



Shelton City Council  
Special Meeting  
December 15, 2020 at 5:00 p.m.  
Virtual Platform

**A. Executive Session**

1. Performance of a Public Employee (1 hour)
- 

Shelton City Council  
Meeting Agenda  
December 15, 2020 at 6:00 p.m.  
Virtual Platform

**A. Call to Order**

- Pledge of Allegiance
- Roll Call
- Late Changes to the Agenda

**B. Consent Agenda (Action)**

1. Vouchers numbered 103615 through 103637 in the amount of \$167,935.12
2. Vouchers numbered 103643 through 103696 in the total amount of \$451,416.17
3. Payroll Warrants numbered 3889 through 3890 and 6229 through 6269 and 6270 through 6373. Warrants 103447 through 103467 in the amount of \$760,241.42
4. Minutes:
  - Business Meeting of September 15, 2020
  - Business Meeting of October 20, 2020
5. Shelton-Mason County Chamber of Commerce 3<sup>rd</sup> Quarter LTAC Report – Written by President/ CEO Heidi McCutcheon

**C. General Public Comment (3-minute time limit)**

**D. Presentations**

1. Stormwater Update – Presented by Public Works Director Jay Harris & Administrative Manager Brooke Kilts
2. Business Plan – Presented by Administrative Services Director Michelle Sutherland
3. 2021 Work Plan – Presented by City Manager Jeff Niten

**E. Business Agenda (Study/No Action/Public Comment Taken)**

1. Resolution No. 1182-1120 Amending Petty Cash Monies – Presented by Accounting Manager Teri Schnitzer
2. Resolution No. 1185-1220 Kubota Membrane Purchase – Presented by Public Works Director Jay Harris

**F. Action Agenda** (Action/Public Comment Taken)

1. Ordinance No. 1950-0320 Budget Amendment for 2020 – Presented by Finance Specialist Don Kuismi

**G. Administration Reports**

1. City Manager Report

**H. Announcement of Next Meeting January 5, 2021 at 6:00 p.m.**

**I. Adjourn**

***Special Note for Public Participation***

*The meeting can be viewed at: [masonwebtv.com](http://masonwebtv.com)*

*The public can provide comments by:*

*Email: [jeff.niten@sheltonwa.gov](mailto:jeff.niten@sheltonwa.gov)*

*Telephone: (360) 432-5105*

*Joining the Zoom meeting by clicking on the link posted on the City Council's webpage*

*Your comments will be relayed directly to the Council.*



# 2020/21 Looking Ahead

(Items and dates are subject to change)

Fri. Dec. 18		Notice to The Journal for Public Hearings on 1/5 to be published on 12/24	N/A
Tues. 1/5 6:00 p.m.	Regular Meeting	<p>Consent Agenda</p> <ul style="list-style-type: none"> <li>Vouchers/Payroll Warrants/Meeting Minutes</li> </ul> <p>Presentations</p> <ul style="list-style-type: none"> <li>Street Maintenance</li> </ul> <p>Business Agenda</p> <ul style="list-style-type: none"> <li>Eagle Point Design Services Contract</li> <li>Public Hearing Ordinance No. 1159-1120 Franchise Agreement – Mason County</li> <li>Public Hearing Ordinance No. 1960-1220 B &amp; O Code Update</li> <li>Resolution No. 1186-1220 Surplus Computer Equipment</li> <li>Resolution No. 1184-1120 Master Fee Schedule Update</li> <li>Resolution No. 1183-1120 On Call Qualified Pool List Contracts</li> <li>Supplemental Building Code Services Pool Contract</li> </ul> <p>Action Agenda</p> <ul style="list-style-type: none"> <li>Resolution No. 1182-1120 Amending Petty Cash Monies</li> <li>Resolution No. 1185-1220 Kubota Membrane Purchase</li> <li>Councilmembers Boards &amp; Committees</li> </ul> <p>Administration Report</p> <ul style="list-style-type: none"> <li></li> </ul>	Packet Items Due: Th. 12/24 – 5:00 p.m.
Tues. 1/19 6:00 p.m.	Regular Meeting	<p>Consent Agenda</p> <ul style="list-style-type: none"> <li>Vouchers/Payroll Warrants/Meeting Minutes</li> </ul> <p>Presentations</p> <ul style="list-style-type: none"> <li>Swearing-in of Police Chief Beason</li> <li>FCS Group Stormwater Rate Presentation #1</li> </ul> <p>Business Agenda</p> <ul style="list-style-type: none"> <li>Public Hearing Ordinance No. XXXX-XXXX Franchise Agreement – PUD #3</li> <li>Administrative Policy &amp; City Policy Updates</li> </ul> <p>Action Agenda</p> <ul style="list-style-type: none"> <li>Eagle Point Design Services Contract</li> <li>Ordinance No. 1159-1120 Franchise Agreement – Mason County</li> </ul>	Packet Items Due: Fri. 1/8 – 5:00 p.m.

		<ul style="list-style-type: none"> <li>• Ordinance No. 1960-1220 B &amp; O Code Update</li> <li>• Resolution No. 1186-1220 Surplus Computer Equipment</li> <li>• Resolution No. 1184-1120 Master Fee Schedule Update</li> <li>• Resolution No. 1183-1120 On Call Qualified Pool List Contracts</li> <li>• Supplemental Building Code Services Pool Contract</li> </ul> <p>Administration Report</p> <ul style="list-style-type: none"> <li>•</li> </ul>	
Tues. 2/2 6:00 p.m.	Regular Meeting	<p>Consent Agenda</p> <ul style="list-style-type: none"> <li>• Vouchers/Payroll Warrants/Meeting Minutes</li> </ul> <p>Presentations</p> <ul style="list-style-type: none"> <li>• FCS Group Stormwater Rate Presentation #2</li> </ul> <p>Business Agenda</p> <ul style="list-style-type: none"> <li>• Public Hearing Ordinance No. XXXX-XXXX Dept. of Ecology 2018 Stormwater Manual</li> <li>• Public Hearing Ordinance No. XXXX-XXXX 2018 International Building Codes</li> <li>• Memorandum of Understanding Shelton Skate Park</li> </ul> <p>Action Agenda</p> <ul style="list-style-type: none"> <li>• Ordinance No. XXXX-XXXX Franchise Agreement – PUD #3</li> <li>• Administrative Policy &amp; City Policy Updates</li> </ul> <p>Administration Report</p> <ul style="list-style-type: none"> <li>•</li> </ul>	Packet Items Due: Fri. 1/22 – 5:00 p.m.
Tues. 2/16 6:00 p.m.	Regular Meeting	<p>Consent Agenda</p> <ul style="list-style-type: none"> <li>• Vouchers/Payroll Warrants/Meeting Minutes</li> </ul> <p>Presentations</p> <ul style="list-style-type: none"> <li>• FCS Group GFC Presentation</li> </ul> <p>Business Agenda</p> <ul style="list-style-type: none"> <li>•</li> </ul> <p>Action Agenda</p> <ul style="list-style-type: none"> <li>• Ordinance No. XXXX-XXXX Dept. of Ecology 2018 Stormwater Manual</li> <li>• Ordinance No. XXXX-XXXX 2018 International Building Codes</li> </ul> <p>Administration Report</p> <ul style="list-style-type: none"> <li>•</li> </ul>	Packet Items Due: Fri. 2/5 – 5:00 p.m.
Tues. 3/2 6:00 p.m.	Regular Meeting	<p>Consent Agenda</p> <ul style="list-style-type: none"> <li>• Vouchers/Payroll Warrants/Meeting Minutes</li> </ul> <p>Presentations</p> <ul style="list-style-type: none"> <li>•</li> </ul> <p>Business Agenda</p> <ul style="list-style-type: none"> <li>•</li> </ul> <p>Action Agenda</p> <ul style="list-style-type: none"> <li>•</li> </ul>	Packet Items Due: Fri. 2/19 – 5:00 p.m.

		Administration Report	
Tues. 3/16 5:50 p.m.	SMPD Meeting	Consent Agenda <ul style="list-style-type: none"> <li>• Vouchers/Meeting Minutes</li> </ul> Business Agenda <ul style="list-style-type: none"> <li>•</li> </ul> Action Agenda <ul style="list-style-type: none"> <li>•</li> </ul> Administration Report	Packet Items Due: Fri. 3/5 – 5:00 p.m.
Tues. 3/16 6:00 p.m.	Regular Meeting	Consent Agenda <ul style="list-style-type: none"> <li>• Vouchers/Payroll Warrants/Meeting Minutes</li> </ul> Presentations <ul style="list-style-type: none"> <li>•</li> </ul> Business Agenda <ul style="list-style-type: none"> <li>•</li> </ul> Action Agenda <ul style="list-style-type: none"> <li>•</li> </ul> Administration Report <ul style="list-style-type: none"> <li>•</li> </ul>	Packet Items Due: Fri. 3/5 – 5:00 p.m.
Tues. 4/6 6:00 p.m.	Regular Meeting	Consent Agenda <ul style="list-style-type: none"> <li>• Vouchers/Payroll Warrants/Meeting Minutes</li> </ul> Presentations <ul style="list-style-type: none"> <li>•</li> </ul> Business Agenda <ul style="list-style-type: none"> <li>•</li> </ul> Action Agenda <ul style="list-style-type: none"> <li>•</li> </ul> Administration Report <ul style="list-style-type: none"> <li>•</li> </ul>	Packet Items Due: Fri. 3/26 – 5:00 p.m.
Tues. 4/20 6:00 p.m.	Regular Meeting	Consent Agenda <ul style="list-style-type: none"> <li>• Vouchers/Payroll Warrants/Meeting Minutes</li> </ul> Presentations <ul style="list-style-type: none"> <li>•</li> </ul> Business Agenda <ul style="list-style-type: none"> <li>•</li> </ul> Action Agenda <ul style="list-style-type: none"> <li>•</li> </ul> Administration Report <ul style="list-style-type: none"> <li>•</li> </ul>	Packet Items Due: Fri. 4/9 – 5:00 p.m.
Tues. 5/4 6:00 p.m.	Regular Meeting	Consent Agenda <ul style="list-style-type: none"> <li>• Vouchers/Payroll Warrants/Meeting Minutes</li> </ul> Presentations <ul style="list-style-type: none"> <li>•</li> </ul> Business Agenda <ul style="list-style-type: none"> <li>•</li> </ul> Action Agenda <ul style="list-style-type: none"> <li>•</li> </ul> Administration Report <ul style="list-style-type: none"> <li>•</li> </ul>	Packet Items Due: Fri. 4/23 – 5:00 p.m.

Other – TBD

Updated 12/8/2020

- UGA/Annexation Policy (Water/Sewer Extensions)
- Outside City Water/Sewer Extensions
- More Standing Committees by the Council
- June 1, 2021 – C Street Update
- December 7, 2021 – C Street Update

DRAFT

## VOUCHER APPROVAL

I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein vouchers number 103615 through number 103637 in the total amount of \$167,935.12 that the claims are just, due and unpaid obligations against the City of Shelton, and that I am authorized to authenticate and certify said claims.

Signed this 23rd of November, 2020.

*Dei Sahney*  
for Director of Financial Services Accounting Manager

We, the undersigned members of the City Council of Shelton, Washington, do hereby certify that the vouchers contained herein are approved for payment.

Signed this \_\_\_\_\_ of \_\_\_\_\_, 2020.

\_\_\_\_\_  
Mayor Kevin Dorey

\_\_\_\_\_  
Deputy Mayor Deidre Peterson

\_\_\_\_\_  
Councilmember James Boad

\_\_\_\_\_  
Councilmember Megan Fiess

\_\_\_\_\_  
Councilmember Kathy McDowell

\_\_\_\_\_  
Councilmember Eric Onisko

\_\_\_\_\_  
Councilmember Joe Schmit

**VOUCHER APPROVAL**

I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described herein vouchers number 103643 through number 103696 in the total amount of \$451,416.17 that the claims are just, due and unpaid obligations against the City of Shelton, and that I am authorized to authenticate and certify said claims.

Signed this 3<sup>rd</sup> of December, 2020.

  
For Director of Financial Services Accounting Manager

We, the undersigned members of the City Council of Shelton, Washington, do hereby certify that the vouchers contained herein are approved for payment.

Signed this \_\_\_\_\_ of \_\_\_\_\_, 2020.

\_\_\_\_\_  
Mayor Kevin Dorcy

\_\_\_\_\_  
Deputy Mayor Deidre Peterson

\_\_\_\_\_  
Councilmember James Boad

\_\_\_\_\_  
Councilmember Megan Fiess

\_\_\_\_\_  
Councilmember Kathy McDowell

\_\_\_\_\_  
Councilmember Eric Onisko

\_\_\_\_\_  
Councilmember Joe Schmit



**VOUCHER APPROVAL**

I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered or the labor performed as described within payroll warrants numbered 3889 through 3890 and 6229 through 6269 and 6270 through 6373. Warrants 103447 through 103467 in the amount of \$760,241.42 and that the claims are just and due obligations against the City of Shelton, and that I am authorized to authenticate and certify said claims.

Signed this 2nd of December, 2020.



\_\_\_\_\_  
Administrative Services Director

We, the undersigned members of the City Council of Shelton, Washington, do hereby certify that the payroll warrants contained herein are approved for payment.

Signed this \_\_\_\_\_ of \_\_\_\_\_, 2020.

\_\_\_\_\_  
Mayor Dorcy

\_\_\_\_\_  
Deputy Mayor Peterson

\_\_\_\_\_  
Councilmember Boad

\_\_\_\_\_  
Councilmember Fiess

\_\_\_\_\_  
Councilmember McDowell

\_\_\_\_\_  
Councilmember Onisko

\_\_\_\_\_  
Councilmember Schmit



## **CITY OF SHELTON, WASHINGTON - CITY COUNCIL**

City Council Meeting Minutes  
September 15, 2020 – 6:00 p.m.  
Virtual Platform

### **COUNCILMEMBERS AND PERSONNEL**

#### **Councilmembers:**

Mayor Kevin Dorcy  
Deputy Mayor Deidre Peterson  
James Boad  
Megan Fiess  
Kathy McDowell  
Eric Onisko  
Joe Schmit

#### **Personnel:**

City Manager Jeff Niten  
City Clerk Donna Nault  
Police Chief Darrin Moody  
Finance Director Aaron BeMiller  
Public Works Director Jay Harris  
City Engineer Ken Gill  
Public Works Administrative Manager Brooke Kilts

### **CALL TO ORDER**

Call to Order – 6:00 p.m.  
Pledge of Allegiance – Councilmember Fiess  
Roll Call: City Clerk Nault – All present

### **LATE CHANGES TO THE AGENDA**

No late changes

*Mayor Dorcy – The public is able to make comments on both the business and action agenda. There are three options for the public to participate in the meeting: (1) join the Zoom meeting by clicking on the link on the City's webpage, (2) email [jeff.niten@sheltonwa.gov](mailto:jeff.niten@sheltonwa.gov); and, (3) by calling 360-432-5105.*

### **CONSENT AGENDA**

1. Vouchers numbered 102923 through 102963 in the total amount of \$236,240.92
2. Vouchers numbered 102987 through 103022 in the total amount of \$102,573.01
3. Minutes of Regular Business Meeting – July 7, 2020

**A motion was made by Councilmember Onisko and seconded by Councilmember Fiess to approve the Consent Agenda as published. Passed.**

### **GENERAL PUBLIC COMMENTS**

Matthew Woodriff  
Jenn Woodriff

### **PRESENTATIONS**

1. Public Works Capital Improvement Program – Presented by Public Works Director Jay Harris & City Engineer Ken Gill
  - Civic Center Parking Lot – Funding for this project is through an appropriation grant via the Department of Commerce for \$277,344, in combination with City funds.
  - Residential Paving – Goal is to bid the project early spring of 2021.
  - Western Gateway Railroad Avenue – The City received \$760,400 in grant funds in 2019. The construction cost is estimated to be \$3.5 million.
  - Maintenance Division Laydown Yard – Relocate the public works maintenance division to a larger site.



## **CITY OF SHELTON, WASHINGTON - CITY COUNCIL**

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- Street Sweeper – Funding for the proposed replacement street sweeper would be from the City's equipment maintenance and repair fund.
- Sewer Comprehensive Plan – The sewer comprehensive plan will be completed in 2021.
- Satellite Waste Water Treatment Plant Reclaimed Tank Design & Slack Tide Tank – This is the City's response to a notice of violation by the Department of Ecology for an overflow into Oakland Bay.
- Membrane Plant Filters – Upgrade to Tanks No. 2 and No. 3.
- Front Street Pipe Overflow – Front Street lift station.
- "C" Street Landfill Remediation – Aspect Consulting will assist with negotiations for a consent decree for the cleanup action.
- Well No. 1 to Shelton High School Tank Pipe Replacement – Replace the existing 16" steel pipe with a 24" steel pipe.
- Water Meter Automated Metering Infrastructure Upgrade – The funding for the project would come from the water and sewer funds.
- American Water Infrastructure Act (AWIA) – Water Risk & Resiliency Assessment – The water systems must certify to the Environmental Protection Agency.

**Mayor Dorcy recessed from the regular meeting and opened a public hearing on Ordinance No. 1955-0820 Refunding Debt.**

### **BUSINESS AGENDA**

1. Public Hearing Ordinance No. 1955-0820 Refunding Debt – Presented by Finance Director Aaron BeMiller

The refunding bond will be a general obligation bond, which is backed by the City's full faith and credit. This ordinance states the City Council's desire to move forward with the refunding, and name the Finance Director as the designated representative to approve and finalize the bond sale.

**Due to the virtual platform, there was a 30-second delay before any decision to allow for public testimony. No public testimony.**

**City Clerk Nault provided the first reading of Ordinance No. 1955-0820.**

**City Council concurred to place this item on the action agenda for the meeting of October 6, 2020.**

**Mayor Dorcy closed this public hearing and opened another public hearing to discuss Ordinance No. 1956-0920 Cable Television Franchise Agreement.**

2. Public Hearing Ordinance No. 1956-0920 Cable Television Franchise Agreement – Presented by City Manager Jeff Niten

City staff, Comcast Cable Communications and Hood Canal Communications have been working toward new franchise agreements. As compensation for use of the City's right-of-way, cable providers will have a franchise fee equal to five percent of gross revenues.

