



CITY OF
MillCreek
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City Manager's Proposed Operating & Capital Biennium Budget 2027-2028

September 22, 2026



CITY OF
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Mill Creek City Council

Stephanie Vignal
Mayor
Position 2



Melissa Duque
Mayor Pro-Tem
Position 6



John Steckler
Position 1



Connie Allison
Position 3



Tannis Golebiewski
Position 4



Vince Cavaleri
Position 5



Sean Paddock
Position 7





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Martin Yamamoto, City Manager

Laurel Brock, Deputy City Manager

Stanley White, Police Chief

Jeff Ryan, Director of Community Development and Planning

Keegan Pocinwong, Interim Public Works Director

Irmina Quijote Lumbad, Finance Director

Naomi Fay, Human Resources Director

Adrian Garcia, Management Analyst

Leah Holmes, City Clerk

Executive Leadership Team

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Mill Creek
Washington**

For the Biennium Beginning

January 01, 2025

Christopher P. Morill

Executive Director



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Mission, Vision and Core values

MISSION

Provide outstanding public services in a fiscally responsible manner.

VISION

Provide an exceptional community experience that brings people together. A City where people are safe, natural beauty is preserved, neighborhoods flourish, businesses thrive, and recreational opportunities abound.

CORE VALUES



Integrity

We create trust through honesty and transparency in our working relationships.



Respect

We work in a professional environment that honors the value and dignity of all individuals



Collaboration

We support shared goals through flexible, adaptable, and inclusive actions.



Accountability

We are responsible for our actions and decisions.



Perseverance

We are committed to overcome challenges and achieve successful outcomes.



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City Manager's Budget Message

Dear Mayor Vignal, Mayor Pro Tem Duque, Members of Council, and the Mill Creek Community,

I am pleased to present the City Manager's preliminary 2027-2028 Biennial Budget for the City of Mill Creek, which preserves the City's established baseline service levels while making targeted investments in public safety, code enforcement, transportation infrastructure, parks, facilities, and surface water compliance. This budget is grounded in our commitment to maintaining a community that is safe, clean, well-maintained, and fiscally responsible in current operations and long-term planning.

The 2025-2026 biennial budget was developed during a period when the U.S. inflation rates ended in 2024 at 2.9% and sat at a year-over-year (YOY) rate of 3.4%. While inflation has stabilized during the current biennium (around 3% - 3.5%), it remains above the Federal Reserve's 2% target.

At the local government level, the cost of providing public services has continued to outpace the broader Consumer Price Index (CPI) in several key areas. Labor, infrastructure materials, professional services, facility costs, insurance, and debt servicing all remain subject to elevated costs. The City of Mill Creek is not immune to these pressures considering the central fiscal issue is the widening gap between recurring revenues and the cost of maintaining existing services. The most important challenge is achieving a fully structurally balanced General Fund budget.

Revenue Measures & Risks

The 2027-2028 projected revenues excluding other financing sources are 4% (or \$1.5 million) higher than the previous biennium. This budget reflects several critical changes from the prior biennium and also carries continued risk exposure in key areas.

In 2026, the City responded to the structural General Fund imbalance by implementing five revenue measures including: a 5% property tax increase for 2026, a 5% utility occupation tax (effective June 2026), a Transportation Benefit District with a \$20 vehicle license fee (effective June 2026), updates to the new Master Fee Schedule, and implemented a credit card service fee to recover transactional costs. These measures establish a significant improvement in the City's recurring revenue base.

The City's revenue structure is exposed to two key risks; 70% of sales tax revenues are concentrated in retail trade, food services, and construction. The closure of major businesses, including QFC and Starbucks at Town Center, illustrates the sales tax risk associated with a less-diversified economic foundation. Second, the volatility of Real Estate Excise Taxes (REET) is not a dependable source of revenue for ongoing capital projects. Additionally, there has been a multi-year decline of around 25%.

General Fund: The Central Challenge

The most important issue in the proposed balanced budget is the City's task of addressing operating gaps in 2027 and 2028 in the amounts of \$87,000 and \$320,000, respectively. These amounts are relatively manageable given the City's ability to utilize available reserve surplus resources -- although using fund balances are only short-term fixes and not sustainable in the long-term.

The 2027-2028 biennial budget encompasses 68 full-time employees (FTEs) which equates to 3.2 employees per thousand residents in the City of Mill Creek. The City will continue to employee a lean and efficient staffing model to help mitigate potential deficit gaps into the future.

The cost of maintaining services is expected to increase at a faster rate than revenues. Salaries and benefits are approximately 60% of the general fund budget, and Public Works Maintenance and Operations represent approximately 30%.

The cost of maintaining existing services continues to increase in salaries and benefits, procurement of goods and services, and insurance premiums. It is particularly important to highlight that some of these costs remain fixed because they are tied to long-term commitments, are essential to operations, and they may be related to insurance or legal settlements. Several factors are contributing to these cost increases:

- *Salaries and benefits:* Personnel costs account for approximately 35% of the City's total budget. At the same time, Washington State's statutory property tax limitation of 1% does not keep pace with the YOY CPI increases. Maintaining competitive compensation and honoring Collective Bargaining Agreements and other labor commitments is essential to retaining a highly capable and dedicated workforce.
- *Infrastructure and materials:* Maintaining and improving the City's infrastructure requires specialized equipment, commodities, and materials. Prices for many of these items remain elevated due to continued infrastructure demand and industrial supply constraints. To maintain and improve infrastructure, the City relies heavily on specialized commodities that have resisted price drops due to infrastructure demand and industrial supply constraints. As a result, the City should anticipate continued high costs in the coming years.
- *Professional services:* The cost of professional services continues to increase due to workforce constraints, growing demand for specialized expertise, higher market rates, and limited options for competitive bidding.
- *Jail services:* Given the impact that legislation has on mandatory minimum housing stays, jail costs are increasing exponentially and may continue to increase given the County's proposed 135% increase for housing services.
- *Insurance and risk management:* Washington Cities Insurance Authority risk-sharing pool rates continue to rise, driven in part by higher liability claim severity and increasing

claims costs. Other factors contributing to these increases include reinsurance, replacement of property, equipment, and legal and litigation expenses.

Overall, these factors underscore that we remain in a period of economic uncertainty. Accordingly, the 2027-2028 budget is focused on improving existing services while sustaining a cost structure that supports the City Council's goals of ensuring that Mill Creek remains forward-thinking, financially healthy community that is safe, clean, and well-maintained.

As your City Manager, one of my greatest responsibilities is ensuring the resources entrusted to us by our taxpayers are spent wisely, strategically, and in manner that responds to the public-service needs of our community. This preliminary budget reflects that responsibility and provides an effective framework for maintaining essential services, addressing emerging needs, and positioning the City for continued financial stability and responsible growth.

Capital Improvement Program: Largest Long-term Gap & Surface Water Regulatory

The City's proposed 2027-2032 CIP represents a significant strategic challenge and therein exists regulatory financial exposure.

The overall CIP identifies \$165 million of programmed capital needs, but only \$20 million is currently funded; that does not include the additional \$79 million of non-programmed projects. For the 2027-2028 budget, the City is planning key infrastructure investments but capital project needs still greatly exceed the City financial capacity.

The Surface Water Utility currently represents the City's greatest long-term regulatory obligations. The Western Washington Phase II Municipal Stormwater Permit imposes complex requirements, and non-compliance can result in penalties of up to \$10,000 per day, where deferral carries substantial financial and legal risk. The City has 3,350 catch basins with over 1,000 that need repair and almost 400 that need a total replacement. The final CIP catch basin repair project is \$7 million. Of the \$7 million, \$2.96 million is temporarily funded by a REET interfund loan.

Sustaining Services and Planning for the Future

I believe this preliminary 2027-2028 Biennial Budget accomplishes the City's goals. Despite continued inflation raising the cost of operating, there are no current services that are reduced. Rather, the City is recommending the addition of two Surface Water positions and one Code Enforcement position that are strategically targeting code enforcement needs and infrastructure and regulatory requirements, respectively. The City Manager will continue to evaluate capacity needs to address the necessary level of service by assessing the tradeoffs of utilizing external service agreements that would otherwise be utilized with part-time or full-time employees.

The beginning of the 2027–2028 biennium represents a pivotal moment both strategically and operationally. Decisions made during this period will shape the City's long-term viability and the services we provide to our community and neighboring areas. City Council will establish the City's long-term roadmap by advancing three strategic priorities and providing direction on the City Manager's recommended capital and maintenance projects that will be presented to

Council in 2027. Council will also review and provide guidance regarding the financial resources necessary to support all strategic priorities and infrastructure projects.

Council's long-term key strategic priorities are:

1. *Potential annexation*: Evaluating financial opportunities, impacts, long-term implications associated with potential annexation.
2. *South Town Center (STC) Master Plan*: Council approved this long-term vision and framework for the STC on September 1, 2026.
3. *DRCC Master Plan*: Developing community multi-purpose facilities on four combined contiguous properties referred to as the DRCC, or Dobson, Remillard, Church and Cook properties. Expected approval of the master plan in December, 2026.

Financial Position - At a Glance

This preliminary 2027-2028 budget sustains current base budget operations with stable ongoing revenues through this biennium net of all transfers in the amount of \$41.6 million. Sales taxes are the City's largest revenue source at a yearly total average of \$5.4 million across the biennium, with the retail-only portion at \$4.4 million on average, including a conservative 2% year-over-year (YOY) increase. Property taxes are the City's second largest source of revenue with a yearly average of \$4.8 million with an annual 1% increase YOY.

Total budgeted expenditures for this biennium are \$68.7 million including funding for salaries and benefits, operations and maintenance, transfers, and capital improvement projects. Managing a City's cost structure is a dynamic process and will continue to be at the forefront of my goal to build efficiencies into City operations. One related success factor has been the Leadership Team's ability to make necessary staff adjustments while assessing the tradeoffs of self-performing services and outsourcing.

Finally, this proposed budget retains all existing financial reserves and adjusts those reserves where required by our Capital Management Policies. The proposed 2027-2028 General Fund (GF) reserve balance is proposed at \$9.6 million net of Revitalization, Preservation, and Beautification (RPB) funds in the amount of \$809,901. After accounting for the required 15% minimum reserve of \$4.6 million, the remaining GF surplus is \$5 million. Of that surplus, 33% or approximately \$1.7 should be dedicated to capital project investments. As of 2026, the City's banked capacity is approximately \$2.2 million.

Council's Vision for the Future and Strategic Priorities

This budget supports Council's 2040 vision where "In 2040, Mill Creek is a thriving, connected, and safe community characterized by its walkability, well-maintained parks and trails, safe and clean public spaces, and strong community engagement". The four key tenets of this vision are:

- Financial health and economic vitality.

- Safe and clean community.
- Engaged and connected community.
- Well-maintained outdoors, public spaces and infrastructure.

To make this vision a reality, Council identified five 3-5 year strategic priorities as follows:

1. Creating a vision and implementation plan for the subarea (STC).
2. Approve, design and develop a multi-purpose community facility (DRCC).
3. Develop a plan for financial viability of the city (short-term and long-term).
4. Reclassify and meet city standards for well-maintained outdoors and public spaces.
5. Increase community engagement.

Summary

This preliminary 2027-2028 biennial budget places the City of Mill Creek in good financial position and provides a strong foundation for both current operations and long-term strategic planning. Despite continued inflation, rising labor and service costs, and broader economic uncertainty, the City is maintaining all existing services, investing in necessary operational capacity, and preserving its financial reserves in accordance with established policies.

With stable ongoing revenues, a General Fund reserve balance and surplus above the required minimum reserve, and approximately \$2.2 million in banked capacity, the City has meaningful financial flexibility to respond to near-term economic fluctuations and cash flow needs while funding key capital projects and investments. Importantly, the City also retains multiple financial levers that can be considered if future budget pressures or revenue gaps emerge, including managing costs, service and staffing adjustments, use of available reserves consistent with policy, and prioritization or phasing of capital projects. This flexibility provides an additional layer of resilience while allowing the City to remain prudent and strategic in its financial decision-making.

This 2027-2028 biennial budget therefore represents an important opportunity for the City Council to align available financial resources with its long-term vision, including potential annexation, the STC master plan, the DRCC master plan, and the preservation and improvement of the City's infrastructure and public spaces.

Ultimately, this budget demonstrates that Mill Creek is not only positioned to manage the operational goals over the next biennium, but it is also positioned to invest and plan for the future growth of the City. The City has maintained a strong financial foundation while preserving the flexibility necessary to make both strategic investments and near-term operational decisions that advance Council's vision for a more robust and resilient Community.

Sincerely,



Martin Yamamoto
City Manager



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Budget Principles



2040 Vision and 3-5 Year Strategic Priorities

July 2024



Mill Creek Strategic Themes & Guiding Principles

Our priorities, decisions and investments should always seek to optimize these three key elements:



Mill Creek's Strategic Vision 2040

In 2040, Mill Creek is a thriving, connected, and safe community characterized by its walkability, well-maintained parks and trails, safe and clean public spaces, and strong community engagement.

Financial Health and Economic Vitality

- Mill Creek has multiple commercial hubs with a vibrant central core, enabling businesses to thrive, creating a destination for dining and shopping and providing a stable economic base for City services.
- Mill Creek proactively funds the services that meet community needs and priorities.
- Mill Creek has enough money in reserves both to strategically invest in the City and to cover unanticipated operating expenses.

Safe and Clean—In Mill Creek, safe and clean go together

- Mill Creek is one of the safest and cleanest cities in Washington.
- Mill Creek's focus on public safety is an integral part of the community, ensuring active police presence and integrating appropriate technologies to keep the community safe.
- The Mill Creek community is engaged and committed to keep parks, trails, streets and public spaces safe and clean.

Engaged and Connected Community

- Mill Creek is a connected community, tied together by trails, walking paths and connecting sidewalks.
- Mill Creek and its residents actively support community events, which bring community members together.
- The City's multipurpose community facility and public spaces bring people together to connect, play, share, and enjoy life in Mill Creek.
- The people of Mill Creek are actively engaged in the community and committed to making it a great place to live.

Well Maintained Outdoors, Public Spaces and Infrastructure

- Mill Creek is recognized as one of the most walkable cities in Washington.
- Mill Creek's parks, trails and public spaces are well maintained and accessible for all community members.
- Mill Creek's infrastructure is well maintained and trusted by community members.

Framework—Aligning Strategic Vision to Implementation

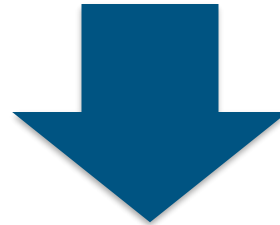
The four guiding themes in the 2040 Vision guide the articulation of 3–5 year priorities

Financial Health/
Economic Vitality

Engaged, Connected
Community

Safe & Clean

Well Maintained
Outdoors



3-5 Year Priorities (3-5 Total)



Key Deliverables for Each Priority
Staged over 3 years



Operational Plans & Timelines



Biennial Budget

STRATEGIC PLAN

Council defines
3–5-year priorities aligned
to Strategic Vision

Staff proposes plan, including definition
of deliverables, staging
and timing to meet each priority

The plan guides budget development
to align execution
to the vision and priorities



Mill Creek's Draft 3-5 Year Strategic Priorities (2025-2028)

Our Strategic Priorities are made in context to making our 2040 Strategic Vision a reality

Council 3-5 Year Priorities

1

Create a Vision and Implementation Plan for the Subarea

2

Approve, Design and Develop a Multipurpose Community Facility (DRCC)

3

Develop a Plan for Financial Viability of the City (Short Term and Long Term)

4

Re-clarify and Meet City Standards for Well Maintained Outdoors and Public Spaces

5

Increase Community Engagement

About the Budget and the Budget Process

The budget is a requirement of State law. The budget, as adopted, constitutes the legal authority for expenditures. The City's budget is adopted at the fund level so expenditures may not legally exceed appropriations at that level of detail. But more than that, the budget process affords both an interesting and challenging opportunity to reassess plans or legislative policies and the means for accomplishing them. It is through this effort that the budget becomes the single most important policy document produced. Much effort is expended to ensure the budget plan will achieve the Major Focus Areas, Goals & Policies of the City Council.

A Policy Document

The budget functions as a policy document in that the decisions made within the budget are designed to reflect the Major Focus Areas, Goals & Policies that guide the actions taken for the future. As a policy document, the budget makes specific attempts to link desired Focus Areas, Goals & Policies directly to the actual day-to-day activities by the City staff.

An Operational Tool

The budget details all of the operations of the City. Activities of each City function and organization have been planned, debated, formalized, and described in the following sections. This process will help to maintain an understanding of the various operations of the City and how they relate to each other and to the attainment of the Focus Areas, Goals & Policies issues of the City Council.

A Link with the General Public

The budget provides a unique opportunity to allow and encourage public review of City operations. The budget describes the activities of the City, the reason or cause for those activities, future implications, and the direct relationship to the citizenry.

A Legally Required Financial Planning Tool

The budget is a financial planning tool, which has been its most traditional use. In this light, the budget is a State law requirement of all cities, as stated in Title 35A RCW. The budget must be adopted as a balanced budget and must be in place prior to the expenditure of any City funds. The budget is the legal authority to expend public monies and controls those expenditures by limiting the amount of the appropriation at the fund level. The revenues of the City are estimated, along with available cash carried forward, to indicate funds available. Staff requests for appropriations comprise the disbursement side of the budget.

How Does the Budget Compare to the Annual Report?

The City prepares an annual financial report in conformance with the Budget and Accounting Reporting System (BARS) as prescribed by the Washington State Auditor's Office under RCW 43.09.20. The budget is prepared using the same basis of accounting i.e. cash basis. The cash basis of accounting means that revenues are recognized when they become both “measurable” and “available to finance expenditures of the current period.” In 2004, the City changed from a modified accrual basis to the cash basis form of accounting.

The Budget Process



Strategic Retreat – Policies and goals are ongoing year-round. In January – February, City Council conducts strategic retreat and priority-setting process with the City Manager, departments directors and the public. Considerations include status of ongoing programs or projects, surveys, opportunities, timelines and challenges.

Budget Development - Budget preparation begins in July, with projection of City reserves, projected revenues, expenditures and financial capacity. It is with this groundwork that departmental expenditure requests are made in consideration of base service levels and priorities. City Manager and department directors review and deliberate on the requests considering the priorities and available resources.

Proposed Budget – City Manager presents the complete financial program of the city for the ensuing biennial budget year to City Council on or before October 1. City Council evaluates the proposed budget meet the goals and objectives of the City and determines if available resources are sufficient to meet the budget requests. A series of study sessions occurs in October to examine the budget in detail.

Preliminary Budget - The preliminary budget incorporates revisions or additions as directed by City Council or as recommended by the City Manager based on updated information. City Clerk publishes a notice of preliminary budget and public hearing date, time and place. The Council holds formal hearings on the preliminary budget in November.

Final Budget – Following final public hearing, City Council adopts the budget by ordinance. Appropriations are authorized on a fund level and shall be limited to the total estimated revenues and the unencumbered fund balances estimated to be available at the close of the current fiscal year. The budget also includes authorized positions and salary schedules. The final budget is issued as a formal published document.

Reporting and Monitoring - The budget and its policies are implemented through the individual departments and the accounting controls of the Finance Department. The budget is monitored by a reporting system consisting of monthly reports to the department directors and division supervisors. Financial reports are issued by the Finance Department and compare actual expenditures and revenues with the budget. In these reports, financial data is presented at the same level of detail as the final budget. Financial reports are submitted to the City Council monthly.

Amending the Budget - The budget can be amended at any time during the biennium. If the modification increases or decreases the fund total, the budget adjustment must be approved by City Council by adopting an ordinance. City Manager is authorized to approve appropriation transfers within departments and within individual funds as required to provide efficient and economical services, if the total fund appropriation authorized by the City Council is not exceeded.

2027-2028 Budget Calendar

Date (Yr 2026)	Budget Process/Step	Notes
Feb 10 & 24	City Council Strategic Planning Retreat – Annexation Study	Council Meetings
Mar 3	Proposed Budget Calendar	Council Meeting
Mar - May	As needed: Council discussion of budget priorities, 6-year Capital Improvement Plan update and financial forecasts.	Council Meetings
June	Departments prepare and submit detailed estimates of revenues and expenditures for ensuing biennial year	Staff
July – August	Finance compile and prepare the preliminary budget package	Staff
Sep 22	- City Manager 2027/2028 Proposed Biennium Budget Package: CM Budget Message, Fund Summaries, Dept Requests, Capital and Reserves (RCW35A.34.070) - Preliminary 2027-2032 Capital Improvement Plan	Council Meeting
Oct 6	Council Budget Study Session 1 of 3 (Non-General Fund)	Council Meetings
Oct 13	Council Budget Study Session 2 of 3 (General Fund)	
Oct 27	Council Budget Study Session 3 of 3 on Preliminary 2027 Property Tax Levy 2027-2032 Capital Improvement Plan	
Nov 3	First Public Hearing on: Preliminary 2027/2028 Biennium Budget (RCW35A.34.090) Preliminary 2027-2032 Capital Improvement Plan Proposed 2027 Property Tax Levy	Council Meeting
Nov 10	- Final Public Hearing on: 2027/2028 Biennium Budget (RCW35A.34.080) 2027-2032 Capital Improvement Plan 2027 Property Tax Levy - Adoption of Ordinance relating to 2027 Property Tax Levy	Council Meeting
Nov 25	Submit 2027 Property Tax Levy Certification and Resolution/Ordinance to Snohomish County Assessor's Office	Staff
Dec 1	Adoption of Ordinances relating to: 2027/2028 Operating and Capital Biennium Budget 2027-2032 Capital Improvement Plan	Council Meeting

BUDGET ASSUMPTIONS

	Basis
<u>Revenues</u>	
Property Taxes	Statutory 1% increase YOY
Sales Taxes, Licenses & Permits, Building Permits	2% growth YOY
Utility Occupation Tax	For 2027, 2 times 2026 estimated actual. Thereafter, 2% YOY.
Leasehold Excise Tax, Franchise Fees, Law Enforcement Services, Field Rentals, Lease Revenues	3% increase YOY
Vehicle License Fees	Based on DOL estimated vehicle count 14,531 at \$20/vehicle.
PUD Privilege Tax	5% increase YOY
State-Shared Revenues: Liquor Profits, Liquor Excise Tax, Criminal Justice Population & Special Programs, Gas Tax & Increased MVFT, Multimodal Distribution	Based on MRSC 2027 Budget Suggestions
Grants	DOC Climate Change grant \$200K of \$500K will be reimbursed in 2027
REET 1 and REET 2	-1% in 2027 and -1% in 2028 based on ERFC forecast for current and 2027-2029 biennium.
Surface Water Fees	6% YOY growth assuming 3 yr interfund loan would be replaced with longer-term financing option
Passport Fees	Based on projected applications, 12,142 in 2027 and 11,429 in 2028. Declining due to new online application portal launched by Dept of State and expanded hours by other agencies.
Passport Photo	Estimated 25% of applications per year.
Recreation Fees	Equivalent to 100% of budgeted instructor payments
Road Mitigation Fees	\$100K annually
Investment Interest	3.3% (2027) and 2.9% (2028) Per Economic Revenue Forecast Council (ERFC) 6/2026 Revenue Review 3-mo T-Bill Rates
Judgement & Settlements	Based on national opioid settlement distribution schedule

BUDGET ASSUMPTIONS

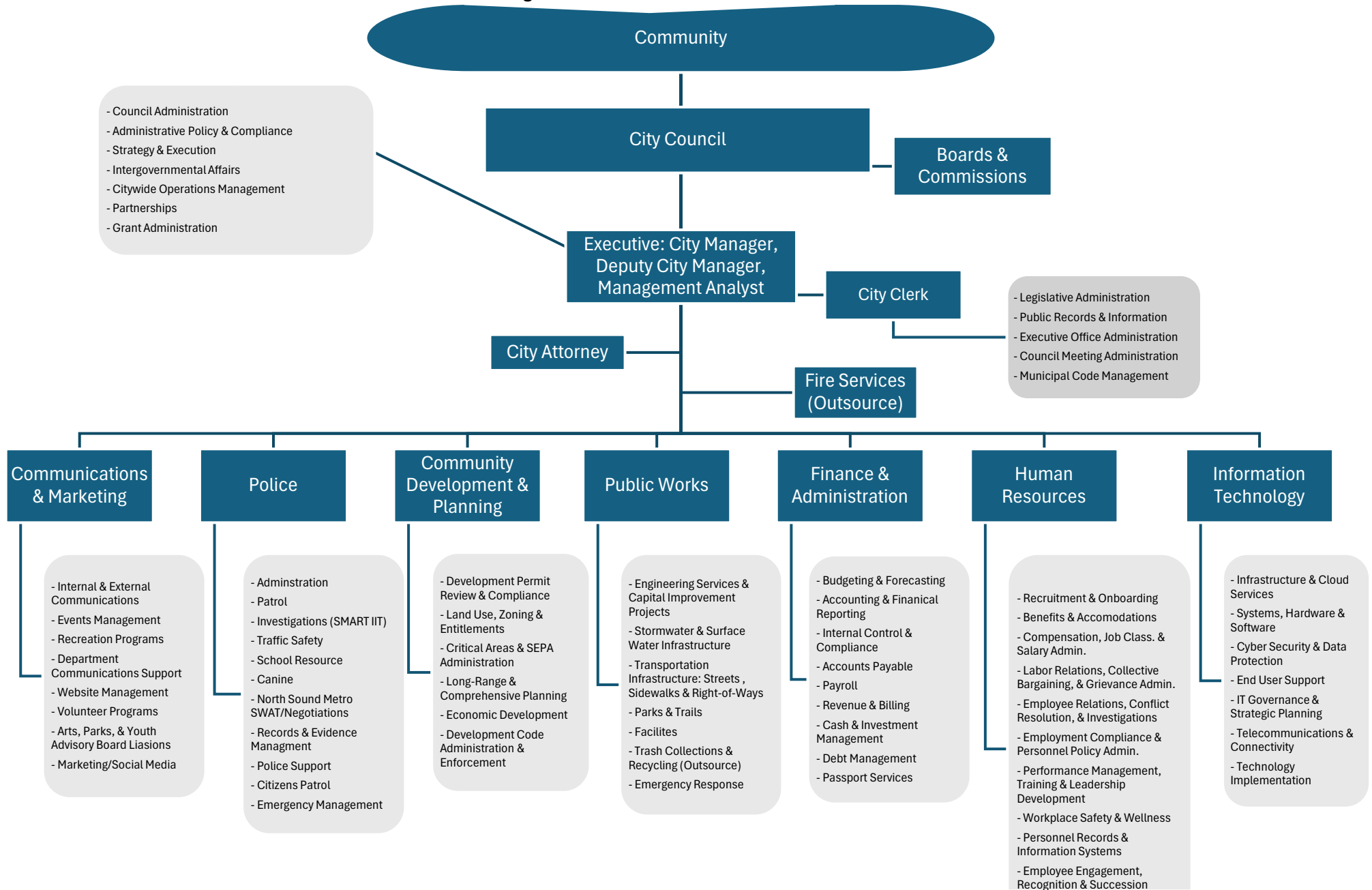
	Basis																																																																																										
Expenditures																																																																																											
Salaries	COLA - 3% (2027) based on CBAs and average CPI-Seattle (2028) Merit between 4% - 7% based on respective salary schedules																																																																																										
Overtime	Approximately 2% of base salary (AFSCME) and 15% of base salary (Guild)																																																																																										
Longevity	Between 2% - 6% based on CBAs and Personnel Manual																																																																																										
Pension Employer Rate	WA DRS effective 7/1/2025 5.32% - LEOFF 2 and 5.58% - PERS 2/3																																																																																										
Medical	12% increase (2027) based on 2% wellness discount on Regence premium rate increase (11-14%) AWC September 2026 and 10% (2028)																																																																																										
Dental	2% (2027) AWC September 2026 and 1.5% (2028)																																																																																										
Vision	0% change																																																																																										
OPEB	\$15,000 annually for 1 eligible retiree																																																																																										
PFML	0.30% of Total Salary																																																																																										
Workers' Comp Insurance	Depending on classification ranges from 0.27% - 2.75% of Total Salary																																																																																										
General Liability, Auto, Property, Boiler/Machinery and Cyber	2027 - 28% increase for General Liability; -10% for Auto & Property; and 5% for boiler/machinery and crime (Preliminary assessment provided by WCIA) 2028 - 14% increase estimated																																																																																										
Jail	Assumed utilization of 3 ILA for jail services with Snohomish County Corrections, City of Lynnwood and Kittitas County. <table><tr><th colspan="6">Rates</th></tr><tr><th></th><th>Yr 2026</th><th></th><th>Yr 2027</th><th></th><th>Yr 2028</th></tr><tr><th></th><th></th><th>% increase</th><th>\$ increase</th><th>% increase</th><th>\$ increase</th></tr><tr><td colspan="6">Snohomish County Corrections</td></tr><tr><td>Booking</td><td>\$151.61</td><td>133%</td><td>\$353.61</td><td>4%</td><td>\$369.09</td></tr><tr><td>Housing</td><td>\$210.99</td><td>26%</td><td>\$266.71</td><td>2%</td><td>\$271.97</td></tr><tr><td>OT Supplement</td><td>\$0.00</td><td></td><td>\$32.78</td><td>3%</td><td>\$33.80</td></tr><tr><td>Video Court</td><td>\$251.12</td><td>31%</td><td>\$328.24</td><td>3%</td><td>\$338.41</td></tr><tr><td colspan="6">City of Lynnwood</td></tr><tr><td>Booking</td><td>\$103.00</td><td>8%</td><td>\$111.24</td><td></td><td></td></tr><tr><td>Housing</td><td>\$203.94</td><td>7%</td><td>\$218.22</td><td></td><td></td></tr><tr><td>Video Court</td><td>\$100.00</td><td>0%</td><td>\$100.00</td><td></td><td></td></tr><tr><td colspan="6">Kittitas County</td></tr><tr><td>Housing</td><td>\$110.00</td><td>0%</td><td>\$110.00</td><td></td><td></td></tr><tr><td>Specialized Housi</td><td>\$220.00</td><td>0%</td><td>\$220.00</td><td></td><td></td></tr></table>	Rates							Yr 2026		Yr 2027		Yr 2028			% increase	\$ increase	% increase	\$ increase	Snohomish County Corrections						Booking	\$151.61	133%	\$353.61	4%	\$369.09	Housing	\$210.99	26%	\$266.71	2%	\$271.97	OT Supplement	\$0.00		\$32.78	3%	\$33.80	Video Court	\$251.12	31%	\$328.24	3%	\$338.41	City of Lynnwood						Booking	\$103.00	8%	\$111.24			Housing	\$203.94	7%	\$218.22			Video Court	\$100.00	0%	\$100.00			Kittitas County						Housing	\$110.00	0%	\$110.00			Specialized Housi	\$220.00	0%	\$220.00		
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Sno11 Dispatch	6.3% (2027) and 1% (2028)																																																																																										
Legal Costs	17% increase in the biennium to support two CBA negotiations (\$120K); City Attorney services (\$105K); and prosecution and indigent defense anticipated contracts (\$91K).																																																																																										
District Court	3% rate increase YOY																																																																																										
Recreation Instructor Payments	Per contract, 70% of recreation fees collected																																																																																										
Utilities	~15% increase in the biennium primarily to account for 12% increase from wholesale water/sewer provider																																																																																										
Overhead Cost Plan Reimbursment	Based on 2025 actuals																																																																																										
Equipment Replacement Contribution	Based on replacement costs of covered assets																																																																																										
Lease Payments	Based on contract																																																																																										
Subscription-Based Information Technology Arrangements (SBITA)	Based on contract increases																																																																																										
Debt Service Payments	Based on amortization schedule of bond or promissory note																																																																																										

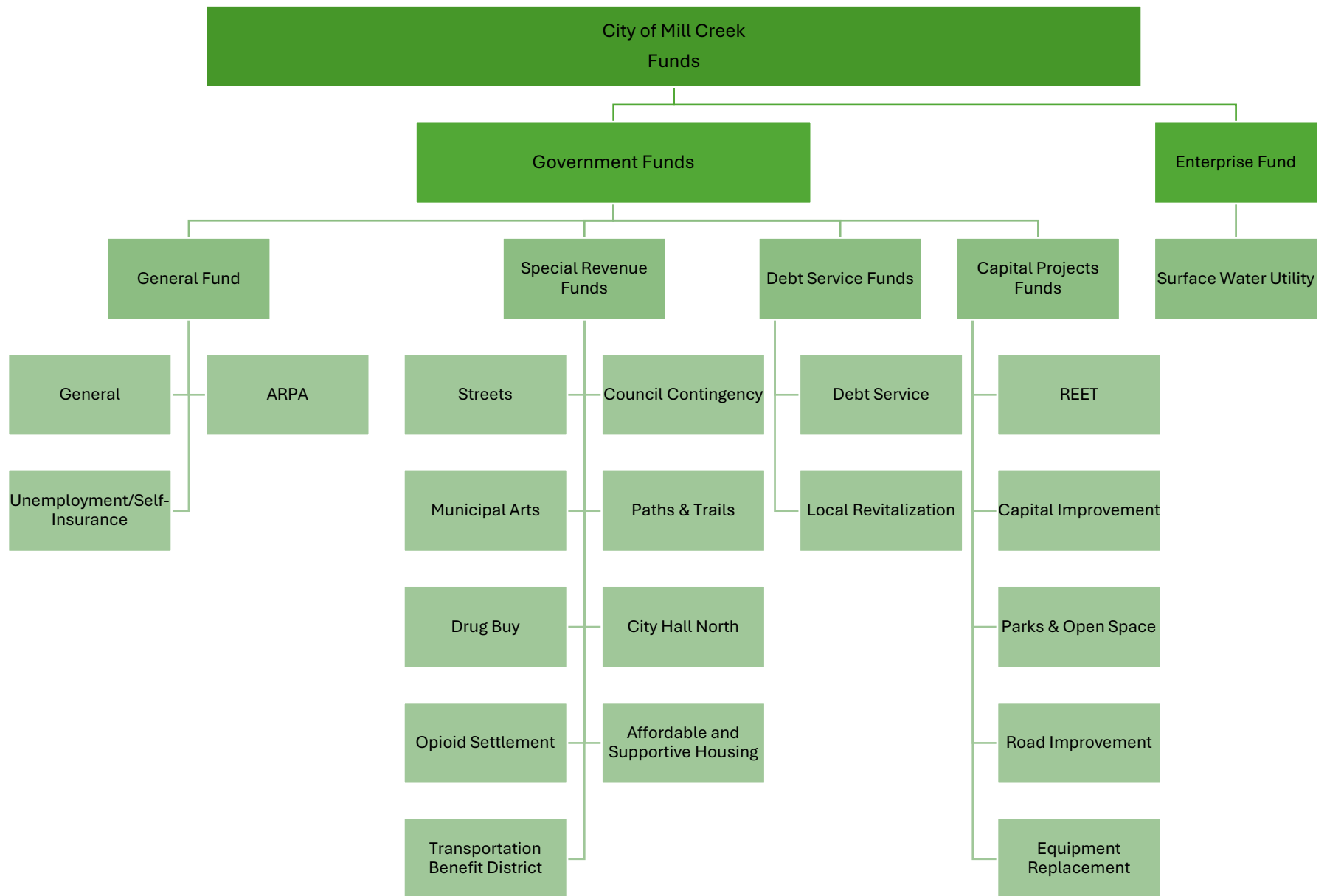


CITY OF
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Organizational Chart & Funds

Organizational Structure & Services





FUND – DEPARTMENT RELATIONSHIP

Fund No.	Fund Title	Legislative	City Manager	Finance	Communications & Marketing	Information Technology	Human Resources	City Clerk	Police	Fire	Non-Departmental	Community Development	Public Works ¹	Recreation	Streets	Capital Improvement	Surface Water
001	General Fund	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
013	ARPA		✓	✓	✓	✓		✓	✓			✓	✓		✓		✓
103	City Streets														✓		
110	Council Contingency Fund	✓															
115	Municipal Arts Fund												✓				
125	Paths & Trails Fund												✓				
130	Drug Buy Fund								✓								
145	City Hall North Fund												✓				
151	Opioid Settlement Fund								✓								
152	Affordable & Supportive Hsng										✓						
153	Transportation Benefit District												✓		✓		
226	Debt Service Fund																✓
227	Local Revitalization Fund										✓						
314	Real Estate Excise Tax Fund															✓	
316	Capital Improvement Fund															✓	
317	Parks & Open Space Capital Imp															✓	
318	Road Improvement Fund														✓	✓	
401	Surface Water Utility																✓
509	Equipment Replacement Fund					✓			✓		✓	✓	✓		✓		
521	Unemployment Compensation/Self Insurance										✓						

¹ Includes Facilities and Parks

Fund Descriptions

A “fund” is a separately maintained set of accounting records. Each fund has its own purpose and is like an individual line of business. A fund accounts for its own revenues, expenses, assets and liabilities. Funds are generally created to account for monies for a specific purpose or by rules promulgated by the accounting profession.

General Fund (001) - Provides general purpose governmental services such as police, fire, park maintenance, general administration and facilities maintenance. Major sources of revenue are property taxes, sales tax and utility occupation tax.

ARPA (013) – City’s share of the State and Local Fiscal Recovery Fund (SLFRF) Grant program enacted under the American Rescue Plan Act of 2021 (ARPA) to address immediate emergency needs related to the losses stemming from COVID-19 pandemic. There are four broad eligible uses of the SLFRF funds -respond to public health emergency or its negative economic impacts; provide premium pay for essential workers; support government services to the extent of the revenue losses; and investments in water, sewer, or broadband infrastructure.

Streets (103) – Primary sources are State-shared motor vehicle fuel taxes (MVFT) and multimodal revenues, which are direct appropriations from the State’s Transportation Fund, distributed on a per capita basis. These funds are used for maintenance and repair of City streets, street lighting, sidewalks, and traffic control devices.

Council Contingency (110) – This fund was established pursuant to RCW 35A.34.250 and is used to accumulate monies for emergencies or unanticipated needs of the City. Per RCW 35A.34.260, this fund cannot exceed \$0.375 per \$1,000 of the assessed valuation. The City Council has the authority to maintain or dissolve this fund.

Municipal Arts Fund (115) - Contains monies dedicated for the selection, acquisition and/or installation of art work (Ordinance 2007-661). Per Mill Creek Municipal Code Chapter 3.28, at least one percent of the total project cost for certain municipal construction projects are to be transferred from the originating department or fund to this special fund. The City Council has the authority to maintain or dissolve this fund.

Paths and Trails (125) - RCW requires the City to earmark 0.42% of funds received from MVFT for paths and trails program. These funds are restricted and reserved for these particular uses.

Drug Buy Fund (130) – Previously referred to as the Special Investigation Fund (MCMC 3.38). RCW 69.50.505 requires that funds collected or received as a result of drug-related seizures and confiscations of properties must be expended pursuant to Uniform Controlled Substances Act.

City Hall North (145) - Formerly known as the 15720 Main Street Property Fund. On June 30, 2005, the City purchased the property and building at 15720 Main Street. This fund was created to account for the revenues and expenditures related to building lease activity and ongoing operations and improvements of that property. The reserves in this fund are available for any purpose by transfer to another fund.

Opioid Settlement (151) - In 2022, the City entered into the One Washington Memorandum of Understanding (MOU) between Washington municipalities which established the regional structure, allocation, purpose/use of the funds received from the opioid settlements. This fund was created in 2023 to account for the City's share (0.1227939546%) of the opioid settlement fund and all interest accruing and its approved uses as set forth in the agreement.

Affordable & Supportive Housing (152) – Authorized by Substitute House Bill 1406, adopted Ordinance 2019-858, authorizing the maximum capacity of sales and use tax credit available. Revenues may only be used for affordable and supportive housing programs (RCW 82.14.530). The tax imposed expires twenty years after the date on which the tax is first imposed.

Transportation Benefit District (153) – Established by Ordinance 2025-940 on November 25, 2025. This fund was created to receive all revenues authorized under MCMC 2.24.030 including accrued interest earnings, and expenditures for approved purposes set forth in MCMC chapter 3.24.

Debt Service Fund (226) - This fund is used to account for principal, interest and related costs on the City's voted and non-voted general obligation debt. In June 2019, the City issued limited tax general obligation bonds for \$3,322,000 for surface water capital improvements and other capital improvements. Ongoing debt service payments are funded by transfers from the Surface Water Utility Fund.

Local Revitalization (227) - In 2010 the City applied for support to fund the East Gateway Planned Urban Village (EGUV) under the Local Revitalization Financing (LRF) Program. This program allows the City to recapture a portion of the sales tax collected by the State to repay bonds or loans secured by the City for the public improvement. Funding was forfeited in 2022 and any monies accruing here must be refunded to the State.

Real Estate Excise Tax (REET) (314) – Taxes levied on all sales of real estate. REET 1 is a 0.25% REET tax primarily for capital projects and limited maintenance. REET 2 is an additional 0.25% REET primarily for capital projects and limited maintenance but may only be fully imposed by cities that are fully planning under Growth Management Act (GMA). This capital fund was established to account for REET proceeds as provided by RCW 82.46.030(2). Transactions reported here are the annual distributions needed to the Parks and Open Space; and Road Improvement Capital funds to fully or partially finance eligible projects or maintenance costs.

Capital Improvement (316) - This fund was established to finance capital improvements and facilities as designated from time to time by the City Council. Primary source of revenue is 1/3

of the General Fund's surplus. Funds may be used for capital improvement costs which may include acquisition, development, engineering, architectural, or other related costs.

Parks and Open Space Capital (317) – Created in 1988 for purpose of acquisition and/or development of parks. Sources of revenue are park mitigation payments by developers and REET. Park mitigation money can only be spent on park capital improvements; remaining REET funds can be used for any other REET eligible project.

Road and Improvement Capital (318)- This fund supports the streets, road and transportation capital projects identified in the CIP plan that would expand, enhance or extend the life of our roads and streets infrastructure. Typical projects include road and intersection improvements; pavement preservation on arterial streets and highways; pedestrian and bicycle access improvements and bridges. Funding sources primarily are REET transfers, grants, and transportation mitigation fees, which the City has been collecting since 2000.

Surface Water Utility (401) – The Surface Water Utility Fund was established by Ordinance 99-474 to provide permanent financing to adopt and implement surface water management programs as well as the acquisition, installation, addition, improvement, replacement, repair, modification, maintenance and operations of surface water facilities. It is classified as an enterprise fund. Source of funds are user fees billed to all properties in the City based upon Equivalent Surface Unit (ESU). Reserves in this fund can only be spent for surface water purposes.

Equipment Replacement (509) – The fund was intended to accumulate monies to replace City-owned vehicles, equipment and other major assets. Individual fund/departments owning and operating vehicles/equipment pay into this fund based upon straight-line depreciation.

Unemployment Compensation/Self Insurance (521) – A reserve fund setup to pay the cost of unemployment claims for which the City is self insured; and to cover insurance deductibles for property and auto insurance.



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Budget Narrative

Introduction

The City's Operating and Capital Improvement Projects Plan (CIP) Budget serves as a policy document, financial plan and spending authorization. These are adaptable documents which may be amended by the City Council during the year to address unforeseen and/or unanticipated events and/or to support priority or policy changes.

The City Manager's Proposed 2027-2028 Biennium Budget is a balanced budget, which means the City's projected available resources are sufficient to cover the proposed expenditures. It is presented to City Council for consideration. Study sessions are scheduled in the following months to discuss and to address questions, concerns and/or changes to the proposed spending plan.

Since the November-December 2025 mid-biennium budget exercise, City Council adopted several pieces of legislation that have both immediate and future budget implications as follows:

- 2026 Property Tax levy rate increase of 5% over previous year (as approved in Ordinance 2025-937).
- Imposed of 5% utility occupation tax on every person engaged in the gas, light or power, water, sewerage, solid waste collection, telephone, cellular telephone, and cable business activities. In addition, there was a 5% use tax for natural or manufactured gas (as approved in Ordinance 2025-939).
- Established a Mill Creek Transportation Benefit District (TBD), which shares the same boundary as City limits (as approved in Ordinance 2025-940).
- Unified framework for fee administration through the creation of a master fee schedule (as approved in Ordinance 2025-943 and Resolution 2025-810).
- Assumed the rights, powers, immunities, functions and obligations of the TBD (as approved in Ordinance 2026-944).
- Established the annual vehicle license fee for the TBD (as approved in Ordinance 2026-946).
- Increased the Citywide Catch Basin Repair Project by \$2,960,000 and authorized an interfund loan between the Real Estate Excise Tax (REET) Fund and Surface Water Utility Fund to provide interim financing for the \$7 million dollar Catch Basin Repair Project (as approved in Ordinance 2026-949 and 2026-950).
- Adopted the South Town Center Subarea Master Plan (as approved in Ordinance 2026-952).
- Re-allocated Revitalization, Preservation and Beautification (RPB) funds to purchase a tandem axle truck and accompanying snow equipment attachments (as approved in Resolution 2025-804).
- Implemented a service or convenience fee on credit card transactions (as approved in Resolution 2026-812).
- Approved the 2025-2027 Collective Bargaining Agreement (CBA) with the Mill Creek Police Officers' Guild (as approved in Resolution 2026-815).
- Authorized an interlocal agreement with South Snohomish Fire and Rescue Regional Fire Authority for fire code official services (as approved in Resolution 2026-848).
- Authorized the U.S. Bank custody account (as approved in Resolution 2026-854).

Although ongoing discussions with City Council remain focused on the following 3–5-year strategic priorities, resources for execution have been excluded since final decisions are still pending:

- Approve, design, and develop a Multi-purpose Community Facility, which the City commonly refers to as “DRCC”.
- Develop a plan for financial viability of the City (short-term and long-term) through
 - Potential annexation
 - Long-term financing alternatives for capital programs
- Re-clarify and meet City standards for well-maintained outdoors and public spaces, which can include, but is not limited to:
 - Surface Water NPDES Permit II compliance program
 - 2027-2032 Capital Improvement Project Program; fundamental approach to programming and implementing the capital projects has shifted to a phase-gating strategy in order to provide more input and check-in points with city leadership and City Council.

During this same period, macroeconomics, federal and state policies mandates, and Washington Supreme Court decisions had evolved. The Consumer Price Index (CPI) in the Seattle area was 2.7% in December 2024. As of June 2026, it advanced to 4.5%, reflecting the direct impacts of trade tariffs and the Middle East conflict. Additionally, Washington State’s legislative changes on drug possession (SB 5536 dated May 2023) and impaired driving penalties (SB 1493 effective January 1, 2026) have significant impacts on the City’s public safety budget. New laws require certain services, such as information technology (IT) services, live presentations, advertising, custom software and website development, be subject to retail sales tax (SB 5814 effective October 1, 2025), which have slightly improved the City’s sales tax revenues. In recent years, multi-million-dollar verdicts in civil litigations, erosion of defenses and immunities for public entities have pushed the State’s cost of coverage for self-insurance. Impacts of these have been anticipated, planned, and are reflected in the year-end estimates and ensuing biennium budget.

Estimated Actuals for 2025-2026

The 2025-2026 budget focused on advancing the 2040 Strategic Vision and the 3–5-year strategic priorities (as adopted in Resolution 2024-724). Key financial viability measures were successfully implemented, such as the 5% utility occupation tax, the creation of a master fee schedule, establishment of a Mill Creek Transportation Benefit District (TBD), and imposition of a \$20 vehicle tab license fee to support street maintenance and capital improvement. Most recently, the City Council has adopted the South Town Center Subarea Master Plan to prepare for future growth and development to take place in this important urban anchor.

The 2025-2026 projected revenues include a 5% property tax levy rate increase (equivalent to \$223K), a 5% utility occupation tax, effective on June 1, 2026, (~ \$861K), an impact of the revised master fee schedule (~\$81K), and a \$20 vehicle tab license fee effective July 2026 (~ \$122K). It also reflected federal, state and county grant reimbursements in an amount of \$1.7 million from various programs and capital projects.

2025-2026 estimated expenditures represents over \$10.2 million spending for capital projects, which include the City Hall North building roof repair (\$700K); Veterans Memorial/Library Park

Rehabilitation project (\$609K); the city-wide sidewalk repair and replacement initiative (\$1.5 million); the pavement preservation project (\$1.8 million); the Trillium Blvd and Silver Crest Drive road rebuilding designs (\$593K); and the surface water compliance initiative (\$4.9 million). The estimated results at December 31, 2026, for all funds will be a net decrease in resources of \$6,581,370, with the General Fund expected to have excess expenditures over revenues of \$2,952,075, largely due to public safety costs and the completion of several RPB projects. In 2023-2024, around \$4.4 million of public safety salaries were funded by one-time ARPA funds.

Fund	Fund Title	2025/2026			Estimated Fund Balance, 12/31/2026	2027-2028		Projected Fund Balance, 12/31/2028
		1/1/2025 Available Resources	Estimated Revenues	Estimated Expenditures		Budget Revenues	Budget Expenditures	
001	General Fund	13,385,960	26,744,994	29,761,658	10,369,296	30,539,852	31,756,986	9,152,162
013	ARPA	16,776	1,512	18,288	0	0	0	0
103	City Streets Fund	22,881	1,222,838	1,228,319	17,401	1,446,506	1,446,490	17,417
110	Council Contingency Fund	66,669	5,286	1,626	70,329	3,500	20,000	53,829
115	Municipal Arts Fund	29,285	2,315	876	30,724	7,832	20,000	18,556
125	Paths & Trails Fund	14,391	8,097	0	22,488	15,820	10,000	28,308
130	Drug Buy Fund	17,701	4,899	5,382	17,218	500	12,000	5,718
145	City Hall North Fund	715,981	536,021	526,726	725,275	542,335	424,757	842,853
151	Opioid Settlement Fund	188,149	83,033	4,044	267,138	77,676	40,000	304,814
152	Affordable & Supportive Hsng	128,386	62,994	0	191,380	59,747	0	251,127
153	Transportation Benefit District	0	122,142	114,000	8,142	590,640	565,750	33,032
226	Debt Service Fund	0	526,503	526,503	0	526,324	526,324	0
227	Local Revitalization Fund	305,749	24,367	0	330,116	9,000	339,116	0
314	Real Estate Excise Tax Fund	7,781,625	3,023,203	0	10,804,827	3,553,185	8,635,000	5,723,012
316	Capital Improvement Fund	2,207,062	854,227	1,003,436	2,057,853	105,000	1,617,784	545,069
317	Parks & Open Space Capital Imp	757,489	746,931	885,008	619,412	2,031,800	2,406,232	244,980
318	Road Improvement Fund	7,119,269	1,541,385	5,159,343	3,501,311	4,175,400	7,587,420	89,291
401	Surface Water Utility	7,455,396	5,414,474	8,611,935	4,257,936	8,558,467	12,504,033	312,370
509	Equipment Replacement Fund	1,619,765	675,234	380,437	1,914,562	614,769	764,680	1,764,651
521	Unemployment Compensation/Self Insurance	21,877	20,000	38,833	3,044	50,000	50,000	3,044
TOTAL		41,854,411	41,620,455	48,266,414	35,208,452	52,908,353	68,726,571	19,390,234

At December 31, 2026, the General Fund is projected to have a fund balance of \$10,369,296; including the remaining RPB allocation which will carry over into 2027-2028 to fund these projects consist of:

Project ID	Project Name	Roll-Over to 2027/2028
2023-890-01	Street Light LED Upgrade	\$110,000
2023-890-02	City Entrance Wayfinding Signage	\$89,728
2023-890-05	Landscape Redesign & Revitalization	\$225,612
2023-890-07	Roadway Safety Supplies & Equipment	\$21,354
2023-892-01	Park Maintenance Amenities	\$60,540
2023-892-04	Citywide Park Tree Plan	\$25,000
2023-892-05	Street Tree Policy & Plan	\$74,204
2023-892-06	GIS System	\$113,463
2023-892-08	Parks & Recreation Board Projects	\$50,000
2023-892-09	Arts & Beautification Board Projects	\$40,000
Total		\$809,901

The net fund balance of \$9,559,395 is subject to the City's Reserve Policies, which stipulate:
a) the minimum General Fund reserve balance equivalent of 15% of ensuring biennium revenues or \$4,580,978; and

b) a third of the General Fund surplus (approximately \$1,681,000) should be transferred to the Capital Improvement Plan (CIP) Fund.

After the transfer to the CIP Fund, the General Fund surplus may remain in the operating fund to be appropriated and used to fund one-time operations and capital expenditures, only if all current expenditure obligations and reserve requirements are met. Additionally, the city must have determined that revenues for the ensuing biennium are sufficient to support budgeted General Fund operations.

The City has taken initial steps to analyze and evaluate long-term financing options to support certain capital projects. The proposed 2027-2032 Capital Improvement Project Plan contains projects with estimated costs of about \$165 million, of which only around \$20 million (12%) could be funded with current available resources. In addition, there are nine (9) non-programmed projects with estimated funding requirements of \$79 million. The process may require that the City obtain a bond rating; ideally, a high rating to lower the interest rate of a public bond issuance, which would save taxpayers in the long-term. A key factor in this evaluation is the unrestricted cash policy. Moreover, there are approximately \$4.6 million in unfunded requests (Appendix). Careful consideration should be made on how to invest General Fund surplus.

ECONOMIC OVERVIEW

Since March 2026, U.S. inflation has been above 3%, primarily caused by federal policies on trade tariffs and the Middle East conflict; the subsequent closure of the Strait of Hormuz, a key oil shipping route, caused energy prices to spike significantly. Experts are also assessing the near and long-term impacts of AI-related buildout investments. The Federal Reserve has maintained the federal funds rate at 3.50% - 3.75% since December 2025, when it was lowered from 3.75% - 4.00%.

According to the Economic Revenue Forecast Council's (ERFC) June 2026 Revenue Review, the economic outlook through 2029 is slow. The State's employment growth forecast is averaging 0.8% per year from 2027 through 2031, while nominal personal income averages 5.2% per year for the same period. The housing market has weakened due to affordability constraints.

BUDGET OVERVIEW

At the beginning of 2027, the estimated available resources from all funds are \$35.2 million. For the ensuing biennium, preliminary total revenues and expenditures including \$12.2 million of Transfers-in/Transfers-out are at \$52.9 million and \$68.7 million, respectively.

Fund Groups	<u>2025/2026 Estimated Actual</u>			Estimated Fund Balance, 12/31/2026	<u>2027/2028 Preliminary</u>		Projected Fund Balance, 12/31/2028
	1/1/2025 Available Resources ¹	Estimated Revenues	Estimated Expenditures		Budget Revenues	Budget Expenditures	
General *	\$13,402,736	\$26,746,506	\$29,779,946	\$10,369,296	\$30,539,852	\$ 31,756,986	\$ 9,152,162
Special Revenue	\$ 1,183,443	\$ 2,047,625	\$ 1,880,973	\$ 1,350,094	\$ 2,744,556	\$ 2,538,997	\$ 1,555,653
Debt Service	\$ 305,749	\$ 550,870	\$ 526,503	\$ 330,116	\$ 535,324	\$ 865,440	\$ 0
Capital Projects	\$17,865,446	\$ 6,165,745	\$ 7,047,787	\$16,983,404	\$ 9,865,385	\$ 20,246,436	\$ 6,602,353
Enterprise	\$ 7,455,396	\$ 5,414,474	\$ 8,611,935	\$ 4,257,936	\$ 8,558,467	\$ 12,504,033	\$ 312,370
Internal Service	\$ 1,641,642	\$ 695,234	\$ 419,270	\$ 1,917,606	\$ 664,769	\$ 814,680	\$ 1,767,695
Total	\$41,854,411	\$41,620,455	\$ 48,266,414	\$35,208,452	\$52,908,353	\$ 68,726,571	19,390,234

Compared to the 2025-2026 estimated actuals, 2027-2028 budget revenues of \$52.9 million are higher by \$11.3 million (27%), while the 2027-2028 budget expenditures of \$68.7 million are higher by \$20.5 million (42%). Transfers In and Transfers Out among funds have the biggest variance - from \$1.6 million (2025-2026 estimated actuals) to \$10.8 million (2027-2028 budget). However, net of the Transfers-In/Out, the 2027-2028 budget revenues are higher by \$1.5 million (or 4%) while the 2027-2028 budget expenditures are higher by \$10.6 million (23%).

GENERAL FUND

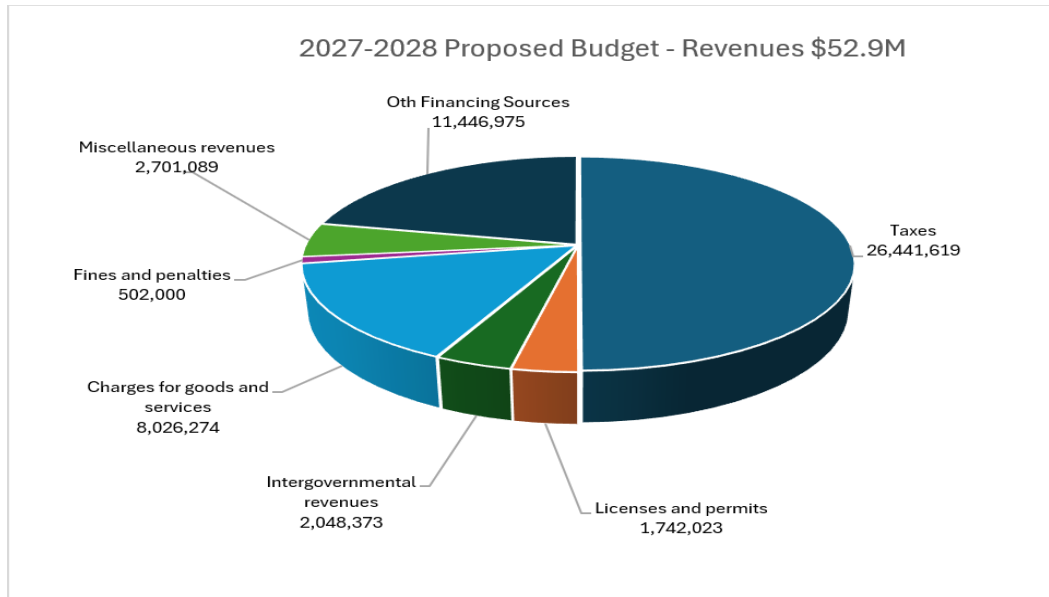
The aspirational goal to maintain the General Fund's annual structural balanced budget continues to be a major challenge. With the actions taken by City Council in November of 2025 – January of 2026 to raise new revenues of around \$2.1 million from property tax increases of \$223K or 5% over the 2025 levy amount; as well as the imposition of a 5% utility occupation tax; the creation of a TBD tax and the adoption of \$20 vehicle tab fee; establishing a master fee schedule with updated reasonable fees; and additional \$160,000 in budget cuts, it is still inadequate to sustain a structurally balanced budget in the ensuing biennium. The year-over-year (YOY) costs of inflation continues to escalate and outpace the City's revenues. Salary and employee benefits (60% of the City's expenditures) are anticipated to increase by 10% in 2027 and another 7% in 2028. Maintenance and Operations (30% of the City's expenditures) for 2027 requires an estimated \$632K (or 15%) more than the 2026 cost net of one-time RPB disbursements. This directly reflects mandates from the State and highlights the uncontrolled rate increases from contracts as follows:

- AWC health benefit costs of medical increasing by 11% - 14% and dental premiums increasing by 2% - 5%;
- WCIA's 2027 preliminary insurance assessments of an increase of \$123K (or 21%);
- Jail contract rates;
- Sno911 assessment increase (~14%);
- District Court fees;
- Legal service fees; and
- Utilities.

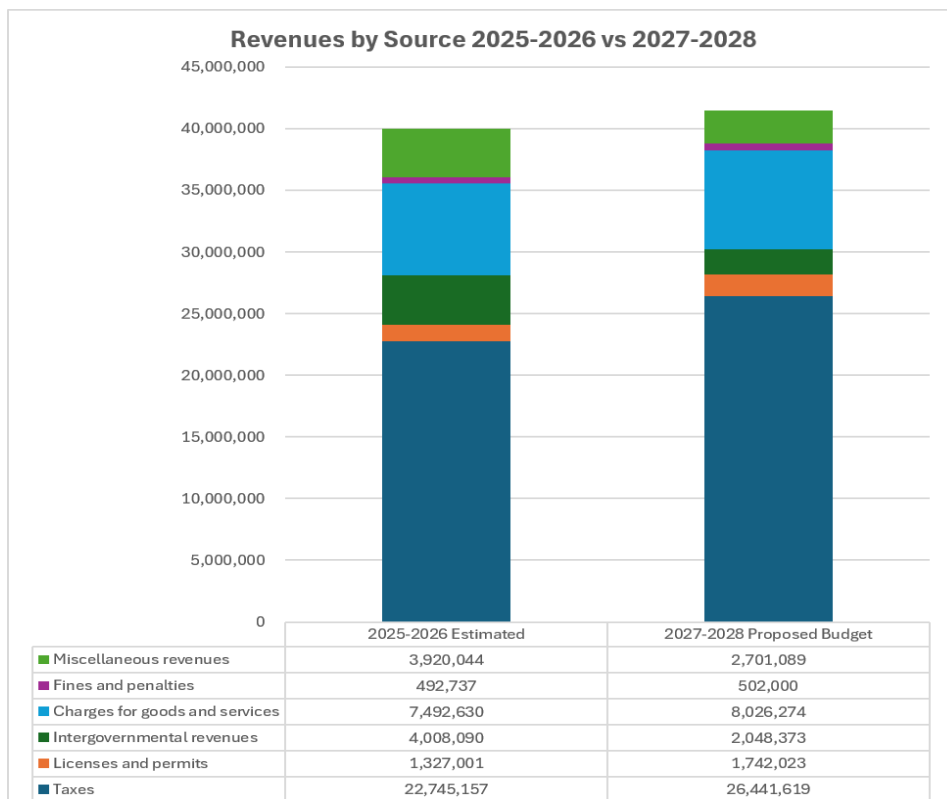
As such, the revenue shortfall for 2027 net of RPB is \$87K while 2028 revenue shortfall is estimated at \$320K. General Fund surplus is recommended to be utilized to balance the budget along with the statutory 1% property tax increase. Several alternatives are available to the City to enhance revenues to maintain base level services expected by the Mill Creek community as we all strive to achieve financial stability.

REVENUES

2027-2028 aggregate revenues of \$52.9 million are comprised of taxes (50%), licenses and permits (3%), intergovernmental revenues (4%), charges for goods and services (15%), fines and penalties (1%), miscellaneous revenues (5%), and other financing sources (22%). Revenue projections were primarily calculated based on historical data and where applicable, certain revenues were estimated based on the assumptions provided by the Washington State Economic and Revenue Forecast Council (ERFC) in June 2026 and Municipal Research and Services Center (MRSC).



Compared to the 2025-2026 estimated actuals, the 2027-2028 proposed revenue budget from all sources, net of other financing sources increased by \$1,475,719 (4%) from \$39,985,659 to \$41,461,378



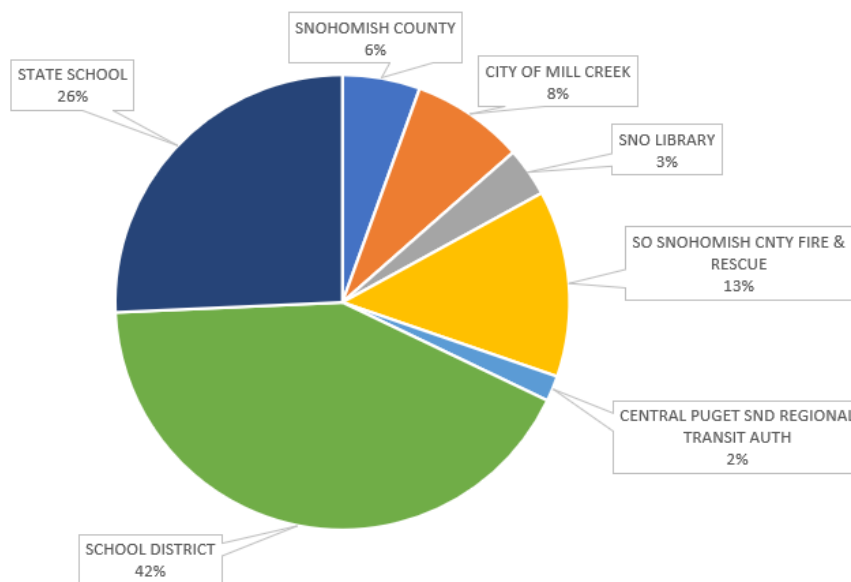
Taxes include property taxes, sales taxes, utility occupation taxes, leasehold excise tax, vehicle license fees, and Real Estate Excise Taxes. The 2027-2028 tax receipts are estimated to increase by \$3,696,462 (16%) over the 2025-2026 estimates primarily due to the full year collections of the

utility occupation tax and vehicle license fees, which were effective June 2026 and July 2026, respectively.

PROPERTY TAX

Annual property tax levy amount assumes a 1% increase YOY. The 2026 estimated property tax of \$4,718,244 includes the approved levy of \$4,646,677 plus new constructions (\$4,272) and administrative refunds (\$67,295). If Council approves the statutory 1% increase, property tax would increase to \$4,765,427 in 2027 and \$4,813,081 in 2028. The levy amount is allocated among property owners using the Citywide (CW) aggregate assessed valuation (AV) as of January 1 of the current year. For instance, for 2026, the City's final CW aggregate AV was \$6,740,035,873 (1/1/2025 valuation) and the authorized levy amount was \$4,718,245 including \$71,567 from new construction and refunds. Therefore, the levy rate per \$1,000 AV is \$0.70 or \$668.01 for a property with an average AV of \$954,300. However, the City is only one of the taxing agencies in the County. For 2026, the average total levy rate in the City of Mill Creek is \$8.734 per \$1000 AV, or \$8,335.33 for a property with an average AV of \$954,300 and is distributed among various taxing agencies as demonstrated in the following chart.

2026 Property Tax Levy Distribution - \$8.734/\$1000 AV (Average Levy)



From 2024 to 2026, the City's average total levy rate per \$1,000 AV has fluctuated as shown below.

District	Tax Years		
	2024	2025	2026
SNOHOMISH COUNTY	\$0.505	\$0.496	\$0.483
CITY OF MILL CREEK	\$0.682	\$0.689	\$0.700
SNO LIBRARY	\$0.324	\$0.315	\$0.304
SO SNOHOMISH CNTY FIRE & RESCUE	\$1.165	\$1.158	\$1.158
CENTRAL PUGET SND REGIONAL TRANSIT AUTH	\$0.165	\$0.164	\$0.159
SCHOOL DISTRICT	\$3.582	\$3.645	\$3.686
STATE SCHOOL	\$2.252	\$2.350	\$2.245
AVERAGE TOTAL LEVY RATE/\$1,000 AV	\$8.675	\$8.816	\$8.734

Factors affecting the annual levy rates are: assessed value YOY changes (7.9% improvement in 2025 over 2024; 5.75% decline in 2024 from 2023 values), the City's annexation of fire and EMS services to the South Snohomish County Fire and Rescue as approved by the voters in April 2022, and two Everett School District (ESD) levies that passed.

The ESD levies are:

- Everett School District No. 2 Prop. 1 Replacement of Expiring Educational Programs & Operations Levy. \$2.20 per \$1,000 AV for 4 years \$65.5M (2023). This replaces the expiring 2018 General Fund educational programs and operations expenses levy; and
- Everett School District No. 2 Prop. 2 Replacement Capital Levy for Safety, Building & Instructional Technology Improvements. This replaces the expiring 2016 Capital Projects Fund Levy.

