CITY OF MEDICAL LAKE
City Council Special Meeting – Budget Retreat

12PM-4PM
October 14, 2026

MINUTES

Silver Lake Camp
10919 S Lakehurst Dr.

NOTE: This is not a verbatim transcript. Minutes contain only a summary of the discussion. A recording of the meeting can be accessed through the city's website www.medical-lake.org.

COUNCIL AND ADMINISTRATIVE PERSONNEL PRESENT

Councilmembers
Chad Pritchard
Lance Speirs
Tony Harbolt
Heath Wilbur
Ted Olson

Administration & Staff
Mayor Cooper
Sonny Weathers, City Administrator
Koss Ronholt, Finance Director
Glen Horton, Parks & Recreation Director
Scott Duncan, Public Works Director
Steve Cooper, WWTP Director
Roxanne Wright, Administrative Clerk

SPECIAL MEETING 12PM

1. **WELCOME, PURPOSE, AND GROUND RULES**
   A. Mr. Weathers welcomed everyone and reviewed the purpose of the retreat and explained ground rules for the meeting.

2. **2027 JUSTIFIED BUDGET FRAMEWORK AND FINANCIAL CONTEXT**
   A. Mr. Ronholt reviewed what a justified budget is and how it will work for the city. Mayor Cooper elaborated on reason for change. Mr. Weathers gave context for moving to a justified budget. All ties into strategic plan and departmental work plans. Budget objective is the ability to justify departmental plans and strategic plan projects.

3. **STANDARDIZED DEPARTMENT PRESENTATIONS (see attached outlines)**
   A. Public Works, Scott Duncan – Seeing fruits of departmentalization. Reviewed 2026 accomplishments and upcoming projects for 2027. Discussed what worked and what didn't and what he would like to see changed for 2027. Proactive vs reactive for maintenance of capital assets.

   B. WWTP, Steve Cooper – easier to budget now and understand where funding comes from and how it goes out. Reviewed purpose of WWTP and how to maintain it, outlining budgetary needs. Appreciates having all of the tools needed to properly do the necessary work. Gave status report on current projects. Updated on current employees and projected need. Reviewed budget requests.

   C. Parks & Recreation, Glen Horton – reviewed current practices for park maintenance. Discussed budgetary needs and how they were determined. Reviewed completed projects and those that are still in progress. Reviewed recreation programs. Parks Master Plan implemented this year. Discussed review of past spending to determine

need for upcoming budget. Program accounts will be utilized. Reviewed cover sheet and line items of budget.

D. Administrative Services, Koss Ronholt – no additional budgetary asks. Some increases over 2025 spending. Will have an audit to pay for next year.

E. Executive, Sonny Weathers – discussed communications coordinator position, room in the budget currently. Travel expenses – importance of legislative work and council representation. Reviewed building, planning and code enforcement department. Updated City Council of the onboarding of the new code enforcement officer.

4. UTILITY RATE STUDY FINDINGS AND POLICY FRAMEWORK

A. Mr. Weathers reviewed purpose of study and the kind of data compiled. Shared what the data has revealed not setting rates today. Reviewed results in form of two memorandums – first is on water. Current rates leave a shortfall. Super users not paying their share. Second is wastewater – same basic math. Discussed current base rates and proposed rate changes for both water and wastewater.

5. CAPITAL IMPROVEMENT PLANNING, DELIVERY, AND CAPACITY

A. Mr. Weathers gave an overview of the updated version of the plan. Reviewed status of current projects and discussed upcoming projects.

6. REVENUE, RESERVES, COMPENSATION, AND STRUCTURAL BALANCE

A. Mr. Ronholt reviewed some specific funds, reserves and policy setting goals.

Terri Cooper, Mayor

Koss Ronholt, Finance Director/City Clerk

1/13/26

Date

MEDICAL LAKE CITY COUNCIL
WASTEWATER TREATMENT PLANT
2027 BUDGET RETREAT REPORT

PROTECTING PUBLIC HEALTH • SUPPORTING OUR COMMUNITY • PLANNING FOR THE FUTURE



OUR MISSION

Protect public health, natural resources, and community sustainability by providing safe, reliable, and compliant wastewater treatment and reclaimed water services.

