

Administrative Services 2020 - 2021 Work Plan



About Administrative Services:

Administrative Services is the combination of the Facilities, Human Resources, and Information and Geographic Services divisions of the City.

- The Facilities division provides preventative and corrective maintenance to all City buildings.
- The Human Resources division encompasses human resources and payroll services.
- The Information and Geographic Services (IGS) division provides support and management of the City's technology, operations and initiatives and Geographic Information System and related products and services.
- Administrative Services also encompasses customer service initiatives, website management, risk management, and internal service delivery.

ADMINISTRATIVE SERVICES

Work Item 1: Council Priority 2 - Articulate, confirm, and communicate a vision for effective and efficient City services. Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability.

Description	Dept. Lead / Liaison	Staff Comments	Timeline								
Launch New Website and Intranet <i>New, updated website will be launched in Q1. Majority of information has been transferred. Intranet will host internal information for employees.</i>	Ali Spietz	High Priority, CIP funded	2020				2021				
			→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2021-2022 Biennial Budget Development <i>Work with the City Manager's Office and the Finance Department to prepare the 2021-2022 budget recommendation.</i>	Ali Spietz	High Priority	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Develop Financial, Purchasing, and Billing Policies and Procedures <i>Assist in drafting and adopting financial, purchasing, and utility billing policies.</i>	Ali Spietz	High Priority	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Customer Service Initiative <i>Lead City-wide customer service initiative, including trainings for employees, focus on improving and strengthening overall customer experience for internal and external customers.</i>	Ali Spietz	Medium Priority	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	

Administrative Services Work Item 2: Operations

Description	Dept. Lead / Liaison	Staff Comments	Timeline								
Code of Ethics Contracts			2020				2021				
Contract with Seattle Ethics and Elections Commission for City's Ethics Officer and contract with local Hearing Examiner for ethics violation hearings.	Ali Spietz	High Priority	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Administrative Services Work Item 2: Operations (Continued)			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Public Defense <i>Oversee public defense contract. Issue RFP or renew/renegotiate current contract (expires June 2020).</i>	Ali Spietz	High Priority, supports other departments	<div>2020</div> <div>2021</div> <div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>
Master Fee Schedule <i>Create a master fee schedule for Council adoption (includes CPD planning and permitting, impact, licensing, and parks fees).</i>	Ali Spietz	High Priority	<div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>
Risk Management <i>Attend required meetings and trainings, update auto and property schedule, WCIA contract templates review.</i>	Ali Spietz	High Priority, supports other departments	<div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>

FACILITIES

Work Item 1: Council Priority 2 - Articulate, confirm, and communicate a vision for effective and efficient City services. Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability.

Description	Dept. Lead / Liaison	Staff Comments	Timeline
2021-2022 Capital Improvement Plan (CIP) Development <i>Development of the six-year capital improvement plan for facilities projects.</i>	Ali Spietz, Marcy Olson	High Priority, supports other departments	<div>2020</div> <div>2021</div> <div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>
Facilities Service Delivery Assessment <i>Review and analyze current structure and function of Facilities division. Seek feedback from internal teams on high priority items.</i>	Ali Spietz	High Priority, supports other departments	<div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>

Facilities Work Item 2: Operations

Description	Dept. Lead / Liaison	Staff Comments	Timeline
Facilities Project Management <i>Oversee facilities CIP projects, including City Hall, Luther Burbank Admin Building, MICEC, North Fire Station, Public Works Building, South Fire Station, and Thrift Shop.</i>	Marcy Olson	Medium Priority	<div>2020</div> <div>2021</div> <div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
City Buildings Maintenance <i>Coordinate scheduled preventative building maintenance and respond to building maintenance requests.</i>	Marcy Olson, Scott Tolliver	Medium Priority	<div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>

HUMAN RESOURCES

Work Item 1: Council Priority 2 - Articulate, confirm, and communicate a vision for effective and efficient City services. Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability.

Description	Dept. Lead / Liaison	Staff Comments	Timeline
Compensation Policy and Philosophy <i>Develop a City-wide compensation policy and philosophy. Pending further scoping and evaluation.</i>	TBD	City Council Priority	<div>20202021</div> <div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>
Citywide Classification & Compensation Study <i>The City's compensation levels and strategies need to be reviewed and updated. This includes reviewing and updating the classification system for all positions, and a salary study for non-represented staff. Pending further scoping and evaluation.</i>	TBD	City Council Priority	<div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>
Employee Handbook Update <i>Complete final review of the revised Employee Handbook (WCIA, Legal & Unions) and produce/distribute.</i>	Ali Spietz	High Priority, Legally Required	<div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>
Launch NEOGOV HR Software <i>NEOGOV is an integrated human resource information system for employee records, salary and benefit administration, form workflow, and workforce data. The platform includes job applicant tracking, onboarding, payroll, and time & attendance.</i>	Ali Spietz, LaJuan Tuttle	High Priority, CIP funded	<div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>

HR Work Item 2: Operations

Description	Dept. Lead / Liaison	Staff Comments	Timeline
HR Policies, Procedures, and Programs <i>Plan, organize, develop, and administer uniform HR policies, procedures, and programs, including: recruitment and new employee orientation and on-boarding; labor agreement negotiations; oversee safety and wellness program; advise directors and supervisors on interpretation and application of policies and procedures, and provide technical expertise on HR management or employee related issues, including conducting and/or arranging for internal investigations; and supporting Civil Service Commission and Disability Board.</i>	Ali Spietz Lara Gerheim Also includes limited term contracted support.	High Priority, supports other departments	<div>20202021</div> <div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
Maintain Employee Records <i>Maintain employee records and HRIS database. Manage and administer employee benefit programs and LEOFF 1 Retiree medical program. Work with City Clerk to review HR records, identifying destruction and/or archival requirements.</i>	Ali Spietz, Lara Gerheim, Deb Estrada	High Priority, supports other departments	<div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>

HR Work Item 2: Operations (Continued)			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Conduct Training Programs and Performance Evaluations <i>Plan, organize, develop, and administer City-wide training programs and employee survey. Manage City-wide performance evaluation process and employee recognition and service award programs.</i>	Ali Spietz, Lara Gerheim	High Priority, supports other departments	2020 2021
			→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Process Payroll and Employee Benefits Programs <i>Process and transmit bi-weekly payroll for 200+ employees; process payments to benefits vendors and quarterly reports required by state and federal law; process and maintain all leave accrual records; report retirement earnings to four retirement systems; pay supplemental retirement benefits for LEOFF 1 retirees; and monitor worker's compensation claims and process reports.</i>	Ali Spietz, Jessica Hong, LaJuan Tuttle	High Priority, supports other departments	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →

INFORMATION & GEOGRAPHIC SERVICES

Work Item 1: Council Priority 2 - Articulate, confirm, and communicate a vision for effective and efficient City services. Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability.

Description	Dept. Lead / Liaison	Staff Comments	Timeline
2021-2022 Capital Improvement Plan (CIP) Development <i>IT and GIS lead staff will work with staff City-wide to identify, prioritize and bid technology projects for the 2021-2022 biennium.</i>	Ali Spietz, Alfredo Moreno, Leah Llamas	High Priority, CIP funded	2020 2021
			→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
Evaluate Technology Upgrades in Council Chambers <i>Evaluate options to upgrade the Technology in Council Chambers to allow for remote participation. Microsoft Teams was suggested.</i> Pending further scoping and evaluation.	TBD	City Council Priority	Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
Evaluate the Finance Software System <i>The City is using ONESolution for finance operations and reporting. The system is scheduled to be upgraded in 2021. It may be wise to evaluate other software systems before the upgrade is performed. Additional one-time resources will be to support this research effort.</i> Pending further scoping and evaluation.	TBD	City Council Priority	Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
Financial System Upgrades (Pending) <i>Upgrade City financial system software to the current version.</i>	Supporting LaJuan Tuttle	High Priority, CIP funded	Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
Permitting System Upgrades <i>This project will update the City's permitting system to the latest version.</i>	Supporting Evan Maxim	High Priority, CIP funded	Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4

IT Work Item 2: Projects											
Description	Dept. Lead / Liaison	Staff Comments	Timeline								
Computer Equipment Replacements <i>Scheduled replacement of desktop computers, printers, and associated equipment.</i>	Alfredo Moreno	Medium Priority	2020				2021				
			→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4 →
Maintenance Management System for Parks/CityWorks <i>Replace manual processes to manage Parks & Recreation assets with a software system for the management of park facilities.</i>	Supporting Alaine Sommargren	High Priority, CIP funded	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4 →
Thrift Store Point of Sale Enhancement <i>Upgrade and enhance point of sale system at Thrift Store with modern technology.</i>	Supporting Suzanne Philen	Medium Priority	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4 →
Network Communications Infrastructure <i>Partner with King County and Sound Transit construction projects to install City owned conduit for network communications. Prepare for Supervisory Control and Data Acquisition (SCADA), Prepare for Puget Sound Emergency Radio Network (PSERN), and other projects.</i>	Leading and Supporting Various Departments	High Priority, CIP funded	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4 →
Emergency Operations Center Technology <i>Simplify access and use of wide range of technology tools available to EOC operations.</i>	Supporting Jennifer Franklin	Medium Priority	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4 →
Maintenance Management System For Facilities/CityWorks <i>Replace manual processes to manage facility assets with a software system for the maintenance and management of all City facilities.</i>	TBD	High Priority, CIP funded	Q1 Q2 Q3 Q4 Q1 Q2 Q3							Q4 →	
City Facility Security Cameras <i>Improve security cameras at Thrift Store and Water Reservoir.</i>	Alfredo Moreno	High Priority, CIP funded	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Automatic Metering Infrastructure <i>Replace water meters with self reporting equipment, eliminating manual meter reads.</i>	Supporting Brian McDaniel	High Priority, CIP funded	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4 →
SCADA System Replacement <i>Design and replace Supervisory Control and Data Acquisition (SCADA) systems including obsolete Remote Terminal Units (RTU's) at pump stations and reservoir and replace the Human-Machine Interface (HMI). at the Maintenance Building.</i>	Supporting Brian McDaniel	High Priority, CIP funded	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4 →

IT Work Item 3: Operations			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Helpdesk Support <i>Provide helpdesk services for employees for existing technology systems, hardware, and software.</i>	Alfredo Moreno	Medium Priority	<div>20202021</div> <div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
			→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Network and Server Support <i>Maintain and provide 24x7x365 support for a highly available and responsive network infrastructure connecting City facilities and staff, the public, other governmental institutions, and the Internet.</i>	Alfredo Moreno	High Priority, supports other departments	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
			→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Business Application Support <i>Maintain the City's enterprise and line of business software applications. This includes procurement, implementation, vendor and contract management, and support.</i>	Alfredo Moreno	Medium Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
			→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Project Management and Support <i>Provide project management support for technology projects and initiatives.</i>	Alfredo Moreno	Medium Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
			→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Disaster Recovery and Business Continuity <i>Plan and prepare for disaster recovery and business continuity for technology systems and services.</i>	Alfredo Moreno	High Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
			→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Cyber Security <i>Mitigate and respond to cyber and information security risks, complete cyber security audits, and conduct training for City staff on cyber and information security.</i>	Alfredo Moreno	High Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
			→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →

GIS Work Item 1: Projects			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Watercourse GIS Layer Update <i>Update watercourse data to help enforce permitting requirements and analyze storm water drainage. Watercourses change over time and the existing data is decades old. Project will update watercourse and wetland information using best available science and technology.</i>	Leah Llamas	Medium Priority	<div>20202021</div> <div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>
			→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
Mobile Asset Data Collection <i>Capture and utilize video images of city street and utility infrastructure visible from the public right of way to evaluate and plan infrastructure maintenance activity.</i>	Leah Llamas	Medium Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
			→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4

