CITY COUNCIL SPECIAL MEETING, 5:30 PM
CITY COUNCIL REGULAR MEETING, 7:00 PM
Monday, November 10, 2025
Snoqualmie City Hall, 38624 SE River Street & Zoom

MAYOR & COUNCIL MEMBERS
Mayor Katherine Ross
Councilmembers: Ethan Benson, Cara Christensen, Catherine Cotton, Bryan Holloway, Jo Johnson, Louis Washington, and Robert Wotton

This meeting will be conducted in person at Snoqualmie City Hall and remotely using Zoom.

Join by Telephone: To listen to the meeting via telephone, please call **253.215.8782** and enter Webinar ID **813 0614 8787** and Password **1800110121** if prompted.

Join by Internet: To watch the meeting over the internet via your computer, follow these steps:
1) Click this **link**
2) If the Zoom app is not installed on your computer, you will be prompted to download it.
3) If prompted for Webinar ID, enter **813 0614 8787**; Enter Password **1800110121**

SPECIAL MEETING AGENDA, 5:30 PM

CALL TO ORDER & ROLL CALL

AGENDA APPROVAL

SPECIAL BUSINESS

1. Closed Session pursuant to RCW 42.30.140(4)(b) for the planning or adoption of a strategy or position to be taken during the course of any collective bargaining proceedings, or reviewing the proposals made in the negotiations or proceedings.
2. Mid-Biennial Budget Review and Economic Update

ADJOURNMENT

REGULAR AGENDA, 7 PM

CALL TO ORDER & ROLL CALL

PLEDGE OF ALLEGIANCE

AGENDA APPROVAL

PUBLIC HEARINGS, PRESENTATIONS, PROCLAMATIONS, AND APPOINTMENTS

Public Hearings

3. **AB25-105**: Property Tax Levy Ordinance

   Proposed Action: Public Hearing.

4. **AB25-107**: 2025-2026 Mid-Biennium Amendment

   Proposed Action: Public Hearing.

Appointments

5. Fire Department Lieutenant Promotion and Introduction of New Volunteers

Presentations

6. Certificates of Completion: City Academy Participants

PUBLIC COMMENTS AND REQUESTS FOR ITEMS NOT ON THE AGENDA

(NOTE: No online public comments will be accepted during the meeting. Written comments are encouraged and may be submitted via in-person drop off, mail, or e-mail to cityclerk@snoqualmiewa.gov. All written comments must be received by 3:00 p.m. on the day of the scheduled meeting.)

CONSENT AGENDA

7. Approve the City Council Meeting Minutes dated October 27, 2025.
8. Approve the Claims Report dated November 10, 2025.
9. **AB25-101**: South King County Fire Training Consortium Interlocal Agreement
10. **AB25-113**: Awarding Contract for 2025 Sidewalk Repair & Replacement Project.

ORDINANCES

11. **AB25-092**: Ordinance Adopting Snoqualmie School District Impact Fees for 2026

    Proposed Action: First Reading of Ordinance 1312.

12. **AB25-103**: Critical Areas Ordinance

    Proposed Action: First Reading of Ordinance 1313.

13. **AB25-104**: Ordinance Certifying an Increase in Property Taxes

    Proposed Action: First Reading of Ordinance 1311.

14. **AB25-105**: Property Tax Levy Ordinance

    Proposed Action: First Reading of Ordinance 1310.

15. **AB25-107**: 2025-2026 Mid-Biennium Amendment

    Proposed Action: First Reading of Ordinance 1309.

16. **AB25-095**: Ordinance Amending the Minimum Licensing Threshold for Out-of-City Businesses in SMC 5.04.015(B)

    Proposed Action: Move to adopt Ordinance 1308 amending the minimum licensing threshold for out-of-city businesses in SMC 5.04.0115(B).

COMMITTEE REPORTS

Public Safety Committee:

17. Fire Department 3rd Quarter Accreditation Report

    Proposed Action: Informational only. No discussion.

Community Development Committee:

Parks & Public Works Committee:

18. **AB25-099**: Agreement for Consultant Services with Herrera for Community Based Social Marketing Campaign - National Pollutant Discharge Elimination System (NPDES)

    Proposed Action: Move to approve Agreement for Consultant Services with Herrera Environmental Consultants for the Community Based Social Marketing Campaign.

19. **AB25-102**: Application for Exemption from SMC 9.36.020 - WSDOT

    Proposed Action: Move to approve the exemption with conditions as explained in the Analysis.

Finance & Administration Committee:

20. **AB25-100**: Resolution Adopting the 2025 Strategic Plan

    Proposed Action: Move to approve Resolution 1727 Adopting the 2025 Strategic Plan.

21. **AB25-098**: Resolution related to Personnel Policies

    Proposed Action: Move to adopt Resolution 1726 repealing all prior resolutions relating to personnel policies.

22. **AB25-096**: Resolution Adopting 2026 Salary Schedule for Non-Represented Management & Professional (M&P) Employees

    Proposed Action:

    Option #1: Move to approve Resolution 1732 with a 2026 salary schedule that includes a 2.49% COLA for non-represented Management and Professional (M&P) employees.

    Option #2: Move to approve Resolution 1732 with a 2026 salary schedule that includes a 2.72% COLA for non-represented Management and Professional (M&P) employees.

    Option #3: Move to approve Resolution 1732 with a 2026 salary schedule that includes a 3.11% COLA for non-represented Management and Professional (M&P) employees.

23. **AB25-089**: Resolution Amending the Financial Management Policy

    Proposed Action: Move to approve Resolution 1729 Amending the Financial Management Policy.

Committee of the Whole:

REPORTS

24. Mayor's Report
25. Commission/Committee Liaison Reports
26. Department Reports for October 2025.

ADJOURNMENT

Accommodation: Requests for assistance or accommodations can be arranged by contacting the City Clerk by phone at (425) 888-8016 or by e-mail at cityclerk@snoqualmiewa.gov no later than 3:00 pm the day of the meeting.

Council Agenda Bill

AB Number

AB25-105

Agenda Bill Information

Title *

Property Tax Levy Ordinance

Action *

Motion

Council Agenda Section

Ordinance

Council Meeting Date *

11/10/2025

Staff Member

Janna Walker

Department *

Finance

Committee

Finance and Administration

Committee Date

11/04/2025

Exhibits

Packet Attachments - if any

x3 King County Worksheet.pdf	361.57KB
x1 Ordinance.docx	25.92KB
x2 Property Tax Report.docx	62.3KB

Summary

Introduction *

Brief summary.

Annually, Council adopts an ordinance levying a “regular” property tax amount, as described in RCW 35A.33.050 and RCW 84.52.020. The City of Snoqualmie (“City”) uses the amount of regular property tax collected to fund important services such as police, fire, and parks and streets maintenance in addition to other necessities.

Proposed Motion

This is the first reading of Ordinance 1310. The second reading and proposed adoption is scheduled for the November 24, 2025 City Council meeting.

Background/Overview *

What was done (legislative history, previous actions, ability to hyperlink)

The property tax levy ordinance and its companion, the increase ordinance, are completed every year to allow the City to receive this revenue and any proposed increases.

Analysis*

The City of Snoqualmie ("City") requires a 2026 regular levy in the amount of $8,891,035 which includes an increase in property tax revenue from the previous year, amounts resulting from the addition of new construction and improvements to property, increases in the value of state-assessed property, amounts authorized by law as a result of any annexations, and refunds made by King County.

Please see the attached exhibit entitled "2026 Property Tax Report."

Budgetary Status*

This action will bring in additional revenue.

Budget Summary

Property taxes are a significant source of revenue for the General Fund (#001) and have been incorporated into the 2025-2026 Biennial Budget. Please see Exhibit 2 “2026 Property Tax Report” for more information.

Fiscal Impact

Amount of Expenditure	Amount Budgeted	Appropriation Requested

Fiscal Impact Screenshot

ORDINANCE NO. 1310

AN ORDINANCE OF THE CITY OF SNOQUALMIE, WASHINGTON LEVYING REGULAR PROPERTY TAXES FOR THE FISCAL YEAR COMMENCING JANUARY 1, 2026, ON ALL PROPERTY BOTH REAL AND PERSONAL, IN SAID CITY WHICH IS SUBJECT TO TAXATION, FOR THE PURPOSE OF PROVIDING SUFFICIENT REVENUE TO COVER DEPARTMENTAL OPERATIONS OF SAID CITY FOR THE ENSUING YEAR; AND PROVIDING FOR SEVERABILITY AND AN EFFECTIVE DATE.

WHEREAS, the City of Snoqualmie is a non-charter optional municipal code city as provided in Title 35A RCW, incorporated under the laws of the state of Washington; and

WHEREAS, a duly noticed public hearing was held on November 10, 2025, during its regularly scheduled, open City Council meeting to consider the City's current expense budget (also known as "General Fund") for the 2026 calendar year and possible increases in property tax revenues to the same; and

WHEREAS, the City Council of the City of Snoqualmie, after hearing and after duly considering all relevant evidence and testimony presented, has determined that the City of Snoqualmie requires a regular levy in the amount of $8,891,035, which includes an increase in regular property tax revenue from the previous year, and amounts resulting from the addition of new construction and improvements to property and any increase in the value of state-assessed property, and amounts authorized by law as a result of any annexations that have occurred and refunds made, in order to discharge the expected expenses and obligations of the district and in its best interest.

NOW, THEREFORE, BE IT HEREBY ORDAINED by the City Council of the City of Snoqualmie, Washington, as follows:

Section 1. Regular Property Tax Levy. The regular property tax levy is hereby authorized in the amount of **$8,891,035**, which amount shall be levied in the year 2025 and be payable and collectable in the year 2026.

Section 2. Certification of Ordinance to King County Council. This ordinance shall be certified to the King County Council, as provided by law, and the taxes herein levied shall be collected and paid to the Director of Finance of the City of Snoqualmie at the time and in the manner provided by the laws of the State of Washington for collection of taxes for non-chartered code cities.

Section 3. Effective Date. This ordinance shall be effective five days after publication as provided by law.

Section 4. Corrections by City Clerk or Code Reviser. Upon approval of the City Attorney, the City Clerk and the code reviser are authorized to make necessary corrections to this ordinance, including the correction of clerical errors; references to other local, state or federal laws, codes, rules, or regulations; or ordinance numbering anti section/subsection numbering.

Section 5. Severability. If any one or more section, subsection, or sentence of this ordinance is held to be unconstitutional or invalid, such decision shall not affect the validity of the remaining portion of this ordinance and the same shall remain in full force and effect.

PASSED by the City Council of the City of Snoqualmie, Washington, this 24th day of November 2025.

_____
Katherine Ross, Mayor

ATTEST:

_____
Deana Dean, City Clerk

APPROVED AS TO FORM:

_____
Dena Burke, City Attorney

MEMORANDUM

TO: City Council

FROM: Janna Walker, Budget Manager

SUBJECT: Adopting the 2026 City of Snoqualmie Property Tax Levy

DATE: November 10, 2025

SUMMARY

Per the requirements outlined in RCW 35A.33.050 and RCW 84.52.020, the City Council must annually approve an ordinance(s) estimating the "amounts to be raised by taxation on the assessed valuation" of property within the City and file the ordinance(s) with the county clerk on or before the thirtieth (30th) day of November.

BACKGROUND

Ordinance #1: The Property Tax Levy Ordinance

Annually, Council adopts an ordinance levying a "regular" property tax amount. The City of Snoqualmie ("City") uses the amount of regular property tax collected to fund important services such as police, fire, and parks and streets maintenance in addition to other necessities. If voters approve a bond that pledged property taxes as the source of repayment, then Council may need to levy an "excess" property tax amount within the same ordinance. The City does not currently levy any "excess" property taxes.

Ordinance #2: The Increase Ordinance

Furthermore, Council annually adopts a separate ordinance referred to as the "increase ordinance". The adoption of this ordinance would allow the City to increase the amount of regular property tax collected up to an "allowable percentage increase", or less, over the amount of regular property tax assessed in 2025. In the State of Washington, the increase in total property tax collected by the City is not based on the increasing value of property, but rather on the amount of property tax assessed citywide in the prior year ("last year's actual regular levy").

COUNCIL DECISIONS

The City of Snoqualmie Council must certify two ordinances before November 30th, 2025. Following certification, Finance will send the ordinances to the King County Assessor's Office for inclusion into a King County ordinance that requires passage. Prior to certification, Council will need to answer the following questions:

Question #1: Should the City of Snoqualmie increase the regular property tax levy amount **up to the allowable percentage increase, or less,** over the amount of regular property tax assessed in 2025 (the "increase ordinance")?

If Council decides to increase the regular property tax levy amount less than the allowable percentage increase, but greater than zero percent, then Council must still certify the "increase ordinance".

If Council declines to increase the regular property tax levy amount by any percentage (zero percent), then Council will need to answer the following conditional question:

Question #2: Should the City of Snoqualmie **"bank" the allowable percentage increase**?

If Council decides to "bank" or preserve the 2026 allowable percentage increase for future levying and use, then Council must certify an "increase ordinance" that states a zero percent increase. The adoption of this modified ordinance effectively allows the City of Snoqualmie to retain the ability to approve the 2026 allowable percentage increase in a future year.

CALCULATING THE 2026 PROPERTY TAX LEVY AMOUNT

The following information in the below table is subject to change. The King County Assessor's Office is still collecting data that may alter two values, the assessed valuation of new construction, and as a consequence, the overall assessed valuation for the City. In addition, the "increase in utility value" is completely unknown. It will not be known until the Washington State Department of Revenue releases the change in valuation of state-assessed utility infrastructure (power, gas distribution, cable, telephone, etc.) to the King County Assessor's Office in early December, well after the November 30th deadline. Therefore, to capture property tax from increases in utility infrastructure valuation, the City will insert a high estimate into the property tax levy ordinance. If the increase in utility value is determined to be less than estimated, the King County Assessor's Office will reduce the regular property tax amount appropriately. If Council passes an ordinance underestimating the increase in utility value, the King County Assessor's Office will not increase the regular property tax amount accordingly. This is because passage of the property tax levy ordinance represents the Council's commitment to a maximum "no more than" amount of regular property tax. The table below estimates the amount of property tax the City anticipates collecting in 2025 and compares the amount to the previous year.

	2025	2026
Last Year's Actual Regular Levy	$8,624,067	$8,722,581
Allowable Percentage Increase	0.89%	0.82%
Allowable Increase Amount	$76,504	$71,946
Increase in New Construction	$6,882	$10,077
Increase in Utility Value	$0	$86,430
Refunds	$15,128	$0
Regular Property Tax Amount[1]	**$8,722,581**	**$8,891,035**
Excess Property Tax Amount	**-**	**-**
Total City Property Tax Amount	**$8,722,581**	**$8,891,035**

[1] The estimated regular property tax amount for 2026 assumes passage of the increase ordinance with the 0.82% allowable percentage increase.

Last Year's Actual Regular Levy: Represents the amount of property tax actually levied in the previous year inclusive of any council approvals, new construction, increases in utility value, or refunds.

Allowable Percentage Increase: The allowable percentage increase authorized or proposed in the "increase ordinance" from last year's actual regular levy.

Allowable Increase Amount: If City of Snoqualmie Council passes the "increase ordinance" with a 0.82% allowable percentage increase, then the City can expect to collect an additional $71,946 in regular property taxes proportionally shared by property owners.

Increase in New Construction: This captures the construction or improvement of any property which resulted in an increase in the value of property. The City receives an amount equal to the increase in assessed value due to construction multiplied by the current year levy rate. The City of Snoqualmie expects at present time to collect $10,077 in property tax due to such construction improvements in 2025.

Increase in Utility Value: This captures the change in valuation of state-assessed utility infrastructure (power, gas distribution, cable, telephone, etc.). The City receives an amount equal to the increase in utility assessed value multiplied by the current year levy rate. Given the lack of information regarding this value until after the November 30th deadline to pass ordinances, the City has incorporated $86,430 into the table as an estimate, which is equal to a $50,000,000 increase in the valuation of state-assessed utility infrastructure. The last time the City exceeded $86,430 was in 2015, which was the last year that the City generated any significant increase in utility value.

Refunds: Tax refunds are made by King County for various reasons. Refunds are "reassessed" to the balance of taxpayers and represent an added revenue for the City.

Regular Property Tax Amount: The sum of last year's actual regular levy, levy increase amount, increase in new construction, increase in utility value, and any refunds. The City expects to collect $8,891,035 in 2026 from regular property tax. This represents a 1.93% increase over 2025 equal to $168,454. However, if the increase in utility value equals $0, then the City expects to collect $8,804,604 in 2026 regular property tax. This new value represents a 0.94% increase over 2025 property tax equal to $82,023.

Excess Property Tax Amount: The levy of additional taxes over and above the regular property tax amount. Voters in 2002 approved an excess levy to fund the construction of the fire station. In 2022, this bond was retired and the excess levy is no longer being collected.

Total City Property Tax Amount: The sum of the regular property tax and excess property tax amounts.

Total Assessed Valuation for the City of Snoqualmie:

The total assessed valuation for the City is critical to calculating the City's levy rate. Once the levy rate is known, then individual property owners can calculate their 2026 City property tax burden. The total assessed valuation for the City represents the summed value of all properties inside the boundaries of the City.

	2025	2026
City Assessed Valuation	$5,046,017,635	$5,318,786,954
Change from Previous Year	6.47%	5.41%

Between 2025 and 2026, the total assessed valuation for the City is anticipated to increase $272,769,319, equivalent to a 5.41% increase. However, if the increase in state-assessed utilities equals $0, then the City anticipates total assessed valuation increasing $222,769,319, equivalent to a 4.41% increase.

The Levy Rate for the City of Snoqualmie:

The City levy rate allows individual property owners to calculate how much they will owe the City in 2026 property taxes. The levy rate is determined by dividing the total City property tax amount by the City assessed valuation.

	2025	2026
Regular Property Tax Levy Rate Per $1,000/Assessed Value	$1.72860	$1.67108
Excess Property Tax Levy Rate Per $1,000/Assessed Value	-	-
Total Property Tax Levy Rate Per $1,000/Assessed Value	**$1.72860**	**$1.67108**

An increasing levy rate occurs when the percentage change in total assessed valuation minus the change in assessed valuation due to new construction and utility value is less than the proposed allowable levy percentage increase. That is, the 0.82% increase of $71,946 is diffused over a valuation of established properties that increased $222,769,319 (not including new construction and assuming no increase in state-assessed utilities).

CHANGES IN CONSTITUENT PROPERTY TAXES

Calculating the 2026 property tax levy amount is a complex endeavor. While this memorandum attempts to simplify where possible, it can be difficult to provide an immediate answer to a question you may receive from constituents and property owners:

How much will the property tax I pay go up (or down) in 2026?

The correct answer is that ***it depends***. Not only does it depend on the actions of Council, but also on the actions of other overlapping jurisdictions such as King County, the State of Washington, and the Snoqualmie Valley School District. In addition, to find an answer, we would need to calculate how the assessed valuation of your constituent's home or property changed relative to the change in assessed valuation for the City of Snoqualmie as a whole. It is possible that your constituent's property taxes may decrease despite an increase in their assessed valuation. For the City of Snoqualmie's portion of property tax, Finance has put together a model that can help you and your constituent answer this important question.

THE IMPACT OF THE ALLOWABLE LEVY PERCENTAGE INCREASE

The 0.82% allowable levy percentage increase is equal to $71,946. When divided by the total assessed valuation for the City, the 0.82% allowable levy percentage increase adds approximately $0.0159 per $1,000 of assessed valuation to the levy rate. The following table, while acknowledging the statements made in the previous section, estimates the annual contribution of the 0.82% increase to the property taxes of a homeowner with a certain 2026 assessed value.

Assessed Value of a Home	2025 Property Tax Increase
$500,000	$6.83
$600,000	$8.19
$700,000	$9.56
$800,000	$10.92
$900,000	$12.29
$1,000,000	$13.66
$1,100,000	$15.02
$1,200,000	$16.39
$1,300,000	$17.75
$1,400,000	$19.12
$1,500,000	$20.48

RECOMMENDATION

The City of Snoqualmie uses the amount of regular property tax collected to fund important services such as police, fire, and parks and streets maintenance in addition to other necessities. Given the inclusion of the allowable percentage increase in the development of the 2025-2026 Biennial Budget, the increase in consumer prices (i.e., inflation), the potential wage adjustments for the IAFF collective bargaining unit, and the end of the North Bend Police Services agreement, exercise of the 0.82% allowable percentage increase appears to be prudent.

TAXING DISTRICT **City of Snoqualmie** 2025 Levy for 2026 Taxes IPD: Item 3.

A. Highest regular tax which could have been lawfully levied beginning with the 1985 levy (refund levy not included).

Year		Highest Lawful Levy Since 1985		Limit Factor/Max Increase 101%		
2025	8,707,453	x	1.01000	=	8,794,528

B. Current year's assessed value of new construction, improvements, and wind turbines, solar, biomass, and geothermal facilities in original districts before annexation occurred times last year's levy rate (if an error occurred or an error correction was made in the previous year, use the rate that would have been levied had no error occurred).

A.V.		Last Year's Levy Rate				
5,828,191	*	1.72899	÷	1,000	=	10,077

C. Tax Increment finance area increment AV increase (RCW 84.55.010(1)€) (value included in B & D cannot be included in C)

A.V.		Last Year's Levy Rate				
0	*	1.72899	÷	1,000	=	0

D. Current year's state assessed property value less last year's state assessed property value. The remainder is to be multiplied by last year's regular levy rate (or the rate that should have been levied).

Current Year's A.V.		Previous Year's A.V.		
0	-	233,384,220	=	0

Remainder from Line D		Last Year's Levy Rate				
0	*	1.72899	÷	1,000	=	0

E. 1st Year Lid Lift & Limit Factor>1%

F. Regular property tax limit: A+B+C+D+E = 8,804,604

Parts G through I are used in calculating the additional levy limit due to annexation.

G. To find the rate to be used in H, take the levy limit as shown in Line F above and divide it by the current assessed value of the district, excluding the annexed area.

Total in Line F		Assessed Value Less Annexed AV				
8,804,604	÷	5,268,786,954	*	1,000	=	1.67108

H. Annexed area's current assessed value including new construction and improvements, times the rate in Line G.

Annexed Area's A.V.		Annexation Rate				
0	*	1.67108	÷	1,000	=	0

I. Regular property tax limit including annexation F+H = 8,804,604

J. **Statutory maximum calculation**

Only enter fire/RFA rate, library rate, & firefighter pension fund rate for cities annexed to a fire/RFA or library or has a firefighter pension fund.

District base levy rate		Fire Rate		Library Rate		Firefighter Pension Fund		Statutory Rate Limit
3.60000	-		-	0.24150	+	0.00000	=	3.35850

Regular Levy AV		Reg Statutory Rate Limit				
5,268,786,954	*	3.35850	÷	1,000	=	**17,695,221** Statutory Amount

K. **Highest Lawful Levy For This Tax Year** (Lesser of I and J) = **8,804,604**

L. **New highest lawful levy since 1985** (Lesser of I minus C and J, unless A (before limit factor increase) is greater, then A **8,804,604**

M.	Lesser of J and K	8,804,604
N.	Refunds	0
O.	**Total: M+N** (unless stat max)	**8,804,604**
P.	**Levy Corrections** Year of Error: ____ Did the district cause the error?	
	1. Minus amount over levied (if applicable)	0
	2. Plus amount under levied (if applicable)	0
Q.	**Total Allowable Levy**	**8,804,604**

R.	**Tax Base For Regular Levy**	
	1. Total district taxable value (including state-assessed property, and excluding boats, timber assessed value, and the senior citizen exemption for the regular levy)	5,268,786,954
S.	**Tax Base for Excess, Voted Bond Levies and Sr Exempt Lid Lifts**	
	2. Excess AV	5,247,231,674
	3. Plus Timber Assessed Value (TAV)	0
	4. Tax base for excess and voted bond levies (2+3)	5,247,231,674

T.	**Increase Information**	
	1. Levy rate based on allowable levy	1.67108
	2. Last year's ACTUAL regular levy	8,722,581
	3. Dollar Increase over last year other than New Construction (-) Annexation	71,946
	4. Percent Increase over last year other than New Construction (-) Annexation	0.82483%

Council Agenda Bill

AB Number

AB25-107

Agenda Bill Information

Title *

2025-2026 Mid-Biennium Amendment

Action *

Motion

Council Agenda Section

Ordinance

Council Meeting Date *

11/10/2025

Staff Member

Janna Walker

Department *

Finance

Committee

Finance and Administration

Committee Date

11/04/2025

Exhibits

Packet Attachments - if any

x01 Amendment Ordinance.docx	99.38KB
x02 Amendment Request Table.pdf	270.39KB
x03 2025 Reconciliation Table.pdf	365.77KB
x04 2026 Reconciliation Table.pdf	353.02KB
x05 Ordinance Table & Totals Comparison.pdf	523.22KB
x06 10-Year Forecast Table & Chart.pdf	513.64KB
x07 Proposed Staffing Table.pdf	226.06KB
x08 North Bend Amendment Detail.pdf	345.32KB
x09 North Bend Amendment Detail by Department.pdf	136.91KB
x10 Utility Rate Study Amendment Detail.pdf	574.75KB

Summary

Introduction *

Brief summary.

The purpose of this ordinance is to amend the 2025-2026 Biennial Budget to provide the City with the appropriation necessary to account for the dissolution of the North Bend Police Services Agreement, the

adoption of the Utility Rate Study, City expenditures rising at a pace greater than inflation, project amendments, and other various expenditures throughout the City.

Proposed Motion

This is the first reading of Ordinance 1309. The second reading and proposed adoption is scheduled for the November 24, 2025 City Council meeting.

Background/Overview *

What was done (legislative history, previous actions, ability to hyperlink)

The 2025-2026 Biennial Budget was adopted by Ordinance No. 1296 on October 3, 2024. Administration is requesting a net reduction in appropriation of $16,139,143. The adjustment will also include a reduction of revenue totaling $19,764,836.

Analysis *

Please see the following attachments for detailed information regarding the proposed Mid-biennium amendment, as described below.

Attachment #1: the Amendment Ordinance;
Attachment #2: the Proposed Amendment Request Table describing the amendments and appropriation increases requested, the funds and functional classifications impacted;
Attachment #3: the 2025 Reconciliation Table; which helps to reconcile the amendment request table to the ordinance;
Attachment #4: the 2026 Reconciliation Table, which helps to reconcile the amendment request table to the ordinance;
Attachment #5: a Budget Ordinance Table and Budget Totals table showcasing the difference between the original 2025-26 Biennial Budget and the proposed amendments; and
Attachment #6: the updated 10-year Forecast and its accompanying chart.

North Bend Police Services ILA Dissolution (Amendment #1) Attachments
Attachment #7: Proposed Staffing Chart;
Attachment #8: a chart showing how each fund and functional classification are affected by the change; and
Attachment #9: a detailed look at the impact to the Fire Department.

Utility Rate Study Adjustments (Amendment #10) Attachment
Attachment #10: the detail of the Utility Rate Study Adjustments and further adjustments that will ensure a sufficient ending fund balance within Utility Capital (#417).

Budgetary Status *

This action has complex budgetary implications.

Budget Summary

The 2025-2026 Mid-Biennium amendment ordinance, as provided for in this agenda bill, authorizes the City of Snoqualmie to spend or transfer amounts no more than $82,400,165 in 2025 and $75,894,835 in 2026 for a total of $158,295,000 across all funds and functional classifications.

Fiscal Impact

Amount of Expenditure	Amount Budgeted	Appropriation Requested
-$16,139,143.00	$174,434,143.00	-$16,139,143.00

Fiscal Impact Screenshot

ORDINANCE NO. 1309

AN ORDINANCE OF THE CITY OF SNOQUALMIE, WASHINGTON, AMENDING THE 2025-2026 BIENNIAL BUDGET; AND PROVIDING FOR SEVERABILITY AND AN EFFECTIVE DATE.

WHEREAS, the City of Snoqualmie is a non-charter optional municipal code city as provided in Title 35A RCW, incorporated under the laws of the state of Washington; and

WHEREAS, pursuant to RCW 35A.34.040 the City is authorized to establish by ordinance a two-year fiscal biennium budget cycle for the City; and

WHEREAS, the City Council passed Ordinance No. 1296 establishing a two-year fiscal biennial budget; and

WHEREAS, the City Council wishes to modify and amend the 2025-2026 biennial budget to cover expenditures and changes not reasonably foreseen in Ordinance No. 1296; and

WHEREAS, a duly noticed public hearing was held on November 10, 2025 during its regularly scheduled, open City Council meeting.

NOW, THEREFORE, BE IT HEREBY ORDAINED by the City Council of the City of Snoqualmie, Washington, as follows:

Section 1. Biennial Budget Amended. The City of Snoqualmie biennial budget for the 2025-2026 fiscal biennium, as determined after hearings and placed into final form and content, is hereby amended by reference as set forth in Sections 2, 4, and 6.

Section 2. Fund Budget Summary Form. Pursuant to RCW 35A.34.120, the totals of estimated sources and appropriations for each separate fund, and the aggregate totals for all such funds combined, are set forth in summary form on page 3 of this ordinance, and are

hereby appropriated for use at the fund level during the 2025-2026 biennium, with the exception of the City's capital funds (Non-Utilities Capital Fund #310, Enterprise Resource Planning Project Fund #350, and Utilities Capital Fund #417).

Proposed 2025-2026 Biennial Budget Ordinance Table

Fund #	Fund Name	Est. 2025 Beginning Fund Balance	Est. 2025 Sources	Est. 2025 Uses	Est. 2025 Ending Fund Balance	Est. 2026 Sources	Est. 2026 Uses	Est. 2026 Ending Fund Balance	Total 2025-2026 Est. Sources	Total 2025-2026 Uses (Appropriation)
001	General Fund	$ 2,527,062	$ 21,271,514		$ 2,495,439	$ 21,813,256		$ 2,942,710	$ 43,084,770	
	Administrative Departments[1]			$ 5,361,787			$ 5,139,239			$ 10,501,026
	Police (Snoqualmie)			$ 4,989,413			$ 5,178,509			$ 10,167,922
	Fire & Emergency Management			$ 4,669,605			$ 4,875,246			$ 9,544,851
	Parks & Streets Maintenance			$ 3,101,173			$ 3,330,753			$ 6,431,926
	Community Development[2]			$ 2,157,767			$ 1,939,268			$ 4,097,035
	Non-Departmental[3]			$ 1,023,392			$ 902,970			$ 1,926,362
002	Reserve Fund	$ 3,118,281	$ 91,000	$ -	$ 3,209,281	$ 84,000	$ -	$ 3,293,281	$ 175,000	$ -
	Total General Fund	**$ 5,645,343**	**$ 21,362,514**	**$ 21,303,137**	**$ 5,704,720**	**$ 21,897,256**	**$ 21,365,985**	**$ 6,235,991**	**$ 43,259,770**	**$ 42,669,122**
012	Arts Activities Fund	$ 50,739	$ 49,763	$ 37,180	$ 63,322	$ 12,857	$ 38,389	$ 37,790	$ 62,620	$ 75,569
014	North Bend Police Services Fund	$ 37,788	$ 2,820,972	$ 2,832,810	$ 25,950	$ 883,575	$ 904,100	$ 5,425	$ 3,704,547	$ 3,736,910
018	Deposits Reimbursement Control Fund	$ 21,266	$ 20,585	$ 41,851	$ -	$ 20,525	$ 20,525	$ -	$ 41,110	$ 62,376
020	School Impact Fee Fund	$ -	$ 200,000	$ 200,000	$ -	$ 200,000	$ 200,000	$ -	$ 400,000	$ 400,000
	Total Managerial Funds	**$ 109,793**	**$ 3,091,320**	**$ 3,111,841**	**$ 89,272**	**$ 1,116,957**	**$ 1,163,014**	**$ 43,215**	**$ 4,208,277**	**$ 4,274,855**
110	Tourism Promotion Fund	$ 9,866	$ 33,600	$ 30,000	$ 13,466	$ 34,507	$ 30,000	$ 17,973	$ 68,107	$ 60,000
118	Drug Enforcement Fund	$ 39,085	$ 901	$ 3,000	$ 36,986	$ 809	$ -	$ 37,795	$ 1,710	$ 3,000
123	Opioid Settlement Fund	$ 71,335	$ 15,966	$ -	$ 87,301	$ 16,732	$ -	$ 104,033	$ 32,698	$ -
131	Affordable Housing Fund	$ 1,725,925	$ 398,936	$ -	$ 2,124,861	$ 414,290	$ -	$ 2,539,151	$ 813,226	$ -
144	Home Elevations Fund	$ -	$ 500,000	$ 500,000	$ -	$ -	$ -	$ -	$ 500,000	$ 500,000
	Total Special Revenue Funds	**$ 1,846,211**	**$ 949,403**	**$ 533,000**	**$ 2,262,614**	**$ 466,338**	**$ 30,000**	**$ 2,698,952**	**$ 1,415,741**	**$ 563,000**
310	Non-Utilities Capital Fund[4]	$ 20,095,791	$ 5,441,708	$ 19,530,931	$ 6,006,568	$ 14,102,500	$ 18,264,193	$ 1,844,875	$ 19,544,208	$ 37,795,124
350	Enterprise Resource Planning Project Fund	$ 483,958	$ 161,000	$ 349,958	$ 295,000	$ 5,000	$ 300,000	$ -	$ 166,000	$ 649,958
	Total Capital Funds	**$ 20,579,749**	**$ 5,602,708**	**$ 19,880,889**	**$ 6,301,568**	**$ 14,107,500**	**$ 18,564,193**	**$ 1,844,875**	**$ 19,710,208**	**$ 38,445,082**
401	Water Operations Fund	$ 1,055,284	$ 5,659,125	$ 5,417,424	$ 1,296,985	$ 5,968,393	$ 5,974,502	$ 1,290,876	$ 11,627,518	$ 11,391,926
402	Wastewater Operations Fund	$ 819,934	$ 6,774,482	$ 6,606,836	$ 987,580	$ 7,211,254	$ 7,204,882	$ 993,952	$ 13,985,736	$ 13,811,718
403	Stormwater Operations Fund	$ 588,834	$ 3,170,982	$ 3,065,852	$ 693,964	$ 3,386,538	$ 3,462,694	$ 617,808	$ 6,557,520	$ 6,528,546
417	Utilities Capital Fund[4]	$ 4,999,190	$ 14,380,223	$ 15,709,288	$ 3,670,125	$ 11,126,373	$ 12,138,472	$ 2,658,026	$ 25,506,596	$ 27,847,760
	Total Enterprise Funds	**$ 7,463,242**	**$ 29,984,812**	**$ 30,799,400**	**$ 6,648,654**	**$ 27,692,558**	**$ 28,780,550**	**$ 5,560,662**	**$ 57,677,370**	**$ 59,579,950**
501	Equipment Replacement & Repair Fund	$ 2,934,654	$ 2,781,563	$ 3,677,128	$ 2,039,089	$ 2,438,985	$ 2,724,508	$ 1,753,566	$ 5,220,548	$ 6,401,636
502	Information Technology Fund	$ 1,635,916	$ 2,397,819	$ 2,366,408	$ 1,667,327	$ 2,365,155	$ 2,493,841	$ 1,538,641	$ 4,762,974	$ 4,860,249
510	Facilities Maintenance Fund	$ 194,755	$ 723,059	$ 728,362	$ 189,452	$ 766,237	$ 772,744	$ 182,945	$ 1,489,296	$ 1,501,106
	Total Internal Service Funds	**$ 4,765,325**	**$ 5,902,441**	**$ 6,771,898**	**$ 3,895,868**	**$ 5,570,377**	**$ 5,991,093**	**$ 3,475,152**	**$ 11,472,818**	**$ 12,762,991**
	Total All Funds	**$ 40,409,663**	**$ 66,893,198**	**$ 82,400,165**	**$ 24,902,696**	**$ 70,850,986**	**$ 75,894,835**	**$ 19,858,847**	**$ 137,744,184**	**$ 158,295,000**

[1] Includes Mayor, City Council, Administration, City Attorney, City Clerk, Finance, and Communications

[2] Includes Planning, Developer-Reimbursed Expenditures, Building, and Events

[3] Includes Human Services, Court Services, etc.

[4] Appropriations for capital projects are established at the project level. The place holder amounts in Funds #310 and #417 are estimates as to the timing of spending, but do not represent the legal appropriation for projects and programs within these funds. See the budget ordinance for these continuing project appropriations and biennial program appropriations.