**Due to the virtual platform, there was a 30-second delay before any decision to allow for public testimony. No public testimony.**



## **CITY OF SHELTON, WASHINGTON - CITY COUNCIL**

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**City Clerk Nault provided the first reading of Ordinance No. 1956-0920.**

**City Council concurred to place this item on the action agenda for the meeting of October 6, 2020.**

**Mayor Dorcy closed the public hearing and resumed the regular meeting.**

### **ACTION AGENDA**

1. Resolution No. 1169-0820 FCS Group Rate Study Amendment No. 3 – Presented by Public Works Administrative Manager Brooke Kilts

The purpose of the rate study is to audit the current stormwater accounts with the billing system.

**Due to the virtual platform, there was a 30-second delay before any decision to allow for public comment. No public comment.**

**City Clerk Nault provided a reading of Resolution No. 1169-0820 FCS Group Rate Study Amendment No. 3.**

**A motion was made by Councilmember Schmit and seconded by Councilmember McDowell. Passed.**

2. Resolution No. 1170-0820 Signing Authority for Contracts – Presented by City Manager Jeff Niten

This resolution delegates purchasing authority to the City Manager up to \$30,000 when the expenditure has previously been approved by City Council. Department directors would have authority up to \$15,000, and may authorize superintendents and/or subordinate managers authority up to \$5,000. The City will draft a comprehensive purchasing and contracting policy.

**Due to the virtual platform, there was a 30-second delay before any decision to allow for public comment. No public comment.**

**City Clerk Nault provided the reading of Resolution No. 1170-0820.**

**A motion was made by Councilmember Fiess and seconded by Deputy Mayor Peterson. Passed.**

3. Resolution No. 1171-0820 Roller Purchase – Presented by Public Works Director Jay Harris  
The resolution is to provide authorization to purchase a second larger roller for \$40,361.20. Purchasing both rollers will total \$12,115.80 under the budgeted amount of \$70,000.

**Due to the virtual platform, there was a 30-second delay before any decision to allow for public comment. No public comment.**

**City Clerk Nault provided the reading of Resolution No. 1171-0820.**

**A motion was made by Councilmember Schmit and seconded by Deputy Mayor Peterson.**

**Mayor Kevin Dorcy – Aye  
Deputy Mayor Peterson – Aye  
Councilmember Boad – Aye**



## **CITY OF SHELTON, WASHINGTON - CITY COUNCIL**

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**Councilmember Fiess – Aye**  
**Councilmember McDowell – Aye**  
**Councilmember Onisko – No**  
**Councilmember Schmit – Aye**

**Motion Passed.**

4. Resolution No. 1172-0820 Mower Purchase – Presented by Public Works Director Jay Harris  
The resolution is to authorize the purchase of the mower and attachment. The quoted purchase price is \$175,321.94.

**Due to the virtual platform, there was a 30-second delay before any decision to allow for Public comment. No public comment.**

**City Clerk Nault provided the reading of the Resolution No. 1172-0820.**

**A motion was made by Councilmember Fiess and seconded by Deputy Mayor Peterson.**

**Mayor Kevin Dorcy – Aye**  
**Deputy Mayor Peterson – Aye**  
**Councilmember Boad – Aye**  
**Councilmember Fiess – Aye**  
**Councilmember McDowell – Aye**  
**Councilmember Onisko – No**  
**Councilmember Schmit – Aye**

**Motion Passed.**

### **ADMINISTRATIVE REPORT:**

City Manager Report – presented by City Manager Jeff Niten

- Public Safety – Police Chief Darrin Moody and the Shelton Police Department (SPD) handled the recent demonstration held over the weekend very professionally. SPD did an excellent job of maintaining order and allowing people to exercise their constitutional rights.
- Rumors on Social Media Platforms – Recently there was a situation in Medford, Oregon where six individuals were identified, with pictures, on social media as members of Antifa. A press release was sent out from the Medford Police Department reporting this was a misrepresentation of information. A similar situation happened in Shelton. These are the kind of rumors that encourages divisiveness, and are untruths that can tear a community apart.
- Chief of Police Recruitment – Recruitment efforts have started for the Chief of Police position. The City received applications from around the country, as well as some close to home. The pool of candidates is solid and interviews will be scheduled in the near future.

**City Council extended their appreciation to the Shelton Police Department, Mason County Sheriff's Office, and the Washington State Patrol for their professionalism in handling the recent demonstration in downtown Shelton.**



**CITY OF SHELTON, WASHINGTON - CITY COUNCIL**

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**ANNOUNCEMENT OF NEXT MEETING**

Next Meeting: October 6, 2020 at 6:00 p.m.

**ADJOURN**

Mayor Dorcy adjourned the meeting adjourned at 7:18 p.m.

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Mayor Kevin Dorcy

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City Clerk Donna Nault



## **CITY OF SHELTON, WASHINGTON - CITY COUNCIL**

City Council Meeting Minutes

October 20, 2020 – 6:00 p.m.

Virtual Platform

### **COUNCILMEMBERS AND PERSONNEL**

#### **Councilmembers:**

Mayor Kevin Dorcy  
Deputy Mayor Deidre Peterson  
James Boad  
Megan Fiess  
Kathy McDowell  
Eric Onisko  
Joe Schmit

#### **Personnel:**

City Manager Jeff Niten  
City Clerk Donna Nault  
Admin. Services Director Michelle Sutherland  
Finance Director Aaron BeMiller  
Public Works Director Jay Harris  
Public Works Superintendent Mike Albaugh  
Water Quality Specialist Ken Dickinson

### **CALL TO ORDER**

Call to Order – 6:07 p.m.

Pledge of Allegiance – Councilmember Eric Onisko

Roll Call: City Clerk Nault – All present

### **LATE CHANGES TO THE AGENDA**

City Manager Niten – Added Bond Refunding as item two under Presentations.

Mayor Dorcy – The public is able to make comments on both the business and action agenda. There are three options for the public to participate in the meeting: (1) join the Zoom meeting by clicking on the link on the City's webpage, (2) email [jeff.niten@sheltonwa.gov](mailto:jeff.niten@sheltonwa.gov); and, (3) by calling 360-432-5105.

### **CONSENT AGENDA**

1. Vouchers numbered 103203 through 103242 in the total amount of \$73,571.55
2. Vouchers numbered 103266 through 103306 in the total amount of \$169,809.53
3. Payroll warrants numbered 3887 through 3888 and 6081 through 6123 and 6124 through 6228. Warrants 103243 through 103263 in the amount of \$769,199.02
4. Shelton-Mason County Chamber of Commerce WSDOT Signage LTAC Report – Written by President/CEO Heidi McCutcheon

**A motion was made by Councilmember Onisko and second by Councilmember McDowell to approve the Consent Agenda as published. Passed.**

### **GENERAL PUBLIC COMMENT**

No public comment.

### **PRESENTATIONS**

1. Cross Connection Program (CCP) Update – Presented by Public Works Superintendent Mike Albaugh and Water Quality Specialist Ken Dickinson

The CCP ensures that all cross connections have a backflow prevention assembly installed. This is to protect the public's drinking water system and the City's distribution system from various forms of contamination.





## **CITY OF SHELTON, WASHINGTON - CITY COUNCIL**

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### **2. Bond Refunding Update – Presented by Finance Director Aaron BeMiller**

The bond sale occurred on October 14, 2020 and closes on October 28, 2020. Total savings over the life of the bond is \$3.049 million, and the longer-term maturity bonds moved from 2052 to 2047.

**Mayor Dorcy recessed from the regular meeting and opened a public hearing on Ordinance No. 1953-0820 Consideration of 2021 Ad Valorem (Regular) & EMS Levy.**

### **BUSINESS AGENDA**

#### **1. Ordinance No. 1953-0820 Consideration of 2021 Ad Valorem (Regular) & EMS Levy – Presented by Finance Director Aaron BeMiller**

Ordinance No. 1953-0820 will levy the statutory maximum ad valorem tax by increasing levy collections by 1% from the highest lawful levy amount, plus new construction and state assessed property.

**Due to the virtual platform, there was a 30-second delay before any decision to allow for public testimony. No public testimony.**

**City Clerk Nault provided the first reading of Ordinance No. 1953-0820.**

**City Manager Niten reported on a go forward basis, when Ordinances are being presented to City Council, the process will include a motion and a second to allow the item to be moved to the Action Agenda. This is being done in order to keep tracking and records straight.**

**A motion was made by Councilmember Schmit and seconded by Deputy Mayor Peterson to move this item to the action agenda on November 17, 2020. Passed.**

**Mayor Dorcy closed this public hearing and opened a public hearing to discuss Ordinance No. 1954-0820 2021 Preliminary Budget.**

#### **2. Public Hearing – Ordinance No. 1954-0820 2021 Preliminary Budget – Presented by Finance Director Aaron BeMiller**

The ordinance will adopt the City's 2021 annual budget and provide the mechanism for the City to expend funds for the purposes established in the budget. The budget totals \$31,676,380, but will be increased by \$80,000 to include the cost of the Public Works Department's sewer technician in-training position that was not included in the preliminary budget. The general fund appropriation is \$12,283,920. The appropriation for operating expenses is at the fund level and lapses at the end of the year. The Ordinance includes a continuing appropriation for all capital projects. The continuing appropriation capital project budget does not lapse at the end of the year, but remains in place until the project is completed and cannot exceed the budgeted amount.

**Due to the virtual platform, there was a 30-second delay before any decision to allow for public testimony. No public testimony.**

**City Clerk Nault provided the first reading of Ordinance No. 1954-0820.**





## **CITY OF SHELTON, WASHINGTON - CITY COUNCIL**

City Council Meeting Minutes

October 20, 2020 – 6:00 p.m.

Virtual Platform

**A motion was made by Councilmember Fiess and seconded by Councilmember Schmit to move this item to the action agenda on November 17, 2020. Passed.**

**Mayor Dorcy closed the public hearing and resumed the regular meeting.**

3. Resolution No. 1175-1020 Apsco Sole Source – Presented by Public Works Director Jay Harris

At the Water Treatment Plant, three of the five variable frequency drives have failed and one is showing signs of an upcoming failure. The request is for City Council to deem Apsco Sole Source as the sole distributor and service provider for APG-neuros turbo blower parts and components, and authorize the City Manager to execute purchase orders with Apsco Sole Source.

**Due to the virtual platform, there was a 30-second delay before any decision to allow for public comment. No public comment.**

**City Council concurred to move this item to the action agenda on November 3, 2020.**

4. Resolution No. 1179-1020 Tyler ENERGOV – Presented by Administrative Services Director Michelle Sutherland

Tyler Technologies provides the City's financial management software, exclusive of the budgeting function. There are time constraints applied to the CARES Act funding from the Washington State Department of Commerce, and there is not adequate time to consider other potential vendors. The City can be reimbursed for expenditures on software updates related to the COVID-19 pandemic. Services would be on a cloud-based systems to ensure remote operations continue. The total cost of \$137,671 will be paid from the City's general fund; and \$67,000 in CARES Act funding will apply. The request is for City Council to declare the purchase of Tyler Technologies Software as a service platform, including Enterprise Asset Management and ENERGOV permitting software, as a legitimate sole source provider and waive the competitive selection process for computer software, and authorize the city manager to execute purchase orders and other contracts necessary to implement needed systems.

**Due to the virtual platform, there was a 30-second delay before any decision to allow for public comment. No public comment.**

**City Council concurred to move this item to the action agenda on November 3, 2020.**

5. Resolution No. 1180-1020 Right!Systems, Inc., Statement of Work & Retainer – Presented by Administrative Services Director Michelle Sutherland

Right!Systems, Inc. (RSI) statement of work and retainer provides the City with the capability of migrating to a cloud based computing environment. RSI currently provides information technology support to the City. Due to time constraints under the CARES Act, there is not time to appropriately consider other potential vendors. The total cost of \$350,621.79 will be paid from the City's general fund, and CARES Act funding will be used in the amount of \$76,551.20 of the total costs.



## **CITY OF SHELTON, WASHINGTON - CITY COUNCIL**

City Council Meeting Minutes

October 20, 2020 – 6:00 p.m.

Virtual Platform

**Due to the virtual platform, there was a 30-second delay before any decision to allow for public comment. No public comments.**

**City Council concurred to move this item to the action agenda on November 3, 2020.**

### **ACTION AGENDA**

1. Civic Center Rotating Art Gallery Recommendations – Presented by Community Development Director Mark Ziegler

The Shelton Arts Commission selected seven artists and a total of twenty-one pieces to be placed in the Civic Center Rotating Art Gallery. Upon approval, the art will be installed on November 3, 2020, and remain in place through January 29, 2021.

**Due to the virtual platform, there was a 30-second delay before any decision to allow for public comment. No public comment.**

**A motion was made by Councilmember Onisko and seconded by Councilmember Schmit. Passed.**

2. LTAC Grant Recommendations – Presented by City Clerk Donna Nault

**Deputy Mayor Peterson recused herself due to a potential conflict of interest.**

The Lodging Tax Advisory Committee is recommending 2021 tourism grant funds be awarded as follows:

Kristmas Town Kiwanis – Bluegrass from the Forest	\$
6,300.00	
Mason County Forest Festival Association	\$ 8,910.00
Mason County Historical Museum/Visitor Center	\$11,250.00
Mason County Historical Society – Downtown Car Show/Ice Cream Social	\$ 1,782.00
NW Event Organizers/Kristmas Town Kiwanis – Christmas Town 2020	\$12,330.00
Shelton-Mason County Chamber of Commerce/Visitors Center	\$18,000.00
Shelton-Mason County Chamber of Commerce WSDOT Gateway Signage	\$ 3,307.50

**Total grant recommendations for 2021** **\$61,879.50**

**Due to the virtual platform, there was a 30-second delay before any decision to allow for public comment. No public comment.**

**A motion was made by Councilmember Schmit and seconded by Councilmember Onisko. Passed.**

### **ADMINISTRATIVE REPORT:**

City Manager Report – Presented by City Manager Jeff Niten

1. Shelton Police Department – Police Chief Recruitment: Three finalist were chosen from the eight candidates interviewed. Tomorrow afternoon, there will be a community panel interview held via Zoom. The three finalist were asked to prepare a short video with responses to three pre-selected questions for the City Council and the public to view. The candidate videos will be posted on the City's webpage.



**CITY OF SHELTON, WASHINGTON - CITY COUNCIL**

City Council Meeting Minutes

October 20, 2020 – 6:00 p.m.

Virtual Platform

**ANNOUNCEMENT OF NEXT MEETING**

Next Meeting: November 3, 2020, at 6:00 p.m.

**ADJOURN**

Mayor Dorcy adjourned the meeting at 7:37 p.m.

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Mayor Kevin Dorcy

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City Clerk Donna Nault



*3<sup>rd</sup> Quarter 2020*

**LTAC UPDATE**

prepared for City of Shelton





## VISITOR SERVICES

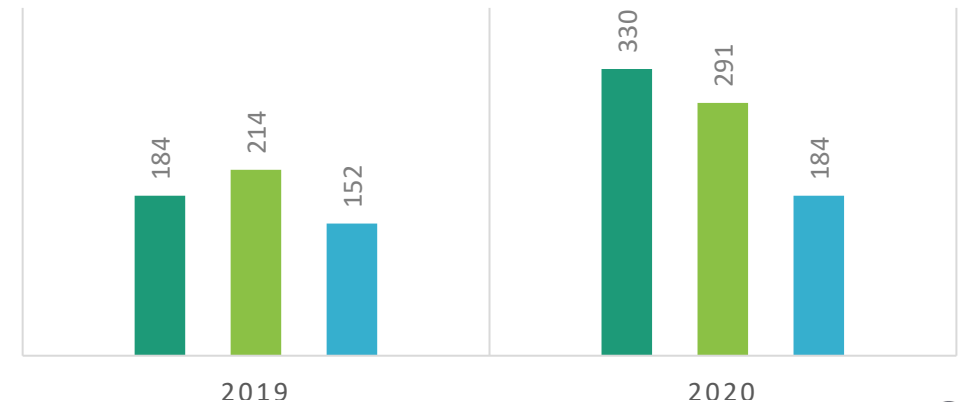
### *Chamber Office & Caboose*

Washington extended its *Safe Start* order in July of 2020 and volunteers were unavailable, so the Caboose remained closed to all visitor information during third quarter; however, Chamber staff has assumed this responsibility. Incoming phone calls are trending higher this year over same quarter of 2019.

During this closure, we took the opportunity to replace the forward and rear Caboose steps and handrails as they were in a state of disrepair. The project was hand-built by Sierra Pacific Industries who generously donated the time and materials.

### VISITOR INFORMATION PHONE CALLS

■ July ■ August ■ September



Shelton-Mason County Chamber of Commerce  
Published by Heidi Brotche McCutcheon · September 9

Did you know? We have some incredibly supportive businesses in Mason County who are willing to lend a helping hand, like **Builders FirstSource**.

#ChamberMemberRave #BuildersFirstSource

They offered their project plywood to anyone who wanted to use it during the weekend's rallies...  
*for free.*

chamber member

Support those who support Shelton.

**Builders FirstSource**

114 E Cedar St, Shelton  
(360) 426-2611  
bldr.com

935... 44

3 Comments 34 Shares

Shelton-Mason County Chamber of Commerce  
Published by Heidi Brotche McCutcheon · July 9

Our local businesses are desperately trying to keep up with constantly changing rules and stay in compliance so that they do not have to close their doors. Again. If someone asks you about wearing a mask, before you respond in a hostile or inflammatory way, here's what you need to know about face coverings and businesses' newest responsibility of enforcement.

Within days of WSP reporting that "face masks are a public health issue, not a law enforcement issue," the governor issued an order that businesses require and enforce the use of face coverings by all customers or visitors. The "No Mask, No Service" rule was implemented statewide on Tuesday, July 7.

Guidance from the state's coronavirus website directs businesses to "educate" non-wearers on the benefits of wearing a mask and "inquire" if there is a medical condition or disability that prohibits one from wearing a mask (this is a yes or no question- no one should ask what the condition or disability is).

Here's where it gets tricky: if the person says yes, then "businesses are encouraged to offer some kind of accommodation." This insinuates that the business should not allow the person to enter, but it is unclear. Further, "If a customer or individual refuses to wear a face covering but does not have a medical condition or disability that prevents them from wearing a mask, they should be politely told that the business cannot serve them and that they need to leave the premises."

Penalties and fines are ambiguous with some quoting \$10,000 fine for the business with an additional \$1,000 per person not wearing a mask, others simply imply a \$100 penalty and up to 90 days in county jail.

As an American, you have a right not to wear a mask. As a business, they are required to deny you service and to enforce the mask rule. You have the choice, they do not. Be kind. For more information go to <https://coronavirus.wa.gov/.../face-masks-or-cloth-face->



18 Comments 42 Shares

## FACEBOOK

### Chamber & Caboose

The Shelton-Mason Chamber of Commerce Facebook page continues to be an avenue for continuously sharing business news, community events, points of interest, and information on hot topics.

