
President

HVoorhees@GovHRusa.com    GovHRUSA.com

Office: 847.380.3243    Cell: 847.902.4110    Fax: 866.401.1100

630 Dundee Road, Suite 130, Northbrook, IL 60062



Agreement with  
Executive Search  
Firm ~~Prager~~ ~~Marshall~~  
Recruitment (Boo) ~~485~~

**PROFESSIONAL DEVELOPMENT / MENTORING**

Owners Heidi Voorhees and Joellen Cademartori each have more than 30 years of experience in leadership positions in the public sector and in consulting with public sector and non-profit clients. We look forward to serving your organization's needs.

Our firm has extensive experience in delivering presentations at local, state and national conferences on current topics facing local government organizations.

Our consultants also serve as mentors for newly appointed managers department heads who may need limited and targeted professional development guidance and assistance.



**OUR CLIENTS SAY...**

"Communication was timely, informative, **RESPONSIVE** and professional."

"The organization's **STELLAR REPUTATION** is well deserved! Start to finish: no detail was overlooked. The 'gold standard'!!"

"The knowledge the consultant had of the candidates was **IMPRESSIVE.**"

"The coordination by the consultant helped to alleviate the workload of internal staff. Consultant was willing to **CUSTOMIZE** the process based on the City's needs."



630 Dundee Road, Suite 130  
Northbrook, Illinois 60062  
Local: 847.380.3240  
GovHRUSA.com  
info@GovHRUSA.com



**Executive Recruitment,  
Staffing Services  
and Management  
Consulting...**

Tailored to Your Needs





**EXECUTIVE RECRUITING**

Our recruitment and selection process is dynamic, thorough and tailored to each client's needs. We spend time understanding your organization's culture, the community and the qualities and experiences you are seeking in candidates for your position. In addition to the thousands of names in our database, we develop an outreach plan specific to your recruitment.



**Our recruitment services include:**

- Position assessment and detailed recruitment brochure
- Extensive outreach using social media, web-based advertising, multiple databases and personal contact
- Candidate evaluation and screening
- Candidate background due diligence
- Delivery of recruitment report prior to consultant presenting candidates

**Other services we offer within our fee:**

- Oral presentation exercises and written exercises for use during the interview process
- Public meeting facilitation/interviews with community groups
- Video interviewing for hiring authorities to use in the candidate evaluation process

**Additional services to consider:**

- Personality assessments
- Comprehensive community and employee surveys

**GENERAL RECRUITMENT SERVICES**

- Limited Scope Recruitments
- Virtual Recruitments
- Professional Outreach

**CAREER CENTER**

Reach thousands of job seekers by posting your open position on our Career Center. Job announcements are also pushed out through GovHR USA's social media platforms twice per week along with an email blast to thousands of local government job seekers.

**INTERIM AND CONTRACT STAFFING**

GovTemps USA provides local governments with the opportunity to reduce costs associated with permanent employees such as medical benefits, pension contributions, worker's compensation, and unemployment compensation obligations.

**Long-Term, Short-term, Temporary or Interim Placements** are available in a wide variety of positions including but not limited to:

- General Management
- Public Safety
- Public Finance
- Public Works and Utilities
- Parks & Recreation
- Planning and Inspections

**Temp-to-Hire Option**

Employees may be transitioned to a permanent position in your organization after a trial period. This allows you to determine if the employee is the right fit for the position.



**HUMAN RESOURCES CONSULTING**

GovHR USA offers a full range of human resources consulting services for our clients.

**These include:**

- Classification and compensation studies and job description development
- Employee performance appraisal system development and training
- Manager performance appraisal and goal setting
- Employee morale consulting
- Staffing analysis and succession planning assistance
- Assessment centers



**Virtual HR Services**

We offer back office HR support that includes assistance with recruitments, collective bargaining preparation and contract analysis, policy analysis and development and personnel manual development.

**MANAGEMENT CONSULTING**

Our management consultants have worked with counties, municipalities, and not for profit organizations of all sizes. We've led projects related to strategic planning, process improvement, public safety staffing and analysis, efficiency studies and organizational assessments of all types.



**City Management Recruitments 2009 to Present**

<b>Client</b>	<b>Position</b>	<b>Year</b>	<b>Population</b>
Algonquin, IL	Village Manager	2012	30,046
Alpena, MI	City Manager	2012	10,410
Arlington Heights, IL	Village Manager	2014	75,100
Battle Creek, MI	City Manager	2014	51,911
Beloit, WI	Finance & Administrative Services Director	2014	36,966
Beloit, WI	City Manager	2015	36,966
Beloit, WI	Town Administrator	2016	36,966
Bensenville, IL	Village Manager	2015	20,703
Bloomington, IL	City Manager	2018	78,730
Bondurant, IA	City Administrator	2017	5,493
Brown Deer, WI	Village Manager	2012	12,061
Buffalo Grove, IL	Village Manager	2010	42,909
Burleson, TX	City Manager	2011	36,990
Burlington, IA	City Manager	2011	25,663
Burlington, WI	City Administrator	2014	10,511
Cambridge, MA	City Manager	2016	110,000
Carbondale, IL	City Manager	2011	25,092
Caro, MI	City Manager	2012	4,208
Cary, IL	Village Administrator	2011	18,713
Cedarburg, WI	Town Administrator	2015	11,475
Cheshire, CT	Town Manager	2017	29,261
Clarendon Hills, IL	Village Manager	2010	8,572
Clarendon Hills, IL	Village Administrator	2014	8,572
Crest Hill, IL	City Administrator	2015	20,837
Decatur, IL	City Manager	2014	76,178
DeKalb, IL	City Manager	2013	44,862
Delta Charter Township, MI	Township Manager	2014	32,400
Dixon, IL	City Manager	2015	15,333
Eagle, CO	Town Manager	2017	6,739
East Moline, IL	City Administrator	2011	21,300
East Moline, IL	City Administrator	2016	21,300
East Peoria, IL	City Administrator	2016	23,503
Effingham	City Administrator	2010	12,384
Elmhurst, IL	City Manager	2010	43,300
Fayetteville, NC	Assistant City Manager	2012	208,000
Fayetteville, NC	Assistant City Manager	2017	208,000
Ferguson Township, PA	Township Manager	2017	18,300

Ferguson, MO	City Manager	2015	21,111
Fond du Lac, WI	City Manager	2012	43,021
Fox Lake, IL	Village Administrator	2013	10,550
Freeport, IL	City Manager	2017	25,000
Ft. Atkinson, WI	City Manager	2012	12,300
Galesburg, IL	City Manager	2010	33,706
Garland, TX	Assistant City Manager	2016	233,206
Glen Ellyn, IL	Village Manager	2010	27,000
Glen Ellyn, IL	Assistant Village Manager	2013	27,000
Glencoe, IL	Village Manager	2013	8,723
Glendale, WI	City Administrator	2016	12,920
Greenbelt, MD	City Manager	2016	23,753
Hagerstown, MD	City Administrator	2015	40,612
Hamtramck, MI	City Manager	2017	21,752
Hanover Park, IL	Village Manager	2012	37,973
Hartford, WI	City Administrator	2015	14,251
Highland Park, IL	City Manager	2011	31,365
Hinsdale, IL	Village Manager	2013	16,816
Hobart, WI	Village Administrator	2016	8,500
Homer Glen, IL	Village Manager	2011	24,220
Inverness, IL	Village Administrator	2013	7,400
Janesville, WI	Develop City Manager Profile	2013	63,480
Janesville, WI	City Manager	2013	63,480
Joliet, IL	City Manager	2013	147,500
Joliet, IL	City Manager	2017	147,500
Kalamazoo, MI	City Manager	2013	75,000
Kenilworth, IL	Village Manager	2012	2,562
La Grange, IL	Village Manager	2017	15,732
Lake Geneva, WI	City Administrator	2015	7,710
Lake Villa, IL	Village Administrator	2013	8,774
Lake Zurich, IL	Village Manager	2015	19,631
Libertyville, IL	Village Manager	2016	20,431
Lincoln, IL	City Administrator	2014	14,500
Lincoln, IL	City Administrator	2018	14,500
Lincolnshire, IL	Village Manager	2012	7,500
Lindenhurst, IL	Village Administrator	2017	14,468
Lisbon, WI	Town Administrator/Clerk	2014	2,521
Lombard, IL	Village Manager	2013	43,165
Marengo, IL	City Administrator	2011	7,614
Maryland Heights, MO	City Administrator	2015	27,436
Mettawa, IL	Part-time Village Administrator	2010	500
Mokena, IL	Village Administrator	2015	19,042
Moline, IL	City Administrator	2017	43,100
Monmouth, IL	City Administrator	2014	9,444
Morgantown, WV	City Manager	2016	31,000
Morton Grove, IL	Village Administrator	2011	23,500
Morton Grove, IL	Manager of Inspectional Services	2011	23,500

Mt. Lebanon, PA	Municipal Manager	2015	33,000
Mt. Prospect, IL	Village Manager	2015	54,771
Munster, IN	Town Manager	2014	23,603
New Lenox	Village Administrator	2011	25,000
Newton, IA	City Administrator	2016	15,000
Normal, IL	City Manager	2017	54,264
North Kingstown, RI	Town Manager	2015	26,326
North Kingstown, RI re-do	Town Manager	2017	26,326
Oak Brook, IL	Village Manager	2014	7,883
Oak Creek, WI	City Administrator	2016	34,626
Oakland Township, MI	Township Manager	2013	16,779
Oberlin, OH	City Manager	2016	8,390
Orland Park, IL	Village Manager	2016	60,000
Orland Park, IL	Village Manager	2016	60,000
Pekin, IL	City Manager	2016	33,223
Plymouth	Director of City Services	2010	8,468
Prairie Du Chien, WI	City Administrator	2017	5,900
Princeton, IL	City Manager	2011	7,500
Princeton, WI	City Administrator	2010	1,504
Provincetown, MA	Town Manager	2015	2,990
Racine, WI	City Administrator	2016	78,200
Republic, MO	City Administrator	2016	15,590
Richfield	Village Administrator	2009	11,500
River Forest, IL	Village Administrator	2010	11,635
Rochester, MI	City Manager	2015	13,000
Rock Island	City Manager	2011	39,684
Rome, WI	Town Administrator	2016	2,720
Rome, WI	Town Administrator	2016	2,720
Schiller Park, IL	Village Manager	2015	11,870
Shorewood, WI	Village Manager	2017	13,331
Skokie, IL	Village Manager	2013	65,000
Sykesville, MD	Town Manager	2017	3,941
Tinley Park, IL	Village Manager	2013	58,000
Unalaska, AK	City Manager	2017	4,768
University City, MO	City Manager	2017	35,115
Volo, IL	Village Administrator	2013	3,300
Waldwick, NJ	Borough Administrator	2015	9,800
Washington, IA	City Administrator	2011	7,266
Washington, IL	City Administrator	2015	15,700
Wauconda, IL	Village Administrator	2013	13,603
Wauconda, IL	Village Administrator	2017	13,896
Waukesha, WI	City Administrator	2012	71,000
Waukesha, WI	City Administrator	2014	71,000
Webster City, IA	City Manager	2016	8,000
West Bend, WI	City Administrator	2016	31,000
West Liberty, IA	City Manager	2013	3,736
Whitewater, WI	City Manager	2012	14,300

Wildwood, MO	City Administrator	2014	35,517
Williamstown, MA	Town Manager	2015	8,400
Woodridge, IL	Village Administrator	2017	32,971

DeKalb, Illinois

Characteristics and Traits for the City Manager

Candidates must have a reputation for personal and professional integrity, trustworthiness, and for leading an organization by example and conducting all personal and professional interactions honestly, fairly, and ethically.

Candidates should be politically savvy, not political, and must have the maturity, self-confidence, and strength of professional convictions to provide administrative insights and counsel to the Mayor, City Council and staff; and be able to firmly and diplomatically present professional views and carry out administrative decisions in a timely, professional, and impartial manner.

Candidates must be able to create an environment dedicated to teamwork and empowerment by seeking input from key staff and then setting the course for the Department Heads to follow with clear expectations and allowing Department Heads to manage and produce results.

Candidates must be skilled listeners willing to hear a different point of view or be apprised of the historical context of some issues.

Candidates must be able to deal with adversity and differing opinions without taking personal offense.

Candidates must be comfortable with and seek out community interaction and engagement, participating in community events and being accessible to the residents and businesses in DeKalb, genuinely embracing the DeKalb community. Candidates should expect to engage in ongoing, regular dialog with community members.

Candidates should be able to think strategically and articulate a vision for the organization and to work with a diverse group of stakeholders. Candidates must be willing to listen to new ideas; be innovative and creative when addressing those ideas and other issues.

Candidates must have well-developed customer service skills, leading by example and reinforcing responsiveness throughout the organization.

Candidates must display a strong work ethic and an optimistic "can-do" attitude when addressing the complex issues facing city governments in Illinois.



Executive Recruitment for

DEKALB, ILLINOIS

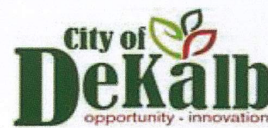
CITY MANAGER

GovHR USA, LLC is pleased to announce the recruitment and selection process for City Manager for the City of DeKalb, Illinois. This is an excellent opportunity for candidates who are excited about the economic resurgence of an historic, university community. Candidates who are strong communicators with a record of participatory, collaborative leadership are encouraged to apply. This brochure provides background information on the City of DeKalb as well as the requirements and expected qualifications for the City Manager's position. Additional information about DeKalb can be found on the City's website: https://www.cityofdekalb.com

Candidates interested in applying for the position should submit their résumé and cover letter, along with contact information for five work-related references by October 8, 2018, to www.govhrusajobs.com Questions regarding this opportunity should be directed to the Executive Recruiter working with the City of DeKalb:

Heidi Voorhees, President

GovHRUSA, LLC
630 Dundee Road, Suite 130
Northbrook, Illinois 60062
Email: HVoorhees@govhrusa.com
TEL: 847-380-3243 or Mobile: 847-902-4110
FAX: 866-401-3100





**Education, Skills and Abilities for the City Manager**

Successful candidates will be collaborative leaders who listen, build relationships and embrace diversity. They will have a positive outlook and be genuinely excited with being an integral part of DeKalb's future success. Candidates will ideally have experience with organizations similar in size and demographics to DeKalb and be skilled in finance, economic development and collective bargaining. Candidates with experience in the private sector, the nonprofit sector or the military are encouraged to apply.

The starting salary range is \$150,000+/- DOQ with excellent benefits. Candidates must reside in DeKalb within six months of appointment to the City Manager position.

**Specific Qualifications**

*While the following qualifications are ideal, the City is open to nontraditional candidates who have developed leadership and management skills outside of the local government sector.*

Candidates must possess a bachelor's degree. A master's degree or other advanced degree is highly desired. Candidates must have increasingly responsible leadership experience in a complex organization.

Candidates must have the ability to develop an effective, collaborative working relationship with the Mayor and City Council and City department heads. An approachable, team-oriented style will be key to the success of the next City Manager. In addition, candidates must possess demonstrated leadership and management skills with the ability to establish strong working relationships with staff at all levels of the organization.



**DeKalb's History**

The area today known as DeKalb has a long, colorful history that began to unfold in the early 1800s. Settlers from the east coast were attracted to the area by the rich farmland and abundant natural resources. Agriculture was the primary economic activity. The area began to grow and develop with the arrival of the Chicago and North Western railroad in the mid-1800s. The area's prime location brought easier shipping of local crops to larger markets such as Chicago. DeKalb was incorporated as a Village in 1856 and then as a City in 1877.

In 1873, local farmer Joseph Glidden developed barbed wire and began commercial mass production of his new invention designed to manage animals in large pastures. However, another

entrepreneur later claimed to invent barbed wire. After 18 years of legal wrangling, Glidden's patent was declared the "winner," thereby assuring DeKalb a place in history and the nickname "Barb City." The DeKalb County Farm Bureau, the first organization of its kind, was established in 1912. In the 1930s, the DeKalb AgResearch Corporation marketed its first hybrid seed corn.

The founding of Northern Illinois State Normal School in 1895 permanently changed DeKalb's landscape by adding education, cultural, and sporting events to complement and enhance the lifestyle of DeKalb residents and visitors. The 756-acre campus became known as Northern Illinois University (NIU) in 1957. Today NIU is home to 17,000 students and is the largest employer in DeKalb.

**DeKalb, Illinois**

**City Manager**

**PROFESSIONAL ANNOUNCEMENT**

DeKalb, IL (pop. 43,849) is an historic, rural university community located 65 miles west of Chicago along the booming I-88 corridor in DeKalb County. DeKalb offers larger city entertainment, recreational and employment opportunities while maintaining a small town atmosphere and cost of living. The City is seeking highly collaborative leaders with an understanding of municipal operations, economic development and community engagement to serve as its next City Manager. The City Manager is appointed by and reports to the Mayor elected at large, and seven (7) Council members elected by wards for four-year overlapping terms. Please note the following:

- The City has been undergoing an economic resurgence with redevelopment in the downtown resulting in new restaurants, condominium and apartment buildings and other retail businesses including a grocery store. The City has also seen the extensive development of Park 88, an Industrial Park with more than 7 million square feet of space spread over 565 acres. The park is 50% occupied with large distribution centers/light manufacturing that includes Target, 3M, Nestle, Goodyear and Panduit.
- The City has a \$90 million total budget, with 201 full-time and 46 part-time employees serving the community. The City Manager is responsible for

the appointment of department heads which include Police, Fire, Public Works, Finance, Human Resources, Information Technology and Community Development. The City has several bargaining units that represent employees in the collective bargaining process.

- The City enjoys a collaborative working relationship with Northern Illinois University (home to 17,000 students) initiating the Proudly DeKalb (ProudlyDeKalb.com) community marketing campaign that includes residents, businesses and nonprofit organizations as well.

Candidates must have a bachelor's degree. A Master's degree or other advanced degree is highly desired. In addition, candidates should have increasingly responsible executive leadership and management in local government or comparable field. Nontraditional candidates with experience in the private, nonprofit, military or other governmental sectors are encouraged to apply. A proven record in effective service delivery, financial management and creative problem solving, with an approachable, welcoming style with the community and staff is essential. Starting salary: \$150,000+/- DOQ with excellent benefits. Residency is required within 6 months of appointment. Apply electronically to govhrjobs.com with résumé, cover letter, and contact information for 5 professional references by October 8, 2018 ATTN: Heidi Voorhees President, GovHRUSA.



Candidates will ideally have experience in finance and budgeting, understanding the complexities and challenges of municipal budgeting in an environment of increasing expenses and decreasing revenues.

Candidates will ideally have experience in economic development with the ability to leverage state and federal funds, strategize creatively regarding redevelopment options, structure incentive packages and provide appropriate oversight of municipal regulatory processes ensuring an efficient permitting process.

Candidates should have successful human resource management and collective bargaining skills with experience in contract negotiation, grievance processes and promotion and discipline in a unionized environment, with a record for fairness in dealing with all employees.

Candidates will be committed to recruiting for a diverse workforce that reflects the demographics of the community.

Candidates should have experience in process improvement and in the evaluation of municipal services ensuring that high-quality services are offered in a cost-effective manner; candidates must be skilled in an inclusive approach to process improvement and in effectively rolling out change.

Candidates should have strong strategic planning skills with the ability to organize, plan and implement multi-faceted projects that include numerous municipal partners as well as state, federal and regional organizations.

Candidates must have the ability to form key partnerships with other units of government, particularly the schools in order to effectively address budget and finance issues.

Candidates must have strong written and oral communication skills and should have the ability to tailor communications and presentations to connect and effectively communicate with a variety of audiences.

**DeKalb, Illinois**

**City Manager**

**DeKalb Today**

DeKalb has evolved from primarily an agribusiness and manufacturing town, into a regional economic engine. With its access to the I-88 High Tech corridor and to the I-39 Logistics Corridor, the City is home to large distribution facilities such as those for Target, 3M, Nestle, Goodyear, and Panduit. The City's location and the research capabilities offered by NIU have made DeKalb an attractive location for high technology companies such as Monsanto, LMC Adiabatic and SCA/Alloyd. Also, the City-owned DeKalb Taylor Municipal Airport is a full-service airport that offers four (4) runways (longest: 7,025) for general aviation, cargo and corporate access as well.

The City offers a variety of cultural and entertainment opportunities, as well as a picture-perfect destination for family recreation, unique dining, major retailers, and leisurely shopping along its Main Street. The Kishwaukee River flows northward through the city, offering recreational opportunities. The community has an outstanding school system. The DeKalb Public Library has served the community for more than 100 years and recently underwent an extensive, \$27M expansion project (grants and public/private partnership efforts).

The City offers housing opportunities that range from single-family homes on unique tree-lined residential streets, as well as multifamily dwellings of apartments or townhomes. Northwestern Medicine Kishwaukee Hospital, operating a state of the art facility in DeKalb County, is currently completing a \$46 million Health and Wellness Center.

Residents and visitors can take advantage of a number of community festivals and activities throughout the year including Kite Fest, a Farmer's Market every Thursday from June through September, Corn Fest in August,

Kishwaukee Fest Baconpalooza and many, many more. There are active community gardens and a bandshell that hosts the DeKalb Municipal Band on Tuesday nights in the summer. Notably, the DeKalb Municipal Band is the oldest continuously playing community band in the country. The Egyptian Theater is a beautiful art deco historic working theater in the downtown that has hosted Presidents Kennedy and Reagan as well as First Lady Eleanor Roosevelt. Each July 4, the City of DeKalb hosts food vendors and a concert at Hopkins Park where residents and visitors can view the fireworks. The City is also a bronze level Bike Friendly Community and is actively building trails to achieve connectivity throughout the region for bicyclists of all ages.

The DeKalb Park District is a separate taxing entity with an elected board that operates the City's 44 neighborhood, passive and linear parks, two golf courses, the Hopkins Park Pool and Community Center, Nehring Center for Culture and Tourism and the Ellwood House Museum and Park. In addition, the Park District offers recreational programming for residents of all ages.

The City truly is a community where residents can work, play and live in a setting that combines the best of rural, urban and suburban living.



**Fast Facts**

**Year Incorporated** – 1856

**Population** – 43,849

**Land Area (sq. miles)** – 12.6

**Park Acreage** – 700

**Median Age** – 24.1

**Median Household Income** – \$40,859

**Median Home Value** – \$152,372

**The Municipal Organization**

DeKalb operates under a Council-Manager form of government. The Mayor is elected at large for a four (4) year term. The City Council consists of seven (7) Council members. The Mayor serves as the City's Chief Elected Officer and performs other traditional statutory functions. The City Council approves the annual municipal budget and decides on taxing levels to fund municipal services. In addition, the Council establishes policies, goals, and objectives to direct the City's growth and development, and adopts ordinances, rules, and regulations as necessary for the general welfare of the community and its visitors. The City Council generally meets on the second and fourth Mondays of each month.

The City Manager directs the day-to-day services and operations of the City. The department heads are appointed by, and report to, the City Manager, who is responsible for executing the City Council's policies, ordinances, resolutions and service objectives, and works with the Mayor, Council members, City staff and citizens to establish and implement long-range goals and objectives.

The City has a \$90 million total budget for FY 2018. A total of 201 full-time and 46 part-time employees assure the delivery of efficient and effective day-to-day municipal services. DeKalb provides the full range of traditional City services through its various departments which include Police, Fire, Public Works, Community Development, Human Resources, Finance and Information Technology.

Currently, there are three (3) unions in the City: IAFF, FOP, and AFSCME.

**Challenges/Opportunities for the DeKalb City Manager**

- The next City Manager will continue to focus on DeKalb's economic revitalization and capitalize on the momentum. Within the last year, DeKalb competed for a \$1.6 billion Toyota/Mazda manufacturing plant. DeKalb was the number one site in the state of Illinois. Though the plant ended up in Alabama, the City competed well and is ready to move forward again when the opportunity arises.
- The State of Illinois' financial condition has impacted communities and institutions of higher education throughout the state. Northern Illinois University has lost enrollment and state funding which in turn impacts the City of DeKalb's economy. The City maintains its reserves of 25% of the General Fund but is still facing a structural deficit. The next City Manager will work closely with the Mayor and Council to address the City's financial challenges while maintaining appropriate reserve levels.
- The City Manager must be able to work productively and effectively with the County, Township, NIU, Park District and other community partners to share services when possible, coordinate events and collaborate on solving issues that impact the whole community.
- The City recently completed a planning study of the Annie Glidden North Corridor of the City in an effort to make that area a more vibrant, safe, walkable and economically viable place to live. The Annie Glidden North Revitalization Task Force has appointed subcommittees to focus on implementation of the recommendations. The next City Manager can expect to work with elected officials, City staff and other stakeholders to address the issues that impact this neighborhood.



*Announces a Recruitment For*

## **CITY MANAGER**

### **For THE CITY OF MORGANTOWN, WEST VIRGINIA**

GovHR USA is pleased to announce the recruitment and selection process for a new City Manager on behalf of the City of Morgantown, West Virginia. Candidates should apply by November 2, 2016 with cover letter, resume, and contact information for five professional references. To apply on-line visit [www.govhrusa.com/current-positions/recruitment](http://www.govhrusa.com/current-positions/recruitment) or to apply via mail send the required information to the attention of Sarah McKee, Vice-President, 630 Dundee Road, #130, Northbrook, IL 60062. Tel: 847-380-3240. The City of Morgantown is an Equal Opportunity Employer and encourages minority applications.

Sarah McKee, Vice-President

GovHR USA/Voorhees Associates  
630 Dundee Road, Suite 130  
Northbrook, IL 60062  
TEL: 847-380-3240  
FAX: 866-401-3100

Formal applications should be submitted to:  
[www.govhrusa.com/current-positions/recruitment](http://www.govhrusa.com/current-positions/recruitment)



THE CITY OF  
**MORGANTOWN**  
WEST VIRGINIA



*City of Morgantown, West Virginia*

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**PROFESSIONAL ANNOUNCEMENT**

**City Manager – Morgantown, WVa (pop. 31,000).** An historic city located on the Monongahela River, Morgantown is the largest city in North Central West Virginia and offers a unique community with a vibrant mix of cultural, social and economic diversity. Morgantown is home to West Virginia University, the largest institution of higher education in the state with an annual enrollment of over 29,000 students; and is the medical, cultural, and commercial hub of the region. Daytime population estimates are 70,000+ in Morgantown.

Morgantown, a **city of distinction**, offers "mountains of opportunity" for business development and expansion. Morgantown continues to grow and develop in many areas including housing, manufacturing, research and commercial sectors. Morgantown has shown continued population growth for the last 20 years and is located in one of the fastest growing counties in the state.

Settled in 1772 by Zackquill Morgan, the city has a rich history. Today, Morgantown honors its history while supporting contemporary life styles in a city that provides a range of services to a diverse group of residents, students and visitors. Proud of its historic sites as well as its solid and varied residential neighborhoods, Morgantown is not only home to West Virginia University and Mylan Pharmaceuticals, but also houses the Morgantown Municipal Airport that is poised to expand and create numerous economic opportunities in the area. Additionally, the area is home to many recreational opportunities including biking, hiking, water sports, fishing and skiing.



The city is looking for a forward-thinking, collaborative professional with strong communication skills. An appreciation for stakeholder inclusiveness is essential for this town-gown community that continues to grow its student population as well as its city population. A record of visibility in the community, proven financial/analytical and decision making skills are required. The city has a 235+ FTE employees with a FY 16-17 operating budget of more than \$33 million.

Candidates must have a bachelor's degree and 7-to-10 years of increasingly responsible municipal executive level experience. Assistant manager experience in a larger community will also be considered as will any combination of education and experience that will demonstrate the ability to perform the work. A Master's degree in public administration, business administration and other advanced executive level training such as ICMA Credentialed Manager is highly preferred.

Candidates must possess proven managerial and interpersonal skills to lead a dynamic, financially fit organization in an active, engaged, and highly-educated community. The City Manager is appointed by the City Council.

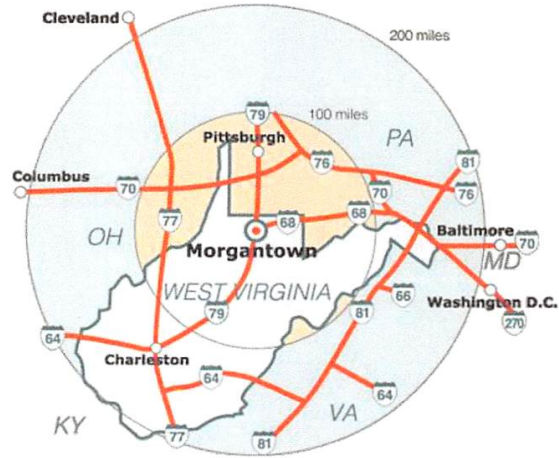
The out-going manager's compensation was \$126,000 plus an excellent benefit package. A higher starting salary will be considered depending upon qualifications. Residency is required and familiarity with West Virginia legislation is desirable. Candidates should apply by November 2, 2016 with resume, cover letter and contact information for five work-related references to [www.govhrusa.com/current-positions/recruitment](http://www.govhrusa.com/current-positions/recruitment) to the attention of Sarah McKee, Vice-President, 630 Dundee Road, #130, Northbrook, IL 60062. Tel: 847-380-3240.

*City Manager*

**COMMUNITY BACKGROUND – MORGANTOWN TODAY**

Today, Morgantown is home to a culturally diverse population. Morgantown has a strong neighborhood association network, some of which had been independent towns that were annexed into the city. Neighborhoods include First Ward, Woodburn, South Park, Jerome Park, South Hills, Greenmont, Suncrest, Evansdale, Wiles Hill/Highland and Norwood Addition. These neighborhood associations play a key role in local government in many ways including the dissemination of information, input into strategic planning as well as creating a means of creating community and informing residents about various events or emergency situations.

As the seat of Monongalia County, Morgantown is within a 500-mile radius of one-half of the population of the United States and one-third of the population of Canada. Morgantown is one day's drive from 6 of the 8 largest U.S. metropolitan areas, 20 metro areas of populations of one million or more, and 22 of the nation's top 35 industrial markets.



Morgantown is located at the intersection of Interstate 79 and Interstate 68, giving visitors and businesses easy access in all directions. The City of Morgantown contained an estimated 31,703 residents in 2014. The Morgantown MSA contains roughly 117,000 permanent residents, including over 30,000 full-time students at West Virginia University.

Morgantown and Monongalia County have consistently seen some of the lowest unemployment rates in the state. The top 10 employers in the area include:



1. West Virginia University
2. West Virginia University Hospitals
3. Mylan Pharmaceuticals, Inc.
4. Monongalia County Board of Education
5. Monongalia General Hospital
6. Wal-Mart Stores, Inc.
7. WVU Medical Corporation (University Health Associates)
8. The Kroger Company
9. Teletch Customer Care Management (WV), Inc.
10. Gabriel Brothers, Inc.

Morgantown is home to West Virginia University, the largest institution of higher education in the State with a student enrollment of just under 29,000 in 2015. Students from around the world study at West Virginia University in 14 colleges and schools and may choose from 353 majors. Their tuition rates are some of the lowest in the nation with a 2016-2017 tuition of just under \$8,000 for in-state students. The Morgantown campus comprises three sub-campuses. The original main campus, typically called the Downtown Campus, is in the valley along the Monongahela River in close proximity to Morgantown's central business district. The Evansdale Campus is on the rise above the flood plain of the Monongahela River and was developed in the 1950's and 1960's to accommodate a growing student population since space was limited in the Downtown Campus. The Health Sciences Campus, in the same outlying area is located on the other side of the ridge and contains many of the Universities science, research and medical facilities including the WVU Children's Hospital.

*City of Morgantown, West Virginia*

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As a result of the sizable educational and research community, Morgantown is also home to numerous federal agencies. Community residents have a choice of both public and private elementary and high schools. The city is served by Monongalia County Schools including the elementary schools of Cheat lake, North, Brookhaven, Ridgedale, Mountainview, Mylan Park, Skyview and Eastwood. Additionally, there are four middle schools (Mountaineer Middle, South Westwood, and Suncrest) and two high schools (University High School and Morgantown High School).

**COMMUNITY DEMOGRAPHICS**

As of the census<sup>[3]</sup> of 2010, there were 29,660 people, 11,701 households, and 3,827 families residing in the city. The population density was 2,916.4 inhabitants per square mile (1,126.0/km<sup>2</sup>). There were 12,664 housing units at an average density of 1,245.2 per square mile (480.8/km<sup>2</sup>). The racial makeup of the city was 89.7% White, 4.1% African American, 0.1% Native American, 3.4% Asian, 0.1% Pacific Islander, 0.6% from other races, and 2.0% from two or more races. Hispanic or Latino of any race were 2.6% of the population.

There were 11,701 households of which 12.0% had children under the age of 18 living with them, 23.1% were married couples living together, 6.5% had a female householder with no husband present, 3.1% had a male householder with no wife present, and 67.3% were non-families. 36.6% of all households were made up of individuals and 7.1% had someone living alone who was 65 years of age or older. The average household size was 2.05 and the average family size was 2.71.

The median age in the city was 22.6 years. 8.2% of residents were under the age of 18; 52.1% were between the ages of 18 and 24; 18.4% were from 25 to 44; 13.1% were from 45 to 64; and 8.1% were 65 years of age or older. The gender makeup of the city was 53.5% male and 46.5% female.

**MORGANTOWN AIRPORT**

Morgantown City Council has been working towards various projects to improve the service and viability of its airport. Morgantown Municipal Airport (MGW) recently entered into a new agreement with Southern Airways to provide several daily flights to Pittsburgh and Dulles International Airports. This cost effective airline will provide residents with the ability to travel to more destinations with fewer stops.

Additionally, the airport will be undergoing a runway extension (from 5,199 feet to 6,200 feet) project that will bring much needed infrastructure development to the area. In cooperation with the U.S. Air Force Reserves, the city the FAA and Monongalia County Development Authority, the proposed \$38 million expansion will allow for various types of developments to occur in the surrounding areas of the airport.

Morgantown recently annexed more than 90 acres of land adjacent to the Airport and potential exists to annex an additional 300-plus acres for future economic development. Many Council members and community members would agree that this project is one of the most critical for the long term development of the city. It will be a sustainable development that has the potential to bring numerous jobs to the area as well as provide other avenues for travel for business executives as well as students, visitors and faculty of West Virginia University. Without this expansion and with most of the city being landlocked, their ability to expand for commercial and industrial development will be limited.



**CITY GOVERNMENT**

Morgantown has a council-manager form of city government. Council is comprised of seven members who are nominated by their respective wards by petition containing no less than 75 signatures of registered voters, and are elected at large. Council serves as the Legislative Branch, electing one of its own members as Mayor the first regular meeting in July of each year.

## City Manager

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Pursuant to the Article III of the Charter, the City Manager shall be the chief administrative officer of the city; shall be responsible to the Council for the administration of all city affairs placed in their charge by or under this Charter.

As chief administrative officer, the City Manager oversees the day-to-day operations of city government, and is the City Council's key point of contact. The next City Manager will find a talented group of department heads that work collaboratively in the planning and delivery of city services. The City Manager is responsible for many critical areas including, but not limited to:

- ◆ shall appoint, and when necessary for the good of the service, suspend or remove all city employees and appointive administrative officers provided for by or under the Charter, except as otherwise provided by law, the Charter or personnel rules adopted pursuant to the Charter. They may authorize any administrative officer who is subject to their direction and supervision to exercise these powers with respect to subordinates in that officer's department, office or agency.
- ◆ shall direct and supervise the administration of all departments, offices and agencies of the city, except as otherwise provided by the Charter or by law.
- ◆ shall attend all Council meetings and shall have the right to take part in discussion but may not vote.
- ◆ shall see that all laws, ordinances and provisions of the Charter and acts of Council, subject to enforcement by the City Manager or by officer's subject to their direction and supervision, are faithfully executed and enforced.
- ◆ shall prepare and submit the annual budget and capital program to the Council.
- ◆ shall propose personnel rules, and Council may by ordinance adopt them with or without amendment.
- ◆ shall submit to the Council and make available to the public complete reports on the finances and administrative activities of the city as of the end of each fiscal year. The report on finances shall be made in accordance with generally accepted accounting principles for municipal governments and agencies.
- ◆ shall make such other reports as Council may require concerning the operations of city departments, offices and agencies subject to their direction and supervision.
- ◆ shall keep the Council fully advised as to the financial condition and future needs of the city and make such recommendations to the Council concerning the affairs of the city as may be deemed desirable by Council.
- ◆ shall devote their whole working time to the performance of the duties of their office, and while occupying such office shall not engage, directly or indirectly, or be actively interested in any business which would be in conflict with the performance of their duties concerning the affairs of the City of Morgantown.
- ◆ shall perform such other duties as are specified in the Charter or may be required by Council.