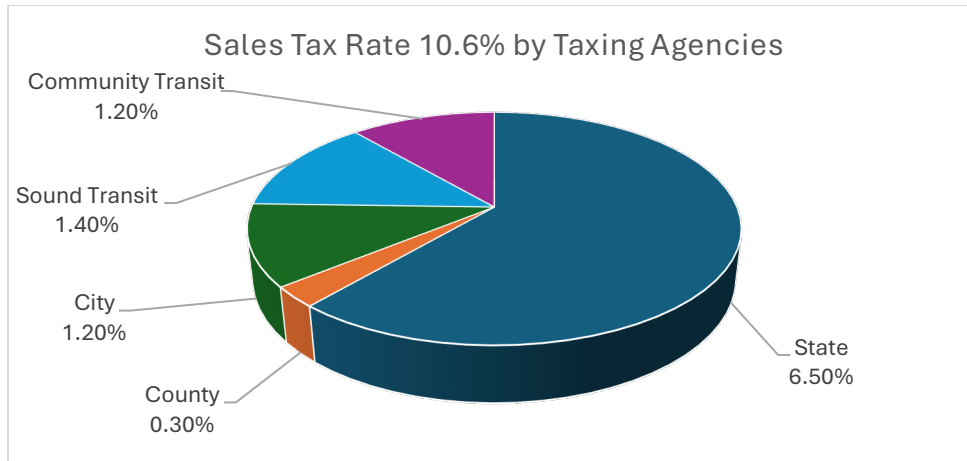
Comparative levy rates and AV from surrounding jurisdiction are found in the Appendix section.

The 2026 property tax levy amount was 5% or \$223,001 over the actual 2025 levy amount exclusive of new constructions, refunds and any increase in value of state assessed property. Despite this increase, the City's banked capacity is approximately \$2.2 million.

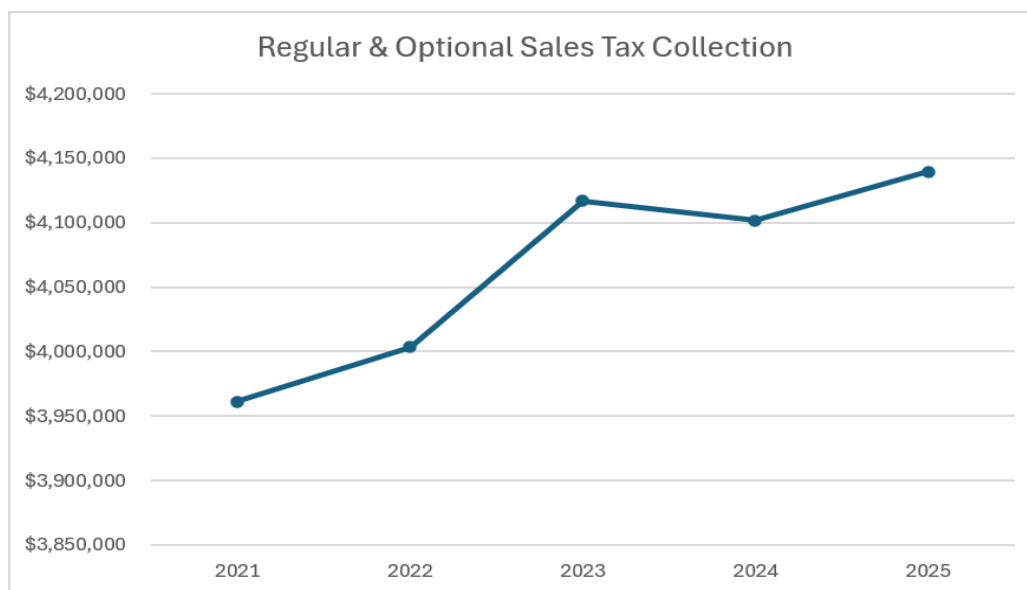
SALES TAXES

Sales Taxes are the City's largest revenue source. 2027-2028 sales tax amounts are based on 2026 projections which reflect increased collections due to services newly subject to retail sales tax such as advertising on the internet, information technology services, custom website development, live presentations, etc. (ESSB 5814 – effective October 1, 2025). The aggregate sales tax revenues assume a modest increase of 2% each year - \$5,343,580 (2027) to \$5,450,451 (2028).

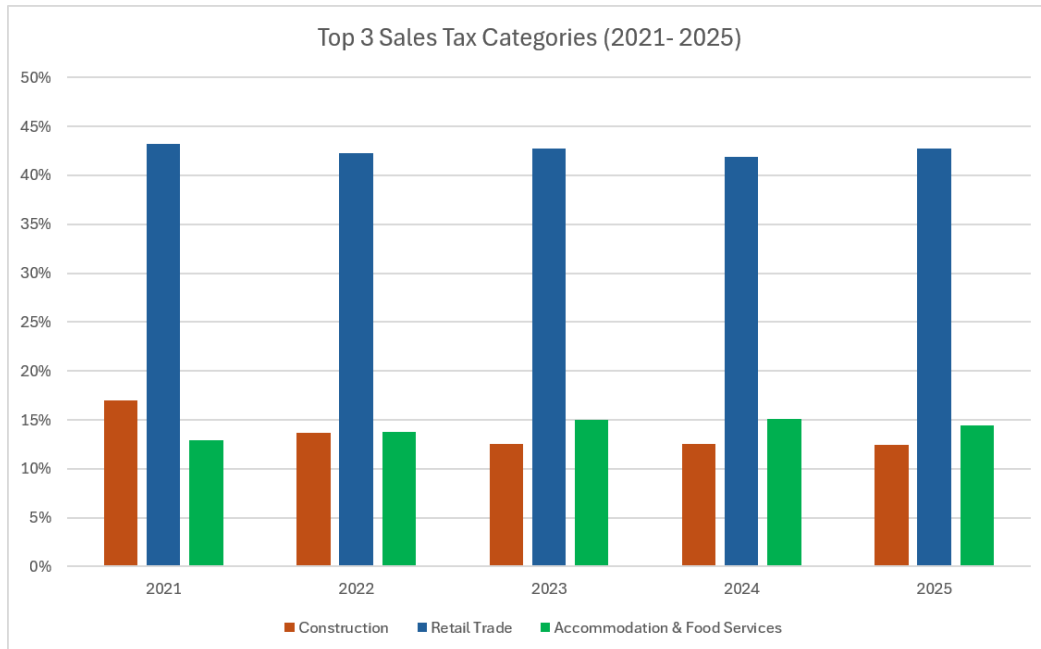
The City's combined sales and use tax rate is 10.6%, similar to cities of Mukilteo and Woodway - second highest in the region behind city of Edmonds at 10.7%. Of this rate, the City receives only 1.20% - first and second half as authorized by RCW 82.14.030 (1) & (2) (1%), plus 0.10% for Public Safety as approved by 67.20% of the voters in the November 2022 General Elections and 0.10% for Affordable Housing per Ordinance 2019-858. The remaining 9.40% is levied by various taxing agencies. Please refer to Appendix for more information on the Sales Tax breakdown.



Based on the City's past 5-year regular and optional sales tax collections from 2021 through 2025, annual receipts show an upward trend. However, the YOY change fluctuates from 1.1% in 2022, 2.8% in 2023, -0.4% in 2024 to 0.9% in 2025. In recent periods, several businesses permanently closed in the City, most notably the Quality Food Centers (QFC) and Starbucks at Town Center in September 2025.



The City's sales tax categories are not well diversified. At least 70% of revenues are generated by 3 primary sectors: Retail Trade (43%), Accommodation & Food Services (14%), and Construction (14%).



UTILITY OCCUPATION TAX

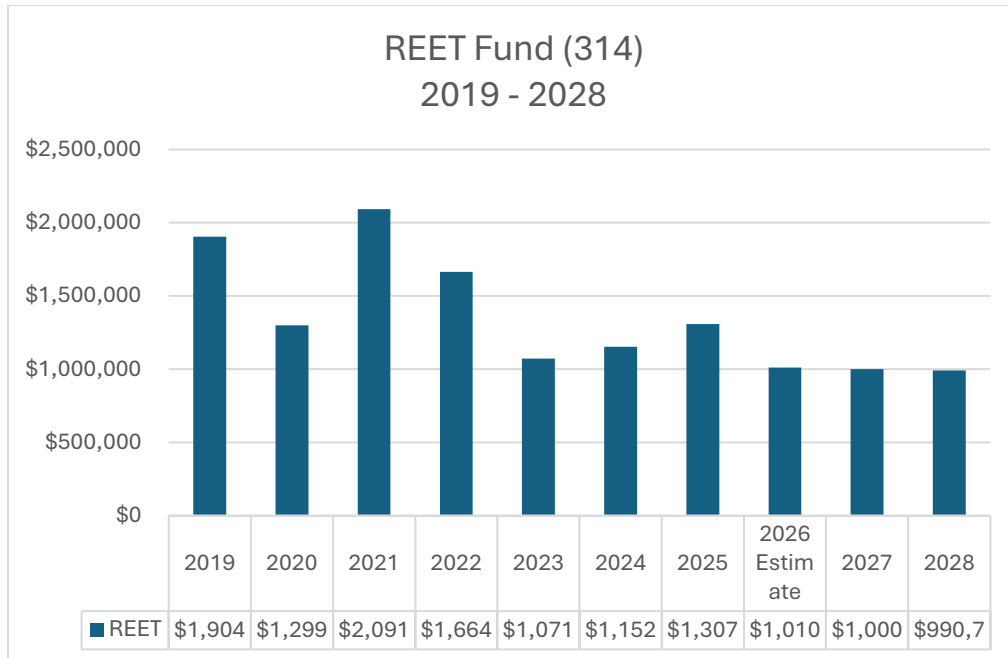
During the 2025-2026 biennial budget deliberations, it became apparent that the City would experience a structural budget shortfall in the General Fund. Several new revenue streams were considered to close the budget gap while maintaining the quality of level of service that residents of Mill Creek expect. On November 11, 2025, City Council approved Ordinance 2025-939 imposing a 5% utility tax effective June 1, 2026, and was expected to generate \$1.4 million. Based on limited actual collections to date, projected receipts were adjusted down to \$861K for 2026.

Future annual collections are estimated to go up to \$1.7 million in 2027 and 2028. This new revenue source is equivalent to around 15% of General Fund taxes.

REAL ESTATE EXCISE TAX (REET)

REET is a levy upon all sales of real estate in the State of Washington unless specifically exempted. Effective January 1, 2020, the State implemented a graduated REET rate structure on the selling price. RCW 82.46 authorizes cities and towns to impose local REET on top of the State rate. REET 1 is a 0.25% REET tax primarily for capital projects and limited maintenance. REET 2 is an additional 0.25% REET primarily for capital projects and limited maintenance.

ERFC is projecting REET to decrease by 1.0% per year in the 2027-2029 biennium. 2026 REET collections in the past eight months are 26% below the 5-year average for the same period; the annual projected receipts would be \$1,010,861. REET 1 and REET 2 collections are estimated to be at \$1,000,754 for 2027 and \$990,746 for 2028.



INTERGOVERNMENT

Intergovernmental revenues are comprised of State-shared revenues, PUD privilege tax and grants. The 2027-2028 proposed budget shows \$2.0 million (49%) drop in biennium revenues compared to 2025-2026 estimates. The 2025-2026 estimates of \$4.0 million includes one-time grant reimbursements from Safe Streets and Roads for All grant (\$160,000), the Washington State Departments of Commerce and Ecology program grants (\$900,000), the State Capital allocations for the City Hall North Roof Renovation (\$499,550), the Veterans Monument Expansion (\$250,260), and the Snohomish County grant for the Library Park Expansion (\$250,000).

State-Shared revenues such as Criminal Justice, liquor and transportation revenues are distributed on a per capita basis to local agencies. Per RCW 43.62.030, the Washington State Office of Financial Management (OFM) shall annually determine the April 1st population of all cities and towns of the state. This OFM population is used by the State to allocate shared revenues. The April 1, 2026, population for the City remains unchanged from 2025 at 21,630. Revenue estimates for 2027-2028 are based on MRSC's July 2026 publication of the 2027 Budget Suggestions. Overall, the City's State-shared allocation decreased by \$30,941 (2%) from \$1,511,539 estimated for 2025-2026 to \$1,480,598 for 2027-2028. PUD Privilege Tax is expected to increase by \$23,031 (10%) from \$213,744 in 2025-2026 to \$236,775 in 2027-2028.

CHARGES FOR GOODS AND SERVICES

Revenues from Charges for Goods and Services of \$8 million are comprised of surface water fees (\$5.1 million), development and building permits (\$658K), passport application fees and photos (\$977K), law enforcement services (\$683K), recreation fees (\$360K), and field and facility rentals (\$248K). The 2027-2028 revenues are expected to grow by at least 7% over the 2025-2026 estimated actuals primarily due to the expected surface water rate increase to provide resources for the NPDES Permit II compliance. General Fund's charges for goods and services are anticipated at \$2.6 million in 2027-2028, which is 14% more than 2025-2026

estimated actual considering the impact of the master fee schedule implementation with updated fees adopted last December 2025.

OTHER REVENUES

Fines and penalties are generated from civil traffic fines, as well as code enforcement fines and penalties. Civil traffic fines are established by the State and approximately 35% of the fines go to the City and the remaining 65% is then remitted to the State and County. Miscellaneous revenues are generally interests earned from the City's investment accounts, lease revenues from the City Hall North Buildings, and credit card processing fees. The 2027-2028 investment earnings is forecasted at \$2.1 million, which is \$1.1 million lower than the current biennium and mainly due to a lower investment rate of return and declining excess cash balance. ERFC anticipates lower 3-month treasury bill rates from 3.8% to 3.5% in 2027 and 3.1% in 2028.

OTHER FINANCING SOURCES

Other financing sources include transfers between funds to subsidize revenue shortfalls; debt service; contributions to the Equipment Replacement and Self-insurance/Unemployment funds; REET distributions to finance qualified capital projects; interfund loans; and reimbursements of overhead cost plan allocations.

2025-2026 Estimated Actual

	Transfers Out					Total Transfers In
	001 General Fund	013 ARPA	103 Streets	153 Transportation Benefit District	401 Surface Water	
001 General Fund		1,512				1,512
103 Streets	262,600			110,000		372,600
226 Debt Service					526,503	526,503
316 Capital Projects Fund	170,861					170,861
509 Equipment Replacement	418,320		30,000		95,000	543,320
521 Unemployment	20,000					20,000
Total Transfers Out	871,781	1,512	30,000	110,000	621,503	1,634,796

2027-2028 Biennium Budget

	Transfers Out							Total Transfers In
	001 General Fund	103 Streets	145 City Hall North	153 Transportation Benefit District	314 Real Estate Excise Tax	317 Parks & Open Space	401 Surface Water	
001 General Fund			74,126				698,650	772,776
103 Streets	71,415			557,750				629,165
115 Municipal Arts						6,232		6,232
226 Debt Service							526,324	526,324
314 Real Estate Excise Tax							1,069,685	1,069,685
317 Parks & Open Space					2,000,000			2,000,000
318 Road Improvement					3,675,000			3,675,000
401 Surface Water Utility					2,960,000			2,960,000
509 Equipment Replacement	285,474	46,135					198,960	530,569
521 Unemployment	50,000							50,000
Total Transfers Out	406,889	46,135	74,126	557,750	8,635,000	6,232	2,493,619	12,219,751

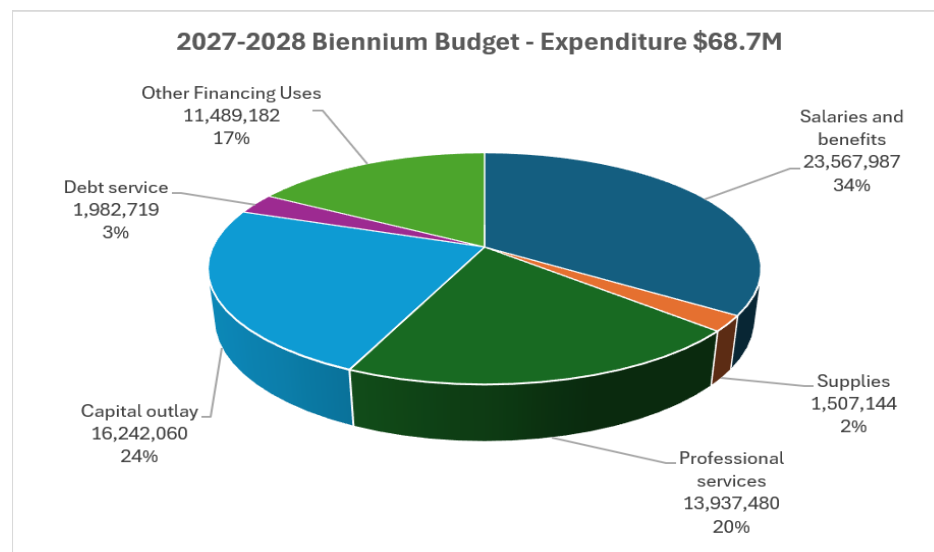
On April 14, 2026, City Council adopted Ordinance 2026-950 approving the interfund loan between REET and Surface Water Utility Funds for the purpose of financing the Citywide Catch Basin Repair Project (SW00003). This loan has a 3-year repayment term and is subject to interest at the rate of gross earnings rate earned by City investments in the Local Government Investment Pool plus one percent (1%). Actual cash transfer is expected to occur in 2027 as the project progresses and so long as no other alternative or longer-term financing is implemented.

Overhead cost plan charges are the indirect costs or central services for support services shared by multiple functions or programs or funds in government for example - administration, accounting, payroll, accounts payable, human resources, city clerk, information technology, facilities, etc. Transfers to reimburse the General Fund for overhead cost plan charges have been reinstated in 2027-2028 based on the 2025 net actual costs. The last overhead cost plan transfers were recorded in 2019 from the Streets and Surface Water Utility funds. For 2027-2028, overhead cost plan reimbursement to the General Fund would be \$385,388 per year from City Hall North (\$37,063) and Surface Water Utility (\$423,451) funds. Since the Streets Fund has significant revenue shortfall, no overhead charges were added to this function. Its share of the overhead cost would have been \$138,905.

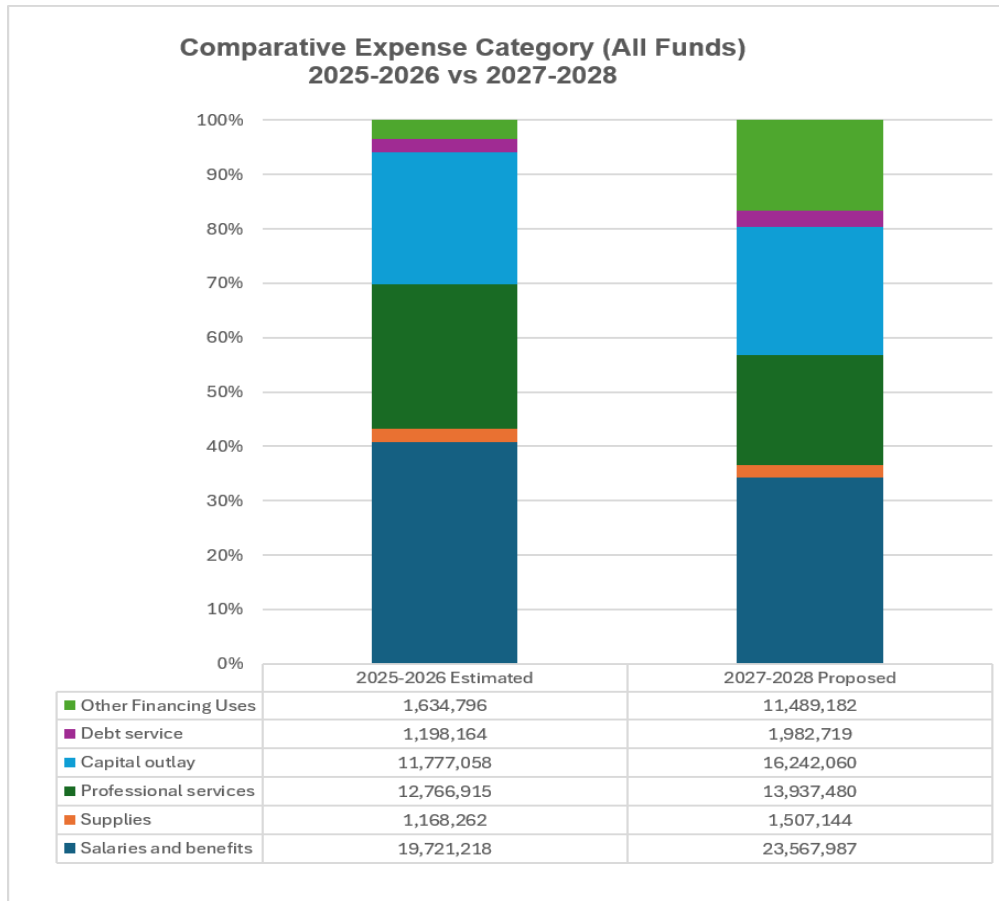
EXPENDITURES

The proposed budget has been developed to maintain the established baseline service level with modest investments to support rising code enforcement issues and expanded Surface Water permit requirements; and to mitigate City's overall risk exposures. It reflects the carryover of remaining RPB funds to accomplish initiatives originally funded by ARPA; three new positions – Code Enforcement Officer (1.0 FTE) and Maintenance Workers (2.0); increased legal and professional resources to support two CBA labor negotiations; focused capital investments on deferred maintenance for sidewalks, streets, roads, and parks.

The 2027-2028 total expenditures of \$68,726,571 include salaries and benefits for elected officials and City staff; operations and maintenance; capital improvement; debt service and other financing uses.

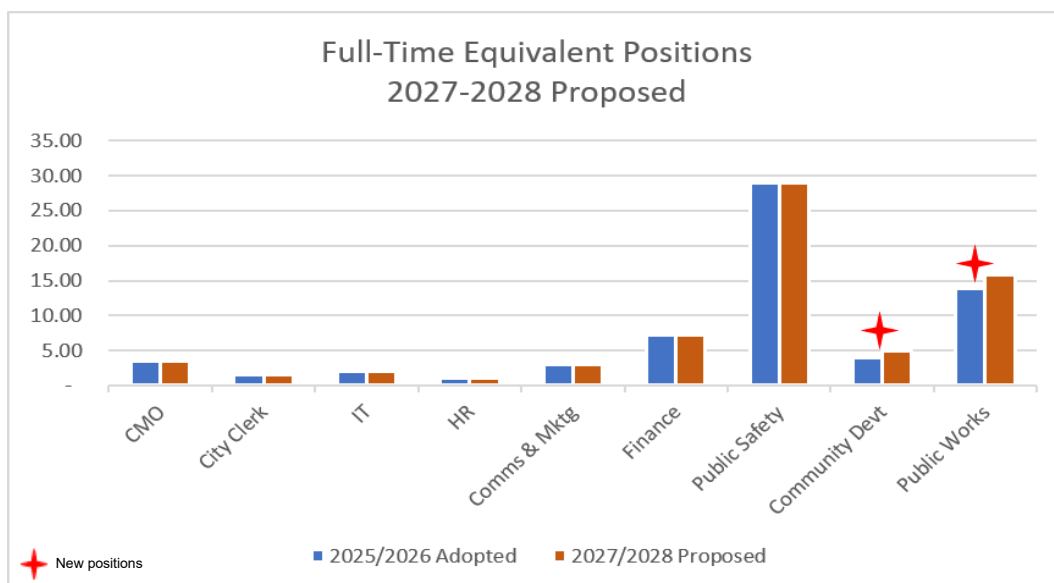


Compared to the 2025-2026 estimated actual, the 2027-2028 proposed expenditure budget increased by \$20,460,157 (42%) from \$48,266,414 to \$68,726,571. However, the net of transfers increase over the biennium is \$10.6 million (23%), primarily from capital investments \$4.5 million (42%) and salaries and benefits of \$3.8 million (36%). Supplies and professional services increased by \$1.5 million (14%), and debt service grew by \$784K (7%).



STAFF CHANGES:

The proposed 2027-2028 biennium budget includes 68 positions, which is an increase of three (3) new full-time equivalent (FTE) positions compared to the 2025-2026 adopted budget affecting the Community Development and Public Works departments.



On the August 11, 2026, (agenda item 10G) and September 1, 2026, (agenda item 10H) meetings, staff discussed the code enforcement resource need with the Rental Protection program opportunity, and the 2024-2029 Western Washington Phase II Municipal Stormwater Permit compliance conditions, respectively. Biennium salary and benefit costs of each position are listed below and included in the proposal biennium for consideration.

New Positions	Range	Salary & Benefits	2027-2028	
			GF Impact	Non-GF Impact
Code Compliance Officer	NR-O	\$272,539	\$272,539	
Maintenance Worker	A-13	\$280,680		\$280,680
Maintenance Worker	A-13	\$280,680		\$280,680

The Authorized Position Listing found in the Positions and Salary Schedules section shows the position changes from 2019/2020 to 2027-2028.

Salaries and Benefits

The total biennium salaries and benefits costs for the seven (7) elected officials and 68 proposed positions is \$23.6 million (\$11,397,241 for 2027 and \$12,170,746 for 2028). YOY increase is approximately 6.7%. Regular and overtime salaries of \$17.7 million assume the merit step increases of eligible employees and the Cost-of-Living Adjustment (COLA). On February 2, 2024, City Council adopted Resolution 2024-705 approving AFSCME's CBA contract, which includes a 16% COLA adjustment over four (4) years (5.0% in 2024, 4.5% in 2025, 3.5% in 2026 and 3.0% in 2027). Unrepresented employees' salary schedule assumes the same COLA rates. Resolution 2026-815 approved the Police Officers' Guild CBA contract with 10% COLA adjustment over 3 years (4% in 2025, 3% in 2026 and 3% in 2027). The total cost of a 1.0% COLA increase is approximately \$98,304; the General Fund impact is \$86,374 or equivalent to a \$12.23 (\$1.02/mo) increase in annual property tax to a property owner with average AV of \$954,300, based on 2026 levy rates.

Employee benefits reflect the preliminary health care premium rate projections by the Association of Washington Cities Trust (AWC), an average increase of 12% for medical and 4.0 % for dental. Pension retirement employer costs are assumed to remain the same over the next 2 years – 5.58% (PERS 2 &3) and 5.32% (LEOFF2).

GENERAL FUND (001)

The notable budget variances are summarized in the following sections by department.

Legislative

The 2027/-2028 Legislative budget totals \$1,101,862, a decrease of \$1.0 million over the 2025-2026 estimated actual. The budget includes \$809,901, the carry forward of remaining RPB projects noted in earlier section. Net of this amount, \$291,961 supports City Council's activities including compensation and benefits (\$199,561) for seven (7) elected officials, and \$92,400 for services, conferences, and supplies.

City Manager

The proposed 2027-2028 budget is \$2,011,080, including a \$170K overhead cost plan reimbursement. It is \$271,766 (16%) more than the 2025-2026 estimated actual. Excluding the overhead cost plan reimburse, the biennial budget is \$2,180,966; \$441,652 (25%) over the 2025-2026 estimated actual. The increase is primarily due to salaries and benefits \$224,391 for 3.50 FTE, and professional services \$216,053 mainly for the City Attorney services contract.

Finance

The 2027-2028 budget of \$1,950,814, including \$166K overhead cost plan reimbursement is \$139,198 (8%) higher than the 2025-2026 estimated actuals. Excluding the overhead cost plan reimburse, the biennial budget is \$2,116,454; \$304,838 (17%) over the 2025-2026 estimated actual. Of the department's proposed expenditures, \$1.8 million covers the salaries and benefits of 7.20 FTEs, including 3.20 FTEs of Customer Services Representatives dedicated to Passport Services. \$265,880 for professional services pays for the annual State Auditor's Office audit of the financials, accountability report and single audit for the biennium; finance charges from the City's financial institution, investment and merchant accounts; legal, accounting and/or financial consultant services; and employee training.

Marketing & Communications and Recreation

The aggregate proposed 2027-2028 budget for these department is \$1,121,864 and it is \$173,951 (18%) higher than the 2025-2026 estimated actual. Excluding the overhead cost plan reimbursement, the biennial budget is \$1,199,124, \$251,211 (27%) over the 2025-2026 estimated actual. Personnel costs of \$725,167 covers 3.00 FTEs assigned to these functions. Professional services of \$404,757 grew by \$144,495 (56%) due to increased resources for public outreach and community engagements and to account for instructors' 70% share of recreation fees collected from youth, teens, and family programming.

Information Technology

The proposed 2027-2028 budget of \$1,423,021 is \$99,620 (8%) higher than the 2025-2026 estimated actuals. Excluding the overhead cost plan reimbursement, the biennial budget is \$1,532,933; \$209,532 (16%) over the 2025-2026 estimated actual. Of this variance, \$130K is attributed to only one (1) year of contributions to the Equipment Replacement Fund and \$90K relates to salary and benefits of 2.00 FTEs. Software licenses accounted for in this department includes various subscriptions such as Microsoft Office, NeoGov, Adobe, iCompass, GovQA, Springbrook, network & security, and various archiving licenses.

Human Resources

The proposed 2027-2028 budget of \$1,201,950 is flat compared to the 2025-2026 estimated actual. Excluding the overhead cost plan reimbursement, the biennial budget is \$1,254,160; \$53K (4%) above the 2025-2026 estimated actual. This department accounts for 1.0 FTE plus all legal costs related to employment matters, union negotiations, grievances, and investigations. In 2028, the two union contracts will up for negotiations. Accordingly, legal and professional services costs are programmed to support the completion of these contracts.

City Clerk

This budget supports 1.50 FTE for the City Clerk and Deputy City Clerk/Executive Assistant positions. The proposed 2027-2028 budget of \$554,125 is \$95K (30%) above the 2025-2026 estimated actuals, which reflect savings from a vacancy. Excluding the overhead cost plan reimbursement, the biennial budget is \$595,553; \$136K (30%) above the 2025-2026 estimated actual. Salaries and benefits plus legal costs to support public records responses are primary cost drivers of the variances at \$109K and \$22K, respectively.

Police

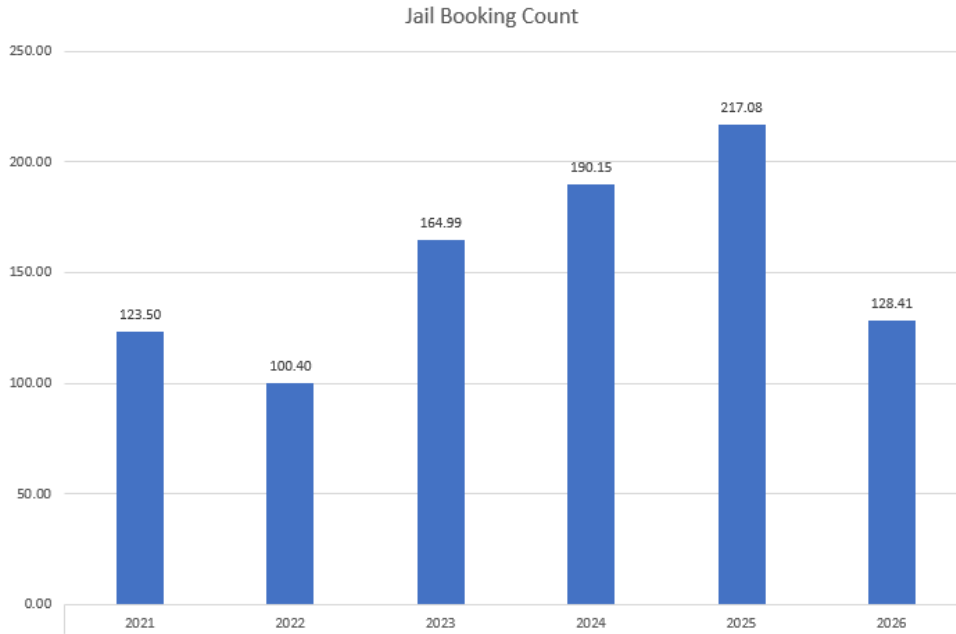
The department's proposed 2027-2028 budget of \$14,970,153 is \$1.8 million (14%) more than the 2025-2026 estimated actual of \$13,154,097 (combined General and ARPA).

Salaries and benefits increased by \$1.3 (14%) mainly due COLA and benefit cost changes, as discussed above. Supplies increased by \$39K (11%) due to the gasoline fuel price increases. The Professional Services category is estimated to grow by \$593K (19%) over the biennium, of which \$419K is largely to support jail costs. There are two bases for the jail cost overruns.

- a. Legislative changes - Blake Decision/SB 5536 (May, 2023) where drug possession was reclassified as gross misdemeanor, and RCW 46.61.502 (effective January 1, 2026) which is related to DUIs. A second DUI offense within 7 years is mandatory jail time (min 30 days) and a third DUI offense within 7 years is mandatory jail time (min 90 days).
- b. Rate Charges - Snohomish County Corrections and the City of Lynnwood have announced the rate increases as follows:

	Rates			
	Yr 2026	Yr 2027		Yr 2028
		% increase	\$ increase	% increase \$ increase
Snohomish County Corrections				
Booking	\$151.61	133%	\$353.61	4% \$369.09
Housing	\$210.99	26%	\$266.71	2% \$271.97
OT Supplement	\$0.00		\$32.78	3% \$33.80
Video Court	\$251.12	31%	\$328.24	3% \$338.41
City of Lynnwood				
Booking	\$103.00	8%	\$111.24	
Housing	\$203.94	7%	\$218.22	
Video Court	\$100.00	0%	\$100.00	
Kittitas County				
Housing	\$110.00	0%	\$110.00	
Specialized Housi	\$220.00	0%	\$220.00	

Jail services are provided by these three agencies, and their expenses cover booking, housing, video court, and medical costs. From 2021 through July 2026, the average monthly booking has been 14 intakes per month. From 2023 to 2025, there's a rising trend in booking count.



The housing numbers have also risen from an average of 43 days per month in 2021 to 139 days per month in 2025. As of July 2026, the average housing has climbed to 154 days per month.



The spike in 2023 is attributed to individuals who were awaiting court dates or were sentenced for longer terms. Based on the rate announcement, jail expenses are expected to reach \$600,000 per year in 2027-2028.

Moderate increases in District Court and legal costs are also foreseen. With the full staffing of the department, there have been higher traffic contacts in turn have generated more ticket filings with the court. In addition, effective 2026 the indigent defense caseload standards must gradually lower over a 10-year period from 150 to 47 felony cases and from 300/400 to 120 for misdemeanor cases. Snohomish County Dispatch increase will be \$113,374 in the next biennium. The City is a member of the ILA with Snohomish County for Emergency Dispatch Services (SnoCo 911). Annually, SnoCo 911 provides its approved budget and assessments for the ensuing fiscal year to member agencies. For 2027, the overall budget increase is \$1.5 million (4%) more than 2026. SnoCo 911 services are funded by taxes and member agency assessments, which are allocated based on assessed valuation and population change. For 2027, estimated assessment increased by \$19,823 (6%) from \$316,177 to \$336,000.

Fire

On July 7, 2026, City Council authorized the new interlocal agreement with South Snohomish County Fire & Rescue Regional Fire Authority (South County Fire) for fire code official services. Any fire fees and charges collected will be passed-through, net of 10 percent for administrative costs and handling, to South County Fire. As such, the annual appropriation for professional services has been eliminated.

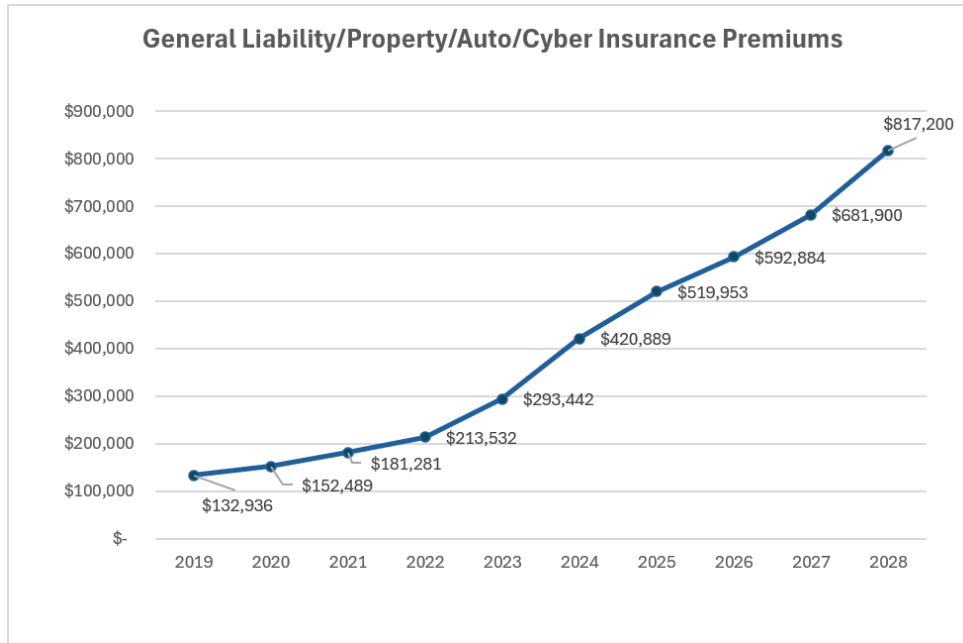
The biennial budget now contains \$116,040 for debt service related to the Fire Station 76 purchase from Snohomish County Fire District No. 7 (District). The City and District jointly owned Fire Station 76, located at 1020 153rd St. SE, Mill Creek, Washington. Per the agreement, the City has the right to purchase Fire Station 76 from the District, if the District ceases to provide Fire/EMS Services to the City. Following the successful passage of the City of Mill Creek Proposition No.1 – the annexation of the City to South County Fire for Fire and Emergency Medical Services, the City exercised its right to ownership of Fire Station 76. On December 13, 2022, the City executed a 20-year promissory note to the District for \$1,102,375.25 with an annual payment of \$58,020. As of December 31, 2026, the remaining balance on the note is \$870,296.25.

Non-Departmental

The proposed 2027-2028 budget of \$1,951,694 is \$46,756 (2%) more than the 2025-2026 estimated actual. Excluding the overhead cost plan reimbursement, the biennial budget is \$2,074,510, \$169,572 (9%) over the 2025-2026 estimated actual.

The General Fund transfers declined by \$332,046 (73%) over the biennium – the subsidy to the Streets Fund has reduced due to the vehicle license fee imposed by the TBD to support the streets program; and transfer of a third of the General Fund surplus to the Capital Improvement Fund (314) has not yet been programmed considering several unfunded requests. However, WCIA's general liability and property assessment increased by 15% in 2027. The additional requirement would be \$406,514 for the biennium. Recent multimillion dollar verdicts in civil litigation and erosion of defenses and immunities for public entities have escalated the cost of coverage for over \$4M self-insurance. WCIA assessments are calculated based on overall costs to purchase coverage in the market and the City's experienced rate on claims.

Below are the total annual WCIA premiums from 2019 projected through 2026. These annual premiums are shared by the General Fund and City Hall North Fund.



\$195,700 has been budgeted for other membership and organization assessments for 2027-2028.

	Yr 2027	Yr 2028	Biennium
North Shore Senior Center	\$15,000	\$15,000	\$30,000
Puget Sound Clean Air Assessment	\$21,500	\$22,000	\$43,500
OMVBE political subdivision fee	\$1,000	\$0	\$1,000
Association of Washington Cities	\$19,000	\$20,000	\$39,000
Alliance for Affordable Housing SnoCo	\$3,400	\$3,500	\$6,900
Economic Alliance SnoCo	\$10,000	\$10,000	\$20,000
Snohomish Cnty Committee for Improved Transportation	\$500	\$600	\$1,100
SCT	\$7,500	\$8,000	\$15,500
AWC Worker's Comp Retro Program	\$8,000	\$8,000	\$16,000
National League of Cities	\$2,200	\$2,200	\$4,400
Puget Sound Regional Council	\$9,100	\$9,200	\$18,300
Total	\$97,200	\$98,500	\$195,700

Development Services

The proposed 2027-2028 budget of \$2,282,721 is \$186,729 (9%) above the 2025-2026 estimated actuals of \$2,094,992. Current biennium estimates factors in savings from vacancies but offset by \$300K in contract costs to implement the Department of Commerce (DOC) grant-funded comprehensive plan amendment for climate change elements. The proposed biennium salaries and benefits support 5.0 FTEs, including the new requested Code Enforcement Officer position. This new position would be funded by reallocating \$90K from professional services and an assumed adoption of rental registration fees from the Rental Protection Program. Factored in the professional services is the \$200K carryover of the DOC grant.

Public Works

The proposed 2027-2028 budget of \$3,072,662 exceeds the 2025-2026 estimate actuals by \$118K (4%). Excluding the overhead cost plan reimburse, the biennial budget is \$3,106,286; \$151K (5%) over the 2025-2026 estimated actual. The proposed biennium budget of \$2.0 million for salaries and benefits covers 6.10 FTEs responsible for public works administration, facilities, and park maintenance. Supplies increased by \$21K (18%) due to inflated fuel prices while professional expenditures increased by \$73K (9%) mainly from utility charges in facilities and parks. Contributions to Equipment Replacement fund is programmed for only one year (2027) in the biennium.

ARPA Fund (013)

The City of Mill Creek received \$5,839,053 COVID-19 SLFRF as enacted by the American Rescue Plan Act (ARPA) to help offset the impact of the COVID-19 pandemic. The funds are required to be committed to contracts by December 31, 2024, and fully disbursed by December 31, 2026. The City must comply with the rules and guidance provided by the U.S. Department of Treasury including the provisions of Uniform Guidance for procurement.

At the September 27, 2022, Council meeting, projects were reviewed and Council priorities focused on employee retention incentives, revenue generation, and the themes of City Rehabilitation, Preservation and Beautification. On February 7, 2023, April 25, 2023, and November 7, 2023, City Council approved Ordinance 2023-890 (\$2,520,000), 2023-892 (\$1,200,000), 2023-896 (\$220,000) respectively, which authorized an aggregate ARPA funding of \$3,940,000 for projects. Subsequently on April 9, 2024, City Council approved Ordinance 2024-913 which authorized the use of ARPA funds for government services, specifically for police and public safety salaries, expenses and overtime incurred in 2023 and 2024 to ensure that remaining uncommitted funds would be spent in compliance with the program rules. As such, the shift of funding sources for public safety from the General Fund to ARPA funds caused a \$3,895,605 savings in the Police department's budget. This budget savings was transferred to the Legislative department to finance the approved RPB projects listed above. At the end of the 2025, the full \$5.8 million has been disbursed.

Project #	Project Description	Total Disbursement
2022-882 & 2023-890	2022 Employee Retention Incentive	318,447.54
2024-913-00	Police & Public Safety Salaries & OT	4,040,770.98
2023-896-00	Purchase Compact Loader	204,952.90
2023-892-02	Purchase Unmanned Aerial System	33,770.71
2023-890-15	Comprehensive Plan Update	233,012.48
2023-890-14	Deputy Director of Public Safety Limited Term Position	319,013.71
2023-890-12	Springbrook Financial System Upgrade & Training	73,227.87
2023-890-09	Safety & Security System Upgrade	138,693.00
2023-890-06	Purchase of Street Sweeper	467,164.81
2023-890-04	40th Anniversary Badges for City Banners & City Events	10,000.00
TOTALS		5,839,054.00

Streets Fund (103)

The 2025-2026 projected revenues of \$1.2 million include the \$372,600 transfer from TBD (\$110K) and General Fund (\$263K). Primary sources of revenues are Motor Vehicle Fuel Taxes (MVFT) and Multimodal Transportation State-shared allocations that are distributed on a per capita basis. While MVFT is assessed on cents per gallon, the Multimodal revenues are direct appropriations from the State's Transportation fund and do not depend on actual fuel sales¹. These revenues are restricted for use on streets and highways, and transportation purposes. At least 0.42% of MVFT must be used for pedestrian, equestrian or bicycle trails and this allocation is accounted for in the City's Path and Trails Fund (125). The Streets Fund revenues are not sufficient to support 100% of the maintenance of our roadway system. On November 25, 2025, the City established the Mill Creek TBD and subsequently imposed a \$20 vehicle tab fee to fund preservation, operation and maintenance of our transportation infrastructure. General Fund subsidy is expected to decline but would continue in the future.

For 2027-2028, revenues are projected to increase to \$1.4 million including \$629,165 in transfers from TBD (\$558K) and General Fund (\$71K). Additional transfers from TBD reflect the full year's collection of the vehicle license fees. The preliminary expenditure budget of \$1.4 million is \$218K more than the 2025-2026 estimated actuals. This consists of \$654K in salaries and benefits for 2.00 FTEs Maintenance Workers and 0.25 FTE of the Maintenance Operations Manager. Streets and roads-related services and supplies total \$746K, of which 57% (\$425K) is for electricity costs for approximately 1,688 city-owned streetlights and irrigation for various medians and rights-of-way. Only one year of contribution to the Equipment Replacement Fund is programmed and overhead cost plan of allocation of \$139K per year is suspended due to deficiency in revenues.

The following maintenance and repair projects are included in the 2027-2032 Capital Improvement Plan and funded by the Road and Improvement Fund (318): Traffic Light Program ST00018 intended for replacement of damaged traffic and streetlights; Roads, Curbs and Markings ST00024 for crack sealing, road striping and RPM replacements; and Sidewalk Maintenance Program NM00012 related to deferred concrete curb and sidewalk replacement.

Council Contingency Fund (110)

The 2025-2026 estimated actual includes initial costs of \$1,626 for the graffiti program. At the end of 2026, this fund is estimated to post \$1,183 net increase in resources bringing the available funds to \$70,329 for the ensuing biennium. For 2027-2028, \$3,500 is projected for investment interest revenue and \$20,000 is programmed for expenditures.

Municipal Arts Fund (115)

At December 31, 2026, the estimated resources available are expected to be \$30,724. Projected revenues in 2027-2028 of \$7,832 are primarily from investment interest revenue and transfers in from certain capital funds representing 1% of the total construction project costs. \$20,000 is programmed for potential qualified art projects.

¹ MRSC Revenue Guide for Washington Cities and Towns

Paths and Trails Fund (125)

This special revenue fund accounts for 0.42% share of the MVFT revenues which are restricted for paths and trails expenditures (MCMC 3.42). At the start of the biennium, the fund would have \$22,488 available. For 2027-2028, \$10,000 has been appropriated for this program.

Drug Buy Fund (130)

Previously named the Special Investigations Fund (MCMC 3.38), this fund accounts for net proceeds from seizures and confiscation of properties pursuant to the Uniform Controlled Substances Act. In 2025-2026, the City received net proceeds of \$3,710 plus \$1,189 in investment earnings. For 2027-2028, only revenues from investment earnings are anticipated and \$12,000 is programmed to support expansion and improvement of controlled substances law enforcement activities.

City Hall North Fund (145)

Currently, the property is 100% occupied by tenants who are charged with rent, leasehold excise taxes and triple net charges which covers common area maintenance costs. Total 2027-2028 revenues of \$542,335 consist of lease revenues (\$360K), triple net charges (\$140K) and the balance is the estimated investment interests (\$43K). The 2027-2028 proposed spending of \$424,757 is primarily services and supplies for the upkeep and operations of the property, including \$51,830 for the liability and property insurance premium. In addition, it includes salary and benefit costs of \$22,978 for salary and benefit of 0.10 FTE Maintenance Worker and overhead cost plan charges of \$74,126. Compared to the 2025-2026 estimated actuals, the proposed budget lower by \$102K (20%) due to the 2026 roof repair project.

Opioid Settlement Fund (151)

This fund accounts for the City's share of the opioid settlement fund and all interest accruing and its approved uses as set forth in the agreement. To date, the City has agreed to participate in five (5) settlements:

1. Distributors (McKesson Corporal, Cardinal Heath, Inc and Amerisource Bergen Corporation) – \$430 million over 17 years with \$215 million allocated to participating subdivisions.
2. Manufacturers & Pharmacies (Teva, Allergan, CVS, Walgreens and Walmart (Settlement II) – This settlement is projected to be \$434.4 million with payments spanning multiple years
3. Janssen - \$149.5 million payable 2024, of which 50% is allocated to participating local governments.
4. Kroger, operator of QFC and Fred Meyer - \$47.5 million over 11 years with 50% going to participating local agencies.
5. Purdue Pharma and the Sackler Family; and eight generic opioid manufacturers - \$122.2 million over 15 years

Through December 31, 2026, we have received \$222,961 in settlement distributions and have spent \$2,020 on qualifying expenses. For 2027-2028, \$65,876 is projected to be received and \$40,000 is programmed to support opioid abatement strategies.

Affordable & Supportive Housing (152)

From January 2020 through July 31, 2026, the City has received \$158,820 from the affordable and supportive housing sales tax and has no qualifying expenditures. For 2027-2028, the City is expected to receive \$51,447 in revenues and no expenditures are programmed. However, the City has taken an action to advance the purpose of this tax. On May 14, 2024, the City entered into an ILA with Snohomish County and other local agencies for the purpose of creating an award process for these tax revenues.

Transportation Benefit District (153)

On the November 4, Council directed staff to return with legislations to 1) implement a utility occupation tax and 2) establish a transportation benefit district which would impose vehicle license fees. These actions would generate new revenues sources to mitigate the financial structural imbalance in the General and Street Funds. On November 25, 2025, City Council (Agenda Item 7C) adopted Ordinance No. 2025-940 which established a Transportation Benefit District (TBD). The boundaries of which are coterminous with the City's corporate limits, and the Mill Creek City Council assumed the rights, powers, immunities, functions and obligations of the Mill Creek TBD.

The Revised Code of Washington (RCW) Section 36.73.065(4) authorizes a TBD to be imposed by a majority vote of the governing body, a graduated annual vehicle fee authorized in RCW 82.80.140.

	Vehicle Fees
Non-Voted (RCW 36.73.065(4))	
6 mos after approval	\$ 20.00
24 mos after \$20 has been in effect	\$ 40.00
24 mos after \$40 has been in effect (subject to potential referendum)	\$ 50.00
Voted simple majority (RCW 36.73.065(6))	up to \$100.00

Vehicle license fees are applied annually to owners of passenger vehicles, motorcycles, trucks, taxicabs, motorhomes, medium-speed electric passenger vehicles & trucks < 6000 lbs. Exempt vehicles - farm vehicles, ATV, offroad, campers, mopeds, govt vehicles, private school vehicles, disabled American veterans, etc. Collection of vehicle fee begins after 180 days after approval of the ordinance.

Based on the Department of Licensing 2025 data, there are around 14,531 registered vehicles in the City of Mill Creek. A non-voted vehicle fee of \$20 would generate \$290,620 in annual revenues which would support the Streets program and alleviate the General Fund subsidy. The 2027-2028 biennium budget assumes collection of \$581,240 of vehicle fees and transfer to Streets of \$565,750.

Debt Service (226)

This fund is used to account for principal, interest and related costs on general long-term debt. In June 2019, the City issued limited tax general obligation bonds for \$3,322,000 through a competitive bid process. The purpose of these bonds is to fund surface water capital improvements and other capital improvements. Repayment of the bonds occurs over 15 years

with an interest rate of 2.44%. For 2027-2028, \$526,324 of expenditures have been planned for the principal (\$450,000) and interest (\$76,324). The equivalent transfer has been programmed in the Surface Water Utility Fund to fully offset these costs.

Local Revitalization (227)

In 2009, the State Legislature created the Local Revitalization Financing (LRF) Program to help local governments finance public improvement projects to revitalize an area. The program allows the City to recapture a portion of the sales tax collected by the State to repay bonds or loans secured by the City for the public improvement. In 2010 the City applied for support to fund the East Gateway Planned Urban Village (EGUV) and was awarded \$330,000. However, funding was forfeited when the City did not provide the letter of intent to the Department of Revenue (DOR) per the amended statute in 2016. The statute required local governments approved for a project award prior to January 1, 2011, but have not imposed the LRF sales and use tax by December 1, 2016, to send a letter to the DOR stating their intent to impose the tax by July 1, 2022.

From 2016 to August 2026, the City has received \$271,615 in taxes and over \$55,175 in accrued interests. The total estimated resources of \$339,116 at the end of December 31, 2026, is projected to be repaid to the State.

Real Estate Excise Tax (314)

The Real Estate Excise Tax (REET) is a levy upon all sales of real estate in the State of Washington unless specifically exempted. The tax rate was a flat 1.28% on the selling price but effective January 1, 2020, the graduated REET rate structure took effect. In addition, RCW 82.46 authorizes cities and towns to impose local REET on top of the State rate. REET 1 is a 0.25% REET tax primarily for capital projects and limited maintenance. REET 2 is an additional 0.25% REET primarily for capital projects and limited maintenance but may only be fully imposed by cities that are fully planning under Growth Management Act (GMA).

On December 31, 2026, the estimated available resources are expected to be \$10,804,827. For the ensuing biennium, \$2.0 million REET 1 & 2 proceeds and \$492,000 investment interest are anticipated. Other financing uses totaling \$8.6 million is programmed to finance the parks projects (\$2.0 million), road projects (\$3,675,000), and the authorized interfund loan to Surface Water Utility Fund (\$2,960,000) to support the Citywide Catch Basin Repair Project.

Capital Improvements and Facilities Fund (316)

This fund was established to finance capital improvements and facilities as designated from time to time by the City Council. At the beginning of the ensuing biennium, estimated resources would be under \$2.1 million. The 2027-2028 estimated revenues of \$105,000 come from investment earnings. Potential transfer from the General Fund surplus has been excluded considering several unfunded requests. Final decision on the amount of transfer would be considered during the budget deliberations.

Proposed expenditures of \$1.6 million include \$418K for 1.50 FTE positions for City Engineer and a Project Engineer salaries and benefits, and \$1.2 million partial funding for the DRCC Campus Phase PK00004.

Parks and Open Space Capital Fund (317)

This was established as the Park and Open Space Acquisition and Development Fund in 1988 for the purpose of acquisition and/or development of parks and open space. At the start of 2027-2028, available fund balance is projected at \$619,412. Budgeted revenues of \$2,031,800 are transfers from REET Fund (\$2.0 million) and investment interest (\$31,800). These resources support the proposed spending of \$2.0 million for Parks Facility Repair/Replace PK00011 which provides for ongoing parks maintenance and upgrades throughout the City.

Road and Improvement Capital Fund (318)

This fund supports the streets, road and transportation capital projects identified in the CIP plan that would expand, enhance or extend the life of our roads and streets infrastructure. Funding sources primarily are REET transfers, grants, and transportation mitigation fees, which the City has been collecting since 2000.

Available resources at the beginning of 2027-2028 are estimated at \$3.5 million. Ensuing biennium's proposed total revenues is \$4.2 million, which is \$2.6 million greater than 2025-2026 estimated actuals. \$3.7 million (88%) are transfers-in from the REET Fund (314); \$300K (7%) from investment earnings; and \$200K (5%) mitigation fees.

Biennium expenditures are \$7.6 million supporting various transportation projects identified in the proposed 2027-2032 Capital Improvement Plan. It incorporates two projects: 35th Ave Quick Build (ST00015) and Village Green Dr Quick Build (ST00016), from the Safety Action Plan adopted in Spring 2025 which advances Vision Zero Mill Creek. Combined appropriations of \$315K is equivalent to 20% city-match for planned federal funding opportunities. \$3.3 million is appropriated for Traffic Light Program ST00018 intended for replacement of damaged traffic and streetlights; Roads, Curbs and Markings ST00024 for crack sealing, road striping and RPM replacements; and Sidewalk Maintenance Program NM00012 related to deferred concrete curb and sidewalk replacement. In addition, \$3.9 million is earmarked to develop Silver Crest Dr (ST00005) and Trillium Blvd (ST00006) Reconstructions; Citywide Overlay Program (ST90005) for overlay and road rebuilding projects in priority areas informed by the pavement preservation assessment.

Surface Water Utility (401)

The City's Stormwater Program authorized and administered under the National Pollutant Discharge Elimination System (NPDES) Western Washington Phase II Municipal Stormwater Permit (Permit). The City has been permitted since 2007 and has continuing coverage under the reissued Permit effective August 1, 2024, through July 31, 2029. This new permit continues core responsibilities related to the Stormwater Management Program (SWMP), Stormwater Management Action Plan (SMAP), public outreach, GIS maintenance, and interdisciplinary coordination. Expanded obligations have been added, including tree canopy mapping and standards, expanded outfall mapping, and basin delineation for outfalls 24 inches or greater. These updates require additional staff time, enhanced equipment, and long-term. Non-compliance carries penalties of up to \$10,000 per day, underscoring the importance of sustained program investment and operational capacity.

The primary source of revenue is surface water fees charged based on Equivalent Surface Unit (ESU) and imposed on all real property within the City, including public and private property unless otherwise exempted (RCW 35.67.025 and MCMC 8.12.030). Resolution No. 2018-576 established the 2019-2026 annual rates per ESU as follows:

Year	Rates/ESU
2019	\$150.00
2020	\$175.00
2021	\$200.00
2022	\$206.00
2023	\$212.18
2024	\$218.55
2025	\$225.10
2026	\$231.85

A rate study is underway to develop the future rates based on resources required to comply with the Permit. Available fund balance at the beginning of 2027 is projected at \$4,257,936. The 2027-2028 biennium budget revenues total \$8,558,467. Primary revenue sources come from surface water fees at \$5.1 million (59%) from approximately 6,400 ESU; it's assumed to grow by 6% YOY. Modest share in investment earnings (\$428K) and state grant from Department of Ecology (\$120K) are anticipated. The remaining sources is the interfund loan of \$2,960,000 (35%) from the REET fund. Citywide Catch Basin Repair Project (SW00003) was added on July 22, 2025, to comply with the obligations under the Department of Ecology General Condition 20, which requires completion of repair of conveyances out of compliance within two (2) years of inspection (by June 2027). Since there were insufficient resources in Surface Utility fund to fully support the contracts, an interfund loan was authorized from REET Funds. This interfund loan has a term of three (3)-years with interest at LGIP rate plus 1%. The City has engaged a team of municipal financial advisor and a bond counsel consultant to identify alternative longer-term financing options to help reduce the spike in surface water rates and promote intergenerational equity. When this concludes, appropriate budget amendments would be made.

The biennium expenditure of \$12,504,033 supports City Council's declaration to fully support the provisions of the Federal Water Pollution Control Act in the State of Washington through compliance with the Western Washington Phase II Stormwater permits (Resolution No. 2024-732). Proposed spending includes:

- \$1.9 million (15%) salary and benefits of 6.35 FTEs including 2 new Maintenance Workers. Positions include Surface Water Coordinator (1.0), City Engineer (0.40), and Public Works Manager/Supervisor (0.35).
- \$1,794,969 (14%) for debt service payments and contributions to Equipment Replacement Fund.
- \$3,360,246 (27%) for maintenance and operations which reflects \$500K shift from out-sourced inspection to in-house performance; offset by increases in contracts of including catch basin/pond maintenance (\$525K), pipe cleaning (\$210K), GIS (\$600K) and overhead cost reimbursement (\$699K).
- \$5,458,000 for new vehicles \$150K and investments in CIP projects – Sweetwater Ranch Storm Main Replacement (SW00013), Citywide Catch Basin Repair (SW00003), Storm Pipe Rehabilitation Work Plan (SW90003) and Pipe Rehabilitation Program (SW90004), as more specifically described in the 2025 -2030 CIP Plan.

Equipment Replacement Fund (509)

At the beginning of 2027-2028, the available fund balance was at \$1,914,562. Biennium revenues total \$614,769, which reflect a two-year contribution from the Surface Water Utility Fund and only one (1) year of contributions from the General and Streets Funds. Proposed expenditures of \$764,680 cover the Citywide computer refresh (\$85,600), lease payments for 12 vehicles under Enterprise Fleet Management (EFM) (\$259,080), and \$420,000 for replacement of central, police and surface water vehicles via equity lease arrangement with EFM via the Sourcewell ILA.

Unemployment Compensation/Self-Insurance (521)

The City maintains this fund to pay for unanticipated unemployment claims. At the end of the current biennium, the estimated resources available would be \$3,044. For 2027-2028, \$50,000 was estimated to cover ongoing unemployment claims. General Fund transfer of \$50,000 is needed to cover the shortfall.



CITY OF
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Fund Summaries

City of Mill Creek, Washington
Fund Balance Summary - 2027-2028 Biennium Budget (Proposed)

Ver Date: 09.03.2026

Fund	Fund Title	1/1/2025 Available Resources ¹	2025-2026			2027-2028			(Memo Only) Required Reserve ³ , 12/31/2028
			Estimated Revenues	Estimated Expenditures	Estimated Fund Balance, 12/31/2026	Budget Revenues	Budget Expenditures	Projected Fund Balance, 12/31/2028	
001	General Fund	\$ 13,385,960	\$26,744,994	\$29,761,658	\$ 10,369,296	\$30,539,852	\$31,756,986	\$ 9,152,162	\$4,810,027
013	ARPA	\$ 16,776	\$1,512	\$18,288	\$ -	\$0	\$0	\$ -	
103	City Streets Fund ²	\$ 22,881	\$1,222,838	\$1,228,319	\$ 17,401	\$1,446,506	\$1,446,490	\$ 17,417	
110	Council Contingency Fund	\$ 66,669	\$5,286	\$1,626	\$ 70,329	\$3,500	\$20,000	\$ 53,829	
115	Municipal Arts Fund	\$ 29,285	\$2,315	\$876	\$ 30,724	\$7,832	\$20,000	\$ 18,556	
125	Paths & Trails Fund	\$ 14,391	\$8,097	\$0	\$ 22,488	\$15,820	\$10,000	\$ 28,308	
130	Drug Buy Fund	\$ 17,701	\$4,899	\$5,382	\$ 17,218	\$500	\$12,000	\$ 5,718	
145	City Hall North Fund	\$ 715,981	\$536,021	\$526,726	\$ 725,275	\$542,335	\$424,757	\$ 842,853	\$21,238
151	Opioid Settlement Fund	\$ 188,149	\$83,033	\$4,044	\$ 267,138	\$77,676	\$40,000	\$ 304,814	
152	Affordable & Supportive Hsng	\$ 128,386	\$62,994	\$0	\$ 191,380	\$59,747	\$0	\$ 251,127	
153	Transportation Benefit District	\$ -	\$122,142	\$114,000	\$ 8,142	\$590,640	\$565,750	\$ 33,032	
226	Debt Service Fund	\$ -	\$526,503	\$526,503	\$ -	\$526,324	\$526,324	\$ -	
227	Local Revitalization Fund	\$ 305,749	\$24,367	\$0	\$ 330,116	\$9,000	\$339,116	\$ 0	
314	Real Estate Excise Tax Fund	\$ 7,781,625	\$3,023,203	\$0	\$ 10,804,827	\$3,553,185	\$8,635,000	\$ 5,723,012	\$199,150
316	Capital Improvement Fund	\$ 2,207,062	\$854,227	\$1,003,436	\$ 2,057,853	\$105,000	\$1,617,784	\$ 545,069	
317	Parks & Open Space Capital Imp	\$ 757,489	\$746,931	\$885,008	\$ 619,412	\$2,031,800	\$2,406,232	\$ 244,980	
318	Road Improvement Fund	\$ 7,119,269	\$1,541,385	\$5,159,343	\$ 3,501,311	\$4,175,400	\$7,587,420	\$ 89,291	
401	Surface Water Utility	\$ 7,455,396	\$5,414,474	\$8,611,935	\$ 4,257,936	\$8,558,467	\$12,504,033	\$ 312,370	\$4,452,644
509	Equipment Replacement Fund	\$ 1,619,765	\$675,234	\$380,437	\$ 1,914,562	\$614,769	\$764,680	\$ 1,764,651	
521	Unemployment Compensation/Self Insurance	\$ 21,877	\$20,000	\$38,833	\$ 3,044	\$50,000	\$50,000	\$ 3,044	
TOTAL		\$ 41,854,411	\$ 41,620,455	\$ 48,266,414	\$ 35,208,452	\$ 52,908,353	\$68,726,571	\$ 19,390,234	

Notes:

¹ Total Assets - Based on Summary Trial Balance, 12/31/2024; excluding Agency Fund 653.

² 2025/2026 Transfer out from General Fund to:

Streets Fund - 2026 estimated operating shortfall of ~\$167K after accounting for the Transportation Benefit District support of ~\$110K.

Capital Fund = 33% of Est FB @12/31/2026 less RPB Committed carry over appropriations less Reserve requirement 2027/28 Revenues*15% + amount not to exceed required reserve
\$11,993,422 - \$3,439,955 - (\$24,799,892*15%) - \$662,000 = \$949,161

³ Required Reserve:

§ 12.3 General Fund Reserve of 300-03 Financial Mgt Policies

15% of ensuing GF revenues, 12/31/2026 Assumed 5% revenue growth in 2027 x 15%

1/3 of surplus available reserve goes to CIP Fund

§ 12.4 CIP Contingency Reserve of 300-03 Financial Mgt Policies

minimum 10% of projected REET revenues should be designated as CIP Contingency Reserved

§ 12.5 CHN Fund Reserve of 300-03 Financial Mgt Policies

5% operating reserve

§ 12.6 Surface Water Utility Fund Reserve of 300-03 Financial Mgt Policies

33% of total annual operating expenditures excluding transfers + \$500,000 for capital reserve + bond reserves?