Section 3. Transfers Within Funds Authorized. Pursuant to RCW 35A.34.200(2), transfers between individual appropriations within any one fund of the 2025-2026 biennial budget may be made during the fiscal biennium by order of the Mayor; provided, however, that transfers between individual appropriations with the General Fund (Fund No. 001) may be made only within the functional classifications within the General Fund identified in the summary in Section 2 above.

Section 4. Capital Project Budget Summary Form. The totals of estimated sources and appropriations over the life of each capital project, that has or is anticipated to start before December 31, 2026, and the aggregate totals for all such capital projects combined, are set forth in summary form below and are hereby appropriated for use at the capital project level.

Capital Project Budget Table

Capital Project	Est. Life-of-Project Sources	Est. Life-of-Project Uses (Appropriation)
Meadowbrook Trail Project	$ 240,000	$ 240,000
Kimball Creek Bridges Restoration Project	$ 1,865,513	$ 1,865,513
384th Street Project - Non-Utilities Portion	$ 1,093,521	$ 1,093,521
Community Park Sprayground Project	$ 1,500,000	$ 1,500,000
Town Center Improvement Project - Phase III	$ 14,797,050	$ 14,797,050
Meadowbrook Bridge Restoration Project	$ 3,163,800	$ 3,163,800
Railroad Crossing Project	$ 2,144,500	$ 2,144,500
Rivertrail Project - NW of Sandy Cove Park	$ 3,607,751	$ 3,607,751
Rivertrail Project - Arboretum Trail	$ 1,709,700	$ 1,709,700
Police Station Facility Improvements Project	$ 345,000	$ 345,000
Fire Station Facility Improvement Project	$ 74,300	$ 74,300
Community Center Expansion Project	$ 30,226,669	$ 30,226,669
Server Improvement Project	$ 75,000	$ 75,000
Fiber Optic Backbone Replacement Project	$ 425,000	$ 425,000
Total Non-Utilities Capital Projects	**$ 61,267,804**	**$ 61,267,804**
384th Street Project - Utilities Portion	$ 2,780,913	$ 2,780,913
Water Reclamation Facility Improvement Project - Phase III	$ 17,090,340	$ 17,090,340
Pressure Zone Conversions Project	$ 237,930	$ 237,930
Pressure Reducing Valve (PRV) Stations Project	$ 244,110	$ 244,110
705 Zone Booster Pump Station Improvement Project	$ 592,250	$ 592,250
South Wellfield Improvement Project	$ 2,943,740	$ 2,943,740
Canyon Springs Improvement Project	$ 1,549,308	$ 1,549,308
Eagle Lake Water Reclamation Basin Improvement Project	$ 9,756,267	$ 9,756,267
Ridge Street Drainage Improvement Project	$ 346,080	$ 346,080
Kimball Creek Riparian Restoration Project	$ 2,365,910	$ 2,365,910
Sandy Cove Park Riverbank Restoration & Outfall Project	$ 4,537,566	$ 4,537,566
SR 202 Bridge Utility Main Replacement Project	$ 6,943,211	$ 6,943,211
Source of Supply Improvement Project	$ 1,548,000	$ 1,548,000
Business Park Lift Station Improvement Project	$ 98,850	$ 98,850
Total Utilities Capital Projects	**$ 51,034,475**	**$ 51,034,475**
Enterprise Resource Planning System Project	**$ 2,126,111**	**$ 2,126,111**
Total All Capital Projects	**$ 114,428,390**	**$ 114,428,390**

Section 5. Continuing Appropriation for Capital Projects Authorized.

Pursuant to RCW 35A.34.270, the appropriation in any fund for any capital project shall not lapse at the end of each fiscal biennium but shall be carried forward from biennium to biennium until fully expended or the purpose has been accomplished or abandoned, without necessity of reappropriation.

Section 6. Capital Program and Debt Service Budget Summary Form.

The totals of estimated sources and appropriations for each capital or debt service program and transfer during the 2025-2026 biennium, and the aggregate totals for all such uses combined, are set forth in summary form below and are hereby appropriated for use at the capital and debt service program level.

Capital Program and Debt Service Budget Table

Capital or Debt Service Program	Est. 2025-2026 Sources	Est. 2025-2026 Uses (Appropriation)
Street Resurfacing Program	$ 1,125,020	$ 1,125,020
Sidewalk Improvement Program	$ 409,410	$ 409,410
Americans with Disabilities Act (ADA) Program	$ 159,881	$ 159,881
Complete Streets Improvement Program	$ 148,425	$ 148,425
Playgrounds Replacement Program	$ 689,424	$ 689,424
Trails Improvement Program	$ 134,029	$ 134,029
Sport Court Improvement Program	$ 58,471	$ 58,471
Parks Parking Lot Resurfacing Program	$ 134,806	$ 134,806
Parks Facilities Improvement Program	$ 85,683	$ 85,683
Riverfront Land Acquisitions & Demolitions Program	$ 850,000	$ 850,000
Environmental Improvement Program	$ 57,600	$ 57,600
Facilities Improvement Program	$ 551,014	$ 551,014
Total Non-Utilities Capital Programs	**$ 4,403,763**	**$ 4,403,763**
Non-Utilities Transfers	**$ 500,000**	**$ 500,000**
Non-Utilities Debt Service	**$ 174,000**	**$ 174,000**
Utility Main & Drainage System Replacement Program	$ 3,440,097	$ 3,440,097
Urban Forestry Improvement Program	$ 509,850	$ 509,850
Stormwater Pond Improvement Program	$ 365,400	$ 365,400
Total Utilities Capital Programs	**$ 4,315,347**	**$ 4,315,347**
Utilities Debt Service	**$ 5,984,443**	**$ 5,984,443**
Total All Capital and Debt Service Programs	**$ 15,377,553**	**$ 15,377,553**

Section 7. Transmittal of Budget. The City Clerk is hereby directed to transmit to the Office of the State Auditor and to the Association of Washington Cities a complete copy of the budget herein referred to as adopted.

Section 9. Effective Date. This ordinance shall be effective five days after publication as provided by law.

Section 10. Corrections by City Clerk or Code Reviser. Upon approval of the City Attorney, the City Clerk and the code reviser are authorized to make necessary corrections to this ordinance, including the correction of clerical errors; references to other local, state or federal laws, codes, rules, or regulations; or ordinance numbering anti section/subsection numbering.

Section 11. Severability. If any one or more section, subsection, or sentence of this ordinance is held to be unconstitutional or invalid, such decision shall not affect the validity of the remaining portion of this ordinance and the same shall remain in full force and effect.

PASSED by the City Council of the City of Snoqualmie, Washington, this 24th day of November 2025.

_____
Katherine Ross, Mayor

ATTEST:

_____
Deana Dean, City Clerk

APPROVED AS TO FORM:

_____
Dena Burke, City Attorney

2025-2026 Biennium Budget Amendments

Proposed Amendment Request Table

#	Amendment Request	Amendment Description	Department/ Division	Fund(s) or Functional Classification(s) Impacted	2025-26 Ongoing Appropriation Increase (Decrease) Requested	2025-26 One-time Appropriation Increase (Decrease) Requested	Offsetting Revenue Description
1A	North Bend Police Services ILA Dissolution	The intent of this amendment is to adjust General Fund expenditures and City-wide allocations to account for the closure of the North Bend Police Services Fund (#014) and the subsequent reduction in police and city-wide employees through position elimination and other such reductions.	Police Department	General Fund (#001), NB Police Services (#014), Non-Utility Capital (#310), Water (#401), Sewer (#402), Stormwater, (#403), Utility Capital (#417), ER&R (#501), IT (#502), Facilities (#510)	$ (7,747,875)	$ -	This amendment requires a decrease in revenue, to include $2.34 million in internal service charges and $4.62 million in North Bend Police Services revenue, and other reductions outlined in Attachments #7, #8, & #9.
1B	North Bend Police Services ILA Dissolution	This amendment allows sufficient appropriation for the City to pay the City of North Bend $240,000, in accordance with the agreement ending police services.	Equipment Replacement and Repair	ER&R (#501)	$ -	$ 240,000	This item will be paid from the ER&R Fund's capital reserves.
1C	Closure of the North Bend Police Services Fund	This amendment will establish a transfer from the North Bend Police Services Fund (#014) to the General Fund (#001) to enable closure of the Fund (#014).	North Bend Police Services	North Bend Police Services (#014)	$ -	$ 120,134	This transfer will be funded from any remaining fund balance within Fund #014.
2	Liability and Property Insurance	The goal of this budget amendment is to increase the budget for liability and property insurance, which have been growing at a combined rate of over 20% for the last three years, with 2025 being $63,336, or 8%, over budget and 2026 estimated at being $116,913, or 14% over budget. The remaining increase represents overhead charges to departments.	Administration	General Fund (#001), NB Police Services (#014), Non-Utility Capital (#310), Water (#401), Sewer (#402), Stormwater, (#403), Utility Capital (#417), ER&R (#501), IT (#502), Facilities (#510)	$ 254,140	$ -	Administration charges a portion of this expenditure to capital, utility and internal service funds as overhead. This overhead revenue totals $74k and is received into the General Fund (#001).
3	Worker's Compensation (L&I) Insurance	This amendment increases the budget for Worker's Compensation insurance. Over the last three years, these expenditures have increased by 52% for City public safety workers and 14% for other operating divisions.	General, Capital, Utility, and Internal Service Funds	General Fund (#001), NB Police Services (#014), Non-Utility Capital (#310), Water (#401), Sewer (#402), Stormwater, (#403), Utility Capital (#417), ER&R (#501), IT (#502), Facilities (#510)	$ 163,905	$ -	
4	Outside Legal Counsel Expenditures	This amendment relates to ongoing unexpected legal costs from a multitude of cases.	Administration	General Fund (#001)	$ -	$ 140,000	
5	Fire Department Health Insurance	The goal of this amendment is to adjust the budget for firefighter health insurance to account for five new firefighters who required higher levels of insurance than estimated within the 2025-26 Biennial Budget.	Fire & Emergency Management	General Fund (#001)	$ 37,846	$ -	
6	AED Replacement	The intent of this amendment is to purchase replacement automatic external defibrillators that have reached the end of their useful life.	Fire & Emergency Management	General Fund (#001)	$ -	$ 13,627	This appropriation will be reimbursed by a $19k grant from King County, which expires in 2025. A portion of the grant, $12k, was not included within the budget.
7	Splash Pad Operations	The opening of the City's new splash pad has resulted in costs above those estimated within the 2025-26 CIP. This amendment is intended to account for expenses that occurred above and beyond those estimated during 2025 and those expected in 2026.	Parks Maintenance	General Fund (#001)	$ 25,684	$ 10,294	
8	Public Defender Costs	Washington State Supreme Court Order 25700-A-1644, issued in 2025, caps the number of clients a defense attorney may represent. This limitation will begin in 2026. The goal of this amendment is to increase the budget to the amount estimated by our public defense firm.	Non-Departmental	General Fund (#001)	$ 57,930	$ -	None currently exists. However, a councilmanic public safety tax of 0.1% could be enacted to counteract this and other rising public safety costs.
9	Utility Fees Transfer	This amendment moves an estimated $500,000 of excess utility fees historically transferred to Non-Utility Capital (#310). These funds are being moved to Utility Capital (#417), including any interest earned during the period.	Non-Utility Capital	Non-Utility Capital (#310), Utility Capital (#417)	$ -	$ 500,000	
10	Utility Rate Study Adjustments	This goal of this amendment is to adjust Utility Operations revenues and transfers to Utility Capital to match the decisions made within the Utility Rate Study, adopted within within Ordinance 1303 on May 12, 2025, as well as ensure a sufficient ending fund balance within Utility Capital (#417).	Utility Operations and Utility Capital	Water (#401), Sewer (#402), Stormwater, (#403), Utility Capital (#417),	$ (11,236,370)	$ -	These reductions in transfers correlate to decreased revenues of $15.01 million, and include an increased reliance on debt financing within Utility Capital.
11	Stormwater System Plan	This amendment is intended to account for a $163,171 Stormwater System Plan contract with NHC, as described and approved in AB24-117 on October 28, 2024.	Stormwater Operations	Stormwater Operations (#403)	$ -	$ 77,471	
12	Project Amendment: Eagle Lake Reservoir and Loan	This amendment increases the project appropriation for the Eagle Lake Water Reclamation Basin Improvement Project, which was amended in AB25-059 on May 27, 2025.	Utility Capital	Utility Capital Fund (#417)	$ -	$ 1,105,220	This appropriation is associated with an increase in a Department of Ecology Loan of $2.24 million.
13A	Project Amendment: Water Reclamation Facility - Phase 3	As approved in AB25-085 on September 22, 2025, the intent of this amendment is to increase the WRF P3 (#417) project budget to include a contract amendment and an allowance for the amount that sales tax has increased since the start of this contract and project.	Utility Capital	Utility Capital Fund (#417)	$ -	$ 99,981	This appropriation will be funded by a decrease within the Utility Main & Drainage System Replacement Program.
13B	Project Amendment: Utility Main & Drainage System Replacement Program	As approved in AB25-085 on September 22, 2025, the intent of this amendment is to decrease the Utility Main & Drainage Replacement Program (#417) budget to support a WRF P3 amendment.	Utility Capital	Utility Capital Fund (#417)	$ -	$ (99,981)	
14	Business Park Lift Station Improvement Project	The goal of this amendment is to assign project funding to the Business Park Lift Station to begin design in anticipation of the Snoqualmie Valley Health expansion, as approved in AB25-079.	Utility Capital	Utility Capital Fund (#417)	$ -	$ 98,850	This appropriation will be funded by the Snoqualmie Valley Health expansion project.
				Total by Ongoing and One-time Appropriation =	**$ (18,444,740)**	**$ 2,305,596**	
				Total Combined Ongoing and One-time Appropriation =		**$ (16,139,144)**	

Note: Items highlighted blue affect the General Fund (#001) appropriation levels.

2025-2026 Biennium Budget Amendments

Proposed 2025 Fund Reconciliations (Reconciling the Amendment Request Table to Ordinance)

	Beg. Fund Balance	Sources	Uses	Ending Fund Balance
GENERAL FUND (#001)				
Adopted Budget	$ 1,184,187	$ 22,674,407	$ 22,010,591	$ 1,848,003
+ #0 - Opening Balance and Other Adjustments [1]	*$ 1,342,875*	*$ (845,601)*	*$ -*	*$ 497,274*
+ #1 - Administration: NB Police Services Revised Budget	*$ -*	*$ (596,773)*	*$ (497,375)*	*$ (99,398)*
+ #2 - Administration: Liability & Property Insurance	*$ -*	*$ 27,565*	*$ 63,336*	*$ (35,771)*
+ #3 - Administration: Workers' Compensation Insurance	*$ -*	*$ -*	*$ 603*	*$ (603)*
+ #4 - Administration: Outside Legal Counsel Expenditures	*$ -*	*$ -*	*$ 140,000*	*$ (140,000)*
Administration Subtotal =	***$ 1,342,875***	***$ (1,414,809)***	***$ (293,436)***	***$ 221,502***
+ #1 - Police Department: NB Police Services Revised Budget	*$ -*	*$ -*	*$ (4,845)*	*$ 4,845*
+ #3 - Police Department: Workers' Compensation Insurance	*$ -*	*$ -*	*$ 23,345*	*$ (23,345)*
Police Department Subtotal =	***$ -***	***$ -***	***$ 18,500***	***$ (18,500)***
+ #1 - Fire Department: NB Police Services Revised Budget	*$ -*	*$ -*	*$ (229,532)*	*$ 229,532*
+ #3 - Fire Department: Workers' Compensation Insurance	*$ -*	*$ -*	*$ 33,010*	*$ (33,010)*
+ #5 - Fire Department: Health Insurance	*$ -*	*$ -*	*$ 16,377*	*$ (16,377)*
+ #6 - Fire Department: AED Replacement	*$ -*	*$ 11,916*	*$ 13,627*	*$ (1,711)*
Fire Department Subtotal =	***$ -***	***$ 11,916***	***$ (166,518)***	***$ 178,434***
+ #1 - Parks & Streets Maint. - NB Police Services Revised Budget	*$ -*	*$ -*	*$ (139,557)*	*$ 139,557*
+ #3 - Parks & Streets Maint.: Workers' Compensation Insurance	*$ -*	*$ -*	*$ 3,418*	*$ (3,418)*
+ #7 - Parks & Streets Maintenance: Splashpad	*$ -*	*$ -*	*$ 23,136*	*$ (23,136)*
Parks & Streets Maintenance Subtotal =	***$ -***	***$ -***	***$ (113,003)***	***$ 113,003***
+ #1 - Community Development: NB Police Services Revised Budget	*$ -*	*$ -*	*$ (154,020)*	*$ 154,020*
+ #3 - Community Development: Workers' Compensation Insurance	*$ -*	*$ -*	*$ 1,023*	*$ (1,023)*
Community Development Subtotal =	*$ -*	*$ -*	*$ (152,997)*	*$ 152,997*
= Amended Budget	**$ 2,527,062**	**$ 21,271,514**	**$ 21,303,137**	**$ 2,495,439**
NORTH BEND POLICE SERVICES FUND (#014)				
Adopted Budget	$ 37,788	$ 4,080,755	$ 4,113,484	$ 5,059
+ #1 - NB Police Services Revised Budget	*$ -*	*$ (1,259,783)*	*$ (1,299,957)*	*$ 40,174*
+ #2 - Liability & Property Insurance	*$ -*	*$ -*	*$ 3,292*	*$ (3,292)*

	Beg. Fund Balance	Sources	Uses	Ending Fund Balance
+ #3 - Worker's Compensation Insurance	*$ -*	*$ -*	*$ 15,991*	*$ (15,991)*
= Amended Budget	**$ 37,788**	**$ 2,820,972**	**$ 2,832,810**	**$ 25,950**
NON-UTILITY CAPITAL FUND (#310)				
Adopted Budget	$ 20,095,791	$ 5,441,708	$ 19,044,154	$ 6,493,345
+ #1 - NB Police Services Revised Budget	*$ -*	*$ -*	*$ (14,900)*	*$ 14,900*
+ #2 - Liability & Property Insurance	*$ -*	*$ -*	*$ 642*	*$ (642)*
+ #3 - Worker's Compensation Insurance	*$ -*	*$ -*	*$ 1,035*	*$ (1,035)*
+ #9 - Utility Fees Transfer	*$ -*	*$ -*	*$ 500,000*	*$ (500,000)*
= Amended Budget	**$ 20,095,791**	**$ 5,441,708**	**$ 19,530,931**	**$ 6,006,568**
WATER OPERATIONS FUND (#401)				
Adopted Budget	$ 2,258,252	$ 6,588,360	$ 7,120,585	$ 1,726,027
+ #0 - Opening Balance and Other Adjustments [1]	$ (1,202,968)	$ -	$ -	$ (1,202,968)
+ #1 - NB Police Services Revised Budget	*$ -*	*$ -*	*$ (61,994)*	*$ 61,994*
+ #2 - Liability & Property Insurance	*$ -*	*$ -*	*$ 6,401*	*$ (6,401)*
+ #3 - Worker's Compensation Insurance	*$ -*	*$ -*	*$ 3,573*	*$ (3,573)*
+ #10 - Utility Rate Study Adjustments	*$ -*	*$ (929,235)*	*$ (1,651,141)*	*$ 721,906*
= Amended Budget	**$ 1,055,284**	**$ 5,659,125**	**$ 5,417,424**	**$ 1,296,985**
WASTEWATER OPERATIONS FUND (#402)				
Adopted Budget	$ 819,934	$ 8,374,737	$ 8,328,680.00	$ 865,991
+ #1 - NB Police Services Revised Budget	*$ -*	*$ -*	*$ (73,297)*	*$ 73,297*
+ #2 - Liability & Property Insurance	*$ -*	*$ -*	*$ 10,376*	*$ (10,376)*
+ #3 - Worker's Compensation Insurance	*$ -*	*$ -*	*$ 3,995*	*$ (3,995)*
+ #10 - Utility Rate Study Adjustments	*$ -*	*$ (1,600,255)*	*$ (1,662,919)*	*$ 62,664*
= Amended Budget	**$ 819,934**	**$ 6,774,482**	**$ 6,606,835**	**$ 987,581**
STORMWATER OPERATIONS FUND (#403)				
Adopted Budget	$ 588,834	$ 4,033,156	$ 4,218,373	$ 403,617
+ #1 - NB Police Services Revised Budget	*$ -*	*$ -*	*$ (46,894)*	*$ 46,894*
+ #2 - Liability & Property Insurance	*$ -*	*$ -*	*$ 1,667*	*$ (1,667)*
+ #3 - Worker's Compensation Insurance	*$ -*	*$ -*	*$ 2,538*	*$ (2,538)*

	Beg. Fund Balance	Sources	Uses	Ending Fund Balance
+ #10 - Utility Rate Study Adjustments	*$ -*	*$ (862,174)*	*$ (1,109,832)*	*$ 247,658*
= Amended Budget	**$ 588,834**	**$ 3,170,982**	**$ 3,065,852**	**$ 693,964**
UTILITY CAPITAL FUND (#417)				
Adopted Budget	$ 4,015,287	$ 18,163,395	$ 19,184,957	$ 2,993,725
+ #0 - Opening Balance and Other Adjustments[1]	*$ 983,903*	*$ -*	*$ -*	*$ 983,903*
+ #1 - NB Police Services Revised Budget	*$ -*	*$ -*	*$ (40,463)*	*$ 40,463*
+ #2 - Liability & Property Insurance	*$ -*	*$ -*	*$ 783*	*$ (783)*
+ #3 - Worker's Compensation Insurance	*$ -*	*$ -*	*$ 1,218*	*$ (1,218)*
+ #9 - Utility Fees Transfer	*$ -*	*$ 500,000*	*$ -*	*$ 500,000*
+ #10 - Utility Rate Study Adjustments	*$ -*	*$ (6,623,892)*	*$ (4,641,277)*	*$ (1,982,615)*
+ #12 - Eagle Lake Reclamation Basin Improvement Project[2]	*$ -*	*$ 2,241,870*	*$ 1,105,220*	*$ 1,136,650*
+ #13A - Water Reclamation Facility - Phase 3 (WRF P3): WRF P3[2]	*$ -*	*$ -*	*$ 99,981*	*$ (99,981)*
+ #13B - WRF P3: Utility Main & Drain[2]	*$ -*	*$ -*	*$ (99,981)*	*$ 99,981*
+ #14 - Business Park Lift Station Improvement Project[2]	*$ -*	*$ 98,850*	*$ 98,850*	*$ -*
= Amended Budget	**$ 4,999,190**	**$ 14,380,223**	**$ 15,709,288**	**$ 3,670,125**
EQUIPMENT REPLACMENT & REPAIR FUND (#501)				
Adopted Budget	$ 2,934,654	$ 2,886,570	$ 3,726,620	$ 2,094,604
+ #1 - NB Police Services Revised Budget	*$ -*	*$ (105,007)*	*$ (52,858)*	*$ (52,149)*
+ #2 - Liability & Property Insurance	*$ -*	*$ -*	*$ 2,443*	*$ (2,443)*
+ #3 - Worker's Compensation Insurance	*$ -*	*$ -*	*$ 922*	*$ (922)*
= Amended Budget	**$ 2,934,654**	**$ 2,781,563**	**$ 3,677,127**	**$ 2,039,090**
INFORMATION TECHNOLOGY FUND (#502)				
Adopted Budget	$ 1,635,916	$ 2,738,274	$ 2,710,099	$ 1,664,091
+ #1 - NB Police Services Revised Budget	*$ -*	*$ (340,455)*	*$ (345,369)*	*$ 4,914*
+ #2 - Liability & Property Insurance	*$ -*	*$ -*	*$ 1,498*	*$ (1,498)*
+ #3 - Worker's Compensation Insurance	*$ -*	*$ -*	*$ 180*	*$ (180)*
= Amended Budget	**$ 1,635,916**	**$ 2,397,819**	**$ 2,366,408**	**$ 1,667,327**
FACILITIES MAINTENANCE FUND (#510)				
Adopted Budget	$ 194,755	$ 779,655	$ 770,738	$ 203,672

	Beg. Fund Balance	Sources	Uses	Ending Fund Balance
+ #1 - NB Police Services Revised Budget	*$ -*	*$ (56,596)*	*$ (43,470)*	*$ (13,126)*
+ #2 - Liability & Property Insurance	*$ -*	*$ -*	*$ 463*	*$ (463)*
+ #3 - Worker's Compensation Insurance	*$ -*	*$ -*	*$ 632*	*$ (632)*
= Amended Budget	**$ 194,755**	**$ 723,059**	**$ 728,363**	**$ 189,451**
Total for all Amendments =	**$ 1,123,810**	**$ (10,339,570)**	**$ (9,990,106)**	**$ 774,346**

[1]These adjustments represent an increase or decrease in opening fund balance to actual amounts for funds with significant differences from the original budget ordinance. In addition, the General Fund (#001) adjustment shows a decrease in revenues, including $375 thousand for a Paper-to-Digital grant that is no longer expected and $471 thousand in a lawsuit settlement that was expected to be received in 2025 but was

[2]See the Capital Project Budget Table and Capital Program and Debt Service Budget Table within the budget ordinance for new project totals related to these items.

2025-2026 Biennium Budget Amendments

Proposed 2026 Fund Reconciliations (Reconciling the Amendment Request Table to Ordinance)

	Beg. Fund Balance	Sources	Uses	Ending Fund Balance
GENERAL FUND (#001)				
Adopted Budget	$ 1,848,003	$ 22,151,106	$ 21,810,576	$ 2,188,533
+ #0 - Opening Balance and Other Adjustments	*$ 497,274*	*$ -*	*$ -*	*$ 497,274*
+ #1A- Administration: NB Police Services Revised Budget	*$ (99,398)*	*$ (504,310)*	*$ (497,327)*	*$ (106,381)*
+ #2 - Administration: Liability & Property Insurance	*$ (35,771)*	*$ 46,326*	*$ 116,913*	*$ (106,358)*
+ #3 - Administration: Workers' Compensation Insurance	*$ (603)*	*$ -*	*$ 535*	*$ (1,138)*
+ #4 - Administration: Outside Legal Counsel Expenditures	*$ (140,000)*	*$ -*	*$ -*	*$ (140,000)*
Administration Subtotal =	***$ 221,502***	***$ (457,984)***	***$ (379,879)***	***$ 143,397***
+ #1A- Police Department: NB Police Services Revised Budget	*$ 4,845*	*$ -*	*$ 101,920*	*$ (97,075)*
+ #3 - Police Department: Workers' Compensation Insurance	*$ (23,345)*	*$ -*	*$ 23,141*	*$ (46,486)*
Police Department Subtotal =	***$ (18,500)***	***$ -***	***$ 125,061***	***$ (143,561)***
+ #1A- Fire Department: NB Police Services Revised Budget	*$ 229,532*	*$ -*	*$ (124,217)*	*$ 353,749*
+ #3 - Fire Department: Workers' Compensation Insurance	*$ (33,010)*	*$ -*	*$ 38,258*	*$ (71,268)*
+ #5 - Fire Department: Health Insurance	*$ (16,377)*	*$ -*	*$ 21,469*	*$ (37,846)*
+ #6 - Fire Department: AED Replacement	*$ (1,711)*	*$ -*	*$ -*	*$ (1,711)*
Fire Department Subtotal =	***$ 178,434***	***$ -***	***$ (64,490)***	***$ 242,924***
+ #1A- Parks & Streets Maint.: NB Police Services Revised Budget	*$ 139,557*	*$ -*	*$ (35,325)*	*$ 174,882*
+ #3 - Parks & Streets Maint.: Workers' Compensation Insurance	*$ (3,418)*	*$ -*	*$ 1,087*	*$ (4,505)*
+ #7 - Parks & Streets Maintenance: Splashpad	*$ (23,136)*	*$ -*	*$ 12,842*	*$ (35,978)*
Parks & Streets Maintenance Subtotal =	***$ 113,003***	***$ -***	***$ (21,396)***	***$ 134,399***
+ #1A- Community Development: NB Police Services Revised Budget	*$ 154,020*	*$ -*	*$ (162,198)*	*$ 316,218*
+ #3 - Community Development: Workers' Compensation Insurance	*$ (1,023)*	*$ -*	*$ 381*	*$ (1,404)*
Community Development Subtotal =	***$ 152,997***	***$ -***	***$ (161,817)***	***$ 314,814***
+ #1C - Closure of the NB Police Services Fund	*$ -*	*$ 120,134*	*$ -*	*$ 120,134*
+ #8 - Non-Departmental: Public Defender Costs	*$ -*	*$ -*	*$ 57,930*	*$ (57,930)*
Non-Departmental Subtotal =	*$ -*	*$ 120,134*	*$ 57,930*	*$ 62,204*
= Amended Budget	**$ 2,495,439**	**$ 21,813,256**	**$ 21,365,985**	**$ 2,942,710**
NORTH BEND POLICE SERVICES FUND (#014)				

	Beg. Fund Balance	Sources	Uses	Ending Fund Balance
Adopted Budget	$ 5,059	$ 4,243,575	$ 4,243,675	$ 4,959
+ #1A- NB Police Services Revised Budget	*$ 40,174*	*$ (3,360,000)*	*$ (3,465,694)*	*$ 145,868*
+ #1C - Closure of the NB Police Services Fund	*$ -*	*$ -*	*$ 120,134*	*$ (120,134)*
+ #2 -Liability & Property Insurance	*$ (3,292)*	*$ -*	*$ 1,519*	*$ (4,811)*
+ #3 - Worker's Compensation Insurance	*$ (15,991)*	*$ -*	*$ 4,466*	*$ (20,457)*
= Amended Budget	**$ 25,950**	**$ 883,575**	**$ 904,100**	**$ 5,425**
NON-UTILITY CAPITAL FUND (#310)				
Adopted Budget	$ 6,493,345	$ 14,102,500	$ 18,271,821	$ 2,324,024
+ #1A- NB Police Services Revised Budget	*$ 14,900*	*$ -*	*$ (9,140)*	*$ 24,040*
+ #2 -Liability & Property Insurance	*$ (642)*	*$ -*	*$ 1,185*	*$ (1,827)*
+ #3 - Worker's Compensation Insurance	*$ (1,035)*	*$ -*	*$ 326*	*$ (1,361)*
+ #9 - Utility Fees Transfer	*$ (500,000)*	*$ -*	*$ -*	*$ (500,000)*
= Amended Budget	**$ 6,006,568**	**$ 14,102,500**	**$ 18,264,192**	**$ 1,844,876**
WATER OPERATIONS FUND (#401)				
Adopted Budget	$ 1,726,027	$ 7,025,006	$ 7,276,947	$ 1,474,086
+ #0 - Opening Balance and Other Adjustments	$ (1,202,968)	$ -	$ -	$ (1,202,968)
+ #1A- NB Police Services Revised Budget	*$ 61,994*	*$ -*	*$ (21,847)*	*$ 83,841*
+ #2 -Liability & Property Insurance	*$ (6,401)*	*$ -*	*$ 11,816*	*$ (18,217)*
+ #3 - Worker's Compensation Insurance	*$ (3,573)*	*$ -*	*$ 1,129*	*$ (4,702)*
+ #10 - Utility Rate Study Adjustments	*$ 721,906*	*$ (1,056,613)*	*$ (1,293,543)*	*$ 958,836*
= Amended Budget	**$ 1,296,985**	**$ 5,968,393**	**$ 5,974,502**	**$ 1,290,877**
WASTEWATER OPERATIONS FUND (#402)				
Adopted Budget	$ 865,991	$ 10,022,082	$ 9,726,078	$ 1,161,995
+ #1A- NB Police Services Revised Budget	*$ 73,297*	*$ -*	*$ (40,528)*	*$ 113,825*
+ #2 -Liability & Property Insurance	*$ (10,376)*	*$ -*	*$ 19,153*	*$ (29,529)*
+ #3 - Worker's Compensation Insurance	*$ (3,995)*	*$ -*	*$ 1,261*	*$ (5,256)*
+ #10 - Utility Rate Study Adjustments	*$ 62,664*	*$ (2,810,828)*	*$ (2,501,082)*	*$ (247,082)*
= Amended Budget	**$ 987,581**	**$ 7,211,254**	**$ 7,204,882**	**$ 993,953**
STORMWATER OPERATIONS FUND (#403)				

	Beg. Fund Balance	Sources	Uses	Ending Fund Balance
Adopted Budget	$ 403,617	$ 4,315,584	$ 4,119,261	$ 599,940
+ #1A- NB Police Services Revised Budget	*$ 46,894*	*$ -*	*$ (23,004)*	*$ 69,898*
+ #2 -Liability & Property Insurance	*$ (1,667)*	*$ -*	*$ 3,077*	*$ (4,744)*
+ #3 - Worker's Compensation Insurance	*$ (2,538)*	*$ -*	*$ 801*	*$ (3,339)*
+ #10 - Utility Rate Study Adjustments	*$ 247,658*	*$ (929,046)*	*$ (714,911)*	*$ 33,523*
+ #11 - Stormwater System Plan	*$ -*	*$ -*	*$ 77,471*	*$ (77,471)*
= Amended Budget	**$ 693,964**	**$ 3,386,538**	**$ 3,462,695**	**$ 617,807**
UTILITY CAPITAL FUND (#417)				
Adopted Budget	$ 2,993,725	$ 11,325,019	$ 9,828,405	$ 4,490,339
+ #0 - Opening Balance and Other Adjustments	*$ 983,903*	*$ -*	*$ -*	*$ 983,903*
+ #1A- NB Police Services Revised Budget	*$ 40,463*	*$ -*	*$ (30,100)*	*$ 70,563*
+ #2 - Liability & Property Insurance	*$ (783)*	*$ -*	*$ 1,445*	*$ (2,228)*
+ #3 - Worker's Compensation Insurance	*$ (1,218)*	*$ -*	*$ 387*	*$ (1,605)*
+ #9 - Utility Fees Transfer	*$ 500,000*	*$ -*	*$ -*	*$ 500,000*
+ #10 - Utility Rate Study Adjustments	*$ (1,982,615)*	*$ (198,646)*	*$ 2,338,335*	*$ (4,519,596)*
+ #12 - Eagle Lake Reclamation Basin Improvement Project	*$ 1,136,650*	*$ -*	*$ -*	*$ 1,136,650*
+ #13A - Water Reclamation Facility - Phase 3 (WRF P3) - WRF P3	*$ (99,981)*	*$ -*	*$ -*	*$ (99,981)*
+ #13B - WRF P3 - Utility Main & Drainage Replacement Program	*$ 99,981*	*$ -*	*$ -*	*$ 99,981*
+ #14 - Business Park Lift Station Improvement Project	*$ -*	*$ -*	*$ -*	*$ -*
= Amended Budget	**$ 3,670,125**	**$ 11,126,373**	**$ 12,138,472**	**$ 2,658,026**
EQUIPMENT REPLACMENT & REPAIR FUND (#501)				
Adopted Budget	$ 2,094,604	$ 2,625,256	$ 2,527,591	$ 2,192,269
+ #1A - NB Police Services Revised Budget	*$ (52,149)*	*$ (186,271)*	*$ (47,883)*	*$ (190,537)*
+ #1B - NB Police Services Revised Budget	*$ -*	*$ -*	*$ 240,000*	*$ (240,000)*
+ #2 - Liability & Property Insurance	*$ (2,443)*	*$ -*	*$ 4,510*	*$ (6,953)*
+ #3 - Worker's Compensation Insurance	*$ (922)*	*$ -*	*$ 290*	*$ (1,212)*
= Amended Budget	**$ 2,039,090**	**$ 2,438,985**	**$ 2,724,508**	**$ 1,753,567**
INFORMATION TECHNOLOGY FUND (#502)				
Adopted Budget	$ 1,664,091	$ 2,859,646	$ 2,839,516	$ 1,684,221
+ #1A- NB Police Services Revised Budget	*$ 4,914*	*$ (494,491)*	*$ (348,601)*	*$ (140,976)*

	Beg. Fund Balance	Sources	Uses	Ending Fund Balance
+ #2 - Liability & Property Insurance	*$ (1,498)*	*$ -*	*$ 2,766*	*$ (4,264)*
+ #3 - Worker's Compensation Insurance	*$ (180)*	*$ -*	*$ 160*	*$ (340)*
= Amended Budget	**$ 1,667,327**	**$ 2,365,155**	**$ 2,493,841**	**$ 1,538,641**
FACILITIES MAINTENANCE FUND (#510)				
Adopted Budget	$ 203,672	$ 817,758	$ 811,089	$ 210,341
+ #1A- NB Police Services Revised Budget	*$ (13,126)*	*$ (51,521)*	*$ (39,400)*	*$ (25,247)*
+ #2 - Liability & Property Insurance	*$ (463)*	*$ -*	*$ 855*	*$ (1,318)*
+ #3 - Worker's Compensation Insurance	*$ (632)*	*$ -*	*$ 200*	*$ (832)*
= Amended Budget	**$ 189,451**	**$ 766,237**	**$ 772,744**	**$ 182,944**
Total for all Amendments =	**$ 774,346**	**$ (9,425,266)**	**$ (6,149,038)**	**$ (2,501,882)**

