

**MONROE CITY COUNCIL**  
**Regular Business Meeting**  
**August 25, 2020, 7:00 P.M.**

**Zoom Online Meeting Platform**

**Join:** <https://us02web.zoom.us/j/89536855135>

**Mayor:** *Geoffrey Thomas*

**Councilmembers:** *Ed Davis, Mayor Pro Tem; Patsy Cudaback; Jason Gamble;  
Kevin Hanford; Jeff Rasmussen; Kirk Scarboro; and Heather Rousey*

**AGENDA**

Call To Order

1. Virtual Participation Information

The City Council meeting will be held virtually via Zoom Meeting. Due to the COVID-19 pandemic, and Proclamation 20-28.8 issued by Governor Jay Inslee, in-person attendance is not permitted at this time.

Join Zoom Meeting:

- Click link: <https://us02web.zoom.us/j/89536855135>
- Dial in: (253) 215-8782
- Meeting ID: 895 3685 5135

Roll Call

Pledge Of Allegiance

1. Councilmember Gamble

Documents:

[American Flag.jpg](#)

Announcements/Presentations

1. Presentation: Snohomish Health District (Heather Thomas, Public & Government Affairs Manager)

Documents:

[Presentation - Sno Health District.pdf](#)

2. Proclamation: Overdose Awareness Day (Mayor Thomas)

Documents:

[Proclamation - Overdose Awareness Day.pdf](#)

3. Proclamation: Labor Day (Mayor Thomas)

Documents:

[Proclamation - Labor Day.pdf](#)

## Public Comments

This time is set aside for members of the public to speak to the City Council on any issue related to the City of Monroe; except any quasi-judicial matter subject to a public hearing. Three minutes will be allowed per speaker.

### 1. Virtual Participation Information

If you are attending the meeting virtually (using the link or number provided above) please indicate that you would like to speak by clicking “raise hand” and the Mayor will call on attendees to speak at the appropriate time. If you are joining by phone, dial \*9 to “raise hand.”

Attendees can alternatively submit written comments to be read into the record at the time of the meeting. All written comments must be received prior to 5:00 p.m. on the day of the meeting and must be 350 words or less. Submit to [gpfister@monroewa.gov](mailto:gpfister@monroewa.gov).

## Consent Agenda

### 1. Approval of the Minutes: July 28, 2020, Regular Business Meeting

Documents:

[MCC Minutes 7-28-2020.pdf](#)

### 2. Approval of the Minutes: August 4, 2020, Regular Study Session

Documents:

[MCC Minutes 8-4-2020.pdf](#)

### 3. Approval of AP Checks and ACH Payments

Documents:

[AP Packet.pdf](#)

### 4. AB20-126: Authorize the Mayor to Execute Addendum No. 1 to the Interlocal Agency Agreement with the City of Sultan and the City of Lake Stevens for the Municipal Court Assessment (D. Knight)

Documents:

[AB20-126 ILA Addendum with Lake Stevens and Sultan.pdf](#)

### 5. AB20-127: Ordinance 010/2020, Amending 2020 Budget, Final Reading (B. Hasart)

Documents:

[AB20-127 Ordinance Amending 2020 Budget.pdf](#)

### 6. AB20-128: Ordinance 011/2020, Amending Chapter 9.25.040 MMC, Violation of Order, Stay out of Drug Areas (SODA), Final Reading (J. Jolley)

Documents:

[AB20-128 Ordinance Amending MMC 9.25.040 SODA.pdf](#)

7. AB20-129: Community Human Services Advisory Board (CHSAB) Appointment Corrections (R. Adams/R. Huebner)

Documents:

[AB20-129 CHSAB Appointment Corrections.pdf](#)

8. AB20-130: ISOutsource Agreement for Exchange to Microsoft Office 365 Upgrade and Date Migration to SharePoint Online (B. Warthan)

Documents:

[AB20-130 ISOutsource Agreement.pdf](#)

9. AB20-131: 2021 Updated Budget Development Calendar (B. Hasart)

Documents:

[AB20-131 2021 Updated Budget Development Calendar.pdf](#)

10. AB20-132: FCS Group Planning Fee Cost of Service Study (B. Swanson)

Documents:

[AB20-132 Planning Fee Cost of Service Study.pdf](#)

## New Business

1. AB20-133: IT Assessment (B. Warthan)

Documents:

[AB20-133 IT Assessment.pdf](#)

2. AB20-134: Resolution No. 014/2020: Authorizing an Interfund loan between Fund 307 (borrower) and Fund 520 (lender) (B. Hasart)

Documents:

[AB20-134 Interfund Loan Resolution.pdf](#)

3. AB20-135: Resolution No. 015/2020: Suspend Collection of Capital Contributions from Comcast (B. Feilberg)

Documents:

[AB20-135 Resolution Suspending Collection of Capital Contributions from Comcast.pdf](#)

4. AB20-136: Continuation of Emergency Executive Orders (COVID-19) 2020-001 and 2020-003 (B. Feilberg)

Documents:

[AB20-136 Emergency Executive Orders.pdf](#)

5. AB20-137: Finance Department Temporary Help (B. Hasart)

Documents:

[AB20-137 Finance Department Temp Help.pdf](#)

## Staff/ Department Reports

### 1. Community Development (B. Swanson)

Documents:

[Report - Community Development.pdf](#)

### 2. Finance (B. Hasart)

Documents:

[Report - Finance.pdf](#)

### 3. Community Human Services Advisory Board (R. Adams)

Documents:

[Report - CHSAB.pdf](#)

## Councilmember Reports

### 1. Finance/Human Resources Committee Meeting of August 18, 2020 (Councilmember Gamble, Chair)

Documents:

[Council Report - FHR Agenda Packet 8-18-20.pdf](#)

## Mayor/ Administrative Reports

### 1. City Administrator Update (D. Knight)

- Extended Agenda

Documents:

[Extended Agenda.pdf](#)

### 2. Mayor's Update

- Monroe This Week (August 21, 2020, Volume 6, Edition 32)

Documents:

[MTW Volume 6 Edition 32.pdf](#)

## Executive Session

### 1. To Discuss Property Acquisition Pursuant to RCW 42.30.110(1)(b) *Action may or may not be taken.*

## Adjournment

Majority vote to extend past 10:00 p.m.

## Closed Session

To Discuss Collective Bargaining Pursuant to RCW 42.30.140(4)(a)

THE CITY COUNCIL MAY ADD AND TAKE ACTION ON OTHER ITEMS NOT LISTED ON THIS  
AGENDA

Accommodations for people with disabilities will be provided upon request. Please call the Deputy  
City Clerk at 425-967-1272. Please allow advance notice.



# Supporting & Fostering Healthy, Thriving Communities

**City of Monroe**  
**Heather Thomas, Public & Government Affairs Manager**  
**Snohomish Health District**

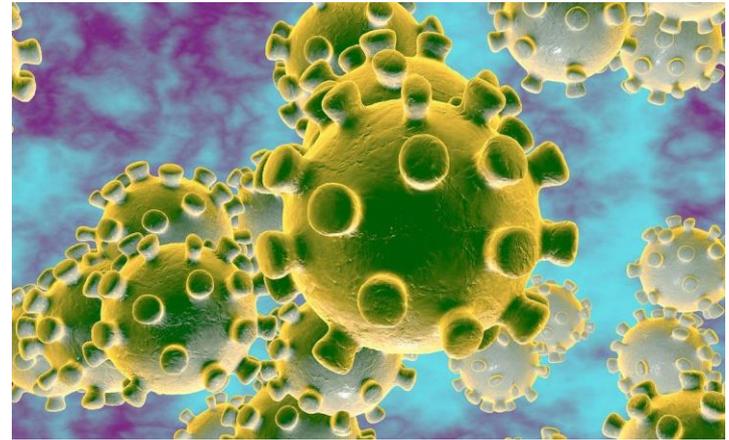


**August 25, 2020**

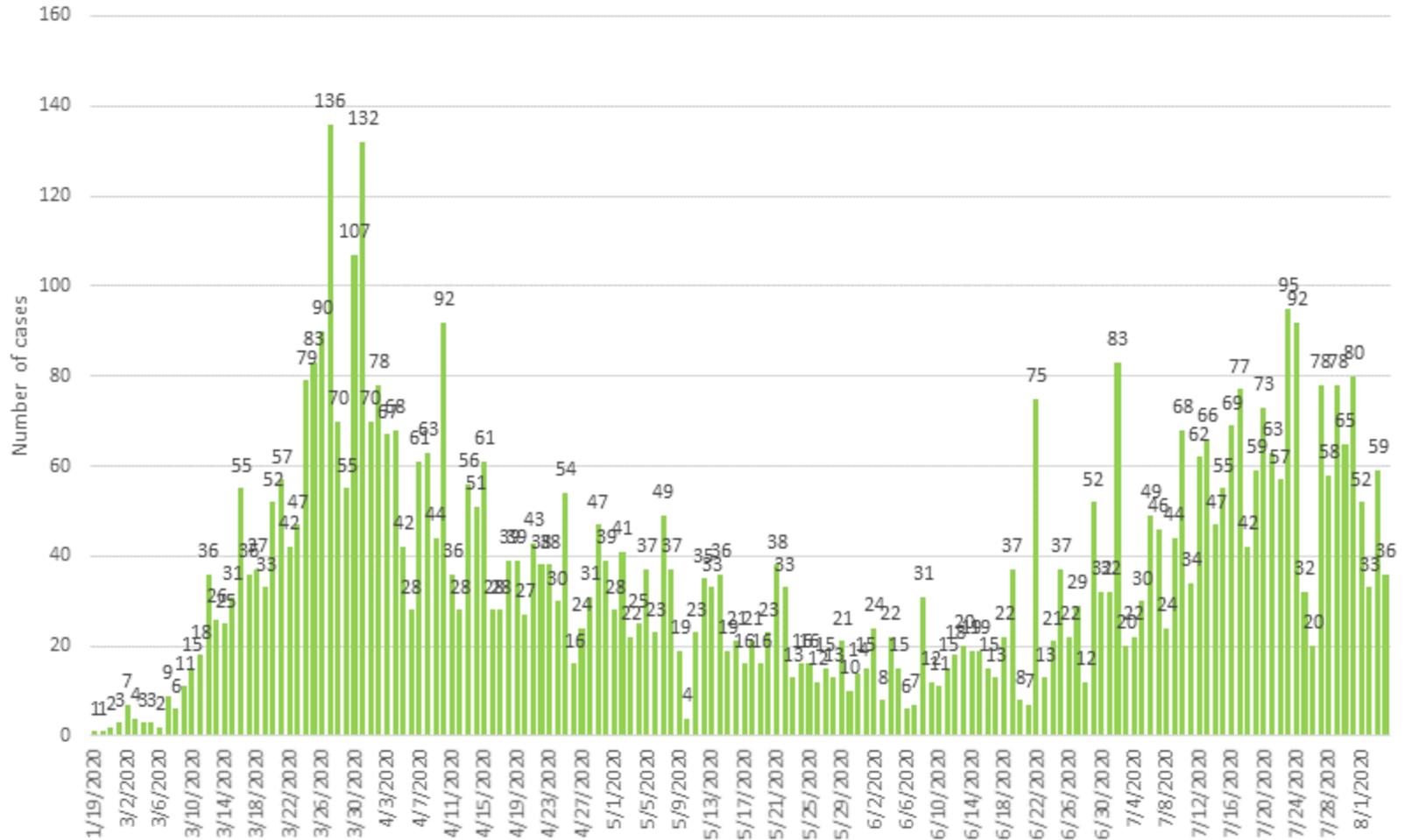
**COVID-19  
RESPONSE**

# Novel Coronavirus (COVID-19)

- Situation continues to evolve, with guidance and information shifting accordingly.
- Encourage following [www.snohd.org/ncov2019](http://www.snohd.org/ncov2019) and social medial channels (Facebook, Twitter and Instagram) for latest information.



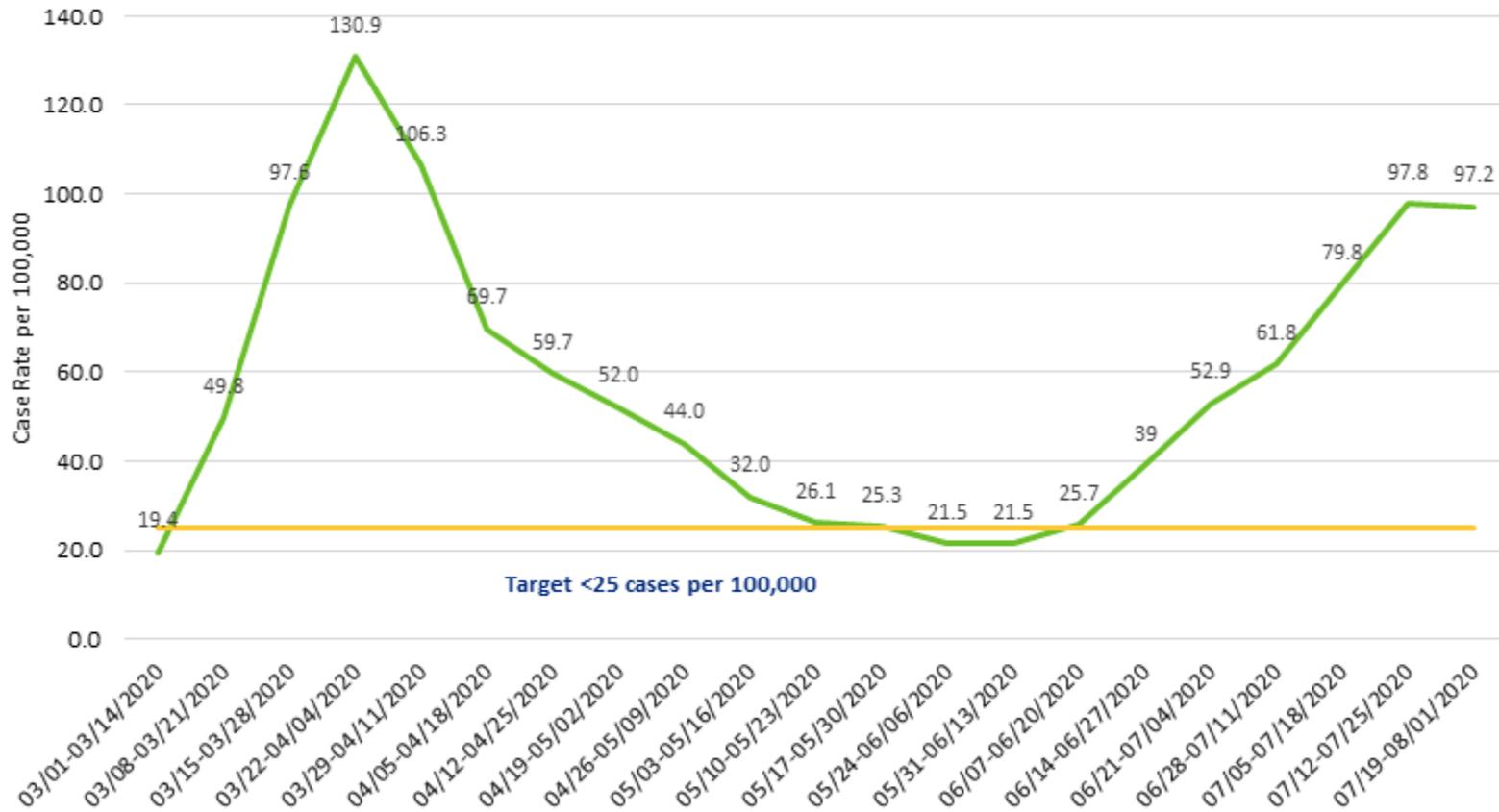
# COVID-19 Cases



As of August 4, 2020

# Rolling 2-week Case Rate

Snohomish County COVID-19 Case Rate per 100,000 for 2-week Rolling Periods



As of August 3, 2020

# Snapshot & Weekly Reports

SNOHOMISH COUNTY SNAPSHOT

TIME PERIOD: JULY 9 - JULY 23  
PUBLISHED: JULY 31, 2020

## COVID-19 ACTIVITY AND CAPACITY IN SNOHOMISH COUNTY

Snohomish County moved to Phase 2 on June 5. The Snohomish Health District monitors these metrics and submits a weekly report to the Washington State Department of Health.

### COVID-19 ACTIVITY

COVID-19 ACTIVITY	TARGET	CURRENT	CHANGE SINCE LAST REPORT
Confirmed cases reported July 9 - July 23, 2020	<25 cases / 100,000 residents / 14 days	88.4	↑ from 70.8
Trends in hospitalization for lab-confirmed COVID-19	Flat or decreasing	Increasing	↑

### HEALTH CARE SYSTEM READINESS

HEALTH CARE SYSTEM READINESS	TARGET	CURRENT	CHANGE SINCE LAST REPORT
% of licensed beds occupied by patients*	<80%	79%	no change
% of licensed beds occupied by suspected and confirmed COVID-19 cases*	<10%	3%	no change

\*Note: Average occupancy for period July 19 - 26, 2020.

### TESTING ACTIVITY

TESTING CAPACITY & AVAILABILITY	TARGET	CURRENT	CHANGE SINCE LAST REPORT
Average number of tests performed per day during the past week compared to positive results	50 times the number of cases	13 times the number of cases	no change
Average % tests positive for COVID-19 during the past week	2%	5.4%	↓ from 5.8%
Median time from symptom-onset to specimen collection among cases during the past week	median <2 days	2 days	↑ from 1 day

### CASE & CONTACT INVESTIGATIONS

CASE & CONTACT INVESTIGATIONS	TARGET	CURRENT	CHANGE SINCE LAST REPORT
% of cases reached by phone or in person within 24 hours of receipt of positive lab test report*	90%	55%	↑ from 50%
% of cases reached by phone or in person within 48 hours of receipt of positive lab test report*	N/A	85%	↑ from 80%
% of contacts reached by phone or in person within 48 hours of receipt of positive lab test report on a case*	80%	83%	↓ from 95%
% of cases responding to daily monitoring	80%	N/A*	N/A

\*Note: Daily monitoring capacity limited by a DCH communication and testing platform. Report data pending.

### PROTECTING HIGH-RISK POPULATIONS

PROTECTING HIGH-RISK POPULATIONS	TARGET	CURRENT	CHANGE SINCE LAST REPORT
Number of outbreaks reported by week*	2 or less	2	↓ from 13

\*Note: Defined as 2 or more non-household cases epidemiologically linked within 14 days in a workplace, congregation, long, or institutional setting.

For more information go to: [www.snohd.org/covid19](http://www.snohd.org/covid19)

### Snohomish County COVID-19 Cases

Table 2: Local health jurisdiction notification

Week	Cases Reported
3/21-4/6/2020	
4/7-4/13/2020	
4/14-4/20/2020	
4/21-4/27/2020	
4/28-5/4/2020	
5/5-5/11/2020	
5/12-5/18/2020	
5/19-5/25/2020	

Data source: Snohomish Health District

### Snohomish County COVID-19 Cases by Type of Exposure and Month of Onset

Table 3: Reported test results

Week	Tests	Positives
3/21-4/6/2020		
4/7-4/13/2020		
4/14-4/20/2020		
4/21-4/27/2020		
4/28-5/4/2020		
5/5-5/11/2020		
5/12-5/18/2020		
5/19-5/25/2020		
Total 4/28-7/23/2020		
14 week (64%)		

Data source: WA DCH COVID-19

### Table 1: Current case status of COVID-19 cases in Snohomish County

Current Status	Number	Percent
Recovered	1,062	12.0%
Minor Isolation	172	1.9%
Home Quarantine	172	1.9%
Deceased	370	4.1%
Unreported	2,886	32.0%
<b>Grand Total</b>	<b>4,662</b>	<b>51.9%</b>

### Table 12: Summary status of confirmed COVID-19 cases in Snohomish County

Month	Confirmed (%)	Unreported (%)	Total
March	2,071 (20%)	1,117 (10%)	3,188
April	1,224 (12%)	1,224 (10%)	2,448
May	1,211 (12%)	1,211 (10%)	2,422
June	1,012 (10%)	1,012 (9%)	2,024
July	489 (5%)	489 (5%)	978
<b>Grand Total</b>	<b>6,007 (60%)</b>	<b>6,007 (50%)</b>	<b>12,014</b>

Data source: WA DCH, only includes cases with available symptom status data.

# Key Priorities

- ✓ Testing capacity
- ✓ Case investigations & contact tracing
- ✓ Long-term care facilities, first responders, schools, child cares and employer notifications
- ✓ PPE availability and healthcare capacity
- ✓ Mid- and long-range planning
- ✓ Ongoing communications
  - ✓ Translated materials & expanding outreach

**In Our  
COMMUNITIES**

# Day-to-Day Work Continues



**4,500+**

Inspections on restaurants, grocery stores, espresso stands, caterers and mobile food vehicles



**1,000+**

Complaints addressed (food, pools, septic and solid waste)



**~500**

Permits for pools and spas that we routinely inspect



**200+**

Public and private schools with kitchen permits and required safety inspections

# Resources for Local Businesses



# Outreach While Social Distancing



Working to develop more curriculum and toolkits that schools, child cares and community groups can use remotely



Exploring ways to engage with the community on important health topics & needs virtually

**Moving**  
**FORWARD**

# Continuing Essential Work

- ✓ Issuing birth and death certificates
- ✓ Tracking and responding to other communicable diseases like tuberculosis, whooping cough & STDs.
- ✓ Supporting children's health needs
- ✓ Inspecting food establishments, pools & spas, etc.
- ✓ Reviewing permit applications
- ✓ Providing refugee health screenings
- ✓ Responding to complaints and violations

# Implementing Our Strategic Plan

## Mission

Spearhead efforts to protect, promote and advance the collective health of our community.

## Goals

- Reduce the rate of communicable disease and other notifiable conditions
- Prevent or reduce chronic diseases and injuries
- Provide high-quality environmental health services
- Improve maternal, child, and family health outcomes
- Provide legally required vital records
- Address ongoing, critical public health issues
- Support increased access to medical, oral, and mental health care
- Build a more sustainable organization



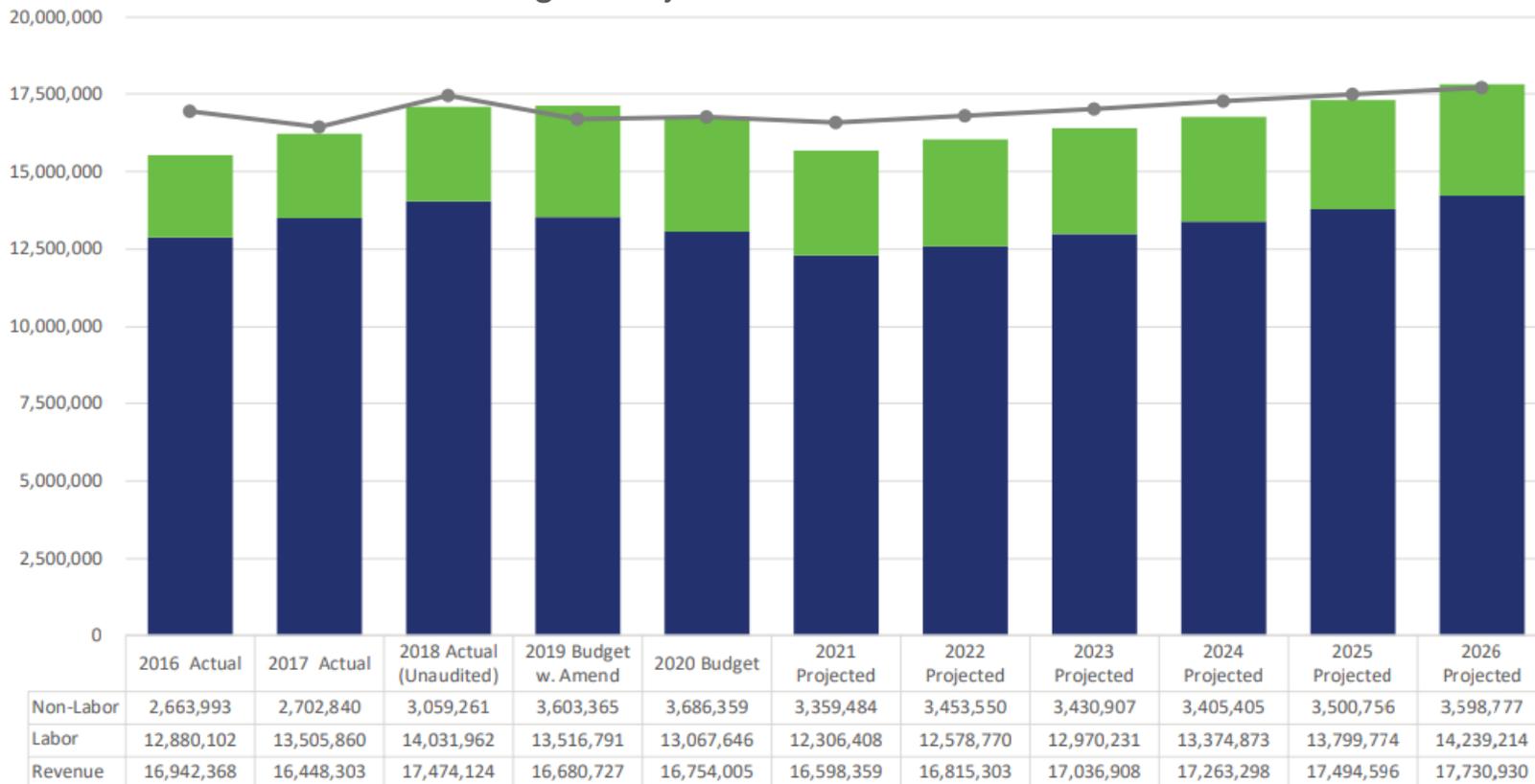
**SNOHOMISH**  
HEALTH DISTRICT  
[WWW.SNOHD.ORG](http://WWW.SNOHD.ORG)

**2020 Strategic Plan**

# Monitoring Budgets & Projections

- 2020 budget was balanced, with \$16.75 million in revenues/expenditures.
- Current budget includes 113 full-time equivalent positions.

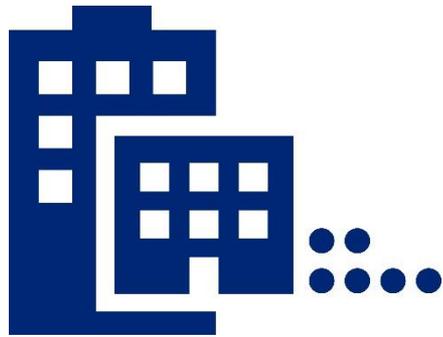
Budget Projection, 2021-2026



# Per Capita Contributions

- Naloxone purchase & coordination for cities
- Support general fund activities not covered by other funding:
  - Data & Reports
    - Community Health Assessment & Improvement Plans
  - Healthy Communities
    - Suicide Prevention
    - Safe Routes to School/Complete Streets
    - Healthy Housing
    - Health Fairs & Community Events
  - Child Care Health Outreach

# Public Health Foundation



- Working over the last year to research feasibility & models
- Ad hoc committee met since April to provide recommendations to Board of Health.
- Anticipate forming and recruiting foundation board members this fall.

***Purpose:*** To provide support for priorities identified in community health assessments, community health improvement plans, and/or emerging public health issues in Snohomish County.

# Stay in touch

## Blog & Newsletters



Sign up for our blog, newsletters, alerts and more at [www.snohd.org/NotifyMe](http://www.snohd.org/NotifyMe)

## Social Media

Follow us on Facebook, Twitter, YouTube, and Instagram





# Thank you

## **contact information**

For more info, please contact:

**Shawn Frederick, MBA**

**Administrative Officer**

425.339.8687

SFrederick@snohd.org

**Heather Thomas**

**Public & Government Affairs Manager**

425.339.8688

HThomas@snohd.org



# Proclamation

WHEREAS, North America continues to experience the highest drug-related mortality rate in the world, accounting for one in four drug-related deaths globally; and

WHEREAS, addiction is a disease and International Overdose Awareness Day aims to raise awareness of overdose and reduce the stigma of substance use-related deaths; and

WHEREAS, International Overdose Awareness Day acknowledges the grief felt by families and friends who have been impacted by this disease; and

WHEREAS, this day provides an opportunity for people to publicly mourn for loved ones, some for the first time, without feeling guilt or shame; and

WHEREAS, this day seeks to send a strong message to current and former substance users that they are valued and supported; and

WHEREAS, the Monroe community has several facilities that provide services for substance abuse such as the Recovery Center at EvergreenHealth Monroe, Ideal Options, and Sea Mar.

NOW THEREFORE, I, Geoffrey Thomas, do hereby recognize August 31, 2020, as

## INTERNATIONAL OVERDOSE AWARENESS DAY

and encourage Monroe's residents and businesses to cultivate a culture of caring and enhanced engagement around addiction; and eliminate the stigma associated with addiction.

  
\_\_\_\_\_  
Geoffrey Thomas, Mayor



# Proclamation

WHEREAS, Labor Day was created by the labor movement in the late 19<sup>th</sup> century and became a federal holiday in 1894; and

WHEREAS, business owners, investors, public agencies, non-profits, and employers depend and rely upon the hands, minds, and sweat from labor to produce the raw materials, infrastructure, goods, services, and food that support our residents, generate the capital for investors, and ensure that our country remains competitive in the global economy; and

WHEREAS, the labor movement is and labor organizations are integral to supporting, advocating for, and protecting the labor that forms the foundation of our success as a people; and

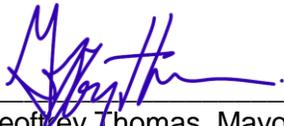
WHEREAS, on Labor Day, we celebrate and give thanks for American workers and the labor movement; and

WHEREAS, the City of Monroe values the partnership between the Teamsters Local Union No. 763 and the Monroe Police Officer's Guild.

NOW THEREFORE, I, Geoffrey Thomas, Mayor of the City of Monroe, Washington, do hereby recognize Monday, September 7, 2020 as

# LABOR DAY

and encourage residents and business owners, but especially investors and people in roles of leadership, to acknowledge the necessary and valuable contribution of labor organizations and to recognize our reliance on and give genuine thanks for the labor that forms the foundation for our communities and our nation.

  
Geoffrey Thomas, Mayor



# MONROE CITY COUNCIL

Regular Business Meeting  
Tuesday, July 28, 2020, 7:00 P.M.  
Zoom Online Meeting Platform

**Mayor**  
*Geoffrey Thomas*

**Councilmembers**  
*Ed Davis, Mayor Pro Tem;  
Patsy Cudaback; Kevin Hanford;  
Jason Gamble, Jeff Rasmussen;  
Kirk Scarboro, & Heather Rousey*

---

## MEETING MINUTES

### CALL TO ORDER

The City Council meeting was held virtually via Zoom. Due to the COVID-19 pandemic, and Proclamation 20-28.8 issued by Governor Jay Inslee, in-person attendance is not permitted at this time.

Mayor Thomas called the meeting to order at 7:00 p.m.

### ROLL CALL

Councilmembers present:  
Davis, Gamble, Rasmussen<sup>1</sup>, Scarboro, and Rousey

Mayor Thomas noted the excused absence of Councilmembers Hanford and Cudaback. No objections were noted.

Staff present:  
Pfister, Knight, Hasart, Swanson, Roberts, Warthan, Huebner, Adams, and City Attorney Lell

### PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was led by Councilmember Rousey

### PUBLIC HEARING

1. AB20-108: Resolution No. 012/2020, Declaring Certain Property as Surplus and Authorizing its Disposition (J. Roberts)

Mayor Thomas opened the public hearing at 7:05 p.m.

Jakeh Roberts, Public Works Deputy Director, provided background information on AB20-108, public hearing requirements; proposed resolution, and briefly reviewed the items set forth in Exhibit A.

Mayor Thomas opened the public testimony portion of the public hearing; there were no persons present wishing to speak during the public hearing.

Councilmember Scarboro moved to close the public testimony portion of the public hearing; the motion was seconded by Councilmember Rasmussen. On vote, motion carried (5-0).

Councilmember Scarboro moved to close the public hearing; the motion was seconded by Councilmember Davis. On vote, motion carried (5-0). The public hearing was closed at 7:07 p.m.

Councilmember Rousey moved to approve Resolution 012/2020, declaring certain property as surplus and authorizing its disposition. The motion was seconded by Councilmember Rasmussen. On vote, motion carried (5-0).

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<sup>1</sup> Councilmember Rasmussen joined the meeting at 7:04 p.m.



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## PUBLIC COMMENTS

This time is set aside for members of the public to speak to the City Council on any issue related to the City of Monroe; except any quasi-judicial matter subject to a public hearing. Three minutes will be allowed per speaker.

There were no comments from the public.

## CONSENT AGENDA

1. Approval of the Minutes: June 23, 2020, Regular Business Meeting
2. Approval of the Minutes: July 14, 2020, Regular Business Meeting
3. Approval of AP Checks and ACH Payments
4. AB20-109: Award Bid and Authorize the Mayor to sign Contract with Cadman Materials, Inc. for 154<sup>th</sup> Street Overlay Project (S. Peterson)

Councilmember Davis moved to approve the consent agenda. The motion was seconded by Councilmember Rousey. On vote, motion carried (5-0)

## NEW BUSINESS

1. AB20-110: Approval of Small Business Relief Grant Awards (R. Huebner)

Rich Huebner, Management Analyst, provided background information on AB20-110; noted the relation to the next item on the agenda; reviewed the grant application process and application review committee; and presented the list of applicants.

Councilmember Scarboro recused himself out of an abundance of caution due to potential interest with one of the grant applicants; and turned off his video and audio.

Councilmember Gamble moved to approve the recommended Small Business Relief Grant awards and authorized the Mayor to execute the necessary agreements; with direction to reflect in the applicant list zero dollars instead of TBD for Jump Rattle & Roll, and Farmhouse Kitchens. The motion was seconded by Councilmember Davis. On vote, motion carried (4-0)

2. AB20-111: Small Business Relief Grant Program Second Round (R. Huebner)

Mr. Huebner provided background information on AB20-111; reviewed the Coronavirus Relief Funds (CRF) proposed budget; Monroe CARES grant program and timelines; committee efforts; and outreach efforts.

Discussion ensued related to the following topics:

- Community relief grants/service providers
- CARES funds allocated to the city
- Future opportunities
- Alternatives
- CRF reconciliation

Councilmember Davis moved to approve an increase of \$30,000 in the Coronavirus Relief Funds grant program budget and authorize the Mayor to conduct a second round of the Small Business Relief Grant. The motion was seconded by Councilmember Rousey. On vote, motion carried (5-0)



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### STAFF/DEPARTMENT REPORTS

1. Finance (B. Hasart)

Becky Hasart, Finance Director, reviewed the finance report included in the agenda materials; and noted the completion of audit one of two of the summer by the state auditor's office.

2. Homelessness Policy Advisory Committee (HPAC) (D. Knight)

Deborah Knight, City Administrator, noted the report included in the agenda materials; and commented on the following topics:

- Working with Rachel Adams, Project Management Consultant, on an request for proposal for the Technical Advisory Committee (TAC)
- Term commitments for local services providers
- Compass Health relocation
- City face coverings distribution
- Launch of #WeAreMonroe campaign
- Faith based organizations working with temporary encampments

### COUNCILMEMBER REPORTS

Ms. Knight provided a Kelsey area development update at the request of Councilmember Scarboro.

Councilmember Rousey reported on the Snohomish County Tomorrow Steering Committee meeting that she recently attended.

Councilmember Rasmussen requested the parking (camping) ordinance be brought to a future meeting for discussion.

### MAYOR/ADMINISTRATIVE REPORTS

1. City Administrator Update (D. Knight)

Ms. Knight reported on the following topics:

- The upcoming Public Safety Committee agenda
- The extended agenda
- Parking (camping) ordinance will be brought to council on Aug. 18 for discussion
- Community Human Services Advisory Board interviews
- 2021 Legislative Priorities

2. Mayor's Update/Monroe This Week (July 24, 2020, Volume 6, Edition 28)(Mayor Thomas)

Mayor Thomas noted the Monroe This Week included in the agenda materials; and reported that he would be attending a Zoom meeting on July 29 with County Councilmember Sam Low and members of the Eaglemont neighborhood to discuss recent events surrounding the no shooting zone.

### EXECUTIVE SESSION

1. To discuss property acquisition pursuant to RCW 42.30.110(1)(b)

Mayor Thomas read the following statement:



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Jason Gamble, Jeff Rasmussen;  
Kirk Scarboro, & Heather Rousey*

Pursuant to RCW 42.30.110(1)(b), the City Council will now convene an executive session for the purpose of discussing property acquisition. The executive session will last approximately 15 minutes after which the Council will not take any additional open session action. For purposes of the executive session, the Council will terminate the current, publicly accessible Zoom meeting and will join a new Zoom meeting, the dial-in information for which has been separately provided to the Council Members. Both the current, publicly accessible Zoom meeting and the executive session Zoom meeting are each part of the same regular City Council meeting. I will notify the City Clerk when the executive session has ended so she can enter that information in the official minutes.

Mayor Thomas noted that the Council would be holding a Closed Session after adjournment of the Regular City Council meeting and Executive Session to discuss collective bargaining pursuant to RCW 42.30.140(4)(a).

Councilmember Davis moved to accept the Mayor's statement. The motion was seconded by Councilmember Rasmussen. On vote, motion carried (5-0)

**MEETING ADJOURNED:** 8:13 p.m.

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Geoffrey Thomas, Mayor

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Gina Pfister, Deputy City Clerk



# MONROE CITY COUNCIL

Special Meeting: Study Session  
and Business Meeting  
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Mayor Thomas called the meeting to order at 7:00 p.m.

### ROLL CALL

Councilmembers present:

Davis, Gamble, Rasmussen<sup>1</sup>, Scarboro, and Rousey

Mayor Thomas noted the excused absence of Councilmember Cudaback. No objections were noted.

Mayor Thomas requested a motion to approve Councilmember Hanford's fourth consecutive absence due to a family emergency.

Councilmember Gamble moved to excuse Councilmember Hanford. The motion was seconded by Councilmember Scarboro. On vote, motion carried 5-0

Staff present:

Pfister, Knight, Hasart, Johns, Roberts, Feilberg, Jolley, Haley, Huebner, Christian, Swanson, and Farrell

### PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was led by Councilmember Rousey

### PUBLIC COMMENTS

This time is set aside for members of the public to speak to the City Council on any issue related to the City of Monroe; except any quasi-judicial matter subject to a public hearing. Three minutes will be allowed per speaker.

There were no comments from the public.

### COUNCILMEMBER REPORTS

1. Public Safety Committee Meeting of July 21, 2020

Councilmember Davis reported on the Public Safety Committee materials included in the agenda materials; and provided an update on the Committee meeting held earlier in the evening.

2. P3 Committee Meeting of July 28, 2020

Councilmember Rousey reported on the P3 Committee materials included in the agenda materials.

At Councilmember Rasmussen's request, Deborah Knight, City Administrator, will provide an update on the outdoor seating ordinance at an upcoming meeting.

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<sup>1</sup> Councilmember Rasmussen joined the meeting at 7:03 p.m.



# MONROE CITY COUNCIL

Special Meeting: Study Session  
and Business Meeting  
Tuesday, August 4, 2020, 7:00 P.M.  
Zoom Online Meeting Platform

**Mayor**  
Geoffrey Thomas

**Councilmembers**  
Ed Davis, Mayor Pro Tem;  
Patsy Cudaback; Kevin Hanford;  
Jason Gamble, Jeff Rasmussen;  
Kirk Scarboro, & Heather Rousey

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## MAYOR/ADMINISTRATIVE REPORTS

### 1. City Administrator Update (D. Knight)

Ms. Knight reported on the following topics:

- 2021 budget, on schedule
- Transportation Benefit District Board meeting on September 29
- Confirmed quorum for the August 11 meeting for Monroe CARES grant awards vote
- Staff kudos

### 2. Mayor's Update/Monroe This Week (July 31, 2020, Volume 6, Edition 29)(Mayor Thomas)

Mayor Thomas noted the *Monroe This Week* included in the agenda materials; and reported on the following topics:

- Authorized city staff to work from home through the end of the year
- Upcoming review of previously issued emergency executive orders
- Water shut-off moratorium
- Senior leadership team diversity, equity, and inclusion training
- Community Human Services Advisory Board interviews
- Meeting with Eaglemont neighborhood

Discussion ensued related to the Eaglemont neighborhood and no shooting zone outside the city. Consensus of the council was not to provide a letter of support to the County regarding updates to the no shooting zone.

## FINAL ACTION

### 1. AB20-112: Waive Council Rules of Procedure – Business Meeting Format (B. Hasart)

Becky Hasart, Finance Director/Interim City Clerk, explained the action needed in the next agenda item that requires council to waive the council rules of procedure allowing for a business meeting.

Councilmember Rousey moved to waive Council Rules of Procedure to allow final action to be taken at a study session; and to hold a Business Meeting and Study Session on Tuesday, August 4, 2020. The motion was seconded by Councilmember Davis. On vote, motion carried 5-0.

### 2. AB20-113: Amend Council Rules of Procedure (B. Swanson)

Ben Swanson, Community Development Director, provided background information on AB20-113; reviewed the policy consideration; and explained the Hearing Examiner's conclusion and new quasi-judicial process needed for Planned Residential Developments (PRDs).

Councilmember Rousey moved to amend Monroe City Council Rules of Procedure, Section 13, Closed Record Proceedings, as presented, to create a City Council Closed Record Proceedings, and to amend Section 12 to update repealed code references and to update the numbering of the current Sections 13 through 18.



# MONROE CITY COUNCIL

Special Meeting: Study Session  
and Business Meeting  
Tuesday, August 4, 2020, 7:00 P.M.  
Zoom Online Meeting Platform

**Mayor**  
*Geoffrey Thomas*

**Councilmembers**  
*Ed Davis, Mayor Pro Tem;*  
*Patsy Cudaback; Kevin Hanford;*  
*Jason Gamble, Jeff Rasmussen;*  
*Kirk Scarboro, & Heather Rousey*

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## DISCUSSION ITEMS

### 1. AB20-114: 2020 Budget Amendments (B. Hasart)

Ms. Hasart provided background information on AB20-114; and detailed the following budget areas:

- General Fund
- Street Fund
- REET
- Park Capital

Ms. Hasart noted all funds would be included in the 2020 amendment, and the funds not mentioned above only needed slight adjustments that have already been presented to council. Ms. Hasart also reviewed new cost centers; COVID recovery; and potential adjustments developed under Emergency Order 2020-007.

The proposed ordinance will be presented as a first reading at the next council meeting. Materials presented during the council meeting were uploaded to the city's website on August 5, 2020.

### 2. AB20-115: Update on the City Gateway, Wayfinding, and Park Sign Design Concepts (D. Knight)

Ms. Knight provided background information on AB20-115; work completed by the Economic Development Advisory Board (EDAB); Park Board and Planning Commission recommendations; consultant Tangram's scope of work; and introduced consultants Matthew DeLade and George Lim.

Mr. DeLade and Mr. Lim led council through a PowerPoint presentation highlighting the following topics:

- Project goals
- Scope of work
- Online survey results
- Design inspiration
- Consideration of multiple design concepts
- The western gateway
- Wayfinding assessment
- Wayfinding key recommendations
- Wayfinding sign concepts
- Park signs
- Historic downtown gateway signs
- Fiscal impacts and timing

Discussion ensued related to the following topics: sign elements and materials; colors; night appearance; sign placement; and historic downtown sign preferences.

Ms. Knight noted that EDAB will be discussing further before the final concepts are presented to council at a future meeting.



## MONROE CITY COUNCIL

Special Meeting: Study Session  
and Business Meeting  
Tuesday, August 4, 2020, 7:00 P.M.  
Zoom Online Meeting Platform

**Mayor**  
*Geoffrey Thomas*

**Councilmembers**  
*Ed Davis, Mayor Pro Tem;  
Patsy Cudaback; Kevin Hanford;  
Jason Gamble, Jeff Rasmussen;  
Kirk Scarboro, & Heather Rousey*

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### ADJOURNMENT

There being no further business, the motion was made by Councilmember Rasmussen and seconded by Councilmember Scarboro to adjourn the meeting. On vote, motion carried 5-0.

**MEETING ADJOURNED:** 9:19 p.m.

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Geoffrey Thomas, Mayor

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Gina Pfister, Deputy City Clerk

**ROUTING SLIP - CHECK APPROVAL**

8/25/2020

**ROUTED:**

FINANCE DIRECTOR  
CITY ADMINISTRATOR  
MAYOR

**CLAIMS:**

			<u>Check Numbers</u>
Date:	<u>8/14/20</u>	\$ 881,644.27	91388-91417
Date:	<u>8/19/20</u>	\$ 451,250.34	91447-91476

**Check Total:** 1,332,894.61

Date:	<u>8/13/20</u>	\$ 141,572.06	ACH
Date:	<u>8/13/20</u>	\$ 348.73	PUD
Date:	<u>8/19/20</u>	\$ 269,711.63	ACH

**Electronic Total:** 411,632.42

**Total Claims This Period:** 1,744,527.03

Signed \_\_\_\_\_ Date: \_\_\_\_\_  
*Finance Director*

**APPROVED FOR PAYMENT: AUDIT COMMITTEE**

Signed \_\_\_\_\_ Date: \_\_\_\_\_  
*City Councilperson*

Signed \_\_\_\_\_ Date: \_\_\_\_\_  
*City Councilperson*

# Bank Reconciliation

## Checks by Date

User: Cheri  
Printed: 08/20/2020 - 10:31AM  
Cleared and Not Cleared Checks



Check No	Check Date	Name	Comment	Module Clear Date	Amount
91388	8/14/2020	AAA Monroe Rock Corp.	AP		96.56
91389	8/14/2020	City of Monroe	AP		39,818.79
91390	8/14/2020	John & Kathleen Dahlgren	AP		188.45
91391	8/14/2020	Datec Inc.	AP		606.18
91392	8/14/2020	Lucas Dentel	AP		70.98
91393	8/14/2020	Department of Transportation	AP		962.80
91394	8/14/2020	Elite Lock & Safe	AP		30.60
91395	8/14/2020	Jon & Laura Henson	AP		506.14
91396	8/14/2020	Kishor Kommanoboina	AP		47.62
91397	8/14/2020	Lakeside Industries Inc	AP		756,556.97
91398	8/14/2020	Land Development Consultants, Inc.	AP		13,391.52
91399	8/14/2020	Michael Lilly	AP		209.91
91400	8/14/2020	Michael Lilly	AP		65.47
91401	8/14/2020	Mainvue WA LLC	AP		24.95
91402	8/14/2020	Bernard Martinez	AP		28.38
91403	8/14/2020	Letha Merkle	AP		47.40
91404	8/14/2020	Monroe School District	AP		36,811.00
91405	8/14/2020	Monty & Barbara Moore	AP		14.68
91406	8/14/2020	Pacific Air Control Inc	AP		1,823.12
91407	8/14/2020	Steven & Keilah Palmer	AP		249.66
91408	8/14/2020	Puget Sound Energy Inc	AP		683.76
91409	8/14/2020	RagnaSoft, Inc	AP		2,075.00
91410	8/14/2020	Snohomish County Sheriffs Office	AP		111.60
91411	8/14/2020	SNOPAC911	AP		26,528.87
91412	8/14/2020	Sprague Pest Solutions Inc	AP		161.36
91413	8/14/2020	Jeff Swann	AP		153.07
91414	8/14/2020	Veristone Homes LLC	AP		15.58
91415	8/14/2020	Veristone Homes LLC	AP		2.83
91416	8/14/2020	Nathaniel & Kelsey Wells	AP		20.84
91417	8/14/2020	Phillip Wescott	AP		340.18
91447	8/19/2020	The Other Company	AP		9,784.66
91448	8/19/2020	2812 architecture, inc	AP		37,424.97
91449	8/19/2020	Robert B. and Janet B. Bacon	AP		108,008.00
91450	8/19/2020	Ballinger Commercial Property	AP		221,300.00
91451	8/19/2020	Melissa Bennett	AP		119.38
91452	8/19/2020	Larry Buehler	AP		11.17
91453	8/19/2020	Matthew & Avalyn Collier	AP		190.81
91454	8/19/2020	Larry Crosby	AP		144.60
91455	8/19/2020	Department of Enterprise Services Printin	AP		18.58
91456	8/19/2020	Dimensional Communications Inc	AP		360.69
91457	8/19/2020	Guardian Unmanned Aircraft Systems LL	AP		350.00
91458	8/19/2020	HealthEquity Employer Services	AP		20.65
91459	8/19/2020	Karen Reed Consulting, LLC	AP		7,800.00
91460	8/19/2020	Land Development Consultants, Inc.	AP		1,809.00
91461	8/19/2020	Michael & Morgan Locking	AP		90.68
91462	8/19/2020	Makers Architecture and Urban Design	AP		3,000.00

Check No	Check Date	Name	Comment	Module Clear Date	Amount
91463	8/19/2020	Skyler Martinez	AP		344.25
91464	8/19/2020	Murraysmith, Inc	AP		15,076.50
91465	8/19/2020	PACE Engineers Inc	AP		3,092.20
91466	8/19/2020	Platt Electric Supply	AP		112.52
91467	8/19/2020	Puget Sound Energy	AP		397.37
91468	8/19/2020	Jessica Sharp	AP		58.08
91469	8/19/2020	Caleb & Annastasiya Sierer	AP		65.50
91470	8/19/2020	Snohomish County Human Services Dept	AP		17,788.04
91471	8/19/2020	Snohomish County Sheriffs Office	AP		71.79
91472	8/19/2020	Sprague Pest Solutions Inc	AP		92.91
91473	8/19/2020	Tenelco Inc.	AP		16,327.03
91474	8/19/2020	US Bank NA-Custody Treasury Div-Mon	AP		46.00
91475	8/19/2020	Ziply Fiber	AP		283.09
91476	8/19/2020	Zumar Industries Inc	AP		7,061.87

Total Check Count: 60

Total Check Amount: 1,332,894.61

# Bank Reconciliation

## Checks by Date

User: Cheri  
 Printed: 08/20/2020 - 10:31AM  
 Cleared and Not Cleared Checks



Check No	Check Date	Name	Comment	Module Clear Date	Amount
0	8/13/2020	Rachel Adams	AP	8/13/2020	4,000.00
0	8/13/2020	Associated Petroleum Products Inc	AP	8/13/2020	3,642.70
0	8/13/2020	The BlueLine Group, LLC	AP	8/13/2020	33,183.75
0	8/13/2020	GameTime Inc	AP	8/13/2020	517.43
0	8/13/2020	H.B. Jaeger Company LLC	AP	8/13/2020	125.67
0	8/13/2020	Kennedy/Jenks Consultants, Inc	AP	8/13/2020	2,081.77
0	8/13/2020	Lakeside Industries Inc	AP	8/13/2020	964.94
0	8/13/2020	Rodarte Construction, Inc	AP	8/13/2020	86,222.55
0	8/13/2020	TranspoGroup	AP	8/13/2020	10,696.25
0	8/13/2020	Washington State Patrol	AP	8/13/2020	137.00
0	8/13/2020	PUD	AP	8/13/2020	348.73
0	8/19/2020	Bill Abell	AP	8/19/2020	144.60
0	8/19/2020	AFTS	AP	8/19/2020	433.35
0	8/19/2020	Allstream Business US Inc	AP	8/19/2020	1,959.98
0	8/19/2020	Associated Petroleum Products Inc	AP	8/19/2020	2,336.15
0	8/19/2020	BHC Consultants LLC	AP	8/19/2020	24,308.34
0	8/19/2020	Comcate Software Inc	AP	8/19/2020	475.03
0	8/19/2020	Department of Ecology	AP	8/19/2020	185,659.73
0	8/19/2020	Ferguson Enterprises Inc	AP	8/19/2020	10,722.49
0	8/19/2020	ISOutsource	AP	8/19/2020	7,503.54
0	8/19/2020	Lakeside Industries Inc	AP	8/19/2020	1,331.93
0	8/19/2020	Lowe's Home Centers Inc	AP	8/19/2020	4,089.37
0	8/19/2020	NI Government Services Inc	AP	8/19/2020	73.73
0	8/19/2020	NorthStar Chemical Inc.	AP	8/19/2020	539.07
0	8/19/2020	Ogden Murphy Wallace PLLC	AP	8/19/2020	17,616.70
0	8/19/2020	Javier Patton	AP	8/19/2020	151.25
0	8/19/2020	Ricoh USA Inc	AP	8/19/2020	2,868.55
0	8/19/2020	Smarsh Inc	AP	8/19/2020	1,813.41
0	8/19/2020	Snohomish Conservation District	AP	8/19/2020	2,000.00
0	8/19/2020	Darryl Stamey	AP	8/19/2020	151.25
0	8/19/2020	S360 Strategies 360, Inc	AP	8/19/2020	4,000.00
0	8/19/2020	Universal Field Services Inc	AP	8/19/2020	1,108.63
0	8/19/2020	Utilities Underground Location Center	AP	8/19/2020	279.93
0	8/19/2020	Mark Wakefield	AP	8/19/2020	144.60

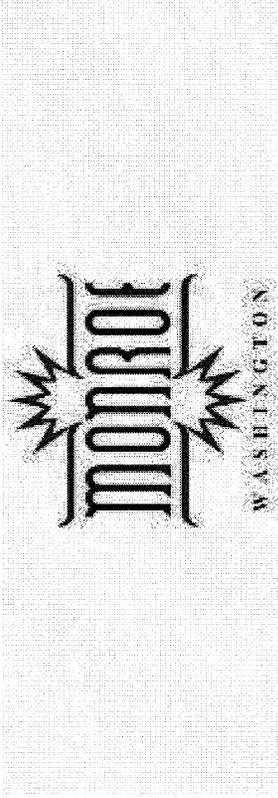
Total Check Count: 34

Total Check Amount: 411,632.42

# Bank Reconciliation

## Disbursement Detail

User: Cheri  
 Printed: 08/20/2020 - 10:50AM  
 Date Range: 08/13/2020 - 08/19/2020  
 Systems: 'Accounts Payable'



Check#	Check Date	Payable To	Purpose	Amount
Fund: 001 General Fund				
0	08/19/2020	Lowe's Home Centers Inc	June Lowes Purchases	1,417.62
0	08/13/2020	GameTime Inc	Inclusive Mallet to repair playground	517.43
0	08/19/2020	NI Government Services Inc	satellite phone	18.43
0	08/19/2020	Ogden Murphy Wallace PLLC	Professional services through July 2020 - Ogden Murphy	17,616.70
0	08/19/2020	Bill Abell	W Abell supplemental insurance	144.60
0	08/19/2020	Darryl Stamey	Per diem Adv. Motors - Stamey	151.25
0	08/19/2020	Javier Patton	Per diem - Adv. Motors - Patton	151.25
0	08/19/2020	Mark Wakefield	M Wakefield supplemental insur	144.60
0	08/13/2020	Rachel Adams	Professional services for July - Rachel Adams	4,000.00
0	08/19/2020	S360 Strategies 360, Inc	Professional services July 2020	4,000.00
91398	08/14/2020	Land Development Consultants, Inc.	Housing Plan	13,391.52
91409	08/14/2020	RagnaSoft, Inc	Plait Police 1 year subscription	2,075.00
91410	08/14/2020	Snohomish County Sheriffs Office	Warrant Entries	111.60
91411	08/14/2020	SNOPAC911	Dispatch Services	26,528.87
91447	08/19/2020	The Other Company	Court Study June - August Services The Other Company	9,784.66
91454	08/19/2020	Larry Crosby	Crosby supplemental insurance	144.60
91457	08/19/2020	Guardian Unmanned Aircraft Systems LIDrone Training		350.00
91458	08/19/2020	HealthEquity Employer Services	HSA monthly payment	20.65
91459	08/19/2020	Karen Reed Consulting, LLC	Court Study - June - August 2020 - Karen Reed	7,800.00
91460	08/19/2020	Land Development Consultants, Inc.	Monroe Housing Action Plan	1,809.00
91462	08/19/2020	Makers Architecture and Urban Design	N. Kelsy Update	3,000.00
91465	08/19/2020	PACE Engineers Inc	Heritage Baptist Fee Refund - Pace Eng.	2,964.00
91470	08/19/2020	Snohomish County Human Services Dep Embedded Social Worker April - June 2020		17,788.04
91471	08/19/2020	Snohomish County Sheriffs Office	Medical Billing June 2020	71.79
91472	08/19/2020	Sprague Pest Solutions Inc	Pest control services 528 SI Blakely St.	92.91
91474	08/19/2020	US Bank NA-Custody Treasury Div-Mo	custody charges-monthly maint	46.00

114,140.52

Total for Fund:001 General Fund

Check#	Check Date	Payable To	Purpose	Amount
<b>Fund: 105 Streets</b>				
0	08/19/2020	Lowe's Home Centers Inc	June Lowes Purchases	44.26
0	08/13/2020	H.B. Jaeger Company LLC	Paving Risers	125.67
0	08/13/2020	Lakeside Industries Inc	Class B Modified asphalt	964.94
0	08/19/2020	Lakeside Industries Inc	Class Mod B Asphalt	1,331.93
91476	08/19/2020	Zumar Industries Inc	Lines and arrows	7,061.87
			Total for Fund:105 Streets	9,528.67
<b>Fund: 307 Capital Improvements CIP</b>				
91448	08/19/2020	2812 architecture, inc	B&G Club - 2812 architecture inc.	37,424.97
			Total for Fund:307 Capital Improvements CIP	37,424.97
<b>Fund: 317 Parks CIP Fund</b>				
0	08/19/2020	Lowe's Home Centers Inc	June Lowes Purchases	347.84
			Total for Fund:317 Parks CIP Fund	347.84
<b>Fund: 318 Streets CIP Fund</b>				
0	08/13/2020	The Blueline Group, LLC	2020 Annual Rd Maintenance - Blueline	29,813.25
0	08/13/2020	TranspoGroup	ADA Transition Plan - Transpogroup	10,696.25
0	08/19/2020	Universal Field Services Inc	Chain Lake Rd Phase 2a	1,108.63
91389	08/14/2020	City of Monroe	Retainage - 2020 Rd Maint. Lakeside Ind.	34,370.82
91393	08/14/2020	Department of Transportation		962.80
91397	08/14/2020	Lakeside Industries Inc	2020 Annual Road Maintenance	653,045.60
91449	08/19/2020	Robert B. and Janet B. Bacon	Chain Lake ROW	108,008.00
91450	08/19/2020	Ballinger Commercial Property	Chain Lk Road ROW	221,300.00
			Total for Fund:318 Streets CIP Fund	1,059,305.35

Check#	Check Date	Payable To	Purpose	Amount
Fund: 411 Water Maintenance & Operations				
	0 08/19/2020	Lowe's Home Centers Inc	June Lowes Purchases	2.37
	0 08/19/2020	AFTS	Lockbox Charges	144.44
	0 08/19/2020	Ferguson Enterprises Inc	Supplies	10,722.49
	0 08/19/2020	NI Government Services Inc	satellite phone	18.43
	0 08/19/2020	Utilities Underground Location Center	locates	279.93
91390	08/14/2020	John & Kathleen Dahlgren	Refund Check	68.06
91392	08/14/2020	Lucas Dentel	Refund Check	33.11
91395	08/14/2020	Jon & Laura Henson	Refund Check	188.21
91396	08/14/2020	Kishor Kommanoboina	Refund Check	21.64
91399	08/14/2020	Michael Lilly	Refund Check	63.98
91400	08/14/2020	Michael Lilly	Refund Check	12.48
91401	08/14/2020	Mainvue WA LLC	Refund Check	24.95
91402	08/14/2020	Bernard Martinez	Refund Check	28.38
91403	08/14/2020	Letha Merkle	Refund Check	47.40
91405	08/14/2020	Monty & Barbara Moore	Refund Check	3.97
91407	08/14/2020	Steven & Keilah Palmer	Refund Check	47.59
91413	08/14/2020	Jeff Swann	Refund Check	93.02
91414	08/14/2020	Veristone Homes LLC	Refund Check	15.58
91415	08/14/2020	Veristone Homes LLC	Refund Check	2.83
91416	08/14/2020	Nathaniel & Kelsey Wells	Refund Check	3.97
91417	08/14/2020	Phillip Wescott	Refund Check	64.84
91451	08/19/2020	Melissa Bennett	Refund Check	119.38
91452	08/19/2020	Larry Buehler	Refund Check	7.95
91453	08/19/2020	Matthew & Avalyn Collier	Refund Check	50.51
91461	08/19/2020	Michael & Morgan Locking	Refund Check	77.37
91463	08/19/2020	Skyler Martinez	Refund Check	129.81
91466	08/19/2020	Platt Electric Supply	Wire	112.52
91467	08/19/2020	Puget Sound Energy	PSE 769 Village Way #Facility	131.13
91468	08/19/2020	Jessica Sharp	Refund Check	58.08
91469	08/19/2020	Caleb & Annastasiya Sierer	Refund Check	42.16
Total for Fund:411 Water Maintenance & Operations				12,616.58
Fund: 412 Water Capital Projects				
	0 08/13/2020	Rodarte Construction, Inc	Adams Lane Mixed Utility Replacement - Rodarte Constructor	43,111.28
	0 08/13/2020	The Blueline Group, LLC	2020 Annual Rd Maintenance - Blueline	3,370.50
91389	08/14/2020	City of Monroe	Retainage - 2020 Rd Maint. Lakeside Ind.	5,447.97
91397	08/14/2020	Lakeside Industries Inc	2020 Annual Road Maintenance	103,511.37
91464	08/19/2020	Murraysmith, Inc	DOC Reservoir #2	15,076.50
Total for Fund:412 Water Capital Projects				170,517.62

Check#	Check Date	Payable To	Purpose	Amount
Fund: 421 Sewer Maintenance & Operations				
0	08/19/2020	Lowe's Home Centers Inc	June Lowes Purchases	1,286.02
0	08/19/2020	AFTS	Lockbox Charges	144.43
0	08/19/2020	Department of Ecology	DOE L0200009	185,659.73
0	08/19/2020	NI Government Services Inc	satellite phone	18.44
0	08/19/2020	NorthStar Chemical Inc.	Sodium Hypoc. 180.00 g.	539.07
91390	08/14/2020	John & Kathleen Dahlgren	Refund Check	104.71
91392	08/14/2020	Lucas Dentel	Refund Check	32.93
91395	08/14/2020	Jon & Laura Henson	Refund Check	276.47
91396	08/14/2020	Kishor Kommanoboina	Refund Check	22.60
91399	08/14/2020	Michael Lilly	Refund Check	126.91
91400	08/14/2020	Michael Lilly	Refund Check	46.08
91405	08/14/2020	Monty & Barbara Moore	Refund Check	9.31
91407	08/14/2020	Steven & Keilah Palmer	Refund Check	175.72
91413	08/14/2020	Jeff Swann	Refund Check	52.22
91416	08/14/2020	Nathaniel & Kelsey Wells	Refund Check	14.67
91417	08/14/2020	Phillip Wescott	Refund Check	239.45
91453	08/19/2020	Matthew & Avalyn Collier	Refund Check	122.01
91455	08/19/2020	Department of Enterprise Services	Printi. Supplies - business cards	18.58
91463	08/19/2020	Skyler Martinez	Refund Check	186.49
91467	08/19/2020	Puget Sound Energy	PPSE 769 Village Way #Facility	131.13
91473	08/19/2020	Tenelco Inc.	Biosolids	16,327.03
91475	08/19/2020	Ziply Fiber	Sewer phones	283.09
Total for Fund:421 Sewer Maintenance & Operations				205,817.09
Fund: 422 Sewer Capital Projects				
0	08/13/2020	Kennedy/Jenks Consultants, Inc	WWTP Engineering Report	2,081.77
0	08/13/2020	Rodarte Construction, Inc	Adams Lane Mixed Utilitry Replacment - Rodarte Constructor	43,111.27
Total for Fund:422 Sewer Capital Projects				45,193.04

Check#	Check Date	Payable To	Purpose	Amount
<b>Fund: 431 Stormwater Maint &amp; Operations</b>				
	0 08/19/2020	AFTS	Lockbox Charges	144.48
	0 08/19/2020	NI Government Services Inc	satellite phone	18.43
	0 08/19/2020	Snohomish Conservation District	Youth Education for 2020	2,000.00
	91388 08/14/2020	AAA Monroe Rock Corp.	Fill dirt	96.56
	91390 08/14/2020	John & Kathleen Dahlgren	Refund Check	15.68
	91392 08/14/2020	Lucas Dentel	Refund Check	4.94
	91395 08/14/2020	Jon & Laura Henson	Refund Check	41.46
	91396 08/14/2020	Kishor Kommanoboina	Refund Check	3.38
	91399 08/14/2020	Michael Lilly	Refund Check	19.02
	91400 08/14/2020	Michael Lilly	Refund Check	6.91
	91405 08/14/2020	Monty & Barbara Moore	Refund Check	1.40
	91407 08/14/2020	Steven & Keilah Palmer	Refund Check	26.35
	91413 08/14/2020	Jeff Swann	Refund Check	7.83
	91416 08/14/2020	Nathaniel & Kelsey Wells	Refund Check	2.20
	91417 08/14/2020	Phillip Wescott	Refund Check	35.89
	91452 08/19/2020	Larry Buehler	Refund Check	3.22
	91453 08/19/2020	Matthew & Avalyn Collier	Refund Check	18.29
	91461 08/19/2020	Michael & Morgan Looking	Refund Check	13.31
	91463 08/19/2020	Skyler Martinez	Refund Check	27.95
	91467 08/19/2020	Puget Sound Energy	PSE 769 Village Way #Facility	135.11
	91469 08/19/2020	Caleb & Annastasiya Sierer	Refund Check	23.34
			Total for Fund:431 Stormwater Maint & Operations	2,645.75
<b>Fund: 432 Stormwater Capital Projects</b>				
	0 08/19/2020	BHC Consultants LLC	Blueberry Stormwater Infiltration	24,308.34
			Total for Fund:432 Stormwater Capital Projects	24,308.34
<b>Fund: 510 Information &amp; Tech Services</b>				
	0 08/19/2020	Allstream Business US Inc	Long Distance Charges	1,959.98
	0 08/19/2020	Comcate Software Inc	monthly maint-Monroe connection	475.03
	0 08/19/2020	ISOsource	Billable Services : 7/16/20 -7/31/20	7,503.54
	0 08/19/2020	Ricoh USA Inc	Engr Ricoh copier lease MPC205	2,868.55
	0 08/19/2020	Smarsh Inc	Archive services	1,813.41
	91456 08/19/2020	Dimensional Communications Inc	Service call for audio in Council Chambers	360.69
	91465 08/19/2020	PACE Engineers Inc	Heritage Baptist Fee Refund - Pace Eng.	128.20
			Total for Fund:510 Information & Tech Services	15,109.40
<b>Fund: 520 Equipment &amp; Fleet Management</b>				
	0 08/13/2020	Associated Petroleum Products Inc	PW vehicle fuel	3,642.70
	0 08/19/2020	Associated Petroleum Products Inc	PW vehicle fuel	2,336.15
	91391 08/14/2020	Datec Inc.	Sector Printers (2)	606.18
			Total for Fund:520 Equipment & Fleet Management	6,585.03

Check#	Check Date	Payable To	Purpose	Amount
Fund: 530 Facilities Management				
0	08/19/2020	Lowes Home Centers Inc	June Lowes Purchases	991.26
0	08/13/2020	PUD	PUD - Street Lighting	348.73
91394	08/14/2020	Elite Lock & Safe	File key	30.60
91406	08/14/2020	Pacific Air Control Inc	Contract	1,823.12
91408	08/14/2020	Puget Sound Energy Inc	Park Place PS - 17866 W Main	683.76
91412	08/14/2020	Sprague Pest Solutions Inc	Pest Control	161.36
			Total for Fund:530 Facilities Management	4,038.83
Fund: 631 Agency Fund				
0	08/13/2020	Washington State Patrol	Fingerprinting - Custodians	137.00
			Total for Fund:631 Agency Fund	137.00
Fund: 636 School Mitigation Fees				
91404	08/14/2020	Monroe School District	Mitigation fees for July 29- August 11, 2020	36,811.00
			Total for Fund:636 School Mitigation Fees	36,811.00
			Grand Total	1,744,527.03



# MONROE CITY COUNCIL

## Agenda Bill No. 20-126

<b>SUBJECT:</b>	<b>Authorize the Mayor to Execute Addendum No. 1 to the Interlocal Agency Agreement with the City of Sultan and the City of Lake Stevens for the Municipal Court Assessment.</b>
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<b>DATE:</b>	<b>DEPT:</b>	<b>CONTACT:</b>	<b>PRESENTER:</b>	<b>ITEM:</b>
08/25/2020	Administration	Deborah Knight	Deborah Knight	Consent Agenda #4

**Discussion:** 08/25/2020; 02/11/2020; 01/14/2020; 12/03/2019 and 10/01/2019 (Public Safety Committee)

- Attachments:**
1. Interlocal Agency Agreement Addendum No. 1
  2. Interlocal Agency Agreement

**REQUESTED ACTION:** Authorize the Mayor to execute Addendum No. 1 to the Interlocal Agency Agreement with the City of Sultan and the City of Lake Stevens, for a Court Assessment Study increasing the “not-to-exceed” amount from \$51,000 to \$60,000.