The City Manager oversees departments that operate within six broad functional areas including Finance, Development Services, Human Resources, Urban Landscaping, Police Department, Fire Department, Public Works, Information Technology, Communications (TV Channel 15) and the Morgantown Municipal Airport.

Additionally, the city works closely with various other Boards and Commissions including the Morgantown Utility Board, the Parking Authority, the Board of Park and Recreation Commissioners and the Library Board. The City Manager will be in constant communication with each of the Executive Directors of these Boards as they continue to work for the betterment of the Morgantown community.

According to the most recently proposed budget, the City Manager is responsible for a total budget of \$33 million. The city has approximately 235 full time employees.



*City of Morgantown, West Virginia*

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**OPPORTUNITIES AND CHALLENGES**

The incoming City Manager will be faced with a number of opportunities and challenges that are not uncommon for a local unit of government in today's environment. They include but are not limited to the following:

Like many organizations, key members of the City of Morgantown's senior staff and approximately one third of the workforce are eligible for or nearing retirement. The next City Manager must be skilled in succession planning with the ability to identify and attract talent to the organization.

Morgantown has seen some turnover in department heads, but has also been able to attract and retain many talented employees. The next City Manager must be approachable and willing to engage with the employees at all levels of the organization and to leverage their skills and talents to help move the city forward.

The airport expansion project is seen as one of the most critical factors for the viability of the city going forward. Collaboration with the various entities that have pledged their support for the expansion and assuring that the funding remains intact is critical to the on-going survival of the Airport. This also creates the opportunity for economic development in the area which is limited in other areas of the city because of annexation laws within West Virginia.

Communication and transparency with employees, residents, businesses, and all stakeholder organizations are critical skills for the next City Manager. Strong listening abilities and a genuine desire to engage the community in problem solving is expected from the City Manager. Participating in community meetings and visible engagement in community activities is essential.

Morgantown has a vibrant non-profit community as well as a strong community development department within the city. The next City Manager must lead the staff in problem solving efforts that enhance the involvement of the non-profit community with the ability to discern how best to address the city's social service needs and the appropriate level of city engagement.

The city has a positive relationship with West Virginia University that reflects ongoing communication and responsiveness. The next City Manager must continue this high level of communication and collaboration ensuring the town-gown issues are discussed in a thoughtful respectful manner.

The city's fiscal health is strong and reflects fiscal prudence in spending. The next City Manager must continue this fiscal responsibility with the ability to take a stand on spending when appropriate. Additionally, ensuring that newly enacted user fees are being efficiently and effectively spent on city infrastructure is paramount to assure community members that their tax dollars are being spent wisely.

## City Manager

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The City Manager must be able to balance the city's robust economic development agenda with the city's progressive human services agenda. Further, the City Manager must be able to integrate the long-standing resident housing concerns with the need for student housing and its long range impact of the city's guidelines for future development within the community.

The City Manager must embrace and continue to promote the city's downtown development agenda. The city prides itself on having an outstanding downtown area offering shopping, entertainment, recreation and cultural avenues. The next City Manager must work with all stakeholders to help the city achieve its goals while being aware of the impact these decisions have on residents and the business community.

Increasing intergovernmental cooperation with Morgantown's neighbors is an opportunity for the next City Manager.

### CANDIDATE QUALIFICATION CRITERIA

The city is seeking highly professional candidates who are passionate about local government. The following education, experience, management, and leadership criteria have been identified by the City Council, city staff and a broad variety of community stakeholders as important skills and abilities for the candidates to possess and demonstrate. Competitive salary depending on qualifications and experience.

#### Education and Experience

- ◆ Candidates must have a bachelor's degree plus 7-to-10 years of increasingly responsible municipal executive level experience. Assistant administrator experience in a larger community will also be considered as will any combination of education and experience that will demonstrate the ability to perform the work. A Master's degree in public administration, business administration and other advanced executive level training such as ICMA Credentialed Manager is highly preferred.
- ◆ Candidates must possess proven managerial and interpersonal skills to lead a dynamic, financially fit organization in a community with high customer-service expectations, community activism and demand for government transparency.
- ◆ Possess strong financial management abilities, including financial forecasting, revenue enhancement, capital improvement programming, and budget development and control.
- ◆ Possess real experience in an urban setting with strong constituencies that expect to be heard and to be involved in community problem solving.
- ◆ Be skilled in working with elected officials as a group, and in a system of committees, boards and commissions. An appreciation for an active citizenry that expects community-outreach efforts from its government leaders.
- ◆ Have a record of conducting thorough analysis and examination of issues, being fully prepared to assess the topic at hand, the implications of various courses of action and if necessary take an unpopular position. An appreciation of the art of negotiations that center on the highest and best results for the city and its citizenry.
- ◆ Have experience in leading a high-performing workforce with a positive, cooperative, and team-oriented approach to addressing issues and solving problems.
- ◆ Have an appreciation for working in a municipality where institutions of higher learning are a major part of the community's social, cultural and economic fabric.
- ◆ Have an understanding of community visioning and strategic planning processes; possess the ability to help the City Council and staff develop a long-range vision for the community and then deliver on the plan's goals and objectives.

*City of Morgantown, West Virginia*

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- ◆ Have knowledge of airport development and building projects. Have the ability to understand the economic implications of a viable airport and the need for continued improvements to provide an opportunity for growth and expansion of airport services.
- ◆ Have the experience and judgment to recognize the need for change when it arises, and the leadership skills, political savvy, technical competence, will and courage to affect such change.
- ◆ Have experience in delivering a contemporary human resource program for city employees, developing and maintaining strong work relationships with city staff that builds morale while also holding employees professionally accountable.
- ◆ Be adept at identifying professional development needs and addressing succession planning. Have an orientation toward continuing education and professional development for self, staff, and employees—keeping up to date and abreast of modern, innovative methods.
- ◆ Have management experience in creating an environment of trust, integrity and mentorship where employees respect one another and where the organization consistently functions at a high level of customer service.
- ◆ Have experience in economic development, fostering business-community relationships with the city; be adept at how the city can craft meaningful and sustainable economic development initiatives.
- ◆ Have experience in intergovernmental relations, working with appropriate local, regional, state, and federal jurisdictions and agencies in a constructive and cooperative manner, presenting and representing city-approved policies in an effective and authoritative manner.
- ◆ Have a successful record of working with community institutions, business leaders, and citizens' groups in a cooperative and friendly manner; open to input from all and with the grace to handle criticism constructively, particularly when the criticism is not diplomatic.

**Management Style and Personal Traits**

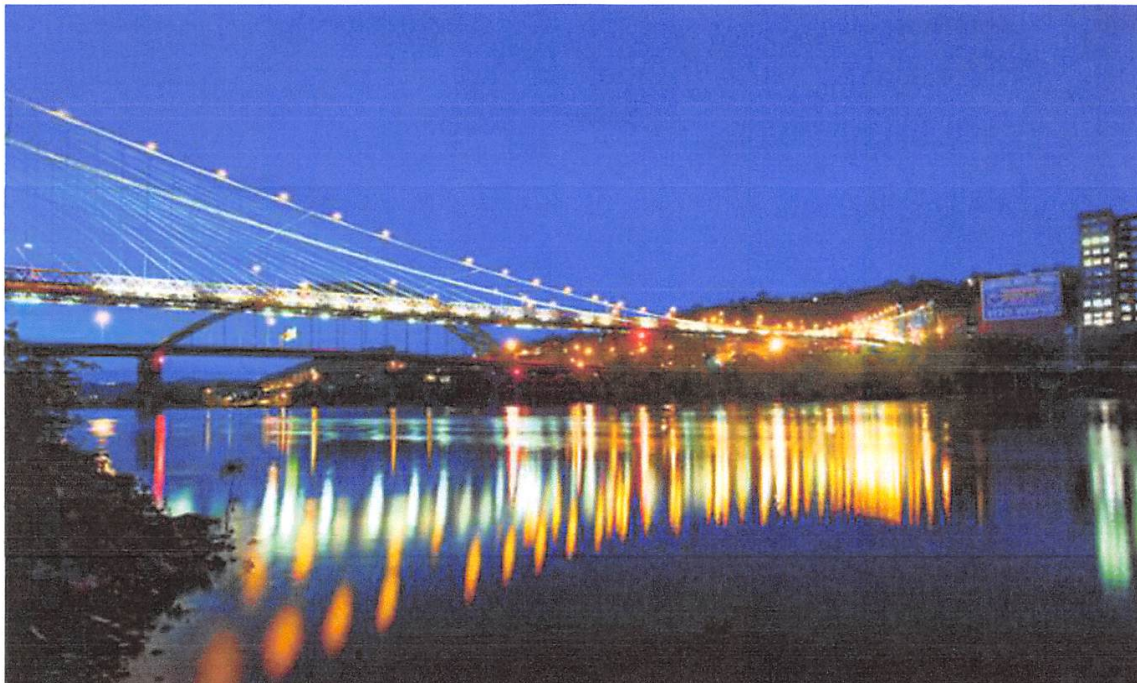
- ◆ Have a background of professional and personal integrity, honesty and of leading/motivating personnel by example.
- ◆ Have the maturity, self-confidence, and strength of professional convictions to provide administrative insights and administrative counsel to the City Council and staff, being able to firmly and diplomatically present professional views and carry out administrative decisions in a timely, professional, and impartial manner.
- ◆ Be politically astute, yet politically neutral. Be able to “address the Council,” providing guidance, advice and counsel in a manner that is impeccably objective and based on facts.
- ◆ Possess a track record of addressing race, ethnic and culturally based issues in a thoughtful and progressive manner. Be someone who can build bridges and bring people together.
- ◆ Be an articulate and an effective communicator, both orally and in writing; be someone who is comfortable listening to and talking with a wide spectrum of people; someone who can clearly and concisely present written and oral information to decision makers; willingly share information as appropriate.



*City Manager*

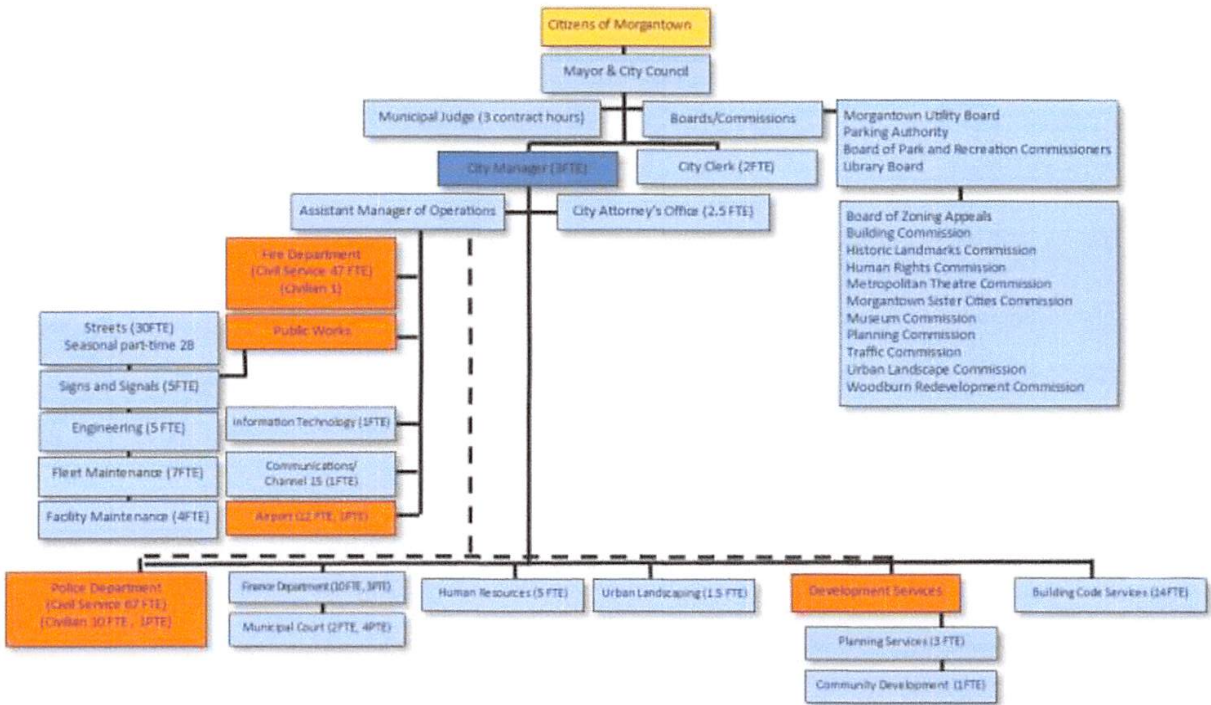
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- ◆ Be a strong administrative leader and be able to help city staff to identify, analyze, prioritize, and thoroughly deliberate and address administrative and management issues that are critical toward meeting both current and longer range needs of the overall community.
- ◆ Be comfortable in delegating responsibility and authority to professional staff as a team player while remaining informed and conversant on the status of all programs and projects.
- ◆ Be a self-starter who has the vitality and energy to motivate and lead others; someone who seeks and enjoys a challenge. Be a team leader who can coach and develop employees to meet organizational and employee goals; appreciate a work-life balance philosophy.
- ◆ Possess well developed organizational skills with the ability to balance numerous projects and issues.
- ◆ Be a “people person,” sincerely personable, patient, calm and accessible. Have a sense of humor. Be one who can establish trust quickly with others and one who can relate to all elements of the community. Be one who genuinely embraces and promotes diversity.
- ◆ Have a genuine passion for public service; be an energetic, “can-do” person with a genuine enthusiasm for city government, and be willing to have a long-term commitment to the organization.
- ◆ Promote a strong, service-oriented, “customer relations” approach by all employees in dealing with citizenry.
- ◆ Be proactive, anticipatory and innovative. Possess an open mind and an open heart in dealing with the city’s complex and challenging issues that often compete with one another for limited resources.





# City of Morgantown





**RECRUITMENT BROCHURE DISCUSSION OUTLINE**

**CANDIDATE EXPERIENCE AND BACKGROUND:**

- Type of Experience Required/Preferred: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Management Style: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Qualities and Traits: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Necessary Skills: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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**INTERNAL/ORGANIZATIONAL CHALLENGES & OPPORTUNITIES**

- Short Term – within the first year: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Longer Term – two to five years: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

630 Dundee Road, Suite 130, Northbrook, IL 60062  
Local: 847.380.3240 Toll Free: 855.68GovHR (855.684.6847) Fax: 866.401.3100 GovHRUSA.com

EXECUTIVE RECRUITMENT INTERIM STAFFING MANAGEMENT AND HUMAN RESOURCE CONSULTING



**EXTERNAL ISSUES CHALLENGES & OPPORTUNITIES**

- Short Term – within the first year: \_\_\_\_\_  
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- Longer Term – two to five years: \_\_\_\_\_  
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**OTHER COMMENTS**

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\_\_\_\_\_

Name (optional):

\_\_\_\_\_

Phone number or email for follow up: \_\_\_\_\_

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EXECUTIVE RECRUITMENT INTERIM STAFFING MANAGEMENT AND HUMAN RESOURCE CONSULTING



**RECRUITMENT BROCHURE DISCUSSION OUTLINE**

**CANDIDATE EXPERIENCE AND BACKGROUND:**

- Type of Experience Required/Preferred: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
  
- Management Style: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
  
- Qualities and Traits: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
  
- Necessary Skills: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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**INTERNAL/ORGANIZATIONAL CHALLENGES & OPPORTUNITIES**

- Short Term – within the first year: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
  
- Longer Term – two to five years: \_\_\_\_\_  
\_\_\_\_\_

*630 Dundee Road Suite 130 | Northbrook | Illinois | 60062 | 847-380-3240*



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**EXTERNAL ISSUES CHALLENGES & OPPORTUNITIES**

- Short Term – within the first year: \_\_\_\_\_  
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- Longer Term – two to five years: \_\_\_\_\_  
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**OTHER COMMENTS**

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Name (optional):

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Phone number or email for follow up:

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*630 Dundee Road Suite 130 | Northbrook | Illinois | 60062 | 847-380-3240*

**City of Harrison  
City Manager**



**Sample Interview Recruitment Portfolio**





January 23, 2016

Mr. Jacob Schmidt  
City of Harrison  
123 Right Way Drive  
Harrison, IL 65432

Dear Mr. Schmidt,

This report contains the application materials for the five candidates selected for an interview on August 23<sup>rd</sup>.

For use in the selection process, the enclosed materials provide each candidate's career overview and comparative data, resume, application materials, suggested interview questions, and an interview evaluation form.

Additional background work including felony court records searches, credit history, and motor vehicle records searches are being conducted. We will be prepared to review this information during the interview process if necessary.

We look forward to being of continued assistance as you conclude this recruitment.

Sincerely,

A handwritten signature in cursive script that reads 'Heidi Voorhees'.

Heidi J. Voorhees  
Co-Owner  
GovHR USA, LLC

630 Dundee Road, Suite 130, Northbrook, Illinois 60062  
Local: 847.380.3240 Toll Free: 855.68GovHR (855.684.6847) Fax: 866.401.3100 GovHRUSA.com

EXECUTIVE RECRUITMENT • INTERIM STAFFING • MANAGEMENT AND HUMAN RESOURCE CONSULTING

**City of Harrison  
City Manager Candidates**

**Recommended for Interview Consideration  
Presented in Alphabetical Order**

Candidate 1 ..... Joe W. Carter  
City Administrator  
City of Mary, Maryland

Candidate 2 ..... Sally P. Jerome  
Interim City Manager  
City of Maclin, Illinois

Candidate 3 ..... Walter L. Miller  
City Administrator  
City of Anytown, Illinois

**City of Harrison, Illinois  
City Manager Interview Schedule**

**Saturday, February 6<sup>th</sup>**

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10:00 a.m. – 11:00 a.m. Joe W. Carter

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11:00 a.m. – 12:00 p.m. Sally P. Jerome

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12:00 a.m. – 1:00 p.m. Lunch Break

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1:00 p.m. – 2:00 p.m. Walter L. Miller

---

2:15 p.m. Deliberations

**Sunday, February 7<sup>th</sup>**

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9:00 a.m. Candidate A

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10:00 a.m. Candidate B

**Joe W. Carter**

**Contact Information**

Address: 6444 Mary Street  
Mary, Maryland 23502

Cell: 240-555-7777

Email: jcarter@xxx.com

**Education**

- Master of Public Administration, 1986  
University of South Dakota, Vermillion, South Dakota
- Bachelor of Science – History, 1984  
University of South Dakota, Vermillion, South Dakota

**Work History**

**1993 to January 2013**

City of Mary, Maryland (population 21,000)

City Administrator

**1988 to 1993**

Town of Jackson, Maryland (population 3,551)

Town Manager

**1986 to 1988**

Village of Cherry, Ohio (population 4,800)

Village Manager

**1985 to 1986**

City of Jasper, South Dakota (population 10,000)

Assistant to the City Manager

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**Data Summary:**

Candidate:	Joe W. Carter
Organization:	City of Mary, Maryland
Position:	Former City Administrator
Organization Budget:	\$36 million
Total Number of Employees in Organization:	260
Salary:	\$96,000
Expected Salary:	\$120,000-\$130,000
Reporting Relationship:	Reported to the Mayor & City Council
Years of Experience:	28

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**Professional Affiliations:**

- International City/County Management Association
- Maryland City/County Management Association
- Maryland Municipal League

January 1, 2016

Heidi Voorhees  
GovHR USA  
650 Dundee Road, Suite 270  
Northbrook, IL 60062

Dear Ms. Voorhees,

Please accept the attached resume as application for the position of City Manager with the City of Harrison, Illinois as outlined in the executive search recruitment profile.

As you will note in my resume I would be able to bring over 28 years of the education and experience that you address in your recruitment notice.

I believe you will find that my professional experiences are extremely compatible with the qualifications that the officials of the City of Harrison are looking for in your next City Manager. I have attempted in my list of references to provide you and the others participating in this selection process a cross section of individuals who would be able to address many of the accomplishments that I have been able to participate in during my tenure in Mary, Maryland. The past nearly twenty (20) years have been a time of tremendous professional and personal growth for me as we have attempted to streamline a local government that for many years was mired in inefficient and ineffective government practices. The elected officials that I have had the opportunity to be employed by and work with provided me with the greatest latitude and guidance that anyone in this profession could enjoy. I hope you have an opportunity to talk with the references provided so that a full picture of Mary can be made.

I would look forward to returning to the Midwest and closer to my family that still reside in the South Dakota and Minnesota area.

If you have any further questions or desire further information please do not hesitate to contact me.

Respectfully;

Joe W. Carter



*Joe W. Carter  
6444 Mary Street  
Mary, Maryland 31502*

**Cell: 240-555-7777  
E-Mail: jcarter@xxx.com**

***OBJECTIVE:***

To continue to develop my professional skills and advance in my chosen career of professional public management.

***EDUCATION:***

- *Master of Public Administration*, University of South Dakota, Vermillion, South Dakota. Minor area of study in Public Finance, Graduated May 1986.
- *Bachelor of Science in History*, University of South Dakota, Vermillion, South Dakota., Minors in Political Science and Computer Science. Graduated May 1984.

***PRESENT WORK EXPERIENCE:***

**City Administrator  
City of Mary, Maryland  
(September 1993-January 2013)**

For nearly twenty years I served as the City Administrator of Mary, which is a full-service city of 21,000. Mary is located approximately two hours from Pittsburgh, PA, Baltimore, MD and Washington, DC. The City has a full-time work force of approximately 270. The City provides the following services which are under the direction of the City Administrator; police protection, full-time fire protection and ambulance service, parks and recreation, public works, engineering, community development (which includes federal urban programs in Section 8 housing and management of the City's annual entitlement from the Community Development Block Grant program), and administration (includes the Departments of Finance and Management Information Systems). The City also provides water and wastewater services for the both the City and the surrounding region with a population of approximately 50,000.

Mary is a Council-Manager community and I serve at the pleasure of a five-member elected at-large Mayor and City Council.

***Management accomplishments during my tenure are:***

- Reorganization of the City government from 16 different divisions into 8 specific departments (1995) and then 8 departments into 4 (2002) with day-to-day management of the departments by appointed Directors appointed by the City Administrator.
- Implementation of a pay classification and compensation plan for all full-time employees that resulted in four separate unions and management coming under one pay table and adoption of new job descriptions for all employees.
- Served as lead negotiator in contract negotiations with two AFSCME/PublicWorks unions, IAFF/Fire and UFCW/Police on behalf of the City.

*Page Two*  
*Joe W. Carter*  
*Resume*

- Initiated a “reengineering” process with the Department of Utilities/Public Works and the AFSCME union to make the department more competitive and attempt to avoid “contract operations” by the private sector of the City utilities.
- Used technology throughout the City government that includes all relevant data processing functions but also e-mail communications, electronic storage of current city records and documents, electronic imaging of past city records and documents, SCADA for utilities, in-car police computers, VOIP telephone protocol and automated meter reading of utility accounts.
- Initiated the reorganization of the Department of Community Development and oversaw the adoption of a new comprehensive plan, development of the City’s first strategic plan, adoption of a revised zoning code consistent with both plans and the City’s first economic development plan.
- Oversaw the redevelopment of historic Downtown through adoption of local tax incentives and acquisition of several state grants leading to upper story revitalization and renovation of several major buildings. This led to over \$ 50 million dollars in public/private investment and over 200 new jobs. Participated in the implementation of Maryland’s first Heritage Area, and the efforts in revitalizing the historic Downtown area. I also served for four years on the authority board as a voting member.
- Restructured the City’s several million in long-term debt and have overseen the issuance of \$50 million in new long-term debt to cover the cost of a variety of public works projects involving bridge replacements, upgrade to the Water Filtration and Wastewater Treatment Plants, Combined Sewer Overflow improvements, road projects and improvement to public facilities.
- Implemented the City’s first Tax Increment Financing District and second Special Taxing District for a medical park.
- Implemented a city “Wi-Fi” system.

***PAST WORK EXPERIENCE:***

**Town Manager  
Town of Jackson, Maryland  
(1988-1993)**

Between 1988 and 1993 I served as the Town Manager of Jackson, which was a full-service community of 3,551. This was a contractual position to a three-member elected at large Town Council.

***Management accomplishments during my tenure were:***

- Application and receipt of over \$ 1.25 million in grant funds for a variety of public improvement and works projects.
- Construction of a nature trail and redevelopment of two town parks.
- Construction of a multi-purpose community pavilion and renovation and expansion of a community/senior center
- Administration of a \$ 2.5 million renovation of the town wastewater treatment facility.
- Installation and management of a \$ 50,000 computer system.
- Development and establishment of a successful town-wide recycling program.
- Responsibility for total revision of the Town Zoning Code and Code of Ordinances.
- Establishment of employee merit pay system and revision of Town’s personnel policy.

*Page Three  
Joe W. Carter  
Resume*

**Village Manager  
Village of Cherry, Ohio  
(1986-1988)**

For two and one-half years prior to accepting the position in Jackson, I served as the Village Manager of Cherry that was a community of 4,800. In that position I served a seven-member Council.

***Management accomplishments during my tenure were:***

- Completion of a village-wide sanitary sewer system.
- Participation in the adoption of a Council-Manager form of government.
- Establishment of a contracted municipal trash system.
- Revision to the process and adoption of the Village budget.
- Redistricting of the Village election process.
- Negotiations with the police union

**Assistant to the City Manager  
City of Jasper, South Dakota  
(1985-1986)**

While attaining my Master of Public Administration I worked full-time for a year and one-half as the Assistant to the City Manager of Jasper (pop. 10,000). This high involvement administrative position provided me the following activities:

- Providing reports and analysis to the City Manager and nine-member City Council
- Reformatting of the City budget to a computer format.
- Development and installation of a telecommunication system to all municipal buildings.
- Direct responsibility for preparation and implementation of the \$ 10 million City budget.
- Liaison between the City Manager and nine Department Heads.
- Participant in labor negotiations with City Manager and labor union.

***PROFESSIONAL ORGANIZATIONS:***

- Full Member of the International City/County Management Association (ICMA).
- Member of the Maryland City/County Management Association (MCCMA).
- Maryland Municipal League

**CITY OF HARRISON, ILLINOIS**

**CITY MANAGER SELECTION PROCESS**

**Interview and Candidate Evaluation Guide  
May 10, 2013**

In order to provide common bases of comparison, all Candidates should be asked the same major questions. Inevitably, the discussion will vary; however, when a point arises in one interview that appears to have an important bearing upon a Candidate's qualifications, an attempt should be made to raise the same point with other Candidates as well.

The interview panel will decide prior to the start of the interviews what questions are to be asked, and who should ask each particular question. Following the initial response of the Candidate to a question, others should then feel free to ask further related questions for purposes of seeking clarification or illustrations.

Questions should relate to past experience of the Candidate and to particular characteristics and needs/expectations of the City Manager position. It is recommended that you be very candid in asking questions and attempt to resolve all "ifs" or confusion regarding a Candidate's philosophy, management style, etc.

In order to capture your reactions and thoughts following each Candidate's interview, you may wish to make notes on this Interview Guide regarding Candidates' responses to each question of particular interest to you. You may also wish to complete the Candidate Evaluation Form included for each candidate. This will be helpful for you to reference when you will be sharing your impressions with each other and the Consultant.

**Suggested "Library" of Questions**

1. Welcome. We have your background materials in front of us and we have had a chance to review them. Tell us why the Harrison City Manager position is attractive to you.

2. In your background, what role did you play in developing and implementing a strategic/vision plan? What were the challenges incurred?

3. What has been your experience in developing a comprehensive capital plan? How detailed was the plan; how many years did the plan cover; and how was it updated and maintained?

4. What technique have you employed to reduce operating or program expenses, and how would you prioritize reductions or cuts?

5. Can you give us an example of an innovative technique which you developed to enhance revenues for your organization?

6. How would you describe your management and leadership style, and what steps would you take to establish a rapport with the employees and ensure that we will work together as a high functioning team?

7. What process do you use to ensure that projects and/or assignments you have delegated to your Department Heads are completed on time and meet your expectations and how do you communicate this to your staff?

8. How would you evaluate the performance of the Department Heads and the activities for which they have been assigned responsibility?

9. What are your long term professional goals? How does this position relate to them?

10. What do you consider to be your three (3) major strengths, and how are they important to the job of City Manager?

11. What is your philosophy with regard to contract/labor negotiations?

12. Give us an example of a politically sensitive situation you found yourself in, and explain how you handled that situation.

13. Being a City Manager is a stressful job. What do you like to do to relax and recharge yourself for when you get back in the office?

14. To you, which is more desirable: an organization that is run in an efficient business-like manner or an organization that is run in a personal and friendly way? Why?

15. What tenure could you reasonably consider committing to the City of Harrison?

16. Open Questions.

17. We've asked you a lot of questions today. What questions do you have of us, and would you like to add anything we didn't cover?

Thank you.





CITY OF HAWAII

Department of Planning  
Executive Search Firm

Contract # 2015-001

Contract # 2015-001

Item #	Description	Amount	Category
1	Professional Services - Search Firm	150,000	Professional Services
2	Administrative Support	50,000	Administrative Support
3	Travel Expenses	20,000	Travel Expenses
4	Printing and Reproduction	10,000	Printing and Reproduction
5	Telephone and Internet	10,000	Telephone and Internet
6	Office Supplies	5,000	Office Supplies
7	Miscellaneous	5,000	Miscellaneous
8	Contingency	10,000	Contingency
9	Legal Fees	10,000	Legal Fees
10	Public Relations	10,000	Public Relations
11	Advertising	10,000	Advertising
12	Consulting	10,000	Consulting
13	Training	10,000	Training
14	Information Technology	10,000	Information Technology
15	Energy	10,000	Energy
16	Insurance	10,000	Insurance
17	Security	10,000	Security
18	Facilities	10,000	Facilities
19	Transportation	10,000	Transportation
20	Food and Beverage	10,000	Food and Beverage
21	Recreation	10,000	Recreation
22	Health and Welfare	10,000	Health and Welfare
23	Debt Service	10,000	Debt Service
24	Capital Expenditures	10,000	Capital Expenditures
25	Other	10,000	Other

**Sally P. Jerome**

**Contact Information**

Address: 980 Saginaw Lane  
Hinsport, Illinois 60000

Cell: 847-555-1122  
Work: 847-555-4433

Email: [sjerome@xxx.net](mailto:sjerome@xxx.net)

**Education**

- Master of Public Administration, 1989  
University of Illinois, Chicago, Illinois
- Bachelor of Arts – Communication, 1984  
University of Illinois, Chicago, Illinois

**Work History**

<b>2004 to Present</b>	<u>City of Maclin, Illinois (population 2,300)</u>
<b>August 2012 to Present</b>	Interim City Manager
<b>2008 to August 2012</b>	Assistant City Manager
<b>2004 to 2008</b>	Assistant to the City Manager
<b>1998 to 2004</b>	<u>Village of Waveland, Illinois (population 34,000)</u>
	Assistant to the Public Works Director
<b>1994 to 1998</b>	<u>YMCA of Metropolitan Chicago</u>
	Resident Services Director
<b>1990 to 1994</b>	<u>City of Rose, Illinois (population 17,000)</u>
<b>1992 to 1994</b>	Management Analyst, Public Works
<b>1990 to 1992</b>	Intern, City Manager’s Office

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**Data Summary:**

Candidate:	Sally P. Jerome
Organization:	City of Maclin, Illinois
Position:	Interim City Manager
Organization Budget:	\$ 5.4 million
Total Number of Employees:	47
Current Salary:	\$ 92,500
Expected Salary:	As advertised
Reporting Relationship:	Reports to the City Council
Years of Experience:	23

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**Professional Affiliations:**

- International City/County Management Association
- Illinois City/County Management Association
- Illinois Association of Municipal Managers Assistants
- Illinois Public Employer Labor Relations Association
- National Public Employer Labor Relations Association

January 1, 2016

Ms. Heidi Voorhees, Co-Owner  
GovHR USA  
650 Dundee Road, Suite 270  
Northbrook, IL 60062

Dear Ms. Voorhees,

Please accept my resume for the City Manager position. My experience as Assistant City Manager and Interim City Manager for Maclin has prepared me for this opportunity to serve. The attached resume details my professional experience, but I want to highlight certain areas of expertise and leadership.

Maclin has afforded me the opportunity of hands-on leadership where I effectively work with a small staff to carry out daily operations and accomplish the goals set by the elected body. Recently, I negotiated a traffic signal agreement with a shopping center owner, and am currently working with the City Engineer on a drainage program affecting private residences and reviewing proposals for a red light camera vendor. I work closely with the Chamber of Commerce to encourage businesses to move into or remain in the City by analyzing incentives and being responsive to their needs.

I am responsible for the preparation of the annual City budget and five year capital improvement plan. In 2009, working with the former City Manager, I developed an emergency financial plan and applied budget cut backs for the latter half of FY 10 and FY 11, reducing expenditures nearly 10 %. This was accomplished without union concessions or furloughs.

My demeanor is calm and professional. I am approachable, eager to better understand the pros and cons of an issue and prepared to lead. I look forward to interviewing to be the next City Manager for the City of Harrison, Illinois. You may contact me at (847) 555-1122.

Sincerely,

Sally P. Jerome

Sally P. Jerome  
980 Saginaw Lane  
Hinsport, Illinois 60000  
(847) 555-1122  
sjerome@xxx.net

**PROFESSIONAL EXPERIENCE**

CITY OF MACLIN, ILLINOIS	2004 – present
<i>Interim City Manager</i>	August 2012 – present
<i>Assistant City Manager</i>	May 2008 – August 2012
<i>Assistant to the City Administrator</i>	2004 – May 2008
<i>Acting Building &amp; Zoning Administrator</i>	December 2006

- ◆ Prepare City Council agenda and participate at all City Council meetings.
- ◆ Manage \$5.4 million annual general fund budget submission to council.
- ◆ Coordinate, follow-up and summarize the city’s two-year strategic action plan.
- ◆ Lead City’s collective bargaining team. Perform economic contract costing.
- ◆ Direct all human resources and risk management programs and policies.
- ◆ Liaison to the Greater Maclin Chamber of Commerce Business Recruitment and Retention Team; liaison to the City Hotel Commission.
- ◆ Develop and implement municipal administrative policies.
- ◆ Supervise and evaluate all department heads and a number of support staff.
- ◆ Write proposal specifications, bid documents and execute contract documents.
- ◆ Editor-in-chief and head writer for city newsletter, web site and public access cable TV.
- ◆ Secured Illinois Clean Energy Community Foundation Grant.

VILLAGE OF WAVELAND, ILLINOIS	1998 - 2004
<i>Assistant to the Public Works Director</i>	

- ◆ Prepared and submitted all department division budgets; monitored expenditures.
- ◆ Collective bargaining team member.
- ◆ Facilitated labor/management safety meetings; investigated and responded to grievances.
- ◆ Developed and implemented orientation program; created safety manual.

YMCA OF METROPOLITAN CHICAGO	1994 – 1998
<i>Resident Services Director</i>	

- ◆ YMCA liaison to Greater North Michigan Avenue Association.
- ◆ Supervised housekeeping, front desk and security operations.
- ◆ Coordinated housing for residents during \$ 23M reconstruction of 21-story residence.
- ◆ YMCA liaison to construction management firm, during renovation.
- ◆ Completed annual budget and monitored expenditures.
- ◆ Developed and monitored resident payment plans.

CITY OF ROSE, ILLINOIS  
*Management Analyst, Public Works*  
*Intern, City Manager's Office*

1990-1994  
1992-1994  
1990-1992

- ◆ Acting Budget Manager. Coordinated and balanced \$100,000,000 budget.
- ◆ Analyzed contracted attorney fees to determine in-house savings.
- ◆ Analyzed boards and committees to consolidate and reduce duplication.
- ◆ Managed follow-through of Aldermanic service requests.
- ◆ Researched and reported on public works issues.

**EDUCATION**

MASTERS OF ARTS (MPA)	Public Administration University of Illinois at Chicago Graduated in 1989 Pi Alpha Alpha Honor Society
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BACHELOR OF ARTS (BA)	Communication University of Illinois at Chicago Graduated in 1984
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**PROFESSIONAL MEMBERSHIPS**

- International City/County Management Association (ICMA)
- Illinois City/County Management Association (ILCMA)
- Illinois Association of Municipal Managers Assistants (IAMMA)
- Illinois Public Employer Labor Relations Association (IPELRA)
- National Public Employer Labor Relations Association (NPELRA)

**CITY OF HARRISON, ILLINOIS**

**CITY MANAGER SELECTION PROCESS**

**Interview and Candidate Evaluation Guide  
May 10, 2013**

In order to provide common bases of comparison, all Candidates should be asked the same major questions. Inevitably, the discussion will vary; however, when a point arises in one interview that appears to have an important bearing upon a Candidate's qualifications, an attempt should be made to raise the same point with other Candidates as well.