CORE SERVICES THAT MUST CONTINUE

- Continuous Treatment & Process Control
- Laboratory & Regulatory Monitoring
- Reclaimed Water Operations (100M gal/yr)
- Solids & Biosolids Management
- Asset Stewardship & Preventive Maintenance
- Safety, Emergency Response & Continuity
- Pretreatment & Source Protection Readiness

2026 PERFORMANCE AT A GLANCE

Influent Treated	200 million gallons annually average	✓
Permit Compliance	Full Compliance	✓
Unplanned Shutdowns/ Bypasses	None	✓
Reclaimed Water Produced/Used	100+ million gallons annually	✓
Biosolids Managed	125 dry tons 780 wet tons	✓
Preventive Maintenance	95% on time as expected	✓
Corrective Work Orders	0	✓

Key 2026 Advancements: Reclaimed-water system repair completed, PLC/SCADA resilience & backup-power projects advanced, air-quality compliance verified, and department management framework strengthened.

2027 CARRYOVER PROJECTS

UV DISINFECTION UPGRADE

Total Estimated Project	$450,000
State Direct Grant	$225,040
City Share	$224,960
Original Completion Goal	Dec 2026

Status: Carryover for design, procurement, installation, commissioning, reimbursement and closeout.

STORAGE BUILDING & EQUIPMENT GARAGE

Total Estimated Project	$250,000
State Grant (WCIA)	$75,000
City Share	$175,000
Original Completion Goal	Dec 2026

Status: On hold in design and carried into 2027 pending scope, funding, site and project-readiness confirmations.

Additional Carryovers: PLC/SCADA commissioning, generator commissioning & grant closeout, compliance filings, preventive-maintenance documentation, and belt press repairs.

2027 WORK PLAN PRIORITIES

1 ASSET MANAGEMENT & FACILITY CONDITION REPORTING

Complete asset inventory, condition & criticality assessment, facility-condition report, PM baseline and 5–6 year renewal schedule.

Q1 Inventory · Q2 Fieldwork · Q3 Priorities · Q4 Report

Outcome: Fewer surprises and better-timed reinvestment.

2 PERMIT, COMPLIANCE & PRETREATMENT READINESS

Build permit-obligation calendar, compliance-document review, industrial-user survey and prioritized corrective-action list.

Permit Calendar · Industrial Inventory · SOP Review · Corrective Actions

Outcome: Reduced compliance exposure & improved audit readiness.

3 WORKFORCE SUCCESSION & REPAIR DELIVERY

Document critical SOPs, cross-train, maintain on-call coverage and deliver highest-risk repairs, including UV upgrade.

Cross-Training · Certifications · On-Call Coverage · Project Delivery

Outcome: Stronger workforce, safer operations and reliable project delivery.

2027 BUDGET FRAMEWORK



- Personnel, On-Call & Training
- Power, Chemicals & Lab Supplies
- Maintenance, Parts & Contracts
- Professional Services
- Short-Lived Assets (Planning Range)
- Other Operating
- UV Carryover (Remaining Appropriation)

*O&M baseline subject to Finance validation.

Short-Lived Asset Contribution (Planning Range): $275,000 – $300,000
Final amount to be reconciled with CIP and rate model.