GIS Work Item 1: Projects (Continued)			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
High Accuracy Orthophotos <i>Regional orthophotography flight to share costs with neighboring jurisdictions for high resolution aerial photographs of above ground features and infrastructure from which accurate measurements and analysis can occur.</i>	Leah Llamas	Medium Priority	<div>20202021</div> <div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>
Maintenance Management System For Parks/CityWorks <i>Replace manual processes to manage Parks & Recreation assets with a software system for the management of park facilities.</i>	Mike Helten	High Priority, CIP funded	<div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>
SCADA System Replacement <i>Assist in the SCADA operations requiring GIS integration.</i>	Supporting Brian McDaniel	High Priority, CIP funded	<div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
Maintenance Management System For Facilities/CityWorks <i>Replace manual processes to manage City's facility assets with a software system for the maintenance and management of all City facilities.</i>	Mike Helten	High Priority, CIP funded	<div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
AMR/AMI (Meter Replacement Program) <i>Replace water meters outlined by the meter replacement program.</i>	Supporting Brian McDaniel	High Priority, CIP funded	<div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
IT Pipes <i>Assist in GIS integration requirements for implementing sewer City's CCTV software.</i>	Supporting Brian McDaniel	High Priority, CIP funded	<div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>

GIS Work Item 2: Operations			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Permit Data in WebGIS and StoryMap <i>Extract scheduled permit data from TrakIt and display information in WebGIS. Will create data that can be displayed as map layer or story map format.</i>	Leah Llamas, Mike Helten	Medium Priority	<div>20202021</div> <div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
Cityworks Administration <i>Continue with assisting in Cityworks software administration including workflow enhancements and reporting.</i>	Leah Llamas, Mike Helten	Medium Priority	<div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
Map Services Administration <i>Continue with maintenance and administration of online map services to ensure WebGIS, Cityworks, and Online maps are operational.</i>	Leah Llamas	Medium Priority	<div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>

GIS Work Item 2: Operations (Continued)			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
GIS Layer Maintenance <i>Redesign key layers within the GIS to improve analysis and linking to other business systems (example: address layer enhancements, Landuse layer update based on recent best available science, etc.).</i>	Leah Llamas, Mike Helten	Medium Priority	<div>20202021</div> <div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
ESRI Software and Latitude GeoCortex Maintenance <i>Continue to maintain and enhance ESRI and Latitude GeoCortex softwares including procurement, licensing and administration to ensure WebGIS and GIS software are operational.</i>	Leah Llamas	Medium Priority	<div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>

City Attorney's Office 2020 - 2021 Work Plan



About the City Attorney's Office:

The City Attorney's Office serves as legal counsel to the City of Mercer Island, and provides legal advice to the City Council, City Manager, staff, and Boards and Commissions. The City Attorney's Office provides legal guidance in a multitude of day-to-day operations and represents the City in all litigation, either directly or through outside counsel, before all courts and administrative agencies.

Work Item 1: Council Priority 1 - Prepare for the Impacts of Growth and Change

Description	Dept. Lead / Liaison	Staff Comments	Timeline									
Prepare for Sound Transit Light Rail Station and Bus Intercept <i>Provide legal advice and assistance to the City Manager and City Council; manage outside legal counsel.</i>	Bio Park	High Priority	2020				2021					
			→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	→
Sound Transit Settlement Agreement <i>Monitor and enforce terms of settlement agreement; track expenses for reimbursement.</i>	Bio Park, Mary Swan, Kirsten Taylor	High Priority	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	→
BP/ARCO Reimbursement Agreement <i>Monitor Terms of settlement agreement; track environmental expenses and reimbursements from BP/ARCO.</i>	Bio Park, Mary Swan, Kirsten Taylor	High Priority	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	→
Commuter Parking and Mixed-Use Project <i>Provide legal advice and assistance to the City Manager and City Council; manage outside counsel.</i>	Bio Park	High Priority	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	→
Update Town Center Parking Regulations <i>Review and update Town Center public parking regulations in preparation for light rail opening in 2023. The current parking ordinance in Town Center calls for a wide range of parking zones on Mercer Island. This needs to be reviewed and updated. Regulations for public parking (outside of Town Center) may also need to be reviewed. Pending further scoping and evaluation.</i>	TBD	City Council Priority	Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4									
Regulations Related to Camping on Public Property <i>Study potential updates to current regulations regarding camping, temporary structures, and overnight parking on public property. Explore potential options for partnerships with area shelters (see Martin v. Boise).</i>	Bio Park	City Council Priority		Q1 Q2 Q3			Q4	Q1	Q2	Q3	Q4	

Work Item 1: Council Priority 1 - Prepare for the Impacts of Growth and Change (Continued)			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Study/Evaluate Permanent Protection for Parks/Open Space Consider a referendum or other measure to permanently protect parks and open space and/or to require a vote to divest or modify use of park land. The Parks and Recreation Department is currently working on an update to the Parks, Recreation and Open Space (PROS) Plan. This policy discussion may be something to include as part of that work item in 2020-21. Pending further scoping and evaluation.	TBD	City Council Priority	Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4

Work Item 2: Council Priority 2 - Articulate, confirm, and communicate a vision for effective and efficient City services. Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability.			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
City Attorney Office Staffing/Service Delivery Assessment Evaluate legal service delivery model, consider contract options vs. in-house staff option. One position in the City Attorney's Office is vacant.	Bio Park	High Priority	2020 2021 → Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
2021-2022 Biennial Budget Development Prepare proposed budget for department. Provide legal advice and assistance to City Manager and Finance Director on budget preparation.	Bio Park	High Priority	Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4

Work Item 3: Litigation			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Litigation The City Attorney's Office represents the City in all pending matters in state and federal courts and administrative agencies. There are eleven (11) pending matters currently.	Bio Park	High Priority	2020 2021 → Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →

Work Item 4: Claims and Incidents			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Claims and Incidents The City Attorney's Office manages all administrative claims filed against the City and reviews all incident reports City-wide for potential liability. The city receives an average of twenty-three (23) claims and eighty (80) incident reports per year.	Bio Park	High Priority	2020 2021 → Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →

Work Item 5: Code and Policy Amendments			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Sign Code Amendment <i>Provide legal assistance to CPD.</i>	Bio Park	Medium Priority	<div> <div>2020</div> <div>2021</div> </div> <div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>
Wireless Communication Facilities Code Amendments <i>Monitor litigation challenging FCC's rules; assist CPD with permanent code provisions.</i>	Bio Park	High Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Update Employee Handbook <i>Assist HR Department and provide legal review.</i>	Bio Park, Ali Spietz	High Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Franchise Agreements <i>Update Zayo, Verizon, and other franchise agreements for which the City can recover administrative costs.</i>	Bio Park	Low Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →

Work Item 6: Administration and Routine Operations			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Daily Operations and Interdepartmental Meetings <i>Provide advice on daily operations and attend various interdepartmental meetings in an advisory capacity.</i>	Bio Park, Mary Swan	Medium Priority	<div> <div>2020</div> <div>2021</div> </div> <div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
General Municipal Law <i>Advise staff on local government law, including finance and budgeting, taxation, legislation drafting, Open Public Meetings Act, inter/intra-governmental relations, elections.</i>	Bio Park, Mary Swan	Medium Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Legal Counsel to City Manager and City Council <i>City Council - Meeting preparation; research, review, and respond to legal inquiries; preparation of Executive Session materials; attend all meetings.</i>	Bio Park	Medium Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Land Use <i>Provide advice on permit applications, and counsel on zoning, planning, growth management, code enforcement, the State Environmental Policy Act, and acquisition of public property for open space, parks, and other public facilities.</i>	Bio Park	Medium Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Planning Commission <i>Attend meetings as needed. Provide legal advice and support to CPD.</i>	Bio Park	Medium Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Design Commission <i>Attend meetings as needed. Provide legal advice and support to CPD.</i>	Bio Park	Medium Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →

Work Item 6: Administration and Routine Operations (Continued)

Description	Dept. Lead / Liaison	Staff Comments	Timeline
Contracts and Agreements <i>Legal review of interlocal agreements; contracts; contract amendments; change orders; legal advice and support to city staff regarding same; maintain updated contract forms.</i>	Bio Park	Medium Priority	<div>20202021</div> → Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Employment Law <i>Legal counsel on labor negotiations, civil service, and arbitration proceedings; personnel and labor issues; and personnel policies.</i>	Bio Park	Medium Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Environmental Protection <i>Provide counsel on broad range of environmental issues, including Shoreline Management Act, water resources, the Endangered Species Act, and long-term policy development.</i>	Bio Park	Medium Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Seminars and Training <i>Attend training and seminars to meet insurance pool and bar association requirements; participate in trainings and seminars for recent developments in municipal law.</i>	Bio Park, Mary Swan	Legal Requirement	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Records Management <i>Manage and maintain City Attorney's Office records pursuant to Washington State Records Retention Schedules.</i>	Mary Swan	Legal Requirement	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →

Work Item 7: Prosecution

Description	Dept. Lead / Liaison	Staff Comments	Timeline
Prosecution of Misdemeanor Cases <i>Oversee Prosecution and Indigent Services Contracts.</i>	Bio Park	Medium Priority	<div>20202021</div> → Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →

Work Item 8: Public Records

Description	Dept. Lead / Liaison	Staff Comments	Timeline
Public Records Requests (NextRequest) <i>Respond to Public Records Requests; maintain NextRequest portal templates, settings and features. City receives approximately one thousand (1,000) public records requests per year.</i>	Mary Swan, Deb Estrada	Legal Requirement	<div>20202021</div> → Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Review of Public Records Response <i>Review public records denials and exemptions.</i>	Bio Park, Mary Swan	Legal Requirement	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →

Work Item 8: Public Records

Description	Dept. Lead / Liaison	Staff Comments	Timeline
Public Records Recordkeeping <i>Complete the annual Joint Legislative Audit and Review Commission Report required by Engrossed Senate House Bill 1594 to report 15 metrics on city public records, such as number of records requests received; number of requests closed with in five days; estimated cost to city; and more.</i>	Mary Swan, Deb Estrada	Legal Requirement	<div>20202021</div> <div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
Public Records Officer Training <i>Attend Public Records Officer trainings and seminars for recent developments in the Public Records Act and best practices.</i>	Mary Swan, Deb Estrada	Legal Requirement	<div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>

City Manager's Office 2020 - 2021 Work Plan



About the City Manager's Office

The City Manager's Office assists the City Council in establishing community goals and policies and provides leadership and direction in the administration of all City Departments and services. The City Manager's Office oversees intergovernmental relations, City Clerk, communications, sustainability, public records, and coordinates closely with the City Attorney's Office and the HR Dept.

Work Item 1: Council Priority 1 - Prepare for the Impacts of Growth and Change.