OTHER FINANCING SOURCES AND USES

2025-2026 Estimated Actual

Transfers Out						
	001	013	103	153	401	
Transfers In	General Fund	ARPA	Streets	Transportation Benefit District	Surface Water	Total Transfers In
001 General Fund		1,512				1,512
103 Streets	262,600			110,000		372,600
226 Debt Service					526,503	526,503
316 Capital Projects Fund	170,861					170,861
509 Equipment Replacement	418,320		30,000		95,000	543,320
521 Unemployment	20,000					20,000
Total Transfers Out	871,781	1,512	30,000	110,000	621,503	1,634,796

2027-2028 Biennium Budget

Transfers Out							
	001	103	145	153	314	317	401
Transfers In	General Fund	Streets	City Hall North	Transportation Benefit District	Real Estate Excise Tax	Parks & Open Space	Surface Water
001 General Fund			74,126				698,650
103 Streets	71,415			557,750			
115 Municipal Arts						6,232	
226 Debt Service							526,324
314 Real Estate Excise Tax							1,069,685
317 Parks & Open Space					2,000,000		
318 Road Improvement					3,675,000		
401 Surface Water Utility					2,960,000		
509 Equipment Replacement	285,474	46,135					198,960
521 Unemployment	50,000						
Total Transfers Out	406,889	46,135	74,126	557,750	8,635,000	6,232	2,493,619
Total Transfers In							12,219,751

City of Mill Creek, Washington
Sources and Uses by Fund
2023 - 2028

Sources and Uses by Fund				ACTUALS		ESTIMATED ACTUAL		BIENNIIUM BUDGET		
Fund	Fund Name	Type	Rpt Grp	2023	2024	2025	2026	2027	2028	2027-2028 Total
GENERAL FUND										
001	General Fund									
		Revenues/Sources								
		Property Tax		\$4,305,645	\$4,375,184	\$4,401,342	\$4,719,245	\$4,765,427	\$4,813,081	\$9,578,508
		Sales & Use Tax		\$5,033,241	\$4,984,287	\$5,040,710	\$5,213,833	\$5,318,111	\$5,424,473	\$10,742,584
		Utility Occupation Tax		\$0	\$0	\$0	\$860,908	\$1,721,817	\$1,756,253	\$3,478,070
		Excise Taxes		\$6,704	\$7,751	\$8,842	\$8,482	\$9,000	\$9,270	\$18,270
		Licenses and permits		\$560,372	\$568,532	\$654,078	\$633,123	\$846,876	\$865,147	\$1,712,023
		Intergovernmental revenues		\$670,210	\$523,263	\$463,721	\$781,231	\$660,063	\$468,649	\$1,128,712
		Charges for goods and services		\$995,417	\$937,110	\$1,139,020	\$1,171,827	\$1,319,752	\$1,315,855	\$2,635,607
		Fines and penalties		\$93,147	\$126,496	\$238,490	\$250,396	\$251,000	\$251,000	\$502,000
		Miscellaneous revenues		\$532,706	\$676,076	\$680,355	\$477,878	\$410,289	\$333,789	\$744,078
		Oth Financing Source		\$325,774	\$110,664	\$1,512	\$0	\$0	\$0	\$0
		Revenues/Sources Total		\$12,523,217	\$12,309,362	\$12,628,071	\$14,116,924	\$15,302,335	\$15,237,517	\$30,539,852
		Expenditures/Uses								
		Legislative		\$188,949	\$935,229	\$944,132	\$1,195,604	\$954,878	\$146,984	\$1,101,862
		City Manager		\$672,523	\$776,127	\$902,733	\$836,581	\$978,477	\$1,032,603	\$2,011,080
		Finance		\$695,266	\$810,463	\$885,603	\$926,013	\$932,372	\$1,018,442	\$1,950,814
		Communications & Marketing		\$348,518	\$338,465	\$387,833	\$372,086	\$408,815	\$434,092	\$842,907
		Information Technology		\$499,545	\$546,636	\$658,866	\$664,535	\$762,401	\$660,620	\$1,423,021
		Human Resources		\$505,626	\$587,624	\$623,175	\$578,102	\$671,184	\$530,766	\$1,201,950
		City Clerk		\$228,708	\$171,424	\$218,783	\$240,208	\$267,966	\$286,159	\$554,125
		Police		\$3,174,013	\$4,412,858	\$6,269,601	\$6,875,369	\$7,344,746	\$7,625,407	\$14,970,153
		Fire		\$131,487	\$134,556	(\$18,516)	\$58,020	\$58,020	\$58,020	\$116,040
		Non-Departmental		\$241,485	\$357,644	\$492,421	\$540,736	\$577,210	\$967,595	\$1,544,805
		Community Development		\$911,240	\$649,921	\$834,572	\$1,260,420	\$1,211,771	\$1,069,950	\$2,281,721
		Public Works		\$1,003,554	\$1,343,579	\$1,524,481	\$1,430,526	\$1,539,245	\$1,533,417	\$3,072,662
		Recreation		\$56,664	\$70,218	\$101,014	\$86,980	\$135,875	\$143,082	\$278,957
		Other financing Uses		\$204,285	\$353,895	\$473,021	\$398,760	\$356,589	\$50,300	\$406,889
		Expenditures/Uses Total		\$8,861,864	\$11,488,640	\$14,297,720	\$15,463,938	\$16,199,549	\$15,557,437	\$31,756,986
		Excess/(Deficiency) Revenues over Expenditures		\$3,661,353	\$820,722	(\$1,669,649)	(\$1,347,015)	(\$897,214)	(\$319,920)	
		Fund Balance, Beginning		\$8,964,979	\$12,626,332	\$13,447,054	\$11,777,405	\$10,430,390	\$9,533,177	
		Fund Balance, Ending		\$12,626,332	\$13,447,054	\$11,777,405	\$10,430,390	\$9,533,177	\$9,213,257	
013 ARPA Funds										
		Revenues/Sources								
		Miscellaneous revenues		\$252,356	\$110,664	\$1,512	\$0	\$0	\$0	\$364,532
		Revenues/Sources Total		\$252,356	\$110,664	\$1,512	\$0	\$0	\$0	\$364,532
		Expenditures/Uses								
		Finance								
		Communications & Marketing		\$10,000	\$0	\$0	\$0	\$0	\$0	\$0
		Information Technology		\$10,217	\$55,362	\$7,299	\$0	\$0	\$0	\$4,393,905
		Police		\$2,245,680	\$2,138,749	\$9,477	\$0	\$0	\$0	\$437,950
		ARPA		\$325,774	\$110,664	\$1,512	\$0	\$0	\$0	\$437,951
		Community Development		\$0	\$233,012	\$0	\$0	\$0	\$0	\$0
		Public Works		\$313,944	\$29,702	\$0	\$0	\$0	\$0	\$0
		Streets		\$0	\$467,165	\$0	\$0	\$0	\$0	\$0
		Expenditures/Uses Total		\$2,905,615	\$3,034,654	\$18,288	\$0	\$0	\$0	\$5,269,807
		Excess/(Deficiency) Revenues over Expenditures		(\$2,653,259)	(\$2,923,990)	(\$16,776)	\$0	\$0	\$0	
		Fund Balance, Beginning		\$5,594,025	\$2,940,766	\$16,776	\$0	\$0	\$0	
		Fund Balance, Ending		\$2,940,766	\$16,776	\$0	\$0	\$0	\$0	
SPECIAL REVENUE FUNDS										
103	Streets Fund									
		Revenues/Sources								
		Licenses and permits		\$21,900	\$17,255	\$11,550	\$28,250	\$15,000	\$15,000	\$30,000
		Intergovernmental revenues		\$424,749	\$409,082	\$392,693	\$415,586	\$390,357	\$394,384	\$784,741
		Miscellaneous revenues		\$2,982	\$4,591	\$2,118	\$41	\$1,500	\$1,100	\$2,600
		Oth Financing Source		\$0	\$0	\$78,000	\$294,600	\$318,865	\$310,300	\$629,165
		Revenues/Sources Total		\$449,630	\$430,928	\$484,361	\$738,477	\$725,722	\$720,784	\$1,446,506
		Expenditures/Uses								
		Streets		\$426,824	\$462,806	\$489,853	\$738,465	\$725,720	\$720,770	\$1,446,490
		Expenditures/Uses Total		\$426,824	\$462,806	\$489,853	\$738,465	\$725,720	\$720,770	\$1,446,490
		Excess/(Deficiency) Revenues over Expenditures		\$22,806	(\$31,878)	(\$5,492)	\$12	\$2	\$14	
		Fund Balance, Beginning		\$31,953	\$54,759	\$22,881	\$17,389	\$17,401	\$17,403	
		Fund Balance, Ending		\$54,759	\$22,881	\$17,389	\$17,401	\$17,403	\$17,417	

Sources and Uses by Fund				ACTUALS		ESTIMATED ACTUAL		BIENNIUM BUDGET		
Fund	Fund Name	Type	Rpt Grp	2023	2024	2025	2026	2027	2028	2027-2028 Total
110 Council Contingency										
Revenues/Sources										
			Miscellaneous revenues	\$2,838	\$3,090	\$2,895	\$2,391	\$2,000	\$1,500	\$3,500
			Revenues/Sources Total	\$2,838	\$3,090	\$2,895	\$2,391	\$2,000	\$1,500	\$3,500
Expenditures/Uses										
			Non-Departmental	\$3,390	\$0	\$417	\$1,208	\$10,000	\$10,000	\$20,000
			Expenditures/Uses Total	\$3,390	\$0	\$417	\$1,208	\$10,000	\$10,000	\$20,000
			Excess/(Deficiency) Revenues over Expenditures	(\$552)	\$3,090	\$2,478	\$1,183	(\$8,000)	(\$8,500)	
			Fund Balance, Beginning	\$64,130	\$63,578	\$66,669	\$69,146	\$70,329	\$62,329	
			Fund Balance, Ending	\$63,578	\$66,669	\$69,146	\$70,329	\$62,329	\$53,829	
115 Municipal Arts										
Revenues/Sources										
			Miscellaneous revenues	\$1,200	\$1,290	\$1,270	\$1,045	\$900	\$700	\$1,600
			Oth Financing Source	\$0	\$1,940	\$0	\$0	\$6,232	\$0	\$6,232
			Revenues/Sources Total	\$1,200	\$3,230	\$1,270	\$1,045	\$7,132	\$700	\$7,832
Expenditures/Uses										
			Non-Departmental	\$772	\$398	\$376	\$500	\$10,000	\$10,000	\$20,000
			Expenditures/Uses Total	\$772	\$398	\$376	\$500	\$10,000	\$10,000	\$20,000
			Excess/(Deficiency) Revenues over Expenditures	\$427	\$2,832	\$893	\$545	(\$2,868)	(\$9,300)	
			Fund Balance, Beginning	\$26,026	\$26,453	\$29,285	\$30,178	\$30,724	\$27,856	
			Fund Balance, Ending	\$26,453	\$29,285	\$30,178	\$30,724	\$27,856	\$18,556	
125 Paths & Trails										
Revenues/Sources										
			Intergovernmental revenues	\$1,465	\$1,506	\$1,440	\$5,409	\$7,419	\$7,501	\$14,920
			Miscellaneous revenues	\$514	\$632	\$659	\$589	\$500	\$400	\$900
			Revenues/Sources Total	\$1,979	\$2,138	\$2,099	\$5,998	\$7,919	\$7,901	\$15,820
Expenditures/Uses										
			Non-Departmental	\$0	\$0	\$0	\$0	\$5,000	\$5,000	\$10,000
			Expenditures/Uses Total	\$0	\$0	\$0	\$0	\$5,000	\$5,000	\$10,000
			Excess/(Deficiency) Revenues over Expenditures	\$1,979	\$2,138	\$2,099	\$5,998	\$2,919	\$2,901	
			Fund Balance, Beginning	\$10,274	\$12,252	\$14,391	\$16,490	\$22,488	\$25,407	
			Fund Balance, Ending	\$12,252	\$14,391	\$16,490	\$22,488	\$25,407	\$28,308	
130 Drug Buy Fund										
Revenues/Sources										
			Miscellaneous revenues	\$886	\$2,166	\$636	\$4,263	\$300	\$200	\$500
			Revenues/Sources Total	\$886	\$2,166	\$636	\$4,263	\$300	\$200	\$500
Expenditures/Uses										
			Police	\$4,099	\$4,099	\$5,382	\$0	\$3,600	\$8,400	\$12,000
			Expenditures/Uses Total	\$4,099	\$4,099	\$5,382	\$0	\$3,600	\$8,400	\$12,000
			Excess/(Deficiency) Revenues over Expenditures	(\$3,213)	(\$1,933)	(\$4,746)	\$4,263	(\$3,300)	(\$8,200)	
			Fund Balance, Beginning	\$22,847	\$19,634	\$17,701	\$12,955	\$17,218	\$13,918	
			Fund Balance, Ending	\$19,634	\$17,701	\$12,955	\$17,218	\$13,918	\$5,718	
145 City Hall North										
Revenues/Sources										
			Intergovernmental revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
			Charges for goods and services	\$40,910	\$52,794	\$49,803	\$64,234	\$70,000	\$70,000	\$140,000
			Miscellaneous revenues	\$180,250	\$203,943	\$222,229	\$199,755	\$201,360	\$200,975	\$402,335
			Revenues/Sources Total	\$221,160	\$256,737	\$272,032	\$263,989	\$271,360	\$270,975	\$402,335
Expenditures/Uses										
			Public Works	\$146,880	\$130,354	\$206,847	\$319,879	\$209,300	\$215,457	\$424,757
			Expenditures/Uses Total	\$146,880	\$130,354	\$206,847	\$319,879	\$209,300	\$215,457	\$424,757
			Excess/(Deficiency) Revenues over Expenditures	\$74,280	\$126,383	\$65,185	(\$55,890)	\$62,060	\$55,518	
			Fund Balance, Beginning	\$515,318	\$589,598	\$715,981	\$781,165	\$725,275	\$787,335	
			Fund Balance, Ending	\$589,598	\$715,981	\$781,165	\$725,275	\$787,335	\$842,853	

Sources and Uses by Fund				ACTUALS		ESTIMATED ACTUAL		BIENNIUM BUDGET		
Fund	Fund Name	Type	Rpt Grp	2023	2024	2025	2026	2027	2028	2027-2028 Total
151 Opioid Settlement										
Revenues/Sources										
			Miscellaneous revenues	\$29,753	\$159,371	\$42,916	\$40,117	\$36,429	\$41,247	\$77,676
			Revenues/Sources Total	\$29,753	\$159,371	\$42,916	\$40,117	\$36,429	\$41,247	\$77,676
Expenditures/Uses										
			Police	\$452	\$523	\$1,044	\$3,000	\$20,000	\$20,000	\$40,000
			Expenditures/Uses Total	\$452	\$523	\$1,044	\$3,000	\$20,000	\$20,000	\$40,000
			Excess/(Deficiency) Revenues over Expenditures	\$29,301	\$158,848	\$41,872	\$37,117	\$16,429	\$21,247	
			Fund Balance, Beginning	\$0	\$29,301	\$188,149	\$230,021	\$267,138	\$283,567	
			Fund Balance, Ending	\$29,301	\$188,149	\$230,021	\$267,138	\$283,567	\$304,814	
152 Affordable & Supportive Hsng										
Revenues/Sources										
			Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0
			Miscellaneous revenues	\$0	\$3,822	\$6,100	\$5,730	\$4,700	\$3,600	\$8,300
			Oth Financing Source	\$0	\$99,860	\$0	\$0	\$0	\$0	\$0
			Revenues/Sources Total	\$0	\$103,682	\$6,100	\$5,730	\$4,700	\$3,600	\$8,300
			Fund Balance, Beginning	\$0	\$0	\$128,386	\$128,386	\$128,386	\$128,386	
			Fund Balance, Ending	\$0	\$0	\$128,386	\$128,386	\$128,386	\$128,386	
153 Transportation Benefit District										
Revenues/Sources										
			Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0
			Miscellaneous revenues	\$0	\$0	\$0	\$3	\$4,700	\$4,700	\$9,400
			Revenues/Sources Total	\$0	\$0	\$0	\$3	\$4,700	\$4,700	\$9,400
Expenditures/Uses										
			Streets	\$0	\$0	\$0	\$114,000	\$276,750	\$289,000	\$565,750
			Expenditures/Uses Total	\$0	\$0	\$0	\$114,000	\$276,750	\$289,000	\$565,750
			Excess/(Deficiency) Revenues over Expenditures	\$0	\$0	\$0	(\$113,997)	(\$272,050)	(\$284,300)	
			Fund Balance, Beginning	\$0	\$0	\$0	\$0	(\$113,997)	(\$386,047)	
			Fund Balance, Ending	\$0	\$0	\$0	(\$113,997)	(\$386,047)	(\$670,347)	
DEBT SERVICE FUNDS										
226 Debt Service Fund										
Revenues/Sources										
			Oth Financing Source	\$263,317	\$263,388	\$263,338	\$263,165	\$262,870	\$263,454	\$526,324
			Revenues/Sources Total	\$263,317	\$263,388	\$263,338	\$263,165	\$262,870	\$263,454	\$526,324
Expenditures/Uses										
			Non-Departmental	\$263,317	\$263,388	\$263,338	\$263,165	\$262,870	\$263,454	\$526,324
			Expenditures/Uses Total	\$263,317	\$263,388	\$263,338	\$263,165	\$262,870	\$263,454	\$526,324
			Excess/(Deficiency) Revenues over Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	
			Fund Balance, Beginning	\$0	\$0	\$0	\$0	\$0	\$0	
			Fund Balance, Ending	\$0	\$0	\$0	\$0	\$0	\$0	
227 Local Revitalization Fund										
Revenues/Sources										
			Taxes	\$0	\$0	\$0	\$0	\$0	\$0	
			Miscellaneous revenues	\$12,035	\$14,173	\$13,314	\$11,053	\$9,000	\$0	\$9,000
			Revenues/Sources Total	\$12,035	\$14,173	\$13,314	\$11,053	\$9,000	\$0	\$9,000
Expenditures/Uses										
			Other financing Uses	\$0	\$0	\$0	\$0	\$339,116	\$0	\$339,116
			Expenditures/Uses Total	\$0	\$0	\$0	\$0	\$339,116	\$0	\$339,116
			Excess/(Deficiency) Revenues over Expenditures	\$12,035	\$14,173	\$13,314	\$11,053	(\$330,116)	\$0	
			Fund Balance, Beginning	\$270,878	\$282,913	\$297,086	\$310,400	\$321,453	(\$8,663)	
			Fund Balance, Ending	\$282,913	\$297,086	\$310,400	\$321,453	(\$8,663)	(\$8,663)	

Sources and Uses by Fund				ACTUALS		ESTIMATED ACTUAL		BIENNium BUDGET		
Fund	Fund Name	Type	Rpt Grp	2023	2024	2025	2026	2027	2028	2027-2028 Total
CAPITAL FUNDS										
314 Real Estate Excise Tax										
Revenues/Sources										
	Taxes			\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Miscellaneous revenues			\$293,528	\$380,780	\$369,191	\$335,520	\$280,000	\$212,000	\$492,000
	Oth Financing Source			\$0	\$0	\$0	\$0	\$0	\$1,069,685	\$1,069,685
	Revenues/Sources Total			\$293,528	\$380,780	\$369,191	\$335,520	\$280,000	\$1,281,685	\$1,561,685
Expenditures/Uses										
	Other financing Uses			\$0	\$1,027,000	\$0	\$0	\$6,247,500	\$2,387,500	\$8,635,000
	Expenditures/Uses Total			\$0	\$1,027,000	\$0	\$0	\$6,247,500	\$2,387,500	\$8,635,000
	Excess/(Deficiency) Revenues over Expenditures			\$293,528	(\$646,220)	\$369,191	\$335,520	(\$5,967,500)	(\$1,105,815)	
	Fund Balance, Beginning			\$5,910,242	\$6,203,771	\$5,557,550	\$5,926,741	\$6,262,260	\$294,760	
	Fund Balance, Ending			\$6,203,771	\$5,557,550	\$5,926,741	\$6,262,260	\$294,760	(\$811,055)	
316 Capital Improvement Fund										
Revenues/Sources										
	Intergovernmental revenues			\$0	\$194,000	\$0	\$499,550	\$0	\$0	\$0
	Charges for goods and services			\$3,151	\$0	\$18,227	\$0	\$0	\$0	\$0
	Miscellaneous revenues			\$103,998	\$107,056	\$91,556	\$74,033	\$60,000	\$45,000	\$105,000
	Oth Financing Source			\$0	\$0	\$170,861	\$0	\$0	\$0	\$0
	Revenues/Sources Total			\$107,149	\$301,056	\$280,643	\$573,583	\$60,000	\$45,000	\$105,000
Expenditures/Uses										
	CIP Facilities			\$92,955	\$386,719	\$284,335	\$719,100	\$803,090	\$814,694	\$1,617,784
	Expenditures/Uses Total			\$92,955	\$386,719	\$284,335	\$719,100	\$803,090	\$814,694	\$1,617,784
	Excess/(Deficiency) Revenues over Expenditures			\$14,194	(\$85,663)	(\$3,692)	(\$145,517)	(\$743,090)	(\$769,694)	
	Fund Balance, Beginning			\$2,278,531	\$2,292,725	\$2,207,062	\$2,203,370	\$2,057,853	\$1,314,763	
	Fund Balance, Ending			\$2,292,725	\$2,207,062	\$2,203,370	\$2,057,853	\$1,314,763	\$545,069	
317 Parks & Open Space Capital Imp										
Revenues/Sources										
	Intergovernmental revenues			\$0	\$100,000	\$88,200	\$600,260	\$0	\$0	\$0
	Miscellaneous revenues			\$34,575	\$31,132	\$33,504	\$24,967	\$18,000	\$13,800	\$31,800
	Transfers-in			\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Oth Financing Source			\$0	\$287,000	\$0	\$0	\$1,000,000	\$1,000,000	\$2,000,000
	Revenues/Sources Total			\$34,575	\$418,132	\$121,704	\$625,227	\$1,018,000	\$1,013,800	\$2,031,800
Expenditures/Uses										
	CIP Parks			\$86,830	\$392,949	\$116,135	\$768,873	\$1,156,232	\$1,250,000	\$2,406,232
	Expenditures/Uses Total			\$86,830	\$392,949	\$116,135	\$768,873	\$1,156,232	\$1,250,000	\$2,406,232
	Excess/(Deficiency) Revenues over Expenditures			(\$52,255)	\$25,183	\$5,569	(\$143,646)	(\$138,232)	(\$236,200)	
	Fund Balance, Beginning			\$784,562	\$732,306	\$757,489	\$763,058	\$619,412	\$481,180	
	Fund Balance, Ending			\$732,306	\$757,489	\$763,058	\$619,412	\$481,180	\$244,980	
318 Road Improvement Fund										
Revenues/Sources										
	Intergovernmental revenues			\$78,931	\$0	\$0	\$510,000	\$0	\$0	\$0
	Charges for goods and services			\$108,889	\$288,966	\$393,659	\$117,379	\$100,000	\$100,000	\$200,000
	Miscellaneous revenues			\$333,060	\$366,034	\$299,100	\$221,248	\$170,400	\$130,000	\$300,400
	Oth Financing Source			\$0	\$740,000	\$0	\$0	\$2,287,500	\$1,387,500	\$3,675,000
	Revenues/Sources Total			\$520,879	\$1,394,999	\$692,758	\$848,627	\$2,557,900	\$1,617,500	\$4,175,400
Expenditures/Uses										
	CIP Streets			\$1,734	\$2,025,042	\$1,157,641	\$4,001,702	\$4,699,920	\$2,887,500	\$7,587,420
	Expenditures/Uses Total			\$1,734	\$2,025,042	\$1,157,641	\$4,001,702	\$4,699,920	\$2,887,500	\$7,587,420
	Excess/(Deficiency) Revenues over Expenditures			\$519,145	(\$630,043)	(\$464,883)	(\$3,153,075)	(\$2,142,020)	(\$1,270,000)	
	Fund Balance, Beginning			\$7,230,167	\$7,749,312	\$7,119,269	\$6,654,386	\$3,501,311	\$1,359,291	
	Fund Balance, Ending			\$7,749,312	\$7,119,269	\$6,654,386	\$3,501,311	\$1,359,291	\$89,291	

Sources and Uses by Fund				ACTUALS		ESTIMATED ACTUAL		BIENNIUM BUDGET		
Fund	Fund Name	Type	Rpt Grp	2023	2024	2025	2026	2027	2028	2027-2028 Total
ENTERPRISE FUNDS										
401 Surface Water Utility										
Revenues/Sources										
			Intergovernmental revenues	\$75,000	\$0	\$130,000	\$120,000	\$60,000	\$60,000	\$120,000
			Charges for goods and services	\$2,009,843	\$2,125,114	\$2,217,058	\$2,321,425	\$2,451,780	\$2,598,887	\$5,050,667
			Fines and penalties	\$0	\$0	\$0	\$3,850	\$0	\$0	\$0
			Miscellaneous revenues	\$288,919	\$370,832	\$332,711	\$289,431	\$242,800	\$185,000	\$427,800
			Oth Financing Source	\$0	\$0	\$0	\$0	\$2,960,000	\$0	\$2,960,000
			Revenues/Sources Total	\$2,373,761	\$2,495,945	\$2,679,769	\$2,734,706	\$5,714,580	\$2,843,887	\$8,558,467
Expenditures/Uses										
			Surface Water	\$1,099,137	\$2,284,811	\$2,136,981	\$6,474,954	\$7,397,370	\$5,106,663	\$12,504,033
			Expenditures/Uses Total	\$1,099,137	\$2,284,811	\$2,136,981	\$6,474,954	\$7,397,370	\$5,106,663	\$12,504,033
			Excess/(Deficiency) Revenues over Expenditures	\$1,274,625	\$211,135	\$542,788	(\$3,740,248)	(\$1,682,790)	(\$2,262,776)	
			Fund Balance, Beginning	\$5,971,251	\$7,245,876	\$7,457,010	\$7,999,798	\$4,259,550	\$2,576,760	
			Fund Balance, Ending	\$7,245,876	\$7,457,010	\$7,999,798	\$4,259,550	\$2,576,760	\$313,984	
INTERNAL SERVICE FUND										
509 Equipment Replacement Fund										
Revenues/Sources										
			Miscellaneous revenues	\$100,259	\$77,219	\$69,640	\$62,274	\$48,000	\$36,200	\$84,200
			Transfers-in	\$0	\$0	\$0	\$0	\$0	\$0	\$0
			Oth Financing Source	\$266,785	\$276,535	\$271,660	\$271,660	\$431,089	\$99,480	\$530,569
			Revenues/Sources Total	\$367,044	\$353,754	\$341,300	\$333,934	\$479,089	\$135,680	\$614,769
Expenditures/Uses										
			Non-Departmental	\$200,531	\$363,658	\$202,382	\$178,055	\$533,940	\$230,740	\$764,680
			Expenditures/Uses Total	\$200,531	\$363,658	\$202,382	\$178,055	\$533,940	\$230,740	\$764,680
			Excess/(Deficiency) Revenues over Expenditures	\$166,513	(\$9,903)	\$138,918	\$155,878	(\$54,851)	(\$95,060)	
			Fund Balance, Beginning	\$1,463,156	\$1,629,669	\$1,619,765	\$1,758,684	\$1,914,562	\$1,859,711	
			Fund Balance, Ending	\$1,629,669	\$1,619,765	\$1,758,684	\$1,914,562	\$1,859,711	\$1,764,651	
521 Unemployment Compensation/Self Insurance										
Revenues/Sources										
			Oth Financing Source	\$0	\$40,000	\$15,000	\$5,000	\$25,000	\$25,000	\$50,000
			Revenues/Sources Total	\$0	\$40,000	\$15,000	\$5,000	\$25,000	\$25,000	\$50,000
Expenditures/Uses										
			Non-Departmental	\$17,566	\$26,930	\$30,257	\$8,576	\$25,000	\$25,000	\$50,000
			Expenditures/Uses Total	\$17,566	\$26,930	\$30,257	\$8,576	\$25,000	\$25,000	\$50,000
			Excess/(Deficiency) Revenues over Expenditures	(\$17,566)	\$13,070	(\$15,257)	(\$3,576)	\$0	\$0	
			Fund Balance, Beginning	\$26,373	\$8,807	\$21,877	\$6,620	\$3,044	\$3,044	
			Fund Balance, Ending	\$8,807	\$21,877	\$6,620	\$3,044	\$3,044	\$3,044	



CITY OF
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Revenues

City of Mill Creek, Washington
Revenues Detail by Fund
2023 - 2028

Fund Fund Name	Source	Account Number	Description	2023	2024	2023-2024 Actual Total	2025	2026	2025-2026 Estimated Total	2027	2028	2027-2028 Budget Total	% Change
001 General Fund													
Taxes		001-000-311-10-00-00	Regular Property Tax	4,289,559	4,372,331	8,661,890	4,400,118	4,718,244	9,118,361	4,765,427	4,813,081	9,578,508	17.6%
		001-000-311-11-00-00	EMS Property Tax Levy	16,086	2,853	18,940	1,224	1,001	2,226	0	0	0	
		001-000-313-11-00-00	Sales Tax	4,084,394	4,067,464	8,151,858	4,105,987	4,253,383	8,359,370	4,338,451	4,425,220	8,763,671	
		001-000-313-15-00-00	Public Safety Sales Tax	399,366	396,646	796,012	404,339	420,290	824,629	428,696	437,270	865,966	
		001-000-313-27-00-00	Afford. & Support. Housing Tax	25,024	0	25,024	0	0	0	0	0	0	
		001-000-313-71-00-00	Criminal Justice Sales Tax	524,457	520,177	1,044,634	530,385	540,160	1,070,544	550,964	561,983	1,112,947	
		001-000-316-40-00-00	B&O Taxes - Utilities	0	0	0	0	860,908	860,908	1,721,817	1,756,253	3,478,070	
		001-000-317-20-00-00	Leasehold Excise Tax	6,704	7,751	14,454	8,842	8,482	17,324	9,000	9,270	18,270	
Taxes Total				9,345,590	9,367,222	18,712,812	9,450,894	10,802,468	20,253,362	11,814,355	12,003,077	23,817,432	
Licenses and permits		001-000-321-91-00-00	Franchise Fees - Cable, Other	259,792	233,839	493,632	218,353	203,436	421,789	209,914	216,212	426,126	33.0%
		001-000-321-91-01-00	Franchise Fees - Waste Mgmt.	51,410	73,536	124,946	138,545	141,036	279,581	140,000	144,200	284,200	
		001-000-321-99-00-00	Licenses & Permits	84,313	94,304	178,617	96,875	111,140	208,015	98,815	100,790	199,605	
		001-000-321-99-00-01	RPO Fees	0	0	0	0	0	0	75,000	75,000	150,000	
		001-000-322-10-00-00	Building Permits	152,262	155,700	307,963	187,607	165,863	353,470	304,434	310,525	614,959	
		001-000-322-10-00-01	Technology fee	8,979	7,647	16,626	10,051	7,877	17,928	15,233	15,430	30,663	
		001-000-322-30-00-00	Animal Licenses	362	319	681	270	915	1,185	600	0	600	
		001-000-322-90-00-00	Non-Busin License/Permit other	2,880	2,884	5,764	2,100	2,559	4,659	2,520	2,570	5,090	
		001-000-322-90-00-01	CPL Laminating Fee	374	302	676	276	297	573	360	420	780	
Licenses and permits Total				560,372	568,532	1,128,905	654,078	633,123	1,287,201	846,876	865,147	1,712,023	
Intergovernmental		001-000-331-16-60-72	Bulletproof Vest Fed Grant	5,201	2,225	7,426	7,186	2,400	9,586	2,500	2,500	5,000	-9.3%
		001-000-334-03-51-00	Grants-Traffic Safety Comm	4,223	10,904	15,127	9,572	9,139	18,711	3,000	3,000	6,000	
		001-000-334-04-20-02	WA St DOC GMA Update	212,500	62,500	275,000	0	300,000	300,000	200,000	0	200,000	
		001-000-334-06-90-01	DOC Grant-Mill Crk Blvd Cordon	2,584	0	2,584	0	0	0	0	0	0	
		001-000-335-00-91-00	PUD Privilege Tax	93,699	95,884	189,584	103,744	110,000	213,744	115,500	121,275	236,775	
		001-000-336-06-21-00	MVET- Violent Crimes	7,780	8,267	16,047	8,714	9,085	17,799	9,734	10,382	20,116	
		001-000-336-06-26-00	Crim Justice-Spec Programs	27,457	29,046	56,503	30,497	32,012	62,509	33,743	35,906	69,649	
		001-000-336-06-51-00	DUI Criminal Justice Assist	1,488	2,106	3,594	2,131	2,353	4,484	2,500	2,500	5,000	
		001-000-336-06-94-00	Liquor Excise Tax	150,817	149,036	299,852	140,619	151,194	291,813	134,971	135,620	270,591	
		001-000-336-06-95-00	Liquor Control Board Profits	164,462	163,284	327,746	161,259	158,548	319,807	158,115	157,466	315,581	
		001-000-337-00-00-00	Local Grants/Assistance	0	0	0	0	6,500	6,500	0	0	0	
		001-000-337-00-00-02	LHET Interest	0	11	11	0	0	0	0	0	0	
Intergovernmental Total				670,210	523,263	1,193,473	463,721	781,231	1,244,952	660,063	468,649	1,128,712	
Charges for goods and services		001-000-341-43-00-01	Collection Admin Fee	0	0	0	0	900	900	1,000	1,000	2,000	
		001-000-341-81-00-00	Copies, Fingerprinting, Tape	861	652	1,513	1,029	3,185	4,215	1,000	1,000	2,000	
		001-000-341-82-01-00	Engineering Plan Check Fees	21,167	1,000	22,167	22,046	59,735	81,781	26,455	27,000	53,455	
		001-000-341-99-00-00	Passport Fees	496,020	476,555	972,575	512,715	401,520	914,235	425,000	400,000	825,000	
		001-000-341-99-00-01	Passport Photos	105	0	105	0	0	0	76,000	71,500	147,500	
		001-000-342-11-01-00	Law Enforcement Services	141,664	145,276	286,939	254,525	381,489	636,014	336,237	346,325	682,562	
		001-000-342-21-00-00	Fire Marshall & Inspection fee	0	0	0	0	0	0	0	0	0	
		001-000-342-40-00-01	Bldg Inspection Fees-Addtl	0	0	0	0	350	350	0	0	0	
		001-000-345-81-00-00	Zoning & Subdivision Fees	1,200	11,950	13,150	13,175	1,050	14,225	15,810	16,130	31,940	
		001-000-345-83-00-00	Plan Check Fees	87,280	86,235	173,515	73,326	87,839	161,165	143,000	145,850	288,850	
		001-000-345-89-01-00	Design Review Board Fees	750	1,000	1,750	2,000	0	2,000	1,750	1,750	3,500	
		001-000-345-89-04-00	Other Development Fees	5,355	14,375	19,730	11,502	26,076	37,578	40,000	40,000	80,000	
		001-000-347-30-02-00	Facility Rentals	6,905	1,841	8,746	1,237	(650)	587	1,000	1,000	2,000	
		001-000-347-30-03-00	Field Rentals	95,549	56,959	152,508	55,639	34,930	90,569	60,000	61,800	121,800	
		001-000-347-30-04-00	Concession Stand	2,563	3,347	5,910	2,265	2,300	4,565	2,500	2,500	5,000	
		001-000-347-30-05-00	Lights - MCSP Field	19,230	7,370	26,600	12,295	7,860	20,155	15,000	15,000	30,000	

City of Mill Creek, Washington
Revenues Detail by Fund
2023 - 2028

Fund Fund Name	Source	Account Number	Description	2023	2024	2023-2024 Actual Total	2025	2026	2025-2026 Estimated Total	2027	2028	2027-2028 Budget Total	% Change
		001-000-347-60-90-00	Recreation Extra Fee Revenue	330	10	340	0	0	0	0	0	0	
		001-000-347-60-90-10	Preschool - Miscellaneous	3,761	0	3,761	0	0	0	0	0	0	
		001-000-347-60-90-20	Youth - Miscellaneous	66,137	103,485	169,622	140,873	148,656	289,529	145,000	150,000	295,000	
		001-000-347-60-90-30	Teens - Miscellaneous	0	0	0	60	120	180	0	0	0	
		001-000-347-60-90-40	Adults - Miscellaneous	15,340	14,555	29,895	10,131	6,168	16,299	10,000	15,000	25,000	
		001-000-347-90-00-02	Sponsorships	31,200	12,500	43,700	26,200	10,300	36,500	20,000	20,000	40,000	
		Charges for goods and services Total		995,417	937,110	1,932,527	1,139,020	1,171,827	2,310,847	1,319,752	1,315,855	2,635,607	14.1%
Fines and penalties		001-000-353-10-00-00	Civil Traffic Infraction	62,186	117,421	179,607	227,819	236,916	464,735	240,000	240,000	480,000	
		001-000-353-10-01-00	Dismissed Tickets	1,525	2,150	3,675	3,650	3,650	7,300	4,000	4,000	8,000	
		001-000-353-70-00-00	Code EnforcemntPenalty NonTrfc	21,750	0	21,750	0	0	0	0	0	0	
		001-000-354-00-00-00	Civil Parking Infractions	7,686	6,925	14,611	7,021	9,830	16,851	7,000	7,000	14,000	
		Fines and penalties Total		93,147	126,496	219,643	238,490	250,396	488,887	251,000	251,000	502,000	2.7%
Miscellaneous revenues		001-000-361-11-00-00	Investment Interest	434,318	605,760	1,040,079	513,243	373,700	886,943	305,700	232,200	537,900	
		001-000-361-30-00-00	Gains (Losses) on Investments	(1,101)	(21,779)	(22,880)	21,484	0	21,484	0	0	0	
		001-000-361-40-00-01	Interest-Property Taxes	10,273	8,426	18,699	7,321	8,266	15,587	9,000	7,000	16,000	
		001-000-361-40-01-00	Interest Income - Taxes	13,618	16,292	29,910	13,195	11,028	24,223	12,000	11,000	23,000	
		001-000-362-50-00-00	Cell Tower Leases	55,680	55,680	111,360	64,589	64,589	129,178	64,589	64,589	129,178	
		001-000-367-00-01-00	Donations	3,100	11	3,111	839	0	839	0	0	0	
		001-000-369-40-00-00	Judgments & Settlements	0	5,235	5,235	52,029	3,368	55,398	0	0	0	
		001-000-369-81-00-00	Cashier's Overage/Shortages	(93)	(23)	(116)	(282)	2	(280)	0	0	0	
		001-000-369-91-00-00	Miscellaneous Revenues	16,910	5,474	22,383	2,452	16,925	19,377	19,000	19,000	38,000	
		001-000-398-10-00-00	Insurance Recoveries	0	1,000	1,000	5,486	0	5,486	0	0	0	
		Miscellaneous revenues Total		532,706	676,076	1,208,782	680,355	477,878	1,158,234	410,289	333,789	744,078	-35.8%
Oth Financing Source		001-000-397-00-00-01	Transfers In - ARPA	325,774	110,664	436,438	1,512	0	1,512	0	0	0	-100.0%
		Oth Financing Source Total		325,774	110,664	436,438	1,512	0	1,512	0	0	0	
General Fund Total				12,523,217	12,309,362	24,832,579	12,628,071	14,116,924	26,744,994	15,302,335	15,237,517	30,539,852	14.2%
013 ARPA													
	Intergovernmental	013-000-332-92-10-00	CSLFRF (ARPA)	0	0	0	0	0	0	0	0	0	
	Intergovernmental Total			0	0	0	0	0	0	0	0	0	
Miscellaneous revenues		013-000-361-11-00-00	Investment Interest	253,405	112,375	365,780	1,507	0	1,507	0	0	0	
		013-000-361-30-00-00	Gains (Losses) on Investments	(1,049)	(1,711)	(2,760)	5	0	5	0	0	0	
	Miscellaneous revenues Total			252,356	110,664	363,020	1,512	0	1,512	0	0	0	-100.0%
ARPA Total				252,356	110,664	363,020	1,512	0	1,512	0	0	0	-100.0%
103 City Streets													
	Licenses and permits	103-000-322-40-00-00	Street and Curb Permits	21,900	17,255	39,155	11,550	28,250	39,800	15,000	15,000	30,000	
	Licenses and permits Total			21,900	17,255	39,155	11,550	28,250	39,800	15,000	15,000	30,000	-24.6%
Intergovernmental		103-000-336-00-71-00	Multimodal Transportation	27,930	27,730	55,659	27,305	27,038	54,343	26,821	26,821	53,642	
		103-000-336-00-87-00	Motor Vehicle Fuel Tax	396,819	381,353	778,172	365,387	388,548	753,935	363,536	367,563	731,099	
	Intergovernmental Total			424,749	409,082	833,831	392,693	415,586	808,278	390,357	394,384	784,741	-2.9%
Miscellaneous revenues		103-000-361-11-00-00	Investment Interest	2,796	4,667	7,463	1,934	41	1,975	1,500	1,100	2,600	
		103-000-361-30-00-00	Gains (Losses) on Investments	(1)	(169)	(170)	56	0	56	0	0	0	
		103-000-369-91-00-00	Miscellaneous Revenue	186	94	280	128	0	128	0	0	0	

City of Mill Creek, Washington
Revenues Detail by Fund
2023 - 2028

Fund	Fund Name	Source	Account Number	Description	2023	2024	2023-2024 Actual Total	2025	2026	2025-2026 Estimated Total	2027	2028	2027-2028 Budget Total	% Change
			103-000-395-20-00-00	Property Insurance Recoveries	0	0	0	0	0	0	0	0	0	
			Miscellaneous revenues Total		2,982	4,591	7,573	2,118	41	2,160	1,500	1,100	2,600	20.4%
	Oth Financing Source		103-000-397-00-50-01	Oper Transfer from Gen Fund	0	0	0	78,000	184,600	262,600	46,115	25,300	71,415	
			103-000-397-00-50-02	Tfers fr TBD Fund	0	0	0	0	110,000	110,000	272,750	285,000	557,750	
	Oth Financing Source Total				0	0	0	78,000	294,600	372,600	318,865	310,300	629,165	68.9%
	City Streets Total				449,630	430,928	880,559	484,361	738,477	1,222,838	725,722	720,784	1,446,506	18.3%
110	Council Contingency													
	Miscellaneous revenues		110-000-361-11-00-00	Investment Interest	2,850	3,201	6,050	2,780	2,391	5,171	2,000	1,500	3,500	
			110-000-361-30-00-00	Gains (Losses) on Investments	(12)	(110)	(122)	116	0	116	0	0	0	
	Miscellaneous revenues Total				2,838	3,090	5,928	2,895	2,391	5,286	2,000	1,500	3,500	-33.8%
	Council Contingency Total				2,838	3,090	5,928	2,895	2,391	5,286	2,000	1,500	3,500	-33.8%
115	Municipal Arts													
	Miscellaneous revenues		115-000-361-11-00-00	Investment Interest	1,204	1,337	2,542	1,219	1,045	2,265	900	700	1,600	
			115-000-361-30-00-00	Gains (Losses) on Investments	(5)	(48)	(52)	50	0	50	0	0	0	
	Miscellaneous revenues Total				1,200	1,290	2,490	1,270	1,045	2,315	900	700	1,600	-30.9%
	Oth Financing Source		115-000-397-00-00-00	Transfers In	0	1,940	1,940	0	0	0	6,232	0	6,232	
	Oth Financing Source Total				0	1,940	1,940	0	0	0	6,232	0	6,232	
	Municipal Arts Total				1,200	3,230	4,430	1,270	1,045	2,315	7,132	700	7,832	238.3%
125	Paths & Trails													
	Intergovernmental		125-000-336-00-87-00	Motor Vehicle Fuel Tax	1,465	1,506	2,971	1,440	5,409	6,849	7,419	7,501	14,920	117.8%
	Intergovernmental Total				1,465	1,506	2,971	1,440	5,409	6,849	7,419	7,501	14,920	
	Miscellaneous revenues		125-000-361-11-00-00	Investment Interest	515	656	1,171	632	589	1,220	500	400	900	
			125-000-361-30-00-00	Gains (Losses) on Investments	(1)	(23)	(25)	27	0	27	0	0	0	
	Miscellaneous revenues Total				514	632	1,146	659	589	1,248	500	400	900	-27.9%
	Paths & Trails Total				1,979	2,138	4,117	2,099	5,998	8,097	7,919	7,901	15,820	95.4%
130	Drug Buy Fund													
	Miscellaneous revenues		130-000-361-11-00-00	Investment Interest	880	913	1,792	614	553	1,167	300	200	500	
			130-000-361-30-00-00	Gains (Losses) on Investments	7	(29)	(23)	22	0	22	0	0	0	
			130-000-369-30-00-00	Confiscated Forfeited Property	0	1,283	1,283	0	3,710	3,710	0	0	0	
	Miscellaneous revenues Total				886	2,166	3,052	636	4,263	4,899	300	200	500	-89.8%
	Drug Buy Fund Total				886	2,166	3,052	636	4,263	4,899	300	200	500	-89.8%
145	City Hall North													
	Charges for goods and s		145-000-341-92-00-00	TripleNet Charges	40,910	52,794	93,704	49,803	64,234	114,037	70,000	70,000	140,000	
	Charges for goods and services Total				40,910	52,794	93,704	49,803	64,234	114,037	70,000	70,000	140,000	22.8%
	Miscellaneous revenues		145-000-361-11-00-00	Investment Interest	26,252	32,547	58,799	32,090	28,489	60,579	24,200	18,500	42,700	
			145-000-361-30-00-00	Gains (Losses) on Investments	(72)	(1,190)	(1,262)	1,333	0	1,333	0	0	0	
			145-000-362-50-00-00	Lease Revenue	154,070	172,586	326,656	188,806	171,266	360,072	177,160	182,475	359,635	
			145-000-369-91-00-00	Miscellaneous Other Revenue	0	0	0	0	0	0	0	0	0	

City of Mill Creek, Washington
Revenues Detail by Fund
2023 - 2028

Fund	Fund Name	Source	Account Number	Description	2023	2024	2023-2024 Actual Total	2025	2026	2025-2026 Estimated Total	2027	2028	2027-2028 Budget Total	% Change
			145-000-395-20-00-00	Property Insurance Recoveries	0	0	0	0	0	0	0	0	0	
			Miscellaneous revenues Total		180,250	203,943	384,194	222,229	199,755	421,984	201,360	200,975	402,335	-4.7%
	City Hall North Total				221,160	256,737	477,898	272,032	263,989	536,021	271,360	270,975	542,335	1.2%
151	Opioid Settlement													
	Miscellaneous revenues		151-000-361-11-00-00	Investment Interest	0	6,137	6,137	8,389	8,103	16,492	6,700	5,100	11,800	
			151-000-361-30-00-00	Gains/(Losses) on Investments	0	(285)	(285)	380	0	380	0	0	0	
			151-000-369-40-00-00	Judgments & Settlement	29,753	153,520	183,274	34,147	32,013	66,160	29,729	36,147	65,876	
	Miscellaneous revenues Total				29,753	159,371	189,125	42,916	40,117	83,033	36,429	41,247	77,676	-6.5%
	Opioid Settlement Total				29,753	159,371	189,125	42,916	40,117	83,033	36,429	41,247	77,676	-6.5%
152	Affordable & Supportive Hsng													
	Taxes		152-000-313-27-00-00	Afford & Support Housing Tax	0	24,704	24,704	25,186	25,978	51,164	25,469	25,978	51,447	0.6%
	Other Financing Source		152-000-397-00-00-01	Transfers In	0	99,860	99,860	0	0	0	0	0	0	#DIV/0!
	Taxes Total				0	124,564	124,564	25,186	25,978	51,164	25,469	25,978	51,447	
	Miscellaneous revenues		152-000-361-11-00-00	Investment Interest	0	3,961	3,961	5,839	5,730	11,569	4,700	3,600	8,300	
			152-000-361-30-00-00	Gains/(Losses) on Investments	0	(139)	(139)	260	0	260	0	0	0	
	Miscellaneous revenues Total				0	3,822	3,822	6,100	5,730	11,829	4,700	3,600	8,300	
	Affordable & Supportive Hsng Total				0	128,386	128,386	31,286	31,708	62,994	30,169	29,578	59,747	-5.2%
153	Transportation Benefit District													
	Taxes		153-000-317-60-00-00	TBD-Vehicle License Fees	0	0	0	0	122,139	122,139	290,620	290,620	581,240	375.9%
	Taxes Total				0	0	0	0	122,139	122,139	290,620	290,620	581,240	
	Miscellaneous revenues		153-000-361-11-00-00	Investment Interest	0	0	0	0	3	3	4,700	4,700	9,400	
			153-000-361-30-00-00	Gains/(Losses) on Investments	0	0	0	0	0	0	0	0	0	
	Miscellaneous revenues Total				0	0	0	0	3	3	4,700	4,700	9,400	
	Transportation Benefit District Total				0	0	0	0	122,142	122,142	295,320	295,320	590,640	383.6%
226	Debt Service Fund													
	Oth Financing Source		226-000-397-31-79-01	Oper Transfer From Surface Wat	263,317	263,388	526,706	263,338	263,165	526,503	262,870	263,454	526,324	0.0%
	Oth Financing Source Total				263,317	263,388	526,706	263,338	263,165	526,503	262,870	263,454	526,324	
					0	0	0	0	0	0	0	0	0	
	Debt Service Fund Total				263,317	263,388	526,706	263,338	263,165	526,503	262,870	263,454	526,324	0.0%
227	Local Revitalization Fund													
	Taxes		227-000-311-10-00-00	Property Tax LRF	8,664	0	8,664	0	0	0	0	0	0	
	Taxes Total				8,664	0	8,664	0	0	0	0	0	0	
	Miscellaneous revenues		227-000-361-11-00-00	Investment Interest	11,936	14,678	26,614	12,781	11,053	23,834	9,000	0	9,000	
			227-000-361-30-00-00	Gains (Losses) on Investments	99	(505)	(406)	533	0	533	0	0	0	
	Miscellaneous revenues Total				12,035	14,173	26,208	13,314	11,053	24,367	9,000	0	9,000	-63.1%
	Local Revitalization Fund Total				20,698	14,173	34,871	13,314	11,053	24,367	9,000	0	9,000	-63.1%
314	Real Estate Excise Tax													
	Taxes		314-000-318-34-00-00	REET 1 - First Quarter Percent	535,738	576,300	1,112,037	653,816	505,431	1,159,246	500,377	495,373	995,750	

City of Mill Creek, Washington
Revenues Detail by Fund
2023 - 2028

Fund Fund Name	Source	Account Number	Description	2023	2024	2023-2024 Actual Total	2025	2026	2025-2026 Estimated Total	2027	2028	2027-2028 Budget Total	% Change
		314-000-318-35-00-00	REET 2-Second Quarter Percent	535,738	576,300	1,112,037	653,816	505,431	1,159,246	500,377	495,373	995,750	
	Taxes Total			1,071,475	1,152,599	2,224,074	1,307,631	1,010,861	2,318,492	1,000,754	990,746	1,991,500	-14.1%
	Miscellaneous revenues	314-000-361-11-00-00	Investment Interest	294,281	394,931	689,212	353,597	335,520	689,116	280,000	212,000	492,000	
		314-000-361-30-00-00	Gains (Losses) on Investments	(753)	(14,151)	(14,904)	15,594	0	15,594	0	0	0	
	Miscellaneous revenues Total			293,528	380,780	674,308	369,191	335,520	704,710	280,000	212,000	492,000	-30.2%
	Oth Financing Source	314-000-381-20-00-01	IF Loan Repayment SW	0	0	0	0	0	0	0	1,069,685	1,069,685	
	Oth Financing Source Total			0	0	0	0	0	0	0	1,069,685	1,069,685	#DIV/0!
	Real Estate Excise Tax Total			1,365,003	1,533,379	2,898,382	1,676,822	1,346,381	3,023,203	1,280,754	2,272,431	3,553,185	17.5%
316	Capital Improvement Fund												
	Intergovernmental	316-000-334-04-20-01	State Capital 2023-25	0	0	0	0	499,550	499,550	0	0	0	
		316-000-334-04-20-02	WA DOGrant Library Rehab	0	194,000	194,000	0	0	0	0	0	0	
		316-000-334-04-20-03	WA DOGrant Public Works Yard	0	0	0	0	0	0	0	0	0	
	Intergovernmental Total			0	194,000	194,000	0	499,550	499,550	0	0	0	-100.0%
	Charges for goods and s	316-000-341-82-00-00	Engineering Svc	3,151	0	3,151	18,227	0	18,227	0	0	0	
	Charges for goods and services Total			3,151	0	3,151	18,227	0	18,227	0	0	0	-100.0%
	Miscellaneous revenues	316-000-361-11-00-00	Investment Interest	104,405	110,851	215,256	87,836	74,033	161,869	60,000	45,000	105,000	
		316-000-361-30-00-00	Gains (Losses) on Investments	(407)	(3,795)	(4,202)	3,720	0	3,720	0	0	0	
	Miscellaneous revenues Total			103,998	107,056	211,054	91,556	74,033	165,589	60,000	45,000	105,000	-36.6%
	Oth Financing Source	316-000-397-00-00-04	Transfer from Annex Fund	0	0	0	0	0	0	0	0	0	
		316-000-397-00-50-02	Oper Trans. from Non-Dept-G/F	0	0	0	170,861	0	170,861	0	0	0	
	Oth Financing Source Total			0	0	0	170,861	0	170,861	0	0	0	
	Capital Improvement Fund Total			107,149	301,056	408,205	280,643	573,583	854,227	60,000	45,000	105,000	-87.7%
317	Parks & Open Space Capital Imp												
	Intergovernmental	317-000-334-02-40-00	State Grant (19-PARKS-02)	0	0	0	88,200	0	88,200	0	0	0	
		317-000-334-04-20-01	DRCC Master Plan State Grant	0	0	0	0	0	0	0	0	0	
		317-000-334-04-20-02	State Capital 2023-25	0	0	0	0	250,260	250,260	0	0	0	
		317-000-337-00-00-05	SnoCo Grant 19-PARKS-02	0	100,000	100,000	0	0	0	0	0	0	
		317-000-337-00-00-06	Sno County Allocation	0	0	0	0	350,000	350,000	0	0	0	
	Intergovernmental Total			0	100,000	100,000	88,200	600,260	688,460	0	0	0	-100.0%
	Charges for goods and s	317-000-345-86-00-00	Mitigation	0	0	0	0	0	0	0	0	0	
	Charges for goods and services Total			0	0	0	0	0	0	0	0	0	
	Miscellaneous revenues	317-000-361-11-00-00	Investment Interest	34,733	31,923	66,656	32,215	24,967	57,182	18,000	13,800	31,800	
		317-000-361-30-00-00	Gains (Losses) on Investments	(158)	(791)	(949)	1,290	0	1,290	0	0	0	
		317-000-369-91-00-00	Miscellaneous Revenue	0	0	0	0	0	0	0	0	0	
	Miscellaneous revenues Total			34,575	31,132	65,707	33,504	24,967	58,471	18,000	13,800	31,800	-45.6%
	Oth Financing Source	317-000-397-00-00-11	Tfers REET Silver Crst	0	287,000	287,000	0	0	0	0	0	0	
		317-000-397-00-00-12	Tfers REET	0	0	0	0	0	0	1,000,000	1,000,000	2,000,000	
	Oth Financing Source Total			0	287,000	287,000	0	0	0	1,000,000	1,000,000	2,000,000	#DIV/0!
	Parks & Open Space Capital Imp Total			34,575	418,132	452,707	121,704	625,227	746,931	1,018,000	1,013,800	2,031,800	172.0%

City of Mill Creek, Washington
Revenues Detail by Fund
2023 - 2028

Fund	Fund Name	Source	Account Number	Description	2023	2024	2023-2024 Actual Total	2025	2026	2025-2026 Estimated Total	2027	2028	2027-2028 Budget Total	% Change
318	Road Improvement Fund													
	Intergovernmental		318-000-331-20-00-01	Fed DOT Grant	0	0	0	0	160,000	160,000	0	0	0	
			318-000-334-03-60-02	WSDOT 35th Ave Supplemental	0	0	0	0	0	0	0	0	0	
			318-000-334-03-90-01	State Grant - Other Transp Agy	0	0	0	0	0	0	0	0	0	
			318-000-334-06-90-01	DOC Grant-Mill Crk Blvd Cordor	78,931	0	78,931	0	350,000	350,000	0	0	0	
	Intergovernmental Total				78,931	0	78,931	0	510,000	510,000	0	0	0	-100.0%
	Charges for goods and s		318-000-344-10-00-00	Rd/St/Maint/Imprv Svc Reimb	15,755	0	15,755	121,510	0	121,510	0	0	0	
			318-000-345-86-00-00	Mitigation	93,134	288,966	382,099	272,149	117,379	389,528	100,000	100,000	200,000	
	Charges for goods and services Total				108,889	288,966	397,854	393,659	117,379	511,038	100,000	100,000	200,000	-60.9%
	Miscellaneous revenues		318-000-361-11-00-00	Investment Interest	334,240	377,558	711,798	287,785	221,248	509,033	170,400	130,000	300,400	
			318-000-361-30-00-00	Gains (Losses) on Investments	(1,180)	(11,525)	(12,705)	11,315	0	11,315	0	0	0	
	Miscellaneous revenues Total				333,060	366,034	699,093	299,100	221,248	520,348	170,400	130,000	300,400	-42.3%
	Oth Financing Source		318-000-397-00-00-07	Oper Transfer from REET	0	740,000	740,000	0	0	0	2,287,500	1,387,500	3,675,000	
	Oth Financing Source Total				0	740,000	740,000	0	0	0	2,287,500	1,387,500	3,675,000	#DIV/0!
	Road Improvement Fund Total				520,879	1,394,999	1,915,878	692,758	848,627	1,541,385	2,557,900	1,617,500	4,175,400	170.9%
401	Surface Water Utility													
	Intergovernmental		401-000-334-03-12-00	State Grant-Dept. of Ecology	75,000	0	75,000	130,000	120,000	250,000	60,000	60,000	120,000	
	Intergovernmental Total				75,000	0	75,000	130,000	120,000	250,000	60,000	60,000	120,000	-52.0%
	Charges for goods and s		401-000-343-10-00-00	Surface Water Services	2,009,843	2,125,114	4,134,956	2,215,918	2,313,000	4,528,918	2,451,780	2,598,887	5,050,667	
			401-000-345-17-00-01	Pollution Ctrl&Remediation Fee	0	0	0	1,140	8,425	9,565	0	0	0	
	Charges for goods and services Total				2,009,843	2,125,114	4,134,956	2,217,058	2,321,425	4,538,482	2,451,780	2,598,887	5,050,667	11.3%
	Fines and penalties		401-000-359-00-00-01	Non-Court Fines & Penalties	0	0	0	0	3,850	3,850	0	0	0	
	Fines and penalties Total				0	0	0	0	3,850	3,850	0	0	0	-100.0%
	Miscellaneous revenues		401-000-361-11-00-00	Investment Interest	289,664	383,878	673,541	319,187	289,431	608,619	242,800	185,000	427,800	
			401-000-361-30-00-00	Gains (Losses) on Investments	(745)	(13,308)	(14,053)	13,524	0	13,524	0	0	0	
			401-000-369-91-00-00	Misc Revenue	0	262	262	0	0	0	0	0	0	
	Miscellaneous revenues Total				288,919	370,832	659,750	332,711	289,431	622,142	242,800	185,000	427,800	-31.2%
	Oth Financing Source		401-000-381-10-00-01	Interfund Loan fr REET	0	0	0	0	0	0	2,960,000	0	2,960,000	
	Oth Financing Source Total				0	0	0	0	0	0	2,960,000	0	2,960,000	
	Surface Water Utility Total				2,373,761	2,495,945	4,869,706	2,679,769	2,734,706	5,414,474	5,714,580	2,843,887	8,558,467	58.1%
509	Equipment Replacement Fund													
	Miscellaneous revenues		509-000-361-11-00-00	Investment Interest	64,397	79,947	144,344	66,700	59,484	126,184	48,000	36,200	84,200	
			509-000-361-30-00-00	Gains (Losses) on Investments	(299)	(2,727)	(3,026)	2,940	0	2,940	0	0	0	
			509-000-369-10-00-00	Sale of Surplus	23,381	0	23,381	0	0	0	0	0	0	
			509-000-395-10-00-00	Sales of Fixed Assets	12,780	0	12,780	0	2,790	2,790	0	0	0	
	Miscellaneous revenues Total				100,259	77,219	177,479	69,640	62,274	131,914	48,000	36,200	84,200	-36.2%
	Oth Financing Source		509-000-348-00-45-01	Equipment Replacement Legislat	0	9,750	9,750	4,875	4,875	9,750	0	0	0	
			509-000-348-00-45-02	Equipment Replacement City Mgr	0	0	0	0	0	0	0	0	0	
			509-000-348-00-45-03	Equipment Replacement Finance	0	0	0	0	0	0	0	0	0	

City of Mill Creek, Washington
Revenues Detail by Fund
2023 - 2028

Fund	Fund Name	Source	Account Number	Description	2023	2024	2023-2024 Actual Total	2025	2026	2025-2026 Estimated Total	2027	2028	2027-2028 Budget Total	% Change
			509-000-348-00-45-04	Equipment Replacement Comm/Mkt	2,000	2,000	4,000	2,000	2,000	4,000	0	0	0	
			509-000-348-00-45-05	Equipment Replacement IT	29,400	29,400	58,800	29,400	29,400	58,800	130,000	0	130,000	
			509-000-348-00-45-08	Equipment Replacement Patrol	128,047	128,047	256,094	128,047	128,047	256,094	99,403	0	99,403	
			509-000-348-00-45-13	Equipment Replacement Street	15,000	15,000	30,000	15,000	15,000	30,000	46,135	0	46,135	
			509-000-348-00-45-14	Equipment Replacement Non Dept	0	0	0	0	0	0	0	0	0	
			509-000-348-00-45-16	Equipment Replacement Com Dev	4,050	4,050	8,100	4,050	4,050	8,100	5,400	0	5,400	
			509-000-348-00-45-18	Equipment Replacement PublicWk	40,788	40,788	81,576	40,788	40,788	81,576	50,671	0	50,671	
			509-000-397-00-00-03	Transfer In fr Surface Water	47,500	47,500	95,000	47,500	47,500	95,000	99,480	99,480	198,960	
		Oth Financing Source Total			266,785	276,535	543,320	271,660	271,660	543,320	431,089	99,480	530,569	-2.3%
		Equipment Replacement Fund Total			367,044	353,754	720,798	341,300	333,934	675,234	479,089	135,680	614,769	-9.0%
521	Unemployment Compensation/Self Insurance													
		Oth Financing Source	521-000-397-00-00-03	Transfer from Gen Fund	0	40,000	40,000	15,000	5,000	20,000	25,000	25,000	50,000	
		Oth Financing Source Total			0	40,000	40,000	15,000	5,000	20,000	25,000	25,000	50,000	150.0%
		Unemployment Compensation/Self Insurance Total			0	40,000	40,000	15,000	5,000	20,000	25,000	25,000	50,000	150.0%
		Grand Total			18,535,447	20,220,901	38,756,348	19,551,726	22,068,729	41,620,455	28,085,879	24,822,474	52,908,353	27.1%



CITY OF
MillCreek
WASHINGTON™

Expenditures - General Fund

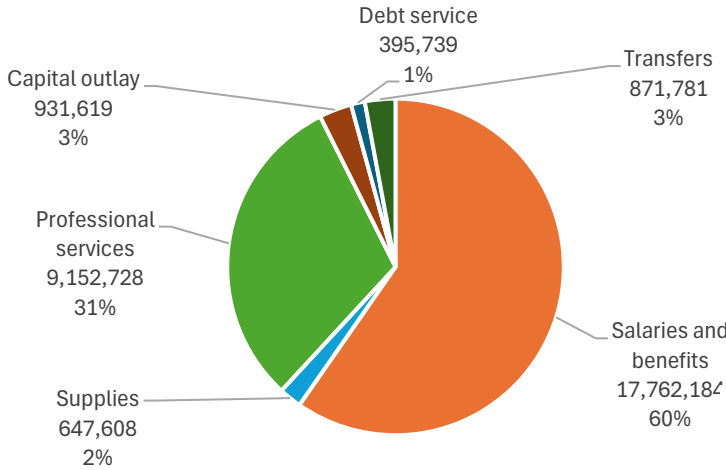
City of Mill Creek, Washington
General Fund Expenditures by Department
2023 - 2028

Department Name	ACTUALS			ESTIMATED ACTUALS			BIENNIUM BUDGET			% Change
	2023	2024	2023-2024 Actual Total	2025	2026	2025-2026 Estimated Total	2027	2028	2027-2028 Budget Total	
001 Legislative	188,949	935,229	1,124,178	944,132	1,195,604	2,139,736	954,878	146,984	1,101,862	-48.5%
002 City Manager	672,523	776,127	1,448,650	902,733	836,581	1,739,314	978,477	1,032,603	2,011,080	15.6%
003 Finance	695,266	810,463	1,505,729	885,603	926,013	1,811,616	932,372	1,018,442	1,950,814	7.7%
004 Communications & Marketing	348,518	338,465	686,982	387,833	372,086	759,919	408,815	434,092	842,907	10.9%
005 Information Technology	499,545	546,636	1,046,181	658,866	664,535	1,323,401	762,401	660,620	1,423,021	7.5%
006 Human Resources	505,626	587,624	1,093,250	623,175	578,102	1,201,276	671,184	530,766	1,201,950	0.1%
007 City Clerk	228,708	171,424	400,132	218,783	240,208	458,992	267,966	286,159	554,125	20.7%
008 Police	3,174,013	4,412,858	7,586,871	6,269,601	6,875,369	13,144,970	7,344,746	7,625,407	14,970,153	13.9%
011 Fire	131,487	134,556	266,043	(18,516)	58,020	39,504	58,020	58,020	116,040	193.7%
014 Non-Departmental	445,770	711,539	1,157,309	965,442	939,496	1,904,938	933,799	1,017,895	1,951,694	2.5%
016 Community Development	911,240	649,921	1,561,161	834,572	1,260,420	2,094,992	1,211,771	1,069,950	2,281,721	8.9%
018 Public Works	1,003,554	1,343,579	2,347,133	1,524,481	1,430,526	2,955,007	1,539,245	1,533,417	3,072,662	4.0%
019 Recreation	56,664	70,218	126,882	101,014	86,980	187,994	135,875	143,082	278,957	48.4%
General Fund Total	8,861,864	11,488,640	20,350,503	14,297,720	15,463,938	29,761,658	16,199,549	15,557,437	31,756,986	6.7%

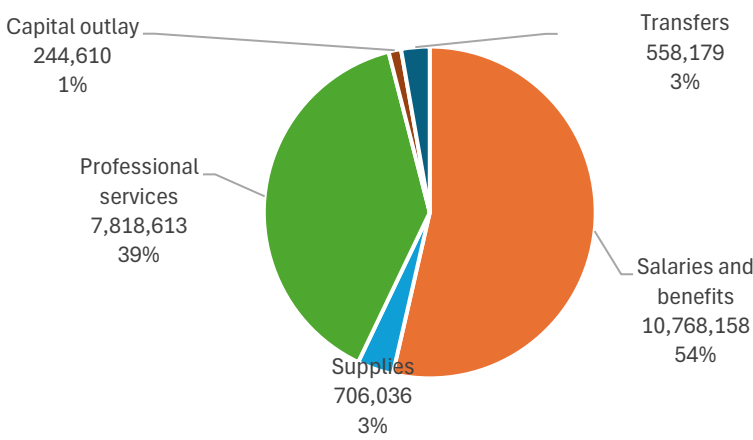
City of Mill Creek, Washington
General Fund Expenditures by Object Group
2023 - 2028

By Expense Group	ACTUALS		2023-2024 Actual Total	ESTIMATED ACTUALS		2025-2026 Estimated Total	BIENNIUM BUDGET		2027-2028 Budget Total	% Change
	2023	2024		2025	2026		2027	2028		
Salaries and benefits	4,624,578	6,143,580	10,768,158	8,776,618	8,985,566	17,762,184	9,928,293	10,603,679	20,531,972	15.6%
Supplies	241,430	464,605	706,036	319,110	328,498	647,608	439,769	360,875	800,644	23.6%
Professional services	3,576,633	4,241,980	7,818,613	4,133,338	5,019,390	9,152,728	5,287,520	4,397,805	9,685,325	5.8%
Capital outlay	132,503	112,107	244,610	468,347	463,272	931,619	58,020	58,020	116,040	-87.5%
Debt service	82,434	172,473	254,907	127,287	268,452	395,739	129,358	86,758	216,116	-45.4%
Transfers	204,285	353,895	558,179	473,021	398,760	871,781	356,589	50,300	406,889	-53.3%
General Fund Total	8,861,864	11,488,640	20,350,503	14,297,720	15,463,938	29,761,658	16,199,549	15,557,437	31,756,986	6.7%

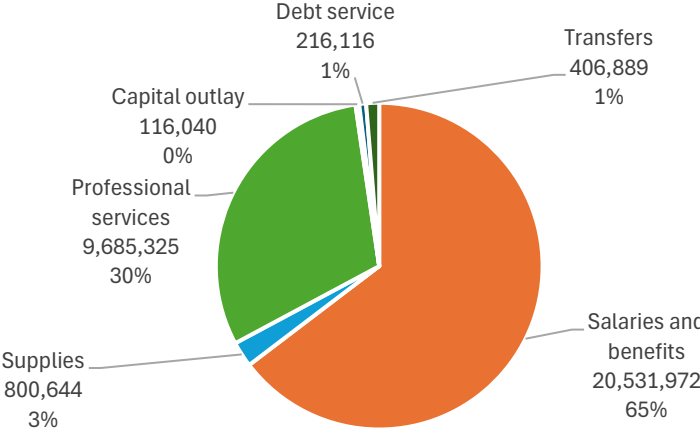
2025-2026 Estimated Total



2023-2024 Actual Total



2027-2028 Budget Total



LEGISLATIVE DEPARTMENT

DEPARTMENT DESCRIPTION

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

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

Under the Council-Manager form of government, the City Council establishes legislative policy and budgetary authority. The City Manager serves as the Chief Executive Officer of the City and prepares the proposed budget for Council consideration, administers code and legislative policy, establishes administrative policy, handles complaints, and appoints and removes City employees.

The City Council enacts laws and policies through the adoption of ordinances and resolutions. Through these legislative actions, the Council establishes priorities for the City Manager and develops objectives designed to fulfill the City's vision and mission. In May 2024, the City Council adopted Mill Creek's Strategic Vision 2040.

Mill Creek's Strategic Vision 2040 provides a clear framework for shaping the City's future and ensuring that Mill Creek remains a thriving, connected, safe, and welcoming community. The vision is grounded in four key fundamental tenets; financial health and economic vitality; a safe and clean community; an engaged and connected community; and well-maintained outdoor spaces, public spaces, and infrastructure. To move this vision from aspiration to action, the City Council established five strategic priorities for 2025–2027 that focus on planning for the South Town Center subarea, developing a multipurpose community facility, strengthening the City's financial viability, enhancing public spaces and infrastructure, and increasing community engagement. Together, these priorities provide a focused roadmap for addressing current needs while making strategic investments that will position Mill Creek for long-term success through 2040.