PEOPLE & CAPACITY (PLANNED STRUCTURE)

1	1	1	2	1
WWTP Director	Laboratory Lead	Treatment Plant Lead (Operations)	Treatment Plant Operators	Administrative Clerk

KEY CAPACITY DATA

- ✓ Vacancies: None
- ✓ Certified Operators: 5 including Director
- ✓ Staff Eligible as Operator-in-Charge: 3 now, 4 in Jan 2027
- ✓ On-Call Rotation Participants: 4 (Director as contingency)
- ✓ Planned Retirements in 2027: None
- ✓ Critical SOPs Documented: TBD
- ✓ 2026 Overtime/Callout Cost: TBD
- ✓ Consultant Dependence: TBD

LONG-TERM IMPLICATIONS

Reliability & Compliance	Asset condition work, preventive maintenance, certified staffing and project completion reduce operational exposure.
Lifecycle Cost	Planned renewal helps avoid emergency costs and downstream damage; savings depend on documented baselines.
Reserve & Rate Pressure	O&M, local match, asset renewal and reserves must be supported by recurring revenue. Rate and reserve strategy confirmation needed.
Energy & Maintenance	UV upgrade expected to improve efficiency; annual energy & cost impact to be confirmed.
Staff Resilience	Cross-training, SOPs, certifications and on-call redundancy ensure continuity and reduce risk.
Future Capital	Planned reinvestment needed for UV components, analyzers, pumps, SCADA, buildings, vehicles and future treatment/capacity projects.

2027 FUNDING & DELIVERY SUMMARY

OPERATIONS (O&M)	Fund verified cost of labor, energy, chemicals, lab, biosolids hauling, PM, safety, utilities, insurance and emergency response.
EQUIPMENT & TECHNOLOGY	Condition-validated instrumentation, spares, calibration, controls, cybersecurity and maintenance-management needs.
PROFESSIONAL SERVICES	Prioritize UV engineering/procurement, controls commissioning, regulatory readiness, condition assessment and grant admin.
CAPITAL & GRANTS	Budget cash flow by phase: prior expenditures, 2027 eligible costs, City share, reimbursement receivable, retainage/closeout, first-year O&M and future replacements.

2027 COUNCIL BOTTOM LINE

Protect reliable treatment and compliance first; complete active carryovers before adding major work; fund asset renewal and certified staffing; and reconcile rates, reserves, grants, local match, and project-delivery capacity before appropriation.



CITY OF MEDICAL LAKE
NATURAL BEAUTY. STRONGER TOGETHER.

FINANCE DEPARTMENT
2027 BUDGET RETREAT REPORT

BUDGET YEAR 2027 | OCTOBER 2026

Investing Today for a Stronger Tomorrow

REPORT PURPOSE

A concise, Council-ready summary of the services Finance must reliably deliver, 2026 accomplishments, 2027 commitments, required resources, and long-term financial and operational implications.

2027 COUNCIL BOTTOM LINE

Protect reliable financial operations and compliance first; complete the utility, reserve, and capital-financing framework; strengthen grant and project controls; and add resources only where workload, risk, readiness, and recurring funding are demonstrated.

OUR MISSION

Finance provides the financial stewardship, controls, information, and customer-account administration necessary for the City to deliver reliable services, protect public resources, comply with legal requirements, and make sustainable operating and capital decisions.

CORE SERVICES (ESSENTIAL FUNCTIONS)

- Budget Administration
- Accounting & Transaction Processing
- Treasury & Cash Management
- Financial Reporting & Compliance
- Utility Financial Administration
- Grant & Capital Financial Controls
- Financial Systems

2026 KEY ACCOMPLISHMENTS

Maintained budget monitoring and Council reporting
Q2 report showed most operating funds near benchmark and identified areas needing monitoring.

Expanded grant transparency
August report listed active federal, state, transportation, utility, planning, and capital awards.

Improved capital-project visibility
FY2026 Q2 CIP dashboard tracked project budgets, invoices, status, and risk.

Advanced the utility-rate study
Completed key data collection and modeling work; additional analysis and Council direction needed.

Advanced financial-policy modernization
Work underway on comprehensive financial policies, monthly close, grant management, and procurement compliance.

CARRYOVERS INTO 2027

Complete financial-policy framework
Reserve, debt, fund balance, cash management, and internal controls.