Description	Dept. Lead / Liaison	Staff Comments	Timeline	
			2020	2021
Prepare for Sound Transit Light Rail Station and Bus Intercept <i>Work with CPD, MIPD, MIFD, PW, ST, Metro, and other agencies to ensure safe design and implementation of ST Light Rail Station, bus intercept, and ped/bike access.</i>	Jessi Bon, Jason Kintner, Kirsten Taylor, Bio Park, Ross Freeman	High Priority	→ Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4 →
Implementation of ST Settlement Agreement <i>Track Settlement Fund appropriations and expenditures, manage contracts and monthly payments, submit detailed reimbursement invoices to ST quarterly, provide community updates via Let's Talk and social media and news releases, respond to inquiries.</i>	Kirsten Taylor	High Priority	→ Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4 →
Study/Evaluate Permanent Protection for Parks/Open Space <i>Consider a referendum or other measure to permanently protect parks and open space and/or to require a vote to divest or modify use of park land. The Parks and Recreation Department is currently working on an update to the Parks, Recreation and Open Space (PROS) Plan. This policy discussion may be something to include as part of that work item in 2020-21. Pending further scoping and evaluation.</i>	TBD	City Council Priority	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4
Commuter Parking and Mixed-Use Project <i>Working with external partners, advance towards project design and engage community as project unfolds. Manage environmental remediation and finalize reports. Continue property assemblage.</i>	Jessi Bon, Kirsten Taylor, Evan Maxim	High Priority	→ Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4 →

Work Item 1: Council Priority 1 - Prepare for the Impacts of Growth and Change (Continued)				
Description	Dept. Lead / Liaison	Staff Comments	Timeline	
First/Last-Mile Initiatives <i>Continue research and implementation of mobility initiatives that help users reach regional transit at Town Center without SOV usage.</i>	Ross Freeman, Kirsten Taylor	Medium Priority	2020	2021
			→ Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4 →
Citywide Shuttle Services <i>Review the potential of implementing a shuttle service on Mercer Island to serve businesses, schools, the Park & Ride, and other areas on Mercer Island. Pending further scoping and evaluation.</i>	TBD	City Council Priority	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4

Work Item 2: Council Priority 2 - Articulate, confirm, and communicate a vision for effective and efficient City services. Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability.				
Description	Dept. Lead / Liaison	Staff Comments	Timeline	
Long-Term Financial Strategy <i>Continue work on the long-term financial strategy, revisit policies related to the long-term forecast, reserves and the Contingency Fund. Implement organizational assessment findings.</i>	Jessi Bon, LaJuan Tuttle, Matt Mornick, Mike Bailey (consultant)	High Priority	2020	2021
			→ Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4
2021-2022 Biennial Budget <i>Prepare and transmit a 2021-2022 biennial budget recommendation to include policy revisions and updates at the direction of the City Council.</i>	Jessi Bon, Ali Spietz, LaJuan Tuttle, Matt Mornick	High Priority	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4
Capital Improvement Program <i>Facilitate interdepartmental effort to develop short-term and long-term strategies to update and improve the City's capital improvement program. Revise format, update policies.</i>	Matt Mornick	High Priority	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4
Organizational Assessments <i>Complete Finance, Fire, CPD, and Parks maintenance organizational assessments. Assessments began in mid-2019.</i>	Jessi Bon	Medium Priority	→ Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4
Fill Director Vacancies <i>Filling director vacancies and interim positions in the City Manger, City Attorney, Finance, and Parks & Recreation departments will be a priority for 2020 and may extend into 2021.</i>	Jessi Bon	High Priority	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4

Work Item 2: Council Priority 2 - Articulate, confirm, and communicate a vision for effective and efficient City services. Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability. (Continued)

Description	Dept. Lead / Liaison	Staff Comments	Timeline							
Leadership Continuing Education and Training <i>Building current and future leaders throughout the organization through continuing education and training of the Leadership and Expanded Management Teams.</i>	Jessi Bon	Medium Priority	2020				2021			
			→	Q1	Q2	Q3	Q4	Q1	Q2	Q3 Q4 →
Transition Parks Maintenance to Cityworks Software Program <i>Participate in interdepartmental team to transition Parks Maintenance work flows into Cityworks software, project tracking program.</i>	Matt Mornick	High Priority		Q1	Q2	Q3	Q4	Q1	Q2	Q3 Q4
Master Facility Use Agreement with MISD <i>Complete costing analysis, review interlocal agreements, and work with MISD to draft a new Master Facility Use Agreement to include all facilities shared/jointly maintained between the Mercer Island School District (MISD) and the City.</i>	Matt Mornick	Medium Priority		Q1	Q2	Q3	Q4	Q1	Q2	Q3 Q4
Compensation Policy and Philosophy <i>Develop a City-wide compensation policy and philosophy. Pending further scoping and evaluation.</i>	TBD	City Council Priority		Q1	Q2	Q3	Q4	Q1	Q2	Q3 Q4
Citywide Classification & Compensation Study <i>The City's compensation levels and strategies need to be reviewed and updated. This includes reviewing and updating the classification system for all positions, and a salary study for non-represented staff. Pending further scoping and evaluation.</i>	TBD	City Council Priority		Q1	Q2	Q3	Q4	Q1	Q2	Q3 Q4
Long-Term Funding Strategy for School-Based Counselors <i>Review the options to secure long-term funding for school-based mental health counselors and review/confirm mental health counseling levels of service. This may include a ballot measure such as a levy. Pending further scoping and evaluation.</i>	TBD	City Council Priority		Q1	Q2	Q3	Q4	Q1	Q2	Q3 Q4

Work Item 3: Council Priority 3 - Implement an Economic Development Program

Description	Dept. Lead / Liaison	Staff Comments	Timeline
Research and Develop Economic Development Program <i>Proactively engage the community to develop a Mercer Island strategy for economic development, inclusive of all island businesses. Develop a plan with specific short, medium, and long term action items for implementation by the City to support local businesses. Pending further scoping and evaluation.</i>	TBD	City Council Priority	<div>20202021</div> <div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>
Recruit and Hire Economic Development Program Staff <i>Identify/allocate resources to support a staff position who will help coordinate economic development activities, per Comprehensive Plan. Evaluation of resources and position scoping is still pending. Pending further scoping and evaluation.</i>	TBD	City Council Priority	<div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>

Work Item 4: Communications

Description	Dept. Lead / Liaison	Staff Comments	Timeline
Communications Support <i>Plan and provide support or outreach/engagement management for other departments: e.g., major construction outreach, public works and parks projects, emergency operations, weather events, etc.</i>	Ross Freeman, Department Heads	High Priority	<div>20202021</div> <div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
Biennial Community Opinion Survey <i>Research and present options for the City Council's biennial public opinion survey; collaborate on promotion, and assist with distribution and explanation of results.</i>	Ross Freeman	Medium Priority	<div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>
Oversee and Maintain Range of Communications Tools <i>Assist with maintenance of website, and Let's Talk and MI-Connect engagement platforms; oversee and post to all City social media outlets; publish MI-Weekly E-Newsletter; interact with local and regional print and TV media as needed; write news releases (as well as comments/talking points) regarding City or Council actions; oversee or produce all-Island mailers.</i>	Ross Freeman	High Priority	<div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
Employee Communications <i>Implement internal communications strategy to better inform and engage with employees and boost morale.</i>	Jessi Bon, Amanda Keverkamp	Medium Priority	<div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>

Work Item 5: City Council Support

Description	Dept. Lead / Liaison	Staff Comments	Timeline
City Council Planning Session and Mid-Year Planning Session <i>Assist Council with annual goals setting and mid-year check-in.</i>	Jessi Bon, Deb Estrada	High Priority	<div> <div>2020</div> <div>2021</div> </div> <div> <div>Q1</div> <div>Q2</div> <div>Q3</div> <div>Q4</div> <div>Q1</div> <div>Q2</div> <div>Q3</div> <div>Q4</div> </div>
City Council Meeting Scheduling <i>Manage the City Council Planning Schedule to ensure timely delivery of work plan items. Evaluate need for Special Meetings and "Joint Meetings" with other boards or governing bodies.</i>	Jessi Bon, Deb Estrada	High Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Boards and Commissions Annual Recruitment <i>Advertise, recruit, and fill vacancies for six boards and commissions. Update rosters, initiate and track Open Public Meetings Act (OPMA) and Public Records Act (PRA) training needs and ensure Code of Ethics compliance.</i>	Deb Estrada	High Priority	<div> <div>Q1</div> <div>Q2</div> <div>Q3</div> <div>Q4</div> <div>Q1</div> <div>Q2</div> <div>Q3</div> <div>Q4</div> </div>
Evaluate Sustainability Committee <i>City Council to evaluate whether or not to continue the Sustainability Committee.</i>	Jessi Bon	City Council Priority	<div> <div>Q1</div> <div>Q2</div> <div>Q3</div> <div>Q4</div> <div>Q1</div> <div>Q2</div> <div>Q3</div> <div>Q4</div> </div>
Evaluate Technology Upgrades in Council Chambers <i>Evaluate options to upgrade the Technology in Council Chambers to allow for remote participation. Microsoft Teams was suggested. Pending further scoping and evaluation.</i>	TBD	City Council Priority	<div> <div>Q1</div> <div>Q2</div> <div>Q3</div> <div>Q4</div> <div>Q1</div> <div>Q2</div> <div>Q3</div> <div>Q4</div> </div>
Town Hall Community Meetings <i>Explore hosting town hall style meetings (or other mechanisms) to allow for open communication and dialogue with the community on a variety of topics.</i>	Jessi Bon, Deb Estrada, City Council	City Council Priority	<div> <div>Q1</div> <div>Q2</div> <div>Q3</div> <div>Q4</div> <div>Q1</div> <div>Q2</div> <div>Q3</div> <div>Q4</div> </div>
Boards and Commissions Guide Books <i>Create guide/resource books tailored to each board and commission to facilitate onboarding and recruitment as needed.</i>	Deb Estrada	Medium Priority	<div> <div>Q1</div> <div>Q2</div> <div>Q3</div> <div>Q4</div> <div>Q1</div> <div>Q2</div> <div>Q3</div> <div>Q4</div> </div>
Ethics Training for Public Officials <i>Identify Washington Cities Insurance Authority (WCIA) training consultant, establish curriculum that supports adopted Code of Ethics, and develop training schedule.</i>	Deb Estrada	High Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
Emergency Management Training for Public Officials <i>Provide elected officials with an overview of roles, responsibilities, and operations.</i>	Deb Estrada, Jennifer Franklin	Medium Priority	<div> <div>Q1</div> <div>Q2</div> <div>Q3</div> <div>Q4</div> <div>Q1</div> <div>Q2</div> <div>Q3</div> <div>Q4</div> </div>

Work Item 5: City Council Support (Continued)

Description	Dept. Lead / Liaison	Staff Comments	Timeline							
Deputy City Clerk Strategy <i>Identify a staffing strategy to train and develop a Deputy City Clerk or back-up for City Clerk and Public Records Officer.</i>	Jessi Bon, Deb Estrada, Bio Park, Mary Swan	High Priority	2020				2021			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Work Item 6: Sustainability

Description	Dept. Lead / Liaison	Staff Comments	Timeline									
City Sustainability Initiatives <i>In consultation with the City Council, research and launch 2020-2021 initiatives, to likely include: Community Solar Campaign; enhanced food waste and recycling options inside City and across community; select K4C priorities and legislation; greenpower for City facilities; bicycle wayfinding signage.</i>	Ross Freeman	Medium Priority	2020				2021					
			→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	→
Sustainability Support and Implementation <i>Research and implement various projects, or manage for other departments, including: green vehicle purchases; EV chargers and infrastructure; green building Code Amendments; bike/ped infrastructure; internal facility efficiency initiatives; etc.</i>	Ross Freeman	Medium Priority	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	→
Greenhouse Gas and Carbon Footprint Tracking <i>Gather and enter 3-year backlog of missing data, analyze in partnership with local sustainability collaborators, and prioritize future Greenhouse Gas (GHG)-reduction actions for proposed City</i>	Ross Freeman	Medium Priority		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
King County-Cities Climate Collaboration (K4C) <i>Serve as primary City liaison to K4C process, its joint programs, and legislative agenda. Secure engagement and support of City Council, facilitate sign-on letters and lobbying opportunities, prepare comments/testimony, partner with other cities.</i>	Ross Freeman	Medium Priority	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	→