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**Suggested "Library" of Questions**

1. Welcome. We have your background materials in front of us and we have had a chance to review them. Tell us why the Harrison City Manager position is attractive to you.
  
2. In your background, what role did you play in developing and implementing a strategic/vision plan? What were the challenges incurred?

3. What has been your experience in developing a comprehensive capital plan? How detailed was the plan; how many years did the plan cover; and how was it updated and maintained?

4. What technique have you employed to reduce operating or program expenses, and how would you prioritize reductions or cuts?

5. Can you give us an example of an innovative technique which you developed to enhance revenues for your organization?

6. How would you describe your management and leadership style, and what steps would you take to establish a rapport with the employees and ensure that we will work together as a high functioning team?

7. What process do you use to ensure that projects and/or assignments you have delegated to your Department Heads are completed on time and meet your expectations and how do you communicate this to your staff?

8. How would you evaluate the performance of the Department Heads and the activities for which they have been assigned responsibility?



9. What are your long term professional goals? How does this position relate to them?

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11. What is your philosophy with regard to contract/labor negotiations?

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13. Being a City Manager is a stressful job. What do you like to do to relax and recharge yourself for when you get back in the office?

14. To you, which is more desirable: an organization that is run in an efficient business-like manner or an organization that is run in a personal and friendly way? Why?

15. What tenure could you reasonably consider committing to the City of Harrison?

16. Open Questions.

17. We've asked you a lot of questions today. What questions do you have of us, and would you like to add anything we didn't cover?

Thank you.



**Walter L. Miller**

**Contact Information**

Address: 5498 Tazewell Drive Home: 847-622-1234  
Libertyville, Illinois 60048 Cell: 847-999-9876  
Email: wmill@xxx.org Work: 847-450-5000

**Education**

- Master of Public Administration  
University of Kansas, Lawrence, Kansas
- Bachelor of Arts – Political Science  
University of Wisconsin, Madison, Wisconsin

**Work History**

**2002 to Present** City of Anytown, Illinois (population 30,000)  
City Administrator

**1996 to 2003** City of Smith, Missouri (population 36,500)  
Assistant City Manager

**1994 to 1996** ABC Crime Commission, Wichita, Kansas  
State Coordinator, Community Development Division

**1993 to 1994** City of Rock, Kansas (population 310,000)  
Management Intern

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**Data Summary:**

Candidate:	Walter L. Miller
Organization:	City of Anytown, Illinois
Position:	City Administrator
Organization Budget:	\$55.2 million
Total Number of Employees in Organization:	150 full-time
Current Salary:	\$107,630
Expected Salary:	\$170,000
Reporting Relationship:	Reports to the Mayor & City Council
Years of Experience:	18 years

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**Professional Affiliations:**

- International City/County Management Association
- Illinois City/County Management Association
- Illinois Municipal League
- Southwestern Illinois City Management Association
- St. Louis Area City Management Association

**Walter L. Miller**  
5498 Tazewell Drive  
Libertyville, Illinois 60048

January 1, 2016

Heidi J. Voorhees  
Co-Owner  
GovHR USA  
650 Dundee Road, Suite 270  
Northbrook, IL 60062

Dear Ms. Voorhees:

This letter is in response to the opening of City Manager with the City of Harrison, Illinois. I believe my experience and education give me the knowledge, enthusiasm, and creativity to face the challenges of the position.

I currently serve as the City Administrator for the City of Anytown, Illinois. Anytown is a full-service city government, providing police, fire, parks, water, and sewer. Anytown is a rapidly growing suburb and I have managed many development challenges during my nine-year tenure.

My management style is participatory and team-oriented. Anywhere's Team Management Program seeks input from all levels of the organization to face the City's challenges. I have used my collaborative management style to empower department heads and employees to be innovative and creative when developing such projects as the Performance Measurement Balanced Scorecard and Comprehensive Plan.

As the economy declined, we implemented several measures that allowed us to reduce our staff by 12% yet continue the high level of service our citizens expect. We are currently restructuring our budget according to the concepts described in "The Price of Government" that integrates citizen engagement and City Council priorities with a comprehensive program inventory.

These examples demonstrate my participative style of city management and community leadership. It is my goal to be a city manager in a dynamic city that will provide opportunities and challenges. I believe Harrison is that kind of city. I appreciate your consideration of my enclosed resume. Please contact me if you have additional questions.

Best regards,

Walter L. Miller

**Walter L. Miller**

5498 Tazewell Drive  
Libertyville, Illinois 60048  
Email: wmliller@xxx.org

Home: 847.622.1234  
Cell: 847.999.9876

**Job Objective** City Manager

**Work Experience**

**2002-Present**

*City Administrator, City of Anytown, Illinois:* A full-service city serving a population of 30,000, with 150 full-time employees and \$20 million annual operating budget (\$69 million total budget).

**Relevant Experience:**

Finance and Management

*Team Management:* Team-oriented manager with an emphasis on facilitation, coordination, and communication.

*Supervision:* Manage and supervise all departments, including Police, Fire, Planning, Engineering, Streets, Water, Sewer, Parks, Finance, and Library.

*Performance Management:* Comprehensive performance measurement program with Performance Dashboard, Balanced Scorecard, and participation in the ICMA Center for Performance Measurement.

*Annual Budget:* Develop annual budget each year for the Mayor and City Council. Over the past three years, I have coordinated \$3.4 million in budget cuts and a 12% reduction in workforce (one layoff) while maintaining service levels.

Growth Management

*Subdivision Ordinance:* Overhauled subdivision regulations including a Park Land Dedication provision.

*Comprehensive Plan:* Conducted complete update to long range plan.

*Development Design Standards:* Developed a Commercial Design Handbook and Residential Visual Preference Survey that defined standards for both commercial and housing architecture, streetscaping, green space, sustainability, and density requirements.

*Zoning Code:* Updated all ordinances in the Zoning Code, including signs, planned uses, environmental, and special uses.

*Transportation Plans:* Developed road plans for high growth residential areas to promote connectivity and smooth traffic flow.

*Library Master Plan:* Conducted study of future needs for public library.

Economic Development

*Tax Increment Financing District:* Created two new TIF districts.

*Special Service Areas:* Innovative financing mechanism where the city issues bonds that are paid by the developer and city has no financial responsibility.

*Financial Incentives:* Developed sales tax rebates for major retail developments.

*Sub Area Plans:* Developed detailed plans for future business park.

New Facility Construction

*Public Safety Facility:* \$8 million Police/EMS facility constructed in 2004.

*Family Sports Park:* \$20 million, 203-acre park, Phase 1 in 2006, Phase 2 in 2010.

**Walter L. Miller**

*Conference Center: \$6 million, 60,000 sq. ft. building, constructed in 2008.*

**1996-2003**

*Assistant City Manager, City of Smith, Missouri: A full-service charter city government serving a population of 36,500, with 350 full-time employees and \$30 million annual operating budget.*

**1994-1996**

*ABC Crime Commission – State Coordinator, Community Development Division (Wichita, Kansas): A non-profit organization that conducted research on crime in Kansas.*

**1993-1994**

*City of Rock, Kansas – Management Intern: A full-service city government serving a population of 310,000, with 3,500 full time employees and \$309 million annual operating budget.*

**Education**

Senior Executive Institute, University of Virginia, 2009  
Credentialed Manager, ICMA, 2001  
Master of Public Administration, University of Kansas, 1990  
Bachelor of Arts, University of Wisconsin-Madison, 1988; Major in Political Science, Integrated Liberal Studies Certificate

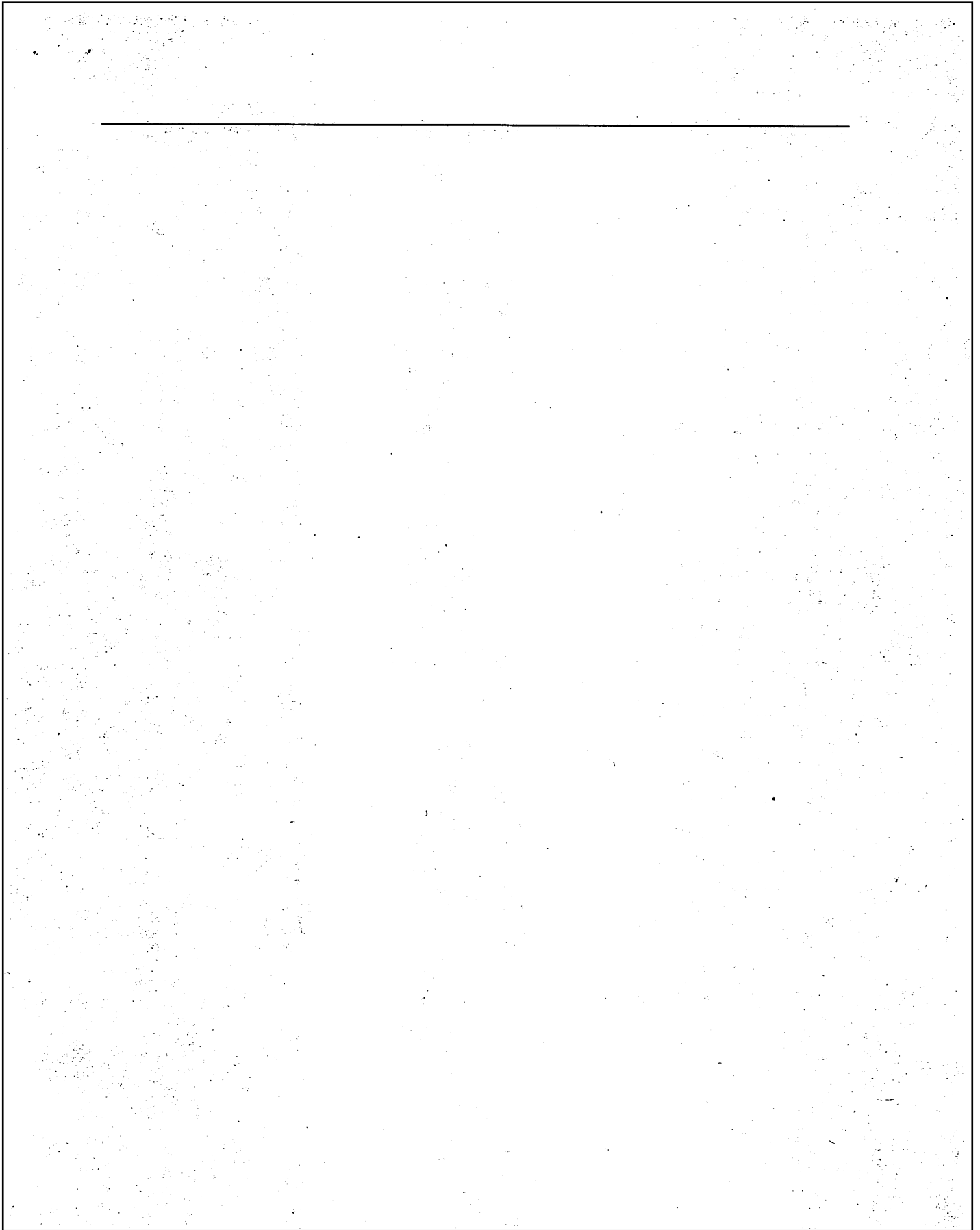
**Computer Skills**

All Microsoft Office software: Word, Excel, Access, Outlook, PowerPoint  
Mobile applications: Blackberry, iPad, Tablet  
GIS applications  
Social Media applications: Blog, Twitter, Facebook, Linked In

**Activities and Affiliations**

International City/County Management Association (ICMA)  
Board of Directors, Illinois City/County Management Association (ILCMA)  
City Managers Committee, Illinois Municipal League  
President, Southwestern Illinois City Management Association (SWICMA)  
Kansas University City/County Managers and Trainees (KUCIMAT)  
Board of Directors, Rotary Club





**CITY OF HARRISON, ILLINOIS**

**City Manager  
Candidate Evaluation Form**

Department Heads

\_\_\_\_\_  
Candidate Name

<b>FACTORS OF QUALIFICATION</b>	<b>Lacking</b>	<b>Qualified</b>	<b>Superior</b>
<b>Points</b>	<b>0</b>	<b>1</b>	<b>3</b>
Education and Training			
Interview Impressions:			
General Impression-Professional Presence/Appearance			
Overall Background & Depth of Relevant Experience			
Reason(s) for Seeking Position			
Responsiveness to Questions			
Verbal Communication Skills			
Leadership Skills			
Self Confidence/Maturity			
Trustworthiness/Integrity			
Responses to Interview Questions:			
Interest in Galesburg			
Developing and Implementing a Strategic Plan			
Development of a Comprehensive Capital Plan			
Reducing Operating and Program Expenses			
Revenue Enhancement Techniques			
Management and Leadership Style; Rapport with Employees			
Delegation of Projects/Assignment to Department Heads			
Evaluating the Performance of Department Heads			
Long Term Professional Goals: Galesburg			
Three (3) Major Strengths			
Philosophy Regarding Contract/Labor Negotiations			
Handling a Politically Sensitive Situation			
Relaxing/Stress Reduction Techniques			
Business-like organization v. Personal/Friendly Organization			
Tenure to the City of Galesburg			
Open Questions			
<b>Subtotal</b>	<b>0</b>		
<b>TOTAL POINTS (Add three subtotal columns)</b>			

Voorhees Associates

**CITY OF HARRISON, ILLINOIS**

**CITY MANAGER SELECTION PROCESS**

**Interview and Candidate Evaluation Guide**

**May 10, 2013**

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# MEET THE CANDIDATES

## CITY MANAGER

**Employee Feedback is due by 11:00 a.m. on Wednesday, June 6, 2018.**

Please access the survey to provide feedback by either copying the link into your browser or use the QR code provided.

<https://www.surveymonkey.com/r/Bloomington-CM>



Recruitment Services Provided by



630 Dundee Road, Suite 130  
Northbrook, Illinois 60062  
847-380-3240



**Bloomington, Illinois City Manager Candidates**

**JIM CULOTTA**



Jim Culotta is the City Administrator for Washington, Illinois. As Administrator in Washington and throughout his career, Jim has fostered good government, which is exemplified by integrity, strategic collaboration, and continuous improvement.

Prior to his current position in Washington, Jim was the Town Administrator for Cedarburg, Wisconsin, Assistant to the Village Manager in Barrington, Illinois, and Director of Administration & Interim Town Manager for Fishers, Indiana. During his tenure, these communities received several recognitions and awards, including Money Magazine’s #8 Best Place to Live, Wisconsin Good Government Award, WCMA Outstanding Program Award, two bond rating upgrades, and the Wisconsin Public Policy Forum’s Effective Use of Technology or Data Award.

Jim is a member of the ICMA and is a Credentialed Manager, which is a designation given to professional local government managers that are qualified by a combination of education and experience, adherence to high standards of integrity, and an assessed commitment to lifelong learning and professional development.

Jim earned a Master of Public Administration from George Washington University and a bachelor’s degree in Political Science and History from St. Norbert College. He also completed the Public Performance Measurement Certificate from Rutgers University and the ICMA Gettysburg Leadership Institute.

Jim believes it's important to give back to the community. He is an active member of his church and his volunteer work has included the Lions Club, Rotary International, Junior Achievement, and coaching youth sports.

**TIM GLEASON**



Tim Gleason is City Manager for the City of Decatur (IL) a community with approximately 75,000 residents. As City Manager, Mr. Gleason is responsible for the delivery of public services from a city government with an all funds budget exceeding \$170 million annually, made up of ten

different departments.

Tim served in the U.S. Army. Upon being honorably discharged he returned home to central Illinois and began a career in law enforcement. Tim is a graduate of the University of Illinois at Springfield for both his Bachelors and Masters degrees. After a 20+ year career in law enforcement, he served three years with the State of Illinois as CEO of IL Correctional Industries and as a Deputy Director at the IL Department of Commerce and Economic Opportunity. Tim served as the City Manager for Washington, IL for two and a half years. His tenure in Washington covered the EF4 tornado that destroyed a large portion of the community on November 17, 2013 causing \$150+ million in damage. After the rebuilding of Washington, Tim became City Manager in Decatur where he is in his fourth year. In addition to his full-time position he serves as an Adjunct Professor for Criminal Justice at his alma mater, is



**Bloomington, Illinois City Manager Candidates**

a Credentialed Manager through the International City/County Management Association, is the Vice Chairman for the IL Law Enforcement Training and Standard Board and recently completed the Center for Homeland Defense and Security’s “Executive Leaders Program” at the Naval Postgraduate School in Monterey, CA.

**STEVE RASMUSSEN**



Stephen Rasmussen was born in Cheyenne, Wyoming, and graduated from Cheyenne Central High School. He then attended and graduated from the US Air Force Academy and was immediately commissioned a Second Lieutenant of Infantry in the US Army. He spent over 28 years on active

duty commanding a company, battalion, brigade, and, ultimately, the third largest Army post in the country. He served two combat tours and was awarded the Combat Infantry Badge. He received Masters Degrees in both English and International Affairs and taught at the Military Academy at West Point and is a graduate of both the Army War College and the Air War College.

Following retirement from active duty as a full colonel and a base commander, he pursued a career in city management serving first as the Assistant to the City Manager in Maryland Heights, Missouri, and then as the City Administrator in Ottumwa, Iowa. As City Administrator there, he oversaw the development and construction of a regional conference enter, the continued development of a regional airport, and the

continued restoration of the historic downtown.

Following service in Ottumwa, Iowa, he was chosen to be the City Administrator of Jefferson City, Missouri’s State capital and the center of political activity in the state. There he worked to develop a capitol region hotel and conference center and the continued development of that city’s historic downtown as well. Following service in Jefferson City, he served as Executive Vice President of a small search firm specializing in getting interim managers and administrators for small cities in the central US and then served as the Interim City Administrator for the City of Fairview Heights, Illinois.

In 2014, he was chosen to be the Assistant City Manager for Bloomington, Illinois. In that position he acted as City Manager in the City Manager’s absence as well as supervising the four operational departments: Public Works, Parks and Recreation, Community Development, and the Water Department, as well as overseeing Facilities Management. In November, 2017, he became the Interim City Manager, the position he still holds, serving in that role as well as continuing in his role as Assistant City Manager. In this capacity, he oversees the day-to-day operation of the City’s twelve departments, supervises the development of the annual budget, prepares agendas for Council consideration, and coordinates with other governmental agencies in the area.



**Proposal to provide  
recruitment services for  
the City of Mill Creek's next  
City Manager**



**Leadership is Key to the Sustainability of Any Organization**

Professionalism, character, integrity, and the commitment of a leader inspires those in the workplace to go the extra mile and can greatly influence the team's success in achieving its objectives.

**Finding great leaders is what we do!**



**Executive Recruitment**

*Interim Staffing. Application Software. Job Board.*

## **STATEMENT OF QUALIFICATIONS**

### **ABOUT PROTHMAN**

Prothman specializes in providing national and regional executive recruitment services to cities, counties, districts and other governmental agencies throughout the western United States. Founded in 2001, Prothman has become an industry leader known and respected for outstanding customer service, quality candidate pools, and our knowledge of local government.

### **OUR EXPERTISE**

**Recruitment Knowledge and Experience:** The Prothman team has conducted over 500 recruitments and interim placements. We have read and screened over 15,000 resumes, and we have personally interviewed over 6,500 semifinalist candidates. We know how to read between the lines, filter the fluff, and drill down to the qualities and experiences required to be a good manager.

**Firsthand Knowledge of Local Government:** Every Prothman team member has worked in local government. Our talented consultants have a cumulative 175 years in local government service, with expertise ranging from organization management, police and fire management, human resources, finance, public works and elected official public service.

### **OUR PROVEN PROCESS**

Clients and candidates continually tell us that we have the best process and client service in the industry. The tenure of our placements is among the best in the industry because we understand that "fit" is the most important part of the process; not just fit within the organization but fit within the community, as well.

### **OUR GUARANTEE**

We are confident in our ability to recruit an experienced and qualified candidate who will be the perfect "fit" for your organization. Should the selected finalist leave the position or be terminated for cause within eighteen (18) months from the employment date, we will conduct a replacement search with no additional professional fee.

### **CONTACT INFORMATION**

Sonja Prothman - sonja@prothman.com, 206.368.0050  
371 NE Gilman Blvd., Suite 310, Issaquah, WA 98027  
www.prothman.com  
www.prothman-jobboard.com  
Submittal Date: October 29, 2018

### **COMMITMENT TO PROVIDE SERVICE**

Prothman looks forward to working with the City of Mill Creek and commits to performing all services represented in this proposal.



**STATEMENT OF QUALIFICATIONS - EXPERIENCE**

**Current Recruitments**

**City of Clyde Hill, WA** – *City Administrator*  
**City of Roseburg, OR** – *City Manager*  
**City of South Lake Tahoe, CA** – *City Manager*  
**Inyo County, CA** – *County Administrative Officer*  
**King County, WA** – *Director of Adult & Juvenile Detention*  
**Snohomish County PUD, WA** – *HR Director*  
**Snohomish County PUD, WA** – *Asst. General Manager*  
**Island Transit, WA** – *Executive Director*  
**City & Borough of Sitka, AK** – *HR Director*  
**League of Oregon Cities, OR** – *Legislative Director*  
**Deschutes Valley Water District, OR** – *General Manager*  
**Oregon Parks & Recreation Department, OR** – *Park Managers (2)*  
**City of Medina, WA** – *Planning Manager*  
**City of Grants Pass, OR** – *Public Safety Director*  
**City of Bend, OR** – *Property Manager*  
**Key Peninsula Fire Department, WA** – *Fire Chief*  
**City of Gunnison, CO** – *Community Development Director*  
**Valley Transit, WA** – *General Manager*

**References/Recruitments**

**City of Renton, WA** - Chief Administrative Officer, Administrative Svcs. Administrator (Finance Director), HR & Risk Mgmt. Administrator  
Contact - Chief Administrative Officer, Bob Harrison - 425.430.6500  
rharrison@rentonwa.gov

**City of Tukwila, WA** - Public Works Director, Fire Chief  
Contact - City Administrator, David Cline - 206.433.1850  
david.cline@tukwilawa.gov

**City of Snoqualmie, WA** - Finance Director, Fire Chief, Community Development Director, Police Chief  
Contact - City Administrator, Bob Larson - 425.888.1555  
blarson@ci.snoqualmie.wa.us

**City of Vancouver, WA** - Deputy City Manager, Human Resources Director, City Attorney, Parks & Recreation Director, Budget Manager  
Contact - Deputy City Manager, Lenda Crawford - 360.487.8615  
lenda.crawford@cityofvancouver.us

**City of Bend, OR** - Police Chief, Fleet Manager, Asst. Finance Director, Sr. Purchasing Analyst  
Contact - Asst. City Manager, Kevin Ripper - 541.323.8561  
kriper@bendoregon.gov

**2012 - 2018 Completed Manager/Administrator Recruitments**

City of Umatilla, OR - *City Manager*  
City of Emeryville, CA - *City Manager*  
City of Gig Harbor, WA - *City Administrator*  
Lewis County, WA - *County Manager*  
Inyo County, CA - *Deputy County Administrator*  
Curry County, OR - *County Administrator*  
Eagle County, CO - *County Manager*  
City of Renton, WA - *Chief Admin. Officer*  
Twin Transit, WA - *General Manager*  
City of Lewiston, ID - *City Manager*  
City of Minot, ND - *City Manager*  
City of Gladstone, OR - *City Administrator*  
City of Fircrest, WA - *City Manager*  
City of Yakima, WA - *Asst. City Manager*  
City & Borough of Sitka, AK - *Municipal Admin.*  
City of Sheridan, WY - *City Administrator*  
City of West Linn, OR - *City Manager*  
City of Yachats, OR - *City Manager*  
City of Chehalis, WA - *City Manager*  
San Juan County, WA - *County Manager*  
Snohomish County, WA - *Executive Director*  
Lane County, OR - *County Administrator*  
Hood River County, OR - *County Administrator*  
Town of W. Yellowstone, MT - *Town Manager*  
City of Coburg, OR - *City Administrator*  
WSRMP, WA - *Executive Director*  
City of Monroe, WA - *City Administrator*  
Spokane Reg. Transp. Council, WA - *Exec. Dir.*  
City of Troutdale, OR - *City Manager*  
City of Drain, OR - *City Administrator*  
City of Lake Stevens, WA - *City Administrator*  
City of Bandon, OR - *City Manager*  
City of Chelan, WA - *City Administrator*  
City of Yelm, WA - *City Administrator*  
City of Yakima, WA - *City Manager*  
City of College Place, WA - *City Administrator*  
City of Shelton, WA - *City Administrator*  
City of Canby, OR - *City Administrator*  
City of McMinnville, OR - *City Manager*  
City of Hood River, OR - *City Manager*  
City of Woodinville, WA - *City Manager*  
City of Stevenson, WA - *City Administrator*  
City of Hermiston, OR - *City Manager*  
City of Othello, WA - *City Administrator*  
City of Lynden, WA - *City Administrator*  
City of Puyallup, WA - *City Manager*  
City of Covington, WA - *City Manager*  
Summit County, UT - *County Manager*  
Clatsop County, OR - *County Manager*  
Deschutes County, OR - *County Administrator*  
City of Belgrade, MT - *City Manager*  
WA Assoc. of County Officials, WA - *Director*  
City of Gillette, WY - *City Administrator*  
City of Lincoln City, OR - *City Manager*  
City of Scappoose, OR - *City Manager*  
City of Pasco, WA - *City Manager*  
City of Stanwood, WA - *City Administrator*  
City of Waldport, OR - *City Manager*  
City of Issaquah, WA - *Deputy City Admin.*  
City of Duvall, WA - *City Administrator*  
City of Kenmore, WA - *City Manager*  
City of Lake Forest Park, WA - *City Admin.*  
City of Fife, WA - *City Manager*  
City of Bothell, WA - *Asst. City Manager*  
City of Lakewood, WA - *City Manager*  
City of Lake Oswego, OR - *City Manager*  
SW Clean Air Agency, WA - *Executive Director*  
eCityGov Alliance, WA - *Executive Director*  
City of Lebanon, OR - *City Manager*  
City of Polson, MT - *City Manager*  
City of Port Angeles, WA - *City Manager*  
City of Ridgefield, WA - *City Manager*  
MRSC, WA - *Executive Director*  
City of White Salmon, WA - *City Administrator*  
City of Milwaukie, OR - *City Manager*  
City of Lacey, WA - *City Manager*  
City of Riverton, WY - *City Administrator*  
City of Shoreline, WA - *City Manager*  
City of Issaquah, WA - *City Administrator*  
City of Newcastle, WA - *City Manager*

## **STATEMENT OF QUALIFICATIONS - PROJECT TEAM**

### **BILL McDONALD - PROJECT LEAD**

Bill is a senior consultant and has been associated with the Prothman team for over 15 years. With 42 years of experience in local government in Washington and Oregon, nearly 30 years of experience as a City Manager/Administrator, Bill's past service includes City Manager, Puyallup, WA, City Administrator, DuPont, WA, Interim City Manager, Fircrest, WA, City Manager, Snohomish, WA, and Clatskanie, OR, County Commissioner, Columbia County, OR, Assistant to the City Manager, Milwaukie, OR, and Criminal Justice Planner in Clackamas, OR. Bill has an MPA from Portland State University. His awards include the 2010 Excellence Award from the Washington City/County Management Association.

### **JOHN HODGSON - PROJECT SUPPORT**

John is a senior consultant for Prothman and brings 33 years of municipal service including, most recently, 7 ½ years as City Administrator/Chief Administrative Officer for the City of Kent, the sixth largest city in the state of Washington. Prior to that, John had 26 years in parks and recreation management for the City of Vancouver, WA, the Metropolitan Park District of Tacoma, and he was Director of Parks, Recreation & Community Services for the City of Kent from 1994-2005. John's awards for his service include Kent Chamber of Commerce Public Employee of the Year, WRPA Honor Fellow, Kiwanis Distinguished President, and the Kent Lions Club Community Service Award. John has a Bachelor of Science degree in Parks & Recreation Management from the University of Oregon (1980) and completed the Cascade Management Series from the University of Washington Graduate School of Public Affairs (1992).

### **SONJA PROTHMAN - PROJECT SUPPORT**

As Vice President, Sonja directs the day-to-day operations of the Prothman Company and she assists with recruitments, interim placements, and organizational assessments. Sonja is a former councilmember for the City of Normandy Park, Washington, and brings to Prothman the "elected official" side of government – a vital perspective for understanding our clients' needs. Sonja also brings private sector expertise having worked with the Boeing Company where she was on the start-up team as lead negotiator for schedules and deliverables for the first 777 composite empennage. A Seattle native, Sonja earned a bachelor's degree in Communications from the University of Washington.

### **BARRY GASKINS - PROJECT SUPPORT**

Barry is responsible for candidate management. His attention to detail and understanding of timeliness to the customer and candidates is remarkable. Barry works with the lead consultant in following through with scheduling interviews, arranging candidate travel, managing candidate application packets, and assembly of candidate information to give to the client. Barry came to us from the Bill & Melinda Gates Foundation where he served as a Program Assistant for four years in the US Library Program. Barry earned his bachelor's degree from California State University in Los Angeles.

### **JARED ECKHARDT - PROJECT SUPPORT**

Jared is responsible for profile development and candidate outreach. He is a recent graduate from the University of Washington and we have enjoyed watching him learn and mature the past year.

**AVAILABILITY, COMMUNICATION & SCHEDULE**

**We are ready to start when you are!**

One of our first tasks will be to coordinate and commit to a schedule. Then, we protect your dates on a master schedule to assure we never miss a commitment. We provide you with our cell phone numbers so you have direct access to your lead consultant and support staff and we will communicate and update you as often as you desire. Our recruitments take approximately 10-14 weeks to complete, depending on the scope and direction from the client. You can expect approximately: 2-3 weeks for stakeholder interviews and profile development and approval, 5-6 weeks for recruitment, 2-3 weeks for screening and interviewing, and 2-3 weeks for coordinating final interviews.

**SAMPLE SCHEDULE**

Blue highlighted events represent meetings with the client

Date	Topic
<b>Week of November 5, 2018</b> <b>Week of November 12, 2018</b>	<b>Create position profile</b> <b>Travel to Mill Creek for stakeholder interviews</b>
November 12, 2018	Post profile and start advertising
December 16, 2018	Application Close Date
Weeks of Dec. 17, 2018 & Jan. 7, 2019	Prothman screens applications & interviews top 8 - 15 candidates
December 21, 2018 - January 2, 2019	Christmas Holiday
<b>Week of January 14 - 18, 2019</b>	<b>Work Session to review semifinalists and pick finalists, and design final interviews</b>
<b>Week of January 28 - Feb. 1, 2019</b>	<b>Final Interview Process, may include an evening reception and next day interviews</b>

## **EXECUTIVE SUMMARY**

Prothman has been in the business of finding highly qualified candidates for placement in local government organizations of various sizes with varying political ideologies for 17 years. We have worked for small organizations like Yachats, Oregon, pop. 800, to Snoqualmie, Washington, pop. 13,190, to large cities like Seattle, Washington, pop. 725,000. We understand politics, council and board dynamics and community passion, and we are experts in facilitating. We have designed our recruitment process so that all stakeholders are included, listened to and treated with respect. Our company takes pride in and stakes its reputation on finding qualified candidates who are the right "fit" for our clients. Anything less would be unacceptable!

Our strategy is to cast the widest net possible to ensure a diverse, qualified applicant pool. We have an aggressive national advertising campaign and our extensive databases allow us to mail and email the job announcement directly to employees in every city, county, and district in the US. Our recruitment process emphasizes "fit" and we take as much time as needed to meet with your team so that we can learn and understand the experience, qualities and personality traits required for candidates to be successful within your unique organization and community.

## **PROPOSED SCOPE OF WORK**

### **1. Develop a Tailored Recruitment Strategy**

#### **Project Review**

The first step will be to:

- ◆ Review the scope of work and project schedule
- ◆ Review compensation and decide if a salary survey is needed

#### **Information Gathering and Research (*Soliciting Input*)**

**We will travel to Mill Creek and spend as much time as it takes to learn everything we can about your organization.** Our goal is to thoroughly understand the values and culture of your organization, as well as the preferred qualifications you desire in your next City Manager. We will:

- ◆ Meet with the City Council
- ◆ Meet with the Interim City Manager
- ◆ Meet with Department Directors and other Staff, as directed
- ◆ Meet with other stakeholders, as directed
- ◆ Review all documents related to the position

#### **Position Profile Development (*Identifying the Ideal Candidate*)**

We will develop a profile of your ideal candidate. Once the Position Profile is written and approved, it will serve as the foundation for our determination of a candidate's "fit" within the organization and community. Profiles include the following:

- ◆ **A description of the ideal candidate's qualifications**
  - Years of related experience
  - Ideal personality traits
- ◆ **Organization-specific information**
  - Description of the organization, position and key responsibilities
  - Priorities and challenges facing the organization
- ◆ **Community-specific information**
- ◆ **Compensation package details**
- ◆ **Information on how to apply**



## **2. Identify, Target, and Recruit Viable Candidates**

### **Outreach and Advertising Strategy (*Locating Qualified Candidates*)**

**We recognize that often the best candidates are not actively looking for a new position--this is the person we want to reach and recruit.** We have an aggressive recruitment strategy which involves the following:

- ◆ **Print and Internet-based Ads** placed nationally in professional publications, journals and on related websites.
- ◆ **Targeted Direct Mail Brochures** sent directly to hundreds of highly qualified city/county management professionals who are not actively searching for a new position.
- ◆ **Focused Candidate Outreach** via emails and phone calls from our database of over 7,500 city/county ICMA registered managers.
- ◆ **Posting the Position Profile on Prothman's Facebook and LinkedIn pages, and on the Prothman website**, which receives over five thousand visits per month from potential candidates.

## **3. Conduct Preliminary Screening**

### **Candidate Screening (*Narrowing the Field*)**

Once the application deadline has passed, we will conduct an extensive candidate review designed to gather detailed information on the leading candidates. The screening process has 3 key steps:

- 1) **Application Review:** Using the Position Profile as our guide, we will screen the candidates for qualifications based on the resumes, applications, and supplemental question responses (to determine a candidate's writing skills, analytical abilities and communication style). After the initial screening, we take the yes's and maybe's and complete a second screening where we take a much deeper look into the training, work history and qualifications of each candidate.
- 2) **Internet Publication Background Search:** We conduct an internet publication search on all semifinalist candidates prior to their interviews. If we find anything out of the ordinary, we discuss this during the initial interview and bring this information to you.
- 3) **Personal Interviews:** We will conduct in-depth videoconference or in-person interviews with the top 8 to 15 candidates. During the interviews, we ask the technical questions to gauge their competency, and just as importantly, we design our interviews to measure the candidate's fit within your organization.

### **Candidate Presentation**

**We will prepare and send to you a detailed summary report for the semifinalist candidates and binders** which include each candidate's application materials, including resume, cover letter, and supplemental question responses, and the results of the personal interviews and publication search. **We will travel to Mill Creek** and discuss with you everything we have learned throughout our screening process. We will review with you the candidates' qualifications and experience, the results of the semifinal interviews and the candidates' strengths and weaknesses relative to fit within your organization. We will give you our recommendations and then work with you to identify the top 3 to 5 candidates to invite to the final interviews. We will discuss the planning and design of the final interview process during this meeting after the finalist candidates have been agreed upon.

#### **4. Prepare Process and Materials for Final Interviews**

##### **Final Interview Process (*Selecting the Right Candidate*)**

The design of the final interviews is an integral component towards making sure that all stakeholders have the opportunity to learn as much as possible about each candidate.

- ◆ **Elements of the design process include:**
  - **Deciding on the Structure of the Interviews**  
We will tailor the interview process to fit your needs. It may involve using various interview panels or an evening reception.
  - **Deciding on Candidate Travel Expenses**  
We will help you identify which expenses your organization wishes to cover.
  - **Identifying Interview Panel Participants & Panel Facilitators**  
We will work with you to identify the participants of different interview panels.
- ◆ **Background Checks**  
Prior to the final interviews, we will conduct a background check on each of the finalist candidates. Background checks include the following:
  - **References**  
We conduct 6-8 reference checks on each candidate. We ask each candidate to provide names of their supervisors, subordinates and peers for the last several years.
  - **Education Verification, Criminal History, Driving Record and Sex Offender Check**  
We contract with Sterling for all background checks.
- ◆ **Candidate Travel Coordination**  
After you have identified the expenses you wish to cover, we work with the candidates to organize the most cost-effective travel arrangements.
- ◆ **Final Interview Binders**  
The Final Interview Binders include suggested interview questions, as well as the candidates' applications, supplemental question responses, and resumes, and are the tool that keeps the final interview process organized. Each panel member will be provided a binder.
- ◆ **Final Interviews with Candidates**  
**We will travel to Mill Creek and facilitate the interviews.** The interview process usually begins with a morning briefing where schedule and process will be discussed with all those involved in the interviews. Each candidate will then go through a series of one-hour interview sessions, with an hour break for lunch.
- ◆ **Panelists & Decision Makers Debrief:** After the interviews are complete, we will facilitate a debrief with all panel participants where the panel facilitators will report their panel's view of the strengths and weaknesses of each candidate interviewed. The decision makers will also have an opportunity to ask panelists questions.
- ◆ **Candidate Evaluation Session:** After the debrief, we will facilitate the evaluation process, help the decision makers come to consensus, discuss next steps, and organize any additional candidate referencing or research if needed.
- ◆ **Facilitate Employment Agreement:** Once the top candidate has been selected, we will offer any assistance needed in developing a letter of offer and negotiating terms of the employment agreement.