Proposed 2025-2026 Biennial Budget Ordinance Table

Fund #	Fund Name	Est. 2025 Beginning Fund Balance	Est. 2025 Sources	Est. 2025 Uses	Est. 2025 Ending Fund Balance	Est. 2026 Sources	Est. 2026 Uses	Est. 2026 Ending Fund Balance	Total 2025-2026 Est. Sources	Total 2025-2026 Uses (Appropriation)
001	General Fund	$ 2,527,062	$ 21,271,514		$ 2,495,439	$ 21,813,256		$ 2,942,710	$ 43,084,770	
	Administrative Departments[1]			$ 5,361,787			$ 5,139,239			$ 10,501,026
	Police (Snoqualmie)			$ 4,989,413			$ 5,178,509			$ 10,167,922
	Fire & Emergency Management			$ 4,669,605			$ 4,875,246			$ 9,544,851
	Parks & Streets Maintenance			$ 3,101,173			$ 3,330,753			$ 6,431,926
	Community Development[2]			$ 2,157,767			$ 1,939,268			$ 4,097,035
	Non-Departmental[3]			$ 1,023,392			$ 902,970			$ 1,926,362
002	Reserve Fund	$ 3,118,281	$ 91,000	$ -	$ 3,209,281	$ 84,000	$ -	$ 3,293,281	$ 175,000	$ -
	Total General Fund	**$ 5,645,343**	**$ 21,362,514**	**$ 21,303,137**	**$ 5,704,720**	**$ 21,897,256**	**$ 21,365,985**	**$ 6,235,991**	**$ 43,259,770**	**$ 42,669,122**
012	Arts Activities Fund	$ 50,739	$ 49,763	$ 37,180	$ 63,322	$ 12,857	$ 38,389	$ 37,790	$ 62,620	$ 75,569
014	North Bend Police Services Fund	$ 37,788	$ 2,820,972	$ 2,832,810	$ 25,950	$ 883,575	$ 904,100	$ 5,425	$ 3,704,547	$ 3,736,910
018	Deposits Reimbursement Control Fund	$ 21,266	$ 20,585	$ 41,851	$ -	$ 20,525	$ 20,525	$ -	$ 41,110	$ 62,376
020	School Impact Fee Fund	$ -	$ 200,000	$ 200,000	$ -	$ 200,000	$ 200,000	$ -	$ 400,000	$ 400,000
	Total Managerial Funds	**$ 109,793**	**$ 3,091,320**	**$ 3,111,841**	**$ 89,272**	**$ 1,116,957**	**$ 1,163,014**	**$ 43,215**	**$ 4,208,277**	**$ 4,274,855**
110	Tourism Promotion Fund	$ 9,866	$ 33,600	$ 30,000	$ 13,466	$ 34,507	$ 30,000	$ 17,973	$ 68,107	$ 60,000
118	Drug Enforcement Fund	$ 39,085	$ 901	$ 3,000	$ 36,986	$ 809	$ -	$ 37,795	$ 1,710	$ 3,000
123	Opioid Settlement Fund	$ 71,335	$ 15,966	$ -	$ 87,301	$ 16,732	$ -	$ 104,033	$ 32,698	$ -
131	Affordable Housing Fund	$ 1,725,925	$ 398,936	$ -	$ 2,124,861	$ 414,290	$ -	$ 2,539,151	$ 813,226	$ -
144	Home Elevations Fund	$ -	$ 500,000	$ 500,000	$ -	$ -	$ -	$ -	$ 500,000	$ 500,000
	Total Special Revenue Funds	**$ 1,846,211**	**$ 949,403**	**$ 533,000**	**$ 2,262,614**	**$ 466,338**	**$ 30,000**	**$ 2,698,952**	**$ 1,415,741**	**$ 563,000**
310	Non-Utilities Capital Fund[4]	$ 20,095,791	$ 5,441,708	$ 19,530,931	$ 6,006,568	$ 14,102,500	$ 18,264,193	$ 1,844,875	$ 19,544,208	$ 37,795,124
350	Enterprise Resource Planning Project Fund	$ 483,958	$ 161,000	$ 349,958	$ 295,000	$ 5,000	$ 300,000	$ -	$ 166,000	$ 649,958
	Total Capital Funds	**$ 20,579,749**	**$ 5,602,708**	**$ 19,880,889**	**$ 6,301,568**	**$ 14,107,500**	**$ 18,564,193**	**$ 1,844,875**	**$ 19,710,208**	**$ 38,445,082**
401	Water Operations Fund	$ 1,055,284	$ 5,659,125	$ 5,417,424	$ 1,296,985	$ 5,968,393	$ 5,974,502	$ 1,290,876	$ 11,627,518	$ 11,391,926
402	Wastewater Operations Fund	$ 819,934	$ 6,774,482	$ 6,606,836	$ 987,580	$ 7,211,254	$ 7,204,882	$ 993,952	$ 13,985,736	$ 13,811,718
403	Stormwater Operations Fund	$ 588,834	$ 3,170,982	$ 3,065,852	$ 693,964	$ 3,386,538	$ 3,462,694	$ 617,808	$ 6,557,520	$ 6,528,546
417	Utilities Capital Fund[4]	$ 4,999,190	$ 14,380,223	$ 15,709,288	$ 3,670,125	$ 11,126,373	$ 12,138,472	$ 2,658,026	$ 25,506,596	$ 27,847,760
	Total Enterprise Funds	**$ 7,463,242**	**$ 29,984,812**	**$ 30,799,400**	**$ 6,648,654**	**$ 27,692,558**	**$ 28,780,550**	**$ 5,560,662**	**$ 57,677,370**	**$ 59,579,950**
501	Equipment Replacement & Repair Fund	$ 2,934,654	$ 2,781,563	$ 3,677,128	$ 2,039,089	$ 2,438,985	$ 2,724,508	$ 1,753,566	$ 5,220,548	$ 6,401,636
502	Information Technology Fund	$ 1,635,916	$ 2,397,819	$ 2,366,408	$ 1,667,327	$ 2,365,155	$ 2,493,841	$ 1,538,641	$ 4,762,974	$ 4,860,249
510	Facilities Maintenance Fund	$ 194,755	$ 723,059	$ 728,362	$ 189,452	$ 766,237	$ 772,744	$ 182,945	$ 1,489,296	$ 1,501,106
	Total Internal Service Funds	**$ 4,765,325**	**$ 5,902,441**	**$ 6,771,898**	**$ 3,895,868**	**$ 5,570,377**	**$ 5,991,093**	**$ 3,475,152**	**$ 11,472,818**	**$ 12,762,991**
	Total All Funds	**$ 40,409,663**	**$ 66,893,198**	**$ 82,400,165**	**$ 24,902,696**	**$ 70,850,986**	**$ 75,894,835**	**$ 19,858,847**	**$ 137,744,184**	**$ 158,295,000**

[1] Includes Mayor, City Council, Administration, City Attorney, City Clerk, Finance, and Communications

[2] Includes Planning, Developer-Reimbursed Expenditures, Building, and Events

[3] Includes Human Services, Court Services, etc.

[4] Appropriations for capital projects are established at the project level. The place holder amounts in Funds #310 and #417 are estimates as to the timing of spending, but do not represent the legal appropriation for projects and programs within these funds. See the budget ordinance for these continuing project appropriations and biennial program appropriations.

2025-2026 Biennium Budget Amendments

2025-2026 Biennial Budget Totals Comparison Table

	Est. 2025 Beginning Fund Balance	Est. 2025 Sources	Est. 2025 Uses	Est. 2025 Ending Fund Balance	Est. 2026 Sources	Est. 2026 Uses	Est. 2026 Ending Fund Balance	Total 2025-2026 Est. Sources	Total 2025-2026 Uses (Appropriation)
Original Ord. 1296	$ 39,285,853	$ 77,232,768	$ 92,390,270	$ 24,128,351	$ 80,276,252	$ 82,043,873	$ 22,360,730	$ 157,509,020	$ 174,434,143
Proposed Ord. XXXX	$ 40,409,663	$ 66,893,198	$ 82,400,165	$ 24,902,696	$ 70,850,986	$ 75,894,835	$ 19,858,847	$ 137,744,184	$ 158,295,000
Difference =	**$ 1,123,810**	**$ (10,339,570)**	**$ (9,990,105)**	**$ 774,345**	**$ (9,425,266)**	**$ (6,149,038)**	**$ (2,501,883)**	**$ (19,764,836)**	**$ (16,139,143)**

2025-2026 Biennium Budget Amendments

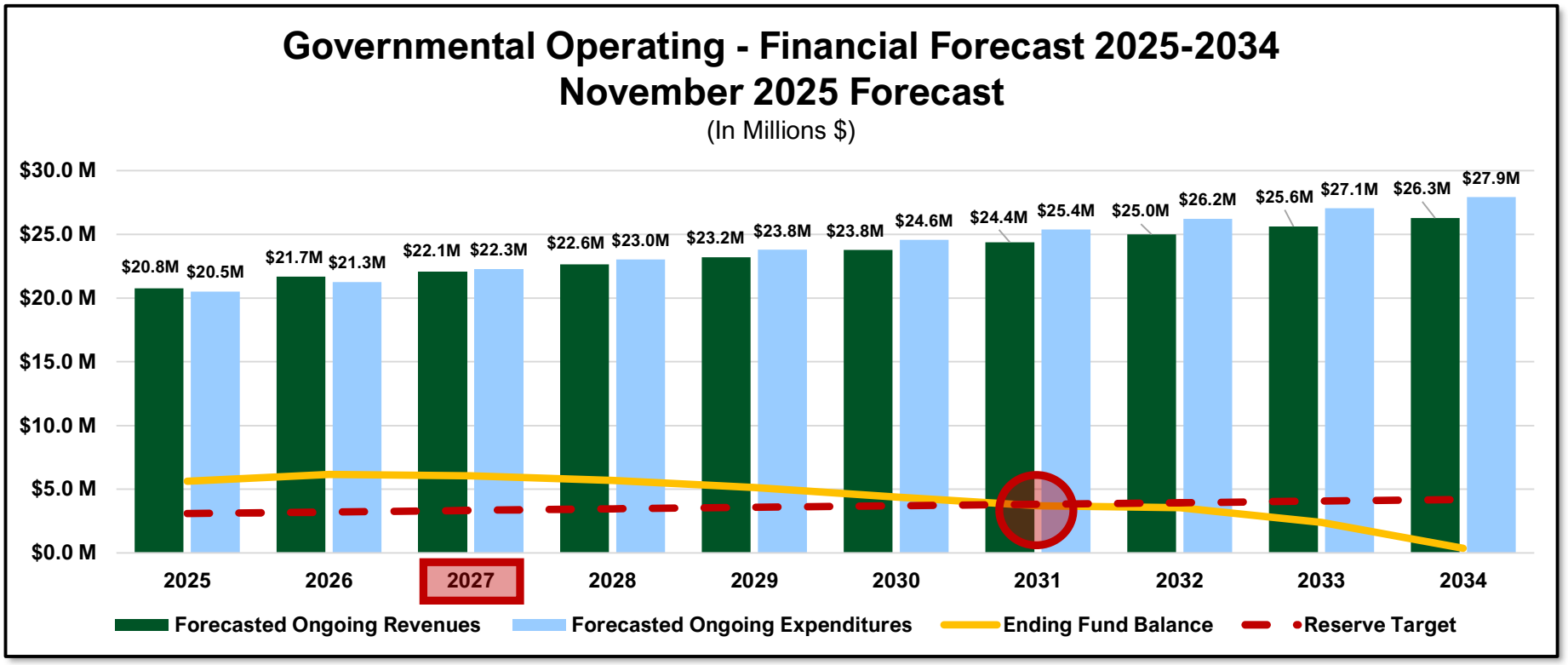
10-Year Forecast Table

Financial Forecast WORKING DRAFT **Version Date: November 4, 2025**

Forecast - Revenues, Expenditures & Fund Balance - Governmental Operating	2025 *Budgeted*	2026 *Budgeted*	2027 *Projected*	2028 *Projected*	2029 *Projected*	2030 *Projected*	2031 *Projected*	2032 *Projected*	2033 *Projected*	2034 *Projected*
Beginning Fund Balance	**2,527,062**	**2,495,439**	**2,942,710**	**2,734,043**	**2,310,137**	**1,659,309**	**809,988**	**0**	**0**	**(0)**
Ongoing Revenues (Forecast uses the July 2025 KC Economic Forecast and other assumptions)										
Property Tax (Avg. Annual Inc. = 1.25%)	8,600,095	8,694,697	8,803,381	8,913,423	9,024,841	9,137,651	9,251,872	9,367,520	9,484,614	9,603,172
Sales & Use Tax/B&O Tax (KC Economic Forecast: Avg. Annual Inc. = 3.3%)	4,112,791	4,219,829	4,370,477	4,520,384	4,670,009	4,823,185	4,981,868	5,144,775	5,311,466	5,481,433
Utility Tax (Avg. Annual Inc. = 4.0%)	3,087,259	3,243,006	3,372,726	3,507,635	3,647,941	3,793,858	3,945,613	4,103,437	4,267,575	4,438,278
Charges for Goods & Services (3.3% Annual Inc.)	3,489,981	3,820,480	4,029,126	4,167,325	4,305,264	4,446,477	4,592,766	4,742,949	4,896,621	5,053,312
Licenses & Permit Fees (2.2% Annual Inc.)	610,890	870,956	638,065	652,102	666,449	681,110	696,095	711,409	727,060	743,055
Intergovernmental Revenues & Grants (1.8% Annual Inc.)	661,492	653,617	665,382	677,359	689,551	701,963	714,599	727,461	740,556	753,886
Other Revenues (0.70% Annual Inc.)	209,006	190,537	191,871	193,214	194,566	195,928	197,300	198,681	200,072	201,472
Total Recurring Revenues =	**20,771,514**	**21,693,122**	**22,071,028**	**22,631,443**	**23,198,621**	**23,780,173**	**24,380,112**	**24,996,233**	**25,627,963**	**26,274,608**
Ongoing Expenditures (Forecast uses the July 2025 KC Economic Forecast and other assumptions)										
Administrative Depts.	(5,005,820)	(5,122,572)	(5,308,828)	(5,490,921)	(5,672,670)	(5,858,734)	(6,051,486)	(6,249,370)	(6,451,849)	(6,658,308)
Police (Snoqualmie)	(4,972,746)	(5,161,842)	(5,557,999)	(5,748,638)	(5,938,918)	(6,133,714)	(6,335,514)	(6,542,685)	(6,754,668)	(6,970,817)
Fire & Emergency Management	(4,619,311)	(4,858,579)	(5,038,787)	(5,211,618)	(5,384,122)	(5,560,722)	(5,743,669)	(5,931,487)	(6,123,667)	(6,319,625)
Parks +Streets Maintenance	(3,101,173)	(3,330,753)	(3,424,663)	(3,542,128)	(3,659,373)	(3,779,400)	(3,903,743)	(4,031,395)	(4,162,012)	(4,295,197)
Community Development	(1,517,367)	(1,392,936)	(1,443,733)	(1,493,253)	(1,542,680)	(1,593,280)	(1,645,699)	(1,699,513)	(1,754,577)	(1,810,724)
Developer Reimbursed Expenditures	(490,400)	(546,332)	(565,836)	(585,244)	(604,616)	(624,447)	(644,992)	(666,083)	(687,664)	(709,669)
Human Services	(312,000)	(321,000)	(332,460)	(343,863)	(355,245)	(366,897)	(378,968)	(391,360)	(404,040)	(416,969)
Court Services	(325,310)	(390,800)	(404,752)	(418,635)	(432,491)	(446,677)	(461,373)	(476,460)	(491,897)	(507,638)
Non-Departmental	(177,383)	(141,170)	(187,638)	(194,074)	(200,498)	(207,074)	(213,887)	(220,881)	(228,037)	(235,334)
Total Ongoing Expenditures =	**(20,521,511)**	**(21,265,985)**	**(22,264,695)**	**(23,028,374)**	**(23,790,613)**	**(24,570,945)**	**(25,379,329)**	**(26,209,233)**	**(27,058,412)**	**(27,924,281)**
Ongoing Revenues Over (Under) Ongoing Expenditures	**250,003**	**427,137**	**(193,667)**	**(396,931)**	**(591,992)**	**(790,771)**	**(999,217)**	**(1,213,000)**	**(1,430,449)**	**(1,649,673)**
One-Time Revenues / (Expenditures)										
Grant (Climate Change Grant)	500,000	-	-	-	-	-	-	-	-	-
Grant (Paper-to-Digital)	-	-	-	-	-	-	-	-	-	-
Administrative: Strategic Plan	(100,000)	-	-	-	-	-	-	-	-	-
Administrative: Legal Fees for Union Negotiations	(50,000)									
Various Departments: Legal Support for Revenue Items	(50,000)	(50,000)	-	-	-	-	-	-	-	-
Outside Legal Counsel Expenditures	(140,000)	-								
Finance: Payroll Recalculation	-	-	-	-	-	-	-	-	-	-
Finance: Comprehensive Fee Study	(49,300)	-	-	-	-	-	-	-	-	-
Fire Department: Type 6 Wildland Brush Truck	(20,000)	-	-	-	-	-	-	-	-	-
Fire Department: AEDs	(13,627)									
CD: Meadowbrook Farm Master Plan	-	(40,000)								
CD: Professional Services to Meet Climate Change Grant Requirements	(150,000)	-	-	-	-	-	-	-	-	-
Total One-Time Revenues / Expenditures =	**(72,927)**	**(90,000)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Transfers										
Transfer In (from Reserve Fund)	-	-	-	-	-	-	209,230	1,233,000	1,450,448	1,019,964
Transfer In (from North Bend Police Services Fund)	-	120,134								
Transfer Out (to Arts Activities Fund)	(10,000)	(10,000)	(15,000)	(15,000)	(17,500)	(17,500)	(20,000)	(20,000)	(19,999)	(19,998)
Transfer Out (to Reserve Fund)	-	-	-	(11,975)	(41,336)	(41,050)	-	-	-	-
Transfer Out (to ER&R)	(198,699)	-	-	-	-	-	-	-	-	-
Transfer Out (to Capital Funds)	-	-	-	-	-	-	-	-	-	-
Total Transfers =	**(208,699)**	**110,134**	**(15,000)**	**(26,975)**	**(58,836)**	**(58,550)**	**189,230**	**1,213,000**	**1,430,449**	**999,966**
Ending Fund Balance	**2,495,439**	**2,942,710**	**2,734,043**	**2,310,137**	**1,659,309**	**809,988**	**0**	**0**	**(0)**	**(649,708)**
Estimated Fund Balance as % of General Fund Ongoing Expenditures	*12%*	*14%*	*12%*	*10%*	*7%*	*3%*	*0%*	*0%*	*0%*	*-2%*

RESERVE FUND (Reserve Target = 15% of General Fund Ongoing Expenditures)

Forecast - Revenues, Expenditures, & Fund Balance	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Beginning Fund Balance	3,118,281	3,209,281	3,293,281	3,370,281	3,454,256	3,568,592	3,685,642	3,555,412	2,398,412	998,964
Interest Earned	91,000	84,000	77,000	72,000	73,000	76,000	79,000	76,000	51,000	21,000
In		-	-	11,975	41,336	41,050				-
Out	-	-	-	-	-	-	(209,230)	(1,233,000)	(1,450,448)	(1,019,964)
Ending Fund Balance	3,209,281	3,293,281	3,370,281	3,454,256	3,568,592	3,685,642	3,555,412	2,398,412	998,964	-
Ending Fund Balance as % of General Fund Ongoing Expenditures (Reserve Target %)	15.64%	15.49%	15.14%	15.00%	15.00%	15.00%	14.01%	9.15%	3.69%	0.00%
Fund Balance Required for Reserve Target	3,078,227	3,189,898	3,339,704	3,454,256	3,568,592	3,685,642	3,806,899	3,931,385	4,058,762	4,188,642
Fund Balance Over (Under) Target	131,054	103,383	30,577	(0)	0	0	(251,487)	(1,532,973)	(3,059,798)	(4,188,642)


Governmental Operating - Financial Forecast 2025-2034
November 2025 Forecast
(In Millions $)
$30.0 M
$25.0 M
$20.0 M
$15.0 M
$10.0 M
$5.0 M
$0.0 M
$20.8M
$20.5M
$21.7M
$21.3M
$22.1M
$22.3M
$22.6M
$23.0M
$23.2M
$23.8M
$23.8M
$24.6M
$24.4M
$25.4M
$25.0M
$26.2M
$25.6M
$27.1M
$26.3M
$27.9M
2025
2026
2027
2028
2029
2030
2031
2032
2033
2034
Forecasted Ongoing Revenues
Forecasted Ongoing Expenditures
Ending Fund Balance
Reserve Target

2025-2026 Biennium Budget Amendments

Proposed Staffing Table

Department	Position Title	Authorized Employee Count	Change Requested	Proposed Employee Count
City Council	Mayor Pro-Tem	0.15	-	0.15
	Council Member	0.60	-	0.60
	Department Total =	**0.75**	**0.00**	**0.75**
Mayor	Mayor	0.25	-	0.25
	Department Total =	**0.25**	**0.00**	**0.25**
Administration	City Administrator	1.00	-	1.00
	Human Resources Manager	1.00	-	1.00
	Human Resources Analyst	1.00	-	1.00
	Project Specialist	0.80	-	0.80
	Department Total =	**3.80**	**0.00**	**3.80**
City Attorney	City Attorney	1.00	-	1.00
	Deputy City Clerk/Legal Assistant	0.00	1.00	1.00
	Department Total =	**1.00**	**1.00**	**2.00**
City Clerk	City Clerk	1.00	-	1.00
	Deputy City Clerk/Legal Assistant	1.00	(1.00)	0.00
	Department Total =	**2.00**	**(1.00)**	**1.00**
Communications	Communications Coordinator	1.00	-	1.00
	Administrative Specialist (L1-L3)	1.00	(1.00)	0.00
	Community Liaison	0.00	1.00	1.00
	Department Total =	**2.00**	**0.00**	**2.00**
Finance	Finance Director	1.00	-	1.00
	Deputy Finance Director	1.00	-	1.00
	Senior Accountant	1.00	-	1.00
	Accountant	1.00	-	1.00
	Financial Specialist (L1-L3)	4.00	-	4.00
	Budget Manager	1.00	-	1.00
	Budget Analyst	1.00	(1.00)	0.00
	Department Total =	**10.00**	**(1.00)**	**9.00**
Information Technology	IT Director	1.00	-	1.00
	IT Systems Engineer	2.00	(1.00)	1.00
	IT Systems Specialist	2.00	-	2.00
	Service Desk Technician	1.00	-	1.00
	Department Total =	**6.00**	**(1.00)**	**5.00**
Community Development	Community Development Director	1.00	-	1.00
	Building Official	1.00	-	1.00
	Senior Planner	1.00	-	1.00
	Administrative Specialist (L1-L3)	2.00	(1.00)	1.00
	Community Liaison	1.00	(1.00)	0.00
	Department Total =	**6.00**	**(2.00)**	**4.00**
Snoqualmie Police	Police Chief	0.65	0.35	1.00
	Police Captain	0.65	0.35	1.00
	Administrative Specialist (L1-L3)	2.00	-	2.00
	Police Sergeant	2.00	2.00	4.00
	Administrative Sergeant	0.65	(0.65)	0.00
	Detective	0.65	0.35	1.00
	Police Officer	8.00	-	8.00
	School Resource Officer	0.85	0.15	1.00
	Support Officer	0.65	(0.65)	0.00
	Mental Health Professional & Community Co-Responder (L1-L2)	0.55	(0.55)	0.00
	Department Total =	**16.65**	**1.35**	**18.00**
North Bend Police	Police Chief	0.35	(0.35)	0.00
	Police Captain	0.35	(0.35)	0.00
	Administrative Specialist (L1-L3)	2.00	(2.00)	0.00
	Police Sergeant	2.00	(2.00)	0.00
	Administrative Sergeant	0.35	(0.35)	0.00
	Detective	0.35	(0.35)	0.00

Department	Position Title	Authorized Employee Count	Change Requested	Proposed Employee Count
	Police Officer	8.00	(8.00)	0.00
	School Resource Officer	0.15	(0.15)	0.00
	Support Officer	0.35	(0.35)	0.00
	Mental Health Professional & Community Co-Responder (L1-L2)	0.35	(0.35)	0.00
	Department Total =	**14.25**	**(14.25)**	**0.00**
Fire & Emergency Management	Fire Chief	1.00	-	1.00
	Deputy Fire Chief	1.00	-	1.00
	Administrative Specialist (L1-L3)	0.50	-	0.50
	Fire Training Captain	1.00	-	1.00
	Fire Lieutenant	3.00	-	3.00
	Firefighter	12.00	-	12.00
	Mental Health Professional & Community Co-Responder (L1-L2)	0.10	(0.10)	0.00
	Department Total =	**18.60**	**(0.10)**	**18.50**
Parks & Public Works	Parks & Public Works Director	1.00	-	1.00
	Deputy Parks & Public Works Director/City Engineer	1.00	-	1.00
	Administrative Specialist (L1-L3)	2.00	-	2.00
	GIS Analyst (Reclassified from Information Technology)	1.00	-	1.00
	CIP Project Manager	1.00	-	1.00
	Project Engineer	3.00	-	3.00
	Parks & Streets Superintendent	1.00	-	1.00
	Park & Street Maintenance Technician (L1-L3)	6.00	-	6.00
	Water Superintendent	1.00	-	1.00
	Water Maintenance Technician (L1-L4)	5.00	-	5.00
	Irrigation Maintenance Technician (L2-L3)	1.00	-	1.00
	Wastewater Superintendent	1.00	-	1.00
	Wastewater Lead (L4)	1.00	-	1.00
	Wastewater Industrial Maintenance Technician (L2-L3)	1.00	-	1.00
	Wastewater Laboratory Analyst L3	1.00	-	1.00
	Wastewater Operator (L1-L3)	4.00	-	4.00
	Stormwater & Urban Forestry Superintendent	1.00	-	1.00
	Stormwater & Urban Forestry Maintenance Technician (L1-L3)	4.00	-	4.00
	Fleet & Facilities Superintendent	1.00	-	1.00
	Facilities Maintenance Technician (L1-L3)	1.00	-	1.00
	Fleet Mechanic (L1-L3)	1.00	-	1.00
	Department Total =	**39.00**	**0.00**	**39.00**
	Total Staffing Count =	**120.30**	**(17.00)**	**103.30**

2025-2026 Biennium Budget Amendments

Proposed Amendment #1 (North Bend Police Services ILA Dissolution) Detail

Fund #	Fund Name	Salary & Benefit Adjustment	Supplies Adjustment	Services Adjustment	Capital or Other Adjustment	2025 Proposed Amendment	Salary & Benefit Adjustment	Supplies Adjustment	Services Adjustment	Capital or Other Adjustment	2026 Proposed Amendment	Total 2025-2026 Combined Amendment
001	*Administrative Departments* [1]	$ (168,713)	$ -	$ (328,662)	$ -	**$ (497,375)**	$ (238,786)	$ (630)	$ (257,911)	$ -	**$ (497,327)**	$ (994,702)
001	*Police (Snoqualmie)* [1]	$ (12,192)	$ (63,343)	$ 70,690	$ -	**$ (4,845)**	$ 69,763	$ (8,800)	$ 40,957	$ -	**$ 101,920**	$ 97,075
001	*Fire & Emergency Management* [2]	$ (27,304)	$ (30,000)	$ (92,228)	$ (80,000)	**$ (229,532)**	$ (26,420)	$ (25,000)	$ (72,797)	$ -	**$ (124,217)**	$ (353,749)
001	*Parks & Streets Maintenance*	$ (5,000)	$ (70,000)	$ (63,756)	$ (800)	**$ (139,556)**	$ (5,000)	$ (24,000)	$ (6,325)	$ -	**$ (35,325)**	$ (174,882)
001	*Community Development*	$ (115,941)	$ -	$ (38,078)	$ -	**$ (154,019)**	$ (125,710)	$ -	$ (36,488)	$ -	**$ (162,198)**	$ (316,218)
	Total Adjusted General Fund	**$ (329,150)**	**$ (163,343)**	**$ (452,035)**	**$ (80,800)**	**$ (1,025,328)**	**$ (326,153)**	**$ (58,430)**	**$ (332,564)**	**$ -**	**$ (717,148)**	**$ (1,742,476)**
014	North Bend Police Services Fund [3]	$ (411,836)	$ -	$ (888,120)	$ -	**$ (1,299,956)**	$ (2,210,011)	$ (65,186)	$ (1,190,498)	$ 120,134	**$ (3,345,560)**	$ (4,645,517)
	Total Adjusted Managerial Funds	**$ (411,836)**	**$ -**	**$ (888,120)**		**$ (1,299,956)**	**$ (2,210,011)**	**$ (65,186)**	**$ (1,190,498)**	**$ 120,134**	**$ (3,345,560)**	**$ (4,645,517)**
310	Non-Utilities Capital Fund [1,4]	$ -	$ -	$ (14,900)	$ -	**$ (14,900)**	$ -	$ -	$ (9,140)	$ -	**$ (9,140)**	$ (24,040)
	Total Adjusted Capital Funds	**$ -**	**$ -**	**$ (14,900)**		**$ (14,900)**	**$ -**	**$ -**	**$ (9,140)**	**$ -**	**$ (9,140)**	**$ (24,040)**
401	Water Operations Fund	$ -	$ -	$ (61,994)	$ -	**$ (61,994)**	$ -	$ -	$ (21,847)	$ -	**$ (21,847)**	$ (83,841)
402	Wastewater Operations Fund	$ -	$ -	$ (73,297)	$ -	**$ (73,297)**	$ -	$ -	$ (40,528)	$ -	**$ (40,528)**	$ (113,825)
403	Stormwater Operations Fund	$ -	$ -	$ (46,894)	$ -	**$ (46,894)**	$ -	$ -	$ (23,004)	$ -	**$ (23,004)**	$ (69,898)
417	Utilities Capital Fund [1,4]	$ -	$ -	$ (40,463)	$ -	**$ (40,463)**	$ -	$ -	$ (30,100)	$ -	**$ (30,100)**	$ (70,563)
	Total Adjusted Enterprise Funds	**$ -**	**$ -**	**$ (222,648)**	**$ -**	**$ (222,648)**	**$ -**	**$ -**	**$ (115,478)**	**$ -**	**$ (115,478)**	**$ (338,127)**
501	Equipment Replacement & Repair Fund [5]	$ -	$ (13,000)	$ (39,858)	$ -	**$ (52,858)**	$ -	$ (13,000)	$ (34,882)	$ 240,000	**$ 192,118**	$ 139,260
502	Information Technology Fund [1]	$ (165,892)	$ (15,000)	$ (164,477)	$ -	**$ (345,369)**	$ (179,636)	$ (15,000)	$ (153,965)	$ -	**$ (348,601)**	$ (693,970)
510	Facilities Maintenance Fund	$ (3,000)	$ (6,850)	$ (33,620)	$ -	**$ (43,470)**	$ (3,000)	$ (6,880)	$ (29,520)	$ -	**$ (39,400)**	$ (82,871)
	Total Adjusted Internal Service Funds	**$ (168,892)**	**$ (34,850)**	**$ (237,955)**	**$ -**	**$ (441,697)**	**$ (182,636)**	**$ (34,880)**	**$ (218,368)**	**$ 240,000**	**$ (195,884)**	**$ (637,581)**
	Total for Adjusted Funds	**$ (909,879)**	**$ (198,193)**	**$ (1,815,658)**	**$ (80,800)**	**$ (3,004,530)**	**$ (2,718,800)**	**$ (158,496)**	**$ (1,866,048)**	**$ 360,134**	**$ (4,383,209)**	**$ (7,387,741)**

[1]Overhead reductions for these line items include a two-year vehicle-replacement life-cycle increase for vehicles within these classifications.

[2]The $80k reduction in capital relates to a planned Fire Brush Truck purchase. This item was acquired from a neighboring jurisdiction at substantially less than the $100k originally allocated for the purchase.

[3]The North Bend Police Services Fund (#014) was anticipated to have a fund balance upon the closure of the North Bend Police Services Agreement. The "Other Adjustment" of $120,124 reflects a transfer of these funds to the General Fund (#001).

[4]Appropriations for capital projects are established at the project level. The adjustments listed in #310 and #417 are placeholder amounts that can be applied to projects. However, the City is not currently intending to decrease project and program budgets, as the affect across all projects would be low. See the budget ordinance for these continuing project appropriations and biennial program appropriations.

[5]The ER&R's $240k "Other Adjustment" represents a payment to the City of North Bend, which the City agreed to pay as part of the closing of the North Bend Police Services Agreement.

2025-2026 Biennium Budget Amendments

Proposed Amendment #1 (NB Police Services ILA Dissolution)

Administrative Departments Detail

Expenditure Description	2025 Reduction	2026 Reduction
Administration & HR - Outside Legal Services	*$ 50,000*	*$ 50,000*
City Clerk - Professional Services	*$ 7,300*	*$ 300*
City Clerk - Outside Legal Services	*$ 15,000*	*$ 15,000*
City Clerk - Training & Travel	*$ 2,000*	*$ 2,000*
City Clerk - City-Sponsored Expenses	*$ 500*	*$ 500*
City Clerk - Dues, Subscriptions, Memberships	*$ 100*	*$ 255*
Finance - Budget Analyst	*$ 139,346*	*$ 148,798*
Finance - IT Components	*$ -*	*$ 380*
Finance - Small Office Equipment	*$ -*	*$ 250*
Finance - Professional Services - General	*$ 168,200*	*$ 87,000*
Finance - Training and Travel	*$ -*	*$ 20,700*
Finance - Salary Expenses	*$ (100,000)*	*$ (50,000)*
Finance - City-Sponsored Expenses	*$ (25,000)*	
Communications - Administrative Specialist L3	*$ 129,368*	*$ 139,988*
Communications - Professional Services - General	*$ 4,000*	*$ -*
Communications - Citizens Survey	*$ 5,500*	*$ -*
Communications - Postage and Freight	*$ 1,000*	*$ -*
Communications - Printing	*$ 3,000*	*$ -*
Communications - Miscellaneous Services	*$ 10,000*	*$ -*
Internal Cost Allocation Adjustments	*$ 87,061*	*$ 82,156*
Total for Adjusted Funds	**$ 497,375**	**$ 497,327**
	Combined Total for Biennium =	**$ 994,702**

2025-2026 Biennium Budget Amendments

Proposed Amendment #1 (NB Police Services ILA Dissolution)

Snoqualmie Police Department Detail

Expenditure Description	2025 Reduction	2026 Reduction
Salary & Wages Adjustment [1]	$ 62,192	$ (19,763)
Overtime	$ (50,000)	$ (50,000)
Professional Services - General	$ 76,933	$ 67,733
Outside Legal Services	$ 25,000	$ 25,000
Dues, Subscriptions, Memberships	$ 6,311	$ -
Financial Fees	$ 500	$ 500
Office Supplies	$ 1,000	$ 1,000
Operating Supplies	$ 3,000	$ -
Community Oriented Policing Supplies	$ 5,300	$ 2,300
Uniforms & Protective Gear	$ 7,000	$ -
IT Components	$ 500	$ 500
Dispatch Services	$ (50,000)	$ (50,000)
Uniforms & Protective Gear	$ 4,200	$ -
Training & Travel	$ 9,000	$ 9,000
Gun Range Supplies	$ 5,000	$ 5,000
Office Furnishings	$ 20,000	$ -
Small Tools & Equipment	$ 10,843	$ -
Evidence Room Racks & Bins	$ 6,500	$ -
Operating Rentals & Leases	$ 2,507	$ 2,507
Internal Cost Allocation Adjustments	$ (140,941)	$ (95,697)
Total for Adjusted Funds	**$ 4,845**	**$ (101,920)**
	Combined Total for Biennium =	**$ (97,075)**

[1]The original 2025-26 Biennial Budget assumed that North Bend would pay for 35% of certain positions, illustrated in Attachment #7. However, with the ending of the Police Services Agreement, that administrative allocation has shifted. The salary adjustment in this line item includes this shift as well as positions that were eliminated during 2025, including the Administrative Sergeant, the Mental Health Professional & Community Co-Responder, and the Support Officer.