### POLICY CONSIDERATIONS

*This Agreement is based upon the authority of RCW 39.34.030, which allows public agencies to cooperate and jointly exercise their powers in ways that provide the most efficient use of resources.*

*The policy question for the city council is whether to amend the Interlocal Agency Agreement (Attachment 1) to proportionately share the increased contract cost approved by the City Council on July 14, 2020 to assess expanding the Monroe Municipal Court to provide contract services to the cities of Lake Stevens and Sultan.*

*Under the terms of the ILA the City of Monroe will pay 67% of the total cost of assessing service provision options (approximately \$40,200). The cities of Lake Stevens and Sultan will each pay 16.5% of the total cost (approximately \$9,900 each).*

### DESCRIPTION/BACKGROUND

On January 21, 2020, the city executed a professional services contract, not to exceed \$51,000, with Anne Pflug and Karen Reed to assess four service provision options for the Monroe Municipal Court:

1. Continuing to operate a Monroe Municipal Court
2. Adding a community court and/or probation services to the Monroe court
3. Contracting with Snohomish County/Evergreen District Court
4. Expanding the Monroe Municipal Court to provide contract services to Lake Stevens and Sultan.

The final graphic report was presented to the city council and the public safety committee on July 21, 2020.

In May, city staff were notified by the consultants that comparison of court service alternatives and facility options for the three cities resulted in a greater-than-anticipated complexity than



# MONROE CITY COUNCIL

## Agenda Bill No. 20-126

originally anticipated in the Scope of Work resulting in additional hours needed to analyze identified alternatives, prepare recommendations, and finalize the graphic report.

The consultants reduced their May invoice to stay within the budget. City staff requested an estimate of time and materials to complete the work. The consultants determined approximately (\$24,550) in project costs not covered by the contract. The consultants offered to exclude 60% (\$14,730) of the unbilled amount as "write-off". If the contract amendment is approved the remaining portion of the project costs would be billed to the cities of Monroe, Lake Stevens, and Sultan.

### FISCAL IMPACTS

Original cost for this contract was \$51,000. Amendment No. 1 was for an additional \$9,000, bringing the total cost of the contract to \$60,000. Under the terms of the adopted Interlocal Agency Agreement (ILA) with the cities of Lake Stevens and Sultan, the City of Monroe is responsible for two-thirds (67%) of the contract cost approximately \$34,170. This distribution share would remain the same for the addendum (see table below).

The cities of Lake Stevens and Sultan verbally agreed to share the cost of the addendum. The City of Monroe is responsible for two-thirds (\$6,030). Lake Stevens and Sultan will share the remaining third (\$2,970). The total cost of the contract billable to the City of Monroe would be \$40,200.

		Monroe (67%)	Lake Stevens/Sultan (33%)
Contract	\$51,000	\$34,170	\$16,830
Addendum No. 1	\$ 9,000	\$6,030	\$2,970
Total	\$60,000	\$40,200	\$19,800

### TIME CONSTRAINTS

The consultants have completed their work and submitted their final invoice to the city for payment. The addendum should be approved by the city council in order to seek reimbursement from the City of Lake Stevens and the City of Sultan before the end of the fiscal year.

### ALTERNATIVES

Do not approve and direct the Mayor and city staff to areas of concern. This action may indicate the council does not approve the proposed addendum or has additional questions that need to be addressed before taking action.

**ADDENDUM NO. 1  
TO INTERLOCAL AGREEMENT**

BETWEEN THE CITIES OF MONROE, LAKE STEVENS AND SULTAN  
TO ASSESS EXPANDING THE MONROE MUNICIPAL COURT  
TO PROVIDE CONTRACT SERVICES  
TO THE CITIES OF LAKE STEVENS AND SULTAN

WHEREAS, the Cities of Monroe, Lake Stevens, and Sultan are parties to that certain interlocal agreement dated February 14, 2020 to assess expanding the Monroe Municipal Court to provide contract services to the Cities of Lake Stevens and Sultan; and

WHEREAS, the consultants retained to perform said assessment notified the City of Monroe, as the project fiscal agent, that the comparison of court service alternatives and facility options for the three cities resulted in a greater-than-anticipated complexity than originally anticipated in the Scope of Work, resulting in additional hours needed to analyze identified alternatives, prepare recommendations, and finalize the graphic report; and

WHEREAS, the Steering Committee members composed of the Monroe City Administrator, the Lake Stevens City Administrator, and the Sultan City Administrator determined the additional work was necessary to sufficiently complete the assessment; and

WHEREAS, the Consultants agreed to share the cost of the additional work by excluding sixty percent of the unbilled amount; and

WHEREAS, the Cities of Monroe, Lake Stevens, and Sultan desire to amend Section 3 Cost Sharing and Agency of the interlocal agreement to increase the “not-to-exceed” amount of the Study from \$51,000 to \$60,000,

NOW, THEREFORE, in consideration of the terms, conditions, covenants stated and the performance to be rendered, the Participants agree as follows:

**Section 1. Amending Section 3 of the Interlocal Agreement.** Subsection 3(1) of the Interlocal Agreement is hereby amended to provide in its entirety as follows:

The Participants will share the cost to fund the Study in an amount not to exceed sixty thousand dollars (\$60,000). The City of Monroe will pay 67% of the total cost of assessing service provision options. The cities of Lake Stevens and Sultan will each pay 16.5% of the total cost.

**Section 2. Remainder of Agreement Unchanged.** Except as stated above, the remainder of the interlocal agreement between the Cities of Monroe, Lake Stevens, and Sultan shall remain unchanged as in full force and effect.

In accordance with RCW 39.34.040, the City of Monroe shall list this Addendum by subject on the City of Monroe website or, alternatively, file a copy of this Addendum with the Snohomish County Auditor's Office.

IN WITNESS WHEREOF, the parties hereto have executed this Addendum as of the 25<sup>th</sup> day of August 2020.

CITY OF LAKE STEVENS:

CITY OF SULTAN:

\_\_\_\_\_

\_\_\_\_\_

By: \_\_\_\_\_

By: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

CITY OF MONROE:

\_\_\_\_\_  
Geoffrey Thomas, City Mayor

ATTEST/AUTHENTICATED:

\_\_\_\_\_  
Becky Hasart, City Clerk

## INTERLOCAL AGREEMENT

### BETWEEN THE CITIES OF MONROE, LAKE STEVENS AND SULTAN TO ASSES EXPANDING THE MONROE MUNICIPAL COURT TO PROVIDE CONTRACT SERVICES TO THE CITIES OF LAKE STEVENS AND SULTAN

WHEREAS, the City of Monroe wishes to evaluate program strategies to improve existing Municipal Court outcomes and alternative service provision models for adult infraction and misdemeanor court and probation services; and

WHEREAS, the City of Monroe plans to hire consultants to assess four service provision options including expanding the Monroe Municipal Court to provide contract services to other municipalities; and

WHEREAS, the cities of Lake Stevens and Sultan are interesting in evaluating the costs and benefits of contracting with the City of Monroe for Municipal Court services; and

WHEREAS, the Parties, comprising of the cities of Monroe, Lake Stevens and Sultan, (Participants), wish to enter into this interlocal agreement (Agreement) as authorized under RCW to share the cost of assessing the pros and cons of expanding the Monroe Municipal Court (the Study) to provide contract court services to Lake Stevens and Sultan including court staff, municipal judge pro tem, jury and witness fees, interpreter services, and overhead and support costs; and

WHEREAS, all entities are duly organized and operating under and by virtue of the laws of the State of Washington.

NOW, THEREFORE, in consideration of the terms, conditions, covenants stated and the performance to be rendered, the Participants agree as follows:

#### **Section 1. Purpose and Authority.**

This Agreement is based upon the authority of RCW 39.34.030, which allows for public agencies to cooperate and jointly exercise their powers in ways that provide the most efficient use of resources. The Participants agree that this Agreement should be liberally construed to effectuate the purpose of this Agreement, which is to proportionately share the cost of hiring independent professional consultants to assess expanding the Monroe Municipal Court to provide contract services to the cities of Lake Stevens and Sultan.

#### **Section 2. Scope of Agreement.**

The City of Monroe will commission the Study under which the consultants will conduct an impartial, third-party, data-driven evaluation of the costs and benefits to expand the Monroe Municipal Court to provide contract services to the cities of Lake Stevens and Sultan as set forth

in Exhibit A, in accordance with the Completion Schedule set forth in Exhibit B.

### **Section 3. Cost sharing and Agency.**

1. The Participants will share the cost to fund the Study in an amount not to exceed fifty-one thousand dollars (\$51,000). The City of Monroe will pay 67% of the total cost of assessing service provision options. The cities of Lake Stevens and Sultan will each pay 16.5% of the total cost.
2. The City of Monroe will serve as the Participants' fiscal agent for the limited purpose of commissioning and administering the Study. The City of Monroe will, by contract, require the selected consultants to submit sufficiently detailed invoices to the City of Monroe on a monthly basis, and will remit payment to the consultants therefore. The City of Monroe will then submit monthly invoices to the cities of Lake Stevens and Sultan with such invoices split among the Participants as set forth in Section 3.1 above.

### **Section 4. Duration and Termination.**

1. This Agreement will be in force and effect on February 14, 2020 and remain in effect until the later of December 31, 2020 or the date upon which the Study is completed, or until terminated by any Participant as provided for in Section 4.2 below.
2. Any Participant may terminate this Agreement, prior to its expiration, by providing the other Participants at least 60 calendar days prior written notice. Such notice must state the grounds for the termination if termination is before the Study is complete. The terminating Participant shall be responsible for paying its allocated share of invoices, as applicable pursuant to Section 3 above, for services performed prior to the effective date of termination.

### **Section 5. Additional Terms and Conditions.**

1. Relationship of the Participants: No agent, official, employee, or representative of the Participants is an officer, employee, agent, or representative of the other for any purpose.
2. Review and Joint Board (Steering Committee): The terms and operations of this Agreement will be reviewed by the Steering Committee as needed unless otherwise agreed by Participants. The purpose of the review is to assure that the objectives of this Agreement are being met. The Steering Committee will be composed of the Monroe City Administrator, the Lake Stevens City Administrator, and the Sultan City Administrator or representatives thereof. This committee may be supported by staff from any Participant with the consent of that Participant.

### **Section 6. Indemnification.**

To the fullest extent allowed by law, each Participant will be solely and entirely responsible for its own acts/omissions and for the acts/omissions of its agents, officials, employees, or representatives. Each Participant shall further defend, indemnify and hold the other

Participants, their officers, officials, employees and volunteers harmless from and against any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or resulting from the acts, errors or omissions of the first Participant in its performance of this Agreement.

It is further specially and expressly understood that the indemnification provided herein constitutes each Participant's waiver of immunity under industrial insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the Participants.

The provisions of this section shall survive the expiration or termination of this Agreement.

**Section 7. Non-Payment and Other Defaults.**

In the event of any default hereunder, upon thirty (30) calendar days written notice by any Participant with regard to failure to make any payment required, and if the same is not cured within sixty (60) calendar days, then the requesting Participant is entitled, without further notice or demand, to give notice of termination as set forth in Section 4 Duration and Termination, including any other remedy granted at law or in equity.

**Section 8. Severability.**

If any provision of this Agreement is held to be in conflict with existing state statute or any future amendment thereof, such provisions are severable, and the remaining provisions of this Agreement remain in full force and effect.

**Section 9. Notice.**

Any notice required to be given by any Participant to the other will be deposited in the United States mail, postage prepaid, addressed:

To the City of Monroe at:  
City Administrator  
806 West Main Street  
Monroe WA 98292

To the City of Lake Stevens at:  
City Administrator  
1812 Main St  
Lake Stevens, WA 98258

To the City of Sultan at:  
City Administrator  
PO Box 1199  
Sultan, WA 98294

Or at such other address as any Participant may designate to the other in writing from time to

time. All notices to be given with respect to this Agreement must be in writing. Every notice is deemed to have been given at the time it is deposited in the United States mails in the manner prescribed herein. Nothing contained herein will be construed to preclude personal service of any notice in the manner prescribed for personal service of a summons or other legal process. Nothing in this provision is intended to apply to informal communications that will occur among the Participants.

**Section 10. Construction of Agreement.**

In the event of a dispute between the Participants as to the meaning of terms, phrases or specific provisions of this Agreement, the authorship of this Agreement will not be cause for this Agreement to be construed against any Participant nor in favor of any Participant.

**Section 11. Execution.**

This Agreement is executed by each Participant acting with authority granted, where required, by its governing body. This Agreement may be executed in counterpart originals. A copy of each such executed counterpart original will be delivered to each Participant upon that Participant's execution of a counterpart original.

**Section 12. Administration.**

This Agreement will be jointly administered by the Participants. This Agreement does not create any separate legal or administrative entity. However, nothing in this Agreement is intended to prevent or otherwise interfere with discussions or decisions that may be made by the Participants. Further, the Participants understand and agree that there will be communication between the Participants to effectuate the terms of this Agreement.

**Section 13. Financing: Budget.**

This Agreement does not contemplate a joint budget.

**Section 14. Applicable Law and Venue.**

This Agreement will be governed by and construed in accordance with the laws of the State of Washington. The venue for any court action will be in Snohomish County in any court with jurisdiction. The substantially prevailing party in any such action shall be entitled to an award of its reasonable attorneys' fees and costs.

**Section 15. Compliance with Other Law.**

The Participants will comply with all applicable state and federal law, including without limitation those regarding contracting, labor relations, minimum and prevailing wage, open public meetings, public records, ethics, and nondiscrimination.

**Section 16. Waivers.**

Failure to insist upon strict compliance with any terms, covenants or conditions of this Agreement are not a waiver of such, nor does any waiver or relinquishment of such right or power at any time be taken to be a waiver of any other breach.

**Section 17. Files.**

All files and other documents created and/or maintained by a Participant relating to this Agreement or the services provided pursuant to this Agreement shall belong to that Participant. On request, such files will be made available for review by the other Participant through a duly authorized representative from either Participant during normal business hours.

**Section 18. Public Records Requests.**

Each Participant is responsible for timely and adequately responding to any requests for records addressed to it under the Public Records Act.

**Section 19. Challenge.**

The entry into this Agreement will not be construed to be a waiver or abandonment of any defense or claim either Participant may have against the other.

**Section 20. Listing; Filing.**

In accordance with RCW 39.34.040, the City of Monroe shall list this Agreement by subject on the City of Monroe website or, alternatively, file a copy of this Agreement with the Snohomish County Auditor’s Office.

IN WITNESS WHEREOF, the parties hereto have executed this agreement as of the day and year first above written.

CITY OF LAKE STEVENS:

CITY OF SULTAN:

\_\_\_\_\_

\_\_\_\_\_

By: \_\_\_\_\_

By: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

CITY OF MONROE:

\_\_\_\_\_  
Geoffrey Thomas, City Mayor

ATTEST/AUTHENTICATED:

\_\_\_\_\_  
Cheri Hurst, Authorized Designee of the City Clerk

## **Exhibit A Scope of Work**

### **Assessment of the Court needs of Lake Stevens and Sultan:**

- Historical, current and projected caseload
- Desired court and customer service requirements moving forward
- Implications for current and projected workload of court
- Implications of court service changes on the cost and operation of police, public defense, prosecution and jail services
- Implications for capacity of current Monroe facilities and technology

### Interviews and Site Visits

On site, questionnaire based and/or phone interviews will be conducted with City and County officials and staff and additional stakeholders identified by the parties at the request of the consultant team. Jurisdictional interests including scope of service requirements, customer service expectations, service demand, cost limitations, funding and alternative cooperative arrangements will be explored in the interviews.

## **II. Products**

The following products are anticipated:

- 1) A draft report for approval by the project coordinator in the form of a graphic report and any needed appendices that can be adapted for web publication and/or Power Point presentations to elected officials.
- 2) A final graphic report. Final report in the form of a graphic report and any needed appendices delivered within 10 days from receipt of final comments on the draft from the project coordinator.
- 3) Three presentations to designated groups of the report's findings.

## **III. Participant Responsibilities**

Each Participant shall provide at least one staff person to work with the consultant team to gather data, schedule interviews and arrange any interview logistics, provide introductory and any follow up material to interviewees and other reasonable logistical support.

The Participants will provide introductions of the consultant team and the study to interviewees and other appropriate county and city officials in Snohomish County and Marysville. **The City of Monroe will request from Snohomish County within two weeks of consultant contract execution a cost estimate for providing District court and probation services to the cities.**

## **EXHIBIT B**

### **COMPLETION SCHEDULE**

1. Kick off meeting (Confirm scope, study questions, basic information, data asks, interview list and schedule) – January 2020
2. On-site/phone/questionnaire interviews, follow up and data gathering (26 to 36 interviews) – January- February 2020
3. Potential and existing site visits, space plan analysis and data/photos – February-March 2020
4. Collection of quantitative data and analysis of data and interview material – March-April 2020
5. Draft Report – April-May 2020
6. Final Report – May-June 2020
7. Three presentations of report to groups designated by clients - 20 hours (includes preparation) April-June 2020



# MONROE CITY COUNCIL

## Agenda Bill No. 20-127

<b>SUBJECT:</b>	<b>Ordinance No. 010/2020, Amending 2020 Budget; Final Reading</b>
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<b>DATE:</b>	<b>DEPT:</b>	<b>CONTACT:</b>	<b>PRESENTER:</b>	<b>ITEM:</b>
08/25/2020	Finance	Becky Hasart	Becky Hasart	Consent Item #5

**Discussion:** 05/12/2020, 07/28/2020 Finance Report, 08/04/2020, 08/11/2020  
**First Reading:** 08/11/2020

- Attachments:**
1. Ordinance No 010/2020, 2020 Budget Amendment  
 Exhibit A – 2020 Salary Scale  
 Exhibit B – Beginning Fund Balances  
 Exhibit C – Line Item Changes  
 Exhibit D – Detailed Amendment Fund Changes

**REQUESTED ACTION:** Move to adopt Ordinance No 010/2020, amending the budget for fiscal year 2020 to account for actual beginning fund balances, new or decreased revenues and expenditures; providing for severability, and establishing an effective date.

### POLICY CONSIDERATIONS

*RCW 35A.33 governs the budget process for optional municipal code cities, such as the City of Monroe. A balanced budget which does not exceed its resources must be adopted by each city in order to operate.*

*Each year, the City amends its budget to recognize actual beginning fund balances after the annual report is complete. In addition, various Council approved adjustments are incorporated into the budget amendment at the same time. For 2020 Budget Amendments, the policy question for Council is what additional adjustments should be made to reflect the impacts from the efforts to contain COVID-19.*

### DESCRIPTION/BACKGROUND

Each year upon the completion of the annual report, the City amends its current fiscal year budget to reflect actual beginning fund balances. In addition, the first budget amendment would also include those adjustments, including those approved by Council, that were not anticipated during the budget development process.

On both May 12, 2020 and August 4, 2020, Council was briefed regarding potential impacts the mitigation efforts for COVID-19 could have on the City of Monroe’s Budget. The attached ordinance and exhibits are the result of those discussions.

The attached exhibits A, B, C, and D to the ordinance list out the detail for each amendment request.

Exhibit A is the updated salary schedule. This schedule includes the following changes:

- updates to public works position salaries to reflected the agreed upon changes as ratified in the collective bargaining agreement;
- removal of the vacated, standalone City Clerk position;
- addition of the full time Deputy City Clerk position with related salary range;

- update to the Finance Director position and salary to reflect the added responsibility of City Clerk (new title Finance Director/City Clerk); and
- update to the Building Inspector position salary to reflect market rates as previously approved by City Council.

Exhibit B compares the budgeted beginning fund balances against the actual, which some analysis as to why there were differences.

Exhibit C lists out the line items changes in the various fund budgets.

Exhibit D compares budgeted fund balances, budgeted revenue, and budgeted expenditures against the proposed amended fund balances, amended revenues, and amended expenditures for each fund.

Other highlights include but are not limited to:

- Creation of separate cost centers within the General Fund for City Wide expenses which do not benefit a single department and Human Services expenses non COVID related;
- the 2020 budget amendment includes recognition of the CARES Act grant and related expenses anticipated to be received from the state and expended by October 31, 2020;
- appropriate transfer from the Real Estate Excise Taxes to the Parks Capital Fund to complete the purchase of the North Hill area park and to complete the construction of the Lake Tye All Weather Fields;
- Recognition of the Department of Ecology Grant for the Madison Combined Sewer project in the Sewer Capital Fund.

## **FISCAL IMPACTS**

- Total all funds beginning fund balance adjustment is an increase of \$6,059,273 (Exhibit D)
- Total all funds revenue amendment, exclusive of beginning fund balance, is an increase of \$135,919 (Exhibit D)
- Total all funds expenditure amendment, exclusive of ending fund balance, is an increase of \$4,444,729 (Exhibit D)
- Total all funds ending fund balance adjustment is an increase of \$1,750,463 (Exhibit D)
- Total amended budget, both revenues and expenditures, is \$106,281,807. This is a \$6,195,192 increase over the originally adopted 2020 budget of \$100,086,615.

## **TIME CONSTRAINTS**

The 2020 budget should be amended prior to year-end.

## **ALTERNATIVES**

1. Adopt Ordinance No 010/2020 as presented.
2. Do not adopt the ordinance; direct staff to increase or decrease the various amendment requests and represent the ordinance for consideration.

**CITY OF MONROE  
ORDINANCE NO. 010/2020**

AN ORDINANCE OF THE CITY OF MONROE,  
WASHINGTON, AMENDING THE BUDGET FOR FISCAL  
YEAR 2020 TO ACCOUNT FOR ACTUAL BEGINNING  
FUND BALANCES, NEW OR DECREASED REVENUES  
AND EXPENDITURES; PROVIDING FOR SEVERABILITY;  
AND ESTABLISHING AN EFFECTIVE DATE

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WHEREAS, the City Council adopted the budget for fiscal year 2020 through Ordinance No. 021/2019 on November 12, 2019; and

WHEREAS, the beginning fund balances set forth in the 2019 budget were only estimates in 2019 and are now known amounts; and

WHEREAS, certain expenditures, the necessity and/or amount of which were largely unexpected by the City, have come to light; and

WHEREAS, new revenues and corresponding expenditures need to be realized in and reflected by the adopted budget through an amendment thereof; and

WHEREAS, the 2020 COVID 19 pandemic has affected various revenue projections and expenditure, which need to be realized in and reflected by the adopted budget through an amendment thereof; and

WHEREAS, per RCW 35A.33.120, the City Council finds that it is in the best interest of the City to decrease, revoke, or recall all or portions of the total appropriations provided for certain funds as set forth in the previously adopted budget, and to re-appropriate the same for another purpose or purposes, as provided herein.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF MONROE, WASHINGTON, DO ORDAIN AS FOLLOWS:

Section 1. Findings. The above recitals and the content of Exhibit A, B, C, and D attached hereto and incorporated herein by the reference as if set forth in full, are hereby adopted as finding in support of this ordinance.

Section 2. Budget Amendment. The budget for the fiscal year 2020 is hereby amended as follows:

Fund	Name	Amended Beginning Balance	Amended Revenues	Amended Expenditures	Amended Restricted Fund Balance	Amended Undesignated Fund Balance	Total Budgeted Fund (Amended)
001	General Fund	\$ 4,632,998	\$ 15,146,156	\$ 16,553,274	\$ 2,666,581	\$ 559,299	\$ 19,779,154
002	Contingency Fund	973,801	108,513	-	1,082,314	-	1,082,314
008	Donation Fund	7,500	5,850	7,075	6,275	-	13,350
105	Street Fund	417,091	999,256	1,101,325	187,226	127,796	1,416,347
109	Tourism Fund	71,653	43,994	86,060	-	29,587	115,647
114	Narcotics Fund	47,588	78	15,600	-	32,066	47,666
117	Real Estate Excise Tax Fund	4,127,067	890,208	4,057,380	-	959,895	5,017,275
203	Governmental Debt Fund	3,418	3,047,156	3,047,108	-	3,466	3,050,574
307	General Capital Projects	21,173	1,574,720	1,574,720	-	21,173	1,595,893
317	Parks CIP Fund	1,314,434	5,454,337	6,341,514	35,534	391,723	6,768,771
318	Street CIP Fund	2,016,712	4,885,567	5,644,428	-	1,257,851	6,902,279
319	North Kelsey Development	2,634,155	434,047	2,987,564	-	80,638	3,068,202
411	Water Fund	985,770	6,744,771	6,759,365	653,152	318,024	7,730,541
412	Water CIP Fund	6,753,766	2,238,659	5,131,259	-	3,861,166	8,992,425
421	Sewer Fund	1,886,973	7,789,008	8,371,989	814,808	489,184	9,675,981
422	Sewer CIP Fund	7,949,119	3,762,947	2,578,018	-	9,134,048	11,712,066
431	Stormwater Fund	350,593	2,179,993	2,216,373	248,149	66,064	2,530,586
432	Stormwater CIP Fund	818,230	3,519,634	3,461,432	-	876,432	4,337,864
450	Revenue Bond Reserve	2,790,675	40,524	10,464	-	2,820,735	2,831,199
510	Info Tech Services Fund	307,486	724,274	867,544	-	164,216	1,031,760
520	Equipment & Fleet Fund	4,782,021	2,291,051	1,984,380	4,670,275	418,417	7,073,072
530	Facilities Management Fund	65,055	1,443,786	1,480,729	-	28,112	1,508,841
	<b>Totals</b>	<b>\$ 42,957,278</b>	<b>\$ 63,324,529</b>	<b>\$ 74,277,601</b>	<b>\$ 10,364,314</b>	<b>\$ 21,639,892</b>	<b>\$ 106,281,807</b>

**Section 3. Salary Schedule.** The 2020 salary schedule for authorized City of Monroe positions is set forth in the attached Exhibit A and is incorporated herein as if set forth in full.

**Section 4. Severability.** If any section, sentence, clause or phrase of this ordinance should be held to be invalid or unconstitutional by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or constitutionality of any other section, sentence, clause or phrase of this ordinance.

**Section 5. Effective Date.** This ordinance shall take effect five (5) days after publication.

PASSED by the City Council and APPROVED by the Mayor of the City of Monroe, at a regular meeting held this \_\_\_\_\_ day of \_\_\_\_\_, 2020

First Reading: August 11, 2020  
 Final Reading:  
 Published:  
 Effective:

CITY OF MONROE, WASHINGTON:

(SEAL)

\_\_\_\_\_  
 Geoffrey Thomas, Mayor

ATTEST:

APPROVED AS TO FORM:

\_\_\_\_\_  
Rabecca R. Hasart, Interim City Clerk

\_\_\_\_\_  
J. Zachary Lell, City Attorney

## EXHIBIT A

Department	Title	Salary Range	
		2020 Lower	2020 Higher
Administration	IT Desktop Support	4,948	6,355
Administration	Management Analyst	5,574	7,113
Administration	HR/Fiscal Analyst	5,574	7,113
Administration	HR Director	8,164	12,516
Administration	City Administrator	9,784	14,463
Community Development	Planning Asst	4,561	5,821
Community Development	Assistant Planner	4,831	5,969
Community Development	Permit Technician	4,857	6,054
Community Development	Code Enforcement	4,857	6,054
Community Development	Building Inspector/Plans Examiner	4,948	6,999
Community Development	Associate Planner	5,379	6,831
Community Development	Permit Supervisor	6,287	8,022
Community Development	Senior Planner	6,183	8,276
Community Development	Building Official	6,411	9,021
Community Development	Principal Planner	6,603	9,255
Community Development	Community Development Director	8,164	12,516
Finance	Customer Service	4,561	5,821
Finance	AP/AR	4,561	5,821
Finance	Utility Billing	4,561	5,821
Finance	Senior Accting Technician	5,288	6,592
Finance	Deputy City Clerk	5,379	6,831
Finance	Finance Director/City Clerk	8,164	13,000
Municipal Court	Court Clerk	4,561	5,821
Municipal Court	Court Security Officer	25.19/hour	
Municipal Court	Court Administrator	7,311	9,749
Parks & Rec	Parks Maintenance	4,758	6,072
Parks & Rec	Parks Admin Tech	4,857	6,054
Parks & Rec	Parks & Rec Administrative Tech	4,857	6,054
Parks & Rec	Parks Lead	5,388	6,876
Parks & Rec	Parks Supervisor	6,287	8,022
Parks & Rec	Parks Senior Planner	6,183	8,276
Parks & Rec	Parks Director	8,164	13,087
Police Dept.	Customer Service Specialist	4,081	5,208
Police Dept.	Customer Service Assistant	4,561	5,821
Police Dept.	Data Asst/Armorer	4,561	5,821
Police Dept.	Executive Assistant	4,857	6,054
Police Dept.	Investigative Support	4,857	6,054
Police Dept.	Code Enforcement	4,857	6,054
Police Dept.	Evidence Technician	4,857	6,054
Police Dept.	<b>Police Officer - 3%</b>	<b>6,360</b>	<b>7,729</b>
Police Dept.	Administrative Manager	7,310	9,663
Police Dept.	Sergeant	7,638	9,283
Police Dept.	Administrative Bureau Director	8,164	12,516
Police Dept.	Deputy Chief	8,164	12,516
Police Dept.	Police Chief	9,462	13,982
Public Works Department	Engineering Admin Specialist	4,081	5,208
Public Works Department	Maintenance and Operations II	4,758	6,072
Public Works Department	PW Administrative Tech	4,857	6,054
Public Works Department	Utility System Specialist	5,288	6,749
Public Works Department	Cross Connection Control	5,288	6,749
Public Works Department	WWTP Operator	5,288	6,749
Public Works Department	Shop Specialist III	5,288	6,749
Public Works Department	Equipment Operator III	5,288	6,749

EXHIBIT A

Department	Title	Salary Range	
		2020 Lower	2020 Higher
Public Works Department	Facilities Specialist III	5,288	6,749
Public Works Department	Lab Specialist III	5,288	6,749
Public Works Department	Construction Inspector III	5,288	6,749
Public Works Department	Stormwater Compliance Coordinator	5,288	6,749
Public Works Department	Water Quality Lead IV	5,388	6,876
Public Works Department	Construction Inspector IV	5,388	6,876
Public Works Department	Utilities/Streets Site Lead	5,388	6,876
Public Works Department	GIS/CAD Specialist	5,355	7,384
Public Works Department	Civil Designer	5,355	7,762
Public Works Department	Construction Document Supervisor	6,287	<b>8,022</b>
Public Works Department	Construction Inspector Supervisor	6,601	8,424
Public Works Department	O&M Supervisor	6,287	<b>8,022</b>
Public Works Department	WWTP Supervisor	6,601	8,424
Public Works Department	Senior Engineer	6,146	8,994
Public Works Department	Deputy PW Director (PW Manager)	7,310	11,408
Public Works Department	WWTP Manager	7,310	10,813
Public Works Department	Deputy City Engineer (Design&Constr Mgr)	7,310	10,966
Public Works Department	Public Works Director	8,164	13,513

**EXHIBIT B**  
**2020 Beginning Cash Balance vs. Budgeted Beginning Balances**

<b>Fund</b>	<b>Description</b>	<b>Budgeted Beginning Balance</b>	<b>Actual Cash Beginning Balance</b>	<b>Difference</b>	<b>Comments</b>
001	General Fund	3,966,802	4,632,998	666,196	Revenues higher than estimated (mostly sales taxes and building permits) and expenditures across the board came in under budget.
002	Contingency Fund	973,386	973,801	415	N/A. Difference less than 0.5%.
008	Donation Fund	5,975	7,500	1,525	Expenditures less than anticipated.
105	Street Fund	373,541	417,091	43,550	Development related revenues came in higher than anticipated; expenditures were below budget.
109	Tourism/Lodging Tax Fund	64,246	71,653	7,407	Revenues higher than anticipated and some awardees spent less than anticipated.
114	Narcotic/Drug Buy Fund	35,469	47,588	12,119	Revenue and expenditure levels are volatile depending on activity.
117	REET Fund	3,446,875	4,127,067	680,192	Tax and interest revenue higher than estimated. Some budgeted transfers for capital have not yet occurred.
203	Governmental Debt Fund	3,413	3,418	5	N/A. Difference less than 0.5%.
307	General CIP Fund	-	21,173	21,173	Residual remainder due to interest earnings.
317	Parks CIP Fund	1,287,752	1,314,434	26,682	Park planning and capital expenditures were less than anticipated.
318	Street CIP Fund	1,026,613	2,016,712	990,099	Impact fees were higher than anticipated; capital costs were less than estimated.
319	North Kelsey Development Fund	2,553,517	2,634,155	80,638	Interest earnings for all funds were higher than anticipated. Expenditures were less than estimated.
411	Water Fund	667,746	985,770	318,024	Water sales were higher than anticipated.
412	Water CIP Fund	5,238,061	6,753,766	1,515,705	Interest earnings and connection fees were higher than anticipated. Capital expenses were less than estimated.
421	Sewer Fund	1,397,789	1,886,973	489,184	Sales were higher than anticipated and expenses were below budget.
422	Sewer CIP Fund	7,477,672	7,949,119	471,447	Capital fees higher than anticipated and expenses less than estimated.
431	Stormwater Fund	284,529	350,593	66,064	Sales were higher than anticipated and expenses were below budget.
432	Stormwater CIP Fund	431,724	818,230	386,506	Expenses were less than estimated.
450	Revenue Bond Reserve Fund	2,789,385	2,790,675	1,290	N/A. Difference less than 0.5%.
510	Info Technology Fund	228,106	307,486	79,380	Expenses were less than estimated.
520	Fleet & Equipment Fund	4,533,260	4,782,021	248,761	Sale of surplus items and interest revenue higher than anticipated. In addition, expenses were less than estimated.
530	Facilities Management Fund	112,144	65,055	(47,089)	Utility payments to outside vendors were higher than anticipated. Cost recovery is done on a two year look back, so revenues will always lag behind actual expenses.
		<b>36,898,005</b>	<b>42,957,278</b>	<b>6,059,273</b>	

EXHIBIT C

**2020 General Fund Amendments 08/04/2020**

Department/Cost Center	Changes
000-Non Departmental	<ul style="list-style-type: none"> <li>• Eliminate \$60,000 transfer for Springbrook update</li> <li>• Eliminate \$15,000 transfer for Electronic Document expansion</li> </ul>
053-City Wide	<ul style="list-style-type: none"> <li>• New Cost Center – moved items such as AWC dues, general insurance liability, Monroe-Duvall Connector bus, etc.</li> <li>• SCCIT dues increased \$3,157 per actuals</li> <li>• WCIA Liability increased \$13,580 per updated formula and actuals</li> <li>• General B&amp;O taxes decreased \$80</li> </ul>
001-Executive	<ul style="list-style-type: none"> <li>• Travel decreased \$5,000</li> <li>• Organizational Dues decreased \$1,000</li> <li>• Training decreased \$1,000</li> <li>• Choose Monroe Magazine costs decreased \$10,000</li> <li>• Demographic study decreased \$2,500</li> </ul>
002-Finance	<ul style="list-style-type: none"> <li>• Increase postage costs by \$400</li> <li>• Training travel decreased \$2,250</li> <li>• Organizational Dues decreased \$450</li> <li>• Training decreased \$3,886</li> <li>• Reclassed 15% of Finance Director to City Clerk cost center – decrease \$21,155 salary and benefits (offset in City Clerk cost center)</li> </ul>
003-Human Resources	<ul style="list-style-type: none"> <li>• Decrease Professional Services \$10,000</li> </ul>
004-Police	<ul style="list-style-type: none"> <li>• Salary and benefits decreased \$229,500 (two patrol officer positions)</li> <li>• Moved Embedded Social worker to new Human Services cost center – decrease \$71,560</li> <li>• Added \$6,000 Matrix study carry over from 2019</li> <li>• Decrease WCIA liability insurance \$21,644 per updated formula and actuals</li> <li>• Decreased Training Travel \$17,710</li> <li>• Decreased LEOFF 1 Medical Bills liability \$10,000 based on trending</li> <li>• Decreased Capital \$1,431 based on actual costs</li> </ul>
005-Legislative	<ul style="list-style-type: none"> <li>• Eliminated \$5,000 for Districting Demography study</li> <li>• Decreased Visioning services \$23,500 (carry into 2021)</li> <li>• Travel decreased \$11,300</li> <li>• Miscellaneous Expenses decreased \$500</li> <li>• Training decreased \$1,000</li> <li>• Lobby Services decreased \$7,000</li> </ul>
006-Legal	<ul style="list-style-type: none"> <li>• No changes</li> </ul>

EXHIBIT C

Department/Cost Center	Changes
007-City Clerk/Public Records	<ul style="list-style-type: none"> <li>• Increased salaries and benefits \$21,155 for 15% of Finance Director (offset in Finance)</li> <li>• Decreased salaries and benefits \$13,619 to reclassify City Clerk FTE to Deputy City Clerk</li> <li>• Decrease Professional Services \$19,100</li> <li>• Decrease Legal Notices \$1,500</li> <li>• Decrease Training Travel \$2,000</li> <li>• Decrease Training \$1,000</li> </ul>
009-Municipal Court	<ul style="list-style-type: none"> <li>• Salary and benefits decreased \$116,294 (Municipal Judge is contract)</li> <li>• Increase Professional Services (Municipal Judge) \$72,950</li> <li>• Increase Professional Services Court Assessment \$52,280 (\$16,830 offset from other jurisdictions)</li> <li>• Increase Organizational Dues \$150</li> </ul>
010-Parks	<ul style="list-style-type: none"> <li>• Community Events decreased \$2,000</li> <li>• Salaries and benefits decreased \$35,840 (three seasonal positions)</li> <li>• Eliminated \$10,000 for downtown furniture/baskets</li> <li>• Decrease WCIA liability insurance \$7,236 per updated formula and actuals</li> <li>• Training decreased \$3,000</li> <li>• Events Brochure publishing decreased \$5,700</li> <li>• Organizational Dues decreased \$1,000</li> <li>• Decreased Capital \$1,431 based on actual costs</li> </ul>
011-Jail and Dispatch	<ul style="list-style-type: none"> <li>• No changes</li> </ul>
040-Human Services	<ul style="list-style-type: none"> <li>• New cost center</li> <li>• Public Defender Social Worker new item for \$12,000 offset by \$12,000 grant</li> <li>• Increase Embedded Social Worker moved from Police for \$71,560 (offset by Police department decrease)</li> <li>• Increase of \$35,000 Human Services Communications Plan approved by Council</li> <li>• Increase Homelessness services by \$30,000 offset by \$20,000 in HB1406 sales taxes and \$10,000 Snohomish Community Foundation Grant</li> </ul>
110-Community Development	<ul style="list-style-type: none"> <li>• Increase \$50,000 to Professional Services for Housing Inventory offset by \$50,000 Commerce grant</li> </ul>
190-Emergency Management	<ul style="list-style-type: none"> <li>• No change</li> </ul>
202-COVID Expenses	<ul style="list-style-type: none"> <li>• New cost center to track CARES Act expenses and offsetting reimbursements. Both revenues and expenses are budgeted at \$607,116 (offsetting)</li> </ul>

EXHIBIT C

**2020 Street O&M Fund Amendments 08/06/2020**

Revenue Adjustments	Changes
Beginning Fund Balance	• Increase \$43,550
Solid Waste Franchise Fees	• Increase \$12,800
State Shared Fuel Taxes	• Decrease \$109,063
Engineering Review and Inspections	• Decrease \$3,873
Interest Earnings & Misc	• Decrease \$355
Overall change to Revenue	• Decrease \$56,941

Expenditure Adjustments	Changes
Salaries & Benefits	• Decrease \$20,786
Supplies	• Decrease \$36084
Professional Services	• Increase \$46,293
Overall change to Expenditures	• Decrease \$10,864

Change to Budgeted Ending Fund Balance	Changes
Budgeted	\$373,541
Amended	\$315,022
Difference	\$46,077 decrease
17% reserve target	\$187,226

Change to Fund Budget	Changes
Original Fund Budget	\$1,473,288
Amended Fund Budget	\$1,416,347
Difference	\$56,941 decrease

EXHIBIT C

**2020 Lodging Tax Fund Amendments 08/06/2020**

Revenue Adjustments	Changes
Beginning Fund Balance	• Increase \$7,407
Lodging Tax Revenue	• Decrease \$37,006

Expenditure Adjustments	Changes
Tourism	• Decrease \$33,940

Change to Budgeted Ending Fund Balance	Changes
Budgeted	\$25,246
Amended	\$29,587
Difference	\$4,341 Increase

Change to Fund Budget	Changes
Original Fund Budget	\$145,246
Amended Fund Budget	\$115,647
Difference	\$29,599 decrease

EXHIBIT C

**2020 REET Fund Amendments 08/06/2020**

Revenue Adjustments	Changes
Beginning Fund Balance	• Increase \$680,192
REET 1 & 2	• Decrease \$64,000
State REET 1	• Increase \$4,208
Investment Earnings/Misc	• Decrease \$3,270

Expenditure Adjustments	Changes
Transfer to Fund 317 Parks Capital	• Increase \$3,750,000

Change to Budgeted Ending Fund Balance	Changes
Budgeted	\$4,092,765
Amended	\$959,895
Difference	\$3,132,870 decrease

Change to Fund Budget	Changes
Original Fund Budget	\$4,400,145
Amended Fund Budget	\$5,017,275
Difference	\$617,130 increase

EXHIBIT C

**2020 Parks Capital Fund Amendments 08/04/2020**

Revenue Adjustments	Changes
Beginning Fund Balance	• Increase \$26,682
Interest Earnings/Misc	• Decrease \$5,230
Funding from ECPRD Bond	• Decrease \$4,800,000
Impact Fees	• Decrease \$54,690
Transfers in REET	• Increase \$3,750,000

Expenditure Adjustments	Changes
Park Play Equipment	• Decrease \$1,250,000

Change to Budgeted Ending Fund Balance	Changes
Budgeted	\$260,495
Amended	\$427,257
Difference	Increase \$166,762

Change to Fund Budget	Changes
Original Fund Budget	\$7,576,514
Amended Fund Budget	\$6,326,514
Difference	\$1,250,000 decrease

EXHIBIT C

**2020 Sewer Capital Fund Amendments 08/06/2020**

Revenue Adjustments	Changes
Beginning Fund Balance	• Increase \$471,447
DOE Grant – Madison Project	• Increase \$1,299,625

Expenditure Adjustments	Changes
Capital Construction Projects (Madison)	• Increase \$1,717,156

Change to Budgeted Ending Fund Balance	Changes
Budgeted	\$9,080,132
Amended	\$9,134,048
Difference	\$53,916 increase

Change to Fund Budget	Changes
Original Fund Budget	\$9,940,994
Amended Fund Budget	\$11,712,066
Difference	\$1,771,072 increase

EXHIBIT C

**2020 IT Fund Amendments 08/06/2020**

Revenue Adjustments	Changes
Beginning Fund Balance	• Increase \$79,380
Franchise Fees	• Increase \$127,000
Miscellaneous Revenue	• Decrease \$595
Transfer In	• Decrease \$75,000

Expenditure Adjustments	Changes
Professional Services (IT Assessment)	• Increase \$50,000

Change to Budgeted Ending Fund Balance	Changes
Budgeted	\$83,431
Amended	\$164,216
Difference	\$80,785 increase

Change to Fund Budget	Changes
Original Fund Budget	\$900,975
Amended Fund Budget	\$1,031,760
Difference	\$130,785 increase

**EXHIBIT D  
2020 Budget Amendment #1**

<b>Fund</b>	<b>Name</b>	<b>Budgeted Beginning Balance</b>	<b>Actual Beginning Balance</b>	<b>Budgeted Revenues</b>	<b>Amended Revenues</b>	<b>Budgeted Expenditures</b>	<b>Amended Expenditures</b>	<b>Budgeted Restricted Fund Balance</b>	<b>Budgeted Undesignated Fund Balance</b>	<b>Amended Restricted Fund Balance</b>	<b>Amended Undesignated Fund Balance</b>
001	General Fund	3,966,802	4,632,998	15,061,788	15,146,156	16,330,897	16,553,274	2,666,581	31,112	2,666,581	559,299
002	Contingency Fund	973,386	973,801	108,513	108,513	0	0	1,081,899	0	1,082,314	0
008	Donation Fund	5,975	7,500	5,850	5,850	7,075	7,075	4,750	0	6,275	0
105	Street Fund	373,541	417,091	1,099,747	999,256	1,112,189	1,101,325	189,073	172,026	187,226	127,796
109	Tourism Fund	64,246	71,653	81,000	43,994	120,000	86,060	0	25,246	0	29,587
114	Narcotics Fund	35,469	47,588	78	78	15,600	15,600	0	19,947	0	32,066
117	Real Estate Excise Tax Fund	3,446,875	4,127,067	953,270	890,208	307,380	4,057,380	0	4,092,765	0	959,895
203	Governmental Debt Fund	3,413	3,418	3,047,156	3,047,156	3,047,108	3,047,108	0	3,461	0	3,466
307	General Capital Projects	0	21,173	1,574,720	1,574,720	1,574,720	1,574,720	0	0	0	21,173
317	Parks CIP Fund	1,287,752	1,314,434	6,564,257	5,454,337	7,591,514	6,341,514	35,534	224,961	35,534	391,723
318	Street CIP Fund	1,026,613	2,016,712	4,885,567	4,885,567	5,644,428	5,644,428	0	267,752	0	1,257,851
319	North Kelsey Development	2,553,517	2,634,155	434,047	434,047	2,987,564	2,987,564	0	0	0	80,638
411	Water Fund	667,746	985,770	6,744,771	6,744,771	6,759,365	6,759,365	653,152	0	653,152	318,024
412	Water CIP Fund	5,238,061	6,753,766	2,238,659	2,238,659	5,131,259	5,131,259	0	2,345,461	0	3,861,166
421	Sewer Fund	1,397,789	1,886,973	7,789,008	7,789,008	8,371,989	8,371,989	814,808	0	814,808	489,184
422	Sewer CIP Fund	7,477,672	7,949,119	2,463,322	3,762,947	860,862	2,578,018	0	9,080,132	0	9,134,048
431	Stormwater Fund	284,529	350,593	2,179,993	2,179,993	2,216,373	2,216,373	248,149	0	248,149	66,064
432	Stormwater CIP Fund	431,724	818,230	3,508,634	3,519,634	3,461,432	3,461,432	0	478,926	0	876,432
450	Revenue Bond Reserve	2,789,385	2,790,675	40,524	40,524	10,464	10,464	2,819,445	0	0	2,820,735
510	Info Tech Services Fund	228,106	307,486	672,869	724,274	817,544	867,544	0	83,431	0	164,216
520	Equipment & Fleet Fund	4,533,260	4,782,021	2,291,051	2,291,051	1,984,380	1,984,380	4,670,275	169,656	4,670,275	418,417
530	Facilities Management Fund	112,144	65,055	1,443,786	1,443,786	1,480,729	1,480,729	0	75,201	0	28,112
	<b>Totals</b>	<b>36,898,005</b>	<b>42,957,278</b>	<b>63,188,610</b>	<b>63,324,529</b>	<b>69,832,872</b>	<b>74,277,601</b>	<b>13,183,666</b>	<b>17,070,077</b>	<b>10,364,314</b>	<b>21,639,892</b>



**MONROE CITY COUNCIL**

**Agenda Bill No. 20-128**

<b>SUBJECT:</b>	<b>Ordinance No. 011/2020 Amending Chapter 9.25 MMC Stay out of Drug Areas (SODA) Orders; Final Reading</b>
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<b>DATE:</b>	<b>DEPT:</b>	<b>CONTACT:</b>	<b>PRESENTER:</b>	<b>ITEM:</b>
8/25/2020	Monroe Police	Jeffrey D. Jolley	Jeffrey D. Jolley	Consent Agenda #6

**Discussion:** 8/11/2020, 8/25/2020  
**Attachments:** 1. Ordinance No. 011/2020  
 2. Ordinance No. 005/2018

**REQUESTED ACTION:** Move to adopt Ordinance No. 011/2020, AMENDING CHAPTER 9.25 MMC STAY OUT OF DRUG AREAS (SODA) ORDERS; CLARIFYING THE LEGAL EFFECT OF SODA ORDER VIOLATIONS AS SEPARATELY PUNISHABLE GROSS MISDEMEANORS; PROVIDING FOR SEVERABILITY; AND FIXING A TIME WHEN THE SAME SHALL BECOME EFFECTIVE.

**NOTE:** *First reading of this ordinance was accepted on August 11, 2020, and no changes have been made since that time.*

**POLICY CONSIDERATIONS**

*RCW 35A.11.020 provides that the City Council has the power to adopt and enforce ordinances regulating local affairs and municipal affairs, and to impose fines and penalties for violation of city ordinances.*

**DESCRIPTION/BACKGROUND**

In 2018 the City Council adopted Ordinance No. 005/2018, which established a new Chapter 9.25 of the Monroe Municipal Code (MMC). Chapter 9.25 MMC contains standards and procedures for designating certain areas within the City as “Stay Out of Drug Areas” (SODAs), and authorizing the Monroe Municipal Court to condition the pretrial release and/or the post-conviction deferral or suspension of sentence for drug offenses upon the defendant’s continued physical exclusion from such areas.

It was recently brought to the Police Department’s attention that the administration of the City’s current Stay Out of Drug Area (SODA) ordinance, Chapter 9.25 MMC, would be enhanced and facilitated by clarifying the legal effect of SODA order violations as separately enforceable crimes. Proposed Ordinance No.011/2020 addresses this issue by expressly designating such violations as gross misdemeanors. This clarifying revision is the only amendment being proposed; the underlying framework of the City’s SODA ordinance would remain unchanged.

Upon adoption, the proposed ordinance would clarify that a person who knowingly and willfully disobeys a SODA (“Stay Out of Drug Areas”) order issued under this chapter is guilty of a gross misdemeanor. To effectuate this outcome, subsection 9.25.040(C) MMC would be added to the City’s existing regulations as set forth below:

A. Written orders issued under this chapter shall contain the court’s directives and shall bear the legend:

**WARNING:** Violation of this order subjects the violator to arrest under this chapter and shall constitute a separate criminal offense and may result in imposition of suspended or deferred jail time and/or fine.

B. Whenever a law enforcement officer shall have probable cause to believe that a person subject to an order issued under this chapter and the person knows of the order, and that a violation of the order is occurring in the officer’s presence, the officer shall have the authority to bring the person before the court wherein the order was issued, and for such purpose may rearrest such person without warrant or other process.



## MONROE CITY COUNCIL

### *Agenda Bill No. 20-128*

C. A person who knowingly and willfully disobeys a SODA ("Stay Out of Drug Areas") order issued under this chapter is guilty of a gross misdemeanor and shall be punished by a fine of not more than five thousand dollars or imprisonment for up to three hundred sixty-four days, or both such fine and imprisonment.

#### **FISCAL IMPACTS**

None.

#### **TIME CONSTRAINTS**

None.

#### **ALTERNATIVES TO REQUESTED ACTION**

1. Move to adopt the ordinance.
2. Take no action; and provide staff with direction for additional changes/request additional information be presented prior to action.
3. Take no action; and do not consider amendments at this time.

**CITY OF MONROE  
ORDINANCE NO. 011/2020**

AN ORDINANCE OF THE CITY OF MONROE, WASHINGTON, AMENDING CHAPTER 9.25 MMC STAY OUT OF DRUG AREAS (SODA) ORDERS; CLARIFYING THE LEGAL EFFECT OF SODA ORDER VIOLATIONS AS SEPARATELY PUNISHABLE GROSS MISDEMEANORS; PROVIDING FOR SEVERABILITY; AND FIXING A TIME WHEN THE SAME SHALL BECOME EFFECTIVE.

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WHEREAS, the City has adopted and codified at Chapter 9.25 MMC standards and procedures for designating certain areas within the City as Stay Out of Drug Areas (SODAs), and authorizing the Monroe Municipal Court to condition the pretrial release and/or the post-conviction deferral or suspension of sentence for drug offenses upon the defendant's continued physical exclusion from such areas; and

WHEREAS, the City Council desires to amend Chapter 9.25 MMC by clarifying the legal effect of SODA order violations as separately enforceable gross misdemeanors in their own right;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF MONROE, WASHINGTON, DO ORDAIN AS FOLLOWS:

Section 1. Legislative Findings. The above recitals, together with the content of Agenda Bill No 20-121, are hereby adopted as legislative findings in support of this ordinance.

Section 2. Amendment of MMC 9.25.040. Section 9.25.040 of the Monroe Municipal Code is hereby amended to provide in its entirety as follows:

**9.25.040 Violation of order – Rearrest - Penalties.**

A. Written orders issued under this chapter shall contain the court's directives and shall bear the legend:

WARNING: Violation of this order subjects the violator to arrest under this chapter and shall constitute a separate criminal offense and may result in imposition of suspended or deferred jail time and/or fine.

B. Whenever a law enforcement officer shall have probable cause to believe that a person subject to an order issued under this chapter and the person knows of the order, and that a violation of the order is occurring in the officer's presence, the officer shall have the authority to bring the person before the court wherein the order was issued, and

for such purpose may rearrest such person without warrant or other process.

C. A person who knowingly and willfully disobeys a SODA (“Stay Out of Drug Areas”) order issued under this chapter is guilty of a gross misdemeanor and shall be punished by a fine of not more than five thousand dollars or imprisonment for up to three hundred sixty-four days, or both such fine and imprisonment.

Section 3. Severability. If any section, sentence, clause or phrase of this ordinance should be held to be invalid or unconstitutional by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or constitutionality of any other section, sentence, clause or phrase of this ordinance.

Section 4. Effective Date. This ordinance shall be in full force and effect five (5) days from and after its passage and approval and publication as required by law.

PASSED by the City Council and APPROVED by the Mayor of the City of Monroe, at a regular meeting held this \_\_\_\_\_ day of \_\_\_\_\_, 2020.

First Reading: August 11, 2020  
Adoption:  
Published:  
Effective:

CITY OF MONROE, WASHINGTON:

(SEAL)

\_\_\_\_\_  
Geoffrey Thomas, Mayor

ATTEST:

APPROVED AS TO FORM:

\_\_\_\_\_  
Rabecca R. Hasart, Interim City Clerk

\_\_\_\_\_  
J. Zachary Lell, City Attorney

**CITY OF MONROE  
ORDINANCE NO. 005/2018**

AN ORDINANCE OF THE CITY OF MONROE, WASHINGTON, AMENDING TITLE 9 MMC BY THE ADDITION OF A NEW CHAPTER 9.25 STAY OUT OF DRUG AREAS (SODA) ORDERS THERETO; AUTHORIZING THE MONROE MUNICIPAL COURT TO CONDITION THE PRETRIAL RELEASE AND/OR POST-CONVICTION SUSPENSION OF SENTENCE FOR CERTAIN DRUG-RELATED OFFENSES UPON THE DEFENDANT'S EXCLUSION FROM AREAS KNOWN FOR HIGH LEVELS OF ILLEGAL DRUG ACTIVITY; PROVIDING FOR THE PERIODIC DESIGNATION OF SUCH AREAS BY CITY COUNCIL RESOLUTION; ESTABLISHING STANDARDS, PROCEDURES AND PENALTIES THEREFORE; PROVIDING FOR SEVERABILITY; AND FIXING A TIME WHEN THE SAME SHALL BECOME EFFECTIVE

WHEREAS, protecting the Monroe community from the dangerous and socially detrimental impacts of illegal drug activity is a fundamental priority of the Monroe City Council; and

WHEREAS, the City Council desires to designate certain areas within the City as Stay Out of Drug Areas, and to authorize the Monroe Municipal Court to condition the pretrial release and/or the post-conviction deferral or suspension of sentence for drug offenses upon the defendant's continued physical exclusion from such areas; and

WHEREAS, excluding drug offenders from Stay Out of Drug Areas will reduce the likelihood of recidivism by the defendant and will decrease the incidence of illegal drug activity within such areas.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF MONROE, WASHINGTON, DO ORDAIN AS FOLLOWS:

Section 1. Legislative Findings. The above recitals, together with the content of Agenda Bill Nos. 18-068 and 18-074, are hereby adopted as legislative findings in support of this ordinance.

Section 2. Amendment of Title 9 MMC—Adoption of New Chapter 9.25. Title 9 of the Monroe Municipal Code is hereby amended by the addition of a new Chapter 9.25, Stay Out of Drug Areas (SODA) Orders to provide in its entirety as follows.

## Chapter 9.25 - STAY OUT OF DRUG AREAS (SODA) ORDERS

### Sections:

- 9.25.010 Orders—Conditions.
- 9.25.020 Person subject to court order defined.
- 9.25.030 Stay out of designated areas orders – Issuance - Other court orders.
- 9.25.040 Violation of order - Rearrest.
- 9.25.050 Prohibited areas – Designation - Modification and termination.

### **9.25.010 Orders - Conditions.**

Any judge or judge pro tempore of the Monroe municipal court may issue written orders to criminal defendants describing conditions of their pretrial release or the post-conviction conditions of suspension or deferral of their sentences. Orders must be substantially in the form described in this chapter.

### **9.25.020 Person subject to court order defined.**

As used in this chapter, "person subject to court order" means any person who is subject to an order issued under MMC 9.25.010.

### **9.25.030 Stay out of designated areas orders – Issuance - Other court orders.**

A. Any order issued pursuant to this chapter that specifically orders as a condition of pretrial release and/or deferral or suspension of sentence that the defendant stay out of areas with a high level of illegal drug trafficking shall be hereinafter referred to as a "SODA" ("Stay Out of Drug Areas") order.

B. SODA orders may be issued to anyone charged with or convicted of possession of drug paraphernalia, manufacture/delivery of drug paraphernalia, delivery of drug paraphernalia to a minor, selling/giving drug paraphernalia to another person, possession of controlled substances, or any violation of the Controlled Substances Act, RCW 69.70.

C. Nothing within this section shall be construed as precluding the court from issuing an order pursuant to this chapter that is not specifically a SODA order.

### **9.25.040 Violation of order - Rearrest.**

A. Written orders issued under this chapter shall contain the court's directives and shall bear the legend:

WARNING: Violation of this order subjects the violator to arrest under this chapter and shall constitute a separate criminal offense and may result in imposition of suspended or deferred jail time and/or fine.

B. Whenever a law enforcement officer shall have probable cause to believe that a person subject to an order issued under this chapter and the person knows of the order, and that a violation of the order is occurring in the officer's presence, the officer shall have the authority to bring the person before the court wherein the order was issued, and for such purpose may rearrest such person without warrant or other process.

**9.25.050 Prohibited areas – Designation - Modification and termination.**

A. Whenever an order is issued under this chapter, the subject of the order may be ordered to stay out of certain areas that are set forth within the written order. These areas will hereinafter be referred to as "prohibited areas."

B. Prohibited areas that are set forth in SODA orders may be established, modified, or eliminated by a resolution of the city council. The police department will provide information to the city council to support establishing, modifying, or eliminating prohibited areas.

C. Prohibited areas that are set forth in orders issued under this chapter other than SODA orders may be set by court discretion and are not required to be set in accordance with subsection (B).

D. Upon request for modification or termination of any order issued under this chapter, the court shall consider the requested modification or termination by allowing for a process by which the subject of the order can provide relevant testimony or other evidence in support of his/her request.

E. Unless otherwise ordered by the court, an order issued under this chapter shall have as its termination date two years from the date of its issuance.

F. Whenever an order is issued, modified or terminated pursuant to this chapter, the clerk of the court shall forward a copy of the order on or before the next judicial day to the Monroe police department. Upon receipt of the copy of the order, the Monroe police department shall enter the order until the expiration date specified on the order into any computer-based criminal intelligence information system(s) available to Monroe police officers. Upon receipt of notice that an order has been terminated, the Monroe police department shall remove the order from the computer-based criminal intelligence information system(s).

G. Nothing in any provision of this chapter related to SODA orders shall be construed as prohibiting the subject of a SODA order from participating in a scheduled court hearing or from attending a scheduled meeting with his/her legal counsel within a prohibited area.

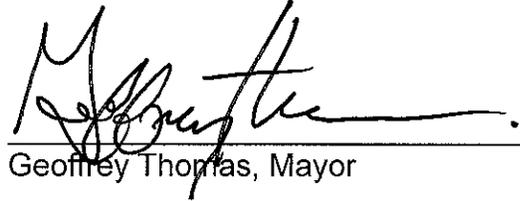
Section 3. Severability. If any section, sentence, clause or phrase of this ordinance should be held to be invalid or unconstitutional by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or constitutionality of any other section, sentence, clause or phrase of this ordinance.

Section 4. Effective Date. This ordinance shall be in full force and effect five (5) days from and after its passage and approval and publication as required by law.

PASSED by the City Council and APPROVED by the Mayor of the City of Monroe, at a regular meeting held this 20<sup>th</sup> day of April, 2018.

First Reading: March 6, 2018  
Adoption: March 20, 2018  
Published: March 23, 2018  
Effective: March 28, 2018

CITY OF MONROE, WASHINGTON:

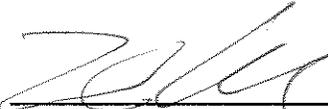
  
\_\_\_\_\_  
Geoffrey Thomas, Mayor

(SEAL)

ATTEST:

APPROVED AS TO FORM:

  
\_\_\_\_\_  
Elizabeth M. Adkisson, MMC, City Clerk

  
\_\_\_\_\_  
J. Zachary Lell, City Attorney



# MONROE CITY COUNCIL

## Agenda Bill No. 20-129

<b>SUBJECT:</b>	<b>Community Human Services Advisory Board (CHSAB) Appointment Corrections.</b>
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<b>DATE:</b>	<b>DEPT:</b>	<b>CONTACT:</b>	<b>PRESENTER:</b>	<b>ITEM:</b>
08/25/2020	Executive	Deborah Knight Rachel Adams	Rachel Adams Rich Huebner	Consent Agenda #7

**Discussion:** 08/25/2020

**Attachments:** None

**REQUESTED ACTION:** Move to (1) reclassify the non-voting positions on the Community Human Services Advisory Board (CHSAB) from “ex-officio” to “ad-hoc”, (2) ratify the correction of a member name, and, (3) in compliance with MMC 4.10.020: confirm Bridgette Tuttle to a voting position with a term ending December 31, 2023, and Amy Plumb as an ad-hoc member.

### POLICY CONSIDERATION

*The City Council has the responsibility under Monroe Municipal Code 4.10.030 and Resolution No. 007/2020 to confirm the Mayor’s appointments to the Community Human Services Advisory Board.*

### DESCRIPTION/BACKGROUND

The City Council adopted Resolution No. 007/2020, establishing the Community Human Service Advisory Board (CHSAB), on June 23, 2020. The City advertised for applications on June 24, 2020. Sixteen interested community members submitted applications to serve on the CHSAB, and Mayor Thomas interviewed each applicant. On August 11, 2020, the City Council approved Agenda Bill No. 20-118, confirming the Mayor’s appointments of 11 voting and 3 “ex-officio” members to the CHSAB.

The intent of the Mayor was to nominate three non-voting members of the CHSAB to provide technical expertise to the CHSAB’s deliberations. These non-voting members were chosen due to their background in human services, and the non-voting seats created for the particular purpose of receiving their insights. Such a function is more closely aligned with the definition of “ad-hoc”, which is “created or done for a particular purpose as necessary”. The generally accepted definition of “ex-officio” is “by virtue of one’s position or status”, and in relation to membership on a board or committee, is generally a virtue of the individual holding another office or appointment. As the non-voting CHSAB members are appointed for the particular purpose of receiving their technical expertise, and is not done as a result of any office or appointment any of them holds, reclassifying their CHSAB status as “ad-hoc” members is appropriate.

A nominee was inaccurately listed on Agenda Bill No. 20-118 by his first and middle name. Approval of this Agenda Bill will formally ratify the membership of Jose Luis **Nino de Guzman** (emphasis added) to a position with a term ending December 31, 2022.

Since the approval of Agenda Bill 20-118, it has been determined that Amy Plumb lives outside the Monroe city limits, making her ineligible to serve as a voting member pursuant to Monroe Municipal Code (MMC) 4.10.020. To ensure compliance of the CHSAB with this section of the Code, approval of this Agenda Bill will confirm Amy Plumb as an ad-hoc member, and confirm



# MONROE CITY COUNCIL

## Agenda Bill No. 20-129

Bridgette Tuttle, previously confirmed as a non-voting member, to a voting member position with a term ending December 31, 2023.

Upon approval of this Agenda Bill, the membership of the Community Human Services Advisory Board shall be ratified as:

Community Human Service Advisory Board		
Four positions with terms ending December 31, 2021:	Three positions with terms ending December 31, 2022:	Four positions with terms ending December 31, 2023:
Amber Mehta	Jose Luis Nino de Guzman	Aisha Sial
Bryan Lipsy	Lynsey Gagnon	Bridgette Tuttle
Jim Bloss	Tony Balk	James Harrigan
Sarah Lunstrum		Roger Evans
<b>Ad-hoc:</b>		
<i>Brian Stoddard</i>	<i>Todd Strickler</i>	<i>Amy Plumb</i>

All other details of the CHSAB shall remain as previously enacted by the approvals of Resolution 007/2020 and Agenda Bill No. 20-118.

### FISCAL IMPACTS

There is no additional expenditures associated with the approval of this Agenda Bill.

### TIME CONSTRAINTS

The CHSAB held its first meeting on August 20, 2020. Timely approval of this Agenda Bill will ensure the ability of the CHSAB to continue to function as enacted by Resolution 007/2020 and Agenda Bill No. 20-118.

### ALTERNATIVES

1. Choose not to reclassify the non-voting seats.
2. Choose not to confirm Bridgette Tuttle as a voting member and provide direction to the Mayor and staff to collect additional applications.
3. Choose not to confirm Amy Plumb as an ad-hoc member.



# MONROE CITY COUNCIL

## Agenda Bill No. 20-130

<b>SUBJECT:</b>	<b>ISOutsource Agreement for Exchange to Microsoft Office 365 Upgrade and Date Migration to SharePoint Online</b>
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<b>DATE:</b>	<b>DEPT:</b>	<b>CONTACT:</b>	<b>PRESENTER:</b>	<b>ITEM:</b>
8/25/2020	IT	Ben Warthan	Ben Warthan	Consent Agenda #8

**Discussion:** 08/25/2020  
**Attachments:** 1. Agreement Exchange to Microsoft Office 365  
 2. Agreement Data migration to SharePoint online

**REQUESTED ACTION:** Authorize the Mayor to sign contract with ISOutsource for 2 Projects: 1) Exchange to Microsoft Office 365 upgrade and 2) Data migration to SharePoint online not to exceed \$29,000, with such minor changes deemed necessary.

### POLICY CONSIDERATIONS

*The City Council is responsible for the budget. Although the contracts were not in the 2020 original budget, funding for the projects is included in CARES Act budget and the 2020 Budget Amendment approved by the City Council.*

### DESCRIPTION/BACKGROUND

The City recently contracted with SoftResources to perform an IT strategic plan. Two of the recommendations in the study included an upgrade to the City’s existing Microsoft Office Exchange server to Office 365 and migrating existing data on-premises server to SharePoint which is a “cloud” based system.