Work Item 7: Administration

Description	Dept. Lead / Liaison	Staff Comments	Timeline											
Legislative Analysis <i>Prepare the annual legislative priorities with direction from the City Council. Monitor legislative activity at the State and Federal level and prepare responses and/or letters of support.</i>	Jessi Bon	Medium Priority	2020				2021							
			→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	→		
Confidential Email Procedures <i>Develop procedures and establish training schedule for confidential Personnel and Privileged correspondence.</i>	Ali Spietz, Deb Estrada, Mary Swan	Medium Priority	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			

Work Item 7: Administration (Continued)

Description	Dept. Lead / Liaison	Staff Comments	Timeline							
Scan and Toss Policy <i>Develop a policy that outlines the minimum requirements to lawfully destroy paper records after conversion to a digital format, ensuring access to, and retrieval of, digital images throughout the minimum retention period. Develop City-wide training schedule.</i>	Deb Estrada	Medium Priority	2020				2021			
			→	Q1	Q2	Q3	Q4	Q1	Q2	Q3 Q4
Records Retention and Destruction <i>Review HR records (1991 to present, approximately 60 boxes) and finance records (2011 to present, 265 boxes) and identify destruction and/or archival requirements. Provide support and training to City departments in the records retention.</i>	Deb Estrada	Medium Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →							
Public Records (JLARC) <i>Complete Annual Joint Legislative Audit & Review Committee (JLARC) Report in compliance with RCW 40.14.026 which requires agencies to report information about their public records practices.</i>	Deb Estrada, Mary Swan	Medium Priority	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Public Records (NextRequest) <i>Update employee salaries to accurately capture the true cost of processing records requests. Update templates, signature lines, etc. to ensure consistency and compliance with public records practices.</i>	Deb Estrada, Mary Swan	Medium Priority	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Agenda Management (Municode) <i>Support Boards and Commissions (B&C) Liaisons to finalize six B&C agendas and minutes templates, develop agenda workflow, and identify training needs. Develop procedures to assist staff with onboarding new support staff and board and commission members.</i>	Deb Estrada	Medium Priority	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3 Q4
Municipal Code Transition (Municode) <i>Manage the transition from the City's current service provider "Code Publishing" to "Municode" to meet the growing codification needs, increase transparency, and improve user functionality.</i>	Deb Estrada	Medium Priority	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3 Q4

Community Planning & Development 2020 - 2021 Work Plan



About the Community Planning and Development Department

- Provide public information, guidelines, and applications for private and commercial building and land development.
- Ensure implementation and enforcement of permitting, plans, and building standards associated with private and commercial development.
- Provide code compliance oversight and direction.
- Support City Council legislative work plan, and provide technical representation of the City at regional and state legislative discussions.

Work Item 1: Council Priority 1 - Prepare for the Impacts of Growth and Change.

Description	Dept. Lead / Liaison	Staff Comments	Timeline
Commuter Parking and Mixed-Use Project <i>CPD staff provide permit processing, design reviews, plans examinations, and code compliance oversight and direction.</i>	Evan Maxim, Mona Davis, Nicole Gaudette	High Priority	<div> <div>2020</div> <div>2021</div> </div> → Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →

Work Item 2: Council Priority 2 - Articulate, confirm, and communicate a vision for effective and efficient City services. Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability.

Description	Dept. Lead / Liaison	Staff Comments	Timeline
2021-2022 Biennial Budget Development <i>Work with the City Manager's Office and the Finance Department to prepare the 2021-2022 budget recommendation.</i>	Evan Maxim, CPD Managers	High Priority	<div> <div>2020</div> <div>2021</div> </div> Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
Organizational Assessment <i>CPD began an organizational and staffing review in 2019. Anticipated completion of review and implementation in early 2020. Following the organizational and staff review, CPD anticipates additional/ongoing work will be needed to implement consultant recommendations.</i>	Alison Van Gorp	High Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Succession Planning and Workforce Development <i>Ensure ongoing workforce development through training, job growth opportunities. Develop internal candidates for anticipated vacancies. Planning for staff retirements.</i>	Evan Maxim	Medium Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Website Upgrade <i>Update and re-organize information and resources on the website for clarity and ease of access. Design with end user in mind.</i>	Holly Mercier, Andrea Larson, Alison Van Gorp	High Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →

Work Item 3: Council Priority 3 - Implement an Economic Development Program			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Review/Update Town Center Development Code <i>Suggestions currently include:</i> - Revisit the retail frontage requirements and whether or not the requirement for retail should be extended south. - Evaluate and consider restoring the pre-2015 or 1992 zoning regulations. - A light rail integration plan to address bike and pedestrian connections to the new station. Also includes design aesthetics to ensure new infrastructure complements and connects to existing infrastructure.	TBD	City Council Priority	<div>20202021</div> <div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>

Work Item 4: Ongoing Department Operations			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Construction Permits, Land Use Decisions, and Code Compliance <i>Mercer Island annually processes approximately 3,200 construction permits, 230 land use reviews, 140 code compliance cases. 80% of staff resources are dedicate to this work.</i>	Evan Maxim	High Priority	<div>20202021</div> <div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
Monitor Large Development Projects <i>Xing Hua (King Property) Mixed Use building</i>	CPD Managers	Application in Q1 2020	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
<i>Pratt Subdivision (6-lot)</i>	CPD Managers	Site development	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
<i>Boy's & Girls Club Subdivision (14-lot)</i>	CPD Managers	SEPA review	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
<i>East Seattle Partner's Office</i>	CPD Managers	Under construction	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
<i>Mercertech (5-lot)</i>	CPD Managers	No current work	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Customer Service <i>As the face of the organization for customers arriving at City Hall, it is the Department's priority to provide outstanding customer service and administrative assistance to all customers. Areas of focus include new website, revising forms, and staff training.</i>	Evan Maxim, CPD Managers	High Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Communication Strategies <i>Working with the City's Communications Manager, update and maintain CPD website and Let's Talk pages; provide content as appropriate for social media, MI-Weekly E-Newsletter and news releases; update permit forms and Tip Sheets; interact with local and regional print and TV media as needed; engage with community stakeholders related to legislative and long range planning initiatives as well as larger development projects.</i>	Alison Van Gorp, Evan Maxim, Holly Mercier, Mona Davis, Andrea Larson	High Priority	Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4

Work Item 5: Large Legislative Initiatives												
Description	Dept. Lead / Liaison	Staff Comments	Timeline									
Critical Areas and Shoreline Master Program Update <i>As required by the Growth Management Act (GMA) and Shoreline Management Act (SMA), CPD staff began updating the Critical Areas and Shoreline regulations in 2018 and anticipate wrapping up the process in Q1 2020.</i>	Robin Proebsting, Evan Maxim, Mona Davis	Medium Priority	2020				2021					
			→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Community Facilities Code Amendment <i>Initiated in 2018. In 2019, Council asked the Planning Commission to review the problem statement and recommended approach.</i>	Evan Maxim	High Priority	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Sign Code Update <i>Due to changes in recent case law, the City is required to update the City Code related to signage.</i>	Robin Proebsting, Evan Maxim, Mona Davis	High Priority		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Wireless and Small Cell Regulations <i>Due to recent FCC rules, staff are required to update the City Code related to wireless and small cell facilities.</i>	Robin Proebsting, Andrew Leon, Evan Maxim	Medium Priority	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2021 Comprehensive Plan Annual Amendments <i>Annual update to the City's Comprehensive Plan.</i>	Robin Proebsting, Evan Maxim	Medium Priority		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2023 Major Comprehensive Plan Update <i>Staff will develop major updates to the City's Comprehensive Plan.</i>	Alison Van Gorp, Robin Proebsting, Evan Maxim	High Priority		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4 →	

Work Item 6: Small Legislative Initiatives													
Description	Dept. Lead / Liaison		Staff Comments		Timeline								
HB 1406 Resolution, Code Amendment, and Budget Adjustment <i>Largely complete. Revenue from the new tax/credit adopted in 2019 must be allocated via a budget adjustment.</i>	Alison Van Gorp		Medium Priority		2020				2021				
					→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Transportation Impact Fee <i>Update study that provides the basis for Transportation Impact Fees; code amendment to update fee amount.</i>	Mona Davis, Evan Maxim		Medium Priority		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Mandatory Adoption of State Building Codes <i>Code amendment. 3 year periodic update to building codes.</i>	Don Cole, Alison Van Gorp		High Priority, legally required		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Code Amendment Docket / Routine Code Amendments <i>Scope to be determined; continued adoption of clarifications or corrections.</i>	Evan Maxim, Alison Van Gorp		Medium Priority		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
TIP Development and Adoption <i>Annual adoption of the Transportation Improvement Plan (TIP).</i>	Patrick Yamashita, Evan Maxim		High Priority, legally required			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Work Item 7: Other Legislative Tasks							
Description	Dept. Lead / Liaison	Staff Comments	Timeline				
Urban Growth Capacity Analysis (Buildable Lands) <i>Urban Growth Capacity (UGG) analysis mandated by King County to inform update to regional growth forecasts and growth targets.</i>	Andrew Leon, Evan Maxim	High Priority	2020		2021		
			→	Q1	Q2	Q3	Q4
Puget Sound Regional Council (PERC) Vision 2050 Plan <i>No further action required by City Council; staff continue to monitor the regional planning to determine its effect on Mercer Island.</i>	Evan Maxim	Medium Priority	→	Q1	Q2	Q3	Q4
Regional Growth and Growth Targets <i>Ongoing engagement with region related to anticipated growth targets for Mercer Island and Countywide Planning Policy.</i>	Evan Maxim	High Priority	→	Q1	Q2	Q3	Q4
Residential Development Standards (3-year report) <i>Review and report back to City Council on the effect of the Residential Development Standards code amendment. Include review of fence heights as component of scoping discussion.</i>	Evan Maxim, Alison Van Gorp	Medium Priority	Q1	Q2	Q3	Q4	Q1
Code Compliance (3-year report) <i>Review and report back to City Council on the effect of the Code Compliance code amendment.</i>	Alison Van Gorp, Evan Maxim	Medium Priority	Q1	Q2	Q3	Q4	Q1
Regional and State Legislative Input <i>As needed engagement with Association of Washington Cities (AWL), American Planning Association (APA), regional bodies, and Council to advise on regional and state legislation.</i>	Evan Maxim, Alison Van Gorp	Medium Priority	→	Q1	Q2	Q3	Q4

Finance Department 2020 - 2021 Work Plan



About the Finance Department:

The Finance Department is committed to excellence in the provision of financial services. It provides services and information to the public, the City Council, and City employees that are timely, impartial, supportive, and consistent with professional standards, legal requirements, and Council Policies by:

- Managing the financial operations of the City as prescribed by state law, overseeing all debt administration and banking services. It manages the accounting activities for the City including, accounts payable, financial reporting, and coordinates internal and external audits.
- Managing the City's cash receipts, the billing and collection functions associated with the water, sewer, and stormwater utilities, business licensing and business and occupation taxes.
- Coordinating the preparation of the City's Budget and Capital Improvement Program and providing financial planning and analysis support to all City departments and the City Council.