## **FEE, EXPENSES & GUARANTEE**

### **Professional Fee**

**The fee for conducting a City Manager recruitment with an eighteen (18)-month guarantee is \$18,500.** The professional fee covers all Prothman staff time required to conduct the recruitment. This includes all correspondence and on-site meetings with the client, writing and placing the recruitment ads, development of the candidate profile, creating and processing invitation letters, reviewing resumes, coordinating and conducting semifinalist interviews, coordinating and attending finalist interviews, coordinating candidate travel, conducting background checks and professional references on the finalist candidates and all other search related tasks required to successfully complete the recruitment.

Professional fees are billed in three equal installments throughout the recruitment, one at the beginning, at the halfway point, and upon completion.

### **Expenses**

Expenses vary depending on the design and geographical scope of the recruitment. We do not mark up expenses and work diligently to keep expenses at a minimum and keep records of all expenditures. The City of Mill Creek will be responsible for reimbursing expenses Prothman incurs on your behalf. Expenses include:

- Newspaper, trade journal, websites and other advertising (approx. \$1,900 - 2,100)
- Direct mail announcements (approx. \$1,900 - 2,200)
- Interview Binders & printing of materials (approx. \$500 - 600)
- Delivery expenses for Interview Binders (approx. \$125 - 300)
- Consultant travel: Mileage at IRS, travel time at \$65 per hour, lodging if required (approx. \$200 - 350 per trip)
- Background checks performed by Sterling (approx. \$150 per candidate)

Expenses are billed monthly.

### **Other Expenses**

Candidate travel: We cannot approximate candidate travel expenses because they vary depending on the number of candidates, how far the candidates travel, length of stay, if spouses are included, etc. If you wish, we will coordinate and forward to your organization the candidates' travel receipts for direct reimbursement to the candidates.

### **Warranty**

Repeat the Recruitment: If you follow our process and a top candidate is not chosen, we will repeat the recruitment with no additional professional fee, the only cost to you would be for the expenses.

### **Guarantee**

Our record of success in placing highly qualified candidates provides that Prothman will guarantee with a full recruitment that if the selected finalist is terminated for cause or resigns within eighteen (18) months from the employment date, we will conduct a replacement search with no additional professional fee, the only cost to you would be the expenses.

### **Cancellation**

You have the right to cancel the search at any time. Your only obligation would be the fees and expenses incurred prior to cancellation.



**EXAMPLE OF POSITION PROFILE**





**CITY ADMINISTRATOR**  
**\$124,800 - \$162,000**

*Plus Excellent Benefits*

An additional \$9,494/year for 2018 is provided for the employee to use in the City's Flexible Benefits Plan for spouse medical coverage, employee paid premiums, unpaid medical or dental expenses, ICMA retirement options or as cash. This amount goes up with cost of living.

*Apply by*  
**October 7, 2018**  
*(open until filled)*



**CITY OF CLYDE HILL, WA ♦ CITY ADMINISTRATOR**

**WHY APPLY?**



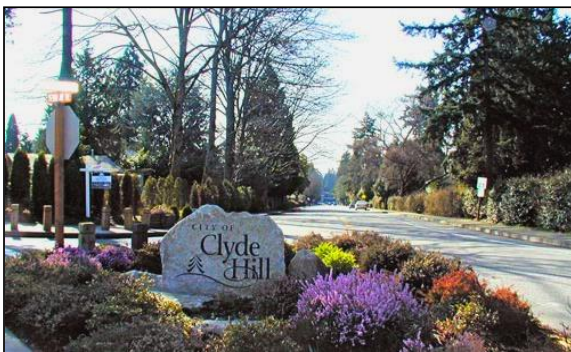
Located in western Washington just inland of the shores of Lake Washington, the City of Clyde Hill's top elevation of roughly 375 feet has the unique distinction of spectacular views of Lake Washington, Mount Rainier, the Olympic Mountains, the Cascade Mountain range and the Seattle or Bellevue skyline from its many higher elevations.

This is an excellent opportunity for an experienced public-sector management professional to join an established and fully built-out community. This position offers the right candidate a chance to work with a dedicated City Council and staff to achieve the City's goals and provide outstanding services to its citizens. If you are looking for a challenging and rewarding career opportunity, this is the right position for you!

**THE COMMUNITY**

With just over 3,000 total residents and 1,100 houses, Clyde Hill is a quiet affluent community encompassing roughly one square mile. The City has been ranked #2 on Coldwell Banker's "Best Suburban Places to Live in the United States" and as the Seattle area's "Most Affluent Neighborhood" by the Puget Sound Business Journal. The majority of Clyde Hill is zoned for single-family use with the exception of two commercially zoned areas: a gas station and a coffee shop.

Clyde Hill is about 1.5 to 2 miles east of the City of Seattle and is bordered by the cities and towns of Bellevue, Kirkland, Medina, Yarrow Point and Hunts Point.



Clyde Hill is only 10 minutes away from the City of Redmond, and is ideally situated for those that live in the City, albeit with the issues that stem from its geographic location. The nearby cities of Bellevue, Redmond, Seattle and Kirkland have major employment centers and easily accessed shopping centers and recreation of all types.



Clyde Hill offers visitors a mild climate where temperature extremes are moderated by its proximity to Lake Washington and the Puget Sound. Summers are dry and warm with average daytime highs around 73-80 degrees and low humidity. Days below freezing average just 15 per year and it rarely snows. Annual rainfall averages 37 inches; less than New York City, Atlanta or Houston.

Clyde Hill's schools are part of the larger City of Bellevue School District, which is one of the top-ranking and award-winning school districts in the nation. The Bellevue School District serves about 20,000 students in 28 schools. More than 380 Bellevue teachers are National Board-certified, more than any other district in the state, and more than 75% of the teachers hold a master's degree.

**THE CITY**

Incorporated in 1953, the City of Clyde Hill is a non-charter, code city operating with a hybrid Mayor-Council form of government on a 2018 operating budget of roughly \$4.2 million with 20 budgeted FTEs.

The City has an elected five-member Council and an independently elected Mayor. The Clyde Hill City Council members are elected at large to staggered four-year terms. Council members have the primary responsibility to establish the policy, direction and goals for the City. The Mayor is elected at large to a four-year term and presides over all meetings of the City Council.



The Mayor serves as the Chief Executive Officer of the City but has the authority to appoint a City Administrator to implement the executive duties of the City on a day to day basis. Additionally, the Mayor has the responsibility to appoint members to serve on the City's Planning or Civil Service Commissions, as well as on special advisory committees.

The City provides a broad spectrum of essential services to its citizens including police, public works, building, code enforcement, streets and storm sewer services, parks and general government services. Clyde Hill contracts with neighboring cities and towns to share the costs of selected municipal services. The City of Bellevue provides fire, water and sewer services to Clyde Hill, and the City of Kirkland provides Municipal Court services. Jail services are provided by multiple sources including King County and the cities of Issaquah and Kirkland.

Clyde Hill provides Police services to the neighboring residential Town of Yarrow Point who is responsible for about 25% of the Clyde Hill police department's workload and costs.



**PROTHMAN**

**THE POSITION**

Under the direction and with the authority of the Mayor, the City Administrator is responsible for providing professional managerial leadership and direction to all City departments, including the administration and coordination of the activities and functions of the various city officers, departments and commissions in implementing the requirements of city ordinances and the policies of the City Council. The City Administrator also develops effective working relationships with elected, administrative and program officials to ensure cooperation and efficient operation of city government. This position has wide latitude for independent exercise of good judgement and effective action. The City Administrator also acts as the City Clerk and City Treasurer.

**Responsibilities include:**

- Overseeing the development and administration of the City's budget. Ensure financial soundness and integrity of the City to ensure its capability to meet commitments and to maximize the delivery of services to citizens.
- Meeting with representatives of agencies and outside entities to negotiate formal and informal agreements between the City, state, and county governments and private interests as issues arise.
- Providing support to the Mayor and Council. Assist Council members with a variety of activities, providing leadership and information as requested. Assist Council members in drafting policies, facilitating the development of City plans, regulations, and ordinances. Attend Council meetings.
- Providing leadership and direction for major projects and long-range capital programs.
- Ensuring that all City leases, contracts, permits, and privileges are fully observed and properly enforced.
- Providing general supervision over all City property and equipment.
- Establish within City policy, appropriate service and staffing levels. Monitor and evaluate the efficiency and effectiveness of service delivery methods and procedures. Allocate resources.
- Properly represent the City to neighboring jurisdictions, governmental bodies, organizations, and the news media.
- Communicating with state, and local officials and legislators to present the City's viewpoint on pending administrative and legislative actions.
- Meeting with citizens to review and resolve customer service and other issues.

**CITY OF CLYDE HILL, WA ♦ CITY ADMINISTRATOR**

- Conferring with residents, taxpayers, businesses, and other individuals, groups, and outside agencies having an interest or potential interest in City affairs or concerns.
- Providing staff support to Council, commissions and committees.
- Attending and participating in professional group meetings. Stay abreast of new trends and innovations in the field of public administration and management.

**OPPORTUNITIES & CHALLENGES**

1. Maintain a proactive approach regarding Traffic Management and Social Media Programs.
2. Develop vision and relationships with newly hired or promoted executive staff members.
3. Sustain the City Council's conservative approach to budgeting, developing new or expanded revenue streams and shrinking or discontinuing existing expenditure streams when possible.
4. Implement the City's Facilities Master Plan.
5. Complete implementation of the Mayor's Strategic Plan.

**IDEAL CANDIDATE PROFILE**

**Education and Experience:**

A Bachelor's degree in Public Administration or a related field is required, plus at least eight (8) years of experience in a progressively more responsible senior management position. Five (5) years of public sector management experience and a Master's Degree are highly desirable. The ideal candidate will be an ICMA member in good standing.

**Necessary Knowledge, Skills and Abilities:**

- Ability to establish and maintain positive and cooperative working relationships with citizens, City officials, employees, businesses, and other government agencies. Provide effective leadership to build and maintain a positive team environment.
- Take policy direction from the Council and lead staff to achieve tangible results.
- Excellent verbal and written communication skills, and the demonstrated ability to lead a city and its departments.
- Understanding and experience implementing the principles and best practices of personnel management including fostering a productive work environment that strives for excellence.

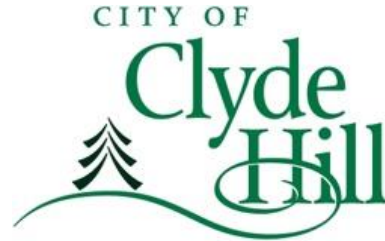
- Experience and ability to manage and oversee all City operations, including: budgeting, finance, planning, public safety, emergency management, public works, personnel, and all other City functions. Act as the City's business agent matters relating to City contracts, permits, franchise agreements, and leases. Knowledge of Washington land use laws and procedures as well as the Revised Code of Washington and the Washington Administrative Code.
- Dedication to the principles of public involvement and consensus building among diverse community interests, ensuring tangible outcomes.
- Experience in effectively working with elected councils, boards and commissions, including fostering an environment of effective, honest, and open communication. The judgment and ability to effectively keep the City Council informed of issues related to the City and to provide clear and complete information on policy options.
- A commitment to local government processes and procedures, board policy development, and equal access to information by all Councilors.
- Demonstrated ability to facilitate effective community conversations on long-term economic and community development issues, particularly amid strong and varied opinions.
- Ability to understand, plan for and lead the Council and Budget Advisory Committee to maintain the City's long-term financial stability with limited tools/resources.
- Skill in being a "jack of all trades" relating to all City functions, including the ability to lead others while comfortable and knowledgeable as a working vs delegating manager.
- The skills, understanding and experience to nurture a professional organization of dedicated staff that wear many hats.
- Experience assisting new department heads in develop their departments to address overall City goals.





**COMPENSATION & BENEFITS**

- **\$124,800 - \$162,000 DOQ**
- An additional **\$9,494**/year for 2018 is provided for the employee to use in the City's Flexible Benefits Plan (Cafeteria Plan) for spouse medical coverage, employee paid premiums, unpaid medical or dental expenses, ICMA retirement options or as cash.
- Employee/Non-Spouse Dependent Health Insurance (90%).
- Employee Dental, Disability, Unemployment Insurance and Life Insurance.
- Employee Assistance Program.
- State Retirement System & Social Security.
- Paid Vacation.
- 12 Sick Days Per Year.
- 40 hours personal time as an exempt employee.
- Additional benefits DOQ including a car allowance and deferred compensation.



**Please visit:  
[www.clydehill.org](http://www.clydehill.org)**

The City of Clyde Hill is an Equal Opportunity Employer. All qualified candidates are strongly encouraged to apply by **October 7, 2018** (first review, open until filled). Applications, supplemental questions, resumes and cover letters will only be accepted electronically. To **apply online**, go to **[www.prothman.com](http://www.prothman.com)** and click on "submit your application" and follow the directions provided. Resumes, cover letters and supplemental questions can be uploaded once you have logged in.



**[www.prothman.com](http://www.prothman.com)**

371 NE Gilman Blvd., Ste 310  
Issaquah, WA 98027  
206.368.0050

**EXAMPLE OF INVITE LETTER**





Washington

## EMPLOYEE RESOURCES DIRECTOR

**\$141,222 - \$211,833**

First Review:  
**November 18, 2018**  
Open Until Filled

Apply at [www.prothman.com](http://www.prothman.com)

Dear Colleague,

Prothman is currently recruiting for the **Employee Resources Director** position for **Snohomish County Public Utility District No. 1 in Washington**. We invite you to review the position details on the back page, and if you find that this position isn't right for you, could you please pass this on to other employee resources professionals who may be ready for this next step in their career.

Thank you for your consideration and help!

The Prothman Company



**SNOHOMISH COUNTY PUBLIC UTILITY DISTRICT NO. 1 ♦ EMPLOYEE RESOURCES DIRECTOR**

**WHY APPLY?**



Snohomish County is located in northwest Washington State, twelve miles north of Seattle and 100 miles south of Vancouver, British Columbia. The county rests between

the sparkling waters of Puget Sound and the snow-capped peaks of the Cascade Mountains.

The quality of life is heavily influenced by the spectacular scenery, and the county is a recreational mecca with a temperate climate that encourages year-round outdoor fun. Snohomish County has major urban centers, historic villages, rural retreats and seaside ports, each has its own scenic beauty and a multitude of attractions. If you are looking to join a supportive staff dedicated to serving the public, this is the right position for you!



**THE COMMUNITY**

Snohomish County has a population of approximately 801,000 and covers 2,090 square miles. It is one of the largest and fastest growing counties in Washington and has thriving cities, rich agricultural land and many small communities that contribute to its character and exceptional quality of life. The county's varied topography ranges from saltwater beaches, rolling hills and rich river-bottom farmland in the west, to dense forest and alpine wilderness in the mountainous east. Outdoor enthusiasts are drawn to the area for its rivers that offer kayaking and rafting, lakes for boating and skiing, and inland waterways for scuba diving and boating. The Cascade and Olympic Mountain ranges offer peaks to climb in the summer and ski in the winter.

Also visit the **Prothman Job Board** at [prothman-jobboard.com](http://prothman-jobboard.com) for this and other great opportunities!

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Snohomish County is a wonderful place to live and work and has won numerous awards over the years, including the 2012 Governor's Smart Communities Award and the 2008 International ICLEI Award for Sustainability.



**THE DISTRICT**

Snohomish County PUD is a municipal corporation of the state of Washington, formed on November 3, 1936 by a majority vote of the people for the purpose of providing electric and water utility service to the people of Snohomish County and Camano Island, covering 2,200 square miles. The PUD employs 1,100 FTE's with roughly 55% represented by IBEW and has an operating budget of \$682 million dollars. Three elected Commissioners, who serve six year overlapping terms, govern the Utility. The Commissioners appoint the CEO/General Manager, who is responsible for running the day to day operations of the PUD.

**THE POSITION**

Under the direction of the General Manager, the Employee Resources Director provides leadership and strategic services for the planning, development, implementation, administration, and maintenance of District compensation, benefits, leave/ADA, Workers' Compensation, labor relations, staffing, employee training and leadership development, organizational development, workforce diversity, Employee Central and related systems and employee programs, and advises management on performance management and employee relations issues. The Employee Resources Department operates with 20 FTE's on a 2018 budget of \$3.5 million.

**Please visit [www.prothman.com](http://www.prothman.com) to review the detailed position profile and compensation package.**

**CITY OF MILL CREEK, WASHINGTON**

Request for Proposal

**Executive Search**  
for

**City Manager**

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*Prepared by Robert E. Slavin on October 25, 2018*



3040 Holcomb Bridge Rd. Suite A-1 • Norcross, Georgia 30071 • (770) 449-4656 • FAX (770) 416-0848 • E-mail: [slavin@bellsouth.net](mailto:slavin@bellsouth.net)  
[www.slavinweb.com](http://www.slavinweb.com)

With an affiliates in Cincinnati, OH; Dallas, TX; Hartford, CT; Dunedin, FL; Los Angeles, CA; Mackinac Island, MI and Mesa, AZ



October 25, 2018

Mr. Robert Stowe  
Interim City Manager  
City of Mill Creek  
15728 Main Street  
Mill Creek, WA 98012

*Re: Request for Proposal — Executive Search Firm*

Dear Mr. Stowe:

Slavin Management Consultants (SMC) is pleased to submit this proposal to conduct an executive search for the next City Manager of Mill Creek. The purpose of this project is to help the City Council to develop and agree to a comprehensive position profile for City Manager and then to identify, recruit and present outstanding candidates who meet these criteria. Once the profile has been developed and approved by the City Council, SMC will have no difficulty identifying quality prospective candidates and becoming immediately productive. It is normal for a City Manager search to take between sixty and ninety days to complete.

SMC is a national firm, strategically based in Norcross, Georgia for easy access to Atlanta's Hartsfield - Jackson International Airport - the world's busiest airport. We have affiliates in Cincinnati, OH; Dallas, TX; Hartford, CT; Dunedin, FL; Los Angeles, CA; Mackinac Island, MI and Mesa, AZ.

As a high quality, independent management consulting firm, Slavin Management Consultants is most capable and interested in providing these services to the City. Over the years we have recruited more than 850 local government executives.

This proposal commits the highest level of our firm's resources. I, Bob Slavin, will manage and serve as the primary consultant for the project. I am the owner and president of SMC and am among the most experienced recruiters of governmental managers in the nation. I have a strong and proven commitment to providing exceptional recruitment services to public agencies and have received many accolades supporting this work. *I have the authority to bind the corporation.* Mr. Paul Wenbert and Mr. David Krings will assist with the project. Both are highly experienced human resources consultants.

We are most capable and interested in providing the requested services to the City. Attached to this proposal are the following exhibits: a pro forma invoice, a client list, references, our EEO Statement, and a list of our minority and female placements.

Thank you for the opportunity to submit this proposal. We look forward to working with the City of Mill Creek on this critical and highly challenging project. If you have questions concerning this proposal, please contact me at (770) 449-4656.

Very truly yours,

**SLAVIN MANAGEMENT CONSULTANTS**

Robert E. Slavin, President

RES/jf

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**TITLE PAGE AND INTRODUCTION**

Slavin Management Consultants (SMC)  
3040 Holcomb Bridge Road, Suite #A-1  
Norcross, Georgia 30071

Phone: (770) 449-4656  
Fax: (770) 416-0848  
email: [slavin@bellsouth.net](mailto:slavin@bellsouth.net)  
web site: [www.slavinweb.com](http://www.slavinweb.com)

Principal: Robert E. Slavin, President

***About the City of Mill Creek, Washington and the Executive Search Process***

Incorporated in 1983, the City of Mill Creek is located in Snohomish County, Washington, and is home to more than 20,000 people. Mill Creek is a physically active community with 10 attractive neighborhood and community parks, more than 23 miles of nature trails, and recreational facilities that support diverse recreational opportunities. A vibrant, safe and friendly community, Mill Creek is a great destination for shopping and gathering. The award-winning Mill Creek Town Center and other business developments feature many fine retail shops and restaurants. Mill Creek offers an exceptional community experience, where natural beauty is preserved, neighborhoods flourish, businesses thrive and recreational opportunities abound.

The City operates under the Council-Manager form of government. The Council consists of seven council members elected at large to four-year terms. Every two years, the City Council elects a Mayor and Mayor Pro Tem from its members. The Mayor serves as the chair of the Council. The Council appoints a City Manager to carry out the policies and priorities that the Council adopts. The City Manager is the Chief Executive Officer of the City. The City Council establishes policies through the adoption of ordinances and resolutions, and develops strategies and objectives to achieve the City's vision and mission. Through its legislative actions, the Council establishes priorities for the City Manager and staff.

The Mill Creek City employs 61 FTE's plus 11 seasonal and part-time employees and is organized into the following units, City Manager, Finance and Administration, Human Resources, Communications and Marketing, Public Works, Community & Economic Development and Public Safety. The FY 2017/2018 biennial budget totals \$38,417,568 which include \$24,622,330 for the General Fund.

The City is requesting proposals from skilled independent executive search consultants to assist the City with conducting a search that will lead to the selection of a new City Manager. The City Council is very supportive of the Council-Manager form of government and desires long-term stability in the position despite multiple City Managers over the last decade that have not remained over 3 plus years. Interim City Manager Bob Stowe will be assisting the successful firm to identify and evaluate potential candidates. Bob was the City Manager for Mill Creek from 1995 to 2005.

**QUALIFICATIONS**

***About Slavin Management Consultants***

SMC is an independent management consulting firm formed in 1991 and incorporated in the State of Georgia. We operate nationwide from our home office near Atlanta, Georgia. The principal and only stock holder of the firm is Robert E. Slavin. Mr. Slavin has extensive experience as a local government executive and as a management consultant. We have affiliates in Cincinnati, OH; Dallas, TX; Hartford, CT; Dunedin, FL; Los Angeles, CA; Mackinac Island, MI and Mesa, AZ.

The company provides exceptionally high-quality consulting services to state and local governments, health care providers, transit authorities, utilities, special districts, and private sector clients. Specialty practice areas include executive recruitment, pay and classification, performance appraisal systems, and organization development and training. Our key consultants have conducted successful assignments for hundreds of public sector organizations nationally and offer many references as testimony of our work.



Slavin Management Consultants (SMC) has completed many city/county manager searches over the years. We have local government recruitment experience in all regions of the United States. We have also completed many assistant manager and department head searches for these and other cities and counties.

We use a "critical path" search process which allows our clients to focus attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. We understand that each client's need for key executives is different and that there is no "best" person for all situations. The best prospects are typically happily employed and not responding to advertisements. These people need to be found and encouraged to become candidates. They are understandably reluctant to apply for positions when their interest could become a matter of public information prior to being assured that the City is interested in their candidacy. Our approach to this assignment will reflect the unique qualities of Mill Creek. It will honor the interests of candidates to the extent possible under Washington law.

In considering our proposal we point out several factors about our firm and our approach that will be of significant benefit to the City:

- We are results oriented. Once the recruitment profile is approved, we “lock” into the criteria established and carefully identify, recruit and evaluate candidates who meet **your criteria**. We do not simply bring forward candidates whom we may already know.
- Our key staff members have extensive experience in conducting executive searches for the public sector throughout the nation.
- We are committed to complete client satisfaction. Our successful placement-oriented approach will ensure that the project work is practical, realistic, timely and that it has the full commitment and support of the City so that a successful placement will be facilitated.
- We use discount airfares and leverage trips between clients whenever possible to reduce expenses to our clients.
- We are leaders in the field of executive search in the public sector and our methodologies are state-of-the-art. We can address all aspects of your assignment.
- Every search that we have conducted has resulted in a selection from our recommended group of candidates. Our experience includes large and small organizations, and chief executives and subordinate level positions. More than 95% of our placements have remained in our client's positions for more than five years.
- Our style is interactive. That is, we strive to build a partnership with our clients.
- We are experts in EEO/AA recruitment. Approximately 25% of our placements are women and/or minorities.

**Recent SMC City Manager Placements**

CLIENT	POP	MONTH/ YEAR	SEARCH FOR	STILL EMPLOYED ?	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Adams County, CO	451, 574	09/2013	County Manager	Yes	Slavin/ Wenbert	Mr. Bryan Ostler (720) 523-6071 <a href="mailto:Bostler@adcogov.org">Bostler@adcogov.org</a>
Aiken, SC	30,000	03/2015	City Manager	Yes	Slavin/ Patton	Mayor Fred Cavanaugh 803-642-7654
Alleghany County, VA	13,000	01/2007	County Administrator	Yes	Slavin	Mr. John R. Strutner (540) 863-6600 <a href="mailto:jstrutner@co.alleghany.va.us">jstrutner@co.alleghany.va.us</a>
Archuleta County, CO	13,000	10/2008	County Administrator	Yes	Slavin/ Trager	Mr. Gregory (Greg) J. Schulte (970) 264-8300 <a href="mailto:gschulte@archuletacounty.org">gschulte@archuletacounty.org</a>

CLIENT	POP	MONTH/ YEAR	SEARCH FOR	STILL EMPLOYED ?	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Aurora, CO	314,000	07/2010	City Manager	Yes	Slavin/ Wenbert	Mr. Kin Shuman (303) 739-7225 <a href="mailto:Kshuman@auroragov.org">Kshuman@auroragov.org</a>
Bay City, MI	35,000	03/2014	City Manager	Yes	Slavin	Lori Dufresne Commission President (989) 245-6869 <a href="mailto:ldufresne@baycitymi.org">ldufresne@baycitymi.org</a>
Bothell, WA	44,000	11/2016	City Manager	Yes	Slavin	Mayor Andy Rheame (206) 999-8835 <a href="mailto:andy.rheame@bothellwa.gov">andy.rheame@bothellwa.gov</a>
Branson, MO	6,000	04/2013	City Administrator	Yes	Slavin	Mayor Raeanne Presley (417) 337-8548 <a href="mailto:Dkruithof@bransonmo.gov">Dkruithof@bransonmo.gov</a>
Corpus Christi, TX	285,000	08/2011	City Manager	Yes	Slavin/ Wenbert	Mayor Nelda Martinez (361) 826-3100 <a href="mailto:neldam@cctexas.com">neldam@cctexas.com</a>
Cary, NC	95,000	01/2009	Town Manager	Yes	Slavin	Renee Poole Director - Human Resources (919) 469-4373 <a href="mailto:renee.poole@townofcary.org">renee.poole@townofcary.org</a>
Corinth, TX	20,600	Current	City Manager	Current	Slavin/ Krings	Guadalupe Ruiz Human Resources Director (940) 498-3277 <a href="mailto:gruiz@cityofcorinth.com">gruiz@cityofcorinth.com</a>
Dunedin, FL	36,000	11/2007	City Manager	Yes	Slavin	Mayor Dave Eggers (727) 298-3001 <a href="mailto:deggers@dunedinfl.net">deggers@dunedinfl.net</a>
Dunwoody, GA	40,000	09/2008	City Manager	Yes	Slavin/ Trager	Mayor Ken Wright (678) 382-6700 <a href="mailto:ken.wrgh@t@dunwoodyga.gov">ken.wrgh@t@dunwoodyga.gov</a>
Escambia County, FL	300,000	02/2008	County Administrator	No, left in 2010	Slavin	Ms. Barbara Keyser (850) 595-1479 <a href="mailto:barbara_murphy@co.escambia.fl.us">barbara_murphy@co.escambia.fl.us</a>
Fort Myers, FL	48,000	06/2007	City Manager	Yes	Slavin	Mr. Billy Mitchell (239) 332-6309 <a href="mailto:wmitchell@cityftmyers.com">wmitchell@cityftmyers.com</a>
Franklin, TN	59,000	10/2008	City Administrator	Yes	Slavin	Mayor Ken Moore (615) 791-3217 <a href="mailto:ken.moore@franklintn.gov">ken.moore@franklintn.gov</a>
Fridley, MN	27,800	06/2013	City Manager	Yes	Slavin/ Krings	Mayor Scott Lund 763-572-3500
Georgetown, SC	10,000	02/2013	City Administrator	Yes	Slavin	Mayor Jack M., Scoville, Jr. (843) 545-4001
Glynn County, GA	78,000	06/2010	County Administrator	Yes	Slavin	Mr. Alan Ours (912) 554-7401 <a href="mailto:aours@glenncountyga.gov">aours@glenncountyga.gov</a>
Greenwood Village, CO	11,000	03/2006	City Manager	Yes	Slavin	Mayor Nancy Sharpe (303) 486-5741 <a href="mailto:nsharpe@greenwoodvillage.com">nsharpe@greenwoodvillage.com</a>
Greenville, NC	84,500	11/2012	City Manager	Yes	Slavin	Mayor Allen Thomas (252) 329-4419 <a href="mailto:amthomas@greenvillenc.gov">amthomas@greenvillenc.gov</a>

CLIENT	POP	MONTH/ YEAR	SEARCH FOR	STILL EMPLOYED ?	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Golden, CO	18,900	06/2015	City Manager	Yes	Slavin/ Krings	Ms. Teresa Reilly, SPHR (303) 384-8017 <a href="mailto:treilly@cityofgolden.net">treilly@cityofgolden.net</a>
Gulf Shores, AL	9,000	06/2013	City Administrator	Yes	Slavin	Mayor Robert Craft (251) 968-1124 <a href="mailto:mayor@gulfshoresal.gov">mayor@gulfshoresal.gov</a>
Hardeeville, SC	5,000	Current	City Manager	Current	Slavin	Ms. Lori Pomarico, City Clerk Phone: (843) 784-2231 <a href="mailto:lpomarico@cityofhardeeville.com">lpomarico@cityofhardeeville.com</a>
Independence, KS	9,800	05/2010	City Manager	Yes	Slavin	Ms. Kelly Passauer (620) 332-2506 <a href="mailto:citymgr@comgen.com">citymgr@comgen.com</a>
Iowa City, IA	63,000	09/2010	City Manager	Left in 2016	Slavin/ Wenbert	Ms. Marian Karr (319) 356-5041 <a href="mailto:marian-karr@iowa-city.org">marian-karr@iowa-city.org</a>
Kansas City, KS/ Wyandotte County	158,000	03/2014	County Manager	Yes	Slavin	Mayor Mark Holland Phone: 913-573-5010 <a href="mailto:mayorholland@wycokck.org">mayorholland@wycokck.org</a>
La Plata, MD	7,000	04/2007	Town Manager	Yes	Slavin	Ms. Paddy Mudd (301) 934-4804 <a href="mailto:pmudd@townofaplata.org">pmudd@townofaplata.org</a>
Longmont, CO	87,500	02/2012	City Manager	Yes	Slavin/ Wenbert	Mr. Harold Dominguez, City Manager (303) 651-8601 <a href="mailto:horald.dominguez@longmontcolorado.gov">horald.dominguez@longmontcolorado.gov</a>
Loveland, OH	12,200	07/14	City Manager	Yes	Slavin / Krings	Mayor Linda Cox (513) 683-0150 <a href="mailto:lcox@LovelandOH.com">lcox@LovelandOH.com</a>
Lubbock, TX	340,000	Current	City Manager	Yes	Slavin/ Wenbert	Mayor Dan Pope (806) 775-2010 <a href="mailto:dpope@mylubbock.us">dpope@mylubbock.us</a>
Menominee, MI	8,600	09/16	City Manager	Yes	Slavin/ Krings	Mr. Robb Jamo, City Attorney (906) 839-0102 <a href="mailto:rjamo@cityofmenominee.net">rjamo@cityofmenominee.net</a>
Miami Valley Reg Planning Commission Dayton, OH	N/A	01/12	Executive Director	Yes	Slavin/ Krings	Tim Gilliland, Dir. Finance and Adm (937) 531-6525 <a href="mailto:tgilliland@mvrpc.org">tgilliland@mvrpc.org</a>
Missouri Municipal League	N/A	06/2010	Executive Director	Yes	Slavin	Ms. Gerry Welsh (314) 963-5307 <a href="mailto:citycouncil@webstergroves.org">citycouncil@webstergroves.org</a>
Mount Dora, FL	12,500	04/15	City Manager	Yes	Slavin	Ms. Gwen Johns City Clerk Ph: (352) 735-7126 <a href="mailto:johnsg@cityofmoundora.com">johnsg@cityofmoundora.com</a>
Myrtle Beach, SC	30,000	12/14	City Manager	Yes	Slavin	Mayor John Rhodes (843) 918-1000 <a href="mailto:jrhodes@cityofmyrtlebeach.com">jrhodes@cityofmyrtlebeach.com</a>
Newark, DE	29,000	08/2012	City Manager	Yes	Slavin/ Frank	Mayor Vance Funk (302) 368-2561 x12 <a href="mailto:vance3@funklawoffices.com">vance3@funklawoffices.com</a>
Norwich, CT	36,000	10/2007	City Manager	Yes	Frank/ Slavin	Mr. Alan Bergren (860) 823-3751 <a href="mailto:ahbboss@yahoo.com">ahbboss@yahoo.com</a>

CLIENT	POP	MONTH/ YEAR	SEARCH FOR	STILL EMPLOYED ?	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Oak Park, IL	51,878	01/2013	Village Manager	Yes	Slavin	Ms. Cara Pavlicek (708) 358-5770 <a href="mailto:cpavlicek@oak-park.us">cpavlicek@oak-park.us</a>
Peoria County, IL	182,800	06/2011	County Administrator	Yes	Slavin/ Klings	Chair Andrew Rand (309) 672-6056 <a href="mailto:arand@peoriacounty.org">arand@peoriacounty.org</a>
Plantation, FL	85,000	05/15	Chief Adm Officer	Yes	Slavin	Mayor Diane Veltri Bendekovic City of Plantation (954) 797-2200 <a href="mailto:dbendekovic@plantation.org">dbendekovic@plantation.org</a>
Portage, MI	47,000	12/2014	City Manager	Yes	Slavin/ Klings	Mr. Rob Boulis Director of Employee Relations (269) 329-4402 <a href="mailto:boulisr@portagemi.gov">boulisr@portagemi.gov</a>
Powder Springs, GA	15,000	03/2015	City Manager	Yes	Slavin	Mayor Pat Vaughn Ph: (770) 943-1666
Prince William County, VA	293,000	01/2010	County Executive	Retired in 2016	Slavin/ Frank	Ms. Melissa Peacor (703) 792-6720 <a href="mailto:mpeacor@pwcgov.org">mpeacor@pwcgov.org</a>
Rock Hill, SC	67,400	09/2010	City Manager	Yes	Slavin	Mr. Doug Echols (803) 329-7011 <a href="mailto:cbell@ci.rock-hill.sc.us">cbell@ci.rock-hill.sc.us</a>
Seminole County, FL	425,000	05/2011	County Manager & County Attorney	Yes	Slavin	Commissioner Bob Dallari Phone: (407) 665-7215 <a href="mailto:fmacdonald@seminolecountyfl.gov">fmacdonald@seminolecountyfl.gov</a>
Shelton, WA	10,700	Current	City Manager	Current	Slavin	Michael McCarty Interim City Manager (360) 426-4491 <a href="mailto:mmccarty@ci.shelton.wa.us">mmccarty@ci.shelton.wa.us</a>
Snellville, GA	18,200	06/2012	City Manager	Yes	Slavin	Mayor Tom Witts (770) 985-3544 <a href="mailto:tom.witts@snellville.org">tom.witts@snellville.org</a>
Saint Joseph, MO	76,107	04/2011	City Manager	Yes	Slavin	Mayor Bill Falkner (816) 271-4640 <a href="mailto:bfalkner@ci.st-joseph.mo.us">bfalkner@ci.st-joseph.mo.us</a>
Suwanee, GA	15,000	07/2007	City Manager	Yes	Slavin/ Trager	Ms. Elvira Rogers (770) 945-8996 <a href="mailto:erogers@suwanee.com">erogers@suwanee.com</a>
Tazewell County, IL	135,000	03/2012	County Administrator	No Left in 2014	Slavin/ Klings	Chair David Zimmerman (309) 477-2272 <a href="mailto:dzimmerman@tazewell.com">dzimmerman@tazewell.com</a>
Tipp City , OH	10,000	09/14	City Manager	Yes	Slavin/ Klings	Mayor Pat Hale (937) 669-8477 <a href="mailto:halep@tippcity.net">halep@tippcity.net</a>
Topeka, KS	124,000	01/2006	City Manager	No	Slavin	Mayor Bill Buntten (785) 368-3895 <a href="mailto:bbuntten@topeka.org">bbuntten@topeka.org</a>
Urbandale, IA	38,000	04/2009	City Manager	Yes	Slavin/ Wenbert	Mayor Bob Andeweg (515) 283-3100 <a href="mailto:bandeweg@urbandale.org">bandeweg@urbandale.org</a>
Valdez, AK	4,000	09/2015	City Manager	Yes	Slavin/ Wenbert	Ms. Sheri Pierce, MMC City Clerk 907-834-3408 <a href="mailto:spierce@ci.valdez.ak.us">spierce@ci.valdez.ak.us</a>

CLIENT	POP	MONTH/ YEAR	SEARCH FOR	STILL EMPLOYED ?	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Venice, FL	21,500	03/2012	City Manager	Yes	Slavin	Alan Bullock Adm Serv Dir (941) 486-2626 <a href="mailto:abulloc@ci.venice.fl.us">abulloc@ci.venice.fl.us</a>
Volusia County, FL	443,000	01/2006	County Manager	Yes	Slavin	Mr. James Dinneen (386) 636-5920 <a href="mailto:jdinneen@co.volusia.fl.us">jdinneen@co.volusia.fl.us</a>
Wichita, KS	360,000	11/2008	City Manager	Yes	Slavin/ Wenbert	Mayor Jeff Longwell (316) 268-4331 <a href="mailto:JLongwell@wichita.gov">JLongwell@wichita.gov</a>
Windham, CT	24,000	06/2009	Town Manager	Yes	Slavin/ Frank	Mayor Ernest Eldridge (860) 465-3000 <a href="mailto:eeldridge@windham.com">eeldridge@windham.com</a>
Winston- Salem, NC	186,000	07/2006	City Manager	Yes	Slavin	Mayor Allen Joines (336) 727-2058 <a href="mailto:allenj@cityofws.org">allenj@cityofws.org</a>

**SCOPE OF SERVICES AND PROPOSED WORK PLAN**

***Slavin Management Consultants (SMC) Results-Oriented Process***

SMC uses a “critical path” search process which allows its clients to focus their attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. The best prospects are typically happily employed and do not respond to advertisements. These people need to be found and encouraged to become candidates. They are understandably reluctant to apply for positions when their application could become a matter of public information prior to being assured that the client is interested in their candidacy. SMC has a proven track record of aggressively pursuing these types of “happily employed” candidates to encourage them to submit their applications. SMC’s approach to this assignment will reflect the unique qualities of Mill Creek, and it will honor the confidentiality of candidates to the extent permitted by Washington law.