*Section 3.4 of the IT Strategic Plan: “Office productivity software includes word processing, spreadsheets, email and other office applications. The City is currently on Office 2013 which is now becoming dated. The City should consider migrating to Office 365 that includes Cloud versions of Word, Excel, PowerPoint, and other office productivity tools. This is in alignment with Microsoft’s current direction for Office and upgrades are automatically provided. Most companies and cities are using Microsoft Office 365 which is very standard in the industry. This move will bring the greatest benefit to a “work from home” environment that has been highlighted by the current COVID-19 conditions. This will allow employees with an internet connection to securely access their files from home and promote collaboration through tools such as Teams”.*

Scope of work for the Office 365 Migration includes the following tasks:

- Migrate all City of Monroe mailboxes (approximately 130) to Office 365 Government tenancy
- Configure distribution lists, shared mailboxes, group mailboxes
- Configure Advanced Threat Protections for email security
- Configure Microsoft Multi Factor Authenticator for all users
- Provide documentation for end users to setup MFA, access Office365 online
- Maintain on-premises backups of all Office365 data



# MONROE CITY COUNCIL

## *Agenda Bill No. 20-130*

### Key Project Deliverables:

- All City and Police mailboxes, distribution groups, and share mailboxes migrated to Office 365 Government GCC
- All accounts configured for multi-factor authentication with Microsoft Authenticator or other token-based system
- Antimalware/Antispam policies configured with Advanced Threat Protection
- On-premise backup of the Office365 environment with new Synology DiskStation using built in backup tools
- Current Exchange 2013 server retired

Project length:

8 weeks

Scope and Project Deliverables for Data Migration to SharePoint online.

### Project goals/objectives:

- Migrate existing folder and file structures to SharePoint after discovery and planning work to finalize scope
- Migrate existing user folders to OneDrive

### Key Project deliverables:

- All user folders migrated to Office365 / OneDrive
- Shared folders that are agreed to move during the Discovery phase are migrated to SharePoint document libraries
- All data will be backed up with on-premise Synology NAS using built in backup tools - The cost and associated labor is part of the Exchange to O365 Migration proposal.

Project length:

4 weeks

### **FISCAL IMPACTS**

- 1) Microsoft Office 365 upgrade cost \$17,183.71
- 2) Data migration to SharePoint online \$11,417.95

Both amounts will be paid for out of the CARES Act funding. Council previously allocated \$200,695.06 to Information Technology programs. There is approximately \$60,000 remaining in the funding set aside for Information Technology.

Projects included in the allocated amount are:

- Laptops for remote work
- IT support for remote work
- Fiber to City Hall
- Microsoft Office 365 upgrade (project management and licensing costs)
- Data migration to SharePoint
- Online Bill pay for Municipal Court
- Phone system upgrade to allow for remote work



# MONROE CITY COUNCIL

## *Agenda Bill No. 20-130*

### **TIME CONSTRAINTS**

Project is estimated to take 8 to complete. Mayor and city staff recommend the City Council approve the contract with ISOutsource at this meeting to ensure CARES reimbursement dollars can be used for implementation and annual costs by October 31, 2020.

### **ALTERNATIVES**

City staff spoke with other entities about entering into an ILA to have their employee's complete this work but current workload and the City's timelines for completion did not make this possible. City staff is recommending IS Outsource due to their knowledge of the existing environment and ability to meet deadline.

Not approve the agreements and ask Mayor to provide direction to staff to find alternatives.

# Exchange to Office365 Migration

for:

## City of Monroe



**August 12, 2020**

**Consultant:** Buddy Monroe, Tim Reynolds, Matt Simmons

T: 800-240-2821



Seattle | Spokane | Phoenix | Portland

**Proprietary Information:** The enclosed material is proprietary to ISOsource and therefore copyrighted. This material is presented for the purpose of product evaluation and may not be disclosed in any manner to anyone other than the addressee and his/her employer.

# Project Information

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<b>Client Name:</b>	City of Monroe
<b>Project Name:</b>	Exchange and File Server Migration to Office365
<b>Project Sponsor:</b>	Ben Warthan
<b>Project Lead:</b>	Matt Simmons
<b>Team Member(s):</b>	Tim Reynolds, Buddy Monroe, Sean O'Neill
<b>Project goals/objectives:</b>	<ul style="list-style-type: none"><li>• Migrate all City of Monroe mailboxes (approximately 130) to Office 365 Government tenancy</li><li>• Configure distribution lists, shared mailboxes, group mailboxes</li><li>• Configure Advanced Threat Protections for email security</li><li>• Configure Microsoft Multi Factor Authenticator for all users</li><li>• Provide documentation for end users to setup MFA, access Office365 online</li><li>• Maintain on-premises backups of all Office365 data</li></ul>
<b>Project description:</b>	<p>The City of Monroe is seeking to migrate its email services to Office365 to better serve its remote working staff during the current COVID-19 pandemic</p>
<b>Key project deliverables:</b>	<ul style="list-style-type: none"><li>• All City and Police mailboxes, distribution groups, and share mailboxes migrated to Office 365 Government GCC</li><li>• All accounts configured for multi-factor authentication with Microsoft Authenticator or other token-based system</li><li>• Antimalware/Antispam policies configured with Advanced Threat Protection</li><li>• On-premise backup of the Office365 environment with new Synology DiskStation using built in backup tools</li><li>• Current Exchange 2013 server retired</li></ul>
<b>High-level assumptions:</b>	<ul style="list-style-type: none"><li>• Office 365 Government GCC environment - mix of G1 and G3 licensing</li><li>• City of Monroe IT staff will assist with installing/upgrading Office software on workstations</li><li>• No existing offline email archives will be in scope for this project</li></ul>
<b>High-level constraints:</b>	<ul style="list-style-type: none"><li>• Procurement of Government tenancy can take weeks to complete</li><li>• Project to be completed by October 31st, 2020</li><li>• Migration schedule could be affected by bandwidth limitations</li></ul>
<b>High-level risks:</b>	Project could run past deadline due to procurement delays, bandwidth limitations or City of Monroe staff availability
<b>Project length:</b>	8 weeks

# Project Scope and Labor Estimate Proposal

The table below provides an estimate of project labor costs.

Phase	Milestone	Deliverable	Hours	Cost
Planning	1	Project Management	6.00	\$1,386.00
Execution	2	Discovery & Planning - Exchange	3.00	\$552.00
Execution	3	Office365 Setup	8.00	\$1,664.00
Execution	4	Configure Advanced Threat Protection	4.00	\$736.00
Execution	5	Configure Multi Factor Authentication	4.00	\$736.00
Execution	6	Setup Synology NAS for O365 Backup	4.00	\$736.00
Execution	7	Exchange Migration	31.00	\$5,750.00
Execution	8	Setup email relay for copiers/programs with email function	6.00	\$1,104.00
Execution	9	Post Migration Support	16.00	\$2,448.00
Completion	10	Project Wrap-up and Completion	3.00	\$624.00
<b>Project Subtotal</b>			<b>85.00</b>	<b>\$15,736.00</b>

**Tax Rate: 9.20%     \$1,447.71**  
**Project Total:             \$17,183.71**

## Project Selection and Payment Options

Payment Terms - City of Monroe	
<input type="checkbox"/>	\$16270 Block of Support with a \$10 per hour discount (payment due before start)
<input type="checkbox"/>	\$0 Deposit (payment due before start) and Progress Invoice Net 15 Terms
<b>Customer Name</b>	_____
<b>Customer Signature</b>	_____
<b>Date</b>	_____
<i>Client: City of Monroe; Project: Exchange Migration to Office365</i>	

**\*\*This is an estimate only, and will be billed for the actual time required to complete the project. \*\***

## Recommended Hardware and Software Solutions

At ISOutsource, we do not sell hardware direct to our clients. We make recommendations and source the product from reputable and competitively priced vendors like CDW, Insight, Dell and Zones.

We have established relationships with vendors that take advantage of the pooled buying power of our clients to receive discounted pricing. We receive no rebate or commission on hardware sales. This enables us to maintain an objective point of view. Our recommendations are based on best practices and our cumulative experience of what works in a small business environment—not whatever we are licensed to sell.

For your convenience we have asked one of our vendors for estimates to give you an idea of what to plan for with regard to your hardware costs. These are estimates only.

### Hardware/Software One-Time

Item	Quantity	Price	Total
Synology DiskStation dS1618+ NAS	1	\$879.99	\$879.99
WD Red Hard Drives - 4TB each - 12TB usable	4	\$117.99	\$471.96
<b>Total</b>			<b>\$1,351.95</b>

### Software Monthly

Item	Quantity	Price	Total
<b>Total</b>			<b>\$0.00</b>

### Software Annually

Item	Quantity	Price	Total
Office365 Government G3 GCC - Billed monthly, annual cost shown	115	\$240.00	\$27,600.00
Office365 Government G1 GCC - Billed monthly, annual cost shown	15	\$96.00	\$1,440.00
<b>Total</b>			<b>\$29,040.00</b>

# Getting Started

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Please complete and return the attached:

- Project Scope and Labor Estimate Proposal (above)
- Payment Options (above)

Once completed and return to one of the options below:

- Fax to: 425-420-9003
- Email to: [Projects@isoutsource.com](mailto:Projects@isoutsource.com)



# 2020 Schedule of Rates

## SERVICES

Work Role Resource	Hourly Rate*
Support Tech / Field Tech	\$153
Consultant / Systems Engineer	\$184
Senior Consultant / Senior Systems Engineer	\$208
Managing Consultant / Solution Architect	\$231
vCIO / CIO Services / Principal Roles	\$262

\*Rate Discounts Available via our Prepaid Block of Support Program (see below)

## BUSINESS HOURS

Work Type	Time of Day	Rate Adjustment
Regular Weekday	6am – 6pm, Mon – Fri (excluding holidays)	1x
Evening Weekday	6pm – 6am, Mon – Fri (excluding holidays)	1.25x
Weekend	6pm Fri – 6am Mon	1.5x
Company Holiday	Entire Day	1.5x

## BLOCK OF SUPPORT

Purchasing a Prepaid Block of Support (BOS) discounts the Hourly Rate by \$10 per hour. The size of the BOS is based on your monthly IT Support Plan and budget. Your real time BOS balance can be accessed at any time via our Customer Portal. The BOS size is reviewed quarterly to ensure that it is in sync with your budgeted level of service provided monthly.

## NOTE

- After hours rates apply.
- All time billed in blocks of one-tenth of an hour.
- Travel time is billed door to door.
- There are no additional charges for parking and mileage.
- Rates exclude applicable state and local sales tax.

# 2020 Schedule of Rates

## REMOTE MONITORING & MANAGEMENT

Product	Instance Rate
Server Remote Monitoring & Management + AV	\$30/mo
Network Monitoring and Management	\$10/mo
Desktop Remote Monitoring & Management + AV	\$6/mo
AV License Only	\$3/mo

## PACKAGED SERVICE

Product	Instance Rate
Server Health Check	\$100
External ASV PCI Scan (up to 2 IPs)	\$150 (+\$20 add'l IP)
iVSAT Setup & Deployment	\$250
iVSAT Unlimited Internal & External Scans	\$50/mo
Netwrix Auditor	\$4/user

## SCRIPTED REMEDIATION

Product	Hourly Rate
Scripted Issue Remediation (billed in 1-minute increments)	\$149

## SECURITY & STRATEGIC SERVICES

Offering	Scope / Costs
Penetration Testing	Contact Us
Vulnerability Assessment	Contact Us
Security Awareness Training	Contact Us
Business and Technology Assessment Plan (BTAP)	Contact Us

## NOTE

- Services offered and availability subject to change.
- Rates exclude applicable state and local sales tax.

# About ISOutsource

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At ISOutsource, our mission is to provide outsourced technology support and technology consulting services that leave you feeling happy, productive and supported. We strive to achieve the highest standards of professionalism and customer service.

Formed in 1992, we have decades of experience in assisting businesses like yours to maximize the return on their investment in technology.

ISOutsource has over 500 active clients.

Current clients include: Mahlum Architects, Gallatin Public Affairs, Berntson Porter & Company, City of Everett, City of Monroe, Tully's, Theo Chocolates, Erickson & McGovern Architects, Solutions IQ, CU Business Group, The Museum of History and Industry (MOHAI) and many more.

ISOutsource holds the rare distinction of being a Microsoft Gold Partner and an Amazon Web Services Consulting Partner. This ensures our clients the highest level of service, whether supporting their Windows servers and workstations or helping them transition to cloud-based solutions.

Nominated as one of Washington's Best Places to work by the Puget Sound Business Journal, we currently employ over 70 people and we are growing steadily. Our technical staff consists of nearly 60 consultants, systems engineers, support techs, project managers, solutions architects and technology directors. Sales, administration and management positions account for the remaining positions within the company.

Because stability matters, we want you to know that you are choosing a partner that continues to experience consistent growth, paired with profitability and remains cash positive.

ISOutsource's corporate headquarters are located in Bothell, Washington, with additional offices located in Seattle, Spokane, Phoenix and Portland. We serve clients with offices all over the world; however, most are owned and operated in the Western United States.

"ISOutsource has been a highly competent and trusted partner for us. They provide not only the strategic insight into how technology can help our business but are there on a regular basis to keep us running at top speed at a cost that is less than we would spend bringing it in house"

Anne Lawler, Managing Member  
Jameson, Babbitt Stites & Lombard  
PLLC

ISOutsource client since 1998



## Microsoft Partner

Gold Server Platform  
Gold Devices and Deployment  
Gold Midmarket Solution Provider  
Cloud Accelerate

# Internal Controls

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At ISOutsource, we make a concerted effort to implement effective internal controls within our infrastructure, applications, operations and people to protect our clients' data and ensure business continuity. The following list highlights some of our mechanisms, policies and processes:

## Physical security

- ☑ Key cards control access to all of our facilities and provide an access audit trail.
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## Logical Controls

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- ☑ User accounts are not shared.
- ☑ Strong passwords are enforced within all ISOutsource information systems.
- ☑ Data is backed up several times per day.
- ☑ Critical data is encrypted before transmittal to geographically dispersed data centers as part of the backup and disaster recovery process.
- ☑ Access to critical applications like accounting applications and our customer database is limited and requires standard authentication with multifactor authentication enforced.
- ☑ All internet facing applications are secured with TLS 1.1 or greater session encryption.

## Procedures

- ☑ Servers and workstations are monitored 24/7.
- ☑ All workstations, laptops and servers receive automated operating system and application patching. All servers are patched weekly and workstations nightly upon the approval of released patches.
- ☑ Vulnerability assessments are performed on a regular basis to test the perimeter and inside of the network against thousands of known vulnerabilities.
- ☑ Enterprise grade antivirus and host intrusion prevention systems are installed on all servers and workstations.

## Disaster recovery and Business Continuity

- ☑ Distributed offices, distributed workforce.
- ☑ Backup and disaster recovery service enables virtualization of failed servers within minutes.
- ☑ Sufficient measures are in place to ensure access to power, IT infrastructure (servers and workstations), communications (phone and internet) and even office space within 48 hours of a disaster.

# Data Migration to SharePoint Online

for:

## City of Monroe



August 12, 2020

Consultant: **Buddy Monroe, Tim Reynolds, Matt Simmons**

T: 800-240-2821



Seattle | Spokane | Phoenix | Portland

**Proprietary Information:** The enclosed material is proprietary to ISOsource and therefore copyrighted. This material is presented for the purpose of product evaluation and may not be disclosed in any manner to anyone other than the addressee and his/her employer.

# Project Information

---

<b>Client Name:</b>	<b>City of Monroe</b>
<b>Project Name:</b>	Data Migration to SharePoint Online
<b>Project Sponsor:</b>	Ben Warthan
<b>Project Lead:</b>	Buddy Monroe
<b>Team Member(s):</b>	Matt Simmons, Tim Reynolds, Sean O'Neill
<b>Project goals/objectives:</b>	<ul style="list-style-type: none"><li>• Migrate existing folder and file structures to SharePoint after discovery and planning work to finalize scope</li><li>• Migrate existing user folders to OneDrive</li></ul>
<b>Project description:</b>	The City of Monroe is seeking to migrate its current user folders and shared folders to Office365 to better serve its remote working staff during the current COVID-19 pandemic
<b>Key project deliverables:</b>	<ul style="list-style-type: none"><li>• All user folders migrated to Office365 / OneDrive</li><li>• Shared folders that are agreed to move during the Discovery phase are migrated to SharePoint document libraries</li><li>• All data will be backed up with on-premise Synology NAS using built in backup tools - The cost and associated labor is part of the Exchange to O365 Migration proposal</li></ul>
<b>High-level assumptions:</b>	<ul style="list-style-type: none"><li>• Discovery work must be conducted to finalize this project scope – <b>this is a rough estimate only</b></li><li>• Workstations requiring sync will be on a supported Windows 10 release (v1709 or greater)</li><li>• If data limits are exceeded, client understands the cost of purchasing additional storage space (see page 5)</li><li>• Client understands the limitations of file storage in SharePoint and OneDrive sync</li></ul>
<b>High-level constraints:</b>	<ul style="list-style-type: none"><li>• The first portion of this project includes discovery. Depending on what is surfaced during the process, the project time could increase or become a non-starter due to limitations in the SharePoint platform</li><li>• Project budget estimated on migrating all user folders, 2TB of shared folders from the City file server(s)</li></ul>
<b>High-level risks:</b>	<ul style="list-style-type: none"><li>• When cutting over to SharePoint there could be issues that arise and need to be resolved, resulting in some loss of productivity for the duration</li></ul>
<b>Project length:</b>	4 weeks

# Project Scope and Labor Estimate Proposal

Phase	Milestone	Deliverable	Hours	Cost
Planning	1	Project Management	4.00	\$924.00
Execution	2	Discovery & Planning - SharePoint	8.00	\$1,664.00
Execution	3	Buildout	4.00	\$832.00
Execution	4	Migration - OneDrive	6.00	\$1,248.00
Execution	5	Migration - SharePoint	14.00	\$2,912.00
Execution	6	Post Migration Support	12.00	\$1,836.00
Completion	7	Training and Documentation	5.00	\$1,040.00
<b>Project Subtotal</b>			<b>53.00</b>	<b>\$10,456.00</b>

**Tax Rate: 9.20%      \$961.95**  
**Project Total:                      \$11,417.95**

## Project Selection and Payment Options

Payment Terms - City of Monroe	
<input type="checkbox"/>	\$10,900 Block of Support with a \$10 per hour discount (payment due before start)
<input type="checkbox"/>	\$0 Deposit (payment due before start) and Progress Invoice Net 15 Terms
<b>Customer Name</b>	
<b>Customer Signature</b>	
<b>Date</b>	
<i>Client: City of Monroe; Project: Data Migration to SharePoint Online</i>	

**\*\*\*This is an estimate only, and will be billed for the actual time required to complete the project.\*\***

# Recommended Hardware and Software Solutions

At ISOutsource, we do not sell hardware direct to our clients. We make recommendations and source the product from reputable and competitively priced vendors like CDW, Insight, Dell and Zones.

We have established relationships with vendors that take advantage of the pooled buying power of our clients to receive discounted pricing. We receive no rebate or commission on hardware sales. This enables us to maintain an objective point of view. Our recommendations are based on best practices and our cumulative experience of what works in a small business environment—not whatever we are licensed to sell.

For your convenience we have asked one of our vendors for estimates to give you an idea of what to plan for your hardware costs. These are estimates only.

## Software Cost - Annual

Item	Quantity	Price	Total
Additional Storage - \$0.20 per 1GB, per month	1000	\$2.40	\$2,400.00
<b>Total</b>			<b>\$2,400.00</b>

\*\*\*Please note that Office365 subscription costs apply but are not show above. Additionally, the recommend backup solution is not included in this project. Please refer to the Exchange to Office365 Migration proposal for those costs

# Getting Started

---

Please complete and return the attached:

- Project Scope and Labor Estimate Proposal (above)
- Payment Options (above)

Once completed and return to one of the options below:

- Fax to: 425-420-9003
- Email to: [Projects@isoutsource.com](mailto:Projects@isoutsource.com)



# 2020 Schedule of Rates

## SERVICES

Work Role Resource	Hourly Rate*
Support Tech / Field Tech	\$153
Consultant / Systems Engineer	\$184
Senior Consultant / Senior Systems Engineer	\$208
Managing Consultant / Solution Architect	\$231
vCIO / CIO Services / Principal Roles	\$262

\*Rate Discounts Available via our Prepaid Block of Support Program (see below)

## BUSINESS HOURS

Work Type	Time of Day	Rate Adjustment
Regular Weekday	6am - 6pm, Mon - Fri (excluding holidays)	1x
Evening Weekday	6pm - 6am, Mon - Fri (excluding holidays)	1.25x
Weekend	6pm Fri - 6am Mon	1.5x
Company Holiday	Entire Day	1.5x

## BLOCK OF SUPPORT

Purchasing a Prepaid Block of Support (BOS) discounts the Hourly Rate by \$10 per hour. The size of the BOS is based on your monthly IT Support Plan and budget. Your real time BOS balance can be accessed at any time via our Customer Portal. The BOS size is reviewed quarterly to ensure that it is in sync with your budgeted level of service provided monthly.

## NOTE

- After hours rates apply.
- All time billed in blocks of one-tenth of an hour.
- Travel time is billed door to door.
- There are no additional charges for parking and mileage.
- Rates exclude applicable state and local sales tax.

# 2020 Schedule of Rates

## REMOTE MONITORING & MANAGEMENT

Product	Instance Rate
Server Remote Monitoring & Management + AV	\$30/mo
Network Monitoring and Management	\$10/mo
Desktop Remote Monitoring & Management + AV	\$6/mo
AV License Only	\$3/mo

## PACKAGED SERVICE

Product	Instance Rate
Server Health Check	\$100
External ASV PCI Scan (up to 2 IPs)	\$150 (+\$20 add'l IP)
iVSAT Setup & Deployment	\$250
iVSAT Unlimited Internal & External Scans	\$50/mo
Netwrix Auditor	\$4/user

## SCRIPTED REMEDIATION

Product	Hourly Rate
Scripted Issue Remediation (billed in 1-minute increments)	\$149

## SECURITY & STRATEGIC SERVICES

Offering	Scope / Costs
Penetration Testing	Contact Us
Vulnerability Assessment	Contact Us
Security Awareness Training	Contact Us
Business and Technology Assessment Plan (BTAP)	Contact Us

## NOTE

- Services offered and availability subject to change.
- Rates exclude applicable state and local sales tax.

# About ISOutsource

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At ISOutsource, our mission is to provide outsourced technology support and technology consulting services that leave you feeling happy, productive and supported. We strive to achieve the highest standards of professionalism and customer service.

Formed in 1992, we have decades of experience in assisting businesses like yours to maximize the return on their investment in technology.

ISOutsource has over 500 active clients.

Current clients include: Mahlum Architects, Gallatin Public Affairs, Berntson Porter & Company, City of Everett, City of Monroe, Tully's, Theo Chocolates, Erickson & McGovern Architects, Solutions IQ, CU Business Group, The Museum of History and Industry (MOHAI) and many more.

ISOutsource holds the rare distinction of being a Microsoft Gold Partner and an Amazon Web Services Consulting Partner. This ensures our clients the highest level of service, whether supporting their Windows servers and workstations or helping them transition to cloud-based solutions.

Nominated as one of Washington's Best Places to work by the Puget Sound Business Journal, we currently employ over 70 people and we are growing steadily. Our technical staff consists of nearly 60 consultants, systems engineers, support techs, project managers, solutions architects and technology directors. Sales, administration and management positions account for the remaining positions within the company.

Because stability matters, we want you to know that you are choosing a partner that continues to experience consistent growth, paired with profitability and remains cash positive.

ISOutsource's corporate headquarters are located in Bothell, Washington, with additional offices located in Seattle, Spokane, Phoenix and Portland. We serve clients with offices all over the world; however, most are owned and operated in the Western United States.

"ISOutsource has been a highly competent and trusted partner for us. They provide not only the strategic insight into how technology can help our business but are there on a regular basis to keep us running at top speed at a cost that is less than we would spend bringing it in house"

Anne Lawler, Managing Member  
Jameson, Babbitt Stites & Lombard  
PLLC

ISOutsource client since 1998



## Microsoft Partner

Gold Server Platform  
Gold Devices and Deployment  
Gold Midmarket Solution Provider  
Cloud Accelerate

# Internal Controls

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# MONROE CITY COUNCIL

## Agenda Bill No. 20-131

<b>SUBJECT:</b>	<b>2021 Updated Budget Development Calendar</b>
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<b>DATE:</b>	<b>DEPT:</b>	<b>CONTACT:</b>	<b>PRESENTER:</b>	<b>ITEM:</b>
08/25/2020	Finance	Becky Hasart	Becky Hasart	Consent Agenda #9

**Discussion:** 8/18/2020 Finance Committee  
**Attachments:** 1. 2021 Updated Budget Calendar

**REQUESTED ACTION:** Accept the updated 2021 Budget Calendar through approval of the consent agenda.

### POLICY CONSIDERATION

*RCW 35A.33 establishes the regulatory timeline associated with the development of a code city's annual budget. The City of Monroe chooses to begin and develop its fiscal budget earlier than the required timeline to allow for additional time for Council consideration and to increase public input opportunities.*

### DESCRIPTION/BACKGROUND

As part of the annual budget process, the Finance department creates the calendar for the next year's budget development. By creating the calendar early in the year, Council, Executive, and staff will know what to expect during the year regarding major budget milestones. The calendar created earlier in 2020 was done prior to COVID-19. Because revenues continue to remain volatile due to COVID-19, it is recommended that the 2021 Budget Calendar be updated to delay distribution of the Mayor's Preliminary Budget in order to have the most up to date revenue numbers to inform projections for the upcoming fiscal year.

### FISCAL IMPACTS

None.

### TIME CONSTRAINTS

None. However, the 2021 Budget would need to be adopted prior to the start of fiscal year 2021.

### ALTERNATIVES

Do not accept the updated 2021 Budget Calendar and continue with the current schedule.

## 2021 Budget Calendar - updated 08/25/2020

<u>Date</u>	<u>Item</u>	<u>Responsible Party</u>	<u>Legal Deadline</u>	
06/30/2020 5:30 p.m.	Council retreat/workshop	City Administrator, Mayor, & Finance Director	n/a	
7/1/20	Budget worksheets sent out to all departments (with instructions)	Finance Director	9/9/2020	
08/03/2020 8:00 a.m.	Budget worksheets due back to Finance Department	Department Heads	9/23/2020	
8/06/20 - 8/31/2020	City Administrator & Mayor review budget & meet with department heads	City Administrator, Mayor, Finance Director & Dept. Heads	10/1/2020	
9/1/20-10/01/20	Draft Budget Message	Mayor/CA	n/a	changed from 09/14/2020
9/22/20	Council presented with estimates of revenues for 2020 (current year)	Finance Director	10/1/2020	
10/1/20	Final Budget Message	Mayor/CA	10/31/2020	changed from 09/18/2020
10/13/20	Preliminary Budget presented to council & filed with the City Clerk	City Clerk publishes	10/31/2020	changed from 09/22/2020
09/29/2020 5:30 p.m.	<i>Monroe TBD meeting and retreat; PH for TBD 2021 Budget; TBD 2021 Budget adoption; 2019 TBD annual report; discussion regarding 2021 work plan and allowable charges (marketing)</i>	<i>City Administrator, Mayor, &amp; Finance Director</i>	n/a	
10/13/20	Public Hearing on revenue sources for 2021, including consideration of possible property tax increases and for the 2021 Budget.	City Clerk publishes	10/31/2020 (clerk to publish notice 10/09/20 & 10/16/20)	
10/20/20	2021 Budget Presentation to Council (to include updated six year capital plan)	Finance Director, Department Heads	n/a	
10/20/20	Second Public Hearing on 2021 Budget	City Clerk publishes	10/31/2020 (clerk to publish notice 10/09/20 & 10/16/20)	
10/27/20	First reading of Ordinance setting property tax levy; First reading of Ordinance setting 2021 Budget; First reading of Ordinance adopting six year capital plan	City Council	n/a	
11/10/20	Second Reading/Adoption of Ordinance setting property tax levy	City Council	11/30/2020	
11/10/20	Second Reading/Adoption of Ordinance for 2021 Budget; Second Reading/Adoption of the six year capital plan	City Council	12/31/2020	



**MONROE CITY COUNCIL**

***Agenda Bill No. 20-132***

<b>SUBJECT:</b>	<b>FCS Group Introduction to Planning Fee Cost of Service Study</b>
-----------------	---

<b>DATE:</b>	<b>DEPT:</b>	<b>CONTACT:</b>	<b>PRESENTER:</b>	<b>ITEM:</b>
08/25/2020	Community Development	Ben Swanson	Ben Swanson/ FCS Group	Consent Agenda #10

**Discussion:** 09/17/19 (FHR Committee), 12/17/19 (FHR Committee), 01/21/2020 (FHR Committee), 02/04/20 (City Council) 2/18/20 (FHR Committee) 8/18/20 (City Council)

- Attachments:**
1. Development Fee Cost of Service Study (final)
  2. PowerPoint Presentation

**REQUESTED ACTION:** Accept the FCS Development Fee Cost of Service Study and establish 10% cost recovery for Tier 1 permits and a 70% cost recovery for Tier 2 permits.

**POLICY CONSIDERATIONS**

*The City of Monroe currently recovers 13 percent of the planning and 21 percent of public works development review cost. The remainder of the review cost is subsidized by the citizens of Monroe.*

*RCW 82.02.020 allows cities to collect fees "...from an applicant for a permit or other governmental approval to cover the cost...of processing applications, inspecting and reviewing plans, or preparing detailed statements..." The policy decision which will eventually come before the Council is at what level the Council wants to recover the costs associated with these services.*

*The policy question before Council is whether to accept changing the fee structure for development related fees per the recommendations found in the FCS Development Fee Cost of Service study.*

**BACKGROUND**

In 2019, the City of Monroe (City) Development Review Group (the DRG) initiated a cost of service study for its plan review and permit services related to land use planning and design and construction activities. The DRG engaged FCS GROUP to perform the cost of service and fee study. The study identifies the labor and non-labor resources, establishes the full cost of service for development fee related services provided by the DRG, determines the cost recovery rate for permit services, and establishes a framework for cost recovery recommendations related to the City's development permitting functions.

The DRG consists of employees from two City departments: the Community Development Department and the Public Works Department. The DRG is a formal working group comprised of City planners, building inspectors, utility inspectors, permit technicians and other City personnel and provides permitting services for building, land use, and private development. In addition to these services, the DRG also provides long-term planning, code enforcement, and management of the City's capital improvement projects. The DRG includes 8.8 regular FTEs



## MONROE CITY COUNCIL

### *Agenda Bill No. 20-132*

from the Community Development Department as well as 12 Public Works employees that support some development fee related services.

The methodology identifies both the labor and non-labor resources that are required to perform the services and activities and analyzes the cost of service for each of the fee and non-fee services performed by the City's staff. The analysis provides the City's elected officials, management, and City staff the cost basis for its services and fees. FCS used the following methodology in developing the fee study:

- Step 1: Identify Fees to Include in Study (Attachment 1, page 3)
- Step 2: Identify Staff Time Requirements for Services (Attachment 1, page 6)
- Step 3: Build Cost Layers (Attachment 1, Page 7)
- Step 4: Determine the Full Cost of Service (Attachment 1, Page 8)
- Step 5: Set Cost Recovery Objectives (Attachment 1, Page 8)
- Step 6: Set Fees (Attachment 1, page 9)

DRG staff and FCS GROUP facilitated a series of workshops with the Finance and Human Resources Committee to review the preliminary results of the study and to develop the City's cost recovery strategies and goals for land use planning and design and construction fees. As part of this process, the Committee developed a cost recovery policy for fees as well as recommended fees for the City's land use planning and design and construction services. The purpose of this section is to summarize the key financial policy recommendations from the Committee.

The Committee developed a set of guiding principles to establish goals for setting the City's land use planning and design and construction fees. After reviewing the initial results of the study, the Committee gave feedback on important policy objectives related to development fees. This feedback was the basis for three guiding principles:

- The City is not seeking to recover the full cost of providing development fee services;
- The City's fees should be priced competitively as compared to neighboring jurisdictions; and
- Cost recovery levels for development fees should be higher for those services that primarily benefit the applicant.

### **FINDINGS**

In order to meet the Committee's second guiding principle, a fee survey was conducted for over 90 similar services in comparable jurisdictions including Arlington, Bothell, Duvall, Kenmore, Lake Stevens, Mill Creek, Snohomish, Snohomish County, Sultan, and Woodinville. Some of the City's fee services do not have "like-for-like" comparisons in other jurisdictions. For example, some cities assess fees for grading permits based the engineer's estimated cost of construction. The City assesses grading permit fees based on cubic yards. Due to these differences, the results of the fee survey for some fees were not used for comparison.

The results of the survey were compared to the City's existing fee schedule to provide a benchmark for potential adjustments to fees. Generally, the City's existing fees are relatively lower than most of the jurisdictions included in the survey. The Committee leveraged the survey results to establish a potential range of fee levels for common development services provided by the City. The Committee also evaluated the potential cost impact of adjusting fees on a new single-family home. Using recent residential development projects as examples, land use and



## MONROE CITY COUNCIL

### *Agenda Bill No. 20-132*

construction fees were calculated for a single-family home based on existing fee levels, 40 percent cost recovery, 50 percent cost recovery, 70 percent cost recovery, and full cost of service. The results of this analysis were presented as an increase permit fee costs as well as the percent of the sales price.

Exhibit 16 in Attachment 1 of this Agenda Bill illustrates the results of this analysis. The bar charts represent the average cost per lot based on existing fees and various levels of cost recovery. The percentages above each bar chart represent the cost increase per lot as a percentage of the home sales price. The existing permit fees for a single-family home are estimated at \$1,530. A 40 percent cost recovery target would increase the permit fees by \$231 to \$1,761 per lot. The increased permit fees (\$231) represent approximately 0.04 percent of the average home sales price of \$550,000. If the City were to target 100 percent cost recovery, the total permits fees would increase to \$4,247. The increase in permit fees would represent 0.49 percent of the average home sales price.

In discussions with DRG management and the Committee, it was determined that a tiered approach to setting fees would be appropriate for meeting the guiding principles:

- Tier 1 (10 to 20 percent cost recovery target): for permits that have a public benefit or where the City wants to ensure that fee does not discourage applicants from the permitting process,
- Tier 2 (40 to 70 percent cost recovery target): for permits where individuals or businesses are the primary financial beneficiary of the service.

### **FISCAL IMPACTS**

All numbers are estimates only and are subject to change based on salary scales, permitting activity levels, etc. Based on 2018 costs and revenue, the General Fund was estimated to be subsidizing development activity by approximately \$422,000. If the proposed fee structure indicated in the FCS report had been in place, it is estimated the General Fund subsidy would have been approximately \$283,000, a decrease of \$139,000.

The salary of City staff who review permit submittals are payed from the General Fund; therefore, the fiscal impacts of fee recovery are directly tied to the General Fund. Amending the fee structure would decrease the General Fund subsidy. Conversely, full cost recovery of land use fees may deter developers from building within the City.

### **TIME CONSTRAINTS**

None.

### **ALTERNATIVES**

None at this time.

# City of Monroe

## DEVELOPMENT FEE COST OF SERVICE STUDY

FINAL REPORT  
July 2020

**Washington**

7525 166th Avenue NE, Ste. D215  
Redmond, WA 98052  
425.867.1802

**Oregon**

4000 Kruse Way Pl., Bldg. 1, Ste 220  
Lake Oswego, OR 97035  
503.841.6543

**Colorado**

1320 Pearl St, Ste 120  
Boulder, CO 80302  
719.284.9168

[www.fcsgroup.com](http://www.fcsgroup.com)

This entire report is made of readily recyclable materials, including the bronze wire binding and the front and back cover, which are made from post-consumer recycled plastic bottles.



**FCS GROUP**  
Solutions-Oriented Consulting

July 23, 2020

Ben Swanson, Community Development Director  
City of Monroe  
806 W Main St.  
Monroe, WA 98272

Subject: Development Fee Cost of Service Study

Dear Ben:

Attached is our final report on the results of the Development Fee Cost of Service Study. We want to thank you and staff from the City for their assistance and participation in helping us gather information and in discussing the various issues. If you have any questions, please feel free to contact us at (425) 615-6056.

Yours very truly,



Angie Sanchez  
Principal



Matthew Hobson  
Project Manager



Matthew Morrison  
Analyst

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# APPENDICES

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Appendix A – 2018 Time Estimating Form

Appendix B – 2018 Time Estimates

Appendix C – Permit Processing Times

## Section I. INTRODUCTION

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In 2019, the Development Review Group (the DRG) of the City of Monroe (City) initiated a cost of service study for its plan review and permit services related to land use planning and design and construction activities. The DRG engaged FCS GROUP to perform the cost of service and fee study. The study identifies the labor and non-labor resources, establishes the full cost of service for development fee related services provided by the DRG, determines the cost recovery rate for permit services, and establishes a framework for cost recovery recommendations related to the City's development permitting functions.

The approach used to conduct the study involved the following:

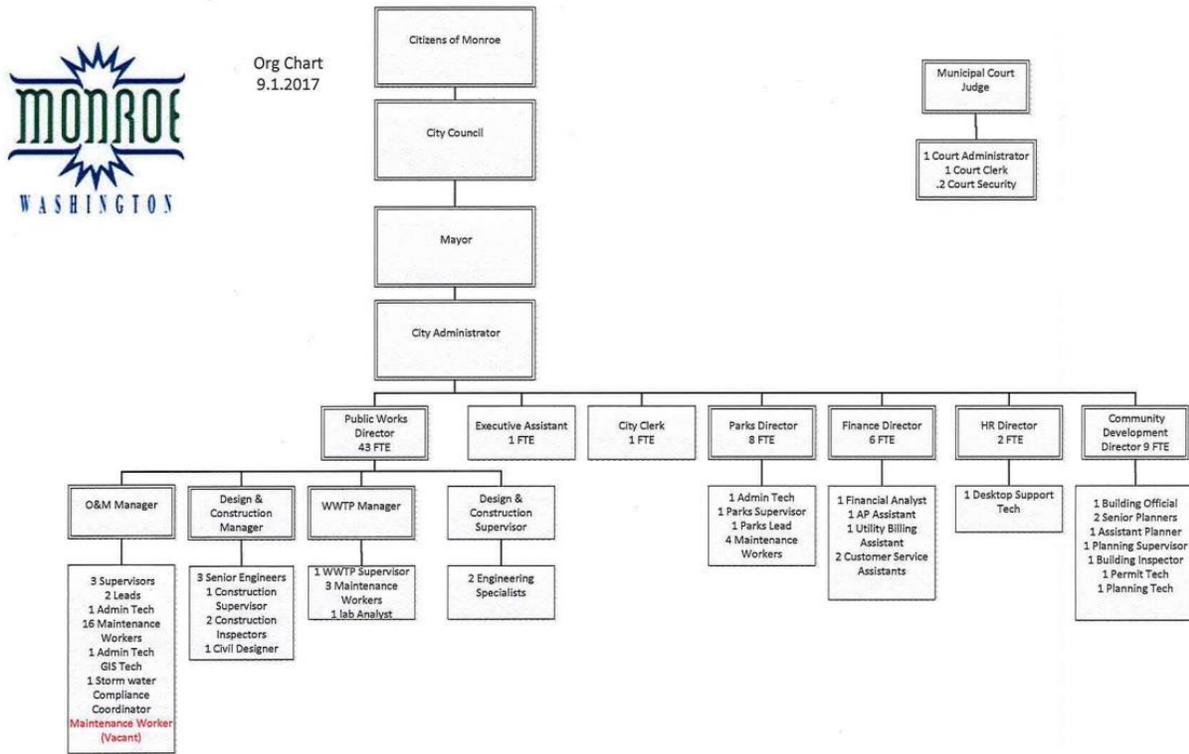
- Working with DRG management and staff who are involved with fee and non-fee related services for land use planning and design and construction services,
- Analyzing 2018 financial documentation and data associated with development related services and fees,
- Working with DRG staff to analyze the existing fees and to estimate the direct labor time needed to provide each fee service,
- Having DRG management and staff review the cost of service and cost recovery for each service fee,
- Reviewing with DRG management and staff the direct and indirect labor estimates, non-labor and overhead cost allocation results, the cost of service analysis, and the cost recovery results for fee services,
- Facilitating work sessions with the Finance and Human Resources Committee to present and discuss preliminary study results and cost recovery strategies, and,
- Presenting the cost of service analysis and cost recovery results to the City Council.

The process used for collecting and analyzing the data required active participation by City staff. We want to take the opportunity to recognize the time, participation, and effort that all DRG staff devoted to the study and for scheduling and organizing the meetings.

### I.A. DEVELOPMENT REVIEW GROUP BACKGROUND

The DRG consists of employees from two City departments: the Community Development Department and the Public Works Department. The DRG is a formal working group comprised of City planners, building inspectors, utility inspectors, permit technicians and other City personnel and provides permitting services for building, land use, and private development. In addition to these services, the DRG also provides long-term planning, code enforcement, and management of the City's capital improvement projects. The DRG includes 8.8 regular FTEs from the Community Development Department as well as 12 Public Works employees that support some development fee related services. **Exhibit 1** details the City's organizational structure as appended in the City's 2018 Budget document.

**Exhibit 1: City Organizational Chart**



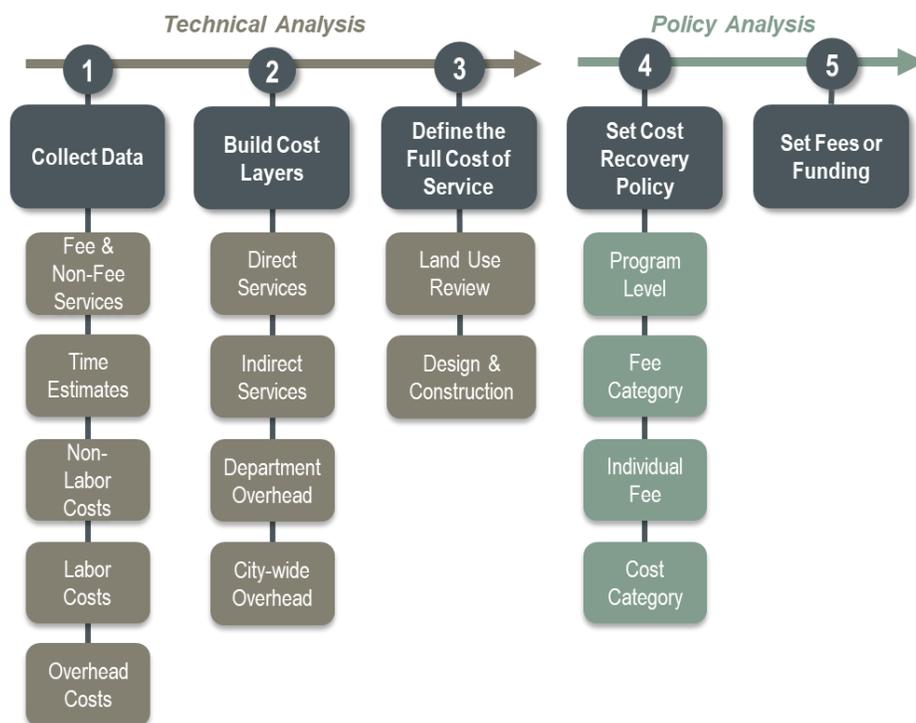
The cost basis for the analysis is actual financial activity in 2018 related to DRG labor expenses, non-labor expenses for the Community Development Department, and the City’s indirect cost allocation plan. These expenses totaled \$3.3 million in 2018.

DRG services are supported by permit fees and other City funds. RCW 82.02.020 states that a city may “collect reasonable fees from an applicant for a permit or other governmental approval to cover the cost...of processing applications, inspecting and reviewing plans, or preparing detailed statements [related to SEPA reviews]”.

## Section II. METHODOLOGY

To determine the cost of service and the appropriate fees, a defined task plan was followed as outlined below in **Exhibit 2**. The methodology identifies both the labor and non-labor resources that are required to perform the services and activities and analyzes the cost of service for each of the fee and non-fee services performed by the City’s staff. The analysis provides the City’s elected officials, management, and City staff the cost basis for its services and fees.

**Exhibit 2: Cost of Service Methodology**



**Step 1: Identify Fees to Include in Study** –The first part of the study process identifies the plan review and permit services to be evaluated. In addition to establishing the framework for the study, this step also provides the opportunity to review the existing fees and identify potential efficiencies and/or consolidations in the fee schedule. During this step, DRG staff also provided a list of public and applicant services for which no fee is assessed. The cost of these services was also evaluated during the study process.

Based on the fee schedules and discussions with staff, two fee groups were established: land use planning and design and construction. **Exhibits 3 and 4** list the existing and new land use planning services that were evaluated within the study. In total, DRG staff identified 50 land use planning fees to review in the study: 46 existing fees and four new fees. DRG staff recommended to consolidate or eliminate three existing fees as part of this study. These fees are detailed in **Exhibit 5**.

The study also included 46 design and construction fees, which are detailed in **Exhibit 6**. Through the review process, DRG staff recommended five existing design and construction fees to be consolidated or eliminated. These fees are detailed in **Exhibit 7**. DRG staff did not identify any new design and construction fee services to be evaluated within the study.

### **Exhibit 3: Existing Planning and Land Use Fees Included in Study**

- Boundary Line Adjustment
- Boundary Line Adjustment - Lot Adjustment Only
- Comprehensive Plan Amendment - Docketing Fee
- Comprehensive Plan Text Amendment
- Comprehensive Plan - Map Amendment
- Conditional Use Permit
- Amendment to Conditional Use Permit
- Forest Practices Permit - No SEPA
- Forest Practices Permit - With SEPA
- Land Clearing
- Rezone Application
- Shoreline Conditional Use Permit
- Shoreline Permit Variance
- Shoreline Substantial Development Permit
- Site Plan Review
- Other Site Plan Review (Hourly)
- Subdivision - Binding Site Plan
- Subdivision - Model Home (1 Model Home)
- Plat Amendment - Major
- Plat Amendment - Minor
- Preliminary Plat (2 corrections cycles, 10 lots)
- Final Plat
- Short Plat (preliminary, 2 corrections cycles, 2 lots)
- Final Short Plat
- Variance
- Amendment to Variance
- Critical Area Exception/Reasonable Use
- Zoning Confirmation/Due Diligence Letter (per Letter)
- Annexation Petition - 10 acres or less
- Annexation Petition - more than 10 acres
- Street Right of Way
- Administrative Design Review - Minor Exterior Remodel
- Administrative Design Review - Major Exterior Remodel
- Administrative Design Review - New Construction
- Environmental Review - Any project other than Subdivisions
- Environmental Review - 5 to 100 lots
- Environmental Review - >100 lots

- Environmental Review - Amendment to DNS or MDNS
- Environmental Review - EIS (will be charged by the hour)
- Appeal to Hearing Examiner
- Request for Reconsideration of Hearing Examiner Decision
- Sidewalk Use Permit
- Additional Preliminary Plat Lot (11th to 29th Lot)
- Additional Preliminary Plat Lot (30th+ Lot)
- Additional Model Home
- Additional Short Plat Lot (3-9 Lots)

**Exhibit 4: New Planning and Land Use Fees Included in Study**

- Pre-Application Meeting
- Annual Plat Review Monitoring
- Additional Preliminary Plat Corrections Cycle (3rd+ Cycle)
- Additional Short Plat Corrections Cycle (3rd+ Cycle)

**Exhibit 5: Existing Planning and Land Use Fees Deleted or Consolidated**

- Request for Removal of Development Moratoria
- Single-Family Dwelling Exception to Development Moratoria
- Plat Amendment – Requested Hearing from Property Owner

**Exhibit 6: Existing Design and Construction Fees Included in Study**

- Utility Availability Letter
- Grading Permit - Application/Extension
- Grading Permit - Plan Review 51 to 100 cubic yards
- Grading Permit - Plan Review 101 to 1,000 cubic yards
- Grading Permit - Plan Review 1,001 to 10,000 cubic yards
- Grading Permit - Plan Review 10,001-100,000 cubic yards
- Grading Permit - Plan Review 100,001+ cubic yards - for each additional 10,000 cubic yards
- Grading Permit - Additional Plan Review (hourly)
- Grading Permit Fee
- Grading Inspection Fee - 51 to 1,000 cubic yards
- Grading Inspection Fee - 1,001 to 10,000 cubic yards
- Grading Inspection Fee - 10,001+ cubic yards (for every additional 10,000 cubic yards)
- Right of Way - Application/Extension
- Right of Way - Driveway - Residential
- Right of Way - Driveway - Non-residential
- Right of Way - Fence(s) (No existing fee)
- Right of Way - Sidewalks (100lf)
- Right of Way - Above ground fixtures (existing inclining fee structure)
- Right of Way - Underground facilities

- Right of Way - Working within Right-of-Way
- Right of Way - Traffic Alteration
- Other Inspections and Fees - Fee for Posting "Stop Work Order"/"Unlawful to Occupy Notice"/"Notice of Violation"/"Violation of Notice"
- Other Inspections and Fees - Inspections for which no fee is specifically indicated
- Other Inspections and Fees - Inspections outside of normal business hours
- Other Inspections and Fees - Investigative fees / work commencing prior to permit issuance
- Public Works Construction - Sanitary Sewer Plan Review
- Public Works Construction - Sanitary Sewer Plan Review – per linear foot
- Public Works Construction - Sanitary Sewer Inspections
- Public Works Construction - Sanitary Sewer Inspections – per linear foot
- Public Works Construction - Storm Drainage Plan Review
- Public Works Construction - Storm Drainage Plan Review – per linear foot
- Public Works Construction - Storm Drainage Inspections
- Public Works Construction - Storm Drainage Inspections – per linear foot
- Public Works Construction - Streets Plan Review
- Public Works Construction - Streets Plan Review – per linear foot
- Public Works Construction - Streets Inspections
- Public Works Construction - Streets Inspections – per linear foot
- Public Works Construction - Water System Plan Review
- Public Works Construction - Water System Plan Review – per linear foot
- Public Works Construction - Water System Inspections
- Public Works Construction - Water System Inspections – per linear foot
- Fire Flow Test - 1 Hydrant
- Fire Flow Test - 2 Hydrant
- Fire Flow Test - 3 Hydrant
- Fire Flow Test - 4 Hydrant
- Right of Way - Sidewalks - Additional 100lf

**Exhibit 7: Design and Construction Fees Deleted or Consolidated**

- Grading Permit – 50 Cubic Yards or Less
- Grading Inspection – 50 Cubic Yards or Less
- Other Inspections and Fees – Outside Consultant Review (*all outside consultant fees were consolidated into one fee*)
- Grading Permit - Outside Consultant Review
- Public Works Construction - Outside Consultant Plan Review and Inspection

**Step 2: Identify Staff Time Requirements for Services** – With the fee services identified, the data collection effort focused on collecting budget and time data from all staff involved in the services and activities. DRG staff provided two sets of timekeeping records for each staff member in 2018. The first data set included total work hours, leave hours, and paid hours for each employee. The

second data set provided detailed work hours by activity for each employee. These two data sets were used as the basis for establishing the total number of annual work hours available and the distribution of work hours by activity. Each work activity was then categorized into the following broad categories.

- **Direct Services** – Services provided as the result of a project, permit application, or specific related activity and that are often tied to a specific fee (e.g. plan review). Direct services also include services provided directly for or to the public that are not fee-related (e.g., code enforcement and long-term planning). **Appendix A** details the distribution of direct service work hours in 2018 for each program by fee and non-fee activities.
- **Indirect Services** – Services provided to support direct services (e.g. customer service or administrative duties) and that cannot be assigned to a specific project, application, activity, or request. DRG staff reviewed the work activities in 2018 and the following activities were assigned as indirect services. These services are described as follows:
  - » Customer Service – Time spent assisting customers and the public with information and questions about fee services.
  - » Administrative Duties – Time spent on general office tasks, such as organizational management, supervision, internal meetings/calls/e-mails, filing, and other miscellaneous activities.
  - » Training and Certification – Time spent receiving training.
  - » Breaks – Two 15-minute breaks per day.
  - » Because the staff perform both fee and non-fee services, hours and costs for the indirect services (e.g. customer service) were allocated between fee and non-fee services based on the proportion of direct fee hours and direct non-fee hours.
- **Overhead Services** – General management and administrative costs primarily related to indirect costs and allocations that support the DRG’s operations and services.

The combined annual work hours for direct services, indirect services, and overhead services for each employee in 2018 were then compared to and reconciled with the timekeeping data for each employee’s reported work hours for the year.

In addition to each employee’s overall time for 2018, staff focus groups were conducted to identify the processing times for each individual fee service by position class. City staff met several times to discuss and identify the time needed for each fee service. The total processing time for each land use planning and design and construction fee service is shown in **Appendix B**.

**Step 3: Build Cost Layers** – The next stage in the process was to develop an analytical model for calculating the costs related to each fee category. The design and structure for the analytical model were based on the services and activities identified in Step 1 that were associated with the three service categories: direct, indirect, and overhead services. Cost layers were then developed for each fee category.

To build the cost layers, the staff time allocations for each activity (i.e. direct, indirect, and overhead) were first priced at each individual staff member’s loaded hourly rate. The loaded hourly rate for one staff member equals the person’s annual salary and benefits divided by the available work hours (i.e. total annual hours minus leave) in 2018. The analysis was done separately for land use planning and design and construction based on staff time records and the services provided (see **Appendix A**).

After the labor costs for each staff member and each service were calculated, the non-labor costs were analyzed. For land use planning, non-labor costs were allocated among direct fee services, direct non-fee services, and indirect services in proportion to the level of staff time reported for each service. Based on discussions with City staff, non-labor costs from the City's utility and Public Works departments were not allocated to Public Works employees that support DRG services.

City and DRG overhead costs were also allocated for fee and non-fee services. Citywide overhead costs were allocated across the Community Development divisions based on each division's 2018 FTEs or budgeted expenditures. DRG overhead costs (e.g., the community development director's indirect labor time) were also allocated to the other divisions proportionally based on each division's 2018 FTEs.

**Step 4: Determine the Full Cost of Service** – After establishing the different cost layers, the full cost of service was calculated. The initial steps of the cost of service analysis were focused on taking each fee group's 2018 cost of operations and distributing those costs among the different service categories and components to establish the cost layers that ultimately make up each fee group's total cost. To determine the full cost of service, the different costs are brought back together. The direct non-labor costs, indirect costs, and overhead costs for a particular fee category were added to each land use planning staff member's hourly rate based on each cost layer's cost divided by the total direct hours for the land use planning fee category. With these additional components, a fully loaded hourly rate was calculated for each staff member.

For a specific fee category, the cost layers were used to arrive at the full cost of service for each fee category. These cost layers were used to calculate hourly rate components by dividing the number of direct hours into the different cost layers.

For individual fees, the cost for each fee service was calculated by applying the fully loaded hourly rates for each position multiplied by the number of hours spent on each individual service. A fee service's total cost equals the sum of the costs of all the employees who provide the fee service. During interviews with DRG staff, it was determined that some fee services require time from staff outside of the DRG or the City (e.g., the Deputy Fire Chief). In these cases, time estimates were provided for their work on specific fee services and City staff provided hourly labor rate (salary and benefit) estimates for the positions. Because these positions are outside of the DRG, their calculated hourly labor rates do not include DRG non-labor or overhead costs.

**Step 5: Set Cost Recovery Objectives** – Once the full cost of service is identified and the hourly rates are established, the next step is to identify the cost recovery levels and to establish cost recovery objectives. Overall cost recovery levels for land use planning and design and construction were determined by comparing each fee category's total cost of service to the respective permit fee revenue in 2018. When services cost more than the revenue generated, funding from the General Fund or other funds is needed to cover the gap between costs and revenues. The level of cost recovery is a policy decision that is generally made by the City Council.

Cost recovery levels for individual fees were also determined by comparing the costs of the various services to the individual fees charged (e.g. percentage of full costs compared to revenue generated). For this study, the fees exclude the five percent technology fee assessed on some DRG fees.

Cost recovery objectives can be based on a variety of factors, including the public versus private benefit provided by the service. If an activity has a public benefit, it might be more appropriately supported by the General Fund. Conversely, if an activity has mostly private benefits, it might be more appropriately supported by fees. Activities that have a mix of public and private benefits might be supported by a combination of fees and the General Fund. As part of the study process, several

work sessions were facilitated with the City's Finance and Human Resources Committee (the Committee) to discuss possible cost recovery goals and strategies. The Committee, which consists of three City Council members, established a set of guiding principles and a cost recovery framework for setting plan review and permitting fees. The Committee's recommendations were later reviewed with the entire City Council and are detailed in Section IV of the report.

**Step 6: Set Fees** – The final step of the cost of service and fee analysis was to calculate the fees based on the cost recovery policies. A detailed list of the fee services and cost recovery tiers that were recommended from the Finance and Human Resources Committee are included in Section IV of the report.

## Section III. COST OF SERVICE AND RECOVERY ANALYSIS

Based on the methodology described in the previous chapter, the estimated 2018 full cost of service and cost recovery levels were determined for land use planning and design and construction services. The cost of service analysis shows the cost of service by type of cost category, overall fee category, and individual fee. Costs were first categorized by overall fee group: land use planning and design and construction. The cost of service results are further itemized by staff group. **Exhibit 8** shows the results of the estimated direct hours for each staff group by fee category, and **Exhibit 9** shows the labor costs attributed to the two fee categories from the different staff groups.

**Exhibit 8: Breakdown of 2018 Direct Hours by Fee Category**

Fee Category	Division			Total
	Land Use Planning	Design & Construction	Other Departments	
Land Use Planning	2,915	130	147	3,192
Design & Construction	548	4,015	-	4,563
<b>Total</b>	<b>3,463</b>	<b>4,145</b>	<b>147</b>	<b>7,755</b>

**Exhibit 9: Breakdown of 2018 Direct Labor Costs by Fee Category**

Fee Category	Division			Total
	Land Use Planning	Design & Construction	Other Departments	
Land Use Planning	\$ 179,769	\$ 11,157	\$ 13,362	\$ 204,288
Design & Construction	30,840	237,996	-	268,837
<b>Total</b>	<b>\$ 210,609</b>	<b>\$ 249,154</b>	<b>\$ 13,362</b>	<b>\$ 473,125</b>

Generally, the distribution of direct hours and direct labor costs establishes the basis for assigning non-labor and overhead costs to each fee category and service. Once the cost of service is established, the level of cost recovery can be analyzed by comparing the overall cost of service to annual fee revenues. Cost recovery levels for individual fees can also be reviewed by comparing the individual cost of service to the current fee. As previously mentioned, the cost of service is primarily based on the amount of time assigned to each fee category. Each fee category's cost of service provides a general cost estimate, and the cost recovery levels might also be affected by these estimates.

### III.A. LAND USE PLANNING FEE SERVICES

As shown in **Exhibit 10**, the full cost of land use planning fee-supported services was \$465,775. Direct services were about 45 percent of the full cost of service, while indirect services were 33

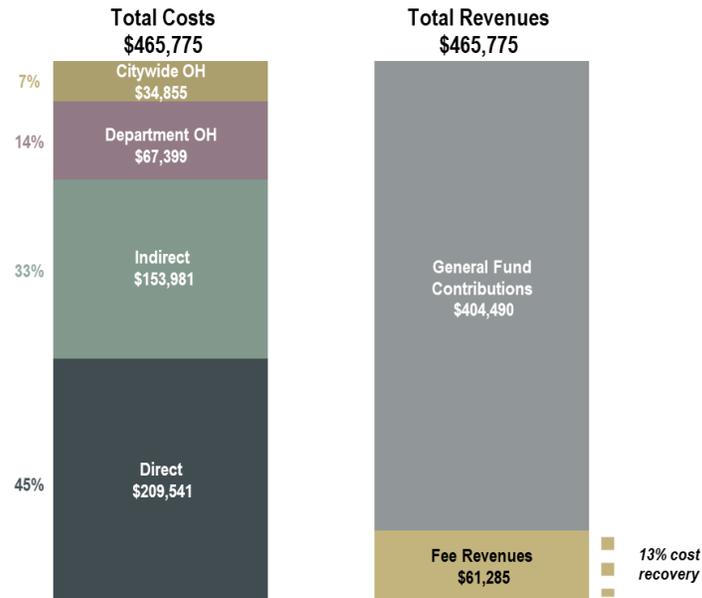
percent of the full cost of service. DRG administration and Citywide overhead costs represented the remaining 22 percent of the full cost of service. As previously mentioned, the land use planning group’s non-labor costs were allocated across land use planning fee and non-fee categories based on staff-reported work hours (see page 9).

**Exhibit 10: 2018 Full Cost of Service for Planning Services**

Planning Services		Annual Cost Components		Total Costs	% of Total Costs
		Labor Costs	Non-Labor Costs		
Direct Costs	Total Direct Services	\$ 204,288	\$ 5,253	\$ 209,541	45%
	<b>Subtotal Direct Costs</b>	<b>\$ 204,288</b>	<b>\$ 5,253</b>	<b>\$ 209,541</b>	<b>45%</b>
Indirect Costs	Public Info & Cust. Svc.	\$ 86,664	\$ 2,364	\$ 89,027	19%
	Training & Certification	11,209	290	11,499	2%
	General Admin & Mgt	40,333	962	41,295	9%
	Breaks	11,826	334	12,160	3%
<b>Subtotal Indirect Costs</b>		<b>150,032</b>	<b>3,949</b>	<b>\$ 153,981</b>	<b>33%</b>
Overhead Costs	Department Administration OH - Fee Related	\$ 43,083	\$ 24,315	\$ 67,399	14%
	Citywide OH - Fee Related	-	34,855	34,855	7%
<b>Subtotal Overhead Costs</b>		<b>\$ 43,083</b>	<b>\$ 59,170</b>	<b>\$ 102,253</b>	<b>22%</b>
<b>Total Planning Services Costs</b>		<b>\$ 397,403</b>	<b>\$ 68,372</b>	<b>\$ 465,775</b>	<b>100%</b>

**Exhibit 11** compares the cost of service results in **Exhibit 10** with the 2018 revenues for land use planning services. In 2018, permit revenue totaled \$61,285 compared to \$465,775 in expenditures, resulting in an overall cost recovery rate of approximately 13 percent.

**Exhibit 11: 2018 Cost Recovery for Land Use Planning Fee Services**



### III.A.1. Individual Land Use Planning Fees

Based on the time estimates for each fee service as well as loaded-hourly rate data for each employee, the full cost of service for individual land use planning fees was calculated. The cost of service for each service was then compared to the current fee to determine cost recovery levels for individual services. Of the fifty fees, one fee (street right of way) exceeded its full cost of service. The most common fees issued from 2016 to 2018 were Zoning Confirmations, Environmental Reviews, Boundary Line Adjustments, and Preliminary and Final Plats. The current cost recovery level for each land use planning fee is shown in **Exhibit 12**.

**Exhibit 12: 2018 Cost of Service and Cost Recovery by Individual Planning Fee**

Fee Service (Planning)	Existing Fee	Cost of Fee Service	Current Recovery Level
Boundary Line Adjustment*	\$ 596	\$ 3,434	17%
Boundary Line Adjustment - Lot Adjustment Only	155	2,339	7%
Comprehensive Plan Amendment - Docketing Fee*	285	11,328	3%
Comprehensive Plan Text Amendment*	570	10,963	5%
Comprehensive Plan - Map Amendment*	2,849	10,963	26%
Conditional Use Permit*	1,709	10,942	16%
Amendment to Conditional Use Permit	1,140	6,151	19%
Forest Practices Permit - No SEPA*	596	2,353	25%
Forest Practices Permit - With SEPA*	596	2,426	25%
Land Clearing*	155	1,859	8%
Rezone Application*	1,709	15,660	11%
Shoreline Conditional Use Permit*	1,709	7,419	23%
Shoreline Permit Variance*	1,709	7,678	22%
Shoreline Substantial Development Permit*	1,709	5,411	32%
Site Plan Review	259	7,214	4%
Other Site Plan Review (Hourly)	-	-	
Subdivision - Binding Site Plan*	1,140	6,575	17%
Subdivision - Model Home (1 Model Home)*	415	2,861	15%
Plat Amendment - Major*	1,140	24,144	5%
Plat Amendment - Minor*	363	6,368	6%
Preliminary Plat (2 corrections cycles, 10 lots)*	3,469	24,144	14%
Final Plat*	1,709	7,262	24%
Short Plat (preliminary, 2 corrections cycles, 2 lots)*	2,973	10,233	29%
Final Short Plat*	570	5,006	11%
Variance*	1,709	10,913	16%
Amendment to Variance*	855	10,913	8%
Critical Area Exception/Reasonable Use*	1,709	3,532	48%
Zoning Confirmation/Due Diligence Letter (per Letter)	175	310	56%
Annexation Petition - 10 acres or less*	570	31,483	2%
Annexation Petition - more than 10 acres*	855	31,483	3%
Street Right of Way*	940	546	172%
Administrative Design Review - Minor Exterior Remodel	100	1,481	7%
Administrative Design Review - Major Exterior Remodel	150	1,481	10%
Administrative Design Review - New Construction	200	1,481	14%
Environmental Review - Any project other than Subdivisions*	570	4,743	12%
Environmental Review - 5 to 100 lots*	570	4,743	12%
Environmental Review - >100 lots*	1,140	4,743	24%
Environmental Review - Amendment to DNS or MDNS*	363	3,649	10%
Environmental Review - EIS (will be charged by the hour)	-	-	
Appeal to Hearing Examiner*	570	10,885	5%
Request for Reconsideration of Hearing Examiner Decision*	285	9,042	3%
Pre-App Meeting	-	1,536	New Fee
Sidewalk Use Permit*	-	724	0%
Annual Plat Review Monitoring	-	888	New Fee
Additional Preliminary Plat Lot (11th to 29th Lot)	62	151	41%
Additional Preliminary Plat Lot (30th+ Lot)	62	301	21%
Additional Preliminary Plat Corrections Cycle (3rd+ Cycle)	-	2,328	New Fee
Additional Model Home	-	818	New Fee
Additional Short Plat Lot (3-9 Lots)	62	296	21%
Additional Short Plat Corrections Cycle (3rd+ Cycle)	-	155	New Fee

*Fees marked with an asterisk are subject to an additional 5 percent technology fee.*

### III.B. DESIGN AND CONSTRUCTION FEE SERVICES

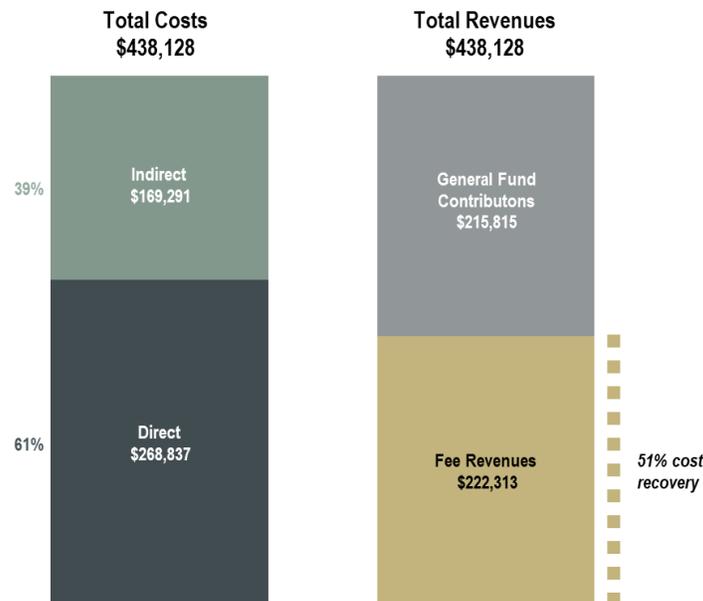
As shown in **Exhibit 13**, the full cost of design and construction fee supported services was \$438,128. As discussed in Section II, non-labor costs were not allocated to Public Works employees that support DRG services. Direct services were about 61 percent of the full cost of service, while indirect services were 39 percent of the full cost of service.

**Exhibit 13: 2018 Full Cost of Service for Design and Construction Services**

<i>Design &amp; Construction Services</i>		Annual Cost Components		Total Costs	% of Total Costs
		Labor Costs	Non-Labor Costs		
Direct Costs	Total Direct Services	\$ 268,837	\$ -	\$ 268,837	61%
	<b>Subtotal Direct Costs</b>	<b>\$ 268,837</b>	<b>\$ -</b>	<b>\$ 268,837</b>	<b>61%</b>
Indirect Costs	Public Info & Cust. Svc.	\$ 34,695	\$ -	\$ 34,695	8%
	Training & Certification	27,607	-	27,607	6%
	General Admin & Mgt	80,657	-	80,657	18%
	Breaks	26,333	-	26,333	6%
<b>Subtotal Indirect Costs</b>		<b>169,291</b>	<b>-</b>	<b>\$ 169,291</b>	<b>39%</b>
Overhead Costs	Department Administration OH - Fee Related	\$ -	\$ -	\$ -	-
	Citywide OH - Fee Related	-	-	-	-
<b>Subtotal Overhead Costs</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
<b>Total Design &amp; Construction Services Costs</b>		<b>\$ 438,128</b>	<b>\$ -</b>	<b>\$ 438,128</b>	<b>100%</b>

**Exhibit 14** compares the cost of service results in **Exhibit 13** with the 2018 revenues for design and construction services. In 2018, permit revenue totaled \$222,313 compared to \$438,128 in expenditures, resulting in an overall cost recovery rate of approximately 51 percent.