Work Item 1: Council Priority 2 - Articulate, Confirm, and Communicate a Vision for Effective and Efficient City Services. Stabilize the Organization, Optimize Resources, and Develop a Long-Term Plan for Fiscal Sustainability

Description	Dept. Lead / Liaison	Staff Comments	Timeline							
Long-Term Financial Strategy <i>Assist in defining a Fiscal Sustainability Plan that Aligns with the Community's Priorities.</i>	LaJuan Tuttle	High Priority	2020				2021			
			→	Q1	Q2	Q3	Q4	Q1	Q2	Q3 Q4 →
2021-2022 Biennial Budget Development <i>Work with City Manager to lead budgeting process. Includes creation of budget calendar, assisting departments with operation budget proposals, publishing budget document, and budget hearings.</i>	Jessi Bon LaJuan Tuttle	High Priority, legally required	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Budget and Capital Policy Updates/Revisions <i>Review and provide recommendations on the following budget and/or capital program policy suggestions from the 2020 Council Planning Session:</i> <ul style="list-style-type: none"> - Review/update policies regarding use of REET - Review/update the Equipment Surplus Policy - Consider a policy to incentivize department savings - Consider a policy to establish a reduction threshold/target for the 2021-22 budget - Consider implementing a funding policy for permanent FTEs - Review/update the capital funding and reinvestment policies 	LaJuan Tuttle Jessi Bon	City Council Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →							

Work Item 1: Council Priority 2 - Articulate, Confirm, and Communicate a Vision for Effective and Efficient City Services. Stabilize the Organization, Optimize Resources, and Develop a Long-Term Plan for Fiscal Sustainability (Continued)

Description	Dept. Lead / Liaison	Staff Comments	Timeline							
Update Outdated City Codes, Policies, and Practices <i>Update financial policies, capital improvement plan policies, purchasing policies, utility billing and collections policies, fund reserve policy, and contingency fund reserve policy.</i>	LaJuan Tuttle Jessi Bon	High Priority	2020				2021			
			→	Q1	Q2	Q3	Q4	Q1	Q2	Q3 Q4 →
Evaluate the Finance Software System <i>The City is using ONESolution for finance operations and reporting. The system is scheduled to be upgraded in 2021. It may be wise to evaluate other software systems before the upgrade is performed. Additional one-time resources will be to support this research effort. Pending further scoping and evaluation.</i>	TBD	City Council Priority	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Update Primary Financial System Software (Pending) <i>Move to most current version of financial system software. Will allow more effective ad-hoc reporting, electronic payment capability, mobile enabled user interface and overall greater efficiency City-wide.</i>	LaJuan Tuttle, Ben Schumacher, Jennifer Peterson	Medium priority	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Identify Software for Business and Occupation Tax (Pending) <i>Identify software to record City business and occupation taxes. Current software will no longer be supported by vendor, does not provide reporting capabilities, and does not support online payment ability for taxpayers.</i>	LaJuan Tuttle	Medium priority	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Staff Transitions <i>Ongoing training and growth needed for rebuilding department into a high functioning internal service department.</i>	LaJuan Tuttle	High priority	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3 Q4 →
Citywide Classification & Compensation Study <i>The City's compensation levels and strategies need to be reviewed and updated. This includes reviewing and updating the classification system for all positions, and a salary study for non-represented staff. Pending further scoping and evaluation.</i>	TBD	City Council Priority	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Long-Term Funding Strategy for School-Based Counselors <i>Review the options to secure long-term funding for school-based mental health counselors and review/confirm mental health counseling levels of service. This may include a ballot measure such as a levy. Pending further scoping and evaluation.</i>	TBD	City Council Priority	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Work Item 2: Financial Reporting						
Description	Dept. Lead / Liaison	Staff Comments	Timeline			
Prepare Annual Financial Statements <i>Due to Washington State Auditors office by May 31 of each year for prior calendar year. 2019 annual statements will require implementation of new GASB Requirements relating to Fiduciary Activities.</i>	LaJuan Tuttle	High Priority, legally required	<div> <div>2020</div> <div>2021</div> </div> → Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4			
Quarterly Financial Status Reports <i>Reports to Council on results of operations as compared to budget for both revenue and expenditures. Authorization of any adjustments to currently budget.</i>	LaJuan Tuttle	High Priority to inform Council and Community	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →			
Annual Audit - Financial and Accountability <i>Annual audit of basic financial statements. Field auditors with the State Auditors Office typically onsite for eight weeks.</i>	LaJuan Tuttle	High Priority, legally required	Q1 Q2	Q3 Q4	Q1 Q2	Q3 Q4
Actuarial Study for LEOFF1 OPEB and Firefighter Pension Fund <i>Actuarial valuation of pre-LEOFF 1 firefighter pension fund and LEOFF 1 retiree other post employment benefits required biennially.</i>	LaJuan Tuttle, Ben Schumacher	GASB Requirement	Q1 Q2	Q3 Q4	Q1 Q2	Q3 Q4

Work Item 3: Budget and Financial Planning						
Description	Dept. Lead / Liaison	Staff Comments	Timeline			
Revenue Forecasting <i>Update General Fund, YFS Fund, and all other revenue forecasts to inform Council planning sessions and 2021-2022 budget process.</i>	Mike Bailey (Consultant)	High priority	<div> <div>2020</div> <div>2021</div> </div> Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4			
Transportation Improvement Plan (TIP) Support <i>Assist in the developing the financial requirements of six-year transportation plan. Includes revenue forecasting and project cost accounting. Monitor project costs as compared to budget.</i>	Ben Schumacher	High Priority, legally required	Q1 Q2	Q3 Q4	Q1 Q2	Q3 Q4
Capital Improvement Plan (CIP) Support <i>Assist in developing the financial requirements of six-year capital improvement plan. Includes revenue forecasting and project cost accounting. Monitor project costs as compared to budget.</i>	Ben Schumacher	High Priority, legally required	Q1 Q2	Q3 Q4	Q1 Q2	Q3 Q4

Work Item 3: Utility Billing														
Description	Dept. Lead / Liaison		Staff Comments		Timeline									
Support Work of Utility Board <i>Support Public Works Department with work plan defined by the Utility Board.</i>	LaJuan Tuttle Jennifer Peterson		High priority		2020				2021					
					→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	→
Meter Replacement Project <i>Support Public Works Department with implementation of City-wide meter replacement project. Significant implications on Utility Billing process and procedures, daily operations, and scheduling of project implementation. Anticipate significant impacts to daily workload during project implementation.</i>	Analisa Cartwright, Olivia Harvey		High priority		→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →									
Utility Rate Fee Studies <i>Water Rate Model, Sewer Rate Model, and Stormwater rate model are due for rate studies. Questions to answer include whether block rate structure remains effective, bi-monthly vs monthly billing cycles, recovery of fixed costs, connection fees and conservation efforts. Items to consider include future of utility capital program, Supervisory Control and Data Acquisition (SCADA), data available with new water meter implementation, SPU rate changes and King County Sewer rate changes. Timeline will depend on implementation of new water meters and SCADA.</i>	Jennifer Peterson, Analisa Cartwright		High Priority		Q1 Q2 Q3 Q4				Q1 Q2 Q3 Q4 →					
Utility Billing Software <i>Continue commitment to stay current on version updates to utility billing software in order to take advantages of new functionality, customer information security, and overall software performance.</i>	Analisa Cartwright		High Priority			Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4

Work Item 4: Administration												
Description	Dept. Lead / Liaison			Staff Comments				Timeline				
Communication Strategies <i>Continued focus on engaging community and City Council on progress of fiscal sustainability efforts and budget priorities.</i>	LaJuan Tuttle Ross Freeman			High Priority				2020				2021
								→	Q1	Q2	Q3	Q4

Fire Department 2020 - 2021 Work Plan



About the Mercer Island Fire Department

The Fire Department's mission is to protect the lives and property of our citizens through our desire to serve, ability to perform and courage to act. The 32-member department (28-person Operations Division, 1 FTE Fire Marshall, 3 FTE administrative staff) accomplishes this by:

- Investing in, supporting, and empowering staff to reach their fullest potential.
- Providing the highest quality response to fire, medical, and other emergencies and maintains that quality through a comprehensive training program.

Work Item 1: Council Priority 1 - Prepare for the Impacts of Growth and Change

Description	Dept. Lead / Liaison	Staff Comments	Timeline
Prepare for Sound Transit Light Rail Station and Bus Intercept <i>MIFD, in conjunction with MIPD, will work with Sound Transit (ST), King County Metro, other agencies, and staff to ensure safe design and implementation of the Light Rail Station and bus intercept. The Fire Marshal is working with ST and WSDOT to ensure the fire and life safety suppression systems are up to code and properly implemented.</i>	Jeromy Hicks, Steve Heitman	High Priority	<div>20202021</div> <div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>

Work Item 2: Council Priority 2 - Articulate, confirm, and communicate a vision for effective and efficient city services. Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability. (Continued)

Description	Dept. Lead / Liaison	Staff Comments	Timeline
2021-2022 Biennial Budget Development <i>Work with the City Manager's Office and the Finance Department to prepare the 2021-2022 budget recommendation.</i>	Mike Mandella, Steve Heitman	High Priority	<div>20202021</div> <div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>
Fire Service Analysis <i>Conduct a Fire Services Study to assess current staffing and resource levels. The intent is determine if staffing is adequate, needs to be increased, or if a contract/merger with another jurisdiction would provide increased efficiencies or long-term cost reductions.</i>	Steve Heitman, Mike Mandella	High Priority	<div></div> <div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>
Career Development Program for Officers <i>Develop career path opportunities designed to prepare leaders for the future. Co-develop, with the union, standards for performance excellence within each rank above Lieutenant. Provide checklists for critical tasks to be performed within each higher rank.</i>	Mike Mandella, Steve Heitman	Medium Priority	<div></div> <div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>

Work Item 2: Council Priority 2 - Articulate, confirm, and communicate a vision for effective and efficient city services. Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability. (Continued)			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Succession Planning Identify and eliminate any "single point of failure" opportunities in the department. Plan for, and train staff to replace individuals in key positions within the department as well as in the Emergency Operations Center (EOC) during disasters.	Mike Mandella, Steve Heitman	Medium Priority	<div>20202021</div> <div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
Work Item 3: Administration			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Puget Sound Emergency Radio Network (PSERN) Work with MIPD and partner agencies to execute an ILA for a new public safety radio network (replace aging analog system with a digital system). This system will be utilized by all Public safety Answering Points (PSAP) in King County for enhanced communication with fire and police agencies, as well as utilities and school districts. This will also help the Department achieve the goal of increased interoperability for all public safety agencies in King County.	Steve Heitman	High Priority	<div>20202021</div> <div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
Mobile Integrated Health (MIH) Design and implement a Mobile Integrated Health (MIH) program. The new KCEMS Levy contains funding for each fire department to establish a MIH program designed to connect high frequency users, who often have low acuity issues, with the most appropriate health care provider or social service. This will free up Basic Life Support (BLS) units and hospital ER's.	Mike Mandella, Steve Heitman	Medium Priority	<div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
Integrating Telestaff with NEOGOV Integrate the Telestaff software program with the NEOGOV platform. This will allow for streamlined payroll processing.	Mike Mandella, Steve Heitman	Medium Priority	<div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>
Operating Policy Assessment and Update MIFD will conduct an analysis of current department policies to align more appropriately with the Department's mission.	Mike Mandella, Steve Heitman	Medium Priority	<div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>
Communications Strategies MIFD will continue to develop the use of social media and other platforms in coordination with the Communications Manager to provide the public with information on Department services.	Mike Mandella, Steve Heitman	Medium Priority	<div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>

Work Item 3: Administration (Continued)				
Description	Dept. Lead / Liaison	Staff Comments	Timeline	
FS 91 Remediation <i>Work with Public Works to complete site characterization and complete remediation to attain "No Further Action" letter from DOE.</i>	Mike Mandella, Steve Heitman	High Priority, legally required	Q1 Q2	Q3 Q4 Q1 Q2 Q3 Q4 →

Work Item 4: Operations				
Description	Dept. Lead / Liaison	Staff Comments	Timeline	
Keep the Community Safe <i>This is accomplished through the use of technology to adhere to response standards, planning, resource management, and training. The Department is evaluating a new software platform that will provide a dashboard to improve performance measurement.</i>	Mike Mandella	High Priority	2020	2021 → Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Maintain or Increase Cardiac Survival Rates <i>MIFD will continue to work with KCEMS and Dr. Tom Rea by participating in training / studies designed to increase cardiac survival.</i>	Mike Mandella	High Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →	

Work Item 5: Training				
Description	Dept. Lead / Liaison	Staff Comments	Timeline	
Consolidate Training Officer Efforts with Eastside Fire Departments <i>The East Metro Training Group will be reorganizing to only include the Mercer Island, Bellevue, and Redmond Fire Departments.</i>	Steve Heitman, Mike Mandella	Medium Priority	2020	2021 → Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Meet WAC 296-305 Requirements to Maintain Certifications <i>These are certifications required by State law to maintain certification as a Firefighter.</i>	Shawn Matheson, Steve McCoy, Alec Munro	High Priority, legally required	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →	

Work Item 6: Community Risk Reduction				
Description	Dept. Lead / Liaison	Staff Comments	Timeline	
Notice To Title <i>The Fire Marshal has developed draft language for adding fire suppression requirements to property titles. This will alleviate potential issues with lack of coverage when properties are sold.</i>	Jeromy Hicks	High Priority	2020	2021 → Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
PSERN In-Building Coverage <i>The County Fire Marshal's group is working to make sure in-building radio coverage is achieved with the new radio system. Some building owners may need to re-tune or upgrade their current systems to work with the new radio system. The Fire Marshals are also looking into mobile repeaters to increase coverage.</i>	Jeromy Hicks	High Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →	

Police Department 2020 - 2021 Work Plan



About the Mercer Island Police Department

The Police Department is organized around administration, operations (patrol, special teams), and services (training, records, special programs) to:

- Protect life and property, enforce laws and ordinances, investigate crimes, and maintain civil order;
- Provide special programs and services to the community and Mercer Island schools.