2025-2026 Biennium Budget Amendments

Proposed Amendment #1 (NB Police Services ILA Dissolution)

Fire Department Detail

Expenditure Description	2025 Reduction	2026 Reduction
Mental Health Professional & Community Co-Responder (L1-L2)	*$ 12,304*	*$ 16,420*
Volunteer Compensation	*$ 15,000*	*$ 10,000*
Public Education Supplies	*$ 3,000*	*$ 3,000*
Dues, Subscriptions, Memberships	*$ 2,000*	*$ 2,000*
Uniforms	*$ 4,000*	*$ 4,000*
Temporary Agency Personnel	*$ 5,000*	*$ 5,000*
Office Furnishings	*$ 2,000*	*$ -*
Small Tools & Equipment	*$ 8,000*	*$ 5,000*
Repair & Maintenance Services	*$ 4,000*	*$ 4,000*
Brush Truck	*$ 80,000*	*$ -*
Internal Cost Allocation Adjustments	*$ 70,828*	*$ 51,846*
Fire Department Subtotal	**$ 206,132**	**$ 101,265**
Operating Supplies	*$ 3,000*	*$ 3,000*
Small Tools & Equipment	*$ 10,000*	*$ 10,000*
Professional Services	*$ 1,000*	*$ 1,000*
Furniture & Equipment Rental	*$ 1,500*	*$ 1,500*
Repair & Maintenance Services	*$ 4,000*	*$ 4,000*
City-Sponsored Expenses	*$ 1,000*	*$ 1,000*
Internal Cost Allocation Adjustments	*$ 2,900*	*$ 2,452*
Emergency Management Subtotal	**$ 23,400**	**$ 22,952**
Total for Adjusted Funds	**$ 229,532**	**$ 124,217**
	Combined Total for Biennium =	**$ 353,749**

2025-2026 Biennium Budget Amendments

Proposed Amendment #1 (NB Police Services ILA Dissolution)

Parks & Streets Maintenance Detail

Expenditure Description	2025 Reduction	2026 Reduction
Parks - Training & Travel	*$ 250*	*$ 250*
Parks - Overtime	*$ 5,000*	*$ 5,000*
Parks - Repair & Maintenance Supplies	*$ 40,000*	*$ 20,000*
Parks - Agricultural Supplies	*$ 8,000*	*$ 4,000*
Parks - IT Components	*$ 2,000*	*$ -*
Parks - Small Tools & Equipment	*$ 1,500*	*$ -*
Parks - Repair & Maintenance Services	*$ 8,000*	*$ -*
Parks - Landscaping Services	*$ 25,000*	*$ 15,000*
Streets - Repair & Maintenance Supplies	*$ 16,000*	*$ -*
Streets - Construction Material & Supplies	*$ 2,500*	*$ -*
Streets - Repair & Maintenance Services	*$ 5,000*	*$ -*
Streets - General Streets Signage	*$ 800*	*$ -*
Internal Cost Allocation Adjustments	*$ 25,507*	*$ (8,925)*
Total for Adjusted Funds	**$ 139,557**	**$ 35,325**

Combined Total for Biennium = $ 174,882

2025-2026 Biennium Budget Amendments

Proposed Amendment #1 (NB Police Services ILA Dissolution)

Community Development Detail

Expenditure Description	2025 Reduction	2026 Reduction
Administrative Specialist L2	*$ 115,941*	*$ 125,710*
Internal Cost Allocation Adjustments	*$ 38,078*	*$ 36,488*
Total for Adjusted Funds	**$ 154,020**	**$ 162,198**
	Combined Total for Biennium =	**$ 316,218**

2025-2026 Biennium Budget Amendments

Proposed Amendment #1 (NB Police Services ILA Dissolution)

Equipment Replacement & Repair Detail

Expenditure Description	2025 Reduction	2026 Reduction
Repair Parts	*$ 3,000*	*$ 3,000*
Repair & Maintenance Services	*$ 25,000*	*$ 25,000*
Gasoline/Diesel Fuel	*$ 10,000*	*$ 10,000*
Payment to North Bend for Closure of ERRF	*$ -*	*$ (240,000)*
Internal Cost Allocation Adjustments	*$ 14,858*	*$ 9,883*
Total for Adjusted Funds	**$ 52,858**	**$ (192,117)**

Combined Total for Biennium = $ (139,260)

2025-2026 Biennium Budget Amendments

Proposed Amendment #1 (NB Police Services ILA Dissolution)

Information Technology Detail

Expenditure Description	2025 Reduction	2026 Reduction
Systems Engineer	*$ 165,892*	*$ 179,636*
Professional Services	*$ 15,000*	*$ 15,000*
Telephone Services	*$ 25,000*	*$ 25,000*
Training & Travel	*$ 7,000*	*$ 7,000*
IT Components	*$ 15,000*	*$ 15,000*
Hardware - Software Maintenance	*$ 76,725*	*$ 76,725*
Internal Cost Allocation Adjustments	*$ 40,752*	*$ 30,240*
Total for Adjusted Funds	**$ 345,369**	**$ 348,601**

Combined Total for Biennium = $ 693,970

2025-2026 Biennium Budget Amendments

Proposed Amendment #1 (NB Police Services ILA Dissolution)

Facilities Maintenance Detail

Expenditure Description	2025 Reduction	2026 Reduction
Overtime (Parks)	*$ 3,000*	*$ 3,000*
Repair & Maintenance Supplies	*$ 5,000*	*$ 5,000*
Custodial & Cleaning Supplies	*$ 1,200*	*$ 1,200*
Office Furnishings	*$ 100*	*$ 105*
Small Tools & Equipment	*$ 550*	*$ 575*
Rent - Shop Equipment	*$ 500*	*$ 500*
Rent - Furniture & Equipment	*$ 3,000*	*$ 3,000*
Repair & Maintenance Services	*$ 21,000*	*$ 21,000*
Internal Cost Allocation Adjustments	*$ 9,120*	*$ 5,020*
Total for Adjusted Funds	**$ 43,470**	**$ 39,400**

Combined Total for Biennium = $ 82,870

2025-2026 Biennium Budget Amendments

Proposed Amendment #10 Detail

Sources

#	Fund	Description	2025	2026	Total
401	Water Operations[1]	Utility Fees	$ (929,235)	$ (1,056,613)	$ (1,985,848)
402	Wastewater Operations[1]	Utility Fees	$ (1,600,255)	$ (2,810,828)	$ (4,411,083)
403	Stormwater Operations[1]	Utility Fees	$ (862,174)	$ (929,046)	$ (1,791,220)
417	Utility Capital[1]	Interest on Investments	$ -	$ (4,740)	$ (4,740)
417	Utility Capital[1]	General Facilities Charges	$ -	$ 15,630	$ 15,630
417	Utility Capital[1,2]	Delayed Revenue Bonds	$ (2,200,000)	$ 4,300,000	$ 2,100,000
417	Utility Capital[1]	Reduced Transfers to Align with Rate Study	$ (4,423,892)	$ (4,509,536)	$ (8,933,428)
		Total Adjustments =	**$ (10,015,556)**	**$ (4,995,133)**	**$ (15,010,689)**

Uses

#	Fund	Description	2025	2026	
401	Water Operations[1]	Transfers to Utility Capital (#417)	$ (1,651,141)	$ (1,293,543)	$ (2,944,684)
402	Wastewater Operations[1]	Transfers to Utility Capital (#417)	$ (1,662,919)	$ (2,501,082)	$ (4,164,001)
403	Stormwater Operations[1]	Transfers to Utility Capital (#417)	$ (1,109,832)	$ (714,911)	$ (1,824,743)
417	Utility Capital[2]	Reduced Debt Payments due to Bond Delay	$ (585,202)	$ (250,765)	$ (835,967)
417	Utility Capital[2]	Sandy Cove Bank Stabilization Delay	$ (3,160,189)	$ 3,160,189	$ -
417	Utility Capital[3]	Water Reclamation Facility P3 Acceleration	$ (654,826)	$ -	$ (654,826)
417	Utility Capital[1]	SR202 Bridge Utility Main Replacement Program	$ (241,060)	$ (571,089)	$ (812,149)
		Total Adjustments =	**$ (9,065,169)**	**$ (2,171,201)**	**$ (11,236,370)**

[1]These adjustments bring the original 2025-26 Biennial Budget into alignment with the Utility Rate Study approved on May 12, 2025.

[2]The original 2025-26 Biennial Budget assumed $2.2 million in bonding, with the approved Utility Rate Study increasing that amount to $4.3 million during 2025. However, due to the timing of the rate study, a bond is not expected to be issued during 2025. This bond is now planned for 2026. As a result, the Sandy Cove Bank Stabilization will be delayed until the bond can be issued.

[3]The Water Reclamation Facility Phase 3 made more progress during 2024 than estimated during the creation of the 2025-26 Biennial Budget. This reduction adjusts for payments made in 2024 that were originally forecasted to occur in 2025.

CITY COUNCIL SPECIAL MEETING MINUTES
CITY COUNCIL REGULAR MEETING MINUTES
OCTOBER 27, 2025

SPECIAL MEETING

CALL TO ORDER & ROLL CALL: Mayor Ross called the Roundtable Meeting to order at 6:00 pm.

City Council: Councilmembers Rob Wotton, Bryan Holloway, Louis Washington, Catherine Cotton, Cara Christensen, and Jo Johnson.

It was moved by CM Johnson, seconded by CM Christensen to excuse CM Benson's absence which passed unanimously.

Mayor Katherine Ross was also present.

City Staff: Dena Burke, City Attorney; Deana Dean, City Clerk; Danna McCall, Communications Coordinator (remote); Drew Bouta, Finance Director; Jen Hughes, Deputy Finance Director; Kyla Henderson, Senior Accountant; Janna Walker, Budget Manager; Chris Brown, Deputy Fire Chief; Robert Thrall, Legal Assistant; and Brian Mainstone, IT Systems Engineer.

AGENDA APPROVAL

It was moved by CM Washington; seconded by CM Johnson to:
Approve the agenda.
PASSED: 6-0 (Wotton, Holloway, Washington, Cotton, Christensen, Johnson)

SPECIAL BUSINESS

1. State Auditor's Office Exit Conference for Fiscal Years 2022 and 2023. Introduction by Finance Director Bouta. Additional information provided by Deputy Finance Director Jen Hughes. Present from the State Auditor's Office were Audit Manager Haji Adams, Assistant Audit Manager June Li, and Audit Lead Zach Shelton (remote). Handout provided. Discussion led by Audit Lead Shelton who reviewed the Accountability audit for January 1, 2022 through December 31, 2023; Financial statement audit for January 1, 2022 through December 31, 2023; and Report on Compliance with Coronavirus State and Local Fiscal Recovery Funds Program Requirements for January 1, 2023 through December 31, 2023.

   CM Benson appeared at 6:09 pm.

   Council questions followed. Additional information provided by Audit Manager Adams, Director Bouta, and Audit Lead Shelton. Closing remarks made by Assistant Audit Manager Li. Reports will be finalized in approximately one week and posted on the State Auditor's Office website. The 2024 audit will begin immediately. Council questions followed. Responses to Council questions provided by Audit Manager Adams, Assistant Audit Manager Li, and Director Bouta. Additional information and final comments made by Deputy Director Hughes.

ADJOURNMENT – It was moved by CM Johnson and seconded by CM Washington to adjourn the Special Meeting which passed unanimously. The Special Meeting adjourned at 6:34 pm.

REGULAR MEETING

CALL TO ORDER: Mayor Ross called the Regular Meeting to order at 7:00 pm.

City Council: Councilmembers Ethan Benson, Rob Wotton, Bryan Holloway, Louis Washington, Catherine Cotton, Cara Christensen and Jo Johnson.

Mayor Katherine Ross was also present.

City Staff: Dena Burke, City Attorney; Deana Dean, City Clerk; Danna McCall, Communications Coordinator (remote); Chris Brown, Deputy Fire Chief; Fletcher Lacroix, IT Director; Drew Bouta, Finance Director; Mona Davis, Community and Economic Development Director; Jeff Hamlin, Parks and Public Works Director; Jen Hughes, Deputy Finance Director; Janna Walker, Budget Manager; Gary Horejsi, Interim Police Chief; Patrick Fry, Project Engineer (remote); Robert Thrall, Legal Assistant; and Brian Mainstone, IT Systems Engineer.

PLEDGE OF ALLEGIANCE – The pledge of allegiance was led by CM Wotton.

AGENDA APPROVAL

It was moved by CM Washington; seconded by CM Christensen to:
Approve the agenda.
PASSED: 7-0 (Benson, Wotton, Holloway, Washington, Cotton, Christensen, Johnson)

PUBLIC HEARINGS, PRESENTATIONS, PROCLAMATIONS, AND APPOINTMENTS

Proclamations

2. Proclamation 25-23 Kindness Month. Mayor Ross read the proclamation into the record. Interim Executive Director Helene Wentink of Empower Youth Network said a few words. Photos followed.

PUBLIC COMMENTS AND REQUESTS FOR ITEMS NOT ON THE AGENDA

- Catherine Cotton spoke regarding a letter published on Living Snoqualmie over the weekend.

CONSENT AGENDA

3. Approve the City Council Meeting Minutes dated October 13, 2025.
4. Approve the Claims Report dated October 27, 2025.
5. AB25-091: Traffic and Criminal Software Agreement.
6. AB25-090: Server Upgrades.
7. AB25-093: Resolution Adopting Snoqualmie Valley School District Capital Facilities Plan 2025-2030.
8. AB25-097: Storage Upgrade.

DRAFT

It was moved by CM Wotton; seconded by CM Holloway to:
Approve the consent agenda.
PASSED: 7-0 (Benson, Wotton, Holloway, Washington, Cotton, Christensen, Johnson)

ORDINANCES

7. AB25-074: Compost Use and Procurement Ordinance. Introduction read into the record by CM Benson.

   It was moved by CM Benson; seconded by CM Washington to:
   Approve Ordinance 1307 amending Snoqualmie Municipal Code Title 8 related to compost procurement.
   PASSED: 7-0 (Benson, Wotton, Holloway, Washington, Cotton, Christensen, Johnson)

8. AB25-095: Ordinance Amending the Minimum Licensing Threshold for Out-of-City Businesses in SMC 5.04.015(B). Introduction read into the record by CM Holloway. Additional information provided by Finance Director Bouta. Council comments followed. This is the first reading of Ordinance 1308. The second reading and proposed adoption is scheduled for the November 10, 2025, City Council meeting.

COMMITTEE REPORTS

Public Safety Committee:

11. E-Motorcycle Ordinance Discussion. Presentation by Interim Chief Horejsi and covered the materials which were included in the agenda packet. Council questions were made throughout the presentation. Additional information provided by City Attorney Burke. This item will be brought back for an ordinance reading. Council comments followed.

Community Development Committee: There was no report.

Parks & Public Works Committee: There was no report.

Finance & Administration Committee: There was no report.

Committee of the Whole:

12. CM Holloway led the 2026 Legislative Priorities Discussion. Council feedback provided. Councilmembers to send their written suggestions to CM Holloway for the next Finance & Administration Committee and Council meeting following.

REPORTS

13. Mayor's Report. Mayor Ross provided updates on:
    - Background provided on noon hour siren and an upcoming change on November 1st with chimes from the methodist church first followed by siren.
    - Interim Chief Horejsi and the Mayor met with the Echo Glen Superintendent to learn about safety protocols and their capital improvement investments.

DRAFT

- The city has been awarded the 2025 Best in Governance Award as the National Champion for Excellence in the category of Natural Environment. This recognition comes from the National Community Survey™ (The NCS™) and is determined by our residents, reflecting the high value our residents place on the quality of our natural surroundings.
- November is a busy month with upcoming agenda items.

14. Commission/Committee Liaison Reports:
    - CM Cotton provided updates from the SCA Public Health briefing.
    - CM Christensen provided updates from the Snoqualmie Valley YMCA.

ADJOURNMENT

It was moved by CM Washington; seconded by CM Johnson to:
Adjourn the meeting.
PASSED: 7-0 (Benson, Wotton, Holloway, Washington, Cotton, Christensen, Johnson)

The meeting was adjourned at 8:24 pm.

CITY OF SNOQUALMIE

_____
Katherine Ross, Mayor

Attest:

_____
Deana Dean, City Clerk

DRAFT

Finance Department

Drew Bouta, Director of Finance
38624 SE River St. | PO Box 987
Snoqualmie, Washington 98065
(425) 888-1555 | dbouta@snoqualmiewa.gov

To: **City Council**
Finance & Administration Committee

From: **Drew Bouta, Director of Finance**

Date: **November 10, 2025**

Subject: **CLAIMS REPORT**
Approval of payments for the period: October 1, 2025, through October 29, 2025

BACKGROUND
Per RCW 42.24.080, all claims presented against the city by persons furnishing materials, rendering services, or performing labor must be certified by the appropriate official to ensure that the materials have been furnished, the services rendered, or the labor performed as described, and that the claims are just, due, and unpaid obligations against the city, before payment can be made. Expedited processing of the payment of claims when certain conditions have been met allows for the payment of claims before the legislative body has acted to approve the claims when: (1) the appropriate officers have furnished official bonds; (2) the legislative body has adopted policies that implement effective internal control; (3) the legislative body has provided for review of the documentation supporting the claims within a month of issuance; and (4) that if claims are disapproved, they shall be recognized as receivables and diligently pursued. The City of Snoqualmie meets all requirements of this state law.

Pursuant to Snoqualmie Municipal Code (SMC) Chapter 3.85, all Claims, Demands and Vouchers against the city, provides that the Finance Director or her designee will examine all claims prior to payment and provide periodic reporting of the payments to the City Council for final approval. Per SMC 3.85.040, to meet these requirements, the Finance Director schedules payment of claims and payroll for monthly Finance & Administration Committee review followed by full City Council approval on the consent agenda. Per SMC 3.85.050, documentation supporting claims paid and the Finance Director's written report are made available to all city council members at City Hall for 48 hours prior to the Finance & Administration Committee meeting. Following the 48-hour review period, the Finance & Administration Committee considers the claims as part of its regular agenda and recommends to the full city council whether to approve or disapprove the claims. Consistent with these requirements, this report seeks City Council approval of payment of claims and payroll batches summarized in the table below.

ANALYSIS
All payments made during these periods were found to be valid claims against the city. The City's internal controls include certification of the validity of all expenditures by the appropriate department and an internal audit conducted by designated finance department staff who review all claims and payroll payments. Staff performs system validation and exception reviews to validate payroll records. The Finance Director performs a random sampling review of supporting documentation for claims payments to ensure validity, as well as regularly reviews its processes to ensure appropriate internal controls are in place. The City issues disbursements for claims and payroll via the following methods:

- Warrant: paper negotiable instruments, very much like, although legally distinct from, checks
- Commercial Credit Card: as authorized by Financial Management Policy
- Electronic Funds Transfer (EFT). EFTs are electronic banking transactions (no paper instrument) of two basic types: (1) Automated Clearing House (ACH) for Electronic Fund Transfer (EFT) and (2) Wire Transfers a direct transfer between bank accounts

The following table summarizes the claims and payments authorized by the Finance Director:
The foregoing amounts were budgeted in the 2025-2026 biennial budget, and sufficient funds are available to cover these payments, as appropriate. Details pertaining to the individual vendor payments are available in documentation provided for the Finance & Administration Committee and subsequent City Council review by accessing the following link on the city website: Claims Report

CITY OF SNOQUALMIE
Disbursements for Council Approval
Claims, Payroll and Miscellaneous

CLAIMS

	Warrants			ACH		
Date	From #	Thru #	Amount	Qty	Amount	CLAIMS TOTAL
10/15/2025	62932	62932	$ 2,195.00			2,195.00
10/17/2025	85876	85909	$ 208,740.73			208,740.73
10/21/2025	85910	85918	$ 2,030.08			2,030.08
10/23/2025	62933	62944	$ 2,763.42			2,763.42
10/24/2025	85919	85953	$ 309,634.13			309,634.13
10/27/2025	85954	85954	$ 175.00			175.00
						-
						-
						-
						-
						-
			Grand Total			**525,538.36**

MISCELLANEOUS DISBURSEMENTS

Date	Description	ACH Amount	Wire Amount	MISC TOTAL
10/16/2025	Merchant Card Fees - Merchant Transact E-Checks	$ 660.87		$ 660.87
10/21/2025	Navia Benefits Solutions	$ 3,990.80		$ 3,990.80
10/28/2025	Navia Benefits Solutions	$ 5,402.05		$ 5,402.05
10/29/2025	Dept. of Revenue - Monthly Excise Tax	$ 48,055.31		$ 48,055.31
				$ -
				$ -
				$ -
				$ -
				$ -
				$ -
				$ -
				$ -
				$ -
				$ -
				$ -
				$ -
			Grand Total	**58,109.03**

PAYROLL

	Warrants			ACH		
Date	From #	Thru #	Amount	Qty	Amount	PAYROLL TOTAL
10/1/2025 - 10/15/2025				120	$ 370,620.91	370,620.91
						-
						-
						-
						-
			Grand Total			**370,620.91**

Total **954,268.30**

The following claims and payments were objected to by Finance Director: **NONE**
(Itemize claims/demands amounts and circumstances, and summarize reasons for objection)

I, the undersigned, do hereby certify under penalty of perjury that the claims and payroll warrant and/or checks itemized above were issued to pay just, due, and unpaid obligations of the City of Snoqualmie for materials furnished, services rendered, or labor performed, and that I am authorized to authenticate and certify the foregoing.

Drew Bouta, Director of Finance — Date: 10/30/25

FINANCE & ADMINISTRATION COMMITTEE RECOMMENDATION: Approve / Not Approve

City of Snoqualmie
Claims presented to the City to be paid in the amount of $208,740.73
For claims warrants numbered 85876through 85909 & dated 10/17/2025

VENDOR NAME	ACCOUNT	ACCOUNT DESC	YEAR	PERIOD	TYPE	STATUS	AMOUNT	CHECK NO	INVOICE	FULL DESC	INVOICE DATE	CHECK DATE
Absher Construction	310.13.702.59418.541060.	Community Ctr. - Design	2025	10	INV	P	38,249.12	85876	8	Design-Build Fees-Design of Comm Center thru 8/31	9/8/2025	10/17/2025
AMZONCAP	001.08.009.52122.531820.	Info Tech Components	2025	10	INV	P	65.51	85877	143N-TXG3-C3HK	646 C. Werre - 1TB external hard drive	9/30/2025	10/17/2025
AMZONCAP	402.20.040.53580.531910.	Operating Supplies	2025	10	INV	P	149.95	85877	1J6C-3KX3-D1MR	Wire marking printing tape	9/22/2025	10/17/2025
AMZONCAP	402.20.040.53580.535900.	Small Tools & Equipment	2025	10	INV	P	116.77	85877	14T9-T6H6-7CG3	Stool for reaching plc panels in the field	9/30/2025	10/17/2025
Arete Law Group PLLC	001.04.004.51541.541100.	Outside Legal Services - Gen	2025	10	INV	P	7,037.50	85878	9531	City of Snoqualmie/adv City of North Bend	9/15/2025	10/17/2025
Evergreen Courier LL	402.20.040.53585.542300.	Postage & Freight	2025	10	INV	P	114.00	85879	000357	Courier samples to lab 9/3/25	9/10/2025	10/17/2025
Evergreen Courier LL	402.20.040.53585.542300.	Postage & Freight	2025	10	INV	P	342.00	85879	000366	Courier samples to lab 9/16,9/17,9/18	9/22/2025	10/17/2025
FCI	501.23.052.59448.564000.	Fleet Vehicles & Equipment	2025	10	INV	P	1,554.68	85880	18696	Truck 401, replacement equip and repairs	9/30/2025	10/17/2025
FISHERSC	402.20.040.53585.531510.	Laboratory Supplies	2025	10	INV	P	32.48	85881	3363230	Redox Buffers	9/3/2025	10/17/2025
FISHERSC	402.20.040.53585.531510.	Laboratory Supplies	2025	10	INV	P	5,507.07	85881	3490902	Replace cracked filtration app-bacterial testing	9/9/2025	10/17/2025
GEP	402.20.040.53580.531300.	Repair & Maintenance Supplies	2025	10	INV	P	3,936.66	85882	BI-0381361	Replace water booster pump rdt	9/23/2025	10/17/2025
GRAINGER	402.20.040.53580.531340.	Custodial & Cleaning Supplies	2025	10	INV	P	477.30	85883	9454051674	Custodial Supplies, towels, dishwasher detergent	3/27/2025	10/17/2025
GRAINGER	402.20.040.53585.531510.	Laboratory Supplies	2025	10	INV	P	9.54	85883	9549087220	Nylon Gloves	6/23/2025	10/17/2025
HCI	402.20.040.53585.531510.	Laboratory Supplies	2025	10	INV	P	1,040.57	85884	14622362	Phosphorus testing	8/12/2025	10/17/2025
HCI	402.20.040.53585.548000.	Repair & Maintenance Services	2025	10	INV	P	763.94	85884	14666635	Calibration of sensors	9/12/2025	10/17/2025
HD Fowler	401.18.037.53481.531300.	Repair & Maintenance Supplies	2025	10	INV	P	735.54	85885	I7140702	repair parts for NWTP backwash pipe	9/29/2025	10/17/2025
HD Fowler	402.20.045.53565.531300.	Repair & Maintenance Supplies	2025	10	INV	P	2,737.85	85885	I7136023	Parts for BP station monitoring	9/23/2025	10/17/2025
JENKINSP	403.22.050.53135.548000.	Repair & Maintenance Services	2025	10	INV	P	3,395.75	85886	25470	Catch basins cleaned after completing 2025 inspect	8/14/2025	10/17/2025
JENKINSP	403.22.050.53135.548000.	Repair & Maintenance Services	2025	10	INV	P	3,779.00	85886	25491	Catch basins cleaned after completing 2025 inspect	8/14/2025	10/17/2025
JENKINSP	403.22.050.53135.548000.	Repair & Maintenance Services	2025	10	INV	P	3,906.70	85886	25495	Catch basins cleaned after completing 2025 inspect	8/26/2025	10/17/2025
JENKINSP	403.22.050.53135.548000.	Repair & Maintenance Services	2025	10	INV	P	3,906.75	85886	25529	Catch basins cleaned after completing 2025 inspect	8/31/2025	10/17/2025
JENKINSP	403.22.050.53135.548000.	Repair & Maintenance Services	2025	10	INV	P	3,906.75	85886	25538	Catch basins cleaned after completing 2025 inspect	8/26/2025	10/17/2025
JENKINSP	403.22.050.53135.548000.	Repair & Maintenance Services	2025	10	INV	P	3,906.75	85886	25539	Catch basins cleaned after completing 2025 inspect	8/26/2025	10/17/2025
JENKINSP	403.22.050.53135.548000.	Repair & Maintenance Services	2025	10	INV	P	3,906.75	85886	25545	Catch basins cleaned after completing 2025 inspect	8/31/2025	10/17/2025
JENKINSP	403.22.050.53135.548000.	Repair & Maintenance Services	2025	10	INV	P	4,899.75	85886	25595	Catch basins cleaned after completing 2025 inspect	9/30/2025	10/17/2025
JENKINSP	403.22.050.53135.548000.	Repair & Maintenance Services	2025	10	INV	P	4,034.50	85886	25643	Catch basins cleaned after completing 2025 inspect	9/17/2025	10/17/2025
KDBC	501.23.052.59448.564000.	Fleet Vehicles & Equipment	2025	10	INV	P	1,657.33	85887	18655	Seat Covers for Ford Service Trucks	8/25/2025	10/17/2025
KDBC	501.23.052.59448.564000.	Fleet Vehicles & Equipment	2025	10	INV	P	383.40	85887	18851	ER&R Replacement #607 upfit equipment seat covers	10/1/2025	10/17/2025
KDBC	501.23.052.59448.564000.	Fleet Vehicles & Equipment	2025	10	INV	P	193.79	85887	18852	ER&R Replacement #607 upfit equipment fittings	10/1/2025	10/17/2025
Kennedy/Jenks	402.20.019.53510.541000.	Professional Svcs - General	2025	10	INV	P	6,946.00	85888	181036	Services thru 5/23/25 on Water Reclamation Facilit	6/20/2025	10/17/2025
Kennedy/Jenks	402.20.019.53510.541000.	Professional Svcs - General	2025	10	INV	P	4,029.00	85888	182991	Services thru 8/22/25 on Water Reclamation Facilit	9/19/2025	10/17/2025
LDS	502.11.021.51888.531820.	Info Tech Components	2025	10	INV	P	84.54	85889	142663	(100) Rigid Plastic Badge Holders	9/24/2025	10/17/2025
MCMASTER	402.20.040.53580.531300.	Repair & Maintenance Supplies	2025	10	INV	P	648.32	85890	52792079	RDT Booster pump repair	9/29/2025	10/17/2025
Miller's Equip & Ren	001.28.061.57320.545000.	Operating Rentals & Leases	2025	10	INV	P	2,526.89	85891	434004	Music in the Park Rentals - 7/10/25	7/11/2025	10/17/2025
Minuteman Press	001.06.007.51423.542300.	Postage & Freight	2025	10	INV	P	1,793.02	85892	96018	3rd Quarter B&O Tax Mailing Forms Envelopes	9/29/2025	10/17/2025
Minuteman Press	001.06.007.51423.549300.	Printing	2025	10	INV	P	1,900.49	85892	96018	3rd Quarter B&O Tax Mailing Forms Envelopes	9/29/2025	10/17/2025
Natural Selection	402.20.040.53580.541000.	Professional Svcs - General	2025	10	INV	P	1,107.36	85893	8175	Aug 2025 Biosolids transfer to NSF	9/15/2025	10/17/2025
NAVIA AP	001.03.003.51810.522300.	HRA Medical Reimbursements	2025	10	INV	P	8.28	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	001.03.003.51810.522300.	HRA Medical Reimbursements	2025	10	INV	P	8.28	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	001.15.034.55850.522300.	HRA Medical Reimbursements	2025	10	INV	P	7.87	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	001.15.034.55850.522300.	HRA Medical Reimbursements	2025	10	INV	P	7.87	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	001.03.003.51310.522300.	HRA Medical Reimbursements	2025	10	INV	P	4.14	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	001.03.003.51310.522300.	HRA Medical Reimbursements	2025	10	INV	P	4.14	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	001.05.005.51420.522300.	HRA Medical Reimbursements	2025	10	INV	P	8.28	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	001.05.005.51420.522300.	HRA Medical Reimbursements	2025	10	INV	P	8.28	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	001.07.008.55720.522300.	HRA Medical Reimbursements	2025	10	INV	P	4.14	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	001.07.008.55720.522300.	HRA Medical Reimbursements	2025	10	INV	P	4.14	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	001.28.056.57120.522300.	HRA Medical Reimbursements	2025	10	INV	P	4.55	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	001.28.056.57120.522300.	HRA Medical Reimbursements	2025	10	INV	P	4.55	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	001.01.001.51310.522300.	HRA Medical Reimbursements	2025	10	INV	P	4.14	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	001.01.001.51310.522300.	HRA Medical Reimbursements	2025	10	INV	P	4.14	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	001.06.007.51423.522300.	HRA Medical Reimbursements	2025	10	INV	P	33.12	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	001.06.007.51423.522300.	HRA Medical Reimbursements	2025	10	INV	P	37.26	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	001.09.014.52210.522300.	HRA Medical Reimbursements	2025	10	INV	P	2.07	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	001.09.014.52210.522300.	HRA Medical Reimbursements	2025	10	INV	P	2.07	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025

NAVIA AP	001.09.014.52220.522300.	HRA Medical Reimbursements	2025	10	INV	P	2.07	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	001.09.014.52220.522300.	HRA Medical Reimbursements	2025	10	INV	P	2.07	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	001.04.004.51531.522300.	HRA Medical Reimbursements	2025	10	INV	P	4.14	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	001.04.004.51531.522300.	HRA Medical Reimbursements	2025	10	INV	P	4.14	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	001.12.019.57680.522300.	HRA Medical Reimbursements	2025	10	INV	P	2.07	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	001.12.019.57680.522300.	HRA Medical Reimbursements	2025	10	INV	P	2.07	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	001.12.028.57680.522300.	HRA Medical Reimbursements	2025	10	INV	P	22.77	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	001.12.028.57680.522300.	HRA Medical Reimbursements	2025	10	INV	P	22.77	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	001.14.031.55860.522300.	HRA Medical Reimbursements	2025	10	INV	P	8.28	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	001.14.031.55860.522300.	HRA Medical Reimbursements	2025	10	INV	P	8.28	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	001.08.009.52110.522300.	HRA Medical Reimbursements	2025	10	INV	P	13.66	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	001.08.009.52110.522300.	HRA Medical Reimbursements	2025	10	INV	P	10.97	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	001.08.009.52121.522300.	HRA Medical Reimbursements	2025	10	INV	P	2.69	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	001.08.009.52121.522300.	HRA Medical Reimbursements	2025	10	INV	P	2.69	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	001.08.009.52122.522300.	HRA Medical Reimbursements	2025	10	INV	P	39.95	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	001.08.009.52122.522300.	HRA Medical Reimbursements	2025	10	INV	P	39.95	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	001.08.009.52131.522300.	HRA Medical Reimbursements	2025	10	INV	P	3.52	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	001.08.009.52131.522300.	HRA Medical Reimbursements	2025	10	INV	P	3.52	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	001.16.035.54230.522300.	HRA Medical Reimbursements	2025	10	INV	P	6.21	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	001.16.035.54230.522300.	HRA Medical Reimbursements	2025	10	INV	P	6.21	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	001.16.019.54290.522300.	HRA Medical Reimbursements	2025	10	INV	P	2.19	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	001.16.019.54290.522300.	HRA Medical Reimbursements	2025	10	INV	P	2.19	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	014.08.012.52110.522300.	HRA Medical Reimbursements	2025	10	INV	P	7.04	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	014.08.012.52110.522300.	HRA Medical Reimbursements	2025	10	INV	P	5.59	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	014.08.012.52122.522300.	HRA Medical Reimbursements	2025	10	INV	P	49.05	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	014.08.012.52122.522300.	HRA Medical Reimbursements	2025	10	INV	P	49.06	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	310.13.200.59418.522300.	HRA Medical Reimbursements	2025	10	INV	P	3.73	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	310.13.200.59418.522300.	HRA Medical Reimbursements	2025	10	INV	P	3.73	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	310.13.200.59476.522300.	HRA Medical Reimbursements	2025	10	INV	P	1.86	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	310.13.200.59476.522300.	HRA Medical Reimbursements	2025	10	INV	P	1.86	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	310.13.200.59590.522300.	HRA Medical Reimbursements	2025	10	INV	P	3.73	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	310.13.200.59590.522300.	HRA Medical Reimbursements	2025	10	INV	P	3.73	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	401.18.019.53410.522300.	HRA Medical Reimbursements	2025	10	INV	P	2.07	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	401.18.019.53410.522300.	HRA Medical Reimbursements	2025	10	INV	P	2.07	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	401.18.037.53481.522300.	HRA Medical Reimbursements	2025	10	INV	P	22.77	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	401.18.037.53481.522300.	HRA Medical Reimbursements	2025	10	INV	P	22.77	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	401.19.019.53915.522300.	HRA Medical Reimbursements	2025	10	INV	P	0.83	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	401.19.019.53915.522300.	HRA Medical Reimbursements	2025	10	INV	P	0.83	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	401.19.039.53935.522300.	HRA Medical Reimbursements	2025	10	INV	P	6.21	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	401.19.039.53935.522300.	HRA Medical Reimbursements	2025	10	INV	P	6.21	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	402.20.019.53510.522300.	HRA Medical Reimbursements	2025	10	INV	P	2.17	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	402.20.019.53510.522300.	HRA Medical Reimbursements	2025	10	INV	P	2.17	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	402.20.040.53580.522300.	HRA Medical Reimbursements	2025	10	INV	P	24.84	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	402.20.040.53580.522300.	HRA Medical Reimbursements	2025	10	INV	P	28.98	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	402.20.040.53585.522300.	HRA Medical Reimbursements	2025	10	INV	P	4.14	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	402.20.040.53585.522300.	HRA Medical Reimbursements	2025	10	INV	P	4.14	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	403.22.019.53110.522300.	HRA Medical Reimbursements	2025	10	INV	P	1.76	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	403.22.019.53110.522300.	HRA Medical Reimbursements	2025	10	INV	P	1.76	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	403.22.050.53130.522300.	HRA Medical Reimbursements	2025	10	INV	P	10.35	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	403.22.050.53130.522300.	HRA Medical Reimbursements	2025	10	INV	P	10.35	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	403.22.030.53190.522300.	HRA Medical Reimbursements	2025	10	INV	P	10.35	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	403.22.030.53190.522300.	HRA Medical Reimbursements	2025	10	INV	P	10.35	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	417.13.200.59431.522300.	HRA Medical Reimbursements	2025	10	INV	P	2.26	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	417.13.200.59431.522300.	HRA Medical Reimbursements	2025	10	INV	P	2.26	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	417.13.200.59434.522300.	HRA Medical Reimbursements	2025	10	INV	P	4.55	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	417.13.200.59434.522300.	HRA Medical Reimbursements	2025	10	INV	P	4.55	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	417.13.200.59435.522300.	HRA Medical Reimbursements	2025	10	INV	P	4.55	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	417.13.200.59435.522300.	HRA Medical Reimbursements	2025	10	INV	P	4.55	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	501.23.019.54861.522300.	HRA Medical Reimbursements	2025	10	INV	P	0.83	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025