**Exhibit 14: 2018 Cost Recovery for Design and Construction Fee Services**



### III.B.1. Individual Design and Construction Fees

Based on the time estimates for each fee service as well as loaded-hourly rate data for each employee, the full cost of service for individual design and construction fees were calculated. The cost of service for each service was then compared to the current fee to determine cost recovery levels for individual services. Of the 46 fees reviewed in the study, 16 fees exceeded their full cost of service. The fees that exceeded their full cost of service included some grading permit plan and review and inspection fees, rights-of-way, fire flow tests, and various others. In 2018, the City recovered \$109,000 from right-of-way permits (49 percent of total design and construction revenues), \$40,000 from grading permits (18 percent), \$30,000 from construction plan review (14 percent) and \$43,000 from construction inspections (19 percent). The current cost recovery level for each design and construction fee is shown in **Exhibit 15**.

**Exhibit 15: 2018 Cost of Service and Cost Recovery by Individual Design and Construction Fee**

Fee Service (Public Works)	Existing Fee	Cost of Fee Service	Current Recovery Level
Utility Availability Letter*	\$ 94	\$ 149	63%
Grading Permit - Application/Extension*	100	171	59%
Grading Permit - Plan Review 51 to 100 cubic yards*	788	140	562%
Grading Permit - Plan Review 101 to 1,000 cubic yards*	1,307	711	184%
Grading Permit - Plan Review 1,001 to 10,000 cubic yards*	2,102	1,022	206%
Grading Permit - Plan Review 10,001-100,000 cubic yards*	3,138	1,553	202%
Grading Permit - Plan Review 100,001+ cubic yards - for add'l 10,000 cy*	186	109	170%
Grading Permit - Additional Plan Review (hourly)	-	-	
Grading Permit Fee*	253	137	185%
Grading Inspection Fee - 51 to 1,000 cubic yards*	686	662	104%
Grading Inspection Fee - 1,001 to 10,000 cubic yards*	1,096	1,765	62%
Grading Inspection Fee - 10,001+ cubic yards (for every additional 10,000 cubic yards)*	331	662	50%
Right of Way - Application/Extension*	100	337	30%
Right of Way - Driveway - Residential*	279	481	58%
Right of Way - Driveway - Non-residential*	653	641	102%
Right of Way - Fence(s) (No existing fee)*	-	53	0%
Right of Way - Sidewalks (100lf)*	65	541	12%
Right of Way - Above ground fixtures (existing inclining fee structure)*	279	215	129%
Right of Way - Underground facilities*	370	215	172%
Right of Way - Working within Right-of-Way*	279	215	129%
Right of Way - Traffic Alteration*	557	296	188%
Other Inspections and Fees - Fee for Posting "Stop Work Order"	50	221	23%
Other Inspections and Fees - Inspections for which no fee is indicated	50	110	45%
Other Inspections and Fees - Inspections outside of normal business hours	50	441	11%
Other Inspections and Fees - Investigative fees/work prior to permit issuance	-	221	0%
Public Works Construction - Sanitary Sewer Plan Review*	850	850	100%
Public Works Construction - Sanitary Sewer Plan Review - per lf*	0.96	1.58	61%
Public Works Construction - Sanitary Sewer Inspections*	566	566	100%
Public Works Construction - Sanitary Sewer Inspections - per lf*	2.47	7.96	31%
Public Works Construction - Storm Drainage Plan Review*	850	850	100%
Public Works Construction - Storm Drainage Plan Review - per lf*	0.96	1.58	61%
Public Works Construction - Storm Drainage Inspections*	566	566	100%
Public Works Construction - Storm Drainage Inspections - per lf*	2.47	7.96	31%
Public Works Construction - Streets Plan Review*	850	850	100%
Public Works Construction - Streets Plan Review - per lf*	0.96	1.58	61%
Public Works Construction - Streets Inspections*	566	566	100%
Public Works Construction - Streets Inspections - per lf*	2.47	7.96	31%
Public Works Construction - Water System Plan Review*	850	850	100%
Public Works Construction - Water System Plan Review - per lf*	0.96	1.58	61%
Public Works Construction - Water System Inspections*	566	566	100%
Public Works Construction - Water System Inspections - per lf*	2.47	7.96	31%
Fire Flow Test - 1 Hydrant	313	258	122%
Fire Flow Test - 2 Hydrant	626	361	174%
Fire Flow Test - 3 Hydrant	939	464	203%
Fire Flow Test - 4 Hydrant	1,264	567	223%
Right of Way - Sidewalks - Additional 100lf	8	160	5%

*Fees marked with an asterisk are subject to an additional 5 percent technology fee.*

## Section IV. RECOMMENDED COST RECOVERY STRATEGY

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DRG staff and FCS GROUP facilitated a series of workshops with the Finance and Human Resources Committee to review the preliminary results of the study and to develop the City's cost recovery strategies and goals for land use planning and design and construction fees. As part of this process, the Committee developed a cost recovery policy for fees as well as recommended fees for the City's land use planning and design and construction services. The purpose of this section is to summarize the key financial policy recommendations from the Committee.

### IV.A. ESTABLISH GUIDING PRINCIPLES FOR COST RECOVERY POLICY

The Committee developed a set of guiding principles to establish goals for setting the City's land use planning and design and construction fees. After reviewing the initial results of the study, the Committee gave feedback on important policy objectives related to development fees. This feedback was the basis for three guiding principles:

- The City is not seeking to recover the full cost of providing development fee services,
- The City's fees should be priced competitively as compared to neighboring jurisdictions, and
- Cost recovery levels for development fees should be higher for those services that primarily benefit the applicant.

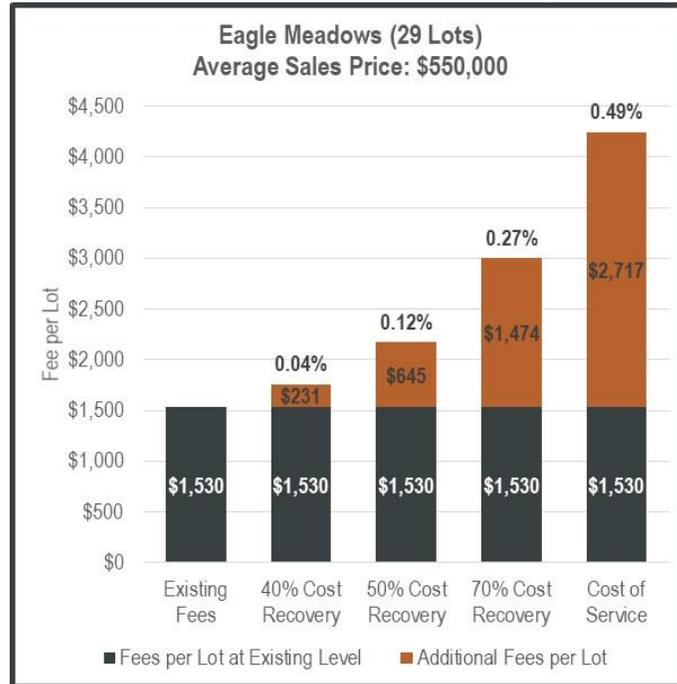
In order to meet the Committee's second guiding principle, a fee survey was conducted for over 90 similar services in comparable jurisdictions including Arlington, Bothell, Duvall, Kenmore, Lake Stevens, Mill Creek, Snohomish, Snohomish County, Sultan, and Woodinville. Some of the City's fee services do not have "like-for-like" comparisons in other jurisdictions. For example, some cities assess fees for grading permits based the engineer's estimated cost of construction. The City assesses grading permit fees based on cubic yards. Due to these differences, the results of the fee survey for some fees were not used for comparison.

The results of the survey were compared to the City's existing fee schedule to provide a benchmark for potential adjustments to fees. Generally, the City's existing fees are relatively lower than most of the jurisdictions included in the survey. The Committee leveraged the survey results to establish a potential range of fee levels for common development services provided by the City. The Committee also evaluated the potential cost impact of adjusting fees on a new single-family home. Using recent residential development projects as examples, land use and construction fees were calculated for a single-family home based on existing fee levels, 40 percent cost recovery, 50 percent cost recovery, 70 percent cost recovery, and full cost of service. The results of this analysis were presented as an increase permit fee costs as well as the percent of the sales price.

**Exhibit 16** illustrates the results of this analysis. The bar charts represent the average cost per lot based on existing fees and various levels of cost recovery. The percentages above each bar chart

represent the cost increase per lot as a percentage of the home sales price. The existing permit fees for a single-family home are estimated at \$1,530. A 40 percent cost recovery target would increase the permit fees by \$231 to \$1,761 per lot. The increased permit fees (\$231) represent approximately 0.04 percent of the average home sales price of \$550,000. If the City were to target 100 percent cost recovery, the total permits fees would increase to \$4,247. The increase in permit fees would represent 0.49 percent of the average home sales price.

**Exhibit 16: Estimated Permit Fees for New Single-Family Home**



## IV.B. DEVELOP COST RECOVERY POLICY

Once guiding principles had been established, the next step was to develop the cost recovery policy for the City. Based on discussions with City staff, the Committee, and City Council, the following policy was developed for setting fees for development services.

“The City establishes fees for development services recognizing that a portion of the cost of providing these services benefits the entire community and should be borne by the City’s General Fund. Fees for these services are evaluated based on several factors, including:

- The cost of issuing the permit;
- The public benefit versus private gains of the permit; and,
- Fees for similar services in comparable cities.

Generally, the City seeks to recover more eligible costs on those permits that have an overwhelming private benefit and seeks to recover less than all eligible costs on those permits that have a mix of private and public benefits.”

In discussions with DRG management and the Committee, it was determined that a tiered approach to setting fees would be appropriate for meeting the guiding principles:

- **Tier 1 (10 to 20 percent cost recovery target):** for permits that have a public benefit or where the City wants to ensure that fee does not discourage applicants from the permitting process,

- **Tier 2 (40 to 70 percent cost recovery target):** for permits where individuals or businesses are the primary financial beneficiary of the service.

## IV.C. APPLY COST RECOVERY POLICY TO FEE SCHEDULE

Once tiers were determined with the Committee, DRG staff assigned each fee to its appropriate tier based on the guidelines established above. It should be noted that the Committee indicated that assignment of fee services to cost recovery tiers as well as the cost recovery targets are subject to change in response to economic conditions, land use policy, and other factors. It is recommended that the fees be adjusted on an annual basis based on a recognized index of inflation, subject to City Council approval each year. **Exhibit 17** shows the full schedule of fee services and their recommended cost recovery tiers.

**Exhibit 17: Fee Schedule and Recommended Cost Recovery Tiers**

Fee Service (Planning)	Existing Fee	Cost of Fee Service	Cost Recovery Tier
Boundary Line Adjustment	\$ 596	\$ 3,434	Tier 2
Boundary Line Adjustment - Lot Adjustment Only	155	2,339	Tier 1
Comprehensive Plan Amendment - Docketing Fee	285	11,328	Tier 2
Comprehensive Plan Text Amendment	570	10,963	Tier 1
Comprehensive Plan - Map Amendment	2,849	10,963	Tier 1
Conditional Use Permit	1,709	10,942	Tier 1
Amendment to Conditional Use Permit	1,140	6,151	Tier 1
Forest Practices Permit - No SEPA	596	2,353	Tier 2
Forest Practices Permit - With SEPA	596	2,426	Tier 2
Land Clearing	155	1,859	Tier 1
Rezone Application	1,709	15,660	Tier 1
Shoreline Conditional Use Permit	1,709	7,419	Tier 2
Shoreline Permit Variance	1,709	7,678	Tier 2
Shoreline Substantial Development Permit	1,709	5,411	Tier 2
Site Plan Review	259	7,214	Tier 1
Other Site Plan Review (Hourly)	-	-	Tier 2
Subdivision - Binding Site Plan	1,140	6,575	Tier 2
Subdivision - Model Home (1 Model Home)	415	2,861	Tier 1
Plat Amendment - Major	1,140	24,144	Tier 2
Plat Amendment - Minor	363	6,368	Tier 2
Preliminary Plat (2 corrections cycles, 10 lots)	3,469	24,144	Tier 2
Final Plat	1,709	7,262	Tier 2
Short Plat (preliminary, 2 corrections cycles, 2 lots)	2,973	10,233	Tier 2
Final Short Plat	570	5,006	Tier 2
Variance	1,709	10,913	Tier 1
Amendment to Variance	855	10,913	Tier 1
Critical Area Exception/Reasonable Use	1,709	3,532	Tier 2
Zoning Confirmation/Due Diligence Letter (per Letter)	175	310	Tier 1
Annexation Petition - 10 acres or less	570	31,483	Tier 1
Annexation Petition - more than 10 acres	855	31,483	Tier 1
Street Right of Way	940	546	Tier 1
Administrative Design Review - Minor Exterior Remodel	100	1,481	Tier 1
Administrative Design Review - Major Exterior Remodel	150	1,481	Tier 1
Administrative Design Review - New Construction	200	1,481	Tier 1
Environmental Review - Any project other than Subdivisions	570	4,743	Tier 2
Environmental Review - 5 to 100 lots	570	4,743	Tier 2
Environmental Review - >100 lots	1,140	4,743	Tier 2
Environmental Review - Amendment to DNS or MDNS	363	3,649	Tier 2
Environmental Review - EIS	-	-	Tier 2
Appeal to Hearing Examiner	570	10,885	Tier 1
Request for Reconsideration of Hearing Examiner Decision	285	9,042	Tier 1
Pre-App Meeting	-	1,536	Tier 1
Sidewalk Use Permit	-	724	Tier 1
Annual Plat Review Monitoring	-	888	Tier 1
Additional Preliminary Plat Lot (11th to 29th Lot)	62	151	Tier 2
Additional Preliminary Plat Lot (30th+ Lot)	62	301	Tier 2
Additional Preliminary Plat Corrections Cycle (3rd+ Cycle)	-	2,328	Tier 2
Additional Model Home	-	818	Tier 2
Additional Short Plat Lot (3-9 Lots)	62	296	Tier 2
Additional Short Plat Corrections Cycle (3rd+ Cycle)	-	155	Tier 2

Fee Service (Public Works)	Existing Fee	Cost of Fee Service	Cost Recovery Tier
Utility Availability Letter	\$ 94	\$ 149	Tier 2
Grading Permit - Application/Extension	100	171	Tier 2
Grading Permit - Plan Review 51 to 100 cubic yards	788	140	Tier 2
Grading Permit - Plan Review 101 to 1,000 cubic yards	1,307	711	Tier 2
Grading Permit - Plan Review 1,001 to 10,000 cubic yards	2,102	1,022	Tier 2
Grading Permit - Plan Review 10,001-100,000 cubic yards	3,138	1,553	Tier 2
Grading Permit - Plan Review 100,001+ cubic yards - for add'l 10,000 cy	186	109	Tier 2
Grading Permit - Additional Plan Review (hourly)	-	-	Custom
Grading Permit - Outside Consultant Review	-	200	Custom
Grading Permit Fee	253	137	Tier 2
Grading Inspection Fee - 51 to 1,000 cubic yards	686	662	Tier 2
Grading Inspection Fee - 1,001 to 10,000 cubic yards	1,096	1,765	Tier 2
Grading Inspection Fee - 10,001+ cubic yards (for every additional 10,000 cubic yards)	331	662	Tier 2
Right of Way - Application/Extension	100	337	Tier 1
Right of Way - Driveway - Residential	279	481	Tier 2
Right of Way - Driveway - Non-residential	653	641	Tier 2
Right of Way - Fence(s) (No existing fee)	-	53	Tier 1
Right of Way - Sidewalks (100lf)	65	541	Tier 1
Right of Way - Above ground fixtures	279	215	Tier 2
Right of Way - Underground facilities	370	215	Tier 2
Right of Way - Working within Right-of-Way	279	215	Tier 2
Right of Way - Traffic Alteration	557	296	Tier 2
Other Inspections and Fees - Fee for Posting "Stop Work Order"	50	221	Tier 2
Other Inspections and Fees - Inspections for which no fee is indicated	50	110	Tier 2
Other Inspections and Fees - Inspections outside of normal business hours	50	441	Tier 2
Other Inspections and Fees - Investigative fees/work prior to permit issuance	-	221	Tier 2
Public Works Construction - Sanitary Sewer Plan Review	850	850	Tier 2
Public Works Construction - Sanitary Sewer Plan Review - per lf	0.96	1.58	Tier 2
Public Works Construction - Sanitary Sewer Inspections	566	566	Tier 2
Public Works Construction - Sanitary Sewer Inspections - per lf	2.47	7.96	Tier 2
Public Works Construction - Storm Drainage Plan Review	850	850	Tier 2
Public Works Construction - Storm Drainage Plan Review - per lf	0.96	1.58	Tier 2
Public Works Construction - Storm Drainage Inspections	566	566	Tier 2
Public Works Construction - Storm Drainage Inspections - per lf	2.47	7.96	Tier 2
Public Works Construction - Streets Plan Review	850	850	Tier 2
Public Works Construction - Streets Plan Review - per lf	0.96	1.58	Tier 2
Public Works Construction - Streets Inspections	566	566	Tier 2
Public Works Construction - Streets Inspections - per lf	2.47	7.96	Tier 2
Public Works Construction - Water System Plan Review	850	850	Tier 2
Public Works Construction - Water System Plan Review - per lf	0.96	1.58	Tier 2
Public Works Construction - Water System Inspections	566	566	Tier 2
Public Works Construction - Water System Inspections - per lf	2.47	7.96	Tier 2
Public Works Construction - Outside Consultant Plan Review and Inspection	N/A	N/A	Custom
Fire Flow Test - 1 Hydrant	313	258	Tier 2
Fire Flow Test - 2 Hydrant	626	361	Tier 2
Fire Flow Test - 3 Hydrant	939	464	Tier 2
Fire Flow Test - 4 Hydrant	1,264	567	Tier 2
Right of Way - Sidewalks - Additional 100lf	8	160	Tier 1

## APPENDIX A – 2018 TIME ESTIMATING FORM

### Time Estimation Form

<b>Name</b>		<b>Title</b>	
<b>Department</b>		<b>Division</b>	

**Annual Regular Labor**

FTE		<i>Work Week x 52 Weeks</i>	Annual Hours	
Work Week				

Full-time staff are an FTE of 1.00; half-time staff are an FTE of 0.50, etc.

**Plus: Annual Overtime**

+		Annual Hours	
---	--	--------------	--

Estimate overtime hours, only if it is paid time, and only if it is regular/predictable.

**Total Annual Labor**

= Regular + Overtime Hours

=		Annual Hours	
---	--	--------------	--

**Less: Annual Leave**

Holidays, estimated vacation, comp time, estimated sick leave, and any other regular leave.

<b>Holidays</b>	# of Days		Annual Hours	
<b>Personal Days</b>	# of Days		Annual Hours	
<b>Sick Leave</b>			Annual Hours	
<b>Vacation Leave</b>	Yrs Employed		Annual Hours	

**Total Annual Leave**

-		Annual Hours	0
---	--	--------------	---

**Total Available Work Hours**

=		Annual Hours	
---	--	--------------	--

**Less: Annual Indirect Support for Development Services:**

Work associated with private development but not on a specific application, permit, or client.

<b>a. Public Information &amp; Customer Svc</b>		-	Annual Hours	0
---	--	---	--------------	---

Providing general information and assistance (e.g., "counter" time).

<b>b. Training &amp; Certification</b>		-	Annual Hours	0
--	--	---	--------------	---

Sustaining or increasing professional credentials.

<b>c. General Administration &amp; Mgt</b>		-	Annual Hours	0
--	--	---	--------------	---

General office tasks, supervision, departmental management, etc.

<b>d. Breaks</b>	<input style="border: 1px solid black; padding: 2px 10px;" type="text" value="No"/>	-	Annual Hours	0
------------------	---	---	--------------	---

Calculated as two 15-minute breaks per day  
If breaks apply to your job, choose "yes" in box above

<b>d. Other:</b>		-	Annual Hours	
------------------	--	---	--------------	--

Please specify

**Net Annual Labor Related to Individual Projects/  
Permits/Other Direct Services**

= Total Annual Labor - Leave - Non Development Services - Indirect Support Services

=		Annual Hours	0
---	--	--------------	---

**Distribution of Project or Permit Related Labor**

Enter the percent of time or annual labor hours spent on each of the direct services listed below .

Note that you enter the hours under the department to which the activity/fee is related. (E.g. a building inspector who performs inspections on Land Use permits would place time under "Land Use".)

Percentage entries should total 100%.

Annual hour entries should total Net Annual Labor Related to Individual Projects/Permits from Functional Labor Estimate.

**Land Use**

Current Planning			-
Long Range Planning			-
Other Non-Fee Planning			-
			-
			-

**Public Works Development Review**

Public Works Plan Review			-
Public Works Inspection			-
Non-Fee Public Works Development Review			-
			-
			-

**Other Activities Not Related to Development Review of Planning and Engineering Fee Services**

Other: Please List			-
Building Plan Review			-
Building Inspection			-
			-
			-
			-
<b>Total</b>			-

## APPENDIX B – 2018 TIME ESTIMATES

Planning		Total	Permit Technician - Planning	Amy Bright - Associate Planner	Stacy Criswell - Building Official	Permit Technician - Building
LABOR HOURS						
Labor Breakdown	Annual Regular Labor	16,512	2,124	2,080	2,064	2,018
	Annual Overtime	0				
	Annual Labor	16,512	2,124	2,080	2,064	2,018
	Annual Leave	2,018	203	258	212	232
<b>Total Available Work Hours</b>		<b>14,494</b>	<b>1,921</b>	<b>1,822</b>	<b>1,852</b>	<b>1,786</b>
Indirect Activities	Public Info & Cust. Svc.	2,416	630	104	200	500
	Training & Certification	296		80	100	32
	General Admin & Mgt	983		52	150	50
	Breaks	341	120			112
	Other	0				
<b>Net Annual Labor Related to Direct Services</b>		<b>10,457</b>	<b>1,170</b>	<b>1,586</b>	<b>1,402</b>	<b>1,092</b>
Direct Fee Time	Current Planning	2,915	540	714	280	22
	Public Works Plan Review	548	180		98	251
	Public Works Inspection	0				
Direct Non-Fee Time Categories for Planning	Long Range Planning	1,538		63	140	
	Building Plan Review	2,562	450	159	491	655
	Building Inspection	1,204			210	
	Other Non-Fee Planning	437			42	
	Other Non-Fee Public Works Development Review	36				
	Capital Projects	0				
	Other Non-Fee Activities	663		95	140	164
	Code Enforcement	555		555		
	LastPlanning	0				
<b>Total Direct Hours</b>		<b>10,457</b>	<b>1,170</b>	<b>1,586</b>	<b>1,402</b>	<b>1,092</b>
Total Indirect Hours		4,037	750	236	450	694
Total Direct Hours - Fee Services		3,463	720	714	379	273
Total Direct Hours - Direct Non-Fee Time Categories		6,995	450	872	1,023	819
<b>Grand Total</b>		<b>14,494</b>	<b>1,921</b>	<b>1,822</b>	<b>1,852</b>	<b>1,786</b>

Planning		Total	Anita Marrero - Senior Planner	Shana Restall - Principal Planner	Kim Shaw - Permit Supervisor	Jim Sherwood - Building Inspector
LABOR HOURS						
Labor Breakdown	Annual Regular Labor	16,512	2,080	2,064	2,018	2,064
	Annual Overtime	0				
	Annual Labor	16,512	2,080	2,064	2,018	2,064
	Annual Leave	2,018	185	256	264	408
<b>Total Available Work Hours</b>		<b>14,494</b>	<b>1,895</b>	<b>1,808</b>	<b>1,754</b>	<b>1,656</b>
Indirect Activities	Public Info & Cust. Svc.	2,416	502		480	
	Training & Certification	296	60		24	
	General Admin & Mgt	983	251		480	
	Breaks	341			110	
	Other	0				
<b>Net Annual Labor Related to Direct Services</b>		<b>10,457</b>	<b>1,082</b>	<b>1,808</b>	<b>661</b>	<b>1,656</b>
Direct Fee Time	Current Planning	2,915	757	271	330	
	Public Works Plan Review	548		18		
	Public Works Inspection	0				
Direct Non-Fee Time Categories for Planning	Long Range Planning	1,538	216	1,085	33	
	Building Plan Review	2,562	108	36		662
	Building Inspection	1,204				994
	Other Non-Fee Planning	437		362	33	
	Other Non-Fee Public Works Development Review	36		36		
	Capital Projects	0				
	Other Non-Fee Activities	663			264	
	Code Enforcement	555				
	LastPlanning	0				
<b>Total Direct Hours</b>		<b>10,457</b>	<b>1,082</b>	<b>1,808</b>	<b>661</b>	<b>1,656</b>
Total Indirect Hours		4,037	813	-	1,094	-
Total Direct Hours - Fee Services		3,463	757	289	330	-
Total Direct Hours - Direct Non-Fee Time Categories		6,995	325	1,519	330	1,656
<b>Grand Total</b>		<b>14,494</b>	<b>1,895</b>	<b>1,808</b>	<b>1,754</b>	<b>1,656</b>

Public Works LABOR HOURS		Total	Scott Barr - Water Quality Lead	Vince Bertrand - Storm Water Compliance	Jim Gardner - Senior Engineer	Tom Gathmann - Senior Engineer
Labor Breakdown	Annual Regular Labor	33,120	2,064	2,060	2,064	
	Annual Overtime	360	150	60		
	Annual Labor	33,480	2,214	2,120	2,064	0
	Annual Leave	4,457	365	339	198	
<b>Total Available Work Hours</b>		<b>29,023</b>	<b>1,850</b>	<b>1,781</b>	<b>1,866</b>	<b>0</b>
Indirect Activities	Public Info & Cust. Svc.	1,027	104	52	49	
	Training & Certification	869	80	100	35	
	General Admin & Mgt	2,780			509	
	Breaks	885	116	111		
	Other	0				
<b>Net Annual Labor Related to Direct Services</b>		<b>23,462</b>	<b>1,550</b>	<b>1,518</b>	<b>1,273</b>	<b>0</b>
Direct Fee Time	Current Planning	130				
	Public Works Plan Review	910	100	13	275	
	Public Works Inspection	3,105	200	12		
Direct Non-Fee Time Categories for Public Works	Long Range Planning	7				
	Building Plan Review	121	100			
	Building Inspection	134	100	12		
	Other Non-Fee Planning	0				
	Other Non-Fee Public Works Development Review	293				
	Capital Projects	4,990			998	
	Other Non-Fee Activities	13,772	1,050	1,480		
Code Enforcement	0					
<b>Total Direct Hours</b>		<b>4,145</b>	<b>1,550</b>	<b>1,518</b>	<b>1,273</b>	<b>0</b>
Total Indirect Hours		5,561	300	263	593	-
Total Direct Hours - Fee Services		4,145	300	25	275	-
Total Direct Hours - Direct Non-Fee Time Categories		19,317	1,250	1,492	998	-
<b>Grand Total</b>		<b>29,023</b>	<b>1,850</b>	<b>1,781</b>	<b>1,866</b>	<b>-</b>

Public Works LABOR HOURS		Total	Scott Hawkins - Construction Inspector Supervisor	Kim Klinkers - Senior Engineer	Mark Neumann - Civil Designer	Jordan Ottow - Water Quality / Stormwater Supervisor
Labor Breakdown	Annual Regular Labor	33,120	2,064	2,064	2,064	2,060
	Annual Overtime	360				150
	Annual Labor	33,480	2,064	2,064	2,064	2,210
	Annual Leave	4,457	299	300	365	417
<b>Total Available Work Hours</b>		<b>29,023</b>	<b>1,765</b>	<b>1,764</b>	<b>1,699</b>	<b>1,794</b>
Indirect Activities	Public Info & Cust. Svc.	1,027	11	163	200	25
	Training & Certification	869	40	28	27	200
	General Admin & Mgt	2,780	312	303	200	
	Breaks	885	110		106	112
	Other	0				
<b>Net Annual Labor Related to Direct Services</b>		<b>23,462</b>	<b>1,292</b>	<b>1,270</b>	<b>1,166</b>	<b>1,456</b>
Direct Fee Time	Current Planning	130				
	Public Works Plan Review	910	242	30	73	43
	Public Works Inspection	3,105	727			21
Direct Non-Fee Time Categories for Public Works	Long Range Planning	7				
	Building Plan Review	121				21
	Building Inspection	134				21
	Other Non-Fee Planning	0				
	Other Non-Fee Public Works Development Review	293			293	
	Capital Projects	4,990	322	1,240		
	Other Non-Fee Activities	13,772			800	1,350
Code Enforcement	0					
<b>Total Direct Hours</b>		<b>4,145</b>	<b>1,292</b>	<b>1,270</b>	<b>1,166</b>	<b>1,456</b>
Total Indirect Hours		5,561	473	494	533	337
Total Direct Hours - Fee Services		4,145	970	30	73	64
Total Direct Hours - Direct Non-Fee Time Categories		19,317	322	1,240	1,093	1,393
<b>Grand Total</b>		<b>29,023</b>	<b>1,765</b>	<b>1,764</b>	<b>1,699</b>	<b>1,794</b>

<b>Public Works LABOR HOURS</b>		<b>Total</b>	Scott Peterson - Deputy City Engineer	Casey Bollinger - Construction Inspector	Cory Foss - Construction Inspector	Ron Paynter - Facilities Maintenance
<b>Labor Breakdown</b>	Annual Regular Labor	33,120	2,064	2,064	2,064	2,080
	Annual Overtime	360				
	Annual Labor	33,480	2,064	2,064	2,064	2,080
	Annual Leave	4,457	214	170	117	254
<b>Total Available Work Hours</b>		<b>29,023</b>	<b>1,850</b>	<b>1,895</b>	<b>1,948</b>	<b>1,826</b>
<b>Indirect Activities</b>	Public Info & Cust. Svc.	1,027	80	5	6	
	Training & Certification	869	90	40	39	
	General Admin & Mgt	2,780		137	243	
	Breaks	885		110	110	
	Other	0				
<b>Net Annual Labor Related to Direct Services</b>		<b>23,462</b>	<b>1,680</b>	<b>1,603</b>	<b>1,550</b>	<b>1,826</b>
<b>Direct Fee Time</b>	Current Planning	130	72			
	Public Works Plan Review	910		77	51	
	Public Works Inspection	3,105	18	880	1,219	
<b>Direct Non-Fee Time Categories for Public Works</b>	Long Range Planning	7				
	Building Plan Review	121				
	Building Inspection	134				
	Other Non-Fee Planning	0				
	Other Non-Fee Public Works Development Review	293				
	Capital Projects	4,990	500	646	280	
	Other Non-Fee Activities	13,772	1,090			1,826
	Code Enforcement	0				
<b>Total Direct Hours</b>		<b>4,145</b>	<b>1,680</b>	<b>1,603</b>	<b>1,550</b>	<b>1,826</b>
Total Indirect Hours		5,561	170	292	398	-
Total Direct Hours - Fee Services		4,145	90	957	1,270	-
Total Direct Hours - Direct Non-Fee Time Categories		19,317	1,590	646	280	1,826
<b>Grand Total</b>		<b>29,023</b>	<b>1,850</b>	<b>1,895</b>	<b>1,948</b>	<b>1,826</b>

<b>Public Works LABOR HOURS</b>		<b>Total</b>	Jakeh Roberts - Deputy PW Director	Gary Watkins - GIS / CAD Specialist	Jamie Woolworth - Facilities Specialist	Jammi Guion - Engineering Project Technician
<b>Labor Breakdown</b>	Annual Regular Labor	33,120	2,064	2,064	2,080	2,136
	Annual Overtime	360				
	Annual Labor	33,480	2,064	2,064	2,080	2,136
	Annual Leave	4,457	256	339	324	376
<b>Total Available Work Hours</b>		<b>29,023</b>	<b>1,808</b>	<b>1,725</b>	<b>1,756</b>	<b>1,760</b>
<b>Indirect Activities</b>	Public Info & Cust. Svc.	1,027	40	6		286
	Training & Certification	869	0	21	48	70
	General Admin & Mgt	2,780	200			
	Breaks	885			110	
	Other	0				
<b>Net Annual Labor Related to Direct Services</b>		<b>23,462</b>	<b>1,568</b>	<b>1,698</b>	<b>1,598</b>	<b>1,404</b>
<b>Direct Fee Time</b>	Current Planning	130	58			
	Public Works Plan Review	910	0			
	Public Works Inspection	3,105	6	21		
<b>Direct Non-Fee Time Categories for Public Works</b>	Long Range Planning	7		7		
	Building Plan Review	121				
	Building Inspection	134				
	Other Non-Fee Planning	0				
	Other Non-Fee Public Works Development Review	293				
	Capital Projects	4,990				
	Other Non-Fee Activities	13,772	1,504	1,670	1,598	1,404
	Code Enforcement	0				
<b>Total Direct Hours</b>		<b>4,145</b>	<b>1,568</b>	<b>1,698</b>	<b>1,598</b>	<b>1,404</b>
Total Indirect Hours		5,561	240	27	158	356
Total Direct Hours - Fee Services		4,145	64	21	-	-
Total Direct Hours - Direct Non-Fee Time Categories		19,317	1,504	1,677	1,598	1,404
<b>Grand Total</b>		<b>29,023</b>	<b>1,808</b>	<b>1,725</b>	<b>1,756</b>	<b>1,760</b>

<b>Public Works LABOR HOURS</b>			Cathy Hawkins - Engineering Admin. Specialist
		<b>Total</b>	
<b>Labor Breakdown</b>	Annual Regular Labor	33,120	2,064
	Annual Overtime	360	
	Annual Labor	33,480	2,064
	Annual Leave	4,457	126
<b>Total Available Work Hours</b>		<b>29,023</b>	<b>1,938</b>
<b>Indirect Activities</b>	Public Info & Cust. Svc.	1,027	0
	Training & Certification	869	51
	General Admin & Mgt	2,780	876
	Breaks	885	
	Other	0	
<b>Net Annual Labor Related to Direct Services</b>		<b>23,462</b>	<b>1,011</b>
<b>Direct Fee Time</b>	Current Planning	130	
	Public Works Plan Review	910	7
	Public Works Inspection	3,105	
<b>Direct Non-Fee Time Categories for Public Works</b>	Long Range Planning	7	
	Building Plan Review	121	
	Building Inspection	134	
	Other Non-Fee Planning	0	
	Other Non-Fee Public Works Development Review	293	
	Capital Projects	4,990	1,004
	Other Non-Fee Activities	13,772	
	Code Enforcement	0	
<b>Total Direct Hours</b>		<b>4,145</b>	<b>1,011</b>
Total Indirect Hours		5,561	927
Total Direct Hours - Fee Services		4,145	7
Total Direct Hours - Direct Non-Fee Time Categories		19,317	1,004
<b>Grand Total</b>		<b>29,023</b>	<b>1,938</b>

<b>Other Group LABOR HOURS</b>		<b>Total</b>	Jason Bowen - Fire Inspector	Mike Fitzgerald - Deputy Chief	Ben Swanson - Community Development Director
<b>Labor Breakdown</b>	Annual Regular Labor	2,064			2,064
	Annual Overtime	0			
	Annual Labor	2,064	0	0	2,064
	Annual Leave	142			142
<b>Total Available Work Hours</b>		<b>1,922</b>	<b>0</b>	<b>0</b>	<b>1,922</b>
<b>Indirect Activities</b>	Public Info & Cust. Svc.	300			300
	Training & Certification	40			40
	General Admin & Mgt	600			600
	Breaks	0			0
	Other	0			0
<b>Net Annual Labor Related to Direct Services</b>		<b>982</b>	<b>0</b>	<b>0</b>	<b>982</b>
<b>Direct Fee Time</b>	Current Planning	147			147
	Public Works Plan Review	0			
	Public Works Inspection	0			
<b>Direct Non-Fee Time Categories for Other Group</b>	Long Range Planning	196			196
	Building Plan Review	0			
	Building Inspection	0			
	Other Non-Fee Planning	0			
	Other Non-Fee Public Works Development Review	0			
	Capital Projects	0			
	Other Non-Fee Activities	638			638
	Code Enforcement	0			
<b>Total Direct Hours</b>		<b>147</b>	<b>0</b>	<b>0</b>	<b>982</b>
Total Indirect Hours		940	0	0	940
Total Direct Hours - Fee Services		147	0	0	147
Total Direct Hours - Direct Non-Fee Time Categories		835	0	0	835
<b>Grand Total</b>		<b>1,922</b>	<b>0</b>	<b>0</b>	<b>1,922</b>

## APPENDIX C – PERMIT PROCESSING TIMES

Fee Service (Planning)	Processing Time (hrs)	Existing Fee	Cost of Fee Service	Current Recovery Level
Boundary Line Adjustment*	24.25	\$ 596	\$ 3,434	17%
Boundary Line Adjustment - Lot Adjustment Only	16.25	155	2,339	7%
Comprehensive Plan Amendment - Docketing Fee*	71.75	285	11,328	3%
Comprehensive Plan Text Amendment*	70.00	570	10,963	5%
Comprehensive Plan - Map Amendment*	70.00	2,849	10,963	26%
Conditional Use Permit*	79.00	1,709	10,942	16%
Amendment to Conditional Use Permit	43.00	1,140	6,151	19%
Forest Practices Permit - No SEPA*	17.00	596	2,353	25%
Forest Practices Permit - With SEPA*	17.00	596	2,426	25%
Land Clearing*	12.75	155	1,859	8%
Rezone Application*	101.25	1,709	15,660	11%
Shoreline Conditional Use Permit*	53.00	1,709	7,419	23%
Shoreline Permit Variance*	52.50	1,709	7,678	22%
Shoreline Substantial Development Permit*	37.50	1,709	5,411	32%
Site Plan Review	53.25	259	7,214	4%
Subdivision - Binding Site Plan*	50.75	1,140	6,575	17%
Subdivision - Model Home (1 Model Home)*	21.00	415	2,861	15%
Plat Amendment - Major*	170.25	1,140	24,144	5%
Plat Amendment - Minor*	43.75	363	6,368	6%
Preliminary Plat (2 corrections cycles, 10 lots)*	170.25	3,469	24,144	14%
Final Plat*	52.25	1,709	7,262	24%
Short Plat (preliminary, 2 corrections cycles, 2 lots)*	72.75	2,973	10,233	29%
Final Short Plat*	35.25	570	5,006	11%
Variance*	78.75	1,709	10,913	16%
Amendment to Variance*	78.75	855	10,913	8%
Critical Area Exception/Reasonable Use*	25.75	1,709	3,532	48%
Zoning Confirmation/Due Diligence Letter (per Letter)	2.00	175	310	56%
Annexation Petition - 10 acres or less*	231.75	570	31,483	2%
Annexation Petition - more than 10 acres*	231.75	855	31,483	3%
Street Right of Way*	4.25	940	546	172%
Administrative Design Review - Minor Exterior Remodel	10.00	100	1,481	7%
Administrative Design Review - Major Exterior Remodel	10.00	150	1,481	10%
Administrative Design Review - New Construction	10.00	200	1,481	14%
Environmental Review - Any project other than Subdivisions*	33.25	570	4,743	12%
Environmental Review - 5 to 100 lots*	33.25	570	4,743	12%
Environmental Review - >100 lots*	33.25	1,140	4,743	24%
Environmental Review - Amendment to DNS or MDNS*	25.00	363	3,649	10%
Appeal to Hearing Examiner*	78.50	570	10,885	5%
Request for Reconsideration of Hearing Examiner Decision*	64.50	285	9,042	3%
Pre-App Meeting	11.50	-	1,536	New Fee
Sidewalk Use Permit*	5.00	-	724	0%
Annual Plat Review Monitoring	6.00	-	888	New Fee
Additional Preliminary Plat Lot (11th to 29th Lot)	1.09	62	151	41%
Additional Preliminary Plat Lot (30th+ Lot)	2.18	62	301	21%
Additional Preliminary Plat Corrections Cycle (3rd+ Cycle)	16.50	-	2,328	New Fee
Additional Model Home	6.63	-	818	New Fee
Additional Short Plat Lot (3-9 Lots)	2.00	62	296	21%
Additional Short Plat Corrections Cycle (3rd+ Cycle)	1.00	-	155	New Fee

Fee Service (Public Works)	Processing Time (hrs)	Existing Fee	Cost of Fee Service	Current Recovery Level
Utility Availability Letter*	1.25	\$ 94	\$ 149	63%
Grading Permit - Application/Extension*	1.25	100	171	59%
Grading Permit - Plan Review 51 to 100 cubic yards*	1.25	788	140	562%
Grading Permit - Plan Review 101 to 1,000 cubic yards*	6.75	1,307	711	184%
Grading Permit - Plan Review 1,001 to 10,000 cubic yards*	9.75	2,102	1,022	206%
Grading Permit - Plan Review 10,001-100,000 cubic yards*	14.75	3,138	1,553	202%
Grading Permit - Plan Review 100,001+ cubic yards - for add'l 10,000 cy*	1.00	186	109	170%
Grading Permit - Additional Plan Review (hourly)	0.00	-	-	
Grading Permit Fee*	1.00	253	137	185%
Grading Inspection Fee - 51 to 1,000 cubic yards*	6.00	686	662	104%
Grading Inspection Fee - 1,001 to 10,000 cubic yards*	16.00	1,096	1,765	62%
Grading Inspection Fee - 10,001+ cubic yards (for every additional 10,000 cubic yards)*	6.00	331	662	50%
Right of Way - Application/Extension*	3.00	100	337	30%
Right of Way - Driveway - Residential*	4.00	279	481	58%
Right of Way - Driveway - Non-residential*	5.50	653	641	102%
Right of Way - Fence(s) (No existing fee)*	0.50	-	53	0%
Right of Way - Sidewalks (100lf)*	5.00	65	541	12%
Right of Way - Above ground fixtures (existing inclining fee structure)*	2.00	279	215	129%
Right of Way - Underground facilities*	2.00	370	215	172%
Right of Way - Working within Right-of-Way*	2.00	279	215	129%
Right of Way - Traffic Alteration*	2.75	557	296	188%
Other Inspections and Fees - Fee for Posting "Stop Work Order"	2.00	50	221	23%
Other Inspections and Fees - Inspections for which no fee is indicated	1.00	50	110	45%
Other Inspections and Fees - Inspections outside of normal business hours	4.00	50	441	11%
Other Inspections and Fees - Investigative fees/work prior to permit issuance	2.00	-	221	0%
Public Works Construction - Sanitary Sewer Plan Review*	13.25	850	850	100%
Public Works Construction - Sanitary Sewer Plan Review - per lf*	N/A	0.96	1.58	61%
Public Works Construction - Sanitary Sewer Inspections*	46.50	566	566	100%
Public Works Construction - Sanitary Sewer Inspections - per lf*	N/A	2.47	7.96	31%
Public Works Construction - Storm Drainage Plan Review*	16.25	850	850	100%
Public Works Construction - Storm Drainage Plan Review - per lf*	N/A	0.96	1.58	61%
Public Works Construction - Storm Drainage Inspections*	46.50	566	566	100%
Public Works Construction - Storm Drainage Inspections - per lf*	N/A	2.47	7.96	31%
Public Works Construction - Streets Plan Review*	13.50	850	850	100%
Public Works Construction - Streets Plan Review - per lf*	N/A	0.96	1.58	61%
Public Works Construction - Streets Inspections*	44.50	566	566	100%
Public Works Construction - Streets Inspections - per lf*	N/A	2.47	7.96	31%
Public Works Construction - Water System Plan Review*	15.75	850	850	100%
Public Works Construction - Water System Plan Review - per lf*	N/A	0.96	1.58	61%
Public Works Construction - Water System Inspections*	44.50	566	566	100%
Public Works Construction - Water System Inspections - per lf*	N/A	2.47	7.96	31%
Fire Flow Test - 1 Hydrant	2.50	313	258	122%
Fire Flow Test - 2 Hydrant	3.50	626	361	174%
Fire Flow Test - 3 Hydrant	4.50	939	464	203%
Fire Flow Test - 4 Hydrant	5.50	1,264	567	223%
Right of Way - Sidewalks - Additional 100lf	1.50	8	160	5%



# City of Monroe City Council



# Development Fee Cost of Service Study

August 18, 2020  
Matt Hobson, Project Manager





# Agenda

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- ◆ **Overview of Study Process**
- ◆ **Summary of Cost of Service Results**
- ◆ **Proposed Cost Recovery Policy**

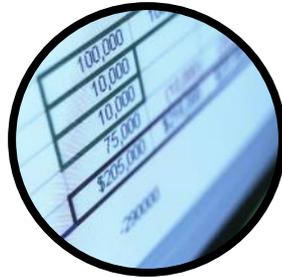
# Key Study Steps

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## Cost of Service Analysis

*What does it cost the City to provide planning fee services?*



## Cost Recovery Analysis and Policy

*How does the cost compare to the current fee and cost recovery policy?*



## Fee Design

*How can the City structure the fees for these services?*



## Fee Survey

*How do current and proposed fees compare to comparable jurisdictions?*



# What costs can be recovered?

## Legal authority for setting fees

- Authorized within RCW 82.02.020
- City can collect fees “from an applicant for a permit or other governmental approval to cover the cost...of processing applications, inspecting and reviewing plans, or preparing detailed statements [related to SEPA reviews]”

## Recoverable costs

- Direct cost of permitting services
- Reasonable portion of indirect and overhead costs

## Examples of costs that cannot be recovered

- Comprehensive long-range planning
- Code enforcement



# Study Timeline

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- ◆ **August 2019: Project initiation**
- ◆ **August 2019 to December 2019: Interviews and workshops with City staff**
- ◆ **Finance and Human Resources Committee Workshops**
  - September 2019: Intro to development fee studies
  - December 2019: Review of initial cost of service results
  - January 2020: Cost recovery policy workshop #1
  - February 2020: Cost recovery policy workshops #2 and #3
- ◆ **February 2020: City Council briefing of initial study results**



# Summary of Results

- 10 50 fees reviewed
- 10 13% overall cost recovery
- 10 1 fee currently above cost of service

## Land Use Planning



- 10 40 fees reviewed
- 10 51% overall cost recovery
- 10 17 fees currently above cost of service

## Development Engineering





# Finance Committee's Feedback



**Not seeking to recover full cost of service**



**Fees should remain competitive with neighboring jurisdictions**



**Cost recovery targets should be tiered, increasing with private benefit**



# **Proposed Cost Recovery Policy**

- ◆ **“The City establishes fees for development services recognizing that a portion of the cost of providing these services benefits the entire community and should be borne by the City’s General Fund. Fees for these services are evaluated based on several factors, including:**
  - The cost to issue the permit;
  - The public benefit versus private gains of the permit;
  - Fees for similar services in comparable cities
- ◆ **Generally, the City seeks to recover more eligible costs on those permits that have an overwhelming private benefit and seeks to recover less than all eligible costs on those permits that have a mix of private and public benefits.**
- ◆ **The City’s land use and engineering review fees are categorized into two cost recovery tiers based on the factors described above.”**



# Proposed Cost Recovery Policy

Cost Recovery Tier	Cost Recovery Target	Rationale	Example Permits
Tier 1	10 to 20 percent	Permits that have a public benefit or where the City wants to ensure that the fee does not discourage applicants from the permitting process.	Boundary Line Adjustments and Short Plats
Tier 2	40 to 70 percent	Permits where individuals or businesses are the primary beneficiary of the service.	Subdivisions and Final Plats



# Questions

**Matthew Hobson**  
Project Manager  
matthewh@fcsgroup.com

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**(425) 867-1802**  
**www.fcsgroup.com**





# MONROE CITY COUNCIL

## Agenda Bill No. 20-133

<b>SUBJECT:</b>	IT Assessment
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DATE:	DEPT:	CONTACT:	PRESENTER:	ITEM:
8/25/2020	IT	Ben Warthan	Ben Warthan & Soft Resources	New Business #1

**Discussion:** 8/18/20 (F/HR Committee)  
**Attachments:** 1. IT Strategic Plan  
 2. PowerPoint Presentation

**REQUESTED ACTION:** Review the final IT Strategic Plan report. Discuss the report findings and recommendations. Provide direction to Mayor Thomas and city staff on study/plan.

### POLICY CONSIDERATIONS

*The policy question for the City Council is whether to accept the IT strategic plan report and recommendations.*

*This is an opportunity for the City Council to review the report and ask questions about the findings and facts. The Council may want to use the report recommendations in the 2021 budget and future budgets and to update the six-year strategic plan.*

### DESCRIPTION/BACKGROUND

The City of Monroe hired SoftResources in 2020 to conduct an Information Technology assessment. This assessment included the following:

- Remote Workshops
  - Interviews address topics associated with business processes and their supporting systems
- Technology Assessment
  - Review of current IT environment
  - Recommendations and Initiatives
  - Current Systems Map
  - Business Systems Assessment
  - Cost Estimates
  - Timeline – Estimate for recommendations
- 6 Year Strategic Plan

#### Staffing:

The study found the City's current organizational structure is non-traditional, lean (1 FTE and an outsourced provider), and resource constrained. This current structure causes increased wait times and creates a decentralized model for IT solutions. Individual departments are left to self-manage IT processes that other like sized organizations would be managed by IT.

The study recommends increasing the internal IT staff to assist with resource constraints and improve IT governance, while still maintaining an outsourced provider for 2<sup>nd</sup> level issues. The additional IT position would be able to direct and execute IT initiatives and projects.

#### Cloud Strategy:

The City is currently in a hybrid Cloud environment with the majority of their systems on-premises and a handful of Cloud-based systems (see Exhibit B – Current Systems Map). This hybrid situation is very common for municipalities in the current systems environment. However, the software applications market is moving to the Cloud with the majority of development for new software systems focused on Cloud-based and Software as a Service (SaaS) solutions. As time progresses, the number of on-premises software options will decline, and Cloud solutions will become more common.

The Study recommends the City should start to implement a Cloud solution strategy. This "Cloud preferred" policy has begun with the following large projects:

- Fiber connectivity
- Phone system upgrade
- Microsoft 365
- SpringBrook Cloud migration



# MONROE CITY COUNCIL

## Agenda Bill No. 20-133

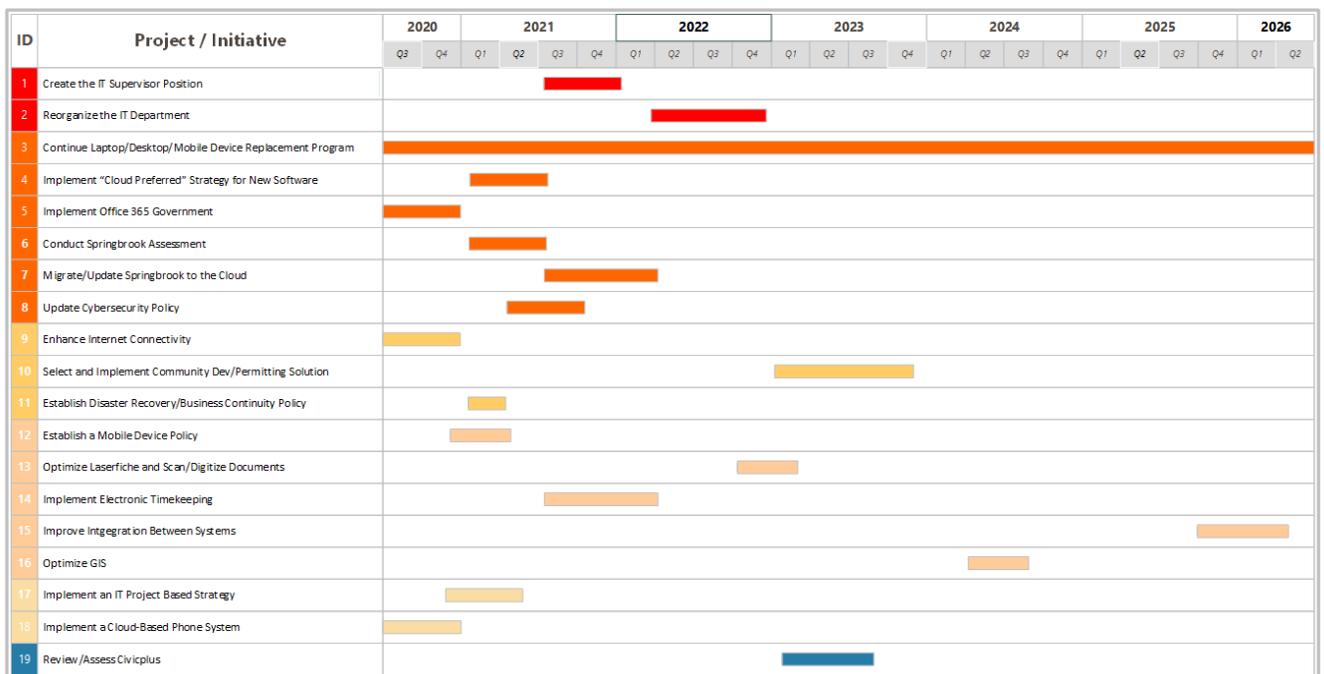
### Budget:

The City currently has an annual IT Budget of approximately \$500K. However, this number does not include spending on departmental initiatives that could be classified as IT, such as the Police Department's Public Safety software supported by the Snohomish County 911 Center and other departmental software and technology which brings the total IT spend closer to \$1M. Monroe spends approximately 0.5% to 1% of its operating budget on IT. Similar sized cities in the state of Washington spend in the range of 1% to 2% of their budget on IT.

### Budget Recommendations:

In general, the City should target spending between 1% and 2% of its annual operating budget to improve the use of technology. The City should increase IT investment in accordance with the IT Strategic Plan recommendations.

### 6 Year Timeline:



### FISCAL IMPACTS

Project / Initiative	2020	2021	2022	2023	2024	2025
<b>Create the IT Supervisor Position</b>	No Cost	\$50,000	\$150,000	\$150,000	\$150,000	\$150,000
<b>Reorganize the IT Department</b>	No Cost					
<b>Continue Laptop/Desktop/ Mobile Device Replacement Program</b>	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
<b>Implement "Cloud-Preferred Strategy" for New Software</b>	No Cost					
<b>Implement Office 365 Government + Subscription</b>	\$50,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
<b>Conduct Springbrook Assessment</b>	No Cost					
<b>Migrate/Update Springbrook to the Cloud + Subscription</b>		\$65,000	\$45,000	\$45,000	\$45,000	\$45,000



# MONROE CITY COUNCIL

## Agenda Bill No. 20-133

<b>Update CyberSecurity Policy</b>	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
<b>Enhance Internet Connectivity</b>	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
<b>Select and Implement Community Development/Permitting Solution</b>				\$120,000	\$60,000	\$60,000
<b>Establish Disaster Recovery/Business Continuity Policy</b>	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
<b>Establish a Mobile Device Policy</b>	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
<b>Optimize Laserfiche and Scan/Digitize Documents</b>			\$35,000			
<b>Implement Electronic Timekeeping + Subscription</b>		\$20,000	Included with Springbrook	Included with Springbrook	Included with Springbrook	Included with Springbrook
<b>Improve Integration Between Systems</b>						\$25,000
<b>Implement an IT Project Based Strategy</b>	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
<b>Optimize GIS</b>					\$20,000	
<b>Implement a Cloud-Based Phone System + Subscription</b>	\$25,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
<b>Review/Assess CivicPlus</b>	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
<b>TOTAL ESTIMATED COST</b>	<b>\$227,500</b>	<b>\$327,500</b>	<b>\$422,500</b>	<b>\$507,500</b>	<b>\$467,500</b>	<b>\$472,500</b>

### TIME CONSTRAINTS

The purpose of presenting the IT strategic plan report is to provide the city council with information on IT operations, current and future projects and staffing prior to the 2021 budget discussions. Project, initiative deliverables are subject to funding, budget and resources.

### ALTERNATIVES TO REQUESTED ACTION

Discuss the report findings and recommendations. Request additional information or direct Mayor and city staff to address areas of concern before accepting the final report.



# City of Monroe Six-Year IT Strategic Plan

## June 30, 2020

**By SoftResources LLC**

Spencer Arnesen, Principal

Ronald Loos, Director

Pamela Ettien, Director

11411 NE 124<sup>th</sup> Street, Suite 270, Kirkland, WA 98034

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# 1 Introduction

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## 1 INTRODUCTION

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### 1.1 CITY OF MONROE BACKGROUND

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The City of Monroe has a population of 19,000 and was incorporated in 1902. It is located in western Washington at the confluence of United States Route 2, State Route 522 and State Route 203 in Snohomish County. The City is a non-charter code city and provides essential services for the community including Public Works, Parks and Recreation, Police, and Community Development/ Business Licensing.

### 1.2 IT STRATEGIC PLAN OBJECTIVES

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The purpose of this document is to provide a prioritized Six-Year IT Strategic Plan that the City can reference to improve the use of information technology at the City. SoftResources conducted a review of the IT environment through a series of online workshops and a survey with City personnel and prepared this Strategic Plan that includes the following sections:

- **Introduction** – This section describes the activities performed to develop the IT Strategic Plan.
- **Technology Organizational Assessment** – This section includes an assessment of the IT organizational setup at the City.
- **Infrastructure Technology Assessment** – This section reviews the City’s current technology environment including computer hardware, mobile devices, phone system, and other IT infrastructure (e.g., network, communication, etc.).
- **Business Systems Assessment** – This section is a review of the business systems that are used by City departments, including an assessment of their effective use and whether systems should be maintained, upgraded, or replaced.
- **Project Initiatives** – This section includes the recommended organization, IT and business systems project initiatives.
- **IT Strategic Plan** – This section provides a consolidated view of the recommended initiatives, prioritization, cost, and timeline.

The implementation of an IT Strategic Plan requires a substantial commitment from all levels of the organization including the City Mayor, Council, Administrator, IT, and the functional departments to ensure successful implementation of the recommendations.

### 1.3 APPROACH - PROCESS AND METHODOLOGY

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The City engaged SoftResources to develop a Six-Year IT Strategic Plan, taking into account its current resources, staffing, culture, and environment. This report communicates SoftResources findings and recommendations to the City and includes a list of IT initiatives, high-level estimated costs, and recommended timing for implementation.

The following is the Scope of Work that SoftResources completed for this project:



### 1.3.1 PROJECT INITIATION AND PLANNING

To kick off the project, SoftResources met with Ben Warthan (Director of HR and IT) and Tyler Christian to establish high-level expectations and set up the interviews for the assessment. This work included the following:

1. Identified subject matter experts to be interviewed during the analysis
2. Set up the Interview Schedule
3. Discussed timelines, team assignments, and project communications
4. Developed the Project Plan for the IT Strategic Plan

### 1.3.2 REMOTE WORKSHOPS

SoftResources facilitated several days (April 30 – May 13, 2020) of remote online Workshops with City stakeholders from various departments whose business functions are dependent on the systems considered within the scope of this assessment. Follow up discussions for clarification as needed were conducted after the workshops.

The interview sessions addressed topics associated with business processes and their supporting systems. The workshops were well attended by the City staff who actively and professionally participated (see Exhibit A for the list of attendees). Information gathered during the workshops provided significant input into the development of the Six-Year IT Strategic Plan.

### 1.3.3 TECHNOLOGY ASSESSMENT

SoftResources utilized the information collected during the workshops to develop the IT Strategic Plan. Components of the assessment include the following:

- **Information Technology Assessment** - Reviewed the IT environment including IT governance and the strategic direction for systems at the City.
- **Information Technology Recommendations and Initiatives** - Developed recommendations for IT governance, management, and systems/infrastructure at the City for the next 6 years.
- **Current Systems Map** - Developed a high-level system map that outlines the primary systems in use at the City for the various departments at the agency. (Please note that some ancillary systems were not included in the map)

- **Business Systems Assessment** - Reviewed the business systems in use at the City.
- **Business Systems Recommendations and Initiatives** - Identified Business Systems initiatives that should be conducted over the next six years to improve systems and efficiency at the City.
- **Cost Estimates** - Conducted high-level market research to identify estimated range of cost for the recommended initiatives.
- **Timeline** - Developed an estimated timeline for the initiatives at the City.

#### 1.3.4 SIX-YEAR IT STRATEGIC PLAN AND PRESENTATION

SoftResources compiled the findings and prepared the Six-Year IT Strategic Plan. SoftResources reviewed this report and the summary presentation with key personnel at the City and discussed the recommendations and next steps.

## 2 Technology Organizational Assessment

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## 2 TECHNOLOGY ORGANIZATIONAL ASSESSMENT

The primary mission of Information Technology (IT) is to effectively select, implement, and support the software tools and technology necessary for employees to efficiently carry out their duties and serve the City and community effectively. The following is an assessment of the current state of IT at the City.

### 2.1 TECHNOLOGY DEPARTMENT ORGANIZATION

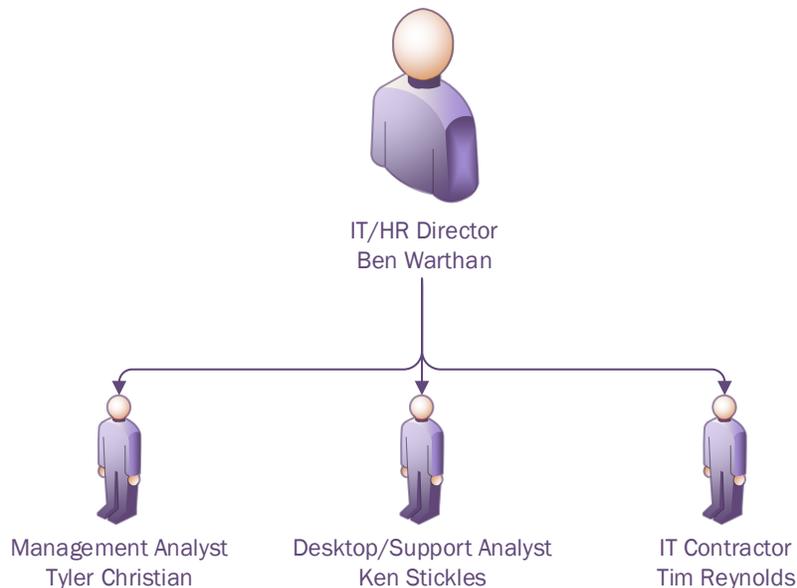
The Information Technology department consists of an IT Director (who is also the HR Director) and one additional IT person that provides desktop, database, server, and application support. The City also contracts with IS Outsource to provide an additional resource one day per week. This person comes in on Fridays and supports the City with whatever is needed. They also provide on-call support at times.

This team is very busy and is actively engaged in supporting the business operations at the City and appear to have a good relationship with the business units at the City. Still, some departments noted that they have to wait (sometimes for days) for IT support from IT when they have problems.

#### 2.1.1 ORGANIZATIONAL STRUCTURE

The following graphic represents the current IT organizational structure at the City.

### City of Monroe Current IT Organization Chart June 2020



#### 2.1.2 IT ORGANIZATIONAL STRUCTURE OBSERVATIONS

The current IT organizational structure is very lean for a City the size of Monroe. There is no Information Technology department, as the only full-time IT staffer rolls up to the HR Director. This non-traditional, resource-constrained approach to IT essentially forces the departments to manage some IT functions

themselves that would otherwise be managed by IT staff. IT governance does not maintain a unified strategic vision, and systems support is commonly viewed as inadequate. We believe that the City should consider investing in additional IT resources to support the departments.

Appropriate to the size of the City of Monroe, we believe that hiring a mid-level IT Supervisor position (in lieu of an IT Director or Manager) would create a more effective IT department at the City. This person needs to be technically savvy, be able to direct and execute IT initiatives and projects, and manage consultants for specific initiatives. This position would roll up under the HR/IT Director for reporting purposes.

The City should continue to contract with an outsourced IT provider to augment support for weekly complex infrastructure and 2<sup>nd</sup> level end user support. For special projects, the City should hire outside contractors to assist with the implementation of new technologies and applications, on a short-term project by project basis as needed. This will allow the City to hire experts to set up and implement new applications under the direction of the IT Supervisor, who will oversee and manage these projects.

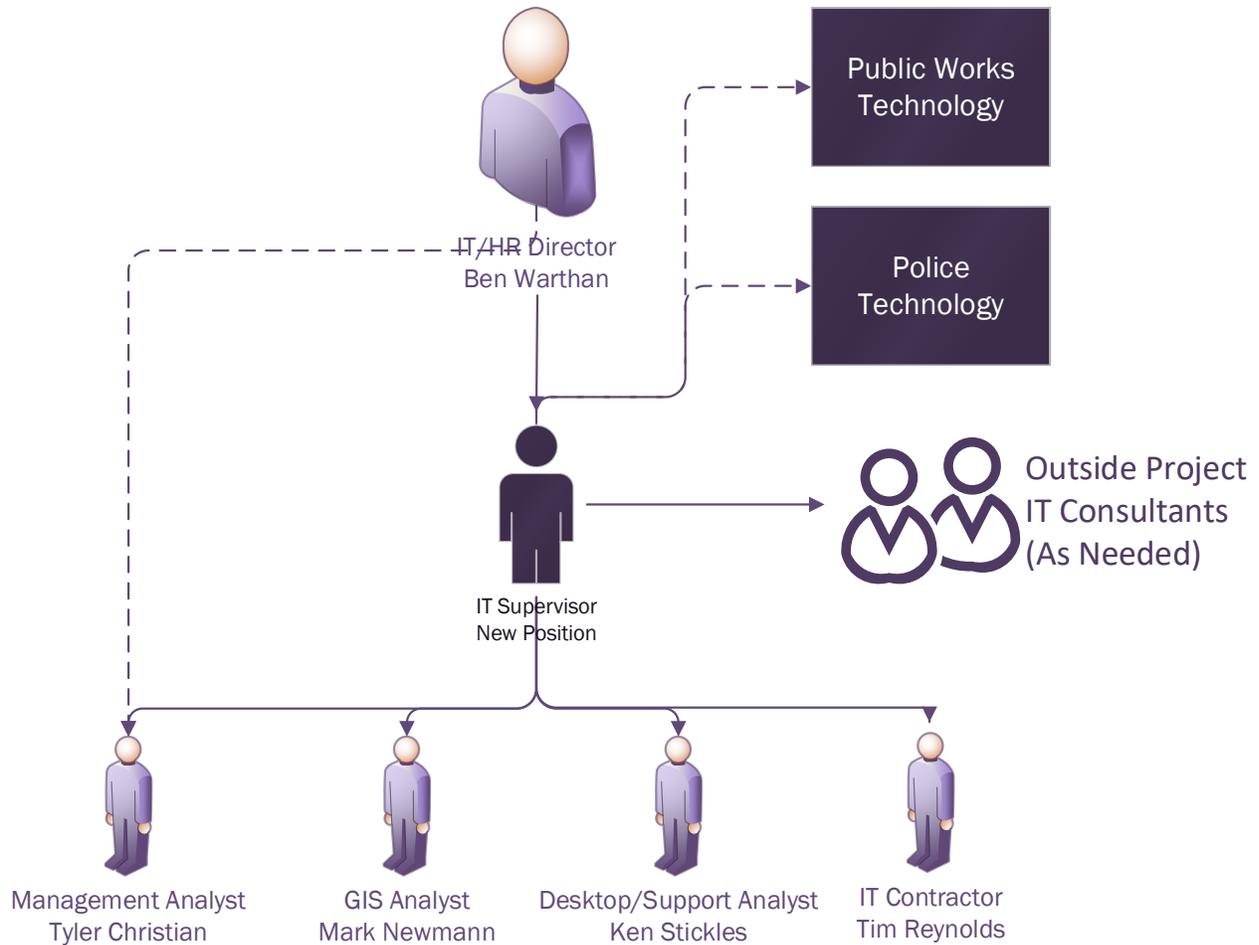
As GIS usage becomes more and more ubiquitous throughout the various city departments, we also recommend that the current GIS Analyst move from Public Works into the IT department. Having the GIS Analyst roll up through the IT structure makes more sense and enhances IT's ability to deliver unified strategies, services and support throughout the City.