Finish utility rate and reserve work
Complete cost-of-service analysis and rate alternatives.

Reconcile CIP and grant portfolio
Confirm budgets, funding sources, match requirements, and closeout status.

Resolve ledger variances
Address software, bank services, professional services, dues, and subscription lines.

2027 STRATEGIC PRIORITIES

1 Budget & Long-Term Financial Sustainability
- ✓ Finalize 2027 budget and levy actions
- ✓ Adopt comprehensive financial policies
- ✓ Improve forecasting, monthly close & quarterly reporting
- ✓ Prepare multiyear forecast and reserve assessment

2 Utility Rate, Reserve & Asset-Renewal Integration
- ✓ Finalize O&M baselines and asset schedules
- ✓ Establish reserve targets
- ✓ Compare rate alternatives and customer impacts
- ✓ Present Council options

3 Capital, Grant, Reimbursement & Reporting Controls
- ✓ Standardize project and funding codes
- ✓ Reconcile invoices and reimbursements monthly
- ✓ Report CIP finances quarterly
- ✓ Ensure documented closeout and handoff

PEOPLE & CAPACITY

Core Finance Team (for financial reporting purposes)

- Finance Director
- Finance Clerk
- Utility Clerk

2027 CAPACITY COMMITMENTS
- ✓ Cross-train staff and establish backups
- ✓ Document key procedures
- ✓ Maintain segregation of duties
- ✓ Use consultants for specialized work (not as a substitute for City ownership)

KEY RESOURCES (CURRENT SERVICE BASELINE)

Staff Compensation & Benefits
Essential for core operations and controls

Software & Billing Systems
Supports daily transactions and customer service

Audit & Professional Services
Required for audit, rate analysis, and specialized work

Technology & Equipment
Maintain secure, reliable systems and vendor support

LONG-TERM IMPACT

Sound financial management today builds a stronger, more resilient Medical Lake tomorrow.

Financial Stability
Protects public resources and maintains compliance

Reliable City Services
Supports essential services for our community

Infrastructure for the Future
Sustainable utility rates and asset renewal

Greater Opportunities
Positions the City for grants, strategic investments, and long-term growth

FISCAL STEWARDSHIP | STRONGER SERVICES | A BRIGHTER TOMORROW

Medical Lake Thrives Together

MEDICAL LAKE
WASHINGTON

MEDICAL LAKE CITY COUNCIL
PARKS & RECREATION
2027 BUDGET RETREAT REPORT

Safe Parks. Strong Community. Sustainable Future.



MISSION

Provide safe, accessible, engaging, and sustainable parks, trails, facilities, recreation programs, and community experiences that promote healthy living, environmental stewardship, community identity, and lifelong enjoyment.

Healthy Living | Environmental Stewardship | Community Identity | Responsible Stewardship

OUR CORE SERVICES

- Park, trail & facility operations
- Inspection & asset stewardship
- Safety, accessibility & resilience
- Recreation & community wellness
- Events, tourism & placemaking
- Reservations & customer service
- Partnerships & volunteers
- Workforce & seasonal operations

2026 HIGHLIGHTS

- Adopted 2026–2032 Parks & Recreation Master Plan (Res. 26-808)
- Completed irrigation system controls upgrade
- Delivered broad seasonal programs for all ages
- Supported major events: Linger at the Lake, Founders Day, Fishing Derby, Spring Clean Up & more
- Coney Island Park shoreline & dock project ~90% complete

CARRYOVERS INTO 2027

- Coney Island Park: closeout items remain (signage, final inspection, documentation, accessibility)
- Waterfront Park Permanent Stage: design on hold; no invoices against $100,000 budget
- Deferred maintenance & accessibility needs across parks, trails & facilities
- **Reliable performance data requires year-end verification & reconciliation**

2027 WORK PLAN PRIORITIES

1 IMPLEMENT THE MASTER PLAN

Turn the adopted plan into a funded, sequenced annual program.