City of Mill Creek, Washington
General Fund Expenditures by Department
Biennium Budget 2027-2028

			ACTUALS		2023-2024 Actual Total	ESTIMATED ACTUALS		2025-2026 Estimated Total	BIENNIUM BUDGET		2027-2028 Budget Total	% Var
			2023	2024		2025	2026		2027	2028		
Expense Group	Account Number	Description										
Salaries and benefits	001-001-511-60-11-00	Salaries & Wages	89,250	91,200	180,450	91,200	91,200	182,400	91,200	91,200	182,400	
	001-001-511-60-21-01	MEBT/Medicare	6,828	6,977	13,804	6,977	6,977	13,954	6,980	6,977	13,957	
	001-001-511-60-21-04	Worker's Compensation	309	654	963	770	826	1,596	597	2,607	3,204	
Salaries and benefits Total			96,387	98,831	195,218	98,946	99,003	197,949	98,777	100,784	199,561	1%
Supplies	001-001-511-60-31-00	Office Supplies	468	9,960	10,428	327	484	811	1,500	1,500	3,000	
	001-001-518-80-30-01	Network Switch Rplc	0	94,305	94,305	12,922	0	12,922	0	0	0	
	001-001-542-30-30-01	Rdway Safety Supp/Equip	18,916	34,261	53,177	37,468	8,000	45,468	21,354	0	21,354	
	001-001-576-80-30-01	Supplies-Park Maint/Amenities	0	37,830	37,830	0	0	0	60,540	0	60,540	
Supplies Total			19,384	176,356	195,740	50,717	8,484	59,201	83,394	1,500	84,894	43%
Professional services	001-001-511-60-41-01	Professional Services	36,281	109,056	145,337	25,197	24,088	49,285	36,000	36,000	72,000	
	001-001-511-60-44-00	Advertising	475	1,269	1,744	1,459	1,264	2,723	1,500	1,500	3,000	
	001-001-511-60-49-01	Conferences	2,796	2,164	4,961	7,327	3,668	10,996	7,000	7,000	14,000	
	001-001-511-60-49-03	Memberships and Dues	200	200	400	0	200	200	200	200	400	
	001-001-518-10-41-02	ProfSvc-Pers Manual/Policies	23,452	64,072	87,524	1,482	20,052	21,534	0	0	0	
	001-001-518-80-40-02	Prof Svc-Website Redesign	0	79,361	79,361	23,063	0	23,063	0	0	0	
	001-001-518-80-40-03	GIS System-City Infra	0	0	0	11,538	0	11,538	113,463	0	113,463	
	001-001-518-80-40-04	Asset Mgt System-Infra	0	112,187	112,187	12,813	0	12,813	0	0	0	
	001-001-521-70-40-01	Flock Camera Implementation	0	19,217	19,217	0	8,283	8,283	0	0	0	
	001-001-542-61-40-01	Street Tree Policy&Plan	0	0	0	0	0	0	74,204	0	74,204	
	001-001-542-63-40-01	Street Light LED Upgrade	0	0	0	0	0	0	110,000	0	110,000	
	001-001-542-64-40-01	City Entrance/Wayfinding Signs	9,974	26,872	36,845	0	138,400	138,400	89,728	0	89,728	
	001-001-542-70-40-01	LScape Redesign&Revitalize	0	24,388	24,388	0	0	0	225,612	0	225,612	
	001-001-558-60-40-01	MC Subarea Master Plan	0	0	0	305,576	294,424	600,000	0	0	0	
	001-001-558-60-40-02	Annexation Study	0	0	0	37,253	92,899	130,151	0	0	0	
	001-001-573-90-41-01	City Banner&Decor Rplc	0	59,188	59,188	0	16,712	16,712	0	0	0	
	001-001-576-80-40-01	Services-Park Maint/Amenities	0	11,630	11,630	0	0	0	0	0	0	
	001-001-576-80-40-02	CW Park Tree Plan	0	0	0	0	0	0	25,000	0	25,000	
	001-001-576-80-40-03	Parks & Recr Brd Projects	0	0	0	0	0	0	50,000	0	50,000	
	001-001-576-90-40-01	A&B Board Projects	0	0	0	0	0	0	40,000	0	40,000	
Professional services Total			73,178	509,605	582,783	425,707	599,990	1,025,697	772,707	44,700	817,407	-20%
Capital outlay	001-001-594-18-60-02	Substation IT Equip&Set-up	0	9,099	9,099	4,190	0	4,190	0	0	0	
	001-001-594-32-60-01	Telephone System Upgrade	0	14,394	14,394	0	0	0	0	0	0	
	001-001-594-44-60-04	HVY TRUCK & SNOW EQUIP	0	0	0	359,697	45,252	404,949	0	0	0	
	001-001-594-76-60-03	Equip-Utility Vehicle	0	30,594	30,594	0	0	0	0	0	0	
	001-001-594-76-63-47	Library Pk Renovations PK00003	0	0	0	0	360,000	360,000	0	0	0	
Capital outlay Total			0	54,087	54,087	363,887	405,252	769,139	0	0	0	-100%
Debt Service	001-001-591-18-70-01	SBITA Central Svc-Phone Upgrad	0	8,600	8,600	0	0	0	0	0	0	
	001-001-591-21-70-01	SBITA Pub Sfty-Flock Camera	0	78,000	78,000	0	78,000	78,000	0	0	0	
Debt Service Total			0	86,600	86,600	0	78,000	78,000	0	0	0	-100%
Transfers	001-001-511-60-45-00	Equipment Replacement Funding	0	9,750	9,750	4,875	4,875	9,750	0	0	0	
Transfers Total			0	9,750	9,750	4,875	4,875	9,750	0	0	0	-100%
Legislative Total			188,949	935,229	1,124,178	944,132	1,195,604	2,139,736	954,878	146,984	1,101,862	-49%

CITY MANAGER'S OFFICE

DEPARTMENT DESCRIPTION

The City Manager, who serves as the City's Chief Executive Officer, is appointed by the City Council to oversee the administration of daily operations of the City through professional leadership and sound management practices, as well as implementation of Council policies and direction. The City Manager provides executive leadership to all City departments and works to ensure that City programs, services, policies, and resources are aligned with the Council's priorities and the community's needs.

The City Manager:

- Provides executive direction and leadership to all City departments and municipal activities in accordance with City Council policies and direction.
- Advises the City Council on policy matters and provides recommendations to support informed decision-making.
- Ensures the effective implementation of City Council policies, ordinances, laws, regulations, and adopted programs.
- Develops and submits the City's biennial budget for Council review and approval and oversees its administration following adoption.
- Directs and evaluates the development and implementation of City strategies, goals, policies, programs, and services.
- Oversees the day-to-day operations of City departments and provides leadership and direction to the City's management team to ensure organizational goals and Council priorities are achieved.
- Represents the City with residents, businesses, community organizations, and regional, state, and federal partners to advance Mill Creek's priorities and interests.
- Maintains effective relationships with elected officials, legislative representatives, governmental agencies, community organizations, and other public and private partners to address issues and advance City priorities.
- Reports regularly to the City Council regarding City operations, programs, financial condition, strategic initiatives, and emerging needs and opportunities.
- Attends City Council meetings and other boards and commission meetings as appropriate and facilitates productive working relationships among Councilmembers, boards, commissions, and City staff.
- Oversees the preparation of City Council agendas, meeting materials, and related administrative coordination to support effective Council meetings and decision-making.
- Works with public and private officials, organizations, community groups, and residents to identify and resolve issues and, when appropriate, brings policy matters before the City Council for consideration, direction, and action.

The Executive Office will enter the 2027–2028 biennium with a continued focus on strengthening organizational capacity, financial sustainability, and effective delivery of City Council priorities. Building on the accomplishments of the 2025–2026 biennium—including improvements in financial

management, public safety, infrastructure, technology, workforce development, and intergovernmental partnerships—the City Manager will focus the next biennium on translating the City’s strategic priorities into measurable outcomes and coordinated action. The proposed budget maintains 3.5 funded full-time equivalent (FTE) positions, consistent with the 2025–2026 biennium, with the Deputy City Clerk/Executive Assistant position funded 50 percent through the City Clerk budget. This stable staffing level will support the Executive Office’s continued leadership of citywide operations, strategic initiatives, organizational improvements, and long-term planning while maintaining a strong emphasis on efficient and responsible use of City resources.

BUDGETED POSITIONS

The proposed 2027-2028 budget maintains all 3.5 funded full-time employee positions within the department that were also funded in the 2025-2026 biennial budget.

Authorized Positions – Full-time Equivalents 2019 – 2028

Position Title	19/20	21/22	23/24 Original	23/24 Adjusted ³	25/26 Adopted	27/28 Proposed
Executive						
City Manager	1.00	-	1.00	1.00	1.00	1.00
Chief of Staff	-	1.00	-	-	-	-
City Clerk	1.00	-	-	-	-	-
Deputy City Manager	-	1.00	1.00	1.00	1.00	1.00
Executive Assistant/Deputy Clerk	1.00	1.00	0.50	0.50	0.50	0.50
Management Analyst	-	-	-	1.00	1.00	1.00
Executive Total	3.00	3.00	2.50	3.50	3.50	3.50

2025-2026 ACCOMPLISHMENTS

During the 2025–26 biennium, the Executive Office continued to implement the City Manager’s operational strategy, emphasizing the City’s core competencies that enable managers and staff to effectively support Councilmembers and uphold strong governance and service delivery for residents and businesses. Within these competencies, particular focus was directed toward strengthening internal teams, advancing public safety initiatives, and initiating several priority projects related to deferred maintenance, citywide capital improvements, the South Town Center Master Plan, annexation review, and planning for a new community civic campus (DRCC).

Key competencies and Executive Office accomplishments include:

1. Leadership and Vision
 - a. Supported advancement of the City’s 2040 Vision and the associated 3–5-year priority initiatives.

- b. Assisted Council with implementation of the DRCC Masterplan, conducted review and evaluation of annexation options, and confirmed potential subarea re-zoning opportunities.
 - c. Continued communication and reinforcement of the City's revised Mission, Vision, and Core Values.
- 2. Communication and Community Engagement
 - a. Continued to cultivate and strengthen strategic relationships with key external partners and community organizations and initiated preliminary planning discussions for the 2027 community engagement program.
- 3. Financial Management
 - a. Balanced the 2025-26 biennial budget.
 - b. Significant action to improve the City's revenue position including a 5% property tax levy increase, a 5% utility occupation tax, a Transportation Benefit District and \$20 license fee, updated fees through the Master Fee Schedule, and expenditure reductions.
 - c. Received GFOA Distinguished Budget Award for 2025-2026 Biennial Budget.
 - d. Secured over \$1,669,350.00 in County, State and Federal funding for projects.
- 4. Policy Development and Implementation
 - a. Executed uniform bylaws for boards and commissions.
 - b. Supported Council in the development of ordinances including adopting the South Town Center Master Plan and establishing a Transportation Benefit District.
 - c. Implemented continuous improvement to policies and procedures to increase efficiency and effectiveness.
- 5. Operational and Service Delivery
 - a. Completed over 28,192 lineal feet of sidewalk panel repairs, 228 sidewalk panel replacements, and replaced 600 feet of the North Creek Trail for safer neighborhoods across the City.
 - b. Installed a new playground at Library Park and expanded the Veterans Monument.
 - c. Launched the City's updated website to provide easier access to services, news, events, recreation programs, and opportunities for community engagement.
 - d. Modernized permitting operations with the implementation of the OpenGov permitting software.
 - e. Commenced the Asset management and Geographical Information Systems software applications
 - f. Significantly improved IT internal customer service and addressed major IT vulnerabilities.
- 6. Human Resources and Workforce Management
 - a. Implemented a Supervisor Training Program and launched organization-wide initiatives to strengthen leadership, improve managerial effectiveness, and enhance employee performance and development.

- b. Improved organizational structure and labor relations by settling the 2025-2027 Mill Creek Police Guild collective bargaining agreement and restructuring departments to support organizational rebuilding and project delivery.
- c. Strengthened recruitment and staffing efforts, improving the City's ability to attract and retain qualified employees and move toward a fully staffed organization.

7. Innovation

- a. Integrated technology in departments to improve service delivery and increase operational efficiencies while enhancing community engagement.
- b. Stabilization of the City's information technology architecture.

8. Intergovernmental Relations

- a. Improved collaboration, fostering strong partnerships with Federal, State, County, and Local agencies.
- b. Supported Council in refining the legislative committee's process to advocate for the City's priorities and obtain critical funding for operations.

2027-2028 KEY OUTCOMES AND ACTIVITIES

During the 2027–2028 biennium, the City Manager will lead implementation of an integrated management strategy designed to strengthen the City's financial position and core municipal operations while advancing the City's three strategic initiatives and other Council-prioritized projects. The strategy will focus on long-term financial sustainability, strategic project delivery, proactive risk management, efficient internal processes, infrastructure stewardship, workforce development, effective labor relations, economic development, community communications, and securing external funding to support key projects and initiatives.

The City Manager's strategic implementation plan will be developed in preparation for the 2027-2028 biennium and will provide implementation actions for aligning departmental priorities, resources, and activities with Council's strategic direction.

City Manager's Management Outcomes for the 2027-2028 Biennium

1. *Financial Sustainability* — Address the General Fund structural imbalance and works towards a sustainable long-term operating model.
2. *Strategic Execution* — Move the City's three strategic initiatives and priority projects from planning to measurable implementation.
3. *Infrastructure Stewardship* — Improve CIP prioritization, asset management, deferred maintenance, and long-term infrastructure funding.
4. *Organizational Efficiencies* — Strengthen leadership, SOPs, internal processes, employee wellness, and cross-departmental efficiency.
5. *Public Safety & Risk Management* — Improve public safety operations while addressing significant cost and risk pressures.
6. *Economic Development & Governmental Partnerships* — Pursue economic development, revenue diversification, and external funding opportunities.

7. *Community Engagement* — Increase transparency and public understanding through consistent, proactive communication.

City Manager Key Activities for the 2027-2028 Biennium

- Advance General Fund sustainability by continuing to address potential long-term structural imbalances and identifying strategies to establish a sustainable operating model.
- Lead strategic and operational planning for the City's three key strategic initiatives, Capital Improvement Program (CIP) and other prioritized projects including:
 - Staging and sequencing all major projects
 - Establish clear CIP priorities and funding strategies to long-term capital funding gaps
 - Evaluating non-programmed and those projects on the "un-funded" list
 - Incorporate maintenance and operations projects and parks projects, that address safety improvements or enhance community enjoyment of parks and public spaces
- Strengthen citywide risk management by implementing department-specific strategies that proactively address operational, financial, regulatory, and liability risks, including:
 - Implementing technology solutions within Police to enhance operational effectiveness and mitigate risk.
 - Continuing to address deferred maintenance and infrastructure improvements within Public Works while ensuring compliance with stormwater regulations.
 - Finalizing the economic development strategy that will also explore opportunities for sales tax diversification and long-term revenue growth.
- Addressing specific public safety cost pressures by evaluating Police services, prosecuting attorney services, defense attorney services, and jail service options.
- Complete the final implementation stages of the City's asset management and GIS software applications.
- Establish a newfound proactive code enforcement presence to bring the City to a level of service that ensures consistent, high standard compliance as outlined within our municipal code.
- Identify and implement new strategies to improve negotiations with two labor unions collective bargaining agreements, including The American Federation of State, County and Municipal Employees (AFSCME) and Police Guild.
- Pursue and secure external funding opportunities by identifying and applying for Federal, State, and County grants that support the City's three strategic initiatives, CIP project priorities, and other key City projects.
- Standardize and improve on internal service delivery by directing all departments to continue developing and implementing standard operating procedures (SOP) for cross-departmental workflows,
- Strengthen leadership and management capabilities by attending training and increasing employee awareness of wellness resources and benefits to support employee engagement, retention, and operational effectiveness.

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City of Mill Creek, Washington
General Fund Expenditures by Department
Biennium Budget 2027-2028

Expense Group	Account Number	Description	ACTUALS		2023-2024 Actual Total	ESTIMATED ACTUALS		2025-2026 Estimated Total	BIENNIUM BUDGET		2027-2028 Budget Total	% Var
			2023	2024		2025	2026		2027	2028		
Salaries and benefits	001-002-513-10-11-00	Salaries & Wages	391,694	479,639	871,333	575,341	600,218	1,175,559	639,584	680,843	1,320,427	
	001-002-513-10-21-01	MEBT/Medicare	27,111	47,365	74,476	39,920	45,856	85,776	48,928	52,084	101,012	
	001-002-513-10-21-02	Retirement	38,381	42,017	80,398	41,673	31,933	73,606	35,689	37,991	73,680	
	001-002-513-10-21-03	Health Benefits	34,217	26,080	60,298	50,286	49,007	99,293	77,576	84,861	162,437	
	001-002-513-10-21-04	Worker's Compensation	1,299	1,623	2,921	2,314	2,911	5,225	3,085	3,209	6,294	
<i>Salaries and benefits Total</i>			<i>492,702</i>	<i>596,724</i>	<i>1,089,427</i>	<i>709,534</i>	<i>729,926</i>	<i>1,439,459</i>	<i>804,862</i>	<i>858,988</i>	<i>1,663,850</i>	16%
Supplies	001-002-513-10-31-00	Office Supplies	494	201	695	1,170	21	1,191	1,200	1,200	2,400	
<i>Supplies Total</i>			<i>494</i>	<i>201</i>	<i>695</i>	<i>1,170</i>	<i>21</i>	<i>1,191</i>	<i>1,200</i>	<i>1,200</i>	<i>2,400</i>	102%
Professional services	001-002-513-10-41-01	Professional Services	0	0	0	3,995	0	3,995	10,000	10,000	20,000	
	001-002-513-10-49-01	Conferences and Training	4,031	3,083	7,115	4,091	732	4,823	14,800	14,800	29,600	
	001-002-513-10-49-04	Memberships and Dues	1,425	1,216	2,641	1,230	450	1,680	4,558	4,558	9,116	
	001-002-515-41-41-00	Legal Services - Advice	173,870	174,902	348,773	182,714	105,452	288,166	228,000	228,000	456,000	
	001-002-515-41-49-90	IF Reim-OH Cost Alloc	0	0	0	0	0	0	(84,943)	(84,943)	(169,886)	
<i>Professional services Total</i>			<i>179,326</i>	<i>179,202</i>	<i>358,529</i>	<i>192,030</i>	<i>106,634</i>	<i>298,663</i>	<i>172,415</i>	<i>172,415</i>	<i>344,830</i>	15%
City Manager Total			672,523	776,127	1,448,650	902,733	836,581	1,739,314	978,477	1,032,603	2,011,080	16%

FINANCE & ADMINISTRATION DEPARTMENT

DEPARTMENT DESCRIPTION

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

Finance

The Finance team is responsible for accounting, financial reporting, budgeting, cash and investment management, procurement, risk assessment and internal control, and grant reporting, and debt management functions. Accounting operations include accounts payable, accounts receivable, cash receipting and collection, and fixed asset tracking. The team prepares and submits the City's annual financial report and coordinates with the State Auditor's Office to facilitate annual audit, including accountability and Single Audit engagements. Finance works with the leadership team to plan revenues and expenditures of all City funds and develop of the City's biennial budget as well as annual monitoring of the financial activities. The team is responsible for payroll processing and reporting, configuration, and maintenance of the City's payroll system including time and attendance. The department also manages cash and investment to optimize earnings through the prudent investment of surplus cash into a diversified portfolio in accordance with City investment policy.

Customer Service

The City of Mill Creek is a certified passport application acceptance facility for the U.S. Department of State. Each year, the Customer Service team assists thousands of customers to navigate U.S. passport application. They work diligently to provide a positive and inclusive experience for passport customers from all over the Snohomish County region and the surrounding areas. The team comprises of up to 9 diverse part-time Customer Service Representative (3.20 FTEs) and have skills with five languages to assist with the process.

In addition, the Customer Service team answers City Hall phones, answer general questions, and provides central administrative support to other departments.

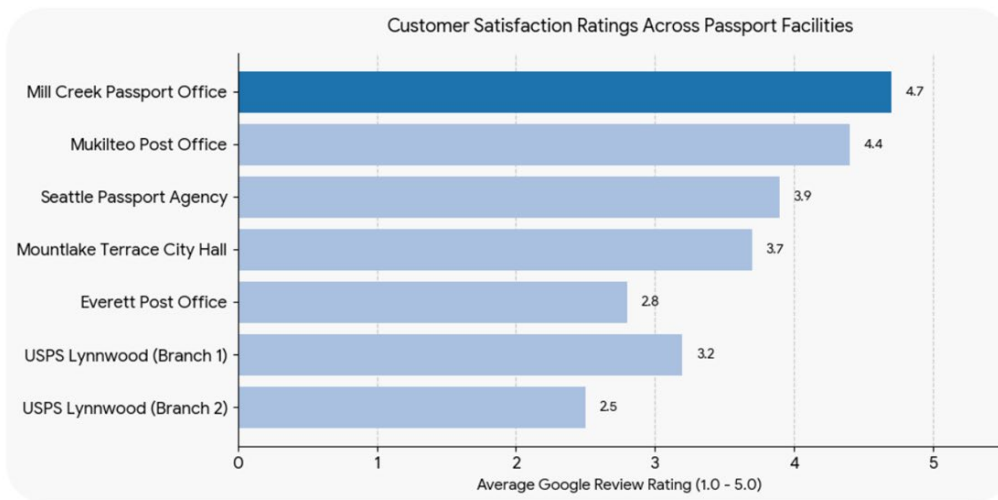
Authorized Positions – Full-time Equivalents 2019 - 2028

Position Title	19/20	21/22	23/24 Original	23/24 Adjusted ³	25/26 Adopted	27/28 Proposed
Finance and Administration						
Director of Finance and Administration	1.00	-	-	-	-	-
Finance Director	-	1.00	1.00	1.00	1.00	1.00
Customer Service Representative	2.40	2.61	3.20	3.20	3.20	3.20
Senior Accountant	1.00	-	-	-	-	-
Staff Accountant	-	-	1.00	1.00	1.00	1.00
Accounting Technician	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Supervisor - Finance & Admin	1.00	1.00	1.00	1.00	1.00	1.00
Finance and Administration Total	6.40	5.61	7.20	7.20	7.20	7.20

2025-2026 BIENNIAL ACCOMPLISHMENTS

- Spearheaded the successful passage of Ordinance No. 2025-939 which authorized a 5% utility business and occupation tax on all utility services except surface water services.
- Facilitated the creation of the Mill Creek Transportation Benefit District (TBD) with successful passage of Ordinance No. 2025-940. This is the initial step required to lawfully impose and collect vehicle license fees to support Streets Program. This new revenue source would alleviate the General Fund subsidy to the Streets Fund.
- Received GFOA Distinguished Budget Award for 2025-2026 Biennial Budget.
- Completed the 2023 and 2024 Financial Statements audits and received an unmodified opinion from the Office of Washington State Auditor (SAO).
- Completed the 2023 through 2024 Accountability Audit. SAO determined that the City operations complied, in all material respects, with applicable state laws, regulations, and its own policies, and provided adequate controls over the safeguarding of public resources.
- Submitted the required 2025 and 2026 Coronavirus State and Local Fiscal Recovery Fund (SLFRF) Project and Expenditure Report to the US Department of the Treasury before the April 30 annual deadline.
- Completed the 2023 and 2024 Reports on Compliance with Coronavirus State and Local Fiscal Recovery Funds Program Requirements Alternative Single Audit Report. SAO determined the City complied in all materials respects to the requirements for these periods.
- Advanced the approval of the opioid settlement allocation agreement IV with Purde Pharma and Sackler Family and eight generic opioid manufacturers.

- Passed the 2025 US Department of State annual recertification for agency passport acceptance facility.
- Completed De-Escalation training for all Customer Service Representatives.
- Maintained high customer satisfactory rating in the region. Mill Creek Passport Office stands out as the premier acceptance facility with a combined team experience of over 49 years.



2027-2028 KEY OUTCOMES AND ACTIVITIES

- Maintain an unmodified audit opinion from the State Auditor's Office on the City's annual financial, accountability, and Single audits. This supports City's financial viability by upholding accountability and transparency over all city operations to ensure that the City's assets are accounted for according to laws, standards and policies, and safeguarded against misappropriation or misuse.
- Advance alternative long-term financing to support surface water and capital projects while ensuring the City maintains a sound debt position and financial stability.
- Support the Surface Water utility rate study and implement adopted fees.
- Preserve the annual certification training requirements of the US Department of State for agency passport acceptance facility so ensure the ongoing passport operations and revenue source for the City's General Fund. Passport fees is about 31% of Charges for Goods and Services.
- Reinstate the passport photos to enhance and streamline overall services.

City of Mill Creek, Washington
General Fund Expenditures by Department
Biennium Budget 2027-2028

			ACTUALS			ESTIMATED ACTUALS			BIENNIUM BUDGET			% Var
			2023	2024	2023-2024	2025	2026	2025-2026	2027	2028	2027-2028	
					Actual Total			Estimated Total			Budget Total	
Expense Group	Account Number	Description										
Salaries and benefits	001-003-514-20-11-00	Salaries & Wages	516,101	549,850	1,065,951	613,233	662,576	1,275,809	713,233	758,192	1,471,425	
	001-003-514-20-12-00	Overtime	0	0	0	0	200	200	800	800	1,600	
	001-003-514-20-21-01	MEBT/Medicare	30,471	53,736	84,208	37,073	41,135	78,208	42,167	44,798	86,965	
	001-003-514-20-21-02	Retirement	37,174	37,704	74,878	34,175	26,072	60,247	28,632	30,413	59,045	
	001-003-514-20-21-03	Health Benefits	67,788	38,504	106,292	87,537	85,317	172,854	103,718	113,603	217,321	
	001-003-514-20-21-04	Worker's Compensation	2,685	5,320	8,005	3,636	3,580	7,216	4,542	4,676	9,218	
Salaries and benefits Total			654,219	685,114	1,339,333	775,654	818,880	1,594,534	893,092	952,482	1,845,574	16%
Supplies	001-003-514-20-31-00	Supplies - Office/Operating	2,132	1,838	3,970	1,862	2,507	4,369	2,500	2,500	5,000	
Supplies Total			2,132	1,838	3,970	1,862	2,507	4,369	2,500	2,500	5,000	14%
Professional services	001-003-514-20-41-01	Professional Services	8,409	8,778	17,187	4,814	35,908	40,722	15,000	15,000	30,000	
	001-003-514-20-41-04	Finance Charges	22,593	18,836	41,429	31,731	36,972	68,703	38,500	40,000	78,500	
	001-003-514-20-41-05	Software Licenses	0	0	0	1,650	1,680	3,330	1,800	1,980	3,780	
	001-003-514-20-41-51	State Audit	7,174	74,426	81,599	65,975	24,025	90,000	50,000	75,000	125,000	
	001-003-514-20-49-01	Conferences and Training	0	0	0	2,553	21	2,574	3,000	3,000	6,000	
	001-003-514-20-49-04	Memberships and Dues	0	150	150	1,015	770	1,785	1,300	1,300	2,600	
	001-003-514-20-49-90	IF Reim-OH Cost Alloc	0	0	0	0	0	0	(82,820)	(82,820)	(165,640)	
	001-003-515-41-41-00	Legal Services - Advice	739	21,321	22,060	347	5,250	5,597	10,000	10,000	20,000	
Professional services Total			38,914	123,511	162,426	108,086	104,627	212,712	36,780	63,460	100,240	-53%
Finance Total			695,266	810,463	1,505,729	885,603	926,013	1,811,616	932,372	1,018,442	1,950,814	8%

COMMUNICATIONS, MARKETING AND RECREATION DEPARTMENT

DEPARTMENT DESCRIPTION

The Communications, Marketing, and Recreation Department serves as a vital connection between the City of Mill Creek and the community, informing and engaging residents, promoting City services and programs, creating recreational and community experiences, and supporting opportunities for civic participation and volunteerism. The department also provides strategic communications and creative support to City departments, major projects, programs, and initiatives.

The department manages a broad range of public-facing services, including Citywide communications and marketing, recreation programming, community events, volunteer programs, and community outreach. Communications and marketing efforts span the City's website, newsletters, social media, media relations, print and digital publications, photography, videography, signage, and other communication channels. The department also maintains the City's brand and visual identity and develops sponsorships and partnerships that enhance City programs and events.

Recreation services provide classes, camps, and programs for residents of all ages, while the Events program plans and supports more than 20 City and community events annually. These events require comprehensive coordination of planning, marketing, sponsorships, vendors, logistics, and on-site operations, often requiring staff to work evenings, weekends, and holidays. The department also administers the City's Special Event Permit process.

Through its outreach and volunteer programs, the department creates additional opportunities for residents to participate in and contribute to the community. This includes coordinating programs such as Adopt-a-Street, supporting the Mill Creek Police Department's Citizens Patrol, and managing volunteer activities associated with the Park & Recreation Board, Art & Beautification Board, and Youth Advisory Board.

Communications & Marketing:

Develops and manages Citywide communications across the City's website, newsletters, social media, media relations, print and digital publications, photography, videography, signage, and other communication channels. The department maintains the City's brand and visual identity; provides communications and creative support for City departments and major projects; and develops sponsorships and community partnerships that help support City programs and events.

Recreation:

Develops, schedules, and administers recreation classes, camps, and programs for all ages. Manages instructor communications and contracts, registrations, facility scheduling, and payment reconciliation, as well as scheduling and contracts for Freedom Field at Mill Creek Sports Park. The department continually works to recruit new instructors and expand recreation opportunities within the City's available facility space.

Events:

Plans, produces, and supports more than 20 City and community events annually, including large-scale signature events, civic ceremonies, community engagement events, and special programs. The department manages all aspects of event production, including planning, marketing, sponsorships,

vendors, logistics, equipment and materials, setup, on-site execution, and cleanup. Department staff work evenings, weekends, and holidays to produce these events, with the support of dedicated community volunteers. The department also administers the City's Special Event Permit process.

Outreach/Volunteer Programs:

The Volunteer Coordinator facilitates City volunteer opportunities and programs, including Adopt-a-Street, and supports community engagement efforts throughout the City. The Volunteer Coordinator also serves as lead for the Mill Creek Police Department's Citizens Patrol program.

The department manages all volunteer efforts, including multiple projects for the Park & Recreation Board, Art & Beautification Board, and Youth Advisory Board.

BUDGETED POSITIONS

The proposed 2027-2028 budget maintains all three full-time positions within the department that were also funded in the 2025-2026 biennial budget.

Authorized Positions – Full-time Equivalents 2019-2028:

Position Title	19/20	21/22	23/24 Original	23/24 Adjusted ³	25/26 Adopted	27/28 Proposed
Communications and Marketing/Recreation						
Basketball Referee- Temporary	0.80	-	-	-	-	-
Communications, Marketing & Recreation Coordir	1.00	1.00	2.00	2.00	2.00	2.00
Communications, Marketing & Recreation Manage	-	-	-	1.00	1.00	1.00
Community Engagement Coordinator	1.00	-	-	-	-	-
Director of Communications and Marketing	1.00	-	-	-	-	-
Gym Supervisor-Temporary	0.20	-	-	-	-	-
Preschool Assistant	0.60	-	-	-	-	-
Preschool Teacher	0.30	-	-	-	-	-
Rec Program Asst	-	1.00	-	-	-	-
Recreation Coordinator	1.00	-	-	-	-	-
Communications and Marketing Total	5.90	2.00	2.00	3.00	3.00	3.00

2025-2026 BIENNIAL ACCOMPLISHMENTS

Communications & Marketing:

- Led the development of the City's new website in partnership with D2 Creative, launching millcreekwa.gov in 2025. The new site reorganized and updated City content to provide easier access to services, news, major City projects, department dashboards, events, recreation programs, public notices, and opportunities for community engagement.
- Completed and implemented the City's new Brand Guide and updated visual identity, including an updated logo, PowerPoint templates, letterhead, fact sheets, and other branded materials. The previous Budget Book identified both the new website and Brand Guide as projects then under development.

- Developed a new professional photography library featuring seasonal images of Mill Creek captured throughout the year for use on the website, in publications, presentations, and other City communications.
- Helped launch the City newsletter, Keeping up with the Creek! then transitioned production to the department and brought design and production of the Recreation Guide & City Highlights fully in-house, increasing control over content and production schedules while reducing outside graphic design costs.
- Expanded communications support for major City projects and initiatives through direct-mail notifications, project webpages, public information materials, and dedicated communication resources for residents.

Recreation:

- Recruited multiple instructors to expand the recreation class offerings to include Improv classes for all ages, cookie decorating, pottery, fiction writing, expanded Robotics opportunities and introduced Pickleball for kids at City Parks.
- Collaborated with local partners including Sno Isle Library, Mill Creek Senior Center, and Everett Public Schools to offer classes and programs at City Hall North.
- Improved class, meeting, and facility signage at City Hall North to improve the experience for instructors, participants, and facility users.
- Continued management of scheduling and contracts for Freedom Field at Mill Creek Sports Park

Events:

- Planned, produced, and delivered more than 20 City and community events annually, including signature events, civic ceremonies, and community engagement programs.
- Established a new home for the City's annual Tree Lighting Ceremony at the Jewelry Source Plaza in Mill Creek Town Center, leading the relocation project from sourcing the new holiday tree and custom planter through installation, site preparation and including tree lighting and decorations. The project successfully transitioned a community tradition of more than 30 years to a new tree and location for future holiday celebrations.
- Planned and implemented the City's first FIFA World Cup Watch Party, attracting more than 300 attendees. Secured a \$6,500 Activate Snohomish County Community Grant and additional sponsorship support from Community Transit and Mill Creek Sports, covering all direct event expenses.
- Continued to develop sponsorships, grants, and community partnerships to help offset the cost of City events and expand community offerings. Implemented the City's new OpenGov Special Event Permit portal and supporting processes.

Outreach/Volunteer Programs:

- Continued to grow and support the City's Adopt-a-Street program and other community volunteer opportunities such as Earth Day Cleanup, National Cleanup Day, Electronics Recycling, and Community Shredding events.

- Continued support for the Mill Creek Police Department volunteer programs, including Citizens Patrol and the Dog Walker Watch program.
- Supported City boards and commissions and community engagement efforts associated with City projects, programs, and events.

Performance Measures:

Jody will update the 2026 numbers before publication

	2025 Actual	2026 YTD	2027 Target	2028 Target
Number of Press Releases Written	44	19		
Number of Website News Articles	20	18		
Sponsorship/Grant Dollars Raised	\$26,200	\$19,000		
Community Events Produced & Supported	33	38		
Number of Recreation Classes Offered	229	227		
Facebook Followers	6,500	7,333		
Instagram Followers	3000	3577		
Nextdoor Member Reach	Unknown	7,629		
x Followers	1,750	1654		
YouTube Subscribers	300	239		
Newsletter Subscribers	NA	2,414		
Website Visits		99,963		

2027–2028 KEY OUTCOMES AND ACTIVITIES

During the 2027–2028 biennium, the Communications, Marketing & Recreation Department will focus on strengthening Citywide communications and community engagement, maintaining quality recreation programs and events, and continuing to improve the systems and resources used to serve the community. Key activities will include:

- *Strengthen communications for major City projects and initiatives* through clear and consistent communication plans, project webpages, direct-mail notifications, public information materials, and opportunities for residents to stay informed and provide feedback.
- *Continue to develop the City's website and digital communications* by keeping content current and accessible and effectively using the website, social media, and other digital channels to connect the community with City information and services.
- *Build on the City's updated brand and communications resources* by consistently implementing the Brand Guide, professional photography library, templates, publications, and other tools that improve the quality and consistency of City communications.
- *Maintain and expand recreation opportunities* by recruiting and retaining quality instructors, developing new classes and programs, maximizing limited facility space, and continuing to improve registration and facility-rental processes.
- *Continue to produce high-quality community events and traditions* while identifying new opportunities that respond to community interests. Continue hands-on event production with support from dedicated volunteers, sponsors, and community partners.

- *Grow sponsorships, grants, and community partnerships* to help offset City costs, expand programming, and provide additional resources and experiences for the community.
- *Strengthen volunteer and community engagement opportunities* by continuing to support and grow Adopt-a-Street, Citizens Patrol, City boards and commissions, and other volunteer and engagement programs.
- *Improve long-range planning and departmental workflows* by refining project tracking, production schedules, staff responsibilities, and internal processes to effectively manage a growing and frequently changing Citywide workload while continuing professional and staff development.

City of Mill Creek, Washington
General Fund Expenditures by Department
Biennium Budget 2027-2028

			ACTUALS		2023-2024 Actual Total	ESTIMATED ACTUALS		2025-2026 Estimated Total	BIENNIUM BUDGET		2027-2028 Budget Total	% Var
			2023	2024		2025	2026		2027	2028		
Expense Group	Account Number	Description										
Salaries and benefits	001-004-573-90-11-00	Salaries & Wages	179,197	199,103	378,300	240,166	246,532	486,698	264,734	283,384	548,118	
	001-004-573-90-12-00	Overtime	2,623	0	2,623	100	1,353	1,453	4,000	4,000	8,000	
	001-004-573-90-21-01	MEBT/Medicare	13,857	20,422	34,278	18,340	18,939	37,279	20,558	21,984	42,542	
	001-004-573-90-21-02	Retirement	18,147	16,574	34,721	17,934	13,761	31,695	14,995	16,036	31,031	
	001-004-573-90-21-03	Health Benefits	45,383	32,089	77,471	34,531	30,274	64,804	43,752	47,857	91,609	
	001-004-573-90-21-04	Worker's Compensation	881	1,057	1,938	1,530	1,404	2,933	1,806	1,861	3,667	
<i>Salaries and benefits Total</i>			<i>260,087</i>	<i>269,244</i>	<i>529,331</i>	<i>312,600</i>	<i>312,263</i>	<i>624,863</i>	<i>349,845</i>	<i>375,122</i>	<i>724,967</i>	16%
Supplies	001-004-557-30-31-00	Supplies - Special Events/Swag	2,994	6,029	9,023	0	10,000	10,000	10,000	10,000	20,000	
	001-004-557-30-31-06	Supplies - Party in the Parks	1,501	0	1,501	0	0	0	0	0	0	
	001-004-573-90-31-00	Supplies - Office/Operating	1,484	4,415	5,898	202	0	202	600	600	1,200	
	001-004-573-90-31-01	Supplies - Community Events	6,978	12,047	19,024	23,320	11,680	35,000	12,500	12,500	25,000	
	001-004-573-90-31-02	Supplies - Media Relations	14	0	14	0	0	0	500	500	1,000	
	001-004-573-90-31-03	Supplies - Bus Community Mtgs	0	0	0	0	200	200	1,000	1,000	2,000	
	001-004-573-92-31-01	Supplies -Youth Advisory Board	1,090	2,938	4,027	566	2,760	3,326	3,000	3,000	6,000	
	001-004-573-92-31-02	Supplies - Volunteer Projects	2,070	590	2,659	3,280	2,720	6,000	3,000	3,000	6,000	
<i>Supplies Total</i>			<i>16,130</i>	<i>26,018</i>	<i>42,147</i>	<i>27,368</i>	<i>27,359</i>	<i>54,728</i>	<i>30,600</i>	<i>30,600</i>	<i>61,200</i>	12%
Professional services	001-004-515-41-41-00	Legal Services - Advice	3,588	367	3,955	0	0	0	0	0	0	
	001-004-557-30-41-01	Prof Service-SpecEvent	6,378	3,759	10,138	3,588	6,726	10,314	4,500	4,500	9,000	
	001-004-573-90-41-00	Publications	22,960	19,775	42,735	11,300	6,300	17,600	10,000	10,000	20,000	
	001-004-573-90-41-01	Professional Services	29,526	12,962	42,488	22,763	8,615	31,378	39,500	39,500	79,000	
	001-004-573-90-41-04	Photography	1,641	8	1,648	2,380	3,880	6,260	2,500	2,500	5,000	
	001-004-573-90-41-05	Marketing	1,520	1,314	2,834	4,117	3,080	7,197	3,000	3,000	6,000	
	001-004-573-90-44-00	Advertising	1,746	2,434	4,179	1,627	1,373	3,000	4,000	4,000	8,000	
	001-004-573-90-49-01	Conferences and Training	2,709	349	3,058	50	273	323	3,000	3,000	6,000	
	001-004-573-90-49-04	Memberships and Dues	235	235	469	40	217	257	500	500	1,000	
	001-004-573-90-49-90	IF Reim-OH Cost Alloc	0	0	0	0	0	0	(38,630)	(38,630)	(77,260)	
<i>Professional services Total</i>			<i>70,301</i>	<i>41,203</i>	<i>111,504</i>	<i>45,865</i>	<i>30,463</i>	<i>76,328</i>	<i>28,370</i>	<i>28,370</i>	<i>56,740</i>	-26%
Transfers	001-004-573-90-45-00	Equipment Replacement Funding	2,000	2,000	4,000	2,000	2,000	4,000	0	0	0	
<i>Transfers Total</i>			<i>2,000</i>	<i>2,000</i>	<i>4,000</i>	<i>2,000</i>	<i>2,000</i>	<i>4,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	-100%
<i>Communications & Marketing Total</i>			<i>348,518</i>	<i>338,465</i>	<i>686,982</i>	<i>387,833</i>	<i>372,086</i>	<i>759,919</i>	<i>408,815</i>	<i>434,092</i>	<i>842,907</i>	11%

City of Mill Creek, Washington
General Fund Expenditures by Department
Biennium Budget 2027-2028

			ACTUALS		2023-2024 Actual Total	ESTIMATED ACTUALS		2025-2026 Estimated Total	BIENNIUM BUDGET		2027-2028 Budget Total	% Var
			2023	2024		2025	2026		2027	2028		
Expense Group	Account Number	Description										
Salaries and benefits	001-019-571-10-21-04	Worker's Compensation	71	52	122	56	35	91	100	100	200	
<i>Salaries and benefits Total</i>			<i>71</i>	<i>52</i>	<i>122</i>	<i>56</i>	<i>35</i>	<i>91</i>	<i>100</i>	<i>100</i>	<i>200</i>	120%
Supplies	001-019-571-20-31-00	Supplies - Rec	765	6,287	7,053	1,569	2,400	3,969	4,000	4,000	8,000	
<i>Supplies Total</i>			<i>765</i>	<i>6,287</i>	<i>7,053</i>	<i>1,569</i>	<i>2,400</i>	<i>3,969</i>	<i>4,000</i>	<i>4,000</i>	<i>8,000</i>	102%
Professional services	001-019-571-10-41-00	Prof Svcs - ActiveNet	507	229	736	189	93	282	2,000	2,000	4,000	
	001-019-571-10-49-01	Conferences and Training	0	0	0	0	0	0	1,500	1,500	3,000	
	001-019-571-10-49-53	B&O Taxes	3,367	3,711	7,079	3,948	3,265	7,213	4,025	4,232	8,257	
	001-019-571-20-41-01	Prof Svc - Rec Services	51,879	53,869	105,748	77,708	64,287	141,995	108,500	115,500	224,000	
	001-019-571-20-44-00	Publications - Rec Services	75	3,425	3,500	13,100	16,900	30,000	15,000	15,000	30,000	
	001-019-571-20-45-02	Rent/Lease - Rec Services	0	2,644	2,644	4,444	0	4,444	750	750	1,500	
<i>Professional services Total</i>			<i>55,828</i>	<i>63,879</i>	<i>119,707</i>	<i>99,389</i>	<i>84,545</i>	<i>183,934</i>	<i>131,775</i>	<i>138,982</i>	<i>270,757</i>	47%
<i>Recreation Total</i>			<i>56,664</i>	<i>70,218</i>	<i>126,882</i>	<i>101,014</i>	<i>86,980</i>	<i>187,994</i>	<i>135,875</i>	<i>143,082</i>	<i>278,957</i>	48%

INFORMATION TECHNOLOGY

DEPARTMENT DESCRIPTION

The Information Technology Division provides strategic leadership, governance, and professional management of the City's technology environment. The division is responsible for ensuring that the City's technology infrastructure, systems, applications, and digital services remain secure, reliable, resilient, and aligned with organizational priorities.

The division manages a broad technology portfolio that includes approximately 117 workstations, laptops, and other computing assets; 50 cellular phones; 65 desk phones; a highly available server and virtualization environment; enterprise network and cybersecurity infrastructure; Microsoft 365 and other cloud services; mobile device management; data storage, backup, and disaster recovery systems; telecommunications; and specialized applications supporting City departments and operations.

In addition to day-to-day technology operations and end-user support, the division leads technology planning, systems and network engineering, cybersecurity, infrastructure modernization, vendor and contract management, technology procurement, lifecycle replacement planning, business continuity, and the evaluation and implementation of emerging technologies. These responsibilities support the City's ability to deliver efficient, secure, and dependable services to employees, elected officials, residents, and the community.

BUDGETED POSITIONS

The proposed 2027-2028 budget maintains both full-time positions within the department that were also funded in the 2025-2026 biennial budget.

Authorized Positions – Full-time Equivalents 2019-2028

Position Title	19/20	21/22	23/24 Original	23/24 Adjusted ³	25/26 Adopted	27/28 Proposed
IT						
Information Systems and Technology Manager	1.00	1.00	1.00	1.00	1.00	1.00
Information Technology Technician	-	-	-	1.00	1.00	1.00
IT Total	1.00	1.00	1.00	2.00	2.00	2.00

2025-2026 BIENNIAL ACCOMPLISHMENTS

During the 2025–2026 biennium, the Information Technology Department modernized the City's technology infrastructure, strengthened cybersecurity and resiliency, and improved IT service delivery and asset management. Major accomplishments included upgrades to wireless, network, server, printing, and mobile technology infrastructure; implementation of centralized IT asset and service desk platforms; migration of cellular services; and deployment of Microsoft Intune for modern endpoint management. The department also advanced the City's Zero Trust security strategy, improving access controls, device compliance, endpoint security, and overall protection of City systems and data.

- Upgraded the City's wireless infrastructure with multi-gigabit access points, improving wireless performance, capacity, coverage, and reliability throughout City facilities.
- Implemented Snipe-IT as the City's centralized technology asset management platform, improving inventory control, equipment assignment tracking, lifecycle management, and long-term replacement planning.
- Implemented FreeScout as the City's new IT service desk and ticketing platform, improving service request tracking, support workflows, communication, documentation, and accountability.
- Completed the migration of City cellular services from Verizon to T-Mobile, including the deployment and transition of City-issued mobile devices.
- Renewed the City's managed print services contract and coordinated the acquisition and deployment of new printers to replace aging equipment and improve reliability.
- Upgraded the City's server infrastructure with new hardware and implemented a highly available server cluster to improve system resiliency, redundancy, performance, and business continuity.
- Modernized the City's network infrastructure through the replacement and upgrade of network switches and firewalls, improving network performance, security, reliability, and overall infrastructure resiliency.
- Transitioned City-issued cellular devices from legacy mobile device management solutions in response to the end-of-support lifecycle for the existing Meraki platform, reducing ongoing costs while maintaining centralized device management and security capabilities.
- Implemented Microsoft Intune mobile device management for City laptops, streamlining device provisioning, configuration, application deployment, security policy enforcement, and ongoing endpoint management.
- Continued modernization of the City's technology by implementing Zero Trust security principles, including identity-based access controls, device compliance, conditional access, and modern endpoint management.

2027-2028 KEY OUTCOMES AND ACTIVITIES

During the 2027–2028 biennium, the Information Technology Department will focus on modernizing and securing the City's technology environment, improving operational efficiency, strengthening cybersecurity and business continuity, and preparing technology services to support future organizational growth. Key priorities include upgrading hardware and infrastructure, improving business systems and digital services, expanding automation and modern endpoint management, advancing Zero Trust and cybersecurity initiatives, and evaluating emerging technologies such as artificial intelligence. The department will also strengthen IT governance, documentation, and staffing to ensure reliable, resilient, and scalable technology services across the organization.

- Complete the lifecycle replacement of City staff laptops to maintain reliable, secure, and supportable computing equipment.
- Continue to support, administer, and enhance the City's GIS and capital asset management systems to improve operational efficiency, data accuracy, and departmental access to information.
- Replace or redesign the City's GovQA public records request platform to improve performance, usability, workflow automation, reporting, and the City's ability to efficiently process public records requests.

- Re-evaluate the capabilities and continued suitability of the City's iCompass platform, including its functionality, integration capabilities, user experience, supportability, and alignment with current and future City business needs.
- Develop and implement a comprehensive Information Technology operations playbook to standardize procedures, streamline employee training, improve continuity of operations, reduce organizational risk, and document critical technology processes.
- Continue refining and optimizing Microsoft 365 services to improve collaboration, security, records management, communication, and overall productivity across City departments.
- Continue advancing the City's Zero Trust Architecture through improvements to identity-based access controls, device compliance, conditional access, endpoint security, and authentication standards.
- Expand the use of Microsoft Intune and modern endpoint management to streamline device provisioning, software deployment, security configuration, compliance monitoring, and lifecycle management.
- Continue modernization of the City's cybersecurity program through improved threat protection, vulnerability management, security monitoring, access controls, and employee cybersecurity awareness.
- Improve business continuity and disaster recovery capabilities through continued enhancement of backup systems, infrastructure redundancy, recovery procedures, and documented recovery testing.
- Continue lifecycle planning and modernization of network, server, wireless, telecommunications, and cloud infrastructure to maintain reliable and resilient City technology services.
- Expand automation of routine Information Technology processes to reduce administrative workload, improve consistency, and increase operational efficiency.
- Review and modernize legacy applications and business systems where appropriate to improve security, interoperability, supportability, and departmental workflows.
- Evaluate emerging technologies, including artificial intelligence and automation tools, for opportunities to improve employee productivity and public service delivery while maintaining appropriate security, privacy, records retention, and governance controls.
- Evaluate and expand Information Technology staffing levels, organizational structure, and position classifications as necessary to support increased service demands, infrastructure, staffing, and operational complexity resulting from future City growth and annexation.

City of Mill Creek, Washington
General Fund Expenditures by Department
Biennium Budget 2027-2028

			ACTUALS		2023-2024 Actual Total	ESTIMATED ACTUALS		2025-2026 Estimated Total	BIENNIUM BUDGET		2027-2028 Budget Total	% Var
			2023	2024		2025	2026		2027	2028		
Expense Group	Account Number	Description										
Salaries and benefits	001-005-518-80-11-00	Salaries & Wages	123,654	110,911	234,565	217,560	219,586	437,145	235,622	248,232	483,854	
	001-005-518-80-12-00	Overtime	0	0	0	40	1,000	1,040	3,800	6,600	10,400	
	001-005-518-80-21-01	MEBT/Medicare	9,451	8,470	17,921	16,584	16,847	33,431	18,315	19,494	37,809	
	001-005-518-80-21-02	Retirement	12,331	9,745	22,075	16,281	12,246	28,526	13,360	14,219	27,579	
	001-005-518-80-21-03	Health Benefits	10,203	19,244	29,448	57,828	56,344	114,172	68,389	74,818	143,207	
	001-005-518-80-21-04	Worker's Compensation	498	460	958	1,167	1,166	2,334	1,385	1,431	2,816	
Salaries and benefits Total			156,137	148,831	304,967	309,460	307,188	616,649	340,871	364,794	705,665	14%
Supplies	001-005-518-80-31-01	Office Supplies	0	558	558	83	283	366	500	500	1,000	
	001-005-518-80-31-02	Operating Supplies	7,925	3,084	11,009	1,986	5,149	7,135	7,700	7,700	15,400	
Supplies Total			7,925	3,642	11,567	2,069	5,432	7,501	8,200	8,200	16,400	119%
Professional services	001-005-515-41-41-00	Legal Services - Advice	0	0	0	899	0	899	1,500	1,500	3,000	
	001-005-518-80-40-00	Software Licenses	155,595	109,384	264,980	155,530	79,658	235,188	161,628	163,694	325,322	
	001-005-518-80-41-01	Consulting Services	952	104,438	105,390	3,801	6,085	9,886	13,000	13,000	26,000	
	001-005-518-80-41-02	Professional Services-Legal	0	0	0	0	0	0	0	0	0	
	001-005-518-80-42-01	Web Hosting	1,782	16,661	18,443	9,947	13,899	23,846	10,885	13,115	24,000	
	001-005-518-80-49-01	Conferences and Training	675	225	900	0	1,325	1,325	7,000	7,000	14,000	
	001-005-518-80-49-02	Dues and Subscriptions	210	17	227	0	0	0	250	250	500	
	001-005-518-90-42-00	Telecommunications	68,308	67,793	136,101	61,530	69,962	131,492	68,965	68,965	137,930	
	001-005-518-90-48-01	Repairs & Maintenance	9,263	218	9,482	9,218	10,000	19,218	13,000	13,000	26,000	
	001-005-518-90-49-90	IF Reim-OH Cost Alloc	0	0	0	0	0	0	(54,956)	(54,956)	(109,912)	
Professional services Total			236,785	298,736	535,522	240,926	180,929	421,855	221,272	225,568	446,840	6%
Debt service	001-005-591-18-70-01	SBITA Payments	69,298	66,027	135,326	77,011	141,585	218,596	62,058	62,058	124,116	
Debt service Total			69,298	66,027	135,326	77,011	141,585	218,596	62,058	62,058	124,116	-43%
Transfers	001-005-518-80-45-00	Equipment Replacement Funding	29,400	29,400	58,800	29,400	29,400	58,800	130,000	0	130,000	
Transfers Total			29,400	29,400	58,800	29,400	29,400	58,800	130,000	0	130,000	121%
Information Technology Total			499,545	546,636	1,046,181	658,866	664,535	1,323,401	762,401	660,620	1,423,021	8%

HUMAN RESOURCES

DEPARTMENT DESCRIPTION

Human Resources (HR) provides leadership, guidance, and strategic support to the organization on labor and employment matters. HR is responsible for providing policy recommendations to the City Manager and Deputy City Manager and for advising department directors, managers, and supervisors on personnel policies and procedures, conflict resolution, training, disciplinary actions, and other sensitive personnel matters. The department leads the development, implementation, and administration of the City's human resources programs, policies, and services while managing the day-to-day operations of the HR function. HR also works with City leadership to establish the strategic direction of the organization's human resources programs and initiatives, ensuring they support the City's goals, priorities, and operational needs.

HR provides organization-wide leadership and consultation to strategically align the human resources function with the City's goals and priorities. This includes administering HR programs and daily operations; developing and improving processes to increase management effectiveness, strengthen employee engagement, and mitigate organizational risk; and providing consultation and support to departments on personnel policies, employee relations, conflict resolution, training, disciplinary matters, and other sensitive issues. HR oversees the recruitment, selection, and hiring of employees, including Civil Service positions, and provides leadership and support to departments in attracting, retaining, and developing qualified employees.

The department oversees organization-wide personnel programs, including employee benefits, rewards and recognition, health and safety programs, and other initiatives that support employee well-being and engagement. HR also oversees the development and maintenance of the Human Resources Information System (HRIS), as well as the maintenance, retention, and archival of personnel files in accordance with state records retention schedules. This includes maintaining printed, published, and electronic HR records and information such as recruitment and Civil Service records, job descriptions, compensation analyses, and other employment-related documentation.

HR participates as a member of the City's collective bargaining team during labor negotiations with represented employees and unions. The division ensures appropriate labor relations recordkeeping, interprets and administers collective bargaining agreements, and assists with grievance resolution. HR also serves as Secretary and Chief Examiner to the Civil Service Commission and as Secretary to the Law Enforcement Officers and Fire Fighters (LEOFF) Board.

The department is responsible for conducting and supporting employee disciplinary meetings, investigations, and terminations, as well as maintaining appropriate confidentiality regarding employee matters, City information, and personnel records. HR administers and maintains the City's employee classification and compensation plan, conducts classification analyses, and recommends appropriate position assignments and salary ranges based on established classification and compensation practices.

HR works to ensure the City's compliance with federal and state labor and employment laws, including requirements related to wages, leave and reasonable accommodations, workers' compensation, workplace health and safety, and other employment standards. The division assists departments in implementing policies and practices that comply with these requirements and provides guidance to leadership and supervisors as employment laws and regulations evolve.

Finally, HR maintains organizational training records, including legally required safety training and related documentation, and works with supervisors to ensure employees remain current on required

training, licenses, and certifications. HR provides and/or coordinates required human resources training and maintains the documentation necessary to demonstrate compliance. Through these responsibilities, Human Resources supports effective leadership, employee development, legal compliance, risk management, and a positive and productive workplace throughout the City.

BUDGETED POSITIONS

The proposed 2027-2028 budget maintains one full-time position within the department that was also funded in the 2025-2026 biennial budget.

Authorized Positions – Full-time Equivalents 2019-2028:

Position Title	19/20	21/22	23/24 Original	23/24 Adjusted ³	25/26 Adopted	27/28 Proposed
Human Resources						
Human Resources Manager	-	-	1.00	1.00	-	-
Human Resources Director	-	-	-	-	1.00	1.00
Human Resources Total	0.00	0.00	1.00	1.00	1.00	1.00

2025-2026 BIENNIAL ACCOMPLISHMENTS

During the 2025–2026 biennium, the Human Resources Department focused on strengthening the City’s workforce, modernizing HR systems and processes, supporting employee engagement and development, and ensuring compliance with employment requirements and City policies. Key accomplishments included improvements to recruitment, onboarding, performance management, training, employee relations, and compensation practices, while also advancing employee wellness, recognition, safety, and retention initiatives. Through strategic HR leadership and responsive support to departments and employees, the department helped build a more effective, engaged, and sustainable workforce aligned with the City’s organizational goals and priorities.

- *Implemented a Supervisor Training Program* focused on leadership best practices, performance management, employee retention, career development, succession planning, and the effective use of workforce data to support informed decision-making.
- *Implemented NEOGOV for recruitment, job postings, and onboarding*, streamlining processes, improving the candidate and new-hire experience, and creating greater consistency and efficiency throughout the recruitment and onboarding process.
- *Implemented the Springbrook HR Module*, enhancing HR information management, reporting capabilities, and integration of employee-related data and processes.
- *Submitted the City’s Well City Award application* and successfully engaged employees in the wellness initiative, achieving more than 90% employee participation.
- *Implemented a Commercial Driver’s License (CDL) Program* to establish a consistent process for monitoring CDL requirements, compliance, training, and employee qualifications.
- *Strengthened recruitment and staffing efforts*, supporting the City’s goal of achieving a fully staffed organization following years of ongoing recruitment challenges. These efforts have significantly improved staffing levels and the City’s ability to attract and retain qualified employees.
- *Provided leadership to the Employee Recognition Committee* and coordinated the Annual Employee Recognition Event and Holiday Staff Event, supporting employee engagement, appreciation, and organizational culture.

- *Provided leadership to the Wellness Committee* and coordinated employee wellness activities and initiatives designed to promote employee health, engagement, and well-being.
- *Coordinated Citywide safety training*, ensuring employees received required and relevant safety education and supporting the City's commitment to a safe and compliant workplace.
- *Managed and coordinated employee relations matters*, including employee investigations, performance concerns, FMLA and PFML leave requests, and other sensitive personnel matters while ensuring consistency, confidentiality, and compliance with applicable policies and laws.
- *Participated in City of Mill Creek and AFSCME Labor-Management meetings*, supporting productive labor relations, communication, and collaborative resolution of workplace matters.
- *Continued to improve and refine recruitment and onboarding processes*, while also administering Civil Service testing and ensuring processes are consistent, equitable, and aligned with City requirements.
- *Enhanced the employee separation process* by implementing a formal acceptance-of-resignation process and conducting exit interviews to gather meaningful feedback and identify opportunities for organizational improvement.
- *Implemented new-hire check-ins and stay interviews* to strengthen employee engagement, identify concerns early, improve retention, and better understand employee experiences and organizational needs.
- *Strengthened the performance management process* through improved follow-up on employee performance evaluations, helping ensure timely completion, meaningful feedback, accountability, and alignment with departmental goals.
- *Coordinated de-escalation training for City staff*, providing employees with tools and strategies to effectively manage challenging interactions and promote a safe and respectful workplace.
- *Led ongoing recruitment efforts for vacant positions*, including outreach, candidate screening, coordination with hiring managers, and support throughout the selection and hiring process.
- *Updated and revised job descriptions* to ensure positions accurately reflect current responsibilities, organizational needs, and classification requirements.
- *Initiated the comprehensive update and ongoing maintenance of the City's Personnel Administration Manual*, while providing management with guidance on consistent policy interpretation and delivering employee training on applicable personnel policies and procedures.
- *Provided strategic HR leadership to the City*, aligning Human Resources programs and initiatives with organizational goals, operational priorities, workforce needs, and long-term succession and retention strategies.
- *Provided leadership, guidance, and support to City departments* in attracting, hiring, retaining, developing, and supporting a highly qualified and effective workforce.
- *Provided guidance and consultation to department directors and managers* on employee relations, performance management, workplace concerns, policy interpretation, and other personnel matters.
- *Oversaw the development, maintenance, and administration of the City's HRIS and personnel records*, including HR files, recruitment records, Civil Service documentation, job descriptions, compensation information, and other employment records in accordance with applicable state records-retention requirements.
- *Administered and maintained the City's classification and compensation plan*, conducting classification reviews and analysis and recommending appropriate position assignments and salary ranges to support internal equity, consistency, and competitive compensation practices.
- *Ensured compliance with federal and Washington State employment laws and regulations*, including requirements related to wages, leave, reasonable accommodation, workers' compensation, workplace safety, and other employment practices; provided guidance to management and employees to support consistent and compliant application of policies and procedures.

- *Maintained and monitored organizational training records*, including required safety training, licenses, certifications, and other compliance-related training. Partnered with supervisors to ensure employees maintain required qualifications and receive timely training, while coordinating and documenting required HR and organizational training programs.

2027-2028 KEY OUTCOMES AND ACTIVITIES

During the 2026–2027 biennium, the Human Resources Department will focus on strengthening organizational compliance, workforce development, employee retention, risk management, and operational efficiency. Key priorities will include enhancing HR systems and processes, supporting competitive compensation practices, ensuring compliance with employment laws and City policies, and providing strategic HR leadership to help the City attract, retain, and develop a high-quality workforce.

- *Achieve 100% compliance with mandatory employee training* by the end of 2026 through proactive monitoring, reporting, and follow-up with departments and employees to ensure all required training is completed and documented.
- *Update, implement, and maintain the City's Personnel Administration Manual* to ensure policies remain current, consistent, and aligned with applicable laws and organizational practices. Provide guidance to management on consistent policy interpretation and deliver employee training on personnel policies and procedures.
- *Complete training on the updated Personnel Administration Manual* for all applicable employees by the end of 2027, ensuring employees and supervisors understand current policies, procedures, and expectations.
- *Provide strategic HR leadership and risk management support* to the City by aligning Human Resources programs, policies, and practices with organizational goals, operational priorities, workforce needs, and emerging employment risks.
- *Strengthen employee recruitment, retention, and development strategies* to attract and retain a highly qualified workforce, with a goal of reducing the employee turnover rate to less than 15% by the end of 2027.
- *Continue to enhance the Human Resources Information System (HRIS)*, including development and implementation of improved recruitment and job description capabilities. Oversee the maintenance, retention, and archival of HR records in accordance with Washington State records-retention requirements. Maintain accurate printed, published, and electronic HR information, including recruitment and Civil Service records, job descriptions, compensation analyses, and related personnel documentation.
- *Administer and maintain the City's classification and compensation plan* to support internal equity and competitive compensation practices, with the goal of maintaining the City's compensation structure at or near the midpoint of comparable local agencies. Conduct classification and compensation analyses and recommend appropriate position assignments and salary ranges as organizational needs evolve.
- *Ensure continued compliance with federal and Washington State employment laws and regulations*, including requirements related to wages, leave, reasonable accommodation, workers' compensation, workplace safety, and other employment practices. Provide guidance and support to management in administering policies and practices consistently and in compliance with applicable legal requirements.

City of Mill Creek, Washington
General Fund Expenditures by Department
Biennium Budget 2027-2028

			ACTUALS		2023-2024 Actual Total	ESTIMATED ACTUALS		2025-2026 Estimated Total	BIENNIUM BUDGET		2027-2028 Budget Total	% Var
			2023	2024		2025	2026		2027	2028		
Expense Group	Account Number	Description										
Salaries and benefits	001-006-518-10-11-00	Salaries & Wages	129,444	141,404	270,848	156,558	163,066	319,624	195,810	211,381	407,191	
	001-006-518-10-21-01	MEBT/Medicare	9,892	16,909	26,802	11,970	12,471	24,442	14,979	16,170	31,149	
	001-006-518-10-21-02	Retirement	12,902	13,181	26,083	11,697	9,053	20,750	10,926	11,795	22,721	
	001-006-518-10-21-03	Health Benefits	20,292	10,057	30,349	17,243	14,751	31,994	20,378	22,283	42,661	
	001-006-518-10-21-04	Worker's Compensation	503	556	1,059	678	788	1,466	921	967	1,888	
Salaries and benefits Total			173,034	182,107	355,141	198,146	200,129	398,275	243,014	262,596	505,610	27%
Supplies	001-006-518-10-31-00	Office Supplies	507	332	839	245	500	745	500	500	1,000	
	001-006-518-10-31-01	Employee Recognition/Wellness	8,611	1,462	10,073	2,470	13,072	15,543	14,725	14,725	29,450	
Supplies Total			9,118	1,794	10,912	2,715	13,572	16,287	15,225	15,225	30,450	87%
Professional services	001-006-515-41-41-00	Legal Services - Advice	285,727	346,763	632,490	119,290	330,710	450,000	348,000	228,000	576,000	
	001-006-515-45-41-00	Legal Svcs-Claims & Litigation	0	0	0	130,080	0	130,080	0	0	0	
	001-006-518-10-41-01	Professional Services	16,419	34,337	50,756	19,835	30,165	50,000	75,000	35,000	110,000	
	001-006-518-10-41-02	Professional Services - Legal	4,230	(4,230)	0	0	0	0	0	0	0	
	001-006-518-10-49-00	Tuition Reimbursement Expense	500	0	500	0	0	0	1,500	1,500	3,000	
	001-006-518-10-49-01	Conferences and Training	16,354	25,498	41,852	12,810	3,226	16,035	14,200	14,200	28,400	
	001-006-518-10-49-04	Memberships and Dues	244	264	508	299	300	599	350	350	700	
	001-006-518-10-49-90	IF Reim-OH Cost Alloc	0	0	0	0	0	0	(26,105)	(26,105)	(52,210)	
	001-006-518-61-00-01	Judgments&Settlements	0	0	0	140,000	0	140,000	0	0	0	
Professional services Total			323,475	402,632	726,107	422,313	364,400	786,714	412,945	252,945	665,890	-15%
Debt service	001-006-591-18-70-01	SBITA Payments	0	1,091	1,091	0	0	0	0	0	0	
Debt service Total			0	1,091	1,091	0	0	0	0	0	0	####
Human Resources Total			505,626	587,624	1,093,250	623,175	578,102	1,201,276	671,184	530,766	1,201,950	0%

CITY CLERK

DEPARTMENT DESCRIPTION

The City Clerk's office provides legislative and administrative support to the City Council and City Administration while ensuring compliance with statutory requirements and promoting transparency.

The City Clerk fulfills the statutory requirements of the position including preparing City Council agenda packets and minutes, maintaining the City's central filing and records management system, coordinating contract execution and processing, overseeing Board and Commission activities and recruitments, and codifying and maintaining the Municipal Code. The City Clerk also serves as the City's Public Records Officer (PRO) and manages the Public Disclosure/Records Coordination Team, ensuring public records requests are processed efficiently and in accordance with applicable requirements. In addition, the Deputy City Clerk serves as Executive Assistant to the City Manager, providing administrative and organizational support as needed. Additional responsibilities include maintaining and updating the City Council Planning Schedule, serving as the elections liaison with Snohomish County, administering the City's agenda management software, managing the City's citizen request system, and coordinating staff training related to GovQA. The Clerk also coordinates attendance for City and Community events as needed and provides support to the Human Resources Department as capacity allows.

The City Clerk's office is committed to providing timely, accurate, and accessible information to City Administration, the City Council, and the residents of the City of Mill Creek. Through effective records management, legislative support, public disclosure, and responsive customer service, the Clerk's Office promotes transparency, accountability, and public confidence.