During 3Q, our Facebook page fans increased to over 3,200 and attracted 106,544 unique users. The top post for 3Q was a rave about Builders FirstSource lending a helping hand to business owners with a total reach of 9,473 and 28,115 viral impressions. The next most popular post was a 'what you need to know' announcement posted by director Heidi McCutcheon about how mask compliance impacts local businesses. It received a total reach of 7,717 and 34,195 viral impressions. Our Facebook group titled "Mason County Take-out & Delivery Options" also continues to be an active page and now has 3,600 followers.

#### Weekly Reach:

Shelton, WA	Olympia, WA	Belfair, WA	Union, WA	Lacey, WA	Port Orchard, WA
248,278	37,172	20,492	11,938	13,797	10,017





# BUSINESS MATTERS

## *Two Special Edition Issues*

Typically, the Chamber's print publication *Business Matters* is produced quarterly. During summer 2020, the Chamber produced monthly issues to ensure its content was timely and relevant during everchanging COVID-19 restrictions. Approximately 24,000 copies are sent as an insert within the *Shelton-Mason County Journal* to all its subscribers and Chamber members. Copies are also placed in area businesses, information centers, convention bureaus, and the Chamber's offices and visitor centers.

Space within each issue is reserved for communicating local event happenings, public interest topics, news tidbits, recreational offerings, and a complete Chamber member directory.





Catalyst. Convener. Champion.

Learn More

Serving Mason County since 1922, the Chamber is a catalyst for business growth, a convener of leaders and influencers, and a champion of our community.



MASONCHAMBER.COM

Redesign to Mobile Friendly

During 3Q, the Chamber hired a new web developer to redesign the website to a mobile-friendly platform. Once migrated to a different hosting platform, the site began collecting fresh analytics as of September 17, 2020. During those 12 days, the site acquired 9.1% new visitors and 3,700 unique visitors with a total of 23,000 impressions. On average, each user viewed 2.58 pages.





## Two Rallies Planned for Holiday Weekend in Shelton

Published by [Heidi McCutcheon](#) on August 31, 2020



### Back the Blue Rally

101 W Railroad Avenue, Shelton Sunday September 6, 2:00p



### Black Lives Matter Rally

Post Office Park, 100 2nd Street, Shelton Sunday, September 6, 2:00p

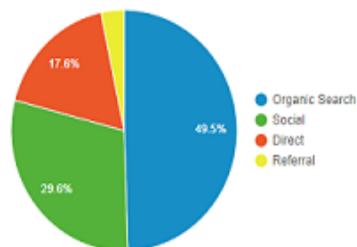
## MASONCHAMBER.COM

### Analytics and Traffic

The most popular page during September was the Chamber's home page itself with 1,117 views.

The new Google Console platform will allow us to track specifics regarding visitor traffic. Top searches for our site that month centered upon the BLM protest in Shelton.

### How people find our site:



1. Organic Search	49.45%
2. Social	29.61%
3. Direct	17.63%
4. Referral	3.31%

# Shelton City Council Stormwater Rate Introductory Discussion

12-15-2020

STREET  
CLOSED



# Existing Rate Structure

- **Schedule 1: Single-Family Residential Units & Duplexes: \$12.10 per month**
  - » Low-income senior citizens and disability persons receive 17% discount
- **Schedule 2: Commercial, Hotel/Motel, Triplex, Multifamily, Mobile Home, Trailer Parks, Government Facilities and Industrial Customers**

## Schedule 2

Impervious Surface Area (sq. ft.)	Monthly Fee per Parcel
≤ 5,000	\$22.70
5,001—10,000	\$45.40
10,001—25,000	\$71.00
25,001—35,000	\$106.40
35,001—55,000	\$141.85
> 55,000	\$283.70



## Example 1: Inequities at Tier Edges

Parcel	Impervious Square Feet	Monthly Charge
A	35,000	\$106.40
B	35,001	\$141.85

- Parcel B has only 1 more impervious square foot
- Parcel B pays \$35.45 more per month than Parcel A



## Example 2: Inequities within Tier

Parcel	Impervious Square Feet	Monthly Charge
A	35,001	\$141.85
B	54,999	\$141.85

- Parcel B has nearly 20,000 more impervious square feet
- Parcel B pays the same as Parcel A



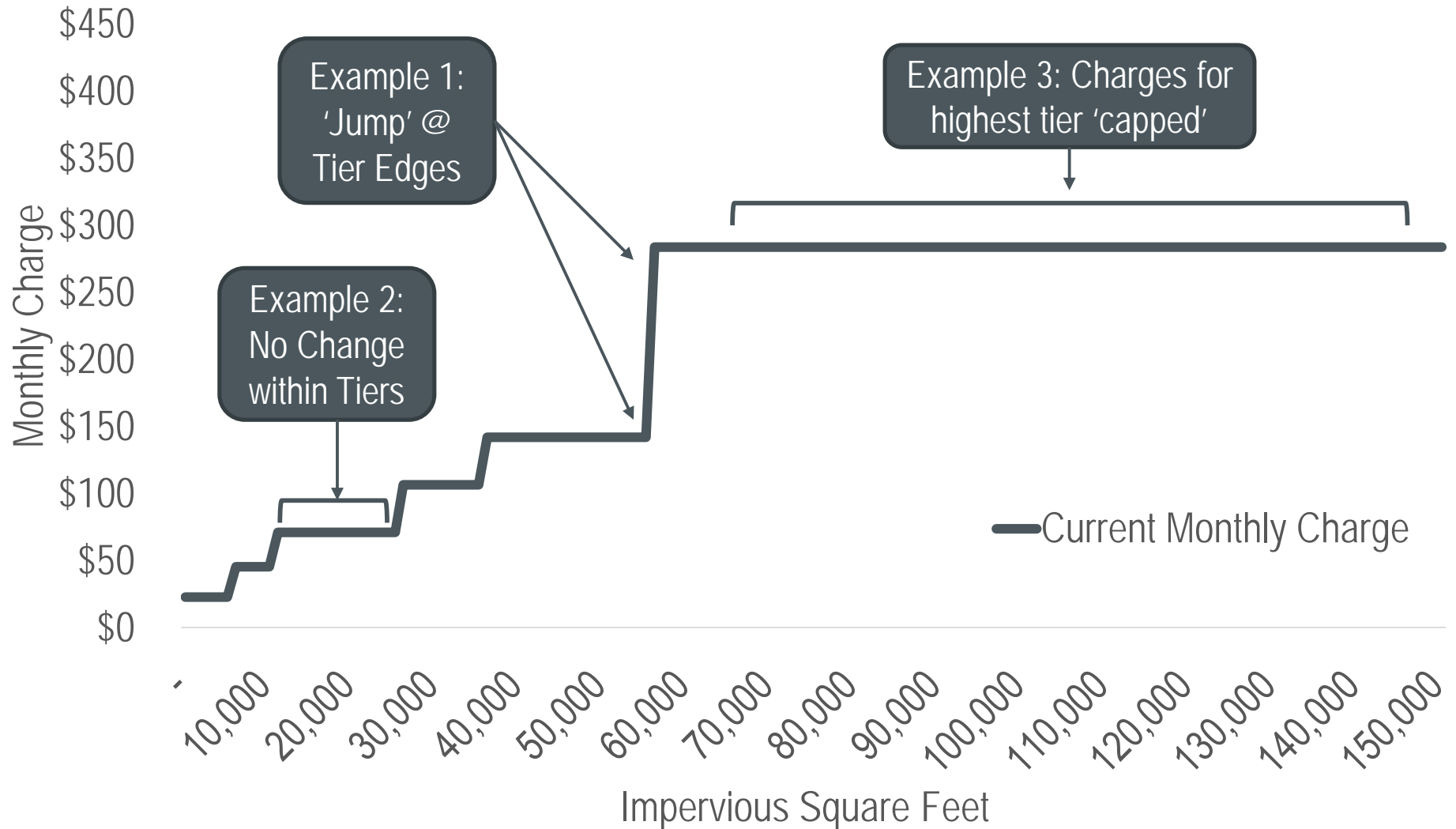
## Example 3: Large, impervious parcels

Parcel	Impervious Square Feet	Monthly Charge
A	55,001	\$283.70
B	150,000	\$283.70
C	500,000	\$283.70

- All three parcels pay the same monthly charge



# Inequities of Current Rate Structure





# Inequities with Existing Rate Structure



Inequities at Tier Edges



Inequities within Tier



Parcels that Significantly Exceed 55,001  
impervious square feet





# Rate Structure Options

- **Keep current rate structure**
  - » Too many inequities, as discussed in previous slides
  - » Not aware of any other jurisdictions using this structure
- **Impervious Surface Area (Equivalent Service Unit – ESU)**
  - » Most equitable for rate payers where jurisdictions have water quantity (storage), water quality (treatment), collection (inlets), and conveyance systems (pipes/streams/ditches).
  - » Proportionately charges customers based on their impervious surface areas, their share of the system's cost, and provides an equitable and defensible means of cost recovery.
  - » Allows for rate credits to be given to customers who are able to reduce their impacts to the stormwater system.
- **Development Density**
  - » More common 10-15 years ago but many jurisdictions are moving towards ESU rate structure.
  - » Alternative measurement of runoff contribution that involves applying “density factors” to gross parcel size, and adjusting charges depending on the percentage of the parcel covered by hard surface.
  - » Also has inequities similar to existing rates, as discussed in previous slides.



# Rate Structure Options (continued):

- **Land Use**

- » Doesn't use any impervious surfaces in the approach. Based solely on land use designations, such as Industrial, Commercial, Residential, Multi-Family, etc.
- » While administratively simple compared to other structures, this approach based on land use is typically used only when property-specific impervious data is unavailable.
- » Significant inequities apply to this approach, similar to existing rate structure.

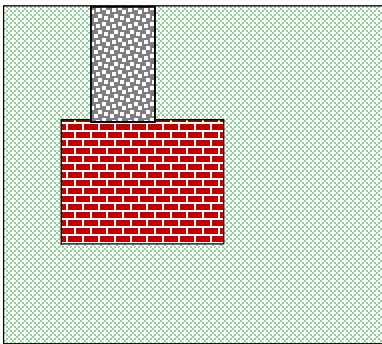
- **Trip Generation**

- » Based on the number of traffic trips generated by a type of use.
- » Billings are complex as the type of use and trip generation requires tracking, at an increased administrative effort and cost.
- » This methodology can be useful in many instances to determine the impact to the storm drainage system as related to the number of trips generated by a specific use. Significant inequities can exist when applying trip generation of a high square footage building with low trip generation (such as a warehouse) compared to a high square footage building with high trip generation (such as Fred Meyer). Another comparison would be a high volume traffic generator (such as McDonalds) compared to the same square footage low traffic volume generator (such as a Title Company).



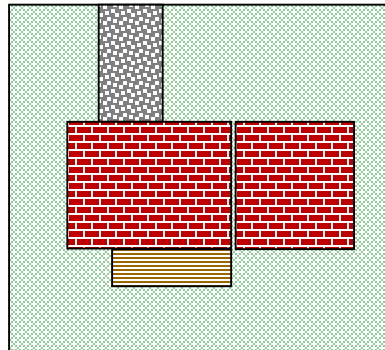
# Alternative Rate Structure: ESU Rate

- Rate expressed in \$ per Equivalent Service Unit (ESU)
- Single-Family Parcel = 1 ESU regardless of impervious area
- Duplex Parcel = 2 ESU regardless of impervious area
- Other Developed Parcel = 1 ESU per 2,900 i.s.f. (Impervious Square Feet)



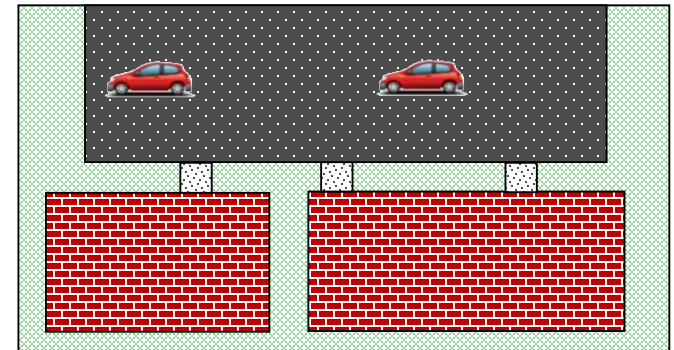
Single-Family  
Home

2,900 i.s.f = 1 ESU



Large Single-Family  
Home

3,400 i.s.f = 1 ESU

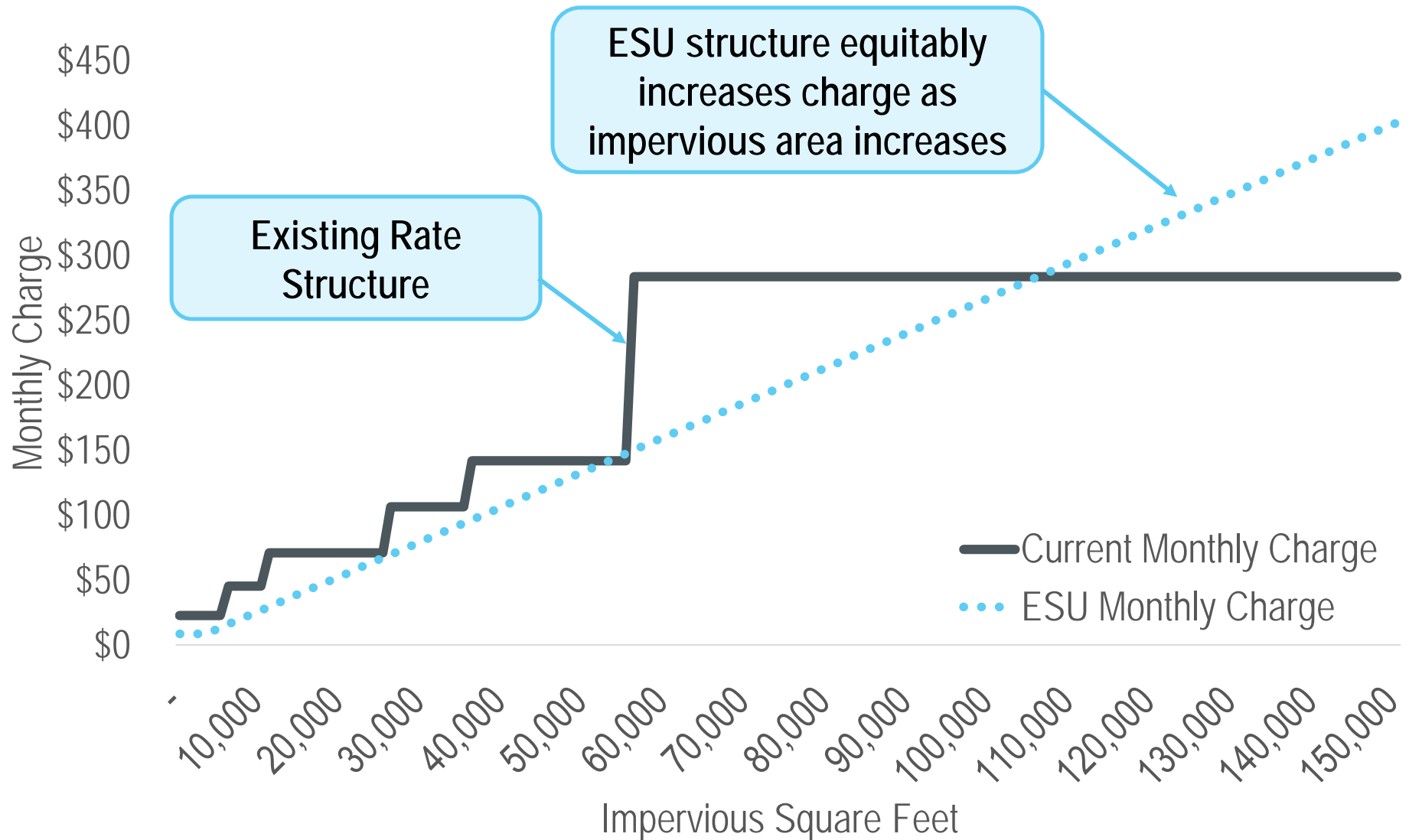


Commercial

14,400 i.s.f = 4.97 ESU



# ESU Structure Equitably 'Scales Up'





# List of Cities in Western WA using Equivalent Service Unit (ESU) Methodology:

- |                    |                |                     |
|--------------------|----------------|---------------------|
| — Tumwater         | — Sumner       | — Lynnwood          |
| — Montesano        | — Bonney Lake  | — Anacortes         |
| — Olympia          | — Puyallup     | — Mountlake Terrace |
| — Centralia        | — Stanwood     | — Black Diamond     |
| — Pierce County    | — Monroe       | — Issaquah          |
| — Steilacoom       | — Kent         | — Lake Stevens      |
| — Lakewood         | — Sammamish    | — Kirkland          |
| — Buckley          | — Lake Stevens | — Federal Way       |
| — University Place | — Mount Vernon | — Maple Valley      |

- Not all Cities in Washington using ESU methodology are included on the above list.





Upcoming City Council presentations covering three topics:

### 1. Revenue requirement

- » How much revenue is needed to cover the financial obligations of the utility, taking into consideration the new NPDES Phase II Permit.

### 2. Rate structure

- » How can the utility equitably recover the revenue requirement from all ratepayers?
- » Customer billing data update and reconciliation in process. Measuring impervious surfaces for all non-single family parcels.
- » Options for customers to receive partial rate credit(s), or discounts (such as senior citizen or disabled).

### 3. General facilities charges (GFCs)

- » Currently exists only for the wastewater and water systems.
- » One-time charges with building permits, not an ongoing rate.
- » Recover the costs of growth from growth.
- » Provide revenue as growth occurs for regional water quality and/or capacity projects.
- » Properties already developed do not pay GFCs unless they "redevelop".

Thank you!

Questions?



# CITY OF SHELTON BUSINESS PLAN

2021-2026





# City of Shelton Business Plan 2021-2026

## Table of Contents

- Introduction - 2
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- City Mission, Vision and Values - 5
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- Economic, Environmental and Social Factors - 7
- Assumptions and Guidelines - 8
- Six Year Budget Forecast and Revenue/Debt Assumptions - 9
- Departmental Goals and Objectives - 10
- Attachments

Team Philosophy Policy and Procedure

Departmental Work Plans



# City of Shelton Business Plan

## Introduction

The City of Shelton is a full-service municipal organization operating under a Council-Manager form of government. The hub for Mason County, it sits twenty miles west of Olympia and has easy access to stunning natural surroundings as well as an excellent quality of life. It is a diverse community, with arts, culture, parks, festivals, and recreational opportunities that abound. Shelton is renowned for its small-town feel, and is well known for oyster and clam gathering as well as salmon fishing.