SMC would like the City of Mill Creek to consider SMC’s unique qualities and approach identified below that help to distinguish it from other public sector recruiting firms.

- SMC is results-oriented. Once the recruitment profile is approved by the City, SMC will “lock” into the profile’s criteria and carefully identify, recruit and evaluate candidates who meet the City of Mill Creek’s criteria. SMC does not simply bring forward candidates that it may already know.
- SMC is committed to complete client satisfaction. SMC’s successful placement-oriented approach will ensure that the project work is practical, realistic and timely and that it has the full commitment and support of the client so that a successful placement occurs.
- SMC makes use of resources that go beyond “Google” searches to conduct background checks of potential candidates. **In addition and fairly unique to this industry, SMC visits finalists’ work sites prior to client interviews to learn first-hand about candidates’ management style and work performance.**
- SMC are leaders in the executive search field with extensive experience in conducting public sector executive searches throughout the nation.
- SMC’s methodologies are state-of-the-art and include advertising in traditional publications, websites and use of SMC’s large resume data base to generate quality applicants.
- SMC’s style is interactive in that it builds a partnership with its clients.
- SMC uses discount airfares and makes multi-client trips whenever possible to reduce expenses to its clients.

- SMC are experts in EEO/AA recruitment. Approximately 25 percent of its placements are females and/or minorities.
- Every search that SMC has conducted has resulted in a selection from among its recommended group of candidates. SMC's experience includes large and small organizations and chief executives and subordinate-level positions. **More than 95 percent of SMC's placements have remained in their clients' positions for more than five years.**

Slavin Management Consultants recommends the followings proven five-step city manager recruitment process

- Define job qualifications and requirements for the City Manager position -- the "recruitment profile."
- Identify and recruit qualified candidates.
- Evaluate prospective candidates.
- Make recommendations, help in selection and facilitate employment.
- Establish evaluation criteria and follow-up.

Each step of this process is described below.

**A. Develop Position Profile**

In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process in Mill Creek to gather information about the City and to ascertain, the unique challenges of the job and the general environment within which the position functions. To do so, we will meet with the each City Council member individually and, with the City Council's permission, with staff and community leaders to learn the City's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. The Community stakeholders we meet with are chosen by the City and often include, leaders from community's education, neighborhoods, industry and business sectors.

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the City Council to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the region, the City of Mill Creek, the City government, major issues to be faced, the position and the selection criteria established.

**B. Identify Qualified Candidates**

We will first review our database to find those candidates whom we may already know and/or already have on file who may meet your specifications. Although the above process is valuable, we will rely most heavily on our own contacts in related fields, on national and regional job specific professional associations and on our own experience. In other words, through "networking," we will conduct a professional search for the best-qualified candidates and invite them to apply for the position. In this effort, we utilize appropriate professional organizations, our established contacts, and our knowledge of quality jurisdictions and their employees.

We will prepare classified advertisements and develop a targeted advertising program utilizing ICMA, state and national and regional municipal associations and professional websites and publications. SMC will place these announcements and will acknowledge all resumes received and thoroughly screen all potential candidates.

SMC is proud that approximately 25% of our placements are well-qualified women and minorities. In our effort to achieve diversity, we rely on industry appropriate national and regional minority and women professional associations. We utilize their web sites and publications. We also network to identify and then directly contact and encourage qualified women and minority candidates. Our extensive company data base is also useful in this effort.

**C. Evaluate Prospective Candidates**

**Preliminary Screening and Progress Report**

Criteria for the preliminary screening will be contained in the approved recruitment profile. They may include such items as education, technical knowledge, experience, accomplishments, management style, personal traits,

etc. Screening of candidates against those criteria will be based on data contained in the resume and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the recruitment profile.

We request that all candidates provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information is verified and, at the City's option, may be further tested by having the finalists respond to a supplemental questionnaire and/or complete management and leadership style inventories. We interpret these instruments for the City as well.

We will meet with the City Council to provide a progress report on a number of semifinalist candidates. These individuals will be top prospects who clearly meet the City's specifications for the position. With guidance from the City, we will narrow the semifinalist candidate group on the basis of refined criteria. During this meeting we will determine City's expectations relative to interview questions that we will write as well as the candidate rating and scoring processes which will be included in our final report.

#### **D. Selection and Employment**

##### ***In-depth Screening and Final Report***

At this point, we will interview those semifinalist candidates whom the City has the greatest interest in. Proper "fit" is as important as technical ability. We assess both. In order to better assess candidates' management style and interpersonal characteristics, we personally interview each in his or her present work environment. We will closely examine each candidate's experience, qualifications, achievements, management style and interpersonal skills in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements.

We conduct in-depth background checks on those individuals who continue to demonstrate their overall suitability for the position. Included are detailed and extensive reference checks which cover a minimum period of ten years. In conducting these, it is our practice to speak directly to individuals who are now or have been in positions to evaluate the candidate's job performance. We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates.

As part of our evaluation process we conduct credit checks and verify undergraduate and graduate college degrees. We also conduct criminal history, civil court records and driving record checks. At the City's option, we can arrange for assessment centers and/or psychological (or similar) testing of the candidates. (These optional items will result in extra cost.)

We will then meet with the City Council to present a group of well-qualified finalist candidates for interviews in Mill Creek. These final candidates will not be ranked because, at this point, they will all be qualified and it will then be a matter of chemistry between the candidates and the City Council that should produce the final selection decision.

Our final report will be presented in a meeting with the City Council. This written report is a comprehensive document. It contains our candidate recommendations, details about the search, interview tips, interview questions, candidate evaluation forms and information about legal vs. illegal inquiries. The report also includes the candidate interview schedule as well as our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews. The report contains comprehensive information about each recommended candidate. This includes educational and experience information, an evaluation of the candidate's experience relative to the criteria established by the City, a summary of reference comments and a statement of accomplishments and management style prepared by the candidate. Present compensation is also provided for each recommended candidate.

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate roles for spouses, receptions, etc. We arrange schedules for top candidate interviews, attend City Council/finalist interviews and guide the Council through the candidate evaluation, selection and contract negotiation processes.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the City of Mill Creek and that any public statement should come from the City directly. Under no conditions will we release information to the media unless specifically directed by the

City to do so.

We will notify all unsuccessful candidates of the final decision reached. We will continue to work for the City until a suitable candidate is recruited and hired by the City.

**E. Establish Evaluation Criteria**

Once the new City Manager has been on board for 30 days or so, we will conduct a session with the City Council and with the new City Manager to establish mutual performance criteria and goals for the position.

**F. Follow-up**

We will follow-up with the City Council and the new City Manager during the first year and assist in making any adjustments that may be necessary.

**G. Reporting**

We will keep the City informed, involved in decisions and involved in the search process. We will provide frequent progress reports to the City.

**H. Guarantees**

We provide a comprehensive set of assurances and guarantees to our executive recruitment clients that include:

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work with the City until the City is satisfied with the candidates and a satisfactory candidate is selected and accepts employment.
- We guarantee our work and will redo the search if the position is vacated, for any reason, within two years of the employment date of a candidate selected by the City through our efforts.
- We will never actively recruit any *candidate who we have placed* nor will we actively recruit *any employee* from a client organization for at least two years from the completion date of an assignment.

**I. Deliverables**

Deliverables include the recruitment profile (draft and final), the advertisement (draft and final), the progress report (presented in person), the final report with interview tips, interview schedule, interview questions, candidate resumes, candidate evaluations, candidate writing samples, rating sheets, ranking forms, tabulation forms and appropriate/inappropriate question list and negotiated employment agreement between the City and the selected candidate.

**J. Mill Creek Staff Involvement**

We will request the City Council to assign a City staff member to serve as liaison between the City and Slavin Management Consultants. The function of the liaison is to arrange for meetings in Mill Creek between the consultants, Council members, senior staff members and other key stakeholders of the City's choosing. This liaison will also provide a local focal point for document exchange between the City Council/Council and the consultants.



**K. Project Schedule**

The search process normally takes between sixty (60) and ninety (90) days to complete and typically follows the following pattern:

Steps		Days			
		1-30	30-45	45-60	60-360
1.	Develop Search Process, Recruitment Profile and Advertising Program for City Council Approval	✓			
2.	Identify Qualified Candidates, Review Data Base, Network, Receive and Review Resumes	✓	✓		
3.	Screen & Evaluate Prospective Candidates		✓		
4.	Progress Meeting and Report		✓		
5.	Interview and Evaluate Prospective Candidates		✓	✓	
6.	Submit Final Report and Recommendations, Assist in Selection, Facilitate Employment			✓	
7.	Establish Evaluation Criteria and Follow-up				✓

Approximately twelve semifinalist candidates are presented to the City at the progress meetings. Generally, about five finalist candidates are presented for interviews with the City Council.

***SMC is an equal opportunity employer and recruiter, and will not discriminate against any employee or applicant for employment because of race, religion, creed, color, sex, disability or national origin.***

**CONSULTING STAFF**

***Project Staffing***

This important engagement will be personally managed by Mr. Robert E. Slavin. Under Mr. Slavin's leadership, SMC has completed more than 850 successful executive searches for local governments and non-profit agencies located in approximately forty-five states. Additional members of the proposed search team include Mr. Paul Wenbert and Mr. Davie Krings. Both are highly experienced local government search professionals with significant direct management experience. All team members are long-term members of a variety of professional organizations and stay abreast of new and changing laws, developments and trends by regularly attending specialized workshops, seminars and annual conferences.

**Robert E. Slavin, President**

Mr. Slavin will manage and serve as the lead consultant for this project. He is a pioneer in public sector and nonprofit executive search. He is among the best known and respected professional recruiters in the business. He is a frequent speaker before professional groups and he has written several articles for professional journals concerning governmental management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management to define and set up the Senior Executive Service for the Federal Government.

Mr. Slavin began his local government career in 1967. His experience includes twelve years working directly for local governments and it includes seven years as a principal consultant with the government search practice of Korn/Ferry International, the largest private sector search firm in the world. He headed the local government search practices for Mercer/Slavin, Incorporated, Mercer, Slavin & Nevins and Slavin, Nevins and Associates, Inc. Mr. Slavin now heads the executive search practice for Slavin Management Consultants. Clients include state and local governments, nonprofit and private sector businesses all over the United States. His experience includes search assignments for the 1984 Los Angeles Olympic's Organizing Committee.

Mr. Slavin's experience and qualifications include organizational analysis, classification and compensation studies, and assessment centers and human resource's systems studies.

Before being invited to join Korn/Ferry International, Mr. Slavin served as Assistant City Manager/Director of Human Resources for the City of Beverly Hills, California.

While at Beverly Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverly Hills, Mr. Slavin was the Assistant Personnel Director for the City of San Leandro, California.

Before San Leandro, Mr. Slavin was on the personnel staff of Santa Clara County, California. His assignments included recruitment, classification and selection for the County's Health Department, Medical Center, Transportation Agency, Sheriff's Office, Superintendent of Schools, Fire Marshall, Assessor's Office, Library System and County Recorder's Office.

Mr. Slavin received his Bachelor of Science degree in Political Science from the University of Santa Clara, and has completed the graduate course work for a Master's degree in Public Administration at California State University at Hayward. He is a Certified Professional Consultant to Management by the National Bureau of Certified Consultants.

### **Organizations**

- International City/County Management Association
- American Society for Public Administration
- International Personnel Management Association
- IPMA - Human Relations Commission
- IPMA - Publications Review Committee
- Society for Human Resource Management
- Southern California Public Labor Relations Council
- Southern California Municipal Assistants
- Bay Area Salary Survey Committee

### **Paul Wenbert, SMC Western Regional Manager**

Mr. Wenbert has more than thirty years of professional local government experience including twenty-four years of executive level experience with thirteen of those years as a city manager. Mr. Wenbert joined Slavin Management Consultants in 2007 as Western Regional Manager. He is headquartered in Mesa, Arizona. Most recently, Mr. Wenbert completed seven years of service as Deputy City Manager of Mesa. His career highlights include nine years as City Administrator for Newton, Iowa; four years as Village Manager for Villa Park, Illinois and four years as Assistant City Manager for Ames, Iowa. Early in his career Mr. Wenbert served as an administrative intern for Fort Wayne, Indiana and as an administrative assistant for Mesa, Arizona and Marion, Indiana.

Mr. Wenbert earned his Masters in Public Administration degree from Arizona State University and his Bachelor of Science degree From Indiana University. He is also an ICMA Credentialed Manager. His career highlights include:

- Chaired **Keep Maytag In Newton Task Force** which facilitated retention of more than 2,000 jobs and addition of 440 jobs and \$41 million of investment
- Instituted Productivity Improvement Programs in Newton, Iowa and Villa Park, Illinois resulting in more than \$3 million of savings
- Negotiated revised 28E agreement with twelve local governments for regional landfill operated by City of Newton and involved in many other intergovernmental relations activities in Newton, Villa Park and Mesa, Arizona
- Supervised city departments with \$470 million budget and 1,100 employees in Mesa, Arizona.
- Directed \$80 million five-year Capital Improvements Program budget in Ames
- Served as chief negotiator on collective bargaining team for police, fire and blue collar union negotiations in Ames

- Worked for the City of Mesa during the time period when it was the fastest growing community in the United States and was involved with many growth issues such as infrastructure planning and financing, freeway interchange decisions and allocating resources equitably to newly developed and existing areas of the community
- Designed and administered first personnel and wage classification system for City of Marion, Indiana
- In all positions enhanced citizen connection to city government through various methods including citizen-based strategic planning, citizen focus groups, regular community attitude surveys, citizen academies and providing highlights of items on Council agenda
- In all positions improved staff team-building through city-wide staff development and training and city-wide committee work assignments
- Served as Vice-President of International City/County Management Association
- Served as President of Iowa City/County Management Association
- Received ICMA Program Excellence Award for Collaborative Children and Youth Initiatives
- Received Greater Newton Area Chamber of Commerce Key Award for Chairing **Keep Maytag In Newton Task Force**

#### **Organizations**

- ICMA (Past Executive Board Member and Chair of the three ICMA Committees)
- Iowa City/County Management Association (Past President)

#### **David Krings , ICMA-CM, SMC Midwest Regional Manager**

Mr. Krings has more than 45 years of experience at the top levels of state, county, and municipal governments. He is internationally recognized as a state and local government management practitioner and consultant. Mr. Krings has been on the professional staff of governors in both Kansas and Arkansas. He served as the County Administrator in Peoria County, (Peoria) Illinois and Hamilton County, (Cincinnati) Ohio. Both Hamilton County and Peoria County received national recognition for innovative , quality management during Mr. Krings' tenure. Mr. Krings also served as the Assistant Executive Director for Ramsey County (St. Paul) Minnesota .

Mr. Krings has a M.A. in Public Policy and Administration from the University of Wisconsin-Madison and a BA from Carroll College (Waukesha, Wisconsin) . He has also studied at schools in Denmark and Mexico.

In 2005 Mr. Krings began his encore career, still in public service, but in a much broader capacity than in prior years. He was the part-time Administrator of Lockland, Ohio. He served as the part-time Advisor to the Mayor in Newtown, Ohio. He has had scores of consulting engagements with local jurisdictions and not-for-profits (largely through TechSolve, a not-for-profit consulting firm). He has been certified as a local government expert in litigation involving local governments.

Highlights from Mr. Krings' 13 years as Hamilton County Administrator include:

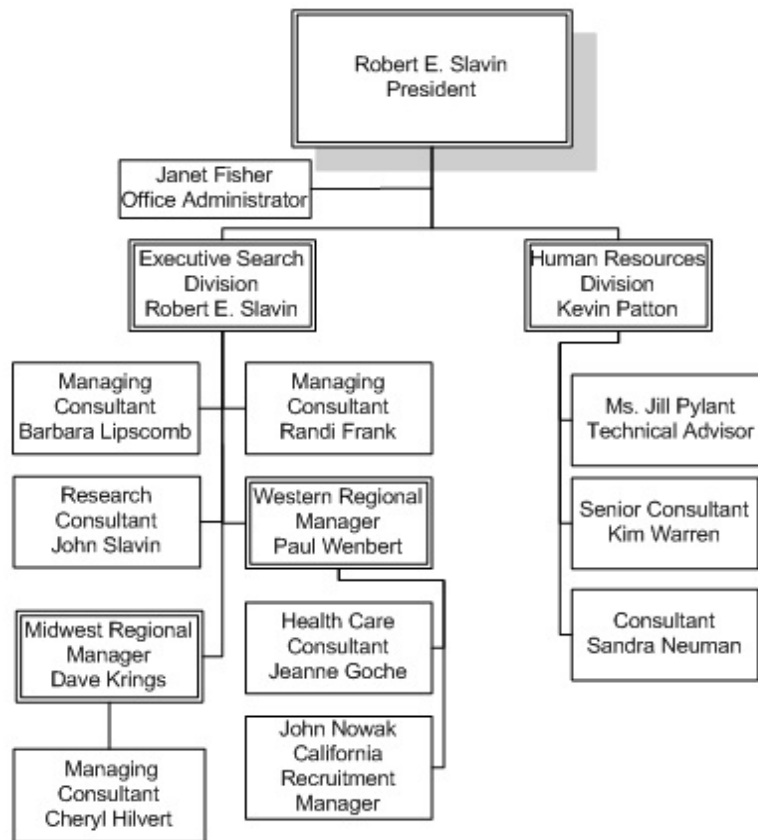
- Responsible for \$2.3 billion total budget;
- Oversaw more than \$1 billion in development of Cincinnati riverfront including construction of a new NFL football stadium and a MLB baseball park;
- Developed small, minority, and female business development program;
- Governing Magazine and Syracuse University gave Hamilton County fourth highest grade among America's large urban counties for overall management;
- Gold Seal for Good E-Governance from National Academy of Public Administration;
- Top rated web site from National Association of Counties;
- Numerous Government Finance Officers Association of United States and Canada awards for Distinguished Budget Presentation; and
- ICMA Center for Performance Measurement Certificate of Distinction.

**Organizations**

- International City/County Management Association (ICMA) -Past President and Board Member
- National Association of County Administrators (NACA)-Past President and Board Member
- First person to be President of both ICMA and NACA
- Recipient of American Society for Public Administration Chapter Good Government Award
- Former adjunct professor for University of Cincinnati and faculty member of University of Illinois Community Information and Education Service

**SMC Organizational Chart**

## Slavin Management Consultants



**REFERENCES**

**Mr. Harold Dominguez**

City Manager  
City of Longmont, CO  
City of Longmont  
350 Kimbark Street  
Longmont, CO 80501 USA  
Phone: (303) 651-8601  
City Manager Search (2012)  
Email: [harold.dominguez@longmontcolorado.gov](mailto:harold.dominguez@longmontcolorado.gov)

**Ms. Marisa Keeney**

Human Resources Manager  
  
Cowlitz PUD  
961 12<sup>th</sup> Avenue  
Longview, WA 98632  
Phone: (360) 501-9220  
General Manager Search (2015)  
Email: [mkeeney@cowlitzpud.org](mailto:mkeeney@cowlitzpud.org)

**Mr. Darin Atteberry**

City Manager  
City of Fort Collins  
300 LaPorte Ave.  
Fort Collins, CO 80521  
Phone: 970.221.6505  
Fax: 970.224.6107  
Deputy City Manager Search (2014)  
Police Chief Search (2011)  
City Attorney Search (2015)  
[datteberry@fcgov.com](mailto:datteberry@fcgov.com)

**Mayor Kim Mosier**

City of Baker City, Oregon  
1655 First Street  
Baker City, Oregon 66502  
541-519-1526  
City Manager search (2016)  
[kim.mosier.esq@gmail.com](mailto:kim.mosier.esq@gmail.com)

**Mayor Steve Lawrence**

City of The Dalles, Oregon  
313 Court Street  
The Dalles, Oregon 97058  
503-807-0724  
City Manager Search (2016)  
[selawrence1963@yahoo.com](mailto:selawrence1963@yahoo.com)

**Mayor Andy Rheame**

City of Bothell  
18415 101<sup>st</sup> Ave. NE  
Bothell, WA 98011  
City Manager Search (2016)  
(206 999-8835)  
[andy.rheame@bothellwa.gov](mailto:andy.rheame@bothellwa.gov)

**Ms. Sheri Pierce, MMC**

City Clerk  
City of Valdez  
212 Chenega St.  
Valdez, AK 99686  
City Manager Search 2015  
907-834-3408  
[spierce@ci.valdez.ak.us](mailto:spierce@ci.valdez.ak.us)

**COSTS**

**Professional Fees**

Our fees are based on a rate schedule that reflects the experience of the individual assigned. We use a flat fee rate schedule. Therefore, there are no project limitations based on annual salary. For this assignment we are proposing to use only consultants who have specific experience on similar assignments for other clients. We will use senior consultants where appropriate and to reduce the overall cost. We will use staff consultants when feasible. The following tables show the level of involvement by project step and cost.

<b>PROJECT COSTS</b>					
<b>STEPS</b>	<b>ASSIGNED HOURS (Approximate)</b>			<b>RATE (Hr)</b>	<b>FEES</b>
	<b>Project Manager</b>	<b>Consultant</b>	<b>Total</b>		
1. Project Planning/Develop Position Profile/ Prepare Advertising	34		34	80	\$2,720
2. Identify & Recruit Candidate/Acknowledge Resumes	32		32	80	\$2,560
		35	35	35	\$1,225
3. Preliminary Candidate Screening	16		16	80	\$1,280
		4	4	35	\$140
4. Progress Report to City /Reduce Candidate Pool	12		12	80	\$960
		8	8	35	\$280
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semi-finalist candidates)	36		36	80	\$2,880
		16	16	35	\$560
6. Arrange for & Schedule Final Interviews	4		4	80	\$320
7. Prepare Final Report with Interview Questions and Selection Criteria	8		8	80	\$640
		16	16	35	\$560
8. Present Final Report and Attend Interviews	12		12	80	\$960
9. Assist in Employee Selection	2		2	80	\$160
10. Negotiate Employment Agreement	4		4	80	\$320
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
<b>TOTAL HOURS</b>	170	79	249		
<b>TOTAL PROFESSIONAL FEE</b>					<b>\$15,565</b>

**Expenses**

**Consultant Travel Costs:** The client pays direct cost for all necessary consultant travel using coach or, when available, lower air rates, corporate hotel rates at moderately priced properties (Holiday Inn or equivalent), rental cars, using the corporate discount and normal meals. Client controls these costs in the following ways: (1) when appropriate, consultants will accomplish multiple purposes when traveling and will allocate costs to multiple clients; (2) the client pre-approves all work plans including all consultant (and candidate) travel; (3) SMC will comply with the current State of Washington travel expense per diem rate schedule.

**Office Costs Include:** Telephone (\$350 flat fee, billed in two installments), FAX, postage, messenger, copier, and clerical costs.

**Average Advertising Costs:** Normally about \$2,500. Client controls these costs because the advertising program will be approved by the City prior to implementation.

Expenses for items identified above **will not exceed 50%** of the professional fee or \$7,782.50. Therefore, the total not-to-exceed cost for these services would be **\$23,347.50**.

**The cost for consultant/candidate site visits and for finalist candidates travel to Mill Creek for interviews is in addition to the above not-to-exceed amount.** Such costs are impossible to forecast and vary widely depending on candidate location, spouse involvement, time required for candidates to be in Mill Creek, etc. The client controls these costs by pre-approving all work plans including all consultant (and candidate) travel. About five candidates are normally recommended for interviews.

Should the City's needs result in additional project scope that significantly increases consultant travel and/or advertising costs, it may be necessary to increase the expense budget for the project.

Your liability to Slavin Management Consultants for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by you in writing.

We will submit monthly invoices for fees and expenses. It is our practice to bill 30% at the start of the searches, 30% at the end of thirty days, 30% at the end of sixty days, and the remaining 10% shortly after the time the new City Manager accepts employment with the City. Each invoice will be payable upon receipt for professional services.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

We will comply with all applicable laws, rules, and regulations of federal, state, and local government entities.

Our ability to carry out the work required will be heavily dependent upon our experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out the engagements. The results obtained, our recommendations, and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Washington.

### **APPROACH**

See Scope of Services and Proposed Work Plan above.

***SAMPLE MATERIALS***

- Bothell, Washington Recruitment Profile
- Shelton, Washington Recruitment Profile
- Shelton, Washington Job Announcement
- Shelton, Washington Internet Candidate Invitation



Bothell, Washington



**OUTSTANDING OPPORTUNITY TO  
SERVE THE CITIZENS OF  
BOTHELL, WASHINGTON  
AS THEIR NEXT  
CITY MANAGER**



**City of Bothell™**

**THE COMMUNITY**

Located just 5 miles from Seattle's north end near beautiful Lake Washington, Bothell has evolved from an isolated logging village to a multi-faceted, full-service city with a resident population of approximately 44,000. It is a strong employment center providing a home for many world-renowned high-tech and bio-tech companies that employ approximately 25,000. Bothell straddles both King and Snohomish Counties.

The City serves a diverse customer base including residential communities, commercial enterprises, two major business parks and two college campuses. The City's historic downtown features restaurants, fine shops and galleries, and is in close proximity to the high-tech corridor at North Creek and Canyon Park.

Bothell is a combination of loosely woven and increasingly diverse neighborhoods where residents and visitors enjoy the many outdoor activities Bothell offers including water sports such as kayaking, boating and fishing. Many enjoy biking the Sammamish River Trail which connects to the 27 mile long Burke-Gilman Trail. Nature enthusiasts enjoy Bothell's many parks including the 58 acres of protected wetlands for birdwatching located on the co-located cam-

Bothell, Washington



pus of Cascadia College and the University of Washington/Bothell.

Major annual events throughout the year in Bothell include: The City of Bothell Fourth of July celebration and parade; the Music in the Park concert series every Friday in July and August; Harvest Festival and Pumpkin Carving at Country Village; Tree Lighting and Santa Arrival; the annual Bothell Beer Festival and downtown Wine Walks.

Bothell is known for its strong schools within the top-rated Northshore School District and also offers many private school options, including parochial and Montessori. The co-located campuses of Cascadia College and University of Washington Bothell provide convenient local access to higher education for a growing 9,000 student population. Nearby Bastyr University offers weekend seminars and is an internationally recognized leader in natural medicine, health, and wellness.

Right now, Bothell is in an exciting growth period. The City has broken ground on more than \$150 million in vital capital projects. According to economic studies, this public investment will leverage \$650 million in private investment over the next 25 years. However, the City is proud to boast that already over \$300 million in private investment is in the development pipeline or under construction today as a result of the City's strategic actions.

Bothell is home to the largest publically-led downtown revitalization in the State. Centered on a 104- year-old historic Main Street, this exciting urban revitalization has energized not just the downtown, but the whole Bothell community. Led by City management, Bothell started its revitalization in 2005 when residents, businesses, schools, and government came together to develop a fresh new vision for the City's future. This vision of a reimagined downtown has led to an intense City focus and strategic actions to fulfill the community's dream of transforming Bothell's Downtown to a vibrant mixed-use community, creating a sense of place

and commons for family and friends to enjoy and business to prosper.

In the center of Downtown, a new City Hall has been constructed that consolidates department staff previously housed in several geographically dispersed buildings and features a Town Hall Room and a large public plaza. This project also includes onsite commercial uses including two Marriott hotels to be built in 2017.

The City is accessed by major interstates and is centrally located for businesses, visitors and all residents of the greater Seattle area to come discover what the Bothell has to offer.

**Governance and Services**

Incorporated on April 14, 1909, the City of Bothell utilizes the Council/Manager form of government. Bothell covers 14.1 square miles.

The Bothell City Council is comprised of seven members elected at-large to overlapping four-year terms. The Mayor is elected by the Council and serves a two-year term. The next City Council election is November 2017 and four City Council seats will be on that ballot. Bothell's recent City Manager, Bob Stowe, served as Bothell City Manager more than eleven years.



Bothell is financially strong and boasts a history of conservative financial policies. The City's Property tax base is healthy mix of residential, commercial, and industrial properties. The municipal government enjoys an outstanding reputation in the region for its excellent municipal government. Bothell's Citywide 2015-2016 biennial budget is \$219,764,485, which includes an \$87,689,520 appropriation for General Fund operations. The City employs 313 employees and provides a full range of municipal services. Most non-exempt City employees are represented by unions. Sound management strategy and diversified revenues largely buffered the City from the worst effects of the Great Recession. The City's bond rating is AA+ and it has earned clean audits for years.

### **The "Bothell Road Map"**

#### *Vision (Looking forward 20 years)*

"Bothell has balanced both growth management/economic development and environmental protection/neighborhood livability. Bothell is first a community of quality residential neighborhoods with an active downtown, a vibrant college campus, the Canyon Park business center, and light industrial park areas. Because of its strong, diverse, commercial/light industrial economy, Bothell services are high quality and comparatively affordable. Bothell's streets are walkable, multi-modal, with local and regional transit availability. Bothell is "green" with active parks and recreation available City-wide and with open spaces preserved and protected. Bothell is a mid-sized city with a 'small town' feel."

#### *Strategies*

- Quality of Life/Livability
- Connected/Involved and Informed Community
- Community Events and Activities
- Safe and Secure
- Quality and Affordable City Services
- Financial Stability
- Diverse Economy and Local Jobs Options
- Technologically "Smart" City
- Diverse Housing for All
- Involved/Engaged City Workforce



#### *Values*

- Respect for All and Differing Viewpoints
- Welcoming, Open and Transparent Government
- Integrity and Honesty as Foundation of Trust
- Professional Pride in Serving the Public Interest
- Involved and Engaged City Workforce Teams

#### *City Council 2017-2018 Goals*

- Safe Streets and Sidewalks
- Main Street Enhancements
- Heroin Addiction Action Plan
- City-Wide Technology Strategy
- Fire and E.M.S. Training & Equipment
- Community Events & Activities
- Canyon Park Master Planning
- Complete Downtown Redevelopment
- Affordable Housing Strategy
- Wayne Golf Course Plan and Purchase
- Parks & Recreation/Open Space Partnership
- City-Wide Teambuilding, Training, & Organizational Development

NOTE: Goals are not prioritized.

#### **The City Manager**

The City Council is seeking a talented City Manager with an unquestionable sense of integrity and professionalism who has the ability to build consensus and forge strategic partnerships, both internally and externally.



Bothell, Washington

Under Bothell’s Council-Manager form of government, the City Council performs legislative and policy functions, sets the overall policy in matters concerning the operation of the City’s affairs, and appoints the City Manager to oversee the day-to-day operations of the organization. The City Manager administers the City’s operating and capital budgets.

As chief administrative officer, the City Manager coordinates all of the City’s municipal services and business affairs; carries out the policies established by the City Council and sees that all City department duties are performed efficiently and economically.

The City Manager makes, or initiates, studies on a multitude of issues. He/she presents to the City Council thoroughly researched recommendations with alternative solutions. Bothell is known for being an active and innovative community and the City Manager is expected to take an active role in community affairs.

This position includes the opportunity to work with a high quality, professional management team and a supportive City Council. This is one of the best municipal career opportunities in the Puget Sound area.

BOTHELL CITY COUNCIL	
Andy Rheäume	Mayor
Davina Duerr	Deputy Mayor
Joshua Freed	Council Member
Del Spivey	Council Member
James McNeal	Council Member
Tris Samberg	Council Member
Tom Agnew	Council Member

**Issues, Opportunities and Challenges** (not prioritized)

- The City is currently in great condition, with excellent department heads, stable finances, well-maintained infrastructure, a cohesive Council and a strong economy.
- Bothell seeks to both manage growth and economic development and to protect the environment while enhancing neighborhood livability.
- The Council wants to be more involved in visioning and policy development. The Council strongly supports the “Bothell Road Map” ( see page 3).

- Council members want regular, frequent, thorough and timely information from the City Manager.
- There is a community-wide interest in the City providing more of a “whole community approach” including greater engagement with neighborhoods with ability to balance interests of newer residents with long-term residents
- Economic Development: (1) completion of downtown revitalization projects and beginning the redevelopment of the Canyon Park Regional Growth Center which is the predominate biomed manufacturing hub for Washington; (2) there is interest in adding more residential and commercial development to complement the manufacturing center already in place in addition to facilitating more manufacturing development.
- While there is some potential for Bothell to annex additional land, the primary future growth in Bothell is expected to be infill development.
- Open space preservation and recreation needs are immensely important to the community.
- Financial management—recognize opportunities to create increased efficiency and effectiveness in service provision without diminishing strong passion for providing outstanding customer service which is already engrained in the culture of the City organization
- Technology—funds are expected to be provided in the 2017 budget to replace the existing finance and human resources hardware and software which will provide capability for additional technology applications such as offering online utility bill payments.
- A few performance issues in some departments, although currently being addressed, need to be resolved.

**Position Requirements**

**Education and Experience**

Requirements for the position include a bachelor’s degree (with a Master’s preferred) in public or business administration, finance, planning or a related field combined with significant executive level, full-service local government management experience. Candidates’ experience must show a high level of understanding of municipal operations and community economic drivers. Must have an interest in and have successful experience in a range of areas including: strategic planning, financial management and budgeting, delivering high quality services efficiently, organizational analysis, labor negotiations, team building, redevelopment and revitalization, working with

and understanding the needs of existing large and small businesses, working effectively with a variety of community-based groups and building Council and community consensus. A progressive record of strong professional, administrative leadership and developing high performance organizations is an important consideration.

**Past Performance**

**Administrative Ability**

Must be able to effectively delegate responsibilities for day-to-day operations and direct and hold accountable well-qualified and motivated department heads that have a clear record of outstanding performance. Must have demonstrated past performance in developing accountability measures and must have effective time management skills. Exceptional communication skills are a must, including the ability to listen to and communicate with a wide range of individuals and all segments of the community.

**City Manager/Council/ Intradepartmental Relations**

Must have demonstrated an excellent working relationship with his or her current and former governing body (ies) which includes the ability to work with the City Council members on a wide range of complex and potentially controversial issues while relaying information to Council members in an effective and timely manner. The Manager must be open and honest with the governing body and provide an unbiased and balanced assessment of all issues.