Public Records Officer (PRO):

As the City's PRO, the City Clerk provides advisement and training to departments and personnel on the proper management and retention of City records. The PRO also provides research assistance to City personnel, coordinates and facilitates public records requests, delivers responsive customer service to the community, and manages the Public Disclosure Coordination Team (PDCT).

BUDGETED POSITIONS

The proposed budget maintains one full-time City Clerk and one full-time Deputy City Clerk funded 50%/50% from the City Clerk and City Manager Budget, respectively. This does not change from the 2025-2026 biennial budget.

Authorized Positions – Full-time Equivalents 2019-2028:

Position Title	19/20	21/22	23/24 Original	23/24 Adjusted ³	25/26 Adopted	27/28 Proposed
Clerk						
City Clerk	-	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk / Executive Assistant	-	-	0.50	0.50	0.50	0.50
Clerk Total	0.00	1.00	1.50	1.50	1.50	1.50

2025-2026 BIENNIAL ACCOMPLISHMENTS

The City Clerk's Office strives to deliver high-quality municipal services while promoting transparency, efficiency, accountability, and the responsible stewardship of City resources. Notable accomplishments during the 2025-2026 Budget Biennium include:

- *Reduced legal service costs* through updates to the City's Public Records Act (PRA) policy and staff training led by the City Clerk, resulting in a significant decrease in the need for external legal assistance related to public records.
- *Relocated the City Clerk to the City Council Chamber* to provide more efficient and effective support for Council meetings and related legislative activities.
- *Conducted a time study and implemented and updated public records fee schedule* as part of the Citywide Master Fee Schedule update.
- *Completed extensive and complicated public record requests*, including requests requiring ongoing coordination, research, and the continual review and release of responsive records.
- *Established a streamlined response process for simple public records requests*, aligning City practices with potential changes to the Washington State Public Records Model Rules and improving the timeliness of responses.
- *Developed Standard Operating Procedures (SOP) to strengthen organizational knowledge and continuity*, covering contract routing, agenda item requirements/best practices/uploads, proclamation coordination, and an overall position-wide SOP for the Deputy City Clerk.
- *Completed all tracking and reporting requirements for the Joint Legislative Audit and Review Committee (JLARC)* in accordance with applicable requirements.
- *Developed and streamlined the City's contract management process*, improving consistency, coordination, and efficiency in routing and processing.
- *Maintained compliance with records management requirements mandated by the Washington State Auditor's Office*, supporting appropriate retention, organization, and disposition of City records.
- *Implemented a monthly Council agenda forecast on the City's website*, providing the public with information regarding upcoming Council topics and anticipated discussion dates.
- *Implemented Council meeting recaps for the City's website*, providing residents and community with concise summaries of Council actions following each meeting.

2027-2028 KEY OUTCOMES AND ACTIVITIES

The City Clerk's Office provides essential legislative, administrative, records management, and public disclosure support to the City Manager, Deputy City Manager, City Council, City departments, and the community. Through efficient document processing, effective records management, and responsive public service, the Clerk's Office supports the City's commitment to transparency, accessibility, accountability, and responsible stewardship of public resources.

During the 2027–2028 Budget biennium, the Clerk's Office will focus on strengthening records management practices, improving internal workflows, enhancing public access to information, and continuing professional development. Work planned includes:

- *Enhance document management and internal workflows* by continuing to refine solutions for the City's structured documents, including contracts, policies, and agenda materials. Improvements will focus on contract management, public records search protocols, agenda item management, and consistent document routing and retention practices.

- *Re-establish and strengthen the Citywide records management program* by re-establishing a Records Management Team with representatives from each department. The team will promote consistent practices, improve coordination, and support compliance with applicable records retention and disposition requirements.
- *Conduct a comprehensive Citywide records inventory* that includes digital records, records maintained in staff offices, and physical records stored in the City Hall South storage room and City Hall North records vault. The inventory will support the identification, organization, retention, archival preservation, and appropriate disposition of City records.
- *Develop records management resources and guidance for City departments* to ensure staff understand and consistently follow applicable retention and destruction schedules and records management requirements.
- *Initiate a records disposition and archival process* for documents that have met their required retention periods. Records will be purged or transferred for archival preservation, as appropriate, in accordance with Washington State Auditor's Office standards and applicable state requirements. Applicable records will also be transferred to the Washington State Digital Archives.
- *Manage and process Public Records Act (PRA) requests* by providing timely, accurate, and responsive customer service and producing records in accordance with applicable laws and established City procedures. The Clerk's Office will continue to develop streamlined processes that improve the coordination, workflow, review, and production of responsive records.
- *Re-establish the Public Disclosure Coordination Team (PDCT)* on a regular basis and strengthen its processes to improve department coordination, workflow efficiency, and the timely production of public records.
- *Develop and implement Public Records Act (PRA) and Open Public Meetings Act (OPMA) training materials and incorporate applicable training into the employee onboarding process.* The Clerk's Office will also manage and track OPMA and PRA training for City Councilmembers, Board members, and Commission members to promote consistent understanding and compliance.
- *Continue to maintain and enhance the City's Public Records Portal and website*, providing accessible information regarding disclosure requirements, fee schedules, frequently requested and trending topics, and other resources that promote transparency and create a positive customer experience.
- *Implement a new public records management platform in 2028* to improve the efficiency, consistency, tracking, and transparency of public records request processing and records management.
- *Provide consistent and timely legislative support to the City Council* by continuing to distribute electronic Council agenda packets by the Friday preceding each meeting, prepare draft meeting minutes in a timely manner, and provide accurate and timely information to support Council decision-making.
- *Maintain official legislative records* by continuing to codify ordinances and publish resolutions in a timely manner, ensuring the Municipal Code and other official records remain current and accessible.
- *Expand public accessibility and transparency* by continuing to provide written public comment options and hybrid meeting opportunities. The Clerk's Office will also continue publishing an advance Council agenda forecast to inform the public of upcoming topics and anticipated discussion dates, followed by a Council meeting recap on the City's website after each meeting to highlight Council actions and decisions.
- *Continue professional development for the City Clerk* through ongoing training and coursework toward completion of the Certified Municipal Clerk (CMC) certification, strengthening the knowledge and skills necessary to effectively support the City, Council, departments, and community.

City of Mill Creek, Washington
General Fund Expenditures by Department
Biennium Budget 2027-2028

			ACTUALS		2023-2024 Actual Total	ESTIMATED ACTUALS		2025-2026 Estimated Total	BIENNIUM BUDGET		2027-2028 Budget Total	% Var
			2023	2024		2025	2026		2027	2028		
Expense Group	Account Number	Description										
Salaries and benefits	001-007-514-21-11-00	Salaries & Wages	91,914	105,814	197,727	137,395	126,473	263,867	152,898	165,056	317,954	
	001-007-514-21-21-01	MEBT/Medicare	7,019	12,170	19,188	10,487	9,665	20,152	11,697	12,626	24,323	
	001-007-514-21-21-02	Retirement	8,992	9,877	18,868	10,250	7,024	17,274	8,532	9,210	17,742	
	001-007-514-21-21-03	Health Benefits	9,740	5,979	15,720	23,393	22,768	46,161	45,894	50,286	96,180	
	001-007-514-21-21-04	Worker's Compensation	459	547	1,006	801	689	1,489	959	995	1,954	
Salaries and benefits Total			118,124	134,386	252,510	182,326	166,618	348,944	219,980	238,173	458,153	31%
Supplies	001-007-514-21-31-00	Supplies - Office	505	4,352	4,857	429	371	800	400	400	800	
Supplies Total			505	4,352	4,857	429	371	800	400	400	800	0%
Professional services	001-007-514-21-41-01	Professional Services	853	437	1,290	0	0	0	0	0	0	
	001-007-514-21-49-01	Conferences and Training	745	2,486	3,231	2,043	7,376	9,418	7,500	7,500	15,000	
	001-007-514-21-49-04	Memberships and Dues	1,000	625	1,625	1,213	802	2,015	800	800	1,600	
	001-007-514-21-49-90	IF Reim-OH Cost Alloc	0	0	0	0	0	0	(20,714)	(20,714)	(41,428)	
	001-007-515-41-41-00	Legal Services - Advice	50,073	29,139	79,212	32,773	65,042	97,814	60,000	60,000	120,000	
	001-007-515-45-41-00	Legal Svcs-Claims & Litigation	47,408	0	47,408	0	0	0	0	0	0	
	001-007-518-61-49-01	Judgement/Settlement-Gipson	10,000	0	10,000	0	0	0	0	0	0	
Professional services Total			110,079	32,687	142,765	36,028	73,219	109,248	47,586	47,586	95,172	-13%
City Clerk Total			228,708	171,424	400,132	218,783	240,208	458,992	267,966	286,159	554,125	21%

POLICE

DEPARTMENT DESCRIPTION

Members of the Mill Creek Police Department provide essential public safety services focused on protecting life and property, promoting traffic safety, and enhancing the quality of life for the City of Mill Creek. The Police Department works to maintain a safe and welcoming community for residents, businesses, and visitors to live, work, and recreate.

Through proactive law enforcement, crime trend analysis, community education and outreach, and a focus on developing professional employees, the department strives to ensure that the streets and neighborhoods remain safe, clean, calls for service are answered in a timely and professional manner, and that investigations and enforcement are conducted with the highest standards of professionalism.

The department embraces the “service mindset”, recognizing that its members are public servants dedicated to providing professional, responsive, and community-focused police services. The Department values input from community members, stakeholders, partner organizations, and the agencies and individuals with whom it works.

Patrol:

The Patrol Division is the department’s largest and most visible division. As front-line first responders, patrol officers provide street-level public safety services, respond to calls for service, enforce traffic laws, investigations, social services, and serve as the primary point of contact between the Police Department and the community. In addition to patrol responsibilities, patrol officers place a strong emphasis on community-oriented policing. Through these activities, patrol officers are the true ambassadors for the City of Mill Creek. The four patrol squads are each led by a sergeant who reports to the Deputy Chief of Police/Deputy Director of Public Safety. The division supports several specialized functions, including Corporal, Canine, Traffic/Collision, and participation in a regional SWAT team, Hostage Negotiations, and Honor Guard.

Support Services:

The Support Services Division includes both commissioned and non-commissioned personnel. Commissioned personnel serve in the Investigations and SRO Units. Non-commissioned personnel serve in the Records and Property Units and a limited-commission Police Support Officer (PSO) position.

Investigations:

The Investigations Unit is responsible primarily for investigating major crimes and secondarily responsible for supporting the department’s commitment to community engagement through its community outreach function. Detectives assigned to the unit also participate in a regional Multi-Agency Response Team responsible for investigating regional uses of lethal force by law enforcement officers and deputies in Snohomish County.

School Resource Officers (SRO):

SROs are imbedded in Jackson High School and Heatherwood Middle School. SROs work collaboratively with school administrators and students to protect the campuses, provide staff support, serve as student mentors, and provide educational opportunities related to public safety and law enforcement. The SROs also provide support to other schools throughout the City of Mill Creek as needed.

Records & Property:

The Records and Property personnel are responsible for maintaining law enforcement related documentation and ensuring the security and accountability of property involved in police operations. Records serve as a frontline resource for community members, providing customer service and fulfilling a variety of responsibilities related to licensing, courts, and public records requests.

Police Support Officer (PSO):

The PSO provides a wide range of operational and administrative support to department personnel while serving as the primary investigator for animal and parking complaints. The PSO also works with allied departments and agencies on code enforcement matters and supports court-related activities.

Administration:

The Administrative Division includes the Chief of Police, the Deputy Chief/Deputy Director of Public Safety, and the Support Services Supervisor. The division provides overall leadership, management, policy direction, and organizational oversight for the Police Department.

Chief of Police (COP):

As the City's Chief Law Enforcement Officer, the COP is responsible for the development of the department Vision, Mission, & Values, developing and maintaining department policy, overseeing programs and projects, ensuring professional standards, managing organizational risk, and establishing expectations for department employees and evaluating their performance.

Deputy Chief/Deputy Director of Public Safety:

The Deputy Director of Public Safety provides essential middle-management leadership and supports the COP in the day-to-day management and administration of the department. In addition to serving as the City's Emergency Manager, the Deputy Chief supports the Chief with a variety of ancillary responsibilities and projects. The Deputy Chief also serves as a first-line supervisor to the department's Sergeants, providing a clear chain of command between department leadership and the Patrol Division. The Deputy Director is also responsible for managing professional standards activities as directed by the COP, helping ensure accountability, consistency and adherence to department expectations and policies.

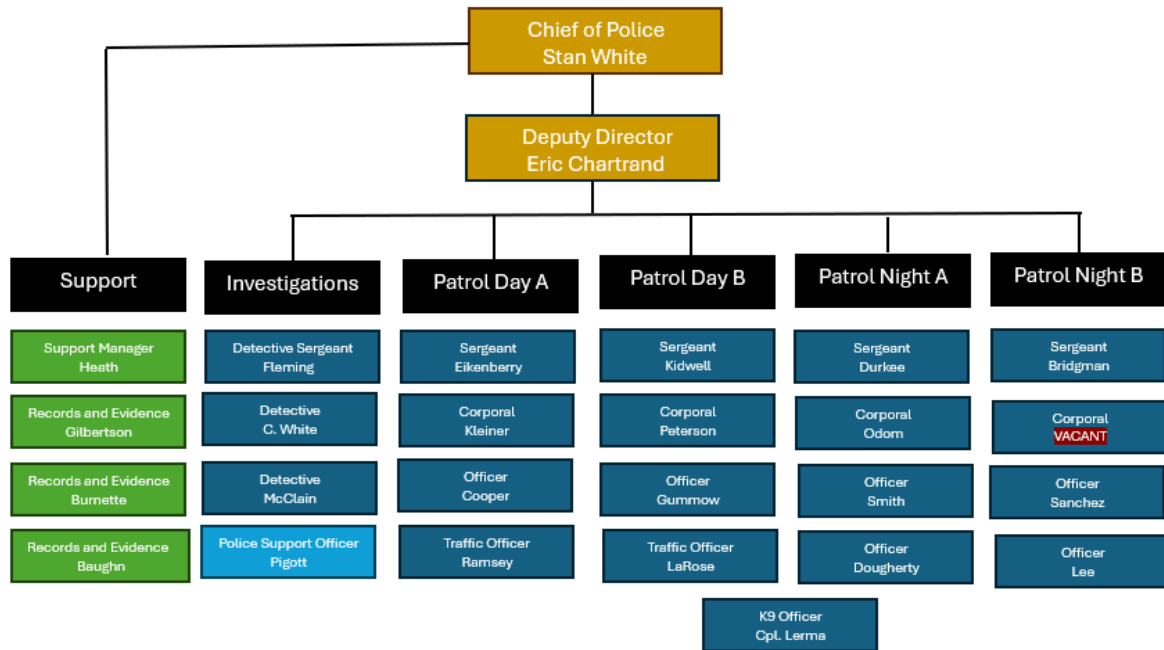
BUDGETED POSITIONS

The proposed 2027-2028 budget maintains all 29 funded full-time employee (FTE) positions within the department that were also funded in the 2025-2026 biennial budget.

Authorized Positions – Full-time Equivalents 2019-2028:

Position Title	19/20	21/22	23/24 Original	23/24 Adjusted ³	25/26 Adopted	27/28 Proposed
Public Safety						
Police Chief/Director of Public Safety	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Director of Public Safety	1.00	-	-	1.00	1.00	1.00
Support Services Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Police Sergeant	5.00	5.00	5.00	5.00	5.00	5.00
Police Officer	17.00	17.00	17.00	17.00	17.00	17.00
Police Support Officer	1.00	1.00	1.00	1.00	1.00	1.00
Records Technician	2.00	-	-	-	-	-
Evidence Technician	1.00	-	-	-	-	-
Police Support Services Technician	-	-	3.00	3.00	3.00	3.00
Police Evidence Technician	-	1.00	-	-	-	-
Police Records Technician	-	2.00	-	-	-	-
Public Safety Total	29.00	28.00	28.00	29.00	29.00	29.00

Mill Creek Police Department
Organizational Chart
Department Assignments
09-04-2026



2025-2026 BIENNIAL ACCOMPLISHMENTS

Recruitments & Awards:

- Promotion of 1 Sergeant
- Appointment of 3 Corporals
- Hiring 2 Lateral Officer
- Selection of 1 School Resource Officer
- Review and processing of 38 Candidates for Police Officer
- FBI-LEEDA "Agency Trilogy Award" recipients

Process, Equipment & Facility Updates:

- Policy Development (Administrative and Legal)
- Comprehensive Emergency Management Plan Update
- Flock Safety Project
- Digital Evidence Software and Storage Upgrade
- Revised Indigent Defense application procedure
- Updated ballistic shields for patrol
- Renew FARO Crime Forensic measuring device

2027-2028 KEY OUTCOMES AND ACTIVITIES

Administration:

- *Collaborate with the Mill Creek Police Officers Guild* to review, update, and implement department policies as needed to ensure they remain current, effective, and aligned with operational needs and applicable requirements.
- *Implementation of a body-worn camera program* based on project planning completed in Q4 2026.
- *Evaluate and strengthen operational readiness* by assessing staffing levels, facility capabilities, equipment, and other resources necessary to meet department readiness standards and support City priorities.
- *Continue preparation for state accreditation* by designating an accreditation manager and support staff to assess current practices against Washington Association of Sheriffs and Police Chiefs (WASPC) standards and develop a roadmap toward accreditation.

Patrol:

- *Increase department-wide self-initiated field activity by 10%* through expanded area-emphasis patrols, security checks, traffic-safety contacts.
- *Respond to 95% of Priority 1 calls for service within four minutes*, strengthening emergency response performance and ensuring timely service to the community.
- *Expand access to social-service resources* through a partnership with Sea Mar Crisis Center in Lynnwood, strengthening connections between officers and behavioral health and community-based support services.

Investigations:

- *Achieve case dispositions in at least 75% of cases assigned to investigators within 90 days*, improving investigative timeliness and case management.
- *Maintain 100% statutory compliance* for cases involving missing persons, specifically for Adult Protective Services and Child Protective Services.

Support Services:

- *Maintain 100% statutory compliance for all Concealed Pistol License (CPL) permits issued*, ensuring the entire process meets legal requirements.
- *Maintain 100% compliance with required quarterly property-room audits*, ensuring accurate inventory, accountability, security, and documentation of evidence and property.
- *Advance records and property retention and destruction projects* in accordance with Washington State RCW and WAC requirements and applicable records-retention schedules.

City of Mill Creek, Washington
General Fund Expenditures by Department
Biennium Budget 2027-2028

Expense Group	Account Number	Description	ACTUALS		2023-2024 Actual Total	ESTIMATED ACTUALS		2025-2026 Estimated Total	BIENNIUM BUDGET		2027-2028 Budget Total	% Var
			2023	2024		2025	2026		2027	2028		
Salaries and benefits	001-008-521-10-11-00	Salaries & Wages -Police Admin	62,373	209,245	271,619	444,737	462,408	907,145	387,749	418,583	806,332	
	001-008-521-10-21-01	MEBT/Medicare Police Admin	19,229	44,516	63,745	32,862	35,285	68,147	29,663	32,021	61,684	
	001-008-521-10-21-02	Retirement - Police Admin	17,791	18,900	36,692	18,292	16,655	34,947	11,340	12,241	23,581	
	001-008-521-10-21-03	Health Benefits - Police Admin	72,808	50,236	123,044	107,717	106,361	214,078	73,268	80,184	153,452	
	001-008-521-10-21-04	Worker's Comp -Police Admin	3,230	3,983	7,213	8,937	8,082	17,019	9,368	9,460	18,828	
	001-008-521-21-11-00	Salaries & Wages - Support Svc	77,362	228,900	306,261	311,591	319,688	631,279	466,169	487,247	953,416	
	001-008-521-21-12-00	Overtime - Support Svc	2,760	691	3,451	4,265	2,021	6,286	2,900	3,100	6,000	
	001-008-521-21-21-01	MEBT/Medicare - Support Svc	21,502	48,468	69,970	23,922	24,511	48,433	35,884	37,511	73,395	
	001-008-521-21-21-02	Retirement - Support Svc	22,137	26,255	48,392	23,420	8,555	31,975	26,174	27,361	53,535	
	001-008-521-21-21-03	Health Benefits - Support Svc	63,007	36,582	99,589	71,867	83,752	155,619	120,658	124,732	245,390	
	001-008-521-21-21-04	Worker's Comp - Support Svc	3,789	4,621	8,411	5,503	5,469	10,972	12,170	12,234	24,404	
	001-008-521-70-11-00	Salaries & Wages - Patrol	437,002	867,785	1,304,787	2,371,958	2,625,541	4,997,499	2,689,850	2,870,061	5,559,911	
	001-008-521-70-12-00	Overtime - Patrol	156,032	379,815	535,848	304,529	346,975	651,504	372,500	397,300	769,800	
	001-008-521-70-21-01	MEBT/Medicare - Patrol	167,847	351,541	519,388	204,828	226,079	430,908	234,270	249,953	484,223	
	001-008-521-70-21-02	Retirement - Patrol	123,774	170,607	294,380	139,356	156,078	295,434	162,917	173,823	336,740	
	001-008-521-70-21-03	Health Benefits - Patrol	339,941	249,972	589,914	406,209	381,835	788,044	505,086	561,379	1,066,465	
	001-008-521-70-21-04	Worker's Comp - Patrol	59,264	83,088	142,352	99,705	88,507	188,212	94,312	100,055	194,367	
Salaries and benefits Total			1,649,848	2,775,207	4,425,055	4,579,698	4,897,804	9,477,502	5,234,278	5,597,245	10,831,523	14%
Supplies	001-008-521-10-30-00	Supplies - Admin	2,888	171	3,058	920	2,024	2,945	2,500	2,500	5,000	
	001-008-521-21-30-00	Supplies - Support Services	1,269	7,276	8,545	880	5,122	6,002	5,500	5,500	11,000	
	001-008-521-21-31-01	Supplies & Equipment- Evidence	2,454	1,888	4,341	1,299	1,156	2,455	750	750	1,500	
	001-008-521-22-31-10	Supplies and Equipment - SWAT	1,116	6,605	7,721	0	0	0	2,500	2,500	5,000	
	001-008-521-30-31-09	Supplies - Crime Prevention	1,441	1,346	2,786	3,715	618	4,333	3,000	3,000	6,000	
	001-008-521-70-31-00	Supplies - Operating	8,555	8,701	17,256	6,538	4,608	11,146	5,000	5,000	10,000	
	001-008-521-70-31-01	Supplies - K-9 Program	10,114	14,475	24,589	10,221	9,741	19,962	10,000	10,000	20,000	
	001-008-521-70-31-05	Uniforms	28,995	38,025	67,020	15,246	19,345	34,591	19,500	19,500	39,000	
	001-008-521-70-31-12	Supplies - Firearms	19,814	12,309	32,123	12,928	7,122	20,050	10,000	10,000	20,000	
	001-008-521-70-32-00	Gasoline Fuel	66,950	82,595	149,545	107,896	130,029	237,925	135,000	135,000	270,000	
	001-008-521-70-35-00	Small Tools	2,471	583	3,055	50	18,971	19,022	5,000	5,000	10,000	
	001-008-525-60-30-01	Emergency Preprd - Supplies	0	4,287	4,287	0	0	0	0	0	0	
Supplies Total			146,066	178,260	324,327	159,694	198,735	358,429	198,750	198,750	397,500	11%
Professional services	001-008-515-30-41-02	Prof Svcs - Prosecution	131,040	136,282	267,322	144,438	152,762	297,200	152,765	161,930	314,695	
	001-008-515-30-41-51	DV/Child Advocate	33,457	30,268	63,725	34,158	52,155	86,312	48,000	47,812	95,812	
	001-008-515-30-41-52	Prof Svcs - Translator	12,018	14,882	26,900	22,359	27,606	49,965	25,000	25,000	50,000	
	001-008-515-30-49-51	District Court	66,108	121,627	187,735	217,797	223,628	441,425	225,600	220,000	445,600	
	001-008-515-41-41-00	Legal Services - Advice	23,386	20,700	44,086	850	19,182	20,032	14,400	14,400	28,800	
	001-008-515-91-41-04	Prof Svcs Indigent Defense	95,226	127,681	222,907	163,634	232,815	396,449	230,000	240,000	470,000	
	001-008-521-10-40-00	Professional Svcs - Admin	25,559	0	25,559	7,288	2,250	9,538	5,000	5,000	10,000	
	001-008-521-10-41-02	Citizen Patrol Program	2,955	2,720	5,674	1,171	1,211	2,382	2,000	2,000	4,000	
	001-008-521-10-41-06	Pre-Employment Screening	24,727	32,327	57,055	17,797	7,825	25,622	5,000	5,000	10,000	
	001-008-521-10-48-00	Repairs & Maint - Admin	0	45	45	33	1,467	1,500	1,000	1,000	2,000	
	001-008-521-10-49-01	Conferences & Training - Admin	4,284	2,490	6,774	445	2,000	2,445	10,000	10,000	20,000	
	001-008-521-10-49-02	Memberships and Dues - Admin	5,623	1,682	7,304	1,005	1,420	2,425	1,500	1,500	3,000	
	001-008-521-10-49-07	Printing & Binding	1,583	397	1,980	873	0	873	750	750	1,500	
	001-008-521-21-40-00	Prof Svcs - Support Services	6,523	6,475	12,998	1,835	3,986	5,821	2,000	2,000	4,000	
	001-008-521-21-40-01	Prof Svc - Investigations	6,395	1,469	7,864	2,642	11,857	14,499	10,000	10,000	20,000	

City of Mill Creek, Washington
General Fund Expenditures by Department
Biennium Budget 2027-2028

Expense Group	Account Number	Description	ACTUALS		2023-2024 Actual Total	ESTIMATED ACTUALS		2025-2026 Estimated Total	BIENNIUM BUDGET		2027-2028 Budget Total	% Var
			2023	2024		2025	2026		2027	2028		
	001-008-521-21-41-00	Security Alarm Monitoring	0	153	153	818	939	1,756	1,000	1,000	2,000	
	001-008-521-21-48-00	Repairs & Maint - Support Svcs	13,692	2,555	16,247	0	0	0	0	0	0	
	001-008-521-21-49-01	Conf and Training -Support Svc	1,857	850	2,707	799	900	1,699	2,000	2,000	4,000	
	001-008-521-21-49-02	Memberships & Dues - Support	290	290	580	600	200	800	550	550	1,100	
	001-008-521-22-49-01	Conferences and Training SWAT	1,120	1,360	2,480	0	0	0	1,000	1,000	2,000	
	001-008-521-22-49-02	Memberships and Dues - SWAT	2,162	2,113	4,275	2,925	2,057	4,982	9,600	9,600	19,200	
	001-008-521-40-41-51	Academy Training	9,159	5,829	14,988	1,450	1,186	2,636	5,000	5,000	10,000	
	001-008-521-70-48-00	Repairs & Maintenance-Equip.	1,758	19,691	21,449	12,870	1,547	14,417	5,000	5,000	10,000	
	001-008-521-70-48-01	Repairs & Maintenance-Vehicles	91,223	44,453	135,676	91,838	40,429	132,268	35,000	35,000	70,000	
	001-008-521-70-48-04	Repairs & Maintenance-Uniforms	617	705	1,322	272	300	572	1,000	1,000	2,000	
	001-008-521-70-49-01	Conferences & Training -Patrol	19,448	6,664	26,112	8,582	14,031	22,612	15,000	15,000	30,000	
	001-008-521-70-49-02	Memberships & Dues -Patrol	1,610	214	1,823	455	122	577	1,500	1,500	3,000	
	001-008-521-80-40-00	Software Licensing	13,553	28,930	42,482	21,062	18,920	39,982	22,500	22,500	45,000	
	001-008-523-60-41-52	Jail Services	292,784	395,275	688,059	305,438	475,922	781,359	600,000	600,000	1,200,000	
	001-008-525-60-49-01	Emergency Management	29,780	29,780	59,560	31,147	32,966	64,113	36,650	36,650	73,300	
	001-008-528-00-41-51	SNOCOM Dispatch Service	251,633	276,636	528,269	299,945	316,177	616,122	336,000	339,720	675,720	
	001-008-554-30-41-05	Animal Holding Contract	6,000	12,600	18,600	3,435	4,925	8,360	7,500	7,500	15,000	
<i>Professional services Total</i>			<i>1,175,569</i>	<i>1,327,144</i>	<i>2,502,713</i>	<i>1,397,963</i>	<i>1,650,782</i>	<i>3,048,745</i>	<i>1,812,315</i>	<i>1,829,412</i>	<i>3,641,727</i>	19%
Capital outlay	001-008-594-21-64-00	Cap Improvement/Equipment	73,213	0	73,213	0	0	0	0	0	0	
	001-008-594-21-64-10	Equipment - SWAT	1,271	0	1,271	0	0	0	0	0	0	
<i>Capital outlay Total</i>			<i>74,483</i>	<i>0</i>	<i>74,483</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	#####
Debt service	001-008-591-21-70-01	SBITA - PUB SFTY	0	4,200	4,200	4,200	0	4,200	0	0	0	
<i>Debt service Total</i>			<i>0</i>	<i>4,200</i>	<i>4,200</i>	<i>4,200</i>	<i>0</i>	<i>4,200</i>	<i>0</i>	<i>0</i>	<i>0</i>	-100%
Transfers	001-008-521-20-45-00	Equipment Replacement Funding	128,047	128,047	256,094	128,047	128,047	256,094	99,403	0	99,403	
<i>Transfers Total</i>			<i>128,047</i>	<i>128,047</i>	<i>256,094</i>	<i>128,047</i>	<i>128,047</i>	<i>256,094</i>	<i>99,403</i>	<i>0</i>	<i>99,403</i>	-61%
<i>Police Total</i>			<i>3,174,013</i>	<i>4,412,858</i>	<i>7,586,871</i>	<i>6,269,601</i>	<i>6,875,369</i>	<i>13,144,970</i>	<i>7,344,746</i>	<i>7,625,407</i>	<i>14,970,153</i>	14%

FIRE SERVICES

DEPARTMENT DESCRIPTION

Beginning 2023 with the successful passage of the City of Mill Creek Proposition No.1 – the annexation of the City to South Snohomish County Fire and Rescue Regional Fire Authority (Authority) for Fire and Emergency Medical Services, the City ceased the property tax levy for fire and EMS. Instead, the Authority now directly levies and collects fire and EMS taxes from the property owners. The City entered into an interlocal agreement (ILA) with the Authority for fire marshal services and in consideration for the services, the City shall pay an annual sum that covers labor, M&O/Administration and capital. Subsequently on July 7, 2026, the City entered into a new (ILA) with the Authority for fire code official services. Effective January 1, 2026, it provides that the City adopt the Authority's Fire Fees and Charges; and on monthly basis remit all fire fees and charges collected by the City, net of ten percent (10%) for administrative costs.

The City exercised its right to ownership of the Fire Station 76. The City and District have previously agreed to "freeze" the purchase price and equity as set forth in the 2012 amendment to the original 1996 Fire Service Contract. The final Purchase Price of \$1,160,395 is the difference between the original purchase price for the Fire Station (\$1,838,543) and the City's equity (\$678,148). The transfer was concluded on December 13, 2022 with an initial payment of \$58,019.75 and the balance of \$1,102,375.25 shall be paid in equal annual payments over 20 years without interest, as evidenced by a promissory note.

This department represents only the annual debt service related to the promissory note for the purchase of Fire Station 76.

City of Mill Creek, Washington
General Fund Expenditures by Department
Biennium Budget 2027-2028

			ACTUALS		2023-2024 Actual Total	ESTIMATED ACTUALS		2025-2026 Estimated Total	BIENNIUM BUDGET		2027-2028 Budget Total	% Var
			2023	2024		2025	2026		2027	2028		
Expense Group	Account Number	Description										
Professional services	001-011-515-41-41-00	Legal Services - Advice	205	0	205	0	0	0	0	0	0	
	001-011-522-10-41-01	Professional Services	73,263	76,536	149,799	(76,536)	0	(76,536)	0	0	0	
Professional services Total			73,468	76,536	150,004	(76,536)	0	(76,536)	0	0	0	-100%
Capital outlay	001-011-594-21-64-00	Fire Station Purchase	58,020	58,020	116,040	58,020	58,020	116,040	58,020	58,020	116,040	
Capital outlay Total			58,020	58,020	116,040	58,020	58,020	116,040	58,020	58,020	116,040	0%
Fire Total			131,487	134,556	266,043	(18,516)	58,020	39,504	58,020	58,020	116,040	194%

Non-Departmental

DEPARTMENT DESCRIPTION

The Non-Departmental budget contains General Fund operational expenses that are common to all City departments. Such expenses are outside the control of individual departments but supports various government functions and activities.

The Non-Departmental accounts for general liability and property insurance premiums; central supplies, copier and postage; pool vehicles' costs; and membership dues or intergovernmental fees paid to Economic Alliance Snohomish County, Puget Sound Regional Council, Association of Washington Cities, Snohomish County Tomorrow, Northshore Senior Center, Snohomish County Cities, and Snohomish County Human Services. In addition, long-term lease payments related to printers/copier, postage meter and employee safety equipment; and interfund transfers are appropriated in this department.

City of Mill Creek, Washington
General Fund Expenditures by Department
Biennium Budget 2027-2028

Expense Group	Account Number	Description	ACTUALS		2023-2024 Actual Total	ESTIMATED ACTUALS		2025-2026 Estimated Total	BIENNIUM BUDGET		2027-2028 Budget Total	% Var
			2023	2024		2025	2026		2027	2028		
Supplies	001-014-518-90-31-00	Office Supplies - Central	3,117	3,866	6,983	14,613	4,849	19,462	22,000	25,000	47,000	
	001-014-518-90-32-00	Gasoline Fuel	318	645	963	772	787	1,560	800	800	1,600	
<i>Supplies Total</i>			<i>3,435</i>	<i>4,511</i>	<i>7,946</i>	<i>15,385</i>	<i>5,636</i>	<i>21,021</i>	<i>22,800</i>	<i>25,800</i>	<i>48,600</i>	131%
Professional services	001-014-514-40-41-51	Election Costs	779	8,198	8,977	0	6,334	6,334	7,000	7,000	14,000	
	001-014-514-90-41-51	Voter Registration	24,524	28,645	53,170	28,645	30,164	58,810	31,000	32,000	63,000	
	001-014-518-30-46-00	Insurance	281,692	406,201	687,893	502,145	572,404	1,074,549	691,063	790,000	1,481,063	
	001-014-518-90-40-00	Professional Services	1,506	1,619	3,125	2,310	3,034	5,344	3,900	3,900	7,800	
	001-014-518-90-42-02	Postage/Machine/Copier	28,362	27,223	55,586	32,822	31,234	64,056	35,000	35,000	70,000	
	001-014-518-90-48-01	Repair & Maint - Equip/Veh	0	0	0	453	78	531	3,400	3,400	6,800	
	001-014-518-90-49-00	Memberships & Org Assessments	84,592	72,998	157,590	93,327	86,022	179,349	97,200	98,500	195,700	
	001-014-518-90-49-06	Section 125 Program	1,450	1,477	2,927	1,730	1,766	3,495	2,104	2,252	4,356	
	001-014-518-90-49-90	IF Reim-OH Cost Alloc	0	0	0	0	0	0	(61,408)	(61,408)	(122,816)	
	001-014-566-00-41-51	Sno. Co. Human Services	6,295	6,252	12,547	4,547	5,085	9,632	6,325	6,451	12,776	
<i>Professional services Total</i>			<i>429,200</i>	<i>552,614</i>	<i>981,814</i>	<i>665,979</i>	<i>736,121</i>	<i>1,402,100</i>	<i>815,584</i>	<i>917,095</i>	<i>1,732,679</i>	24%
Debt service	001-014-591-18-70-01	LT Lease Payments	13,135	14,554	27,690	20,217	8,138	28,355	24,300	24,700	49,000	
<i>Debt service Total</i>			<i>13,135</i>	<i>14,554</i>	<i>27,690</i>	<i>20,217</i>	<i>8,138</i>	<i>28,355</i>	<i>24,300</i>	<i>24,700</i>	<i>49,000</i>	73%
Transfers	001-014-597-00-00-04	Oper Transfer to CIP	0	0	0	170,861	0	170,861	0	0	0	
	001-014-597-00-00-06	Oper Transfer to Unemp	0	40,000	40,000	15,000	5,000	20,000	25,000	25,000	50,000	
	001-014-597-00-00-07	Oper Transfer to Streets	0	0	0	78,000	184,600	262,600	46,115	25,300	71,415	
	001-014-597-00-00-10	Transfers Out	0	99,860	99,860	0	0	0	0	0	0	
<i>Transfers Total</i>			<i>0</i>	<i>139,860</i>	<i>139,860</i>	<i>263,861</i>	<i>189,600</i>	<i>453,461</i>	<i>71,115</i>	<i>50,300</i>	<i>121,415</i>	-73%
Non-Departmental Total			445,770	711,539	1,157,309	965,442	939,496	1,904,938	933,799	1,017,895	1,951,694	2%

COMMUNITY DEVELOPMENT & PLANNING

DEPARTMENT DESCRIPTION

The Community Development and Planning Department combines planning, economic development, development review, permitting and inspections, code enforcement, and environmental protection. The department supports the City's growth, redevelopment, infrastructure coordination, regulatory compliance, and customer service needs.

The department was combined with Public Works in November 2017 to provide coordinated services related to the City's growth and infrastructure. In late 2024, the departments were separated to provide greater focus on increasing development activity, long-range planning, economic development, redevelopment, and future community needs.

Development, Permitting, and Inspection Services:

Conducts permit intake, pre-application meetings, and coordinated review of land-use, zoning, building, structural, environmental, engineering, and utility-related applications. Reviews evaluate project consistency with City codes and standards and potential impacts on rights-of-way, utilities, public infrastructure, and surrounding development. Provides inspections, as needed, to verify compliance with approved plans, permit conditions, and applicable regulations.

Planning and Community Development:

Administers long-range and current planning programs and maintains compliance with state, regional, and local requirements, including the Growth Management Act and State Environmental Policy Act. This work includes preparation and implementation of the Comprehensive Plan, subarea plans, development and environmental regulations, and related policy initiatives. Reviews and processes rezones, Municipal Code amendments, conditional-use permits, subdivisions, binding site plans, lot line adjustments, SEPA determinations, critical-areas reviews, accessory dwelling unit proposals, variances, deviations, exemptions, and appeals. Coordinates review with the Development Review Committee, Planning Commission, other City departments, external agencies, applicants, and the public. Conducts site inspections, as needed, to verify compliance with land-use approvals and conditions. Leads and coordinates economic-development and redevelopment initiatives that support business retention and expansion, redevelopment, job creation, housing opportunities, and long-term fiscal sustainability. This includes implementing the Economic Development Plan; supporting redevelopment of South Town Center and other priority areas; coordinating with businesses, property owners, developers, public agencies, and community partners; and aligning land-use planning, infrastructure investment, permitting, and redevelopment strategies.

Development Code Enforcement:

Investigates potential development code violations of the Mill Creek Municipal Code and administers enforcement activities to obtain compliance by private and public entities. The program emphasizes clear communication, voluntary compliance, customer education, timely follow-up, and coordinated enforcement when formal action is necessary.

Administrative and Customer Services:

Serves as a primary point of contact for residents, businesses, developers, and other community partners seeking information about development, permitting, planning, code compliance, infrastructure coordination, and related City services. Provides public guidance, interdepartmental coordination, stakeholder liaison services, and support for community-wide issues associated with the department's programs.

BUDGETED POSITIONS

The proposed 2027-2028 budget maintains all four full-time positions within the department that were also funded in the 2025-2026 biennial budget and adds one full-time Code and Building Inspector, responsible for Code Enforcement and Building Inspections, to the 2027-2028 biennial budget.

Authorized Positions – Full-time Equivalents 2019 - 2028:

Position Title	19/20	21/22	23/24 Original	23/24 Adjusted ³	25/26 Adopted	27/28 Proposed
Community Development¹						
Administrative Assistant	1.00	-	-	-	-	-
Associate Planner	1.00	1.00	-	-	-	-
Associate Planner / Permit Coordinator	-	-	1.00	1.00	1.00	-
Building Official	1.00	-	-	-	-	-
Code Compliance Officer ⁵	-	-	-	-	-	1.00
Community Development Director	-	-	-	1.00	1.00	1.00
Permit Coordinator	-	-	-	-	-	1.00
Planner	-	-	1.00	1.00	1.00	1.00
Planning and Development Manager	-	-	1.00	1.00	-	-
Planning Manager	1.00	1.00	-	-	-	-
Senior Planner	1.00	1.00	1.00	1.00	1.00	1.00
Community Development Total	5.00	3.00	4.00	5.00	4.00	5.00

2025–2026 BIENNIAL ACCOMPLISHMENTS

During the 2025–2026 biennium, the Development Services Department focused on supporting responsible growth, improving development services, strengthening community planning, and enhancing customer service and regulatory processes. The department advanced significant planning and redevelopment initiatives, modernized permitting operations, strengthened staffing and interdepartmental coordination, and maintained effective code enforcement. These efforts helped position the City for continued economic development, housing opportunities, infrastructure investment, and sustainable community growth.

Development, Permitting, and Inspection Services:

- Maintained timely permitting, inspections, and coordinated development review while supporting projects that will add housing and generate future transportation, school, and park revenue.
- Implemented OpenGov permitting software, fully transitioned from legacy systems, integrated historical records, and trained staff across departments.
- Filled key positions, including a Senior Planner, Planner, and Permit Coordinator, strengthening service capacity and continuity.
- Updated Land Development Code provisions and issued administrative interpretations to improve clarity, consistency, and development feasibility.

Planning and Community Development:

- Secured \$500,000 in grant funding and launched the Climate Change Comprehensive Plan Amendment, including outreach engaging more than 700 residents.

- Adopted the South Town Center Master Plan, establishing a long-term framework for redevelopment projected to support more than \$1 billion in redevelopment value.
- Completed environmental review and substantially completed planning work for South Town Center.
- Initiated and advanced the DRCC Civic Campus Master Plan, with adoption anticipated in late 2026.
- Developed and presented a draft Economic Development Action Plan framework to guide business retention, investment, and redevelopment.
- Amended the Comprehensive Plan to add parks and update street classifications.
- Implemented zoning changes to protect commercial opportunities and initiated updates to sign and advertising regulations.

Development Code Enforcement:

- Responded to a substantial increase in code-enforcement cases while maintaining timely investigation, communication, documentation, and follow-up.
- Prioritized voluntary compliance through clear notices, property-owner education, and coordinated follow-up, pursuing formal enforcement when necessary.
- Maintained essential code-compliance services that protect public health and safety, neighborhood livability, property values, and community appearance.

Administrative and Customer Services:

- Strengthened coordination among Planning, Building, Public Works, and other departments through shared permitting systems, staff training, and more consistent review procedures.
- Improved operational accountability and service consistency through staffing stabilization, clearer workflows, and standardized management practices.
- Continued implementation of the 2024 Comprehensive Plan, Middle Housing and Critical Areas updates, citywide fee-study work, and related development-service improvements.

2027-2028 KEY OUTCOMES AND ACTIVITIES

During the 2027–2028 biennium, the Development Services Department will focus on supporting sustainable growth, advancing strategic redevelopment, improving development processes, and delivering consistent, customer-focused services. Priorities include strengthening permitting and code-enforcement processes, completing critical planning and regulatory updates, advancing South Town Center and Civic Campus initiatives, supporting future annexation and infrastructure planning, and enhancing transparency, coordination, and service efficiency through improved technology and performance measures.

Development, Permitting, and Inspection Services:

- Provide timely, consistent, customer-focused reviews of more than 60 proposed townhome development applications.
- Support development and redevelopment in the Business Park through coordinated permitting, clear standards, and infrastructure planning.
- Establish standard operating procedures for building permits, land-use applications, inspections, and code enforcement.
- Improve use of permitting software, project-management tools, and GIS to strengthen tracking, coordination, and reporting.

Planning and Community Development:

- Complete updates to sign, landscaping, and street-parking regulations.
- Advance additional subarea planning for priority redevelopment and growth areas.
- Complete state-required Comprehensive Plan amendments addressing climate change.
- Complete Comprehensive Plan and land-use updates to support future annexation.
- Complete the Parks, Recreation, and Open Space Plan.
- Support land-use planning, permitting, and coordination for implementation of the DRCC Civic Campus.
- Adopt and begin implementing the Economic Development Plan.
- Support redevelopment of South Town Center through coordinated land-use planning, infrastructure improvements, permitting, and property-owner and developer engagement.
- Advance South Town Center infrastructure improvements to improve redevelopment feasibility and attract private investment.
- Support redevelopment of underutilized commercial, mixed-use, and business-park properties.

Development Code Enforcement:

- Update the code-enforcement code to clarify authority, procedures, and compliance tools.
- Implement standard operating procedures for consistent case intake, investigation, communication, and resolution.
- Strengthen coordination among code enforcement, police, clerk/court, planning, building, and public works staff.
- Expand proactive enforcement and public education for recurring property-maintenance, landscaping, parking, and frontage issues.

Administrative and Customer Services:

- Maintain responsive, accurate, and customer-focused service.
- Track performance measures for permits, inspections, land-use applications, code enforcement, and customer inquiries.
- Expand website guidance, checklists, tip sheets, and process information.
- Improve interdepartmental coordination on redevelopment, infrastructure, annexation, and civic-facility projects.
- Maintain GIS base layers and support evaluation of public-facing GIS tools.

City of Mill Creek, Washington
General Fund Expenditures by Department
Biennium Budget 2027-2028

			ACTUALS		2023-2024 Actual Total	ESTIMATED ACTUALS		2025-2026 Estimated Total	BIENNIUM BUDGET		2027-2028 Budget Total	% Var
			2023	2024		2025	2026		2027	2028		
Expense Group	Account Number	Description										
Salaries and benefits	001-016-558-60-11-00	Salaries & Wages	326,801	294,343	621,144	447,455	428,814	876,269	574,152	622,255	1,196,407	
	001-016-558-60-12-00	Overtime	315	155	471	0	500	500	700	800	1,500	
	001-016-558-60-21-01	MEBT/Medicare	24,931	30,936	55,867	34,024	32,746	66,770	36,986	40,117	77,103	
	001-016-558-60-21-02	Retirement	31,681	27,197	58,877	33,468	23,492	56,960	26,978	29,262	56,240	
	001-016-558-60-21-03	Health Benefits	29,000	28,631	57,631	69,917	73,219	143,136	122,321	133,660	255,981	
	001-016-558-60-21-04	Worker's Compensation	1,513	1,458	2,971	2,301	2,218	4,518	2,784	2,906	5,690	
Salaries and benefits Total			414,241	382,720	796,961	587,164	560,989	1,148,153	763,921	829,000	1,592,921	39%
Supplies	001-016-558-60-31-00	Office & Operating Supplies	386	1,962	2,348	777	500	1,277	1,300	1,300	2,600	
	001-016-558-60-31-05	Code Books	0	799	799	0	400	400	400	400	800	
	001-016-558-60-32-00	Fuel	0	0	0	34	100	134	1,250	1,250	2,500	
	001-016-558-60-35-00	Small Tools and Equipment	0	0	0	0	100	100	250	250	500	
Supplies Total			386	2,761	3,147	811	1,100	1,911	3,200	3,200	6,400	235%
Professional services	001-016-515-41-41-00	Legal Services - Advice	53,350	45,879	99,229	4,190	23,305	27,495	20,000	20,000	40,000	
	001-016-558-60-40-00	Professional Services	161,400	172,462	333,862	102,330	174,621	276,952	103,000	105,000	208,000	
	001-016-558-60-40-01	Prof Srv - Reimburseable	3,520	14,095	17,615	12,737	21,908	34,644	40,000	40,000	80,000	
	001-016-558-60-40-09	Prof Svc- Comp Plan Update	15,664	124	15,788	22,863	115,529	138,393	0	0	0	
	001-016-558-60-40-10	Prof Svc- Comp Plan (Grant)	159,279	0	159,279	0	300,000	300,000	200,000	0	200,000	
	001-016-558-60-40-11	Prof Svc - CompPlan MiddleHsng	73,910	0	73,910	0	0	0	0	0	0	
	001-016-558-60-40-12	MillCrk Subarea MasterPlanning	0	1,860	1,860	0	0	0	0	0	0	
	001-016-558-60-44-00	Advertising	107	303	410	1,125	936	2,061	3,500	3,000	6,500	
	001-016-558-60-48-00	Repairs & Maintenance	0	0	0	4	0	4	1,150	1,150	2,300	
	001-016-558-60-49-01	Conferences & Training	892	969	1,861	80	600	680	6,000	6,000	12,000	
	001-016-558-60-49-02	Memberships and Dues	420	1,188	1,608	1,160	1,240	2,400	1,600	1,600	3,200	
	001-016-558-60-49-07	Printing & Binding	0	0	0	0	800	800	1,000	1,000	2,000	
	001-016-558-80-40-00	Software Applications	24,022	23,511	47,532	25,759	14,613	40,372	20,000	60,000	80,000	
Professional services Total			492,563	260,390	752,953	170,249	653,552	823,801	396,250	237,750	634,000	-23%
Capital outlay	001-016-594-58-64-13	Capital Expenditures	0	0	0	46,440	0	46,440	0	0	0	
Capital outlay Total			0	0	0	46,440	0	46,440	0	0	0	
Debt service	001-016-591-58-70-01	SBITA Payts - CDD	0	0	0	25,859	40,728	66,588	43,000	0	43,000	
Debt service Total			0	0	0	25,859	40,728	66,588	43,000	0	43,000	-35%
Transfers	001-016-558-60-45-00	Equipment Replacement Funding	4,050	4,050	8,100	4,050	4,050	8,100	5,400	0	5,400	
Transfers Total			4,050	4,050	8,100	4,050	4,050	8,100	5,400	0	5,400	-33%
Community Development Total			911,240	649,921	1,561,161	834,572	1,260,420	2,094,992	1,211,771	1,069,950	2,281,721	9%

PUBLIC WORKS

DEPARTMENT DESCRIPTION

The City's Public Works functions play a vital role in planning, developing, maintaining, and protecting the community's public infrastructure and facilities. Responsibilities span capital engineering and construction, transportation and right-of-way maintenance, stormwater management and regulatory compliance, development permitting and inspection, and the operations and maintenance of City-owned buildings, parks, trails, and other public assets, along with emergent response to infrastructure failures and times of crisis.

The department also serves as a key resource for residents, businesses, developers, and community partners, providing technical guidance, coordinating with regional agencies and utilities, and responding to infrastructure-related needs and emergencies. In addition, the City oversees contracted residential garbage, recycling, and solid-waste collection services to support a clean, safe, and well-maintained community.

Capital Engineering:

Oversees the planning, financial management, design, construction, and inspection of all new City-owned infrastructure systems and assets, as well as replacements and/or improvements of the same, in these categories:

- Transportation - Right-of-Way (motorized, non-motorized)
- City Parks
- City Facilities/Buildings
- Utility - Surface Water/Stormwater

These services also include infrastructure asset rehabilitation activities beyond routine operations and maintenance, including pavement preservation and aging stormwater infrastructure projects. Additionally, the department partners with various utilities and other state and county agencies. Capital Engineering services typically involve management and direction of contracted services for both design and construction for each project, as well as all activities required to apply for, secure, and implement external county, state, and/or federal funding/grants for City projects managed by the department.

Transportation - Right-of-way Operations & Maintenance Services:

Provides all aspects of street and sidewalk preventive maintenance, upkeep, repairs, and other corrective measures for City-owned roadways and other public rights-of-way. This includes pothole repairs, crack sealing, RPM replacement, sign repair and replacement, flashing beacon crosswalk maintenance and repair, street sweeping, snow removal activities, striping and raised pavement marking corrective maintenance, sidewalk shaving and concrete panel replacement, street tree management, and roadside and median vegetation management. Assists and advises private property owners, homeowners and/or neighborhood associations, and business owners/commercial tenants on identification and resolution of private responsibilities for maintenance in public rights-of-way and the maintenance and upkeep of private streets.

Utility Operations - Surface Water/Stormwater Operations & Maintenance Services:

Provides preventive maintenance, upkeep, repairs, and other corrective measures to maintain the operation of all City-owned surface and stormwater management and treatment facilities (both above ground and underground) and conveyance (both above ground and underground). This includes providing first-response and mitigation efforts in the event of storm flooding, spills, and/or similar emergencies in the public rights-of-way or in City-owned property. Assists and advises private property owners, homeowners and/or neighborhood associations, and business owners/commercial tenants on identification and resolution of privately-owned surface water and stormwater issues.

Surface Water Municipal Permit Program:

Directs all City programs required to maintain compliance with the Municipal Phase II Stormwater Permit issued to the City by the Washington State Department of Ecology. Programs include environmental monitoring, spill response, pollution and illicit discharge identification and investigation, business/commercial property inspections and compliance outreach, surface water utility asset inventory and regular inspection, City staff training, citywide stormwater management future planning, amendments to Mill Creek Municipal Code and other city standards to remain compliance with state and federal stormwater regulations, public engagement and outreach activities, coordination of public and/or outside group volunteer activities.

Development, Permitting, & Inspection Services:

Conducts permit application intake, pre-application meetings and conferences, and all application reviews for city engineering reviews. Reviews include evaluations of the impacts on and uses of the City's rights-of-way, utilities, and public infrastructure for each application. Also provides traffic safety and engineering permit reviews for temporary obstructions and similar impacts to public rights-of-way. Provides inspection services for developments when needed to ensure conformance with applicable City codes and standards.

City Facilities Operations and Maintenance Services:

Provides preventive maintenance, upkeep, repairs, and other corrective measures for City-owned buildings. This also includes providing tenant support services for tenants leasing space in City-owned buildings.

Parks & Trails Operations and Maintenance Services:

Provides preventive maintenance, landscape upkeep, and repairs for City-owned parks, trails, and other recreational areas. Also provides guidance and advice to property owners, organizations, and/or their representatives for the operation, upkeep, and maintenance of privately-owned parks, trails, and other recreational areas within the City.

Administrative & Customer Services:

The department acts as a primary point of contact and source for public guidance and information related to development, public and private infrastructure operations, and public questions and concerns. The department provides liaison and similar services for organizations, stakeholders, and community-wide issues relating to any or all of the above service categories.

Trash Collection & Recycling:

The City of Mill Creek contracts with WM - North Sound Hauling (Waste Management) to provide residential garbage, recycling, and related solid-waste collection services throughout the community. The City's contracted waste-hauling arrangement places responsibility for regular curbside collection and waste transportation with the service provider, while the City oversees the contract.

BUDGETED POSITIONS

The proposed 2027-2028 budget maintains all 13.5 full-time employee positions within the department that were also funded in the 2025-2026 biennial budget and adds two Surface Water positions with responsibilities surrounding related infrastructure maintenance.

Authorized Positions – Full-Time Equivalents 2019-2028:

Position Title	19/20	21/22	23/24 Original	23/24 Adjusted ³	25/26 Adopted	27/28 Proposed
Public Works						
City Engineer	-	-	1.00	1.00	1.00	1.00
Director of Public Works and Development Services	1.00	1.00	-	-	-	-
Engineering Technician	1.00	-	-	-	-	-
Maintenance Aide - Seasonal	1.00	-	0.80	0.80	0.80	0.80
Maintenance Worker ⁵	5.00	4.00	5.00	6.00	7.00	9.00
Project Engineer	1.00	1.00	2.00	2.00	2.00	2.00
Public Works Director	-	-	1.00	1.00	1.00	1.00
Public Works Maintenance and Operations Manager	-	-	1.00	1.00	1.00	1.00
Public Works Supervisor	1.00	1.00	-	-	-	-
Supervising Engineer	1.00	1.00	-	-	-	-
Surface Water Coordinator	-	-	1.00	1.00	1.00	1.00
Surface Water Engineer	1.00	-	-	-	-	-
Surface Water Engineer (Manager)	-	-	-	-	-	-
Public Works Total	12.00	8.00	11.80	12.80	13.80	15.80

2025-2026 BIENNIAL ACCOMPLISHMENTS

Capital Engineering

- Staff initiated and completed a comprehensive overhaul for the 2027-2032 Capital Improvement Plan and Transportation Improvement Plan; incorporating a substantial strategic look at City infrastructure improvement and enhancement, while streamlining the project nomenclature.
- Veterans Monument/Library Park Rehabilitation project was designed in 2025 and sent to bid for construction in 2026. Working with the Parks and Recreation Board and Arts and Beautification Board, a design for an updated monument and park playground was selected. The project began construction in July 2026 and successfully completed in the fall of 2026.
- Staff completed the Citywide Safety Action Plan in spring of 2025, which was adopted by Council. This plan identified several planning and demonstration projects throughout the city to address safety concerns. Using this information, Staff applied for and received \$1,800,000 from the Federal Highway Administration Safe Streets For All program.

- The 2026 Pavement Preservation Project successfully repaired and overlaid 23rd Ave SE, North Creek Drive, and 139th St SE with minimal impact to the public. This included bringing 33 curb ramps to current ADA standards.
- Working with Communications and Marketing, Staff completed the installation of new entrance signage at the major access points to the city.
- Staff largely completed the Sweetwater Ranch Stormwater Repair project. This included completing design of the project, obtaining federal permitting for impacts to the wetlands, and completing most of the construction on the project during the required fish window. A few minor items need to be completed in 2027. At the same time, Staff worked with the neighbors of the project to minimize impacts to them while keeping them informed of the work to be performed.
- Based on inspections while resolving the G20 Non-Compliances, it was identified that 1,001 catch basins were out of maintenance compliance, including 500 that needed to be replaced. Staff prepared a repair program and began directing repairs in 2026.
- Staff began directing the inspection of all stormwater pipes 18" or greater to determine if any repairs are necessary. This information is being used to direct a new pipe repair program.
- A needs analysis and value engineering study was completed in 2025 to identify a preferred location for the Public Works Facility. Staff is working on the acquisition of the necessary parcels and commencing design.

Transportation - Right-of Way Operations & Maintenance Services

- New capabilities added to the PW crew included repair of sinkholes and increased self-performance of sidewalk replacement and minor pavement repairs. The City hired crew with skills in this area and purchased equipment to be able to perform this work more cost effectively, and more expeditiously than contracting out.
- City Crew began self-performing larger maintenance and rehabilitation projects than they had previously been able to. Projects include citywide crack sealing, RPM replacement, large pavement patch repair, and sidewalk panel replacements and repairs. These resulted in ongoing large savings for the City.
- The City purchased new equipment to be able self-perform additional functions. The equipment includes a full-size dump truck and snow plow, along with a v box spreader to be in compliance with WSDOT winter operations and snow removal on our two state highways.
- Detailed maintenance schedules have been implemented for sweeping, tree cutting, crack sealing, sidewalk panel repair, etc. along all City roads and rights-of-way.
- By implementing a proactive and thorough street sweeping schedule, Maintenance and Operations has prevented a significant amount of sediment and debris from entering the storm drainage system.
- Worked with the various Home Owner Associations on maintenance standards, practices, and projects of mutual concern.
- Improved staff training on routine condition assessment and maintenance activities for stormwater pipes, catch basins, and surface channels. PW crews are now directly involved in these activities to complement contracted services.
- Completed a citywide sidewalk trip hazard repair project that repaired 28,192 lineal feet of trip hazards.
- City Crew removed a replaced 228 sidewalk panels that were out of compliance.

Utility Operations

Surface Water/Stormwater Utility Operations & Maintenance Services:

- City Crews self-performed emergent catch basin cleaning and pipe jetting in multiple locations across the city.
- City Crews have had additional ability to self-perform CB repair and replacement, providing a more responsive and reliable method of repair.
- The City of Mill Creek has a significant amount of surface water within its drainage basins. Crews have been providing intensive maintenance of waterways and removal of beaver dams. Additionally, Crews have supported wetland monitoring and pond monitoring to ensure the proper functions of these water bodies.
- City crews have kept a sweeping schedule that conforms with the city's surface water permit and goes above and beyond the amount required.

Surface Water Municipal Permit Program

- In 2024, significant deficiencies were identified in the Phase II NPDES Permit requirement. By the end of 2025, all of the recognized deficiencies were brought into compliance with the Department of Ecology.
- Continued a robust IDDE program, including tracking, education, and enforcement.
- Performed detailed spill response training for all City staff.
- Coordinated with Maintenance and Operations on addressing the safe flow of the City's waterways, including obtaining permitting from the Washington State Department of Fish and Wildlife for beaver dam management.

Parks and Trails Operations & Maintenance Services

- Created a strict weekly schedule for inspections and maintenance of all parks and trails.
- Prompt, responsive repair of parks facilities after emergencies or other damages.
- City crew removed and replaced 600 ft of deteriorated asphalt on the North Creek Trail.
- City Crew repaired all irrigation in the City's parks to full functionality

Development, Permitting, & Inspection Services

- The Engineering Division brought review of all permits back in-house at the beginning of 2024, and continue in 25/26

2027-2028 KEY OUTCOMES AND ACTIVITIES

Capital Engineering

- Repair and upgrade aging infrastructure throughout the City.
- Acquire a site for the Public Works Maintenance Facility and Yard. Begin design on the new facility. Work with the City Manager and Finance Department to identify potential funding sources.
- Re-pave roads that have completely failed, upgrading the facilities using modern design principles.
- Address the public needs and requirements noted in the Mill Creek Boulevard Subarea Plan.
- Coordinate projects with regional partners, finding opportunities to cooperate on projects to address shared needs and create complete streets.
- Re-assess staffing levels on an ongoing basis, particularly due to growth opportunities noted by Council and in the Comprehensive Plan.

Utility - Surface Water Municipal Permit Program

- Clear any possible remaining G20 Non-Compliances.
- Remain in compliance with the Phase II NPDES Municipal Permit
- Work with Planning and Maintenance and Operations on a City-wide tree policy and plan.
- Evaluate the possibility of bringing the inspection and maintenance of the storm drainage system in-house.
- Create a dynamic, comprehensive public outreach program.

Transportation - Right-of Way Operations & Maintenance Services

- Review and assess possibilities of self-performing maintenance activities and identify new capabilities, equipment, and processes that are necessary.
- Improve processes, documentation, measurements.
- Provide robust internal and external training for maintenance crews to allow for more items to be performed in-house with additional redundancy.
- Create and fund an annual sidewalk replacement program.
- Build public and private partnerships to increase resilience and trust.
- City wide assessment of all sidewalks completed

Surface Water/Stormwater Utility Operations & Maintenance Services

- New level of support for inspection and cleaning – work toward bring in-house as staffing levels permit.
- Provide additional surface water training for staff.

City Facilities Operations & Maintenance Services

- Work toward completing construction of Public Works Maintenance Facility and Yard.
- Complete a City-wide facilities master plan, addressing City facility and staffing needs to meet the community's level of service expectations.
- CHN roof replacement completed

Parks and Trails Operations & Maintenance Services

- Coordinate with Planning and Engineering to perform an arborist assessment of all trees within city parks.
- Work on education of and coordination with private owners along trail system about maintenance responsibilities.
- Assess and repair pavement of North Creek Trail.
- City crew removed and replaced 600 ft of deteriorated asphalt on the North Creek Trail.