## RECOMMENDATIONS

The City should create the position of IT Supervisor to work under the direction of the Director of HR to manage IT resources, initiatives and software implementations. The City should also plan on hiring outside contractors to implement new technologies and software applications as they are purchased or upgraded.

- Create the position of IT Supervisor under the direction of the Director of HR/IT to manage the department, lead IT project initiatives and manage contractors conducting the work.
- Continue to use IT Outsource for weekly support and special technical projects.
- Move the existing GIS position from Public Works to IT.
- As new software applications are selected, hire outside contractors with expertise with the solution selected to assist with implementation and setting up of the system.

## City of Monroe Recommended IT Organization Chart



### 2.2 IT GOVERNANCE

Currently the City has an atypical IT team that has one fully staffed FTE, and shares resources with the HR department. In conjunction with our recommendation of enlarging IT with the addition of an IT Supervisor position, as well as moving the GIS Analyst from Public Works to IT, we believe that IT governance should be expanded at the City. Currently, individual departments purchase and support some if not most of their IT needs themselves. IT should be able to support all technology in use by the City.

While effective in the short term, the lack of standards and coordination raises technology costs. Transitioning to a more centralized IT support model will also help in creating and maintaining the city-wide IT security policies, as well as help ensure that IT initiatives are aligned with City objectives and standards.

## RECOMMENDATIONS

- Establish a new IT Governance structure at the City that gives IT responsibility, visibility and oversight over all IT projects and follows established hardware and software standards with input from supported departments.

### 2.3 CLOUD STRATEGY

The City is currently in a hybrid Cloud environment with the majority of their systems on-premises and a handful of Cloud-based systems (see Exhibit B – Current Systems Map). This hybrid situation is very common for municipalities in the current systems environment. However, the software applications market is moving to the Cloud with the majority of development for new software systems focused on Cloud-based and Software as a Service (SaaS) solutions. As time progresses, the number of on-premises software options will decline, and Cloud solutions will become more common.

There are many benefits to moving to the Cloud for a City with limited IT resources. These systems require much less infrastructure – no on-site servers are required, and all upgrades are conducted automatically by the vendor. Cloud solutions also require less effort in supporting a distributed workforce or “work from home” capability as the main requirement for access is an internet connection, and the application can be accessed from anywhere with secure authentication.

The drawbacks to moving to the Cloud are that if you lose your internet connection, you cannot use the software. Also, the City will not have as much control over the application, security, backups, and update frequency, and the City will need to adapt and use the software as it is written with minimal customization. Should the City terminate its Cloud agreement, they will need to have a strategy for porting data into a new system since the City does not own the software.

Nevertheless, the Cloud is where the software vendors are moving, and over time applications will most likely not be available in an on-premises configuration. The bottom line is that for a City the size of Monroe with limited IT support, moving to Cloud solutions makes sense over the long run.

SoftResources recommends that the City move to a “Cloud Preferred” strategy for new software acquisitions. This means that Cloud solutions are the preferred option (if available) without eliminating the possibility of on-premises solutions (if necessary).

As the City acquires more Cloud software solutions, IT staff responsibilities will change. Managing Cloud vendors and infrastructure generally requires greater project/business management skills to monitor performance via contractual Service Level Agreements (SLA’s) rather than having deep IT technical skill requirements.

## RECOMMENDATIONS

The City should prepare for implementing more Cloud solutions both now and in the future. While we do not recommend that the City migrate all current applications to the Cloud, the City should evaluate future applications with a strong preference to implementing Cloud solutions.

This strategy will require change management within the organization – both for IT and business resources. IT resources will need to transition from maintaining on-premises software and server hardware to working with Cloud vendors for support, integration, and reporting. Business resources will need to adapt to the best practices inherent to Cloud solutions and data access and reporting tools.

From a financial perspective, Cloud applications are typically purchased with subscription-based pricing rather than a software license. This causes IT expenses to move from capital assets on the Balance Sheet that are depreciated (capital expenses) to monthly/annual subscription expenses that are operating expenses on the Income Statement (operating expenses).

From a staffing perspective, the new IT Supervisor should be capable of managing Cloud application vendors and Service Level Agreements.

- Adopt a “Cloud Preferred” policy – software upgrades and new systems should have a Cloud preference
- Maintain adequate internet connectivity to support Cloud applications

## 2.4 CYBERSECURITY

The City currently has a basic documented cybersecurity policy however it has not been updated for some time. Cities are now faced with a growing number of IT security issues and threats, that will only increase in frequency and intensity over time. The City should update the current policy as a point of reference to promote uniform practices. This policy should include:

- Cybersecurity glossary
- Password policy
- Privacy and data security
- Email
- Mobile devices
- Remote access
- Website security
- Network security
- Scams and fraud
- Incident response and reporting

This policy does not need to be massive and complex. It would be best to start to enhance the current policy with some documentation that possibly already exists (e.g. password policy) and enhance the document over time in a consistent manner.

## RECOMMENDATIONS

- Update the current basic cybersecurity policy, and use it as a point of reference in implementing and maintaining uniform IT security practices. This could be undertaken by the IT Supervisor, or by a consultant as needs and resources dictate. Make the policy a “living document”, with regular updates and enhancements.

### 2.5 DISASTER RECOVERY/BUSINESS CONTINUITY (DR/BC)

The City currently has no documented Disaster Recovery and/or Business Continuity (DR/BC) policies. The objective of a disaster recovery plan is to ensure that you can respond to a disaster (earthquakes, floods, civil unrest, etc.) or other emergency that affects the normal operations of information systems, while minimizing the effect on the operation of City business until a normal operating state can be reached again. A DR/BC Plan should include the following elements:

- Major goals of a disaster recovery plan
- Personnel
- Application profile
- Inventory profile
- Information services backup procedures
- Disaster recovery procedures
- Recovery plan for mobile site
- Recovery plan for hot site
- Restoring the entire system
- Rebuilding process
- Testing the disaster recovery plan
- Disaster site rebuilding
- Record of plan changes
- Lessons learned

Following the “Cloud Preferred” strategy mentioned in a previous section of this report helps to simplify this policy, as it in effect outsources some of the risk and mitigation required to keep technology operations running in the event of local calamities.

A sound DR/BC plan acts as a step by step technology roadmap leading from service disruption back to normal operations.

## RECOMMENDATIONS

- Create and maintain a documented Disaster Recovery/Business Continuity policy to be used as a point of reference in keeping city business running before and after local disasters. This could be undertaken by the IT Supervisor, or by a consultant as needs and resources dictate.

## 2.6 BUDGET

The City currently has an annual IT Budget of approximately \$500K. However, this number does not include spending on departmental initiatives that could be classified as IT, such as the Police Department's Public Safety software supported by the Snohomish County 911 Center and other departmental software and technology which brings the total IT spend closer to \$1M. Monroe spends approximately 0.5% to 1% of its operating budget on IT. Similar sized cities in the state of Washington spend in the range of 1% to 2% of their budget on IT.

In order to make IT a more strategic department for the City, increased spending is warranted. We have provided estimates for IT projects, solutions, and infrastructure in our recommendations. These investments include updating computers, moving to a cloud-based phone system, moving applications to the cloud, and adding a FTE position (IT Supervisor) to the budget. By making additional incremental investments in IT, the City can take advantage of new technologies, be more efficient, and provide better service to their constituents.

### RECOMMENDATIONS

- In general, the City should target spending between 1% and 2% of its annual operating budget to improve the use of technology.
- The City should increase IT investment in accordance with the IT Strategic Plan recommendations.

# 3 Infrastructure Technology Assessment

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### 3 INFRASTRUCTURE TECHNOLOGY ASSESSMENT

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The City infrastructure includes the backend hardware (servers, desktops, mobile devices), communication (internet connectivity, WIFI, radio, etc.), disaster recovery, and ancillary systems (phone/PBX, physical access, security cameras, etc.) that support both the infrastructure and the business applications. The following is an assessment of the current state of the Infrastructure Technology at the City.

#### 3.1 SERVERS/DESKTOPS/LAPTOPS

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In our high-level review of the infrastructure at the City, SoftResources did not see any concerns with hardware management. Desktops and laptops are replaced on a rolling four-year basis. This is a sound hardware refresh strategy.

As the organization moves toward the Cloud in the future, the City will gradually put a lower emphasis on internal infrastructure (particularly in-house servers). Instead, the City will place greater emphasis on maintaining internet connectivity, security, and managing the vendor relationships and integrations with Cloud vendors.

#### RECOMMENDATIONS

- Maintain current strategy of infrastructure replacement on a four-year rolling basis, following established IT Department standards.

#### 3.2 MOBILE DEVICES

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Currently individual departments purchase mobile devices (phones, tablets, etc.) themselves, as there is no centralized IT support nor documented standards for purchase and maintenance of mobile devices. As there is a growing need for City employees to have the ability to work remotely (especially after the effects of COVID-19), the use of City-provided mobile devices will only increase over time.

Introducing a documented mobile device policy is a good way to lower costs, increase user satisfaction, and reduce the support burden. City IT resources can work with individual departments to establish a device standard, e.g. choosing a limited number of supported devices that can be purchased. IT can then track the disposition of the devices and devise a refresh policy for the issued devices. With only a limited number of device types available, support becomes easier. Budgeting/Lifecycle Management for future device replacement will be simplified as IT would have visibility into what was issued, how old it was and when the scheduled replacement is to take place.

This policy can start small and become more detailed only as needed. In addition, as Public Works crews begin to use work orders within Dude Solutions for work management, the ability of Dude Solutions to handle mobile work order management should be explored.

## RECOMMENDATIONS

The City should review its mobile device strategy and develop a documented policy with IT providing full lifecycle support and oversight. In addition, they should review cellular connectivity to more effectively utilize mobile devices with operational systems in the field, pending the ability of crews to utilize mobile work order management.

- Develop a documented mobile device policy
- Move mobile device management to the IT department
- As work orders begin to be utilized consistently to track work completed in a maintenance management system, consider using mobile work order management in Public Works

### 3.3 INTERNET CONNECTIVITY/WIFI

Fast and reliable internet connectivity is critical to supporting City functions in the future. As time goes on, more and more functions\workflows will become electronic and Cloud-delivered solutions and services will become more ubiquitous. Due to COVID-19, video conferencing is growing in usage and popularity at the City, and certainly is putting a strain on the speed of connectivity. We recommend the City install additional fiber circuits, and increase bandwidth to the highest level their current provider Comcast offers.

The city currently has good intranet WIFI connectivity inside of most if not all City buildings. With the advent of increased laptop usage by City employees as well as ever-increasing public WIFI loads, more stress will be put on this system. Certain areas in buildings may need higher capacity routers or additional routers, but this should be done only when the need arises.

## RECOMMENDATIONS

- Add bandwidth via a fiber connection to accommodate the present and future internet bandwidth requirements.
- Re-evaluate bandwidth usage annually with Comcast (or current provider) to determine percent of bandwidth utilized to ensure proper capacity
- Increase WIFI capacity/upgrade WIFI routers only as demand and needs dictate

### 3.4 OFFICE PRODUCTIVITY SOFTWARE

Office productivity software includes word processing, spreadsheets, email and other office applications. The City is currently on Office 2013 which is now becoming dated. The City should consider migrating to Office 365 that includes Cloud versions of Word, Excel, PowerPoint, and other office productivity tools. This is in alignment with Microsoft's current direction for Office and upgrades are automatically provided. Most companies and cities are using Microsoft Office 365 which is very standard in the industry.

This move will bring the greatest benefit to a “work from home” environment that has been highlighted by the current COVID-19 conditions. This will allow employees with an internet connection to securely access their files from home and promote collaboration through tools such as Teams.

### RECOMMENDATIONS

- Implement Office 365 (Word, Excel, PowerPoint, Outlook)
- Implement Exchange Server in the Cloud for email
- Implement SharePoint Online to replace on-premises server departmental and shared files
- Implement collaboration tools such as Teams
- Hire a consultant to implement, set up security, and provide monthly support for Office 365

## 3.5 REMOTE ACCESS

Remote access is currently one of the most important technology issues facing the City today. The ability for employees to work from home, from a vehicle, or just about anywhere is becoming critical. From navigating the COVID-19 environment to having a home office for HR reasons, the need to be able to work remotely will only increase as time goes on.

Currently the city uses two factor authentication (password and a token code sent to a mobile phone) to allow access to the City intranet for those with laptops. Two factor authentication is a robust way to grant access to the system, and a best practice in IT Security vs. single factor authentication.

Logmein is utilized to access City desktop computers from home. While this product is reasonably secure, it is not nearly as robust as a City-owned laptop accessing the City intranet via the two factor authentication methodology. We understand that Logmein was implemented as a stopgap solution due to COVID 19 to enable remote work. We would phase out the use of Logmein as soon as practicable.

The use of cloud applications will simplify remote access to those systems, as they are not housed within the City intranet. The security of these systems has effectively been outsourced to the vendor who owns the Cloud solution, and has a contractual requirement to keep the application and your data secure.

### RECOMMENDATIONS

- When refreshing desktop computers, consider whether a laptop may be a better choice based on job description
- Decrease the use over time of Logmein for remote access to City-housed desktop computers
- Increase remote access infrastructure capability as needed
- Promote Cloud preferred solutions in the future for simplified access to City applications

## 3.6 PHONE SYSTEM

The current phone system is a MITEL on-premises PBX. This has been used by the City since 2014. This system is working fine for direct dial phone calls, but lacks modern functionality available in systems

today including a phone tree, dial by name, and other features and functions. These on-premises systems also require periodic upgrades and/or new hardware and phones.

At the next upgrade cycle, the City should consider moving to a Cloud phone system. These systems have many advantages including the ability to easily manage phone trees, voice mail, and other functions online. Users would have the option of using a handset or using a “softphone” for taking and making phone calls. Softphones essentially move the desktop handset to the computer and users just use a headset to take calls. These systems are easily forwardable to cell phones, and provide voice recognition emails for voice mail. By moving the phone system to the Cloud, the City can take advantage of modern phone capabilities without having to invest in on-site phone infrastructure.

## RECOMMENDATIONS

- Consider moving the PBX to the Cloud in the next upgrade cycle
- Explore the adoption of softphones (PBX through the computer that eliminates the need for desktop phones) for some users

## 4 Business Systems Assessment

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## 4 BUSINESS SYSTEMS ASSESSMENT

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This section provides a discussion of how each department uses business systems, their concerns and observations, and recommendations for improving systems use. A Current Systems Map has been created as Exhibit B. This outlines the major systems in use by each department.

### 4.1 EXECUTIVE DIRECTION

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SoftResources met with the City Administrator and the City's Management Analyst to discuss the current IT environment and strategic objectives. The overall thought is that the City is "woefully behind" with regard to technology. During the last economic downturn in 2009, the City suspended many technology initiatives and did not move forward after that.

Now the City is growing and there is a desire to improve the use of technology such as deploying MyBuildingPermit.com (MBP) for Permitting, moving paper timesheets online, and improving general use of technology and process workflow. The City would like to move to a more paperless environment and complete the deployment of Laserfiche. Conversely, they are not looking to add a lot of IT headcount in order to make technological improvements.

Due to the impact of COVID-19 the Mayor would like to explore the use of technology to support work from home employees. While the City was able to support the work from home environment with VPN and laptops during the crisis, they are not set up to optimize work from home technology. By moving more applications to the Cloud (in particular Office 365 and ERP) City staff can access files and perform work with a secure internet connection remotely.

### RECOMMENDATIONS

- Reasonably increase the budget for IT at the City
- Reasonably increase IT resources for the City
- Move to Cloud software solutions where feasible to support work from home option

### 4.2 FINANCE

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The Finance department uses Springbrook V.7.16 for financials that includes General Ledger, Accounts Payable, Accounts Receivable (Utilities), Purchasing, Fixed Assets, Utility Billing and Payroll. Although they also own the Human Resources, Budgeting, Grant, and Bank Reconciliation functionality, they are not using this functionality. The City utilizes cash basis accounting, while Springbrook is an accrual based system, which causes issues, but Springbrook has reporting options available to support cash-basis accounting that the finance department should explore. There are many gaps in version 7.16 that may be improved in more recent versions of Springbrook as the City considers an upgrade.

Springbrook was acquired by Accela Software in 2015 and then spun off and was purchased by Accel-KKR, a private equity technology firm in January of 2020. These acquisitions have caused instability and made it difficult for the City to get support and training from Springbrook, which has resulted in the City not effectively using the solution. However, there are signs that support has improved recently and there is investment in improving the software. There are many Excel and paper-based processes as well

as available functionality that is not being leveraged which impacts the entire City. This is due in part to the City being behind in its version of the software and the lack of training on the current system.

Springbrook has been trying to encourage the City to upgrade to the Cloud version of the software (V. 7.18.5), but the City has been reluctant to do so because of potential costs, plus there are 11 items of customization that affect the ability to upgrade to the Cloud (8 which could be mitigated, but 3 of which could not be supported in the Cloud environment). The City would have to drop the 3 customizations in order to upgrade to the Cloud version.

The City embarked on a systems review project last year with Springbrook but it was never completed. The City should work with Springbrook to complete this assessment in order to review the Cloud version of Springbrook and improve the use of functionality and training for end users.

## RECOMMENDATIONS

- Participate in Springbrook assessment to determine strategic upgrade issues.
- Arrange a Springbrook demo on modules or functionality available but not used by Finance and Human Resources, e.g. budget module, bank reconciliation, position budgeting, etc.
- Conduct on-site training with Springbrook trainers to more effectively use the system depending on the outcome of the Springbrook assessment.
- Upgrade Springbrook to the latest Cloud version – 7.18 to eliminate many functional gaps.
- Move from paper-based timesheets to electronic timesheets.

### 4.3 COMMUNITY DEVELOPMENT/BUSINESS LICENSE

The Planning department generates 400-500 permits per year, conducts inspections (150+ per month), and enforces code violations. They are users of Springbrook, and are very frustrated with the application's lack of functionality beyond basic permitting. They have tried to work with Springbrook to implement MyBuildingPermit.com portal as a means to support online permitting, but Springbrook cannot integrate with that system.

GIS is also not supported with the solution so there is no visual tie in with land records in ESRI. Permit status tracking is done in Excel. Communication with applicants as to the status of their permits or plan review is manual, which is behind what most Permitting systems support. They feel that Springbrook has made a lot of promises that they can't fulfill and there are many gaps remaining in the latest version 7.18.

Community Development also uses Bluebeam for plan review markup and comments, and Business License is tracked on Excel spreadsheets with verification done through the State of Washington Partner Portal (SAW). Business Licensing seems to be working okay as a totally manual process.

During our conversations with Springbrook, they stated that Business Licensing functionality is a strength; However, the Community Development suite of products are not slated for enhancement into the foreseeable future.

We recommend that the City purchase and implement a best of breed Community Development Suite which includes GIS-enabled and fully integrated Planning, Permitting, Business Licensing and Code Enforcement, and provides mobile device support for inspections and code-related field operations. Should the City replace it's ERP solution at any point in the future, this system can still interface to whatever ERP system the City chooses.

### RECOMMENDATIONS

- Move to a best of breed solution for Community Development solution for Permits, Code Enforcement and Inspections
- Explore the business licensing functionality in the latest version of Springbrook; eliminate Excel spreadsheet tracking
- Enroll in MyBuildingPermit.com and interface it to the new Permitting system
- Continue the use of Bluebeam for building plan review, markup, collaboration, plan archiving and retrieval

## 4.4 HUMAN RESOURCES

Human Resources (HR) has two resources who manage approximately 119 employees, with 4 bargaining units relative to the Police Guild and Public Works. While the department has Springbrook, almost all HR functions, tracking, and processes are performed manually in Excel or on paper. Position budgeting is done in Excel, although Springbrook has this functionality. Civic Plus is used as the City's career portal website for recruiting purposes. Timekeeping is a manual process for departments and paper timesheets are manually entered into the Payroll module. Timeclock Plus is used solely for time capture to support labor-related grant reimbursements and is not integrated with Springbrook as a means of capturing payroll time entry. This system is underutilized.

Key HR functionality that should be implemented include Employee Self-Service (ESS) and Manager Self-Service (MSS) to reduce paper forms and calls for personnel data and allow staff to make updates, look up pay stubs, etc. This functionality is not available in the version being used at the City, but is available with an upgrade to the latest version of Springbrook.

In the words of the HR Director - the HR systems at the City are "archaic." They need to get more automated without overly systematizing everything.

### RECOMMENDATIONS

- Participate in the assessment of Springbrook from the HR perspective to identify the strategic direction to optimize the solution for HR's needs
- Leverage Position Budgeting in the Springbrook system
- Implement electronic Timekeeping throughout the City by using Springbrook's Timekeeping functionality and/or expand the use of Timeclock+ for Public Works, Police, Parks, etc.

- Implement Employee Self Service/Manager Self Service
- Develop electronic forms and load employee documentation into the Laserfiche system

#### 4.5 UTILITY BILLING

The City of Monroe provides water, sewer, and stormwater services to residents and produces 6,000 bills on a monthly basis. They use Census Analytics as their AMR solution which works very well. Meter read information is imported into Springbrook for Utility Bill generation. Overall, Springbrook works adequately for the needs of this department, but has some limitations such as a lack of seasonal average billing. The Utility Billing department would like to increase electronic billing as only 12% of utility bills are sent electronically to customers. Cashiering integration works well with the utility billing module.

The bottom line is that Springbrook works fairly well for this department, but refresher training should be taken to improve the use of the system. There is much in the Utility Billing functionality that could be implemented. Also, the City should work with Springbrook to increase electronic billing and provide a portal for customers to view/pay their bill and view past bill and consumption history online.

#### RECOMMENDATIONS

- Participate in the assessment of Springbrook from the UB perspective to optimize the Springbrook solution
- Conduct on-site refresher training with Springbrook to increase the use of the capabilities of the system
- Expand electronic billing and develop an online portal for customers

#### 4.6 PUBLIC WORKS DESIGN AND CONSTRUCTION

The Public Works Design and Construction department manages approximately 15 construction projects annually for the City. All budget tracking is in Excel in a giant spreadsheet. They also use Bluebeam for plan reviews, AutoCAD to review the designs and Springbrook to collect fees. For the last 3-4 years, they have been using Timeclock+ to track hours to projects including grants.

The biggest issue is that all projects are tracked in Excel, which could be tracked in Springbrook. Also, they would like to improve their use of GIS to set up and track assets.

#### RECOMMENDATIONS

- Review the use of Springbrook to track construction budgets rather than use Spreadsheets.
- Explore integration of Timeclock+ into Springbrook or use Springbrook Timekeeping for both project tracking and payroll.
- Explore increasing the use of ESRI GIS solution.

## 4.7 PUBLIC WORKS OPERATIONS AND MAINTENANCE GIS

Public Works Operations and Maintenance implemented Dude Solutions for Work Orders and Asset Management last year. Work order management has been partially taken up, however at this point not all work is documented on Dude work orders. This system has worked well for them, but they would like to have more consistent tracking of work performed, as well as better integration to ESRI ArcGIS. They also use RTA for fleet maintenance and Service Orders come in through Comcate for small project requests from the public.

Time tracking is a major requirement of the Public Works department. Currently, they are entering time into both Dude Solutions (work orders) and manually via paper timesheets to Springbrook for payroll time capture. While it's important to capture time spent on maintaining specific assets and work orders, Dude is not a timekeeping application. Best practice would be implementing a cost-effective electronic timekeeping application like the existing Timeclock+, or implementing Springbrook Timekeeping functionality, to eliminate the existing paper process for payroll timekeeping.

Public Works also manages the ESRI ArcGIS solution that is used by other departments including Planning and Police departments. GIS is the system of record for assets at the City, and currently tracks around 100,000 assets. ESRI is the de facto GIS solution available on the market for City government, and the City should look to enhance and leverage the use of GIS capabilities wherever possible. To this end we would recommend engaging an ESRI partner to assess and optimize ArcGIS, with the goal being the efficient expansion of GIS utilization to other departments at the City.

### RECOMMENDATIONS

- Continue to increase the utilization of Dude with the goal of recording all activity on work orders (both reactive and preventative maintenance) in order to accrue accurate asset lifecycle costs.
- Keep track of time spent maintaining assets in Dude, and implement Timeclock+ with Springbrook integration, or Springbrook Timekeeping for clocking in and clocking out with regard to payroll
- Conduct a GIS assessment/optimization with an ESRI consultant to expand the use of ArcGIS for Public Works as well as other departments at the City.

## 4.8 MUNICIPAL COURT

Monroe Municipal Court is a court of limited jurisdiction and is authorized by Washington State statute to preside over criminal misdemeanors, gross misdemeanors, traffic infractions and other City of Monroe Code violations. The main system the Court uses is the state JIS system for tracking cases, fines, and other court activities. This works well for them.

Court personnel have to create many documents in Word and have a lot of manual paper processes. They would like to go paperless as much as possible and should explore leveraging the City's Laserfiche document management system. In addition, they would like to manage and collect fines online which could be done by Springbrook – which they are currently not using.

## RECOMMENDATIONS

- Continue to use the state JIS system for court activities
- Leverage the Laserfiche document management solution to move to more of a paperless environment including the potential to improve online communication with Police Department for the judge to provide electronic signatures for warrants, the holding cell, etc.
- Explore using Springbrook for online collection of fees and fines

### 4.9 POLICE DEPARTMENT

The Police Department has six sergeants, 24 officers, and two K-9s. A sergeant and two of these officers are assigned to investigations. Patrol officers are organized into four teams working 12-hour shifts on three-day rotations. This provides the citizens of Monroe with 24-hour coverage.

The main system the police department uses is the County supplied New World Public Safety system. 911 Center also provides contracted laptops and support for police in-car systems. This is all outsourced and works well.

The Police Department uses Reveal for body cameras (on-premises system) and has 2 motorcycle tablets that are supported internally. They use shared computers for the detectives. They use NextRequest for public records, but have not done anything with Laserfiche. Currently it is necessary to search a lot of paper files in order to handle public records requests and search archive case files and data. They have large paper files but are moving to a scan and toss system. They use PlanIT for police scheduling which works well.

In general the Police feel they have good support for New World (external to the county), but don't get as much internal IT support, so if they are having problems with computers or systems – they try to troubleshoot and fix on their own as much as possible before requesting support from IT. The City should explore increased IT support for the Police.

## RECOMMENDATIONS

- Continue to outsource Public Safety solution (New World) to the County
- Explore expanding the use of the Laserfiche solution to provide e-signatures and file case files electronically

### 4.10 PARKS AND RECREATION

Monroe's Parks and Recreation Department manages 200 acres of parks, fields, and facilities. Last year the Parks maintenance team implemented Dude Solutions (along with Public Works) for maintenance management functionality which seems to be working well as they continue to roll out additional capabilities for work orders and tracking maintenance tasks. However, maintenance-related inventory items are still managed on spreadsheets. Parks and Rec should explore using the inventory capabilities of Dude Solutions to manage this inventory. They also recently implemented Calsense water management software which tracks and monitors in-ground sprinkler systems which is working well.

Parks and Recreation manages park, field, and facility scheduling on an Excel spreadsheet. There is no online reservation system in place, which means that citizens must call the City to reserve facilities. While they do not manage city-league sports or host a large number of community events, Parks and Recreation would like to potentially expand into these areas in the future. Implementation of an online reservation system with calendaring and facility availability would be helpful to this department as they look to expand in the future.

### RECOMMENDATIONS

- Explore expanding the capabilities of Dude Solutions – particularly with regard to inventory
- Review Civic Plus or another application to implement online reservations and calendaring
- Implement graphics tools for event notifications/advertising

#### 4.11 RECORDS MANAGEMENT

The City recently implemented Laserfiche but the former city clerk who was championing the project left the City and the Laserfiche implementation has since not progressed. While they have completed the initial implementation, the document/data conversion process is not complete. Records remain stored in many different document locations including shared drives, email, paper files and storage rooms. The City has many paper files that are unsecured and there is risk of losing records if there is a fire or if files are lost.

The City uses NextRequest for public records requests and puts a duplicate copy of electronic records in NextRequest. The Police Department uses New World for police records and for interagency documents. Emails are kept by Smarsh and archived since 2006.

The City needs to fully embrace Laserfiche in order to improve workflow, reduce paper, and increase searches and access for documents. They also need to review state record retention requirements and destroy documents that are past retention requirements. Departments will need to be trained on the system and scanners need to be procured to a “scan and toss” approach to record keeping. Police department has scanners – other departments will need to acquire more scanners.

### RECOMMENDATIONS

- Hire a Laserfiche consultant to assist with training and rollout of a records conversion plan and timeline
- Consultant will develop the integration of Laserfiche to Springbrook and other systems
- Consultant will review security and retention compliance with Washington records retention laws
- Hire interns to assist with document scanning and conversion

#### 4.12 EMERGENCY MANAGEMENT

Emergency Management Office is led by the Director of Public Works and is charged with preparation for potential disasters for the City of Monroe. They develop and maintain an emergency management

program for the City and work closely with the Snohomish County Department of Emergency Management.

Emergency Management uses a number of tools from various national and local emergency management organizations including NIMS and Snohomish County 911. At City Hall, they have an Incident Response Center, and Monroe Coordination Center that is a mobile trailer that has projectors, boxlights, and communications equipment. The Incident Support Center is used for fairs, triathlons, and other functions. It is used as the center for communications with ham radios, landline phones and other communication equipment. Computers in these centers get outdated as they are not used much, so we recommend switching to laptops for City personnel to bring them into the NOC when necessary.

The biggest challenge for Emergency Management is document management. The majority of what they do is communicate with the community plans for potential disaster recovery. They need to track training which is currently done in Excel. They also use an Access database to track certain items and documents.

## RECOMMENDATIONS

- Maintain equipment for the Incident Response Center and Monroe Coordination Center including phones, communications equipment, and use city employee laptops
- Leverage Laserfiche to create and track documents for emergency management

## 5 Project Initiatives

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## 5 PROJECT INITIATIVES

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Based on the above assessments, the following are the recommended Project Initiatives for the IT Strategic Plan at the City. Each initiative is categorized in the following areas.

**Technology Organizational Initiatives.** If the initiative focuses on administrative operations of the organization, it is considered part of Technology Organizational Initiatives. Initiatives such as implementing changes to the organizational structure or IT standards fit within this category.

**Information Technology Initiatives.** If the initiative is part of maintaining the technology infrastructure or business systems, it falls within Information Technology Initiatives.

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### 5.1 TECHNOLOGY ORGANIZATIONAL INITIATIVES

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The following initiatives are for the IT organization at the City to enhance efficiency and improve IT Governance. These are organizational and strategic policy recommendations and should be completed as soon as is practical.

#### 5.1.1 CREATE THE IT SUPERVISOR POSITION

SoftResources recommends that the City establish a new FTE for a mid-level IT Supervisor position. This person will report to the Director of IT and oversee systems, IT projects, and support at the City. This position is very important to the new IT organization and strategy at the City – particularly with the strategic direction of moving to the Cloud. In addition to technical knowledge and experience, this person should be skilled in the areas of team management, targeting and executing short-term strategic IT goals, making team-level decisions, managing budgets, managing software vendors, consultants, IT projects, and Cloud contracts.

#### 5.1.2 REORGANIZE THE IT DEPARTMENT

The City should organize the IT department with the Director of HR/IT at the top, and the IT Supervisor reporting to him, and then the internal IT resources as well as IT contractors being overseen by the IT Supervisor. The IT Supervisor will work with all of the departments to make sure that they are being supported and manage IT projects including the contractors and support for the systems at the City. GIS should also be part of this department so they can leverage GIS to many City departments. We recommend that existing GIS staff at the City be transferred to report up through the IT team structure. (See section 2.1)

#### 5.1.3 IMPLEMENT AN IT PROJECT-BASED STRATEGY

The City should conduct specific IT projects designed to improve and extend the use of technology at the City. The IT Supervisor should prioritize and manage these projects and bring in outside expertise/consultants as needed for specific projects. This approach will enable the City to get more projects done and be focused on successfully implementing and fully utilizing both existing and new technologies without adding internal headcount.

#### 5.1.4 IMPLEMENT “CLOUD PREFERRED” STRATEGY FOR NEW SOFTWARE

The City should move forward with a “Cloud Preferred” strategy for the acquisition of new systems. Software vendors are moving to the Cloud and this will align the City with future IT vendor deployment methods. This will also allow the City to outsource much of the infrastructure, upgrades, and support while maintaining a lean internal IT staffing model.

This strategy is called “Cloud Preferred” because there may be cases where on-premises solutions may offer a better solution to meet required functionality. In general, the preference should be to move systems to the Cloud. From a financial perspective, this change will move IT expenses from a capital asset that is depreciated to an annual operating expense on the income statement. In essence, the City will be leasing software solutions rather than buying them and paying annual maintenance.

#### 5.1.5 ESTABLISH A DISASTER RECOVERY/BUSINESS CONTINUITY POLICY

The City should establish an IT Disaster Recovery and Business Continuity policy. This policy could be developed by the IT Supervisor and/or an outside consultant. This policy will enable the City to have a plan to maintain IT systems up should a catastrophic event occur.

#### 5.1.6 UPDATE CYBERSECURITY POLICY

The City should update the current CyberSecurity policy to ensure that IT security standards are documented, communicated and followed by City employees. The IT Supervisor should spearhead this effort and potentially hire a consultant to assist with development of this policy.

#### 5.1.7 ESTABLISH A MOBILE DEVICE POLICY

The City should establish mobile device standards (iOS/Android) and replacement strategy using a three-year cycle (which is a reasonable life span for mobile devices). Mobile devices should be given to Public Works, Community Development, Parks and Rec and others at the City that have a need for working in the field. These mobile devices should connect to Cloud applications and should enable real time access and updates to the systems.

## 5.2 INFORMATION TECHNOLOGY INITIATIVES

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The following are the recommended IT Initiatives for the City.

#### 5.2.1 ENHANCE INTERNET CONNECTIVITY

The City should upgrade to Fiber connectivity to the internet. This is an important step in expanding bandwidth to enable strategic deployment of Cloud-based solutions and support of remote access to core financial and operational data.

#### 5.2.2 IMPLEMENT OFFICE 365 GOVERNMENT

The City Mayor would like to make remote work a more viable option for City employees, especially during and after the COVID-19 pandemic. To support this direction, the City should implement Office 365 Government which offers the latest version of Office productivity tools. This solution has all of the applications for remote collaboration (including Microsoft Teams), along with SharePoint for accessing

shared files in the Cloud. This is the future strategy of Microsoft, and the City will eventually be forced to move that direction and can benefit from its adoption now. Implementation and ongoing training should be provided by an outsourced provider to take advantage of enhanced Office 365 functionality at deployment and as automatic updates/upgrades occur.

**5.2.3 CONTINUE LAPTOP/DESKTOP/MOBILE DEVICE REPLACEMENT PROGRAM**

The City should continue the current Laptop/Computer replacement program on a four-year cycle and Mobile Devices on three-year cycle. This policy is a reasonable replacement schedule and will enable City personnel to be more productive with refreshed computer hardware as these machines become dated.

**5.2.4 CONDUCT SPRINGBROOK ASSESSMENT**

The City is currently using Springbrook V.7.16 which is 2 versions behind and has 11 major customizations. The City is not effectively using the solution. Support has been difficult as Springbrook has changed ownership and staffing levels twice in the past few years.

The City has three options for moving forward:

1. Upgrade to the latest version of Springbrook on-premises and perform a system optimization review and additional training by Springbrook to improve usability.
2. Upgrade to the Cloud version of Springbrook in order to align with Springbrook’s future direction and upgrades.
3. Select and implement a different ERP solution.

SoftResources conducted high-level research with alternate ERP vendors to get an understanding of what it would cost to move to a new solution. If the City were to move to a new ERP, it should expect an annual subscription of approximately \$60 - 100K per year plus \$100 - \$150K to implement the solution. Alternatively, upgrading to the latest Cloud version of Springbrook would cost \$44K/year plus \$10-20K for implementation and cause much less disruption since users are familiar with the solution.

OPTION	License/Maintenance or Annual Subscription	Implementation/Training	First Year Cost
Upgrade to latest on-premises Springbrook Solution	\$30K/year	\$12K – 20K	\$42K - \$50K
Upgrade to Springbrook Cloud	\$44K/year	\$8K – 10K	\$52K - \$54K
Select and implement a new ERP	\$60K – 100K/year	\$100K - \$150K	\$160K - \$250K

SoftResources recommends that the City complete the Springbrook assessment that was started last year (this is a free service) and upgrade to the Cloud version 7.18 with full on-site training. As part of

that assessment, the HR department should review and implement HR functionality (including Employee Self Service and other functions) that they are currently not using.

Assessing Springbrook and defining the ERP strategy will enable the City to focus on an “ERP first” approach for the departments. There are capabilities in the current Springbrook solution that are being done in ancillary systems or on spreadsheets outside of the current ERP. The assessment can identify areas where the City can consolidate functionality on the central ERP rather than distributed on a variety of best of breed systems or spreadsheets.

#### 5.2.5 MIGRATE/UPDATE SPRINGBROOK TO THE CLOUD

Based on the results of the Springbrook Assessment, the City should implement the latest Cloud version of Springbrook adding functionality to each department and implementing a training program for City personnel. As part of this upgrade, the City should explore online bill presentment and payments for Courts and Utility Billing within the system.

#### 5.2.6 SELECT AND IMPLEMENT A COMMUNITY DEVELOPMENT/PERMITTING SOLUTION

Springbrook appears to be inadequate to meet the City’s needs for Permitting and Code Enforcement. Springbrook is not investing in nor improving this functionality so updating to the latest version will not address functional gaps. We recommend that the Community Development department select and implement a 3<sup>rd</sup> Party standalone Permitting solution that integrates with MyBuildingPermit.com portal to allow for online applications and submission of permits and plans. This functionality would improve City and Contractor relationships and streamline the permit application process.

#### 5.2.7 OPTIMIZE GIS

The City should engage an ESRI partner consultant in order to optimize the ESRI ArcGIS solution, and work to enhance the use of GIS by City departments. Public Works is the biggest user of GIS data, but GIS functionality can be utilized by other departments including Utility Billing, Community Development, and other departments. As mentioned above, the GIS administrator should move from Public Works to the IT department in order to maintain synergies with IT team projects and streamline support.

#### 5.2.8 IMPLEMENT ELECTRONIC TIMEKEEPING

The City should implement electronic timekeeping on a citywide basis. When the City upgrades Springbrook to the Cloud, the City should replace Timeclock+ with Springbrook Timekeeping to provide a unified Timekeeping solution that is fully integrated with Springbrook ERP. In this way, all employees can have a single source of timesheet entry for payroll. This will eliminate paper timesheets, and enable the City to leverage online time entry workflows.

#### 5.2.9 OPTIMIZE LASERFICHE AND SCAN/DIGITIZE DOCUMENTS

The City should hire a Laserfiche implementation consultant (potentially from FreeDoc) to help them optimize the Laserfiche implementation and develop a plan of action for digitizing and accessing documents and records. This will allow the City to more fully leverage the capabilities of Laserfiche and be more effective at using it. The newly hired IT Supervisor should oversee this project. As part of this

project, the consultant should assist the City with records retention strategies and policies to align with the State of Washington requirements.

#### 5.2.10 REVIEW/ASSESS CIVICPLUS

The City should review the CivicPlus website and refresh and post information to standardize the look and feel of the site. The City should assess the CivicPlus solution as the contract comes up and either renew licensing or find a new solution. The City should explore adding customer engagement functionality possibly through integration with Comcate or the use of CivicPlus' 311 and Citizen Requests functionality to replace Comcate.

#### 5.2.11 IMPROVE INTEGRATION BETWEEN SYSTEMS

The City uses many software solutions, many of which are dependent on information from other systems to be effective. Manual entry and rekeying of data between systems increases the risk for data entry errors and increases the effort to reconcile and make corrections. The new IT Supervisor should review the systems in place and identify those that the City could integrate to provide better data. This process should be ongoing over the years, but we included a specific project in the IT Master Plan for review after all of the other implementation projects are complete. The following key systems should be considered for integration:

1. **Springbrook** – import cash receipts from other systems; import time entry; import revenue and expenditures, push out data to CivicPlus for data transparency, etc.
2. **Dude Solutions** – import asset maintenance costs; apply cost information to asset data in Springbrook Fixed Assets module; possibly leverage Purchase Order module in Springbrook, etc.
3. **ESRI ArcGIS** – link into applications for geo-spatial view of records, e.g. parcels, infrastructure, Capital Assets, water system components, permitting and zoning, etc.
4. **Laserfiche** – central document repository for all major systems; eliminate server and desktop storage drives where possible.

#### 5.2.12 IMPLEMENT A CLOUD-BASED PHONE SYSTEM

The City should explore transitioning from the current on-premises phone system and move to a Cloud-based solution. This will enable the City to leverage cloud solutions and offload the maintenance of the phone system.

# 6 IT Strategic Plan

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## 6 IT STRATEGIC PLAN

The following section describes the Six-Year IT Strategic Plan and explains the methodology by which the above initiatives are prioritized and sequenced. The results of prioritization scoring, cost estimates, and the overall timeline are provided below.

### 6.1 PRIORITIZATION

The Technology Organizational Initiatives address strategic and organizational concerns. These recommendations should be implemented as soon as is practical. The Information Technology Initiatives are more project based, require some level of resources to implement, and have a cost outlay. Because of this, it is important to prioritize these projects so the City can focus on the Project Initiatives at the appropriate time in the Six-Year Plan.

#### 6.1.1 PRIORITIZATION EVALUATION AREAS:

The Information Technology Initiatives were prioritized using the scoring process outlined below in order to determine their importance and recommended timeline to complete. They were evaluated according to the following categories:

**Impact:** The extent to which the results of the initiative will benefit the City. A project that focuses solely on a secondary business process would have a lower Impact score than one that improves service to the organization as a whole. The broader the impact, the higher the score.

**Criticality:** Criticality indicates the level of urgency for the initiative. Immediate business needs, such as implementation of a mandated policy, would be considered highly critical. Adoption of new capabilities that are not critical to the organization would receive a low criticality score.

#### 6.1.2 SCORING

Each potential project was scored using a range from 1-5 where 5 is most impactful/critical. Project prioritization ranking is from low to high. The highest scoring projects are most critical and/or provide broad benefit.

The sequence in which the initiatives are addressed in the Timeline will not specifically be defined by scoring. Projects will be thoughtfully interspersed according to consideration of Impact and Criticality (e.g. risk exposure, available resources, and legislative requirements).

The following table represents the Evaluation Areas and the specific values used to determine score.

SCORE	IMPACT	CRITICALITY
5	High Impact/Benefit	Critical
4	Significant Impact/Benefit	Very Important
3	Medium Impact/Benefit	Important
2	Some Impact/Benefit	Preferable

<b>1</b>	Low Impact/Benefit	Nice to Have
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**6.2 SCORING RESULTS**

Project / Initiative	Impact	Criticality	Score
CREATE THE IT SUPERVISOR POSITION	5	5	10
REORGANIZE THE IT DEPARTMENT	5	5	10
CONTINUE LAPTOP/DESKTOP/MOBILE DEVICE REPLACEMENT PROGRAM	4	4	8
IMPLEMENT "CLOUD PREFERRED" STRATEGY FOR NEW SOFTWARE	4	4	8
IMPLEMENT OFFICE 365 GOVERNMENT	5	3	8
CONDUCT SPRINGBROOK ASSESSMENT	4	4	8
MIGRATE/UPDATE SPRINGBROOK TO THE CLOUD	4	4	8
UPDATE CYBERSECURITY POLICY	3	5	8
ENHANCE INTERNET CONNECTIVITY	3	4	7
SELECT AND IMPLEMENT COMMUNITY DEVELOP/PERMITTING SOLUTION	3	4	7
ESTABLISH A DISASTER RECOVERY/BUSINESS CONTINUITY POLICY	3	6	6
ESTABLISH A MOBILE DEVICE POLICY	3	3	6
OPTIMIZE LASERFICHE AND SCAN/DIGITIZE DOCUMENTS	3	3	6
IMPLEMENT ELECTRONIC TIMEKEEPING	4	2	6
IMPROVE INTEGRATION BETWEEN SYSTEMS	3	3	6
OPTIMIZE GIS	3	3	6
IMPLEMENT AN IT PROJECT BASED STRATEGY	3	2	5
IMPLEMENT A CLOUD-BASED PHONE SYSTEM	3	2	5
REVIEW/ASSESS CIVICPLUS	1	1	2

### 6.3 ESTIMATED COST

The following total cost estimates are for internal planning/budgeting purposes only. Additional vendor discussions will provide a more accurate view of the expense to perform the initiative.

Project / Initiative	Cost Over 6 Years	
	Low	High
<b>Create the IT Supervisor Position</b> <i>(Assumes 1 FTE Supervisor Level at \$100K - \$150K/Year including benefits)</i>	\$ 500,000	\$ 800,000
<b>Reorganize the IT Department</b>	No Cost	No Cost
<b>Continue Laptop/Desktop/Mobile Device Replacement Program</b> <i>(Assumes replacement of 25% of laptops/desktops and 33% of mobile devices annually at average cost of \$1,200/device + \$5K/server.)</i>	\$ 500,000	\$ 750,000
<b>Implement "Cloud-Preferred Strategy" for New Software</b>	No Cost	No Cost
<b>Implement Office 365 Government</b> <i>(Estimate \$25K Implementation and \$25K/year Office 365 Subscription)</i>	\$150,000	\$200,000
<b>Conduct Springbrook Assessment</b> <i>(Assumes completion of Springbrook review in preparation for Cloud upgrade)</i>	No Cost	No Cost
<b>Migrate/Update Springbrook to the Cloud</b> <i>(Assumes \$10K - 20K implementation project and annual subscription of \$45K/Year)</i>	\$ 270,000	\$ 360,000
<b>Update CyberSecurity Policy</b> <i>(High Cost assumes hiring a consultant)</i>	No Cost	\$ 10,000
<b>Enhance Internet Connectivity</b> <i>(Install Fiber Connection and Upgrade Comcast Plan – Estimate \$15K per year)</i>	\$ 90,000	\$ 125,000
<b>Select and Implement Community Development/Permitting Solution</b> <i>(Assumes \$60K annual subscription and \$60-90K implementation)</i>	\$ 200,000	\$ 400,000
<b>Establish Disaster Recovery/Business Continuity Policy</b> <i>(High Cost assumes hiring a consultant)</i>	No Cost	\$10,000
<b>Establish a Mobile Device Policy</b> <i>(High Cost assumes hiring a consultant)</i>	No Cost	\$10,000
<b>Optimize Laserfiche and Scan/Digitize Documents</b> <i>(Assumes Hiring Consultant to Help Implement Strategy \$25K – 30K)</i>	\$ 25,000	\$ 35,000
<b>Implement Electronic Timekeeping</b> <i>(Assumes Hiring Consultant to implement Springbrook Timekeeping – annual subscription is included with Springbrook ERP)</i>	\$ 15,000	\$ 25,000

Project / Initiative	Cost Over 6 Years	
	Low	High
<b>Improve Integration Between Systems</b> <i>(Assumes Hiring Integration Consultant)</i>	\$ 5,000	\$ 50,000
<b>Implement an IT Project Based Strategy</b>	No Cost	No Cost
<b>Optimize GIS</b> <i>(Assumes Hiring Consultant to Assess and Optimize GIS Strategy)</i>	\$ 10,000	\$ 20,000
<b>Implement a Cloud-Based Phone System</b> <i>(Assumes \$10K setup and \$15K/year subscription)</i>	\$ 100,000	\$135,000
<b>Review/Assess CivicPlus</b> <i>(Review CivicPlus or develop new website – assumes CivicPlus annual subscription of \$12,500)</i>	\$ 75,000	\$ 100,000

### 6.4 TIMELINE

SoftResources worked with the City to determine timing for the recommended initiatives. The preliminary IT roadmap is provided below in graphical format.

ID	Project / Initiative	2020		2021				2022				2023				2024				2025				2026	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
1	Create the IT Supervisor Position																								
2	Reorganize the IT Department																								
3	Continue Laptop/Desktop/Mobile Device Replacement Program																								
4	Implement "Cloud Preferred" Strategy for New Software																								
5	Implement Office 365 Government																								
6	Conduct Springbrook Assessment																								
7	Migrate/Update Springbrook to the Cloud																								
8	Update Cybersecurity Policy																								
9	Enhance Internet Connectivity																								
10	Select and Implement Community Dev/Permitting Solution																								
11	Establish Disaster Recovery/Business Continuity Policy																								
12	Establish a Mobile Device Policy																								
13	Optimize Laserfiche and Scan/Digitize Documents																								
14	Implement Electronic Timekeeping																								
15	Improve Intgegration Between Systems																								
16	Optimize GIS																								
17	Implement an IT Project Based Strategy																								
18	Implement a Cloud-Based Phone System																								
19	Review/Assess Civicplus																								

**6.5 ANNUAL COST BUDGET FOR RECOMMENDED INITIATIVES**

Project / Initiative	2020	2021	2022	2023	2024	2025
<b>Create the IT Supervisor Position</b>	No Cost	\$50,000	\$150,000	\$150,000	\$150,000	\$150,000
<b>Reorganize the IT Department</b>	No Cost					
<b>Continue Laptop/Desktop/ Mobile Device Replacement Program</b>	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
<b>Implement “Cloud-Preferred Strategy” for New Software</b>	No Cost					
<b>Implement Office 365 Government + Subscription</b>	\$50,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
<b>Conduct Springbrook Assessment</b>	No Cost					
<b>Migrate/Update Springbrook to the Cloud + Subscription</b>		\$65,000	\$45,000	\$45,000	\$45,000	\$45,000
<b>Update CyberSecurity Policy</b>	No Cost					
<b>Enhance Internet Connectivity</b>	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
<b>Select and Implement Community Development/Permitting Solution</b>				\$120,000	\$60,000	\$60,000

Project / Initiative	2020	2021	2022	2023	2024	2025
Establish Disaster Recovery/Business Continuity Policy	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
Establish a Mobile Device Policy	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
Optimize Laserfiche and Scan/Digitize Documents			\$35,000			
Implement Electronic Timekeeping + Subscription		\$20,000	Included with Springbrook	Included with Springbrook	Included with Springbrook	Included with Springbrook
Improve Integration Between Systems						\$25,000
Implement an IT Project Based Strategy	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
Optimize GIS					\$20,000	
Implement a Cloud-Based Phone System + Subscription	\$25,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Review/Assess CivicPlus	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
<b>TOTAL ESTIMATED COST</b>	<b>\$227,500</b>	<b>\$327,500</b>	<b>\$422,500</b>	<b>\$507,500</b>	<b>\$467,500</b>	<b>\$472,500</b>

## 7 Exhibits

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## 7 EXHIBITS

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The following exhibits are included as separate files and provide information to supplement and substantiate the findings indicated in this report.

1. Exhibit A – Workshop Attendees
2. Exhibit B – Current Systems Map
3. Exhibit C – Survey Results

# IT Strategic Plan

## Phases of project



**Project Initiation  
and Planning**



**Online  
Workshops**



**Technology  
Assessment**



**IT Strategic  
Plan**

# Planning

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- Identified subject matter experts to be interviewed during the analysis
- Set up the Interview Schedule
- Discussed timelines, team assignments, and project communications
- Developed the Project Plan for the IT Strategic Plan

# Technology Assessment

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- Organizational structure is lean.
  - Recommendation to hire IT supervisor to lead projects and manage contractors (2022)
  - Continue with IS Outsource for weekly network support and technical projects
  - Move existing GIS position from PW to IT (2022)

# Cloud Strategy

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- The City should prepare for implementing more Cloud solutions both now and in the future. While we do not recommend that the City migrate all current applications to the Cloud, the City should evaluate future applications with a strong preference to implementing Cloud solutions.

# Cybersecurity and Disaster Recover Policy/ Procedures

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- Update the current basic cybersecurity policy, and use it as a point of reference in implementing and maintaining uniform IT security practices. This could be undertaken by the IT Supervisor, or by a consultant as needs and resources dictate. Make the policy a “living document”, with regular updates and enhancements.
- Create and maintain a documented Disaster Recovery/Business Continuity policy to be used as a point of reference in keeping city business running before and after local disasters. This could be undertaken by the IT Supervisor, or by a consultant as needs and resources dictate.

# Budget

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- Current budget is 500k Annually
  - Approximately .5% to 1% of City's operating budget.
- Similar sized cities spend in the range of 1% to 2% of budget.
- The City should increase IT investment in accordance with the IT Strategic Plan recommendations.

# Project timelines

ID	Project / Initiative	2020		2021		2022				2023				2024				2025				2026				
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
1	Create the IT Supervisor Position					█																				
2	Reorganize the IT Department							█																		
3	Continue Laptop/Desktop/Mobile Device Replacement Program	█																								
4	Implement "Cloud Preferred" Strategy for New Software			█																						
5	Implement Office 365 Government	█																								
6	Conduct Springbrook Assessment			█																						
7	Migrate/Update Springbrook to the Cloud					█																				
8	Update Cybersecurity Policy				█																					
9	Enhance Internet Connectivity	█																								
10	Select and Implement Community Dev/Permitting Solution														█											
11	Establish Disaster Recovery/Business Continuity Policy			█																						
12	Establish a Mobile Device Policy		█																							
13	Optimize Laserfiche and Scan/Digitize Documents												█													
14	Implement Electronic Timekeeping					█																				
15	Improve Integration Between Systems																						█			
16	Optimize GIS															█										
17	Implement an IT Project Based Strategy		█																							
18	Implement a Cloud-Based Phone System	█																								
19	Review /Assess Civicplus												█													

# Project Costs

Project / Initiative	2020	2021	2022	2023	2024	2025
Create the IT Supervisor Position	No Cost	\$50,000	\$150,000	\$150,000	\$150,000	\$150,000
Continue Laptop/Desktop/ Mobile Device Replacement Program	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Implement Office 365 Government + Subscription	\$50,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Migrate/Update Springbrook to the Cloud + Subscription		\$65,000	\$45,000	\$45,000	\$45,000	\$45,000
Enhance Internet Connectivity	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Select and Implement Community Development/Permitting Solution				\$120,000	\$60,000	\$60,000
Implement Electronic Timekeeping + Subscription		\$20,000	Included with Springbrook	Included with Springbrook	Included with Springbrook	Included with Springbrook
Implement a Cloud-Based Phone System + Subscription	\$25,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
<b>TOTAL ESTIMATED COSTS OF All Projects.</b>	\$227,500	\$327,500	\$422,500	\$507,500	\$467,500	\$472,500



# MONROE CITY COUNCIL

## Agenda Bill No. 20-134

<b>SUBJECT:</b>	<b>Resolution No. 014/2020 Authorizing an Interfund Loan between Fund 307 (borrower) and Fund 520 (lender)</b>
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<b>DATE:</b>	<b>DEPT:</b>	<b>CONTACT:</b>	<b>PRESENTER:</b>	<b>ITEM:</b>
08/25/2020	Finance	Becky Hasart	Becky Hasart	New Business #2

**Discussion:** 08/25/2020

**Attachments:** 1. Resolution No. 014/2020, a Resolution of the City Council of the City of Monroe Authorizing an Interfund Loan from Fund 520 Equipment and Fleet Management to Fund 307 Capital Improvements.

**REQUESTED ACTION:** Move to approve Resolution No. 014/2020, a Resolution of the City Council of the City of Monroe Authorizing an Interfund Loan from Fund 520 Equipment and Fleet Management to Fund 307 Capital Improvements.

### POLICY CONSIDERATION

*Per government accounting standards, individual funds of the City are considered standalone accounting entities. As such, each fund’s cash balance should remain positive (municipalities cannot run in a deficit position).*

*Both accounting standards and the City of Monroe’s Debt Policy allow for the use of Interfund Loans when the amount needed is temporary and short term through enactment of a resolution.*

### DESCRIPTION/BACKGROUND

The City of Monroe has secured grants totaling \$1,574,720 (net of granting agency fees) for improvements to the building leased by the Monroe Boys and Girls Club. These grants are on a reimbursement basis. There are no matching funds from the City for this project.

Capital projects accounting of this nature are done through Fund 307 Capital Improvements. This is the only project currently budgeted in this fund.

Because expenditures must be incurred before reimbursements can be made, Fund 307 has a need for interim financing to offset the timing differences between expenditure and reimbursement. Interfund loans may be used for this purpose as long as the lending fund has sufficient resources in excess of its current needs. It has been determined that Fund 520 Equipment and Fleet Management can provide temporary financing to Fund 307.

In order to execute an Interfund loan, the City Council must adopt a resolution that identifies why the borrowing fund needs the money, identifies that the lending fund has sufficient excess resources, identifies the interest rate associated with the loan, identifies the payment schedule for the loan, and identifies the end date of the loan. The attached Resolution identifies all these requirements.

The Interfund loan address cash flow issues only. There is no change to the budgets of either the borrowing or the lending fund.



# MONROE CITY COUNCIL

## *Agenda Bill No. 20-134*

### **FISCAL IMPACTS**

The Interfund Loan is for an amount up to but not to exceed \$1,000,000. The amount of the loan will be dependent each month on the difference between bills paid and reimbursements received. In order to draw on the loan, both the Finance Director and the City Administrator must review and approve the amount.

The interest rate is based on the net interest rate earned by the City's investments held in the Local Government Investment Pool (LGIP). July's net interest rate was 0.3106%. Interest is calculated and paid monthly by using the LGIP net interest rate times the amount outstanding as of the last working day of each month of the loan. For example, if the outstanding loan balance had been \$100,000 at the end of July, the interest payment would have been \$25.88.

Fund 307 started the year with a cash balance of \$21,173. This amount is available to make the interest payments.

The Interfund Loan can be paid early but must be paid no later than December 31, 2021.

### **TIME CONSTRAINTS**

This item should be done as quickly as possible as work on the Boys and Girls Club capital project has begun.

### **ALTERNATIVES**

None. This item is a housekeeping matter.

**CITY OF MONROE  
RESOLUTION NO. 014/2020**

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MONROE, WASHINGTON, AUTHORIZING AN INTERFUND LOAN FROM FUND 520 EQUIPMENT AND FLEET MANAGEMENT TO FUND 307 CAPITAL IMPROVEMENTS.

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WHEREAS the City of Monroe has secured grant funding to make improvements to its building on behalf of the Boys and Girls Club; and

WHEREAS expenditures associated with these improvements must be incurred prior to grant reimbursement; and

WHEREAS these expenditures and reimbursements are recorded in the City of Monroe's Fund 307 Capital Improvements; and

WHEREAS there is a need for interim financing to Fund 307 to offset the timing differences between expenditures and reimbursements; and

WHEREAS Fund 520 Equipment and Fleet Management has resources in excess of current needs for the duration of this Interfund Loan; and

WHEREAS the City of Monroe's Debt Service Policy as adopted by Resolution No. 018/2018 allows for the use of Interfund Loans for short term, temporary financing to assist with cash flow timing associated with grant funding;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF MONROE, WASHINGTON, HEREBY RESOLVES AS FOLLOWS:

Section 1. Fund 520 Equipment and Fleet Management (lending fund) shall hereby loan up to \$1,000,000 (one million dollars) to Fund 307 Capital Improvements (borrowing fund) to address cash flow timing differences between expenditures and reimbursements.

Section 2. The borrowing fund may borrow only what is needed for cash flow purposes up to a maximum of \$1,000,000 (one million dollars). The Finance Director, with review and approval by the City Administrator, shall determine the amount needed each month to address cash flow timing.

Section 3. Interest shall accrue and be paid by the borrowing fund to the lending fund on the last business day of each month based on the net interest earnings of the State's Local Government Investment Pool (LGIP) and the principal outstanding on said date. LGIP net interest for July 2020 was 0.3106%.

Section 4. This Interfund Loan may be paid in full at any time but shall be due in full no later than December 31, 2021.

ADOPTED by the City Council of the City of Monroe, at its regular meeting thereof, and APPROVED by the Mayor this 25<sup>th</sup> day of August, 2020.

Adopted: August 25, 2020  
Effective: August 25, 2020

CITY OF MONROE, WASHINGTON:

(SEAL)

\_\_\_\_\_  
Geoffrey Thomas, Mayor

ATTEST:

APPROVED AS TO FORM:

\_\_\_\_\_  
Rabecca R. Hasart, Interim City Clerk

\_\_\_\_\_  
J. Zachary Lell, City Attorney



# MONROE CITY COUNCIL

## Agenda Bill No. 20-135

<b>SUBJECT:</b>	<b>Resolution 015/2020, Suspending Collection of Capital Contributions from Comcast (PEG Fees)</b>
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<b>DATE:</b>	<b>DEPT:</b>	<b>CONTACT:</b>	<b>PRESENTER:</b>	<b>ITEM:</b>
08/25/2020	Public Works	Brad Feilberg	Brad Feilberg	New Business #3

**Discussion:** 08/25/2020  
**Attachments:** 1. Proposed Resolution No. 015/2020  
 2. Proposed Notification Letter

**REQUESTED ACTION:** Move to adopt Resolution No. 015/2020 suspending the collection of Capital Contributions by Comcast, more commonly known as PEG fees.

### POLICY CONSIDERATIONS

*Should the City stop collecting Capital Contributions (PEG fees) from Comcast?*

### DESCRIPTION/BACKGROUND

Currently, the City receives a Capital Contribution of \$0.25 per subscriber per month from Comcast. These funds can only be used for capital investments to the public, educational and governmental access (PEG) channels.

Over the years, the city has accumulated over \$50,000 in these contributions. National FCC rules limit our options on how these fees can be spent.

Channel 21 is the local governmental access channel and is operated by the City of Lake Stevens in a consortium with other local cities, including Monroe. The City of Monroe has a limited presence on this channel and all equipment (eligible for Capital Contributions expenditures) is owned, operated, and maintained by the City of Lake Stevens.

The present time the City of Monroe does not need to collect the Capital Contributions from Comcast. Suspending the collection at this time does not precluded the collection in the future if there is a need.

### FISCAL IMPACT:

\$0.25 per month potential savings to Comcast customers. The City collects approximately \$7,350 per year in PEG fees; however, these fees are held in a restricted reserve and cannot be used for operations.

### TIME CONSTRAINTS:

None.

### ALTERNATIVES:

1. Continue to collect Capital Contributions and determine how to spend the funds consistent with governing rules and regulations.

**CITY OF MONROE  
RESOLUTION NO. 015/2020**

A RESOLUTION OF THE CITY OF MONROE, WASHINGTON  
TO CEASE COLLECTION OF SUBSCRIBER CAPITAL  
CONTRIBUTIONS FROM COMCAST CABLE  
COMMUNICATIONS MANAGEMENT, LLC.

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WHEREAS, on March 24, 2009, the City of Monroe ("City") approved Ordinance No. 042/2008, which granted a Cable Franchise to Comcast of Washington III, Inc. ("Comcast Franchise"), and

WHEREAS, in December 2012, Comcast of Washington III, Inc. changed its name to Comcast of Washington I, Inc.,

WHEREAS, on June 4, 2014, Comcast of Washington I, Inc. changed its name and reorganized its internal ownership structure, becoming Comcast Cable Communications Management, LLC ("Comcast"), and

WHEREAS, Section 9.5 of the Comcast Franchise requires Comcast to collect and remit a \$0.25 per subscriber per month capital contribution ("Capital Contribution") to the City on a quarterly basis in order to fund capital expenses associated with a Government Access Channel, and

WHEREAS, the City intends to cease collecting the Capital Contribution as of September 1, 2020,

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF MONROE HEREBY RESOLVE AS FOLLOWS:

SECTION 1. Written Request to Cease Collection of Capital Contribution. This resolution shall act as written notice of the City's intention to request that Comcast cease collection of the Capital Contribution from subscribers as of September 1, 2020.

SECTION 2. Effective Date. This resolution shall take effect and be in full force immediately upon passage by the City Council.

ADOPTED by the City Council of the City of Monroe, this 25<sup>th</sup> day of August, 2020, and APPROVED by the Mayor this 25<sup>th</sup> day of August, 2020.

Approved: August 25, 2020  
Effective: August 25, 2020

CITY OF MONROE, WASHINGTON

(SEAL)

\_\_\_\_\_  
Geoffrey Thomas, Mayor

ATTEST:

APPROVED AS TO FORM:

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Rabecca Hasart,, Interim City Clerk

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J. Zachary Lell, City Attorney



August 25, 2020

**VIA EMAIL:** [Vincent\\_Buys@comcast.com](mailto:Vincent_Buys@comcast.com)

Vincent Buys  
Manager, Government and Regulatory Affairs  
Comcast | Washington Region  
400 Sequoia Dr., Suite 100  
Bellingham, WA 98226

Re: City of Monroe Capital Contribution

Dear Mr. Buys:

Currently, the City of Monroe collects a Capital Contribution of \$0.25 per subscriber per month from Comcast. On August 25, 2020, the Monroe City Council adopted Resolution 015/2020 suspending the collection of the Capital Contribution pursuant to their authority under Section 9.5 of Comcast's cable franchise.

This letter notifies you of such action and requests that Comcast cease collecting the Capital Contribution. This suspension will remain in effect until we notify you otherwise.

Sincerely,

Geoffrey Thomas  
City of Monroe Mayor

Attachment: Resolution 015/2020

City of Monroe  
806 West Main Street, Monroe, WA 98272  
Phone (360) 794-7400 Fax (360) 794-4007  
[www.monroewa.gov](http://www.monroewa.gov)



# MONROE CITY COUNCIL

## Agenda Bill No. 20-136

<b>SUBJECT:</b>	<b>Continuation of Emergency Executive Orders (COVID-19) 2020-001 and 2020-003</b>
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<b>DATE:</b>	<b>DEPT:</b>	<b>CONTACT:</b>	<b>PRESENTER:</b>	<b>ITEM:</b>
08/25/2020	Public Works	Brad Feilberg	Brad Feilberg	New Business #4

**Discussion:** 04/28/2020  
**Attachments:** 1. Emergency Executive Order 2020-001  
 2. Emergency Executive Order 2020-003

**REQUESTED ACTION:** For discussion and policy direction.

### POLICY CONSIDERATIONS

*The Emergency Executive Orders “remain in effect until cancelled, suspended, or upon the issuance of a proclamation ending the emergency.”*

### DESCRIPTION/BACKGROUND

Following the proclamation of emergency on March 2, 2020, Mayor Thomas has issued six emergency executive orders “to make or issue rules and regulations” related to the COVID-19 emergency as provided for in Monroe Municipal Code section 2-60-080(D)(1). Two of these Emergency Executive Orders (attached) have fiscal impacts:

- Emergency Executive Order 2020-001 – Waiving credit card telephone payment fees
- Emergency Executive Order 2020-003 – Suspending delinquent account penalty

As the COVID-19 Pandemic continues, we would like the City Council to consider the financial implications of these two Emergency Executive Orders and provide policy guidance.

Emergency Executive Order 2020-001 – Waiving credit card telephone payment fees  
 This fee helps offset the staff time necessary to process the credit card payment. However, the customer is not charged a fee for paying utility bills online using a credit card. Slightly more than \$5,000 was collected in 2019.

Emergency Executive Order 2020-003 – Suspending delinquent account penalty  
 This is a penalty for not paying a utility bill on time. Currently, Proclamation 20-23.7 issued by Governor Inslee prohibits the City from charging late fees or shutting off water due to nonpayment.

The money expected to be collected from these suspended fees is used during the budget process to determine the utility rates necessary to adequately fund the utilities.

While our accounting software does not differentiate between the Delinquent Account Penalty, the Shut-off Processing Fee, the Turn-on After Hours Fee, and the Turn-on-Return Trip Fee. The Finance Director estimates that approximately 85% or \$85,000 of the money collected comes from the Delinquent Account Penalty. This is about 1.2% of the total revenue of the water fund.