NAVIA AP	501.23.019.54861.522300.	HRA Medical Reimbursements	2025	10	INV	P	0.83	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	501.23.051.54868.522300.	HRA Medical Reimbursements	2025	10	INV	P	7.25	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	501.23.051.54868.522300.	HRA Medical Reimbursements	2025	10	INV	P	7.25	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	502.11.020.51888.522300.	HRA Medical Reimbursements	2025	10	INV	P	20.70	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	502.11.020.51888.522300.	HRA Medical Reimbursements	2025	10	INV	P	20.70	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	510.24.019.51820.522300.	HRA Medical Reimbursements	2025	10	INV	P	0.52	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	510.24.019.51820.522300.	HRA Medical Reimbursements	2025	10	INV	P	0.52	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
NAVIA AP	510.24.053.51820.522300.	HRA Medical Reimbursements	2025	10	INV	P	5.18	85894	10995554	HRA Participant Fees - July	7/29/2025	10/17/2025
NAVIA AP	510.24.053.51820.522300.	HRA Medical Reimbursements	2025	10	INV	P	5.17	85894	11002984	HRA Participant Fees - Aug 2025	8/28/2025	10/17/2025
ODP Bus Sol 32559	402.20.040.53580.531300.	Repair & Maintenance Supplies	2025	10	INV	P	381.83	85895	436012522001	(2) WD SN580 2 TB SD Drives-SCADA System	9/2/2025	10/17/2025
Paratex Pest	402.20.040.53580.548200.	Custodial & Cleaning Services	2025	10	INV	P	382.20	85896	316946	Sept 2025 rodent and pest services	9/9/2025	10/17/2025
PBBIPP	001.13.000.51890.542300.	Postage & Freight	2025	10	INV	P	440.37	85897	Oct2025 Stmnt	Postage Meter Refill 10/14/25	10/15/2025	10/17/2025
Perteet Eng	001.14.031.55860.541040.	Engineering Services	2025	10	INV	P	689.50	85898	00023042.0000-253	Eng Serv - Ridge Hotel and Ridgepointe May 2025	6/5/2025	10/17/2025
Perteet Eng	001.14.031.55860.541040.	Engineering Services	2025	10	INV	P	1,745.00	85898	2022003.0000-17	Eng Serv-Sno Trans & Environ Com Plan 9/2-12/31/24	1/6/2025	10/17/2025
Perteet Eng	001.14.031.55860.541040.	Engineering Services	2025	10	INV	P	276.00	85898	20250030.0000-2	Eng Serv-Design & Construction Standards 3/3-6/29	7/8/2025	10/17/2025
Perteet Eng	001.14.032.55860.541040.	Engineering Services	2025	10	INV	P	295.50	85898	00022222.0000-235	Eng Serv - SNO Ridge II - 5/5-6/29/25	7/8/2025	10/17/2025
Perteet Eng	001.14.032.55860.541040.	Engineering Services	2025	10	INV	P	5,344.50	85898	00023042.0000-254	Eng Services - June 2025	7/8/2025	10/17/2025
Perteet Eng	001.14.800.55860.541040.	Engineering Services	2025	10	INV	P	14,575.53	85898	00023042.0000-253	Eng Serv - Ridge Hotel and Ridgepointe May 2025	6/5/2025	10/17/2025
PFM FIN	001.06.007.51423.541090.	Financial Services	2025	10	INV	P	3,000.00	85899	138279	Quarterly Retainer for July - September 2025	9/30/2025	10/17/2025
POA	502.11.020.51888.545200.	Rent - Furniture & Equipment	2025	10	INV	P	142.87	85900	CSQ-3323	Monthly Printer Lease 8/1-9/1/25	9/15/2025	10/17/2025
POA	502.11.020.51888.549300.	Printing	2025	10	INV	P	6.49	85900	709786	Monthly Printing Usage Charges 8/16-9/16/25	9/16/2025	10/17/2025
POA	502.11.020.51888.549300.	Printing	2025	10	INV	P	716.99	85900	728880	Monthly Printing Usage Charges 8/23-9/23/25	9/23/2025	10/17/2025
POA	502.11.020.59118.577004.	Copiers/Printers Lease Prin	2025	10	INV	P	1,552.91	85900	CSQ-3323	Monthly Printer Lease 8/1-9/1/25	9/15/2025	10/17/2025
Puget Sound Emergenc	001.08.009.52150.542100.	Cellular Telephone	2025	10	INV	P	5,759.52	85901	2516	Police Public Safety Radios Q4-2025	10/1/2025	10/17/2025
Siren Net	501.23.052.59448.564000.	Fleet Vehicles & Equipment	2025	10	INV	P	1,087.43	85902	0285595	ER&R replacement #607 equip upfit light pkg LED	10/1/2025	10/17/2025
SPOK	401.19.039.53935.542000.	Telephone/Cable Services	2025	10	INV	P	31.12	85903	J0303878U	monthly irrigation pager charge	9/15/2025	10/17/2025
TASER	001.08.009.52150.535400.	Police Firearms & Weapons	2025	10	INV	P	16,156.80	85904	INUS327870	TASER 10 CERTIFICATIONS	3/1/2025	10/17/2025
TASER	001.08.009.52150.535400.	Police Firearms & Weapons	2025	10	INV	P	599.78	85904	INUS335727	(5) Tazer Holster, Tazer dock & battery pack	4/1/2025	10/17/2025
TASER	014.08.012.52150.535400.	Police Firearms & Weapons	2025	10	INV	P	599.78	85904	INUS335727	(5) Tazer Holster, Tazer dock & battery pack	4/1/2025	10/17/2025
ULINE	401.18.037.53481.531050.	Uniforms & Protective Gear	2025	10	INV	P	638.48	85905	198652336	Gloves and Safety Glasses	9/30/2025	10/17/2025
VENTILAT	402.20.045.53560.548801.	Clean Sewer Collection System	2025	10	INV	P	28,417.94	85906	65973	Clean Sewer Mains	9/17/2025	10/17/2025
VERIZCS	401.19.039.53935.542000.	Telephone/Cable Services	2025	10	INV	P	375.99	85907	6123683047	Monthly Cell Modem 8/17-9/16/25	9/16/2025	10/17/2025
Water Mgmt Group	401.19.039.53935.541000.	Professional Svcs - General	2025	10	INV	P	4,004.98	85908	21868	Maxicom irrigation monitoring services 10/2025	9/23/2025	10/17/2025
Water Mgmt Labs	401.18.037.53481.541000.	Professional Svcs - General	2025	10	INV	P	480.00	85909	232195	Monthly bacteria and arsenic samples 9/2025	9/24/2025	10/17/2025
Water Mgmt Labs	402.20.040.53585.541000.	Professional Svcs - General	2025	10	INV	P	70.00	85909	231282	Tribal Casino Testing	8/20/2025	10/17/2025
Water Mgmt Labs	402.20.040.53585.541000.	Professional Svcs - General	2025	10	INV	P	140.00	85909	231762	Tribal Casino Testing	9/9/2025	10/17/2025
Water Mgmt Labs	402.20.040.53585.541000.	Professional Svcs - General	2025	10	INV	P	140.00	85909	231873	Tribal Casino Testing sewer agreement	9/11/2025	10/17/2025
Water Mgmt Labs	402.20.040.53585.541000.	Professional Svcs - General	2025	10	INV	P	140.00	85909	232302	Tribal Casino Testing	9/26/2025	10/17/2025

City of Snoqualmie
Claims presented to the City to be paid in the amount of $2,030.08
For claims warrants numbered 85910 through 85918 & dated 10/21/2025

Ashley Orre	001.15.034.55850.543000.	Training & Travel	2025	10	INV	P	295.40	85910	RE AO 100925	Mileage and Meals per Diem on WSAPT 9/22-9/23/25	10/9/2025	10/21/2025
Deana Dean	001.05.005.51420.543000.	Training & Travel	2025	10	INV	P	42.70	85912	RE DD 09302025	Mileage to pick up awards & name badges 10/1/25	9/30/2025	10/21/2025
Heather Florida	001.03.003.51810.543000.	Training & Travel	2025	10	INV	P	330.79	85913	RE HF 101025	Trans & Meal Per Diem for AWC Expo Conf 10/7-10/9	10/10/2025	10/21/2025
Kevin Sandin	403.22.050.53130.543000.	Training & Travel	2025	10	INV	P	968.56	85914	RE KS 101025	Trans & Meal Per Diem for ISA Conference 10/7-10/8	10/10/2025	10/21/2025
Kim Johnson	001.03.003.51810.543000.	Training & Travel	2025	10	INV	P	91.00	85915	RE KJ 101325	Meal Per Diem for AWC Expo Conf 10/7-10/9	10/13/2025	10/21/2025
Kyla Henderson	001.06.007.51423.543000.	Training & Travel	2025	10	INV	P	68.32	85916	RE KH 100325	Travel per diem to MRSC Budget Conference 10/2/25	10/3/2025	10/21/2025
Matt Miller	402.20.019.53510.548270.	License & Permit Fees	2025	10	INV	P	106.00	85917	RE MM 092325	WA Cross Connection Control Spec Test 7/24/25	9/23/2025	10/21/2025
Samantha Brumfield	001.03.003.51810.523200.	Wellness Program	2025	10	INV	P	48.77	85918	RE SB 09302025	Refreshments-Employee Benefits Present 10/2/25	9/30/2025	10/21/2025

City of Snoqualmie
Claims presented to the City to be paid in the amount of $309,634.13
For claims warrants numbered 85919 through 85953 & dated 10/24/2025

AMZONCAP	001.03.003.51810.541420.	HR-Related Services	2025	10	INV	P	18.37	85919	1HVF-D9FH-HPVJ	Birthday Cards for Employee Recognition Program	10/8/2025	10/24/2025
AMZONCAP	001.15.034.55850.531000.	Office Supplies	2025	10	INV	P	85.82	85919	1H96-7NDP-7JNR	File Pocket Folders	10/15/2025	10/24/2025
AMZONCAP	001.10.017.52560.531910.	Operating Supplies	2025	10	INV	P	122.55	85919	1LRH-1V1C-XD37	EOC Supp,Electrolyte PWDR,Ear plugs,Diswasher soap	6/10/2025	10/24/2025
AMZONCAP	001.09.014.52210.531000.	Office Supplies	2025	10	INV	P	30.03	85919	1XVW-3H1W-CWNJ	Printer Paper - 5 Reams	10/7/2025	10/24/2025

AMZONCAP	001.09.014.52220.531340.	Custodial & Cleaning Supplies	2025	10	INV	P	43.66	85919	1LRH-1V1C-XD37	EOC Supp,Electrolyte PWDR,Ear plugs,Diswasher soap	6/10/2025	10/24/2025
AMZONCAP	001.09.014.52220.531340.	Custodial & Cleaning Supplies	2025	10	INV	P	249.79	85919	1QVJ-7944-LLNG	Dishwasher Pods, Paper Towels, broom, ToiletPaper	10/21/2025	10/24/2025
AMZONCAP	001.13.000.51810.531080.	First Aid Cabinet Supplies	2025	10	INV	P	74.75	85919	11K6-Q1GY-C1Y9	Antiseptic wipes, cold compress, hand sanitizer	10/9/2025	10/24/2025
AMZONCAP	001.12.028.57680.531060.	Safety Supplies	2025	10	INV	P	2.17	85919	1JW7-KW7F-G9X7	(2) Rapid Covid Tests	9/26/2025	10/24/2025
AMZONCAP	001.14.031.55860.531000.	Office Supplies	2025	10	INV	P	53.45	85919	1X3L-6CKN-D6ND	Otterbox phone case - M. Davis	10/7/2025	10/24/2025
AMZONCAP	001.08.009.52122.531050.	Uniforms & Protective Gear	2025	10	INV	P	26.72	85919	1QQ4-DJL7-J3KH	SNO/NB PD 617 D. Moate - Safariland holster	10/8/2025	10/24/2025
AMZONCAP	001.08.009.52122.531910.	Operating Supplies	2025	10	INV	P	91.16	85919	1NMQ-V3TV-C6XR	lip balm, Emergen-C, Excedrin, Mucinex	10/14/2025	10/24/2025
AMZONCAP	001.16.035.54230.531050.	Uniforms & Protective Gear	2025	10	INV	P	2.17	85919	1JW7-KW7F-G9X7	(2) Rapid Covid Tests	9/26/2025	10/24/2025
AMZONCAP	012.13.115.57320.531910.	Operating Supplies	2025	10	INV	P	304.83	85919	14FC-JW7P-GN7K	(75) PreCut Picture Mats - Arts Commission	10/14/2025	10/24/2025
AMZONCAP	012.13.115.57320.531910.	Operating Supplies	2025	10	INV	P	153.98	85919	19QP-136L-H3RH	(25) PreCut Picture Mats & Display rack-Arts Comm	10/14/2025	10/24/2025
AMZONCAP	014.08.012.52122.531050.	Uniforms & Protective Gear	2025	10	INV	P	26.71	85919	1QQ4-DJL7-J3KH	SNO/NB PD 617 D. Moate - Safariland holster	10/8/2025	10/24/2025
AMZONCAP	401.18.019.53410.531050.	Uniforms & Protective Gear	2025	10	INV	P	2.17	85919	1JW7-KW7F-G9X7	(2) Rapid Covid Tests	9/26/2025	10/24/2025
AMZONCAP	402.20.045.53565.542010.	Cellular Telephone	2025	10	INV	P	196.55	85919	1XKW-6QXT-HKFL	Cell Phone Signal Booster	10/8/2025	10/24/2025
AMZONCAP	402.20.040.53580.531050.	Uniforms & Protective Gear	2025	10	INV	P	2.17	85919	1JW7-KW7F-G9X7	(2) Rapid Covid Tests	9/26/2025	10/24/2025
AMZONCAP	402.20.040.53580.531910.	Operating Supplies	2025	10	INV	P	123.01	85919	167F-1QGR-CFQQ	Scada Supplies Stock	10/16/2025	10/24/2025
AMZONCAP	402.20.040.53580.535200.	Small Office Equipment	2025	10	INV	P	389.16	85919	1GHC-YXGF-39JG	WW - Replacement Monitors for S. Robles	9/10/2025	10/24/2025
AMZONCAP	403.22.050.53130.531000.	Office Supplies	2025	10	INV	P	16.38	85919	1CJP-LGLT-99PR	Conifer Diseases & Pest Text book, (2) phone cases	10/14/2025	10/24/2025
AMZONCAP	403.22.050.53130.531050.	Uniforms & Protective Gear	2025	10	INV	P	2.18	85919	1JW7-KW7F-G9X7	(2) Rapid Covid Tests	9/26/2025	10/24/2025
AMZONCAP	403.22.050.53130.535900.	Small Tools & Equipment	2025	10	INV	P	272.95	85919	1RN3-FFVG-JDD3	Neoprene Seat Covers	10/8/2025	10/24/2025
AMZONCAP	403.22.030.53190.531000.	Office Supplies	2025	10	INV	P	16.37	85919	1CJP-LGLT-99PR	Conifer Diseases & Pest Text book, (2) phone cases	10/14/2025	10/24/2025
AMZONCAP	403.22.030.53190.531040.	Prof Books Maps & Manuals	2025	10	INV	P	34.15	85919	1CJP-LGLT-99PR	Conifer Diseases & Pest Text book, (2) phone cases	10/14/2025	10/24/2025
AMZONCAP	403.22.030.53190.531050.	Uniforms & Protective Gear	2025	10	INV	P	2.18	85919	1JW7-KW7F-G9X7	(2) Rapid Covid Tests	9/26/2025	10/24/2025
AMZONCAP	501.23.051.54868.531050.	Uniforms & Protective Gear	2025	10	INV	P	2.18	85919	1JW7-KW7F-G9X7	(2) Rapid Covid Tests	9/26/2025	10/24/2025
AMZONCAP	502.11.021.51888.531820.	Info Tech Components	2025	10	INV	P	92.81	85919	1F7Q-M4T9-DPTN	60 Inch Portable Projector Screen	10/15/2025	10/24/2025
AMZONCAP	502.11.021.51888.531820.	Info Tech Components	2025	10	CRM	P	-36.57	85919	1KYY-6LWD-73QW	Credit memo -Privacy Screen for Mayor's new laptop	10/16/2025	10/24/2025
AMZONCAP	502.11.021.51888.531820.	Info Tech Components	2025	10	INV	P	36.57	85919	1PG3-NNR4-9WLM	Privacy Screen for Mayor's new laptop	10/1/2025	10/24/2025
AMZONCAP	502.11.021.51888.531820.	Info Tech Components	2025	10	INV	P	83.86	85919	1WXX-CNMD-FVYC	10GB-RJ45 Transceiver	9/5/2025	10/24/2025
AMZONCAP	502.11.021.51888.531820.	Info Tech Components	2025	10	INV	P	197.11	85919	1YYX-CVVN-C77K	Privacy screen, keyboard combos and batteries	10/16/2025	10/24/2025
AMZONCAP	502.11.021.51888.548860.	Hardware-Software Maintenance	2025	10	INV	P	65.51	85919	1T9D-1KWG-96GL	FD Training Room Replacement HDMI Audio De-Embedde	9/16/2025	10/24/2025
AMZONCAP	510.24.053.51820.531050.	Uniforms & Protective Gear	2025	10	INV	P	2.18	85919	1JW7-KW7F-G9X7	(2) Rapid Covid Tests	9/26/2025	10/24/2025
AMZONCAP	510.24.053.51820.531340.	Custodial & Cleaning Supplies	2025	10	INV	P	58.64	85919	19LF-HGL6-JFR4	Liquid Soap	9/19/2025	10/24/2025
BCFH	501.23.052.59448.564000.	Fleet Vehicles & Equipment	2025	10	INV	P	99,184.92	85920	3SM663	ER&R Replacement #455 Service Body Truck	10/14/2025	10/24/2025
BERK Consulting	001.03.003.51310.541000.	Professional Svcs - General	2025	10	INV	P	9,031.83	85921	11081-09-25	COS Strategic Plan 2025	10/7/2025	10/24/2025
COI	001.08.009.52122.541511.	Dispatch Services	2025	10	INV	P	31,034.57	85922	25000424	SNO/NB PD dispatch services - September 2025	10/1/2025	10/24/2025
COI	014.08.012.52122.541511.	Dispatch Services	2025	10	INV	P	20,689.71	85922	25000424	SNO/NB PD dispatch services - September 2025	10/1/2025	10/24/2025
Deana Dean	001.05.005.51420.543000.	Training & Travel	2025	10	INV	P	81.20	85923	RE DD 101725	Travel Reimbursement-WCIA BRD Meeting-Ed Session	10/17/2025	10/24/2025
GRAINGER	401.18.037.53481.531300.	Repair & Maintenance Supplies	2025	10	INV	P	592.29	85925	9653429085	blower for confined spaces	9/24/2025	10/24/2025
GRAINGER	402.20.040.53580.531340.	Custodial & Cleaning Supplies	2025	10	INV	P	392.73	85925	9651563273	Tools for Plumbing Repair & Custodial Supplies	9/23/2025	10/24/2025
GRAINGER	402.20.040.53580.535900.	Small Tools & Equipment	2025	10	INV	P	1,249.93	85925	9651563273	Tools for Plumbing Repair & Custodial Supplies	9/23/2025	10/24/2025
GRAINGER	510.24.053.51820.531300.	Repair & Maintenance Supplies	2025	10	INV	P	450.96	85925	9646723594	Gate openers/operators pw front gate employ access	9/18/2025	10/24/2025
GRAINGER	510.24.053.51820.531300.	Repair & Maintenance Supplies	2025	10	INV	P	462.90	85925	9649289452	Gate openers/operators pw front gate/emp access	9/22/2025	10/24/2025
HD Supply Facil Main	510.24.053.51820.531300.	Repair & Maintenance Supplies	2025	10	INV	P	2,011.52	85926	9240944478	pw lunchroom refrigerator replacement	9/11/2025	10/24/2025
HD Supply Facil Main	510.24.053.51820.531300.	Repair & Maintenance Supplies	2025	10	INV	P	69.60	85926	9240993115	city hall refrigerator water filter replacements	9/12/2025	10/24/2025
HD Supply Facil Main	510.24.053.51820.531340.	Custodial & Cleaning Supplies	2025	10	INV	P	506.73	85926	9240842224	Soap Refill (6) - City Hall, Police, Fire, PW	9/9/2025	10/24/2025
IHK	402.20.040.53580.531300.	Repair & Maintenance Supplies	2025	10	INV	P	193.14	85927	4477P	Wand for pressure washing	10/8/2025	10/24/2025
IHK	403.22.030.53190.531300.	Repair & Maintenance Supplies	2025	10	INV	P	509.80	85927	3753P	Parts for servicing and maintenance all chainsaws	9/18/2025	10/24/2025
Invent Environ Tech	402.20.040.53580.531300.	Repair & Maintenance Supplies	2025	10	INV	P	3,804.53	85928	INV 2025-00182	Repair parts to fix Digester 3	9/19/2025	10/24/2025
John Rongerude	001.13.117.51591.541111.	Public Defender Services	2025	10	INV	P	625.00	85929	01617	Public Defense Services - Brown, 4A0604458	10/3/2025	10/24/2025
John Rongerude	001.13.117.51591.541111.	Public Defender Services	2025	10	INV	P	625.00	85929	01618	Public Defense Services - Brown, 4A355862	10/3/2025	10/24/2025
KCROUB	401.18.019.53410.549010.	Filing & Recording Fees	2025	10	INV	P	108.00	85930	092025 UB Liens	Claim of Liens - UB	10/6/2025	10/24/2025
KCROUB	401.18.019.53410.549010.	Filing & Recording Fees	2025	10	INV	P	108.00	85930	102025 UB Liens	Claim of Liens - UB	10/21/2025	10/24/2025
KI 2	001.09.014.52220.531050.	Uniforms	2025	10	INV	P	198.74	85931	22861-4	(1) FP51 Women's Navy Pant	10/2/2025	10/24/2025
KI 2	001.09.014.52220.531050.	Uniforms	2025	10	INV	P	424.24	85931	23022-4	(2) FP52 Navy Pants	10/2/2025	10/24/2025
LAWSONPR	402.20.040.53580.531300.	Repair & Maintenance Supplies	2025	10	INV	P	693.42	85932	9312847358	Re-stock operating supply bins	9/25/2025	10/24/2025
LAWSONPR	402.20.040.53580.531300.	Repair & Maintenance Supplies	2025	10	INV	P	57.26	85932	9312851387	(2) Expandable Drawer Bins for supplies	9/26/2025	10/24/2025
LED Lighting Solutio	310.17.512.59569.541060.	Complete Streets - Design	2025	10	INV	P	7,750.99	85933	INV42555	(2) School Crossing Rapid Flashing Beacon Systems	9/26/2025	10/24/2025
LeMay Mobile	001.09.014.52220.541000.	Professional Svcs - General	2025	10	INV	P	45.00	85934	4905752S185	Shredding Services - Sept 2025	10/1/2025	10/24/2025
LOUDEDGE	001.28.056.57120.541000.	Professional Svcs - General	2025	10	INV	P	1,175.00	85935	COS-100125-B	Halloween Marketing and Redesign	10/1/2025	10/24/2025
MACDMILL	001.12.028.57680.548000.	Repair & Maintenance Services	2025	10	INV	P	1,737.73	85936	SVC345476	New ball valve for drinking fountain & labor 5/12	6/24/2025	10/24/2025

MACDMILL	510.24.053.51820.548000.	Repair & Maintenance Services	2025	10	INV	P	2,168.28	85936	SVC356634	HVAC Service and Repair police station-server room	9/24/2025	10/24/2025
Matrix Consulting	001.06.007.51423.541000.	Professional Svcs - General	2025	10	INV	P	13,700.00	85937	1822-25-4	Comprehensive Fee & Rate Study	10/6/2025	10/24/2025
Minuteman Press	001.08.009.52122.549300.	Printing	2025	10	INV	P	160.93	85938	96102	601 G. Horejsi,658 M. Black,659 L. Liebetrau BCard	10/8/2025	10/24/2025
Minuteman Press	401.18.037.53481.531000.	Office Supplies	2025	10	INV	P	218.31	85938	96116	Sept 2025 UB Printing/Folding/Envelopes	10/9/2025	10/24/2025
Minuteman Press	401.18.037.53481.542300.	Postage & Freight	2025	10	INV	P	703.50	85938	96121	Utility Bill Mailing- 09.2025 Postage $0.74/ea	10/10/2025	10/24/2025
Minuteman Press	401.18.037.53481.549300.	Printing	2025	10	INV	P	305.64	85938	96116	Sept 2025 UB Printing/Folding/Envelopes	10/9/2025	10/24/2025
Minuteman Press	402.20.040.53580.531000.	Office Supplies	2025	10	INV	P	218.31	85938	96116	Sept 2025 UB Printing/Folding/Envelopes	10/9/2025	10/24/2025
Minuteman Press	402.20.040.53580.542300.	Postage & Freight	2025	10	INV	P	703.49	85938	96121	Utility Bill Mailing- 09.2025 Postage $0.74/ea	10/10/2025	10/24/2025
Minuteman Press	402.20.040.53580.549300.	Printing	2025	10	INV	P	305.64	85938	96116	Sept 2025 UB Printing/Folding/Envelopes	10/9/2025	10/24/2025
Minuteman Press	403.22.050.53130.531000.	Office Supplies	2025	10	INV	P	218.31	85938	96116	Sept 2025 UB Printing/Folding/Envelopes	10/9/2025	10/24/2025
Minuteman Press	403.22.050.53130.542300.	Postage & Freight	2025	10	INV	P	703.49	85938	96121	Utility Bill Mailing- 09.2025 Postage $0.74/ea	10/10/2025	10/24/2025
Minuteman Press	403.22.050.53130.549300.	Printing	2025	10	INV	P	305.64	85938	96116	Sept 2025 UB Printing/Folding/Envelopes	10/9/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	71.61	85939	077820	ER&R equipment repair parts Sept25 #6400 Account	8/26/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	325.12	85939	077948	ER&R equipment repair parts Sept25 #6400 Account	8/27/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	11.77	85939	077949	ER&R equipment repair parts Sept25 #6400 Account	8/27/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	11.77	85939	077952	ER&R equipment repair parts Sept25 #6400 Account	8/27/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	14.20	85939	077996	ER&R equipment repair parts Sept25 #6400 Account	8/27/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	122.37	85939	078059	ER&R equipment repair parts Sept25 #6400 Account	8/28/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	100.91	85939	078108	ER&R equipment repair parts Sept25 #6400 Account	8/28/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	199.41	85939	078173	ER&R equipment repair parts Sept25 #6400 Account	8/29/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	39.67	85939	078440	ER&R equipment repair parts Sept25 #6400 Account	9/2/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	14.84	85939	078499	ER&R equipment repair parts Sept25 #6400 Account	9/2/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	171.08	85939	078538	ER&R equipment repair parts Sept25 #6400 Account	9/3/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	26.97	85939	078605	ER&R equipment repair parts Sept25 #6400 Account	9/3/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	142.75	85939	078775	ER&R equipment repair parts Sept25 #6400 Account	9/5/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	170.21	85939	079170	ER&R equipment repair parts Sept25 #6400 Account	9/9/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	72.33	85939	079386	ER&R equipment repair parts Sept25 #6400 Account	9/11/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	442.53	85939	079485	ER&R equipment repair parts Sept25 #6400 Account	9/12/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	72.33	85939	079487	ER&R equipment repair parts Sept25 #6400 Account	9/12/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	76.32	85939	079788	ER&R equipment repair parts Sept25 #6400 Account	9/15/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	20.81	85939	080418	ER&R equipment repair parts Sept25 #6400 Account	9/22/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	422.60	85939	080518	ER&R equipment repair parts Sept25 #6400 Account	9/23/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	320.48	85939	080558	ER&R equipment repair parts Sept25 #6400 Account	9/23/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	77.40	85939	080765	ER&R equipment repair parts Sept25 #6400 Account	9/25/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	165.00	85939	080766	ER&R equipment repair parts Sept25 #6400 Account	9/25/2025	10/24/2025
NB AUTOF	501.23.051.54868.531301.	Repair Parts	2025	10	INV	P	676.31	85939	080818	ER&R equipment repair parts Sept25 #6400 Account	9/25/2025	10/24/2025
NB AUTOG	001.09.014.52250.531910.	Operating Supplies	2025	10	INV	P	94.26	85940	080843	Diesel exhaust fluid(QTY3), Fuel oil mix(QTY2)	9/25/2025	10/24/2025
NB AUTOG	401.18.037.53481.531300.	Repair & Maintenance Supplies	2025	10	INV	P	17.73	85940	081560	Drill Bits	10/2/2025	10/24/2025
OTAK	310.13.702.59418.541060.	Community Ctr. - Design	2025	10	INV	P	1,644.25	85941	000062500156	Tennis/Pickle Ball Court Alignment	6/10/2025	10/24/2025
OTAK	310.17.506.59530.541060.	Design Services	2025	10	INV	P	201.23	85941	000042500227	Towncenter Phase 3 - Design/Engineering	4/25/2025	10/24/2025
Perteet Eng	001.14.031.55860.541040.	Engineering Services	2025	10	INV	P	295.50	85942	00023042.0004-9	CED Engineering and Construction Request Sept-2025	10/4/2025	10/24/2025
Perteet Eng	001.14.032.55860.541040.	Engineering Services	2025	10	INV	P	7,141.28	85942	00023042.0000-257	The Rails Dev & Ridgepointe at Parcel S14	10/4/2025	10/24/2025
Perteet Eng	001.14.800.55860.541040.	Engineering Services	2025	10	INV	P	18,743.65	85942	00023042.0017-9	SVH Community Health Center - Sept 2025	10/4/2025	10/24/2025
Pye Barker	401.18.037.53481.548000.	Repair & Maintenance Services	2025	10	INV	P	518.71	85943	IV00742087	annual fire alarm inspection NWTP	9/24/2025	10/24/2025
Pye Barker	401.18.037.53481.548000.	Repair & Maintenance Services	2025	10	INV	P	110.00	85943	IV00758958	Fire and Burg. Alarm monitoring & service Q4-2025	10/1/2025	10/24/2025
Pye Barker	510.24.053.51820.548000.	Repair & Maintenance Services	2025	10	INV	P	280.00	85943	IV00758903	Fire and Burg. Alarm monitoring & service Q4-2025	10/1/2025	10/24/2025
Pye Barker	510.24.053.51820.548000.	Repair & Maintenance Services	2025	10	INV	P	284.00	85943	IV00758904	Fire and Burg. Alarm monitoring & service Q4-2025	10/1/2025	10/24/2025
Pye Barker	510.24.053.51820.548000.	Repair & Maintenance Services	2025	10	INV	P	267.00	85943	IV00758905	Fire and Burg. Alarm monitoring & service Q4-2025	10/1/2025	10/24/2025
Pye Barker	510.24.053.51820.548000.	Repair & Maintenance Services	2025	10	INV	P	234.00	85943	IV00758957	Fire and Burg. Alarm monitoring & service Q4-2025	10/1/2025	10/24/2025
Sean Aragon	001.28.061.57320.545000.	Operating Rentals & Leases	2025	10	INV	P	800.00	85944	07242025	Music in the Park Sound System 7/24	7/24/2025	10/24/2025
Sean Aragon	012.13.115.57320.549100.	City-Sponsored Expenses	2025	10	INV	P	800.00	85944	09/06/28	Snoqualmie Intl Block Party Sound System	10/1/2025	10/24/2025
SIVIEWC	001.13.112.57390.549100.	City-Sponsored Expenses	2025	10	INV	P	6,250.00	85945	1982	Meadowbrook Ops & Maintenance - Q1-2025	5/16/2025	10/24/2025
SIVIEWC	001.13.112.57390.549100.	City-Sponsored Expenses	2025	10	INV	P	6,250.00	85945	2056	Meadowbrook Ops & Maintenance - Q2-2025	8/15/2025	10/24/2025
SSI	502.11.021.51888.548860.	Hardware-Software Maintenance	2025	10	INV	P	31,936.25	85946	INV-020993	Springbrook Annual Support Fee Aug 2025-Jul 2026	6/19/2025	10/24/2025
SV School Dist	014.08.012.52122.532100.	Gasoline/Diesel Fuel	2025	10	INV	P	2,854.83	85947	8718	Fleet and SNO Police Fuel-Sept 2025	10/3/2025	10/24/2025
SV School Dist	501.23.051.54868.532100.	Gasoline/Diesel Fuel	2025	10	INV	P	11,786.84	85947	8718	Fleet and SNO Police Fuel-Sept 2025	10/3/2025	10/24/2025
SYSTEMS DESIGN W	001.09.014.52270.541090.	BLS Customer Billing Services	2025	10	INV	P	936.88	85948	20252922	August 2025 EMS Billing	9/27/2025	10/24/2025
SYSTEMS DESIGN W	001.09.014.52270.541090.	BLS Customer Billing Services	2025	10	INV	P	1,025.74	85948	20253054	Sept 2025 EMS Billing	10/10/2025	10/24/2025
The Narwhal Group	001.16.035.54266.541000.	Professional Svcs - General	2025	10	INV	P	400.00	85949	2025-26187	Weathernet Service Fee - March 2025	2/28/2025	10/24/2025

The Narwhal Group	001.16.035.54266.541000.	Professional Svcs - General	2025	10	INV	P	400.00	85949	2025-26602	Weathernet Service Fee - May 2025	4/28/2025	10/24/2025
The Narwhal Group	001.16.035.54266.541000.	Professional Svcs - General	2025	10	INV	P	400.00	85949	2025-27043	Weathernet Service Fee - July 2025	6/28/2025	10/24/2025
The Narwhal Group	001.16.035.54266.541000.	Professional Svcs - General	2025	10	INV	P	400.00	85949	2025-27397	Weathernet Service Fee - Sept 2025	8/29/2025	10/24/2025
The Narwhal Group	001.16.035.54266.541000.	Professional Svcs - General	2025	10	INV	P	400.00	85949	2025-27527	Weathernet Service Fee - Oct 2025	9/30/2025	10/24/2025
ULINE	401.18.037.53481.531050.	Uniforms & Protective Gear	2025	10	INV	P	463.37	85950	198848005	safety glasses, headlamps, batteries	10/6/2025	10/24/2025
UULC	401.18.037.53481.541000.	Professional Svcs - General	2025	10	INV	P	72.90	85951	5090236	September 2025 utility notifications-water dept	9/30/2025	10/24/2025
UULC	402.20.045.53560.541000.	Professional Svcs - General	2025	10	INV	P	71.55	85951	5090235	811 call center service-Sept 2025	9/30/2025	10/24/2025
VISIONQ	510.24.053.51820.548000.	Repair & Maintenance Services	2025	10	INV	P	700.00	85952	002208	Window cleaning City Hall & Police 9/18/25	9/18/2025	10/24/2025
VISIONQ	510.24.053.51820.548000.	Repair & Maintenance Services	2025	10	INV	P	275.00	85952	002209	Outside Window cleaning City Hall & Police 9/18/25	9/18/2025	10/24/2025
WLACE	001.12.028.57680.531300.	Repair & Maintenance Supplies	2025	10	INV	P	22.90	85953	15316301	Paint brush (for graffiti at River View restroom)	9/24/2025	10/24/2025
WLACE	001.12.028.57680.531300.	Repair & Maintenance Supplies	2025	10	INV	P	122.05	85953	15316383	Detergent for office laundry, AP cleaner	10/2/2025	10/24/2025
WLACE	001.16.035.54230.531300.	Repair & Maintenance Supplies	2025	10	INV	P	17.43	85953	15316287	(2) Concrete Mix for street signs	9/23/2025	10/24/2025
WLACE	401.18.037.53481.531300.	Repair & Maintenance Supplies	2025	10	INV	P	49.65	85953	15316303	Painting supplies and screw driver set	9/24/2025	10/24/2025
WLACE	401.18.037.53481.531300.	Repair & Maintenance Supplies	2025	10	INV	P	42.54	85953	15316312	Push broom	9/25/2025	10/24/2025
WLACE	401.18.037.53481.531300.	Repair & Maintenance Supplies	2025	10	INV	P	58.76	85953	15316323	Painting supplies	9/26/2025	10/24/2025
WLACE	401.18.037.53481.531300.	Repair & Maintenance Supplies	2025	10	INV	P	66.52	85953	15316374	Headlamp and push broom	10/1/2025	10/24/2025
WLACE	401.18.037.53481.531300.	Repair & Maintenance Supplies	2025	10	INV	P	98.79	85953	15316392	(2) Air compressor hose and fittings	10/3/2025	10/24/2025
WLACE	401.18.037.53481.531300.	Repair & Maintenance Supplies	2025	10	INV	P	31.80	85953	15316394	Lighted Plug (15A), air plugs and couplers	10/3/2025	10/24/2025