**Budget and Finance**

Must have demonstrated prior experience in successfully managing a municipal budget with a level of complexity and scope similar to Bothell's current budget with emphasis on efficient utilization of available resources. Must recognize the value of and protect Bothell's bond rating while being able to develop a budget which is "transparent" and well understood to elected officials, staff and citizens and targets the use of scarce resources in a well thought-out and prioritized manner.



**Community Relations**

Understands the importance of being visible with staff and the community while balancing the City Council member's role as elected officials. The City Manager will present a confident image of the City to the public and be an active participant in the community.

**Technology**

Must embrace the use of technology in providing a higher level of access to staff and community and have demonstrated success in achieving a higher level of technological proficiency within the organization he or she now serves.

**Intergovernmental Relations**

Must be able to build, maintain and enhance partnerships with Bothell's critical stakeholders to include educational institutions, county governments, neighboring local governments, community organizations and State and Federal agencies.

**Professional Skills and Management Style Characteristics of the Ideal Candidate**

**With the Council**

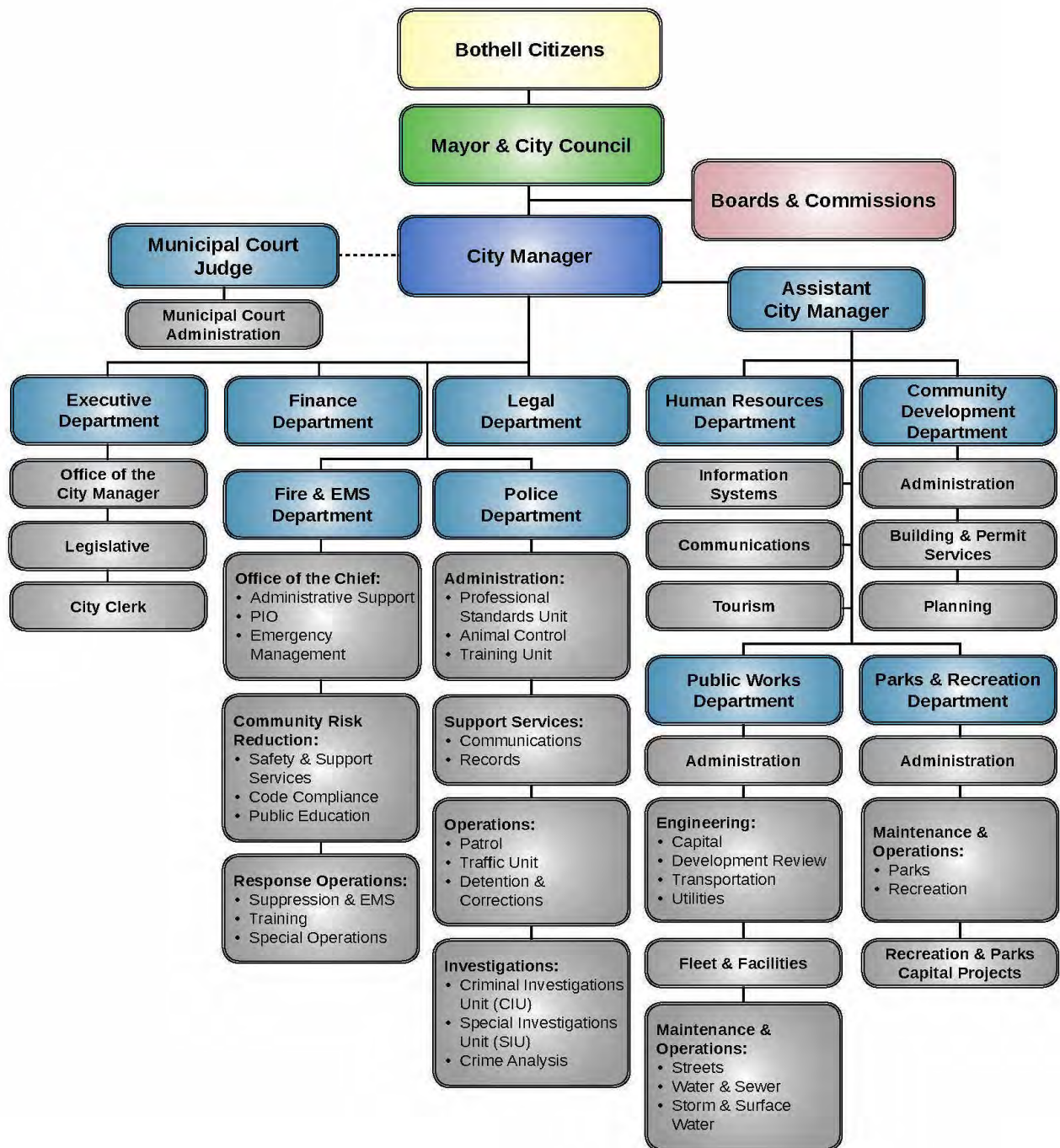
- Clearly understands, respects and honors the unique roles of the Mayor, the Council, the City Manager and the department heads and embraces the City Manager's responsibility to be the liaison between them.
- Assists the Council to make good policy decisions by providing thorough information, well-researched professional recommendations and alternatives and then implements Council decisions without regard for original staff recommendations.
- Responds to Mayor and Council member requests and questions and in a timely manner - excellent at follow through.
- Treats all Council members equally; understands that he/she works for the full Council and is not inappropriately swayed by individual members.
- Is personally engaged in working with Council committees.

**With Staff**

- Is a trend-setter and team builder who mentors and reinforces the strengths of directors, mid-managers and staff.
- Provides staff with clear directions and needed resources.
- Delegates effectively; stays informed, evaluates performance and holds individuals accountable.
- Not a micro manager but will take charge when needed.
- Provides regular and frequent feedback, coaching and performance evaluations to staff.

**CITY OF BOTHELL, WASHINGTON**

**Organizational Chart**



Bothell, Washington

- Remains visible, accessible and available to department heads -- connects with them.
- Holds regular staff meetings.
- Regularly gets out of the office to visit City work locations and work sites.

### In General

- Is a strong 'servant' leader able to excite staff and the citizens, comfortable working in a team-oriented environment, self-confident, tactful, discreet and diplomatic.
- Is accessible and approachable and comfortable with a wide range of personalities.
- Personally works hard and sets a high and strong work ethic standard for the organization.
- Is self-confident without being an egotist.
- Passionate about his/her role in local government and the City of Bothell.
- Is a consensus builder and collaborative.
- Is well-organized with excellent planning skills - manages time effectively.
- Skilled at multiple task management with the flexibility to adjust quickly to changing situations.
- Is decisive and makes even tough decisions in a timely manner.
- Willing to stand up for what is right even if under pressure to do otherwise.
- Is proactive in dealing with issues.
- Has common sense and uses good judgement.
- Is a "big picture" person by nature but remains sufficiently on top of details to effectively manage the organization.
- Is ethical with high moral standards, honest, trustworthy, open and candid and conducts his or her personal life in a manner which is compatible with the nature, visibility and overall requirements of the job.
- Willing to make a long-term commitment to Bothell.
- Must have strong management skills, particularly in the area of public finance, and understand the importance of balance and creativity to achieve the community's financial objectives.
- Ability to identify areas where efficiencies can be gained and successfully implement structural changes to the organization where warranted.
- Ability to analyze, understand and successfully manage a complex organization with numerous interrelated "moving parts".

- Strong and enthusiastic in presenting ideas while being respectful of others.
- Ability to craft a position of "what is possible" - serving as a visionary for the Council and staff with the ability to take reasonable risks while employing creative and innovative thinking to forge solutions to problems before making recommendations.
- Ability to take complex issues and break them down into understandable terms.
- Collaborative and comfortable in dealing with others in developing shared solutions.
- People person who understands a wide variety of different personalities and enjoys working with them while being respectful of the opinions of all citizens.
- Fair in approach to decision making; fair, consistent and firm in application of policies and procedures.
- Ability to manage with confidence and have the courage to "present the good news with the bad" and do what is right, even in the face of criticism and conflict.
- Must lead staff and set a positive tone even during difficult periods while holding himself/herself and appropriate staff accountable for the City's actions and direction.
- Demonstrated regional leadership.

### Personal Traits

- An active listener, responsive to Council and community concerns with appropriate follow up.
- Is compassionate in dealing with problems while caring about outcomes.
- Is personable with a sense of humor.
- Is a consensus builder.
- Apolitical in all dealings.



Bothell, Washington

**Compensation and Benefits**

The salary for the position is negotiable, based on qualifications and experience. Benefits include:

- ◇ Full-family Medical, Dental/Orthodontia, and Vision Plans
- ◇ Short-Term & Long-Term Disability
- ◇ Life Insurance and Accidental Death & Dismemberment
- ◇ Section 125 Flexible Spending Account
- ◇ Public Employees Retirement System (PERS)
- ◇ Employee Assistance Program
- ◇ Vacation and Management Leave
- ◇ Sick Leave
- ◇ 12 Paid Holidays
- ◇ Bereavement Leave
- ◇ 457 Deferred Compensation Program

Residency within the City of Bothell is required within six months of employment. The City will provide relocation assistance.

**Application and Selection Process**

The deadline for receipt of application materials is Thursday, September 22, 2016 and review of résumés will start immediately. To apply please send a letter of application, detailed résumé, salary history and five (5) work-related references to:

Robert E. Slavin or Paul Wenbert

**SLAVIN MANAGEMENT CONSULTANTS**

3040 Holcomb Bridge Road, Suite A-1

Norcross, Georgia 30071



Phone: (770) 449-4656

Fax: (770) 416-0848

e-mail: [slavin@bellsouth.net](mailto:slavin@bellsouth.net)

[www.slavinweb.com](http://www.slavinweb.com)



**Electronic submissions are preferred**

**The City of Bothell, Washington is an Equal Opportunity Employer and Values Diversity Throughout the Government**





Shelton, Washington



***OUTSTANDING OPPORTUNITY TO  
SERVE THE CITIZENS OF  
SHELTON, WASHINGTON  
AS THEIR  
CITY MANAGER***



**The Community**

Named after David Shelton - a delegate to the Territorial Legislature, the town was originally known as Sheltonville in the late 1800s. The City's early commerce consisted primarily of logging and lumber, farming, dairying and ranching as well as shellfish cultivation.

The City of Shelton is the only city in Mason County which is now the fastest growing county in Washington. Shelton was incorporated on May 19, 1890 as a general purpose municipal government. It operates under the laws of the State of Washington applicable to a non-charter code city under the Council-Manager form of government.

As you approach the City you can glimpse the quiet harbors and homes along the pristine shoreline and the densely forested hills. The community is rich in history, culture, and natural beauty. Located just 25 minutes northwest of Olympia on the shores of Oakland Bay at the southernmost tip of Puget Sound. The City of Shelton includes 6.11 square miles and has approximately 10,700 residents. While the City has increased in population of late, it has managed to preserve its friendly aura and natural environment.

Shelton, Washington



1944 Logging Trucks

## The City Government

Until this year, Shelton was the last city in Washington with a three-member commission form of government. Accordingly, a three-member City Commission selected a City Administrator who had day-to-day administrative responsibility for providing municipal services.

Shelton voters just approved a change to a council/manager government which will take effect on May 15, 2018. So this is really Shelton's first City Manager position. Previous City Commissions were well served by former City Administrators and the new City Council is dedicated to ensuring that the City Manager and the Council work successfully together as a team. The new City Manager will be appointed by majority vote of the 7-member new City Council and will be responsible for overall management of City business and the oversight and supervision of all City departments. The City Manager will ensure that the City Council goals, policies and directives are carried out by the appropriate City departments and will also be responsible for preparation of the annual budget, controlling expenditures, human resource management, intergovernmental relations, legislative activities, and a variety of other duties related to management of the City.

The new City Council will consist of the three continuing commissioners and four newly elected members. All are elected at-large on a non-partisan basis to four-year overlapping terms. The Mayor will be selected from the membership. All incumbents and Council candidates are full participants in this City Manager recruitment and selection process.

The City of Shelton has 95 employees and nearly a \$49 million all funds budget. The City's management team consists of the department heads who enjoy collegial and cooperative working relationships. The City provides a wide range of municipal services including:

- City Management
- Municipal Court
- City Clerk
- Legal
- Human Resources
- Information Technology
- Community Development
- Parks and Recreation
- Police Department
- Roads & Streets
- Sewer & Water

The City has a history of working closely with each of the area's local government and community service providers including: Mason County, P.U.D., school districts, the Port, the Economic Development Board, the Chamber of Commerce and service clubs.

Visit Shelton on the web at : [www.ci.shelton.wa.us](http://www.ci.shelton.wa.us)

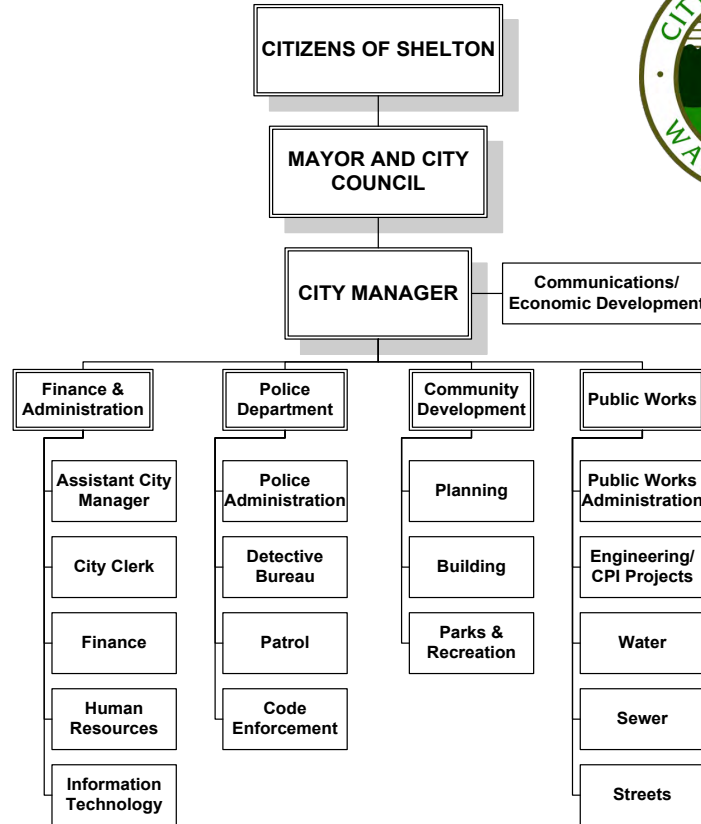


Shelton Civic Center (City Hall)

Shelton, Washington

# City of Shelton, Washington

Organizational Chart



*(Continued from page 2)*

**Community Issues, Opportunities and Challenges (not prioritized)**

- Mason County is now one of the fastest growing counties in Washington.
- By far, most of Shelton’s workforce consists of good City employees who want to work.
- A need was expressed for improved internal and external communications.
- Local schools are good and improving - - voters recently passed a \$65M bond issue to support Shelton’s schools.
- Major City streets and sewer CIP projects underway (Examples: Downtown Connector and Basin 3 Sewer Projects) .
- Future of the 800-acre Shelton Hill development.

- Shelton has significant economic diversity (rich to poor).
- Approximately forty-five percent of Shelton residents live in rental housing.
- Shelton’s housing supply is tight - - there is a need for more housing at all levels.
- Shelton has low crime.
- City finances are tight with significant utility bond debt.
- There is a need to study the organization and staffing to determine how to best allocate the City’s available human and fiscal resources.
- Economic development to increase the City’s tax base.
- Need for an in-depth look at fees and rates including permits and utility costs.

*(Continued on page 4)*

Shelton, Washington

*(Continued from page 3)*

### **The City Manager**

Per State Law, (RCW35A), the City Manager serves as the City's Chief Executive Officer. The City Manager provides leadership to City staff, implements policies adopted by the City Council and manages both labor relations and human resources management.

The City Manager will also assist the City Council by providing regular written communication, completing research and information gathering, and by acting as an advisor to the Council concerning policies and City ordinances. Additionally, the successful candidate will represent the City's interest to various county, state and federal agencies.

### **Minimum Job Requirements**

A bachelor's degree from a four-year college or university in public administration, business management, or closely related field is required, and ten years of experience, with a minimum of five years of related experience as a city manager, assistant city manager, or exempt level department head, or any satisfactory combination of experience and training which demonstrates the knowledge, skills and abilities to perform the above duties. A master's degree in a related field and ICMA/CM is preferred.

### **The Ideal Candidate**

The ideal candidate will have been a successful City Manager in a comparably-sized city and will have previous experience in an organization recognized for excellent customer services and continuous improvement.

He or she will have a proven track record of delivering results, building accountability for staff and creating a positive working environment characterized by innovation and collaborative department head teamwork. This Manager will be a strong leader who understands all aspects of municipal government and has an appreciation for the issues, opportunities and challenges currently facing the City. He or she must have proven strengths in budget and financial management, community development, public works, human resources, economic development and capital project management.

The ideal candidate will have a sense of humor and be an energetic and enthusiastic leader with a positive and welcoming personality. This individual will be capable of making tough decisions in a timely manner. Candidates should have a history of progressive, proactive, and innovative program development as well as a reputation for successful follow-

through and implementation.

The City Manager should lead by example, demonstrate personal and professional integrity beyond reproach, and communicate a sense of vision backed by specific goals and objectives with a plan to achieve these goals and measure success.

The competitive candidate will exhibit an open, direct and straight-forward communication style in order to maintain productivity between the City's departments, the City Commission and adjacent cities. Further, the City Manager will be a good listener who works with personnel throughout all levels of the organization in a consistent manner.

The candidate will have sound values and promote teamwork and cooperation as well as have the ability to take the organization to the next level of efficiency.



Paul Bunyon

*(Continued on page 6)*



## SHELTON CONSENSUS COUNCIL GOALS

The following are the Consensus Goals resulting from the interviews of the current City Commission and City Council Candidates conducted in March-April 2018 prior to the April 24, 2018 City Council Election.

### COMMUNITY STRATEGIC VISION

- A different focus, long-term vs. short-term, down the road vs. potholes
- Accountability of Council and Staff
- Restore Community Trust and Respect for All Viewpoints
- A "Community By Design" vs. "By Default"
- Vision and Clear Council Goals and Objectives
- Affordability, Sustainability and Liveability

### COMMUNITY INFORMATION AND INVOLVEMENT

- Good information and analysis to the Council
- Transparent Decision Making Process
- Good information to the community
- Proactive Community Outreach, Report on Successes and Progress
- Planning Commission, SMPD and other Advisory Committees
- More Ad Hoc (short-term) vs. Standing Committees (ongoing)
- More Open House meetings and Community Issues Forums
- Transparency re. Solid Waste Contract Agreement (Comparative Costs)
- Volunteerism Opportunities
- Comprehensive Plan Updates and Community Involvement

### FINANCIAL SUSTAINABILITY

- Reduce Debt and Pay Off Sewer Debt
- Fees and Charges to Recover Cost of Services (Permits and Impact Fees)
- Streamline Permitting Processes
- Plan for coming growth and organizational/staffing/service impacts
- Affordable and sustainable Budget, Taxes and Fees
- Limit new Debt, whether Bonds or Loans
- Financial Policies and Reserves Policy
- Comparative data and analysis, Cost of Service vs. Revenues
- Sustainable CIP funding strategy, rates to Pay-As-Go vs. catch up improvement costs later
- Competitive and Comparative Taxes and Fees/Charges
- Lower Permit Fees? Lower Impact Fees? Don't subsidize Development

- Unfunded Retirement Obligations? Eg. Centralia and Chehalis? LEOFF
- Long-term Water/Sewer CIP and Operations Forecast... 5-Year Financial Forecast
- Review and Revise Budget Process and Information

### ECONOMIC DEVELOPMENT

- Urban Growth Area Annexation and Water/Sewer Extension Policy
- Downtown Mainstreet or equivalent Revitalization Program
- Range of Housing Options, including Affordable Low Income Housing... Tiny Homes too?
- Jobs! Shelton H.S. grads moving away despite affordable housing
- More than the "Bedroom Community" for Olympia and Lacey area
- Collaboration between City, EDC and Chamber
- Shelton Hills and related NW area development
- Waterfront and Tourism Strategy?
- Diverse Retail and Industrial Jobs, Tax Base

### CUSTOMER SERVICE

- Good customer service for all, vs. "good Old Boys Club"
- Respect for Diversity of opinions and ideas
- Performance Standards and Service Indicators

### CITY ORGANIZATION AND BUDGET

- Review City Organization Structure and Staffing to Community Needs and CIP Needs
- Make lots of Small vs. Wow systems and process improvements
- Streets Improvement program and CIP
- More Police
- Jail Alternatives
- Service Indicators and Total Quality Management
- Staff Sustainability and Transition Planning

### INTERGOVERNMENTAL/COMMUNITY COLLABORATIONS

- City-County collaboration on UGA/Annexation
- Social Services needs... Opioid/Heroin addiction... Public Health, Courts, Treatment
- Public Health, Hospital and Detox/Mental Health Needs
- PUD, School District, College, Library, City, County, EDC, Chamber

Shelton, Washington

*(Continued from page 4)*

**Compensation & Benefits**

- Competitive beginning salary will be negotiable depending on qualifications
- Washington State Retirement System participation
- No Social Security deduction (6.2% City paid Social Security replacement benefit)
- Deferred Compensation
- Longevity Pay after 5 years
- Medical, Dental and Vision Insurance
- Life Insurance
- Cellular telephone allowance
- Long-term disability insurance
- Employee Assistance Program
- Car Allowance
- Ten paid holidays
- Two floating holidays (after 6 months)
- Vacation Accrual & Sick Leave

**To Apply**

The position will remain open until filled and will move forward immediately upon receipt of a sufficient pool of well-qualified applicants. If interested, please email your resume and cover letter with current salary immediately to: [slavin@bellsouth.net](mailto:slavin@bellsouth.net).

For additional information about this position, contact Robert E. Slavin, President, Slavin Management Consultants by phone at (770) 449-4656 or by email at [slavin@bellsouth.net](mailto:slavin@bellsouth.net).



**AN EQUAL OPPORTUNITY RECRUITER/EMPLOYER**

**CITY OF SHELTON, WASHINGTON**

**CITY MANAGER**

Located just 25 minutes northwest of Olympia on the shores of Oakland Bay at the southernmost tip of Puget Sound, Shelton covers 6.11 square miles and has approximately 10,700 residents. Shelton is the only city in Mason County which is one of the fastest growing counties in Washington. The City is rich in history, culture and natural beauty. As you approach Shelton you see quiet harbors and homes along the pristine shoreline and the densely forested hills. While the City has increased in population of late, it has managed to preserve its friendly aura and natural environment.

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Requirements include a bachelor's degree from a four-year college or university in public administration, business management, or closely related field and ten years of related experience, with a minimum of five years of experience as a city manager, assistant city manager, or exempt level department head, or any satisfactory combination of experience and training which demonstrates the knowledge, skills and abilities to perform the above duties. A master's degree in a related field and ICMA/CM is preferred.

The compensation for the City Manager will be highly competitive and will include a generous fringe benefit package. The City will pay reasonable and customary moving expenses.

To Apply: The position will remain open until filled and will move forward immediately upon receipt of a sufficient pool of well-qualified applicants. If interested, please email your resume and cover letter with current salary immediately to: [slavin@bellsouth.net](mailto:slavin@bellsouth.net).

For additional information about this position, contact Robert E. Slavin, President, Slavin Management Consultants by phone at (770) 449-4656 or by email at [slavin@bellsouth.net](mailto:slavin@bellsouth.net)

**AN EQUAL OPPORTUNITY RECRUITER/EMPLOYER**

Dear,

Slavin Management Consultants (SMC) is assisting Shelton, Washington to locate its next City Manager. The City is interested in local government experienced candidates preferably with experience in the Pacific Northwest. We invite your interest in Shelton and encourage you to submit your resume.

Attached is the City Council approved recruitment profile which describes the community, the government and the position.

The position will remain open until filled and the process will move forward immediately upon receipt of an adequate pool of well-qualified applicants. If interested, please email your resume and cover letter with current salary immediately to [slavin@bellsouth.net](mailto:slavin@bellsouth.net).

Cordially

SLAVIN MANAGEMENT CONSULTANTS

Bob Slavin, President

Phone: (770) 449-4656



***EXHIBITS***

**PRO FORMA INVOICE**

INVOICE DATE: \_\_\_\_\_

CLIENT: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CITY, STATE: \_\_\_\_\_

Progress billing for professional services  
rendered in connection with our agreement:

(Invoice \_\_\_ of \_\_\_) \$XXXX.XX

Reimbursable expenses at cost:

Airfare	\$ XXX.XX
Hotel	XX.XX
Ground Transportation	XX.XX
Meals	XX.XX
Tips	XX.XX
Telephone	XXX.XX
Clerical Support	XXX.XX
FAX	XX.XX
Messenger Service	XX.XX
Copies	XX.XX
Postage	XX.XX
Misc. Direct Costs	XX.XX
 Total Expenses	 \$XXXX.XX
 <b>TOTAL INVOICE</b>	 <b><u>\$XXXX.XX</u></b>

**SLAVIN MANAGEMENT CONSULTANTS**

**CLIENT LIST BY CATEGORY**

The following list of clients represent organizations for which our principal Consultants performed significant project work. This client list spans thirty years of experience of SMC consultants. Please contact SMC if you desire to speak with the individuals who were project contacts.

**MUNICIPALITIES**

Aiken, South Carolina	Corta Madera, California
Albany, Georgia	Creedmoor, North Carolina
Alpharetta, Georgia	Culver City, California
Anaheim, California	Dallas, Texas
Ann Arbor, Michigan	Davenport, Iowa
Arlington, Texas	Davie, Florida
Arlington Heights, Illinois	Decatur, Georgia
Arvada, Colorado	Decatur, Illinois
Atlanta, Georgia	Delray Beach, Florida
Atlantic Beach, Florida	Del Rio, Texas
Asheville, North Carolina	Denton, Texas
Auburn, Maine	Des Plaines, Illinois
Aurora, Illinois	Destin, Florida
Aurora, Colorado	Dothan, Alabama
Austin, Texas	Dubuque, Iowa
Bartlesville, Oklahoma	Duluth, Georgia
Bentonville, Arkansas	Dunedin, Florida
Bergenfield, New Jersey	Durham, North Carolina
Berkeley, California	Eagle Pass, Texas
Beverly Hills, California	East Brunswick Township, New Jersey
Birmingham, Alabama	Edmond, Oklahoma
Bisbee, Arizona	Elgin, Illinois
Blacksburg, Virginia	Enfield, Connecticut
Bloomington, Illinois	Englewood, Colorado
Bothell, WA	Escondido, California
Boynton Beach, Florida	Evanston, Illinois
Branson, Missouri	Evans, Colorado
Brea, California	Fort Collins, Colorado
Bridgeport, Connecticut	Fort Lauderdale, Florida
Broken Arrow, Oklahoma	Fort Worth, Texas
Brownsville, Texas	Frankfort, Kentucky
Bryan, Texas	Franklin, Tennessee
Burbank, California	Frisco, Colorado
Camarillo, California	Gainesville, Florida
Carson, California	Gainesville, Georgia
Cary, North Carolina	Galesburg, Illinois
Casper, Wyoming	Garden City, New York
Chapel Hill, North Carolina	Georgetown, South Carolina
Charlotte, North Carolina	Glastonbury, Connecticut
Cherry Hills Village, Colorado	Glendale, Arizona
Chesapeake, Virginia	Glen Ellyn, Illinois
Clearwater, Florida	Golden, Colorado
Cleveland, OH	Grand Rapids, Michigan
Columbia, Missouri	Greensboro, North Carolina
Columbus, Georgia	Gulfport, Florida
Concord, New Hampshire	Hardeeville, SC
Coral Springs, Florida	Hemet, California
Corinth, TX	Hercules, California
Corpus Christi, Texas	Highland Park, Illinois

**SLAVIN MANAGEMENT CONSULTANTS**

Hollywood, Florida  
Homestead, Florida  
Huntington Beach, California  
Independence, Missouri  
Independence, Kansas  
Iowa City, Iowa  
Jacksonville Beach, Florida  
Jupiter, Florida  
Kalamazoo, Michigan  
Kansas City, Missouri  
Lake Worth, Florida  
Lakewood, Colorado  
Lapeer, Michigan  
Laramie, Wyoming  
Laredo, Texas  
Lenexa, Kansas  
Liberty, Missouri  
Lillburn, Georgia  
Little Rock, Arkansas  
Long Beach, California  
Longmont, CO  
Lubbock, Texas  
Manassas, Virginia  
Mansfield, Massachusetts  
Miami Beach, Florida  
Milwaukie, Oregon  
Minneapolis, Minnesota  
Menominee, MI  
Miramar, Florida  
Modesto, California  
Muscatine, Iowa  
Myrtle Beach, South Carolina  
Neptune Beach, Florida  
Newark, Delaware  
New Smyrna Beach, Florida  
Norfolk, Virginia  
Norman, Oklahoma  
North Las Vegas, Nevada  
North Miami Beach, Florida  
Northglenn, Colorado  
North Port, Florida  
Norwich, Connecticut  
Oak Park, Illinois  
Oberlin, Ohio  
Ocean City, Maryland  
Oceanside, California  
Olathe, Kansas  
Oklahoma City, Oklahoma  
Oxnard, California  
Palm Bay, Florida  
Palm Beach Gardens, Florida  
Palo Alto, California  
Panama City, Florida  
Park Ridge, Illinois  
Pasadena, California  
Peoria, Illinois  
Phoenix, Arizona  
Pittsburg, Kansas  
Pompano Beach, Florida  
Portage, Michigan  
Pueblo, Colorado  
Richmond, California  
Richmond, Virginia  
Riverside, California  
Riverview, Michigan  
Roanoke, Virginia  
Rock Hill, South Carolina  
Rockville, Maryland  
Sacramento, California  
St. Louis Park, Minnesota  
Salem, Oregon  
San Diego, California  
San Fernando, California  
San Francisco, California  
San Jose, California  
San Juan Capistrano, California  
Sandersville, Georgia  
Santa Ana, California  
Santa Monica, California  
Sarasota, Florida  
Shaker Heights, Ohio  
Simi Valley, California  
Sioux City, Iowa  
Snellville, Georgia  
South Brunswick Township, New Jersey  
Springfield, Missouri  
Steamboat Springs, Colorado  
Stratford, Connecticut  
Storm Lake, Iowa  
Sunnyvale, California  
Sunrise, Florida  
Takoma Park, Maryland  
Topeka, Kansas  
Titusville, Florida  
Thornton, Colorado  
Traverse City, Michigan  
Topeka, Kansas  
Turlock, California  
Upper Arlington, Ohio  
Urbandale, Iowa  
Valdez, Alaska  
Venice, FL  
Virginia Beach, Virginia  
Waco, Texas  
Warrensburg, Missouri  
Washington, Illinois  
West Des Moines, Iowa  
West Hartford, Connecticut  
West Hollywood, California  
West Palm Beach, Florida  
Wichita, Kansas  
Windham, Connecticut  
Winston-Salem, North Carolina  
Winter Park, Florida  
Worthington, Minnesota  
Ypsilanti, Michigan

**SLAVIN MANAGEMENT CONSULTANTS**

**COUNTIES**

Adams County, Colorado	Mecklenburg County, North Carolina
Alameda County, California	Mendocino County, California
Albemarle County, Virginia	Mesa County, Colorado
Arapahoe County, Colorado	Moffat County, Colorado
Beaufort County, South Carolina	Monterey County, California
Broward County, Florida	Muscatine County, Iowa
Brown County, Wisconsin	New Kent County, Virginia
Buffalo County, Nebraska	Orange County, New York
Chaffee County, Colorado	Orange County, North Carolina Oklahoma
Cass County, Michigan	Palm Beach County, Florida
Chesterfield County, Virginia	Peoria County, Illinois
Clark County, Nevada	Pinellas County, Florida
Cobb County, Georgia	Polk County, Florida
Dade County, Florida	Prince William County, Virginia
Eagle County, Colorado	Ramsey County, Minnesota
Escambia County, Florida	St. Louis County, Minnesota
Fairfax County, Virginia	Saline County, Kansas
Forsyth County, Georgia	San Diego County, California
Fremont County, Colorado	San Luis Obispo County, California
Fresno County, California	San Mateo County, California
Fulton County, Georgia.	Sarasota County, Florida
Glynn County, Georgia	Sedgwick County, Kansas
Gunnison County, Colorado	Seminole County, Florida
Hall County, Georgia	Sonoma County, California
Hamilton County, Ohio	Springettsbury Township, Pennsylvania
Ketchikan-Gateway Borough, Alaska	Spotsylvania County, Virginia
Lake County, Florida	Tazewell County, IL
Lake County, Illinois	Volusia County, Florida
La Plata County, Colorado	Wake County, North Carolina
Leon County, Florida	Washtenaw County, Michigan
Lincoln County, North Carolina	Whiteside County, Illinois
Livingston County, Illinois	Whitfield County, Georgia
Los Angeles County, California	Yolo County, California
Martin County, Florida	
McHenry County, Illinois	

**OTHER ORGANIZATIONS**

**Development Groups**

Arrowhead Regional Development, Duluth, Minnesota  
Columbia Development Corporation, South Carolina  
Fresno Economic Development Commission, California  
Fresno Redevelopment Authority, California  
GoTopeka, Inc., Kansas  
Lincoln Road Development Corporation, Miami Beach, FL  
Los Angeles, California, Community Redevelopment Agency  
Mid-American Regional Council, Kansas City, Missouri  
Oak Park Development Commission (IL)  
West Palm Beach Downtown Development Authority, Florida

**Housing Authorities**

California Housing Finance Agency  
Jefferson County Housing Authority, Alabama  
Las Vegas Housing Authority  
Memphis Housing Authority, Tennessee  
Ocala Housing Authority, Florida  
Peoria Housing Authority, Illinois

**Libraries**

Birmingham, Alabama Public Library  
Central Arkansas Library System  
Lexington, Kentucky Library System  
Metropolitan Library System of Oklahoma  
Moline Public Library

**Non-Profits and Other Governmental Jurisdictions**

**SLAVIN MANAGEMENT CONSULTANTS**

California State Government  
CDC Federal Credit Union, Atlanta, Georgia  
District of Columbia  
Fresno Employment and Training Commission,  
California  
Jefferson County Personnel Board, Alabama  
Local Government Insurance Trust, Maryland  
Los Angeles, California Department of  
Community Public Health Los Angeles, California  
Music Center Operating Company  
Los Angeles Olympics Organizing Committee  
Metropolitan Nashville, Tennessee Arts  
Commission  
Parkland Hospital, Texas  
Southwest Florida Regional Planning Council

**Professional Associations**

American Public Works Association  
Association of County Commissioners, Georgia  
Georgia Municipal Association  
International City/County Management  
Association  
Iowa League of Cities  
Missouri Municipal League

**School Districts**

Adams County School District #14, Commerce  
City, Colorado  
Lake Sumpter Community College, Florida  
Dallas Independent School District, Texas

**Transportation Agencies**

Alameda-Contra Costa Transit District, Oakland,  
California  
Bay Area Rapid Transit District, Oakland,  
California  
Dallas Area Rapid Transit District, Dallas, Texas  
Greater Dayton Regional Transportation  
Authority  
Kalamazoo County Transportation Authority  
Lee County Port Authority, Florida  
Metra (Chicago Commuter Rail System)  
Port Everglades Authority, Fort Lauderdale,  
Florida  
Orlando - Orange County Expressway Authority  
Port of Sacramento, California  
Riverside Transit Agency, California  
San Francisco Bay Area Rapid Transit District,  
California  
Sarasota/Manatee Airport Authority, Florida  
Southern California Rapid Transit District

**Utility Districts**

Columbus Water Works, Georgia  
Metropolitan Sewer District of Greater Cincinnati,  
Ohio  
Public Works Commission of Fayetteville, North  
Carolina  
Rivanna Solid Waste Authority, Virginia  
Rivanna Water and Sewer Authority, Virginia  
Sacramento Municipal Utility District, California  
South Florida Water Management District  
Spartanburg Utility District, South Carolina

**SLAVIN MANAGEMENT CONSULTANTS**

**EEO STATEMENT**

Slavin Management Consultants (SMC) is committed to building a diverse workforce which reflects the face of the community we serve, honors and respects the differences and abilities of all our employees and residents, and provides employees with the necessary opportunities, tools, and support to achieve their maximum potential.

Equitably managing a diverse workforce is at the heart of equal opportunity. Valuing diversity is the basis for a policy of inclusion. Diversity recognizes and respects the multitude of differences which employees bring to the workplace. Diversity complements organizational values that stress teamwork, leadership, empowerment, and quality service. Diversity means striving to maintain an environment in which managers value the differences in their employees and take steps to ensure that all employees know they are welcome.