Administrative & Customer Services

- Implement GIS base layers for all department functions, and start to open the portal for public use
- Initiate Asset Management system for record keeping and labor management (reporting and planning)

City of Mill Creek, Washington
General Fund Expenditures by Department
Biennium Budget 2027-2028

			ACTUALS		2023-2024 Actual Total	ESTIMATED ACTUALS		2025-2026 Estimated Total	BIENNIUM BUDGET		2027-2028 Budget Total	% Var
			2023	2024		2025	2026		2027	2028		
Expense Group	Account Number	Description										
Salaries and benefits	001-018-518-30-11-00	Salaries & Wages - Facilities	56,014	64,794	120,808	72,338	82,711	155,049	87,152	90,677	177,829	
	001-018-518-30-12-00	Overtime - Facilities	1,339	1,336	2,675	360	433	793	2,480	4,470	6,950	
	001-018-518-30-21-01	MEBT/Medicare - Facilities	4,378	8,115	12,493	5,626	6,338	11,964	6,857	7,279	14,136	
	001-018-518-30-21-02	Retirement - Facilities	5,661	6,136	11,797	5,385	4,605	9,990	5,001	5,309	10,310	
	001-018-518-30-21-03	Health Benefits - Facilities	7,652	5,564	13,216	9,516	17,385	26,902	23,818	26,072	49,890	
	001-018-518-30-21-04	Worker's Comp - Facilities	1,169	1,340	2,509	1,506	783	2,289	1,768	1,784	3,552	
	001-018-543-10-11-00	Salaries & Wages - PW Admin	280,604	439,570	720,174	482,276	411,257	893,532	444,767	474,806	919,573	
	001-018-543-10-21-01	MEBT/Medicare - PW Admin	21,417	53,788	75,205	35,921	31,393	67,314	34,025	36,323	70,348	
	001-018-543-10-21-02	Retirement - PW Admin	27,473	40,902	68,375	35,951	21,783	57,734	24,818	26,494	51,312	
	001-018-543-10-21-03	Health Benefits - PW Admin	22,592	33,982	56,574	58,184	49,922	108,106	78,265	85,655	163,920	
	001-018-543-10-21-04	Worker's Comp - PW Admin	2,295	4,643	6,938	5,388	5,572	10,960	4,665	4,755	9,420	
	001-018-576-80-11-00	Salaries & Wages - Parks	140,777	170,719	311,496	239,319	215,733	455,052	203,559	211,390	414,949	
	001-018-576-80-12-00	Overtime - Parks	4,914	2,509	7,423	79	2,605	2,684	4,685	8,615	13,300	
	001-018-576-80-21-01	MEBT/Medicare - Parks	10,250	16,011	26,262	23,987	16,274	40,261	13,134	13,927	27,061	
	001-018-576-80-21-02	Retirement - Parks	11,878	12,214	24,092	15,063	11,729	26,792	9,103	9,664	18,767	
	001-018-576-80-21-03	Health Benefits - Parks	8,295	4,774	13,068	26,600	10,336	36,936	30,835	12,519	43,354	
	001-018-576-80-21-04	Worker's Comp - Parks	3,021	3,967	6,988	5,534	3,872	9,407	4,621	4,656	9,277	
Salaries and benefits Total			609,729	870,364	1,480,093	1,023,033	892,731	1,915,764	979,553	1,024,395	2,003,948	5%
Supplies	001-018-518-30-31-00	Supplies-City Hall & PW Shop	10,114	13,101	23,215	10,519	12,459	22,978	11,500	11,500	23,000	
	001-018-518-30-31-06	Uniforms	391	6,209	6,601	5,293	5,000	10,293	6,000	6,000	12,000	
	001-018-518-30-32-00	Gasoline Fuel	0	0	0	16,801	25,282	42,083	26,500	26,500	53,000	
	001-018-518-30-35-00	Small Tools/Equip-City Hall/PW	2,434	840	3,274	1,868	2,132	4,000	3,500	3,500	7,000	
	001-018-576-80-30-00	Supplies - Parks	10,227	15,917	26,144	7,851	13,299	21,150	10,000	10,000	20,000	
	001-018-576-80-32-00	Fuel - Park Maintenance	11,681	22,519	34,199	12,144	4,497	16,642	10,000	10,000	20,000	
	001-018-576-80-35-00	Small Tools & Equip - Parks	242	0	242	843	211	1,054	2,000	2,000	4,000	
Supplies Total			35,090	58,586	93,675	55,320	62,880	118,200	69,500	69,500	139,000	18%
Professional services	001-018-515-41-41-00	Legal Services - Advice	12,600	54,020	66,620	12,114	37,483	49,597	20,400	20,400	40,800	
	001-018-518-30-40-00	Prof Svcs - Public Works	31,395	15,358	46,753	9,945	30,849	40,794	27,576	27,576	55,152	
	001-018-518-30-41-01	Prof. Ser-Landscape/Janitorial	23,685	21,893	45,579	25,218	17,290	42,508	35,912	35,912	71,824	
	001-018-518-30-47-10	Utilities-City Hall	39,639	39,968	79,607	37,255	43,547	80,802	47,572	47,572	95,144	
	001-018-518-30-48-00	Repair & Maint - Facilities	15,234	12,479	27,714	36,021	46,343	82,364	20,000	20,000	40,000	
	001-018-518-30-48-11	Repair & Maint- PW Equip/Vehic	5,482	13,135	18,617	20,547	16,143	36,690	10,000	10,000	20,000	
	001-018-518-30-49-01	Conferences & Training	2,078	5,084	7,162	24,428	956	25,384	16,400	16,400	32,800	
	001-018-518-30-49-02	Memberships and Dues	389	251	640	635	603	1,238	750	750	1,500	
	001-018-518-30-49-90	IF Reim-OH Cost Alloc	0	0	0	0	0	0	(16,812)	(16,812)	(33,624)	
	001-018-576-80-40-00	Professional Svcs - Parks	100,319	100,588	200,907	108,865	94,354	203,220	119,716	119,716	239,432	
	001-018-576-80-40-01	Software Applications	954	12,619	13,573	34,488	39,880	74,367	49,460	49,460	98,920	
	001-018-576-80-47-10	Utilities - Parks	58,800	59,710	118,510	76,505	78,435	154,940	86,047	86,048	172,095	
	001-018-576-80-48-00	Repair & Maint - Parks	19,173	12,321	31,494	16,992	23,244	40,236	15,000	15,000	30,000	
	001-018-576-90-48-01	Rep & Maint-Encamp Cleanup	8,198	26,414	34,612	2,328	5,000	7,328	7,500	7,500	15,000	
Professional services Total			317,948	373,841	691,788	405,340	434,127	839,467	439,521	439,522	879,043	5%
Transfers	001-018-518-30-45-00	Equipment Replacement Funding	40,788	40,788	81,576	40,788	40,788	81,576	50,671	0	50,671	
Transfers Total			40,788	40,788	81,576	40,788	40,788	81,576	50,671	0	50,671	-38%
Public Works Total			1,003,554	1,343,579	2,347,133	1,524,481	1,430,526	2,955,007	1,539,245	1,533,417	3,072,662	4%



CITY OF
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Expenditures - Other Funds

City of Mill Creek, Washington
Other Funds - Expenditures
Biennium Budget 2027-2028

			ACTUALS		2023-2024 Actual Total	ESTIMATED ACTUALS		BIENNIUM BUDGET		2027-2028 Budget Total	% Var	
			2023	2024		2025	2026	2025-2026 Estimated Total	2027			2028
Expense Group	Account Number	Description										
Salaries and benefits	013-008-521-10-11-00	Salaries & Wages-Police Admin	291,032	207,959	498,991	5,845	0	5,845	0	0	0	
	013-008-521-10-21-01	MEBT/Medicare Police Admin	7,620	10,548	18,168	444	0	444	0	0	0	
	013-008-521-10-21-03	Health Benefits - Police Admin	19,787	27,105	46,893	2,197	0	2,197	0	0	0	
	013-008-521-10-21-04	Worker's Comp -Police Admin	2,443	3,689	6,132	190	0	190	0	0	0	
	013-008-521-21-11-00	Salaries & Wages - Support Svc	196,903	53,966	250,869	0	0	0	0	0	0	
	013-008-521-21-12-00	Overtime - Support Svc	5,908	3,983	9,890	0	0	0	0	0	0	
	013-008-521-70-11-00	Salaries & Wages - Patrol	1,207,361	1,730,702	2,938,063	451	0	451	0	0	0	
	013-008-521-70-12-00	Overtime - Patrol	482,709	98,944	581,652	0	0	0	0	0	0	
Salaries and benefits Total			2,213,764	2,136,894	4,350,658	9,127	0	9,127	0	0	0	-100%
	013-004-573-90-41-02	40th Anniv Badges/Events	10,000	0	10,000	0	0	0	0	0	0	
Professional services	013-005-518-80-40-01	Prof Svc - Springbrook Upgrade	1,150	36,456	37,606	7,299	0	7,299	0	0	0	
	013-016-558-60-40-01	Prof Svc-Comp Plan Update	0	233,012	233,012	0	0	0	0	0	0	
Professional services Total			11,150	269,468	280,619	7,299	0	7,299	0	0	0	-100%
Capital outlay	013-008-594-21-60-01	Cap Equip - UAS	31,916	1,855	33,771	350	0	350	0	0	0	
	013-018-594-18-60-01	Cap Outlay-Security System	122,202	16,491	138,693	0	0	0	0	0	0	
	013-018-594-44-60-01	Cap Equip-Loader	191,742	13,211	204,953	0	0	0	0	0	0	
	013-103-594-42-64-00	Capital Outlay - Equipment	0	467,165	467,165	0	0	0	0	0	0	
Capital outlay Total			345,860	498,722	844,581	350	0	350	0	0	0	-100%
Debt service	013-005-591-18-70-02	SBITA Payment	9,067	18,906	27,973	0	0	0	0	0	0	
Debt service Total			9,067	18,906	27,973	0	0	0	0	0	0	
Transfers	013-013-597-00-00-01	Transfer Out - GF	325,774	110,664	436,438	1,512	0	1,512	0	0	0	
Transfers Total			325,774	110,664	436,438	1,512	0	1,512	0	0	0	-100%
013 ARPA Total			2,905,615	3,034,654	5,940,269	18,288	0	18,288	0	0	0	-100%
Salaries and benefits	521-052-517-78-21-08	Unemployment Comp Claims	17,566	26,930	44,496	30,257	8,576	38,833	25,000	25,000	50,000	
Salaries and benefits Total			17,566	26,930	44,496	30,257	8,576	38,833	25,000	25,000	50,000	29%
521 Unemployment Compensation/Self Insurance Total			17,566	26,930	44,496	30,257	8,576	38,833	25,000	25,000	50,000	29%

City of Mill Creek, Washington
Other Funds - Expenditures
Biennium Budget 2027-2028

Expense Group	Account Number	Description	ACTUALS		2023-2024 Actual Total	ESTIMATED ACTUALS		2025-2026 Estimated Total	BIENNIUM BUDGET		2027-2028 Budget Total	% Var
			2023	2024		2025	2026		2027	2028		
SPECIAL REVENUE FUNDS												
Salaries and benefits	103-103-542-30-11-00	Salaries & Wages	73,132	82,401	155,533	101,346	204,768	306,114	219,742	229,596	449,338	
	103-103-542-30-12-00	Overtime	3,288	1,329	4,617	48	930	977	6,240	11,365	17,605	
	103-103-542-30-21-01	MEBT/Medicare	5,837	8,811	14,648	1,502	15,688	17,190	17,288	18,434	35,722	
	103-103-542-30-21-02	Retirement	7,222	7,463	14,685	7,253	11,358	18,611	12,610	13,446	26,056	
	103-103-542-30-21-03	Health Benefits	10,439	6,520	16,959	26,522	44,744	71,267	55,780	61,039	116,819	
	103-103-542-30-21-04	State Industrial	1,622	1,847	3,469	2,341	3,800	6,140	4,425	4,470	8,895	
Salaries and benefits Total			101,541	108,371	209,912	139,013	281,287	420,300	316,085	338,350	654,435	56%
Supplies	103-103-542-30-31-00	Operating Supplies	18,942	29,172	48,115	29,561	68,080	97,641	30,000	38,000	68,000	
	103-103-542-30-32-00	Gasoline/Diesel/Propane Fuel	8,927	2,157	11,084	6,436	10,098	16,534	10,000	10,000	20,000	
	103-103-542-30-35-00	Small Tools & Minor Equip.	6,322	973	7,295	7,609	5,920	13,529	6,500	6,500	13,000	
Supplies Total			34,192	32,302	66,494	43,606	84,097	127,703	46,500	54,500	101,000	-21%
Professional services	103-103-515-41-41-00	Legal Services - Advice	0	0	0	0	1,000	1,000	2,500	2,500	5,000	
	103-103-542-30-41-01	Contracted Services	58,582	59,846	118,428	24,688	56,683	81,371	48,200	48,200	96,400	
	103-103-542-30-41-02	Professional Services	101	7,660	7,761	363	30,980	31,343	1,500	1,500	3,000	
	103-103-542-30-48-00	Repairs & Maint.-Streets	22,536	25,725	48,260	37,235	17,289	54,524	0	0	0	
	103-103-542-30-48-02	Repair & Maint.-Equipment	4,742	7,190	11,932	9,763	10,183	19,946	12,500	12,500	25,000	
	103-103-542-30-48-03	Rental - Tools/Equipment	0	7,521	7,521	0	10,000	10,000	0	0	0	
	103-103-542-63-47-01	Street Lighting - Electrical	149,319	157,266	306,585	178,299	181,032	359,332	190,000	200,000	390,000	
	103-103-542-63-48-03	Repair & Maint-Street Lights	3,909	4,583	8,491	0	0	0	0	0	0	
	103-103-542-64-40-00	Traffic Control Devices	1,361	2,067	3,429	4,230	4,697	8,926	5,000	5,000	10,000	
	103-103-542-70-41-02	Contract Landscape Services	20,790	20,827	41,617	22,270	28,206	50,476	40,000	40,000	80,000	
	103-103-542-70-47-00	Utilities - Irrigation	14,752	14,449	29,201	15,386	18,012	33,398	17,300	18,220	35,520	
Professional services Total			276,091	307,134	583,225	292,234	358,081	650,316	317,000	327,920	644,920	-1%
Transfers	103-103-542-30-45-00	Equipment Replacement Funding	15,000	15,000	30,000	15,000	15,000	30,000	46,135	0	46,135	
Transfers Total			15,000	15,000	30,000	15,000	15,000	30,000	46,135	0	46,135	54%
103 City Streets Total			426,824	462,806	889,630	489,853	738,465	1,228,319	725,720	720,770	1,446,490	18%
Supplies	110-010-557-20-30-01	Graffiti Abatement Prog	0	0	0	417	1,208	1,626	0	0	0	
Supplies Total			0	0	0	417	1,208	1,626	0	0	0	-100%
Professional services	110-010-573-90-49-00	Misc. Events-Sponsorships	3,390	0	3,390	0	0	0	10,000	10,000	20,000	
Professional services Total			3,390	0	3,390	0	0	0	10,000	10,000	20,000	#DIV/0!
110 Council Contingency Total			3,390	0	3,390	417	1,208	1,626	10,000	10,000	20,000	1130%

City of Mill Creek, Washington
Other Funds - Expenditures
Biennium Budget 2027-2028

Expense Group	Account Number	Description	ACTUALS		2023-2024 Actual Total	ESTIMATED ACTUALS		2025-2026 Estimated Total	BIENNIUM BUDGET		2027-2028 Budget Total	% Var
			2023	2024		2025	2026		2027	2028		
Supplies	115-015-573-20-31-00	Art Improvements	772	398	1,170	376	500	876	10,000	10,000	20,000	
<i>Supplies Total</i>			772	398	1,170	376	500	876	10,000	10,000	20,000	2182%
115 Municipal Arts Total			772	398	1,170	376	500	876	10,000	10,000	20,000	2182%
Supplies	125-025-542-62-31-00	Supplies	0	0	0	0	0	0	5,000	5,000	10,000	
<i>Supplies Total</i>			0	0	0	0	0	0	5,000	5,000	10,000	
125 Paths & Trails Total			0	0	0	0	0	0	5,000	5,000	10,000	
Supplies	130-030-521-23-31-00	Investigation Supplies & Costs	4,099	4,099	8,198	5,382	0	5,382	3,600	8,400	12,000	
<i>Supplies Total</i>			4,099	4,099	8,198	5,382	0	5,382	3,600	8,400	12,000	123%
130 Drug Buy Fund Total			4,099	4,099	8,198	5,382	0	5,382	3,600	8,400	12,000	123%
Salaries and benefits	145-045-518-20-11-00	Salaries & Wages	6,270	8,324	14,594	16,111	8,079	24,190	8,117	8,578	16,695	
	145-045-518-20-12-00	Overtime	167	842	1,009	382	103	484	270	510	780	
	145-045-518-20-21-01	MEBT/Medicare	489	1,721	2,210	1,384	892	2,276	642	695	1,337	
	145-045-518-20-21-02	Retirement	633	852	1,485	1,189	641	1,830	468	507	975	
	145-045-518-20-21-03	Health Benefits	2,352	1,666	4,018	4,030	1,514	5,545	1,339	1,466	2,805	
	145-045-518-20-21-04	State Industrial	135	193	328	380	217	597	192	194	386	
<i>Salaries and benefits Total</i>			10,047	13,597	23,643	23,476	11,446	34,922	11,028	11,950	22,978	-34%
Supplies	145-045-518-20-31-00	Supplies	5,856	4,466	10,322	2,420	2,595	5,015	5,000	5,000	10,000	
<i>Supplies Total</i>			5,856	4,466	10,322	2,420	2,595	5,015	5,000	5,000	10,000	99%
Professional services	145-045-515-41-41-00	Legal Services - Advice	22,420	1,650	24,070	350	700	1,050	2,500	2,500	5,000	
	145-045-518-20-41-00	Professional Services	23,137	21,794	44,931	33,625	7,704	41,329	30,599	31,144	61,743	
	145-045-518-20-46-00	Insurance	11,750	14,688	26,438	17,808	20,480	38,288	24,630	27,200	51,830	
	145-045-518-20-47-01	Utilities	42,834	40,814	83,648	43,980	45,174	89,154	52,900	55,600	108,500	
	145-045-518-20-48-00	Repair & Maintenance	30,836	33,346	64,182	24,425	27,732	52,157	45,000	45,000	90,000	
	145-045-518-20-49-99	IF Reim-OH Cost Plan Alloc	0	0	0	0	0	0	37,063	37,063	74,126	
	145-045-518-20-49-00	Triple Net - refunds	0	0	0	10,117	0	10,117	0	0	0	
<i>Professional services Total</i>			130,977	112,292	243,269	130,305	101,790	232,095	192,692	198,507	391,199	69%
Capital outlay	145-045-594-18-62-03	City Hall North HVAC 17-BLDG-4	0	0	0	49,929	0	49,929	0	0	0	
	145-045-594-18-62-04	CHN Roof17-BLDG-3FA00005	0	0	0	0	200,207	200,207	0	0	0	
<i>Capital outlay Total</i>			0	0	0	49,929	200,207	250,136	0	0	0	
Debt service	145-045-591-18-70-01	LT Lease Payt	0	0	0	718	3,840	4,558	580	0	580	
<i>Debt service Total</i>			0	0	0	718	3,840	4,558	580	0	580	-87%
Transfers	145-045-597-00-00-01	Transfer to CIP Fund HVAC	0	0	0	0	0	0	0	0	0	
<i>Transfers Total</i>			0	0	0	0	0	0	0	0	0	
145 City Hall North Total			146,880	130,354	277,235	206,847	319,879	526,726	209,300	215,457	424,757	-19%

City of Mill Creek, Washington
Other Funds - Expenditures
Biennium Budget 2027-2028

Expense Group	Account Number	Description	ACTUALS		2023-2024 Actual Total	ESTIMATED ACTUALS		2025-2026 Estimated Total	BIENNIUM BUDGET		2027-2028 Budget Total	% Var
			2023	2024		2025	2026		2027	2028		
Supplies	151-008-566-00-30-01	Supplies	452	523	976	1,044	3,000	4,044	20,000	20,000	40,000	
<i>Supplies Total</i>			452	523	976	1,044	3,000	4,044	20,000	20,000	40,000	889%
151 Opioid Settlement Total			452	523	976	1,044	3,000	4,044	20,000	20,000	40,000	889%
Professional services	152-000-551-00-40-01	Professional Services	0	0	0	0	0	0	0	0	0	
<i>Professional services Total</i>			0	0	0	0	0	0	0	0	0	
152 Affordable and Supportive Housing Fund			0	0	0	0	0		0	0	0	
Professional services	153-153-514-20-40-02	Service/Finance Charges	0	0	0	0	4,000	4,000	4,000	4,000	8,000	
<i>Professional services Total</i>			0	0	0	0	4,000	4,000	4,000	4,000	8,000	
Transfers	153-153-597-00-00-01	Transfer to Streets Fund	0	0	0	0	110,000	110,000	272,750	285,000	557,750	
<i>Transfers Total</i>			0	0	0	0	110,000	110,000	272,750	285,000	557,750	
153 Transportation Benefit District Fund			0	0	0	0	114,000	114,000	276,750	289,000	565,750	
<u>DEBT SERVICE FUNDS</u>												
Debt service	226-026-591-95-79-02	Principal - GO Bond SW & CAP	202,000	207,000	409,000	212,000	217,000	429,000	222,000	228,000	450,000	
	226-026-592-95-83-02	Interest - GO Bond SW & CAP	61,317	56,388	117,706	51,338	46,165	97,503	40,870	35,454	76,324	
<i>Debt service Total</i>			263,317	263,388	526,706	263,338	263,165	526,503	262,870	263,454	526,324	0%
226 Debt Service Fund Total			263,317	263,388	526,706	263,338	263,165	526,503	262,870	263,454	526,324	0%
Debt service	227-027-572-10-00-00	LRF Refund Expense	0	0	0	0	0	0	339,116	0	339,116	
<i>Debt service Total</i>			0	0	0	0	0	0	339,116	0	339,116	
227 Local Revitalization Fund Total			0	0	0	0	0	0	339,116	0	339,116	
<u>CAPITAL FUNDS</u>												
Transfers	314-014-581-10-00-01	Interfund Loan	0	0	0	0	0	0	2,960,000	0	2,960,000	
	314-014-597-00-00-06	Operating Transfer to Parks	0	287,000	287,000	0	0	0	1,000,000	1,000,000	2,000,000	
	314-014-597-00-00-07	Oper Transfer to Road Improv	0	740,000	740,000	0	0	0	2,287,500	1,387,500	3,675,000	
<i>Transfers Total</i>			0	1,027,000	1,027,000	0	0	0	6,247,500	2,387,500	8,635,000	#DIV/0!
314 Real Estate Excise Tax Total			0	1,027,000	1,027,000	0	0	0	6,247,500	2,387,500	8,635,000	#DIV/0!

City of Mill Creek, Washington
Other Funds - Expenditures
Biennium Budget 2027-2028

Expense Group	Account Number	Description	ACTUALS		2023-2024 Actual Total	ESTIMATED ACTUALS		2025-2026 Estimated Total	BIENNIUM BUDGET		2027-2028 Budget Total	% Var
			2023	2024		2025	2026		2027	2028		
Salaries and benefits	316-316-594-18-11-00	Salaries & Wages	72,165	134,692	206,858	142,615	150,269	292,884	159,722	168,262	327,984	
	316-316-594-18-21-01	MEBT/Medicare	5,514	16,442	21,956	10,892	11,482	22,374	12,219	12,872	25,091	
	316-316-594-18-21-02	Retirement	7,157	12,534	19,691	10,670	8,417	19,087	8,912	9,389	18,301	
	316-316-594-18-21-03	Health Benefits	7,143	9,744	16,887	16,965	18,052	35,017	20,093	22,002	42,095	
	316-316-594-18-21-04	Worker's Comp	975	1,925	2,899	2,157	2,381	4,538	2,144	2,169	4,313	
<i>Salaries and benefits Total</i>			<i>92,955</i>	<i>175,336</i>	<i>268,291</i>	<i>183,299</i>	<i>190,600</i>	<i>373,900</i>	<i>203,090</i>	<i>214,694</i>	<i>417,784</i>	12%
Professional services	316-316-576-90-40-01	Facilities Mtr Plan FA00007	0	0	0	0	0	0	0	0	0	
<i>Professional services Total</i>			<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	
Capital outlay	316-316-594-18-62-03	CHN HVAC (FA00005)	0	0	0	0	499,500	499,500	0	0	0	
	316-316-594-18-62-08	Library Floor Restoration	0	0	0	0	0	0	0	0	0	
	316-316-594-18-62-09	Police Station Radio (FA00001)	0	0	0	0	0	0	0	0	0	
	316-316-594-18-62-10	ADA Upgrades (19-BLDG-02)	0	194,000	194,000	0	0	0	0	0	0	
	316-316-594-18-62-11	Pub Works Yard Study (FA00003)	0	15,443	15,443	101,036	0	101,036	0	0	0	
	316-316-594-18-62-12	CHN Bldg Renovation (FA00006)	0	0	0	0	0	0	0	0	0	
	316-316-594-48-60-01	PW Yd PropAcq&Design FA00004	0	0	0	0	29,000	29,000	0	0	0	
	316-316-594-76-63-01	DRCC Site Devt Ph 1	0	0	0	0	0	0	600,000	600,000	1,200,000	
<i>Capital outlay Total</i>			<i>0</i>	<i>209,443</i>	<i>209,443</i>	<i>101,036</i>	<i>528,500</i>	<i>629,536</i>	<i>600,000</i>	<i>600,000</i>	<i>1,200,000</i>	91%
Transfers	316-316-597-00-00-00	Transfers Out- Municipal Art	0	1,940	1,940	0	0	0	0	0	0	
	316-316-597-01-00-00	Transfer to Surface Water(401)	0	0	0	0	0	0	0	0	0	
<i>Transfers Total</i>			<i>0</i>	<i>1,940</i>	<i>1,940</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	
316 Capital Improvement Fund Total			92,955	386,719	479,673	284,335	719,100	1,003,436	803,090	814,694	1,617,784	61%
Professional services	317-317-576-90-41-01	PnyCrk Master Pln PK00009	0	0	0	0	0	0	150,000	150,000	300,000	
<i>Professional services Total</i>			<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>150,000</i>	<i>150,000</i>	<i>300,000</i>	
Capital outlay	317-317-594-53-60-01	PnyCrk Improv PK00009	0	0	0	0	0	0	0	0	0	
	317-317-594-76-63-18	Exploration Park	0	0	0	0	0	0	0	0	0	
	317-317-594-76-63-38	Silver Crest Park Rehabilitatn	23,733	276,024	299,756	108,145	24,935	133,081	0	0	0	
	317-317-594-76-63-39	Parks - Roof Replacement	0	0	0	0	0	0	0	0	0	
	317-317-594-76-63-42	Park PropertyConceptualization	63,098	115,088	178,186	0	0	0	0	0	0	
	317-317-594-76-63-44	Citywide PROS Plan	0	0	0	0	0	0	0	0	0	
	317-317-594-76-63-45	DRCC Site Devt Ph1	0	0	0	577	35,333	35,910	0	0	0	
	317-317-594-76-63-46	NorthCr Trail Repaving PK00011	0	0	0	0	100,000	100,000	0	100,000	100,000	
	317-317-594-76-63-47	Library Pk Renovations PK00010	0	1,838	1,838	7,414	608,605	616,018	0	0	0	
	317-317-594-76-63-48	Parks Facility Repair/Replc	0	0	0	0	0	0	1,000,000	1,000,000	2,000,000	
<i>Capital outlay Total</i>			<i>86,830</i>	<i>392,949</i>	<i>479,779</i>	<i>116,135</i>	<i>768,873</i>	<i>885,008</i>	<i>1,000,000</i>	<i>1,100,000</i>	<i>2,100,000</i>	137%
Transfers	317-317-597-00-00-00	Transfers Out	0	0	0	0	0	0	6,232	0	6,232	
<i>Transfers Total</i>			<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>6,232</i>	<i>0</i>	<i>6,232</i>	
317 Parks & Open Space Capital Imp Total			86,830	392,949	479,779	116,135	768,873	885,008	1,156,232	1,250,000	2,406,232	172%

City of Mill Creek, Washington
Other Funds - Expenditures
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Expense Group	Account Number	Description	ACTUALS		2023-2024 Actual Total	ESTIMATED ACTUALS		2025-2026 Estimated Total	BIENNIUM BUDGET		2027-2028 Budget Total	% Var
			2023	2024		2025	2026		2027	2028		
Supplies	318-318-542-30-30-01	Rds/Curbs/Sdwk(ST00024)-Suppl	0	0	0	153,940	151,431	305,371	212,500	212,500	425,000	
<i>Supplies Total</i>			0	0	0	153,940	151,431	305,371	212,500	212,500	425,000	
Professional services	318-318-542-64-40-01	Traffic Ctrl/Stlight-Rep&Maint	0	0	0	4,416	124,585	129,000	150,000	150,000	300,000	
	318-318-544-40-40-01	MC Rd/StlHill Rd CorridorStudy	0	0	0	0	0	0	0	0	0	
	318-318-544-40-40-02	MC Blvd/Village Gr Driv Study	0	0	0	0	0	0	0	0	0	
<i>Professional services Total</i>			0	0	0	4,416	124,585	129,000	150,000	150,000	300,000	
Capital outlay	318-318-595-20-63-51	EGUV Spine Rd Conn 19-ROAD-1	0	0	0	0	0	0	0	0	0	
	318-318-595-30-63-54	35th Ave Recon 17-ROAD-02	0	0	0	0	0	0	0	0	0	
	318-318-595-30-63-60	Seattle Hill Rd Widening	0	0	0	0	0	0	0	0	0	
	318-318-595-30-63-62	Seattle Hill Rd Pres 18-PAVE03	0	0	0	0	0	0	0	0	0	
	318-318-595-30-63-63	35th AveSE QuickBuild(ST00015)	0	0	0	0	0	0	115,000	0	115,000	
	318-318-595-30-63-65	Street Pave Marking 19-PW-03	0	0	0	0	0	0	0	0	0	
	318-318-595-30-63-66	Mill Crk Blvd Corridor19-PW-04	0	0	0	0	0	0	0	0	0	
	318-318-595-30-63-68	Pavement Pres and Reh 19-PW-01	0	0	0	0	0	0	0	0	0	
	318-318-595-30-63-70	VillageGrnDr QuickBuildST00016	0	0	0	0	0	0	0	200,000	200,000	
	318-318-595-30-63-72	Citywide Safe Routes (NM00007)	0	0	0	5,860	0	5,860	0	0	0	
	318-318-595-30-63-73	2023-2024 Overlay (ST90001)	719	1,841,629	1,842,348	455,543	140,925	596,468	0	0	0	
	318-318-595-30-63-74	Slurry Seal Microsurf(ST90002)	0	0	0	0	0	0	0	0	0	
	318-318-595-30-63-75	23 Street ADA Improv(ST90003)	0	0	0	0	0	0	0	0	0	
	318-318-595-30-63-76	24-25 Streets ADA imprvST90004	0	0	0	0	0	0	0	0	0	
	318-318-595-30-63-79	Saftey Action Plan (ST00003)	0	90,892	90,892	171,877	0	171,877	0	0	0	
	318-318-595-30-63-80	2023 City Traffic StudyST00004	0	14,135	14,135	0	10,000	10,000	0	0	0	
	318-318-595-30-63-81	Right-of-Way Mapping ST00014	0	0	0	18,225	0	18,225	0	0	0	
	318-318-595-30-63-82	City Bridge Inspection ST00017	1,015	0	1,015	0	0	0	0	0	0	
	318-318-595-30-63-84	MC Elementary CrosswalkNM0000	0	0	0	0	0	0	0	0	0	
	318-318-595-30-63-85	5-Yr PavementPrsrvPlan ST90010	0	50,736	50,736	4,518	0	4,518	0	0	0	
	318-318-595-30-63-86	ConcreteSidewlkReplProgNM0000	0	27,650	27,650	0	0	0	0	0	0	
	318-318-595-30-63-87	2025 Overlay Prog ST90005	0	0	0	7,071	0	7,071	1,250,000	1,325,000	2,575,000	
	318-318-595-30-63-88	2026 Overlay Prog ST90008	0	0	0	193,269	1,632,133	1,825,402	0	0	0	
	318-318-595-30-63-89	Trillium Blvd Rebuild ST00018	0	0	0	50,043	424,957	475,000	625,000	0	625,000	
	318-318-595-30-63-90	Silver Crst Dr Rebuild	0	0	0	91,968	167,672	259,640	747,420	0	747,420	
	318-318-595-30-63-91	Sidewalk Maint Prog ST00018	0	0	0	911	1,350,000	1,350,911	1,600,000	1,000,000	2,600,000	
	318-318-595-50-63-01	133rdStSE ROW NM Ext	0	0	0	0	0	0	0	0	0	
	318-318-595-69-63-53	MCSUBArea Tranport Upgrade	0	0	0	0	0	0	0	0	0	
<i>Capital outlay Total</i>			1,734	2,025,042	2,026,776	999,286	3,725,687	4,724,972	4,337,420	2,525,000	6,862,420	45%
318 -Road Improvement Fund Total			1,734	2,025,042	2,026,776	1,157,641	4,001,702	5,159,343	4,699,920	2,887,500	7,587,420	47%
Professional services	509-059-521-70-40-01	Vehicle Oth Chrg - Police	0	200,538	200,538	65,936	18,779	84,716	18,778	18,778	37,556	
	509-059-548-70-40-02	Vehicle Oth Chrg-PW	0	75,238	75,238	25,739	20,512	46,251	19,463	19,463	38,926	
	509-059-548-70-40-03	VehicleI Oth Chrg-Streets	0	0	0	0	5,241	5,241	6,292	6,292	12,584	
<i>Professional services Total</i>			0	275,776	275,776	91,675	44,532	136,208	44,533	44,533	89,066	-35%
Capital outlay	509-059-594-18-64-01	Central Svc Equip-Auto	0	0	0	0	0	0	120,000	0	120,000	
	509-059-594-19-64-01	General Fund Equipment	82,782	41,342	124,124	22,069	48,523	70,592	59,400	26,200	85,600	
	509-059-594-21-64-01	Public Safety Equip - Auto	117,749	0	117,749	0	0	0	150,000	75,000	225,000	

City of Mill Creek, Washington
Other Funds - Expenditures
Biennium Budget 2027-2028

Expense Group	Account Number	Description	ACTUALS		2023-2024 Actual Total	ESTIMATED ACTUALS		2025-2026 Estimated Total	BIENNIUM BUDGET		2027-2028 Budget Total	% Var
			2023	2024		2025	2026		2027	2028		
	509-059-594-31-64-01	Surface Water Equip-Vehicle	0	0	0	0	0	0	75,000	0	75,000	
	509-059-594-42-64-01	City Streets Equipment	0	0	0	0	0	0	0	0	0	
<i>Capital outlay Total</i>			<i>200,531</i>	<i>41,342</i>	<i>241,873</i>	<i>22,069</i>	<i>48,523</i>	<i>70,592</i>	<i>404,400</i>	<i>101,200</i>	<i>505,600</i>	616%
Debt service	509-059-591-21-70-01	Vehicle Lease Pyt - Police	0	11,347	11,347	44,420	40,789	85,208	40,789	40,789	81,578	
	509-059-591-48-70-02	Vehicle Lease Pyt - PW	0	30,154	30,154	44,217	35,511	79,728	33,773	33,773	67,546	
	509-059-591-95-70-03	Vehicle Lease Pyt - Streets	0	5,039	5,039	0	8,701	8,701	10,445	10,445	20,890	
<i>Debt service Total</i>			<i>0</i>	<i>46,540</i>	<i>46,540</i>	<i>88,637</i>	<i>85,000</i>	<i>173,637</i>	<i>85,007</i>	<i>85,007</i>	<i>170,014</i>	-2%
509 Equipment Replacement Fund Total			200,531	363,658	564,189	202,382	178,055	380,437	533,940	230,740	764,680	101%

City of Mill Creek, Washington
Other Funds - Expenditures
Biennium Budget 2027-2028

			ACTUALS		2023-2024 Actual Total	ESTIMATED ACTUALS		BIENNIUM BUDGET			% Var	
			2023	2024		2025	2026	2025-2026 Estimated Total	2027	2028		2027-2028 Budget Total
Expense Group	Account Number	Description										
ENTERPRISE FUNDS												
Salaries and benefits	401-401-531-38-11-00	Salary & Wages	272,197	298,862	571,059	398,759	405,891	804,650	632,814	667,614	1,300,428	
	401-401-531-38-12-00	Overtime	4,105	9,823	13,928	3,096	5,865	8,961	8,525	14,940	23,465	
	401-401-531-38-21-01	MEBT/Medicare	21,063	41,337	62,401	32,726	31,378	64,105	36,410	38,521	74,931	
	401-401-531-38-21-02	Retirement	26,948	28,290	55,237	29,470	22,816	52,287	26,558	28,098	54,656	
	401-401-531-38-21-03	Health Benefits	42,885	28,350	71,235	64,227	72,027	136,254	200,767	219,146	419,913	
	401-401-531-38-21-04	State Industrial	5,007	6,097	11,104	8,589	7,108	15,697	8,671	8,754	17,425	
Salaries and benefits Total			372,205	412,759	784,963	536,867	545,086	1,081,953	913,745	977,073	1,890,818	75%
Supplies	401-401-531-38-30-00	Office Supplies	0	675	675	0	200	200	250	250	500	
	401-401-531-38-31-00	Operating Supplies	0	13,857	13,857	17,865	7,117	24,982	12,500	12,500	25,000	
	401-401-531-38-31-03	Supplies-Public Outreach Ed	0	1,072	1,072	2,541	15,299	17,840	11,250	11,250	22,500	
	401-401-531-38-32-00	Gasoline Fuel	4,250	5,277	9,527	6,668	11,927	18,596	16,750	16,750	33,500	
	401-401-531-38-35-00	Small Tools & Equipment	869	3,382	4,252	1,460	7,559	9,019	3,500	3,500	7,000	
Supplies Total			5,119	24,264	29,383	28,535	42,102	70,637	44,250	44,250	88,500	25%
Professional services	401-401-515-41-41-00	Legal Services - Advice	700	21,925	22,625	3,450	(3,450)	0	12,000	12,000	24,000	
	401-401-518-61-40-01	Judgments&Settlements	0	25,730	25,730	0	0	0	0	0	0	
	401-401-531-38-40-00	Software Licenses	17,411	17,305	34,716	935	28,560	29,495	1,000	1,000	2,000	
	401-401-531-38-41-00	Professional Service-Legal	550	(550)	0	200	22,000	22,200	0	0	0	
	401-401-531-38-41-01	Professional Services-Misc.	48,113	22,099	70,212	20,353	72,495	92,848	77,500	77,500	155,000	
	401-401-531-38-41-02	Catch Basin & Pond Maintenance	0	13,675	13,675	22,284	0	22,284	262,500	262,500	525,000	
	401-401-531-38-41-03	Ditch & Swale Cleaning Service	17,285	17,166	34,451	17,521	12,000	29,521	12,500	12,500	25,000	
	401-401-531-38-41-06	Disposal Testing Service	210	0	210	975	2,120	3,095	2,500	2,500	5,000	
	401-401-531-38-41-09	Prof Serv. SnoCo SW Billing	18,417	16,847	35,263	16,980	17,838	34,819	19,200	20,736	39,936	
	401-401-531-38-41-10	Catch Basin/Pub Facility Inspe	150,472	206,305	356,777	174,039	350,000	524,039	0	0	0	
	401-401-531-38-41-11	Catch Basin and Pipe Cleaning	0	161,250	161,250	46,484	50,000	96,484	105,000	105,000	210,000	
	401-401-531-38-41-12	City Stream Water Quality Insp	2,745	9,876	12,621	13,482	13,400	26,882	15,000	15,000	30,000	
	401-401-531-38-41-13	Emergency Spill Response/Clean	0	43,481	43,481	8,363	45,749	54,112	30,000	30,000	60,000	
	401-401-531-38-41-51	WRIA8 Interlocal Conservation	11,517	7,481	18,998	5,244	8,333	13,577	9,000	9,000	18,000	
	401-401-531-38-41-52	SW MasterActionPlan	0	0	0	29,631	190,000	219,631	50,000	0	50,000	
	401-401-531-38-41-53	Prof Svc - GIS	0	0	0	45,272	26,750	72,022	324,000	327,680	651,680	
	401-401-531-38-45-00	Storm Pipe RehabSW90003	0	0	0	234,553	792,635	1,027,188	250,000	250,000	500,000	
	401-401-531-38-48-01	Repair & Maint-Vehicle/Sweeper	11,394	3,101	14,495	3,620	30,463	34,083	45,000	45,000	90,000	
	401-401-531-38-48-02	Rental - Tools/Equipment	0	0	0	9,357	29,498	38,855	20,000	20,000	40,000	
	401-401-531-38-49-01	Conferences, Dues, Training	1,954	1,300	3,254	4,029	7,400	11,429	7,500	7,500	15,000	
	401-401-531-38-49-02	Miscellaneous-Dump Fees	25	0	25	0	3,000	3,000	0	0	0	
	401-401-531-38-49-03	Permit Fees	19,278	19,276	38,554	19,679	20,000	39,679	22,000	22,000	44,000	
	401-401-531-38-49-51	Surface Water Excise Taxes	33,493	38,869	72,362	38,779	21,248	60,027	43,000	45,480	88,480	
	401-401-531-38-49-99	IF Reim-OH Cost Plan Alloc	0	0	0	0	0	0	349,325	349,325	698,650	
Professional services Total			333,563	625,135	958,698	715,231	1,740,039	2,455,270	1,657,025	1,614,721	3,271,746	33%
Capital outlay	401-401-594-31-63-02	Grade C Stormwater Pipe Repair	23,207	449,933	473,140	420	0	420	0	0	0	
	401-401-594-31-63-04	164th St Storm Pipe Ex SW00009	3,106	0	3,106	0	0	0	0	0	0	
	401-401-594-31-63-10	Swtwater Rnch Storm Main Rplc	1,649	352,270	353,919	109,246	862,452	971,699	170,000	0	170,000	
	401-401-594-31-63-11	SR96 Strm Drain Pipe Rplc	0	60,334	60,334	386,859	25,867	412,726	0	0	0	

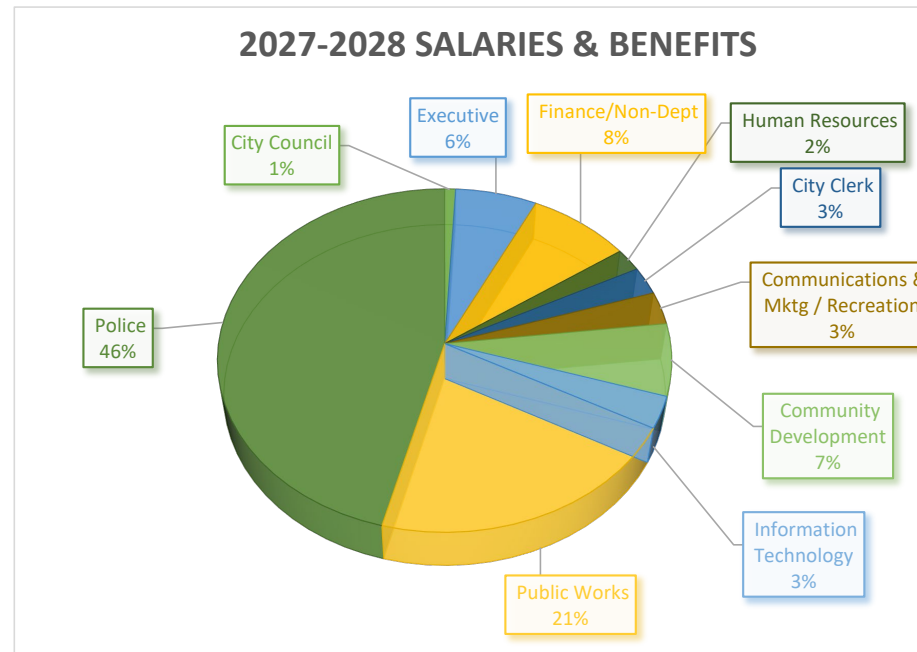
City of Mill Creek, Washington
Other Funds - Expenditures
Biennium Budget 2027-2028

Expense Group	Account Number	Description	ACTUALS		2023-2024 Actual Total	ESTIMATED ACTUALS		2025-2026 Estimated Total	BIENNIUM BUDGET		2027-2028 Budget Total	% Var
			2023	2024		2025	2026		2027	2028		
	401-401-594-31-63-12	Nickle Crk/OSH Rd Fish Pass	0	0	0	0	0	0	0	0	0	
	401-401-594-31-63-13	MCBlvdSubArea BasinDrain Imprv	0	0	0	0	0	0	0	0	0	
	401-401-594-31-63-14	CW CatchBasin Repair SW00003	0	0	0	0	2,900,000	2,900,000	4,100,000	0	4,100,000	
	401-401-594-31-63-15	Pipe Rehab Prog SW90004	0	0	0	0	0	0	0	1,038,000	1,038,000	
	401-401-594-42-64-00	Capital Outlay - Equipment	0	0	0	0	0	0	150,000	0	150,000	
<i>Capital outlay Total</i>			<u>27,962</u>	<u>862,537</u>	<u>890,499</u>	<u>496,525</u>	<u>3,788,319</u>	<u>4,284,844</u>	<u>4,420,000</u>	<u>1,038,000</u>	<u>5,458,000</u>	27%
Debt service	401-401-581-20-00-42	Interfund Loan Repaymt to Gen	0	0	0	0	0	0	0	941,046	941,046	
	401-401-591-31-79-00	PWTF Loan Principal	48,500	48,500	97,000	48,500	48,500	97,000	0	0	0	
	401-401-592-31-82-42	Interfund Loan GFund Interest	0	0	0	0	0	0	0	128,639	128,639	
	401-401-592-31-89-00	PWTF Loan Interest	970	728	1,698	485	243	728	0	0	0	
	401-401-597-31-79-01	Transfer to Debt Svc 2019 LTGO	263,317	263,388	526,706	263,338	263,165	526,503	262,870	263,454	526,324	
<i>Debt service Total</i>			<u>312,787</u>	<u>312,616</u>	<u>625,403</u>	<u>312,323</u>	<u>311,908</u>	<u>624,231</u>	<u>262,870</u>	<u>1,333,139</u>	<u>1,596,009</u>	156%
Transfers	401-401-597-00-00-00	Equipment Replacement Funding	47,500	47,500	95,000	47,500	47,500	95,000	99,480	99,480	198,960	
<i>Transfers Total</i>			<u>47,500</u>	<u>47,500</u>	<u>95,000</u>	<u>47,500</u>	<u>47,500</u>	<u>95,000</u>	<u>99,480</u>	<u>99,480</u>	<u>198,960</u>	109%
Surface Water Utility Total			<u>1,099,137</u>	<u>2,284,811</u>	<u>3,383,947</u>	<u>2,136,981</u>	<u>6,474,954</u>	<u>8,611,935</u>	<u>7,397,370</u>	<u>5,106,663</u>	<u>12,504,033</u>	45%



CITY OF
MillCreek
WASHINGTON™

Positions and Salary Schedules



Department	No. of FTEs	Vacancy ¹	Elected	Non-Represented	AFSCME	Police Guild	2027 Budget		2028 Budget		Total Budget	
							Salary	Benefits	Salary	Benefits	Salary	Benefits
City Council	7.00	0	7	0.00	0.00	0.00	\$ 91,200	\$ 7,573	\$ 91,200	\$ 9,583	\$ 182,400	\$ 17,157
Executive	3.50	0.5	0	3.00	0.00	0.00	\$ 589,545	\$ 139,246	\$ 626,826	\$ 149,733	\$ 1,216,371	\$ 288,979
Finance/Non-Dept ²	7.20	0	0	2.00	14.00	0.00	\$ 714,033	\$ 204,058	\$ 758,992	\$ 218,492	\$ 1,473,026	\$ 422,550
Human Resources	1.00	0	0	1.00	0.00	0.00	\$ 195,810	\$ 47,204	\$ 211,381	\$ 51,217	\$ 407,191	\$ 98,421
City Clerk	1.50	0.5	0	2.00	0.00	0.00	\$ 202,937	\$ 93,113	\$ 219,074	\$ 101,531	\$ 422,011	\$ 194,644
Communications & Mktg / Recreation	3.00	0	0	1.00	2.00	0.00	\$ 268,734	\$ 81,212	\$ 287,385	\$ 87,841	\$ 556,119	\$ 169,053
Community Development	5.00	1	0	2.00	3.00	0.00	\$ 574,852	\$ 189,069	\$ 623,055	\$ 205,947	\$ 1,197,907	\$ 395,016
Information Technology	2.00	1	0	1.00	1.00	0.00	\$ 239,422	\$ 101,450	\$ 254,832	\$ 109,964	\$ 494,255	\$ 211,414
Public Works	15.80	4	0	5.00	12.00	0.00	\$ 1,778,074	\$ 645,426	\$ 1,890,825	\$ 675,639	\$ 3,668,899	\$ 1,321,066
Police	29.00	1	0	3.00	4.00	22.00	\$ 3,919,168	\$ 1,315,110	\$ 4,176,292	\$ 1,420,960	\$ 8,095,460	\$ 2,736,070
Total	75.00	8	7	20	36	22	\$ 8,573,775	\$ 2,823,462	\$ 9,139,863	\$ 3,030,906	\$ 17,713,638	\$ 5,854,368

¹ Vacancy status as of 09/15/2026.

² Includes estimated unemployment transfers to Unemployment Compensation/Self-Insurance fund.

Authorized Position Listing

By Full-Time Equivalent

Position Title	19/20	21/22	23/24 Original	23/24 Adjusted ³	25/26 Adopted	27/28 Proposed
Executive						
City Manager	1.00	-	1.00	1.00	1.00	1.00
Chief of Staff	-	1.00	-	-	-	-
City Clerk	1.00	-	-	-	-	-
Deputy City Manager	-	1.00	1.00	1.00	1.00	1.00
Executive Assistant/Deputy Clerk	1.00	1.00	0.50	0.50	0.50	0.50
Management Analyst	-	-	-	1.00	1.00	1.00
Executive Total	3.00	3.00	2.50	3.50	3.50	3.50
Clerk						
City Clerk	-	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk / Executive Assistant	-	-	0.50	0.50	0.50	0.50
Clerk Total	0.00	1.00	1.50	1.50	1.50	1.50
IT						
Information Systems and Technology Manager	1.00	1.00	1.00	1.00	1.00	1.00
Information Technology Technician	-	-	-	1.00	1.00	1.00
IT Total	1.00	1.00	1.00	2.00	2.00	2.00
Human Resources						
Human Resources Manager	-	-	1.00	1.00	-	-
Human Resources Director	-	-	-	-	1.00	1.00
Human Resources Total	0.00	0.00	1.00	1.00	1.00	1.00
Communications and Marketing/Recreation						
Basketball Referee- Temporary	0.80	-	-	-	-	-
Communications, Marketing & Recreation Coordina	1.00	1.00	2.00	2.00	2.00	2.00
Communications, Marketing & Recreation Manager	-	-	-	1.00	1.00	1.00
Community Engagement Coordinator	1.00	-	-	-	-	-
Director of Communications and Marketing	1.00	-	-	-	-	-
Gym Supervisor-Temporary	0.20	-	-	-	-	-
Preschool Assistant	0.60	-	-	-	-	-
Preschool Teacher	0.30	-	-	-	-	-
Rec Program Asst	-	1.00	-	-	-	-
Recreation Coordinator	1.00	-	-	-	-	-
Communications and Marketing Total	5.90	2.00	2.00	3.00	3.00	3.00
Finance and Administration						
Director of Finance and Administration	1.00	-	-	-	-	-
Finance Director	-	1.00	1.00	1.00	1.00	1.00
Customer Service Representative	2.40	2.61	3.20	3.20	3.20	3.20
Senior Accountant	1.00	-	-	-	-	-
Staff Accountant	-	-	1.00	1.00	1.00	1.00
Accounting Technician	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Supervisor - Finance & Admin	1.00	1.00	1.00	1.00	1.00	1.00
Finance and Administration Total	6.40	5.61	7.20	7.20	7.20	7.20

Authorized Position Listing

By Full-Time Equivalent

Position Title	19/20	21/22	23/24 Original	23/24 Adjusted ³	25/26 Adopted	27/28 Proposed
Public Safety						
Police Chief/Director of Public Safety	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Director of Public Safety	1.00	-	-	1.00	1.00	1.00
Support Services Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Police Sergeant	5.00	5.00	5.00	5.00	5.00	5.00
Police Officer	17.00	17.00	17.00	17.00	17.00	17.00
Police Support Officer	1.00	1.00	1.00	1.00	1.00	1.00
Records Technician	2.00	-	-	-	-	-
Evidence Technician	1.00	-	-	-	-	-
Police Support Services Technician	-	-	3.00	3.00	3.00	3.00
Police Evidence Technician	-	1.00	-	-	-	-
Police Records Technician	-	2.00	-	-	-	-
Public Safety Total	29.00	28.00	28.00	29.00	29.00	29.00
Community Development ¹						
Administrative Assistant	1.00	-	-	-	-	-
Associate Planner	1.00	1.00	-	-	-	-
Associate Planner / Permit Coordinator	-	-	1.00	1.00	1.00	-
Building Official	1.00	-	-	-	-	-
Code Compliance Officer ⁵	-	-	-	-	-	1.00
Community Development Director	-	-	-	1.00	1.00	1.00
Permit Coordinator	-	-	-	-	-	1.00
Planner	-	-	1.00	1.00	1.00	1.00
Planning and Development Manager	-	-	1.00	1.00	-	-
Planning Manager	1.00	1.00	-	-	-	-
Senior Planner	1.00	1.00	1.00	1.00	1.00	1.00
Community Development Total	5.00	3.00	4.00	5.00	4.00	5.00
Public Works						
City Engineer	-	-	1.00	1.00	1.00	1.00
Director of Public Works and Development Services	1.00	1.00	-	-	-	-
Engineering Technician	1.00	-	-	-	-	-
Maintenance Aide - Seasonal	1.00	-	0.80	0.80	0.80	0.80
Maintenance Worker ⁵	5.00	4.00	5.00	6.00	7.00	9.00
Project Engineer	1.00	1.00	2.00	2.00	2.00	2.00
Public Works Director	-	-	1.00	1.00	1.00	1.00
Public Works Maintenance and Operations Manage	-	-	1.00	1.00	1.00	1.00
Public Works Supervisor	1.00	1.00	-	-	-	-
Supervising Engineer	1.00	1.00	-	-	-	-
Surface Water Coordinator	-	-	1.00	1.00	1.00	1.00
Surface Water Engineer	1.00	-	-	-	-	-
Public Works Total	12.00	8.00	11.80	12.80	13.80	15.80

Authorized Position Listing

By Full-Time Equivalent

Position Title	19/20	21/22	23/24 Original	23/24 Adjusted ³	25/26 Adopted	27/28 Proposed
Recreation²						
Basketball Referee	-	0.71	-	-	-	-
Gym Supervisor	-	0.10	-	-	-	-
Preschool Playground Assistant	-	0.63	-	-	-	-
Preschool Playground Lead	-	0.33	-	-	-	-
Recreation Coordinator	-	1.00	-	-	-	-
Recreation Total	0.00	2.77	0.00	0.00	0.00	0.00
Grand Total	62.30	54.38	59.00	65.00	65.00	68.00

Notes:

1. From 2019/2020 through 2023/2024, Community Development is accounted for in PWDS section. 2025/2026 Community Development was re-established as a separate department.
2. This Recreation function is accounted for in Communication and Marketing in 2023-2024.
3. Position changes in 2023/2024
4. Reclassifications and/or new positions in 2025-2026
5. Proposed new positions 2027-2028 highlighted. Code Compliance Officer (1 FTE) and Maintenance Worker (2.0 FTE).

City of Mill Creek

Pay & Classification Plan: AFSCME 2027 8-Step Pay Plan (effective 01.01.2027) Corrected

Salary Grade	Position Title	Pay Period	1	2	3	4	5	6	7	8
22	Information Systems and Technology Manager*, Project Engineer-Engineer III*	Annual	110,069	114,472	119,051	123,813	128,765	133,916	139,273	144,844
		Monthly	9,172	9,539	9,921	10,318	10,730	11,160	11,606	12,070
		Hourly	52.9179	55.0346	57.2360	59.5254	61.9064	64.3827	66.9580	69.6363
20	Project Engineer-Engineer II*	Annual	99,836	103,829	107,983	112,302	116,794	121,466	126,324	131,377
		Monthly	8,320	8,652	8,999	9,358	9,733	10,122	10,527	10,948
		Hourly	47.9981	49.9180	51.9147	53.9913	56.1510	58.3970	60.7329	63.1622
18	Staff Accountant*, Senior Planner*, Surface Water Program Coordinator*	Annual	90,554	94,176	97,943	101,861	105,936	110,173	114,580	119,163
		Monthly	7,546	7,848	8,162	8,488	8,828	9,181	9,548	9,930
		Hourly	43.5357	45.2771	47.0882	48.9717	50.9306	52.9678	55.0865	57.2900
16	Planner* Communications, Marketing, & Recreation Program Manager*	Annual	82,135	85,421	88,838	92,391	96,087	99,930	103,927	108,084
		Monthly	6,845	7,118	7,403	7,699	8,007	8,328	8,661	9,007
		Hourly	39.4881	41.0677	42.7104	44.4188	46.1955	48.0433	49.9651	51.9637
14	Associate Planner/Permit Coordinator	Annual	74,499	77,479	80,578	83,801	87,153	90,640	94,265	98,036
		Monthly	6,208	6,457	6,715	6,983	7,263	7,553	7,855	8,170
		Hourly	35.8169	37.2496	38.7396	40.2891	41.9007	43.5767	45.3198	47.1326
13	Police Support Officer, Maintenance Worker	Annual	70,952	73,790	76,741	79,811	83,003	86,323	89,776	93,367
		Monthly	5,913	6,149	6,395	6,651	6,917	7,194	7,481	7,781
		Hourly	34.1113	35.4758	36.8948	38.3706	39.9054	41.5016	43.1617	44.8882
12	Accounting Technician	Annual	67,573	70,276	73,087	76,010	79,051	82,213	85,501	88,921
		Monthly	5,631	5,856	6,091	6,334	6,588	6,851	7,125	7,410
		Hourly	32.4870	33.7865	35.1379	36.5434	38.0052	39.5254	41.1064	42.7507
11	Records & Evidence Technician	Annual	64,355	66,929	69,607	72,391	75,286	78,298	81,430	84,687
		Monthly	5,363	5,577	5,801	6,033	6,274	6,525	6,786	7,057
		Hourly	30.9400	32.1776	33.4647	34.8033	36.1954	37.6432	39.1489	40.7149
7	Customer Service Representative	Annual	52,945	55,063	57,265	59,556	61,938	64,416	66,993	69,672
		Monthly	4,412	4,589	4,772	4,963	5,162	5,368	5,583	5,806
		Hourly	25.4544	26.4726	27.5315	28.6327	29.7780	30.9692	32.2079	33.4963

* Denotes FLSA Exempt Position

City of Mill Creek

Pay & Classification Plan: AFSCME 2026 8-Step Pay Plan (effective 01.01.2026) *Corrected*

Salary Grade	Position Title	Pay Period	1	2	3	4	5	6	7	8
22	Information Systems and Technology Manager*, Project Engineer-Engineer III*	Annual	106,863	111,138	115,583	120,207	125,015	130,015	135,216	140,625
		Monthly	8,905	9,261	9,632	10,017	10,418	10,835	11,268	11,719
		Hourly	51.3766	53.4316	55.5689	57.7916	60.1033	62.5074	65.0077	67.6080
20	Project Engineer-Engineer II*	Annual	96,928	100,805	104,837	109,031	113,392	117,928	122,645	127,551
		Monthly	8,077	8,400	8,736	9,086	9,449	9,827	10,220	10,629
		Hourly	46.6000	48.4640	50.4026	52.4187	54.5155	56.6961	58.9639	61.3225
18	Staff Accountant*, Senior Planner*, Surface Water Program Coordinator*	Annual	87,917	91,433	95,091	98,894	102,850	106,964	111,243	115,692
		Monthly	7,326	7,619	7,924	8,241	8,571	8,914	9,270	9,641
		Hourly	42.2676	43.9583	45.7167	47.5453	49.4471	51.4250	53.4820	55.6213
16	Planner* Communications, Marketing, & Recreation Program Manager*	Annual	79,743	82,933	86,250	89,700	93,288	97,020	100,900	104,936
		Monthly	6,645	6,911	7,188	7,475	7,774	8,085	8,408	8,745
		Hourly	38.3380	39.8715	41.4664	43.1250	44.8500	46.6440	48.5098	50.4502
14	Associate Planner/Permit Coordinator	Annual	72,329	75,222	78,231	81,361	84,615	88,000	91,520	95,180
		Monthly	6,027	6,269	6,519	6,780	7,051	7,333	7,627	7,932
		Hourly	34.7737	36.1646	37.6112	39.1157	40.6803	42.3075	43.9998	45.7598
13	Police Support Officer, Maintenance Worker	Annual	68,885	71,640	74,506	77,486	80,586	83,809	87,161	90,648
		Monthly	5,740	5,970	6,209	6,457	6,715	6,984	7,263	7,554
		Hourly	33.1178	34.4425	35.8202	37.2530	38.7431	40.2928	41.9046	43.5807
12	Accounting Technician	Annual	65,605	68,229	70,958	73,796	76,748	79,818	83,011	86,331
		Monthly	5,467	5,686	5,913	6,150	6,396	6,652	6,918	7,194
		Hourly	31.5407	32.8024	34.1145	35.4790	36.8982	38.3741	39.9091	41.5055
11	Records & Evidence Technician	Annual	62,481	64,980	67,579	70,282	73,094	76,017	79,058	82,220
		Monthly	5,207	5,415	5,632	5,857	6,091	6,335	6,588	6,852
		Hourly	30.0388	31.2404	32.4900	33.7896	35.1412	36.5468	38.0087	39.5290
7	Customer Service Representative	Annual	51,403	53,459	55,598	57,821	60,134	62,540	65,041	67,643
		Monthly	4,284	4,455	4,633	4,818	5,011	5,212	5,420	5,637
		Hourly	24.7130	25.7015	26.7296	27.7988	28.9107	30.0671	31.2698	32.5206

* Denotes FLSA Exempt Position

Attachment A

to 2025-2027 Labor Agreement

Non-Sergeant's Salary Schedule

January 1, 2025: The following salary schedule shall be in effect, reflecting a 4.0% across the board increase.

Year	Step A (0-12 mo)	Step B (13-24 mo)	Step C (25-36 mo)	Step D (37-48 mo)	Step E (49-60 mo)	Step F (61 + mo)
2025	\$6,989	\$7,418	\$7,850	\$8,279	\$8,709	\$9,368
2026	\$7,198	\$7,641	\$8,085	\$8,528	\$8,970	\$9,649
2027	\$7,414	\$7,870	\$8,328	\$8,784	\$9,239	\$9,939

Effective January 1, 2026, the above referenced pay schedule shall be in effect and reflects a 3.0% across the board increase.

Effective January 1, 2027 the above referenced pay schedule shall be in effect and reflects a 3.0% across the board increase.

Sergeant's Salary Schedule

January 1, 2025: The following salary schedule shall be in effect, reflecting a 4.0% across the board increase.

Year	Step A (0-12 months)	Step B (13-24 months)	Step C (25-36 months)
2025	\$9,837	\$10,329	\$10,846
2026	\$10,132	\$10,639	\$11,172
2027	\$10,436	\$10,958	\$11,507

Effective January 1, 2026, the above referenced pay schedule shall be in effect and reflects a 3.0% across the board increase.

Effective January 1, 2027 the above referenced pay schedule shall be in effect and reflects a 3.0% across the board increase.

City of Mill Creek Pay & Classification Plan: NON-REPRESENTED 2026 8-Step Pay Plan (effective 01.01.2026: 3.50% COLA)										
Salary Grade	Position Title	Pay Period	1	2	3	4	5	6	7	8
A	Deputy City Manager	Annual	168,893	175,649	182,675	189,982	197,581	205,484	213,703	222,252
		Monthly	14,074	14,637	15,223	15,832	16,465	17,124	17,809	18,521
		Hourly	81.1985	84.4464	87.8244	91.3374	94.9909	98.7905	102.7420	106.8518
B	Police Chief / Director of Public Safety	Annual	160,850	167,284	173,975	180,934	188,172	195,699	203,527	211,668
		Monthly	13,404	13,940	14,498	15,078	15,681	16,308	16,961	17,639
		Hourly	77.3317	80.4250	83.6419	86.9877	90.4671	94.0859	97.8493	101.7633
C	Finance Director, Director of Public Works and Development Services, Director of Community Development and Planning	Annual	153,190	159,318	165,691	172,318	179,211	186,379	193,835	201,588
		Monthly	12,766	13,276	13,808	14,360	14,934	15,532	16,153	16,799
		Hourly	73.6490	76.5950	79.6589	82.8453	86.1591	89.6055	93.1897	96.9173
D	Deputy Director of Public Safety / Deputy Chief of Police, Human Resources Director	Annual	145,895	151,731	157,800	164,112	170,677	177,504	184,604	191,988
		Monthly	12,158	12,644	13,150	13,676	14,223	14,792	15,384	15,999
		Hourly	70.1418	72.9476	75.8655	78.9001	82.0561	85.3383	88.7519	92.3019
F	Human Resources Manager, City Engineer	Annual	132,331	137,624	143,129	148,854	154,809	161,001	167,441	174,139
		Monthly	11,028	11,469	11,927	12,405	12,901	13,417	13,953	14,512
		Hourly	63.6206	66.1656	68.8122	71.5646	74.4273	77.4043	80.5005	83.7205
G	Planning and Development Manager, Public Works Maintenance and Operations Manager	Annual	126,029	131,070	136,313	141,766	147,436	153,334	159,467	165,846
		Monthly	10,502	10,923	11,359	11,814	12,286	12,778	13,289	13,820
		Hourly	60.5910	63.0146	65.5352	68.1566	70.8829	73.7182	76.6669	79.7336
J	Information Systems & Technology Manager	Annual	108,869	113,223	117,752	122,462	127,361	132,455	137,753	143,264
		Monthly	9,072	9,435	9,813	10,205	10,613	11,038	11,479	11,939
		Hourly	52.3407	54.4343	56.6116	58.8761	61.2311	63.6803	66.2276	68.8767
L	Management Analyst	Annual	98,747	102,697	106,805	111,077	115,520	120,141	124,947	129,945
		Monthly	8,229	8,558	8,900	9,256	9,627	10,012	10,412	10,829
		Hourly	47.4745	49.3735	51.3485	53.4025	55.5386	57.7601	60.0706	62.4734
M	City Clerk	Annual	94,045	97,806	101,719	105,788	110,019	114,420	118,997	123,756
		Monthly	7,837	8,151	8,477	8,816	9,168	9,535	9,916	10,313
		Hourly	45.2138	47.0223	48.9032	50.8594	52.8938	55.0095	57.2099	59.4983
O	Deputy City Clerk / Executive Assistant, Administrative Supervisor - Finance & Admin, Support Services Supervisor, Communications, Marketing, & Recreation Manager	Annual	85,301	88,713	92,262	95,952	99,790	103,782	107,933	112,250
		Monthly	7,108	7,393	7,688	7,996	8,316	8,648	8,994	9,354
		Hourly	41.0102	42.6506	44.3566	46.1309	47.9761	49.8951	51.8909	53.9665
Q	Temporary Communications, Marketing & Recreation Program Manager	Annual	76,984	80,064	83,266	86,597	90,061	93,663	97,410	101,306
		Monthly	6,415	6,672	6,939	7,216	7,505	7,805	8,117	8,442
		Hourly	37.0117	38.4922	40.0318	41.6332	43.2985	45.0305	46.8317	48.7049
AC	Maintenance Aide	Annual	41,599	43,263	44,994	46,794	48,665	50,612	52,637	54,742
		Monthly	3,467	3,605	3,749	3,899	4,055	4,218	4,386	4,562
		Hourly	19.9996	20.7997	21.6316	22.4969	23.3968	24.3326	25.3060	26.3182



CITY OF
MillCreek
WASHINGTON™

2025-2030 Capital Improvement Plan

2027-2032 CAPITAL IMPROVEMENT PLAN

DRAFT

**Compiled By:
DEPARTMENT OF PUBLIC WORKS**

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INTRODUCTION AND GUIDANCE FOR READERS

This 2027-2032 Capital Improvement Plan includes capital investments and capital infrastructure improvements, programmed in conjunction with the development of the 2027-2028 City Biennial Budget. Final approval of this plan by the City Manager and final adoption of this plan by the City Council will be completed simultaneously with the final adoption of the 2027-2028 City Biennial Budget.

The City is required by the Washington State Growth Management Act (GMA) to maintain a six-year plan, revised on a biennial basis (with the possibility of a second, mid-biennial update/revision). This plan was also written to supplement the 2024 Mill Creek Comprehensive Plan.

Much of this plan is developed by the Engineering Services Group section of the City of Mill Creek Department of Public Works which will lead the design and construction of the projects. These Engineering Services Projects typically involve improvements to one or more of the following infrastructure categories owned and operated by the City of Mill Creek:

- Transportation/Right-of-Way, including both motorized and non-motorized routes
- Surface Water Utility
- City Parks
- City-owned Facilities

Upon approval of the City Manager and final adoption by the City Council, the Transportation-specific content of the Engineering Services Project Plan will become the 2027-2032 Transportation Improvement Plan and be submitted to the State of Washington in accordance with the RCW. A City's Transportation Improvement Plan must be updated annually, with the next update to this plan scheduled for 2028.

It is typical of these comprehensive plans that there will be more projects and other capital items identified as City needs and scoped for eventual delivery than can be reasonably delivered during the six-year planning period required by the GMA. Further, the availability of financing can substantially limit what can be reasonably delivered within the planning period.

Therefore, Projects in this planning document are broadly categorized as either "Programmed" (planned for delivery within the six year period) or "Non-Programmed" (not planned for delivery within the six year period).

During City Council adoption of the 2027-2028 City Biennial Budget, the Programmed Projects for the biennium will have funding allocated. Capital investments, purchases, and other capital improvements identified for the biennium will also have City funding allocated. Programmed Engineering Services Projects for 2029-2032 will remain unfunded until a future City budgetary process provides funding.

Typically, limitations on both the quantity and sizes of projects that can be Programmed into the six-year period project delivery are influenced by one or both of the following:

- Availability of appropriate source(s) and level(s) of funding for the proposed project
- Capacity of City staff, mainly engineering staff, to deliver the projects with a reliable adherence to both the allocated budget and the anticipated schedule

Contracted services play an essential role in supporting the City's Engineering Services Projects work plan. While City staff have the expertise to complete many elements of project delivery, they are also responsible for providing a broad range of ongoing engineering services to the community. To ensure this work is carried out consistently, reliably, and with strong quality control, the City supplements its internal capabilities with contracted support. By utilizing professional engineering, inspection, specialized technical, and construction services, the City is able to expand its capacity to deliver projects efficiently and to a high standard. These partnerships strengthen the Public Works Department's ability to meet community needs and maintain the quality of City infrastructure.

It must be emphasized, however, that contracting out services, such as for the delivery of projects, does not remove all roles for City staff in delivering those projects successfully. In addition to contract and overall project management and direction, City staff also provide quality assurance on behalf of the City, coordination of multi-department review services, coordination with City Council and City management on project status and issues resolution, and much of the public outreach and engagement associated with projects.

Engineering Services Project Sheet Guidance

Each Engineering Services Project sheet has the following sections:

Project Name: A descriptive name for the project. Where possible, this project name refers to the geographical location of the project (e.g. street name, park name, building name, etc.).

Project Number: This is an assigned alphanumeric identifier for a project selected at time the project is scoped and included in this work plan (regardless of being "Programmed" or "Not Programmed" by that plan). These numbers use the following prefixes:

ST = Street/Motorized Projects
NM = Non-Motorized Projects
SW = Surface Water Utility Projects
FA = Facilities Projects
PK = Parks Projects

Project Category: Projects are divided into one of the following categories, based on what the project is meant to deliver:

New
Replacement/Upgrade
Rehabilitation/Renovation/Modification
Non-Capitalized Engineering/Planning

New Capital Asset: Yes or No, does the project deliver new and/or replacement city infrastructure assets, primarily financial capitalization tracking

Project Description: A general summary description of what the project proposes to do. This summary may also supply background and/or referenced sources for the project, such as a project requirement of a City permit. If there is one or more other City projects that may be interrelated in the work plan, such as dependencies (i.e. one project that needs to be completed before the next, etc.), these are referenced in the project description.