## FISCAL IMPACTS

The following table shows the amount of fees and penalties collected since January 2019:

	Phone Fees	Penalties		Phone Fees	Penalties
Jan-19	\$ 483.00	\$ 23,505.98	Jan-20	\$ 336.00	\$ 7,095.97
Feb-19	\$ 434.00	\$ 7,333.07	Feb-20	\$ 322.00	\$ 6,088.28
Mar-19	\$ 595.00	\$ 8,090.19	Mar-20	\$ 14.00	\$ 7,648.66
Apr-19	\$ 600.00	\$ 6,276.99	Apr-20		\$ 1,240.72
May-19	\$ 333.00	\$ 6,119.22	May-20		\$ 119.00
Jun-19	\$ 357.00	\$ 5,727.66	Jun-20		\$ 90.00
Jul-19	\$ 385.00	\$ 7,497.16	Jul-20		\$ 120.00
Aug-19	\$ 399.00	\$ 7,687.63			
Sep-19	\$ 385.00	\$ 7,226.96			
Oct-19	\$ 385.00	\$ 7,739.77			
Nov-19	\$ 373.00	\$ 7,596.85			
Dec-19	\$ 381.00	\$ 6,440.12			
2019	\$ 5,110.00	\$ 101,241.60			

Phone fees are a revenue stream to the General Fund and are not material to the overall budget. Penalty fees are one of multiple revenues considered when determining an appropriate utility rate to fund utility activities. Penalty fees are a revenue to the Water O&M fund. 2019 penalty fees represented 1.44% of the total revenue to the water fund.

## TIME CONSTRAINTS

None.

## ALTERNATIVES

- A. Emergency Executive Order 2020-001 – Waiving credit card telephone payment fees
  1. Do nothing. Emergency Executive Order 2020-001 to remains in place until the Mayor issues a proclamation ending the current emergency.
  2. Request cancellation of Emergency Executive Order 2020-001. The City would again charge a fee for the use of a credit card to pay utility bills by phone.
  3. Amend the fees resolution to remove the Credit Card Telephone Payment fee.
  
- B. Emergency Executive Order 2020-003 – Suspending delinquent account penalty
  1. Do nothing. Emergency Executive Order 2020-003 to remains in place until the Mayor issues a proclamation ending the current emergency.
  2. Request cancellation of Emergency Executive Order 2020-003. The charging of late fees would then be determined by Governor’s Proclamation 20-23.7 eq. seq.
  3. Amend the Monroe Municipal Code and the fees resolution to remove the delinquent account penalty. Payment of utility bills would be enforced by shut-offs.



## Emergency Executive Order No. 2020-001

### Waiving Credit Card Telephone Payment fees

**Purpose:**

To temporarily waive the imposition of the \$7.00 fee to use a credit card to pay for utility charges by telephone.

**Discussion:**

- I. On February 29, 2020, Washington State Governor Jay Inslee proclaimed a State of Emergency due to the public health emergency posed by the spread of the SARS-CoV-2 virus that causes the coronavirus disease COVID-19.
- II. On March 2, 2020, Mayor Thomas proclaimed a State of Emergency in the City of Monroe due to the SARS-CoV-2 virus that causes the coronavirus disease COVID-19.
- III. Pursuant to chapter 38.52 Revised Code of Washington and chapter 2.60 Monroe Municipal Code, Mayor Thomas has broad authority to issue, amend, and rescind orders, rules, and regulation on matters reasonably related to the protection of life and property related to a proclaimed emergency.
- IV. Social distancing is believed to be an effective means of limiting the spread of COVID-19.
- V. Providing an additional way to pay city utility bills without coming to City Hall or incurring additional fees encourages social distancing.

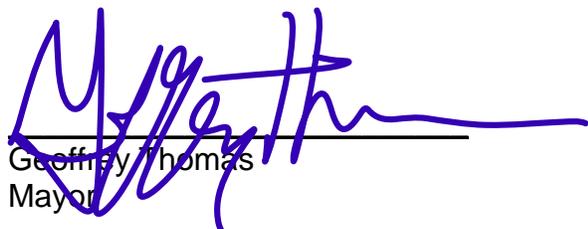
**Action:**

Payment of City of Monroe utility fees may be made using a credit card over the telephone without incurring the \$7.00 Credit Card Telephone Payment fee appearing in Schedule G of the Fees Resolution.

**Effective:**

- I. This Emergency Executive Order shall remain in effect until cancelled, suspended, or upon the issuance of a proclamation ending the emergency, whichever shall occur first.

Dated this 3<sup>rd</sup> day of March, 2020

  
 \_\_\_\_\_  
 Geoffrey Thomas  
 Mayor



## Emergency Executive Order No. 2020-003

### Suspending Delinquent Account Penalty

**Purpose:**

To suspend Delinquent Account Penalty charges contained in Schedule D of the Fees Resolution.

**Discussion:**

- I. On February 29, 2020, Washington State Governor Jay Inslee proclaimed a State of Emergency due to the public health emergency posed by the spread of the SARS-CoV-2 virus that causes the coronavirus disease COVID-19.
- II. On March 2, 2020, Mayor Thomas proclaimed a State of Emergency in the City of Monroe due to the SARS-CoV-2 virus that causes the coronavirus disease COVID-19.
- III. Pursuant to chapter 38.52 Revised Code of Washington and chapter 2.60 Monroe Municipal Code, Mayor Thomas has broad authority to issue, amend, and rescind orders, rules, and regulation on matters reasonably related to the protection of life and property related to a proclaimed emergency.
- IV. The current COVID-19 emergency has resulted in financial hardship for many residents of Monroe.
- V. Continued access to utility services is especially important during a public health emergency.

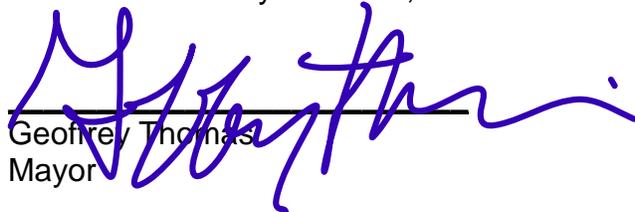
**Action:**

The Delinquent Account Penalty contained in Schedule D of the Fees Resolution shall not be charged on past due City of Monroe utility bills during this emergency.

**Effective:**

This Emergency Executive Order shall remain in effect until cancelled, suspended, or upon the issuance of a proclamation ending the emergency, whichever shall occur first.

Dated this 27<sup>th</sup> day of March, 2020

  
 \_\_\_\_\_  
 Geoffrey Thomas  
 Mayor



# MONROE CITY COUNCIL

## Agenda Bill No. 20-137

<b>SUBJECT:</b>	<i>Finance Department Temporary Help</i>
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<b>DATE:</b>	<b>DEPT:</b>	<b>CONTACT:</b>	<b>PRESENTER:</b>	<b>ITEM:</b>
08/25/2020	Finance	Becky Hasart	Becky Hasart	New Business #5

**Discussion:** 08/25/2020

**Attachments:** 1. None

**REQUESTED ACTION:** Authorize temporary help for the finance department for an amount not to exceed \$23,000 for 2020.

### POLICY CONSIDERATION

*The Council is responsible for adopting the City’s budget, which includes staffing levels and program levels of service (RCW 35A.33.080).*

*Mayor and city staff recommend the City Council authorize a temporary accounting position in the Finance Department. Funding the temporary accounting position will keep the 2021 Budget development within statutory timelines and assist the Finance Director with the specialized government accounting help needed during these unprecedented times. The position would be filled immediately and would extend to no later than October 31, 2020.*

### DESCRIPTION/BACKGROUND

COVID-19 has had an impact on the work plans for the Finance Department and specifically for the Finance Director. Work impacts include:

- development of the annual report was delayed both due to various closures of supporting agencies and due to accommodating the State Auditor’s Office regarding the Monroe TBD audit;
- the 2020 Budget Amendment was more comprehensive than traditionally done to incorporate potential impacts from COVID-19 mitigation;
- 2021 Budget development has started later than usual in order to have additional information regarding revenue actuals versus projected figures to help inform better 2021 projections; and
- the increased hands on efforts associated with conducting the City’s 2019 fiscal and accountability audit virtually.

### FISCAL IMPACTS

To secure the help of someone with government accounting experience, costs per hour are anticipated to be \$50.00, before appropriate payroll taxes and regulatory benefits. Because this temporary position will be performing PERS related work, the City will have to pay PERS along with FICA, L&I, and PFML on earnings, for an additional cost per hour of approximately \$10.50. Total costs, \$60.50 per hour, are not to exceed \$23,000 if the position is engaged through October 2020.

The not to exceed \$23,000 would be considered a one-time costs (temporary help). This expense can be covered by the realized increase to the General Fund beginning fund balance for 2020. The original budgeted beginning fund balance was \$3,966,802. Actual beginning fund balance is \$4,632,998, an increase of \$666,196. Currently, the majority of this increase is



# MONROE CITY COUNCIL

## *Agenda Bill No. 20-137*

amended to go to the undesignated General Fund balance (increase of \$528,187 from original budget of \$31,112). If approved, the fund balance would decrease by the amount spent on this temporary help, which would still leave \$536,566 in undesignated General Fund ending fund balance (again, original undesignated fund balance budget was \$31,112).

Because the General Fund is budgeted at the fund level, approval of the temporary help would not necessitate a need for another budget amendment. The increase in expense to the Finance Department would be offset by the decrease to undesignated ending fund balance resulting in no change to the General Fund's aggregate budget.

### **TIME CONSTRAINTS**

None. However, having someone on board immediately would help with the timelines associated with budget development.

### **ALTERNATIVES**

Do not approve. Budget development and other Finance Director work plan products may be delayed during fiscal year 2020.

# COMMUNITY DEVELOPMENT DEPARTMENT

Monthly Report for July 2020

## CURRENT PLANNING

### A. Pre-application Review

There were four (4) pre-application meetings for the month of July.

1. Industrial Building – Terra Vall-Spinosa – 13800 Fryelands Blvd.  
Proposal is for an approximately 39,000 square foot concrete tilt-up industrial building with on-grade and dock high loading. The use will be industrial in nature with accessory office space.  
*Staff contact – Anita Marrero*
2. Ken Perrine – 220 N Woods St  
Proposal is for enclosing an existing carport in the General Commercial zone to accommodate more commercial space.  
*Staff contact – Amy Bright*
3. Adventure Motorsports – 320 N Lewis Street  
Proposal to construct three new commercial buildings on a vacant lot to accommodate Adventure Motorsports. The proposal includes parking and associated improvements.  
*Staff contact – Amy Bright*
4. Thomas Tjok – 17821 & 17833 W Main Street  
Proposal for a lot line elimination between Park Place Grocery and an adjacent residential lot. In addition, the proponent is considering removing the residential structure and replacing with a multifamily building and associated improvements. The project is located within the Mixed-Use Zone.  
*Staff contact – Amy Bright*

### B. Planning Projects

1. City Water Reservoir CUP, 17000 West Main Street  
The applicant is requesting a conditional use permit for the construction of a new 0.85 million gallon reservoir which will be located next to the existing reservoir located on the Washington State Department of Correction's property in the Institutional (IN) zoning district with associated grading and drainage improvements. The potable water storage reservoir will have a 73' diameter, 34' sidewall height, and a maximum height at the tallest point of approximately 40'. The project will also include an access road around the reservoir. The DNS was issued and the project is scheduled to go to hearing in June. The project was approved by the hearing examiner. The city has submitted for building and grading permits.  
*Staff contact – Anita Marrero*
2. Stanton Station, SEPA2019-16, 15125 179<sup>th</sup> Ave. SE  
The applicant is requesting Preliminary Plat approval and site plan approval for a 22 lot subdivision on approximately .9 acres within the Mixed Use - General (MG) zoning district with associated grading, drainage improvements, landscaping, and street frontage improvements. The proposal was deemed complete on November 13, 2019. The Notice of Application was issued on November 25, 2019. The comment/appeal period ends December 9, 2019. Comments were sent to the applicant and staff is currently awaiting a response.  
*Staff contact – Amy Bright*
3. Eaglemont 7 Plat and PRD – 44 Lots  
After the approval of the Gilmartin Plat, the property was purchased by MainView Homes. MainView annexed the adjacent parcel 13107 Chain Lake Road. MainView submitted for Eaglemont Division 7 Preliminary Plat and PRD on March 28, 2019. The project was deemed complete on April 15, 2019. Comments were sent to the applicant on July 24, 2019. At this time, the applicant is working with the City of Monroe and Snohomish County regarding the realignment of Brown Road.  
*Staff contact – Amy Bright*

# COMMUNITY DEVELOPMENT DEPARTMENT

## Monthly Report for July 2020

4. Belmark Apartments, SEPA2019-16, 15125 179<sup>th</sup> Ave. SE  
The applicant is requesting site plan approval for 20 new multi-family residential apartment units on approximately .86 acres in the Mixed Use – General (MG) zoning district with associated grading, drainage improvements, landscaping, and street frontage improvements. The existing single-family residence will remain. The DNS has been issued. The comment/appeal period ends December 2, 2019. Out for comments. The NOD has been issued. Building permits are under review.  
*Staff contact – Anita Marrero*
5. Eastside Masonry, SLSP2019-01, 13800 Fryelands Blvd.  
Demolition of the existing structures and proposed grading to provide temporary stormwater detention and treatment for future development of the site, which is approximately 6.82 acres. A Notice of Application was issued on May 9, 2019. The project was approved by the Hearing Examiner on August 15, 2019 and an NOD was issued. The project is currently in the appeal period with the WA Department of Ecology. Project has been approved. Demolition work has begun. The buildings have been demolished and the site has been prepped for a future building pad.  
*Staff contact – Anita Marrero*
6. Belmont Terrace Preliminary Plat/PRD, PLPRD2019-01, 18830 134<sup>th</sup> Street SE  
Preliminary plat and planned residential development approval for a 19-lot subdivision on approximately 4.75 acres in the Urban Residential (UR9600) zoning district with associated grading, drainage improvements, landscaping, and street frontage improvements. A Notice of Application was issued on February 27, 2019. The application is under review. The project was approved by the Hearing Examiner and an NOD was issued. No appeals were received. The applicant has submitted for civil review. Grading permits have been issued. The applicant is in the process of submitting for final plat review.  
*Staff contact – Anita Marrero*
7. Garibaldi Preliminary Plat/PRD, PLPRD2018-02, 13624 & 13424 Chain Lake Road  
CPH Consultants, on the behalf of Garibaldi Lake, LLC, is requesting preliminary plat approval for a 61-lot Subdivision/Planned Residential Development. The application was submitted on December 19, 2018. The proposal includes associated grading, drainage improvements, landscaping, and street frontage improvements. There is a Category III wetland and unclassified stream onsite. The existing single-family residences and outbuildings will be demolished. The proposed development will take access off of Chain Lake Road. A Notice of Application was issued on January 16, 2019. The application is under review. A review comment letter was sent to the applicant. The application is on hold.  
*Staff contact – Anita Marrero*
8. Woods Creek Highlands Preliminary Plat/PRD, PLPRD2018-03, 13327 Chain Lake Road  
Barghausen Consulting Engineers, Inc., on the behalf of Woods Creek Development Inc., is requesting preliminary plat approval for a 24-lot Subdivision/Planned Residential Development. The application was submitted on December 21, 2018. The proposal includes associated grading, drainage improvements, landscaping, and street frontage improvements. The existing single-family residence will be demolished. The proposed development will take access off of Chain Lake Road via 134<sup>th</sup> Street SE. A Notice of Application was issued on January 25, 2019. Application is under review. The proposed project is scheduled for a public hearing before the hearing examiner in June. The Hearing Examiner approved and an NOD was issued. No appeals were received. The applicant has submitted for civil review. The applicant has applied for a minor modification to the preliminary plat/PRD approval. The NOA was issued. The minor modification was approved. Under civil review.  
*Staff contact – Anita Marrero*
9. Rivers Edge Affordable Housing Project, SLDP2018-03, SLVR2018-01, 147 S. Ann Street  
The project consists of demolition of the existing structures, identifying and removing contaminants related to the legacy of industrial use, grade/prepare the site to construct a 166-unit multi-family residential affordable housing development on approximately 9.6 acres. The proposal includes access, parking, connection to existing utilities, a stormwater plan, and pedestrian access trail. A compensatory mitigation plan has been designed to offset impacts to the shorelines/critical areas

# COMMUNITY DEVELOPMENT DEPARTMENT

## Monthly Report for July 2020

resulting from this project. The application was submitted on November 2, 2018. A comment review letter has been sent to the applicant. On hold. The project went to the Hearing Examiner on March 21<sup>st</sup> and the HE recommended approval to city council. DOE approved the Shoreline Variance. Grading and building permits have been issued. Under construction. Two (2) buildings have been finished.

*Staff contact – Anita Marrero*

10. Kestrel Ridge PLPRD2018-01, 13217 & 13305 Chain Lake Road

The applicant, Prospect Development is requesting preliminary approval for a 31-lot Planned Residential Development. The proposal includes all associated improvements and open space. The application was deemed complete on September 21, 2018. The applicant is revising the site plan to include an adjacent parcel, change the location of one cut onto Chain Lake Road. Staff is currently waiting for a response to plan review comments or a redesign. The project was resubmitted in December and included the addition of a new parcel to be included in the subdivision. Staff provided comments and the applicant resubmitted in April. SEPA was issued in May. A hearing is scheduled for June 25, 2020.

*Staff contact – Amy Bright*

11. Safe Harbor 9-lot Short Plat SP2020-02– 16096 174th Drive SE

The proposal is to construct a 9-lot short plat on .72 acres. Existing structures are proposed to be removed. The properties are located within the R15 zone. At this time, staff is awaiting responses to comments.

*Staff contact – Amy Bright*

12. Safe Harbor 2-lot Short Plat SP2020-01– 15922 175<sup>th</sup> Drive SE

The proposal is to construct a 2-lot short plat on .15 acres. Existing structures are proposed to be demolished. The properties are located within the R15 zone. At this time, staff is awaiting responses to comments.

*Staff contact – Amy Bright*

13. Sunnyside Gardens Townhomes, SEPA2018-03, 17510 West Main Street

The project consists of a mixed-use development with 11 multi-family buildings for a total of 46 townhome units and 1 commercial building on two parcels approximately 1.81 acres. The entrance will be off of West Main Street with an internal fire apparatus road that will provide access to each unit. The application was submitted on June 27, 2018. The project is under civil review. The applicant has submitted building permit applications for all buildings. A review comment letter has been sent to the applicant. On hold. Project has been approved. Grading permits have been issued. Under construction.

*Staff contact – Anita Marrero*

14. Clothier Short Plat SP2017-01, 13813 Chain Lake Road

The applicant, Shanna Clothier, is requesting preliminary short plat approval for a 7-lot short subdivision on approximately 3.62 acres in the Residential 4 Dwellings per acre (R4) zoning district. The property contains a Category II wetland and an existing single-family residence that will remain. A Notice of Application was issued. A review comment letter was sent to the applicant. Resubmitted plans and response from the applicant were provided to the city on January 30, 2018 and are under current review. A Notice of Decision was issued and no appeals were received. Under construction.

*Staff contact – Anita Marrero*

15. Main Brook Townhomes Plat, PL2017-02, XXXX W Main Street

The applicant, Hanson Homes, is requesting preliminary plat approval for a 19-lot subdivision containing eighteen (18) zero lot-line townhome lots and one (1) commercial lot to be developed in two (2) phases on approximately 1.42 acres in the Mixed-Use Commercial (MUC) zoning district. A Notice of Application was issued. A review comment letter was sent to the applicant. Resubmitted plans and response from the applicant were provided to the city on January 17, 2018 and are under current review. A hearing date has been set for Thursday, February 22, 2018. The Hearing Examiner approved the project. The applicant has submitted for civil plan review. The applicant has submitted a major preliminary plat amendment. The major amendment proposes to

# COMMUNITY DEVELOPMENT DEPARTMENT

## Monthly Report for July 2020

change the use of lot 19 from commercial to residential for a 10-unit apartment building. The project is scheduled to go to hearing in May. The project was approved and a Notice of Decision was issued. The applicant submitted for Final Plat Approval. The Final Plat has been recorded. The applicant has submitted for building permits.

*Staff contact – Anita Marrero*

### 16. Skyview Ridge – 42 Lot Plat/PRD

Council adopted ordinance No. 016/2017 on June 20, 2017 approving the final plat and planned residential development for the Skyview Ridge Subdivision (FPLPRD2017-01). The ordinance was published on June 23, 2017 and was effective on June 28, 2017. This plat was purchased by MainVue and is now known as Eglemont Div. 6. Building permits have been submitted. A final plat application has been submitted for Phase II. The final plat for Phase II has been approved and recorded. The applicant has submitted for building permits.

*Staff contact – Anita Marrero*

### 17. Bear Mountain Phase II Plat and PRD – 58 Lots – Final Plat

Final Plat of Phase II was approved.

*Staff contact – Amy Bright*

### 18. Foxborough Plat – 18 Lots - Civil Review

The Civil Review application was submitted November 3, 2016. Council approved the Foxborough preliminary plat on November 15, 2016. Civil review comments were sent to the applicant on November 23, 2016. The applicant submitted corrections on January 25, 2017. A second plan review letter was sent on February 15, 2017. The applicant resubmitted on April 21, 2017. Revised plans were submitted May 18, 2017. The civil permits were issued on June 6, 2017.

*Staff contact – Shana Restall*

### 19. Eglemont Division IV Plat and PRD – 115 Lots

The preliminary plat and PRD of Eglemont Division IV was granted preliminary approval on March 14, 2017. An Early Clear and Grade permit was issued on July 7, 2017. The Forest Practices permit was issued on May 2, 2017. Permits for retaining walls were issued on May 19, 2017. Grading permits were issued July 7, 2017. The applicant submitted a Civil Review application on March 13, 2017. Staff mailed a corrections letter to the applicant on April 5, 2017. The City received a response from the applicant on April 25, 2017. A second corrections letter was sent on July 10, 2017. Revised plans were submitted by the applicant on August 22, 2017. The civil permits were issued on August 24, 2017. The applicant submitted for the Final Plat of Phase 4B on October 28, 2019. Comments were sent on December 3, 2019.

*Staff contact – Amy Bright*

### 20. Currie Farms Plat, PRD, and Rezone – 25 Lots

An open record hearing was held on December 15, 2016 and continued to January 5, 2017. The Hearing Examiner recommended approval of the Currie Farms preliminary plat, PRD, and rezone on January 19, 2017. Preliminary approval of the plat and PRD, as well as approval of the rezone was approved by the City Council on March 7, 2017. The applicant submitted for civil review on January 31, 2017. The City sent a plan review letter on February 27, 2017 and the applicant resubmitted Public Works corrections on March 23, 2017 and landscaping corrections on March 27, 2017. A second review letter from Public Works was mailed to the applicant in April 18, 2017. A second landscaping corrections letter was sent to the applicant on May 5, 2017. The civil permits were issued on May 9, 2017. Grading permits were issued on July 7, 2017. The applicant submitted a final plat for review. The City Council approved the final plat on November 21, 2017. Building permits have been submitted.

*Staff contact – Shana Restall*

### 21. Raspberry Hill Plat, PRD, and Rezone – 26 Lots

An application was submitted on October 27, 2016 for the Raspberry Hill preliminary plat, PRD, and rezone. A comment letter was mailed to the applicant on February 16, 2017, and, at this time, the clock is stopped. Resubmittal on June 15, 2017. The resubmittal was deemed complete on July 3, 2017. The Planning Commission Public Hearing for the Rezone Application was held on August 28, 2017. Findings of Fact and Conclusions for Raspberry Hill Rezone (RZ2016-03) to be

# COMMUNITY DEVELOPMENT DEPARTMENT

## Monthly Report for July 2020

approved by the Planning Commission at the September 11<sup>th</sup> meeting. First reading before council is set for September 26, 2017. The rezone was approved by council on October 3, 2017. The Preliminary Plat/PRD went to a Public Hearing before the Hearing Examiner on November 16, 2017. The Hearing Examiner issued a decision and approved with conditions the Preliminary Plat/PRD. Under construction. Model home permits have been issued. The applicant has submitted for final plat. The plat/PRD has been recorded. The applicant has submitted for building permits.

*Staff contact – Anita Marrero*

### 22. Dickinson Short Plat – 3 Lots

Preliminary approval of the Dickinson Short Plat was granted by the City on May 2, 2017. The appeal period ended on May 16, 2017. No appeals were received. Civil construction plans have been submitted. Under review. The short plat received an emergency extension to the end of the year to complete site improvements and submit for final short plat.

*Staff contact – Anita Marrero*

### 23. Wolf Short Plat – 5 Lots

The applicant has submitted required bonds. A corrections letter was sent to the applicant on July 5, 2017. The review is presently on hold awaiting the submittal of additional materials by the applicant. Mylars were submitted and signed by the city. The applicant recorded the short plat with the county.

*Staff contact – Shana Restall*

### 24. Genesee Short Plat – 2 Lots

An application was submitted on November 15, 2016. A notice of application was published and posted on December 20, 2016. At this time, the City is waiting on the Applicant. The applicant is planning on re-submitting in November. The Preliminary Short Plat was approved. The applicant has submitted for final short plat approval. The applicant has submitted for a minor modification due to the discovery of a gravel access easement in the wetland buffer. The final short plat has been approved. The applicant is in the process of recording the final short plat map. The final short plat has been recorded.

*Staff contact – Anita Marrero*

### 25. Eaglemont Division V Plat – 16 Lots

An application for the fifth phase of the Eaglemont subdivision was submitted on August 30, 2017. A notice of application was published and posted on September 15, 2017. A DNS was issued on October 9<sup>th</sup> and the comment period ended on October 23<sup>rd</sup>. The preliminary plat hearing was held on January 4, 2108. The Hearing Examiner approved the Preliminary Plat with conditions. Final Plat was submitted on August 28, 2018. Final Plat was approved with conditions on November 13, 2018.

*Staff contact – Amy Bright*

### 26. Blueberry Meadows Plat – 36 Lots

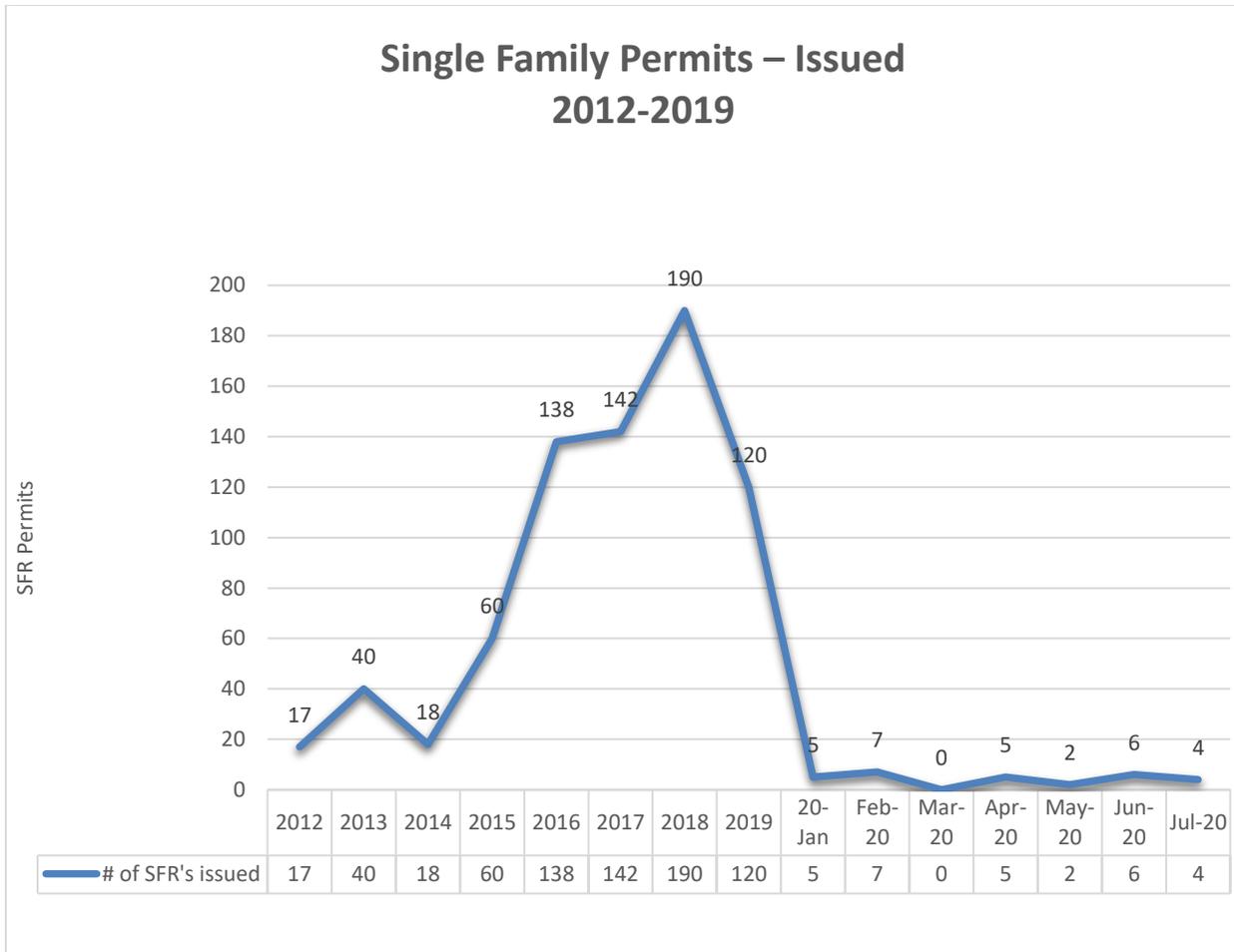
An application for the Blueberry Meadows 36-lot plat was received by the City in April 2019. The Hearing Examiner granted preliminary approval on February 25, 2020.

*Staff contact – Shana Restall*

## C. **Building Permits Reviewed**

There were 4 single-family building permits issued in July 2020. In contrast, 8 single-family building permits had been issued in July 2019. The building department conducted 182 inspections in the month of July 2020.

**COMMUNITY DEVELOPMENT DEPARTMENT**  
 Monthly Report for July 2020



*Staff contact – Jessica Lether*

**D. Building/Code Enforcement**

- Continued work on MMC updates for code enforcement, nuisances and building code chapters.

**E. Business Licenses**

There were 47 business license applications and 97 business license renewals received in July.

- New Business Applications – 47 total!

Name	Address
MENDEN GENERAL, LLC	18463 BLUEBERRY LN APT P304 MONROE WA 98272-1374
CONSCIOUS POINT, INCORPORATED	18463 BLUEBERRY LN APT H303 MONROE WA 98272-1392
GRANICH STAGING LLC	16974 MARMOUNT ST SE MONROE WA 98272-2629
JARU ENTERPRISES	19944 COLLEENS LN SE MONROE WA 98272-9700
ART OF EXPOSURE	14751 N KELSEY ST STE 105 PMB-504 MONROE WA 98272
HARA	15924 TATTY AVE SE MONROE WA 98272
MALLORY PAINT STORE, INC.	19829 STATE ROUTE 2 MONROE WA 98272-2352
OJALA LAW INC PS	204 W MAIN ST STE C MONROE WA 98272-1829
375 FOOT SPA LLC	375 BUTLER AVE MONROE WA 98272-1527

# COMMUNITY DEVELOPMENT DEPARTMENT

## Monthly Report for July 2020

RACHEL POWERS HAIR	115 3/4 W MAIN ST STE 207 MONROE WA 98272-1804
MONROE COLLISION REPAIR	201 E MAIN ST MONROE WA 98272-1514
MONROE DENTURE CLINIC	379 BUTLER AVE MONROE WA 98272-1527
MADE IN MOOD	22819 KING LAKE RD MONROE WA 98272-8944
STRAY DOGS CLUB	19693 STATE ROUTE 2 FRNT 19693 MONROE WA 98272-1537
BRADY SCOTT CONSTRUCTION	8514 E LAKE COCHRAN RD MONROE WA 98272-7752
TAYLOR ANGELINE ROBERTS	500 E FREMONT ST APT C104 MONROE WA 98272-2367
CLOSETS N' MORE, LLC	13026 227TH AVE SE MONROE WA 98272-8712
DYNAE INGLE	14090 FREYLANDS BLVD # 126 MONROE WA 98272
DIRECTZILLA	18823 132ND ST SE MONROE WA 98272-7901
PURSUIT FITNESS	14925 CHAIN LAKE RD MONROE WA 98272-8766
LICKETY SPLIT ICE CREAM AND CANDY CO	15483 HEINTZ AVE SE MONROE WA 98272-1629
DAVID MICHAELS	17819 149TH ST SE MONROE WA 98272-2687
RPM SERVICES	16869 LADD ST SE MONROE WA 98272-2620
LUNA INTERPRETING	425 W COLUMBIA ST MONROE WA 98272-1340
JET CITY PIZZA MONROE	14957 N KELSEY ST STE 103 MONROE WA 98272-1427
TOP PNW GUTTERS	416 W MAIN ST MONROE WA 98272-1814
JOHANSEN MECHANICAL	16372 177TH AVE SE MONROE WA 98272-1943
BERNARD WEDDING AND EVENTS LLC	13145 TONGA RIDGE RD SE MONROE WA 98272-2830
EVERETT REALTY PS	1205 CRAFTSMAN WAY STE 100 EVERETT WA 98201-1594
NOAH & NOBLE LLC	19301 224TH CT NE OFC WOODINVILLE WA 98077-6709
PREMIER PAVING AND SEALCOAT L.L.C.	3420 128TH ST E TACOMA WA 98446-3118
GARLAND/DBS, INC.	3800 E 91ST ST CLEVELAND OH 44105-2103
REBOUND RESTORATION CONTRACTORS	2031 196TH ST SW STE B104 LYNNWOOD WA 98036-7075
COMMERCIAL WALL SYSTEMS, LLC	18852 72ND AVE S KENT WA 98032-1041
REBOUND RESTORATION CONTRACTORS	2031 196TH ST SW STE B104 LYNNWOOD WA 98036-7075
PACIFIC AIR CONTROL, INC.	1916 220TH ST SE STE 101 BOTHELL WA 98021-8406
OAK HARBOR FREIGHT LINES, INC.	18707 139TH AVE NE WOODINVILLE WA 98072-8718
MACENA DESIGN, LLC	7420 JEFFERSON AVE EVERETT WA 98203-6847
MOORE IACOFANO GOLTSMAN	815 SW 2ND AVE STE 200 PORTLAND OR 97204-3022
NETVISION INC	3527 121ST ST SW LYNNWOOD WA 98087-1503
LIGHTSMITH ELECTRIC, LLC	15230 STATE ROUTE 9 SE SNOHOMISH WA 98296-8767
PUGET SOUND GAS WORKS	2317 TWIN PL ANACORTES WA 98221-3134
ACCO BRANDS USA LLC	4 CORPORATE DR LAKE ZURICH IL 60047-8929
NEW RESTORATION AND RECOVERY SERVICES, LLC	2510 MERIDIAN PKWY STE 350 DURHAM NC 27713-4237
REBOUND RESTORATION CONTRACTORS	2031 196TH ST SW STE B104 LYNNWOOD WA 98036-7075
TIME CONSTRUCTION AND MAINTENANCE	26702 BEN HOWARD RD SPC 4 MONROE WA 98272-9320
VIKING AUTOMATIC SPRINKLER COMPANY	3434 1ST AVE S SEATTLE WA 98134-1805

**Business License Renewals – 97 total**

*Staff contact – Amy Bright*

**LONG RANGE PLANNING**

# COMMUNITY DEVELOPMENT DEPARTMENT

## Monthly Report for July 2020

### A. Comprehensive Plan

1. 2018-2019 Comprehensive Plan Cycle

The 2018 – 2019 Comprehensive Plan Amendment Docket was remanded by the City Council back to the Planning Commission for additional review. A new public hearing was initially scheduled for March 23, 2020, but has been delayed until Planning Commission is able to meet.

*Staff contact – Shana Restall*

2. 2020-2021 Comprehensive Plan Cycle

A notice announcing that the City is accepting annual Comprehensive Plan amendments will be published in May 2020. Applications for amendments to the Comprehensive Plan will be accepted by the City until July 31, 2020, after which they will be processed pursuant to Chapter 22.74 MMC, Comprehensive Plan Amendments.

*Staff contact – Shana Restall*

### B. Code Amendments

1. Affordable Housing Code Amendment

Staff is in the process of updating its Affordable Housing code. To accomplish this, staff is forming an Affordable Housing Committee that will consist of community members, planning commissioners, and affordable housing proponents. The goal of the Affordable Housing Committee will be to draft a code that will address the affordable housing crisis and implement regulations that will allow and encourage more affordable forms of housing.

*Staff contact – Anita Marrero*

2. WCF Code Amendment

In September 2018, the Federal Communications Commission (FCC) issued a Declaratory Ruling and Order, FCC 18-133: Accelerating Wireless Broadband Deployment by Removing Barriers to Infrastructure Investment (“Order”) intended to facilitate and streamline implementation of small cell deployment infrastructure. The FCC Order requires amendments to the City’s municipal code. The amendments primarily pertain to, but not exclusively, small cell technology. The FCC Order became effective on January 14, 2019.

The FCC Order essentially makes it easier for private companies to take local governments to court if they believe municipal policies are effectively prohibiting network investment. To comply with this order, the City is proposing a new code chapter to regulate small wireless facilities as well as updating the current WCF code, MMC 22.62 Large Wireless Communication Facilities.

*Staff contact – Anita Marrero*

3. UDR Code Housekeeping

As the UDR has been in use for nearly a year, staff is in the process of identifying and preparing amendments to rectify discrepancies and omissions.

*Staff contact – Shana Restall*

4. Permanent Temporary Encampments Regulations

The City’s temporary encampment regulations were not updated for compliance with state law when it changed in 2010. Additionally, Staff is updating the City’s regulations for conformance with changes that would be instituted under HB 1754, which, as of March 11, 2020, was awaiting signature by Governor Inslee.

*Staff contact – Shana Restall*

### C. Online Inspection Requests

1. Currently our customers use a voicemail system to request building, planning and public works inspections. Often times these requests are missing information, the connection is not clear or there is a language barrier that may impede us from having enough information to do the requested inspection. Staff from building, planning, fire and public works have been working together to create an online request form specific to each department to provide another option for our customers.

# COMMUNITY DEVELOPMENT DEPARTMENT

## Monthly Report for July 2020

This form will be accessed through our website and will feature required field tabs like address, permit number and contact info, a comments tab for important information, and a list of inspections that they can click on to save time.

We are approximately 80% completed with the web link and department inspection forms, but we want to make sure the message gets out before we go live. This includes notices at the front counter, a group email list to current permit holders, changing the voicemail message, stickers to modify existing permit cards and several news releases. Our goal is to roll this out by the first of the year and encourage people to start using this more convenient option. We are also aware that some people might not want to use this option, so the standard voicemail system will be used at this time.

### D. Monroe – Duvall Shuttle

Month	ROUTE	Days	Total	Adult	Youth	Senior	Disabled
August, 2019	SVTM	22	142	66	48	20	8
September, 2019	SVTM	20	136	65	61	6	4
October, 2019	SVTM	23	306	137	145	20	4
November, 2019	SVTM	19	112	14	63	5	30
December, 2019	SVTM	20	97	77	1	17	2
January, 2020	SVTM	21	109	57	9	3	40
February, 2020	SVTM	19	56	52	0	4	0
March, 2020	SVTM	22	22	20	0	2	0
April, 2020	SVTM	22	56	56	0	0	0
May, 2020	SVTM	20	24	24	0	0	0
June, 2020	SVTM	22	38	36	0	0	2
July, 2020	SVTM	23	11	9	0	2	2
<b>Totals:</b>			<b>1,109</b>	<b>613</b>	<b>327</b>	<b>79</b>	<b>92</b>

### E. Miscellaneous

1. Eastside Masonry

The demolition of the buildings has been completed and grading and clearing of the property will be ongoing until all materials and cleanup of the site has been accomplished. The intent of the owner is to develop a "pad ready" ready site in anticipation of a new structure. The type and use of the structure is unknown at this time.

*Staff contact – Anita Marrero*

2. Housing Action Plan

In October 2019, the City of Monroe applied for a Department of Commerce grant funded through HB1923, which provided \$5 million to increase residential building capacity in Washington communities. Of the list of eligible activities, as defined in the bill, the City choose to adopt a Housing Action Plan with a total funding request of \$50,000. The City Council accepted the grant funding at the January 21, 2020 council meeting.

The goal of a housing action plan is to encourage construction of additional affordable and market rate housing in a greater variety of housing types and at prices that are accessible to a greater variety of incomes, including strategies aimed at the for-profit single-family market.

# **COMMUNITY DEVELOPMENT DEPARTMENT**

Monthly Report for July 2020

*Staff contact – Anita Marrero*



806 West Main Street  
Monroe, WA 98272-2198  
(360) 794-7400 Fax: (360) 794-4007  
www.monroewa.gov

## MEMORANDUM

TO: Monroe City Council, Mayor Thomas, and City Administrator Knight

FROM: Becky Hasart, Finance Director

DATE: August 25, 2020

RE: **July 2020 Finance Department Monthly Report**

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Please find attached the July 2020 financial monthly report. Straight line trending would be fifty eight point three percent (58.3%). Revenues and expenditures have been volatile to date. This volatility is directly related to COVID (further discussion below).

Miscellaneous revenues are trending higher than expected due to the early call outs of some of the City's long term investments. It is anticipated that future returns will be low, reflective of the decrease in interest rates enacted by the Federal Reserve.

Both Charges for Services and Fines & Penalties are behind budgeted expectations, again due to COVID. Majority of Fines & Penalties are related to Court activity, which has been either suspended or in a limited reopening phase. Charges for Goods and Services reflects the temporary shutdown of the building industry at the beginning of COVID mitigation efforts but has been slowly recovering since May. Intergovernmental Revenues are also behind budgeted expectations. However, this category includes the PUD Privilege Tax, which is received once per year in September. Expectations are once received, this revenue category will meet budget expectations.

General Fund revenues, after adjustment for budgeted transfers and reimbursable COVID related costs, are ahead of expenditures by \$525,467 through July. This is due to staff compliance with the Mayor's directive to review budgets to help identify potential adjustments that can be made within the City's overall strategic needs. The 2020 Budget Amendment was accepted for first reading by Council on August 11, 2020 and scheduled for adoption on August 25, 2020.

The 2020 Sales Tax report is attached for your review. Also included are the sales taxes by category for July. Aggregate sales taxes through July are trending ahead of budgeted expectations by 5.97%. This increase is due to construction sales taxes coming in stronger than expected. Sales taxes through July without construction sales taxes are actual behind budget by 0.09%. Construction sales taxes are ahead of budget by 75.39%. Also as a point of reference, aggregate sales taxes through July 2019 were ahead of budget by 10.06%. 2020 sales taxes have been affected by COVID mitigation efforts.

2020 Real Estate Excise Taxes have been extremely volatile month to month. June 2020 receipts were behind budgeted expectations by 55.61% but July's receipts were

ahead by 25.50%. This corresponds with the stronger than expected construction sales tax receipts. The aggregate REET receipts through July is ahead by 18.66%. As a point of reference, the 2019 REET receipts through July were ahead of budget by 48.22%.

2020 Lodging Taxes have experienced the greatest impact from COVID mitigation efforts. Lodging taxes are currently behind budget by 2.49%. However, the bulk of these revenues are realized from July through November (May through September activity). As events and programs continue to be cancelled, these revenues are not expected to recover in any significant manner during the remainder of fiscal year 2020.

The balance sheet report for July 2020 is included in this report.

Yearend close out is now complete and all funds in 2019 were within budget. The annual report was submitted to the state on May 27, 2020, two days before the due date of May 29, 2020.

The City has completed its 2018-2019 Transportation Benefit District (TBD) audit. The exit was conducted in June. There were no findings or management letter items to report.

The City's fiscal and accountability audit for 2019 has begun. As with the TBD audit, it will be conducted remotely. Once complete, an exit will be schedule for a City Council business meeting.

## COVID-19

The City is currently working on a comprehensive 2020 Budget Amendment in light of the potential COVID-19 impacts to our revenues. The proposed amendment was presented to Council on August 4, 2020 and the enacting ordinance was accepted for first reading on August 11, 2020 with final adoption scheduled for August 25, 2020. A comprehensive discussion regarding the budget amendment may be found on the City's website under minutes and agenda for the August 4, 2020 Council study session.

The Mayor has directed staff to continue reviewing their budgets to help identify potential adjustments that can be made within the City's overall strategic needs. The Mayor has also directed, through Emergency Order 2020-007, that all new contracts and capital purchases be suspended until those contacts and capital purchases can be analyzed with Deborah Knight within the context of the overall 2020 Budget Amendment. This has resulted in keeping expenditure outflows under revenue inflows, specifically for the General Fund.

## Investment Report

The July 2020 investment report is attached for your convenience. Interest rates continue to decrease in the current environment, which is reflected in our short term investments (LGIP and Opus Bank). These rates continue to be volatile based on national and world events (Covid-19 concerns, various new international tariffs, changes in international leadership, etc.).

## Donation Report

The July 2020 Donation report is attached for your convenience. There was no change from June 2020.

## Passport Services

Due to COVID-19, passport services have been suspended for the foreseeable future.



806 West Main Street  
Monroe, WA 98272-2198  
(360) 794-7400 Fax: (360) 794-4007  
www.monroewa.gov

## MEMORANDUM

TO: Monroe City Council, Mayor Thomas, and City Administrator Knight  
FROM: Becky Hasart, Finance Director  
DATE: August 25, 2020  
RE: **Finance Monthly Report – July Professional Services Agreements**

---

Per the City of Monroe Procurement Policies and Procedures Manual, the following are the professional (personal) services contracts executed during the month of July 2020:

- KPG – \$3,861  
Rainier View Road PVR
- Pacific Air Control - \$21,444  
B&GC HVAC Repair – Relocation project
- Visitor Guide Publications – \$13,170  
Publication of fall/winter edition of Choose Monroe magazine
- Certified Folder – \$10,445  
Wide spread distribution of Choose Monroe magazine

Thank you.

**City of Monroe - July 2020 (58.3%)**

<b>General Fund Revenues</b>	<b>2020</b>	<b>Year-to-Date</b>	<b>% of</b>	<b>2019</b>	<b>Year-to-Date</b>	<b>% of</b>
	<b>Budget</b>	<b>07/31/2020</b>	<b>Budget</b>	<b>Budget</b>	<b>07/31/2019</b>	<b>Budget</b>
Property Tax	3,275,000	1,757,212	53.7%	3,201,628	1,704,900	53.3%
Sales Tax	5,932,554	3,491,000	58.8%	5,791,928	3,521,765	60.8%
Admissions Tax	95,000	31,331	33.0%	115,000	53,125	46.2%
Utility Tax	2,745,176	1,692,172	61.6%	3,236,541	1,948,840	60.2%
Leasehold & Gambling Taxes	43,900	28,980	66.0%	55,117	30,790	55.9%
<b>Total Taxes</b>	<b>12,091,630</b>	<b>7,000,694</b>	<b>57.9%</b>	<b>12,400,214</b>	<b>7,259,419</b>	<b>58.5%</b>
Licenses & Permits	520,850	376,711	72.3%	631,183	520,924	82.5%
Intergovernmental	522,856	242,830	46.4%	520,815	255,211	49.0%
Charges for Goods & Services	1,591,696	870,813	54.7%	1,572,010	934,246	59.4%
Fines & Penalties	213,400	89,914	42.1%	240,624	137,601	57.2%
Miscellaneous Revenues	81,147	83,062	102.4%	69,371	61,437	88.6%
Transfers In/Insurance Recovery	40,209	42,152	104.8%	0	250	0.0%
<b>Total General Fund Revenues</b>	<b>15,061,788</b>	<b>8,706,175</b>	<b>57.8%</b>	<b>15,434,217</b>	<b>9,169,088</b>	<b>59.4%</b>

**Becky Hasart:**  
 After adjusting for budgeted transfers out and COVID related expenses (100% reimbursable), GF Revenues exceeds Expenditures by \$525,467 year to date.

**City of Monroe - July 2020 (58.3%)**

<b>General Fund Expenditures</b>	<b>2020 Budget</b>	<b>Year-to-Date 07/31/2020</b>	<b>% of Budget</b>	<b>2019 Budget</b>	<b>Year-to-Date 07/31/2019</b>	<b>% of Budget</b>
Executive	781,261	340,399	43.6%	684,439	365,799	53.4%
City Clerk/Public Records	194,469	111,633	57.4%	174,941	83,793	47.9%
Legal	738,000	304,495	41.3%	728,000	374,301	51.4%
Human Resources	275,245	133,180	48.4%	218,762	126,176	57.7%
Legislative	276,622	136,448	49.3%	276,757	93,118	33.6%
Finance	662,262	313,338	47.3%	567,917	299,623	52.8%
Community Development	1,677,732	840,294	50.1%	1,509,673	851,967	56.4%
Emergency Management	20,384	8,260	40.5%	26,870	10,042	37.4%
Police	8,083,382	4,410,016	54.6%	7,887,945	4,249,085	53.9%
Jail & Dispatch	698,184	280,142	40.1%	771,000	329,156	42.7%
Municipal Court	474,813	252,403	53.2%	414,783	234,752	56.6%
Parks & Recreation	1,722,741	947,171	55.0%	1,773,793	876,055	49.4%
City-Wide Expenditures	105,352	102,930	97.7%	110,216	67,522	61.3%
COVID Expenses	0	130,912	0.0%			
Interfund Transfers Out	620,450	425,000	68.5%	1,979,405	1,108,203	56.0%
<b>Total General Fund Expenditures</b>	<b>16,330,897</b>	<b>8,736,620</b>	<b>53.5%</b>	<b>17,124,501</b>	<b>9,069,590</b>	<b>53.0%</b>

**Becky Hasart:**  
This cost center includes items paid once per year at the beginning of the year. This is within budget expectations.

**Becky Hasart:**  
This cost center was created to track COVID specific expenses eligible for CARES Act reimbursement.

**City of Monroe - July 2020 (58.3%)**

<b>Other Funds' Revenues</b>	<b>2020 Budget</b>	<b>Year-to-Date 07/31/2020</b>	<b>% of Budget</b>	<b>2019 Budget</b>	<b>Year-to-Date 07/31/2019</b>	<b>% of Budget</b>
Street Fund	1,099,747	609,628	55.4%	820,111	462,221	56.4%
Tourism Fund (Lodging Tax)	81,000	35,248	43.5%	80,750	42,761	53.0%
Real Estate Excise Tax Fund	953,270	632,763	66.4%	958,182	730,426	76.2%
Water Fund	6,744,771	3,508,010	52.0%	6,627,042	3,598,692	54.3%
Sewer Fund	7,789,008	4,759,830	61.1%	7,550,194	4,648,816	61.6%
Storm Drain Fund	2,179,993	1,268,527	58.2%	1,979,043	1,181,505	59.7%
Water CIP Fund	2,238,659	942,977	42.1%	2,613,882	1,614,247	61.8%
Sewer CIP Fund	2,463,322	1,836,159	74.5%	2,019,979	1,443,889	71.5%
Storm Drain CIP Fund	3,508,634	117,066	3.3%	532,665	39,498	7.4%

**Becky Hasart:**  
Street Revenues exceed expenditures by \$47,261

**Becky Hasart:**  
Water revenues always trend low in the spring but begins to trend high during summer months. However, weather has been more wet than expected, which may affect summer revenues.

**Becky Hasart:**  
Bulk of revenues are derived from transfers from the respective O&M funds, which occur in June and December each year. For Stormwater CIP, revenues also include grant monies which should be realized as the related capital project is constructed.

**City of Monroe - July 2020 (58.3%)**

<b>Other Funds' Expenditures</b>	<b>2020 Budget</b>	<b>Year-to-Date 07/31/2020</b>	<b>% of Budget</b>	<b>2019 Budget</b>	<b>Year-to-Date 07/31/2019</b>	<b>% of Budget</b>
Street Fund	1,112,189	562,367	50.6%	820,556	443,965	54.1%
Tourism Fund (Lodging Tax)	120,000	9,043	7.5%	106,426	21,359	20.1%
Parks CIP Fund	7,591,514	168,172	2.2%	940,166	319,478	34.0%
Street CIP Fund	5,644,428	507,837	9.0%	3,927,852	768,457	19.6%
Water Fund	6,759,365	3,354,501	49.6%	7,230,853	3,606,764	49.9%
Sewer Fund	8,371,989	4,211,461	50.3%	7,803,838	3,581,049	45.9%
Storm Drain Fund	2,216,373	1,111,108	50.1%	2,065,944	1,026,108	49.7%
Water CIP Fund	5,131,259	682,144	13.3%	5,377,369	2,025,919	37.7%
Sewer CIP Fund	860,862	472,247	54.9%	1,899,961	1,506,838	79.3%
Storm Drain CIP Fund	3,461,432	340,013	9.8%	887,314	249,838	28.2%
Information Technology I.S. Fund	817,544	510,511	62.4%	798,375	446,189	55.9%
Fleet & Equipment I.S. Fund	1,984,380	924,128	46.6%	1,645,228	681,073	41.4%
Facilities I.S. Fund	1,480,729	722,062	48.8%	1,475,240	793,927	53.8%

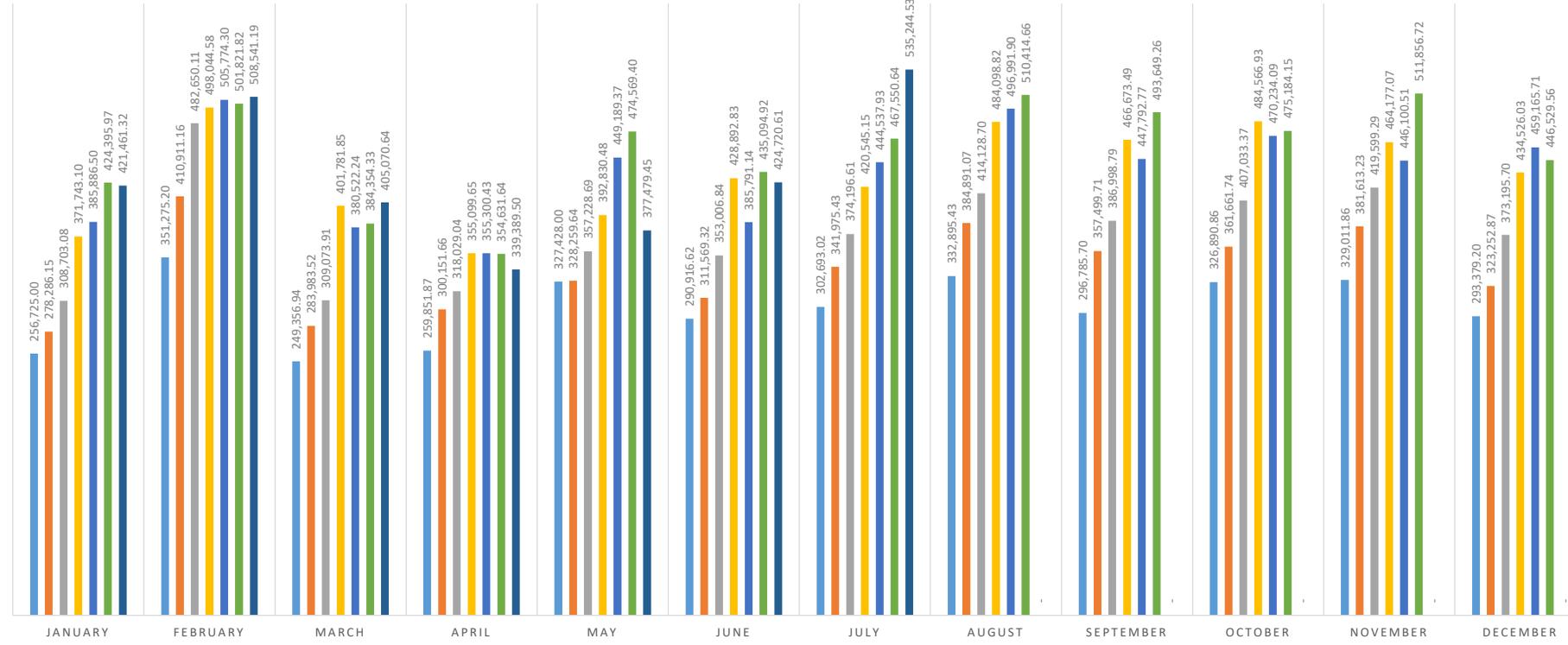
**Becky Hasart:**  
 Some costs, such as software licenses and subscriptions, are paid at the beginning of the year for the entire year. Staff will monitor costs closely as the year progresses.

Sales Tax Analysis

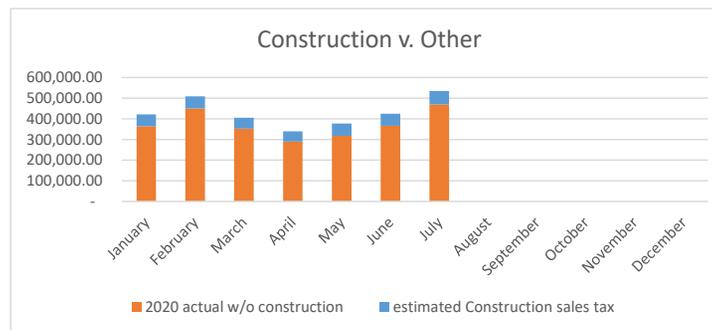
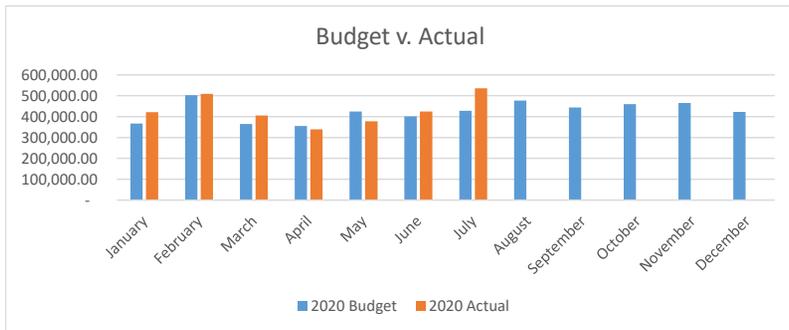
	2014	% of total	2015	% of total	2016	% of total	2017	% of total	2018	% of total	2019	% of total	average %	2020 Budget	2020 Actual	Difference	% diff from budget		
Month																			
Jan	256,725.00	7.10%	278,286.15	6.85%	308,703.08	6.85%	371,743.10	7.14%	385,886.50	7.38%	424,395.97	7.74%	7.18%	366,855.82	421,461.32	54,605.50			
Feb	351,275.20	9.71%	410,911.16	10.11%	482,650.11	10.72%	498,044.58	9.57%	505,774.30	9.68%	501,821.82	9.16%	9.82%	502,058.13	508,541.19	6,483.06			
March	249,356.94	6.89%	283,983.52	6.99%	309,073.91	6.86%	401,781.85	7.72%	380,522.24	7.28%	384,354.33	7.01%	7.13%	364,204.86	405,070.64	40,865.78			
April	259,851.87	7.18%	300,151.66	7.39%	318,029.04	7.06%	355,099.65	6.82%	355,300.43	6.80%	354,631.64	6.47%	6.95%	355,386.61	339,389.50	(15,997.11)			
May	327,428.00	9.05%	328,259.64	8.08%	357,228.69	7.93%	392,830.48	7.55%	449,189.37	8.59%	474,569.40	8.66%	8.31%	424,720.65	377,479.45	(47,241.20)			
June	290,916.62	8.04%	311,569.32	7.67%	353,006.84	7.84%	428,892.83	8.24%	385,791.14	7.38%	435,094.92	7.94%	7.85%	401,264.46	424,720.61	23,456.15			
July	302,693.02	8.37%	341,975.43	8.41%	374,196.61	8.31%	420,545.15	8.08%	444,537.93	8.50%	467,550.64	8.53%	8.37%	427,667.96	535,244.53	107,576.57			
Aug	332,895.43	9.20%	384,891.07	9.47%	414,128.70	9.20%	484,098.82	9.30%	496,991.90	9.51%	510,414.66	9.31%	9.33%	476,939.66					
Sept	296,785.70	8.20%	357,499.71	8.80%	386,998.79	8.59%	466,673.49	8.97%	447,792.77	8.57%	493,649.26	9.01%	8.69%	444,090.02					
Oct	326,890.86	9.04%	361,661.74	8.90%	407,033.37	9.04%	484,566.93	9.31%	470,234.09	9.00%	475,184.15	8.67%	8.99%	459,556.15					
Nov	329,011.86	9.10%	381,613.23	9.39%	419,599.29	9.32%	464,177.07	8.92%	446,100.51	8.53%	511,856.72	9.34%	9.10%	465,043.13					
Dec	293,379.20	8.11%	323,252.87	7.95%	373,195.70	8.29%	434,526.03	8.35%	459,165.71	8.78%	446,529.56	8.15%	8.27%	422,766.55					
Total	3,617,209.70	100.00%	4,064,055.50	100.00%	4,503,844.13	100.00%	5,202,979.98	100.00%	5,227,286.89	100.00%	5,480,053.07	100.00%	100.00%	5,110,554.00	3,011,907.24	169,748.77			
% increase from prior year			12.35%			10.82%			15.52%			0.47%			4.84%			-2.23%	
													Total						% inc
													2,963,020.00						
													2,999,246.00						1.22%
2014	January	February	March	April	May	June	July	August	September	October	November	December			3,444,040.01			14.83%	
2015	256,725.00	351,275.20	249,356.94	259,851.87	327,428.00	290,916.62	302,693.02	332,895.43	296,785.70	326,890.86	329,011.86	293,379.20			3,617,209.70			5.03%	
2016	278,286.15	410,911.16	283,983.52	300,151.66	328,259.64	311,569.32	341,975.43	384,891.07	357,499.71	361,661.74	381,613.23	323,252.87			4,064,055.50			12.35%	
2017	308,703.08	482,650.11	309,073.91	318,029.04	357,228.69	353,006.84	374,196.61	414,128.70	386,998.79	407,033.37	419,599.29	373,195.70			4,503,844.13			10.82%	
2018	371,743.10	498,044.58	401,781.85	355,099.65	392,830.48	428,892.83	420,545.15	484,098.82	466,673.49	484,566.93	464,177.07	434,526.03			5,202,979.98			15.52%	
2019	385,886.50	505,774.30	380,522.24	355,300.43	449,189.37	385,791.14	444,537.93	496,991.90	447,792.77	470,234.09	446,100.51	459,165.71			5,227,286.89			0.47%	
2020	424,395.97	501,821.82	384,354.33	354,631.64	474,569.40	435,094.92	467,550.64	510,414.66	493,649.26	475,184.15	511,856.72	446,529.56			5,480,053.07			4.84%	
2020	421,461.32	508,541.19	405,070.64	339,389.50	377,479.45	424,720.61	535,244.53	-	-	-	-	-			3,011,907.24			-42.38%	

### SALES TAX COLLECTION HISTORY

■ 2014 ■ 2015 ■ 2016 ■ 2017 ■ 2018 ■ 2019 ■ 2020

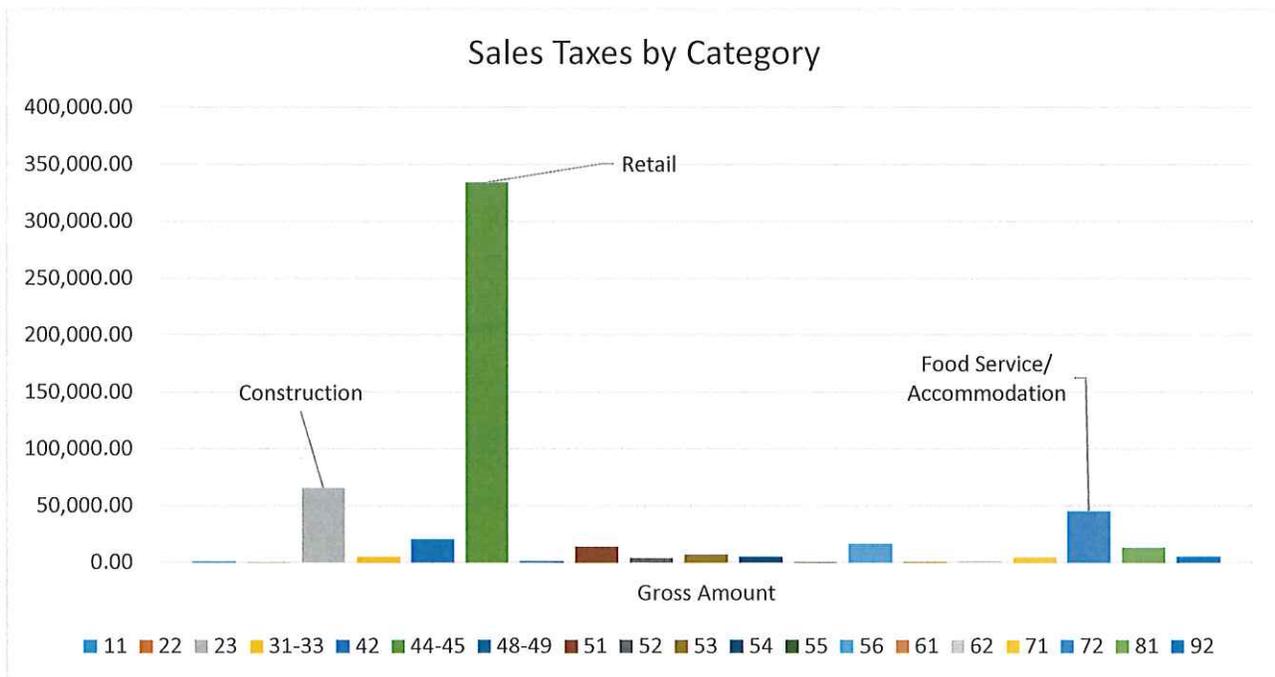


Ave Receipts % by month per history		2020 Budget	2020 Actual	Difference over/(under)	% over/(under) budget		estimated Construction sales tax	2020 actual w/o construction	Construction % of total
7.18%	January	366,855.82	421,461.32	54,605.50	14.88%	January	56,801.81	364,659.51	13.48%
9.82%	February	502,058.13	508,541.19	6,483.06	1.29%	February	58,390.17	450,151.02	11.48%
7.13%	March	364,204.86	405,070.64	40,865.78	11.22%	March	53,019.27	352,051.37	13.09%
6.95%	April	355,386.61	339,389.50	(15,997.11)	-4.50%	April	49,885.45	289,504.05	14.70%
8.31%	May	424,720.65	377,479.45	(47,241.20)	-11.12%	May	59,644.62	317,834.83	15.80%
7.85%	June	401,264.46	424,720.61	23,456.15	5.85%	June	57,986.23	366,734.38	13.65%
8.37%	July	427,667.96	535,244.53	107,576.57	25.15%	July	64,736.80	470,507.73	12.09%
9.33%	August	476,939.66	-	-	-100.00%	August	-	-	-
8.69%	September	444,090.02	-	-	-100.00%	September	-	-	-
8.99%	October	459,556.15	-	-	-100.00%	October	-	-	-
9.10%	November	465,043.13	-	-	-100.00%	November	-	-	-
8.27%	December	422,766.55	-	-	-100.00%	December	-	-	-
100.00%		<b>5,110,554.00</b>	<b>3,011,907.24</b>	<b>169,748.77</b>	<b>-41.06%</b>		<b>400,464.35</b>	<b>2,611,442.89</b>	<b>13.30%</b>



July 2020 receipts

Title		Gross Amount	Net Amount
Ag/Forestry/Fishing & Hunting	11	620.07	614.74
Utilities	22	58.58	58.08
Construction	23	65,298.46	64,736.80
Manufacturing	31-33	5,164.97	5,120.54
Wholesale Trade	42	20,311.41	20,136.70
Retail Trade	44-45	333,973.62	331,100.96
Transportation & Warehousing	48-49	874.32	866.80
Information	51	13,741.91	13,623.71
Finance & Insurance	52	3,563.32	3,532.67
Real Estate & Rental & Leasing	53	6,637.66	6,580.57
Professional/Scientific/Tech Services	54	4,688.96	4,648.63
Management of Companies & Enterprises	55	1.78	1.76
Admin & Support & Waste Mngt & Remediation Services	56	16,170.91	16,031.82
Education Services	61	384.94	381.63
Health Care & Social Assistance	62	1,200.14	1,189.82
Arts/Entertainment/Recreation	71	4,403.25	4,365.38
Accommodation & Food Services	72	44,824.40	44,438.84
Other Services (except Public Admin)	81	12,915.43	12,804.34
Public Administration	92	5,054.23	5,010.76
Other	99		-
		<u>539,888.36</u>	<u>535,244.53</u>
		539,888.36	535,244.53