To achieve workplace equity and inclusion, SMC will observe the practices outlined below:

- We will ensure that we do not discriminate in employment on the basis of race, color, religion, national origin, sex, age, disability, marital status, sexual orientation, creed, ancestry, medical condition, or political ideology.
- Our recruiting efforts will ensure that applicant pools are both capable and diverse.
- We will make employment decisions based on job-related criteria and will provide opportunities for entry and promotion into non-traditional jobs.
- We will ensure a workplace free of all forms of harassment.
- We will develop a procedure for prompt, thorough and impartial investigations of discrimination or harassment complaints and will act on appropriate measures to provide remedy or relief to individuals who have been victims of illegal discrimination or harassment.

Measures to ensure accountability for managing diversity will be incorporated into the performance management system for supervisors and managers. The chief executive officer will evaluate the effectiveness of our diversity policies and programs.

By creating a workplace where everyone can work towards their maximum potential, SMC will retain quality, productive employees who will provide excellent services to our clients.

**SLAVIN MANAGEMENT CONSULTANTS**

**MINORITY AND WOMEN PLACEMENTS**

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
<i>ALACHUA COUNTY, FL</i>	County Administrator			X
<i>ALBANY, GA</i>	City Manager	X		
	Police Chief	X		
	Assistant City Manager	X		
	Human Resources Director	X		
<i>ASPEN, CO</i>	City Manager		X	
<i>AUSTIN, TX</i>	City Auditor		X	
	City Manager		X	
	Police Chief			X
<i>BERKELEY, CA</i>	City Manager	X		
	Public Works Director			X
<i>BEVERLY HILLS, CA</i>	Sanitation Director	X		
	Library Director		X	
<i>BOCA RATON, FL</i>	City Manager		X	
	Asst. City Manager		X	
<i>BOTHELL, WA</i>	City Manager		X	
<i>BOISE, ID</i>	Chief Financial Officer	X		
<i>BROWARD COUNTY, FL</i>	Assistant Director of Equal Employment	X	X	
<i>BOISE, ID</i>	Chief Financial Officer		S	
<i>BRYAN, TX</i>	Municipal Court Judge		X	
	City Manager		X	
<i>CAMARILLO, CA</i>	City Clerk		X	
<i>CARSON, CA</i>	Planning Director		X	
<i>CHAPEL HILL, NC</i>	Transportation Director		X	
	Human Resources Director		X	
<i>CHARLOTTE COUNTY, FL</i>	County Attorney		X	
<i>CENTRAL CITY ASSN. OF THE CITY OF LOS ANGELES (CA)</i>	Director of Security	X		
<i>CHARLOTTE, NC</i>	Neighborhood Services Director	X		
<i>COLUMBIA, MO</i>	Police Chief	X		
<i>CORINTH, TX</i>	Director of Economic Development	X		
<i>CULVER CITY, CA</i>	Finance Director			X
<i>DALLAS INDEPENDENT SCHOOL DISTRICT (TX)</i>	Chief Financial Officer	X	X	
<b>SLAVIN MANAGEMENT CONSULTANTS</b>				



CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
<b>DALLAS, TX</b>	City Attorney		X	
<b>DECATUR, GA</b>	Chief of Police	X		
<b>DISTRICT OF COLUMBIA</b>	Executive Director Alcoholic Beverage Regulations Commission		X	
<b>DURHAM, NC</b>	City Manager	X		
	City Manager	X	X	
	Police Chief		X	
	Public Works Director	X	X	
<b>ESCAMBIA COUNTY, FL</b>	Assistant County Administrator	X		
<b>ESCONDIDO, CA</b>	Civic Center Construction Mgr		X	
<b>EVANSTON, IL</b>	City Manager		X	
<b>FRESNO, CA (PIC)</b>	Executive Director	X		
<b>FORT COLLINS, CO</b>	City Attorney		X	
<b>FORT LAUDERDALE, FL</b>	Fire Chief	X		
<b>FORT MYERS, FL</b>	City Manager	X		
	Police Chief	X		
<b>FRANKLIN, TN</b>	Director of Community Development		X	
<b>FRESNO, CA (PIC)</b>	Executive Director	X		
<b>GAINESVILLE, FL</b>	Equal Employment Director	X		
<b>GLASTONBURY, CT</b>	Human Resources Director	X	X	
<b>GLENWOOD SPRINGS, CO</b>	City Manager		X	
<b>GREENBELT HOMES, INC. (MARYLAND)</b>	Executive Director		X	
<b>GREENSBORO, NC</b>	Assistant City Manager	X		
<b>GREENVILLE, NC</b>	City Manager	X	X	
<b>HAMILTON COUNTY, OH</b>	Jobs and Family Services Director		X	
<b>HILLSBOROUGH COUNTY (FL) CHILDREN'S BOARD</b>	Executive Director		X	
<b>HOLLYWOOD, FL</b>	City Manager	X		
<b>JUPITER, FL</b>	Assistant to the City Manager		X	
	Public Works Director			X
<b>KALAMAZOO, MI</b>	City Manager		X	
	Assistant City Manager		X	
<b>LAKE COUNTY, FL</b>	County Attorney		X	
<b>LAKE COUNTY, IL</b>	Purchasing Director		X	
	Human Resources Director	X		
	Assistant County Administrator		X	
<b>LAKE COUNTY, IL HEALTH DEPARTMENT</b>	Executive Director		X	
<b>SLAVIN MANAGEMENT CONSULTANTS</b>				

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
<b>LAKE WORTH, FL</b>	Utilities Customer Services Manager	X		
<b>LA PLATA COUNTY, CO</b>	Human Services Director		X	
<b>LEE COUNTY, FL</b>	County Administrator Human Resources Director	X	X	
<b>LINCOLN ROAD DEVELOPMENT CORP.</b>	Executive Director		X	
<b>LONG BEACH, CA</b>	Police Chief Executive Director, Civil Service Commission	X	X	
<b>LONGMONT, CO</b>	City Manager			X
<b>LONGVIEW, CO</b>	Assistant City Manger		X	
<b>LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY</b>	Sr. Project Manager	X		X
	Project Manager	X		
	Project Manager			X
<b>LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY</b>	Executive Director	X	X	
	Deputy Exec. Dir.			X
<b>LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH</b>	Public Health Director	X		
<b>LOS ANGELES OLYMPICS ORGANIZING COMMITTEE</b>	Human Resources Director	X	X	
	Director of Venues		X	
<b>METROZOO (MIAMI FL)</b>	Director of Marketing		X	
<b>MEMPHIS (TN) HOUSING AUTHORITY</b>	Executive Director	X		
<b>MIAMI (FL) OFF-STREET PARKING SYSTEM</b>	Finance Director			X
<b>MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)</b>	Executive Director	X	X	
<b>MIRAMAR, FL</b>	City Manager		X	
<b>MONTEREY COUNTY, CA</b>	Hospital Administrator	X		
<b>MONTGOMERY COUNTY BOARD OF DEVELOPMENTAL DISABILITIES</b>	Executive Director	X	X	
<b>MOUNT DORA, FL</b>	City Manager		X	
<b>NOAH DEVELOPMENT CORPORATION</b>	Executive Director	X		
<b>NEWARK, DE</b>	City Manager	X		
<b>NORFOLK, VA</b>	Human Resources Director	X		
	Senior Engineer		X	
<b>NORFOLK, VA</b>	Social Services Director	X		
<b>SLAVIN MANAGEMENT CONSULTANTS</b>				

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
<b>OAK PARK, IL</b>	Village Manager		X	
<b>OCALA (FL) PUBLIC HOUSING AUTHORITY</b>	Executive Director	X		
<b>OBERLIN, OH</b>	City Manager		X	
<b>ORMOND BEACH, FL</b>	City Manager	X		
<b>OKLAHOMA CITY, OK</b>	City Manager	X		
<b>PALM BAY, FL</b>	Human Resources Director		X	
<b>PALM BEACH COUNTY, FL</b>	Assistant County Administrator		X	
<b>PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD</b>	Executive Director		X	
<b>PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT</b>	Executive Director		X	
<b>PALM BEACH GARDENS, FL</b>	City Manager (1992) City Manager (1999)		X	X
<b>PALO ALTO, CA</b>	City Attorney		X	
<b>PEORIA (IL) PUBLIC HOUSING AUTHORITY</b>	Executive Director	X		
<b>PHOENIX, AZ</b>	Chief of Police			X
<b>PRINCE WILLIAM COUNTY, VA</b>	County Executive		X	
	Human Resources Director	X	X	
	Fire Chief	X	X	
<b>RICHMOND, CA</b>	City Manager	X		
<b>RICHMOND, VA</b>	Director of Public Health	X		
<b>ROANOKE, VA</b>	Police Chief	X		
	Economic Development Director		X	
	Assistant City Manager	X	X	
	Director of Human Services		X	
<b>ROCKVILLE, MD</b>	Assistant City Manager		X	
<b>SACRAMENTO, CA</b>	Human Resources Director	X	X	
<b>SAGINAW, MI</b>	Police Chief			X
<b>SAN DIEGO, CA</b>	City Manager	X		
<b>SAN FRANCISCO, CA</b>	Assistant City Administrator		X	
<b>SAN JOSE, CA</b>	Police Chief	X		
<b>SANTA MONICA, CA</b>	Deputy City Manager		X	
<b>SARASOTA, FL</b>	Human Resources Director	X		
<b>SARASOTA COUNTY, FL</b>	Deputy County Administrator	X		
<b>SELMA, AL</b>	Chief of Police	X		
<b>SHAKER HEIGHTS, OH</b>	City Administrator		X	
<b>SOUTH DAKOTA STATE LEGISLATURE</b>	Chief Legislative Analyst		X	
<b>SLAVIN MANAGEMENT CONSULTANTS</b>				

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
<b>SUNNYVALE, CA</b>	Public Information Officer		X	
	City Clerk		X	
<b>STRATFORD, CT</b>	Human Resources Director		X	
<b>TAKOMA PARK, MD</b>	City Manager		X	
	Recreation Director	X	X	
	Housing and Community Development Director		X	
	Public Works Director	X		
<b>THORNTON, CO</b>	Public Information Officer		X	
	City Attorney			X
<b>TOPEKA, KS</b>	City Manager	X		
	Police Chief	X		
<b>VALDEZ, AK</b>	City Manager	X		
<b>VENICE, FL</b>	Police Chief		X	
<b>VIRGINIA BEACH, VA</b>	Human Resources Director	X		
<b>VIRGINIA BEACH PARK TRUST (FL)</b>	Executive Director	X		
<b>VOLUSIA COUNTY, FL</b>	County Manager	X	X	
	Budget Director			
<b>WACO, TX</b>	Deputy City Manager		X	
	Exec. Dir. - Support Services			X
	Assistant City Manager	X		
	Director of Facilities			X
<b>WAKE COUNTY, NC</b>	Human Services Director			X
<b>THE WEINGART CENTER (LOS ANGELES)</b>	Executive Director		X	
<b>WEST COVINA, CA</b>	Planning Director	X	X	
<b>WEST MIFFLIN, PA</b>	Town Administrator		X	
<b>WEST PALM BEACH, FL</b>	Assistant City Administrator	X	X	
<b>WICHITA, KS</b>	Human Resources Dir	X	X	
	Community Services Dir	X	X	
	Communications Director		X	
	Director of Libraries		X	
	Housing and Development Director	X	X	
	City Manager	X		
<b>YPSILANTI, MI</b>	City Manager	X		
<b>ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)</b>	Executive Director			X
<b>SLAVIN MANAGEMENT CONSULTANTS</b>				

## **Selection System Criteria (Abbreviated from RFP)**

- A. Consultant Experience/Qualifications. Experience in providing services – **25 points.**
- B. Cost. Best overall value and fit to the needs of the organization – **20 points.**
- C. Dependability. Commitment to complete the work as evidenced by documentation provided through references – **10 points.**
- D. Sample Materials. Quality and quantity - **5 points.**
- E. References. Quality and quantity of client references provided - **10 points.**
- F. Quality of Response. The overall quality of the response, conformance to format, approach, and its responsiveness to this request for proposal (See Desired Services & Guarantee Below) – **30 points**

## **Desired Services**

The applying firm or individual will collaborate with the City Council to carry out a national search which may include, but is not limited to:

1. Meet with the City Council (as a body) and Interim City Manager to discuss process, recruitment strategy and answer questions about the process.
2. Design a robust public participation process for Council approval so that residents and employees can provide their comments and thoughts about attributes they want in the City Manager.
3. Meet publicly with the City Council as necessary to facilitate the development of an appropriate candidate profile and list of priorities for the new City Manager.
4. Develop a position profile, and all recruiting material in conjunction with the City Council and Interim City Manager and other key individuals and sources selected by the City, that addresses the

specific leadership qualities, duties, responsibilities, operational issues, education and training, personal characteristics and traits, and other factors that are relevant to the position.

5. Conduct all recruiting efforts for the position including targeting mailings, selected advertising, networking and direct inquiries and use of consultant's knowledge of potential candidates.
6. Answer questions from candidates and collect application materials.
7. Review all application materials received, comparing them to the candidate profile and perform screening interviews as needed.
8. Assist the Interim City Manager in screening the initial pool of applicants to 8-15 semifinalists. Conduct and/or assist in conducting preliminary interviews.
9. Work with the City Council and Interim City Manager to select 4-6 finalists; prepare a summary report on all finalists; determine and prepare appropriate interview/selection process for Council, staff and the community to conduct in-depth interviews of each finalist; and participate and manage all interviews and community sessions with the assistance of the Interim City Manager.
10. Conduct detailed background investigations, and verify references and credentials of finalists. Prepare a detailed report on each finalist.
11. Assist the City Council and all stakeholders in the selection process.
12. Assist in the negotiation of an employment agreement with the final candidate, as directed by the City Council and coordinated with the Interim City Manager and City Attorney.

### **Guarantee**

The consultant must continue to provide the services above until a City Manager is appointed, or until the contract is cancelled by the City. In addition, should the newly appointed City Manager be terminated for cause or resign within eighteen (18) months, the consultant must conduct a replacement search at no charge.



15728 Main Street, Mill Creek, WA 98012  
Administration 425-745-1891  
Police 425-745-6175  
All Other Departments 425-551-7254

**MEMORANDUM**

**DATE:** November 6, 2018  
**TO:** City Council  
**FROM:** Bob Stowe, Interim City Manager  
**SUBJECT:** Executive Search Firm RFPs

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Attached is a draft scoring sheet based upon the RFP criteria. All five of the RFP respondents are qualified to perform the City Manager search. Based upon the criteria, I identified three firms who better addressed the criteria within the RFP. Based on some brief references, direct working knowledge of one of the firms (Prothman), and searches that have been completed in our region, I would recommend the following search firms in order of preference.

1. Prothman
2. GovHR
3. Slavin Management Consultants

Please note that Council may select a different firm that it believes will better meet the City's needs and interests. Council and the City also have experience with one of the firms that conducted the previous search for City Manager (Colin Baenziger & Associates (CBA)).

Regardless of who Council selects to lead the search for its next City Manager, I am seeking authorization to enter into an agreement for professional services with the identified firm.

Draft Scoring Sheet - Executive Search Firm RFPs

	Exp./Qualif. 25 Points Max	Costs 20 Points Max	Dependability 10 Points max	Materials 5 Points Max	References 10 Points Max	Quality of Responses 30 Points Max	Total Points	Guarantee	FEE	Est. Expenses	Total Costs
<b>Prothman</b>	24	18	5	4	8	26	85	18 months	\$ 18,500.00	\$ 6,500.00	\$ 25,000.00
<b>GovHR</b>	22	20	5	5	7	26	85	18 months	\$ 14,500.00	\$ 7,500.00	\$ 22,000.00
<b>Slavin</b>	23	19	5	4	7	27	85	24 months	\$ 15,565.00	\$ 7,782.50	\$ 23,347.50
<b>CBA</b>	23	16	6	4	8	26	83	12 months	\$ 26,500.00		\$ 26,500.00
<b>Bob Murray</b>	21	18	5	5	7	24	80	12 months	\$ 17,500.00	\$ 7,400.00	\$ 24,900.00





Agenda Item # F

Meeting Date: November 6, 2018

## **CITY COUNCIL AGENDA SUMMARY**

City of Mill Creek, Washington

### **AGENDA ITEM: STUDY SESSION: SURFACE WATER RATE**

#### **PROPOSED MOTION:**

No action required. Information provided for Council review and discussion.

#### **KEY FACTS AND INFORMATION SUMMARY:**

The City of Mill Creek executed Contract 2018-1467 with FCS Group for the purposes of updating its surface water rate. In 1999, the City established a yearly Surface Water Utility Rate of \$78 per household (\$6.50 per Equivalent Service Unit). The surface water rate has remained unchanged since 1999.

The adopted 2019-2024 Capital Improvement Plan (CIP) includes a Surface Water Aging Infrastructure Program estimated at \$4,687,500 over the six year plan duration. The adopted CIP addresses all of the F graded pipe failures and five of the C graded failure “project bundles” for pipes greater than 18 inches in diameter. The implementation of *all* C graded pipe repairs extends two years past the proposed 2019-2024 CIP. *Larger* pipes (diameter of 18 inches or greater) represent approximately fourteen percent of the City’s total surface water pipe system. *Smaller* pipes (diameter of 18 inches or less) have not yet been inspected, assessed nor prioritized.

Also in the adopted 2019-2024 CIP are two unfunded projects: 164<sup>th</sup> Street SE East Basin Surface Water Retrofit and Lower Mill Creek Road Basin Surface Water Retrofit. Both basins were identified in a 2012 Snohomish Conservation District Study as having the most severe water quality problems (high concentrated pollutant runoff). The total estimated cost of these project is \$755,000.

In order to develop surface water utility rate alternatives and scenarios, FCS developed a utility rate model that includes certain assumptions (customer growth, inflation, operating budget minimum balance and capital minimum balance), forecasted revenues and expenses.

Key assumptions include:

- 0.0% customer growth
- Investment interest increased annually to 3.0% in 2023
- Operating budget minimum balance target of 120 days
- Capital minimum balance target of \$500,000
- New debt (revenue bonds) are based on 20 year terms with and interest rate of 4.5% - 5.0%.
- Inflation:
  - General: 2.5% (Consumer Price Index)

City Council Agenda Summary

Page 2

- Labor: 2.5% (Employment Cost Index - Wages)
- Benefits: 5.0% (Employment Cost Index – Benefits, and staff input)
- Construction: 3.0% (Engineering News Record Construction Cost Index)

Forecasted Revenues / Expenses:

- Rate Revenue reduced to \$720,000 annually to match 2019/2020 budget (lower than 2017 customer data actuals).
- Added 30% indirect cost allocation for benefits beginning in 2019.
- Added \$35,000 in 2019 and 2020 for equipment replacement funding. This is estimated to cover the cost of replacing the sweeper trucks every 8 years.
- Added \$10,000 for fish blockage repairs beginning in 2021.
- Added a new FTE at \$105,000 in \$2018 beginning in 2020. Assumed 35% of this is benefits.
- Added 1/3 of an asset management FTE at the same salary as above beginning in 2020.

The model takes into account alternatives that represent different levels of services. Below is a summary of the three alternatives:

- Alternative 1: Baseline (Do Nothing)  
Covers operating needs, with no CIP expenses.
- Alternative 2: Large Pipe repair  
Includes the costs of replacing the F and C grade large pipes, as well as the two water quality projects identified as unfunded in the 2019-2024 CIP.
- Alternative 3: All Pipe repair  
Includes the large pipe repairs and small pipe repairs at an additional assumed annual total cost of \$750,000 (\$1.5 million total annually).

FCS's presentation will include two funding scenarios for the alternatives described above. These scenarios are:

- Scenario 1 (gradual rate increase):  
A monthly increase from the current rate of \$6.50 to \$9.75 in 2019 (that is a \$3.25 nominal increase). The monthly rates gradually increases up to \$16.19 in 2026. This scenario has debt issued in 2019, 2021, 2023 and 2025 for a total of \$6.8 million.
- Scenario 2 (upfront rate increase):  
A monthly increase from the current rate of \$6.50 to \$16.06 in 2019 (that is a \$9.56 nominal increase). The monthly rates gradually increases up to \$19.75 in 2026. This scenario has debt issued *only* in 2019 for \$1.6 million.

Staff will explore with FCS the option of a single utility rate for multiple years. As a general reference, in the Puget Sound area, the highest monthly surface water utility rate is at \$21.61. The average monthly surface water utility rate is approximately \$13.

City Council Agenda Summary  
Page 3

Council is scheduled to consider a Surface Water Utility Rate on the following dates:

- November 13th Public Hearing
- November 27<sup>th</sup> Adoption of Surface Water Utility Rate (Ordinance)

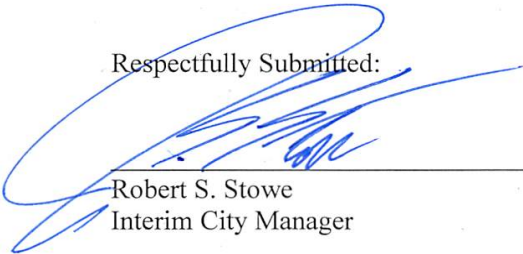
**CITY MANAGER RECOMMENDATION:**

N/A

**ATTACHMENTS:**

Attachment A: FCS Group PowerPoint Presentation

Respectfully Submitted:



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Robert S. Stowe  
Interim City Manager



# City Council Workshop



## Surface Water Rate Study

Presented by:  
John Ghilarducci, Principal  
Sergey Tarasov, Project Manager

November 6, 2018





# Presentation Overview

- ◆ **Background**
- ◆ **Revenue Requirement**
  - Fiscal policies
  - Alternatives
  - Levels of service comparison
- ◆ **Questions/discussion**

# Background



# City of Mill Creek Surface Water System



## ◆ Goals

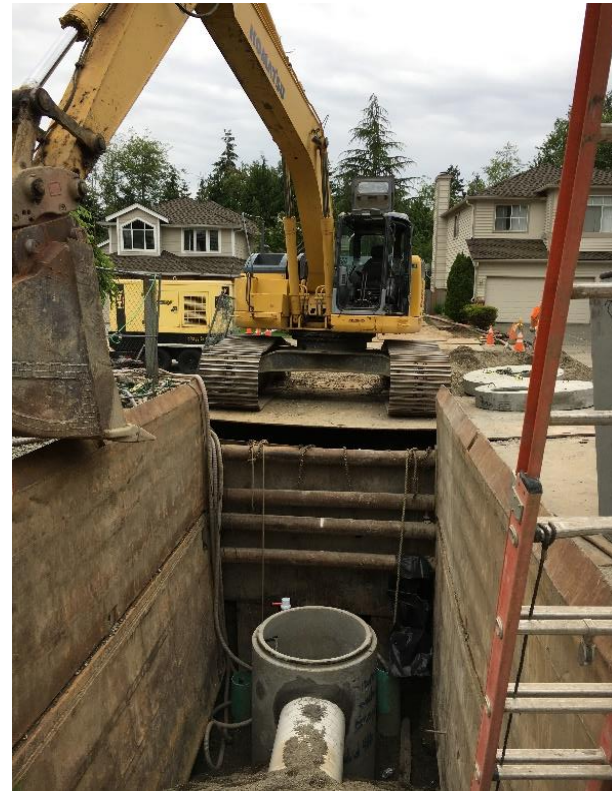
- Control storm water runoff and erosion
- Prevent flooding
- Protect water quality
- Rehabilitate stream and drainage corridors to benefit salmon and wildlife habitat
- Comply with National Pollutant Discharge Elimination System (NPDES) Phase 2 municipal surface water permit requirements



# City of Mill Creek Surface Water System

## ◆ System Characteristics

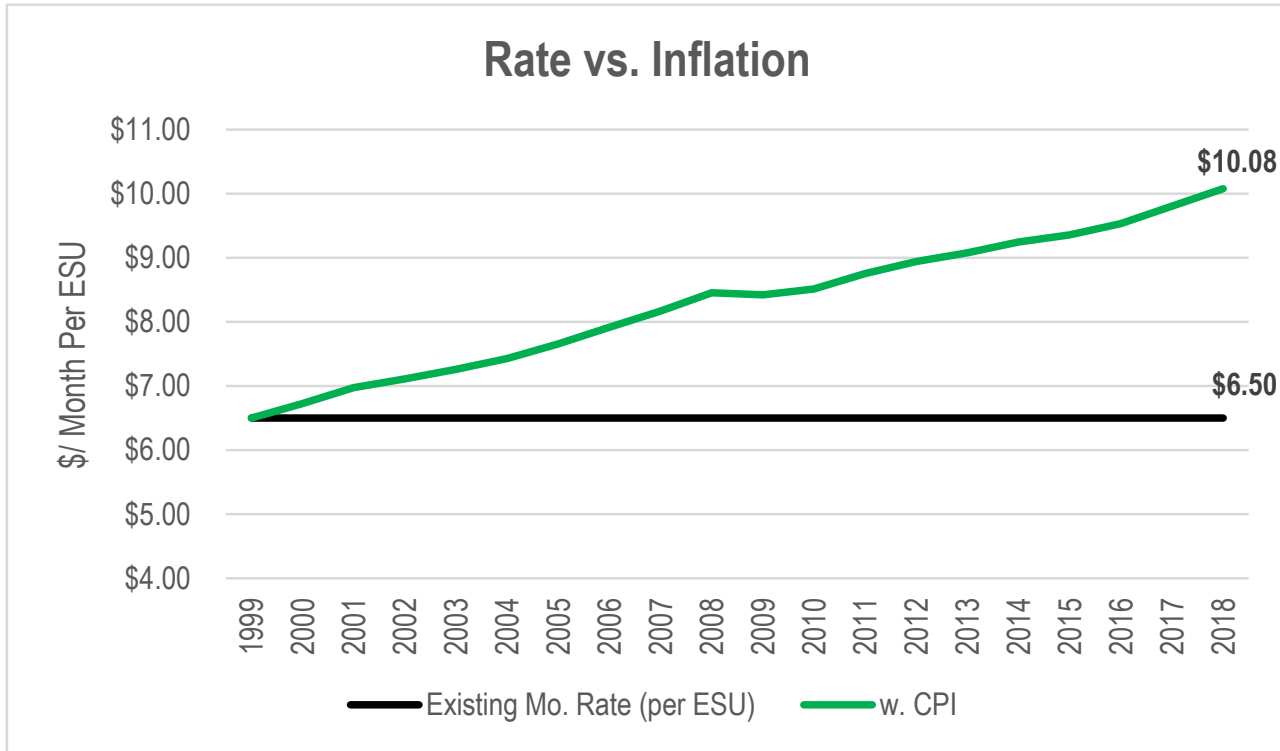
- 38 different detention and water quality facilities, including ponds, vaults, and detention pipes
- More than 2,900 catch basins
- 50 miles of pipe







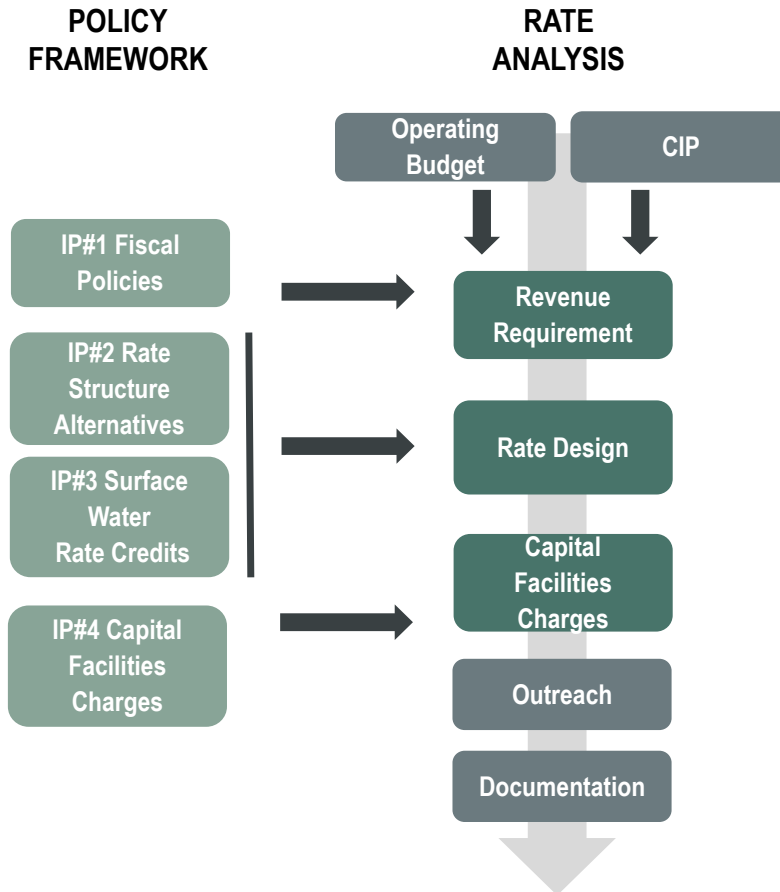
# Rate History



# **Revenue Requirement**



# Overview of Rate Setting Process





# Fiscal Policies

Policies	Purpose	Recommendation
Operating Reserve	Liquidity cushion to accommodate fluctuations in cash flow	120 days (33%) of budgeted Operating expenses (about \$640,000 in 2019)
Capital Reserve	To address emergency repairs and unanticipated capital repairs	Target minimum balance of \$500,000
Debt Service Coverage	Compliance with loan/debt covenants and maintain credit worthiness for future debt issuance	Currently, no outstanding revenue bonds. Policy should be dictated by terms for any future debt obligations, typically minimum ratio of 1.25 (ideally 1.50 to 2.00)



## Key Assumptions

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- ◆ **Study period 2019-2026**
- ◆ **Projected rate revenues based on customer statistics**
  - Assumed no growth
- ◆ **Baseline expenses based on 2019-2020 biennial budget – various escalation factors used for future years**
- ◆ **Existing debt service:**
  - 1 PWTF Loan: \$49,500 average per year 2019-2026
  - 1 Interfund Loan: \$172,000 average per year 2019-2021
- ◆ **New debt – revenue bonds:**
  - Term: 20 years
  - Interest: 4.5% - 5.0%
  - Issuance: 1.0%



# Alternatives Overview

Alternative	Operating Budget	Capital Projects
<b>1. Baseline</b>	<b>On-going operations</b>	<b>No capital</b>
<b>2. Large Pipe Repairs</b>	On-going operations <b>+ 1 Engineering FTE</b> <b>+1/3 Asset Management FTE</b>	<b>+ Large Pipe Repairs</b> <b>+ Watershed Basin Projects</b>
<b>3. All Pipe Repairs</b>	On-going operations 1 Engineering FTE 1/3 Asset Management FTE	Large Pipe Repairs Watershed Basin Projects <b>+ Smaller Pipe Repairs</b>

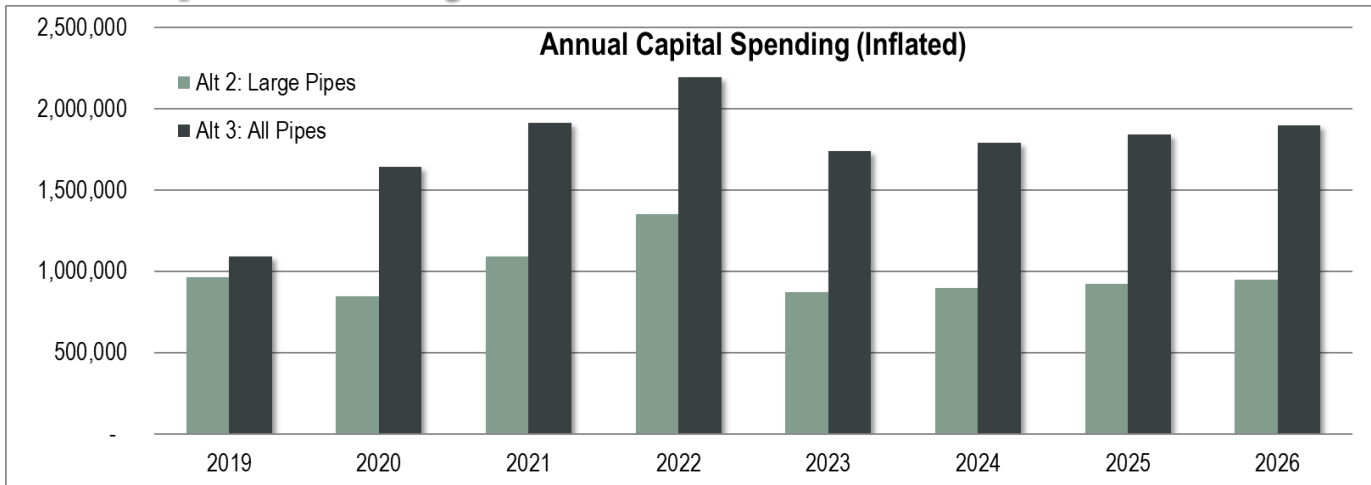


## Key Components: 2019-2026

Description	Alt 1: Baseline	Alt 2a: Large Pipe Repairs	Alt 3a: All Pipe Repairs
Existing Rate Revenue	\$720,000	\$720,000	\$720,000
Operating Expenses	\$690 k - \$816 k	\$690 k - \$1.01 mil	\$690 k - \$1.01 mil
Existing Debt Service	\$223 k - \$49 k	\$223 k - \$49 k	\$223 k - \$49 k
New Debt Service	\$0	\$152 k - \$593 k	\$227 k - \$1.10 mil
Total CIP (2019-2026)	\$0	\$7.90 mil	\$14.12 mil
New Debt (2019-2026)	\$0	\$6.80 mil	\$12.60 mil

- ◆ Existing debt includes repayment of \$500,000 general fund loan
- ◆ Baseline does not include any capital (no large pipe “F” and “C” failure replacements)

# Capital Projects

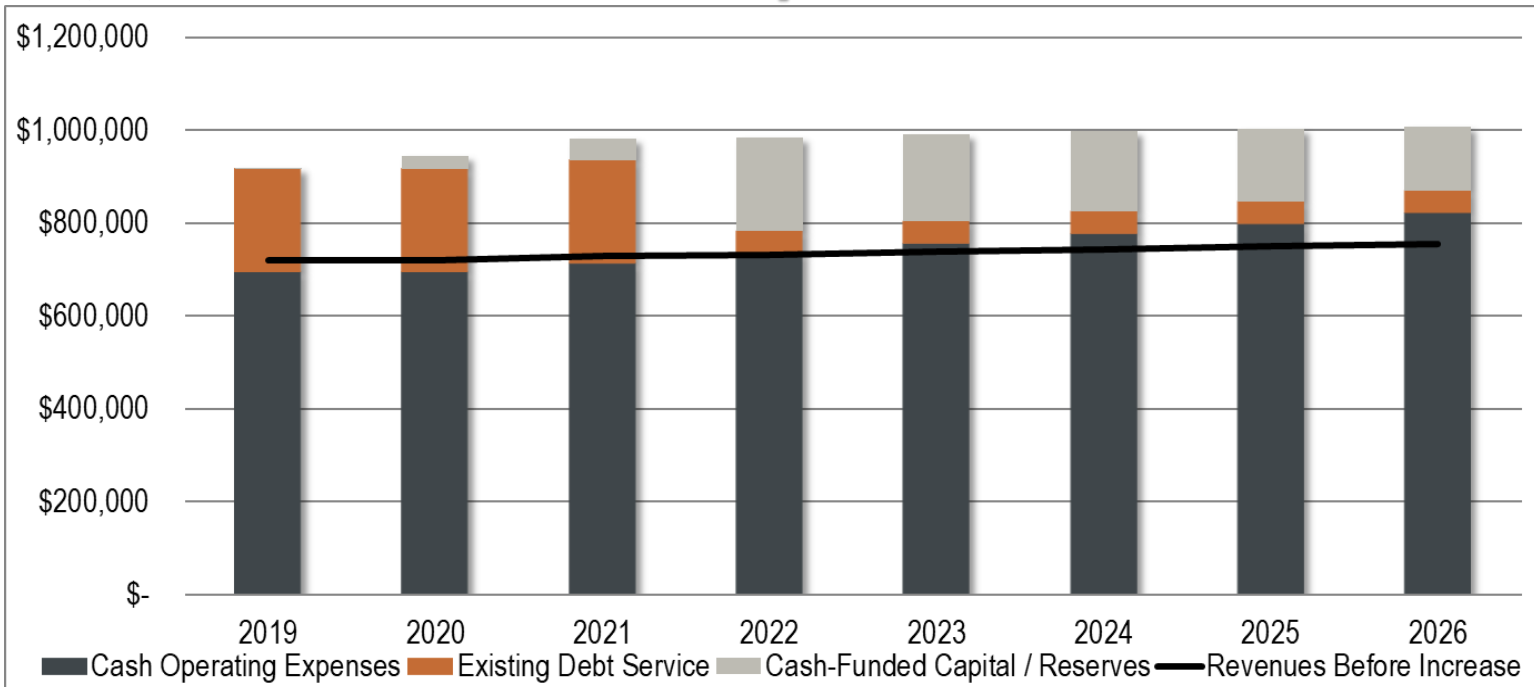


Project Type	Cost (2018\$)	Year	Alternative
Large stormwater pipe repairs (18" or greater)	\$937,500	2019	2
	\$750,000	2020-2026	
Lower Mill Creek Road Basin	\$250,000	2020-2021	2
164 <sup>th</sup> Street SE East Basin	\$500,000	2021-2022	2
Smaller stormwater pipe repairs	\$120,000	2019	3
	\$750,000	2020-2026	