Work Item 1: Council Priority 1 - Prepare for the Impacts of Growth and Change

Description	Dept. Lead / Liaison	Staff Comments	Timeline							
Prepare for Sound Transit Light Rail Station and Bus Intercept <i>MIPD, in conjunction with MIFD, will work with Sound Transit (ST), King County Metro, other agencies, and staff to ensure safe design and implementation of the Light Rail Station and bus intercept.</i>	Ed Holmes	High Priority	2020				2021			
			→	Q1	Q2	Q3	Q4	Q1	Q2	Q3 Q4 →
Regulations Related to Camping on Public Property <i>Study potential updates to current regulations regarding camping, temporary structures, and overnight parking on public property. Explore potential options for partnerships with area shelters (see Martin v. Boise).</i>	Ed Holmes	City Council Priority		Q1	Q2	Q3	Q4	Q1	Q2	Q3 Q4
Update Town Center Parking Regulations <i>Review and update Town Center public parking regulations in preparation for light rail opening in 2023. The current parking ordinance in Town Center calls for a wide range of parking zones on Mercer Island. This needs to be reviewed and updated. Regulations for public parking (outside of Town Center) may also need to be reviewed. Pending further scoping and evaluation.</i>	TBD	City Council Priority		Q1	Q2	Q3	Q4	Q1	Q2	Q3 Q4

Work Item 2: Council Priority 2 - Articulate, confirm, and communicate a vision for effective and efficient City services. Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability.

Description	Dept. Lead / Liaison	Staff Comments	Timeline							
2021-2022 Biennial Budget Development <i>Work with the City Manager's Office and the Finance Department to prepare the 2021-2022 budget recommendation.</i>	Ed Holmes	High Priority	2020				2021			
			→	Q1	Q2	Q3	Q4	Q1	Q2	Q3 Q4 →

Work Item 2: Council Priority 2 - Articulate, confirm, and communicate a vision for effective and efficient City services. Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability. (Continued)

Description	Dept. Lead / Liaison	Staff Comments	Timeline
Labor Agreements with Union <i>Negotiate new Collective Bargaining Agreements with Police and Police Support bargaining groups. Address recruiting and retention strategies to combat the loss of several MIPD officers to other agencies. As Police Departments in the region compete for new officers (entry level and lateral candidates), surrounding agencies have added attractive incentives for potential candidates. Creativity in our recruiting and retention efforts is needed.</i>	Ed Holmes	High Priority	<div>20202021</div> <div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>
School Resource Officer ILA <i>Work with the MISD to update the terms of the School Resource Officer (SRO) interlocal agreement (ILA).</i>	Ed Holmes	Medium Priority	<div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>
Vacancies <i>Review and update recruiting and retention strategies given the anticipated vacancy rate of 6 patrol officers for Q1 and Q2 (2020).</i>	Ed Holmes	High Priority	<div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>
Scheduling Software <i>Research options for a web-based scheduling software platform. This will allow the Department to manage the Patrol schedule remotely from computers/smartphones, rather than continuing to the paper version used for many years.</i>	Dave Jokinen	Medium Priority	<div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>

Work Item 3: Administration

Description	Dept. Lead / Liaison	Staff Comments	Timeline
Puget Sound Emergency Radio Network (PSERN) <i>Work with MIFD and partner agencies to execute an ILA for a new Public Safety radio network (replace aging analog system with a digital system). This system will be utilized by all Public Safety Answering Points (PSAP) in King County for enhanced communication with Fire and Police agencies, as well as utilities and school districts. This will also help the Department achieve the goal of increased interoperability for all public safety agencies in King County.</i>	Dave Jokinen	High Priority	<div>20202021</div> <div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>

Work Item 3: Administration (Continued)			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Automated License Plate Reader Program <i>Prepare a recommendation and cost estimate for an Automated License Plate Reader (ALPR) program. ALPRs will allow for greatly improved parking enforcement capabilities, as well as enhance our capacity to identify stolen vehicles.</i>	Jeff Magnan	Medium Priority	<div> <div>2020</div> <div>2021</div> <div> Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 </div> </div>
Evaluate Replacement Options for Marine Patrol Vessel #11 <i>Research a grant opportunity to replace the Department's oldest boat. There is a potential for significant cost-savings to the City.</i>	Dave Jokinen	Medium Priority	<div> <div></div> <div></div> <div> Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 </div> </div>
Communication Strategies <i>In conjunction with City Communications Manager, Ross Freeman, continue public outreach efforts via social media (Facebook and Instagram). Expand recruitment efforts.</i>	Ed Holmes	Medium Priority	<div> <div></div> <div></div> <div> → Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 → </div> </div>
Patrol <i>Ensure the 3-officer minimum patrol staffing levels on each shift are met to reduce the impact of crime through proactive enforcement and community outreach, and to ensure officer safety. Maintain response time goals in a manner consistent with best practices and policies. Current response time for priority calls averages 5.8 minutes, with an average of 65% of calls responded to in less than 6 minutes. Mercer Island has consistently had the second lowest violent and property crime rates among the six Eastside Cities – Sammamish, Redmond, Issaquah, Kirkland and Bellevue – with 0.32 violent crimes / 24.3 property crimes per 1000 population (four year average).</i>	Dave Jokinen	High Priority	<div> <div></div> <div></div> <div> → Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 → </div> </div>

Work Item 3: Operations			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Marine Patrol <i>Reduce boating collisions through proactive boating law enforcement and boater education, (includes over 400 boat stops and 125 public assists each year). Work closely with partners and affiliated agencies, participate in regional programs and initiatives, and provide educational programs to schools and the community to include providing Water Safety classes to 1,000+ Kindergartners each year.</i>	Dave Jokinen	High Priority	<div> <div>2020</div> <div>2021</div> <div> → Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 → </div> </div>

Work Item 3: Operations (Continued)			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Special Teams Manage special teams including Dive Team, Bike Team, and Special Operations in patrol, educational campaigns, and providing enhanced tactical training.	Mike Seifert	High Priority	2020 2021 → Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →

Work Item 4: Police Services			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Personnel and Training Ensure thorough background investigations are done on all new-hires and that all officers meet annual training requirements, provide legal update training, and assist with re-accreditation. Each officer receives an average of 90-hours of training per year, including State-mandated classes, Crisis Intervention Training, training required by accreditation, training necessary for maintaining certifications, and additional specialized continuing education and advanced training. The Department hired and trained 3 new officers and 1 support personnel in 2017, 2 officers in 2018, and 4 officers and 2 support personnel in 2019. We are forecasting the need to hire and train at least 4 officers in 2020.	Mike Seifert	High Priority	2020 2021 → Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Investigations, Evidence, and Records Continue to vigorously pursue criminals, and work with MISD and school counselors in addressing adolescent issues, manage Drug-Take-Back program, refine best practices, increase efficiencies, and more.	Jeff Magnan	High Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →

Work Item 5: Emergency Management			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Emergency Operations Center Improvement Project Improvements to the Emergency Operations Center (EOC) are 80% complete. The EOC serves as the central location when managing mid-to large-scale emergencies. The last 20% will enable the EOC to be fully operational.	Jennifer Franklin	Medium Priority	2020 2021 → Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
MI Community Emergency Hub Program Identify central locations throughout the city where a limited/specific amount of communications and emergency equipment and supplies will be stored, to be used during an emergency. Qualified community members will be trained in helping manage each Hub.	Jennifer Franklin	Medium Priority	Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4

Work Item 5: Emergency Management (Continued)												
Description	Dept. Lead / Liaison	Staff Comments	Timeline									
Emergency Preparedness Training <i>Provide training to City staff via drills and training.</i>	Jennifer Franklin	High Priority	2020				2021					
			→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	→
Hazard Mitigation Plan Receive Council acceptance and adoption of FEMA's approved “King County Regional Hazard Mitigation Plan Update.”	Jennifer Franklin	Medium Priority	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Community Outreach Program: CERT/ Business Preparedness <i>Restore Citizens Academy, Community Emergency Response Team (CERT) course, and National Night for 2020 (funded by citizen donation).</i>	Jennifer Franklin	Medium Priority	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		

Parks & Recreation Department 2020 - 2021 Work Plan



About the Parks & Recreation Department:

The Parks & Recreation Department assumes a major role in developing a sense of community and enhancing the quality of life for Mercer Island residents. The department is responsible for recreation programs, facility rentals, special events, open space management, park maintenance, capital projects, and emergency preparedness. The department is also responsible for the operation of the Mercer Island Community and Event Center, 475+ acres of parks and open space, and more than 30 miles of trail and is supported by the Parks & Recreation Commission, Arts Council, and Open Space Conservancy Trust.

Work Item 1: Council Priority 1 - Prepare for the Impacts of Growth and Change

Description	Dept. Lead / Liaison	Staff Comments	Timeline							
			2020				2021			
Regulations Related to Camping on Public Property <i>Study potential updates to current regulations regarding camping, temporary structures, and overnight parking on public property. Explore potential options for partnerships with area shelters (see Martin v. Boise).</i>	Ryan Daly	High Priority	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Study/Evaluate Permanent Protection for Parks/Open Space <i>Consider a referendum or other measure to permanently protect parks and open space and/or to require a vote to divest or modify use of park land. The Parks and Recreation Department is currently working on an update to the Parks, Recreation and Open Space (PROS) Plan. This policy discussion may be something to include as part of that work item in 2020-21. Pending further scoping and evaluation.</i>	TBD	City Council Priority	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Work Item 2: Council Priority 2 - Articulate, confirm, and communicate a vision for effective and efficient City services. Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability.