Anticipated Operations and Maintenance Impact of the Project:

It is typically not possible to accurately quantify this during the Scoping stage of a project, when it is adopted into a Comprehensive Plan. But an initial assessment of the anticipated impact is discussed here.

Expense Category: Most project expenses are divided into one of three categories:

Design+Inspection/CM
Construction
Contingency

These expense categories do not incorporate City staff/in-house expenses associated with these projects.

“Design+Inspection/CM” includes all applicable studies, investigations, outside agency permits and/or review fees, external advertisement costs and similar expenses, etc.

If applicable, such as for a study rather than a construction project, “Plan/Study Development” will be used in lieu of “Design+Inspection/CM”. In the event a project will involve property acquisition or similar expenses, such as right-of-way (ROW) acquisition, that will typically be listed separately.

Funding Sources(s): The sources, including City and external funding sources, that are proposed to be used to allocate funds to projects.

SUMMARY RESOLUTION OF 2025-2030 CAPITAL IMPROVEMENT PLAN

This section summarizes the resolution of the programmed and non-programmed projects that were previously included in the adopted 2025-2030 Capital Improvement Plan.

Transportation

- **ST00003 – Citywide Comprehensive Safety Action Plan – Completed**
The City received a grant from the Federal Highway Administration as part of their Safe Streets For All (SS4A) for the completion of a safety action plan. This was completed and adopted by Council in 2025. Based on the recommendations, additional SS4A grant funding was secured by Staff for six additional projects in 2026.
- **NM00001 – Mill Creek Elementary School Crosswalk Improvements – Completed**
The installation of the new crosswalk improvements near Mill Creek Elementary are anticipated to be completed by the end of 2026.
- **NM00008 – Supplemental Road/Curb Sidewalk Repair – Removed**
This project was for ongoing maintenance of roads, curbs, and sidewalks throughout the City. It has been combined with other, ongoing projects.
- **NM00011 – Citywide Entrance and Wayfinding Sign Upgrade – Completed**
In coordination with Marketing and Communications, the entrance signs to the City were designed and prepared for upgrade. Eight signs throughout the City were upgraded in 2026.
- **ST90005 – Citywide Overlay Program - Completed**
The program successfully scoped and implemented overlays of North Creek Drive, 23rd Ave SE, and 139th St SE in 2026.

Surface Water Utility

- **SW00006 – Highway 96 Emergency Storm Pipe Replacement – Completed**
This project addressed a failed stormwater pipe that crosses Highway 96 just east of 16th Ave SE. The project was successfully completed in 2025.
- **SW00014 – Surface Water Project Placeholder – Removed**
Based on the revised scoping and needs for the Surface Water Utility, this placeholder project is no longer needed for planning purposes.

Facilities

- **FA00001 – Police Station Radio Reception Improvement – Removed**
Due to technological upgrades, this project is no longer necessary per direction from the City Manager.
- **FA00002 – Citywide Facilities Master Plan – Removed**
Other engineering and planning projects and studies, such as the Public Works Value Engineering Study, South Town Center Master Plan, and DRCC Master Plan, have made this project unnecessary at this time.
- **FA00003 – Public Works Yard Facility Value Engineering Study – Completed**
This project has been completed in 2025, identifying the required size and proposed locations for the new facility.
- **FA00005 – Mill Creek City Hall North Renovation Project – Completed**
This project has been completed in 2026, replacing the roof on City Hall North.

Parks

- **19-PARK-02 – Silver Crest Park – Completed**
Work on this project was completed prior to the end of 2024. However, it was included in the 2025-2030 Capital Improvement Plan because it had not been closed out. It is anticipated that the project will be fully closed by the end of 2026.
- **PK00002 – Parks Roof Replacement - Combined**
Many of the smaller parks-related projects have been combined into PK00011 Parks Facility Repair/Replace project to allow for better flexibility in funding these items.
- **PK00003 – Veterans Monument/Library Park Rehabilitation – Completed**
Using State, County, and City funds, Veterans Monument has been expanded with 11 new columns for names, the park's drainage and irrigation have been upgraded, and a new play structure has been installed. The project is expected to be complete by the end of November 2026.
- **PK00009 – Parks Placeholder 1 – Removed**
Based on revised scoping and needs for the Parks program, this placeholder is no longer needed for planning purposes.

TABLE 1 - 2027-2032 CAPITAL IMPROVEMENT PLAN BUDGET FORECAST											
Project Name	City Project Number	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total Project
Transportation Projects											
<i>Street/Motorized</i>											
Silver Crest Drive Reconstruction	ST00005	\$ 368,434	\$ 747,420	\$ -	\$ -	\$ 7,040,000	\$ -	\$ -	\$ -	\$ 7,787,420	\$ 8,155,854
Trillium Blvd Reconstruction	ST00006	\$ 295,000	\$ 625,000	\$ -	\$ -	\$ 500,000	\$ 5,737,500	\$ 5,737,500	\$ -	\$ 12,600,000	\$ 12,895,000
SS4A: 35th Ave Quick Build	ST00015	\$ -	\$ -	\$ 575,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 575,000	\$ 575,000
SS4A: Village Green Dr. Quick Build	ST00016	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000
Traffic Light Program	ST00018	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 700,000	\$ 700,000
41st Ave SE Half-Street Improvements	ST00022	\$ -	\$ -	\$ -	\$ -	\$ 110,000	\$ 790,000	\$ -	\$ -	\$ 900,000	\$ 900,000
Roads, Curbs, Markings	ST00024	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000
<i>Non-Motorized</i>											
North Creek Trail Pavement Rehabilitation	NM00009	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000
Sidewalk Maintenance Program	NM00012	\$ 600,000	\$ 600,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 6,600,000	\$ 7,200,000
Silver Crest Drive/139th St SE Bike Lane Connection	NM00013	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 500,000	\$ -	\$ -	\$ 600,000	\$ 600,000
<i>Pavement Preservation Program</i>											
Citywide Overlay Program	ST90005	\$ 1,770,650	\$ -	\$ 1,250,000	\$ 1,325,000	\$ 1,562,000	\$ 1,623,000	\$ 1,672,000	\$ 1,722,000	\$ 9,154,000	\$ 10,924,650
Transportation Project Totals:		\$ 3,034,084	\$ 2,072,420	\$ 4,075,000	\$ 3,075,000	\$ 10,912,000	\$ 9,750,500	\$ 8,509,500	\$ 2,822,000	\$ 41,216,420	\$ 44,250,504
Surface Water Utility Projects											
Citywide Catch Basin Repair	SW00003	\$ 2,773,763	\$ 4,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,100,000	\$ 6,873,763
Trillium Blvd Water Quality Retrofit	SW00004	\$ -	\$ -	\$ -	\$ -	\$ 531,000	\$ -	\$ -	\$ -	\$ 531,000	\$ 531,000
138th St SE Water Quality and Conveyance Retrofit	SW00005	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44,000	\$ 256,000	\$ -	\$ 300,000	\$ 300,000
132nd Street SE Water Quality Retrofit	SW00007	\$ -	\$ -	\$ -	\$ -	\$ 182,000	\$ 588,000	\$ -	\$ -	\$ 770,000	\$ 770,000
136th Street SE Water Quality Retrofit	SW00008	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 118,000	\$ 352,000	\$ 470,000	\$ 470,000
Sweetwater Ranch Stormwater Repair	SW00013	\$ 1,279,826	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 170,000	\$ 1,449,826
<i>Aging & Failing Program</i>											
Storm Pipe Rehabilitation Work Plan Update	SW90003	\$ 360,000	\$ 640,000	\$ 360,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,360,000
Pipe Rehabilitation Program	SW90004	\$ -	\$ -	\$ -	\$ 1,038,000	\$ 1,069,000	\$ 1,102,000	\$ 1,135,000	\$ 1,170,000	\$ 5,514,000	\$ 5,514,000
12-inch Storm Pipe Rehabilitation Work Plan	SW90005	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,000,000	\$ 2,000,000
Surface Water Utility Project Totals:		\$ 4,413,589	\$ 4,910,000	\$ 360,000	\$ 1,038,000	\$ 2,282,000	\$ 2,234,000	\$ 2,009,000	\$ 2,022,000	\$ 14,855,000	\$ 19,268,589
Facilities Projects											
Public Works Facility Acquisition and Redevelopment	FA00004	\$ 139,750	\$ -	\$ 8,000,000	\$ 3,000,000	\$ 20,400,000	\$ 20,400,000	\$ -	\$ -	\$ 51,800,000	\$ 51,939,750
Facilities Project Totals:		\$ 139,750	\$ -	\$ 8,000,000	\$ 3,000,000	\$ 20,400,000	\$ 20,400,000	\$ -	\$ -	\$ 51,800,000	\$ 51,939,750
Parks Projects											
DRCC Campus Phase I	PK00004	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000	\$ 14,300,000	\$ 14,300,000	\$ 14,300,000	\$ -	\$ 48,900,000	\$ 48,900,000
Penny Creek Natural Area Master Plan and Phased Implementation	PK00008	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ 1,170,000	\$ -	\$ -	\$ -	\$ 1,470,000	\$ 1,470,000
Parks Facility Repair/Replace	PK00011	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 6,000,000	\$ 6,000,000
Parks Project Totals:		\$ -	\$ -	\$ 4,150,000	\$ 4,150,000	\$ 16,470,000	\$ 15,300,000	\$ 15,300,000	\$ 1,000,000	\$ 56,370,000	\$ 56,370,000
Total Programmed Engineering Services Project Expenses:		\$ 7,587,423	\$ 6,982,420	\$ 16,585,000	\$ 11,263,000	\$ 50,064,000	\$ 47,684,500	\$ 25,818,500	\$ 5,844,000	\$ 164,241,420	\$ 171,828,843
Total Non-Programmed Engineering Services Project Expenses:		\$ -	\$ -	\$ 2,900,000	\$ 2,630,000	\$ 28,108,000	\$ 24,125,000	\$ 11,775,000	\$ 9,650,000	\$ 79,188,000	\$ 79,188,000

TABLE 2 - 2023-2028 ENGINEERING SERVICES GROUP NON-PROGRAMMED PROJECT PLAN

Project Name	City Project Number	Total 2027-2032
<u>Transportation Projects</u>		
<i>Street/Motorized</i>		
South Town Center Master Transportation Upgrade	ST00001	\$ 21,500,000
Old Seattle Hill Rd Reconstruction	ST00007	\$ 4,450,000
Dumas Road Reconstruction	ST00008	\$ 9,000,000
9th Ave SE Reconstruction	ST00023	\$ 17,000,000
<i>Non-Motorized</i>		
133rd St SE ROW Extension Improvements	NM00006	\$ 1,678,000
Brighton and Cogir Trail Pavement Rehabilitation	NM00010	\$ 1,000,000
<i>Pavement Preservation Program</i>		
<u>Surface Water Utility Projects</u>		
South Town Center Master Drainage Upgrade	SW00001	\$ 21,500,000
Nickle Creek/Old Seattle Hill Rd Fish Passage	SW00002	\$ 2,550,000
<i>Aging & Failing Program</i>		
<u>Facilities Projects</u>		
<u>Parks Projects</u>		
Nickel Creek Park Improvements	PK00006	\$ 510,000

Total Non-Programmed Engineering Services Project Expenses: \$ 79,188,000

TABLE 3 - 2027-2032 ENGINEERING SERVICES PROJECT PLAN BY FUNDING																
Project Name	City Project Number	General Fund Reserve	General Fund	Parks & Trails	REET	Municipal Arts Fund	Surface Water Utility Reserves	Surface Water Utility	15720 Main St. Property Fund	Mitigation Fees	CIP Fund	Grants	Unfunded	City Responsibility	Total 2027-2032	
Transportation Projects																
Street/Motorized																
Silver Crest Drive Reconstruction	ST00005	\$ -	\$ -	\$ -	\$ -	\$ 4,987,420	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,800,000	\$ -	\$ 4,987,420	\$	7,787,420
Trillium Blvd Reconstruction	ST00006	\$ -	\$ -	\$ -	\$ -	\$ 3,420,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,180,000	\$ 3,420,000	\$	12,600,000
SS4A: 35th Ave Quick Build	ST00015	\$ -	\$ -	\$ -	\$ -	\$ 115,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 460,000	\$ -	\$ 115,000	\$	575,000
SS4A: Village Green Dr. Quick Build	ST00016	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000	\$ -	\$ 200,000	\$	1,000,000
Traffic Light Program	ST00018	\$ -	\$ -	\$ -	\$ -	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700,000	\$	700,000
41st Ave SE Half-Street Improvements	ST00022	\$ -	\$ -	\$ -	\$ -	\$ 900,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 900,000	\$	900,000
Roads, Curbs, Markings	ST00024	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$	300,000
Non-Motorized																
North Creek Trail Pavement Rehabilitation	NM00009	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000	\$ 200,000	\$	1,000,000
Sidewalk Maintenance Program	NM00012	\$ -	\$ -	\$ -	\$ -	\$ 6,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,600,000	\$	6,600,000
Silver Crest Drive/139th St SE Bike Lane Connection	NM00013	\$ -	\$ -	\$ -	\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000	\$	600,000
Pavement Preservation Program																
Citywide Overlay Program	ST90005	\$ -	\$ -	\$ -	\$ -	\$ 9,154,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,154,000	\$	9,154,000
Transportation Project Totals:		\$ -	\$ -	\$ -	\$ -	\$ 27,176,420	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,060,000	\$ 9,980,000	\$ 27,176,420	\$	41,216,420
Surface Water Utility Projects																
Citywide Catch Basin Repair	SW00003	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,100,000	\$	4,100,000
Trillium Blvd Water Quality Retrofit	SW00004	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 531,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 531,000	\$	531,000
138th St SE Water Quality and Conveyance Retrofit	SW00005	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$	300,000
132nd Street SE Water Quality Retrofit	SW00007	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 770,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 770,000	\$	770,000
136th Street SE Water Quality Retrofit	SW00008	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 470,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 470,000	\$	470,000
Sweetwater Ranch Stormwater Repair	SW00013	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 170,000	\$	170,000
Aging & Failing Program																
Storm Pipe Rehabilitation Work Plan Update	SW90003	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$	1,000,000
Pipe Rehabilitation Program	SW90004	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,514,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,514,000	\$	5,514,000
12-inch Storm Pipe Rehabilitation Work Plan	SW90005	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$	2,000,000
Surface Water Utility Project Totals:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,855,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,855,000	\$	14,855,000
Facilities Projects																
Public Works Facility Acquisition and Redevelopment	FA00004	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,600,000	\$ -	\$ 50,200,000	\$ 1,600,000	\$	51,800,000
Facilities Project Totals:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,600,000	\$ -	\$ 50,200,000	\$ 1,600,000	\$	51,800,000
Parks Projects																
DRCC Campus Phase I	PK00004	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000	\$ 1,000,000	\$ 46,700,000	\$ 1,200,000	\$	48,900,000
Penny Creek Natural Area Master Plan and Phased Implementation	PK00008	\$ -	\$ -	\$ 1,470,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,470,000	\$	1,470,000
Parks Facility Repair/Replace	PK00011	\$ -	\$ -	\$ -	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000	\$	6,000,000
Parks Project Totals:		\$ -	\$ -	\$ 1,470,000	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000	\$ 1,000,000	\$ 46,700,000	\$ 8,670,000	\$	56,370,000
Total Engineering Services Funding Needs: \$ - \$ - \$ 1,470,000 \$ 33,176,420 \$ - \$ - \$ 14,855,000 \$ - \$ - \$ 2,800,000 \$ 5,060,000 \$ 106,880,000 \$ 52,301,420 \$ 164,241,420																
Total Engineering Non-Programmed Services Funding Needs: \$ - \$ - \$ - \$ 13,620,000 \$ - \$ - \$ 6,650,000 \$ - \$ 1,678,000 \$ - \$ - \$ 57,240,000 \$ 21,948,000 \$ 79,188,000																

TABLE 3A - 2027-2032 NON-PROGRAMMED ENGINEERING SERVICES PROJECT PLAN BY FUNDING														
Project Name	City Project Number	General Fund Reserve	General Fund	Parks & Trails	REET	Municipal Arts Fund	Surface Water Utility Reserves	Surface Water Utility	15720 Main St. Property Fund	Mitigation Fees	CIP Fund	Grants	Unfunded	Total 2027-2032
Transportation Projects														
<i>Street/Motorized</i>														
South Town Center Master Transportation Upgrade	ST00001	\$ -	\$ -	\$ -	\$ 5,900,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,600,000	\$ 21,500,000
Old Seattle Hill Rd Reconstruction	ST00007	\$ -	\$ -	\$ -	\$ 1,210,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,240,000	\$ 4,450,000
Dumas Road Reconstruction	ST00008	\$ -	\$ -	\$ -	\$ 2,520,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,480,000	\$ 9,000,000
9th Ave SE Reconstruction	ST00023	\$ -	\$ -	\$ -	\$ 3,280,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,720,000	\$ 17,000,000
<i>Non-Motorized</i>														
133rd St SE ROW Extension Improvements	NM00006	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,678,000	\$ -	\$ -	\$ -	\$ 1,678,000
Brighton and Cogir Trail Pavement Rehabilitation	NM00010	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000	\$ 1,000,000
<i>Pavement Preservation Program</i>														
Transportation Project Totals:		\$ -	\$ -	\$ -	\$ 13,110,000	\$ -	\$ -	\$ -	\$ -	\$ 1,678,000	\$ -	\$ -	\$ 39,840,000	\$ 54,628,000
Surface Water Utility Projects														
South Town Center Master Drainage Upgrade	SW00001	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,900,000	\$ -	\$ -	\$ -	\$ -	\$ 15,600,000	\$ 21,500,000
Nickle Creek/Old Seattle Hill Rd Fish Passage	SW00002	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 1,800,000	\$ 2,550,000
<i>Aging & Failing Program</i>														
Surface Water Utility Project Totals:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,650,000	\$ -	\$ -	\$ -	\$ -	\$ 17,400,000	\$ 24,050,000
Facilities Projects														
Facilities Project Totals:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks Projects														
Nickel Creek Park Improvements	PK00006	\$ -	\$ -	\$ -	\$ 510,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 510,000
Parks Project Totals:		\$ -	\$ -	\$ -	\$ 510,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 510,000
Total Engineering Non-Programmed Services Funding Needs:		\$ -	\$ -	\$ -	\$ 13,620,000	\$ -	\$ -	\$ 6,650,000	\$ -	\$ 1,678,000	\$ -	\$ -	\$ 57,240,000	\$ 79,188,000

TABLE 4 - 2027-2028 ENGINEERING SERVICES PROJECT PLAN BY FUNDING

Project Name	City Project Number	General Fund Reserve	General Fund	Parks & Trails	REET	Municipal Arts Fund	Surface Water Utility Reserves	Surface Water Utility	15720 Main St. Property Fund	Mitigation Fees	CIP Fund	Grants	Unfunded	City Responsibility	Total 2027-2028	Total Project Cost
Transportation Projects																
Street/Motorized																
Silver Crest Drive Reconstruction	ST00005	\$ -	\$ -	\$ -	\$ 747,420	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 747,420	\$ 747,420	\$ 8,155,854
Trillium Blvd Reconstruction	ST00006	\$ -	\$ -	\$ -	\$ 625,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 625,000	\$ 625,000	\$ 12,895,000
SS4A: 35th Ave Quick Build	ST00015	\$ -	\$ -	\$ -	\$ 115,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 460,000	\$ -	\$ 115,000	\$ 575,000	\$ 575,000
SS4A: Village Green Dr. Quick Build	ST00016	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000	\$ -	\$ 200,000	\$ 1,000,000	\$ 1,000,000
Traffic Light Program	ST00018	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ 700,000
41st Ave SE Half-Street Improvements	ST00022	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 900,000
Roads, Curbs, Markings	ST00024	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ 300,000
Non-Motorized																
North Creek Trail Pavement Rehabilitation	NM00009	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ 100,000	\$ 500,000	\$ 1,000,000
Sidewalk Maintenance Program	NM00012	\$ -	\$ -	\$ -	\$ 2,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,600,000	\$ 2,600,000	\$ 7,200,000
Silver Crest Drive/139th St SE Bike Lane Connection	NM00013	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000
Pavement Preservation Program																
Citywide Overlay Program	ST90005	\$ -	\$ -	\$ -	\$ 2,575,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,575,000	\$ 2,575,000	\$ 10,924,650
Transportation Project Totals:		\$ -	\$ -	\$ -	\$ 7,562,420	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,260,000	\$ 400,000	\$ 7,562,420	\$ 9,222,420	\$ 44,250,504
Surface Water Utility Projects																
Citywide Catch Basin Repair	SW00003	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,100,000	\$ 4,100,000	\$ 6,873,763
Trillium Blvd Water Quality Retrofit	SW00004	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 531,000
138th St SE Water Quality and Conveyance Retrofit	SW00005	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
132nd Street SE Water Quality Retrofit	SW00007	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 770,000
136th Street SE Water Quality Retrofit	SW00008	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 470,000
Sweetwater Ranch Stormwater Repair	SW00013	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 170,000	\$ 170,000	\$ 1,449,826
Aging & Failing Program																
Storm Pipe Rehabilitation Work Plan Update	SW90003	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,360,000
Pipe Rehabilitation Program	SW90004	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,038,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,038,000	\$ 1,038,000	\$ 5,514,000
12-inch Storm Pipe Rehabilitation Work Plan	SW90005	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
Surface Water Utility Project Totals:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,308,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,308,000	\$ 6,308,000	\$ 19,268,589
Facilities Projects																
Public Works Facility Acquisition and Redevelopment	FA00004	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,600,000	\$ -	\$ 9,400,000	\$ 1,600,000	\$ 11,000,000	\$ 51,939,750
Facilities Project Totals:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,600,000	\$ -	\$ 9,400,000	\$ 1,600,000	\$ 11,000,000	\$ 51,939,750
Parks Projects																
DRCC Campus Phase I	PK00004	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000	\$ 1,000,000	\$ 3,800,000	\$ 1,200,000	\$ 6,000,000	\$ 48,900,000
Penny Creek Natural Area Master Plan and Phased Implementation	PK00008	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ 1,470,000
Parks Facility Repair/Replace	PK00011	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 6,000,000
Parks Project Totals:		\$ -	\$ -	\$ 300,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000	\$ 1,000,000	\$ 3,800,000	\$ 3,500,000	\$ 8,300,000	\$ 56,370,000
Total Engineering Services Funding Needs:		\$ -	\$ -	\$ 300,000	\$ 9,562,420	\$ -	\$ -	\$ 6,308,000	\$ -	\$ -	\$ 2,800,000	\$ 2,260,000	\$ 13,600,000	\$ 18,970,420	\$ 34,830,420	\$ 171,828,843
Total Engineering Non-Programmed Services Funding Needs:		\$ -	\$ -	\$ -	\$ 2,500,000	\$ -	\$ -	\$ 2,300,000	\$ -	\$ 730,000	\$ -	\$ -	\$ -	\$ 5,530,000	\$ 5,530,000	\$ 79,188,000

TABLE 4A - 2027-2028 NON-PROGRAMMED ENGINEERING SERVICES PROJECT PLAN BY FUNDING															
Project Name	City Project Number	General Fund Reserve	General Fund	Parks & Trails	REET	Municipal Arts Fund	Surface Water Utility Reserves	Surface Water Utility	15720 Main St. Property Fund	Mitigation Fees	CIP Fund	Grants	Unfunded	Total 2027-2028	Total Project Cost
Transportation Projects															
Street/Motorized															
South Town Center Master Transportation Upgrade	ST00001	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 21,500,000
Old Seattle Hill Rd Reconstruction	ST00007	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ 4,450,000
Dumas Road Reconstruction	ST00008	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,000,000
9th Ave SE Reconstruction	ST00023	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,000,000
Non-Motorized															
133rd St SE ROW Extension Improvements	NM00006	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 730,000	\$ -	\$ -	\$ -	\$ 730,000	\$ 1,678,000
Brighton and Cogir Trail Pavement Rehabilitation	NM00010	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
Pavement Preservation Program															
Transportation Project Totals:		\$ -	\$ -	\$ -	\$ 2,400,000	\$ -	\$ -	\$ -	\$ -	\$ 730,000	\$ -	\$ -	\$ -	\$ 3,130,000	\$ 54,628,000
Surface Water Utility Projects															
South Town Center Master Drainage Upgrade	SW00001	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 21,500,000
Nickle Creek/Old Seattle Hill Rd Fish Passage	SW00002	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 2,550,000
Aging & Failing Program															
Surface Water Utility Project Totals:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,300,000	\$ 24,050,000
Facilities Projects															
Facilities Project Totals:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parks Projects															
Nickel Creek Park Improvements	PK00006	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 510,000
Parks Project Totals:		\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 510,000
Total Engineering Services Non-Programmed Funding Needs:		\$ -	\$ -	\$ -	\$ 2,500,000	\$ -	\$ -	\$ 2,300,000	\$ -	\$ 730,000	\$ -	\$ -	\$ -	\$ 5,530,000	\$ 79,188,000

TABLE 5 - 2027-2032 ENGINEERING SERVICES GROUP PROPOSED STUDIES

Project Name	City Project Number	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Program Toggle
Transportation Projects											
Street/Motorized											
2023 Citywide Traffic Counts/Speed Study	ST00004	\$ -	\$ 17,000	\$ -	\$ 19,000	\$ -	\$ 21,000	\$ -	\$ 23,000	\$ 80,000	1
Mill Creek Blvd/Village Green Drive Corridor Study	ST00012	\$ -	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000	1
Mill Creek Road/Seattle Hill Road Corridor Study	ST00013	\$ -	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000	1
Citywide Right-of-Way Asset Mapping Update	ST00014	\$ -	\$ -	\$ 35,000	\$ 36,500	\$ 37,500	\$ 38,500	\$ 39,500	\$ 41,000	\$ 228,000	1
SS4A: 35th Ave SE Corridor Sudy	ST00017	\$ -	\$ -	\$ 187,500	\$ 187,500	\$ -	\$ -	\$ -	\$ -	\$ 375,000	1
SS4A: Citywide Lighting Analysis	ST00019	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	1
SS4A: Education and Emphasis Program	ST00020	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	1
SS4A: Safe Routes to School Analysis	ST00021	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	1
Non-Motorized											
North Creek Regional Trail Study	NM00005	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	1
Citywide Active Transportation Plan	NM00014	\$ -	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000	1
Pavement Preservation Program											
Five-Year Pavement Preservation Program Plan	ST90010	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ 70,000	1
Surface Water Utility Projects											
Aging & Failing Program											
Facilities Projects											
Parks Projects											
Citywide Parks and Trails ADA Transition Plan Update	PK00005	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	1
Citywide Parks and Open Space (PROS) Plan	PK00007	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	1
Total Non-Programmed Engineering Services Project Expenses:		\$ -	\$ 17,000	\$ 1,472,500	\$ 1,293,000	\$ 107,500	\$ 59,500	\$ 39,500	\$ 64,000	\$ 3,053,000	

TRANSPORTATION

SUB-SECTIONS INCLUDE:

- STREET/MOTORIZED PROJECTS (ST PROJECTS)
- NON-MOTORIZED PROJECTS (NM PROJECTS)
- PAVEMENT PRESERVATION PROGRAM

TRANSPORTATION

STREET/MOTORIZED (ST) PROJECTS

PROJECT NAME:	Silver Crest Drive Reconstruction	TRANSPORTATION
PROJECT #:	ST00005	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	New	
NEW CAPITAL ASSETS (YES/NO)	Yes	

PROJECT DESCRIPTION

City staff was notified that Silver Lake Sewer and Water District is planning on replacing the existing water main and installing new sewer main in the vicinity of Silver Crest Drive, between approximately 26th Ave SE and 35th Ave SE, including some of the side streets as well. This work will trigger complete replacement of the road surface in that area. This project seeks to perform complete street improvements, installing sidewalks and bike lanes, as well as installing new storm drainage improvements to address some undersized pipes and meet all triggered drainage code. This project does not presently anticipate any right-of-way acquisition will be needed as part of the project. Where possible, improvements will be integrated with existing curbs, gutters, and drainage.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

This project is anticipated to add approximately 2,300 lineal feet of sidewalk, and so represent an increase in O&M needs proportional to new sidewalk, curbs, and related improvements. Additionally, new drainage improvements will require additional maintenance.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design+Inspection/CM		\$ 368,434	\$ 747,420	\$ -		\$ 990,000				\$ 1,737,420	\$ 2,105,854
Construction						\$ 5,500,000				\$ 5,500,000	\$ 5,500,000
Contingency						\$ 550,000				\$ 550,000	\$ 550,000
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ 368,434	\$ 747,420	\$ -	\$ -	\$ 7,040,000	\$ -	\$ -	\$ -	\$ 7,787,420	\$ 8,155,854

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET		\$ 368,434	\$ 747,420			\$ 4,240,000				\$ 4,987,420	\$ 5,355,854
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1						\$ 2,000,000				\$ 2,000,000	\$ 2,000,000
Grant 2 (SLSWD Reimbursement)						\$ 800,000				\$ 800,000	\$ 800,000
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
										\$ -	\$ -
Total Project Revenues	\$ -	\$ 368,434	\$ 747,420	\$ -	\$ -	\$ 7,040,000	\$ -	\$ -	\$ -	\$ 7,787,420	\$ 8,155,854

PROJECT NAME:	Trillium Blvd Reconstruction	TRANSPORTATION
PROJECT #:	ST00006	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	New	
NEW CAPITAL ASSETS (YES/NO)	Yes	

PROJECT DESCRIPTION

This project is intended to address the failing state of the paving on Trillium Blvd. Based on the pavement assessment performed in 2024, the asphalt has a Pavement Condition Index (PCI) of 9 to 20, which corresponds to failed pavement. This requires a complete re-build of the pavement along the road. This project will address the road between Highway 527 and Village Green Drive. The project will address a complete streets model, investigating the use of a separate bike path as well as upgraded walking surfaces. It is anticipated that traffic calming measures, such as Road Diet, will be used to reduce speeds along this highly traveled road. Additionally, storm drainage will be addressed along the entire length of the project. This is approximately 2,900 linear feet along the centerline of the road.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

This project is anticipated to add approximately 2,900 lineal feet of road, curb and gutter, sidewalk, and separated bike lanes, and so represent an increase in O&M needs proportional to new sidewalk, curbs, and related improvements. Additionally, new drainage improvements will require additional maintenance.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design+Inspection/CM		\$ 295,000	\$ 625,000			\$ 500,000	\$ 850,000	\$ 850,000		\$ 2,825,000	\$ 3,120,000
Construction							\$ 4,250,000	\$ 4,250,000		\$ 8,500,000	\$ 8,500,000
Contingency							\$ 637,500	\$ 637,500		\$ 1,275,000	\$ 1,275,000
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ 295,000	\$ 625,000	\$ -	\$ -	\$ 500,000	\$ 5,737,500	\$ 5,737,500	\$ -	\$ 12,600,000	\$ 12,895,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET		\$ 295,000	\$ 625,000			\$ 500,000	\$ 1,147,500	\$ 1,147,500		\$ 3,420,000	\$ 3,715,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded							\$ 4,590,000	\$ 4,590,000		\$ 9,180,000	\$ 9,180,000
										\$ -	\$ -
Total Project Revenues	\$ -	\$ 295,000	\$ 625,000	\$ -	\$ -	\$ 500,000	\$ 5,737,500	\$ 5,737,500	\$ -	\$ 12,600,000	\$ 12,895,000

PROJECT NAME:	SS4A: 35th Ave Quick Build	TRANSPORTATION
PROJECT #:	ST00015	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	New	
NEW CAPITAL ASSETS (YES/NO)	Yes	

PROJECT DESCRIPTION

The City of Mill Creek completed a Safety Action Plan for the roadways throughout the City in June of 2025. Based on this report, the City applied for funding through the Federal Highway Administration Safe Streets 4 All grant program for several projects. The City recieved funding for these projects. This project is intended to install demonstration items along 35th Ave SE, including but not limited to, revised channelization, buffered bike lanes, pedestrian crossings with RRFBs or similar protection, and refuge islands. Based on the information coming from these installations, additional permanent measures may be selected.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

New assets will be constructed, so additional maintenance will be anticipated.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design				\$ 100,000						\$ 100,000	\$ 100,000
Construction				\$ 475,000						\$ 475,000	\$ 475,000
Contingency										\$ -	\$ -
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ 575,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 575,000	\$ 575,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET				\$ 115,000						\$ 115,000	\$ 115,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1				\$ 460,000						\$ 460,000	\$ 460,000
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ 575,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 575,000	\$ 575,000

PROJECT NAME:	SS4A: Village Green Dr. Quick Build	TRANSPORTATION
PROJECT #:	ST00016	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	New	
NEW CAPITAL ASSETS (YES/NO)	Yes	

PROJECT DESCRIPTION

The City of Mill Creek completed a Safety Action Plan for the roadways throughout the City in June of 2025. Based on this report, the City applied for funding through the Federal Highway Administration Safe Streets 4 All grant program for several projects. The City recieved funding for these projects. This project is intended to install demonstration items along Mill Creek Blvd and Village Green Drive, including but not limited to, revised channelization, buffered bike lanes, pedestrian crossings with RRFBs or similar protection, and refuge islands. Based on the information coming from these installations, additional permanent measures may be selected.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

New assets will be constructed, so additional maintenance will be anticipated.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design				\$ 150,000						\$ 150,000	\$ 150,000
Construction				\$ 850,000						\$ 850,000	\$ 850,000
Contingency										\$ -	\$ -
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET				\$ 200,000						\$ 200,000	\$ 200,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1				\$ 800,000						\$ 800,000	\$ 800,000
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000

PROJECT NAME:	Traffic Light Program	TRANSPORTATION
PROJECT #:	ST00018	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Maintenance	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION
This project is intended to provide support for replacement of damaged traffic and street lights throughout the City during the 2025-2026 biennium.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT
As this project will not construct new assets or replace existing assets, impact on City O&M is negligible.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design										\$ -	\$ -
Construction			\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 700,000	\$ 700,000
Contingency										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 700,000	\$ 700,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET			\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 700,000	\$ 700,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 700,000	\$ 700,000

PROJECT NAME:	41st Ave SE Half-Street Improvements	TRANSPORTATION
PROJECT #:	ST00022	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	New	
NEW CAPITAL ASSETS (YES/NO)	Yes	

PROJECT DESCRIPTION

The properties located on the northeast corner of 41st Ave SE and 138th St SE were previously platted prior to annexation by the City. During the plat, the County did not require frontage improvements along 41st Ave SE. Since that time, the rest of 41st Ave SE has been developed, including frontage improvements. This has left approximately 200 linear feet of the east frontage undeveloped and that section of road only at half-width. This project would design and install the required half-street improvements, including pavement, curb and gutter, planter strip, sidewalk, and storm drainage, along that portion to complete the street cross-section.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

This project installs new infrastructure, but does not appreciably increase the overall load on City O&M. Therefore, impact on City O&M is negligible.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design						\$ 110,000	\$ 99,000			\$ 209,000	\$ 209,000
Construction							\$ 550,000			\$ 550,000	\$ 550,000
Contingency							\$ 141,000			\$ 141,000	\$ 141,000
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000	\$ 790,000	\$ -	\$ -	\$ 900,000	\$ 900,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET						\$ 110,000	\$ 790,000			\$ 900,000	\$ 900,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000	\$ 790,000	\$ -	\$ -	\$ 900,000	\$ 900,000

PROJECT NAME:	Roads, Curbs, Markings	TRANSPORTATION
PROJECT #:	ST00024	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Repair	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION
This project allows for repairs of the roadway, curbs, and pavement markings.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT
Repairs existing roadway features. Will benefit overall operations and maintenance.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design+Inspection/CM										\$ -	\$ -
Construction				\$ 150,000	\$ 150,000					\$ 300,000	\$ 300,000
Contingency										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET				\$ 150,000	\$ 150,000					\$ 300,000	\$ 300,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000

TRANSPORTATION

NON-MOTORIZED (NM) PROJECTS

PROJECT NAME:	North Creek Trail Pavement Rehabilitation	TRANSPORTATION
PROJECT #:	NM00009	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Maintenance	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION

This project is intended to provide for the replacement of pavements along North Creek Trail that have been damaged by tree roots or other items. The pavements will be replaced along with possibly removing trees that cause the damage. The project will be completed via a combination of City Staff and contractors.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

This project will repair existing deficiencies, potentially reducing maintenance costs.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Plan Development										\$ -	\$ -
Construction					\$ 500,000	\$ 500,000				\$ 1,000,000	\$ 1,000,000
Contingency										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET					\$ 100,000	\$ 100,000				\$ 200,000	\$ 200,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
County Grant										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded					\$ 400,000	\$ 400,000				\$ 800,000	\$ 800,000
Total Project Revenues	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000

PROJECT NAME:	Sidewalk Maintenance Program	TRANSPORTATION
PROJECT #:	NM00012	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Maintenance	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION

This project is intended to provide funding for shaving heaved sidewalks to mitigate tripping hazards and other obstacles throughout the city. Additionally, spot replacement of concrete panels is also included.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

As this project will not construct new assets or replace existing assets, impact on City O&M is negligible.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design										\$ -	\$ -
Construction		\$ 600,000	\$ 600,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 6,600,000	\$ 7,200,000
Contingency										\$ -	\$ -
Total Project Expenditures	\$ -	\$ 600,000	\$ 600,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 6,600,000	\$ 7,200,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET		\$ 600,000	\$ 600,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 6,600,000	\$ 7,200,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
Total Project Revenues	\$ -	\$ 600,000	\$ 600,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 6,600,000	\$ 7,200,000

PROJECT NAME:	Silver Crest Drive/139th St SE Bike Lane Connection	TRANSPORTATION
PROJECT #:	NM00013	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Maintenance	
NEW CAPITAL ASSETS (YES/NO)	Yes	

PROJECT DESCRIPTION

In coordination with the Silver Crest Drive Reconstruction Project (ST00005), this project would complete the bike lanes along the corridor of Silver Crest Drive and 139th St SE. The project would include the design of the lanes as well as the installation of the striping. No changes to the physical width of the road are anticipated.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

Additional periodic re-striping of the road will be necessary.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design						\$ 100,000	\$ 90,000			\$ 190,000	\$ 190,000
Construction							\$ 285,000			\$ 285,000	\$ 285,000
Contingency							\$ 125,000			\$ 125,000	\$ 125,000
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 500,000	\$ -	\$ -	\$ 600,000	\$ 600,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET						\$ 100,000	\$ 500,000			\$ 600,000	\$ 600,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 500,000	\$ -	\$ -	\$ 600,000	\$ 600,000

TRANSPORTATION ANNUAL PROGRAMS

PAVEMENT PRESERVATION PROGRAM

PROJECT NAME:	Citywide Overlay Program	TRANSPORTATION
PROJECT #:	ST90005	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Rehabilitation/Renovation/Modification	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION

This ongoing project is intended to address the paving deficiencies throughout the City. A Five-Year Pavement Preservation Program evaluation was performed in 2024, earlier than previously programmed in 2027 due to the widespread deterioration of the pavement throughout the City. Based on this information, a preservation program was created, identifying roads that needed full depth replacement, overlay, and slurry seal. This program creates a yearly fund to address pavement deterioration and raise the PCI throughout the City. Larger areas, where a full length of roadway has failed, will be addressed by separate transportation projects. Design is anticipated to precede the year of work (i.e. the design for thee 2025 overlay will begin in 2024).

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

Crack sealing of streets identified for this overlay project will be performed by City Operations and Maintenance staff in advance of construction operations. Negligible long-term impact to City O&M demands.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design+Inspection/CM		\$ 497,344		\$ 250,000	\$ 285,000	\$ 307,000	\$ 316,000	\$ 325,000	\$ 335,000	\$ 1,818,000	\$ 2,315,344
Construction		\$ 1,273,306		\$ 900,000	\$ 900,000	\$ 1,100,000	\$ 1,150,000	\$ 1,185,000	\$ 1,220,000	\$ 6,455,000	\$ 7,728,306
Contingency				\$ 100,000	\$ 140,000	\$ 155,000	\$ 157,000	\$ 162,000	\$ 167,000	\$ 881,000	\$ 881,000
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ 1,770,650	\$ -	\$ 1,250,000	\$ 1,325,000	\$ 1,562,000	\$ 1,623,000	\$ 1,672,000	\$ 1,722,000	\$ 9,154,000	\$ 10,924,650

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET		\$ 1,770,650		\$ 1,250,000	\$ 1,325,000	\$ 1,562,000	\$ 1,623,000	\$ 1,672,000	\$ 1,722,000	\$ 9,154,000	\$ 10,924,650
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1 (Reimbursement)										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
										\$ -	\$ -
Total Project Revenues	\$ -	\$ 1,770,650	\$ -	\$ 1,250,000	\$ 1,325,000	\$ 1,562,000	\$ 1,623,000	\$ 1,672,000	\$ 1,722,000	\$ 9,154,000	\$ 10,924,650

SURFACE WATER UTILITY

SUB-SECTIONS INCLUDE:

- **SURFACE WATER UTILITY PROJECTS (SW PROJECTS)**
- **AGING & FAILING INFRASTRUCTURE PROGRAM**

SURFACE WATER UTILITY (SW) PROJECTS

PROJECT NAME:	Citywide Catch Basin Repair	SURFACE WATER UTILITY
PROJECT #:	SW00003	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Replacement/Upgrade	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION

In 2024-2025, the City hired a consultant to inspect all city-owned catch basins, in compliance with the Washington Department Ecology Phase II Western Washington Municipal Permit. The inspections were completed in two rounds and found 731 in need of repair in the first round 285 in the second round, for a total of 1,016. These must be addressed within two years of inspection. This project will prepare a program to repair the catch basins within the time limit by bringing a contractor on board to complete the work as quickly as possible.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

This will create no new infrastructure, so no additional maintenance will be required.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design+Inspection/CM		\$ 426,750	\$ 630,750							\$ 630,750	\$ 1,057,500
Construction		\$ 2,133,650	\$ 3,153,850							\$ 3,153,850	\$ 5,287,500
Contingency		\$ 213,363	\$ 315,400							\$ 315,400	\$ 528,763
Total Project Expenditures	\$ -	\$ 2,773,763	\$ 4,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,100,000	\$ 6,873,763

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET										\$ -	\$ -
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility		\$ 2,773,763	\$ 4,100,000							\$ 4,100,000	\$ 6,873,763
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
Total Project Revenues	\$ -	\$ 2,773,763	\$ 4,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,100,000	\$ 6,873,763

PROJECT NAME:	Trillium Blvd Water Quality Retrofit	SURFACE WATER UTILITY
PROJECT #:	SW00004	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Replacement/Upgrade	
NEW CAPITAL ASSETS (YES/NO)	Yes	

PROJECT DESCRIPTION

As identified in the 2025 Stormwater Management Action Plan, Trillium Blvd is an ideal location to provide additional water quality for the Mill Creek Basin. This project is intended as a partner to ST00006 Trillium Blvd Reconstruction. A proposed water quality method will be selected and installed to treat both Trillium Blvd and potential additional upstream area. The current estimate was based on installation of bioretention planters, but other methods may be investigated and implemented.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

This will create new infrastructure, so increased maintenance will be required.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design+Inspection/CM						\$ 175,000				\$ 175,000	\$ 175,000
Construction						\$ 285,000				\$ 285,000	\$ 285,000
Contingency						\$ 71,000				\$ 71,000	\$ 71,000
Total Project Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 531,000	\$ -	\$ -	\$ -	\$ 531,000	\$ 531,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET										\$ -	\$ -
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility						\$ 531,000				\$ 531,000	\$ 531,000
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 531,000	\$ -	\$ -	\$ -	\$ 531,000	\$ 531,000

PROJECT NAME:	138th St SE Water Quality and Conveyance Retrofit	SURFACE WATER UTILITY
PROJECT #:	SW00005	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Replacement/Upgrade	
NEW CAPITAL ASSETS (YES/NO)	Yes	

PROJECT DESCRIPTION

The roadside ditches along 138th St SE and 14th Dr SE are intended to convey flows from the adjacent roads into the larger Mill Creek Drainage basin. However, due to low slopes and other issues, there is a large amount of sedimentation that is restricting flows. Several of the culverts under driveways have settled, further restricting flows. The stationary water has allowed the proliferation of iron bacteria, which reduces the effectiveness of the drainage system. This area was noted in the Surfacewater Management Action Plan as a potential water quality and conveyance project. This project will revise the ditches into compost-amended vegetated filter strips or bioretention. Additionally, the ditches will be re-graded to ensure positive drainage.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

This will create new infrastructure, so increased maintenance will be required.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design+Inspection/CM							\$ 44,000			\$ 44,000	\$ 44,000
Construction								\$ 212,000		\$ 212,000	\$ 212,000
Contingency								\$ 44,000		\$ 44,000	\$ 44,000
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44,000	\$ 256,000	\$ -	\$ 300,000	\$ 300,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET										\$ -	\$ -
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility							\$ 44,000	\$ 256,000		\$ 300,000	\$ 300,000
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44,000	\$ 256,000	\$ -	\$ 300,000	\$ 300,000

PROJECT NAME:	132nd Street SE Water Quality Retrofit	SURFACE WATER UTILITY
PROJECT #:	SW00007	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Replacement/Upgrade	
NEW CAPITAL ASSETS (YES/NO)	Yes	

PROJECT DESCRIPTION

The intersection of 132nd St SE (SR 96) and Bothell-Everett Highway (SR 527) is a major intersection with a high Average Daily Traffic. Because of this, there is a large amount of pollutants that enter the drainage system. The most recent improvements to this intersection were in 2008, however much of the drainage system was not improved at the same time. This project would replace two lengths of existing pipes with media filtration vaults to address the water quality in the area.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

This will create new infrastructure, so increased maintenance will be required.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design+Inspection/CM						\$ 182,000	\$ 91,000			\$ 273,000	\$ 273,000
Construction							\$ 451,000			\$ 451,000	\$ 451,000
Contingency							\$ 46,000			\$ 46,000	\$ 46,000
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 182,000	\$ 588,000	\$ -	\$ -	\$ 770,000	\$ 770,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET										\$ -	\$ -
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility						\$ 182,000	\$ 588,000			\$ 770,000	\$ 770,000
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 182,000	\$ 588,000	\$ -	\$ -	\$ 770,000	\$ 770,000

PROJECT NAME:	136th Street SE Water Quality Retrofit	SURFACE WATER UTILITY
PROJECT #:	SW00008	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Replacement/Upgrade	
NEW CAPITAL ASSETS (YES/NO)	Yes	

PROJECT DESCRIPTION

136th Street SE is a highly traveled road that borders on Jackson High School. This results in a large amount of personal vehicles and school busses along that roadway, increasing the amount of pollution on the road. The existing storm drainage system collects the water from the roads and directs it into the adjacent wetland to the north of the road untreated. This project proposes to install an underground proprietary runoff treatment system to provide enhanced water quality treatment for this area. The system will replace an existing pipe within the roadway. There may be an opportunity to collaborate with Everett School District, since part of the runoff treated will be coming from the high school.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

This will create new infrastructure, so increased maintenance will be required.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design+Inspection/CM								\$ 118,000	\$ 30,000	\$ 148,000	\$ 148,000
Construction									\$ 290,500	\$ 290,500	\$ 290,500
Contingency									\$ 31,500	\$ 31,500	\$ 31,500
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 118,000	\$ 352,000	\$ 470,000	\$ 470,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET										\$ -	\$ -
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility								\$ 118,000	\$ 352,000	\$ 470,000	\$ 470,000
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 118,000	\$ 352,000	\$ 470,000	\$ 470,000

PROJECT NAME:	Sweetwater Ranch Stormwater Repair	SURFACE WATER UTILITY
PROJECT #:	SW00013	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Replacement/Upgrade	
NEW CAPITAL ASSETS (YES/NO)	Yes	

PROJECT DESCRIPTION

A sinkhole was noted in the back yard of 1328 144th St SE in 2023. Since then, the City and their consultant have performed investigations into the drainage system surrounding the sinkhole. The pipe repairs that were performed in 2018 are sound, with no impact to the neighboring homes. Instead, it was found that the pipe to the south of the sinkhole has badly deteriorated as it travels to Holly Pond. This project will replace the existing pipe along a new alignment to the west through the wetlands owned by the Sweetwater Ranch HOA and the Mill Creek Community Association. This work will require permitting from the Washington State Department of Ecology and additional design before dry weather construction. Approximately 430 LF of pipe will be replaced.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

Fixes a drainage problem that causes flooding, so this is anticipated to be a net benefit to maintenance.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design+Inspection/CM		\$ 657,594	\$ 15,000							\$ 15,000	\$ 672,594
Construction		\$ 568,393	\$ 140,000							\$ 140,000	\$ 708,393
Contingency		\$ 53,839	\$ 15,000							\$ 15,000	\$ 68,839
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ 1,279,826	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 170,000	\$ 1,449,826

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET										\$ -	\$ -
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility		\$ 1,279,826	\$ 170,000							\$ 170,000	\$ 1,449,826
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
										\$ -	\$ -
Total Project Revenues	\$ -	\$ 1,279,826	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 170,000	\$ 1,449,826

SURFACE WATER UTILITY ANNUAL PROGRAMS

AGING & FAILING INFRASTRUCTURE PROGRAM

PROJECT NAME:	Storm Pipe Rehabilitation Work Plan Update	SURFACE WATER UTILITY
PROJECT #:	SW90003	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Non-Capitalized Engineering/Planning	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION

The work identified in 2018 work plan to repair and rehabilitate stormwater pipes 18 inches in diameter and greater is anticipated to be completed by 2025. However, the repairs and areas of wear identified in the 2018 work plan were based on older pipe camera data (2012 to 2017). Stormwater pipes are always in service, often have constant water flows, and can be compromised by a variety of changing conditions over time (e.g. root intrusion, accidental damage by horizontal utility drilling and other construction activities, etc.). Consequently, it is necessary for the continued success of the program to update the work plan using current pipe camera data and continue the program's annual activities into the future. This project will update and replace the 2018 work plan with a comprehensive new aging and failing infrastructure program focused on new/emergent wear conditions in the stormwater pipes 18 inches in diameter or greater. This new work plan is anticipated to establish the next ten years of repairs and/or rehabilitation needed. This project will include comprehensive pipe camera work for all stormwater pipes 18 inches or greater (approximately 36,000 lineal feet of pipe), followed by development of the work plan. Storm pipes smaller than 18 inches in diameter will be addressed through a different proposed project (City Project Number SW90005).

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

As this project will not construct new assets or replace existing assets, impact on City O&M is negligible.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Plan Development		\$ 360,000	\$ 640,000	\$ 1,000,000						\$ 1,640,000	\$ 2,000,000
Construction										\$ -	\$ -
Contingency										\$ -	\$ -
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ 360,000	\$ 640,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,640,000	\$ 2,000,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET										\$ -	\$ -
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility		\$ 360,000	\$ 640,000	\$ 1,000,000						\$ 1,640,000	\$ 2,000,000
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
										\$ -	\$ -
Total Project Revenues	\$ -	\$ 360,000	\$ 640,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,640,000	\$ 2,000,000

PROJECT NAME:	Pipe Rehabilitation Program	SURFACE WATER UTILITY
PROJECT #:	SW90004	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Rehabilitation/Renovation/Modification	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION

This project is the continuous stormwater pipe repair and rehabilitation based on data obtained from investigations. These will be synthesized into yearly projects to restore and extend the lives of the pipes. This project has been ongoing under the "Grade F" and "Grade C" projects based on the 2018 assessment. Future projects will be based on the new work plans created under the Storm Pipe Rehabilitation Work Plan Update (SW90003) and the 12-inch Storm Pipe Rehabilitation Work Plan (SW90005).

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

This project is a rehabilitation of existing pipes, so will generate negligible long-term impact to City O&M demands.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design+Inspection/CM					\$ 160,000	\$ 165,000	\$ 170,000	\$ 175,000	\$ 180,000	\$ 850,000	\$ 850,000
Construction					\$ 732,000	\$ 754,000	\$ 777,000	\$ 800,000	\$ 825,000	\$ 3,888,000	\$ 3,888,000
Contingency					\$ 146,000	\$ 150,000	\$ 155,000	\$ 160,000	\$ 165,000	\$ 776,000	\$ 776,000
Total Project Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 1,038,000	\$ 1,069,000	\$ 1,102,000	\$ 1,135,000	\$ 1,170,000	\$ 5,514,000	\$ 5,514,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET										\$ -	\$ -
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility					\$ 1,038,000	\$ 1,069,000	\$ 1,102,000	\$ 1,135,000	\$ 1,170,000	\$ 5,514,000	\$ 5,514,000
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ -	\$ 1,038,000	\$ 1,069,000	\$ 1,102,000	\$ 1,135,000	\$ 1,170,000	\$ 5,514,000	\$ 5,514,000

PROJECT NAME:	12-inch Storm Pipe Rehabilitation Work Plan	SURFACE WATER UTILITY
PROJECT #:	SW90005	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Non-Capitalized Engineering/Planning	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION

The City stormwater utility aging and failing infrastructure program has focused primarily upon stormwater pipes 18 inches or greater in diameter because failure of these pipes can be expected to result in sinkholes or similar significant damage to City infrastructure and may prove a public safety hazard. However, the same excessive wear conditions present in larger-diameter pipes can also cause failures in smaller-diameter pipes, which causes loss of conveyance (particularly during and shortly after storm or sustained rainfall) and flooding of streets and adjacent properties. There is more than 70,000 lineal feet of smaller-diameter publicly-operated stormwater pipe to explore. This project will generate a program work plan similar to that used for the 18-inch and greater stormwater pipe, with identifications of "Grade F" (replace immediately) and "Grade C" (rehabilitate within 10-years of identification) used in the same fashion as currently used for the program. As this work will take more time to complete, annual repair and/or rehabilitation of 12-inch and smaller stormwater pipe has not been included in the Capital Improvement Plan.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

As this project will not construct new assets or replace existing assets, impact on City O&M is negligible.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Plan Development						\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,000,000	\$ 2,000,000
Construction										\$ -	\$ -
Contingency										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,000,000	\$ 2,000,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET										\$ -	\$ -
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility						\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,000,000	\$ 2,000,000
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,000,000	\$ 2,000,000

FACILITIES (FA) PROJECTS

PROJECT NAME:	Public Works Facility Acquisition and Redevelopment	FACILITIES
PROJECT #:	FA00004	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Replacement/Upgrade	
NEW CAPITAL ASSETS (YES/NO)	Yes	

PROJECT DESCRIPTION

This project anticipates the need for property acquisition and (re-development) of the acquired property as a City operations and maintenance yard facility that will provide adequate vehicle and equipment parking, materials storage, service equipment, and related facilities for the Department of Public Works/Development Services. Additionally, this project will investigate co-locating the Police Station and associated work areas to the same property. This project will proceed based on the recommendations of the needs analysis study to be developed by a previous project (Project # FA00003). As the exact property acquisition costs and redevelopment scope is not known presently, this project will need to be updated in a future capital improvement plan.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

This project is anticipated to (re-) develop a property to service as a yard facility for the City. The additional facility expense impacts will be assessed once the project estimates are finalized.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Property Acquisition		\$ 139,750		\$ 5,000,000						\$ 5,000,000	\$ 5,139,750
Design+Inspection/CM				\$ 3,000,000	\$ 3,000,000	\$ 2,700,000	\$ 2,700,000			\$ 11,400,000	\$ 11,400,000
Construction						\$ 15,000,000	\$ 15,000,000			\$ 30,000,000	\$ 30,000,000
Contingency						\$ 2,700,000	\$ 2,700,000			\$ 5,400,000	\$ 5,400,000
Total Project Expenditures	\$ -	\$ 139,750	\$ -	\$ 8,000,000	\$ 3,000,000	\$ 20,400,000	\$ 20,400,000	\$ -	\$ -	\$ 51,800,000	\$ 51,939,750

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET		\$ 139,750								\$ -	\$ 139,750
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund				\$ 1,600,000						\$ 1,600,000	\$ 1,600,000
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded				\$ 6,400,000	\$ 3,000,000	\$ 20,400,000	\$ 20,400,000			\$ 50,200,000	\$ 50,200,000
Total Project Revenues	\$ -	\$ 139,750	\$ -	\$ 8,000,000	\$ 3,000,000	\$ 20,400,000	\$ 20,400,000	\$ -	\$ -	\$ 51,800,000	\$ 51,939,750

PARKS (PK) PROJECTS

PROJECT NAME:	DRCC Campus Phase I	PARKS
PROJECT #:	PK00004	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Replacement/Upgrade	
NEW CAPITAL ASSETS (YES/NO)	Yes	

PROJECT DESCRIPTION

Formerly known as the Dobson, Remilard, Cook, and Church (DRCC) Property, the DRCC Campus envisions a new center for the northern portion of the City. Based on the recommendations from the space needs study, this project incorporates various facilities that will serve the community and the civic needs of the City. Development is anticipated to be phased, but overall costs are on the order of \$110,000,000. Phase I is anticipated to include all site infrastructure and at least one structure.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

This project is anticipated to (re-) develop a property to service the City. The additional facility expense impacts will be assessed once the project estimates are finalized.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Property Acquisition										\$ -	\$ -
Design+Inspection/CM				\$ 3,000,000	\$ 3,000,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000		\$ 11,400,000	\$ 11,400,000
Construction						\$ 10,000,000	\$ 10,000,000	\$ 10,000,000		\$ 30,000,000	\$ 30,000,000
Contingency						\$ 2,500,000	\$ 2,500,000	\$ 2,500,000		\$ 7,500,000	\$ 7,500,000
Total Project Expenditures	\$ -	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000	\$ 14,300,000	\$ 14,300,000	\$ 14,300,000	\$ -	\$ 48,900,000	\$ 48,900,000
Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET										\$ -	\$ -
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund				\$ 600,000	\$ 600,000					\$ 1,200,000	\$ 1,200,000
Grant 1				\$ 1,000,000						\$ 1,000,000	\$ 1,000,000
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded				\$ 1,400,000	\$ 2,400,000	\$ 14,300,000	\$ 14,300,000	\$ 14,300,000		\$ 46,700,000	\$ 46,700,000
Total Project Revenues	\$ -	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000	\$ 14,300,000	\$ 14,300,000	\$ 14,300,000	\$ -	\$ 48,900,000	\$ 48,900,000

PROJECT NAME:	Penny Creek Natural Area Master Plan and Phased Implementation	PARKS
PROJECT #:	PK00008	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Non-Capitalized Engineering/Planning	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION

The Penny Creek Natural Area is a largely undeveloped wetland area surrounding Penny Creek in the northeast portion of the City, east of 35th Avenue SE. This area already has limited walking trails, and is used for bird watching and similar activities by nearby residents. The City owns a portion of this area already, and anticipates acquiring additional property for the purposes of enhancing trails and similar recreational activities in this natural area. This project scope will include site surveying and updating our documentation of site conditions, public/stakeholder outreach and input (through surveys, meetings, and other applicable tools), environmental reviews, alternatives analyses and cost estimates for different potential trail and recreational scenarios (including options for a non-motorized walking connection between 35th Avenue SE and neighborhoods located east of the natural area, and project scope recommendations for future capital improvement projects.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

As this project will not construct new assets or replace existing assets, impact on City O&M is negligible.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Plan Development				\$ 150,000	\$ 150,000	\$ 135,000				\$ 435,000	\$ 435,000
Construction						\$ 900,000				\$ 900,000	\$ 900,000
Contingency						\$ 135,000				\$ 135,000	\$ 135,000
Total Project Expenditures	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ 1,170,000	\$ -	\$ -	\$ -	\$ 1,470,000	\$ 1,470,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails				\$ 150,000	\$ 150,000	\$ 1,170,000				\$ 1,470,000	\$ 1,470,000
REET										\$ -	\$ -
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
State Appropriations Grant										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ 1,170,000	\$ -	\$ -	\$ -	\$ 1,470,000	\$ 1,470,000

PROJECT NAME:	Parks Facility Repair/Replace	PARKS
PROJECT #:	PK00011	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Repair	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION
This project is intended to provide funding for ongoing parks maintenance and upgrades throughout the City.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT
No new facilities will be installed as part of this project. No new maintenance will be required.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Plan Development										\$ -	\$ -
Construction				\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 6,000,000	\$ 6,000,000
Contingency										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 6,000,000	\$ 6,000,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET				\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 6,000,000	\$ 6,000,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
State Appropriations Grant										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 6,000,000	\$ 6,000,000

STUDIES

PROJECT NAME:	2023 Citywide Traffic Counts/Speed Study	TRANSPORTATION
PROJECT #:	ST00004	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Non-Capitalized Engineering/Planning	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION

Every two years (typically on even years), the City completes a vehicle traffic count/speed count analysis of the traffic conditions on select arterial and collector streets in Mill Creek. This work is performed to evaluate the changes in street usage over time, in order to plan for future street improvements, including the identification of potential pedestrian or other street safety measures. Typically, the City deploys a combination of volume or volume-plus-speed counters at 22 locations in the City, including locations on Bothell-Everett Highway, 132nd St SE, Dumas Road, North Creek Drive, 136th St, Trillium Blvd, Mill Creek Blvd, Village Green Drive, Main Street, 164th St SE, Mill Creek Road, Seattle Hill Road, 35th Ave SE, 144th St SE, and Silver Crest Drive. Additionally, the City occasionally adds additional "spot" traffic monitoring locations to support either specific traffic corridor studies, evaluate particular public safety concerns, support post-accident investigations, and/or design of capital improvement projects. The City uses this data internally, and also provides it to WSDOT, the Puget Sound Regional Council (PSRC), and Snohomish County to support regional transportation infrastructure planning and requests for regional transportation funding from the state and federal sources.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

As this project will not construct new assets or replace existing assets, impact on City O&M is negligible.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design+Inspection/CM		\$ 17,000	\$ 17,000		\$ 19,000		\$ 21,000		\$ 23,000	\$ 80,000	\$ 97,000
Construction										\$ -	\$ -
Contingency										\$ -	\$ -
Total Project Expenditures	\$ -	\$ 17,000	\$ 17,000	\$ -	\$ 19,000	\$ -	\$ 21,000	\$ -	\$ 23,000	\$ 80,000	\$ 97,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET		\$ 17,000	\$ 17,000		\$ 19,000		\$ 21,000		\$ 23,000	\$ 80,000	\$ 97,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
Total Project Revenues	\$ -	\$ 17,000	\$ 17,000	\$ -	\$ 19,000	\$ -	\$ 21,000	\$ -	\$ 23,000	\$ 80,000	\$ 97,000

PROJECT NAME:	Mill Creek Blvd/Village Green Drive Corridor Study	TRANSPORTATION
PROJECT #:	ST00012	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Non-Capitalized Engineering/Planning	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION

This project will evaluate the current levels of service and future needs for the Mill Creek Rd/Seattle Hill Road corridor. This collector-street corridor starts with the intersection of Mill Creek Blvd with Bothell-Everett Highway, extends northeast to the intersection with Trillium Blvd (where the street becomes Village Green Dr) and continues west, south, and eventually southeast to the intersection of Village Green Dr with Mill Creek Rd. In total, this corridor is approximately 3.1 miles. In general, the total width of ROW available is not completely utilized and bicycle lanes and supporting improvements are minimal. Lighting, particularly for pedestrian routes, is also limited in areas along the street. Once the update to the 2015 Comprehensive Plan is completed, the Transportation section will provide future needs and level-of-service recommendations for overall City streets and this study will incorporate those into concepting future capital improvement projects for these streets. Increasing stormwater utility regulations regarding use of ROW space for low impact development (LID) and similar stormwater facilities will be evaluated during this study. Finally, if available budget for this project allows, the study will evaluate options for urban design and enhancement elements.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

As this project will not construct new assets or replace existing assets, impact on City O&M is negligible.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Plan/Study Development					\$ 350,000.00					\$ 350,000	\$ 350,000
Construction										\$ -	\$ -
Contingency										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ 350,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET					\$ 350,000.00					\$ 350,000	\$ 350,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ 350,000

PROJECT NAME:	Mill Creek Road/Seattle Hill Road Corridor Study	TRANSPORTATION
PROJECT #:	ST00013	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Non-Capitalized Engineering/Planning	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION

This project will evaluate the current levels of service and future needs for the Mill Creek Rd/Seattle Hill Road corridor. This collector-street corridor starts with the intersection of Mill Creek Rd with Bothell-Everett Highway and extends northeast to merge with Seattle Hill Road, ending at the intersection between Seattle Hill Road and 35th Ave. In total, this corridor is approximately 1.8 miles. The usage of this street has increased over time, and there is need to evaluate options for multi-modal improvements (particularly to provide bicycle or walking access between the south area of the City and the Community Transit regular and bus rapid transit routes on and connecting with Bothell-Everett Highway. There is also need to evaluate both current and future traffic impacts due to anticipated growth in the County east of Mill Creek. It will be important for this study to evaluate current and anticipated changes in public usage of this transportation route through Mill Creek, and also include a significant public engagement element in order to discuss these changes and future needs. In the update to the 2015 Comprehensive Plan, the Transportation section will provide future needs and level-of-service recommendations for overall City streets and this study will incorporate those into conceiving future capital improvement projects for these streets. Increasing stormwater utility regulations regarding use of ROW space for low impact development (LID) and similar stormwater facilities will be evaluated during this study. Finally, if available budget for this project allows, the study will evaluate options for urban design and enhancement elements.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

As this project will not construct new assets or replace existing assets, impact on City O&M is negligible.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Plan/Study Development					\$ 350,000					\$ 350,000	\$ 350,000
Construction										\$ -	\$ -
Contingency										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ 350,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET					\$ 350,000					\$ 350,000	\$ 350,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ 350,000

PROJECT NAME:	Citywide Right-of-Way Asset Mapping Update	TRANSPORTATION
PROJECT #:	ST00014	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Non-Capitalized Engineering/Planning	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION

This project will create, and update as needed, a citywide right-of-way set of engineering plans reflecting existing conditions, including a base map of City owned assets (and, where possible, utility assets owned and operated by SnohomishPUD, Alderwood Water and Wastewater District, Silver Lake Water and Wastewater District, Puget Sound Energy, and other utility franchises). This engineering base map represents a common resource investment for the Public Works Department to support both individual capital projects (primarily by reducing project-by-project surveying and related expenses), City staff design work, and an engineering reference for certain operations and maintenance activities. Contracting this service out addresses allows the work to proceed while City staff resources are assigned to other projects and tasks. This work is a largely independent need, but will contribute to, current and Citywide GIS mapping and asset management.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

As this project will not construct new assets or replace existing assets, impact on City O&M is negligible.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Surveying + Base Mapping				\$ 35,000	\$ 36,500	\$ 37,500	\$ 38,500	\$ 39,500	\$ 41,000	\$ 228,000	\$ 228,000
Construction										\$ -	\$ -
Contingency										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ 35,000	\$ 36,500	\$ 37,500	\$ 38,500	\$ 39,500	\$ 41,000	\$ 228,000	\$ 228,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET				\$ 35,000	\$ 36,500	\$ 37,500	\$ 38,500	\$ 39,500	\$ 41,000	\$ 228,000	\$ 228,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ 35,000	\$ 36,500	\$ 37,500	\$ 38,500	\$ 39,500	\$ 41,000	\$ 228,000	\$ 228,000

PROJECT NAME:	SS4A: 35th Ave SE Corridor Study	TRANSPORTATION
PROJECT #:	ST00017	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Study	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION

The City of Mill Creek completed a Safety Action Plan for the roadways throughout the City in June of 2025. Based on this report, the City applied for funding through the Federal Highway Administration Safe Streets 4 All grant program for several projects. The City received funding for these projects. This project is intended to study the existing traffic patterns along 35th Ave SE, identify areas of improvement, recommend capital improvements to the area, and prepare conceptual plans and cost estimates for the improvements.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