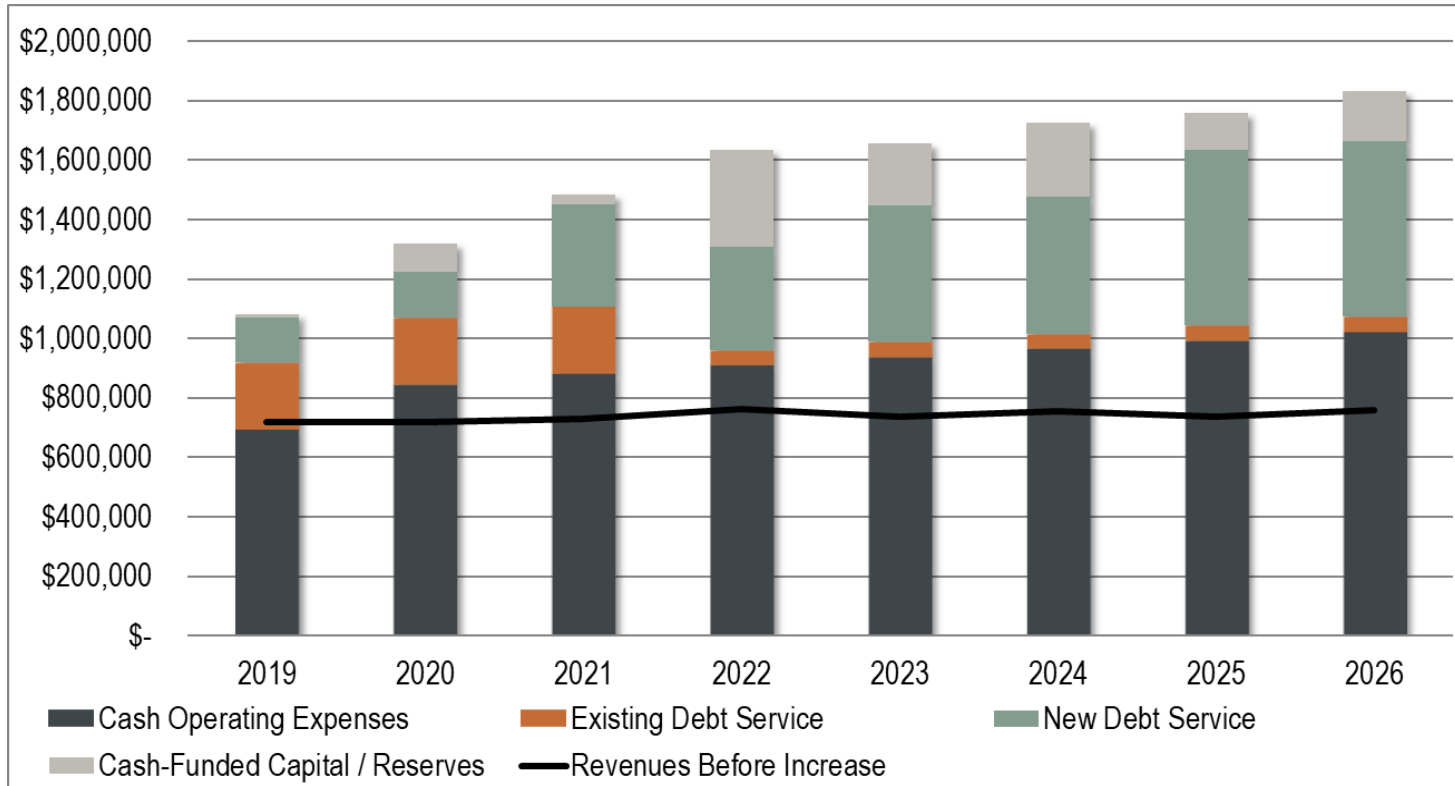
# Alt 1: Revenue Requirement



1: Baseline	Existing	2019	2020	2021	2022	2023	2024	2025	2026
<b>Annual Rate</b>	\$ 78.00	\$ 99.45	\$ 102.43	\$ 105.51	\$ 105.51	\$ 105.51	\$ 105.51	\$ 105.51	\$ 105.51
<i>\$ Difference</i>		21.45	2.98	3.07	-	-	-	-	-
<b>Monthly Rate</b>	\$ 6.50	\$ 8.29	\$ 8.54	\$ 8.79	\$ 8.79	\$ 8.79	\$ 8.79	\$ 8.79	\$ 8.79
<i>\$ Difference</i>		1.79	0.25	0.26	-	-	-	-	-



## Alt 2a: Revenue Requirement





# Alt 2 Summary

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- ◆ **Two (2) funding strategies for consideration**

2a. Debt financed, gradual rate increases

\$6.80 million (4 debt issues), annual payments of \$152 – 593 k

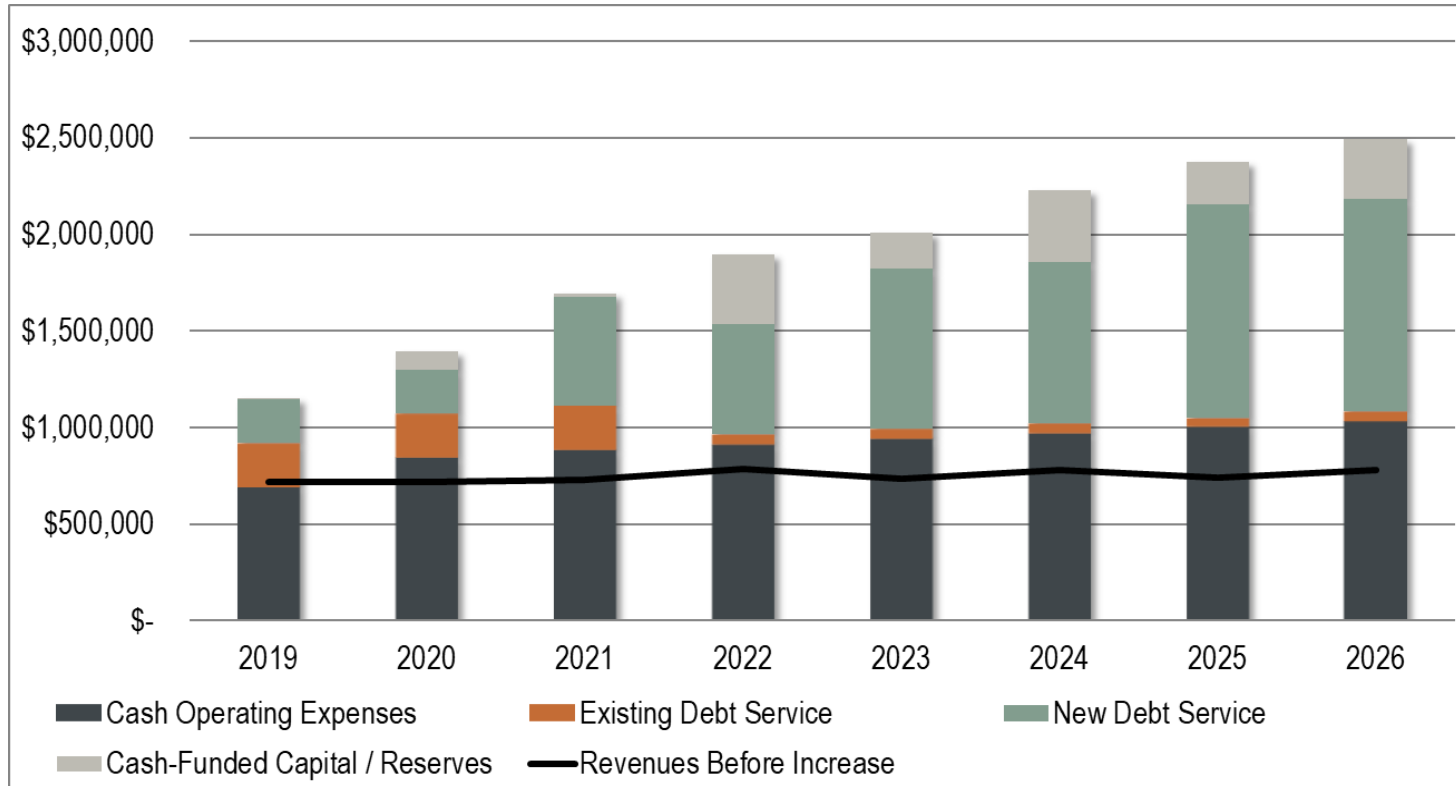
2b. Cash funded capital, one upfront rate increase, plus ongoing inflation

\$1.6 million (1 debt issue), annual payments of \$135 k

2a: Gradual Increase	Existing	2019	2020	2021	2022	2023	2024	2025	2026
<b>Annual Rate</b>	\$ 78.00	\$ 117.00	\$ 142.74	\$ 159.87	\$ 172.66	\$ 177.84	\$ 183.17	\$ 188.67	\$ 194.33
\$ Difference		39.00	25.74	17.13	12.79	5.18	5.34	5.50	5.66
<b>Monthly Rate</b>	\$ 6.50	\$ 9.75	\$ 11.90	\$ 13.32	\$ 14.39	\$ 14.82	\$ 15.26	\$ 15.72	\$ 16.19
\$ Difference		3.25	2.15	1.43	1.07	0.43	0.44	0.46	0.47
2b: Upfront Increase									
<b>Annual Rate</b>	\$ 78.00	\$ 192.66	\$ 198.44	\$ 204.39	\$ 210.52	\$ 216.84	\$ 223.35	\$ 230.05	\$ 236.95
\$ Difference		114.66	5.78	5.95	6.13	6.32	6.51	6.70	6.90
<b>Monthly Rate</b>	\$ 6.50	\$ 16.06	\$ 16.54	\$ 17.03	\$ 17.54	\$ 18.07	\$ 18.61	\$ 19.17	\$ 19.75
\$ Difference		9.56	0.48	0.50	0.51	0.53	0.54	0.56	0.58



# Alt 3a: Revenue Requirement



# **Alt 3 Summary**

- ◆ **Two (2) funding strategies for consideration**

3a. Debt financed, gradual rate increases

\$12.60 million (4 debt issues), annual payments of \$227 k – \$1.10 mil

3b. Cash funded capital, one upfront rate increase, plus ongoing inflation

\$2.0 million (1 debt issue), annual payments of \$168 k

<b>3a: Gradual Increase</b>	<b>Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Annual Rate</b>	\$ 78.00	\$ 124.80	\$ 151.01	\$ 182.72	\$ 198.71	\$ 216.09	\$ 235.00	\$ 255.57	\$ 263.23
<i>\$ Difference</i>		46.80	26.21	31.71	15.99	17.39	18.91	20.56	7.67
<b>Monthly Rate</b>	\$ 6.50	\$ 10.40	\$ 12.58	\$ 15.23	\$ 16.56	\$ 18.01	\$ 19.58	\$ 21.30	\$ 21.94
<i>\$ Difference</i>		3.90	2.18	2.64	1.33	1.45	1.58	1.71	0.64
<b>3b: Upfront Increase</b>									
<b>Annual Rate</b>	\$ 78.00	\$ 263.64	\$ 271.55	\$ 279.70	\$ 288.09	\$ 296.73	\$ 305.63	\$ 314.80	\$ 324.24
<i>\$ Difference</i>		185.64	7.91	8.15	8.39	8.64	8.90	9.17	9.44
<b>Monthly Rate</b>	\$ 6.50	\$ 21.97	\$ 22.63	\$ 23.31	\$ 24.01	\$ 24.73	\$ 25.47	\$ 26.23	\$ 27.02
<i>\$ Difference</i>		15.47	0.66	0.68	0.70	0.72	0.74	0.76	0.79



# Summary

Annual Rates	Existing	2019	2020	2021	2022	2023	2024	2025	2026
Baseline	\$ 78.00	\$ 99.45	\$ 102.43	\$ 105.51	\$ 105.51	\$ 105.51	\$ 105.51	\$ 105.51	\$ 105.51
<b>Large Pipe Repairs</b>									
2a: Gradual Increase		\$ 117.00	\$ 142.74	\$ 159.87	\$ 172.66	\$ 177.84	\$ 183.17	\$ 188.67	\$ 194.33
2b: Upfront Increase		\$ 192.66	\$ 198.44	\$ 204.39	\$ 210.52	\$ 216.84	\$ 223.35	\$ 230.05	\$ 236.95
<b>All Pipe Repairs</b>									
3a: Gradual Increase		\$ 124.80	\$ 151.01	\$ 182.72	\$ 198.71	\$ 216.09	\$ 235.00	\$ 255.57	\$ 263.23
3b: Upfront Increase		\$ 263.64	\$ 271.55	\$ 279.70	\$ 288.09	\$ 296.73	\$ 305.63	\$ 314.80	\$ 324.24

Monthly Rates	Existing	2019	2020	2021	2022	2023	2024	2025	2026
Baseline	\$ 6.50	\$ 8.29	\$ 8.54	\$ 8.79	\$ 8.79	\$ 8.79	\$ 8.79	\$ 8.79	\$ 8.79
<b>Large Pipe Repairs</b>									
2a: Gradual Increase		\$ 9.75	\$ 11.90	\$ 13.32	\$ 14.39	\$ 14.82	\$ 15.26	\$ 15.72	\$ 16.19
2b: Upfront Increase		\$ 16.06	\$ 16.54	\$ 17.03	\$ 17.54	\$ 18.07	\$ 18.61	\$ 19.17	\$ 19.75
<b>All Pipe Repairs</b>									
3a: Gradual Increase		\$ 10.40	\$ 12.58	\$ 15.23	\$ 16.56	\$ 18.01	\$ 19.58	\$ 21.30	\$ 21.94
3b: Upfront Increase		\$ 21.97	\$ 22.63	\$ 23.31	\$ 24.01	\$ 24.73	\$ 25.47	\$ 26.23	\$ 27.02



# Matrix: Gradual Increases

City of Mill Creek: Surface Water Utility Level of Service Matrix	Single Family Monthly Rate			Operating Budget	Capital Projects
	2018 (existing)	2019	2026		
<b>Alt 1: Baseline</b>	\$6.50	\$8.29	\$8.79	<b>On-going Operations</b>	No Capital
<b>Alt 2a: Large Pipe Repairs</b>		+\$1.46	+\$7.40	Ongoing Operations + 1 Engineering FTE +1/3 Asset Management FTE	+ Large Stormwater Pipe Repairs + Watershed Basin Projects
<b>Subtotal (LOS 1 + 2)</b>	<b>\$6.50</b>	<b>\$9.75</b>	<b>\$16.19</b>		
<b>Alt 3a: All Pipe Repairs</b>		+\$0.65	+\$5.75	Ongoing Operations 1 Engineering FTE 1/3 Asset Management FTE	Large Stormwater Pipe Repairs Basin Projects + Smaller Stormwater Pipe Repairs
<b>Grand Total</b>	<b>\$6.50</b>	<b>\$10.40</b>	<b>\$21.94</b>		



# Matrix: One Increase

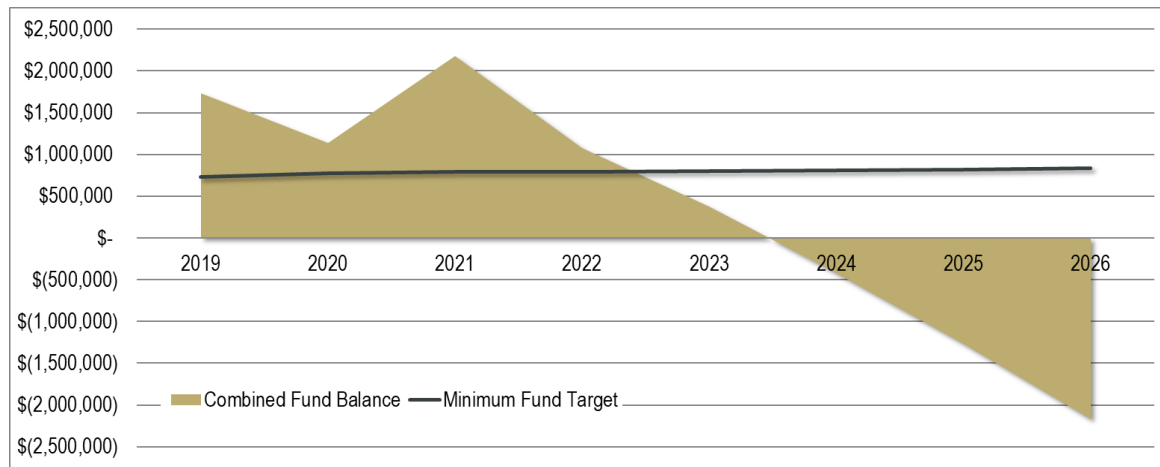
City of Mill Creek: Surface Water Utility Level of Service Matrix	Single Family Monthly Rate			Operating Budget	Capital Projects
	2018 (existing)	2019	2026		
<b>Alt 1: Baseline</b>	\$6.50	\$8.29	\$8.79	<b>On-going Operations</b>	No Capital
<b>Alt 2b: Large Pipe Repairs</b>		+\$7.77	+\$10.96	Ongoing Operations + 1 Engineering FTE +1/3 Asset Management FTE	+ Large Stormwater Pipe Repairs + Watershed Basin Projects
<b>Subtotal (LOS 1 + 2)</b>	<b>\$6.50</b>	<b>\$16.06</b>	<b>\$19.75</b>		
<b>Alt 3b: All Pipe Repairs</b>		+\$5.91	+\$7.27	Ongoing Operations 1 Engineering FTE 1/3 Asset Management FTE	Large Stormwater Pipe Repairs Basin Projects + Smaller Stormwater Pipe Repairs
<b>Grand Total</b>	<b>\$6.50</b>	<b>\$21.97</b>	<b>\$27.02</b>		





## Additional Scenario 2c

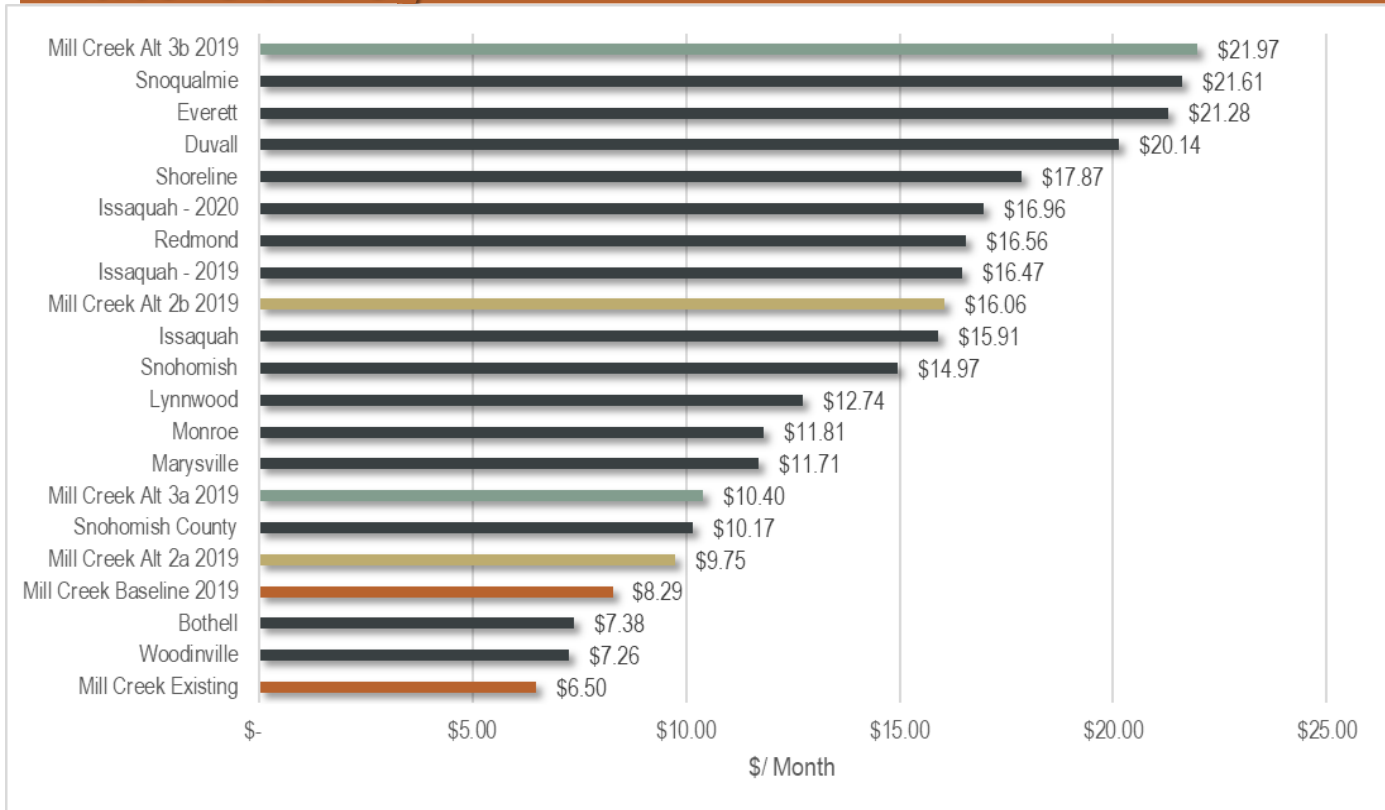
- ◆ **Doubles the rate in 2019 to \$13.00 per month (\$156.00 annually), no increases thereafter**
  - 2 debt issues assumed (\$3.9 million); \$151k - \$337k per year



- ◆ **Insufficient funds to meet costs by 2024**
  - Cannot perform CIP starting in 2024
  - Default on minimum coverage requirements in 2027
  - Additional rate action will be required



# Rate Survey



- ♦ **Notes:**
- City of Bellevue rates are based on moderate development, includes billing charge.
  - Snohomish County rates include the Urban Growth surcharge.
  - City of Bothell rates are assessed on an acre basis. Rate comparison based on 3,000 sq ft. of impervious surface area.



## Next Steps

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- ◆ **Incorporate Council feedback**
  - Staff recommendation: Alternative 2
    - Scenario 2a (higher debt)?
    - Scenario 2b (cash funding)?
- ◆ **Finalize revenue requirement**
- ◆ **Adopt rates effective January 2019**
- ◆ **Evaluate rate credits**
- ◆ **Capital facilities charges**

**Questions?**



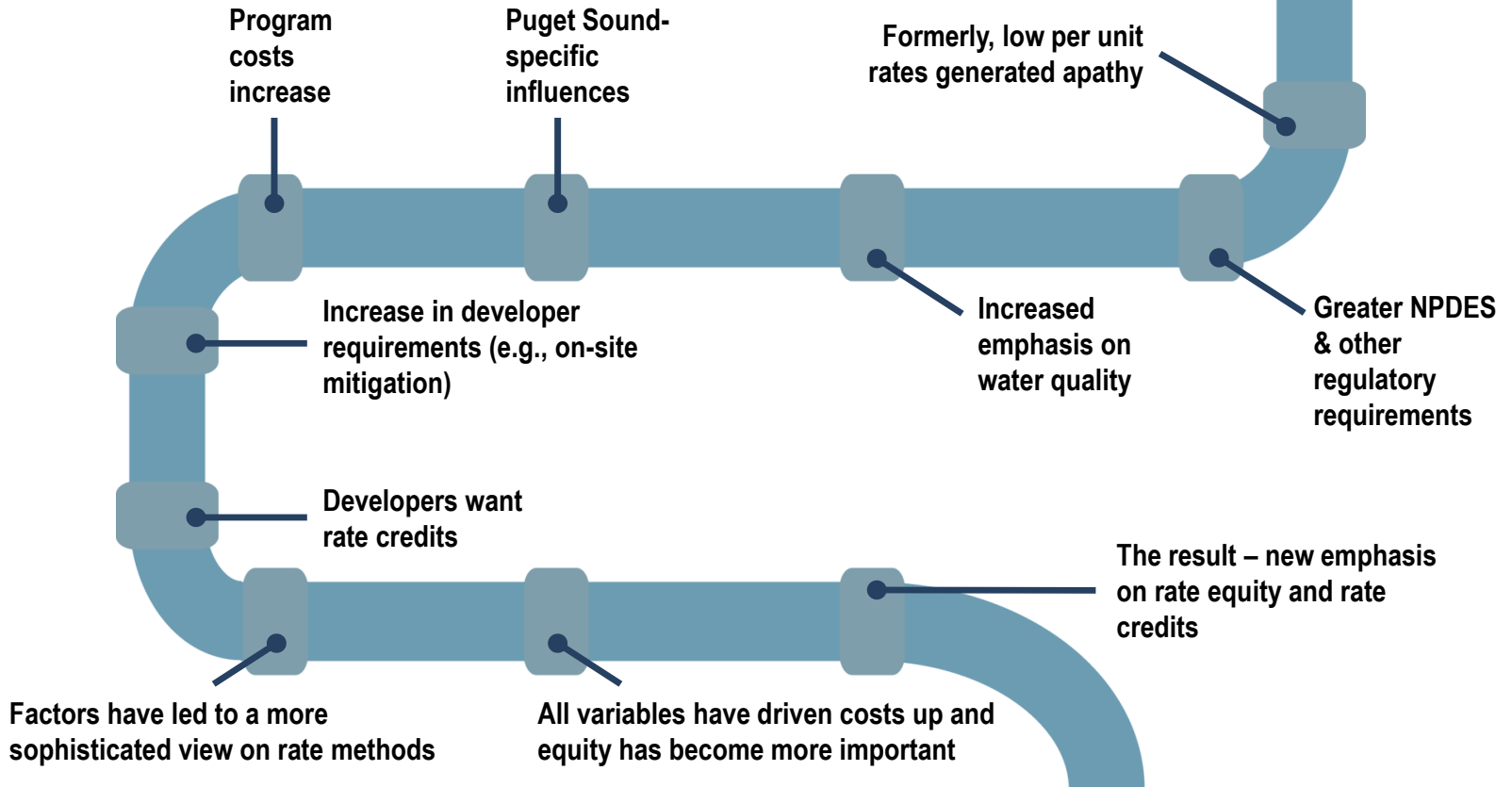
## Existing Surface Water Rates

	Monthly	Annual	Charge Basis
Single-Family Residential	\$6.50	\$78	per unit
Duplex	\$6.50	\$78	per unit
All Other Developed Parcels	\$6.50	\$78	per ESU*
Undeveloped Parcels	No Charge		
City Roads	No Charge		
State Roads	No Charge		

\*1 ESU = 3,000 impervious square feet



# Brief History of Surface Water Rates





## Capital Projects

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- ◆ **Large stormwater pipe repairs (18” or greater)**
  - \$937,500 in 2019 for 20 “F” grade repairs
  - \$750,000 annually from 2020-2026 for 137 “C” grade repairs
- ◆ **Surface Water Retrofit projects**
  - Lower Mill Creek Road Basin
  - 164<sup>th</sup> Street SE East Basin
- ◆ **Smaller stormwater pipe repairs (Less than 18”)**
  - Unknown quantity, Perteet is evaluating now
  - Annual estimated cost of \$750,000:
    - \$120,000 for design 2019-2026
    - \$630,000 for construction 2020-2026

<b>OCTOBER</b>						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2 Council	3	4	5	6
7	8	9 Council	10	11	12	13
14	15	16	17	18	19	20
21	22	23 Council	24	25	26	27
28	29	30	31			

<b>NOVEMBER</b>						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6 Council	7	8	9	10
11	12	13 Council	14	15	16	17
18	19	20	21	22	23	24
25	26	27 Council	28	29	30	

<b>DECEMBER</b>						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4 Council	5	6	7	8
9	10	11 Council	12	13	14	15
16	17	18	19	20	21	22
23	24 <sup>30</sup>	25 <sup>31</sup> Holiday	26	27	28	29

**Tentative Council Meeting Agendas**  
**Subject to change without notice**

*Last updated: October 31, 2018*

**November 6, 2018**

*(Agenda Summary due October 23)*

- Public Hearing: Preliminary Budget
- Terry Ryan Check Presentation – Historical Preservation Panels
- Adoption of Traffic Impact Fees
- CM Recruitment: Agreement with Executive Search Firm
- Study Session: Surface Water Rates

**November 13, 2018**

*(Agenda Summary due October 30)*

- Public Hearing: Preliminary Budget, Property Tax Levy, and Surface Water Utility Rate
- Study Session: HR Policies
- Study Session: Sport Park Rental Fees

**November 27, 2018**

*(Agenda Summary due November 13)*

- Public Hearing: Final Budget
- Budget Discussion
- Adoption of Surface Water Rate
- Adoption of HR Policies
- Adoption of Property Tax Levy
- Sports Park Contract Award
- LEOFF ILA

**December 4, 2018**

*(Agenda Summary due November 20)*

- 2017-2018 Budget Amendments
- Adoption of 2019-2020 Budget
- Adoption of Business License Ordinance

**December 11, 2018**

*(Agenda Summary due November 27)*

- Terry Ryan Check Presentation – Exploration Park (tentative)
- Presentation: Health District Update
- Study Session: Historical Preservation Project
- Exploration Park Contract Award
- Legal Services Agreement



JANUARY						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
		Holiday				
6	7	8	9	10	11	12
		Council				
13	14	15	16	17	18	19
20	21	22	23	24	25	26
		Council				
27	28	29	30	31		

**January 8, 2019**  
 (Agenda Summary due December 26)

- A&B Board Appointment

FEBRUARY						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6	7	8	9
		Council				
10	11	12	13	14	15	16
		Council				
17	18	19	20	21	22	23
24	25	26	27	28		
		Council				

MARCH						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	31	25	26	27	28	29
						30

**Possible Work Session Topics for Discussion**

- Business signs
- Business License Fee Increase
- MCCA storm water discussions
- Utility Project Management
- Hotel/Motel Theater Tax
- Mill Creek Blvd Vision
- Adoption of business license ordinance
- ST3 Stations
- EGUV Development Agreement
- SR 96 - Consideration of Speed



**CITY OF MILL CREEK  
DESIGN REVIEW BOARD MEETING MINUTES  
August 16, 2018**

Approved October 18, 2018

**DRB Members:**

Dave Gunter, Chair (absent)  
David Hambelton, Vice Chair  
Tina Hastings  
Diane Symms  
Beverly Tiedje

Community Development Staff:  
Christi Amrine, Senior Planner  
Sherrie Ringstad, Associate Planner

**I. CALL TO ORDER:**

Vice Chair Hambelton called the meeting to order at 5:17 p.m.

**II. ROLL CALL:**

All members were present as noted above except Chair Gunter, whose absence is excused.

**III. MINUTES:**

A. Minutes of July 19, 2018

**MOTION:** Member Hastings moved, seconded by Member Symms, to approve the July 19, 2018 minutes as presented. The motion was approved unanimously.

**IV. NEW BUSINESS:**

The Pointe Condominiums - Monument Sign

Senior Planner Amrine stated that the project before the Board is a proposed residential identification sign for The Pointe Condominiums. She reminded the Board that this project was reviewed at the July meeting and the DRB deferred a decision and asked the applicant to provide a more detailed site plan. Ms. Amrine noted that the applicant submitted a detailed site plan, to scale, with specific measurements and planting details. She noted that the location of the sign has been moved to the east side of the entry. The sign is also

Design Review Board Meeting Minutes  
August 16, 2018  
Page 2

slightly smaller than noted in the original proposal. The sign will meet the setback requirements and will also feature LED up-lighting. Ms. Amrine concluded her presentation and turned the meeting over to the Chair for Board discussion and questions.

The applicant answered several questions for the Board. Several Board Members complimented the applicant on the proposed sign and thanked them for providing the additional requested information.

**MOTION:** Member Symms moved, seconded by Member Hastings, to approve the proposed monument sign for The Pointe Condominiums as conditioned in the staff report. The motion was approved unanimously.

**V. ADJOURNMENT:**

Vice Chair Hambelton adjourned the meeting with the consensus of the Board at 5:25 p.m.

Submitted by:

  
Sherrie Ringstad, Associate Planner



**MINUTES**

**Art & Beautification Board Meeting**

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**4:00 PM - Wednesday, September 12, 2018**

Council Chambers, 15728 Main Street, Mill Creek, WA 98012

Minutes are the official record of Art & Beautification Board meetings. Minutes document action taken at the council meeting, not what was said at the Board meeting.

The agenda for this Art & Beautification Board meeting can be found here.

**CALL TO ORDER**

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**ROLL CALL**

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Members Present:

*Matt Buchanan, Chair (via phone)*

*Michelle Edwards*

*Benjamin Briles*

*Paula Dickman*

*John Steckler*

Members Absent:

*Jeanne Smart*

**ANNOUNCEMENTS**

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**APPROVAL OF MINUTES**

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**OLD BUSINESS**

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**A. Utility Boxes Update**

The board was presented with the feedback from the social media posts about the installation of the Utility Box wraps. There was continued discussion about where the next installation should be and a little confusion on where the location on the northwest side of town should be.

Option 1 - Dumas Rd and N. Creek Drive

Option 2 - Dumas Rd and SR-527

This item was tabled until the next meeting.

**B. Geocaching Project Update**

Communications and Marketing Coordinator Gordon Brink shared that the geocache birdhouses selected by the Board earlier this year were placed at sites around Mill Creek and are currently active.

**C. Historical Preservation Project (45 Minutes Required)**

September 12, 2018 REGULAR COUNCIL MEETING MINUTES

The board interviewed two of the three designers that submitted proposals for this project. The third was unable to attend due to a last-minute schedule change.

First designer was Daniel from Motive.

- Daniel was a service provider for 20 years in the area.
- He created way finding signs for Edmonds.
- Had work with monuments
- Designed Crista Ministries lobby displays.

Daniel felt that design and communication is the best way to work and is how he draws inspiration. He works to build consensus and make sure the project aligns with both the vision and community.

Daniel felt the process should move the mission of the City forward.

Councilmen Steckler posed a question: How do you build consensus?

Answer: Daniel felt the best way was to ask questions and listen. If you are wrong, which it is okay to be wrong, then you listen. Building consensus is possible when it is being sought out. It's important to realize that you cannot make everyone happy.

The next designer was Chris Baldwin, of Christopher Baldwin Design, who has worked with several cities, including Mill Creek in the past. His process would be to gather information from stakeholders. The first round of design would be to nail down key components. The second round would be to look at a few ideas and then the last few rounds would be to perfect the design. Feedback would be built into several of these stages.

Councilmen Steckler posed the same question to Baldwin: How do you find consensus?

Answer: Baldwin would find representational stakeholders (e.g., community, board and City stakeholders) to get feedback on design. Listening to the feedback and incorporating everything that will work. If there are aspects that could not be included Baldwin would take the time to express why they were not included.

Baldwin already works with a sign manufacturer so being able to identify what is possible and what is not possible could happen early in the project to ensure only possible design is presented.

The third design firm considered was Marketing Solutions. Though staff were unable to attend, the board reviewed materials submitted.

The Board also reviewed the online portfolios of all three designers. They voted to select Christopher Baldwin Design, with Benjamin Briles creating the motion and Paula Dickman seconding. The motion carried unanimously.

September 12, 2018 REGULAR COUNCIL MEETING MINUTES

The Board asked Director Kirk to reach out to Christopher Baldwin and notify him that he'd been selected. They also asked Director Kirk to have the designer build in a couple more meetings to his proposed scope of work, understanding that this would result in a slight increase in the cost of his work.

Director Kirk shared with the Board that Snohomish County Councilmember Terry Ryan would present a check for the historical preservation grant at the Nov. 6 City Council meeting. Part of the grant includes time for an intern to compile information. The City is actively recruiting an intern to do this work and they expect to have an intern on board in the next week.

Also, due to the compressed timeline, Director Kirk recommended that the Board extend its October meeting to allow for some discovery time with the selected designer. Councilmember Steckler asked staff to invite members of the Design Review Board to attend and provide perspective about design elements that align with the City's look and feel.

**NEW BUSINESS**

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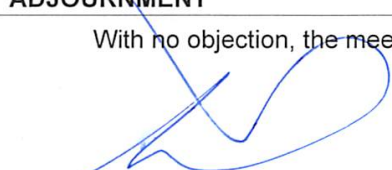
**REPORTS**

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**ADJOURNMENT**

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With no objection, the meeting adjourned at 5:05



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Gordon Brink, Staff Liaison