This is the City of Shelton's first six-year business plan. It is a result of the City's desire to create a shared vision and to chart a path for Shelton's next chapter by recognizing our past, taking action in the present, and pursuing a dynamic future.

This Business Plan was developed by the City's management team to strategically and proactively plan for the future as well as focus on continuous improvement and transparency. The Department specific goals outlined in this plan flow from City-wide goals and objectives adopted by City Council. The foundation of city-wide goals is directed by the City's Vision and Mission Statements, Core Beliefs and Team Philosophy; and will help guide the management team's decision-making and resource allocation bring the City Council goals to fruition.

The City of Shelton provides six strategic service delivery areas. Each service area has a mission statement that guides the function and goals of the department. Departmental business plans, including mission statements and goals, were developed by city employees consistent with the City Vision, Mission, and Council Goals.

- Executive
- Administrative Services
- Community Development
- Finance
- Public Safety
- Public Works
- Courts

## **City Foundation**

Vision & Mission Statements, Core Beliefs, Team Philosophy



## **Council Goals & Objectives**



## **Department Specific Business Plans Mission Statement**

Mission Statement

Goals & Strategies

Action Plan

Performance Measures





## **City Council Strategic Goals and Summary of Objectives**

The City of Shelton Strategic Plan is aligned and focused on continuous improvement in three Key Outcome Areas as determined by City Council Goals and Objectives. The City budget is also aligned across these areas, and revenue is allocated to support policies and initiatives that drive improvement in each outcome. Each Goal includes several more specific objectives that define different focus areas. While each has unique characteristics, City investment in a single objective regularly impacts more than one outcome.

### **1. Accountable Government**

Drive accountability in local government by being transparent, managing performance, and focusing on being an efficient and effective City Management and Operations organization.

- Plan Strategically
- Provide high quality and timely Services
- Enhance Workforce Development
- Improve Financial Management
- Manage full life-cycle of Assets
- Invest in Smart Technology
- Proactively deliver internal and external communication and reporting plans

### **2. Community Life**

Commit to a vibrant and engaged community where people can take pride in their city.

- Promote an environment that encourages housing at all levels
- Encourage pride in local neighborhoods
- Proactively protect our citizens
- Provide recreational amenities

### **3. Economic Vitality**

Promote economic vitality by working collaboratively to develop policies and processes that encourage innovation and growth of new and existing businesses.

- Implement elements of the Economic Strategic Plan and Downtown Visioning Plan
- Engage local agencies and stakeholders in strategic planning and encourage feedback
- Evaluate and simplify policies, zoning, codes, and fee schedules
- Streamline permitting processes
- Actively promote Shelton's unique opportunities and site

# City of Shelton Vision, Mission & Values

**VISION:** Shelton is a community of active lifestyles, accountable government, engaged citizens, safe streets, strong work ethic and inspiring leaders.

**MISSION:** To build a safe, vibrant community for life, work, growth, and recreation.

**VALUES:** Honesty & Integrity | Customer Service | Responsibility | Deliver Results | Teamwork | Innovation

The City of Shelton is an organization committed to high-quality public service through operational excellence and a culture of innovation. As a best practice, the City focuses on data-driven decision-making, long-term effects, and continuous improvement. The City's budget process is committed to improving transparency and ensuring resources are focused on community priorities.

The City of Shelton aspires to provide world-class services to the community while cultivating citizen engagement, accountability, and an outstanding organizational culture for its employees. In order to achieve this vision, both internal and external services are data-driven and implemented according to organizational values. Compliance with all regulations and laws with a strong focus on ethics are foundational elements of the City culture.

Shelton develops resiliency and sustainability through organization-wide systems and processes that ensure consistent practices and alignment across service areas. The City places a high value on community engagement and strives to include them whenever possible. Residents can not only expect to receive exceptional service, but also to have the opportunity to engage with decision-makers, provide input regarding the way City resources are allocated, and have access to government information on-demand.

## Strategic Advantages & Challenges

Staff has identified strategic advantages and challenges. Advantages are those strengths and attributes that will enable the City to achieve the Strategic Objectives. Challenges reflect those attributes that could impair the City's ability to achieve the Strategic Objectives. Each of the challenges described below are reflected in one or more Strategic Objective so that the challenges are addressed by staff in future budget processes.

### Advantages:

- Supportive and engaged community
- A culture of excellence and continuous improvement driven by the City's Vision, Mission and Values
- Engaged and committed employees with a strong focus on customer service
- Collaborative local partners
- Municipal ownership of essential utilities (Water, Wastewater, and Stormwater)
- Projected population growth
- Strategic plan aligned with the budget and other citywide plans
- Embracing and cultivating diversity and inclusivity

### Challenges:

- Housing that is affordable for all income levels
- Securing sustainable revenue sources to maintain City services and infrastructure
- Balancing competing community desires and changing customer expectations
- Aging infrastructure and growth-related needs
- With population growth increased demand must be accommodated with an increased workforce or efficient technology
- Structural deficit



## Economic, Environmental & Social Factors

The City of Shelton's common factors include strong partnerships and commitment to a high quality of life. The City embraces a wide variety of partnerships. These partnerships are local, regional, national, and international. Strong and effective partnerships are important in achieving strategic objectives.

**Economic Factors** include the fiscal health of the community, diverse job creation, talent management and creating an innovative and entrepreneurial atmosphere where businesses that align the community values thrive.

**Environmental Factors** include water, land and air stewardship, such as watershed and water conservation. Other factors include bay and river health and ecosystem protection, and reducing air emissions and carbon footprint through energy policies, compact development, greening the built environment, efficient transportation options, and waste reduction programs.

**Social Factors** include a high-quality, safe community with equal access to services; strong, connected neighborhoods; and high-quality amenities including cultural, recreational, open space and transportation options. The engagement of arts, culture and access to nature is key element in creating a welcoming and health atmosphere.



# Guidance and Assumptions

## General Assumptions:

Trust and Open Communication: The City will earn and maintain the trust of Shelton citizens and stakeholders through transparent communication, citizen engagement, and honoring commitments made to the community.

Full Service: Shelton will continue to be a full service City, though may modify services based on the needs of its growing population. The City's level of service will meet or exceed the national average on the citizen satisfaction survey.

Innovation and Continual Improvement: Quality of work and best work practices will be characterized by innovation and creativity, continued process improvement, including use of technology.

Preservation of History: Policies and plans will support historic preservation of buildings, structures and culture.

Managed Growth: The City will pursue growth on an appropriate scale for Shelton.

Internal and External Collaboration: Management will maximize collaboration between City departments as well as external private and public partners.

Fiscal Responsibility: City budget planning and financial decisions will be fiscally responsible.

Supportive Work Culture: The City will assure a work culture that encourages innovation, collaboration, and open communication.

Economic Development: The City will be proactive in economic development efforts to meet the needs of our community.

Natural Resources: Environmental protection and enhancement are important factors in economic and community development, quality of life for residents, and events/services that cater to tourism.

Consistent Brand & Identity: The City will honor and support its brand and identity messaging in planning and activities.



## Six Year Budget Forecast and Revenue Assumptions

	2021	2022	2023	2024	2025	2026
	Proposed	Forecast	Forecast	Forecast	Forecast	Forecast
Revenue						
Sales	2,867,240	2,924,585	2,983,076	3,072,569	3,195,472	3,323,290
Property	2,528,810	2,599,617	2,672,406	2,747,233	2,824,156	2,903,232
Non-City Util	1,235,400	1,286,051	1,338,780	1,393,669	1,450,810	1,510,293
City Util	1,127,000	1,168,699	1,211,941	1,256,783	1,303,284	1,351,505
B&O	733,640	748,313	763,279	783,888	805,053	826,789
Other	39,020	39,800	40,596	41,408	42,237	43,081
Charges for						
Goods/Service	2,818,140	2,866,048	2,914,771	3,025,533	3,140,503	3,259,842
Licenses & Permits	285,100	289,377	293,717	301,060	308,587	316,301
Intergovernmental						
Revenue	423,520	431,990	440,630	449,443	458,432	467,600
Fines & Penalties	102,300	103,835	105,392	106,973	108,577	110,206
Miscellaneous Revenue	123,750	126,225	128,750	131,324	133,951	136,630
Other Sources	0	0	0	0	0	0
Total Revenue	12,283,920	12,584,540	12,893,338	13,309,883	13,771,059	14,248,771
Percent Change	-0.1%	2.4%	2.5%	3.2%	3.5%	3.5%

	2021	2022	2023	2024	2025	2026
	Proposed	Forecast	Forecast	Forecast	Forecast	Forecast
Expense						
Wages	4,915,360	5,072,652	5,234,976	5,402,496	5,575,375	5,753,787
Benefits	2,160,890	2,333,761	2,520,462	2,722,099	2,939,867	3,175,056
Service/Charges	3,916,510	4,037,922	4,163,097	4,292,153	4,425,210	4,562,392
Supplies/Equip	277,870	286,206	294,792	303,636	312,745	322,127
Transfer-Out	991,780	1,031,451	1,072,709	1,115,618	1,160,242	1,206,652
Capital	0	50,000	50,000	70,000	70,000	90,000
Debt Service	21,510	21,510	21,510	0	0	0
1.5% Underspend	(184,259)	(192,503)	(200,363)	(208,590)	(217,252)	(226,650)
Total Expense	12,099,661	12,640,999	13,157,184	13,697,412	14,266,188	14,883,365
Percent Change	-1.6%	4.5%	4.1%	4.1%	4.2%	4.3%

Annual Suplus / (Gap)	184,259	(56,459)	(263,846)	(387,529)	(495,129)	(634,594)
Cumulative Surplus / (Gap)	184,259	127,799	(136,046)	(523,575)	(1,018,704)	(1,653,298)

\*Forecast assumes no new positions and no new programs

## Revenue Assumptions

<u>Category</u>	<u>Percentage of Growth per Year</u>
Sales	2% in 2022 and 2023, 3% in 2024, 4% in 2025 and 2026
Property	2.8% per year
Non-City Utilities	4.1%
City Utilities	3.7%
B & O	2% in 2022 and 2023, 2.7% in 2024-2026
Other	2%
Goods/Services	1.7% in 2022 and 2023, 3.8% in 2024-2026
Licenses/Permits	1.5% in 2022 and 2023, 2.5% 2024-2026
Intergov. Revenue	2%
Fines/Penalties	1.5%
Misc. Revenue	2%
Other Sources	No planned revenue

## Expense Assumptions

<u>Category</u>	<u>Percentage of Expense per Year</u>
Wages	3%
Benefits	8%
Service/Charges	3.1%
Supplies/Equipment	3%
Transfer Out	4%
Capital	\$50K beginning 2022 plus \$20K every even year
Debt Service	Current debt schedule for General Fund

# Departmental Goals & Objectives

## **DEPARTMENT: Executive**

### **MISSION STATEMENT:**

The Executive Department coordinates and communicates the work of all city departments of the City to achieve City Council strategic priorities.

### **DEPARTMENT OVERVIEW:**

The Executive Department focuses on coordinating the work programs of operational departments of the city and includes the City Manager's Office, The City Clerk and Communications for the city.

### **DESCRIPTION OF DEPARTMENT PROGRAMS:**

The Executive Department contains several core functions, including, but not limited to:

- **City Manager:** The city official responsible to the City Council for execution of policy directives throughout all city operations.
- **City Clerk:** The city official responsible for City Council agenda preparation and public records requests.
- **Communications:** The function responsible for ensuring the city communicates responsibly and effectively with citizens and other stakeholders in Shelton, and communicates internally with each member of the organization.
- **Economic Development:** The function responsible for coordinating with the Economic Development Council and the recruitment of new businesses to our community. Additionally, the function responds to existing business needs in an effort to help local businesses expand and thrive in our community.
- **Homelessness:** Efforts to assess and addresses homelessness in Shelton and the wider community.

### **SIX YEAR GOAL SUMMARY:**

Within the next 6 years the Executive Department will seek to expand opportunities to address economic development and homelessness which are perceived as linked issues. Adding a coordinator/specialist position for each function to allow a focus within the Executive Department to highlight potential measures which will addresses two City Council Strategic Goals: Community Life and Economic Vitality.

Additionally, the Department will seek to broadly address communication with city residents, business owners and stakeholders through software that allows the dissemination of information more broadly than is available today in order to meet people where they are and promoting engagement in civic life.

## **DEPARTMENT: Community Development**

### **MISSION STATEMENT:**

**Planning/Building:** The Community Development Department will strive to bring the community's vision of Shelton to reality and proactively facilitate growth through sound planning principals and consistent code implementation and provide prompt, accurate, courteous customer service.

**Parks and Recreation:** The Parks and Recreation Department will serve to enrich lives by providing recreational opportunities through safe and inviting parks, trails, facilities, open space and by being good environmental stewards.

**DEPARTMENT OVERVIEW:** The Community Development Department focuses on Long Range Planning, Current Planning, Code Enforcement and Building permitting services for the city.

### **DESCRIPTION OF DEPARTMENT PROGRAMS:**

**Long Range Planning** - Creating plans in cooperation with the community for guiding the growth and vision of Shelton

**Current Planning**- Reviews development application for code compliance in accordance with the Shelton Municipal Code including environmental

**Building Permits**- Review structural and architectural plans to ensure a safe built community in compliance with Shelton Municipal Code

**Parks** – Provide safe and inviting parks, trails, facilities and open space for enhanced quality of life

**Recreation Services** – Building community and improving health through seasonal camps, classes and activities for all ages and demographics

**Facilities and Grounds** - Maintain the City's infrastructure to ensure a safe and clean environment for all residents and visitors alike and ensure community's assets are preserved

**Historic Preservation** – Identify, evaluate, and protect historic resources within the City

**Arts Commission** – Encourage, conduct, and sponsor public programs and artistic endeavors to further public awareness and interest in public art

### **SIX YEAR GOAL SUMMARY:**

1. SMC Development Code Revisions
2. Permit Software Implementation
3. Eagle Point Master Plan
4. Northcliff Neighborhood Park Master Plan
5. Kneeland Park Property Acquisition
6. Shoreline Master Program Update
7. Simpson Railroad trail design
8. Northcliff Park Constructions
9. Simpson Railroad Trail Construction
10. Asset Management Software Implementation
11. Kneeland Park play structure replacement
12. Hillcrest Neighborhood Park siting and acquisition
13. Callanan Parking lot improvements

## **DEPARTMENT: Administrative Services**

**MISSION STATEMENT:** We strive to be a department of excellence that is a valued resource to the City by fostering innovative business solutions, collaboration, professional ethics, integrity, trust, open communication, and stewardship of all city resources.

**DEPARTMENT OVERVIEW:** The City of Shelton's Administrative Services Department is responsible for providing timely, accurate and relevant human resources, risk management, information technology, and compliance services to the City Council, City Manager, all City departments and to the public in an innovative and efficient manner.

**DESCRIPTION OF DEPARTMENT PROGRAMS:** The Administrative Services Department contains several core functions, including, but not limited to:

- **Human Resources:** The services areas include employment (recruitment, selection, and retention), Equal Employment Opportunity compliance, policy development and administration, training and development, employee benefit programs, safety and wellness, job classification and compensation, labor union and employee relations, paid family medical leave, compliance with labor and civil rights laws, payroll and employee records management.
- **Risk Management:** Assessing and developing risk management strategies to mitigate potential risks that can adversely impact the City and its employees.
- **Non-Discrimination and Accessibility:** Initiating and monitoring Title VI/non-discrimination activities, as well as compliance with American Disabilities Act (ADA) for employees.
- **Information Technology:** Maintaining up-to-date and efficient computer hardware, software, and network infrastructure systems.

**SIX YEAR GOAL SUMMARY:** Within the next 6 years the Administrative Services Department will seek to provide timely, accurate, and relevant Human Resources, Risk Management, Title VI/ADA, and Information Technology services to City Council, all City departments, and the public in an innovative and efficient manner:

- Continue to provide an ethical and responsive working environment to all employees.
- Provide innovative leadership and quality citywide management services and support for efficient and cost-effective city government.
- Continually strive to earn the satisfaction of our customers, both internal and external.
- Manage the City's information system resources in a cost-effective manner.
- Attract and retain a quality workforce to assure that City services are provided in an efficient and effective manner.
- Maintain an adequate system of internal controls to safeguard the City's assets.
- Develop and manage cost-effective programs for employee benefits, training and development, and other relevant programs.
- Provide relevant, accurate, timely and meaningful information to internal and external customers.
- Treat all employees, citizens, and businesses with respect and fairness.

## **DEPARTMENT: PUBLIC WORKS**

### **MISSION STATEMENT:**

Shelton Public Works is dedicated to excellence, integrity and stewardship. We enhance the safety, welfare, and livability of the community by providing and managing infrastructure and services for transportation, water, stormwater, and wastewater systems.

### **DEPARTMENT OVERVIEW:**

The Public Works Department is responsible for the maintenance and improvement of the City's infrastructure, including streets, sidewalks, water service, wastewater treatment, storm drainage, and fleet/equipment. These systems that serve the public focus on transportation and mobility, water treatment/delivery, storm water quality/quantity, and wastewater collection/disposal.

### **DESCRIPTION OF DEPARTMENT PROGRAMS:**

#### Streets:

- Planning, design, inspection, and management of capital improvement projects for the replacement and expansion of the 63 centerline miles of the City's public transportation system infrastructure.
- The design review and inspections for construction of public improvements associated with private development projects.
- Maintains and repairs to roadway surfaces, striping, and crosswalks.
- Grading and maintenance of the 4 miles of gravel roads.
- Street sweeping services.
- Snow plowing and sanding of city streets during inclement weather.
- Maintenance of the city owned traffic signals at 6 signalized intersections.
- Installation and maintenance of traffic control devices such as street signs, stop bars, and many miles of fog and centerline stripes.

#### Wastewater:

- Planning, design, inspection, and management of capital improvement projects for the replacement and expansion of the wastewater collection, pumping, and treatment systems.
- The design reviews and inspections for construction of public improvements associated with private development projects.
- Operate and maintains the City's wastewater treatment plant and wastewater lift stations.
- Operates and maintains the 213,364 gravity linear feet and 9,592 force main linear feet of wastewater collection system piping and the 1,104 manholes throughout the City.
- Routine maintenance: includes pipe cleaning, line video-taping, root and obstruction removal, manhole repair, and pipe lining and replacement projects.