City of Snoqualmie
Claims presented to the City to be paid in the amount of $175.00
For claims warrants numbered 85954 through 85954 & dated 10/27/2025

CSOSV	001.02.002.51160.549100.	City-Sponsored Expenses	2025	10	INV	P	175.00	85954	202510	2025 Encompass Gala - L. Washington	10/24/2025	10/27/2025

Accounts Payable

Blanket Voucher Approval Document

User: KHenderson
Printed: 10/28/2025 - 10:35AM
Warrant Request Date: 10/15/2025
DAC Fund:

Batch: 00001.10.2025 - Tom Weber Deposit Rfnd

City of Snoqualmie
Claims presented to the City to be paid in the amount of $ 2, 195.00
for claims warrants numbered 62932 through 62932 & dated 10/15/2025

Line	Claimant	Voucher No.	Amount
1	Weber,Tom	000062932	2,195.00
		Page Total:	$2,195.00
		Grand Total:	$2,195.00

Accounts Payable

Check Detail

User: ITreptow
Printed: 10/29/2025 - 8:00AM

Check Number	Check Date	Amount
AR-Webe - Weber, Tom Line Item Account		
62932	10/15/2025	
Inv		

Line Item Date	Line Item Description	Line Item Account	
10/15/2025	AR Refund	001-00-000-213-10-00-000	2,195.00
Inv Total			2,195.00
62932 Total:			2,195.00
AR-Webe - Weber, Tom Total:			2,195.00
Total:			2,195.00

Accounts Payable

Blanket Voucher Approval Document

User: ITreptow
Printed: 10/23/2025 - 10:19AM
Warrant Request Date: 10/23/2025
DAC Fund:

Batch: 00002.10.2025 - UB Refunds 10/15/2025

City of Snoqualmie
Claims presented to the City to be paid in the amount of $ 2, 763.42
for claims warrants numbered 62933 through 62944 & dated 10/23/2025

Line	Claimant	Voucher No.	Amount
1	Gorti,Maruti	000062939	196.70
2	Udayakumar,Thulasiram	000062943	166.62
3	Collins,Robert	000062937	297.52
4	Barry,John	000062934	181.03
5	HPA Borrower 2017-1 ML LLC	000062940	246.94
6	Beri,Ricky	000062936	178.11
7	Cormier,Alex	000062938	401.14
8	Kocher,Cynthia	000062941	90.23
9	American Legion Hall	000062933	560.33
10	Wollmann,Daniel	000062944	11.88
11	Bartlett,Patty	000062935	361.88
12	Sjostrom,Travis & Wendy	000062942	71.04
		Page Total:	$2,763.42
		Grand Total:	$2,763.42

Accounts Payable

Check Detail

User: ITreptow
Printed: 10/29/2025 - 8:02AM

Check Number	Check Date	Amount
UB*03372 - Gorti, Maruti Line Item Account		
62939	10/23/2025	
Inv		
Line Item Date: 10/21/2025	Line Item Description: Refund Check	Line Item Account: 401-00-000-213-10-00-000 — 196.70
Inv Total		196.70
62939 Total:		196.70
UB*03372 - Gorti, Maruti Total:		196.70
UB*03373 - Udayakumar, Thulasiram Line Item Account		
62943	10/23/2025	
Inv		
Line Item Date: 10/21/2025	Line Item Description: Refund Check	Line Item Account: 401-00-000-213-10-00-000 — 166.62
Inv Total		166.62
62943 Total:		166.62
UB*03373 - Udayakumar, Thulasiram Total:		166.62
UB*03374 - Collins, Robert Line Item Account		
62937	10/23/2025	
Inv		
Line Item Date: 10/21/2025	Line Item Description: Refund Check	Line Item Account: 401-00-000-213-10-00-000 — 297.52
Inv Total		297.52
62937 Total:		297.52
UB*03374 - Collins, Robert Total:		297.52
UB*03375 - Barry, John Line Item Account		
62934	10/23/2025	

Check Number	Check Date	A

Inv

Line Item Date	Line Item Description	Line Item Account	
10/21/2025	Refund Check	401-00-000-213-10-00-000	181.03
Inv Total			181.03
62934 Total:			181.03

UB*03375 - Barry, John Total: 181.03

UB*03376 - HPA Borrower 2017-1 ML LLC Line Item Account

62940 10/23/2025

Inv

Line Item Date	Line Item Description	Line Item Account	
10/21/2025	Refund Check	401-00-000-213-10-00-000	246.94
Inv Total			246.94
62940 Total:			246.94

UB*03376 - HPA Borrower 2017-1 ML LLC Total: 246.94

UB*03377 - Beri, Ricky Line Item Account

62936 10/23/2025

Inv

Line Item Date	Line Item Description	Line Item Account	
10/21/2025	Refund Check	401-00-000-213-10-00-000	178.11
Inv Total			178.11
62936 Total:			178.11

UB*03377 - Beri, Ricky Total: 178.11

UB*03378 - Cormier, Alex Line Item Account

62938 10/23/2025

Inv

Line Item Date	Line Item Description	Line Item Account	
10/21/2025	Refund Check	401-00-000-213-10-00-000	401.14
Inv Total			401.14
62938 Total:			401.14

UB*03378 - Cormier, Alex Total: 401.14

UB*03379 - Kocher, Cynthia Line Item Account

62941 10/23/2025

Inv

Line Item Date	Line Item Description	Line Item Account	
10/21/2025	Refund Check	401-00-000-213-10-00-000	90.23
Inv Total			90.23
62941 Total:			90.23
UB*03379 - Kocher, Cynthia Total:			90.23

UB*03380 - American Legion Hall Line Item Account

62933 10/23/2025

Inv

Line Item Date	Line Item Description	Line Item Account	
10/21/2025	Refund Check	001-00-000-213-10-00-000	11.37
10/21/2025	Refund Check	402-00-000-213-10-00-000	216.14
10/21/2025	Refund Check	001-00-000-213-10-00-000	19.45
10/21/2025	Refund Check	401-00-000-213-10-00-000	313.37
Inv Total			560.33
62933 Total:			560.33
UB*03380 - American Legion Hall Total:			560.33

UB*03381 - Wollmann, Daniel Line Item Account

62944 10/23/2025

Inv

Line Item Date	Line Item Description	Line Item Account	
10/21/2025	Refund Check	403-00-000-213-10-00-000	2.00
10/21/2025	Refund Check	402-00-000-213-10-00-000	6.18
10/21/2025	Refund Check	001-00-000-213-10-00-000	0.24
10/21/2025	Refund Check	001-00-000-213-10-00-000	0.18
10/21/2025	Refund Check	001-00-000-213-10-00-000	0.56
10/21/2025	Refund Check	401-00-000-213-10-00-000	2.72
Inv Total			11.88
62944 Total:			11.88
UB*03381 - Wollmann, Daniel Total:			11.88

UB*03382 - Bartlett, Patty Line Item Account

62935 10/23/2025

Inv

Line Item Date	Line Item Description	Line Item Account

Check Number	Check Date			A
10/21/2025	Refund Check	402-00-000-213-10-00-000	6.18	
10/21/2025	Refund Check	001-00-000-213-10-00-000	0.24	
10/21/2025	Refund Check	403-00-000-213-10-00-000	2.00	
10/21/2025	Refund Check	401-00-000-213-10-00-000	352.72	
10/21/2025	Refund Check	001-00-000-213-10-00-000	0.56	
10/21/2025	Refund Check	001-00-000-213-10-00-000	0.18	
Inv Total			361.88	
62935 Total:			361.88	
UB*03382 - Bartlett, Patty Total:			361.88	

UB*03383 - Sjostrom, Travis & Wendy Line Item Account

62942 10/23/2025

Inv

Line Item Date	Line Item Description	Line Item Account	
10/21/2025	Refund Check	401-00-000-213-10-00-000	71.04
Inv Total			71.04
62942 Total:			71.04
UB*03383 - Sjostrom, Travis & Wendy Total:			71.04
Total:			2,763.42

ADVICE REGISTER - SEMI MONTH

WARRANT: 251022 From: 10/01/2025 To: 10/15/2025

EMP #	NAME	CHK #	NET PAY
[redacted]	AHMED, HIND	000002205	4,009.79
	ANGRISANO, ROBERT	000002206	355.30
	ANTHONY, KATHLEEN	000002207	432.78
	BACHER, ANNE M	000002208	2,945.26
	BAILEY, MICHAEL	000002209	5,811.92
	BARNET, RYAN	000002210	3,547.81
	BATTLES, JASON	000002211	4,722.09
	BEACH, LYLE	000002212	3,869.19
	BEINNER, MARY	000002213	587.68
	BENNETT, PHILIP	000002214	4,939.75
	BENSON, ETHAN	000002215	494.87
	BETTS, JIMMIE L	000002216	3,070.79
	BLACK, MELINDA	000002217	3,247.95
	BOSTICK, MAX	000002218	4,292.65
	BOUTA, ANDREW	000002219	4,943.63
	BROWN, CHRIS E	000002220	4,411.01
	BRUMFIELD, SAMANTHA	000002221	3,063.65
	BUELNA, REBECCA	000002222	2,811.69
	BUERGI, DANIEL R	000002223	3,800.90
	BURKE, DENA	000002224	5,242.88
	BYRD, TYLER D	000002225	3,467.58
	CHAMBLESS, MICHAEL	000002226	6,951.80
	CHRISTENSEN, CARA	000002227	498.03
	COOPER, JOHN	000002228	3,907.29
	COTTON, CATHERINE	000002229	494.87
	DALY, MICHELLE R	000002230	2,222.87
	DALZIEL, RYAN A	000002231	3,137.86
	DAVIS, RAMONA	000002232	4,711.05
	DEAN, DEANA L	000002233	4,224.07
	DEMETRESCU, JOSHUA	000002234	409.96
	DEWAR, MILES Z	000002235	2,283.67
	DUDDLES, MARTHA J	000002236	3,000.40
	ECKER, BRENDON J	000002237	2,256.98
	FAVRO, KRISTEN	000002238	851.89
	FLORIDA, HEATHER K	000002239	2,946.79
	FOUTS, JACOB T	000002240	4,288.33
	FRY, PATRICK	000002241	4,950.07
	GAMBLE, DYLAN A	000002242	3,121.20
	GEORGE, JASON A	000002243	5,178.94
	HALBERT, KEVIN F	000002244	3,118.47
	HAMLIN, JEFFREY T	000002245	5,944.52
	HARRIS, DONALD I	000002246	3,926.27
	HAWK, DALTON J	000002247	3,277.09
	HEATH, GREGORY Q	000002248	3,254.01
	HEBEL, RICHARD	000002249	2,511.63
	HEDGER, MATTHEW	000002250	4,088.36
	HENDERSON, KYLA A	000002251	3,172.57
	HENDRICKS, CORY D	000002252	3,806.92
	HOLLOWAY, BRYAN	000002253	544.98
	HOLMES, THOMAS E	000002254	5,534.90
	HOREJSI, GARY W	000002255	4,320.72
	HOYLA, KOBE R	000002256	4,051.27
	HSING, CHRISTOPHER	000002257	2,270.06

CITY OF SNOQUALMIE

ADVICE REGISTER - SEMI MONTH

WARRANT: 251022 From: 10/01/2025 To: 10/15/2025

EMP #	NAME	CHK #	NET PAY
[redacted]	HUGHES, JENNIFER L	000002258	3,708.92
	IVERSON, CHRISTINE L	000002259	2,281.70
	JOHNSON, JOLYON M	000002260	494.87
	JOHNSON, KIMBERLY G	000002261	3,921.58
	JONGEKRYG, ANDREW P	000002262	2,574.70
	KNOWLES, KENNETH	000002263	3,435.48
	LACROIX, LAFLECHE	000002264	4,585.66
	LATHAM, ANDREW F	000002265	3,104.44
	LEMOINE, BLAKE S	000002266	2,393.23
	LIEBETRAU, MICHAEL K	000002267	2,312.81
	LOEHNDORF, SCOTT A	000002268	3,384.15
	MACVICAR, NEIL S	000002269	3,222.84
	MAINSTONE, BRIAN R	000002270	3,164.42
	MARKWARDT, KYLE C	000002271	3,031.71
	MCCALL, DANNA M	000002272	3,652.64
	MEADOWS, JOSEPH R	000002273	4,280.74
	MEEHAN, ANNA	000002274	514.78
	MENDOZA-MARTINEZ, SUZETTE Y	000002275	1,391.62
	MESSELE, NAOMI	000002276	513.18
	MILLER, MATTHEW L	000002277	3,910.91
	MOATE, DANIEL W	000002278	5,257.45
	NEAL, RYAN T	000002279	3,681.22
	NITSCH, DAVID J	000002280	216.39
	O'DONNELL, PETER A	000002281	3,520.78
	O'NEIL, KERRY K	000002282	2,709.46
	OCEGUEDA, JUAN M	000002283	3,315.45
	OROZCO, JORGE	000002284	2,782.14
	ORRE, ASHLEY K	000002285	2,180.35
	OUZTS, SHANNON	000002286	542.11
	OWENS, JACK T	000002287	3,626.93
	PARKER, BENJAMIN T	000002288	3,096.14
	PETER, MICHAEL H	000002289	4,026.01
	PHAM, THAI Q	000002290	3,282.30
	QUADE, JOAN E	000002291	2,438.48
	RAMOS, DAMIAN	000002292	3,508.60
	RASMUSSEN, ERIK R	000002293	3,589.75
	REN, JUSTIN K	000002294	3,025.56
	RICHARDS, STEVEN B	000002295	514.78
	ROBLES, STEVEN A	000002296	2,182.07
	ROSS, KATHERINE G	000002297	2,197.53
	SANDIN, KEVIN	000002298	2,515.35
	SCHANNAUER, WYATT	000002299	3,798.44
	SCHUMANN, ZACHARY J	000002300	4,479.71
	SHINN, TODD	000002301	3,684.02
	SIRSKI, WILLIAM G	000002302	592.28
	SMITH, CHASE A	000002303	4,925.83
	SNYDER, KEVIN S	000002304	3,635.32
	SPEARS, JOSEPH E	000002305	3,341.62
	STEWART, JAKE R	000002306	2,083.39
	THRALL, ROBERT J	000002307	2,710.59
	TOZIER, THERESA M	000002308	3,600.23
	TREPTOW, ILYSE	000002309	3,385.41
	TYE, SHERRI	000002310	3,049.36

ADVICE REGISTER - SEMI MONTH

WARRANT: 251022 From: 10/01/2025 To: 10/15/2025

EMP #	NAME	CHK #	NET PAY
[redacted]	VINING, ANDREW E	000002311	3,753.55
	VLADIS, DMITRIY	000002312	4,366.12
	WALKER, JANNA L	000002313	3,574.58
	WALKER, THOMAS F	000002314	271.05
	WASHINGTON, LOUIS R	000002315	394.87
	WEISS, JASON A	000002316	3,998.53
	WERRE, CHRISTOPHER T	000002317	4,304.41
	WEST, HAYLEY	000002318	432.79
	WEST, MATTHEW A	000002319	4,954.64
	WESTMAN, JESSE	000002320	4,560.55
	WIEBE, NICOLE H	000002321	2,834.61
	WILSON, CHRISTOPHER A	000002322	3,405.25
	WOLFE, ALBERT R	000002323	4,722.65
	WOTTON, ROBERT	000002324	344.87
	Total Deposits: 120		370,620.91

** END OF REPORT - Generated by Ilyse Treptow **

Council Agenda Bill

AB Number

AB25-101

Agenda Bill Information

Title *

South King County Fire Training Consortium Interlocal Agreement (ILA)

Action *

Motion

Council Agenda Section

Committee Report

Council Meeting Date *

11/10/2025

Staff Member

Mike Bailey

Department *

Fire

Committee

Public Safety

Committee Date

11/03/2025

Exhibits

Packet Attachments - if any

x2 SKCFTC_ILA 2023-2025 track changes.docx	84.67KB
x1 SKCFTC ILA 2026-2029.pdf	236.24KB
x3 (RES) SKCFTC ILA.docx	16.01KB

Summary

Introduction *

Brief summary.

The Snoqualmie Fire Department has been a member of the South King County Fire Training Consortium (SKCFTC) since 2019. The last update to the Interlocal Agreement (ILA) governing the SKCFTC was in 2023. The SKCFTC Administrative Board is proposing a 3-year update to the ILA effective Jan 1, 2026, and requests adoption by the member agencies.

Proposed Motion

Adopt Resolution 1730 approving the Interlocal Agreement with South King County Fire Training Consortium

Background/Overview *

What was done (legislative history, previous actions, ability to hyperlink)

The Snoqualmie Fire Department is required by WAC 296-305 to train its firefighters commensurate with their duties. Prior to 2019 the department provided mandated training internally. Beginning in 2019 the department became part of the SKCFTC. Since then, the department members have received a high level of training at an economical and efficient cost through the consortium. The consortium creates an annual training calendar, produces and tracks required annual training, hosts quarterly in person training, provides subject matter experts to deliver the training, and sponsors classes for additional certifications like pump operator and Swiftwater technician. The parent organization of the SKCFTC is Puget Sound Regional Fire Authority (PSRFA). The Chief of the SKCFTC is employed by PSRFA. The overall actions of the SKCFTC are governed by the Administrative Board, which consists of the Fire Chiefs from all the partner agencies, to which the Snoqualmie Fire Chief holds a seat and vote. The Chief of SKCFTC provided the recommended updates to the ILA, and the Administrative Board reviewed, edited, and ultimately passed the attached ILA by unanimous decision.

Analysis *

Being a member of the SKCFTC has been a positive for the department. Members can receive a much higher level of training from qualified individuals than what the department could provide internally. The current structure of the consortium meets the needs of the department and fits within the approved budget. The fire department's close mutual aid partners all belong to the consortium and there is a clear benefit to training with your neighbors and having standard operating procedures for efficiency and firefighter safety. In addition, as the Fire Chief holds a seat on the board, the fire department has a say in the future direction of the SKCFTC, as well as in operation and financial decisions.

Budgetary Status *

Funds have already been authorized in the current biennial budget.

Budget Summary

The updated language of the ILA does not alter the cost to the fire department for participating in the consortium other than normal inflationary increases, and is more administrative in nature. The funds to participate in the SKCFTC is included in the current budget biennium.

Fiscal Impact

Amount of Expenditure **Amount Budgeted** **Appropriation Requested**

Fiscal Impact Screenshot

South King County Fire Training Consortium
Interlocal Agreement

This Agreement is made and entered into by and between the undersigned municipal corporations, collectively referred to as "Agency" or "Agencies,"

RECITALS

1. This Agreement is entered into in conformity with Chapter 39.34 RCW, the Interlocal Cooperation Act, as the Agencies desire to enter into an agreement to jointly establish a mutual and cooperative system for combined training resources and ensure consistent, high-quality training across all fire departments through the South King County Fire Training Consortium ("Training Consortium").

2. The Agencies currently each maintain and operate their own fire departments to provide emergency responder services, including fire protection, fire suppression, and emergency medical services and non-emergent medical care in their respective areas.

3. It is recognized that the Agencies have staff performing similar tasks on a daily basis. Staff have varied talents, skills, and expertise, and by allowing Agencies to coordinate and collaborate through the Training Consortium, the skills and abilities of the individuals could be used in a manner that increases the level and efficiency of training for all Agencies.

4. The Agencies desire to provide training at the highest possible level, while managing the associated costs by eliminating duplication of effort and/or expenses where feasible and making the most effective use of combined resources.

5. The Agencies have concluded that collaboration based on equal participation would provide the highest level of training with the least duplication of effort and expense and would allow for the performance of certain functions not possible within current budget constraints.

AGREEMENT

NOW, THEREFORE, in consideration of the mutual promises and benefits contained herein, it is agreed between the Agencies as follows:

1. Purpose and Scope of Agreement. The purpose and scope of this Agreement is to maintain a Training Consortium to enable joint training activities and operations. Each Agency shall retain full authority for and jurisdiction over fire protection, prevention and suppression, emergency medical services, boundaries, elections, and budgets and all other matters not specifically addressed in this Agreement.

2. Governing Structure of Training Consortium.

2.1. Administrative Board.

(a) The Administrative Board shall be composed of the Fire Chief or Administrator of each Agency to this Agreement. The Administrative Board shall be responsible for:

(i) Overseeing administration of the fiscal arrangements as set forth in this Agreement ("Fiscal Agent").

(ii) Directing, guiding, and overseeing the actions of the Operations Board.

(iii) Implementing the recommendations of the Training Chief; and

(iv) Communicating with the governing bodies of the Agencies to this Agreement.

(b) The Administrative Board shall meet every other month. Members of the Administrative Board shall elect by majority vote a Chief to serve as presiding officer of the Administrative Board. The Chair shall serve a two-year term, which may be renewed by a majority vote. The Chair shall have responsibility to schedule the meetings of the Administrative Board, to serve as presiding officer at board meetings, to gather information and to prepare the agenda for board meetings. In the event a Chair is unable or unwilling to complete his or her term, nominations shall be accepted by the Administrative Board for a replacement Chair, who shall be elected by majority vote of the board and who shall complete the term of the resigning Chair. Each Chief shall have an equal vote on matters that come before the Administrative Board. Any decisions of the Administrative Board that involve the expenditure or obligation of an Agency's funds shall constitute a recommendation to the governing bodies of the Agencies and shall not be effective until the governing bodies of each Agency have approved such recommendation.

2.2. Operations Advisory Team ("OAT").

(a) The OAT shall be composed of the Training Consortium's Training Chief and the Operations Chiefs from each Agency to this Agreement. The OAT shall be responsible for:

(i) Consulting and communicating with the Training Chief on matters involving Agency operations.

(ii) Work with the Training Chief to establish consistency in Agency operations.

(iii) Work with the Training Chief to ensure the training curriculum is consistent with Agency operations.

(iv) A designee from the Operations Chiefs in each of Zone 1 and Zone 3 shall

report directly to the Administrative Board.

2.3. Training Consortium Chief.

(a) The Training Consortium Chief (also referred to as "Training Chief") shall be a Deputy Chief from Puget Sound Fire. The Training Chief will be selected by the Puget Sound Fire Chief in close consultation with the Administrative Board. The appointment will be for a period of three (3) years. The Training Chief shall be responsible for:

(i) Recommending annual goals and objectives to the Administrative Board.

(ii) Developing common operating guidelines for all Agencies.

(iii) Developing common training programs, processes, and instructional materials for all Agencies.

(iv) Developing common training calendars for all Agencies.

(v) Performing such other tasks as directed by the Administrative Board.

(vi) Developing an annual Budget for the Training Consortium.

(vii) Managing the Training Consortium on a day-to-day basis.

2.4. Firefighter Training Advisory Committee "FTAC".

(a) The FTAC shall be composed of uniformed staff participating in the Training Consortium as appointed by the Training Chief and each agency in a manner that ensures each Agency is adequately represented. The FTAC shall be responsible for:

(i) Providing feedback and input to the Training Chief regarding the content of the training provided.

(ii) Coordinating communications between the Training Chief and the employees receiving training from the Training Consortium.

3. Joint Decision Making.

3.1. This Agreement does not alter the current command structure or organizational responsibilities of any Agency. However, this Agreement will allow for joint decision-making by the Administrative Board to modify command structures or organizational responsibilities relating to training within the Training Consortium.

3.2. Joint decision-making shall be exercised through the Administrative Board and shall apply only to those areas specifically identified by this Agreement. The Administrative

Board shall make joint decisions using the following procedure:

(a) Joint decisions shall only be made at a meeting of the Administrative Board attended by a quorum of Agency representatives. A majority of the currently appointed Agency representatives shall constitute a quorum.

(b) Joint decisions shall be made by a majority vote. A Chief unable to attend a meeting may vote by proxy, either by sending a designated representative or by notifying the Administrative Board of the Chief's vote via email or fax prior to the meeting or by providing a written proxy to another Chief attending the meeting.

4. Fiscal Arrangements.

4.1. Puget Sound Fire shall be the entity that manages the finances of the Training Consortium as part of Puget Sound Fire's annual budget.

4.2. On or about August 1st of each year, the Administrative Board shall approve an annual budget for the Training Consortium's operations that identifies each Agency's personnel and financial responsibilities for the following year. The financial responsibilities will be based on a cost per member as identified by the following components:

(a) **Training Officer Cost**. The cost of a Training Officer shall be based on an annual average cost of participating agencies for Battalion Chief, Captain, Lieutenant, and Firefighter, respectively.

(b) **Administrative Costs**. The amount shall cover Puget Sound Fire's administrative costs in managing the Training Consortium, including funds to reimburse the agency providing the Training Chief, necessary administrative support staff and other civilian positions as approved by the board.

(c) **Supplies and Maintenance Costs**. The amount shall cover Puget Sound Fire's costs in purchasing consumable supplies, professional services and other expenses associated with the delivery of Training.

(d) **Facilities Costs.** The amount shall cover the South King County Fire Training Consortium facility lease and related expenses, as well as costs associated with the use of training facilities. The amount shall also cover the Puget Sound RFA Fire's costs in purchasing consumable supplies, professional services, and other expenses associated with the delivery of Training. This section shall also include recognition of and support for departments that house an official SKCFTC office. Similar to the facility credits provided for departments granting access to training grounds that meet established requirements, departments providing space dedicated to training office functions (e.g., the North Office) shall be eligible for comparable support.

(e) **Cost Per Member.** FTE Cost + Administrative Costs + Supplies and Maintenance Costs + Facility Costs/Total number of uniformed members having the rank of Battalion Chief or below = Cost per Member.

(f) **Annual Agency Cost**. The Annual Agency Cost shall be based upon the agency's number of uniformed members having the rank of Battalion Chief or below for the budget cycle.

(g) The Annual Agency Cost may be satisfied by contributions of personnel (at the FTE value established above), cash, use of training facilities, training offices or other services as approved by the Administrative Board.

(h) An Agency may choose to request additional services from the Training Consortium other than those provided for their uniformed staff. These services may include training events for volunteers or use of the Learning Management System (LMS) for civilians. These additional services shall be provided at the discretion of the Training Chief and with the approval of the Administrative Board. The Training Chief will establish a fee for service that ensures the training is cost neutral for the Training Consortium.

4.3. In the event the Administrative Board determines, during the course of the year, that additional expenditures or contributions from one or more participating Agencies are necessary, the Administrative Board shall make a recommendation/request to the appropriate Agency.

4.4. In the event an Agency satisfies its Annual Agency Cost with a cash payment, the full value of such cash payment shall be made to Puget Sound Fire on or before February 1st of each year. In the event an Agency that provides personnel or equipment is entitled to receive a cash payment in return, the Training Consortium shall make such cash payment to the Agency on or before February 1st of each year.

5. Resources. This Agreement allows for the collaborative acquisition, use, and management of property and equipment, ("Resources"). Prior to commingling any Resources under this Agreement, all equipment and property with a value of more than $1,000.00 used in the performance of this Agreement shall be appropriately marked and inventoried by the contributing Agency. Ownership of Resources shall remain with the Agency that purchases or provides the Resources. Jointly owned resources, if any, may be purchased pursuant to a separate agreement by the Agencies, and shall be listed in **Exhibit A** to this Agreement ("Joint Resources"). The ownership and distribution of jointly owned resources shall be governed by the following paragraphs:

5.1. The ownership of Joint Resources acquired after the execution of this Agreement shall be documented on **Exhibit A**. Such Joint Resources shall be owned by the Agencies to this Agreement in proportion to the financial and in-kind contribution of each Agency in the year of acquisition of such Resources ("Ownership Share").

5.2. If this Agreement is terminated as to all Agencies the depreciated value of the Joint Resources acquired under the terms of this Agreement shall be divided in accordance with the Ownership Share.

5.3. In the event an Agency withdraws from this Agreement, such Agency shall be entitled to receive the depreciated value of its Ownership Share in the Joint Resources as determined in the sole reasonable discretion of the Administrative Board.

6. Personnel. Each Agency shall cooperate with the Administrative Board and shall allow its employees("Training Personnel") to perform the functions as assigned by the Training Chief exercising authority under this Agreement.

6.1. The Training Chief shall have the authority to determine the working location and conditions for Training Personnel when assigned to the Training Consortium. Through the joint decision-making process as defined herein, the Agencies may be asked to fill positions or roles not currently staffed within any of the Agencies. Such assignments, if they do not create additional financial responsibilities or litigation impacts for an Agency, shall be controlled by the Administrative Board and shall not require further approval by any Agency.

6.2. Each Agency shall remain as the employer of its own Training Personnel and shall be responsible for establishing and paying Training Personnel compensation and benefits.

6.3. It is understood by the Agencies that the services provided by Training Personnel pursuant to this Agreement will mutually benefit each Agency in proportion to the benefits received by that Agency.

6.4. The Training Chief shall establish the chain of command for Training Personnel under this Agreement. However, the responsibility for hiring, evaluating, firing, and disciplining Training Personnel shall remain with the employing Agency. An employing Agency may seek input from the Administrative Board in hiring, evaluating, firing, or disciplining Training Personnel, but such guidance shall be optional and non-binding on the Agency seeking guidance.

6.5. Training Personnel filling a shared functional position will be provided an explanation of roles, responsibilities, duties, and expectations of the shared position prepared by the Training Chief.

6.6. To the extent this Agreement would result in any personnel changes that affect the wages, benefits or working conditions of any represented employees, the Training Chief shall assist the governing body of the affected employing Agencies and the affected bargaining units to address such impacts prior to the implementation of the change.

7. Training Consortium Chief.

7.1. Puget Sound Fire agrees to hire and staff the Training Consortium Chief position. The agencies intend that the best candidate will be selected by the Puget Sound Fire Chief to serve as the Training Consortium Chief as contemplated by this Agreement.

(a) Puget Sound Fire will remain the employer of the Training Chief. Accordingly, Puget Sound Fire shall be solely responsible for all matters related to the Training Chief's human resource management, performance appraisals, employee relations, work related practices, performance effectiveness and responsiveness, conformance with Training Consortium expectations, and discipline. The Administrative Board will also provide feedback concerning the performance of the said Training Chief to the Puget Sound Fire Chief.

8. Insurance.

8.1. Each Agency agrees to procure and maintain for the duration of this Agreement, and at its sole cost and expense, insurance against claims for injuries to persons or damage to property which may arise from activities related to this Agreement. Each Agency shall provide the Training Consortium with a Certificate of Insurance and appropriate endorsement, naming the South King County Fire Training Consortium as a primary, non-contributory additional insured. Any agency that is self-insured will provide a letter of self-insurance as Evidence of Coverage.

8.2. Each Agency shall procure and maintain the following insurance coverage and policy limits:

(a) Commercial General Liability insurance shall be written with limits no less than $2,000,000 per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit. Insurance coverage shall be written on Insurance Services Office (ISO) occurrence form CG 00 01, or a substitute form providing equivalent coverage.

An Agency may use Umbrella or Excess policies to provide the liability limits as required in this Agreement. The policies shall be provided on a true "following form" or broader coverage basis, with coverage at least as broad as provided on the underlying Commercial General Liability insurance.

(b) Automobile Liability insurance covering all automobiles—owned, hired, or non-owned—used in performance of this Agreement, with limits no less than $2,000,000 per accident for bodily injury and property damage.

(c) Workers' Compensation coverage for the employees of an Agency and any subcontractors as required by the industrial insurance laws of the State of

Washington.

8.3. If an Agency maintains broader coverage and/or higher policy limits than the minimums shown above, the Training Consortium requires and shall be entitled to the broader coverage and/or the higher limits maintained by the Agency. Any available insurance proceeds in excess of the specified minimum limits of insurance coverage shall be available to the Training Consortium.

8.4. An Agency's full membership in a governmental Risk Pool in Washington State is sufficient coverage to meet the insurance requirements of this agreement.

9. Indemnification.

9.1. Each Agency shall be responsible for the wrongful or negligent actions of its employees while participating in this Agreement, as their respective liability shall be subject to the laws of the State of Washington and/or federal laws, and this Agreement is not intended to diminish or expand such liability. Provided, however, each Agency, by executing this Agreement, hereby expressly appoints the Consortium Training Chief as its limited attorney-in-fact with the limited express authority to enter into and bind the Agency to liability waivers, indemnification or hold harmless agreements or releases required by third parties for the use of any training facilities, training props or private property necessary for the conduct of Training Consortium operations.

9.2. Each Agency promises to indemnify, defend, and hold harmless the Training Consortium all the other Agencies from any losses, claims or liability arising from or out of the negligent or otherwise tortious actions or omissions of its employees, officers, and officials. Such liability shall be apportioned among the Agencies or other at fault persons or entities in accordance with the laws of the State of Washington. Each agency shall be solely responsible for its own attorneys' fees and any litigation related costs.

9.3. Nothing herein shall be interpreted to:

(a) Waive any defense arising out of RCW Title 51, provided; however, each Agency agrees that its obligations under this provision extend to any claims, demands, and/or causes of action brought by or on behalf of any of its employees or agents. The foregoing indemnity is specifically and expressly intended to constitute a waiver of each Agency's immunity under Washington's Industrial Insurance Act, RCW Title 51, with respect to the other Agencies only, and only to the extent necessary to provide each Agency with full and complete indemnity of claims made by the other Agency's employees. The Agencies acknowledge that these provisions were specifically negotiated and agreed upon by them.

(b) Limit the ability of a participant to exercise any right, defense, or remedy which

an Agency may have with respect to third party Agencies or the officer(s) whose action or omission give rise to loss, claim or liability, including but not limited to an assertion that the employee was acting beyond the scope of his or her employment.

(c) Cover or require indemnification or payment of any judgment against any individual or Agency for intentionally wrongful conduct outside the scope of employment of any individual or for any judgment for punitive damages against any individual or Agency. Payment of punitive damage awards, fines or sanctions shall be the sole responsibility of the individual against whom said judgment, fine or sanction is rendered and/or his or her employer, should that employer elect to make said payment voluntarily. This agreement does not require indemnification of any punitive damage awards or for any order imposing fines or sanctions.

10. Dispute Resolution.

10.1. Prior to any other action, the Administrative Board shall meet and attempt to negotiate a resolution to any dispute arising under this Agreement.

10.2. If the parties are unable to resolve the dispute through negotiation, any party may demand mediation through a process to be mutually agreed to in good faith between the parties within thirty (30) days. The parties shall share equally the costs of mediation and shall be responsible for their own costs in preparation and participation in the mediation, including expert witness fees and reasonable attorneys' fees.

10.3. If a mediation process cannot be agreed upon or if the mediation fails to resolve the dispute, then within thirty (30) calendar days any party may submit the matter to binding arbitration according to the procedures of the Superior Court Rules for Mandatory Arbitration , including the Local Mandatory Arbitration Rules of the King County Superior Court, King County, Washington, as amended, unless the parties agree in writing to an alternative dispute resolution process. The arbitration shall be before a disinterested arbitrator with both parties sharing equally in the cost of the arbitrator. The location of the arbitration shall be mutually agreed upon or established by the assigned Arbitrator, and the laws of the State of Washington will govern its proceedings. Each party shall be responsible for its own costs in preparing for and participating in the arbitration, including expert witness fees and reasonable attorneys' fees.

10.4. Unless otherwise agreed in writing, this dispute resolution process shall be the sole, exclusive and final remedy to or for any party for any dispute regarding this Agreement, and its interpretation, application, or breach, regardless of whether the dispute is based in contract, tort, any violation of federal law, state statute or local ordinance or for any breach of administrative rule or regulation and regardless of the amount or type of relief demanded.