Description	Dept. Lead / Liaison	Staff Comments	Timeline								
2021-2022 Biennial Budget Development <i>Work with the City Manager's Office and the Finance Department to prepare the 2021-2022 budget recommendation.</i>	Ryan Daly	High Priority	2020				2021				
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Organizational Assessments <i>Throughout 2019 the Department evaluated departmental functions and staff responsibilities. In 2020, a reorganization of duties will be finalized along with an updated organizational chart. Complete Parks & Recreation organizational assessment.</i>	Ryan Daly	High Priority	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Work Item 2: Council Priority 2 - Articulate, confirm, and communicate a vision for effective and efficient City services. Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability. (Continued)

Description	Dept. Lead / Liaison	Staff Comments	Timeline								
WSDOT Maintenance Agreement <i>Engage WSDOT in negotiations regarding level of service, compensation and ongoing capital investment for Aubrey Davis Park.</i>	Ryan Daly, Paul West, Jason Kintner	High Priority	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Master Facility Use Agreement <i>Complete cost analysis, review inter-local agreements, and work with School District to draft a new Master Facility Agreement.</i>	Ryan Daly, Matt Mornick, Alaine Sommargren	High Priority	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Maintenance Management System for Parks/CityWorks <i>Replace manual processes to manage Parks & Recreation assets with a software system for the management of park facilities.</i>	Alaine Sommargren, Matt Mornick	High Priority	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Review and Update Facility Rental and Program Fees <i>Review and update fees for recreation programs, athletic field usage, MICEC Rentals, and park events. Include in new City-wide Master Fee Schedule.</i>	Zach Houvener, Diane Mortenson, Ryan Daly	High Priority	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Negotiate New Agreements with Union <i>Negotiate new Collective Bargaining Agreement with AFSCME.</i>	Ryan Daly	High Priority	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	

Work Item 3: Administration

Description	Dept. Lead / Liaison	Staff Comments	Timeline									
Support Boards and Commissions <i>Assist Arts Council, Parks & Recreation Commission, and Open Space Conservancy Trust with creation of work plans, goal setting, and recruitment. Provide staff support for implementing and completing work plan items.</i>	Ryan Daly, Alaine Sommargren, Diane Mortenson	Medium Priority	2020					2021				
			→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	→
King County Sewer Interceptor Project <i>King County is finalizing design of sewer replacement. Construction will impact City infrastructure and City park land. Coordinate design and mitigate impacts of construction.</i>	Paul West, Alaine Sommargren, Jason Kintner	High Priority	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	→
Update 1% for the Arts Acquisition Policy <i>In coordination with the Arts Council review and update processes for acquiring art for public places. Including acquisition, selection and implementation.</i>	Sarah Bluvas, Diane Mortenson	Medium Priority	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Internal Communication Strategies <i>Implement internal strategies to better inform and engage employees and boost morale. Evaluate meeting schedules, frequency, and correspondence methods.</i>	Ryan Daly	Medium Priority		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	→

Work Item 3: Administration (Continued)			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Leadership Continuing Education <i>Build current and future leaders within the Parks & Recreation Department through education, training and opportunities that enhance experience and confidence.</i>	Ryan Daly	Medium Priority	<div>2020</div> <div>2021</div>
			→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →

Work Item 4: Capital Improvement & Planning			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Parks, Recreation, and Open Space Plan (PROS Plan) <i>Implement a community driven process to update the PROS Plan as a document that reflects the community values for parks and recreation, while providing a guiding document for parks related investment.</i>	Paul West, Ryan Daly	High Priority	<div>2020</div> <div>2021</div>
			→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
ADA Transition Plan <i>Complete ADA Transition Plan to meet federal requirements.</i>	Paul West, Jason Kintner	High Priority	Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
Aubrey Davis Park Trail Safety Upgrades <i>Coordinate with Parks & Recreation Commission and Arts Council to determine and implement trail safety upgrades using \$500K in grant funds from Dept. of Commerce. Grant funds must be used in accordance with the legislative intent of improving trail conditions in Aubrey Davis Park.</i>	Paul West, Ryan Daly	Medium Priority	Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Soil Research Plan Test Site <i>Partner with Bartlett Tree Research Labs to test bio-char for root zone renovation on alley of trees in Aubrey Davis Park. This will inform renovation planning of large areas of landscaping. No cost to City or WSDOT.</i>	Paul West	Low Priority	Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Luther Burbank Dock Replacement <i>Three year project to replace/reconfigure with floating docks consistent with the 2006 Luther Burbank Park Master Plan. The Boating Facilities Program grant is providing \$173,000 toward the design of a reconfigured boating facility. The construction phase of this project is not funded.</i>	Paul West, Ryan Daly	Medium Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
South Mercer Playfield Backstop Project <i>Collaborate with stakeholder groups and the P&R Commission to evaluate, design and implement safety improvement measures for baseball/softball backstops at South Mercer Playfield.</i>	Paul West, Ryan Daly	Medium Priority	Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4

Work Item 5: Maintenance and Operations			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Maintain Park Facilities Maintain over 165 acres of developed parks. Implement work plans focused on safety, aesthetics, landscape health, and infrastructure upkeep. Maintain athletic fields and provide support for over 7,000 annual hours of athletic field usage.	Alaine Sommargren	High Priority	2020 2021 → Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Site Security Evaluate and implement controls on facility access for park restrooms, batting cages and facilities.	Zach Houvener, Alaine Sommargren	High Priority	Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
Natural Areas Restoration Implement a work plan focused on ecological health and sustainability, tree canopy retention, and climate change resilience for the 307 acres of open space. Manage invasive and noxious weeds, remove invasive trees, remove ivy rings, and install native plants.	Alaine Sommargren	High Priority	Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4

Work Item 6: Community Engagement, Marketing, Recreation Programs, and Facility Rentals			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Community Partnerships Utilize community partnerships to enhance and maintain resident quality of life. Engage diverse community resources. Develop procedures to identify how community supported events are coordinated and funded in partnership with the City. Support the coordination of community special events such as: Pumpkin Walk, Lighting at Mercerdale, and MercerFest.	Diane Mortenson, Ryan Daly	Medium Priority	2020 2021 → Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Marketing and Communications Support Review, adapt, and update current department communication methods to enhance relationship with the community. Implement a marketing strategy that evaluates needs and increases awareness of Department services (i.e. Recreation Guide, website, Let's Talk, social media, event booths, promotional material, and marketing facility rentals through trade shows).	Diane Mortenson, Zach Houvener	Medium Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Recreation Programs and Events Offer a variety of recreation programs and events dedicated to diverse recreational experiences. In 2019, MIPR offered over 100 summer camp programs welcoming 1,800+ campers (89% of the campers were Mercer Island residents).	Zach Houvener, CJ Stanford	Medium Priority	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →

Work Item 6: Community Engagement, Marketing, Recreation Programs, and Facility Rentals (Continued)												
Description	Dept. Lead / Liaison	Staff Comments	Timeline									
Maintain MICEC and Maximize User Experience <i>Implement work plans that prioritize and are reflective of ongoing maintenance needs and capital improvement for the 42,000 square foot facility which accommodates over 140,000 patrons annually. Offering 7,000+ hours of facility rentals.</i>	Zach Houvener, Merrill Thomas-Schadt	Medium Priority	2020				2021					
			→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	→
Volunteer Policy Manual <i>Coordinate with HR to update and convert Volunteer Handbook to a Policy Manual.</i>	Diane Mortenson, YFS, HR	Medium Priority	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Streamline Volunteer On-boarding Process <i>Collaborate with HR to utilize the NEOGOV platform to implement an online application and onboarding process for volunteers.</i>	Diane Mortenson, YFS, HR	Medium Priority		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	

Public Works Department 2020 - 2021 Work Plan



About the Public Works Department:

- The Public Works Department consists of Capital Projects Engineering, Right-of-Way, Water Utility, Sanitary Sewer Utility, Solid Waste, Fleet Services and Administration.
- Each utility has an adopted Comprehensive Plan that serves as a "road map" for the utility. The Comprehensive Plans cover operations and maintenance, capital reinvestment, financial planning and utility policies (Water System Plan adopted in 2016, General Sewer Plan adopted in 2019, Stormwater Plan adopted in 2006).
- Public Works maintains over 110 miles of sewer mains, over 5,129 stormwater catch basins, 113 miles of water mains, and over 84 miles of public roadways.

Work Item 1: Council Priority 1 - Prepare for the Impacts of Growth and Change

Description	Dept. Lead / Liaison	Staff Comments	Timeline
Prepare for Sound Transit Light Rail Station and Bus Intercept <i>Working with the City Manager's Office, CPD, MIPD, MIFD, ST, Metro, and other staff to ensure safe design and implementation of ST Light Rail Station and bus intercept.</i>	Jason Kintner, Kirsten Taylor, Ross Freeman, Anne Tonella-Howe	High Priority	<div>20202021</div> <div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
Implement Sound Transit Settlement Safety & Mobility Projects <i>Propose safety and mobility projects for Council review and approval utilizing adopted Guiding Principles.</i>	Anne Tonella-Howe, Jason Kintner, Kirsten Taylor	High Priority	<div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
Transportation Planning <i>Prepare annual TIP. Work with Metro to maintain #630 Community Shuttle services for Mercer Island.</i>	Kirsten Taylor, Jason Kintner, Anne Tonella-Howe	High Priority	<div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
Update Town Center Parking Regulations <i>Review and update Town Center public parking regulations in preparation for light rail opening in 2023. The current parking ordinance in Town Center calls for a wide range of parking zones on Mercer Island. This needs to be reviewed and updated. Regulations for public parking (outside of Town Center) may also need to be reviewed. Pending further scoping and evaluation.</i>	TBD	City Council Priority	<div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>
Citywide Shuttle Services <i>Review the potential of implementing a shuttle service on Mercer Island to serve businesses, schools, the Park & Ride, and other areas on Mercer Island. Pending further scoping and evaluation.</i>	TBD	City Council Priority	<div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>

Work Item 2: Council Priority 2 - Articulate, confirm, and communicate a vision for effective and efficient City services. Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability.

Description	Dept. Lead / Liaison	Staff Comments	Timeline									
2021-2022 Budget <i>Prepare PW budget, including TIP and utility rates. Utility Board Presentations June, September, October.</i>	Jason Kintner, LaJuan, Anne Tonella-Howe, Patrick Yamashita	High Priority, legally required	2020				2021					
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Capital Improvement Plan (CIP) <i>Development of the six-year capital improvement plan for Public Works projects.</i>	PW Engineers	High Priority	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	→
Staff Transitions <i>Recruit and train new staff. Key staff retirements anticipated in the next biennium.</i>	Jason Kintner	Medium	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	→

Work Item 3: Projects

Description	Dept. Lead / Liaison	Staff Comments	Timeline									
Prepare Response to Initiative 976 <i>Following State Supreme Court ruling, mitigate impacts to Street Fund.</i>	Jason Kintner, Anne Tonella-Howe, Patrick Yamashita	High Priority, legally required	2020				2021					
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Water Meter Replacement Project <i>More than 60% of existing water meters are greater than 15 years old and are at the end of useful life. Replacement of meters (over 7k meters) with new meter and technology. RFP completed in 2019. Implementation timing to be finetuned with contract negotiations and Utility Board/Council preference.</i>	Brian McDaniel, Jason Kintner, Alfredo Moreno, Ross Freeman	High Priority	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	→
ADA Transition Plan <i>Complete ADA transition plan to meet federal requirements.</i>	Jason Kintner, Anne Tonella-Howe, Paul West, Matt Mornick	High Priority, legally required	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
SCADA Replacement <i>Supervisory Control and Data Acquisition (SCADA) project (monitoring and alarm system) for the water and sewer utilities. The project is currently in design and expected to extend into 2021 due to project complexities. The Department is working to establish baseline norms for system operation and sequencing for construction/replacement.</i>	Brian McDaniel, Water & Sewer Utility Teams, Jason Kintner	High Priority	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	→
King County Sewer Interceptor Project <i>King County is finalizing design of sewer replacement. Construction will impact City infrastructure and City right of way (ROW). Coordinate design and mitigate impacts of construction.</i>	Anne Tonella-Howe, Brian, Jason Kintner, Ross, Paul, Alaine Sommargren	High Priority	→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	→