#### Water:

- Planning, design, inspection, and management of the capital improvement projects for the replacement and expansion of the potable and non-potable water distribution piping, pumping, treatment, wellfield, and storage systems.
- The design review and inspections for construction of public improvements associated with private development projects.
- Operates and maintains the City's potable and non-potable water supply systems.
- Provides maintenance and services to 3 wells, 4 booster pump stations, and the 5 City reservoirs that store a total of 2,227,000 gallons of potable water.
- Operates and maintains 316,133 linear feet of potable mainline piping, 4,815 linear feet of non-potable mainline piping, 956 valves, 598 fire hydrants, and 4,125 water services and meters.
- Monitors the City's water use and regulates water production to meet the demand of the City and to maintain reserves to meet fire flow storage for emergency needs.
- Maintains the non-potable water supply systems which consists of the wastewater recycled water system.
- Collects monthly water meter readings for billing statements that are sent out by the City Finance Department.

#### Stormwater:

- Planning, design, inspection, and management of capital improvement projects for the replacement and expansion of the stormwater conveyance, detention, infiltration, and water quality systems.
- The design reviews and inspections for construction of public improvements associated with private development projects.
- Operates and maintains 158,400 lineal feet of stormwater piping, 42,240 lineal feet of roadside ditches, 191 inlets, and 1,950 storm drain manholes.

#### EM&R:

- Maintenance, repair, and purchasing/set-up of new or replacement vehicles and small/large equipment for most City departments.
- Maintenance and replacement of 26 vehicles in the City Administration, Community Development, Parks, Building, and Public Works Departments, 36 emergency generators, water trucks, street sweepers, backhoes, loaders, roadway graders, dump trucks, vector trucks, TV truck, crane trucks, crew/service trucks, and 12 pieces of small equipment.
- Transition to EM&R software

## **SIX YEAR GOAL SUMMARY:**

### **#1: Proactive Maintenance.**

*Plan and develop projects and programs to enhance the quality of life for all citizens that departs away from current reactive maintenance and replacement practices, to completing well planned proactive asset replacement and maintenance work.*

### **#2: Employee Development.**

*Develop succession plans and maintain exceptionally qualified staff by showing great care in the continuous improvement of our employees by providing frequent opportunities for technical, supervisor, customer service, and safety training.*

### **#3: Emergency Management.**

*Develop a robust emergency management program that can withstand challenges and quickly respond to manmade or natural disasters to ensure the continuity of water, sewer, transportation, and storm drainage services.*

### **#4: 6-Year Capital Improvement Plans.**

*Plan, budget, and construct identified projects in a well-planned, robust, fiscally responsible, five-year capital improvement plan to maintain and improve the storm drainage, transportation, sanitary sewer, and water system infrastructure.*

### **#5: Public Outreach and Involvement.**

*Develop public works outreach programs that increase the understanding, involvement, and the advocacy of the public thru engagement and regular exchange of information via public meetings, technology platforms, and community events. Through this we gain a genuine and vibrant community partnership.*

### **#6: Environment.**

*Proactively exceed all environmental permit standards in the storm water, potable water, and wastewater treatment systems. Minimize negative impacts on the environment resulting from any Public Works activities, identify operations that could have negative impacts on the environment, and implement control measures where feasible.*

### **#7: Technology.**

*Use of hardware and software systems to increase the productivity, transparency, efficiency, and knowledge of city employees for the benefit of the community. Application of an integrated technology based solution combining asset management, customer reporting, and geographic information systems (GIS) to enable City staff to provide quality service to all City customers.*



## **DEPARTMENT: Finance**

### **MISSION STATEMENT:**

We are dependable stewards of public resources. Through integrity, expertise, and accountability we ensure confidence through transparent financial reporting; ensure the safety and security of financial assets; develop sound financial strategies for making business decisions; interact respectfully and provide excellent service; and, provide accurate, clear, and concise information.

### **DEPARTMENT OVERVIEW:**

The finance department serves both internal partners and external customers by providing a broad range of services and information. Core operational services include customer service, cash receipting, utility billing, accounts payable, and accounts receivable. The finance department is also responsible for accounting and financial reporting including the development of the annual budget, quarterly reporting, investments, and the City's annual financial statements and report.

### **DESCRIPTION OF DEPARTMENT PROGRAMS:**

Accounts Payable / Receivable: Accounts Payable (A/P) are obligations of the organization to pay for goods or services provided to the City. Accounts Receivable (A/R) is the balance of money due to the organization for goods or services performed.

Cash Receipting: Payment from an external source/customer to offset a balance due for goods or services provided or furnished by the City.

Customer Service: Direct interaction between a customer of the City and City Representative. Critical factor in ensuring customer satisfaction and encouraging positive relationships.

Accounting / Financial Reporting: All of the organizations communication of accounting and financial information inside and outside the organization. Financial reporting includes: Annual report to the State Auditor's Office, notes to the financial statements, quarterly and annual reports to Council and residents, annual budget document.

### **SIX YEAR GOAL SUMMARY:**

1. GFOA Budget Award
2. Implement and Update Utility Billing Credit Card Processing and Customer Portal
3. Asset Management system (EM&R)
4. Manage City Fund Structure
5. Employee Professional Development
6. Financial Planning and Reporting Transparency
7. Centralized Purchasing Management

## **DEPARTMENT: Court**

### **MISSION STATEMENT:**

The Shelton Municipal Court is an independent branch of government constitutionally entrusted with the fair and just resolution of disputes in order to preserve the rule of law and to protect the rights and liberties guaranteed by the constitution and laws of the United States, Washington State, and the City of Shelton.

### **DEPARTMENT OVERVIEW:**

The Shelton Municipal Court is responsible for the administration of justice in the City of Shelton, Washington, hearing and determining infraction cases and criminal offenses (misdemeanor and gross misdemeanor offenses) occurring within the city limits of Shelton. The court provides all traditional courtroom services such as Arraignment Hearings, Pre-trial Hearings, Trials (Bench and Jury) and Post Trial Hearings.

### **DESCRIPTION OF DEPARTMENT PROGRAMS:**


The Shelton Municipal Court implemented a very successful restorative justice community restitution program in April 1991 that continues to be a beneficial alternative to jail today. The community restitution program provides the Court with a needed alternative to jail that reduces costs and has the offenders giving back to the community in work hours doing a multitude of supervised labor assignments all within the city limits of Shelton.

### **SIX YEAR GOAL SUMMARY:**

1. Increase efficiency through innovation, training, and staff feedback
2. Have court clerks recognized as a separate clerical category by the Union
3. Coordinated Community Court with Mason County District Court
4. Improve court compliance by defendants and reduce recidivism analytics by use of available data, statistics, and research on court procedure
5. Electronic 'paperless' court

## Attachments

### Attachment A:

		POLICY AND PROCEDURE	
<b>SUBJECT:</b>  Team Philosophy		<b>GROUP:</b>  Administration	<b>NUMBER:</b>  100-15
<b>EFFECTIVE DATE:</b>  January 1, 2021		<b>SUPERCEDES:</b>  New	
<b>PREPARED BY:</b>  Jeff Niten		<b>APPROVED BY:</b>  Jeff Niten	

#### 1.0 PURPOSE:

The purpose of this policy is to establish a City of Shelton Team Philosophy.

#### 2.0 DEPARTMENTS AFFECTED:

All departments.

#### 3.0 REFERENCES:

None.

#### 4.0 POLICY AND PROCEDURE:

We are in the business of developing and protecting our community. Our work involves the roads people drive on, the buildings they live and work in, the parks they play in, and the water they drink. We are proud of what we do and we take our work seriously.

This document represents our team philosophy. It describes core values: The traits and qualities that represent our highest priorities and deeply held beliefs. The values form a foundation for everything that happens in the work place and are the core, fundamental forces that define our behavior. No doubt some of what is important is not mentioned here. We can add to this philosophy, but will not subtract from it.

#### 5.0 PROCEDURE:

As employees and representatives of the City of Shelton, we are committed to these core values:

5.1 Stewardship. We are public servants. The community of Shelton entrusts us to care for its assets, its reputation and its future including: the citizens, the funds, the history, the roads and buildings, the parks, the land, the water and the natural resources. We will ensure that the public interest comes first, and that we do not advance our personal interests at the expense of the public. We will plan imaginatively and pursue opportunities for tomorrow's citizens and their needs.

5.2 Integrity. Integrity, in the broadest sense, must lead our actions in all decisions and relationships, including those with citizens and each other. We will demonstrate sound moral and ethical principles on a daily basis. We will tell the truth, keep promises, respect the person and property of others, and abide by the requirements of the law.

We are a government. We cannot simply be right in our decisions, we have to look right too. We must be open in our communication and operate in such a way that it is easy for others to see actions that are performed. Taking advantage of loopholes, quick fixes, and basing our decisions on what we think we can get away with will compromise public trust in us. We won't allow it. We must do the right thing, even when it is painful or difficult.

5.3 Respect. We will treat every person with respect and dignity. Always.

We celebrate and embrace diversity and respect each person's individuality, opinions, feelings and unique talents. Our work place is shelter from violence, harassment of any kind, discrimination, retribution, bullying and abuse. Every person who comes in contact with a City of Shelton employee, including other employees, can expect honesty, fair dealing and courtesy. No amount of authority, status or power can excuse anyone in our organization from treating another with rudeness, humiliation or disrespect. Ever.

5.4 Accountability and Responsibility. Personal accountability is the basis of our commitment to each other and to the community. We strive to meet or exceed expectations, we account for our activities, accept responsibility for our behavior, and disclose the results in a transparent manner. We have the courage to admit mistakes and the limitations of our knowledge. We use feedback to improve performance, and we accept our contributions to problems and take responsibility to find solutions.

We honor our commitments and obligations to each other and to the community. We keep our word, and if circumstances prevent us from doing so, we don't pass the buck or make excuses. We are honest with each other. We commit to helping those around us succeed.

5.5 Creativity and Initiative. There is always room for improvement. We strive to be more efficient and are continuously looking for more innovative ways to do business. We are not afraid to take informed, responsible risk, to make mistakes, and to learn from them. We plan for and strive to be prepared for change. *We will never become complacent and accept the status quo just because that's the way things have always been done.* We will learn, adapt and figure things out. We approach situations and challenges with an open mind and strive to be creative in solutions.

- 5.6 Cooperation and Collaboration. We are one City. We freely join with colleagues to advance the interests of the community. Though we may work in different departments and different buildings, we must cooperate as if we have no separations or barriers. We build strong, positive relationships that are open and honest, we listen actively, and we communicate frequently and in a way that enables and empowers others to make informed decisions.

We foster collaboration while maintaining individuality. We appreciate the value of multiple perspectives and diverse expertise. In almost all situations, collaboration is far more productive than competition. Together we can create solutions and outcomes that are far more creative, more workable, more rewarding than any solution or outcome we could come up with individually.

- 5.7 Leadership. We require leadership marked by the ability to see the big picture and a can do, get it done attitude. Leaders must be willing to take responsibility, solve problems, keep learning, growing and improving, inspire and motivate others, have the courage to make tough decisions as well as be open to new ideas, be committed to the success of others, and to building and maintaining trust. Leaders must model these behaviors and coach others to adopt them. We believe that everyone in this organization is a Leader. We expect managers to increase the authority and responsibility of those closest to the task and encourage employees to stretch their abilities to solve problems at their level.

- 5.8 Reputation. We will act consistent with our City Philosophy. We will strive to become known for our successful commitments to a safe, friendly, challenging, inspiring, productive, rewarding and value driven work place. And, we will strive to be known as the best municipal government in our region, one others look to for best practices and efficient service delivery.

Our success will be measured by our reputation both for what we do and how we do it. Our reputation is built by the daily acts of each employee in how we treat citizens and how we treat each other. We are our reputation.

# Community Development Department Business Plan

## Department Goals

<b>Six Year Goal Summary: GOAL</b>	<b>STRATEGIC OBJECTIVE</b>	<b>ACTION PLAN- ACTIVITIES</b>	<b>TIMELINE FOR COMPLETION</b>	<b>PERFORMANCE MEASURE</b>	<b>BUDGET IMPACT</b>
SMC Development Code Revisions	Promote an environment that encourages housing on all levels  Evaluate and simplify policies, zoning, codes, and fee schedules	<ol style="list-style-type: none"> <li>1. Review existing code align revisions with strategic goals</li> <li>2. Develop options and alternatives for staff review</li> <li>3. Refine for council review and public comment</li> </ol>	2021	Development review processing times reduced	\$0
Permit Software Implementation	Provide high quality and timely services Invest in smart technology Streamline permitting processes	<ol style="list-style-type: none"> <li>1. Edit all development applications to reflect complete submittal requirements</li> <li>2. Development review staff meet regularly to refine processes</li> <li>3. Preliminary implementation of Energov</li> <li>4. Stakeholder meetings and training</li> <li>5. Go-live</li> </ol>	2021	Utilized by 50% of submitted permits	\$5,000 - \$40,000
Eagle Point Master Plan	Provide recreational amenities	<ol style="list-style-type: none"> <li>1. RCO review of property restrictions</li> <li>2. Develop RFP with PRAC</li> <li>3. Consultant selection</li> <li>4. Preliminary Design</li> <li>5. Public workshop</li> <li>6. Approved design</li> </ol>	2021	100% complete plan documents	\$25,000



Northcliff Neighborhood Park Master Plan	Provide recreational amenities	<ol style="list-style-type: none"> <li>1. Develop RFP with PRAC</li> <li>2. Consultant selection</li> <li>3. Preliminary Design</li> <li>4. Public workshop</li> <li>5. Approved design</li> </ol>	2021	100% complete plan documents	\$20,000
Kneeland Park Property Acquisition	Provide recreation amenities	<ol style="list-style-type: none"> <li>1. PRAC review and recommendation</li> <li>2. RCO grant application</li> <li>3. Purchase</li> </ol>	2021	Complete purchase	\$95,000
Civic Center UPS Replacement	Manage full life cycle of assets	<ol style="list-style-type: none"> <li>1. Develop scope</li> <li>2. Bids</li> <li>3. Contract</li> <li>4. Install</li> </ol>	2021	Project acceptance	\$50,000
Shoreline Master Program Update	Plan Strategically	<ol style="list-style-type: none"> <li>1. Execute grant documents</li> <li>2. Review existing program for necessary changes per state</li> <li>3. Draft changes</li> <li>4. Public input</li> <li>5. Adoption</li> </ol>	2021	Adopted by state mandated deadline	\$16,800 (reimbursable grant)
Traffic Cabinet Art	Encourage pride in local neighborhoods	<ol style="list-style-type: none"> <li>1. Develop RFP</li> <li>2. Solicit artwork</li> <li>3. Selection</li> <li>4. Installation</li> </ol>	2021	Installation of 3 traffic box art wraps	\$3,500
Railroad right of way acquisition	Provide recreation amenities Public safety Neighborhood involvement	<ol style="list-style-type: none"> <li>1. Work with Simpson on acquisition</li> </ol>	2021	Acquisition completed	\$5,000
Facility Management Software	Plan Strategically  Manage full life cycle of assets	<ol style="list-style-type: none"> <li>1. Develop scope</li> <li>2. Review Tyler products</li> <li>3. Implementation</li> </ol>	2022	Accessible platform for all staff to identify maintenance priorities and aid in budgeting and	\$5,000

				time management	
Simpson Railroad trail design	Provide recreation amenities Public safety Neighborhood involvement	<ol style="list-style-type: none"> <li>1. Develop initial concept of trail</li> <li>2. Develop concept integration with Kneeland Park</li> <li>3. All utilizing PRAC and public workshops</li> </ol>	021	100% design of main trail and Kneeland Park integration	\$60,000
Loop Field parcel acquisition	Provide recreation amenities Public safety Neighborhood involvement	<ol style="list-style-type: none"> <li>1. Negotiate with owner</li> <li>2. Purchase documents</li> </ol>	2022	Acquisition	\$100,000
Northcliff Park Construction Phase 1	Provide recreation amenities Public safety Neighborhood involvement	<ol style="list-style-type: none"> <li>1. Develop list of in-kin vs. bid projects</li> <li>2. Seek public support</li> <li>3. Bid</li> <li>4. Construction</li> </ol>	2022	Construction of Phase 1 improvements	\$30,000
Simpson Railroad Trail Construction Phase 1	Provide recreation amenities Public safety Neighborhood involvement	<ol style="list-style-type: none"> <li>5. Develop list of in-kin vs. bid projects</li> <li>6. Seek public support</li> <li>7. Bid Construction</li> </ol>	2023	Construction complete	\$300,000
Asset Management Software Implementation	Plan Strategically  Manage full life cycle of assets	<ol style="list-style-type: none"> <li>1. Develop scope</li> <li>2. Configuration</li> <li>3. Data input</li> <li>4. Implementation</li> </ol>	2023	Implemented for all existing facilities and parks	\$10,000
Northcliff Park Construction Phase 2	Provide recreation amenities Public safety Neighborhood involvement	<ol style="list-style-type: none"> <li>1. Develop list of in-kin vs. bid projects Seek public support</li> </ol> Bid <ol style="list-style-type: none"> <li>2. Construction</li> </ol>	2022	Construction of Phase 1 improvements	\$30,000

Kneeland Park Playstructure replacement	Provide recreation amenities Public safety Neighborhood involvement	<ol style="list-style-type: none"> <li>1. Design w/ public process</li> <li>2. Develop list of in-kin vs. bid projects</li> <li>3. Fundraising/sponsorship campaign</li> <li>4. Construction</li> </ol>	2024	Construction complete	\$350,000
Hillcrest Neighborhood Park siting and acquisition	Provide recreation amenities Public safety Neighborhood involvement	<ol style="list-style-type: none"> <li>1. Develop priority site list</li> <li>2. Engage owners</li> <li>3. Negotiate acquisition</li> <li>4. RCO Grant application</li> </ol>	2025	Acquire property	\$150,000
Callanan Parking lot improvements	Provide recreation amenities Public safety Neighborhood involvement	<ol style="list-style-type: none"> <li>1. Refine construction documents</li> <li>2. Bid</li> <li>3. Construction</li> </ol>	2026	Construction complete	\$350,000
Shelton Skate Park relocation	Provide recreation amenities Public safety Neighborhood involvement	<ol style="list-style-type: none"> <li>1. Develop priority site list</li> <li>2. Negotiate ownership(if applicable)</li> <li>3. Design</li> <li>4. Construction</li> </ol>	2026	Construction complete	\$500,000

NEW POSITION	WORK TO BE COMPLETED	YEAR TO HIRE	ALTERNATIVE TO CREATING NEW POSITION	BUDGET IMPACT
Associate Planner/Code Enforcement	Residential site plan review, fence permits, sign permit review and associated code enforcement	2022	Contract for services or continue utilizing Sr. Planner	\$90,000
Building Inspector	Residential plan review and inspections	2022	Contract services or explore resource sharing with Mason County	\$90,000
Maintenance Worker	Maintenance of City parks and facilities	2023	Remove landscape to create less maintenance intensive Defer maintenance	\$80,000

# Administrative Services Department Business Plan

## Department Goals

GOAL	STRATEGIC OBJECTIVE	ACTION PLAN –ACTIVITIES	TIMELINE FOR COMPLETION	PERFORMANCE MEASURE	BUDGET IMPACT
Continuous Process Improvement	Improve Administrative Services processes	<p>Embrace a culture of continuous service and process improvement.</p> <p>Determine effectiveness and efficiency in delivery of services.</p> <p>Engage with internal and external customers to determine needs.</p> <p>Build customer satisfaction by exercising best practices in service delivery.</p>	2021-2026	Successfully complete LEAN exercises in focus areas. Develop a formal process to determine and monitor internal and external customer needs and satisfaction.	No significant change in expense
Network Infrastructure	High Quality Technology Hardware, Software, and Service within the City	Implement hardware and software upgrades to entire City network infrastructure through Right Systems! project management.	2021	Successful implementation of all required hardware and software systems as required by City.	Estimated cost of \$350,000.
Tyler Incode module implementation	Improve	Work with collaboratively with all City departments complete the Tyler Incode software move to the cloud, as well as implementation and training on the Energov, Asset Management, and My311 customer portal.	2021-2022	Successful implementation, training, and citywide use of all Tyler modules.	Estimated cost of \$138,000.