11. Term of Agreement.

11.1. In the event any Agency shall desire to renegotiate any of the provisions of this Agreement, such Agency shall give one-year advance written notice to the other Agencies. The written notice shall specify the provision to be negotiated, the requested change and the reasons, therefore. Such requests to renegotiate shall not be considered a notice of termination.

11.2. This Agreement shall be effective on January 1, 2026 and shall continue for a term of three (3) years.

12. Termination/Withdrawal.

12.1. Any Agency may withdraw from this Agreement at the end of any calendar year by filing with the Administrative Board a Notice of Termination by December 31st of the preceding calendar year. In the event an Agency terminates its participation under this paragraph but the remaining Agencies continue the Agreement, the Agency that terminated its participation shall be considered a withdrawing Agency that is not entitled to any refund of its prior contributions, but it shall be entitled to reimbursement of its depreciated share of any Jointly Owned Resource and return of any equipment or property owned by the Agency and used by the Training Consortium under this Agreement.

12.2. This Agreement may be terminated by consensus of a majority of the Agencies, effective the end of any calendar year, upon giving written notice thereof to the other Agencies by July 1 of the preceding year. In the event of a termination under this paragraph any Jointly Owned Resource shall be allocated among the Agencies in the manner specified in Section 5.

12.3. If an Agency consolidates with another municipal or local government entity through merger, annexation, or through the creation of a Regional Fire Protection Authority, the consolidated entity shall become an Agency to this Agreement and a successor in interest to the Agency's interest on the effective date of the consolidation without any action by the remaining Agencies, unless otherwise required. The consolidated Agency shall formally assume the agreement upon formation.

13. Additional Agencies.

13.1. Additional Agencies may join the South King County Fire Training Consortium when approved by a majority vote of the Administrative Board and upon approval and execution of this Interlocal Agreement.

13.2. The Administrative Board may authorize one year "Associate Agency" Interlocal Agreements with municipal corporations for one-year trial participation in the South King County Fire Training Consortium. Such Associate Agencies must agree to the

indemnification, insurance and personnel provisions of this Agreement and contribute financially in accordance with the financial terms in Section 4 but shall have no interest in Jointly Owned Resources and have no administrative or decision-making authority.

14. Miscellaneous.

14.1. Notices. All communications regarding this Agreement shall be sent to the parties at the addresses listed on the signature page of the Agreement, unless notified to the contrary. Any written notice hereunder shall become effective upon personal service or three (3) business days after the date of mailing by registered or certified mail via the United States Postal Service and shall be deemed sufficiently given if sent to the addressee at the address stated in this Agreement or such other address as may be hereafter specified in writing.

14.2. Benefits. This Agreement is entered into for the benefit of the Agencies to this Agreement only and shall confer no benefits, direct or implied, on any third persons.

14.3. Severability. If any provision of this Agreement or its application is held invalid, the remainder of this Agreement shall not be affected.

14.4. Amendments. This Agreement represents the entire agreement of the Agencies regarding the subjects addressed herein. Amendments to this Agreement may be proposed by the Administrative Board or by any Agency to this Agreement. To become binding, Amendments must be made in writing and must be recommended for approval by the Administrative Board and approved by the unanimous consent of the Agencies to this Agreement. In the event that changes in federal or state law or changes in the boundaries of any or all Agencies significantly affect the performance of any Agency, the Agencies agree to enter into good faith negotiations so that continuation of the operations of the Training Consortium are not impaired.

15. Execution.

15.1. This Agreement may be executed in any number of counterparts, each of which shall constitute an original, and all of which will together constitute this one Agreement.

IN WITNESS WHEREOF, the Agencies by the signatures of their authorized representatives have executed this Agreement effective upon the date of signatures.

Puget Sound Fire 20811 84th Avenue S. Kent, WA 98032 Signature:_____	APPROVED AS TO FORM: Signature:_____ Name: Brian Snure Title: Attorney for Puget Sound Fire

Name: Mark Jones, Fire Chief Date:	
Eastside Fire and Rescue 175 Newport Way NW Issaquah, WA 98027 Signature: Name: Ben Lane, Fire Chief Date:	**Enumclaw Fire Department** 1330 Wells Street Enumclaw, WA 98022 Signature: Name: Ben Hayman, Fire Chief Date:
King County Fire District #2 900 SW 146th Street Burien, WA 98166 Signature: Name: Jason Gay, Fire Chief Date:	**King County Fire District #20** 12424 76th Avenue S. Seattle, WA 98178 Signature: Name: Eric Hicks, Fire Chief Date:
King County Fire District #27 4301 334th Place SE Fall City, WA 98024 Signature: Name: Brian Culp, Fire Chief Date:	**City of Kirkland Fire Department** 123 5th Ave Kirkland, Washington 98033 Signature: Name: _ Date:
King County International Airport Fire Department (Boeing Field) P.O. Box 80245 7277 Perimeter Road South Seattle, WA 98108-0245 Signature: Name: _ Date:	**Mountain View Fire and Rescue** 32316 148th Avenue SE Auburn, WA 98092 Signature: Name: Dawn Judkins, Fire Chief Date:
Renton Regional Fire Authority 18002 108th Avenue SE	**Snoqualmie Fire Department** 37600 Snoqualmie Pkwy.

Renton, WA 98055 Signature:_____ Name: Steve Heitman, Fire Chief Date: _____	Snoqualmie, WA 98065 Signature:_____ Name: _ Date: _____
South King Fire and Rescue 31617 1st Avenue S. Federal Way, WA 98003 Signature:_____ Name: _ Date: _____	**Valley Regional Fire Authority** 1101 D Street NE Auburn, WA 98002 Signature:_____ Name: Brad Thompson, Fire Chief Date: _____
Vashon Island Fire & Rescue 10020 SW Bank Road Vashon, WA 98070 Signature:_____ Name: _ Date: _____	**King County Medic One** 20811 84th Ave S #102 Kent, WA 98032 Signature:_____ Name: _ Date:

South King County Fire Training Consortium
~~(~~Interlocal Agreement~~)~~

This ~~a~~Agreement is made and entered into by and between the undersigned municipal corporations, collectively referred to as "Agency" or "Agencies~~.~~," .

RECITALS

1. This ~~a~~Agreement is entered into in conformity with ~~c~~Chapter 39.34 RCW, the Interlocal Cooperation Act, ~~.~~ as the Agencies desire to enter into an agreement to jointly establish a mutual and cooperative system for combined training resources and ensure consistent, high-quality training across all fire departments through the South King County Fire Training Consortium ("Training Consortium").

2. The Agencies currently each maintain and operate their own fire departments to provide emergency responder services, including fire protection, fire suppression, and emergency medical services and non-emergent medical care in their respective areas.

3. It is recognized that the Agencies have staff ~~that are~~ performing similar tasks~~,~~ on a daily basis~~, and that~~. Staff have varied talents, skills, and expertise~~;~~ , and by allowing ~~the staff~~Agencies to coordinate and collaborate through the Training Consortium, the skills and abilities of the individuals could be used in a manner that increases the level and efficiency of training for all Agencies.

4. The Agencies desire to provide training at the highest possible level, while managing the associated costs by eliminating duplication of effort and/or expenses where feasible and making the most effective use of combined resources.

5. The Agencies have concluded that collaboration based on equal participation would provide the highest level of training with the least duplication of effort and ~~cost~~ expense and would allow for the ~~completion~~ performance of certain functions not possible within current ~~funding~~budget constraints.

~~6. The South King County Fire Training Consortium has adopted the following Mission and Vision Statements:~~

~~a. **Mission**: Develop and deliver superior training to improve performance and safety.~~

~~b. **Vision**: Unify and enhance regional training that improves operational consistency, implements industry best practices, and promotes a shared culture of excellence.~~

AGREEMENT

NOW, THEREFORE, in consideration of the mutual promises and benefits contained herein, it is agreed between the Agencies as follows:

1. Purpose and Scope of Agreement. The purpose and scope of this Agreement is to maintain a Training Consortium to enable joint training activities and operations. Each Agency shall retain full authority for and jurisdiction over fire protection, prevention and suppression, emergency medical services, boundaries, elections, and budgets and all other matters not specifically addressed in this Agreement.

2. Governing Structure of Training Consortium.

2.1. Administrative Board.

(a) The Administrative Board shall be composed of the Fire Chief or Administrator of each Agency to this Agreement. The Administrative Board shall be responsible for:

(i) Overseeing administration of the fiscal arrangements as set forth in this Agreement ("Fiscal Agent").

(ii) Directing, guiding, and overseeing the actions of the Operations Board.

(iii) Implementing the recommendations of the Training Chief; and

(iv) Communicating with the governing bodies of the Agencies to this Agreement.

(b) The Administrative Board shall meet every other month. Members of the Administrative Board shall elect by majority vote a Chief to serve as presiding officer of the Administrative Board. The Chair shall serve a two-year term, which may be renewed by a majority vote. The Chair shall have responsibility to schedule the meetings of the Administrative Board, to serve as presiding officer at board meetings, to gather information and to prepare the agenda for board meetings. In the event a Chair is unable or unwilling to complete his or her term, nominations shall be accepted by the Administrative Board for a replacement Chair, who shall be elected by majority vote of the board and who shall complete the term of the resigning Chair. Each Chief shall have an equal vote on matters that come before the Administrative Board. –Any decisions of the Administrative Board that involve the expenditure or obligation of an Agency's funds shall constitute a recommendation to the governing bodies of the Agencies and shall not be effective until the governing bodies of each Agency have approved such recommendation.

2.2. Operations Advisory Team ("OAT").

(a) The OAT shall be composed of the Training Consortium'~~'~~s Training Chief and the ~~o~~Operations ~~c~~Chiefs from each Agency to this Agreement. The OAT shall be responsible for:

(i) Consulting and communicating with the Training Chief on matters involving Agency operations.

(ii) Work with the Training Chief to establish consistency in Agency operations.

(iii) Work with the Training Chief to ensure the training curriculum is consistent with Agency operations.

(iv) A designee from the Operations Chiefs in each of Zzone 1 and Zzone 3 shall report directly to the Administrative Board.

2.3. Training Consortium Chief.

(a) The Training Consortium Chief "(also referred to as "Training Chief")' shall be appointed by the Administrative Board, selected from one of the agencies of the Training Consortiuma Deputy Chief from Puget Sound Fire. The Training Chief will be selected by the Puget Sound Fire Chief in close consultation with the aAdministrative bBoard. The appointment will be for a period of three (3) years. This term may be amended by a majority vote of the aAdministrative bBoard. The Training Chief shall be responsible for:

(i) Recommending annual goals and objectives to the Administrative Board.

(ii) Developing common operating guidelines for all Agencies.

(iii) Developing common training programs, processes, and instructional materials for all Agencies.

(iv) Developing common training calendars for all Agencies.

(b)(v) Performing such other tasks as directed by the Administrative Board.

(c)(vi) Developing an annual Budget for the Training Consortium.

(d)(vii) Managing the Training Consortium on a day-to-day basis.

2.4. Firefighter Training Advisory Committee "FTAC".

(a) The FTAC shall be composed of uniformed staff participating in the Training Consortium as appointed by the Training Chief and each agency in a manner that ensures each Agency is adequately represented. The FTACT shall be responsible for:

(i) Providing feedback and input to the Training Chief regarding the content of the training provided.

(ii) Coordinating communications between the Training Chief and the employees

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receiving training from the Training Consortium.

3. Joint Decision Making.

3.1. This Agreement does not alter the current command structure or organizational responsibilities of any Agency. However, this ~~a~~Agreement will allow for joint decision-making by the Administrative Board to modify command structures or organizational responsibilities relating to training within the Training Consortium.

3.2. Joint decision-making shall be exercised through the Administrative Board and shall apply only to those areas specifically identified by this Agreement. The Administrative Board shall make joint decisions using the following procedure~~.~~:

(a) Joint decisions shall only be made at a meeting of the Administrative Board attended by a quorum of Agency representatives. A majority of the currently appointed Agency representatives shall constitute a quorum.

~~3.2.~~(b) Joint decisions shall be made by a majority vote. A Chief unable to attend a meeting may vote by proxy~~, by~~ either by sending a designated representative or by notifying the Administrative Board of the Chief's vote via email or fax prior to the meeting or by providing a written proxy to another Chief attending the meeting.

4. Fiscal Arrangements.

4.1. ~~The~~ Puget Sound ~~RFA~~Fire shall be the entity that manages the finances of the Training Consortium as part of ~~the~~ Puget Sound ~~RFA's~~ Fire's annual budget.

4.2. On or about August 1st of each year, the Administrative Board shall approve an annual budget for the Training Consortium's operations that identifies each Agency's personnel and financial responsibilities for the following year. The financial responsibilities will be based on a cost per member as identified by the following components:

(a) **Training Officer Cost**. The cost of a Training Officer shall be based on the average costs of a Puget Sound ~~RFA~~ Fire Battalion Chief, Captain, and Firefighter respectively.

(b) **Administrative Costs**. The amount shall cover ~~the~~ Puget Sound ~~RFA's~~ Fire's administrative costs in managing the Training Consortium, including funds to reimburse the agency providing the Training Chief, necessary administrative support staff and other civilian positions as approved by the board.

(c) **Supplies and Maintenance Costs**. The amount shall cover ~~the~~ Puget Sound ~~RFA's~~ Fire's costs in purchasing consumable supplies, professional services and other expenses associated with the delivery of Training.

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(d) **Facilities Costs.** The amount shall cover the South King County Fire Training Consortium facility lease and related expenses, as well as costs associated with the use of ~~T~~training facilities.

(e) **Cost Per Member.** FTE Cost + Administrative Costs + Supplies and Maintenance Costs + Facility Costs/Total number of ~~unformed~~uniformed members having the rank of Battalion Chief or below = Cost per Member.

(f) **Annual Agency Cost**. The Annual Agency Cost shall be based upon the agency's number of ~~unformed~~uniformed members having the rank of Battalion Chief or below for the budget cycle.

(g) The Annual Agency Cost may be satisfied by contributions of personnel (at the FTE value established above), cash, use of training facilities or other services as approved by the Administrative Board.

(h) ~~Member agencies~~An Agency may choose to request additional services from the ~~t~~Training ~~c~~Consortium other than those provided for their uniformed staff. These services may include training events for volunteers or use of the Learning Management System (LMS) for civilians. These additional services shall be provided at the discretion of the Training Chief and with the approval of the Administrative Board. The Training Chief will establish a fee for service that ensures the training is cost neutral for the Training ~~c~~Consortium.

4.3. In the event the Administrative Board determines, during the course of the year, that additional expenditures or contributions from one or more participating Agencies are necessary, the Administrative Board shall make a recommendation/request to the appropriate Agency.

4.4. In the event an Agency satisfies its Annual Agency Cost with a cash payment, the full value of such cash payment shall be made to ~~the~~ Puget Sound ~~RFA~~ Fire on or before February 1st of each year. In the event an Agency that provides personnel or equipment is entitled to receive a cash payment in return, the Training Consortium shall make such cash payment to the Agency on or before February 1st of each year.

Commented [TA1]: This section needs to be updated

5. Resources. ~~:~~ This Agreement allows for the collaborative acquisition, use, and management of property and equipment, ("Resources"). Prior to commingling any Resources under this Agreement, all equipment and property with a value of more than $1,000.00 used in the performance of this Agreement shall be appropriately marked and inventoried by the contributing Agency. Ownership of Resources shall remain with the Agency that purchases or provides the Resources. Jointly owned resources, if any, may be purchased pursuant to a separate agreement by the Agencies, and shall be listed in **Exhibit A** to this Agreement ("Joint Resources"). The ownership and distribution of jointly owned resources shall be governed by the

following paragraphs:

5.1. The ownership of Joint Resources acquired after the execution of this ~~a~~Agreement shall be documented on **Exhibit A**. Such Joint Resources shall be owned by the Agencies to this ~~a~~Agreement in proportion to the financial and in-kind contribution of each Agency in the year of acquisition of such Resources ("Ownership Share").

5.2. If this ~~a~~Agreement is terminated as to all Agencies the depreciated value of the Joint Resources acquired under the terms of this ~~a~~Agreement shall be divided in accordance with the Ownership Share~~s~~.

5.3. In the event an Agency withdraws from this Agreement, such Agency shall be entitled to receive the depreciated value of its Ownership Share in the Joint Resources as determined in the sole reasonable discretion of the Administrative Board.

6. Personnel. Each Agency shall cooperate with the Administrative Board and shall allow its employees ~~and volunteers~~ ("Training Personnel") to perform the functions as assigned by the Training Chief exercising authority under this Agreement.

6.1. The Training Chief shall have the authority to determine the working location and conditions for Training Personnel when assigned to the Training ~~Division~~Consortium. Through the joint decision-making process as defined herein, the Agencies may be asked to fill positions or roles not currently staffed within any of the Agencies. Such assignments, if they do not create additional financial responsibilities or litigation impacts for an Agency, shall be controlled by the Administrative Board and shall not require further approval by any Agency.

6.2. Each Agency shall remain as the employer of its own Training Personnel and shall be responsible for establishing and paying Training Personnel compensation and benefits.

6.3. It is understood by the Agencies that the services provided by Training Personnel pursuant to this Agreement will mutually benefit each Agency in proportion to the benefits received by that Agency.

6.4. The ~~Administrative Board~~Training Chief shall establish the chain of command for Training Personnel under this Agreement. However, the responsibility for hiring, evaluating, firing, and disciplining Training Personnel shall remain with the employing Agency. An employing Agency may seek input from the Administrative Board in hiring, evaluating, firing, or disciplining Training Personnel, but such guidance shall be optional and non-binding on the Agency seeking guidance.

6.5. Training Personnel filling a shared functional position will be provided an explanation of roles, responsibilities, duties, and expectations of the shared position prepared by the Training Chief.

6.6. To the extent this Agreement would result in any personnel changes that affect the wages, benefits or working conditions of any represented employees, the Training Chief shall assist the governing body of the affected employing Agencies and the affected bargaining units to address such impacts prior to the implementation of the change.

7. Training Consortium Chief.

7.1. ~~The agency that employs the Training Chief that is appointed by the Administrative Board~~Puget Sound Fire agrees to hire and staff the Training Consortium Chief position. The agencies intend that the best candidate will be selected by the ~~Administrative Board~~Puget Sound Fire Chief to serve as the Training Consortium Chief as contemplated by this Agreement. ~~In recognition of this understanding the parties agree to work cooperatively in accordance with the following provisions to assist the Agency that employees the Training Chief in maintaining and rotating this position within the Training Consortium Agencies.~~

(a) ~~The agency that employs the Training Chief~~Puget Sound Fire will remain the employer of the Training Chief. Accordingly, ~~that Agency~~Puget Sound Fire shall be solely responsible for all matters related to the Training Chief's human resource management, performance appraisals, employee relations, work related practices, performance effectiveness and responsiveness, conformance with Training Consortium expectations, and discipline. The Administrative Board will also provide feedback concerning the performance of the said Training Chief to ~~the Agency that is the employer of the Training Chief~~the Puget Sound Fire Chief.

8. Insurance.

~~**8.1.** The Agencies shall each provide and maintain suitable commercial general liability and auto liability insurance policies to protect it from casualty losses by reason of the activities contemplated by this Agreement. The limits of liability for each coverage shall be at least $2,000,000 for each occurrence. Each Agency shall provide the Consortium with a Certificate of Liability Insurance or Evidence of Coverage, which the PSRFA~~Puget Sound Fire ~~shall maintain on file, provided that any Agency that is self-insured will provide a letter of self-insurance as evidence of coverage.~~

8.1. Each Agency agrees to procure and maintain for the duration of this Agreement, and at its sole cost and expense, insurance against claims for injuries to persons or damage to property which may arise from activities related to this Agreement. Each Agency shall provide the Training Consortium with a Certificate of Insurance and appropriate endorsement, naming the South King County Fire Training Consortium as a primary, non-contributory additional insured. Any agency that is self-insured will provide a letter of self-insurance as Evidence of Coverage.

8.2. Each Agency shall procure and maintain the following insurance coverage and policy

limits:

(a) Commercial General Liability insurance shall be written with limits no less than $2,000,000 per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit. Insurance coverage shall be written on Insurance Services Office (ISO) occurrence form CG 00 01, or a substitute form providing equivalent coverage.

An Agency may use Umbrella or Excess policies to provide the liability limits as required in this Agreement. The policies shall be provided on a true "following form" or broader coverage basis, with coverage at least as broad as provided on the underlying Commercial General Liability insurance.

(b) Automobile Liability insurance covering all automobiles—owned, hired, or non-owned—used in performance of this Agreement, with limits no less than $2,000,000 per accident for bodily injury and property damage.

(c) Workers' Compensation coverage for the employees of an Agency and any subcontractors as required by the industrial insurance laws of the State of Washington.

8.3. If an Agency maintains broader coverage and/or higher policy limits than the minimums shown above, the Training Consortium requires and shall be entitled to the broader coverage and/or the higher limits maintained by the Agency. Any available insurance proceeds in excess of the specified minimum limits of insurance coverage shall be available to the Training Consortium.

8.4. An Agency's full membership in a governmental Risk Pool in Washington State is sufficient coverage to meet the insurance requirements of this agreement.

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9. Indemnification.

9.1. Each Agency shall be responsible for the wrongful or negligent actions of its employees while participating in this Agreement, as their respective liability shall ~~appear under~~be subject to the laws of the State of Washington and/or ~~F~~federal ~~L~~laws, and this Agreement is not intended to diminish or expand such liability. Provided, however, each Agency, by executing this Agreement, hereby expressly appoints the Consortium Training Chief as its limited attorney-~~-~~in-~~-~~fact with the limited express authority to enter into and bind the Agency to liability waivers, indemnification or hold harmless agreements or releases required by third parties for the use of any training facilities, training props or private property necessary for the conduct of Training Consortium operations.

9.2. ~~To that end, e~~Each Agency promises to indemnify, defend, and hold harmless the

Training Consortium all the other Agencies from any losses, claims or liability arising from or out of the negligent or otherwise tortious actions or omissions of its employees, officers, and officials. Such liability shall be apportioned among the Agencies or other at fault persons or entities in accordance with the laws of the State of Washington. Each agency shall be solely responsible for its own attorneys' fees and any litigation related costs.

9.3. Nothing herein shall be interpreted to:

(a) Waive any defense arising out of RCW Title 51, provided; however, each Agency agrees that its obligations under this provision extend to any claims, demands, and/or causes of action brought by or on behalf of any of its employees or agents. The foregoing indemnity is specifically and expressly intended to constitute a waiver of each Agency's immunity under Washington's Industrial Insurance Act, RCW Title 51, with respect to the other Agencies only, and only to the extent necessary to provide each Agency with ~~a~~ full and complete indemnity of claims made by the other Agency's employees. The Agencies acknowledge that these provisions were specifically negotiated and agreed upon by them.

(b) Limit the ability of a participant to exercise any right, defense, or remedy which an Agency may have with respect to third party Agencies or the officer(s) whose action or omission give rise to loss, claim or liability, including but not limited to an assertion that the employee was acting beyond the scope of his or her employment.

(c) Cover or require indemnification or payment of any judgment against any individual or Agency for intentionally wrongful conduct outside the scope of employment of any individual or for any judgment for punitive damages against any individual or Agency. Payment of punitive damage awards, fines or sanctions shall be the sole responsibility of the individual against whom said judgment, fine or sanction is rendered and/or his or her employer, should that employer elect to make said payment voluntarily. This agreement does not require indemnification of any punitive damage awards or for any order imposing fines or sanctions.

10. Dispute Resolution.

10.1. Prior to any other action, the Administrative Board shall meet and attempt to negotiate a resolution to any dispute arising under this ~~a~~Agreement.

10.2. If the parties are unable to resolve the dispute through negotiation, any party may demand mediation through a process to be mutually agreed to in good faith between the parties within thirty (30) days. The parties shall share equally the costs of mediation and shall be responsible for their own costs in preparation and participation in the mediation, including expert witness fees and reasonable attorney~~'~~s' fees.

10.3. If a mediation process cannot be agreed upon or if the mediation fails to resolve the dispute, then within thirty (30) calendar days any party may submit the matter to binding arbitration according to the procedures of the Superior Court Rules for Mandatory Arbitration , including the Local Mandatory Arbitration Rules of the King County Superior Court, King County–, Washington, as amended, unless the parties agree in writing to an alternative dispute resolution process. The arbitration shall be before a disinterested arbitrator with both parties sharing equally in the cost of the arbitrator. The location of the arbitration shall be mutually agreed upon or established by the assigned Arbitrator, and the laws of the State of Washington will govern its proceedings. Each party shall be responsible for its own costs in preparing for and participating in the arbitration, including expert witness fees and reasonable attorney'ss' fees.

10.4. Unless otherwise agreed in writing, this dispute resolution process shall be the sole, exclusive and final remedy to or for any party for any dispute regarding this Agreement, and its interpretation, application, or breach, regardless of whether the dispute is based in contract, tort, any violation of federal law, state statute or local ordinance or for any breach of administrative rule or regulation and regardless of the amount or type of relief demanded.

11. Term of Agreement.

11.1. In the event any Agency shall desire to renegotiate any of the provisions of this ~~a~~Agreement, such Agency shall give one-year advance written notice to the other Agencies. The written notice shall specify the provision to be negotiated, the requested change and the reasons, therefore. Such requests to renegotiate shall not be considered a notice of termination.

11.2. This ~~a~~Agreement shall be effective on January 1, 2026~~3~~ and shall continue for a term of three (3) years.

12. Termination/Withdrawal.

12.1. Any Agency may withdraw from this Agreement at the end of any calendar year by filing with the Administrative Board a ~~n~~Notice of ~~t~~Termination by December 31st of the preceding calendar year. In the event an Agency terminates its participation under this paragraph but the remaining Agencies continue the Agreement, the Agency that terminated its participation shall be considered a withdrawing Agency that is not entitled to any refund of its prior contributions, but it shall be entitled to reimbursement of its depreciated share of any Jointly -Owned Resource and return of any equipment or property owned by the Agency and used by the Training Consortium under this ~~a~~Agreement.

12.2. This ~~a~~Agreement may be terminated by consensus of a majority of the Agencies, effective the end of any calendar year, upon giving written notice thereof to the other

Agencies by July 1 of the preceding year. In the event of a termination under this paragraph any Jointly Owned Resources shall be allocated among the ~~parties~~ Agencies in the manner specified in Section 5.

12.3. If an Agency consolidates with another municipal or local government entity through merger, annexation, or through the creation of a Regional Fire Protection Authority, the consolidated entity shall become an Agency to this Agreement and a successor in interest to the Agency's interest on the effective date of the consolidation without any action by the remaining Agencies, unless otherwise required.

13. Additional Agencies.

13.1. Additional Agencies may join the South King County Fire Training Consortium when approved by a majority vote of the Administrative Board and upon approval and execution of this Interlocal Agreement.

13.2. The Administrative Board may authorize one year "Associate Agency" Interlocal Agreements with municipal corporations for one-year trial participation in the South King County Fire Training Consortium. Such Associate Agencies ~~shall be required to~~must agree to the indemnification, insurance and personnel provisions of this Agreement and ~~to~~ contribute financially in accordance with the financial terms in ~~Paragraph~~ Section 4 but shall have no interest in ~~j~~Jointly Owned ~~r~~Resources and have no administrative or decision-making authority.

14. Miscellaneous.

14.1. **Notices.** All communications regarding this Agreement shall be sent to the parties at the addresses listed on the signature page of the Agreement, unless notified to the contrary. Any written notice hereunder shall become effective upon personal service or three (3) business days after the date of mailing by registered or certified mail via the United States Postal Service and shall be deemed sufficiently given if sent to the addressee at the address stated in this Agreement or such other address as may be hereafter specified in writing.

14.2. **Benefits.** This Agreement is entered into for the benefit of the Agencies to this ~~a~~Agreement only and shall confer no benefits, direct or implied, on any third persons.

14.3. **Severability.** If any provision of this ~~a~~Agreement or its application is held invalid, the remainder of this Agreement shall not be affected.

14.4. **Amendments.** This Agreement represents the entire agreement of the Agencies regarding the subjects addressed herein. Amendments to this Agreement may be proposed by the Administrative Board or by any Agency to this~~e~~ Agreement. To become binding, Amendments must be made in writing and must be recommended for approval by the Administrative Board and approved by the unanimous ~~s~~ consent

of the Agencies to thise Agreement. In the event that changes in federal or state law or changes in the boundaries of any or all Agencies significantly affect the performance of any Agency, the Agencies agree to enter into good faith negotiations so that continuation of the operations of the Training Consortium are not impaired.

15. Execution.

15.1. This Agreement may be executed in any number of counterparts, each of which shall constitute an original, and all of which will together constitute this one Agreement.

IN WITNESS WHEREOF, the Agencies by the signatures of their authorized representatives have executed this Agreement effective upon the date of signatures.

Puget Sound Fire 20811 84th Avenue S. Kent, WA 98032 Signature:_____ Name: Brian Carson, Fire Chief Date: _____	APPROVED AS TO FORM: Signature:_____ Name: Brian Snure Title: Attorneys for Puget Sound Fire
Eastside Fire and Rescue 175 Newport Way NW Issaquah, WA 98027 Signature:_____ Name: Ben Lane, Fire Chief Date: _____	**Enumclaw Fire Department** 1330 Wells Street Enumclaw, WA 98022 Signature:_____ Name: ~~Randy Fehr~~Ben Hayman, Fire Chief Date: _____
King County Fire District #2 900 SW 146th Street Burien, WA 98166 Signature:_____ Name: ~~Mike Marrs~~Jason Gay, Fire Chief Date: _____	**King County Fire District #20** 12424 76th Avenue S. Seattle, WA 98178 Signature:_____ Name: Eric Hicks, Fire Chief Date: _____
King County Fire District #27 4301 334th Place SE Fall City, WA 98024	~~**King County Fire District #45**~~ ~~15600 1st Avenue NE~~ ~~Duvall, WA 98019~~

Signature:_____ Name: Brian Culp, Fire Chief Date: _____	~~Signature:~~ _____ ~~Name: John Erskine, Fire Chief~~ ~~Date:~~ _____ **City of Kirkland Fire Department** 123 5th Ave Kirkland, Washington 98033 Signature: _____ Name: _____ Date:
King County International Airport Fire Department (Boeing Field) P.O. Box 80245 7277 Perimeter Road South Seattle, WA 98108-0245 Signature:_____ Name: ~~Greg Thomas~~Jonathan Youngblood, Polic Chief Date: _____	**Mountain View Fire and Rescue** 32316 148th Avenue SE Auburn, WA 98092 Signature:_____ Name: ~~Greg Smith~~Dawn Judkins, Fire Chief Date: _____
Renton Regional Fire Authority 18002 108th Avenue SE Renton, WA 98055 Signature:_____ Name: Steve Heitman, Fire Chief Date: _____	**Snoqualmie Fire Department** 37600 Snoqualmie Pkwy. Snoqualmie, WA 98065 Signature:_____ Name: Mark ~~Correiera~~Bailey, Fire Chief Date: _____
South King Fire and Rescue 31617 1st Avenue S. Federal Way, WA 98003 Signature:_____ Name: ~~Dave Mataftin~~, Fire Chief Date: _____	**Valley Regional Fire Authority** 1101 D Street NE Auburn, WA 98002 Signature:_____ Name: Brad Thompson, Fire Chief Date: _____

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Vashon Island Fire & Rescue 10020 SW Bank Road Vashon, WA 98070 Signature:_____ Name: ~~Matthew Vinci~~Ben Davidson, Fire Chief Date: _____	**King County Medic One** 20811 84th Ave S #102 Kent, WA 98032 Signature:_____ Name:_____ Date:_____

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EXHIBIT A
JOINTLY OWNED RESOURCES

RESOLUTION NO. 1730

A RESOLUTION OF THE CITY OF SNOQUALMIE, WASHINGTON, APPROVING AN INTERLOCAL AGREEMENT WITH SOUTH KING COUNTY FIRE TRAINING CONSORTIUM (SKCFTC).

WHEREAS, the Snoqualmie Fire department has been a member of the South King County Fire Training Consortium (SKCFTC) since 2019; and

WHEREAS, the SKCFTC provides a high level of mandated training for the department members at an economical and efficient cost; and

WHEREAS, the SKCFTC creates an annual training calendar, produces and tracks required annual training, hosts quarterly in person training, provides subject matter experts to deliver training, sponsors classes for additional certification for department members; and

WHEREAS, the SKCFTC wishes to update the Interlocal Agreement (ILA) for member agencies; and

WHEREAS, the updates to the 2023-2025 ILA are administrative in nature and do not alter the department's current financial commitment other than normal inflationary increases.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Snoqualmie as follows:

SECTION 1. Authorization. The Mayor is authorized to execute the 2026-2029 South King County Fire Training Consortium Interlocal Agreement.

SECTION 2. Corrections by the City Clerk. Upon approval of the City Attorney, the City Clerk is authorized to make necessary corrections to this resolution, including the correction of clerical errors; references to other local, state or federal laws, codes, rules, or regulations, or resolution numbering and section/subsection numbering.

PASSED by the City Council of the City of Snoqualmie, Washington, this 10th day of November 2025.

_____
Katherine Ross, Mayor

Attest:

_____
Deana Dean, City Clerk

Council Agenda Bill

AB Number

AB25-113

Agenda Bill Information

Title *

Awarding Contract for 2025 Sidewalk Repair & Replacement Project

Action *

Discussion

Council Agenda Section

Committee Report

Council Meeting Date *

11/10/2025

Staff Member

Patrick Fry

Department *

Public Works

Committee

Parks and Public Works

Committee Date

11/04/2025

Exhibits

Packet Attachments - if any

x1 Contract.pdf	1.21MB
x2 Map.pdf	1.6MB
x3 Res.pdf	68.66KB
x4 Bid Results.pdf	623.28KB

Summary

Introduction *

Brief summary.

Numerous sidewalk panels around the City of Snoqualmie are in need of being repaired or completely replaced. As street trees have matured, their roots are causing sidewalks to fail. The new sidewalk panels will have mitigation measures in place that will allow for roots to continue to grow with less impact to the sidewalk.

The 2025 Sidewalk Repair & Replacement Project was advertised to bid for 3 weeks. A total of 10 bids were received. The low bid came from Sascon, LLC for $259,315.00, below the engineer's estimate of $350,000. Staff recommend awarding the 2025 Sidewalk Repair & Replacement to Sascon, LLC and authorize the mayor to sign.

Proposed Motion

Move to Adopt Resolution No. 1731 Awarding 2025 Sidewalk Repair & Replacement Project to Sascon, LLC and authorize the Mayor to sign.

Background/Overview *

What was done (legislative history, previous actions, ability to hyperlink)

The City's non-utilities 2025-2030 Capital Improvement Plan (CIP) identifies the need for repairing and replacing city sidewalk on a regular basis in order to maintain City of Snoqualmie standards and facilitate safe pedestrian travel. The last contract was signed in Fall of 2023 with 45 locations repaired.

On October 28th, 2025 10 bids were received, opened, and reviewed by City Staff. Staff reviewed bidder qualifications and determined Sascon, LLC to be the lowest responsive and responsible bidder. The bid is $259,315 below the engineer's estimate as well as the CIP budget. The project is currently on schedule for construction in Winter 2025.

Analysis *

The City regularly receives notifications from both external citizens and internal staff concerning sidewalks that are in need of repair. The proposed contract includes replacing 76 locations totaling roughly 1,100 square yards of concrete as well as grinding 70 discrete locations. This work includes all locations that the City has received complaints of since the previous sidewalk contract took place 2 years prior.

Within the contract, different remediation techniques for repairing the sidewalks are to be utilized. These include root ramps, in which foam is underlain the new sidewalk with articulating joints in lieu of standard expansion joints, as well as selectively pruning roots and installing root barriers. Further, sidewalks that were damaged during the Fall 2024 windstorm are to be replaced and any remaining stumps are to be ground and removed.

Budgetary Status *

Funds have already been authorized in the current biennial budget.

Budget Summary

The City incorporated the Sidewalk Improvement Program within the 2025-2030 CIP for a total of $1,332,840, with $409,410 assigned during the 2025-26 Biennium as part of the Non-Utility Capital (#310) Sidewalk Improvement Program appropriation. The City has currently spent $8,384, leaving $401,026 for other expenditures. After incorporating the Sascon, LLC contract of $259,315, the City will have $141,711 remaining within the Sidewalk Improvement Program, as shown on the table below or on the following page. Therefore, sufficient appropriation exists to fund the proposed contract with Sascon, LLC.