As this project will not construct new assets or replace existing assets, impact on City O&M is negligible.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design				\$ 187,500	\$ 187,500					\$ 375,000	\$ 375,000
Construction										\$ -	\$ -
Contingency										\$ -	\$ -
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ 187,500	\$ 187,500	\$ -	\$ -	\$ -	\$ -	\$ 375,000	\$ 375,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET				\$ 37,500	\$ 37,500					\$ 75,000	\$ 75,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1				\$ 150,000	\$ 150,000					\$ 300,000	\$ 300,000
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ 187,500	\$ 187,500	\$ -	\$ -	\$ -	\$ -	\$ 375,000	\$ 375,000

PROJECT NAME:	SS4A: Citywide Lighting Analysis	TRANSPORTATION
PROJECT #:	ST00019	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Study	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION

The City of Mill Creek completed a Safety Action Plan for the roadways throughout the City in June of 2025. Based on this report, the City applied for funding through the Federal Highway Administration Safe Streets 4 All grant program for several projects. The City recieved funding for these projects. This project is intended to study the existing lighting levels throughout the City, finding areas with inadequate lighting. Based on this information, the consultant will propose retrofits and upgrades to fix the dark locations. Additionally, the consultant will recommend an upgrade to the existing City-owned lighting fixtures.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

As this project will not construct new assets or replace existing assets, impact on City O&M is negligible.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design				\$ 50,000						\$ 50,000	\$ 50,000
Construction										\$ -	\$ -
Contingency										\$ -	\$ -
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET				\$ 10,000						\$ 10,000	\$ 10,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1				\$ 40,000						\$ 40,000	\$ 40,000
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000

PROJECT NAME:	SS4A: Education and Emphasis Program	TRANSPORTATION
PROJECT #:	ST00020	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Study	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION

The City of Mill Creek completed a Safety Action Plan for the roadways throughout the City in June of 2025. Based on this report, the City applied for funding through the Federal Highway Administration Safe Streets 4 All grant program for several projects. The City received funding for these projects. This project is intended to design and implement an outreach program with the City's Marketing and Communications Department, focusing on one of the issues noted in the Safety Action Plan

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

As this project will not construct new assets or replace existing assets, impact on City O&M is negligible.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design				\$ 50,000						\$ 50,000	\$ 50,000
Construction										\$ -	\$ -
Contingency										\$ -	\$ -
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET				\$ 10,000						\$ 10,000	\$ 10,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1				\$ 40,000						\$ 40,000	\$ 40,000
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000

PROJECT NAME:	SS4A: Safe Routes to School Analysis	TRANSPORTATION
PROJECT #:	ST00021	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Study	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION

The City of Mill Creek completed a Safety Action Plan for the roadways throughout the City in June of 2025. Based on this report, the City applied for funding through the Federal Highway Administration Safe Streets 4 All grant program for several projects. The City recieved funding for these projects. This project is intended to work with school districts in and around Mill Creek to perform a Safe Routes to School analysis. The study will identify gaps in the City's infrastructure, school policys and programs, and community efforts that can help create a safer environment for students to travel to school.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

As this project will not construct new assets or replace existing assets, impact on City O&M is negligible.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design				\$ 150,000						\$ 150,000	\$ 150,000
Construction										\$ -	\$ -
Contingency										\$ -	\$ -
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET				\$ 30,000						\$ 30,000	\$ 30,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1				\$ 120,000						\$ 120,000	\$ 120,000
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000

PROJECT NAME:	North Creek Regional Trail Study	TRANSPORTATION
PROJECT #:	NM00005	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Non-Capitalized Engineering/Planning	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION

The North Creek Regional Trail is a continuing regionally-coordinated project extending for more than ten years. The overall trail, located primarily in Snohomish County, is anticipated, once all phases are complete, to provide a fully accessible pedestrian and bicycle trail connection between the Sammamish River section of the Burke-Gillman Trail with the Snohomish County Regional Interurban Trail in Everett. This includes providing multiple points of access for the public, facilitate non-motorized options for commuting (including connections with the bus-rapid transit services of Community Transit), and is generally intended to support all communities and businesses on or close to the trail. This is one of a few Puget Sound regionally-coordinated trail projects, and several phases of the project in Bothell and Snohomish County are already in either design or construction. The Puget Sound Regional Council (PSRC) has actively supported smaller phased projects completing the overall regional trail by securing federal and state transportation funding. The City of Mill Creek portion of this regional trail extends from North Creek Park to McCollum Park and presently consists of a mixture of seperated trails and street-side pedestrian sidewalks. The overall trail does not presently conform to the overall regional character of the trail. Therefore, this project proposes to initiate a study of the existing trail through Mill Creek, review the overall regional requirements and expectations for the trail corridor, engage the Mill Creek public about additional needs and desires for our portion of the trail (including access points and relationships with the future DRCC development by the City), synchronize the plan in Mill Creek for the regional trail with the future improvement of the Mill Creek Blvd corridor/subarea and other related projects, and recommend a program of future City projects to Mill Creek to improve our portion of the overall regional trail. The scope(s) of future projects have not yet been developed or programmed, but will be prepared in future response to the outcome and recommendations of this study.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

As this project will not construct new assets or replace existing assets, impact on City O&M is negligible.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Plan/Study Development				\$ 200,000						\$ 200,000	\$ 200,000
Construction										\$ -	\$ -
Contingency										\$ -	\$ -
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails				\$ 200,000						\$ 200,000	\$ 200,000
REET										\$ -	\$ -
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Potential County Grant (Unsecured)										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000

PROJECT NAME:	Citywide Active Transportation Plan	TRANSPORTATION
PROJECT #:	NM00014	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Study	
NEW CAPITAL ASSETS (YES/NO)	Yes	

PROJECT DESCRIPTION

Based on recent studies, this project will create a Citywide Active Transportation Plan, evaluating non-motorized transportation methods through the City. It will find gaps in the system and provide recommendations on future projects to provide a safe and inclusive transportation system.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

None.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design					\$ 350,000					\$ 350,000	\$ 350,000
Construction										\$ -	\$ -
Contingency										\$ -	\$ -
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ 350,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET					\$ 350,000					\$ 350,000	\$ 350,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ 350,000

PROJECT NAME:	Five-Year Pavement Preservation Program Plan	TRANSPORTATION
PROJECT #:	ST90010	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Non-Capitalized Engineering/Planning	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION

This project scope will deliver a comprehensive pavement condition study for all Mill Creek streets to replace the 2024 Pavement Management Analysis Report by Applied Research Associates, Inc. Pavement condition changes are on-going, and pavement preservation practice includes updating the City's pavement preservation plan approximately every 5 years. The update includes a field visual assessment of the pavement surface condition of all public City of Mill Creek streets, analysis of current Pavement Condition Indices, and development of outcome models for pavement preservation that include both City levels of investment possible in annual pavement preservation and resulting overall City Pavement Condition Index.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

As this project will not construct new assets or replace existing assets, impact on City O&M is negligible.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Work Plan Development						\$ 70,000				\$ 70,000	\$ 70,000
										\$ -	\$ -
										\$ -	\$ -
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ 70,000	\$ 70,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET						\$ 70,000				\$ 70,000	\$ 70,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ 70,000	\$ 70,000

PROJECT NAME:	Citywide Parks and Trails ADA Transition Plan Update	PARKS
PROJECT #:	PK00005	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Non-Capitalized Engineering/Planning	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION

The last major update to the City Americans with Disabilities Act (ADA) Transition and Implementation Plan was in 2015, and both the 2013 and 2015 updates were largely dependent upon the last substantial field assessment in 2011. The previous assessments and plan documents focused more on right-of-way (ROW) ADA issues than City properties such as City-owned buildings (i.e City Halls, the Library, etc.) or City parks and trails. During the period since then, the City has performed a number of parks- and trails-related ADA improvements, but these have not been tracked in an organized, policy-driven fashion. This project will provide for doing a comprehensive assessment and inventory of existing ADA-compliance issues, along with a review of current ADA guidelines as applicable. This plan document will also update the City's standards for capital project development, ongoing tracking of new and changed ADA guidelines related to public parks and recreational areas, and operations and maintenance activities related to parks and trails ADA compliance.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

As this project will not construct new assets or replace existing assets, impact on City O&M is negligible.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Plan Development				\$ 300,000						\$ 300,000	\$ 300,000
Construction										\$ -	\$ -
Contingency										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails				\$ 300,000						\$ 300,000	\$ 300,000
REET										\$ -	\$ -
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000

PROJECT NAME:	Citywide Parks and Open Space (PROS) Plan	PARKS
PROJECT #:	PK00007	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Non-Capitalized Engineering/Planning	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION

A City Parks and Open Space (PROS) Plan combines an inventory of existing City parks features with a plan for future improvements. This plan builds upon the Parks section of the Comprehensive Plan and focuses on identifying strategic action initiatives and goals the City has for the next 6 to 20 years as they relate to public parks within the City. Development of this plan will include engagement with the City Parks Board and the general public. Work on this project is expected to build upon the concurrent efforts of the 2025 Comprehensive Plan update.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

As this project will not construct new assets or replace existing assets, impact on City O&M is negligible.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Plan Development/Update				\$ 500,000						\$ 500,000	\$ 500,000
Construction										\$ -	\$ -
Contingency										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails				\$ 500,000						\$ 500,000	\$ 500,000
REET										\$ -	\$ -
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
State Appropriations Grant										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000

NON-PROGRAMMED PROJECTS

PROJECT NAME:	South Town Center Master Transportation Upgrade	TRANSPORTATION
PROJECT #:	ST00001	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Replacement/Upgrade	
NEW CAPITAL ASSETS (YES/NO)	Yes	

PROJECT DESCRIPTION

This project will address the design goals of the Mill Creek Blvd Subarea Master Plan. In order to make the subarea more attractive to prospective development, infrastructure design and construction needs to be completed. This project will begin planning surface street improvements and follow a "complete street" methodology towards creating a fully transit and pedestrian oriented development. This project will include the limits and impacts identified in the Environmental Impact Statement prepared for the Subarea. Additional connectivity and transportation options will be evaluated to alleviate traffic and create better pedestrian and bike connections to regional mass transportation. This project will be accompanied by the Mill Creek Blvd Master Drainage Upgrade (SW00001) to create a complete project, allowing support for future grant and other external funding applications.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

As this project will not construct new assets or replace existing assets, impact on City O&M is negligible.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design				\$ 1,000,000	\$ 1,000,000	\$ 1,500,000	\$ 1,500,000			\$ 5,000,000	\$ 5,000,000
Construction						\$ 7,500,000	\$ 7,500,000			\$ 15,000,000	\$ 15,000,000
Contingency						\$ 750,000	\$ 750,000			\$ 1,500,000	\$ 1,500,000
Total Project Expenditures	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 9,750,000	\$ 9,750,000	\$ -	\$ -	\$ 21,500,000	\$ 21,500,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET				\$ 1,000,000	\$ 1,000,000	\$ 1,950,000	\$ 1,950,000			\$ 5,900,000	\$ 5,900,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded						\$ 7,800,000	\$ 7,800,000			\$ 15,600,000	\$ 15,600,000
Total Project Revenues	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 9,750,000	\$ 9,750,000	\$ -	\$ -	\$ 21,500,000	\$ 21,500,000

PROJECT NAME:	Old Seattle Hill Rd Reconstruction	TRANSPORTATION
PROJECT #:	ST00007	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	New	
NEW CAPITAL ASSETS (YES/NO)	Yes	

PROJECT DESCRIPTION

This project is intended to address the failing state of the paving on Old Seattle Hill Road. Based on the pavement assessment performed in 2024, the asphalt has a Pavement Condition Index (PCI) of 9 to 20, which corresponds to failed pavement. This requires a complete re-build of the pavement along the road. This project will address the road between Mill Creek Road and the south City limits. A portion of the road is being rebuilt in 2024, but additional work on the road is required. The project will address a complete streets model, including bike lanes and sidewalks along the length of the project. Due to an undersized culvert along Nickle Creek that also creates a fish passage barrier, a major revision to that culvert is expected. That will be addressed in the Nickel Creek/Old Seattle Hill Road Fish Passage project (SW00002). Additionally, storm drainage will be addressed along the entire length of the project. This is approximately 2,400 linear feet along the centerline of the road.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

This project is anticipated to add approximately 2,400 lineal feet of road, curb and gutter, sidewalk, and separated bike lanes, and so represent an increase in O&M needs proportional to new sidewalk, curbs, and related improvements. Additionally, new drainage improvements will require additional maintenance.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design+Inspection/CM				\$ 400,000		\$ 600,000				\$ 1,000,000	\$ 1,000,000
Construction						\$ 3,000,000				\$ 3,000,000	\$ 3,000,000
Contingency						\$ 450,000				\$ 450,000	\$ 450,000
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ 4,050,000	\$ -	\$ -	\$ -	\$ 4,450,000	\$ 4,450,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET				\$ 400,000		\$ 810,000				\$ 1,210,000	\$ 1,210,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded						\$ 3,240,000				\$ 3,240,000	\$ 3,240,000
										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ 4,050,000	\$ -	\$ -	\$ -	\$ 4,450,000	\$ 4,450,000

PROJECT NAME:	Dumas Road Reconstruction	TRANSPORTATION
PROJECT #:	ST00008	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	New	
NEW CAPITAL ASSETS (YES/NO)	Yes	

PROJECT DESCRIPTION

This project is intended to address the failing state of the paving on Dumas Road. Based on the pavement assessment performed in 2024, the asphalt has a Pavement Condition Index (PCI) of 9 to 20, which corresponds to failed pavement. This requires a complete re-build of the pavement along the road. This project will address the road between Highway 96 and Highway 527. Additionally, with the larger amount of bus traffic from the new Community Transit Swift Orange Line, a stronger pavement section will be necessary. The project will address a complete streets model, including bike lanes and sidewalks along the length of the project. Additionally, storm drainage will be addressed along the entire length of the project. This is approximately 2,700 linear feet along the centerline of the road.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

This project is anticipated to add approximately 2,700 lineal feet of road, curb and gutter, sidewalk, and separated bike lanes, and so represent an increase in O&M needs proportional to new sidewalk, curbs, and related improvements. Additionally, new drainage improvements will require additional maintenance.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design+Inspection/CM						\$ 450,000	\$ 450,000	\$ 1,200,000		\$ 2,100,000	\$ 2,100,000
Construction								\$ 6,000,000		\$ 6,000,000	\$ 6,000,000
Contingency								\$ 900,000		\$ 900,000	\$ 900,000
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450,000	\$ 450,000	\$ 8,100,000	\$ -	\$ 9,000,000	\$ 9,000,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET						\$ 450,000	\$ 450,000	\$ 1,620,000		\$ 2,520,000	\$ 2,520,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded								\$ 6,480,000		\$ 6,480,000	\$ 6,480,000
										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450,000	\$ 450,000	\$ 8,100,000	\$ -	\$ 9,000,000	\$ 9,000,000

PROJECT NAME:	9th Ave SE Reconstruction	TRANSPORTATION
PROJECT #:	ST00023	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	New	
NEW CAPITAL ASSETS (YES/NO)	Yes	

PROJECT DESCRIPTION

9th Ave SE extends south from 164th St SE to North Creek Park. The area serves primarily industrial and commercial services, with some additional single family residential. The area is currently zoned Business Park (BP), which allows for additional development of industrial and commercial uses. 9th Ave SE is currently in poor condition, with the roadway deteriorated in many locations and a portion of the road only built to half-width. Additionally, drainage along the road is sub-standard, leading to periodic flooding of neighboring properties. This project would rebuild the roadway, taking into account the large amount of drainage on and under the road. This would require acquisition of additional property along the roadway to fully dedicate the right-of-way. The pavement, curbs and gutters, planter strips, sidewalks, and significant storm drainage would be installed.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

This project installs new infrastructure along a partially installed roadway. This would result in additional O&M efforts. However, this would also solve significant pavement and drainage problems, which could offset the additional maintenance.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design and Property Acquisition							\$ 3,675,000	\$ 3,675,000	\$ 1,215,000	\$ 8,565,000	\$ 8,565,000
Construction									\$ 6,750,000	\$ 6,750,000	\$ 6,750,000
Contingency									\$ 1,685,000	\$ 1,685,000	\$ 1,685,000
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,675,000	\$ 3,675,000	\$ 9,650,000	\$ 17,000,000	\$ 17,000,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET							\$ 675,000	\$ 675,000	\$ 1,930,000	\$ 3,280,000	\$ 3,280,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded							\$ 3,000,000	\$ 3,000,000	\$ 7,720,000	\$ 13,720,000	\$ 13,720,000
										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,675,000	\$ 3,675,000	\$ 9,650,000	\$ 17,000,000	\$ 17,000,000

PROJECT NAME:	133rd St SE ROW Extension Improvements	TRANSPORTATION
PROJECT #:	NM00006	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	New	
NEW CAPITAL ASSETS (YES/NO)	Yes	

PROJECT DESCRIPTION

This project has been updated from a previous capital improvement project described in the 2021-2026 Capital Improvement Plan named EGVU Spine Road West Connection (Phase 1) or EGVU Spine Road (39th Ave SE to 44th Ave SE) (old Project #19-ROAD-15). This project proposes to evaluate options for a future ROW development for a transportation connection following the alignment of 33rd St NE between 41st Ave SE and 44th Ave SE. The original East Gateway Urban Village (EGUV) subarea plan envisioned a "Spine Road" extending between 39th Ave SE and 44th Ave SE, and part of the ROW needed for this connection was dedicated during approvals of adjacent developments. The remaining ROW acquisition needed still needs to be completed by the City and the property owners. However, preliminary design work for the new "spine road" found it to be very difficult and expensive to address stormwater management requirements for a full-width roadway for motorized vehicles. In the meantime, continuing development activities in the area, including the completion of The Farm in 2021, "filled in" part of the original "spine road" (between 39th Ave SE and 41st Ave SE) as a mainly local-access street. This makes a full multi-modal street development largely impractical due to high cost to gain a comparatively small benefit. An alternative as a bicycle/pedestrian shared-use pathway connection is scoped for this project. This alternative would exclude motorized vehicle use, but will substantially reduce the stormwater management requirements and the prohibitive costs of a full, multimodal roadway. This project will evaluate local and stakeholder interest in this more cost-effective alternative, followed by design and construction in the future. The current design and construction estimate will be amended based on feedback from stakeholders regarding amendments (i.e. benches, trees, etc.) for this 750-foot route.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

No new operation and maintenance costs are anticipated for ROW acquisition. Future developed O&M impacts will depend on final character (motorized, non-motorized, etc.).

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design+Inspection/CM					\$ 230,000					\$ 230,000	\$ 230,000
ROW Acquisition				\$ 500,000						\$ 500,000	\$ 500,000
Construction						\$ 790,000				\$ 790,000	\$ 790,000
Contingency						\$ 158,000				\$ 158,000	\$ 158,000
Total Project Expenditures	\$ -	\$ -	\$ -	\$ 500,000	\$ 230,000	\$ 948,000	\$ -	\$ -	\$ -	\$ 1,678,000	\$ 1,678,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET										\$ -	\$ -
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees				\$ 500,000	\$ 230,000	\$ 948,000				\$ 1,678,000	\$ 1,678,000
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ 500,000	\$ 230,000	\$ 948,000	\$ -	\$ -	\$ -	\$ 1,678,000	\$ 1,678,000

PROJECT NAME:	Supplemental Road/Curb Sidewalk Repair	TRANSPORTATION
PROJECT #:	NM00008	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Repair	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION

This project allows for repairs of the roadway, curbs, sidewalks, and other appurtenances.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

Repairs existing roadway features. Will benefit overall operations and maintenance.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design+Inspection/CM										\$ -	\$ -
Construction				\$ 159,000	\$ 159,000					\$ 318,000	\$ 318,000
Contingency										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ 159,000	\$ 159,000	\$ -	\$ -	\$ -	\$ -	\$ 318,000	\$ 318,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET				\$ 159,000	\$ 159,000					\$ 318,000	\$ 318,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ 159,000	\$ 159,000	\$ -	\$ -	\$ -	\$ -	\$ 318,000	\$ 318,000

PROJECT NAME:	Brighton and Cogir Trail Pavement Rehabilitation	TRANSPORTATION
PROJECT #:	NM00010	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Maintenance	
NEW CAPITAL ASSETS (YES/NO)	No	

PROJECT DESCRIPTION

This project is intended to provide for the replacement of pavements along the Brighton and Cogir trails that have been damaged by tree roots or other items. The pavements will be replaced along with possibly removing trees that cause the damage. The project will be completed via a combination of City Staff and contractors.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

This project will repair existing deficiencies, potentially reducing maintenance costs.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Plan Development										\$ -	\$ -
Construction						\$ 500,000	\$ 500,000			\$ 1,000,000	\$ 1,000,000
Contingency										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET						\$ 100,000	\$ 100,000			\$ 200,000	\$ 200,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
County Grant										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded						\$ 400,000	\$ 400,000			\$ 800,000	\$ 800,000
Total Project Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000

PROJECT NAME:	South Town Center Master Drainage Upgrade	SURFACE WATER UTILITY
PROJECT #:	SW00001	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	New	
NEW CAPITAL ASSETS (YES/NO)	Yes	

PROJECT DESCRIPTION

This project will address the design goals of the Mill Creek Blvd Subarea Master Plan. In order to make the subarea more attractive to prospective development, infrastructure design and construction needs to be completed. This project will seek to design and install a regional flow control and water quality system. This project will include the limits and impacts identified in the Environmental Impact Statement prepared for the Subarea. The project will also address Low Impact Development (LID) design methods as well as the possible creation of a "stormwater park" concept. There is the possibility that this project will seek to utilize the framework of the Department of Ecology's Community Based Public Private Partnership (CBP3) Program to find alternative contracting and funding methods. This project will be accompanied by the Mill Creek Blvd Master Transportation Upgrade (ST00001) to create a complete project, allowing support for future grant and other external funding applications.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

Adds closed storm pipe and catch basins with a consequent incremental expense for regular, periodic maintaince by O&M in proportion.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design+Inspection/CM				\$ 1,000,000	\$ 1,000,000	\$ 1,500,000	\$ 1,500,000			\$ 5,000,000	\$ 5,000,000
Construction						\$ 7,500,000	\$ 7,500,000			\$ 15,000,000	\$ 15,000,000
Contingency						\$ 750,000	\$ 750,000			\$ 1,500,000	\$ 1,500,000
Total Project Expenditures	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 9,750,000	\$ 9,750,000	\$ -	\$ -	\$ 21,500,000	\$ 21,500,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET										\$ -	\$ -
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility				\$ 1,000,000	\$ 1,000,000	\$ 1,950,000	\$ 1,950,000			\$ 5,900,000	\$ 5,900,000
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded						\$ 7,800,000	\$ 7,800,000			\$ 15,600,000	\$ 15,600,000
										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 9,750,000	\$ 9,750,000	\$ -	\$ -	\$ 21,500,000	\$ 21,500,000

PROJECT NAME:	Nickle Creek/Old Seattle Hill Rd Fish Passage	SURFACE WATER UTILITY
PROJECT #:	SW00002	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Replacement/Upgrade	
NEW CAPITAL ASSETS (YES/NO)	Yes	

PROJECT DESCRIPTION

This project is intended to address both the fish passage issues and flooding that occurs along Old Seattle Hill Road where it crosses Nickle Creek. During large rain events, water upstream (east) of the road backs up and overtops the road, leading to at least one lane being closed. Staff has performed additional investigations and found that the culvert in question is also labeled as a partial fish passage barrier by the Washington State Department of Fish and Wildlife (WDFW). Therefore, this project will remove the culvert that serves as barrier and install it in compliance with WDFW's current fish passage design guidance. This will allow not only fish to traverse the area, but will also remove the barrier that causes flooding, improving safety along the road. There are many additional funding sources for fish passage projects, so grant funding is anticipated. This project is a companion to the Old Seattle Hill Road Reconstruction project (ST00007).

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

Fixes a drainage problem that causes flooding, so this is anticipated to be a net benefit to maintenance.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design+Inspection/CM					\$ 300,000	\$ 300,000				\$ 600,000	\$ 600,000
Construction						\$ 1,500,000				\$ 1,500,000	\$ 1,500,000
Contingency						\$ 450,000				\$ 450,000	\$ 450,000
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 2,250,000	\$ -	\$ -	\$ -	\$ 2,550,000	\$ 2,550,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET										\$ -	\$ -
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility					\$ 300,000	\$ 450,000				\$ 750,000	\$ 750,000
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Grant 1										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded						\$ 1,800,000				\$ 1,800,000	\$ 1,800,000
										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 2,250,000	\$ -	\$ -	\$ -	\$ 2,550,000	\$ 2,550,000

PROJECT NAME:	Parks Roof Replacement	PARKS
PROJECT #:	PK00002	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Rehabilitation/Renovation/Modification	
NEW CAPITAL ASSETS (YES/NO)	Yes	

PROJECT DESCRIPTION

This project will focus on a programmatic roof replacement program anticipated to be identified in the Parks Recreation and Open Space (PROS) Plan (PK00007). The goal is to bring all roofs up to a good condition while also establishing a standard design for the parks across the City.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

For park roof replacement, anticipated impacts on future O&M negligible.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design (Rehabilitation + New)										\$ -	\$ -
Construction (Rehabilitation + New)				\$ 250,000						\$ 250,000	\$ 250,000
Contingency										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET				\$ 250,000						\$ 250,000	\$ 250,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Potential County Grant (Unsecured)										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000

PROJECT NAME:	Nickel Creek Park Improvements	PARKS
PROJECT #:	PK00006	
DEPARTMENT	Public Works and Development Services	
PROJECT CATEGORY	Replacement/Upgrade	
NEW CAPITAL ASSETS (YES/NO)	Yes	

PROJECT DESCRIPTION

This project will involve establishment of new and replacement walking trails within Nickel Creek Park. The park is largely undeveloped and past walking trails in the area have largely overgrown and disappeared. Other improvements related to the use of this park as a woodland walking area will be considered. This project has not yet been fully scoped, and the current budget estimates are provided as placeholders needing future update.

ANTICIPATED OPERATIONS AND MAINTENANCE IMPACT OF PROJECT

New improvements such as maintained walking trails will add incremental costs to O&M for both surface and potential utility maintenance.

Expense Category	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
Design					\$ 100,000	\$ 50,000				\$ 150,000	\$ 150,000
Construction						\$ 300,000				\$ 300,000	\$ 300,000
Contingency						\$ 60,000				\$ 60,000	\$ 60,000
										\$ -	\$ -
Total Project Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 410,000	\$ -	\$ -	\$ -	\$ 510,000	\$ 510,000

Funding Source(s)	BARS	Spent	Encumbered	2027	2028	2029	2030	2031	2032	Total 2027-2032	Total
General Fund Reserve										\$ -	\$ -
General Fund										\$ -	\$ -
Parks & Trails										\$ -	\$ -
REET					\$ 100,000	\$ 410,000				\$ 510,000	\$ 510,000
Municipal Arts Fund										\$ -	\$ -
Surface Water Utility Reserves										\$ -	\$ -
Surface Water Utility										\$ -	\$ -
15720 Main St. Property Fund										\$ -	\$ -
Mitigation Fees										\$ -	\$ -
CIP Fund										\$ -	\$ -
Potential County Grant (Unsecured)										\$ -	\$ -
Grant 2										\$ -	\$ -
Grant 3										\$ -	\$ -
Unfunded										\$ -	\$ -
										\$ -	\$ -
Total Project Revenues	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 410,000	\$ -	\$ -	\$ -	\$ 510,000	\$ 510,000

Appendix

CITY OF MILL CREEK, WA
UNFUNDED REQUESTS
2027/2028 Budget Requests

YEAR RQST	Item	One-Time	Recurring Annual	Total	Fund	Justification
UNFUNDED						
2026	Landscaping for 9 city signs	\$5,000	\$10,800	\$15,800	001	plus \$5000 for initial installation
2026	Lighting for 9 city signs	\$9,000	\$2,160	\$11,160	001	plus \$9000 for installation
2026	Body Worn Cameras		\$64,500	\$64,500	001	Implementing a BWC program will enable the department to document officer interactions with the public, preserve objective evidence, reduce complaints and litigation costs, and support training and professional development.
2026	Flock cameras/subscription		\$86,268	\$86,268	001	The ALPR Camera System directly addresses Mill Creek's 3-5 year safety priorities by automating the fight against property crime, recovering stolen vehicles, and supporting regional investigation.
2026	Legal advice on planning issues (as needed)		\$10,000	\$10,000	001	addtl incr for ad hoc issues
2028	Annual contribution to the Equipment Replacement Fund		\$329,609	\$329,609	001	including Streets share which would be subsidized by GF
2027	Traffic Mitigation Fee Study	\$100,000		\$100,000	001	Update mitigation fee to reflect current needs.
2027	Permit Streamlining	\$75,000		\$75,000	001	This project utilizes a DOC grant to pay for improvements to our permitting software to further streamline permitting and reduce timelines by automating certain tasks performed by personnel. <i>NOTE: This grant is competitive.</i>
2026	Citywide Traffic Counts/Speed Study	\$19,000		\$19,000	TBD	Bi-annual study of the traffic levels and speeds throughout the major city streets. Provides information and cost savings for many different projects.
2026	Mill Creek Blvd/Village Green Drive Corridor Study	\$350,000		\$350,000	TBD	Evaluation of the corridor to determine necessary upgrades for circulation and safety. Will prepare a plan for implementation.
2025	Mill Creek Rd/Seattle Hill Road Corridor Study	\$350,000		\$350,000	TBD	Evaluation of the corridor to determine necessary upgrades for circulation and safety. Will prepare a plan for implementation.
2025	Citywide Right-of-Way Asset Mapping Update		\$37,500	\$37,500	TBD	Updates to the mapping of the ROW, confirmation of asset locations, and general maintenance of the data. Annual and ongoing.
2025	SS4A: 35th Ave Corridor Study	\$350,000		\$350,000	TBD	Funded by SS4A grant and includes 20% City Match (\$70,000). Evaluation of the 35th Ave corridor to determine the necessary upgrades for circulation and safety. Will prepare a plan for implementation.
2025	SS4A: Citywide Lighting Analysis	\$50,000		\$50,000	TBD	Funded by SS4A grant and includes 20% City Match (\$10,000). Review existing lighting system, identify deficient areas, prepare plan to address deficiencies, identify new light pole standards.
2025	SS4A: Education and Emphasis Program	\$50,000		\$50,000	TBD	Funded by SS4A grant and includes 20% City Match (\$10,000). Plan a public outreach program for a specific issue identified in the Safety Action Plan, perform the outreach, then test its effectiveness with Emphasis stops.
2025	SS4A: Safe Routes to School Analysis	\$150,000		\$150,000	TBD	Funded by SS4A grant and includes 20% City Match (\$10,000). Working with Everett School District, identify priority paths that students use to get to school. Evaluate the paths to find gaps in the multi-modal transportation system. Identify and plan projects to complete the gaps.
2027	North Creek Regional Trail Study	\$200,000		\$200,000	TBD	Evaluate the use and needs for the North Creek Trail. Identify possible changes to its design to better accommodate those needs. Prepare standard design. Coordinate with Snohomish County and Bothell on the trail.
2024	Citywide Parks, Recreation, and Open Space (PROS) Plan	\$500,000		\$500,000	TBD	Evaluate the parks throughout the City. Identify underserved areas. Identify needs that are not being met. Create project plan to fulfill the needs.
2025	Citywide Active Transportation Plan	\$350,000		\$350,000	REET	Take a systemic, citywide approach to the design of the complete streets. Evaluate needs, latent demand, and underserved corridors. Identify discrete projects to implement.
2026	Five-Year Pavement Preservation Program Plan	\$70,000		\$70,000	REET	2029 project. Evaluate the condition of the pavement throughout the City. Get new PCI data to prepare pavement preservation program projects.
2023	Citywide Parks and Trails ADA Transition Plan	\$300,000		\$300,000	REET	Evaluate the parks and trails throughout the City in regards to accessibility. Identify future projects for upgrades.
2026	Surface Water Coordinator/Supervisor NR-O@ step 2		\$145,800	\$145,800	401	
2026	Streetsweeper	\$475,000		\$475,000	401	
2025	Vactor	\$500,000		\$500,000	401	
TOTAL		\$3,903,000	\$686,637	\$4,589,637		

Debt Service

The City's debt management policy provides that the general obligation shall not exceed an aggregated total of 7.5% of the assessed valuation of the taxable properties within the City. Further restrictions are stipulated for the following debt categories based on the 2026 citywide assessed valuation of \$6,740,035,873.

Debt Category	%	Debt Capacity Limit	Outstanding Debt	Remaining Debt Capacity Limit
General Purpose				
Limited Tax General Obligation (LTGO)				
Bonds, Non-Voted	1.50%	\$101,100,538	\$2,545,296	\$98,555,242
Unlimited Tax General Obligation (UTGO)				
Bonds, Voter Approval	2.50%	\$168,500,897	\$2,545,296	\$165,955,601
Utility Debt	2.50%	\$168,500,897	\$0	\$168,500,897
Open Space and Park Facilities	2.50%	\$168,500,897	\$0	\$168,500,897

As of January 1, 2027, the City has the following outstanding debt and \$642,364 are budgeted in 2027-2028 for debt service including \$76,324 for interests.

2019 Limited General Obligation Bonds (Surface Water)

Year	Principal	Interest	Total
2027	\$222,000	\$40,870	\$262,870
2028	\$228,000	\$35,453	\$263,453
2029	\$233,000	\$29,890	\$262,890
2030	\$239,000	\$24,205	\$263,205
2031	\$245,000	\$18,373	\$263,373
2032 - 2033	\$508,000	\$18,666	\$526,666
Total	\$1,675,000	\$167,457	\$1,842,457

2023 Promissory Note for Acquisition of Fire Station 76

Year	Amount Due
2027	\$58,020
2028	\$58,020
2029	\$58,020
2030	\$58,020
2031	\$58,020
2032-2036	\$290,099
2037-2041	\$290,099
Total	\$870,296



Community Overview

Incorporated in 1983, the City of Mill Creek is located about 20 miles northeast of Seattle and south of Everett. The City is 4.7 square miles bordered by 132nd St SE / SR 96 to the north, Seattle Hill Road and 35th Ave SE on the east, North Creek to the South and 3rd Dr SE to the west. It is home to 21,630 residents (as of April 2026) and ranks as the eleventh-largest city in Snohomish County. Mill Creek is a physically active community with 10 attractive neighborhood and community parks, more than 23 miles of nature trails and recreational facilities that support diverse recreational opportunities.

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

History

Early Years

Known as Wintermute's Corner in the early 1900s, the 164th Street/SR527 intersection was home to a grocery, a farm that grew produce for the grocery, and a gas station. At a time when SR 527 was hardly more than a buggy trail, Greyhound bus service-connected Seattle to Everett, and Wintermute's grocery was a bus stop along the route. Bus service ended when Highway 99 was constructed, and the property occupied by the grocery eventually became QFC and the truck farm ultimately became Albertsons. Not far from the intersection, businesses included the Hercules. Dynamite Factory (now City Hall South) and a gravel pit (now the Mill Creek Library and Veterans Monument).

The land that would eventually become Mill Creek was originally owned by William Henry Gates (grandfather of Microsoft founder Bill Gates) and was purchased directly from the federal government in 1890, before Washington became a state. The land was eventually sold off to other homesteaders, like Frederich Shaw who purchased 150 acres for \$5.61 in gold and named it Lake Dell Farm. In 1931, Dr. Manch Neville Garhart, a Seattle physician, purchased those 150 acres, and ultimately owned 800 acres.



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

Development of Mill Creek

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

Incorporation

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

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



Mill Creek's Legacy

Mill Creek has preserved its natural beauty and its history, and become a vibrant, safe, friendly and active community. The Garhart dam and fish ladder are part of the Mill Creek Nature Preserve, and a plaque behind the Mill Creek Community Association sign on the northeast corner of SR 527 and 164th Street SE commemorates the contribution of the Garharts to the beginnings of the community. Although there was not originally a waterway named Mill Creek, the City received permission from Washington State in 2001 to rename Smokehouse Creek as Mill Creek.

Growing Community

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

Developed in 2002, Mill Creek Town Center is a lifestyle center featuring more than 80 shops, restaurants, and services. It attracts residents and visitors to dine, shop, relax and explore, and recently was named "the best lifestyle center in Washington state." The growth of Town Center as a pedestrian-friendly shopping destination, as well as the development of other businesses along Mill Creek's main corridors, supports economic development goals. In addition, there are newer developments (such as those along the 132nd Street SE and 164th Street SE corridors) and growth opportunities that provide diverse offerings for Mill Creek residents and people from neighboring communities.

On September 1, 2026, City Council adopted the South Town Center Subarea Plan (Subarea Plan), which establishes a long-term vision and implementation framework for transforming SouthTown Center into a walkable, mixed-use extension of Mill Creek Town Center. South Town Center is located directly south of the existing Mill Creek Town Center and is generally bounded by SR 527 / Bothell-Everett Highway to the east, 164th Street SE to the south, and the North Creek corridor to the west.

The Subarea Plan provides flexibility for property owners and developers while helping ensure that added development capacity contributes to the community vision. The actual development will occur incrementally and will depend on market



conditions, property owner participation, infrastructure coordination, incentive use, and future approvals. At full build-out, the preferred program anticipates approximately 5,567 residential units, 233,447 square feet of commercial and retail space, 6,487 structured parking stalls, 265 public street parking stalls, 5.05 acres of new public parks and open space, and retention of the approximately 15-acre North Creek Natural Area.

Active Lifestyles

In addition to attractive neighborhood and community parks, the City is home to the Mill Creek Sports Park, which serves 3,825 youth annually and is home to many soccer, baseball and softball teams. It also is used for several regional and state tournaments each year. The community uses it when not occupied by rental groups.

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

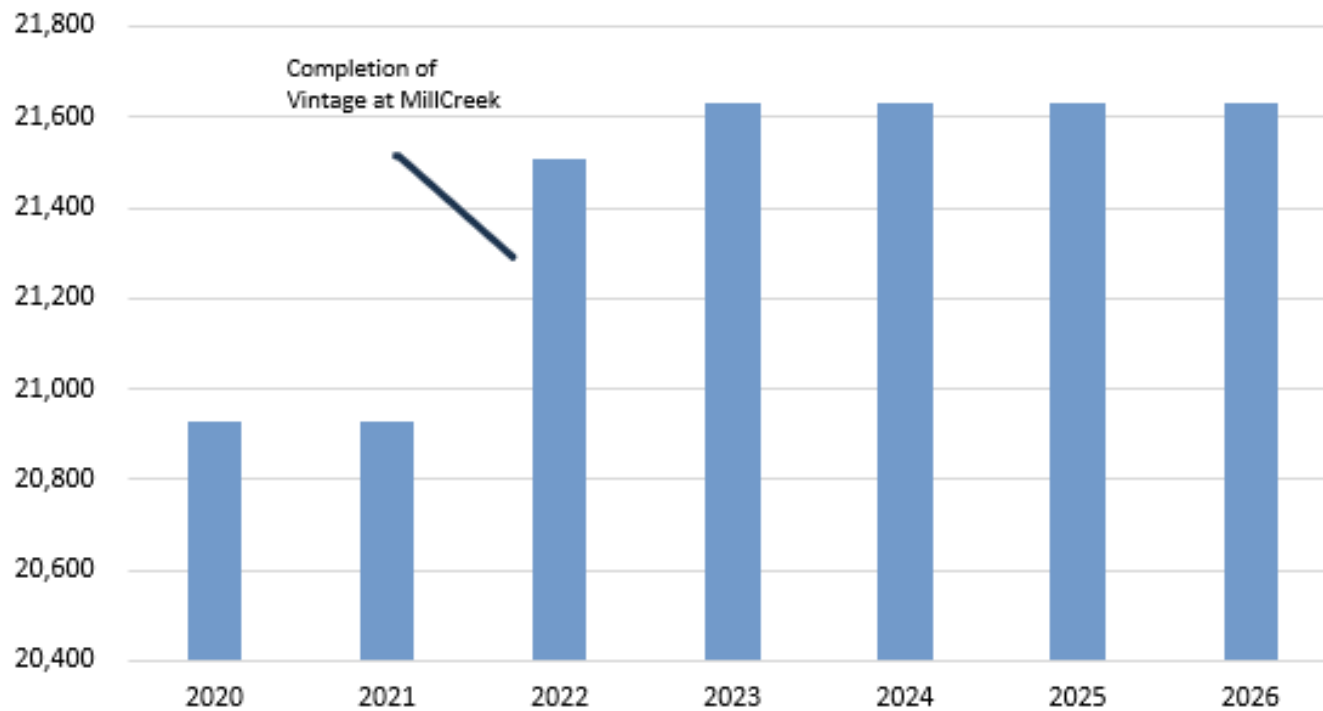
There is a private golf course around which the original community was built, as well as a nature preserve through which Penny Creek flows. Being close to the Puget Sound and the snow-capped peaks of the Cascade Mountains, recreational opportunities such as boating and skiing are just a short drive away. Nationally ranked year-round golf courses are nearby.

Climate

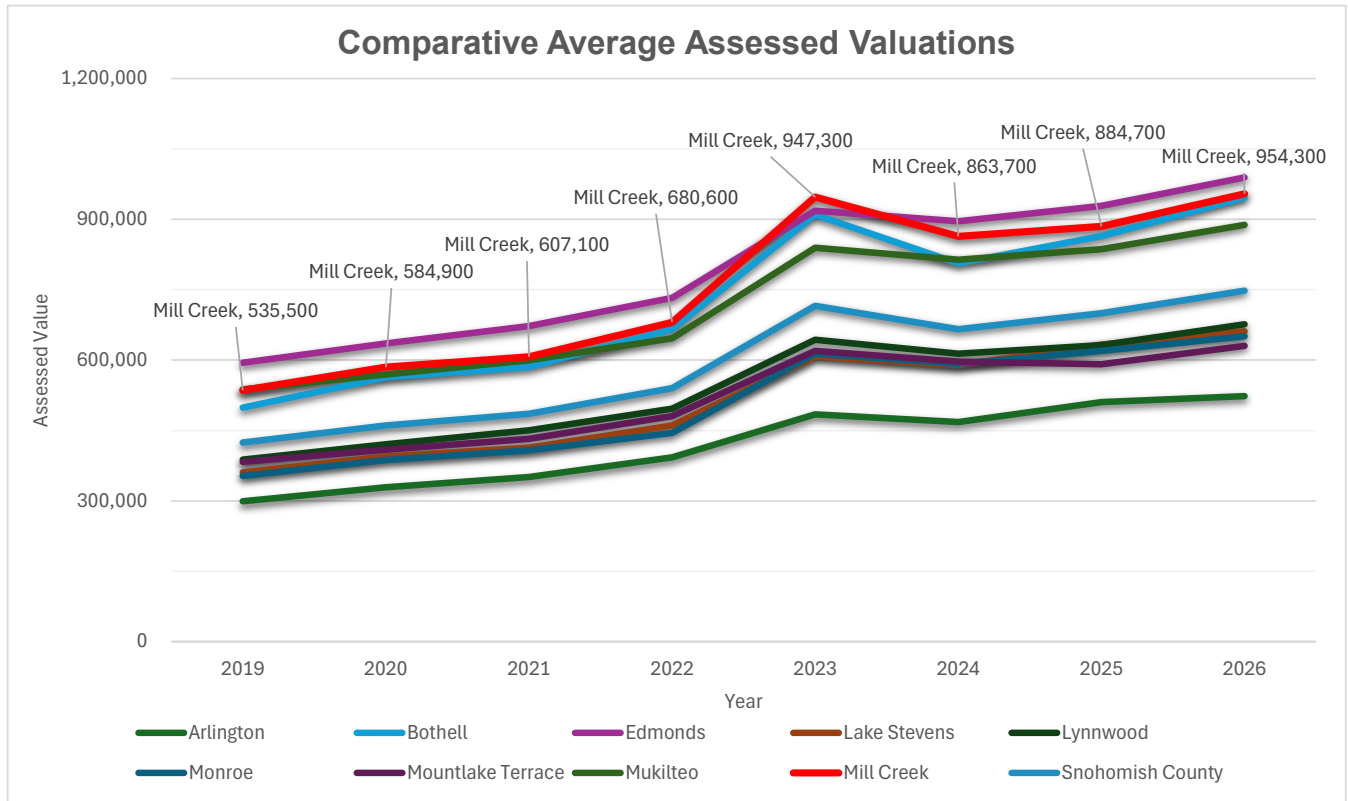
Mill Creek's climate is temperate and relatively mild. The area's reputation for rainy days comes from the frequency and not the total accumulated rainfall. In fact, its annual average rainfall is approximately 36 inches, less rain than New York, Atlanta, or Houston. Summers and early fall are marked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



Mill Creek Population Estimates

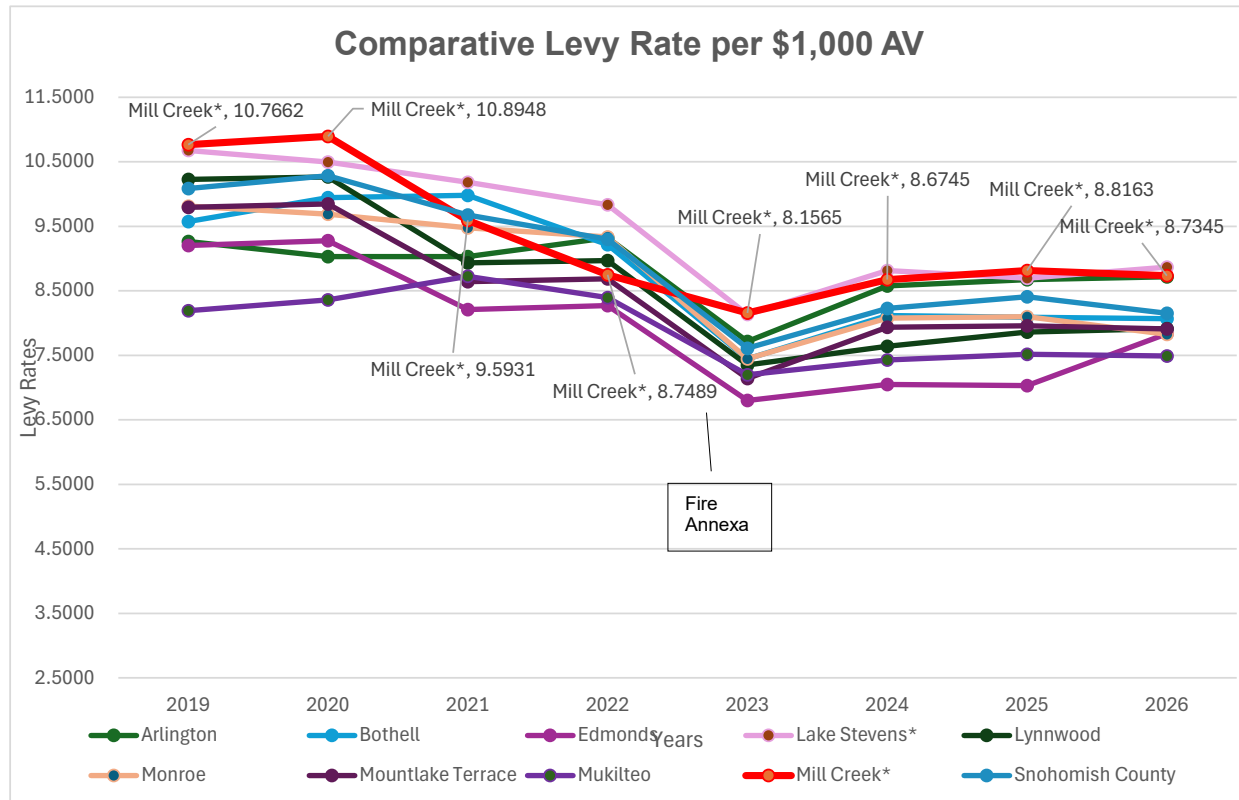


Source: WA State Office of Financial Management



As of January 1 of prior tax year

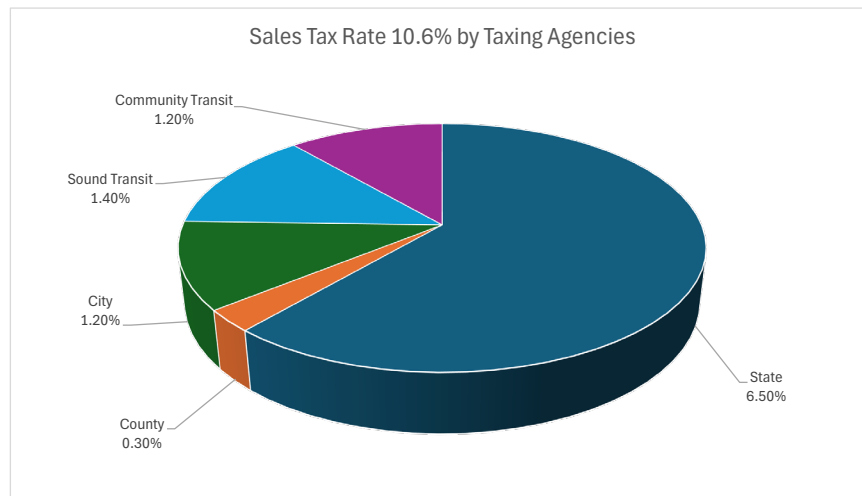
City	2019	2020	2021	2022	2023	2024	2025	2026
Arlington	299,100	329,100	351,100	392,700	484,100	467,800	510,400	523,200
Bothell	498,700	563,500	584,800	666,000	910,000	806,200	864,000	946,200
Edmonds	594,300	635,300	672,300	732,700	918,400	895,700	928,600	989,200
Lake Stevens	360,700	394,300	413,200	460,800	607,500	589,500	632,900	661,200
Lynnwood	387,900	420,600	450,100	496,400	643,400	613,800	632,100	676,300
Monroe	353,100	387,500	407,700	444,600	613,700	591,500	619,700	650,800
Mountlake Terrace	383,000	409,200	432,200	480,500	619,500	596,600	591,400	630,300
Mukilteo	537,500	569,300	599,600	646,300	839,100	814,000	836,300	888,100
Mill Creek	535,500	584,900	607,100	680,600	947,300	863,700	884,700	954,300
Snohomish County	424,300	460,500	485,300	540,300	715,700	665,700	699,500	747,900



City	2019	2020	2021	2022	2023	2024	2025	2026
Arlington	9.2651	9.0303	9.0323	9.3226	7.7144	8.5760	8.6749	8.7152
Bothell	9.5746	9.9449	9.9807	9.2181	7.4443	8.1165	8.0911	8.0664
Edmonds	9.2045	9.2765	8.2073	8.2702	6.7996	7.0464	7.0318	7.8348
Lake Stevens*	10.6758	10.4946	10.1832	9.8328	8.1327	8.8148	8.6967	8.8673
Lynnwood	10.2279	10.2653	8.9316	8.9669	7.3505	7.6404	7.8585	7.9139
Monroe	9.8139	9.6866	9.4749	9.3362	7.4464	8.0786	8.0984	7.8242
Mountlake Terrace	9.7948	9.8469	8.6418	8.6847	7.1408	7.9353	7.9585	7.9075
Mukilteo	8.1913	8.3581	8.7245	8.3932	7.1987	7.4285	7.5148	7.4912
Mill Creek*	10.7662	10.8948	9.5931	8.7489	8.1565	8.6745	8.8163	8.7345
Snohomish County	10.0866	10.2841	9.6747	9.3017	7.6109	8.2288	8.4068	8.1535

* Fire Annexation

**CITY OF MILL CREEK, WA
SALES TAX BREAKDOWN**



Taxing Agency	Percentage	Notes
State	6.50%	
First Half - City	0.50%	RCW 82.14.030(1)
Second Half - City	0.50%	RCW 82.14.030(2)
Public Safety - City	0.10%	Resolution No. 2012-491 dated 7/24/2012 Proposition No. 1 To authorize 0.10% sales and use tax for police and fire protection purposes. (11/6/2012 General Election approved by 67.20% of voters)
Affordable Housing - City	0.10%	Resolution No. 2019-583 dated 10/8/2019 City Council declared it's intention to adopt legislation to authorize the maximum capacity of the sales and use tax authorized by SHB 1406 within 1 year of the effective date of SHB 1406 or by 7/28/2020 (RCW 84.52.105) up to 0.1% if county has not done so. Funds the operations & maintenance costs of new units of affordable or supportive housing. (RCW 82.14.540 Expires 20 yrs after tax is first imposed)
Criminal Justice - County	0.10%	Snohomish County Ordinance 90-143 dated 9/26/1990 Imposed 0.10% sales and use tax per proceeds of which shall be exclusively for criminal justice purposes effective 7/1/1982.
Emergency Comm systems & Facilities - County	0.10%	Snohomish County Ordinance No. 18-037 Proposition No. 1 a.k.a. 911 Sales & Use Tax - imposes countywide sales and use tax of 0.10% for emergency communication systems and facilities. (11/6/2018 General Election approved 54.19% by voters)
Mental Health & Drugs - County	0.10%	RCW 82.14.460 authorizes imposition of 0.10% sales and use tax strictly use for chemical dependency or MH treatment or theraputic courts.
Public Transit - Community Transit	1.20%	Community Transit (SnoCo PTBA) - Established in 1976 per RCW82.14.045 see RCW 36.57A includes an addition 0.3% sales tax for a county of 700K or more that includes a city of 75K or more funding operation, maintenance, or capital needs of public transportation systems.
Mass Transit - Sound Transit	0.50%	Sound Transit Resolution No. R2016-17 Light-Rail, Commuter-Rail & Bus Service Expansion imposes 0.50% sales and use tax plus property tax levy of \$0.25 or less per \$1000 plus 0.8% motor vehicle excise tax to expand mass transit in King, Pierce & Snohomish Counties. Effective 4/1/2017. (11/8/2016 General Election approved by 51% of voters).
Mass Transit - Sound Transit	0.50%	Sound Transit Resolution No. R2008-11 Expansion of mass transit imposes an additional 5/10th of 1% sales and use tax to pay for planning, devt, permanent operation & maintenance of high-capacity transportation system. Effective 1/1/2009. (11/4/2008 General Election approved by 54.21% of voters.)
Mass Transit - Sound Transit	0.40%	Regional Transit Authority Resolution No. 96-73 Imposes 4/10 of 1% sales and use tax. (11/5/1996 General Election approved by 58% of voters)
Total	10.60%	

6.0 Operating Budget Policies

The goals of the budget process are: Align the budget with citizen priorities, measure progress towards priorities, obtain the best value for each tax dollar, foster continuous learning in the City, and build regional cooperation.

6.1 The operating budget shall serve as the City's comprehensive two-year financial plan which provides for the desired level of City services as defined by the City's priorities. It will serve as the policy document of the City Council for implementing Council goals and objectives.

6.2 In order to facilitate the biennial budget development process and 6-year Capital Improvement Plan, the City Manager should propose a combined biennial budget and capital development calendar at the first regular Council meeting in March, in even years.

6.3 The City Council will adopt and maintain a balanced biennial operating budget.

6.4 The City of Mill Creek defines a balanced budget as current biennium revenues (including fund balances) being equal to or greater than current biennium budgeted expenditures.

6.5 The City will strive to adopt a budget where current biennial operating revenues will be equal to or greater than current operating expenditures.

6.6 All general government current operating expenditures should be paid from current revenues and cash carried over from the prior biennium in excess of the adopted reserve level. The City will avoid budgetary and accounting procedures that balance the current budget at the expense of future budgets.

6.7 Revenue and expenditure forecasts will be prepared to examine the City's ability to absorb operating costs due to changes in the economy, service demands, contractual obligations, and capital improvements. The forecast will encompass six years and will be updated as needed but no less than biennially.

6.8 Biennial operating budgets should provide for design, construction, maintenance and replacement of the City's capital, facilities, and equipment consistent with the Capital Improvement Plan including the related cost for operating and maintenance.

6.9 The City should maintain all of its assets at a level that protects the City's capital investment and minimizes future maintenance and replacement costs.

6.10 One-time revenues should be used for one-time/non-recurring expenditures.

6.11 One-time construction sales tax from the General Fund should be transferred into the Capital Improvement Project Fund in accordance with the City's adopted Capital Improvement Plan to help

support future capital needs associated with the increased residential and commercial populations.

6.12 All supplemental budget modifications (appropriations requested after the original budget is adopted) including staff additions should conform to the City's budget policies and be carefully considered. All budget modifications will conform to these operating budget policies.

7.0 Revenue Policies

Design, maintain, and administer a revenue system that will assure a reliable, equitable, diversified, and sufficient revenue stream to support desired City services.

7.1 Mill Creek strives to maintain as diversified and stable of a revenue system as permitted by state law to shelter the City from short-run fluctuations in any one revenue source.

7.2 Major General Fund revenue streams are impacted by fluctuations in the local, regional and national economies, and therefore, Mill Creek's revenue estimates should be conservative and avoid speculation.

7.3 The City will estimate its biennial revenues through an objective, analytical process using best known economic data.

7.4 The City strives to establish user fees and charges at a level related to the cost of providing the service and within policy parameters established by the City Council.

7.5 In each odd numbered year, the City should review and adjust user fees for the effects of inflation and other costs or legislative factors as appropriate. The City will set fees for user activities in accordance with cost recovery policies adopted by Council.

7.6 Surface Water Utility-The City will strive to set rates at a level that fully supports the total direct and indirect cost of the activity including the cost of annual depreciation of capital assets. Additionally, for analysis and rate modeling purposes, the proposed rates shall also take into account debt service commitments.

a. The analysis associated with "generally accepted" rate-setting techniques includes the following:

- Revenue Requirement Analysis – Establishes the overall level of financial and rate needs of the City.
- Cost of Service Analysis – Design rates to collect the appropriate level of revenue and to meet the goals and policies of the City.

b. At a minimum, a rate study should be reviewed and updated every 5 years.

7.7 The City will account for revenues according to City policy, state statute, and as prescribed

by the State Auditor's Office.

8.0 Expenditure Policies

Identify priority services, establish appropriate service levels, and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of services.

8.1 The City budget will provide for a sustainable level of service that strives to achieve City goals.

8.2 The City's operating budget will not use one-time revenues to support ongoing expenditures.

8.3 The City will account for expenditures according to City policy, state statute and as prescribed by the State Auditor's Office.

8.4 Written cost allocation plans will be developed and incorporated into the City budget as needed. The cost allocation plan will be the basis for distribution of general government costs to other funds or capital projects (also known as indirect costs).

12.0 Reserve Fund Policies

Maintain the reserves, contingencies, and ending fund balances of the various operating funds at levels sufficient to protect the City's credit as well as its financial position from emergencies.

12.1 At the end of each biennium, the remaining dollars left in each fund that are undesignated and unencumbered constitute available reserves of the City.

12.2 The City will include all fund balances in the biennial budget.

12.3 General Fund Operating Reserve

This reserve sets aside funds (15 percent of the General Fund's budgeted revenues for the ensuing biennium) to respond to economic fluctuations, catastrophic events and unanticipated cash flow needs.

- a. At the end of a budget cycle, a third of any surplus reserve should be transferred to the Capital Improvement Plan (CIP) Fund for future capital investment.
- b. A surplus is defined as the difference between the actual beginning fund balance and the budgeted beginning fund balance.
- c. Biennium surpluses in the General Fund Operating Reserve may remain in the General Fund Operating Reserve, appropriated and used to fund one-time operations and capital expenditures if:
 - Surplus balances remain after all current expenditure obligations and reserve requirements are met.
 - The City has made a determination that revenues for the ensuing biennium are sufficient to support budgeted General Fund operations.
- d. If reserves are used for their intended purpose and spent down below the 15 percent reserve requirement, the City will develop a written fiscal strategy to reinstate the required 15 percent reserve.

12.4 CIP Contingency Reserve

A minimum of 10% of projected revenues from Real Estate Excise Tax (REET) should be designated as a Capital Improvement Plan (CIP) Contingency Reserve to be used to support transportation, parks and trails, City facilities and new capital equipment projects. REET receipts fluctuate from year to year based on the transfer of property ownership in Mill Creek. Although staff projects this revenue stream conservatively, it is still prudent to maintain an adequate CIP

Contingency Reserve and not allocate or appropriate these monies until they are actually received. Only Council can approve spending down funds in the CIP Contingency Reserve.

12.5 City Hall North

The City will maintain an operating reserve of 5%.

12.6 Surface Water Utility Fund Reserves

Operating:

The City shall strive to maintain adequate reserves in order to provide sufficient cash flows to meet operating and capital expenses, while also providing the financial ability to address economic downturn and system emergencies.

The City's goal is to achieve a year-end minimum balance target of 120 days (33%) of total annual operating expenditures excluding transfers. In any year where operating reserves exceed the target, i.e. 120 days of operating expenses, it is assumed that the excess cash is swept into the capital account to help pay for capital projects.

Capital Reserves:

This reserve provides a source of emergency funding for unexpected asset failures or other unanticipated capital needs. It can also help the utility address cash flow issues related to capital projects. The City's goal is to achieve a target balance of \$500,000.

Revenue Bond Reserve:

Bond reserves shall be created and maintained by the Surface Water Utility Fund in accordance with any provisions set forth in the bond covenants. These shall be in addition to the reserves described above.

Parity Debt Service Coverage Ratio:

The City shall strive to maintain a minimum target goal for parity debt service coverage ratio, gross revenue of the utility less operating and maintenance expenses, (not including depreciation, taxes and debt payments) of 2.00 times or higher on the combined parity annual debt service payments.

12.9 Equipment Replacement Fund

The City shall maintain an Equipment Replacement Fund for fleet, capital equipment and general asset replacement. The Equipment Replacement Fund should be maintained at a level sufficient to meet scheduled equipment replacement so as to sustain an acceptable level of municipal services and prevent a physical deterioration of City assets.

Contributions will be made through assessments to the operating departments and maintained on a per asset basis.

12.10 Unemployment Compensation and Self Insurance Reserve Fund

This fund will be maintained to accumulate reserves for unanticipated claims for unemployment compensation and/or the City's property damage coverage, liability and automobile insurance deductibles.

12.11 Additional Reserves

The City Council may create additional reserve accounts to set aside funds for specific purposes or special projects for known significant future expenditures, or as general operational reserves.

13.0 Special Revenue Policies

13.1 The City will establish and maintain Special Revenue Funds to account for the proceeds of restricted revenue streams that have legally specified uses in accordance with the Government Finance Officers Association (GFOA) guidelines and best practices.

13.2 Special Revenue Funds should have biennial operating budgets, be reviewed through the normal budget process, and be included in the City's budget document.

Abbreviation / Acronym	Definition
ADA	Americans with Disabilities Act
ADMIN	Administration
ADU	Accessory Dwelling Unit
AFSCME	American Federation of State, County and Municipal Employees, AFL-CIO (Union)
A.K.A	Also known as
ARPA	American Rescue Plan Act of 2021
AUTH	Authority
AV	Assessed Value
AWC	Association of Washington Cities Trust
BARS	Budgeting, Accounting & Reporting System
B&O	Business and Occupation Tax
BDA/DAS	Bi-directional Antenna/Distributed Antenna System
CB	Catch Basin
CBA	Collective Bargaining Agreement
CHN	City Hall North Building/Property
CIF	Capital Improvement Fund (316)
CIP	2025-2030 Capital Improvement Projects Plan
CLFRF	Coronavirus Local Fiscal Recovery Fund
CM	Construction Management
CNTY	County
COLA	Cost of Living Adjustment
COMM	Community
COVID	Coronavirus -19
COVID-19 SLFRF	Coronavirus State and Local Fiscal Recovery Funds
CPI	Consumer Price Index
CPL	Concealed Permit License
CW	Citywide
District	Snohomish County Fire District No. 7
DOC	Department of Commerce
DOE	Department of Ecology
DOL	Department of Licensing
DOR	Department of Revenue
DOT	Department of Transportation
DR	Drive
DRCC	Dobson-Remillard-Church-Cook Properties
DUI	Driving Under the Influence
DV	Domestic Violence
e.g.	For example
EFM	Enterprise Fleet Management Agreement
EGUV	East Gateway Planned Urban Village
EIS	Environmental Impact Study
EMS	Emergency Medical Services

Abbreviation / Acronym	Definition
ERFC	Washington State Economic and Revenue Forecast Council
ESD	Everett School District
ESSB	Engrossed Substitute Senate Bill
ESU	Equivalent Surface Unit
FA	Facilities Projects
FB	Fund Balance
FED	Federal Government
FMLA	Family and Medical Leave Act
FMP	Financial Management Policies 300
FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
	General Condition 20 Program for Compliance with the Western
G20	Washington Phase II Stormwater Permit
GF	General Fund
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GMA	State Growth Management Act
HR	Human Resources
HRIS	Human Resources Information System
HVAC	Heating, Ventilation, and Air Conditioning
IBC	International Building Code
IDDE	Illicit Discharge Detection and Elimination
ILA	Interlocal Agreement
IT	Information Technology
JLARC	Joint Legislative Audit and Review Committee
K9 or K-9	Police Dog
LEAD	Law Enforcement Assisted Diversion
LED	Light Emitting Diode
LEOFF2	Law Enforcement Officers and Fire Fighters Pension Plan 2
LF	Linear Foot
LHET	Leasehold Excise Tax
LID	Low Impact Development
LRF	Local Revitalization Financing
LT	Long Term
LTOC	Long Term General Obligation Bonds
MCMC	Mill Creek Municipal Code
MCSP	Mill Creek Sports Park
MEBT	Municipal Employees Benefit Trust
MGMT	Management
MGT	Management
MOU	Memorandum of Understanding
MRSC	Municipal Research and Services Center

Abbreviation / Acronym	Definition
MUGA	Municipal Urban Growth Area
MVFT	Motor Vehicle Fuel Taxes
NLC	National League of Cities
NM	Non-Motorized
NPDES	National Pollutant Discharge Elimination System
NR	Non-Represented
OFM	Washington State Office of Financial Management
O&M	Operations and Management costs
OMWBE	Office of Minority and Women's Business Enterprises
OPEB	Other Post Employment Benefit
OPMA	Open Public Meeting Act
OT	Overtime
PCI	Pavement Condition Index
PDCT	Public Disclosure Coordination Team
PERS (2 & 3)	Public Employees' Retirement System Plans 2 & 3
PFML	Paid Family and Medical Leave
PK	Park
PRA	Public Records Act
PROF	Professional
PROS	Parks, Recreation and Open Space Plan
PSO	Police Support Officer
PSRC	Puget Sound Regional Council
PTBA	Public Transportation Benefit Area (Snohomish County)
PUD	Public Utility District
PW	Public Works
RCW	Revised Code of Washington
RD	Road
REC / RECR	Recreation
RECR	Recreation
REET	Real Estate Excise Tax
RFP	Request for Proposal
ROW	Right-of-Way
RPB	Revitalization, Preservation and Beautification Funds
RPM	Raised Pavement Markers
RRFB	Rectangular Rapidly Flashing Beacon
SAO	State Auditors Office
SB	Senate Bill
SBITA	Subscription-Based Information Technology Arrangement
SCCIT	Snohomish County Committee for Improved Transportation
SCT	Snohomish County Tomorrow
SEPA	State Environmental Policy Act
SHB	Substitute House Bill
SLFRF	Coronavirus State and Local Fiscal Recovery Funds

Abbreviation / Acronym	Definition
SMAP	Stormwater Management Action Plan
SND	Sound
SNO	Snohomish Region
SNOCO	Snohomish County
SNOCO 911	Snohomish County Emergency Dispatch Services
SOP	Standard Operating Procedures
South County Fire	South County Fire and Rescue Regional Fire Authority
SR	State Route
SRO	School Resource Officer
SS4A	Safe Streets and Roads For All Federal Program
ST	Street
STC	South Town Center
SVC	Service
SW	Surface Water or Surface Water Utility Projects
SWAT	Special Weapons and Tactics
SWMP	Surface Water Management Program
T-Bill	Treasury Bill
TBD	Transportation Benefit District (Mill Creek)
TIP	Transportation Improvement Plan
U.S.	United States
UAS	Unmanned Aircraft Systems
UGB	Urban Growth Boundary
WA	State of Washington
WAC	Washington Administrative Code
WCIA	Washington Cities Insurance Authority
WDFW	Washington State Department of Fish and Wildlife
WSDOT	Washington State Department of Transportation
YOY	Year-over-Year
YR	Year