- **Q1** Confirm asset inventory, condition ratings, deferred maintenance & inspection calendar
- **Q2** Reconcile Master Plan projects with 2027–2032 CIP
- **Q3** Develop grant-ready scopes & document local match and future O&M
- **Q4** Provide annual implementation report & proposed 2028 sequence

RESULT: A prioritized, finance-reconciled work program for what will be maintained, repaired, designed, funded, or deferred.

2 IMPROVE SAFETY, ACCESSIBILITY & ASSET RELIABILITY

Address highest-risk deficiencies first using inspections & condition information.

- Close Coney Island Park obligations (permits, signage, accessibility, punch list)
- Complete formal safety & accessibility assessments
- Correct or fund priority hazards; document deferred items & risk controls
- Establish inspection, work-order & preventive maintenance schedules

RESULT: Fewer hazards, clearer accountability, and capital requests supported by condition & lifecycle evidence.

3 COMPLETE SIGNAGE & WAYFINDING PROGRAM

Create a consistent system for parks, trails & downtown-to-lake connections.

- Inventory existing signs; identify gaps & compliance needs
- Adopt sign family, placement hierarchy & maintenance responsibility
- Install priority compliance & safety signs
- Phase wayfinding at key parks, trails, & downtown connections
- Link signs, website, reservations & program info for digital access

RESULT: Better navigation, clearer rules, improved accessibility information & a stronger visitor experience.

BUDGET & RESOURCES

Current-Service Baseline

Sustain existing service levels:

Labor & Seasonal Staff | Utilities & Irrigation | Maintenance & Supplies | Programs & Events | Contracts & Services | Technology & Access

Major drivers: labor, utilities, maintenance, programs/events, contracts, technology, & capital-created O&M.

New initiatives require a decision package showing demand, cost recovery, & 2028 impact.

PEOPLE & CAPACITY

- Lean model: full-time, part-time, seasonal staff, contractors, volunteers & partners
- Early recruitment for peak-season needs
- Training & certifications for safety, equipment, & youth protection
- Cross-training & documented procedures for continuity
- Peak-season capacity planning for events, programs & maintenance
- Strong partnerships with School District, Re*Imagine Medical Lake, vendors, & other City departments

Readiness depends on funding the baseline, confirming sessonal staffing, & pacing capital projects.

CAPITAL PROJECTS

Coney Island Park Shoreline & Dock

~90% Complete

Finalize closeout: signage, inspection, accessibility, documentation & written acceptance

Waterfront Park Permanent Stage

ON HOLD

Design on hold
No invoices against $100,000 budget

Master Plan projects are planning-level. Priority focus: safety, accessibility, deferred maintenance, trails & asset preservation before new construction.

FUNDING & FINANCIAL IMPACT

Grant-funded projects require:

- Full eligible expenditure
- Local match & reimbursement timing
- Documentation & reporting
- Cash-flow management

Every capital project creates future O&M needs:

Staffing | Utilities | Maintenance | Inspections | Insurance | Replacement Reserve

Recurring costs need recurring revenue. Grant or reserve funds do not eliminate future General Fund/Parks Fund needs.

MEDICAL LAKE CITY COUNCIL
PUBLIC WORKS
2027 BUDGET RETREAT REPORT

Protecting public health, safety, mobility, and City assets with reliable infrastructure and responsive service.



OUR CORE SERVICES

DRINKING WATER
Operate, test, and maintain sources, storage, distribution, meters, hydrants, and cross-connection systems.

SANITARY SEWER COLLECTION
Maintain collection infrastructure and reliably transport wastewater to the separately organized treatment facility.

STORMWATER
Maintain drainage systems and respond to flooding and stormwater management needs.

STREETS & ROW
Maintain streets, sidewalks, alleys, signs, markings, and provide snow and ice response.