Work Item 3: Projects (Continued)			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Complete Water Vulnerability Assessment <i>Required as part of America's Water Infrastructure Act, the City must complete the Risk and Resiliency Assessment and report to the EPA by June 30, 2021. Staff will complete this work as part of the Emergency Response Plan for the Water System Plan.</i>	Rona Lin, Anne Tonella-Howe	High Priority, legally required	<div>20202021</div> <div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>
FS 91 Remediation <i>Work with Fire to complete site characterization and complete remediation to attain "No Further Action" letter from DOE.</i>	Bio Park, Jason Kintner	High Priority, legally required	<div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
Honeywell Soil Remediation <i>Complete soil remediation from Underground Storage Tank (UST) fuel leak at City Maintenance Shop and adjacent property (9555/Honeywell site). Remediation underway, further efforts needed to achieve No Further Action from DOE.</i>	Jason Kintner	High Priority, legally required	<div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>

Work Item 4: Operations			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Storm Response & Repairs <i>Resolve emergency issues from December 2019 storm.</i>	Jason Kintner, Brian Hartvigson	Emergency Work	<div>20202021</div> <div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
Cityworks Software Implementation <i>Refine Cityworks program workflows/business process and develop reports for key performance indicators.</i>	PW Teams	High Priority	<div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
Implement Sewer Utility CCTV and Combination Vector Jetter Truck <i>As part of the 2019-2020 budget approval, the Sewer Utility is bringing previously contracted work for the CCTV/jetting work "in-house." The equipment will arrive in January 2020 and staff will begin completing this O&M activity utilizing existing staff resources.</i>	Brian McDaniel, Sewer Utility Team	High Priority	<div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>

Work Item 5: Administration			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Utility Rate Fee Studies <i>Water Rate Model, Sewer Rate Model, and Stormwater Rate Model are due for rate studies. Questions to answer include whether block rate structure remains effective, bi-monthly vs. monthly billing cycles, recovery of fixed costs, connection fees and conservation efforts. Items to consider include future of utility capital program, SCADA, data available with new water meter implementation, SPU rate changes and King County Sewer rate changes. Timeline will depend on implementation of new water meters and SCADA.</i>	Jason Kintner, LaJuan Tuttle, Utility Billing	High Priority	<div>20202021</div> <div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>
Negotiate New Agreements with Union <i>Negotiate new Collective Bargaining Agreement with AFSCME.</i>	Jason Kintner, Evan Maxim, Ryan Daly, Lara Gerheim	High Priority	<div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div>
Communication Strategies <i>In conjunction with City Communications Manager, Ross Freeman, continue outreach and public education efforts.</i>	Jason Kintner, Ross Freeman	Medium	<div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div>

Youth and Family Services 2020 - 2021 Work Plan



About the Youth and Family Services Department:

- The YFS department provides human services to the community of Mercer Island
- Services include community-based mental health services, geriatric case management, school-based mental health counseling, family and emergency assistance, youth court diversion services, service learning projects and community wide youth substance abuse prevention and mental health enhancement

Work Item 1: Council Priority 1 - Prepare for the Impacts of Growth and Change

Description	Dept. Lead / Liaison	Staff Comments	Timeline
Regulations Related to Camping on Public Property <i>Study potential updates to current regulations regarding camping, temporary structures, and overnight parking on public property. Explore potential options for partnerships with area shelters (see Martin v. Boise).</i>	Cindy Goodwin	City Council Priority	<div> <div>2020</div> <div>2021</div> <div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div> </div>

Work Item 2: Council Priority 2 - Articulate, confirm, and communicate a vision for effective and efficient City services. Stabilize the organization, optimize resources, and develop a long-term plan for fiscal sustainability

Description	Dept. Lead / Liaison	Staff Comments	Timeline
2021-2022 Biennial Budget Development <i>Work with the City Manager's Office and the Finance Department to prepare the 2021-2022 budget recommendation.</i>	Cindy Goodwin	High Priority	<div> <div>2020</div> <div>2021</div> <div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div> </div>
Long-Term Funding Strategy for School-Based Counselors <i>Review the options to secure long-term funding for school-based mental health counselors and review/confirm mental health counseling levels of service. This may include a ballot measure such as a levy. Pending further scoping and evaluation.</i>	TBD	City Council Priority	<div> <div></div> <div></div> <div>Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4</div> </div>

Work Item 3: Projects

Description	Dept. Lead / Liaison	Staff Comments	Timeline
Execute Start-up of Federal Prevention Grants <i>Complete 5-year strategic plan for grant funding for underage alcohol and drug use prevention and mental health promotion. Re-launch Healthy Youth Initiative coalitions and engage new and returning community partners.</i>	Derek Franklin, Tambi Cork	High Priority; required grant deliverable for federal funding	<div> <div>2020</div> <div>2021</div> <div>→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →</div> </div>

Work Item 3: Projects (Continued)										
Description	Dept. Lead / Liaison	Staff Comments	Timeline							
Health Insurance Portability and Accountability Act (HIPAA) <i>Transition YFS Clinical services to ensure compliance with HIPAA standards. Implement Person Centered Tech to provide consulting services for process in 2020.</i>	Derek Franklin, Tambi Cork	High Priority; HIPAA compliance required by law	2020				2021			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Develop Human Services Funding Priorities <i>Bring to City Council, for approval, a policy that outlines the use of professional standards and Community Needs Assessments to establish YFS program configuration and service priorities.</i>	Cindy Goodwin	Medium Priority	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Screening, Brief Intervention and Referral to Treatment (SBIRT) <i>Referral to Treatment (SBIRT). Collaboration with the MI School District.</i>	Derek Franklin	Medium Priority; funded best practice but not legally required	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Develop Sales Reporting for Thrift Shop <i>Develop data management reports with Microsoft Bi. The program will allow Thrift Shop staff to develop dashboard reports of sales and business processes.</i>	Suzanne Philen	High Priority: will allow for accurate reporting and projects	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Garner Company Volunteer Match Programs <i>Develop external relationships with local clubs, schools and organizations to increase volunteer participation with MITS.</i>	Suzanne Philen	Medium Priority; not currently relied upon for revenue generation	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Develop Annual YFS Department Communication Plan Integrate communication plan to include Department services, Development activities and Thrift Shop sales cycles that reflect emergent activities and services.	Sari Weiss, Tambi Cork	Annual Communication plan calendar runs 7/1 - 6/30	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Thrift Shop Fixturing and Cash Wrap Project <i>Rebuild Thrift Shop customer check-out counter and targeted first floor fixtures to improve the customer experience, address bottlenecks, and improve safety.</i>	Suzanne Philen	Medium Priority	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Work Item 4: Administration											
Description	Dept. Lead / Liaison	Staff Comments	Timeline								
Trauma Informed Approaches (TIA) <i>Continue internal training and operational evaluation to integrate trauma-informed approaches into YFS clinical practices. This work began as part of a 2019 WA State Health Care Authority grant.</i>	Derek Franklin	Medium Priority; funded best practice but not legally required.	2020				2021				
			→	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Streamline Thrift Shop Volunteer On-Boarding Process <i>Collaborate with HR to utilize NEOGOV to implement an online application and onboarding process for volunteers.</i>	Suzanne Philen	Medium Priority		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Work Item 4: Administration (Continued)			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Project Future Staffing Needs to Build Thrift Shop Business <i>Monitor, evaluate, and document the complementary functions of donation processing, goods production, and customer service and cashing to accurately predict staffing costs and future staffing needs.</i>	Suzanne Philen	Medium Priority	<div> <div>2020</div> <div>2021</div> </div> <div> <div>Q1 Q2 Q3 Q4</div> <div>Q1 Q2 Q3 Q4</div> </div>
Communication Strategies and Marketing Plan <i>In coordination with the City's Communication Manager, Ross Freeman and professional volunteer team to formalize marketing and social media campaigns through YFS and Thrift Shop online channels.</i>	Suzanne Philen	Medium Priority	<div> <div>Q1 Q2 Q3 Q4</div> <div>Q1 Q2 Q3 Q4</div> </div>

Work Item 5: Thrift Shop Operations			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Thrift Shop Volunteer Policy Manual <i>Coordinate with HR to update and convert Volunteer Handbook to a Policy Manual.</i>	Logan Ens, Suzanne Philen	Manuals - completed consecutively Q1-Q4	<div> <div>2020</div> <div>2021</div> </div> <div> <div>Q1 Q2 Q3 Q4</div> <div>Q1 Q2 Q3 Q4</div> </div>
Thrift Shop Employee Policy Manual <i>Coordinate with HR to update and convert Thrift Shop supplementary Employee Manual to a Policy Manual.</i>	Logan Ens, Suzanne Philen	Medium Priority	<div> <div>Q1 Q2 Q3 Q4</div> <div>Q1 Q2 Q3 Q4</div> </div>
Thrift Shop Apparel Production Operations Manual <i>Establish standard operations for lean management of processes.</i>	Logan Ens, Suzanne Philen	Medium Priority	<div> <div>Q1 Q2 Q3 Q4</div> <div>Q1 Q2 Q3 Q4</div> </div>
Thrift Shop Donations Center Operations Manual <i>Establish standard operations for lean management of processes.</i>	Logan Ens, Suzanne Philen	Medium Priority	<div> <div>Q1 Q2 Q3 Q4</div> <div>Q1 Q2 Q3 Q4</div> </div>
Thrift Shop Customer Service Operations Manual <i>Establish standard operations for lean management of processes.</i>	Logan Ens, Suzanne Philen	Medium Priority	<div> <div>Q1 Q2 Q3 Q4</div> <div>Q1 Q2 Q3 Q4</div> </div>

Work Item 6: MIYFS Foundation Infrastructure			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Implement First Stage Staffing Growth <i>Plan and operationalize the upgraded infrastructure for the MIYFS Foundation. Specifically onboarding and training Development Coordinator position to full functionality.</i>	Sari Weiss, MIYFS Foundation Board	High Priority, ongoing	<div> <div>2020</div> <div>2021</div> </div> <div> <div>→ Q1 Q2 Q3 Q4</div> <div>Q1 Q2 Q3 Q4</div> </div>
Map Second Stage Staffing Growth <i>Make staff investment in MIYFS Foundation for incremental growth as fundraising goals increase.</i>	Sari Weiss, MIYFS Foundation Board	High Priority, ongoing	<div> <div>Q1 Q2 Q3 Q4</div> <div>Q1 Q2 Q3 Q4</div> </div>

Work Item 7: MIYFS Foundation Annual Campaign			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Develop Case for Giving in Support of the YFS Department <i>Prepare a narrative for support of YFS from donor's perspective using inquiry based rationale.</i>	Sari Weiss, MIYFS Foundation Board	Medium Priority, ongoing	2020 2021
			→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Create Individual Giving Plan <i>Focus on renewal of current donors, acquisition of new donors, and upgrading invested donors.</i>	Sari Weiss, MIYFS Foundation Board	Medium Priority, ongoing	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Build Communications Calendar <i>Segment communications cycle to showcase impact and outcomes of YFS programs.</i>	Sari Weiss, MIYFS Foundation Board	Medium Priority, ongoing	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →

Work Item 8: MIYFS Foundation Major Gifts			
Description	Dept. Lead / Liaison	Staff Comments	Timeline
Steward Current Donor Base <i>Build upon current relationships to deepen donor investment in YFS community work.</i>	Sari Weiss, MIYFS Foundation Board	Medium Priority, ongoing	2020 2021
			→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →
Prospect for New Donors <i>Identify Islanders to engage and invest in work of MIYFS.</i>	Sari Weiss, MIYFS Foundation Board	Medium Priority, ongoing	→ Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 →