GOAL	STRATEGIC OBJECTIVE	ACTION PLAN –ACTIVITIES	TIMELINE FOR COMPLETION	PERFORMANCE MEASURE	BUDGET IMPACT
Digitize Personnel and Payroll Files	Improve Recordkeeping Process and Compliance	Audit and digitize personnel and payroll records, maintaining required compliance with state and federal regulation.	2021	Digitized files created.	No significant change in expense.
Title VI Audit, Review And Update	Title VI Compliance	Complete audit, review and update to ensure compliance with all state and federal laws and regulations.	2021	Complete audit, review, and update Title VI document.	No significant change in expense.
Employee Training and Development	Enhance Workforce Development	Provide all staff with a professional development program and the tools and training relevant to their position to allow them to grow in their jobs and be subject matter experts.	2021-2026	On-going process. Measurement will be subjective but measured by improved employee understanding of training topics.	No significant change in expense.
Strategic Information Reporting Initiative	Improve Reporting Capability Citywide	Collaboratively determine the information and reports staff are required to produce for strategic and government requirements	2022-2026	Development of a Reporting process document/calendar.	No significant change in expense.
Government Jobs.com /Recruitment/Retention/ Onboarding	Plan Strategically	Continue to develop, implement and leverage employee recruitment and onboarding processes. Add various modules to improve processes.	2021-2026	Implement modules to allow improvement of processes.	Potential new expense in module acquisition.



# Finance Department Business Plan

## Department Goals

GOAL	STRATEGIC OBJECTIVE	ACTION PLAN –ACTIVITIES	TIMELINE FOR COMPLETION	PERFORMANCE MEASURE	BUDGET IMPACT
GFOA Budget Award	Improve Financial Management	<p>Improve current budget document components to GFOA standards.</p> <p>Working with City departments create Workload Service Measures for inclusion in the 2022 budget.</p> <p>Working with City departments and City Manager create City-wide Performance Measures.</p>	<p>2021</p> <p>2021</p> <p>2021-2022</p>	Earn GFOA budget award on or before 2023.	Performance Measure creation will likely require help from an outside professional contract. Estimated cost is \$50K.
Implement and Update Utility Billing Credit Card Processing and Customer Portal	High Quality and Timely Service	<p>Update customer service and municipal court credit card payment processing to OpenEdge and ensure PCI compliance.</p> <p>Research, calculate and implement credit card fee to cover or nearly cover service costs charged by credit card companies to the City.</p> <p>Implement Tyler's utility billing module to provide customers a portal where they can view their usage, make payment, and authorize auto-pay.</p>	<p>2021</p> <p>2022</p> <p>2021</p>	<p>Show PCI compliance in 2021 survey due February 28.</p> <p>Successfully and legally implement fee.</p> <p>Successfully implement module</p>	<p>No significant change to current costs.</p> <p>Will equate to an expenditure savings. City currently covers the fee charged by credit cards.</p> <p>No significant change in expense.</p>
Asset Management	Improve Financial Management	Working with City departments complete asset update in Tyler to include the asset, current value, and useful life.	2021	Satisfy asset management best practices.	No significant change in expense

GOAL	STRATEGIC OBJECTIVE	ACTION PLAN –ACTIVITIES	TIMELINE FOR COMPLETION	PERFORMANCE MEASURE	BUDGET IMPACT
Manage City Fund Structure	Improve Financial Management	Create an Equipment Rental and Replacement Internal Service Fund to replace the current EM&R Fund.	2021	Fund creation and transfer of assets.	All City Funds will pay into the new ER&R Fund based on replacement schedules.
		Create a Fleet Manager function responsible for fleet activities of updating fleet rates, replacement schedules, evaluating useful life, and purchasing replacement.	2021 - 2022	Fully implement Fleet management function.	Potential new position paired with purchasing compliance position functions (see below).
		Evaluate the benefits of creating an Information Technology Internal Service Fund for better tracking of actual IT expenses by Fund to ensure full knowledge of activity and expense for IT services.	2021 - 2022	Decision point in 2021 for inclusion in 2022 budget if consensus on creation is reached.	No significant change in expense.
Employee Growth	Enhance Workforce Development	Provide finance staff with the tools, training, and latitude to make decisions based on policy, practice, and law so they can continue to grow in their jobs and be the subject matter experts.	2021 - 2026	On-going process. Measurement will be subjective.	No significant change in expense.
Reporting	Financial Planning and Reporting Transparency	Continue to improve financial processes, planning, and reporting of City's financial status for making business decisions.	2021 – 2026	On-going. Measurement will be subjective but measured by improved City financial understanding in City employees.	No planned change in expense but potential investment in reporting tools.

GOAL	STRATEGIC OBJECTIVE	ACTION PLAN –ACTIVITIES	TIMELINE FOR COMPLETION	PERFORMANCE MEASURE	BUDGET IMPACT
Centralized Purchasing Management	Plan Strategically	Create a purchasing management function to allow for guidance and continuity of City purchases to help ensure purchases conform with legal rules and best practices.	2022	Fully implement purchasing manager functions.	Potential new position paired with fleet management position functions (see above).

# Public Works Department Business Plan

Business Plan 2021-2026

GOAL	STRATEGIC OBJECTIVE	ACTION PLAN –ACTIVITIES	TIMELINE FOR COMPLETION	PERFORMANCE MEASURE	BUDGET IMPACT
Proactive Maintenance	Plan and develop projects and programs to move away from the current reactive maintenance and replacement practices, to completing well planned proactive asset replacement and maintenance work.	<ul style="list-style-type: none"> <li>• Develop a robust, well thought-out 5-year and 10-year CIP for each utility/area of Public Works.</li> <li>• Initiate GIS system and asset management and work order software system.</li> <li>• Move EM&amp;R (Equipment Maintenance and Rental) to an ER&amp;R (Equipment Rental and Replacement) program.</li> </ul>	2021  2021-2023  2024-2025	<ul style="list-style-type: none"> <li>• Water/sewer/storm rate charges meet long term goals and don't require large year to year adjustments.</li> <li>• PW Crews proactively prepare for upcoming maintenance activities and training time/costs are reduced.</li> <li>• Staff work load level is planned and constant reducing stress and increasing productivity.</li> <li>• Aging fleet and equipment is replaced before end of life to increase reliability, safety, and reduce life cycle cost.</li> </ul>	Joined AWC GIS consortium, yearly cost \$25k. ESRI GIS software yearly licensing fees \$3,000.  Asset management and work order system yearly software licensing costs \$30,000.  Field tablets, cases, equipment initial costs \$3,500. Yearly cell card and replacement costs \$2,200.  GIS/Asset Management Technician \$90,000 per year.
Employee Development	Develop succession plans and maintain exceptionally qualified staff.	<ul style="list-style-type: none"> <li>• Provide frequent opportunities for technical, supervisor, customer service, and safety training.</li> <li>• Budget classroom and online training for entry level positions to allow rapid learning prior to senior staff departing.</li> </ul>	2021  2022	<ul style="list-style-type: none"> <li>• Increase in knowledge, skills, and abilities of all employees.</li> <li>• Systems operate normally with minimal health issues or permit violations.</li> </ul>	2021 budget includes a small increase in employee training budgets. Small increases may be also made in the 2022 budget once the pandemic subsidies & classroom/conference training is available.
Emergency Management	Develop a robust emergency management program that can withstand challenges and quickly respond to manmade	<ul style="list-style-type: none"> <li>• Build the GIS asset management data base for quick access and in-depth</li> </ul>	2020-2021	<ul style="list-style-type: none"> <li>• GIS asset management in place, asset data bases built.</li> </ul>	Cost to create the GIS system is identified in the proactive maintenance goal.

	or natural disasters to ensure the continuity of water, sewer, transportation, and storm drainage services	<p>knowledge of City infrastructure.</p> <ul style="list-style-type: none"> <li>• FY 2021, update the water system emergency response plan per the America Water Infrastructure Act requirements.</li> <li>• Coordinate with Police and Fire Departments in the update of the Emergency Management Plan (EMP) and in the preparation of a Continuity of Operations Plan (COOP).</li> </ul>	<p>2021 to 2022</p> <p>2022-2025</p>	<ul style="list-style-type: none"> <li>• Conduct PW tabletop response exercises. Develop what-if scenarios to practice tabletop exercises applicable to the City of Shelton.</li> <li>• Yearly emergency management group exercises with City, County, Fire District, and other agencies to practice incident command system (ICS) roles/responsibilities</li> </ul>	<p>Minimal cost for staff to conduct several internal EM exercises.</p> <p>Robust emergency City and Community planning would require adding an emergency manager position.</p> <p>City should hire a consultant to prepare the EMP and COOP Plans and coordinate with City staff and outside agencies.</p>
Public Outreach	Develop outreach programs to increase the public understanding of the street, wastewater, water, and storm drain projects, systems, programs, and utility bills.	<ul style="list-style-type: none"> <li>• Conduct classroom and group tours of City facilities.</li> <li>• Staff provides information booth at community events.</li> <li>• Regular project updates posted on City website.</li> <li>• Increase the amount of information on the Public Works homepage, such as waterline flushing, street sweeping routes, snow plowing and sanding routes, backflow, etc.</li> <li>• Develop informational handouts for each utility.</li> <li>• Provide a customer online mobile app. reporting tool</li> </ul>	<p>2022</p> <p>2021-2022</p> <p>2022-2026</p> <p>2021-2026</p> <p>2022</p> <p>2022-2026</p>	<ul style="list-style-type: none"> <li>• Number of tours held each year (after COVID-19).</li> <li>• Increase staff attendance at community events and public forums.</li> <li>• All ongoing City projects updated at least monthly</li> <li>• Staff to coordinate with the City Communications Specialist to add website information.</li> <li>• Tri-fold informational handouts prepared.</li> <li>• System is installed, community members are</li> </ul>	<p>Minimal budget impact.</p> <p>Minimal budget impact.</p> <p>Add PW Admin. Assist. Position.</p> <p>Minimal budget impact.</p> <p>Minimal budget impact.</p> <p>The costs to create and maintain the asset management</p>

		for street, water, sewer, and storm water issues.		using, and staff responding to online community work requests.	and work order system is identified in the proactive maintenance goal.
Environment	Minimize negative impacts on the environment resulting from any Public Works activities.	<ul style="list-style-type: none"> <li>Proactively exceed all environmental permit standards in the stormwater, potable water, and wastewater treatment systems.</li> <li>Identify operations that could have negative impacts on the environment and implement mitigation measures where feasible</li> <li>Review and document compliance requirements for NPDES Phase II Permit</li> </ul>	<p>Ongoing yearly goal.</p> <p>Ongoing yearly goal.</p>	<ul style="list-style-type: none"> <li>Continue to receive minimal, or no permit violations</li> <li>Educate staff and community on the storm water and wastewater NPDES implementation plans.</li> </ul>	Water and wastewater budget impacts are minimal. Storm water regulatory compliance will require additional funds/resources.
Technology	Use of hardware and software systems to increase the productivity, transparency, efficiency, and knowledge of city employees for the benefit of the community.	<ul style="list-style-type: none"> <li>Application of an integrated technology based solution combining asset management, customer reporting, and geographic information system (GIS) to enable City staff to provide quality service to all City customers</li> <li>Fixed based radio read water meter reading system</li> </ul>	<p>2021-2026</p> <p>2021-2026</p>	<ul style="list-style-type: none"> <li>Successful interactive GIS and Asset Management systems are in place.</li> <li>Manual meter reading ends and meter readings are collected automatically</li> </ul>	GIS system installation underway using a GIS consultant to setup and manage the system. Asset management and work order system will need an additional employee to setup/manage. Project is budgeted for FY 2021.

# Judicial Plan Summary

## Department Goals

GOAL	STRATEGIC OBJECTIVE	ACTION PLAN – ACTIVITIES	TIMELINE FOR COMPLETION	PERFORMANCE MEASURE	BUDGET IMPACT
<ul style="list-style-type: none"> <li><b>Ongoing Training for all court staff including accelerated management and executive development programs needed to complement succession-planning efforts</b></li> </ul>	<p>Professional excellence is the standard and expectation for all judicial officers and court personnel in the judicial branch. The judicial branch must provide ongoing professional development, education, and training to address many concerns, including:</p> <ol style="list-style-type: none"> <li>1. Increasing complexity of the law and court procedures</li> <li>2. Emerging legal and ethical issues</li> <li>3. New and emerging practices in treating behavioral disorders and addictions</li> <li>4. New technologies</li> <li>5. Importance of procedural fairness in all court operations and interactions with the public</li> <li>6. Addressing implicit bias</li> <li>7. New management, operational, and service-level expectations</li> <li>8. Administrative succession training of senior judicial officer of the court</li> </ol>	<p>Actively pursue partnerships and other innovative ways and means to provide professional development, education, and training opportunities for all members of the judicial branch.</p> <p>Maintaining branch wide professional excellence will promote public trust and confidence in the judicial branch</p>	<p>Ongoing annually 2021-2027 and beyond</p>	<p>All public institutions, including the judicial branch, are increasingly challenged to evaluate and be accountable for their performance, and to ensure that public funds are used responsibly and effectively. For the court, this means developing meaningful and useful measures of performance, collecting and analyzing data on those measures, and implementing changes to maximize efficiency and effectiveness</p>	<p>The court is sufficiently budgeted for training at this time</p>



<ul style="list-style-type: none"> <li><b>Modernization of Judicial Management and Administration</b></li> </ul>	<p>Keeping a highly qualified judicial and administrative leadership team that will administer Justice in a fair, timely, efficient, and effective manner by using modern management practices that implement and sustain innovative ideas and effective practices</p>	<p>Continue to search out and implement the most effective modern practices for efficient and economic progress of the judicial system</p>	<p>2021-2027</p>	<p>People count on their courts system to be effective, efficient, and convenient; they expect that due process will be followed, that disputes will be resolved justly and in a timely manner, and that useful information will be available to them promptly and without undue expense</p>	<p>Can be accomplished within the current budget</p>
<ul style="list-style-type: none"> <li><b>Long Term Structural Revision of the Court/Council Chambers for Increased Service Excellence</b></li> </ul>	<p>For the judicial branch to fulfill its mission, it must have a sound accessible structure that supports and meets its needs and ensures continuity. Specifically, the judicial branch must meet the challenge of continually providing the necessary technology, and facilities infrastructures, as well as other relevant and critical internal functions, to provide the highest quality of justice and service to the people. An important structural improvement that will eventually be needed to better serve the public will include:</p> <ol style="list-style-type: none"> <li>1. An additional separate public entrance for the court to better meet its judicial needs and the communities expectations of full time service</li> </ol>	<p>The court facility has potential for improvement. This can be accomplished when there is positive leadership, open-minded management, and the desire for reasonable change. The court always has a responsibility to best serve the community in which they reside. Courts are, after all, the people's houses of justice, and should always be completely accessible to all</p>	<p>By 2027</p>	<p>During the City and Court closures of 2020, we have come to realize the need for the Municipal Court to have its own public entrance at the front of the Civic Center building. In times when the City must close, the court could often keep running as an essential part of the justice system and most importantly to preserve the civil liberties of the people of this community. With an additional public entrance that leads only into the court lobby, the court could continue to operate even during City closures</p>	<p>The budget impact will need to be determined after all areas of outside funding such as improvement grants for example, have been exhausted</p>

<ul style="list-style-type: none"> <li>• <b>Judicial Needs Estimate for Shelton Municipal Court based on 2020 filings</b></li> </ul>	<p>For many years, the Judicial contract for the City of Shelton has remained at a .50 half time position even though cases and hearings increased. This limits the potential for most qualified attorneys to apply for and accept the Judicial position here. The WA State Court Administrator recently sent out the objective workload analysis used to estimate the judicial needs of municipal courts across Washington for the year 2020. The calculated need for Shelton Municipal Court is a .76 judicial position based on workload. This year has not been a typical year and the workload is actually less than usual due to the COVID pandemic.</p>	<p>A Judge that is present more than 20 hours per week increases the ability to efficiently process court orders and complete the increasing amount of motions filed by the defendants and attorneys outside of court sessions. It also gives the court staff the ability to seek guidance from the judge immediately when needed.</p>	<p>The current Judicial contract ends December 31<sup>st</sup> 2022. The next contract will be January 2023-December 2026</p>	<p>There has long been a need to increase the amount of work hours that the Judge of Municipal Court is compensated for. The current presiding Judge works an average of 32-35 hours per week in Municipal Court. This has increased the efficiency of the court in so many ways.</p>	<p>Increased wages and benefits to be determined by the parties involved in the contract negotiations</p>
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## CITY OF SHELTON COUNCIL BRIEFING REQUEST (Agenda Item D3)

Touch Date: 12/8/2020  
Brief Date: 12/8/2020  
Action Date: 12/15/2020

Department: Executive  
Presented By: Jeff Niten

### APPROVED FOR COUNCIL PACKET:

Action Requested:

#### ROUTE TO:

#### REVIEWED:

- |                                     |                  |       |
|-------------------------------------|------------------|-------|
| <input type="checkbox"/>            | Dept. Head       | _____ |
| <input type="checkbox"/>            | Finance Director | _____ |
| <input type="checkbox"/>            | Attorney         | _____ |
| <input checked="" type="checkbox"/> | City Clerk       | _____ |
| <input checked="" type="checkbox"/> | City Manager     | JN    |

PROGRAM/PROJECT TITLE:  
**2021 Work Program**

ATTACHMENTS:  
Departmental Work Programs

- |                                     |            |
|-------------------------------------|------------|
| <input type="checkbox"/>            | Ordinance  |
| <input type="checkbox"/>            | Resolution |
| <input type="checkbox"/>            | Motion     |
| <input checked="" type="checkbox"/> | Other      |

### DESCRIPTION OF THE PROGRAM/PROJECT AND BACKGROUND INFORMATION:

The 2021 City of Shelton Work Program, included here by department, list many of the items and programs each department will undertake next year that are intended to accomplish at least one of the Council Strategic Goals.