FACILITIES, FLEET & EQUIPMENT
Preventive maintenance, repairs, inspections, and lifecycle planning for City assets assigned to Public Works.

INFRASTRUCTURE & CAPITAL SUPPORT
Asset data, permits, procurement, grants, construction oversight, reimbursements, and project delivery.

EMERGENCY RESPONSE
24/7 on-call response, utility locating, and support during emergencies.

2026 HIGHLIGHTS & ACCOMPLISHMENTS

Street Preservation Advanced
$168,500 program (TIB grant $160,337) in final field phase with Spokane County crews.

Backup Power Installed
Generators for non-WWTP facilities installed, tested, and operational—improving resilience.

Stormwater Mitigation Project Advancing
$970,000 Commerce agreement executed, 90% design complete; $474,335 WaterSMART request for $1,444,335 project (9 discharge locations).

Fiber to City Hall Nearing Completion
Physical deployment ~90% complete within $50,000 budget; activation and closeout steps remain.

ADA Access at Fox Hollow Trail/Tara Lee
Council-approved access completed in September; final closeout steps remain.

KEY CARRYOVERS INTO 2027

LEFEVRE STREET COMPLETE STREET
Continue design/construction/closeout and satisfy TIB requirements. Schedule shows $690,552 (est.); grant basis earlier cited as $853,000. Verify funding & cash flow.

STORMWATER MITIGATION PROJECT
Complete design, permits, funding reconciliation, procurement, construction, reimbursement, and closeout. CIP shows $400,000 in 2027 and $1,044,335 in 2028—funding stack conflicts require verification.

GIS MAPPING OF CRITICAL INFRASTRUCTURE
CIP carries $30,000. Complete authoritative asset layers and training; verify % field-verified and 2027 completion milestone.

FIBER / TECHNOLOGY CLOSEOUT
Finish activation, testing, as-builts, cybersecurity acceptance, capitalization, and recurring service allocation.

FIXED-BASE WATER-METER SYSTEM
Not construction-ready. Concepts vary (~$110k–$125k); business-case phase (est. $55,000) planned for 2028. Verify compatibility, savings, and lifecycle costs.

2027 TOP PRIORITIES

1 ASSET MANAGEMENT & INFRASTRUCTURE CONDITION
Build a reliable inventory and condition basis for decision-making.

- ✓ Complete and QC critical GIS layers
- ✓ Develop condition & replacement plans
- ✓ Quarterly reporting on maintenance, failures, projects & reimbursements

TARGET: % of priority assets inventoried & condition-rated by year-end (TBD)

2 WATER-SYSTEM RELIABILITY & FINANCIAL SUSTAINABILITY
Align operations, renewal, reserves & long-term source strategy.

- ✓ Validate accounts, usage, water loss, O&M & reserves
- ✓ Reconcile $250,000 short-lived-asset contribution with rate study
- ✓ Define consolidation/interties & alternative source pathway

TARGET: Adopted 2027 water revenue requirement & funded renewal list (TBD)

3 TRANSPORTATION SAFETY & ACTIVE-TRANSPORTATION DELIVERY
Advance projects, preserve streets, and coordinate multi-asset delivery.

- ✓ Deliver current Lefevre grant phase
- ✓ Confirm 2027 street-preservation scope
- ✓ Apply "dig-once" & utility-conflict review
- ✓ Advance design standards

TARGET: Lane-miles treated, ADA ramps improved, grants reimbursed, projects accepted

2027 BUDGET & RESOURCE FRAMEWORK

OPERATING BASELINE
Fund essential services first: staffing, on-call, testing, power, purchased water, fuel, materials, winter ops, fleet maintenance, insurance, and regulatory work.

Water O&M baseline est. $860,000 annually (planning baseline)

EQUIPMENT & FLEET
No supportable 2027 replacement schedule found. Provide age, mileage/hours, condition, repair cost, and criticality before requesting replacement.