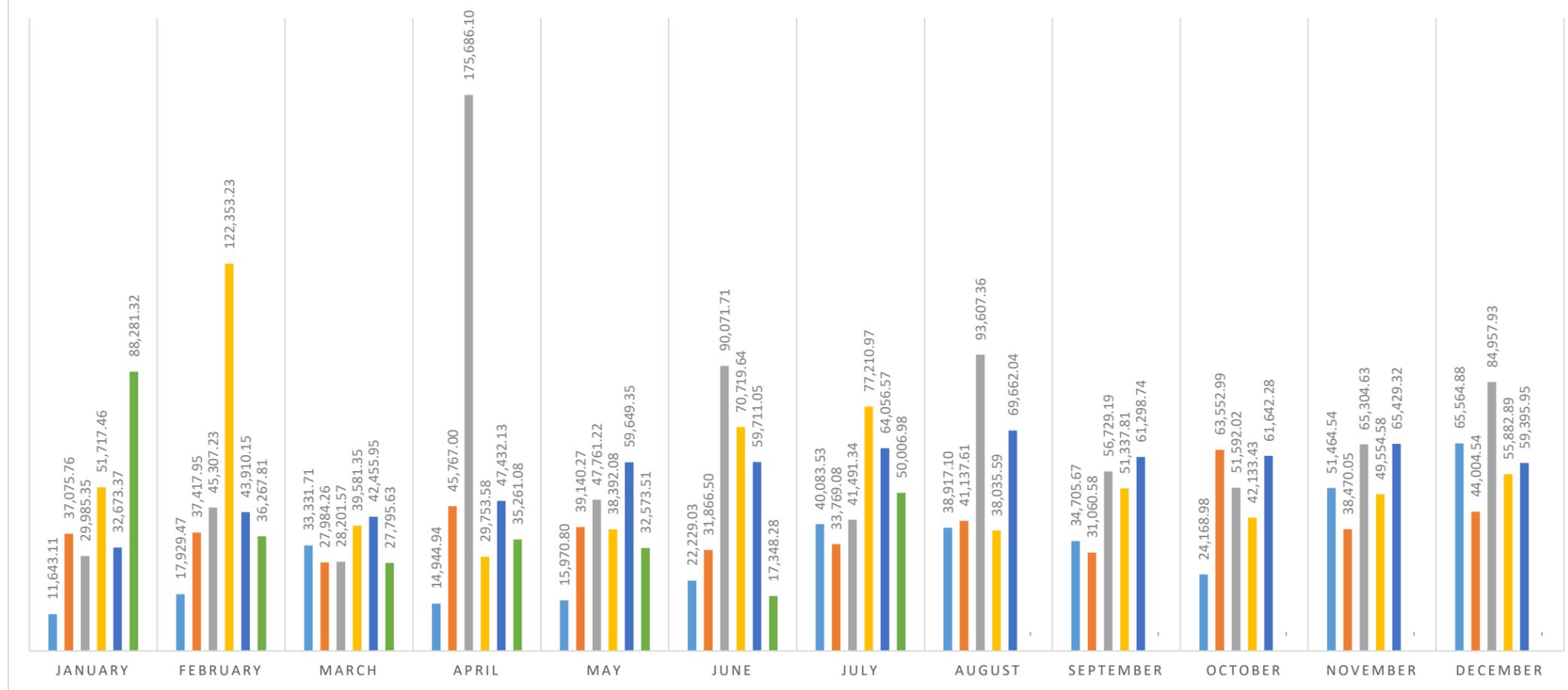


REET Analysis  
1st Quarter %

Month	2015	% of total	2016	% of total	2017	% of total	2018	% of total	2019	% of total	average %	2020 Budget	2020 Actual	Difference	% diff from budget
Jan	11,643.11	3.14%	37,075.76	7.87%	29,985.35	3.70%	51,717.46	7.76%	32,673.37	4.90%	5.47%	24,622.91	88,281.32	63,658.41	
Feb	17,929.47	4.83%	37,417.95	7.94%	45,307.23	5.59%	122,353.23	18.35%	43,910.15	6.58%	8.66%	38,965.64	36,267.81	(2,697.83)	
March	33,331.71	8.99%	27,984.26	5.94%	28,201.57	3.48%	39,581.35	5.94%	42,455.95	6.36%	6.14%	27,631.60	27,795.63	164.03	
April	14,944.94	4.03%	45,767.00	9.71%	175,686.10	21.67%	29,753.58	4.46%	47,432.13	7.11%	9.40%	42,284.34	35,261.08	(7,023.26)	
May	15,970.80	4.31%	39,140.27	8.31%	47,761.22	5.89%	38,392.08	5.76%	59,649.35	8.94%	6.64%	29,879.87	32,573.51	2,693.64	
June	22,229.03	5.99%	31,866.50	6.76%	90,071.71	11.11%	70,719.64	10.61%	59,711.05	8.95%	8.68%	39,078.70	17,348.28	(21,730.42)	55.61%
July	40,083.53	10.81%	33,769.08	7.17%	41,491.34	5.12%	77,210.97	11.58%	64,056.57	9.60%	8.85%	39,843.09	50,006.98	10,163.89	
Aug	38,917.10	10.49%	41,137.61	8.73%	93,607.36	11.55%	38,035.59	5.71%	69,662.04	10.44%	9.38%	42,220.42			
Sept	34,705.67	9.36%	31,060.58	6.59%	56,729.19	7.00%	51,337.81	7.70%	61,298.74	9.19%	7.97%	35,847.90			
Oct	24,168.98	6.52%	63,552.99	13.49%	51,592.02	6.36%	42,133.43	6.32%	61,642.28	9.24%	8.38%	37,730.44			
Nov	51,464.54	13.87%	38,470.05	8.16%	65,304.63	8.06%	49,554.58	7.43%	65,429.32	9.80%	9.47%	42,597.34			
Dec	65,564.88	17.67%	44,004.54	9.34%	84,957.93	10.48%	55,882.89	8.38%	59,395.95	8.90%	10.96%	49,297.75			
Total	370,953.76	100.00%	471,246.59	100.00%	810,695.65	100.00%	666,672.61	100.00%	667,316.90	100.00%	100.00%	450,000.00	287,534.61	45,228.46	
% increase from prior year			27.04%		72.03%		-17.77%		0.10%			-32.57%			
															Total
	January	February	March	April	May	June	July	August	September	October	November	December			
2015	11,643.11	17,929.47	33,331.71	14,944.94	15,970.80	22,229.03	40,083.53	38,917.10	34,705.67	24,168.98	51,464.54	65,564.88			370,953.76
2016	37,075.76	37,417.95	27,984.26	45,767.00	39,140.27	31,866.50	33,769.08	41,137.61	31,060.58	63,552.99	38,470.05	44,004.54			471,246.59
2017	29,985.35	45,307.23	28,201.57	175,686.10	47,761.22	90,071.71	41,491.34	93,607.36	56,729.19	51,592.02	65,304.63	84,957.93			810,695.65
2018	51,717.46	122,353.23	39,581.35	29,753.58	38,392.08	70,719.64	77,210.97	38,035.59	51,337.81	42,133.43	49,554.58	55,882.89			666,672.61
2019	32,673.37	43,910.15	42,455.95	47,432.13	59,649.35	59,711.05	64,056.57	69,662.04	61,298.74	61,642.28	65,429.32	59,395.95			667,316.90
2020	88,281.32	36,267.81	27,795.63	35,261.08	32,573.51	17,348.28	50,006.98	-	-	-	-	-			287,534.61

# 1ST QTR REET COLLECTION

2015 2016 2017 2018 2019 2020



REET Analysis  
2nd Quarter %

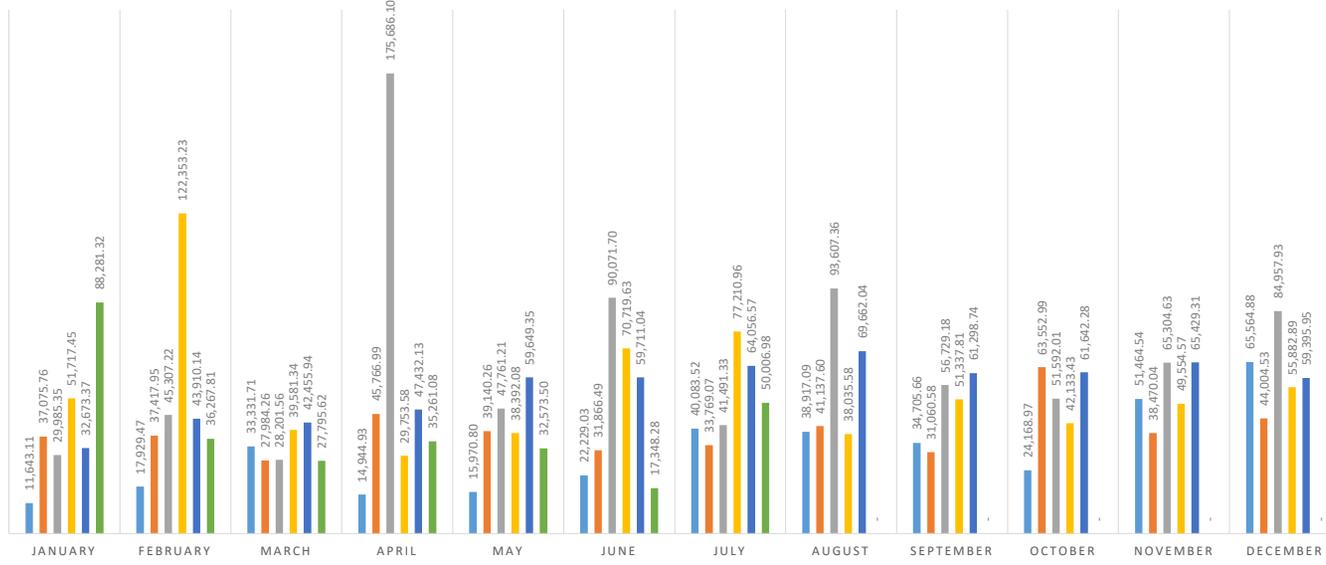
Month	2015	% of total	2016	% of total	2017	% of total	2018	% of total	2019	% of total	average %	2020 Budget	2020 Actual	Difference	% diff from budget
Jan	11,643.11	3.14%	37,075.76	7.87%	29,985.35	3.70%	51,717.45	7.76%	32,673.37	4.90%	5.47%	24,622.91	88,281.32	63,658.41	
Feb	17,929.47	4.83%	37,417.95	7.94%	45,307.22	5.59%	122,353.23	18.35%	43,910.14	6.58%	8.66%	38,965.65	36,267.81	(2,697.84)	
March	33,331.71	8.99%	27,984.26	5.94%	28,201.56	3.48%	39,581.34	5.94%	42,455.94	6.36%	6.14%	27,631.60	27,795.62	164.02	
April	14,944.93	4.03%	45,766.99	9.71%	175,686.10	21.67%	29,753.58	4.46%	47,432.13	7.11%	9.40%	42,284.34	35,261.08	(7,023.26)	
May	15,970.80	4.31%	39,140.26	8.31%	47,761.21	5.89%	38,392.08	5.76%	59,649.35	8.94%	6.64%	29,879.87	32,573.50	2,693.63	
June	22,229.03	5.99%	31,866.49	6.76%	90,071.70	11.11%	70,719.63	10.61%	59,711.04	8.95%	8.68%	39,078.69	17,348.28	(21,730.41)	55.61%
July	40,083.52	10.81%	33,769.07	7.17%	41,491.33	5.12%	77,210.96	11.58%	64,056.57	9.60%	8.85%	39,843.08	50,006.98	10,163.90	
Aug	38,917.09	10.49%	41,137.60	8.73%	93,607.36	11.55%	38,035.58	5.71%	69,662.04	10.44%	9.38%	42,220.42			
Sept	34,705.66	9.36%	31,060.58	6.59%	56,729.18	7.00%	51,337.81	7.70%	61,298.74	9.19%	7.97%	35,847.90			
Oct	24,168.97	6.52%	63,552.99	13.49%	51,592.01	6.36%	42,133.43	6.32%	61,642.28	9.24%	8.38%	37,730.44			
Nov	51,464.54	13.87%	38,470.04	8.16%	65,304.63	8.06%	49,554.57	7.43%	65,429.31	9.80%	9.47%	42,597.34			
Dec	65,564.88	17.67%	44,004.53	9.34%	84,957.93	10.48%	55,882.89	8.38%	59,395.95	8.90%	10.96%	49,297.76			
Total	370,953.71	100.00%	471,246.52	100.00%	810,695.58	100.00%	666,672.55	100.00%	667,316.86	100.00%	100.00%	450,000.00	287,534.59	45,228.45	
% increase from prior year			27.04%		72.03%		-17.77%		0.10%			-32.57%			

Total

	January	February	March	April	May	June	July	August	September	October	November	December	
2015	11,643.11	17,929.47	33,331.71	14,944.93	15,970.80	22,229.03	40,083.52	38,917.09	34,705.66	24,168.97	51,464.54	65,564.88	370,953.71
2016	37,075.76	37,417.95	27,984.26	45,766.99	39,140.26	31,866.49	33,769.07	41,137.60	31,060.58	63,552.99	38,470.04	44,004.53	471,246.52
2017	29,985.35	45,307.22	28,201.56	175,686.10	47,761.21	90,071.70	41,491.33	93,607.36	56,729.18	51,592.01	65,304.63	84,957.93	810,695.58
2018	51,717.45	122,353.23	39,581.34	29,753.58	38,392.08	70,719.63	77,210.96	38,035.58	51,337.81	42,133.43	49,554.57	55,882.89	666,672.55
2019	32,673.37	43,910.14	42,455.94	47,432.13	59,649.35	59,711.04	64,056.57	69,662.04	61,298.74	61,642.28	65,429.31	59,395.95	667,316.86
2020	88,281.32	36,267.81	27,795.62	35,261.08	32,573.50	17,348.28	50,006.98	-	-	-	-	-	287,534.59

## 2ND QTR REET COLLECTION

■ 2015 
 ■ 2016 
 ■ 2017 
 ■ 2018 
 ■ 2019 
 ■ 2020

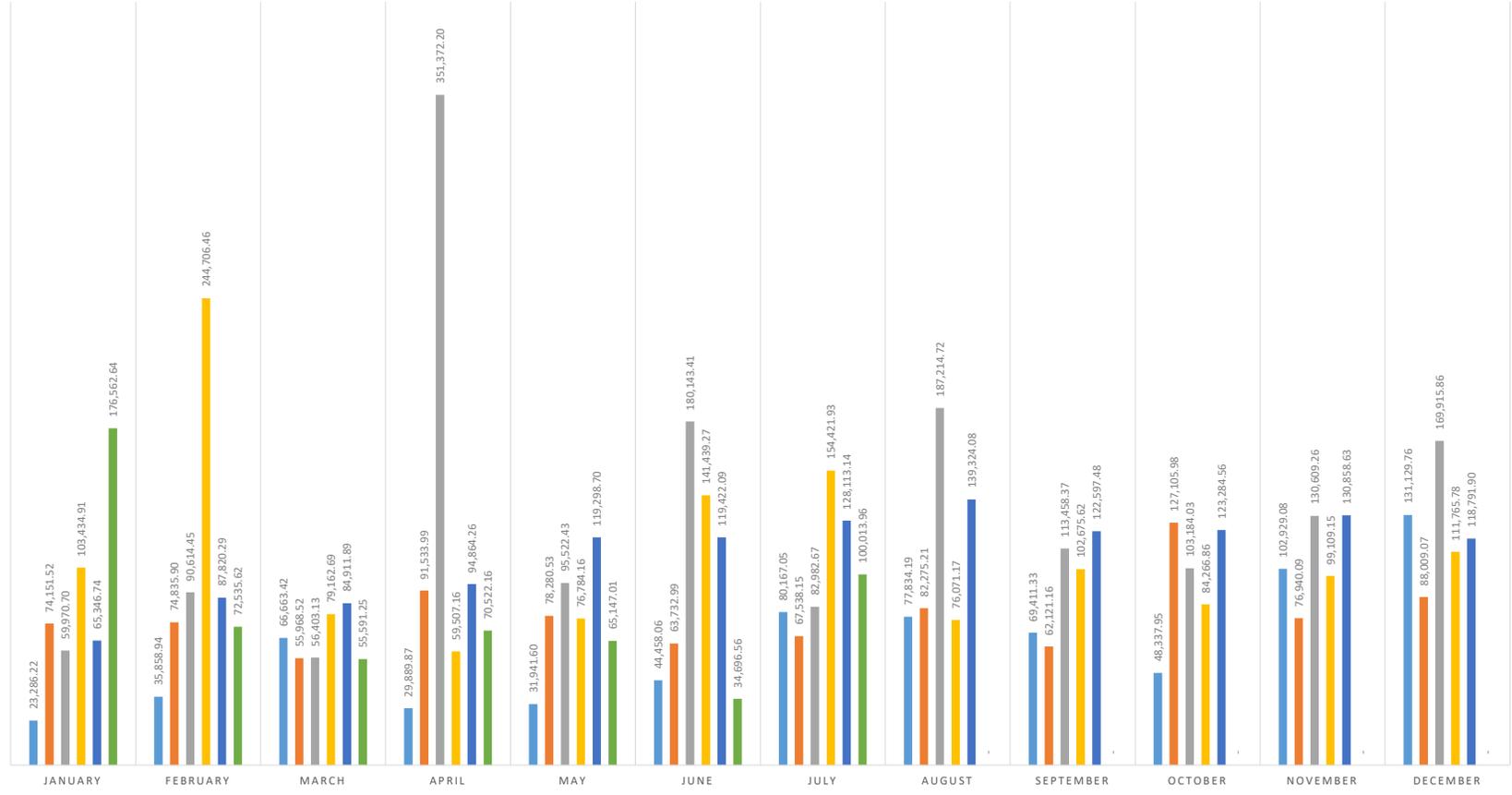


REET Analysis  
Both quarter %

Month	2015	% of total	2016	% of total	2017	% of total	2018	% of total	2019	% of total	average %	2020 Budget	2020 Actual	Difference	% diff from budget
Jan	23,286.22	3.14%	74,151.52	7.87%	59,970.70	3.70%	103,434.91	7.76%	65,346.74	4.90%	5.47%	49,245.82	176,562.64	127,316.82	
Feb	35,858.94	4.83%	74,835.90	7.94%	90,614.45	5.59%	244,706.46	18.35%	87,820.29	6.58%	8.66%	77,931.29	72,535.62	(5,395.67)	
March	66,663.42	8.99%	55,968.52	5.94%	56,403.13	3.48%	79,162.69	5.94%	84,911.89	6.36%	6.14%	55,263.20	55,591.25	328.05	
April	29,889.87	4.03%	91,533.99	9.71%	351,372.20	21.67%	59,507.16	4.46%	94,864.26	7.11%	9.40%	84,568.68	70,522.16	(14,046.52)	
May	31,941.60	4.31%	78,280.53	8.31%	95,522.43	5.89%	76,784.16	5.76%	119,298.70	8.94%	6.64%	59,759.74	65,147.01	5,387.27	
June	44,458.06	5.99%	63,732.99	6.76%	180,143.41	11.11%	141,439.27	10.61%	119,422.09	8.95%	8.68%	78,157.39	34,696.56	(43,460.83)	55.61%
July	80,167.05	10.81%	67,538.15	7.17%	82,982.67	5.12%	154,421.93	11.58%	128,113.14	9.60%	8.85%	79,686.17	100,013.96	20,327.79	
Aug	77,834.19	10.49%	82,275.21	8.73%	187,214.72	11.55%	76,071.17	5.71%	139,324.08	10.44%	9.38%	84,440.84	-	-	
Sept	69,411.33	9.36%	62,121.16	6.59%	113,458.37	7.00%	102,675.62	7.70%	122,597.48	9.19%	7.97%	71,695.79	-	-	
Oct	48,337.95	6.52%	127,105.98	13.49%	103,184.03	6.36%	84,266.86	6.32%	123,284.56	9.24%	8.38%	75,460.89	-	-	
Nov	102,929.08	13.87%	76,940.09	8.16%	130,609.26	8.06%	99,109.15	7.43%	130,858.63	9.80%	9.47%	85,194.68	-	-	
Dec	131,129.76	17.67%	88,009.07	9.34%	169,915.86	10.48%	111,765.78	8.38%	118,791.90	8.90%	10.96%	98,595.51	-	-	
Total	741,907.47	100.00%	942,493.11	100.00%	1,621,391.23	100.00%	1,333,345.16	100.00%	1,334,633.76	100.00%	100.00%	900,000.00	575,069.20	90,456.91	
% increase from prior year			27.04%		72.03%		-17.77%		0.10%			-32.57%			
Total															
	January	February	March	April	May	June	July	August	September	October	November	December			
2015	23,286.22	35,858.94	66,663.42	29,889.87	31,941.60	44,458.06	80,167.05	77,834.19	69,411.33	48,337.95	102,929.08	131,129.76		741,907.47	
2016	74,151.52	74,835.90	55,968.52	91,533.99	78,280.53	63,732.99	67,538.15	82,275.21	62,121.16	127,105.98	76,940.09	88,009.07		942,493.11	
2017	59,970.70	90,614.45	56,403.13	351,372.20	95,522.43	180,143.41	82,982.67	187,214.72	113,458.37	103,184.03	130,609.26	169,915.86		1,621,391.23	
2018	103,434.91	244,706.46	79,162.69	59,507.16	76,784.16	141,439.27	154,421.93	76,071.17	102,675.62	84,266.86	99,109.15	111,765.78		1,333,345.16	
2019	65,346.74	87,820.29	84,911.89	94,864.26	119,298.70	119,422.09	128,113.14	139,324.08	122,597.48	123,284.56	130,858.63	118,791.90		1,334,633.76	
2020	176,562.64	72,535.62	55,591.25	70,522.16	65,147.01	34,696.56	100,013.96	-	-	-	-	-		575,069.20	

# TOTAL REET COLLECTION

■ 2015 ■ 2016 ■ 2017 ■ 2018 ■ 2019 ■ 2020

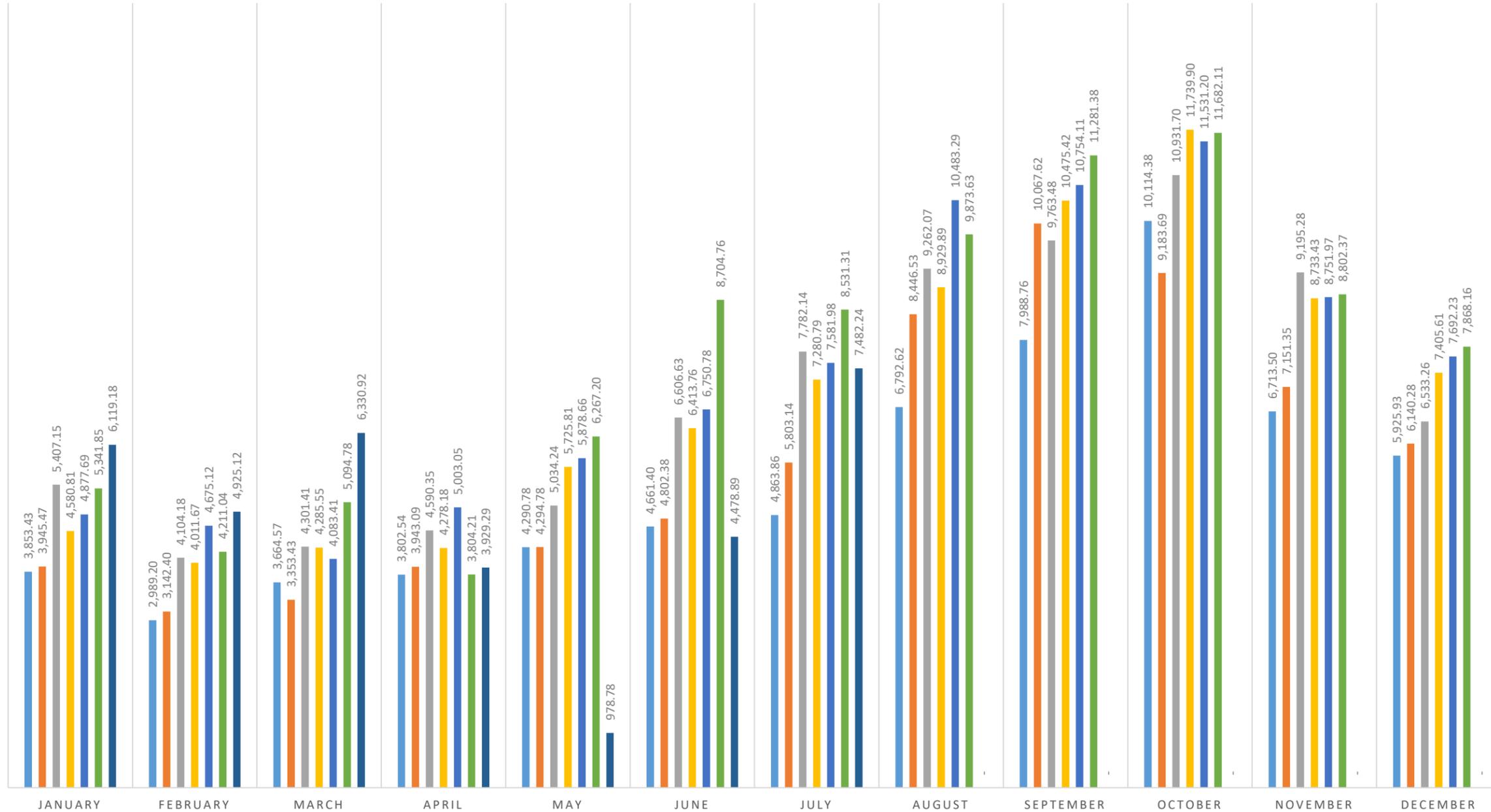


Lodging Tax Analysis

Month	2014	% of total	2015	% of total	2016	% of total	2017	% of total	2018	% of total	2019	% of total	average %	2020 Budget	2020 Actual	Difference
Jan	3,853.43	5.87%	3,945.47	5.61%	5,407.15	6.47%	4,580.81	5.46%	4,877.69	5.54%	5,341.85	5.84%	5.80%	4,639.93	6,119.18	1,479.25
Feb	2,989.20	4.55%	3,142.40	4.47%	4,104.18	4.91%	4,011.67	4.78%	4,675.12	5.31%	4,211.04	4.60%	4.77%	3,818.03	4,925.12	1,107.09
March	3,664.57	5.58%	3,353.43	4.77%	4,301.41	5.15%	4,285.55	5.11%	4,083.41	4.64%	5,094.78	5.57%	5.14%	4,109.49	6,330.92	2,221.43
April	3,802.54	5.79%	3,943.09	5.61%	4,590.35	5.50%	4,278.18	5.10%	5,003.05	5.68%	3,804.21	4.16%	5.31%	4,245.44	3,929.29	(316.15)
May	4,290.78	6.53%	4,294.78	6.11%	5,034.24	6.03%	5,725.81	6.83%	5,878.66	6.68%	6,267.20	6.85%	6.50%	5,203.97	978.78	(4,225.19)
June	4,661.40	7.10%	4,802.38	6.83%	6,606.63	7.91%	6,413.76	7.65%	6,750.78	7.67%	8,704.76	9.52%	7.78%	6,223.35	4,478.89	(1,744.46)
July	4,863.86	7.41%	5,803.14	8.26%	7,782.14	9.32%	7,280.79	8.68%	7,581.98	8.61%	8,531.31	9.33%	8.60%	6,880.44	7,482.24	601.80
Aug	6,792.62	10.34%	8,446.53	12.02%	9,262.07	11.09%	8,929.89	10.65%	10,483.29	11.90%	9,873.63	10.80%	11.13%	8,907.07		
Sept	7,988.76	12.17%	10,067.62	14.33%	9,763.48	11.69%	10,475.42	12.49%	10,754.11	12.21%	11,281.38	12.33%	12.54%	10,029.55		
Oct	10,114.38	15.40%	9,183.69	13.07%	10,931.70	13.09%	11,739.90	14.00%	11,531.20	13.09%	11,682.11	12.77%	13.57%	10,857.11		
Nov	6,713.50	10.22%	7,151.35	10.18%	9,195.28	11.01%	8,733.43	10.41%	8,751.97	9.94%	8,802.37	9.62%	10.23%	8,185.07		
Dec	5,925.93	9.03%	6,140.28	8.74%	6,533.26	7.82%	7,405.61	8.83%	7,692.23	8.73%	7,868.16	8.60%	8.63%	6,900.54		
Total	65,660.97	100.00%	70,274.16	100.00%	83,511.89	100.00%	83,860.82	100.00%	88,063.49	100.00%	91,462.80	100.00%	100.00%	80,000.00	34,244.42	(876.24)
% increase from prior year			7.03%		18.84%		0.42%		5.01%		3.86%			-12.53%		
															Total	
	January	February	March	April	May	June	July	August	September	October	November	December				
2014	3,853.43	2,989.20	3,664.57	3,802.54	4,290.78	4,661.40	4,863.86	6,792.62	7,988.76	10,114.38	6,713.50	5,925.93		65,660.97		
2015	3,945.47	3,142.40	3,353.43	3,943.09	4,294.78	4,802.38	5,803.14	8,446.53	10,067.62	9,183.69	7,151.35	6,140.28		70,274.16		
2016	5,407.15	4,104.18	4,301.41	4,590.35	5,034.24	6,606.63	7,782.14	9,262.07	9,763.48	10,931.70	9,195.28	6,533.26		83,511.89		
2017	4,580.81	4,011.67	4,285.55	4,278.18	5,725.81	6,413.76	7,280.79	8,929.89	10,475.42	11,739.90	8,733.43	7,405.61		83,860.82		
2018	4,877.69	4,675.12	4,083.41	5,003.05	5,878.66	6,750.78	7,581.98	10,483.29	10,754.11	11,531.20	8,751.97	7,692.23		88,063.49		
2019	5,341.85	4,211.04	5,094.78	3,804.21	6,267.20	8,704.76	8,531.31	9,873.63	11,281.38	11,682.11	8,802.37	7,868.16		91,462.80		
2020	6,119.18	4,925.12	6,330.92	3,929.29	978.78	4,478.89	7,482.24	-	-	-	-	-		34,244.42		

## LODGING TAX COLLECTION HISTORY

■ 2014 
 ■ 2015 
 ■ 2016 
 ■ 2017 
 ■ 2018 
 ■ 2019 
 ■ 2020



# General Ledger

## Revenue vs Expenses Summary

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 Fiscal Year: 2020  
 Fiscal Period: 7



Fund	Description	YTD Balance Before Period	Revenues for Period	Expenses for Period	Year to Date Amount
001	General Fund	4,576,163.16	1,206,896.43	1,190,032.82	4,593,026.77
002	Contingency Fund	984,498.62	1,000.91	0.00	985,499.53
008	Donation Fund	11,278.87	0.00	0.00	11,278.87
105	Streets	466,842.06	82,126.04	83,715.92	465,252.18
109	Tourism	90,283.83	7,574.51	0.00	97,858.34
114	Narcotic/Drug Buy Fund	51,899.66	0.41	0.00	51,900.07
117	REET	4,623,254.17	104,786.49	0.00	4,728,040.66
203	Governmental Debt Fund	3,455.91	3.51	0.00	3,459.42
307	Capital Improvements CIP	21,097.26	17.93	42,079.78	-20,964.59
317	Parks CIP Fund	1,347,576.94	11,287.77	21,181.82	1,337,682.89
318	Streets CIP Fund	2,183,130.89	27,236.14	47,503.97	2,162,863.06
319	North Kelsey Development	3,019,074.24	3,069.42	0.00	3,022,143.66
411	Water Maintenance & Operations	1,067,651.20	550,263.29	508,698.13	1,109,216.36
412	Water Capital Projects	7,094,452.36	23,625.65	103,478.34	7,014,599.67
421	Sewer Maintenance & Operations	2,173,307.13	661,186.15	445,146.50	2,389,346.78
422	Sewer Capital Projects	9,210,161.08	158,544.54	55,674.64	9,313,030.98
431	Stormwater Maint & Operations	447,281.23	183,610.25	143,680.22	487,211.26
432	Stormwater Capital Projects	656,628.56	641.60	61,987.00	595,283.16
450	Revenue Bond Debt Reserve	2,811,047.63	2,857.93	0.00	2,813,905.56
510	Information & Tech Services	159,282.82	50,275.33	58,740.38	150,817.77
520	Equipment & Fleet Management	5,318,264.63	191,022.23	270,312.11	5,238,974.75
530	Facilities Management	136,008.82	112,286.91	89,559.31	158,736.42
621	Employee Sick Leave Reserve	248,384.47	252.52	0.00	248,636.99
622	Risk Management Reserve	20,309.74	20.64	0.00	20,330.38
623	Transportation Benefit Dist	2,828,756.56	128,812.23	1,753.05	2,955,815.74
631	Agency Fund	428,663.20	18,815.35	26,006.56	421,471.99
635	Salvation Army	169.08	45.51	169.08	45.51
636	School Mitigation Fees	78,716.00	14,617.00	74,425.00	18,908.00
637	WSDOT Agency/Traffic	52,348.24	0.00	0.00	52,348.24
	Report Totals:	50,109,988.36	3,540,876.69	3,224,144.63	50,426,720.42
	Cash				-12,080,820.41
	Investments				-38,374,251.81
	Accrual adjustment				28,351.80
	Total				0.00

## July 31, 2020 Investment Report

### Short Term Investments:

LGIP	\$	8,141,432.92
Opus Bank	\$	<u>5,957,099.64</u>

subtotal short-term \$ 14,098,532.56

### Long Term Investments:

US Bank safekeeping	\$	<u>24,275,719.25</u>
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Total Investments	\$	<b><u>38,374,251.81</u></b>
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Interest reinvested thru 07/2020	\$	83,170.94
Interest received thru 07/2020	\$	<u>489,279.29</u>

Total interest earned 2020 to date	\$	<b><u>572,450.23</u></b>
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Short-term investments offer same day liquidity without penalty. The LGIP (Local Government Investment Pool) is managed by the State Treasurer's office. Interest rate earnings fluctuate each month depending on the pool's performance. July's net interest rate was 0.3106%, a decrease of 0.0592% from June's rate of 0.3698%.

The Opus Bank account is a public interest checking account that charges no fees. The interest rate is tied to the LGIP as a benchmark, with a one month lag. July's annual percentage yield was 0.34%.

Long-term investments are invested into various allowable governmental securities such as Federal Home Loan Bank securities, Federal National Mortgage Assn securities, etc. Maturity dates range from August 2020 through June 2024 and interest rates range from 0.520% to 2.62%. Unlike the LGIP and Opus Bank investments, interest is not reinvested as earned, but realized as investment cash revenues to support our operations.

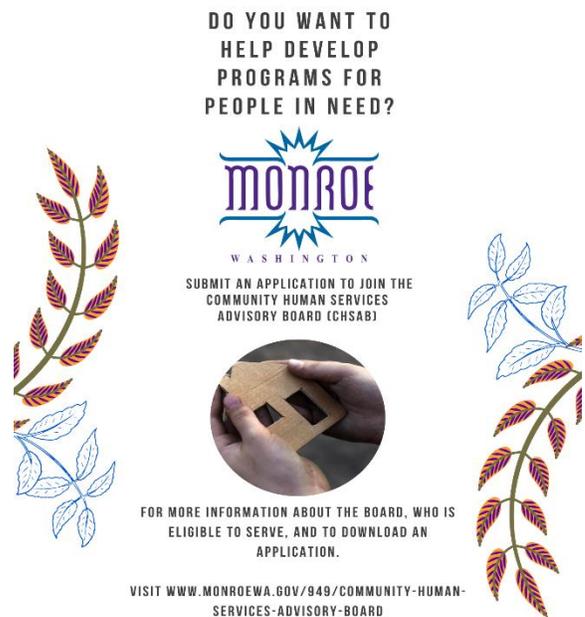


# Community Human Services Advisory Board Work Report – July 2020

## Policy & Budget:

### Community Human Services Advisory Board (CHSAB)

The City has received fourteen applications for the Community Human Services Advisory Board (CHSAB) which will be the standing City of Monroe board formerly known as the Homelessness Policy Advisory Committee. The new name broadens the committee's mission to consider policies that affect community members who are experiencing homelessness, who are at risk of becoming homeless, who are experiencing poverty, or are adversely impacted by a crisis.



To view the full Agenda Bill & Resolution:

<https://monroewa.gov/AgendaCenter/ViewFile/Item/9895?fileID=12281>

## Partners, Support Services & Prevention:

### Technical Advisory Committee (TAC) Consensus

Through facilitated meetings the TAC has finalized the Mission, Vision, and Values.

TAC Mission: Creating a community where individuals and families find access to meaningful realistically available services, shelter, and housing. Where all those who struggle to make ends meet can find affordable housing and help meet their basic needs.

TAC Vision Statement: Monroe and Sky Valley communities are thriving and desirable locations for all individuals and businesses for generations to come, responding affectively to the needs of all residents ensuring stability and self-sufficiency.

TAC Values: Monroe's Technical Advisory Committee values a relational, collaborative, and action-oriented approach to championing equity, empowerment, and learning throughout Sky Valley.

The TAC continues to work on drafting the RFP for the One Stop Center for Health and Human Services along with City Staff. A small group is being tasked from the TAC to examine three different models and give their feedback on which model is a best fit for Monroe.

### Service Providers and Resources

The service providers continue to meet bi-weekly on a zoom call to share information and resources and continue to do an incredible job collaborating.

# Community Human Services Advisory Board Work Report – July 2020

## Community Relief Fund Grant and Response During Covid19

Through the CARES Act \$50,000 is being made available in the form of a Community Relief Fund grant for service providers and non-profits to apply for. The City received nine grant applications. A small group task force of service providers worked with City Staff to review the applications and assist City Staff to recommend how these grant funds should be awarded to those serving Monroe's most vulnerable community members. The proposed grant awards will be presented to the Mayor and Council at the August 11th

## State Face Covering Program

City Staff is supporting the Department of Emergency Management's efforts to continue communications about which local agencies are available as pick up sites to serve those who still need a face covering and qualify for this program. This information can be viewed on the City Website along with up to date additional resources for community members being affected by the Covid19 crisis: <https://www.monroewa.gov/937/Additional-Resources>

## CFSC Grant

All the grant funds awarded to the City to respond to those experiencing Homelessness during covid19 have been accounted for and distributed. The CFSC Grant funds continue to support laundry services with the Monroe Laundry Company using laundry certificates.

## Communications Plan



#WeAreMonroe

The communication team has launched the #wearemonroewa social media campaign on Facebook and Instagram and is sharing stories on acts of kindness intended to elevate commonalities among community members.

Facebook: <https://www.facebook.com/We-Are-Monroe-WA-105780997847486>

Instagram: <https://www.instagram.com/wearemonroewa/>

City Staff has amended the EnviroIssues contract to continue their services and give more time to complete deliverables.

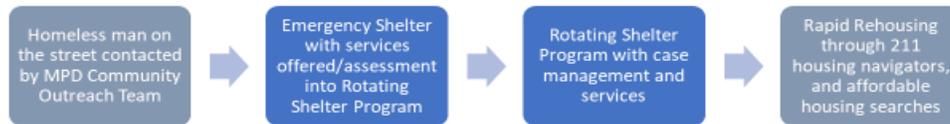
## Housing & Public Safety:

### Congregations for the Homeless Model

The Mayor and the City Council have authorized City Staff to pursue grant funding to support the launch of a year-round low barrier emergency shelter and rotating shelter with case management services that would be similar to the Bellevue WA. Congregations for the Homeless model.

# Community Human Services Advisory Board Work Report – July 2020

## Path to Housing



The Agenda Bill can be viewed in full here:

<https://monroewa.gov/AgendaCenter/ViewFile/Item/9937?fileID=12333>

Currently one grant application has been submitted to Snohomish County for consideration. The City of Monroe requesting the support of Snohomish County in the amount of \$250,000 to expand the Monroe Cold Weather Shelter into a low barrier emergency shelter operating in tandem with a high barrier year-round shelter with case management that rotates between several host churches in East Snohomish County.

Preliminary Budget(s) of launching The Sanctuary Project:	Plan A.	Plan B.
Mats/Cots	\$1,000	\$1,000
Safe Storage	\$1,000	\$1,000
Case Manager	\$50,000	\$50,000
On Site Oversight Person(s)	\$100,000	\$50,000
To go food items/Hygiene kits	\$10,000	
Annual retainer for overnight emergency low barrier space.	\$25,000	\$25,000
Administration and oversight person.	\$50,000	\$25,000
<b>Subtotal</b>	\$237,000	\$152,000
Additional insurance & business set up costs, EGM Shelter Bed, Data System RFP and beginning buffer for cost estimates.	\$13,000	\$13,000
<b>TOTAL</b>	\$250,000	\$165,000

	January 2020	February 2020	March 2020	April 2020	May 2020	June 2020	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020
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**2020 HPAC Action Plan - Gantt Map Chart (X = Started O = Not Started) (CV – On hold due to Coronavirus)**

<b>A. Housing</b>												
Emergency Shelter and Transitional Housing (Crisis Housing, Rapid Rehousing and Permanent Supportive Housing)	O	O	CV	CV	X	X	X					
Evaluate Property Units			X	O	CV	CV	CV					
Negotiate Lease – Master Leasing				O	O	O	O					
Write RFP and Secure Program Manager through RFP				CV	O	O	X					
Develop criteria with TAC	O	O	CV	CV	X	X	X					
Provide Rental Assistance through RFP	O	O	O	X	X	O	O					
Establish Sky Valley Housing Consortium	X	O	CV	X	O	X	O					
Inventory Surplus Property			X	X	X	O	O					
Identify Housing Needs	O	X	X	X	X	X						
Work with TAC to identify partners and available funding		X	X	X	X	X						
<b>B. Partners</b>												
Form a TAC	X	X	X	CV	X	X	X					
Identify non-profit stakeholders and partners	X	X	X	X	X	X	X					
Determine shared mission and vision		O	O	O	X	X	X					
Evaluate needs and resources for one-stop shop			X	CV	O	X	X					
Write scope of work for RFP for one-stop shop				CV	O	X	X					
Establish Transportation service between Sky Valley and Everett	O	O	O	O	O	O	O					
Evaluate transportation needs with partners	X	O	O									
Evaluate existing transportation contracts with non-profits	X	O	O									
Apply for Transit Go (grant) program			X	X	O	O						
Provide information about services to remain housed, financial training, and incentives for businesses to hire employees with entry level skills, information about mental and behavioral health services.	O	O	O	X	X	X	X					

	January 2020	February 2020	March 2020	April 2020	May 2020	June 2020	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020
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Work with partners to develop and promote annual “human services days” set up like a vendor show.	O	O	CV	CV	O	O	O					
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**C. Prevention**

Educational Campaign (Enviroissues Contract)	X	X	X	X	X	X	X					
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Develop education and outreach communication plan	X	X	X	X	X	X	X					
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Educate Property Owners about laws, enforcement, trespass – Chamber of Commerce & Downtown Monroe Association		O	O	CV	X	X	O					
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Educate public about aggressive panhandling, property crime, and personal safety		O	O	CV	O	O	O					
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Educate public about safety regarding vigilantism and bullying		O	O	CV	O	O	O					
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Develop and implement Block Watch Program – residential and business buy in/ education/ communication – training & certification program.					X	X	X					
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Develop working relationship with McKinney Vento liaison at Monroe High School				X	X	X	O					
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Identify needs of homeless families	O	X	X	X	X	X	X					
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Work with McKinney-Vento Family Liaisons in the Monroe School District to distribute flyers of local and county services for homeless students and families and encourage MSD to post flyers on school premises			X	X	CV	O	O					
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**D. Public Safety**

Implement law enforcement strategies	O	O	O	X	X	X	X					
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Review Solicitation Regulations		O	O	CV								
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Evaluate Bail Fees				CV	O	O	O					
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Develop and implement Block Watch Program – residential and business buy in/ education/ communication – training & certification program					X	X						
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Continue Embedded Social Worker Program	X	X	X	X	X	X	X					
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	January 2020	February 2020	March 2020	April 2020	May 2020	June 2020	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020
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Police Department (Existing Program)	X	X	X	X	X	X	X					
Public Defender (New level of services)			X	X	X	X	X					
Install Cameras in Parks	O	O	O	O	O	O						
Collect data on court cases. Determine with Monroe Municipal Court the costs/benefits of community court model						X	X					
Identify partners to develop community court model						X	X					
Determine with Monroe Municipal Court and partners the cost/benefits of community court model						X	X					

**E. Support Services**

Coordinated Services – One Stop Shop				CV	O	X	X					
Develop scope of work with TAC	X	X	CV	CV	O	X	X					
Issue RFP			CV	CV	O	O	O					
Award RFP						O	O					
Establish Homeless HMIS/by name lists						O	O					
Work with TAC and Snohomish County to identify resources to provide housing and mental health navigators in the Sky Valley	X	X	CV	X	O	X	X					
Provide facilities and funding for non-profits	O	O	CV	X	X	X	X					
Work with Take the Next Step and Volunteers of America to designate a family resource center and/or services in Monroe			O	O	O	X	O					

**F. Policy & Budget**

Define 2021 Work Plan, Priorities, and implementation Model						O	O					
Identify performance measures, and a full HMIS utilized by service providers.						O	O					
Lobby for changes to State and Federal law	X	O	O	O								
Collaborate with Affordable Housing Consortium (AHC) on writing new						O	O					

	January 2020	February 2020	March 2020	April 2020	May 2020	June 2020	July 2020	August 2020	September 2020	October 2020	November 2020	December 2020
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housing chapter for the city's comprehensive plan update.												
Continue HPAC as a standing committee	X	O	CV	CV	CV	X	X					
Implement HB1406 and explore all revenue options for housing, mental health and chemical dependency.	X	X	X	X	X	X	X					
Identify needs			X	X	X	X	X					
Develop criteria with TAC												
Provide Rental Assistance through RFP	O	O	O	CV	CV	O	O					
Evaluate Program						O	O					



**MONROE CITY COUNCIL**  
**Finance & Human Resources**  
**Committee Meeting**  
Tuesday, August 18, 2020, 5:30 p.m.  
Zoom Online Meeting Platform

**Committee**  
Councilmembers  
Patsy Cudaback  
Jason Gamble  
Kirk Scarboro

## **AGENDA**

### **I. Call to Order**

The City Council meeting will be held virtually via Zoom Meeting. Due to the COVID-19 pandemic, and Proclamation 20-28.8 issued by Governor Jay Inslee, in-person attendance is not permitted at this time.

- Join Zoom Meeting:  
<https://us02web.zoom.us/j/85898941602?pwd=cyt5N2x1a3oyTGFEkktOUWF1MjVLT009>
- Dial in: (253) 215-8782
- Meeting ID: 858 9894 1602
- Password: 418935

### **II. Roll Call**

### **III. New Business**

- A. IT Assessment (B. Warthan) [page 2]
- B. Mid-Year Performance Review Update (B. Warthan) [page 58]

### **IV. Next Committee Meeting** (September 15, 2020, 5:30 p.m.)

- A. General Fund Six Year Projection

### **V. Adjournment**



<b>SUBJECT:</b>	<i>IT Strategic Plan</i>
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<b>DATE:</b>	<b>DEPT:</b>	<b>CONTACT:</b>	<b>PRESENTER:</b>	<b>ITEM:</b>
8/18/2020	IT	Ben Warthan	Ben Warthan/ SoftResources	New Business #1

**Discussion:** 8/18/2020  
**Attachments:** 1. IT Strategic Plan  
 2. PowerPoint Presentation

**REQUESTED ACTION:** Discussion Only

**DESCRIPTION/BACKGROUND**

The City of Monroe hired SoftResources in 2020 to conduct an Information Technology assessment. This assessment included the following:

- Remote Workshops
  - Interviews address topics associated with business processes and their supporting systems
- Technology Assessment
  - Review of current IT environment
  - Recommendations and Initiatives
  - Current Systems Map
  - Business Systems Assessment
  - Cost Estimates
  - Timeline – Estimate for recommendations
- 6 Year Strategic Plan

**Staffing:**

The study found the City’s current organizational structure is non-traditional, lean (1 FTE and an outsourced provider), and resource constrained. This current structure causes increased wait times and creates a decentralized model for IT solutions. Individual departments are left to self-manage IT processes that other like sized organizations would be managed by IT.

The study recommends increasing the internal IT staff to assist with resource constraints and improve IT governance, while still maintaining an outsourced provider for 2<sup>nd</sup> level issues. The additional IT position would be able to direct and execute IT initiatives and projects.

**Cloud Strategy:** The City is currently in a hybrid Cloud environment with the majority of their systems on-premises and a handful of Cloud-based systems (see Exhibit B – Current Systems Map). This hybrid situation is very common for municipalities in the current systems environment. However, the software applications market is moving to the Cloud with the majority of development for new software systems focused on Cloud-based and Software as a Service (SaaS) solutions. As time progresses, the number of on-premises software options will decline, and Cloud solutions will become more common.

The Study recommends the City should start to implement a Cloud solution strategy. This “Cloud preferred” policy has begun with the following large projects:

- Fiber connectivity
- Phone system upgrade
- Microsoft 365
- SpringBrook Cloud migration

**Budget:**

The City currently has an annual IT Budget of approximately \$500K. However, this number does not include spending on departmental initiatives that could be classified as IT, such as the Police Department’s Public Safety software supported by the Snohomish County 911 Center and other departmental software and technology which brings the total IT spend closer to \$1M. Monroe spends approximately 0.5% to 1% of its operating budget on IT. Similar sized cities in the state of Washington spend in the range of 1% to 2% of their budget on IT.

**Budget Recommendations:**

In general, the City should target spending between 1% and 2% of its annual operating budget to improve the use of technology. The City should increase IT investment in accordance with the IT Strategic Plan recommendations.

**6 Year Timeline:**

ID	Project / Initiative	2020		2021				2022				2023				2024				2025				2026	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
1	Create the IT Supervisor Position																								
2	Reorganize the IT Department																								
3	Continue Laptop/Desktop/ Mobile Device Replacement Program																								
4	Implement “Cloud Preferred” Strategy for New Software																								
5	Implement Office 365 Government																								
6	Conduct Springbrook Assessment																								
7	Migrate/Update Springbrook to the Cloud																								
8	Update Cybersecurity Policy																								
9	Enhance Internet Connectivity																								
10	Select and Implement Community Dev/Permitting Solution																								
11	Establish Disaster Recovery/Business Continuity Policy																								
12	Establish a Mobile Device Policy																								
13	Optimize Laserfiche and Scan/Digitize Documents																								
14	Implement Electronic Timekeeping																								
15	Improve Integration Between Systems																								
16	Optimize GIS																								
17	Implement an IT Project Based Strategy																								
18	Implement a Cloud-Based Phone System																								
19	Review/Assess Civicplus																								

Project / Initiative	2020	2021	2022	2023	2024	2025
Create the IT Supervisor Position	No Cost	\$50,000	\$150,000	\$150,000	\$150,000	\$150,000
Reorganize the IT Department	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
Continue Laptop/Desktop/ Mobile Device Replacement Program	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Implement "Cloud-Preferred Strategy" for New Software	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
Implement Office 365 Government + Subscription	\$50,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Conduct Springbrook Assessment	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
Migrate/Update Springbrook to the Cloud + Subscription		\$65,000	\$45,000	\$45,000	\$45,000	\$45,000
Update CyberSecurity Policy	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
Enhance Internet Connectivity	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Select and Implement Community Development/Permitting Solution				\$120,000	\$60,000	\$60,000
Establish Disaster Recovery/Business Continuity Policy	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
Establish a Mobile Device Policy	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
Optimize Laserfiche and Scan/Digitize Documents			\$35,000			
Implement Electronic Timekeeping + Subscription		\$20,000	Included with Springbrook	Included with Springbrook	Included with Springbrook	Included with Springbrook
Improve Integration Between Systems						\$25,000
Implement an IT Project Based Strategy	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost

<b>Project / Initiative</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<b>Optimize GIS</b>					\$20,000	
<b>Implement a Cloud-Based Phone System + Subscription</b>	\$25,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
<b>Review/Assess CivicPlus</b>	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
<b>TOTAL ESTIMATED COST</b>	<b>\$227,500</b>	<b>\$327,500</b>	<b>\$422,500</b>	<b>\$507,500</b>	<b>\$467,500</b>	<b>\$472,500</b>



# City of Monroe Six-Year IT Strategic Plan

**June 30, 2020**

**By SoftResources LLC**

Spencer Arnesen, Principal

Ronald Loos, Director

Pamela Ettien, Director

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# 1 Introduction

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## 1 INTRODUCTION

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### 1.1 CITY OF MONROE BACKGROUND

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The City of Monroe has a population of 19,000 and was incorporated in 1902. It is located in western Washington at the confluence of United States Route 2, State Route 522 and State Route 203 in Snohomish County. The City is a non-charter code city and provides essential services for the community including Public Works, Parks and Recreation, Police, and Community Development/ Business Licensing.

### 1.2 IT STRATEGIC PLAN OBJECTIVES

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The purpose of this document is to provide a prioritized Six-Year IT Strategic Plan that the City can reference to improve the use of information technology at the City. SoftResources conducted a review of the IT environment through a series of online workshops and a survey with City personnel and prepared this Strategic Plan that includes the following sections:

- **Introduction** – This section describes the activities performed to develop the IT Strategic Plan.
- **Technology Organizational Assessment** – This section includes an assessment of the IT organizational setup at the City.
- **Infrastructure Technology Assessment** – This section reviews the City’s current technology environment including computer hardware, mobile devices, phone system, and other IT infrastructure (e.g., network, communication, etc.).
- **Business Systems Assessment** – This section is a review of the business systems that are used by City departments, including an assessment of their effective use and whether systems should be maintained, upgraded, or replaced.
- **Project Initiatives** – This section includes the recommended organization, IT and business systems project initiatives.
- **IT Strategic Plan** – This section provides a consolidated view of the recommended initiatives, prioritization, cost, and timeline.

The implementation of an IT Strategic Plan requires a substantial commitment from all levels of the organization including the City Mayor, Council, Administrator, IT, and the functional departments to ensure successful implementation of the recommendations.

### 1.3 APPROACH - PROCESS AND METHODOLOGY

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The City engaged SoftResources to develop a Six-Year IT Strategic Plan, taking into account its current resources, staffing, culture, and environment. This report communicates SoftResources findings and recommendations to the City and includes a list of IT initiatives, high-level estimated costs, and recommended timing for implementation.

The following is the Scope of Work that SoftResources completed for this project:



### 1.3.1 PROJECT INITIATION AND PLANNING

To kick off the project, SoftResources met with Ben Warthan (Director of HR and IT) and Tyler Christian to establish high-level expectations and set up the interviews for the assessment. This work included the following:

1. Identified subject matter experts to be interviewed during the analysis
2. Set up the Interview Schedule
3. Discussed timelines, team assignments, and project communications
4. Developed the Project Plan for the IT Strategic Plan

### 1.3.2 REMOTE WORKSHOPS

SoftResources facilitated several days (April 30 – May 13, 2020) of remote online Workshops with City stakeholders from various departments whose business functions are dependent on the systems considered within the scope of this assessment. Follow up discussions for clarification as needed were conducted after the workshops.

The interview sessions addressed topics associated with business processes and their supporting systems. The workshops were well attended by the City staff who actively and professionally participated (see Exhibit A for the list of attendees). Information gathered during the workshops provided significant input into the development of the Six-Year IT Strategic Plan.

### 1.3.3 TECHNOLOGY ASSESSMENT

SoftResources utilized the information collected during the workshops to develop the IT Strategic Plan. Components of the assessment include the following:

- **Information Technology Assessment** - Reviewed the IT environment including IT governance and the strategic direction for systems at the City.
- **Information Technology Recommendations and Initiatives** - Developed recommendations for IT governance, management, and systems/infrastructure at the City for the next 6 years.
- **Current Systems Map** - Developed a high-level system map that outlines the primary systems in use at the City for the various departments at the agency. (Please note that some ancillary systems were not included in the map)

- **Business Systems Assessment** - Reviewed the business systems in use at the City.
- **Business Systems Recommendations and Initiatives** - Identified Business Systems initiatives that should be conducted over the next six years to improve systems and efficiency at the City.
- **Cost Estimates** - Conducted high-level market research to identify estimated range of cost for the recommended initiatives.
- **Timeline** - Developed an estimated timeline for the initiatives at the City.

#### 1.3.4 SIX-YEAR IT STRATEGIC PLAN AND PRESENTATION

SoftResources compiled the findings and prepared the Six-Year IT Strategic Plan. SoftResources reviewed this report and the summary presentation with key personnel at the City and discussed the recommendations and next steps.

## 2 Technology Organizational Assessment

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## 2 TECHNOLOGY ORGANIZATIONAL ASSESSMENT

The primary mission of Information Technology (IT) is to effectively select, implement, and support the software tools and technology necessary for employees to efficiently carry out their duties and serve the City and community effectively. The following is an assessment of the current state of IT at the City.

### 2.1 TECHNOLOGY DEPARTMENT ORGANIZATION

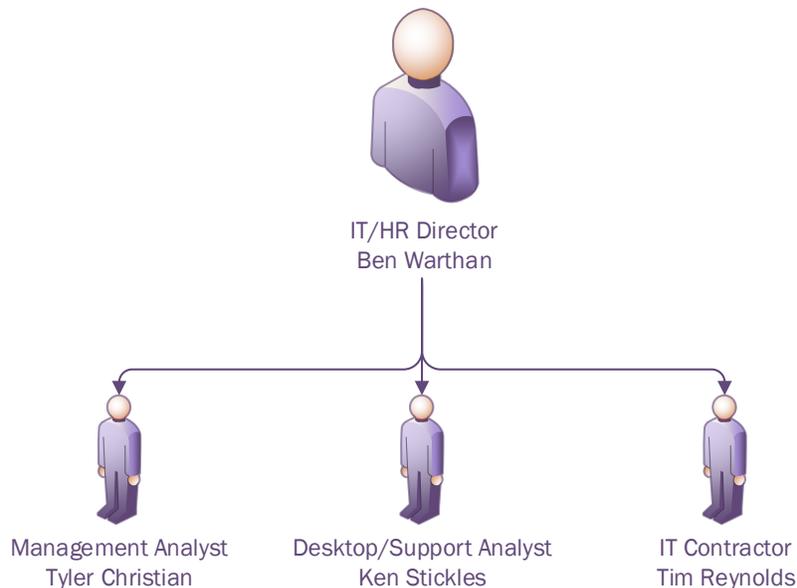
The Information Technology department consists of an IT Director (who is also the HR Director) and one additional IT person that provides desktop, database, server, and application support. The City also contracts with IS Outsource to provide an additional resource one day per week. This person comes in on Fridays and supports the City with whatever is needed. They also provide on-call support at times.

This team is very busy and is actively engaged in supporting the business operations at the City and appear to have a good relationship with the business units at the City. Still, some departments noted that they have to wait (sometimes for days) for IT support from IT when they have problems.

#### 2.1.1 ORGANIZATIONAL STRUCTURE

The following graphic represents the current IT organizational structure at the City.

### City of Monroe Current IT Organization Chart June 2020



#### 2.1.2 IT ORGANIZATIONAL STRUCTURE OBSERVATIONS

The current IT organizational structure is very lean for a City the size of Monroe. There is no Information Technology department, as the only full-time IT staffer rolls up to the HR Director. This non-traditional, resource-constrained approach to IT essentially forces the departments to manage some IT functions

themselves that would otherwise be managed by IT staff. IT governance does not maintain a unified strategic vision, and systems support is commonly viewed as inadequate. We believe that the City should consider investing in additional IT resources to support the departments.

Appropriate to the size of the City of Monroe, we believe that hiring a mid-level IT Supervisor position (in lieu of an IT Director or Manager) would create a more effective IT department at the City. This person needs to be technically savvy, be able to direct and execute IT initiatives and projects, and manage consultants for specific initiatives. This position would roll up under the HR/IT Director for reporting purposes.

The City should continue to contract with an outsourced IT provider to augment support for weekly complex infrastructure and 2<sup>nd</sup> level end user support. For special projects, the City should hire outside contractors to assist with the implementation of new technologies and applications, on a short-term project by project basis as needed. This will allow the City to hire experts to set up and implement new applications under the direction of the IT Supervisor, who will oversee and manage these projects.

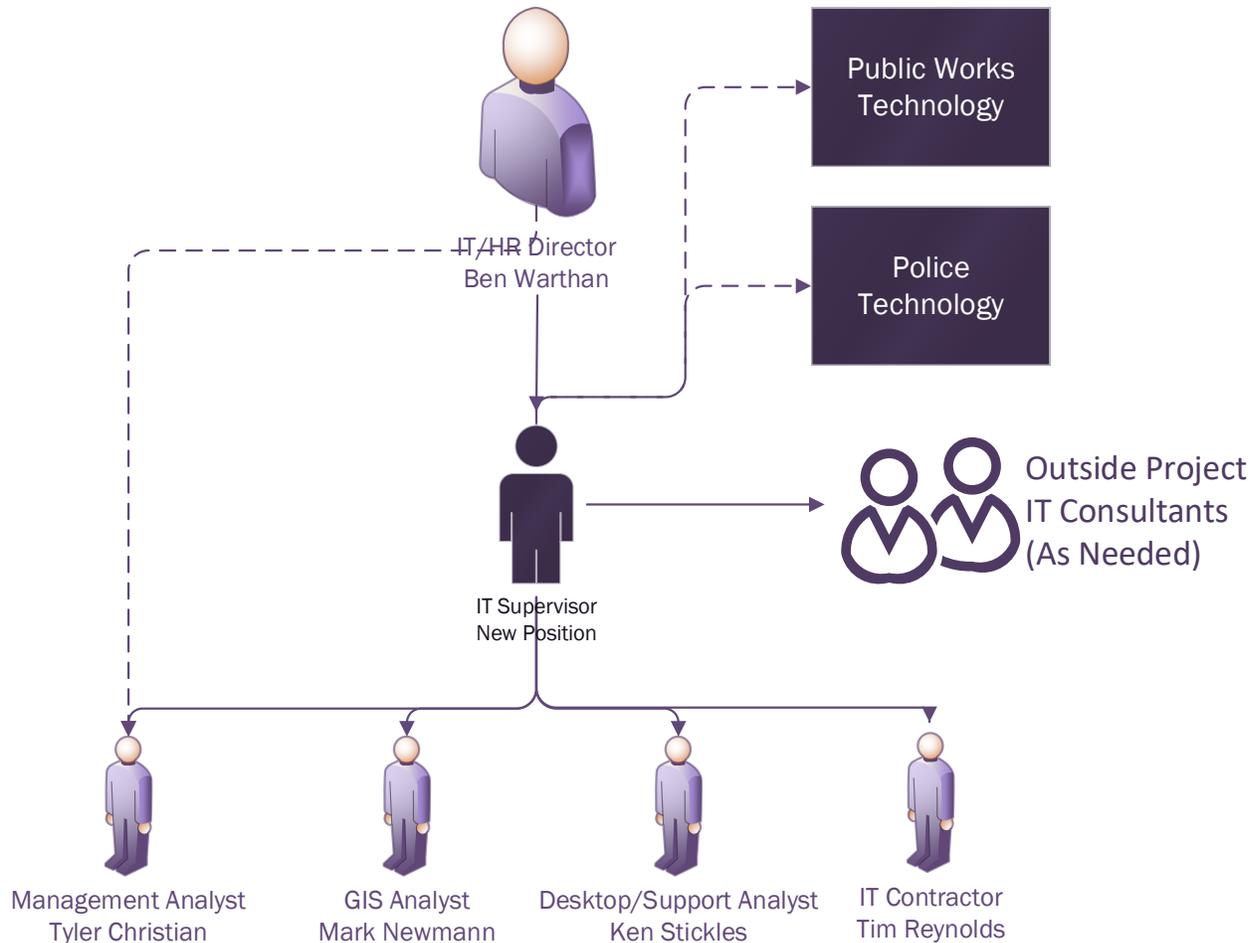
As GIS usage becomes more and more ubiquitous throughout the various city departments, we also recommend that the current GIS Analyst move from Public Works into the IT department. Having the GIS Analyst roll up through the IT structure makes more sense and enhances IT's ability to deliver unified strategies, services and support throughout the City.

## RECOMMENDATIONS

The City should create the position of IT Supervisor to work under the direction of the Director of HR to manage IT resources, initiatives and software implementations. The City should also plan on hiring outside contractors to implement new technologies and software applications as they are purchased or upgraded.

- Create the position of IT Supervisor under the direction of the Director of HR/IT to manage the department, lead IT project initiatives and manage contractors conducting the work.
- Continue to use IT Outsource for weekly support and special technical projects.
- Move the existing GIS position from Public Works to IT.
- As new software applications are selected, hire outside contractors with expertise with the solution selected to assist with implementation and setting up of the system.

## City of Monroe Recommended IT Organization Chart



### 2.2 IT GOVERNANCE

Currently the City has an atypical IT team that has one fully staffed FTE, and shares resources with the HR department. In conjunction with our recommendation of enlarging IT with the addition of an IT Supervisor position, as well as moving the GIS Analyst from Public Works to IT, we believe that IT governance should be expanded at the City. Currently, individual departments purchase and support some if not most of their IT needs themselves. IT should be able to support all technology in use by the City.

While effective in the short term, the lack of standards and coordination raises technology costs. Transitioning to a more centralized IT support model will also help in creating and maintaining the city-wide IT security policies, as well as help ensure that IT initiatives are aligned with City objectives and standards.

## RECOMMENDATIONS

- Establish a new IT Governance structure at the City that gives IT responsibility, visibility and oversight over all IT projects and follows established hardware and software standards with input from supported departments.

### 2.3 CLOUD STRATEGY

The City is currently in a hybrid Cloud environment with the majority of their systems on-premises and a handful of Cloud-based systems (see Exhibit B – Current Systems Map). This hybrid situation is very common for municipalities in the current systems environment. However, the software applications market is moving to the Cloud with the majority of development for new software systems focused on Cloud-based and Software as a Service (SaaS) solutions. As time progresses, the number of on-premises software options will decline, and Cloud solutions will become more common.

There are many benefits to moving to the Cloud for a City with limited IT resources. These systems require much less infrastructure – no on-site servers are required, and all upgrades are conducted automatically by the vendor. Cloud solutions also require less effort in supporting a distributed workforce or “work from home” capability as the main requirement for access is an internet connection, and the application can be accessed from anywhere with secure authentication.

The drawbacks to moving to the Cloud are that if you lose your internet connection, you cannot use the software. Also, the City will not have as much control over the application, security, backups, and update frequency, and the City will need to adapt and use the software as it is written with minimal customization. Should the City terminate its Cloud agreement, they will need to have a strategy for porting data into a new system since the City does not own the software.

Nevertheless, the Cloud is where the software vendors are moving, and over time applications will most likely not be available in an on-premises configuration. The bottom line is that for a City the size of Monroe with limited IT support, moving to Cloud solutions makes sense over the long run.

SoftResources recommends that the City move to a “Cloud Preferred” strategy for new software acquisitions. This means that Cloud solutions are the preferred option (if available) without eliminating the possibility of on-premises solutions (if necessary).

As the City acquires more Cloud software solutions, IT staff responsibilities will change. Managing Cloud vendors and infrastructure generally requires greater project/business management skills to monitor performance via contractual Service Level Agreements (SLA’s) rather than having deep IT technical skill requirements.

## RECOMMENDATIONS

The City should prepare for implementing more Cloud solutions both now and in the future. While we do not recommend that the City migrate all current applications to the Cloud, the City should evaluate future applications with a strong preference to implementing Cloud solutions.

This strategy will require change management within the organization – both for IT and business resources. IT resources will need to transition from maintaining on-premises software and server hardware to working with Cloud vendors for support, integration, and reporting. Business resources will need to adapt to the best practices inherent to Cloud solutions and data access and reporting tools.

From a financial perspective, Cloud applications are typically purchased with subscription-based pricing rather than a software license. This causes IT expenses to move from capital assets on the Balance Sheet that are depreciated (capital expenses) to monthly/annual subscription expenses that are operating expenses on the Income Statement (operating expenses).

From a staffing perspective, the new IT Supervisor should be capable of managing Cloud application vendors and Service Level Agreements.

- Adopt a “Cloud Preferred” policy – software upgrades and new systems should have a Cloud preference
- Maintain adequate internet connectivity to support Cloud applications

## 2.4 CYBERSECURITY

The City currently has a basic documented cybersecurity policy however it has not been updated for some time. Cities are now faced with a growing number of IT security issues and threats, that will only increase in frequency and intensity over time. The City should update the current policy as a point of reference to promote uniform practices. This policy should include:

- Cybersecurity glossary
- Password policy
- Privacy and data security
- Email
- Mobile devices
- Remote access
- Website security
- Network security
- Scams and fraud
- Incident response and reporting

This policy does not need to be massive and complex. It would be best to start to enhance the current policy with some documentation that possibly already exists (e.g. password policy) and enhance the document over time in a consistent manner.