The Work Program items occasionally cross departments, such as the Tyler Incode Cloud IT system and Right!Systems architecture, but all are intended to maintain existing community assets, strengthen the capabilities of the Shelton team, and set a sustainable course for Shelton's future.

### ANALYSIS/OPTIONS/ALTERNATIVES:

Additional work program items may be added throughout the year.

### BUDGET/FISCAL INFORMATION:

Many of the items contain budget information in the attachments to this report; some items will require staff time only and no additional resources are anticipated or necessary.

### PUBLIC INFORMATION REQUIREMENTS:

Information can be obtained through the City Clerk's Office.

### STAFF RECOMMENDATION/MOTION:

N/A

**2021 DEPARTMENT Work Program ADMINISTRATIVE SERVICES****Approved: December 15, 2020***On-going and Annual Programs*

**Project Name**                      **Project Description**    **Project Manager/Budgeted amount**

Process Improvement Administrative Services	We will continue evaluate current process and procedure in all areas to determine the most effective and efficient way to complete Administrative Services work functions, to include Human Resources, Risk Management, and Information Technology.	Administrative Services Director/All Staff
High Quality Service	Provide high quality level of service to both internal and external customers.	Administrative Services Staff
Government Jobs.com /Recruitment/Retention/ Onboarding	Continue to develop, implement and leverage employee recruitment and onboarding processes. Goal to add the Onboarding module in 2021 to allow new employees and current employees access to complete required City documents online.	Administrative Services Director/HR Analyst
Employee Training and Development Program	Develop a sustainable employee training and development program. Ongoing to 2021 due to COVID-19.	Administrative Services Director/HR Analyst

*2021 Major Projects*

**Project Name**                      **Project Description**    **Project Manager/Budgeted amount**

Right Systems! Network Infrastructure Update	Implement hardware and software upgrades to entire City network infrastructure.	Administrative Services Director/ IT Manager
Tyler Incode Cloud and Module Implementation	Implement and utilize all relevant Tyler Incode modules to their fullest capability for more efficient city-wide operations, to include capability to complete billing in Spanish, as well as employee training on module use. Continue correcting configuration issues with the Tyler payroll module.	Administrative Services Director/ IT Manager/HR Analyst
Digitize Personnel and Payroll Files	Continue to audit and digitize personnel and payroll records.	HR Technician, HR Analyst

Title VI Audit, Review And Update	Complete audit, review and update to ensure compliance with all state and federal laws and regulations.	Administrative Services Director/ HR Analyst
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*Internal Efficiency efforts*

Project Name                      Project Description    Project Manager/Budgeted amount

LEAN	Continue to drive process improvements in all areas of Administrative Services.	All Line Level Staff Administrative Services Staff
Human Resources and Risk Management Staff Training	Continue to allow staff to train in updated laws and regulations utilizing SHRM, PELRA, WCIA, AWC and other resources to limit the liability for the City in these areas.	Administrative Services Staff

**2021 Community Development Work Program****Approved:***On-going and Annual Programs*

Project Name                      Project Description    Project Manager/Budgeted amount

Development Code administration	Administer development regulations in a fair and equitable manner, and implement changes required by RCW and WAC.	Mark Ziegler/staff time
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*2020 Major Projects*

Project Name                      Project Description    Project Manager/Budgeted amount

SMC Development Code Revisions	Promote an environment that encourages housing on all levels. Evaluate and simplify policies, zoning, codes, and fee schedules. (Accountable Government/Community Life/Economic Vitality)	Mark Ziegler/ staff time
SMC Code Revisions(other)	Update parks and other chapters not related to development to meet appropriate RCWs, consistency, and community expectations (Accountable Government/Community Life/Economic Vitality)	Mark Ziegler/
Shoreline Master Program Update	Periodic review and update to meet state requirements (Accountable Government)	Jason Dose
Workforce Housing	Review and process land use applications and conduct hearing (Promote an environment that encourages housing on all levels)	Jason Dose
Civic Center UPS Replacement	Manage full life cycle of assets (Accountable Government)	Mark Ziegler/\$50,000 plus staff time
Eagle Point Master Plan & Design	Provide recreational amenities (Community Life)	Mark Ziegler/\$50,000 plus staff time





**2020 Financial Services Work Program****Approved: December 17, 2019***On-going and Annual Programs*

**Project Name**                      **Project Description**    **Project Manager/Budgeted amount**

High Quality Service	Redistribute finance work duties based on roles as much as possible to try and achieve better workflow (Accountable Government).	Aaron BeMiller/staff time <b>STATUS: In progress. Limited staffing makes this difficult but it is a necessary step and goal for the department.</b>

*2020 Major Projects*

**Project Name**                      **Project Description**    **Project Manager/Budgeted amount**

Plan Strategically	Improve the Budget Document and apply for the GFOA Budget Award for the 2021 budget. The expectation isn't that we will win the award for 2021, but it will give measure of where we stand and what needs to be added/improve (Accountable Government).	Aaron BeMiller/staff time <b>STATUS: GFOA changed their criteria for 2021 and includes mandatory inclusion of performance measures. However, the budget book and budget process have hopefully been improved significantly.</b>
Cost Accounting and Reporting	Create a user group to include all departments to explore the best way to implement updates to our Chart of Accounts for better cost accounting and improvements to reporting (Accountable Government).	Aaron BeMiller/staff time <b>STATUS: In progress and expectation is updated COA on 1/1/21.</b>
Internal and External Communications	Successfully implement the OpenGov platform (Accountable Government).	Aaron BeMiller/staff time <b>STATUS: Complete.</b>

Update Financial Policies	Fully update current financial policies and create new policies where needed (Accountable Government).	Aaron BeMiller/staff time <b>STATUS: Completed, but this is an always in progress project and we will continue to update policies and practices as necessary.</b>
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*Internal Efficiency efforts*

Project Name                      Project Description    Project Manager/Budgeted amount

Financial Management	Continue to work toward culture change in the finance department as well as looking at finance processes City-wide to better align with best practices (Accountable Government).	Aaron BeMiller/staff time <b>STATUS: In progress. The City has come a long way in achieving this goal but as with policies, there will always be opportunities for improvements.</b>
Use Existing Technology	Successfully update our knowledge base of Tyler, the City's accounting system of record, and make necessary adjustments to improve overall functionality (Accountable Government).	Aaron BeMiller/staff time <b>STATUS: In progress. Very good progress on this project. I believe that the perception of Tyler city-wide has improved with training and understanding of what the system capabilities are.</b>

**2021 Financial Services Work Program****Approved:***On-going and Annual Programs*

Project Name	Project Description	Project Manager/Budgeted amount
High Quality Service	(Accountable Government). Continuation from last year. Redistribute finance work duties based on roles as much as possible to try and achieve better workflow.	Aaron / Finance Staff
Point of Contact	(Accountable Government). Encourage staff to continue to grow in their duties and provide them with the tools, training, and latitude make decisions based on policy, practice, and/or law to facilitate efficiency for the City.	Aaron / Finance Staff
Financial Planning and Reporting Transparency	(Accountable Government). Continue to improve financial processes, planning, and reporting to help understanding of the City's financial status and to provide complete information for making business decisions.	Finance / City Staff

*2021 Major Projects*

Project Name	Project Description	Project Manager/Budgeted amount
Plan Strategically	(Accountable Government). Create Performance Measures city-wide to measure departments performance over a designated period of time as well as creating workload service measures to report out on changes in service levels over a designated period of time.	Finance / City departments and staff
Plan Strategically	(Accountable Government). Continuation from last year. Improve the Budget Document and apply for the GFOA Budget Award for the 2022 budget. The expectation isn't that we will win the award for 2022, but it will give measure of where we stand and what needs to be added/improved.	Finance / City departments and staff
High Quality and Timely Service	(Accountable Government). Implement Tyler's Utility Billing module and OpenEdge payment processing integration to allow customers to see their usage statistics and make payments.	Finance / Information Technology

Manage Lifecycle of Assets	(Accountable Government). Working with departments, complete listing and annual update process and schedule of all City assets, current value, and useful life. Including a listing and annual update process and schedule of all City small and attractive assets.	Finance / City Departments
Plan Strategically	(Accountable Government). Create and implement a city-wide Equipment Rental and Replacement Internal Service Fund to replace the current EM&R Fund.	Finance / City Departments

*Internal Efficiency efforts*

Project Name                      Project Description    Project Manager/Budgeted amount

Financial Management	(Accountable Government). Continue to work toward culture change in the finance department as well as looking at finance processes City-wide to better align with best practices.	Aaron / Finance Staff
Improve Financial Management	(Accountable Government). Find B&O and Business License system to replace the current system which is past its functional life and requires an upgrade.	Finance / Information Technology

# Public Works Department Work Plan

Department Goals 2021

GOAL	STRATEGIC OBJECTIVE	ACTION PLAN –ACTIVITIES	TIMELINE FOR COMPLETION	PERFORMANCE MEASURE	BUDGET IMPACT
Proactive Maintenance	Plan and develop projects and programs to move away from the current reactive maintenance and replacement practices, to completing well planned proactive asset replacement and maintenance work.	<ul style="list-style-type: none"> <li>• Develop a robust, well thought-out 5-year and 10-year CIP for each utility/area of Public Works.</li> <li>• Initiate GIS system and asset management and work order software system.</li> <li>• Move EM&amp;R (Equipment Maintenance and Rental) to an ER&amp;R (Equipment Rental and Replacement) program.</li> </ul>	2021  2021-2023  2022-2027	<ul style="list-style-type: none"> <li>• Water/sewer/storm rate charges meet long term goals and don't require large year to year adjustments.</li> <li>• PW Crews proactively prepare for upcoming maintenance activities and training time/costs are reduced.</li> <li>• Staff work load level is planned and constant reducing stress and increasing productivity.</li> <li>• Aging fleet and equipment is replaced before end of life to increase reliability, safety, and reduce life cycle cost.</li> </ul>	Joined AWC GIS consortium, yearly cost \$25k. ESRI GIS software yearly licensing fees \$3,000.  Asset management and work order system yearly software licensing costs \$30,000.  Field tablets, cases, equipment initial costs \$3,500. Yearly cell card and replacement costs \$2,200.  GIS/Asset Management Technician \$90,000 per year.
Employee Development	Develop succession plans and maintain exceptionally qualified staff.	<ul style="list-style-type: none"> <li>• Provide frequent opportunities for technical, supervisor, customer service, and safety training.</li> <li>• Budget classroom and online training for entry level positions to allow rapid learning prior to senior staff departing.</li> </ul>	2021-2027  2022-2024	<ul style="list-style-type: none"> <li>• Increase in knowledge, skills, and abilities of all employees.</li> <li>• Systems operate normally with minimal health issues or permit violations.</li> </ul>	2021 budget includes a small increase in employee training budgets. Small increases may be also made in the 2022 budget once the pandemic subsidies & classroom/conference training is available.
Emergency Management	Develop a robust emergency management program that can withstand challenges and quickly respond to manmade	<ul style="list-style-type: none"> <li>• Build the GIS asset management data base for quick access and in-depth</li> </ul>	2020-2023	<ul style="list-style-type: none"> <li>• GIS asset management in place, asset data bases built.</li> </ul>	Cost to create the GIS system is identified in the proactive maintenance goal.

	or natural disasters to ensure the continuity of water, sewer, transportation, and storm drainage services	<p>knowledge of City infrastructure.</p> <ul style="list-style-type: none"> <li>• FY 2021, update the water system emergency response plan per the America Water Infrastructure Act requirements.</li> <li>• Coordinate with Police and Fire Departments in the update of the Emergency Management Plan (EMP) and in the preparation of a Continuity of Operations Plan (COOP).</li> </ul>	<p>2021 to 2022</p> <p>2022-2024</p>	<ul style="list-style-type: none"> <li>• Conduct PW tabletop response exercises. Develop what-if scenarios to practice tabletop exercises applicable to the City of Shelton.</li> <li>• Yearly emergency management group exercises with City, County, Fire District, and other agencies to practice incident command system (ICS) roles/responsibilities</li> </ul>	<p>Minimal cost for staff to conduct several internal EM exercises.</p> <p>Robust emergency City and Community planning would require adding an emergency manager position.</p> <p>City should hire a consultant to prepare the EMP and COOP Plans and coordinate with City staff and outside agencies.</p>
Public Outreach	Develop outreach programs to increase the public understanding of the street, wastewater, water, and storm drain projects, systems, programs, and utility bills.	<ul style="list-style-type: none"> <li>• Conduct classroom and group tours of City facilities.</li> <li>• Staff provides information booth at community events.</li> <li>• Regular project updates posted on City website.</li> <li>• Increase the amount of information on the Public Works homepage, such as waterline flushing, street sweeping routes, snow plowing and sanding routes, backflow, etc.</li> <li>• Develop informational handouts for each utility.</li> <li>• Provide a customer online mobile app. reporting tool</li> </ul>	<p>2022-2027</p> <p>2021-2027</p> <p>2022-2027</p> <p>2022-2027</p> <p>2022</p> <p>2022-2024</p>	<ul style="list-style-type: none"> <li>• Number of tours held each year (after COVID-19).</li> <li>• Increase staff attendance at community events and public forums.</li> <li>• All ongoing City projects updated at least monthly</li> <li>• Staff to coordinate with the City Communications Specialist to add website information.</li> <li>• Tri-fold informational handouts prepared.</li> <li>• System is installed, community members are</li> </ul>	<p>Minimal budget impact.</p> <p>Minimal budget impact.</p> <p>Add PW Admin. Assist. Position.</p> <p>Minimal budget impact.</p> <p>Minimal budget impact.</p> <p>The costs to create and maintain the asset management</p>

		for street, water, sewer, and storm water issues.		using, and staff responding to online community work requests.	and work order system is identified in the proactive maintenance goal.
Environment	Minimize negative impacts on the environment resulting from any Public Works activities.	<ul style="list-style-type: none"> <li>Proactively exceed all environmental permit standards in the stormwater, potable water, and wastewater treatment systems.</li> <li>Identify operations that could have negative impacts on the environment and implement mitigation measures where feasible</li> <li>Review and document compliance requirements for NPDES Phase II Permit</li> </ul>	<p>Ongoing yearly goal.</p> <p>Ongoing yearly goal.</p>	<ul style="list-style-type: none"> <li>Continue to receive minimal, or no permit violations</li> <li>Educate staff and community on the storm water and wastewater NPDES implementation plans.</li> </ul>	Water and wastewater budget impacts are minimal. Storm water regulatory compliance will require additional funds/resources.
Technology	Use of hardware and software systems to increase the productivity, transparency, efficiency, and knowledge of city employees for the benefit of the community.	<ul style="list-style-type: none"> <li>Application of an integrated technology based solution combining asset management, customer reporting, and geographic information system (GIS) to enable City staff to provide quality service to all City customers</li> <li>Fixed based radio read water meter reading system</li> </ul>	<p>2021-2024</p> <p>2021-2022</p>	<ul style="list-style-type: none"> <li>Successful interactive GIS and Asset Management systems are in place.</li> <li>Manual meter reading ends and meter readings are collected automatically</li> </ul>	GIS system installation underway using a GIS consultant to setup and manage the system. Asset management and work order system will need an additional employee to setup/manage. Project is budgeted for FY 2021.





## CITY OF SHELTON COUNCIL BRIEFING REQUEST (Agenda Item E1)

Touch Date: 11/20/2020  
Brief Date: 12/15/2020  
Action Date: 01/05/2021

Department: Finance  
Presented By: Teri Schnitzer, Accounting Manager

### APPROVED FOR COUNCIL PACKET:

Action Requested:

#### ROUTE TO:

#### REVIEWED:

- |                                     |                  |       |
|-------------------------------------|------------------|-------|
| <input type="checkbox"/>            | Dept. Head       | _____ |
| <input checked="" type="checkbox"/> | Finance Director | _____ |
| <input type="checkbox"/>            | Attorney         | _____ |
| <input checked="" type="checkbox"/> | City Clerk       | _____ |
| <input checked="" type="checkbox"/> | City Manager     | _____ |

PROGRAM/PROJECT TITLE:

**Amended Petty Cash  
Resolution**

ATTACHMENTS:

**Resolution No. 1182-1120**

- |                                     |            |
|-------------------------------------|------------|
| <input type="checkbox"/>            | Ordinance  |
| <input checked="" type="checkbox"/> | Resolution |
| <input checked="" type="checkbox"/> | Motion     |
| <input type="checkbox"/>            | Other      |

### DESCRIPTION OF THE PROGRAM/PROJECT AND BACKGROUND INFORMATION:

The current Petty Cash Resolution No. 959-0608, which sets petty cash limits at \$3,500, is out of date and requires updating. Resolution No. 1182-1120 will update the petty cash limit to \$1,400, which is a \$2,100 reduction due to the Police Department no longer handling cash. If the Police Department has a customer with a cash transaction, the customer is directed to Customer Service to process their transaction.

### ANALYSIS/OPTIONS/ALTERNATIVES:

N/A

### BUDGET/FISCAL INFORMATION:

N/A

### PUBLIC INFORMATION REQUIREMENTS:

Information can be obtained from the City Clerk.

### STAFF RECOMMENDATION/MOTION:

Staff requests the Council concur to place Resolution No. 1182-1120 on the January 5, 2021 Action Agenda.