Verify 2027 scheduled and failure-driven equipment needs

TECHNOLOGY
Protect $30,000 GIS scope after confirming remaining work. Finish fiber acceptance and identify recurring connectivity/support costs.

Treat fixed-base meters as a business case until validated

PROFESSIONAL SERVICES
Budget engineering, inspection, grant admin, environmental review, and construction management for funded phases only.

Do not advance more projects than staff can oversee

CAPITAL & READINESS
Finance-certify 2027 carryover schedule before appropriation. Adopt a capacity rule (e.g., one major + up to two medium implementations).

Align with GMA 6-year capital plan & funding capacity

PEOPLE & CAPACITY

Draft structure: Director, Water Lead, 2 Water Operators, 2 Collection Specialists, Streets Lead, 1 Street Maintenance.

Certifications required: Water Distribution Manager II, Cross-Connection, CDL, flagging, traffic control, CPR/First Aid, confined-space, trenching, and more.

Resilience matters: Cross-training, on-call coverage, backups, and contractor support reduce risk from vacancies, leave, and emergencies.

VERIFY & REPORT:
Authorized & funded FTE, vacancies, overtime, callouts, training hours, and certification expirations.

MEDICAL LAKE CITY COUNCIL

COMMUNITY DEVELOPMENT – 2027 BUDGET RETREAT REPORT

Guiding Safe, Orderly, and Intentional Growth • Protecting Our Community • Planning for Our Future



2027 COUNCIL BOTTOM LINE

Protect reliable permitting, inspections, planning, code administration, and enforcement first. Complete statutory and Council-directed code work before starting lower-priority initiatives. Add staff, consultants, technology, or capital only where workload, risk, implementation readiness, and sustainable funding are demonstrated.

BY THE NUMBERS – 2026 AT A GLANCE

- **125** Building Permits Issued
- **31** Building Plan Reviews
- **213** Inspections
- **37** Land-Use Applications
- **2** Pre-Application Meetings
- **9 / 15 / 12** Planning Commission Meetings / Workshops / Hearings + 11 Staff Reports
- **10** Code Amendments
- **109** Code Enforcement Cases (Q2)

1 MISSION & CORE SERVICES

Community Development guides safe, orderly, and intentional growth by administering development regulations, ensuring compliance, planning for future needs, and maintaining neighborhood standards that protect public health and quality of life.

Development Regulations
Administer zoning, land-use regulations, development standards, code amendments, and plan consistency.

Permit Administration & Inspections
Process applications, maintain records, review plans, conduct inspections, issue permits, and assist the public.

Land-Use Planning
Review proposals, implement the Comprehensive Plan, SEPA, long-range planning, and intergovernmental coordination.

Code Enforcement
Investigate complaints, seek voluntary compliance, issue notices or enforcement actions, and track cases to resolution.

Planning Commission Support
Prepare agendas, notices, staff reports, technical analysis, and support public hearings.

GIS, Addressing & Data
Maintain official mapping, addressing, and development spatial data where assigned.

Continuity & Records
Maintain procedures, defensible records, cross-training, and backups for specialized functions.

Delivered in coordination with Public Works, Finance, legal counsel, consultants, the Hearing Examiner, and state or regional agencies.

2 2026 HIGHLIGHTS & CARRYOVERS

KEY ACCOMPLISHMENTS

- Comprehensive Plan 2046 adopted (Ordinance 1150) by 5–0 vote on Sept. 15, 2026.
- Subdivision regulations adopted (Ordinance 1151) on Sept. 1, 2026.
- Critical Areas Ordinance, Official Zoning Map, and Impact Fee updates advanced to final readings.
- $21,494 secured in Year 3 Commerce funding for periodic-update completion.
- Code enforcement maintained a high volume workload with 109 active cases (Q2).