## RECOMMENDATIONS

- Update the current basic cybersecurity policy, and use it as a point of reference in implementing and maintaining uniform IT security practices. This could be undertaken by the IT Supervisor, or by a consultant as needs and resources dictate. Make the policy a “living document”, with regular updates and enhancements.

### 2.5 DISASTER RECOVERY/BUSINESS CONTINUITY (DR/BC)

The City currently has no documented Disaster Recovery and/or Business Continuity (DR/BC) policies. The objective of a disaster recovery plan is to ensure that you can respond to a disaster (earthquakes, floods, civil unrest, etc.) or other emergency that affects the normal operations of information systems, while minimizing the effect on the operation of City business until a normal operating state can be reached again. A DR/BC Plan should include the following elements:

- Major goals of a disaster recovery plan
- Personnel
- Application profile
- Inventory profile
- Information services backup procedures
- Disaster recovery procedures
- Recovery plan for mobile site
- Recovery plan for hot site
- Restoring the entire system
- Rebuilding process
- Testing the disaster recovery plan
- Disaster site rebuilding
- Record of plan changes
- Lessons learned

Following the “Cloud Preferred” strategy mentioned in a previous section of this report helps to simplify this policy, as it in effect outsources some of the risk and mitigation required to keep technology operations running in the event of local calamities.

A sound DR/BC plan acts as a step by step technology roadmap leading from service disruption back to normal operations.

## RECOMMENDATIONS

- Create and maintain a documented Disaster Recovery/Business Continuity policy to be used as a point of reference in keeping city business running before and after local disasters. This could be undertaken by the IT Supervisor, or by a consultant as needs and resources dictate.

## 2.6 BUDGET

The City currently has an annual IT Budget of approximately \$500K. However, this number does not include spending on departmental initiatives that could be classified as IT, such as the Police Department's Public Safety software supported by the Snohomish County 911 Center and other departmental software and technology which brings the total IT spend closer to \$1M. Monroe spends approximately 0.5% to 1% of its operating budget on IT. Similar sized cities in the state of Washington spend in the range of 1% to 2% of their budget on IT.

In order to make IT a more strategic department for the City, increased spending is warranted. We have provided estimates for IT projects, solutions, and infrastructure in our recommendations. These investments include updating computers, moving to a cloud-based phone system, moving applications to the cloud, and adding a FTE position (IT Supervisor) to the budget. By making additional incremental investments in IT, the City can take advantage of new technologies, be more efficient, and provide better service to their constituents.

### RECOMMENDATIONS

- In general, the City should target spending between 1% and 2% of its annual operating budget to improve the use of technology.
- The City should increase IT investment in accordance with the IT Strategic Plan recommendations.

# 3 Infrastructure Technology Assessment

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### 3 INFRASTRUCTURE TECHNOLOGY ASSESSMENT

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The City infrastructure includes the backend hardware (servers, desktops, mobile devices), communication (internet connectivity, WIFI, radio, etc.), disaster recovery, and ancillary systems (phone/PBX, physical access, security cameras, etc.) that support both the infrastructure and the business applications. The following is an assessment of the current state of the Infrastructure Technology at the City.

#### 3.1 SERVERS/DESKTOPS/LAPTOPS

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In our high-level review of the infrastructure at the City, SoftResources did not see any concerns with hardware management. Desktops and laptops are replaced on a rolling four-year basis. This is a sound hardware refresh strategy.

As the organization moves toward the Cloud in the future, the City will gradually put a lower emphasis on internal infrastructure (particularly in-house servers). Instead, the City will place greater emphasis on maintaining internet connectivity, security, and managing the vendor relationships and integrations with Cloud vendors.

#### RECOMMENDATIONS

- Maintain current strategy of infrastructure replacement on a four-year rolling basis, following established IT Department standards.

#### 3.2 MOBILE DEVICES

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Currently individual departments purchase mobile devices (phones, tablets, etc.) themselves, as there is no centralized IT support nor documented standards for purchase and maintenance of mobile devices. As there is a growing need for City employees to have the ability to work remotely (especially after the effects of COVID-19), the use of City-provided mobile devices will only increase over time.

Introducing a documented mobile device policy is a good way to lower costs, increase user satisfaction, and reduce the support burden. City IT resources can work with individual departments to establish a device standard, e.g. choosing a limited number of supported devices that can be purchased. IT can then track the disposition of the devices and devise a refresh policy for the issued devices. With only a limited number of device types available, support becomes easier. Budgeting/Lifecycle Management for future device replacement will be simplified as IT would have visibility into what was issued, how old it was and when the scheduled replacement is to take place.

This policy can start small and become more detailed only as needed. In addition, as Public Works crews begin to use work orders within Dude Solutions for work management, the ability of Dude Solutions to handle mobile work order management should be explored.

## RECOMMENDATIONS

The City should review its mobile device strategy and develop a documented policy with IT providing full lifecycle support and oversight. In addition, they should review cellular connectivity to more effectively utilize mobile devices with operational systems in the field, pending the ability of crews to utilize mobile work order management.

- Develop a documented mobile device policy
- Move mobile device management to the IT department
- As work orders begin to be utilized consistently to track work completed in a maintenance management system, consider using mobile work order management in Public Works

### 3.3 INTERNET CONNECTIVITY/WIFI

Fast and reliable internet connectivity is critical to supporting City functions in the future. As time goes on, more and more functions\workflows will become electronic and Cloud-delivered solutions and services will become more ubiquitous. Due to COVID-19, video conferencing is growing in usage and popularity at the City, and certainly is putting a strain on the speed of connectivity. We recommend the City install additional fiber circuits, and increase bandwidth to the highest level their current provider Comcast offers.

The city currently has good intranet WIFI connectivity inside of most if not all City buildings. With the advent of increased laptop usage by City employees as well as ever-increasing public WIFI loads, more stress will be put on this system. Certain areas in buildings may need higher capacity routers or additional routers, but this should be done only when the need arises.

## RECOMMENDATIONS

- Add bandwidth via a fiber connection to accommodate the present and future internet bandwidth requirements.
- Re-evaluate bandwidth usage annually with Comcast (or current provider) to determine percent of bandwidth utilized to ensure proper capacity
- Increase WIFI capacity/upgrade WIFI routers only as demand and needs dictate

### 3.4 OFFICE PRODUCTIVITY SOFTWARE

Office productivity software includes word processing, spreadsheets, email and other office applications. The City is currently on Office 2013 which is now becoming dated. The City should consider migrating to Office 365 that includes Cloud versions of Word, Excel, PowerPoint, and other office productivity tools. This is in alignment with Microsoft's current direction for Office and upgrades are automatically provided. Most companies and cities are using Microsoft Office 365 which is very standard in the industry.

This move will bring the greatest benefit to a “work from home” environment that has been highlighted by the current COVID-19 conditions. This will allow employees with an internet connection to securely access their files from home and promote collaboration through tools such as Teams.

### RECOMMENDATIONS

- Implement Office 365 (Word, Excel, PowerPoint, Outlook)
- Implement Exchange Server in the Cloud for email
- Implement SharePoint Online to replace on-premises server departmental and shared files
- Implement collaboration tools such as Teams
- Hire a consultant to implement, set up security, and provide monthly support for Office 365

## 3.5 REMOTE ACCESS

Remote access is currently one of the most important technology issues facing the City today. The ability for employees to work from home, from a vehicle, or just about anywhere is becoming critical. From navigating the COVID-19 environment to having a home office for HR reasons, the need to be able to work remotely will only increase as time goes on.

Currently the city uses two factor authentication (password and a token code sent to a mobile phone) to allow access to the City intranet for those with laptops. Two factor authentication is a robust way to grant access to the system, and a best practice in IT Security vs. single factor authentication.

Logmein is utilized to access City desktop computers from home. While this product is reasonably secure, it is not nearly as robust as a City-owned laptop accessing the City intranet via the two factor authentication methodology. We understand that Logmein was implemented as a stopgap solution due to COVID 19 to enable remote work. We would phase out the use of Logmein as soon as practicable.

The use of cloud applications will simplify remote access to those systems, as they are not housed within the City intranet. The security of these systems has effectively been outsourced to the vendor who owns the Cloud solution, and has a contractual requirement to keep the application and your data secure.

### RECOMMENDATIONS

- When refreshing desktop computers, consider whether a laptop may be a better choice based on job description
- Decrease the use over time of Logmein for remote access to City-housed desktop computers
- Increase remote access infrastructure capability as needed
- Promote Cloud preferred solutions in the future for simplified access to City applications

## 3.6 PHONE SYSTEM

The current phone system is a MITEL on-premises PBX. This has been used by the City since 2014. This system is working fine for direct dial phone calls, but lacks modern functionality available in systems

today including a phone tree, dial by name, and other features and functions. These on-premises systems also require periodic upgrades and/or new hardware and phones.

At the next upgrade cycle, the City should consider moving to a Cloud phone system. These systems have many advantages including the ability to easily manage phone trees, voice mail, and other functions online. Users would have the option of using a handset or using a “softphone” for taking and making phone calls. Softphones essentially move the desktop handset to the computer and users just use a headset to take calls. These systems are easily forwardable to cell phones, and provide voice recognition emails for voice mail. By moving the phone system to the Cloud, the City can take advantage of modern phone capabilities without having to invest in on-site phone infrastructure.

## RECOMMENDATIONS

- Consider moving the PBX to the Cloud in the next upgrade cycle
- Explore the adoption of softphones (PBX through the computer that eliminates the need for desktop phones) for some users

## 4 Business Systems Assessment

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## 4 BUSINESS SYSTEMS ASSESSMENT

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This section provides a discussion of how each department uses business systems, their concerns and observations, and recommendations for improving systems use. A Current Systems Map has been created as Exhibit B. This outlines the major systems in use by each department.

### 4.1 EXECUTIVE DIRECTION

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SoftResources met with the City Administrator and the City's Management Analyst to discuss the current IT environment and strategic objectives. The overall thought is that the City is "woefully behind" with regard to technology. During the last economic downturn in 2009, the City suspended many technology initiatives and did not move forward after that.

Now the City is growing and there is a desire to improve the use of technology such as deploying MyBuildingPermit.com (MBP) for Permitting, moving paper timesheets online, and improving general use of technology and process workflow. The City would like to move to a more paperless environment and complete the deployment of Laserfiche. Conversely, they are not looking to add a lot of IT headcount in order to make technological improvements.

Due to the impact of COVID-19 the Mayor would like to explore the use of technology to support work from home employees. While the City was able to support the work from home environment with VPN and laptops during the crisis, they are not set up to optimize work from home technology. By moving more applications to the Cloud (in particular Office 365 and ERP) City staff can access files and perform work with a secure internet connection remotely.

### RECOMMENDATIONS

- Reasonably increase the budget for IT at the City
- Reasonably increase IT resources for the City
- Move to Cloud software solutions where feasible to support work from home option

### 4.2 FINANCE

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The Finance department uses Springbrook V.7.16 for financials that includes General Ledger, Accounts Payable, Accounts Receivable (Utilities), Purchasing, Fixed Assets, Utility Billing and Payroll. Although they also own the Human Resources, Budgeting, Grant, and Bank Reconciliation functionality, they are not using this functionality. The City utilizes cash basis accounting, while Springbrook is an accrual based system, which causes issues, but Springbrook has reporting options available to support cash-basis accounting that the finance department should explore. There are many gaps in version 7.16 that may be improved in more recent versions of Springbrook as the City considers an upgrade.

Springbrook was acquired by Accela Software in 2015 and then spun off and was purchased by Accel-KKR, a private equity technology firm in January of 2020. These acquisitions have caused instability and made it difficult for the City to get support and training from Springbrook, which has resulted in the City not effectively using the solution. However, there are signs that support has improved recently and there is investment in improving the software. There are many Excel and paper-based processes as well

as available functionality that is not being leveraged which impacts the entire City. This is due in part to the City being behind in its version of the software and the lack of training on the current system.

Springbrook has been trying to encourage the City to upgrade to the Cloud version of the software (V. 7.18.5), but the City has been reluctant to do so because of potential costs, plus there are 11 items of customization that affect the ability to upgrade to the Cloud (8 which could be mitigated, but 3 of which could not be supported in the Cloud environment). The City would have to drop the 3 customizations in order to upgrade to the Cloud version.

The City embarked on a systems review project last year with Springbrook but it was never completed. The City should work with Springbrook to complete this assessment in order to review the Cloud version of Springbrook and improve the use of functionality and training for end users.

## RECOMMENDATIONS

- Participate in Springbrook assessment to determine strategic upgrade issues.
- Arrange a Springbrook demo on modules or functionality available but not used by Finance and Human Resources, e.g. budget module, bank reconciliation, position budgeting, etc.
- Conduct on-site training with Springbrook trainers to more effectively use the system depending on the outcome of the Springbrook assessment.
- Upgrade Springbrook to the latest Cloud version – 7.18 to eliminate many functional gaps.
- Move from paper-based timesheets to electronic timesheets.

### 4.3 COMMUNITY DEVELOPMENT/BUSINESS LICENSE

The Planning department generates 400-500 permits per year, conducts inspections (150+ per month), and enforces code violations. They are users of Springbrook, and are very frustrated with the application's lack of functionality beyond basic permitting. They have tried to work with Springbrook to implement MyBuildingPermit.com portal as a means to support online permitting, but Springbrook cannot integrate with that system.

GIS is also not supported with the solution so there is no visual tie in with land records in ESRI. Permit status tracking is done in Excel. Communication with applicants as to the status of their permits or plan review is manual, which is behind what most Permitting systems support. They feel that Springbrook has made a lot of promises that they can't fulfill and there are many gaps remaining in the latest version 7.18.

Community Development also uses Bluebeam for plan review markup and comments, and Business License is tracked on Excel spreadsheets with verification done through the State of Washington Partner Portal (SAW). Business Licensing seems to be working okay as a totally manual process.

During our conversations with Springbrook, they stated that Business Licensing functionality is a strength; However, the Community Development suite of products are not slated for enhancement into the foreseeable future.

We recommend that the City purchase and implement a best of breed Community Development Suite which includes GIS-enabled and fully integrated Planning, Permitting, Business Licensing and Code Enforcement, and provides mobile device support for inspections and code-related field operations. Should the City replace it's ERP solution at any point in the future, this system can still interface to whatever ERP system the City chooses.

### RECOMMENDATIONS

- Move to a best of breed solution for Community Development solution for Permits, Code Enforcement and Inspections
- Explore the business licensing functionality in the latest version of Springbrook; eliminate Excel spreadsheet tracking
- Enroll in MyBuildingPermit.com and interface it to the new Permitting system
- Continue the use of Bluebeam for building plan review, markup, collaboration, plan archiving and retrieval

## 4.4 HUMAN RESOURCES

Human Resources (HR) has two resources who manage approximately 119 employees, with 4 bargaining units relative to the Police Guild and Public Works. While the department has Springbrook, almost all HR functions, tracking, and processes are performed manually in Excel or on paper. Position budgeting is done in Excel, although Springbrook has this functionality. Civic Plus is used as the City's career portal website for recruiting purposes. Timekeeping is a manual process for departments and paper timesheets are manually entered into the Payroll module. Timeclock Plus is used solely for time capture to support labor-related grant reimbursements and is not integrated with Springbrook as a means of capturing payroll time entry. This system is underutilized.

Key HR functionality that should be implemented include Employee Self-Service (ESS) and Manager Self-Service (MSS) to reduce paper forms and calls for personnel data and allow staff to make updates, look up pay stubs, etc. This functionality is not available in the version being used at the City, but is available with an upgrade to the latest version of Springbrook.

In the words of the HR Director - the HR systems at the City are "archaic." They need to get more automated without overly systematizing everything.

### RECOMMENDATIONS

- Participate in the assessment of Springbrook from the HR perspective to identify the strategic direction to optimize the solution for HR's needs
- Leverage Position Budgeting in the Springbrook system
- Implement electronic Timekeeping throughout the City by using Springbrook's Timekeeping functionality and/or expand the use of Timeclock+ for Public Works, Police, Parks, etc.

- Implement Employee Self Service/Manager Self Service
- Develop electronic forms and load employee documentation into the Laserfiche system

#### 4.5 UTILITY BILLING

The City of Monroe provides water, sewer, and stormwater services to residents and produces 6,000 bills on a monthly basis. They use Census Analytics as their AMR solution which works very well. Meter read information is imported into Springbrook for Utility Bill generation. Overall, Springbrook works adequately for the needs of this department, but has some limitations such as a lack of seasonal average billing. The Utility Billing department would like to increase electronic billing as only 12% of utility bills are sent electronically to customers. Cashiering integration works well with the utility billing module.

The bottom line is that Springbrook works fairly well for this department, but refresher training should be taken to improve the use of the system. There is much in the Utility Billing functionality that could be implemented. Also, the City should work with Springbrook to increase electronic billing and provide a portal for customers to view/pay their bill and view past bill and consumption history online.

#### RECOMMENDATIONS

- Participate in the assessment of Springbrook from the UB perspective to optimize the Springbrook solution
- Conduct on-site refresher training with Springbrook to increase the use of the capabilities of the system
- Expand electronic billing and develop an online portal for customers

#### 4.6 PUBLIC WORKS DESIGN AND CONSTRUCTION

The Public Works Design and Construction department manages approximately 15 construction projects annually for the City. All budget tracking is in Excel in a giant spreadsheet. They also use Bluebeam for plan reviews, AutoCAD to review the designs and Springbrook to collect fees. For the last 3-4 years, they have been using Timeclock+ to track hours to projects including grants.

The biggest issue is that all projects are tracked in Excel, which could be tracked in Springbrook. Also, they would like to improve their use of GIS to set up and track assets.

#### RECOMMENDATIONS

- Review the use of Springbrook to track construction budgets rather than use Spreadsheets.
- Explore integration of Timeclock+ into Springbrook or use Springbrook Timekeeping for both project tracking and payroll.
- Explore increasing the use of ESRI GIS solution.

## 4.7 PUBLIC WORKS OPERATIONS AND MAINTENANCE GIS

Public Works Operations and Maintenance implemented Dude Solutions for Work Orders and Asset Management last year. Work order management has been partially taken up, however at this point not all work is documented on Dude work orders. This system has worked well for them, but they would like to have more consistent tracking of work performed, as well as better integration to ESRI ArcGIS. They also use RTA for fleet maintenance and Service Orders come in through Comcate for small project requests from the public.

Time tracking is a major requirement of the Public Works department. Currently, they are entering time into both Dude Solutions (work orders) and manually via paper timesheets to Springbrook for payroll time capture. While it's important to capture time spent on maintaining specific assets and work orders, Dude is not a timekeeping application. Best practice would be implementing a cost-effective electronic timekeeping application like the existing Timeclock+, or implementing Springbrook Timekeeping functionality, to eliminate the existing paper process for payroll timekeeping.

Public Works also manages the ESRI ArcGIS solution that is used by other departments including Planning and Police departments. GIS is the system of record for assets at the City, and currently tracks around 100,000 assets. ESRI is the de facto GIS solution available on the market for City government, and the City should look to enhance and leverage the use of GIS capabilities wherever possible. To this end we would recommend engaging an ESRI partner to assess and optimize ArcGIS, with the goal being the efficient expansion of GIS utilization to other departments at the City.

### RECOMMENDATIONS

- Continue to increase the utilization of Dude with the goal of recording all activity on work orders (both reactive and preventative maintenance) in order to accrue accurate asset lifecycle costs.
- Keep track of time spent maintaining assets in Dude, and implement Timeclock+ with Springbrook integration, or Springbrook Timekeeping for clocking in and clocking out with regard to payroll
- Conduct a GIS assessment/optimization with an ESRI consultant to expand the use of ArcGIS for Public Works as well as other departments at the City.

## 4.8 MUNICIPAL COURT

Monroe Municipal Court is a court of limited jurisdiction and is authorized by Washington State statute to preside over criminal misdemeanors, gross misdemeanors, traffic infractions and other City of Monroe Code violations. The main system the Court uses is the state JIS system for tracking cases, fines, and other court activities. This works well for them.

Court personnel have to create many documents in Word and have a lot of manual paper processes. They would like to go paperless as much as possible and should explore leveraging the City's Laserfiche document management system. In addition, they would like to manage and collect fines online which could be done by Springbrook – which they are currently not using.

## RECOMMENDATIONS

- Continue to use the state JIS system for court activities
- Leverage the Laserfiche document management solution to move to more of a paperless environment including the potential to improve online communication with Police Department for the judge to provide electronic signatures for warrants, the holding cell, etc.
- Explore using Springbrook for online collection of fees and fines

### 4.9 POLICE DEPARTMENT

The Police Department has six sergeants, 24 officers, and two K-9s. A sergeant and two of these officers are assigned to investigations. Patrol officers are organized into four teams working 12-hour shifts on three-day rotations. This provides the citizens of Monroe with 24-hour coverage.

The main system the police department uses is the County supplied New World Public Safety system. 911 Center also provides contracted laptops and support for police in-car systems. This is all outsourced and works well.

The Police Department uses Reveal for body cameras (on-premises system) and has 2 motorcycle tablets that are supported internally. They use shared computers for the detectives. They use NextRequest for public records, but have not done anything with Laserfiche. Currently it is necessary to search a lot of paper files in order to handle public records requests and search archive case files and data. They have large paper files but are moving to a scan and toss system. They use PlanIT for police scheduling which works well.

In general the Police feel they have good support for New World (external to the county), but don't get as much internal IT support, so if they are having problems with computers or systems – they try to troubleshoot and fix on their own as much as possible before requesting support from IT. The City should explore increased IT support for the Police.

## RECOMMENDATIONS

- Continue to outsource Public Safety solution (New World) to the County
- Explore expanding the use of the Laserfiche solution to provide e-signatures and file case files electronically

### 4.10 PARKS AND RECREATION

Monroe's Parks and Recreation Department manages 200 acres of parks, fields, and facilities. Last year the Parks maintenance team implemented Dude Solutions (along with Public Works) for maintenance management functionality which seems to be working well as they continue to roll out additional capabilities for work orders and tracking maintenance tasks. However, maintenance-related inventory items are still managed on spreadsheets. Parks and Rec should explore using the inventory capabilities of Dude Solutions to manage this inventory. They also recently implemented Calsense water management software which tracks and monitors in-ground sprinkler systems which is working well.

Parks and Recreation manages park, field, and facility scheduling on an Excel spreadsheet. There is no online reservation system in place, which means that citizens must call the City to reserve facilities. While they do not manage city-league sports or host a large number of community events, Parks and Recreation would like to potentially expand into these areas in the future. Implementation of an online reservation system with calendaring and facility availability would be helpful to this department as they look to expand in the future.

## RECOMMENDATIONS

- Explore expanding the capabilities of Dude Solutions – particularly with regard to inventory
- Review Civic Plus or another application to implement online reservations and calendaring
- Implement graphics tools for event notifications/advertising

### 4.11 RECORDS MANAGEMENT

The City recently implemented Laserfiche but the former city clerk who was championing the project left the City and the Laserfiche implementation has since not progressed. While they have completed the initial implementation, the document/data conversion process is not complete. Records remain stored in many different document locations including shared drives, email, paper files and storage rooms. The City has many paper files that are unsecured and there is risk of losing records if there is a fire or if files are lost.

The City uses NextRequest for public records requests and puts a duplicate copy of electronic records in NextRequest. The Police Department uses New World for police records and for interagency documents. Emails are kept by Smarsh and archived since 2006.

The City needs to fully embrace Laserfiche in order to improve workflow, reduce paper, and increase searches and access for documents. They also need to review state record retention requirements and destroy documents that are past retention requirements. Departments will need to be trained on the system and scanners need to be procured to a “scan and toss” approach to record keeping. Police department has scanners – other departments will need to acquire more scanners.

## RECOMMENDATIONS

- Hire a Laserfiche consultant to assist with training and rollout of a records conversion plan and timeline
- Consultant will develop the integration of Laserfiche to Springbrook and other systems
- Consultant will review security and retention compliance with Washington records retention laws
- Hire interns to assist with document scanning and conversion

### 4.12 EMERGENCY MANAGEMENT

Emergency Management Office is led by the Director of Public Works and is charged with preparation for potential disasters for the City of Monroe. They develop and maintain an emergency management

program for the City and work closely with the Snohomish County Department of Emergency Management.

Emergency Management uses a number of tools from various national and local emergency management organizations including NIMS and Snohomish County 911. At City Hall, they have an Incident Response Center, and Monroe Coordination Center that is a mobile trailer that has projectors, boxlights, and communications equipment. The Incident Support Center is used for fairs, triathlons, and other functions. It is used as the center for communications with ham radios, landline phones and other communication equipment. Computers in these centers get outdated as they are not used much, so we recommend switching to laptops for City personnel to bring them into the NOC when necessary.

The biggest challenge for Emergency Management is document management. The majority of what they do is communicate with the community plans for potential disaster recovery. They need to track training which is currently done in Excel. They also use an Access database to track certain items and documents.

## RECOMMENDATIONS

- Maintain equipment for the Incident Response Center and Monroe Coordination Center including phones, communications equipment, and use city employee laptops
- Leverage Laserfiche to create and track documents for emergency management

## 5 Project Initiatives

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## 5 PROJECT INITIATIVES

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Based on the above assessments, the following are the recommended Project Initiatives for the IT Strategic Plan at the City. Each initiative is categorized in the following areas.

**Technology Organizational Initiatives.** If the initiative focuses on administrative operations of the organization, it is considered part of Technology Organizational Initiatives. Initiatives such as implementing changes to the organizational structure or IT standards fit within this category.

**Information Technology Initiatives.** If the initiative is part of maintaining the technology infrastructure or business systems, it falls within Information Technology Initiatives.

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### 5.1 TECHNOLOGY ORGANIZATIONAL INITIATIVES

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The following initiatives are for the IT organization at the City to enhance efficiency and improve IT Governance. These are organizational and strategic policy recommendations and should be completed as soon as is practical.

#### 5.1.1 CREATE THE IT SUPERVISOR POSITION

SoftResources recommends that the City establish a new FTE for a mid-level IT Supervisor position. This person will report to the Director of IT and oversee systems, IT projects, and support at the City. This position is very important to the new IT organization and strategy at the City – particularly with the strategic direction of moving to the Cloud. In addition to technical knowledge and experience, this person should be skilled in the areas of team management, targeting and executing short-term strategic IT goals, making team-level decisions, managing budgets, managing software vendors, consultants, IT projects, and Cloud contracts.

#### 5.1.2 REORGANIZE THE IT DEPARTMENT

The City should organize the IT department with the Director of HR/IT at the top, and the IT Supervisor reporting to him, and then the internal IT resources as well as IT contractors being overseen by the IT Supervisor. The IT Supervisor will work with all of the departments to make sure that they are being supported and manage IT projects including the contractors and support for the systems at the City. GIS should also be part of this department so they can leverage GIS to many City departments. We recommend that existing GIS staff at the City be transferred to report up through the IT team structure. (See section 2.1)

#### 5.1.3 IMPLEMENT AN IT PROJECT-BASED STRATEGY

The City should conduct specific IT projects designed to improve and extend the use of technology at the City. The IT Supervisor should prioritize and manage these projects and bring in outside expertise/consultants as needed for specific projects. This approach will enable the City to get more projects done and be focused on successfully implementing and fully utilizing both existing and new technologies without adding internal headcount.

#### 5.1.4 IMPLEMENT “CLOUD PREFERRED” STRATEGY FOR NEW SOFTWARE

The City should move forward with a “Cloud Preferred” strategy for the acquisition of new systems. Software vendors are moving to the Cloud and this will align the City with future IT vendor deployment methods. This will also allow the City to outsource much of the infrastructure, upgrades, and support while maintaining a lean internal IT staffing model.

This strategy is called “Cloud Preferred” because there may be cases where on-premises solutions may offer a better solution to meet required functionality. In general, the preference should be to move systems to the Cloud. From a financial perspective, this change will move IT expenses from a capital asset that is depreciated to an annual operating expense on the income statement. In essence, the City will be leasing software solutions rather than buying them and paying annual maintenance.

#### 5.1.5 ESTABLISH A DISASTER RECOVERY/BUSINESS CONTINUITY POLICY

The City should establish an IT Disaster Recovery and Business Continuity policy. This policy could be developed by the IT Supervisor and/or an outside consultant. This policy will enable the City to have a plan to maintain IT systems up should a catastrophic event occur.

#### 5.1.6 UPDATE CYBERSECURITY POLICY

The City should update the current CyberSecurity policy to ensure that IT security standards are documented, communicated and followed by City employees. The IT Supervisor should spearhead this effort and potentially hire a consultant to assist with development of this policy.

#### 5.1.7 ESTABLISH A MOBILE DEVICE POLICY

The City should establish mobile device standards (iOS/Android) and replacement strategy using a three-year cycle (which is a reasonable life span for mobile devices). Mobile devices should be given to Public Works, Community Development, Parks and Rec and others at the City that have a need for working in the field. These mobile devices should connect to Cloud applications and should enable real time access and updates to the systems.

## 5.2 INFORMATION TECHNOLOGY INITIATIVES

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The following are the recommended IT Initiatives for the City.

#### 5.2.1 ENHANCE INTERNET CONNECTIVITY

The City should upgrade to Fiber connectivity to the internet. This is an important step in expanding bandwidth to enable strategic deployment of Cloud-based solutions and support of remote access to core financial and operational data.

#### 5.2.2 IMPLEMENT OFFICE 365 GOVERNMENT

The City Mayor would like to make remote work a more viable option for City employees, especially during and after the COVID-19 pandemic. To support this direction, the City should implement Office 365 Government which offers the latest version of Office productivity tools. This solution has all of the applications for remote collaboration (including Microsoft Teams), along with SharePoint for accessing

shared files in the Cloud. This is the future strategy of Microsoft, and the City will eventually be forced to move that direction and can benefit from its adoption now. Implementation and ongoing training should be provided by an outsourced provider to take advantage of enhanced Office 365 functionality at deployment and as automatic updates/upgrades occur.

**5.2.3 CONTINUE LAPTOP/DESKTOP/MOBILE DEVICE REPLACEMENT PROGRAM**

The City should continue the current Laptop/Computer replacement program on a four-year cycle and Mobile Devices on three-year cycle. This policy is a reasonable replacement schedule and will enable City personnel to be more productive with refreshed computer hardware as these machines become dated.

**5.2.4 CONDUCT SPRINGBROOK ASSESSMENT**

The City is currently using Springbrook V.7.16 which is 2 versions behind and has 11 major customizations. The City is not effectively using the solution. Support has been difficult as Springbrook has changed ownership and staffing levels twice in the past few years.

The City has three options for moving forward:

1. Upgrade to the latest version of Springbrook on-premises and perform a system optimization review and additional training by Springbrook to improve usability.
2. Upgrade to the Cloud version of Springbrook in order to align with Springbrook’s future direction and upgrades.
3. Select and implement a different ERP solution.

SoftResources conducted high-level research with alternate ERP vendors to get an understanding of what it would cost to move to a new solution. If the City were to move to a new ERP, it should expect an annual subscription of approximately \$60 - 100K per year plus \$100 - \$150K to implement the solution. Alternatively, upgrading to the latest Cloud version of Springbrook would cost \$44K/year plus \$10-20K for implementation and cause much less disruption since users are familiar with the solution.

OPTION	License/Maintenance or Annual Subscription	Implementation/Training	First Year Cost
Upgrade to latest on-premises Springbrook Solution	\$30K/year	\$12K – 20K	\$42K - \$50K
Upgrade to Springbrook Cloud	\$44K/year	\$8K – 10K	\$52K - \$54K
Select and implement a new ERP	\$60K – 100K/year	\$100K - \$150K	\$160K - \$250K

SoftResources recommends that the City complete the Springbrook assessment that was started last year (this is a free service) and upgrade to the Cloud version 7.18 with full on-site training. As part of

that assessment, the HR department should review and implement HR functionality (including Employee Self Service and other functions) that they are currently not using.

Assessing Springbrook and defining the ERP strategy will enable the City to focus on an “ERP first” approach for the departments. There are capabilities in the current Springbrook solution that are being done in ancillary systems or on spreadsheets outside of the current ERP. The assessment can identify areas where the City can consolidate functionality on the central ERP rather than distributed on a variety of best of breed systems or spreadsheets.

#### 5.2.5 MIGRATE/UPDATE SPRINGBROOK TO THE CLOUD

Based on the results of the Springbrook Assessment, the City should implement the latest Cloud version of Springbrook adding functionality to each department and implementing a training program for City personnel. As part of this upgrade, the City should explore online bill presentment and payments for Courts and Utility Billing within the system.

#### 5.2.6 SELECT AND IMPLEMENT A COMMUNITY DEVELOPMENT/PERMITTING SOLUTION

Springbrook appears to be inadequate to meet the City’s needs for Permitting and Code Enforcement. Springbrook is not investing in nor improving this functionality so updating to the latest version will not address functional gaps. We recommend that the Community Development department select and implement a 3<sup>rd</sup> Party standalone Permitting solution that integrates with MyBuildingPermit.com portal to allow for online applications and submission of permits and plans. This functionality would improve City and Contractor relationships and streamline the permit application process.

#### 5.2.7 OPTIMIZE GIS

The City should engage an ESRI partner consultant in order to optimize the ESRI ArcGIS solution, and work to enhance the use of GIS by City departments. Public Works is the biggest user of GIS data, but GIS functionality can be utilized by other departments including Utility Billing, Community Development, and other departments. As mentioned above, the GIS administrator should move from Public Works to the IT department in order to maintain synergies with IT team projects and streamline support.

#### 5.2.8 IMPLEMENT ELECTRONIC TIMEKEEPING

The City should implement electronic timekeeping on a citywide basis. When the City upgrades Springbrook to the Cloud, the City should replace Timeclock+ with Springbrook Timekeeping to provide a unified Timekeeping solution that is fully integrated with Springbrook ERP. In this way, all employees can have a single source of timesheet entry for payroll. This will eliminate paper timesheets, and enable the City to leverage online time entry workflows.

#### 5.2.9 OPTIMIZE LASERFICHE AND SCAN/DIGITIZE DOCUMENTS

The City should hire a Laserfiche implementation consultant (potentially from FreeDoc) to help them optimize the Laserfiche implementation and develop a plan of action for digitizing and accessing documents and records. This will allow the City to more fully leverage the capabilities of Laserfiche and be more effective at using it. The newly hired IT Supervisor should oversee this project. As part of this

project, the consultant should assist the City with records retention strategies and policies to align with the State of Washington requirements.

#### 5.2.10 REVIEW/ASSESS CIVICPLUS

The City should review the CivicPlus website and refresh and post information to standardize the look and feel of the site. The City should assess the CivicPlus solution as the contract comes up and either renew licensing or find a new solution. The City should explore adding customer engagement functionality possibly through integration with Comcate or the use of CivicPlus' 311 and Citizen Requests functionality to replace Comcate.

#### 5.2.11 IMPROVE INTEGRATION BETWEEN SYSTEMS

The City uses many software solutions, many of which are dependent on information from other systems to be effective. Manual entry and rekeying of data between systems increases the risk for data entry errors and increases the effort to reconcile and make corrections. The new IT Supervisor should review the systems in place and identify those that the City could integrate to provide better data. This process should be ongoing over the years, but we included a specific project in the IT Master Plan for review after all of the other implementation projects are complete. The following key systems should be considered for integration:

1. **Springbrook** – import cash receipts from other systems; import time entry; import revenue and expenditures, push out data to CivicPlus for data transparency, etc.
2. **Dude Solutions** – import asset maintenance costs; apply cost information to asset data in Springbrook Fixed Assets module; possibly leverage Purchase Order module in Springbrook, etc.
3. **ESRI ArcGIS** – link into applications for geo-spatial view of records, e.g. parcels, infrastructure, Capital Assets, water system components, permitting and zoning, etc.
4. **Laserfiche** – central document repository for all major systems; eliminate server and desktop storage drives where possible.

#### 5.2.12 IMPLEMENT A CLOUD-BASED PHONE SYSTEM

The City should explore transitioning from the current on-premises phone system and move to a Cloud-based solution. This will enable the City to leverage cloud solutions and offload the maintenance of the phone system.

## 6 IT Strategic Plan

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## 6 IT STRATEGIC PLAN

The following section describes the Six-Year IT Strategic Plan and explains the methodology by which the above initiatives are prioritized and sequenced. The results of prioritization scoring, cost estimates, and the overall timeline are provided below.

### 6.1 PRIORITIZATION

The Technology Organizational Initiatives address strategic and organizational concerns. These recommendations should be implemented as soon as is practical. The Information Technology Initiatives are more project based, require some level of resources to implement, and have a cost outlay. Because of this, it is important to prioritize these projects so the City can focus on the Project Initiatives at the appropriate time in the Six-Year Plan.

#### 6.1.1 PRIORITIZATION EVALUATION AREAS:

The Information Technology Initiatives were prioritized using the scoring process outlined below in order to determine their importance and recommended timeline to complete. They were evaluated according to the following categories:

**Impact:** The extent to which the results of the initiative will benefit the City. A project that focuses solely on a secondary business process would have a lower Impact score than one that improves service to the organization as a whole. The broader the impact, the higher the score.

**Criticality:** Criticality indicates the level of urgency for the initiative. Immediate business needs, such as implementation of a mandated policy, would be considered highly critical. Adoption of new capabilities that are not critical to the organization would receive a low criticality score.

#### 6.1.2 SCORING

Each potential project was scored using a range from 1-5 where 5 is most impactful/critical. Project prioritization ranking is from low to high. The highest scoring projects are most critical and/or provide broad benefit.

The sequence in which the initiatives are addressed in the Timeline will not specifically be defined by scoring. Projects will be thoughtfully interspersed according to consideration of Impact and Criticality (e.g. risk exposure, available resources, and legislative requirements).

The following table represents the Evaluation Areas and the specific values used to determine score.

SCORE	IMPACT	CRITICALITY
5	High Impact/Benefit	Critical
4	Significant Impact/Benefit	Very Important
3	Medium Impact/Benefit	Important
2	Some Impact/Benefit	Preferable

<b>1</b>	Low Impact/Benefit	Nice to Have
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**6.2 SCORING RESULTS**

Project / Initiative	Impact	Criticality	Score
CREATE THE IT SUPERVISOR POSITION	5	5	10
REORGANIZE THE IT DEPARTMENT	5	5	10
CONTINUE LAPTOP/DESKTOP/MOBILE DEVICE REPLACEMENT PROGRAM	4	4	8
IMPLEMENT "CLOUD PREFERRED" STRATEGY FOR NEW SOFTWARE	4	4	8
IMPLEMENT OFFICE 365 GOVERNMENT	5	3	8
CONDUCT SPRINGBROOK ASSESSMENT	4	4	8
MIGRATE/UPDATE SPRINGBROOK TO THE CLOUD	4	4	8
UPDATE CYBERSECURITY POLICY	3	5	8
ENHANCE INTERNET CONNECTIVITY	3	4	7
SELECT AND IMPLEMENT COMMUNITY DEVELOP/PERMITTING SOLUTION	3	4	7
ESTABLISH A DISASTER RECOVERY/BUSINESS CONTINUITY POLICY	3	6	6
ESTABLISH A MOBILE DEVICE POLICY	3	3	6
OPTIMIZE LASERFICHE AND SCAN/DIGITIZE DOCUMENTS	3	3	6
IMPLEMENT ELECTRONIC TIMEKEEPING	4	2	6
IMPROVE INTEGRATION BETWEEN SYSTEMS	3	3	6
OPTIMIZE GIS	3	3	6
IMPLEMENT AN IT PROJECT BASED STRATEGY	3	2	5
IMPLEMENT A CLOUD-BASED PHONE SYSTEM	3	2	5
REVIEW/ASSESS CIVICPLUS	1	1	2

### 6.3 ESTIMATED COST

The following total cost estimates are for internal planning/budgeting purposes only. Additional vendor discussions will provide a more accurate view of the expense to perform the initiative.

Project / Initiative	Cost Over 6 Years	
	Low	High
<b>Create the IT Supervisor Position</b> <i>(Assumes 1 FTE Supervisor Level at \$100K - \$150K/Year including benefits)</i>	\$ 500,000	\$ 800,000
<b>Reorganize the IT Department</b>	No Cost	No Cost
<b>Continue Laptop/Desktop/Mobile Device Replacement Program</b> <i>(Assumes replacement of 25% of laptops/desktops and 33% of mobile devices annually at average cost of \$1,200/device + \$5K/server.)</i>	\$ 500,000	\$ 750,000
<b>Implement "Cloud-Preferred Strategy" for New Software</b>	No Cost	No Cost
<b>Implement Office 365 Government</b> <i>(Estimate \$25K Implementation and \$25K/year Office 365 Subscription)</i>	\$150,000	\$200,000
<b>Conduct Springbrook Assessment</b> <i>(Assumes completion of Springbrook review in preparation for Cloud upgrade)</i>	No Cost	No Cost
<b>Migrate/Update Springbrook to the Cloud</b> <i>(Assumes \$10K - 20K implementation project and annual subscription of \$45K/Year)</i>	\$ 270,000	\$ 360,000
<b>Update CyberSecurity Policy</b> <i>(High Cost assumes hiring a consultant)</i>	No Cost	\$ 10,000
<b>Enhance Internet Connectivity</b> <i>(Install Fiber Connection and Upgrade Comcast Plan – Estimate \$15K per year)</i>	\$ 90,000	\$ 125,000
<b>Select and Implement Community Development/Permitting Solution</b> <i>(Assumes \$60K annual subscription and \$60-90K implementation)</i>	\$ 200,000	\$ 400,000
<b>Establish Disaster Recovery/Business Continuity Policy</b> <i>(High Cost assumes hiring a consultant)</i>	No Cost	\$10,000
<b>Establish a Mobile Device Policy</b> <i>(High Cost assumes hiring a consultant)</i>	No Cost	\$10,000
<b>Optimize Laserfiche and Scan/Digitize Documents</b> <i>(Assumes Hiring Consultant to Help Implement Strategy \$25K – 30K)</i>	\$ 25,000	\$ 35,000
<b>Implement Electronic Timekeeping</b> <i>(Assumes Hiring Consultant to implement Springbrook Timekeeping – annual subscription is included with Springbrook ERP)</i>	\$ 15,000	\$ 25,000

Project / Initiative	Cost Over 6 Years	
	Low	High
<b>Improve Integration Between Systems</b> <i>(Assumes Hiring Integration Consultant)</i>	\$ 5,000	\$ 50,000
<b>Implement an IT Project Based Strategy</b>	No Cost	No Cost
<b>Optimize GIS</b> <i>(Assumes Hiring Consultant to Assess and Optimize GIS Strategy)</i>	\$ 10,000	\$ 20,000
<b>Implement a Cloud-Based Phone System</b> <i>(Assumes \$10K setup and \$15K/year subscription)</i>	\$ 100,000	\$135,000
<b>Review/Assess CivicPlus</b> <i>(Review CivicPlus or develop new website – assumes CivicPlus annual subscription of \$12,500)</i>	\$ 75,000	\$ 100,000

### 6.4 TIMELINE

SoftResources worked with the City to determine timing for the recommended initiatives. The preliminary IT roadmap is provided below in graphical format.

ID	Project / Initiative	2020		2021				2022				2023				2024				2025				2026	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
1	Create the IT Supervisor Position																								
2	Reorganize the IT Department																								
3	Continue Laptop/Desktop/Mobile Device Replacement Program																								
4	Implement "Cloud Preferred" Strategy for New Software																								
5	Implement Office 365 Government																								
6	Conduct Springbrook Assessment																								
7	Migrate/Update Springbrook to the Cloud																								
8	Update Cybersecurity Policy																								
9	Enhance Internet Connectivity																								
10	Select and Implement Community Dev/Permitting Solution																								
11	Establish Disaster Recovery/Business Continuity Policy																								
12	Establish a Mobile Device Policy																								
13	Optimize Laserfiche and Scan/Digitize Documents																								
14	Implement Electronic Timekeeping																								
15	Improve Intgegration Between Systems																								
16	Optimize GIS																								
17	Implement an IT Project Based Strategy																								
18	Implement a Cloud-Based Phone System																								
19	Review/Assess Civicplus																								

**6.5 ANNUAL COST BUDGET FOR RECOMMENDED INITIATIVES**

Project / Initiative	2020	2021	2022	2023	2024	2025
Create the IT Supervisor Position	No Cost	\$50,000	\$150,000	\$150,000	\$150,000	\$150,000
Reorganize the IT Department	No Cost					
Continue Laptop/Desktop/ Mobile Device Replacement Program	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Implement “Cloud-Preferred Strategy” for New Software	No Cost					
Implement Office 365 Government + Subscription	\$50,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Conduct Springbrook Assessment	No Cost					
Migrate/Update Springbrook to the Cloud + Subscription		\$65,000	\$45,000	\$45,000	\$45,000	\$45,000
Update CyberSecurity Policy	No Cost					
Enhance Internet Connectivity	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Select and Implement Community Development/Permitting Solution				\$120,000	\$60,000	\$60,000

Project / Initiative	2020	2021	2022	2023	2024	2025
Establish Disaster Recovery/Business Continuity Policy	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
Establish a Mobile Device Policy	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
Optimize Laserfiche and Scan/Digitize Documents			\$35,000			
Implement Electronic Timekeeping + Subscription		\$20,000	Included with Springbrook	Included with Springbrook	Included with Springbrook	Included with Springbrook
Improve Integration Between Systems						\$25,000
Implement an IT Project Based Strategy	No Cost	No Cost	No Cost	No Cost	No Cost	No Cost
Optimize GIS					\$20,000	
Implement a Cloud-Based Phone System + Subscription	\$25,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Review/Assess CivicPlus	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
<b>TOTAL ESTIMATED COST</b>	<b>\$227,500</b>	<b>\$327,500</b>	<b>\$422,500</b>	<b>\$507,500</b>	<b>\$467,500</b>	<b>\$472,500</b>

# 7 Exhibits

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## 7 EXHIBITS

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The following exhibits are included as separate files and provide information to supplement and substantiate the findings indicated in this report.

1. Exhibit A – Workshop Attendees
2. Exhibit B – Current Systems Map
3. Exhibit C – Survey Results

# IT Strategic Plan

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## Phases of project



**Project Initiation  
and Planning**



**Online  
Workshops**



**Technology  
Assessment**



**IT Strategic  
Plan**

# Planning

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- Identified subject matter experts to be interviewed during the analysis
- Set up the Interview Schedule
- Discussed timelines, team assignments, and project communications
- Developed the Project Plan for the IT Strategic Plan

# Technology Assessment

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- Organizational structure is lean.
  - Recommendation to hire IT supervisor to lead projects and manage contractors (2022)
  - Continue with IS Outsource for weekly network support and technical projects
  - Move existing GIS position from PW to IT (2022)

# Cloud Strategy

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- The City should prepare for implementing more Cloud solutions both now and in the future. While we do not recommend that the City migrate all current applications to the Cloud, the City should evaluate future applications with a strong preference to implementing Cloud solutions.

# Cybersecurity and Disaster Recover Policy/ Procedures

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- Update the current basic cybersecurity policy, and use it as a point of reference in implementing and maintaining uniform IT security practices. This could be undertaken by the IT Supervisor, or by a consultant as needs and resources dictate. Make the policy a “living document”, with regular updates and enhancements.
- Create and maintain a documented Disaster Recovery/Business Continuity policy to be used as a point of reference in keeping city business running before and after local disasters. This could be undertaken by the IT Supervisor, or by a consultant as needs and resources dictate.

# Budget

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- Current budget is 500k Annually
  - Approximately .5% to 1% of City's operating budget.
- Similar sized cities spend in the range of 1% to 2% of budget.
- The City should increase IT investment in accordance with the IT Strategic Plan recommendations.

# Project timelines

ID	Project / Initiative	2020		2021		2022				2023				2024				2025				2026				
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
1	Create the IT Supervisor Position					■																				
2	Reorganize the IT Department							■																		
3	Continue Laptop/Desktop/Mobile Device Replacement Program	■																								
4	Implement "Cloud Preferred" Strategy for New Software			■																						
5	Implement Office 365 Government	■																								
6	Conduct Springbrook Assessment			■																						
7	Migrate/Update Springbrook to the Cloud					■																				
8	Update Cybersecurity Policy				■																					
9	Enhance Internet Connectivity	■																								
10	Select and Implement Community Dev/Permitting Solution														■											
11	Establish Disaster Recovery/Business Continuity Policy			■																						
12	Establish a Mobile Device Policy		■																							
13	Optimize Laserfiche and Scan/Digitize Documents												■													
14	Implement Electronic Timekeeping					■																				
15	Improve Integration Between Systems																						■			
16	Optimize GIS																■									
17	Implement an IT Project Based Strategy		■																							
18	Implement a Cloud-Based Phone System	■																								
19	Review /Assess Civicplus												■													

# Project Costs

Project / Initiative	2020	2021	2022	2023	2024	2025
Create the IT Supervisor Position	No Cost	\$50,000	\$150,000	\$150,000	\$150,000	\$150,000
Continue Laptop/Desktop/ Mobile Device Replacement Program	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Implement Office 365 Government + Subscription	\$50,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Migrate/Update Springbrook to the Cloud + Subscription		\$65,000	\$45,000	\$45,000	\$45,000	\$45,000
Enhance Internet Connectivity	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Select and Implement Community Development/Permitting Solution				\$120,000	\$60,000	\$60,000
Implement Electronic Timekeeping + Subscription		\$20,000	Included with Springbrook	Included with Springbrook	Included with Springbrook	Included with Springbrook
Implement a Cloud-Based Phone System + Subscription	\$25,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
<b>TOTAL ESTIMATED COSTS OF All Projects.</b>	\$227,500	\$327,500	\$422,500	\$507,500	\$467,500	\$472,500



**MONROE CITY COUNCIL**  
**Finance & Human Resources Committee Meeting**  
*Tuesday, August 18 2020, 5:30 P.M.*

**2020 Committee**  
Councilmembers  
Jason Gamble  
Kirk Scarboro  
Patsy Cudaback

<b>SUBJECT:</b>	<b>2020 Mid-Year Performance Reviews</b>
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<b>DATE:</b>	<b>DEPT:</b>	<b>CONTACT:</b>	<b>PRESENTER:</b>	<b>ITEM:</b>
8/18/2020	HR	Ben Warthan	Ben Warthan	New Business #2

**Discussion:** 8/18/2020  
**Attachments:** 1. Memorandum

**REQUESTED ACTION:** Discussion Only

**POLICY CONSIDERATIONS**

*Per Policy HR to report out on mid-year Non-represented employee evaluations.*

**DESCRIPTION/BACKGROUND**

All performance reviews for the Non-Represented employees have been completed.

Employee are rated in 8 areas:

1. Professional Knowledge
2. Quality of Work
3. Judgment
4. Communication
5. Initiative
6. Cooperation
7. Leadership
8. Employee Development



# Memo

To: Finance and Human Resource Committee

From: Ben Warthan, HR Director

CC: Deborah Knight, City Administrator

Date: August 18, 2020

**Re: 2020 Mid-year Performance Reviews**

- 
- All performance reviews for the Non-Represented employees have been completed.
  - Employee are rated in 8 areas:
    - Professional Knowledge, Quality of Work, Judgment, Communication, Initiative, Cooperation, Leadership and Employee Development.

Regards,  
Ben



# MONROE CITY COUNCIL EXTENDED AGENDA

Current as of 8/20/2020  
TENTATIVE LISTING, SUBJECT TO CHANGE

Mayor  
Geoffrey Thomas

Councilmembers  
Ed Davis Mayor Pro Tem;  
Patsy Cudaback; Kevin Hanford;  
Jason Gamble; Jeff Rasmussen;  
Kirk Scarboro, & Heather Rousey

## TUESDAY 8/25/2020

- 6 p.m. **City Council P3 Committee Meeting**
- CANCELLED
- 7 p.m. **City Council Regular Business Meeting**
- Presentation: Snohomish Health District
  - Proclamations: Overdose Awareness Day; Labor Day
  - Consent: ILA Amendment w/Lake Stevens & Sultan; 2020 Budget Amendments Final Reading; SODA ORD Final Reading; CHSAB Appointment Correction; ISO Agreement; Budget Calendar Acceptance
  - NB: IT Assessment; PEG fees Resolution; Interfund Loan Resolution; Emergency Executive Orders
  - Reports: CD, Finance, CHSAB

## TUESDAY 9/1/2020

- 6 p.m. **City Council Public Safety Committee Meeting**
- CANCELLED
- 7 p.m. **City Council Regular Study Session**
- CANCELLED

## TUESDAY 9/8/2020

- 6 p.m. **Legislative Affairs Committee Meeting**
- CANCELLED
- 7 p.m. **City Council Regular Business Meeting**
- Proclamation: Swift Night Out; Hispanic Heritage Month
  - Consent: Sonitrol Pacific Card Readers; PSA for Tjerne (placeholder); WWTP CIP Design Amendment
  - NB: Utility Vacancy Rate
  - Reports: PR, PD, PW, HR/IT, ED
  - Executive Session: Property Acquisition

## TUESDAY 9/15/2020

- 5:30 p.m. **City Council Finance/HR Committee Meeting**
- General Fund Six Year Projection
  - 2021 Budget positions
- 7 p.m. **City Council Regular Study Session**
- Discussion Items: Court Assessment; City Strategic Plan

## TUESDAY 9/22/2020

- 6 p.m. **City Council P3 Committee Meeting**
- Affordable Housing Code; Solid Waste Contract renewal; Annual Comp Plan Amendments; N. Kelsey Planning and Design Guidelines/Enviro
- 7 p.m. **City Council Regular Business Meeting**
- Proclamation: Indigenous People's Day
  - Consent: Sale & Disposal of Real or Personal Surplus Property Policy
  - NB: Emergency Mgmt ORD;
  - Reports: CD, ED, Finance, HR/IT

## TUESDAY 9/29/2020

- 7 p.m. **Transportation Benefit District Board Meeting**
- 2019 Annual Report; 2021 Budget Public Hearing; 2021 Budget Adoption; Work Plans; Allowable Charges; Marketing

## TUESDAY 10/6/2020

- 6 p.m. **City Council Public Safety Committee Meeting**
- Infrastructure & Technology Update; Prosecuting Attorney Update; Comprehensive Emergency Management Plan; Drone Program Update; Judge Ness update
- 7 p.m. **City Council Regular Study Session**
- Discussion Items: TBD

## TUESDAY 10/13/2020

- 6 p.m. **City Council Legislative Affairs Committee Meeting**
- Legislative Priorities; Buildable Lands Report
- 7 p.m. **City Council Regular Business Meeting**
- Public Hearing: 2021 Budget
  - NB: School Resource Officer ILA
  - Reports: P&R, PD, PW
  - Proclamation: Cybersecurity Month

Distribution of 2021 Preliminary Budget

## TUESDAY 10/20/2020

- 6 p.m. **City Council Finance/HR Committee Meeting**
- Old Business Close Out



# MONROE CITY COUNCIL EXTENDED AGENDA

Current as of 8/20/2020  
TENTATIVE LISTING, SUBJECT TO CHANGE

**Mayor**  
Geoffrey Thomas

**Councilmembers**  
Ed Davis Mayor Pro Tem;  
Patsy Cudaback; Kevin Hanford;  
Jason Gamble; Jeff Rasmussen;  
Kirk Scarboro, & Heather Rousey

## TUESDAY 10/20/2020 (continued)

- 7 p.m. **City Council Regular Study Session**
- 2<sup>nd</sup> Public Hearing: 2021 Budget
  - Discussion: 2021 Proposed Budget presentation

## TUESDAY 10/27/2020

- 6 p.m. **City Council P3 Committee Meeting**
- Tour WWTP
- 7 p.m. **City Council Regular Business Meeting**
- Proclamation: Police & Fire Appreciation Week
  - NB: 2021 Property Tax Ordinance First Reading; 2021 Budget Ordinance First Reading; 6 year Capital Ordinance First Reading
  - Reports: CD, ED, Finance, HR/IT

## TUESDAY 11/3/2020

- 6 p.m. **City Council Public Safety Committee Meeting**
- PSC Goals & Agenda; Code Enforcement, Chronic Nuisance Properties; Public Defense/Grant Update; Contract Renewals
- 7 p.m. **City Council Regular Study Session**
- **CANCELLED**

## TUESDAY 11/10/2020

- 6 p.m. **Legislative Affairs Committee Meeting**
- TBD
- 7 p.m. **City Council Regular Business Meeting**
- NB: Year End Fees Resolution Update
  - Reports: P&R, PD, PW

## TUESDAY 11/17/2020

- 6 p.m. **City Council Finance/HR Committee Meeting**
- Old Business Close Out
- 7 p.m. **City Council Regular Study Session**
- TBD

## TUESDAY 11/24/2020

- 6 p.m. **City Council P3 Committee Meeting**
- Countywide Buildable Lands; PROS Plan Update

## TUESDAY 11/24/2020 (continued)

- 7 p.m. **City Council Regular Business Meeting**
- **CANCELLED**

### CITY COUNCIL MEETING LOCATION (unless otherwise noted):

City Hall, Council Chambers: 806 W Main Street, Monroe

### COUNCIL COMMITTEE MEETING LOCATION (unless otherwise noted):

City Hall, Permit Assistance Center: 806 W. Main Street, Monroe

### UPCOMING ITEMS:

- NW/NE Annexation Areas
- Building Code Updates
- Financial Reserves Policy
- Retirement Recognition
- Wireless Regulations
- Republic Contract Extension (committee first?)
- Criminal Justice System Priorities
- Solid Waste Contract Renewal
- TAC Recommendations
- 11/10/2020 – Third budget public hearing if needed; 2021 Property Tax Ordinance Adoption; 2021 Budget Ordinance Adoption; Six Year Capital Plan Ordinance Adoption



# MONROE THIS WEEK

August 21, 2020 • Vol 6/Edition 32



## SNOHOMISH COUNTY FOOD DRIVE

AUG 27, 2020 • 4 -7PM • West Parking Lot

Benefits Local Food Banks • Car Decorating Contest • Food Trucks



*Thank you for reading Monroe This Week.*

*This week's edition recognizes the 100th anniversary of the 19th Amendment, includes a message from Municipal Court Judge Jessica Ness, and provides details on the first meeting of the Community Human Services Advisory Board, an upcoming food drive at the Evergreen State Fair Park, facial covering recommendations from the Snohomish Health District, tomorrow's Flags For Our Fallen Virtual 5K, free statewide WiFi hotspots, Governor Inslee's latest COVID-19 update, and a reminder about the rate stability resulting from the cancellation of the Spring Cleanup.*



*Please contact me with any and all feedback regarding the articles below. I can be reached at [gthomas@monroewa.gov](mailto:gthomas@monroewa.gov).*

*Yours in Service,*

A handwritten signature in blue ink, appearing to read "Geoffrey Thomas".

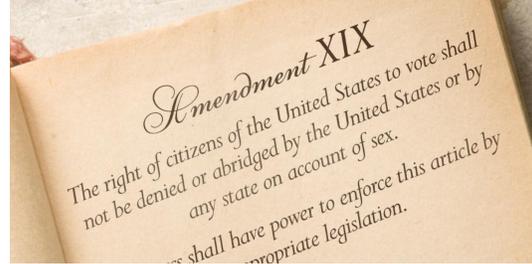
*Mayor Geoffrey Thomas*

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## CITY RECOGNIZES 100th ANNIVERSARY OF 19th AMENDMENT

This past Tuesday, August 18, 2020, was the 100th Anniversary of the 19th

Amendment to the United States Constitution. The 19th Amendment provides that the “right of citizens of the United States to vote shall not be denied or abridged by the United States or by any State on account of sex....”.



I'm thankful for the work of suffragists who advocated and fought to overturn injustices that denied people the right to vote – simply because they were women. As I reflect further, I am dismayed that people living in our nation even had to fight for equal rights...and still do.

In issuing a [Proclamation](#) commemorating this 100th Anniversary of the 19th Amendment, I call upon each of us to not only remember the struggles that Americans have endured and fought to overcome throughout our country's history, but further to recognize the struggles that remain and, as suffragists have done before us, to take active steps to reform or repeal systems and laws that perpetuate inequity, and to take active steps to persistently advocate for and protect equality for all people.

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## A MESSAGE FROM MUNICIPAL COURT JUDGE JESSICA NESS

Dear Monroe Community:

An Offender appeared in court who recently had a significant life change due to his involvement in the court system at Monroe Municipal Court. I want to share with you his success story.

The Offender was a homeless, drug-addicted man in his late twenties. He committed criminal law violations in other jurisdictions, was arrested, and then released multiple times upon his promise to appear at a future court date. He began committing numerous drug and trespass crimes in Monroe and was arrested by Monroe Police. Monroe Municipal Court set bail on these cases. Rather than remain in custody awaiting trial, the Offender chose to work with the Monroe Police Department's grant-funded social worker. Social Worker Delgado, along with Officer Springer, arranged to transport the Offender to an in-patient chemical dependency treatment program. He successfully completed that 30-day treatment program and the Court subsequently released him to a clean and sober living facility.



The Offender was recently in Court for disposition of his criminal matters. At sentencing, he explained his choice to receive treatment instead of remaining in-custody at the Snohomish County Jail. He thanked the Monroe Municipal Court and the Monroe Police Department for holding him accountable and helping him to obtain the chemical dependency treatment that he needed. He told the Court that he has since reunited with his wife and children and is looking for ways to give back to the community.

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## COMMUNITY HUMAN SERVICES ADVISORY BOARD HOLDS FIRST MEETING

On Thursday, August 20, the Community Human Services Advisory Board (CHSAB) held its first meeting. This new advisory board will assist the City by serving as the community filter, and to help us do better, as we move forward with implementing the recommendations of the Homelessness Policy Advisory Committee. The members are a wonderful and diverse board of residents and represent a cross section of our community, including people from our faith community, local service providers, business owners, and active community volunteers. People serving on the Board are from diverse lived experiences, including a resident who is formerly homeless and residents who have lived through poverty and through recovery.



The CHSAB will meet twice monthly, on the first and third Thursday, from 6:00 to 7:30 p.m. Meetings will be held via the Zoom meeting platform, are open to the public, and will include a Public Comment period at the end.

A topic of the first meeting was the upcoming International Overdose Awareness Day on August 31. International Overdose Awareness Day is a global event to raise awareness of overdose, to reduce the stigma of overdose-related death, and acknowledge the grief of family, friends and community. I will issue a Proclamation next week recognizing International Overdose Awareness Day here in Monroe.

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## SNOHOMISH COUNTY TO CELEBRATE FAIR COMMUNITY WITH FOOD DRIVE

Let's keep the spirit of the Evergreen State Fair going! It has been a long-standing tradition that on opening day of the Fair there is a food drive benefiting local area food banks. Last year brought in 33,866 pounds of food, about 28,000 meals for our community. This year, because of COVID-19, the need is greater than ever. So, while the Fair has been cancelled, Evergreen State Fair Park staff and volunteers will host a countywide [drive-thru food drive](#) on Thursday, August 27; the food drive will be held from 4:00 to 7:00 p.m. in the West parking lot at the Fair Park. There will be a variety of food trucks at the event for take-out. All State guidelines for COVID-19 will be followed for this drive-thru event.



Participants are invited to decorate their vehicles in a Fair-inspired theme. Ideas could include: County Fair elements, fair food, carnival ride, race car or even a pig. Participants could win a Family 4-Pack of Fair admission and Carnival tickets to the 2021 Evergreen State Fair. Businesses are also welcome to decorate their business vehicle for a chance to win 12 fair admissions.

Items collected from this event will be donated to food banks countywide in partnership with Volunteers of America and the Snohomish County Food Bank Coalition. Suggested items for the food drive include: monetary donations, diapers, baby wipes, hygiene/toiletry items, canned vegetables/goods, pasta, peanut butter, rice, kitchen staples and other non-perishable items.

## COUNTY HEALTH DISTRICT ISSUES FACIAL COVERING RECOMMENDATION

This week, the Snohomish Health District issued a [recommendation](#) on the usage of facial coverings. According to the Health District, a cloth face covering with multiple layers, made of cotton or a cotton blend, appears to work best in combating the transmission of COVID-19. The other two common facial covering types - lightweight gaiters and bandanas - are less effective because they disperse larger respiratory droplets into smaller ones that can travel further and stay airborne longer. All facial coverings are recommended to be worn covering both the mouth and nose.



## FLAGS FOR OUR FALLEN VIRTUAL 5K TOMORROW

Join me tomorrow for the [Flags For Our Fallen 5K](#). Due to COVID-19, earlier this summer VFW Post 7511 made the decision to hold this year's 4th annual event virtually. This transition provides our community the opportunity to remember the lives of the brave men and women who have paid the ultimate sacrifice for our country, while maintaining social distancing. As a virtual event, participants are encouraged to run or walk a 5K, either alone or with a friend, and post photos on social media using the #Flags4rFallen hashtag. If you see participants around town, be sure to wave and show your support. Kick off ceremony will begin at 7:00 a.m.



## FREE DRIVE-IN WIFI HOTSPOTS AVAILABLE STATEWIDE

In response to the impacts of COVID-19, Drive-In WiFi Hotspots provide free temporary, emergency internet access for Washingtonians who do not have broadband service to their homes. Access is available to all residents, with specific emphasis on remote learning for students. Additionally, this service can be used for job searches, telehealth, telework, unemployment filing, and census participation.

Launching primarily as parking lot hotspots in response to the COVID-19 pandemic, the free community WiFi is



accessible regardless of how users arrive at the locations. Some sites also offer indoor public access during business hours. Everyone using the sites – outside or inside – must practice social distancing and hygiene precautions, including staying in your vehicle or at least six feet from other users, and wearing a face covering if necessary.

Each hotspot will have its own security protocol. Some will be open and others will have Children's Internet Protection Act (CIPA) safe security installed. To find a hotspot near you, access the state Department of Commerce's Drive-In WiFi Hotspot [locator tool](#).

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## GOVERNOR "CAUTIOUSLY PLEASED" IN COVID-19 CASE RATE PROGRESS

In a press conference this week, Governor Jay Inslee said he is "cautiously pleased" to see a decline in COVID-19 case rates over the last



couple of weeks. The governor cautioned that there is still work to be done to drop the R0 (or "R-naught") number below one; the R0 number indicates the reproduction or spread of disease. An R0 below one indicates that every person who has COVID-19 is likely to spread it to less than one other person, which would lead to a decline in new infections. The R0 in Washington is around one right now, but the only way to get case levels down to where people can resume more normal activities is to get it well below one. Governor Inslee acknowledged that Washington has bent its COVID-19 transmission rate down once before, but that it later increased. Governor Inslee stated that in order to return to the way things were before the outbreak, case numbers need to come down and remain down.

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## REMINDER: CANCELLATION OF SPRING CLEANUP ENSURES RATE STABILITY THROUGH YEAR END

As I shared in last week's edition of [Monroe This Week](#), the City of Monroe recently made the difficult decision to cancel the annual



Spring Cleanup. Originally scheduled for the traditional mid-May date, the Cleanup was postponed due to the COVID-19 outbreak. With the recent spike in transmission of the virus, the cancellation decision was made to ensure the safety and health of both participants and event staff. In recognition of the cost savings of the cancellation, Republic Services has waived its right to request a rate increase following the state's increase of the Business & Operations tax earlier this year. This action ensures rate stability for Monroe residents through the end of 2020. The City looks forward to the return of the Spring Cleanup in 2021.

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## UPCOMING CITY COUNCIL MEETING SCHEDULE

The City Council will meet in a Regular Business Meeting on Tuesday, August

25, 2020. The meeting will be held via the Zoom remote meeting platform and participation information will be posted with the August 25 agenda, which can be accessed by clicking the button below.

[Council Agendas/Minutes](#)

## CITY COUNCIL MEMBERS



Councilmember  
Patsy Cudaback



Councilmember  
Kevin Hanford



Councilmember  
Ed Davis



Councilmember  
Jason Gamble



Councilmember  
Jeff Rasmussen



Councilmember  
Kirk Scarboro



Councilmember  
Heather Rousey

Have a question for your Councilmembers?  
Contact them at [councilmembers@monroewa.gov](mailto:councilmembers@monroewa.gov)