## RESOLUTION NO. 1182-1120

### A RESOLUTION OF THE CITY OF SHELTON AMENDING THE PETTY CASH MONIES FOR VARIOUS CITY DEPARTMENTS.

**WHEREAS**, Resolution No. 959-0608 established petty cash monies for various City departments at their current level; and

**WHEREAS**, the Police Department no longer requires a petty cash fund;

**NOW, THEREFORE BE IT RESOLVED**, by the City Council of the City of Shelton, Washington, as follows:

#### **Section 1.**

That Resolution No. 959-0608 is hereby repealed and declared null and void.

#### **Section 2.**

The following rules for petty cash monies shall be in effect with passage of this Resolution:

1. The Director of Financial Services, or their designee, shall be responsible for establishing the appropriate rules and regulations for the disbursement and accounting of any petty cash monies; and
2. Each department within the City shall be responsible for abiding by the rules and regulations established by the Director of Financial Services, or designee, as they pertain to petty cash monies.

#### **Section 3.**

The total of all petty cash monies for the City is declared to be one thousand four hundred dollars, (\$1,400) allocated as follows:

Department	Amount	Type of Account
Financial Services	\$ 1,100.00	Change and Minor Reimbursement
Municipal Court	\$ 300.00	Change and Minor Reimbursement

#### **Section 4.**

This Resolution shall become effective immediately upon its approval.

**INTRODUCED AND PASSED** by the City Council of the City of Shelton on the 5th day of January 2021.

\_\_\_\_\_  
Kevin Dorcy, Mayor

AUTHENTICATED:

\_\_\_\_\_  
Donna Nault, City Clerk



## CITY OF SHELTON COUNCIL BRIEFING REQUEST (Agenda Item E2)

Touch Date: 11/30/2020  
Brief Date: 12/15/2020  
Action Date: 01/05/2021

Department: Public Works  
Presented By: Jay Harris

### APPROVED FOR COUNCIL PACKET:

Action Requested:

#### ROUTE TO:

#### REVIEWED:

#### PROGRAM/PROJECT TITLE:

Resolution No. 1185-1220 Kubota  
Membrane Purchase

☐

Ordinance

☒ Dept. Head

JOH

#### ATTACHMENTS:

- Sole Source Res. No. 1150-0719  
- Kubota Quote  
- Resolution No. 1185-1220

☒

Resolution

☐ Finance Director

☐ Attorney

☐

Motion

☒ City Clerk

☒

Other

☐ City Manager

### DESCRIPTION OF THE PROGRAM/PROJECT AND BACKGROUND INFORMATION:

The satellite Wastewater Treatment Plant utilizes membrane filters within its disinfection process. There are three tanks that house 10 membrane cassettes, with each cassette containing 200 membrane filters. These membranes have been in place since constructing the plant, ten years ago, and are in need of replacement, as many are partially torn and/or clogged, reducing capacity of the plant. The first phase of upgrades to the plant were approved in the 2019 budget, which allowed for the replacement of 10 out of the 30 membrane cassettes (one tank of three). The membranes and components are manufactured and sold by Kubota Membrane USA, deemed as sole source distributor on August 20, 2019 through Resolution No. 1150-0719.

The approved budget 2021 authorizes \$425,000 to be spent on upgrading the remaining two tanks, a total of 20 membrane cassettes with a total of 4000 membrane filters. Kubota Membrane USA, the sole source distributor, has provided a quote to show the benefit of purchasing the membranes prior to January 31, 2021. The quote provided show the price of the membranes is scheduled to increase significantly next year and if a purchase order is provided by January 31, 2021, it will lock in this year's price, saving the City almost \$25,000.

### ANALYSIS/OPTIONS/ALTERNATIVES:

N/A

### BUDGET/FISCAL INFORMATION:

Purchase of the membrane filters was approved for \$425,000 in the 2021 Sewer Budget. If a purchase order is submitted by January 31, 2021, the cost will be \$384,281.60. If the purchase order is not submitted until after January 31, 2021, the cost will be \$408,652.

### PUBLIC INFORMATION REQUIREMENTS:

Information can be obtained through the Public Works Department.

### STAFF RECOMMENDATION/MOTION:

Staff requests the Council concur to place Resolution No. 1185-1220 on the January 5, 2021 Action Agenda.

**RESOLUTION NO. 1150-0719**

**A RESOLUTION OF THE CITY OF SHELTON, WASHINGTON, DECLARING THE PURCHASE OF KUBOTA MEMBRANE UNITS AND ASSOCIATED COMPONENT PARTS TO BE CLEARLY AND LEGITIMATELY LIMITED TO A SOLE SOURCE, AND WAIVING COMPETITIVE BIDDING REQUIREMENTS FOR SUCH PURCHASES.**

**WHEREAS**, the MBR (Membrane Bio Reactor) Plant is approaching ten years old and in need of upgrades; and

**WHEREAS**, the City is currently in the process of having a sewer comprehensive plan update completed, which will likely include recommended upgrades to the existing water reclamation plant and may include planning for a substantial increase in future plant flow and load; and

**WHEREAS**, the planning and construction schedule for this effort will require at least two years minimum before the upgrades are operational; and

**WHEREAS**, the most cost effective option to bring the plant up to full operational redundancy for the time being is to replace the existing damaged or poor condition membranes with the same units that are currently at the plant; and

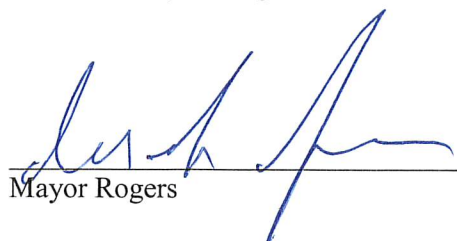
**WHEREAS**, the units that are currently in place are Kubota brand which is manufactured and supplied only by Kubota Membrane USA.

**NOW, THEREFORE BE IT RESOLVED**, by the City Council of the City of Shelton, Washington, as follows:

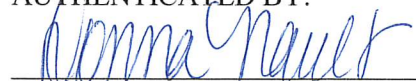
The City Council declares that purchase of Kubota membrane units and associated component parts is clearly and legitimately limited to a single source of supply because Kubota Membrane USA is the only manufacturer and direct distributor of compatible equipment and parts.

Under RCW 39.04.280, the City Council waives competitive bidding requirements for the sole source purchases of Kubota membrane units and associated component parts for the City of Shelton MBR Plant.

**PASSED** by the City Council of the City of Shelton on this 20th day of August, 2019.

  
\_\_\_\_\_  
Mayor Rogers

AUTHENTICATED BY:

  
\_\_\_\_\_  
City Clerk Nault

# For Earth, For Life



Budgetary Proposal for the

**Shelton project**

**Wastewater Treatment Plant Upgrade Project**

Membrane Bioreactor System



**Prepared By:**

**KUBOTA Membrane USA**  
11807 North Creek Parkway S., Suite B-109  
Bothell, WA 98011  
425-898-2858

**Local Representation By:**

**Goble Sampson, Inc.**  
Doug Allie  
425-392-0491  
[dallie@goblesampson.com](mailto:dallie@goblesampson.com)

December 7, 2020

Dear Mr. Armstrong

We are pleased to present the attached materials for consideration regarding the proposed Kubota membrane bioreactor (MBR) system for the Shelton regional water reclamation plant. We have proposed the replacement price of 20 cassettes as per requested.

Kubota Membrane USA is a company with a strong history in the U.S., backed by Kubota Corporation's extensive wastewater experience worldwide. Kubota, the pioneer of the flat plate membrane, has 400 installations in North America and over 6,500 installations worldwide, more than any other MBR manufacturer.

If you have any questions regarding our proposal, please feel free to contact us or our local representative. **Doug Allie** of **Goble Sampson Inc.** at 425-392-0491 or [dallie@goblesampson.com](mailto:dallie@goblesampson.com),

Best regards,

Hiro Kuge  
Technology Manager & Regional Manager  
KUBOTA Membrane USA Corporation  
Cell: 425-919-3308  
Email: [hiroo.kuge@kubota.com](mailto:hiroo.kuge@kubota.com)

**For Earth, For Life**  


## 1 Introduction

Kubota Membrane USA Corporation appreciates the opportunity to present the price proposal to supply the replacement membrane for the Shelton Regional Water Reclamation Plant membrane replacement Project.

The Shelton facility has three MBR basins which were each originally equipped 10 years ago with 5 Kubota EK400 membrane units per basin. The EK400 units are double stacked cassettes. Each cassette is equipped with 200 individual membrane plates or cartridges, for a total of 400 cartridges per EK400 unit. Currently MBR Nos. 2 and 3 are equipped with 5 EK400 units, with two (upper and lower) cassettes each, for a total of 10 cassettes per basin. MBR/MBT No. 1 has 5 new EK400 that was installed in 2019.

The membrane life time is typically around 10 years. Kubota would like to propose replacing all of the membrane cassettes in MBR No.2 and No.3.

## 2 Detailed Scope of Work and Cost Proposal for 2020

Kubota will supply a total of 10 new EK400 units (without diffuser case) to include a total of 20 cassettes for MBR No.2 and No.3 (5 x EK400s per basin).

Kubota will assist the City to remove all of the existing cassettes from MBR No. 2 and No.3 and replace these cassettes with the new cassettes. Kubota will then assist the City in bringing MBR No.2 and No.3 back in operation.

We estimate total of 4 days for this task.

Kubota's membrane cassettes price is shown in below.

Kubota Membrane Cassette Price : \$17,500 per cassette x 20 cassettes = \$350,000 (Freight included)

On Site Supervisor price : \$800/day x 4 days = \$3,200

**Total Price : \$353,200 (without tax) + Tax(8.8%) = \$384,281.60**

**This price is valid through 1/31/2021.**



### 3 Detailed Scope of Work and Cost Proposal for 2021

Kubota will supply a total of 10 new EK400 units (without diffuser case) to include a total of 20 cassettes for MBR No.2 and No.3 (5 x EK400s per basin).

Kubota will assist the City to remove all of the existing cassettes from MBR No. 2 and No.3 and replace these cassettes with the new cassettes. Kubota will then assist the City in bringing MBR No.2 and No.3 back in operation.

We estimate total of 4 days for this task.

Kubota's membrane cassettes price is shown in below.

Kubota Membrane Cassette Price for 2021 : \$19,600 per cassette x 20 cassettes = \$392,000  
(Freight included)

On Site Supervisor price : \$800/day x 4 days = \$3,200

Available discount for large size orders : 5%

**Total Price : \$392,000 x 0.95 + \$3200 + Tax(8.8%) = \$408,652.00**

**This price is valid through 1/31/2022.**

Note that all labor to remove and install the membranes will be by the City. Kubota will provide supervision and direction for these procedures.

### 4 Exclusions

The following items are not currently included in the Kubota scope of supply:

- New membrane cassette unloading, handling, storage, and installation.
- Labor to remove and install the membranes

### 5 Warranty

Kubota's standard 2-year membrane warranty, which goes into effect at the commencement date of commissioning. The warranty included is a guarantee that the products supplied by Kubota are free from defect in material or workmanship.

## 6 Delivery

Standard membrane cassettes delivery is within 12 to 16 weeks after receiving PO unless otherwise negotiated.

**RESOLUTION NO. 1185-1220**

**A RESOLUTION OF THE COUNCIL OF THE CITY OF SHELTON, WASHINGTON, AUTHORIZING THE CITY MANAGER TO SIGN A PURCHASE ORDER FOR THE ACQUISITION OF MEMBRANE FILTERS**

**WHEREAS**, the Satellite Wastewater Treatment Plant utilizes membrane filters within the treatment process; and

**WHEREAS**, the membranes and components are manufactured and sold by Kubota Membrane USA; and

**WHEREAS**, Kubota Membrane USA was deemed sole source distributor on August 20, 2019 through Resolution Number 1150-0719; and

**WHEREAS**, two-thirds of the membranes at the Satellite Wastewater Treatment Plant are ten years old and need of replacement; and

**WHEREAS**, one-third of the thirty membrane cassettes were replaced in 2019, leaving twenty cassettes still needing to be replaced; and

**WHEREAS**, the 2021 adopted budget includes a capital expenditure of \$425,000 in the Sewer Fund for the purchase of the remaining twenty membrane cassettes; and

**WHEREAS**, the Kubota Membrane USA has provided a quote for the needed purchase; and

**WHEREAS**, the current price for needed membrane cassettes is \$384,281.60, including tax; and

**WHEREAS**, the cost of the membrane cassettes will increase by \$24,370.40 if a purchase order is not received by January 31, 2021.

**THEREFORE, BE IT RESOLVED** by the City Council of the City of Shelton that the City Manager is authorized to sign a purchase order, including any change orders for up to 10% of the contract price, for the purchase of twenty Kubota Membrane USA membrane filter cassettes.

Passed by the City Council at its regular meeting held on the 5<sup>th</sup> day of January, 2021.

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Mayor Dorcy

ATTEST:

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City Clerk Nault



## CITY OF SHELTON COUNCIL BRIEFING REQUEST (Agenda Item F1)

Touch Date: 11/17/2020  
Brief Date: 12/01/2020  
Action Date: 12/15/2020

Department: Finance  
Presented By: Don Kuismi, Finance Specialist

### APPROVED FOR COUNCIL PACKET:

Action Requested:

#### ROUTE TO:

#### REVIEWED:

- |                                     |                  |            |
|-------------------------------------|------------------|------------|
| <input type="checkbox"/>            | Dept. Head       | _____      |
| <input checked="" type="checkbox"/> | Finance Director | 11/18/2020 |
| <input type="checkbox"/>            | Attorney         | _____      |
| <input checked="" type="checkbox"/> | City Clerk       | 11/18/2020 |
| <input checked="" type="checkbox"/> | City Manager     | 11/18/2020 |

PROGRAM/PROJECT TITLE:  
**2020 Supplemental Budget**  
ATTACHMENTS:  
**Ordinance No. 1950-0320**

- |                                     |            |
|-------------------------------------|------------|
| <input checked="" type="checkbox"/> | Ordinance  |
| <input type="checkbox"/>            | Resolution |
| <input checked="" type="checkbox"/> | Motion     |
| <input type="checkbox"/>            | Other      |

### DESCRIPTION OF THE PROGRAM/PROJECT AND BACKGROUND INFORMATION:

The City Council passed Ordinance No. 1941-1019, adopting the City's 2020 Budget on December 3<sup>rd</sup>, 2019. The City Council, through Ordinance, sets the expenditure authority for each fund of the City. Budget authority and the number of City FTEs (Full Time Equivalents) can only be increased from their adopted levels by the approval of a supplemental budget Ordinance.

This supplemental Ordinance will increase the expenditure authority of two funds (Tourism and Sewer) and increases the number of FTEs in the General Fund by one (1) FTE. Exhibit A of the Ordinance describes the need for the appropriation and FTE increase.

### ANALYSIS/OPTIONS/ALTERNATIVES:

### BUDGET/FISCAL INFORMATION:

### PUBLIC INFORMATION REQUIREMENTS:

Information can be obtained from the City Clerk.

### STAFF RECOMMENDATION/MOTION:

"I move to approve Ordinance No. 1950-0320 amending the City's 2020 budget for particular funds as provided".

## ORDINANCE NO. 1950-0320

### AN ORDINANCE OF THE CITY OF SHELTON, WASHINGTON, AMENDING THE ANNUAL BUDGET FOR THE YEAR ENDING DECEMBER 31, 2020

WHEREAS, the Shelton City Council adopted the 2020 budget pursuant to Ordinance No. 1941-1019; and

WHEREAS, the City is prohibited from over expending its appropriated budget as set forth in Ordinance No. 1941-1019; and

WHEREAS, certain revisions to the 2020 budget are now necessary and the City Council finds that the proposed adjustments to the 2020 Adopted Budget are justified;

NOW, THEREFORE, be it ordained by the City Council of the City of Shelton, Washington:

#### Section 1.

The adjustments as provided in this Ordinance to amend the 2020 Annual Budget of the City of Shelton, Washington, are hereby adopted. In summary form, the appropriation adjustments for each separate fund and the aggregate totals for all such funds combined is presented in the table below. Exhibit A, attached to this Ordinance, provides additional information on the adjustments.

Fund	2020 Adopted Budget	2020 Adjustment	2020 Revised Budget
General Fund	\$ 12,290,690	\$ -	\$ 12,290,690
Street Fund	2,280,650	-	2,280,650
Capital Resources Fund	-	-	-
Tourism Fund	59,130	22,050	81,180
Bond Fund	184,490	-	184,490
Capital Improvement Fund	2,138,630	-	2,138,630
Water Fund	3,720,740	-	3,720,740
Sewer Fund	5,777,330	240,000	6,017,330
Solid Waste Fund	1,459,020	-	1,459,020
Storm Drainage Fund	1,275,710	-	1,275,710
Payroll Benefits Fund	219,200	-	219,200
Equipment Maint & Rental Fund	863,720	-	863,720
Firefighters Pension Fund	98,570	-	98,570
Library Endowment Fund	-	-	-
<b>Total Expenditure Budget</b>	<b>\$ 30,367,880</b>	<b>\$ 262,050</b>	<b>\$ 30,629,930</b>

**Section 2.**

The Legislature having given authority over the budget to the City Council, this shall take effect five days after its approval and publication as required by law.

INTRODUCED the 1<sup>st</sup> day of December 2020.

ADOPTED by the City Council of the City of Shelton, Mason County, Washington at a regular open public meeting held the 15<sup>th</sup> day of December 2020.

Passed this \_\_\_\_\_ day of \_\_\_\_\_ 2020.

\_\_\_\_\_  
Kevin Dorcy, Mayor

AUTHENTICATED:

\_\_\_\_\_  
Donna Nault, City Clerk

**Exhibit A**  
City of Shelton  
Ordinance No. 1950-0320

**Tourism Fund** **\$22,050**

The 2020 budget as adopted did not include the full list of LTAC grant awards. This supplemental will add budget to equal the awards of the LTAC as approved by the City Council. It will also add \$6,400 for work done in 2019 per award contract but not paid until 2020. The 2020 grant awards will not be spent in their entirety but this supplemental will allow the City to show the actual grant awards for 2020 in the budget.

**Sewer Fund** **\$240,000**

As part of the City's 2020 bond refunding the City paid down the principal balance of the refunding bonds by the amount the City was required to hold in reserve for particular bonds that were refunded. As such, the Sewer Fund incurred an unbudgeted expense of \$240,000. This budget action will provide budget for that expense.

**General Fund FTE** **\$0**

The City Council has authority to set budget limits and set the number of FTEs (full-time equivalents) the City may employ. In early 2020, with approval of the City Council in principle, the Police Department added an additional Officer with an estimated annual cost for salary and benefits of \$120,000. This action will formally add this FTE to the City's position list.