CARRYOVERS INTO 2027

- **Close out periodic-update grant:** Critical Areas Ordinance & development regulations; reconcile funding & close out.
- **Finalize Official Zoning Map** (Ordinance 1154) and integrate into records, maps, materials, and procedures.
- **Implement impact fees** (Ordinance 1152 & Res. 26-832) effective Jan. 1, 2027.
- **Code enforcement continuity:** new officer onboarded after Aug. 25, 2026 resignation.

3 2027 WORK PLAN PRIORITIES

1 Comprehensive Plan & GMA Implementation

Convert the adopted plan into an accountable annual implementation program linking land use, housing, infrastructure, capital planning, and departmental work plans.

RESULT
Council can see which actions are completed, funded, deferred, or dependent on partners.

2 Development-Code Completion & Administration

Complete outstanding periodic-update regulations and translate ordinances into clear forms, maps, procedures, fee administration, and staff/public guidance.

RESULT
More consistent, legally supportable, and predictable development process.

3 Development-Service Capacity, Data & Continuity

Stabilize permitting, inspections, enforcement, GIS/addressing, records, customer service, and backups before expanding service levels.

RESULT
Reliable workload visibility, reduced single-position dependency, and defensible resource decisions.

DELIVERY PRINCIPLE: Limit simultaneous initiatives to what can be delivered without reducing required service performance.

4 JUSTIFIED BUDGET REVIEW

Current-Service Baseline
Sustain authorized staffing, permitting, plan review, inspections, planning, enforcement, public notice, software, GIS, training, contracts, and supplies.

Major Recurring Cost Drivers
Personnel & benefits; consultant & specialist services; software & GIS; public notices & outreach; field resources, vehicles & safety equipment.

Resource Review & Justification
Fund only what is necessary to meet statutory obligations, maintain service levels, and address demonstrated workload or risk.

Capacity & Readiness Test
No material request proceeds without authority, owner, schedule, training, sustainable funding, and capacity to maintain baseline services.

5 PEOPLE & CAPACITY

Resolve staffing structure & code-enforcement coverage before advancing expanded services.

- **Authorized Structure** (Verify) — Confirm titles, FTE, reporting relationships, and adoption authority.
- **Filled / Vacant Status** (Verify) — Confirm incumbent / vacancy status.
- **Code Enforcement** (Verify) — Confirm authorized hours, interim coverage, case backlog, recruitment, and field needs.
- **Qualifications** (Verify) — Confirm certifications, commissions, licenses, and renewal costs.
- **Cross-Training & Continuity** — Document key procedures and backups for all core functions.
- **External Dependence** (Verify) — Confirm consultants, Hearing Examiner, engineering, legal, GIS, and annual costs.

6 OPERATIONS & FINANCIAL IMPLICATIONS

Operating & Maintenance
Fund payroll & benefits, notices, training, travel, supplies, software, legal services, and recurring contracts. Separate baseline/on-call from one-time project work.

Equipment, Technology & Services
Support requests with condition, utilization, security, compatibility, records-retention, training, and long-term costs.

Capital & Department Support
No standalone capital projects verified. Supports City capital projects through review, permitting, SEPA, mapping, and code administration.

FUNDING & CASH FLOW

Periodic-Update Grant
$21,494 Year 3 agreement for specified planning deliverables.

Impact Fees
Implement compliant collection, separate accounting, reporting, CIP eligibility, and refund administration.

Grant-Funded Initiatives
Budget full eligible costs, match, reimbursement timing, and cash-flow risk.

LONG-TERM IMPLICATIONS

New staff, expanded enforcement, added software, increased consultant reliance, or higher service levels create recurring commitments. One-time grant funding should not establish recurring capacity without replacement revenue. Delaying code implementation, records controls, training, or staffing continuity increases legal exposure, service delays, and future costs.

PERFORMANCE & ACCOUNTABILITY (EXAMPLES)

Permit Volume & Turnaround | Inspections Completed | Pre-Applications & Land-Use Reviews | Code Cases & Resolution | Hearings & Appeals | Consultant Costs & Use | Implementation Milestones