Fiscal Impact

Amount of Expenditure	Amount Budgeted	Appropriation Requested
$259,315.00	$409,410.00	$0.00

Fiscal Impact Screenshot

Sidewalk Improvement Program (#310)

		2025-2026 Biennial Budget
Beginning Budget	$	409,410
Expenditures	$	(8,384)
Outstanding Contract Value (*Previously Approved*)	$	-
Current Available Budget	$	401,026
Value of this Contract (AB25-113)	$	(259,315)
Available Budget after AB25-113	$	141,711

Section 00 05 00

AGREEMENT

2025 SIDEWALKS REPAIR AND RESTORATION PROJECT

THIS AGREEMENT is made on this _____, 2025 between the City of Snoqualmie ("City"), a municipal corporation located in the State of Washington and _____ , ("Contractor").

In consideration of the terms and conditions contained in this Contract and the requirements attached to it, the parties agree as follows:

1. The Contractor shall do all of the work and furnish all of the labor, materials, tools and equipment for the construction of the improvements and shall perform any changes in the work (the "Work"), all in full compliance with the contract documents entitled 2025 Sidewalk Repair and Restoration Project, which include this Agreement (Section 00 05 00); Contractor's executed Form of Bid and Bid Schedule (Section 00 03 00), executed Performance and Payment Bond (Section 00 04 20), executed Retainage Forms (Section 00 05 10); General Terms and Conditions (00 07 00), those portions of the Washington State Department of Transportation (WSDOT) Standard Specifications for Road, Bridge and Municipal Construction, 2022 edition specifically incorporated by reference and/or modified herein, Technical Provisions, Appendices A,B, & C, and any project drawings or plans.
2. The City hereby promises and agrees with the Contractor to employ, and does employ the Contractor to furnish the labor, materials, tools and equipment, and to do and cause to be done the above-described Work, and to complete and finish the same in accordance with the said contract documents and the terms and conditions herein contained, and hereby contracts to pay for the same, according to the said documents, including the schedule of estimated quantities, and unit and lump sum prices in the Form of Bid, the sum of $_____ subject to the actual quantity of Work performed, at the time and in the manner and upon the conditions provided for in this contract.
3. The Contractor hereby promises and agrees to diligently prosecute and obtain Substantial Completion of the Work within 45 working days (the "Contract Time"), and to obtain Physical Completion and Final Acceptance of the Work within the time and as specified in the Contract Documents. The Contractor agrees that Liquidated Damages shall be assessed in the amount of $100 per day for any failure to complete the Work within the Contract Time, for any failure to meet a Contract Milestone, and for any failure to achieve Physical Completion and Final Acceptance within the time and as required in the Contract Documents.
4. The Contractor for themself, and for their agents, successors, assigns, subcontractors and/or employees, does hereby agree to the full performance of all the covenants herein contained upon the part of the Contractor.
5. The City hereby appoints and the Contractor hereby accepts the Parks & Public Works Director, as the City's representative for the purpose of administering the provisions of this Contract, including the City's right to receive and act on all reports and documents related to this Contract, to request and receive additional information from the Contractor.
6. This Contract contains terms and conditions agreed upon by the parties. The parties agree that there are no other understandings, oral or otherwise, regarding the subject matter of this Contract.

7. The Contractor agrees to comply with all applicable Federal, State, City or municipal standards for the licensing, certification, operation of facilities and programs, and accreditation and licensing of individuals.

8. The Contractor shall not assign or subcontract any portion of the work provided for under the terms of this Contract without obtaining prior written approval of the City. All terms and conditions of this Contract shall apply to any approved subcontract or assignment related to this Contract.

9. The parties intend that an independent Contractor-City relationship will be created by this Contract. The City is interested only in the results to be achieved, and the implementation of the work will lie solely with the Contractor. No agent, employee, servant, or representative of the Contractor shall be deemed to be an employee, agent, servant, or representative of the City for any purpose. Employees of the Contractor are not entitled to any of the benefits the City provides for City employees. The Contractor will be solely and entirely responsible for its acts and for the acts of its agents, employees, servants, subcontractors, or otherwise during the performance of this Contract. In the performance of the work herein contemplated, the Contractor is an independent Contractor with regard to the performance of the details of the work; however, the components of and the results of the work contemplated herein must meet the approval of the City and shall be subject to the general rights of inspection and review to secure the satisfactory completion thereof.

10. The Contractor agrees and covenants to indemnify, defend, and save harmless, the City and those persons who were, now are, or shall be duly elected or appointed officials or employees thereof, hereinafter referred to as the "City" against and from any loss, damage, costs, charge, expense, liability, claims, demands or judgments, of whatsoever kind or nature, whether to persons or to property, arising wholly or partially out of any act, action, neglect, omission, or default on the part of the Contractor, his agents, successors, assignees, subcontractors and/or employees, except only such injury or damage as shall have been caused by or resulted from the sole negligence of the City. In case any suit or cause of action shall be brought against the City on account of any act, action, neglect, omission, or default on the part of the Contractor, his agents, successors, assignees, subcontractors and/or employees the Contractor hereby agrees and covenants to assume the defense thereof and to pay any and all costs, charges, attorney's fees and other expenses and any and all judgments that may be incurred or obtained against the City. In the event the City is required to institute legal action and/or participate in the legal action to enforce this Indemnification and Hold Harmless Clause, the Contractor agrees to pay the City's legal fees, costs and disbursements incurred in establishing the right to indemnification. If the claim, suit, or action for injuries, death, or damages as provided for in the preceding paragraphs of this specification is caused by or results from the concurrent negligence of (a) the indemnitee or the indemnitee's agents or employees and (b) the indemnitor or the indemnitor's agents for employees the indemnity provisions provided for in the preceding paragraphs of this specification shall be valid and enforceable only to the extent of the indemnitor's negligence. The Contractor expressly waives, as respects the City only, all immunity and limitation on liability under any Industrial Insurance Act, including Title 51 RCW, or other workers compensation act, disability act, or other employees benefits of any act of any jurisdiction which would otherwise be applicable in the case of such a claim. BY INITIALING BELOW THE OWNER AND CONTRACTOR CERTIFY THE WAIVER OF IMMUNITY SPECIFIED BY THIS PROVISION WAS MUTUALLY NEGOTIATED.

11. This Contract has been and shall be construed as having been made and delivered within the State of Washington, and it is mutually understood and agreed by each party hereto that this Contract shall be governed by the laws of the State of Washington, both as to interpretation and performance. Any action in law, suit and equity or judicial proceedings for the enforcement

of this contract or any provisions thereof, shall be instituted and maintained in the courts of competent jurisdiction located in King County, Washington.

12. The failure of the City to insist upon strict performance of any of the covenants and agreements of this Contract or to exercise any option herein conferred in any one or more instances shall not be construed to be a waiver or relinquishment of any such obligation, or any other covenants or agreements, but the same shall be and remain in full force and effect.
13. It is understood and agreed by the parties hereto that if any part of this agreement is determined to be illegal, the validity of the remaining portions shall be construed as if the agreement did not contain the particular illegal part.
14. No change or addition to this Contract shall be valid or binding upon either party unless such change or addition shall be in writing, executed by both parties.
15. The Contractor shall fully comply with all applicable state and federal employment and discrimination laws and regulations. IN WITNESS WHEREOF, the Contractor has executed this instrument, on the day and year first below written and the Mayor has caused this instrument to be executed by and in the name of the said City, the day and year first above written.

IN WITNESS WHEREOF, the Contractor has executed this instrument, on the day and year first below written and the Mayor has caused this instrument to be executed by and in the name of the said City, the day and year first above written.

CITY OF SNOQUALMIE ("CITY")	_____ [CONTRACTOR]
By _____	By _____
Typed Name: Katherine Ross_____	Typed Name _____
Its: Mayor_____	Its _____
Phone: _____	Phone: _____
Fax: _____	Fax: _____
Date: _____	Date: _____
	WA Contractor's License No. _____

City of Snoqualmie
2025 Sidewalk Grind and Replace

Grind
Replace
Oct. 6th, 2025

0 500 1,000 1,500 Feet

N W E S

Preston Snoqualmie Trl
Snoqualmie River
SE Tokul Rd
202
Carmichael Park
Cascade Ave SE
SE Muir St
TPC Snoqualmie Ridge
Eagle Park
590 ft
412 ft
907 ft
Bog Natural Area
SE Ridge St
Snoqualmie Pkwy
696 ft
Mill Pond Rd
Alice Lake
Snoqualmie Ridge
Ironwood Park
Koinonia Park
Woody Creek Park
Fisher Creek Park
892 ft
SE Kinsey St
SE 80th St
Railroad Park
Snoqualmie
SE Douglas St
SE Center St
SE 82nd St
364th Ave SE
378th Ave SE
Mountain View Elementary School
SE 85th St
Mount Si High School
907 ft
356th Ave SE
372nd Pl SE
Coal Creek
580 ft
SE 88th St
Kimball Creek
384th Ave SE
Deer Park - Snoq Ridge
SE 89th Pl
1150 ft
Snoqualmie Reservation
Snoqualmie Middle School
SE 94th St
Winery Rd
SE North Bend Way
SE 96th St
Snoqualmie Valley Hospital
1073 ft
388th Ave SE

RESOLUTION NO. 1731

A RESOLUTION OF THE CITY COUNCIL OF CITY OF SNOQUALMIE, WASHINGTON DETERMINING THE LOWEST RESPONSIBLE, RESPONSIVE BIDDER, AWARDING A PUBLIC WORKS CONTRACT TO AND AUTHORIZING EXECUTION OF A PUBLIC WORKS CONTRACT WITH SASCON, LLC. FOR THE 2025 SIDEWALK REPAIR & REPLACEMENT PROJECT.

WHEREAS, pursuant to Ordinance No. 448 as codified in Snoqualmie Municipal Code Section 1.08.010, the City of Snoqualmie has adopted the classification of non-charter code city, retaining the mayor-council plan of government as provided for in Chapter 35A.12 RCW; and

WHEREAS, pursuant to RCW 35A.40.210, procedures for any public work or improvement for code cities shall be governed by RCW 35.23.352; and

WHEREAS, in September 2025, the City advertised the 2025 Sidewalk Repair & Replacement Project ("the Project") for bid; and

WHEREAS, the City received a total of 10 bids; and

WHEREAS, the bid of $259,315.00 (tax exempt) from Sascon, LLC was the lowest responsive, responsible bid and was below the engineer's estimate; and

WHEREAS, City staff has checked references and otherwise determined that Sascon, LLC meets the mandatory bidder responsibility criteria established under RCW 39.04.350 and 39.06.020, and the supplemental bidder responsibility criteria in Section 00 04 00 of the contract documents; and

WHEREAS, the Parks and Public Works Director and City Staff recommend award of this contract to Sascon, LLC as the lowest responsive, responsible bidder.

NOW, THEREFORE, BE IT HEREBY RESOLVED BY THE CITY COUNCIL OF THE CITY OF SNOQUALMIE AS FOLLOWS:

Section 1. Determination of Lowest Responsive, Responsible Bidder. Based on the foregoing recitals, which are hereby incorporated as findings of fact, Sascon, LLC is the lowest, responsive, responsible bidder for the 2025 Sidewalk Repair & Replacement Project.

Section 2. Award of Public Works Contract. The contract for 2025 Sidewalk Repair & Replacement Project is hereby awarded to Sascon, LLC in accordance with its bid proposal.

Section 3. Authorization for Contract Execution. The Mayor is authorized to execute a contract with Sascon, LLC. attached hereto as Exhibit A.

Passed, by the City Council of the City of Snoqualmie, Washington, this 10th day of November 2025.

_____
Katherine Ross, Mayor

Attest:

_____
Deana Dean, City Clerk

Council Agenda Bill

AB Number

AB25-092

Agenda Bill Information

Title *

Ordinance Adopting Snoqualmie School District Impact Fees for 2026

Action *

Motion

Council Agenda Section

Committee Report

Council Meeting Date *

11/10/2025

Staff Member

Mona Davis

Department *

Community Development

Committee

Finance and Administration

Committee Date

11/04/2025

Exhibits

Packet Attachments - if any

SVSD CFP 2025x2.pdf	1.62MB
x1 Impact Fee Ordinance w_Dena_edits.docx	18.38KB

Summary

Introduction *

Brief summary.

This is the 2026 update to the Snoqualmie Valley School District No. 410 school impact fees.

Proposed Motion

Move to adopt Ordinance 1312 updating the Snoqualmie Valley School District's Impact Fees for 2026.

Background/Overview *

What was done (legislative history, previous actions, ability to hyperlink)

The City of Snoqualmie adopted Ordinance 826 in 1998, providing for the assessment and collection of school impact fees for new construction. Section 1 of the ordinance is codified as Chapter 20.10 of the Snoqualmie Municipal Code. Chapter 20.10 SMC establishes school impact fees and requires the district to submit an annual update to its Capital Facilities Plan, an updated fee calculation/revised fee schedule; and an annual report on the school impact fee account, showing the source and amount of all moneys

collected, earned, or received, and the public improvements that were financed in whole or in part by impact fees. The District's Capital Facilities Plan (CFP) is the basis for the school impact fee and contains the details of how the fee is calculated. The City's Comprehensive Plan provides that the update of the District's Capital Facilities Plan be approved by the City Council by Resolution and School Impact Fees are adopted separately by Ordinance.

Analysis *

The Snoqualmie Valley School District submitted the required information to the City, including the updated Capital Facilities Plan (CFP), updated fee calculation (in the updated CFP), revised fee schedule (in the updated CFP), and an annual report. The ordinance establishing school impact fees for 2026 is in accordance with the Snoqualmie Valley School District No. 410 Capital Facilities Plan 2025-2030 and will change the school impact fee for average single-family residences from $10,187.76 to $13,126.84 (an increase of $2,939.08), and for multifamily residences from $6,170.35 to $6,170.35 (no change). The new school impact fees would be effective on January 1, 2026.

Budgetary Status *

This action has no budgetary implications.

Budget Summary

The City budgeted $200,000 in the School Impact Fee Fund (#020) within the 2025-26 Biennial Budget. If incurred through the permitting of a new residence, these fees would be received by the City and wholly remitted to the Snoqualmie Valley School District. The increase in impact fees is unlikely to require any budgetary adjustments.

SNOQUALMIE VALLEY SCHOOL DISTRICT 410

CAPITAL FACILITIES PLAN 2025

Snoqualmie Valley School District No. 410 hereby provides to the King County Council and the cities of North Bend, Sammamish, and Snoqualmie this Capital Facilities Plan documenting the present and future school facility requirements of the District. The Plan contains all elements required by the Growth Management Act and local implementing ordinances, including a six (6) year financing plan component.

Adopted on June 5, 2025

SNOQUALMIE VALLEY SCHOOL DISTRICT NO. 410

2025-2030
SIX-YEAR CAPITAL FACILITIES PLAN

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For information about this plan, call the District Business Services Office (425.831.8011)

Snoqualmie Valley School District No. 410
Snoqualmie, Washington
(425) 831-8000

Board of Directors

	Position Number	Term
Melissa Johnson, President	1	1/1/22 - 12/31/25
Judith Milstein	2	1/1/24 - 12/31/27
Rene Price	3	1/1/24 - 12/31/27
Gary Fancher	4	1/1/22 - 12/31/25
Ram Dutt Vedullapalli, Vice President	5	1/1/24 - 12/31/27

Central Office Administration

Superintendent	Dan Schlotfeldt
Assistant Superintendent - Finance & Operations	Ryan Stokes
Executive Director - Secondary Teaching and Learning	Andrea Zier
Executive Director - Elementary Teaching and Learning	Monica Heimbigner
Executive Director of Student Services	Kimberly Mackey
Executive Director of Human Resources	Beth Porter

Snoqualmie Valley School District No. 410
Snoqualmie, Washington

Administration Building
8001 Silva Ave S.E., P.O. Box 400
Snoqualmie, WA 98065
(425) 831-8000
Dan Schlotfeldt, Superintendent

Mount Si High School
8651 Meadowbrook Way S.E.
Snoqualmie, WA 98065
Debra Hay, Principal

Two Rivers School
8651 Meadowbrook Way S.E.
Snoqualmie, WA 98065
Catherine Fredenburg, Principal

Snoqualmie Middle School
9200 Railroad Ave S.E.
Snoqualmie, WA 98065
Megan Botulinski, Principal

Chief Kanim Middle School
32627 S.E. Redmond-Fall City Rd.
P.O. Box 639
Fall City, WA 98024
Michelle Trifunovic, Principal

Twin Falls Middle School
46910 SE Middle Fork Road
North Bend, WA 98045
Jeff D'Ambrosio, Principal

Cascade View Elementary
34816 SE Ridge Street
Snoqualmie, WA 98065
Katelyn Long, Principal

Snoqualmie Elementary
39801 S.E. Park Street
Snoqualmie, WA 98065
John Norberg, Principal

North Bend Elementary
400 East Third Street
North Bend, WA 98045
Rebekah Westra, Principal

Fall City Elementary
33314 S.E. 42nd
Fall City, WA 98027
Jamie Warner, Principal

Timber Ridge Elementary
34412 SE Swenson Drive
Snoqualmie, WA 98065
Shawn Lawrence, Principal

Opstad Elementary
1345 Stilson Avenue S.E.
North Bend, WA 98045
Emily Hays, Principal

Section 1. Executive Summary

The Snoqualmie Valley School District ("District") has developed this Six-Year Capital Facilities Plan ("Plan") in compliance with the State of Washington's Growth Management Act and King County Code 21A.43. This plan, based on data from spring 2025, aligns with previous capital facilities plans but is not the only plan for the District's needs.

For impact fees to be collected in unincorporated King County, the King County Council must adopt this plan. The District includes the cities of Snoqualmie, North Bend, and part of Sammamish, each of which has adopted a school impact fee policy similar to the county model.

The District updates this plan regularly, adjusting the fee schedule as necessary (see Appendix A for current calculations).

The Plan sets a "standard of service" for capacity, reflecting current student/teacher ratios the District aims to maintain. While the plan includes class size reductions for K-3, it does not account for further reductions in other grades as per Initiative 1351, which has not been funded by the state. Future updates will consider these changes as funding becomes available.

It should also be noted that although the State Superintendent of Public Instruction establishes square foot guidelines for capacity funding criteria, those guidelines do not account for the **actual** program needs in the District. The Growth Management Act and King County Code 21A.43 authorize the District to adjust the standard of service based on the District's specific needs.

In general, the District's current standard provides the following (see Section 2 for additional information):

School Level	Target Average Student/Teacher Ratio
Elementary	20 Students
Middle	27 Students
High	28 Students

Capacity for 2025-26: The District's permanent capacity is 6,599 students, with an additional 2,003 of capacity in portable classrooms to accommodate students. Enrollment for Fall 2024 was 6,815 FTE (which includes approximately 63 FTE served either out of district or via alternative programming). The District anticipates a slight decrease in enrollment through 2025-2026, followed by growth in later years. Projections show a 0.2% overall decrease to 6,803 students by 2030. However, variables such as housing growth in North Bend, potential zoning and housing construction changes to address future population growth in King County, and changes in enrollment trends may influence these projections.

The state's 2010 House Bill 2776 mandated full-day kindergarten by 2018, doubling the classroom needs for kindergartners. Additionally, the bill required K-3 class sizes to be reduced to 17 students, further increasing classroom demand. These changes, alongside growing enrollment, have escalated the need for permanent classroom space across all grade levels. The largest growth continues in Snoqualmie Ridge and North Bend. Census data shows Snoqualmie grew by 32.3% and North Bend by 31.8% over the past decade. Both cities expect further housing growth, while other areas will see minimal changes unless annexations occur.

Previous Capacity Expansions: Notable past expansions include Cascade View Elementary (2005), Twin Falls Middle School (2008), Mount Si High School (2009), Timber Ridge Elementary (2016), and Mount Si High School's replacement (2019). However, a significant portion of elementary capacity is still housed in portable classrooms, which currently provide the equivalent of two additional elementary schools' worth of space.

Citizen's Committee Recommendations: Following the completion of the Timber Ridge and Mount Si school additions, made possible by the District's most recent bond proposal (2015), the District started to assess its ongoing facility needs.

To evaluate current and future requirements and prioritize projects for potential upcoming bond measures, the District established a citizen's committee. This committee was tasked with reviewing the District's facilities needs, particularly in relation to evolving educational requirements, projected enrollment growth, building conditions and safety. The committee's goal was to develop a long-term facilities plan which would effectively communicate the district's future facility needs and improvements over the next 20 years.

Based on these considerations, the committee recommended the full rebuilding and expansion of North Bend Elementary and Fall City Elementary. This recommendation was driven by factors such as projected enrollment growth, the high number of portable classrooms in use, equitable learning spaces when compared to newer buildings, and the age and location of these schools. Replacing these older facilities will not only accommodate future growth but also reduce the current reliance on portables. Both schools are among the District's oldest, and replacing them will resolve long-standing maintenance issues, improve overall facility conditions, and provide more equitable learning environments on par with other schools in the District. The committee specifically recommended full replacements rather than remodels, as the benefits of new construction—such as addressing current needs in their entirety—far outweigh the slightly higher costs compared to a remodel. A full replacement allows for the design and installation of systems and components that fully meet the District's needs, whereas a remodel would only be able to address a portion of those needs.

The committee also recommended the replacement and expansion of Snoqualmie Middle School. This school, like the elementary schools, lacks equitable facilities and learning spaces when compared to the District's other middle schools. Moreover, a significant number of classrooms have doors that open to the exterior, creating ongoing safety and security concerns considering increasing incidents in public schools.

In 2024, the School Board formally accepted the recommendations of the Citizen's Facilities Advisory Committee and has begun planning for the potential bond measures to support these projects.

See Section 6 for further details on the District's capacity planning.

Section 2. Current District "Standard of Service"
(as defined by King County Code 21A.06

In accordance with King County Code 21A.06, each school district is required to establish a "standard of service" to determine its overall capacity. This standard accounts for factors such as program year, class size, the number of classrooms, students, special needs programs, and other district-specific considerations. Relocatable units (i.e., portable classrooms) may be included in capacity calculations using the same standards as permanent facilities.

The following outlines the District's current standard of service, which reflects programs and educational opportunities that directly impact building capacity. Note that some buildings' permanent capacities have been adjusted to accommodate special programs. The standard of service incorporates class size reductions at the K-3 level but does not yet include potential reductions for other grades per Initiative 1351, which, though approved by voters in 2014, has not been funded by the state. Future updates will consider these changes as funding becomes available.

Standard of Service for Elementary Students

- Average target class size for grades K – 2: 17 students
- Average target class size for grade 3: 17 students
- Average target class size for grades 4-5: 27 students
    - Weighted Average for K-5 based on the above: 20 students
- Special Education for students with disabilities may be provided in a self-contained classroom. Average target class size: 12 students

The District's goal is to provide a standard of service of 17 students per classroom for kindergarten through grade 3, and 25 students per classroom in grades 4 through 5. However, the state currently funds grades 4 and 5 at 27 students per classroom.

Identified students will also be provided other special educational opportunities in classrooms designated as follows:

- Resource rooms
- Computer rooms
- Multi Language Learners (MLL)
- Education for disadvantaged students (Title I)
- Highly Capable education
- District remediation programs
- Learning assisted programs
- Transition rooms
- Behavior and other social, emotional programing
- Mild, moderate and severe disabilities
- Preschool programs

Standard of Service for Secondary Students

- Average target class size for grades 6-8: 27 students
- Average target class size for grades 9-12: 30 students
- Average target class size for Two Rivers School: 20 students
- Special Education for students with disabilities may be provided in a self-contained classroom. Average target class size: 12 students

Identified students will also be provided other special educational opportunities in classrooms designated as follows:

- English Language Learners (ELL)
- Resource rooms (for special remedial assistance)
- Computer rooms

Room Utilization at Secondary Schools

Full utilization of teaching stations is not possible due to program schedules, specialized room requirements, and teachers needing planning space.

For building capacity calculations, the District uses a standard utilization rate of 83% (5 out of 6 periods) for middle schools.

In the 2019-20 school year, Mount Si High School adopted a 7-period schedule, with teachers teaching 5 of those periods. This results in a room utilization rate of 71%, but as enrollment increases, teachers will move to shared classrooms in certain areas, which will slightly raise utilization to approximately 75%. The State does not fund the extra planning period provided to teachers in the 7-period day. Due to this and the lower room utilization, the class size for capacity purposes (and financial purposes) at Mount Si has been increased from 27 to 30 students. Future updates may adjust class size and room utilization rates based on schedule and/or funding changes.

Section 3. Inventory and Evaluation of Current Permanent Facilities

For the 2025–26 school year, the District's total student capacity is projected at 8,626, which includes 6,599 permanent classroom seats and 2,027 temporary (portable) classroom seats. As of October 2024, enrollment for facility planning purposes was 6,752 students. Total October 2024 enrollment—including students enrolled in alternative educational programs and out-of-district placements—was 6,815 full-time equivalents (FTE).

Capacity calculations at the elementary, middle, and high school levels are based on current service standards. Changes in instructional programs, student support needs (such as special education), and current facility use have led to adjustments in capacity at some schools. A summary table follows, detailing the current permanent capacity by school, organized by level and name.

A broader overview of districtwide capacity and enrollment projections for the next six years is provided in Section 7.

The physical condition of District facilities was evaluated as part of the 2023 State Study and Survey of School Facilities, conducted in accordance with WAC 180-25-025. This report, which is updated as facilities are modernized, is incorporated herein by reference.

Inventory of Permanent School Facilities and Related Program Capacity
2025-26 School Year

ELEMENTARY LEVEL

Facility	Address	Grade Span	Permanent Capacity *	2024-25 Enrollment **
CASCADE VIEW	34816 SE Ridge Street Snoqualmie, Washington	K thru 5	473	494
FALL CITY	33314 SE 42nd Place Fall City, Washington	K thru 5	270	456
NORTH BEND	400 E 3rd Street North Bend, Washington	K thru 5	325	466
OPSTAD	1345 Stilson Av SE North Bend, Washington	K thru 5	430	580
SNOQUALMIE	39801 SE Park Street Snoqualmie, Washington	K thru 5	390	491
TIMBER RIDGE	34412 SE Swenson Drive Snoqualmie, Washington	K thru 5	583	608
	Total Elementary School		**2,471**	**3,095**

MIDDLE SCHOOL LEVEL

Facility	Address	Grade Span	Permanent Capacity *	2024-25 Enrollment **
CHIEF KANIM	32627 SE Redmond-Fall City Rd Fall City, Washington	6, 7 & 8	697	522
SNOQUALMIE	9200 Railroad Ave SE Snoqualmie, Washington	6, 7 & 8	336	577
TWIN FALLS	46910 SE Middle Fork Road North Bend, Washington	6, 7 & 8	765	555
	Total Middle School		**1,798**	**1,654**

HIGH SCHOOL LEVEL

Facility	Address	Grade Span	Permanent Capacity *	2024-25 Enrollment **
MOUNT SI / TWO RIVERS	8651 Meadowbrook Way SE Snoqualmie, Washington	9 thru 12	2,330	2,003
	Total High School		**2,330**	**2,003**

TOTAL DISTRICT	**6,599**	**6,752**

* *Does not include capacity for special programs as identified in Standards of Service section.*

** *Snoqualmie Elementary and Middle schools enrollment includes Meadowbrook School (formerly Parent Partnership) enrollment, as students attend at those locations. Difference between enrollment (pg.12) is due to rounding, other educational programs, and out of district placements*

Section 4. Relocatable (Portable) Classrooms

For a definition of relocatables and permanent facilities, see Section 2 of King County Code 21A.06.

The District currently utilizes 93 portable classrooms, which account for approximately 23% of total classroom capacity. However, 36% of elementary capacity is in portables—equivalent to more than two full elementary schools. While the expansion of Mount Si High School and reopening of Snoqualmie Middle School reduced reliance on portables at the secondary level, ongoing enrollment growth may require the District to acquire or relocate additional portables for elementary schools over the next six years.

Portables offer short-term flexibility for fluctuating enrollment and program needs. All new and modernized school sites are designed to accommodate portables if needed. However, portables are not intended as a long-term solution, and the District remains committed to reducing the percentage of students housed in them.

Portable classroom costs vary significantly depending on location, permitting, and use. An additional 10 portables are used for specialized programs and districtwide services and are not available for general classroom use.

The former Two Rivers School facility, vacated in 2021, is undergoing renovation and will reopen in Fall 2025 as an early learning center. This project will relocate preschool programs from Snoqualmie Elementary and increase capacity to serve students in these programs.

Section 5. Six-Year Enrollment Projections

The District partners with Flo Analytics (FLO) to forecast student enrollment over a six-year period. FLO provides low, middle, and high-range projections based on historical growth, future housing developments, birth rates, economic trends, and other contributing factors.

According to FLO's 2024 mid-range projection, districtwide enrollment is expected to decline slightly—by 12 students (0.2%)—over the next six years. Elementary enrollment, however, is projected to grow by 139 students (4%) during that same period. Middle and high school enrollment is expected to decline as the recently smaller elementary cohorts advance through the system.

Enrollment data has been adjusted starting in 2016 to reflect Washington State House Bill 2776, which mandated full-day kindergarten. While this change did not increase student headcount, it effectively doubled the number of classrooms needed for kindergarten.

The District acknowledges that near-term projections may be influenced by several variables, including housing growth in North Bend, potential zoning and housing construction changes to address future population growth in King County, and changes in enrollment trends.

Snoqualmie Valley School District No. 410
Actual Full-Time Equivalent Enrollment through 2024 and Projected Enrollment from 2025 through 2030

	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Enrollment Projections through 2029					
GRADE:	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Kindergarten **	245	267	241	548	508	548	603	402	546	491	492	449	454	517	527	544	535	541
1st Grade	540	530	578	526	574	530	552	561	475	531	502	514	460	466	528	538	556	547
2nd Grade	504	559	536	614	560	569	549	516	593	485	542	514	526	470	476	539	549	567
3rd Grade	509	515	567	559	608	564	572	519	549	579	489	550	517	530	473	480	544	554
4th Grade	517	509	566	597	566	585	566	534	525	546	584	491	553	520	533	474	481	547
5th Grade	528	538	526	570	596	557	584	554	545	523	545	581	492	554	521	534	475	482
K-5 Subtotal	**2,843**	**2,918**	**3,014**	**3,414**	**3,412**	**3,353**	**3,426**	**3,086**	**3,233**	**3,155**	**3,154**	**3,099**	**3,002**	**3,057**	**3,058**	**3,109**	**3,140**	**3,238**
6th Grade	472	514	570	529	580	582	574	581	548	538	520	546	580	491	553	520	533	474
7th Grade	512	481	525	572	511	581	590	550	594	536	544	522	546	580	491	553	520	533
8th Grade	476	505	486	508	563	514	570	558	554	595	542	551	527	551	585	496	558	525
6-8 Subtotal	**1,460**	**1,500**	**1,581**	**1,609**	**1,654**	**1,677**	**1,734**	**1,689**	**1,696**	**1,669**	**1,606**	**1,619**	**1,653**	**1,622**	**1,629**	**1,569**	**1,611**	**1,532**
9th Grade	477	489	525	475	510	567	523	571	581	565	617	568	572	547	572	607	514	579
10th Grade	473	469	473	500	472	499	556	507	576	566	570	617	565	569	544	569	604	512
11th Grade	369	396	357	310	360	317	369	381	411	461	473	468	505	464	467	446	467	495
12th Grade	363	388	372	321	283	315	338	376	379	397	416	444	447	484	444	447	428	447
9-12 Subtotal	**1,682**	**1,742**	**1,727**	**1,606**	**1,625**	**1,698**	**1,786**	**1,835**	**1,947**	**1,989**	**2,076**	**2,097**	**2,089**	**2,064**	**2,027**	**2,069**	**2,013**	**2,033**
				***														
K-12 TOTAL	**5,985**	**6,160**	**6,322**	**6,629**	**6,691**	**6,728**	**6,946**	**6,610**	**6,876**	**6,813**	**6,836**	**6,815**	**6,744**	**6,743**	**6,714**	**6,747**	**6,764**	**6,803**
	1.5%	*2.9%*	*2.6%*	*4.9%*	*0.9%*	*0.6%*	*3.2%*	*-4.8%*	*4.0%*	*-0.9%*	*0.3%*	*-0.3%*	*-1.0%*	*0.0%*	*-0.4%*	*0.5%*	*0.3%*	*0.6%*

* *Enrollment Projections above reflect mid-range enrollment projections provided by Flo Analytics: December 2024.*

** *Kindergarteners are counted as 1/2 FTE until 2016, when kindergarten classes transitioned to full day programming.*

*** *The district experienced large increases in Running Start enrollment for grades 11-12 recently. It is still too early to determine if this is a trend or an anomaly based on current circumstances (construction, high school schedule, etc.) Future enrollment will continue to be monitored and projections may be adjusted in subsequent updates to the Capital Facilities Plan.*

Section 6. Six-Year Planning and Construction Plan

To meet ongoing and future capacity challenges and facilities needs, the District plans to:

- Construct new permanent elementary school capacity
- Rebuild and expand Snoqualmie Middle School
- Use portable classrooms where other solutions are not feasible
- Acquire land to expand transportation facilities

Elementary School Capacity Needs

Despite adding Timber Ridge Elementary in 2016, nearly all elementary schools still exceed their permanent capacity. Currently, 36% of elementary students are housed in portables, and some schools—like Snoqualmie, Fall City, and North Bend—have around 50% of their capacity in portable classrooms. In addition, growth at the elementary level is projected to continue.

Portables offer only short-term relief. Further expansion is constrained by land availability, building codes, and limitations in shared spaces like restrooms, parking, and specialist classrooms.

Future elementary school construction is expected to focus on replacing aging buildings with larger facilities that expand capacity and reduce reliance on portables.

Citizens' Facilities Advisory Committee Recommendations

In 2020, the District formed the Citizens' Facilities Advisory Committee to evaluate long-term solutions. In 2023, the committee prioritized:

1. **Rebuilding and expanding Fall City and North Bend Elementary Schools**
    - Both are the oldest in the District and have the highest portable use.
    - North Bend Elementary must be replaced due to its location in a floodway, which limits renovation.
    - These two projects would eliminate 29 portable classrooms and support future growth.

2. **Rebuilding Snoqualmie Middle School**
    - A new facility on District-owned property at Snoqualmie Ridge would enhance safety, and provide instructional spaces that meet current educational needs and are more comparable to the district's other middle schools, while reducing transportation demands, while also reducing the utilization of approximately 10-15 portable classrooms.

Additional recommendations for future phases of the long-term plan would include modernization or replacement of Opstad Elementary, Snoqualmie Elementary and Chief Kanim Middle School. The existing Snoqualmie Middle School would also be repurposed for other district uses.

A 7th elementary school may also be considered if enrollment exceeds projections.

In 2024, the School Board accepted these recommendations and plans to survey the community on a future bond to fund these projects.

Current and Ongoing Projects

The district currently provides required preschool services to students who qualify at Snoqualmie Elementary School. As part of the 2015 bond, the District is converting the former Two Rivers School into an Early Learning Center. This facility will serve the growing special education needs of the District and increase capacity for typically developing peers to be a part of preschool programming. This facility will also serve an expanded daycare program to help support district staff with young children. It is expected to open in Fall 2025.

Transportation Facility Needs

The District must also address its outdated transportation facility, which is insufficient for current and future needs. While recent driver shortages have obscured this issue, hiring more staff will highlight capacity limitations. Though a transportation facility was considered in the 2015 bond, it was excluded due to cost.

The District now plans to identify and secure land for a future transportation facility. While these costs are not eligible for impact fee funding, they are a key part of the District's long-term planning.

Section 7. Six-Year Classroom Capacities: Availability/Deficit Projections

The table below summarizes the District's projected permanent and portable capacity throughout the duration of this Plan.

Despite the opening of Timber Ridge Elementary in 2016, the District continues to face permanent capacity shortages at the elementary level, with 36% of elementary students still housed in portable classrooms.

To address long-term needs, the District plans to rebuild and expand North Bend Elementary by 2030 and Fall City Elementary by 2031. Each project would replace portables used by approximately 300 students with permanent classrooms. With the completion of the North Bend Elementary school planned for 2030, the percentage of elementary students housed in portable classrooms would be reduced to 29%, with an additional reduction once Fall City Elementary is completed.

At the secondary level, the expansion of Mount Si High School (MSHS) has significantly increased permanent capacity for grades 9–12, and also benefited middle school capacity. A replacement of Snoqualmie Middle School would replace portables used by 200-340 students, depending on the service location of Meadowbrook School (previously Parent Partnership).

Districtwide, 23% of classrooms are projected to be in portables in the 2025–26 school year. With planned elementary capacity additions, this percentage is expected to drop to 21% by 2030, with additional decreases once Fall City Elementary and Snoqualmie Middle School projects are completed.

The District remains committed to reducing the current reliance on portable classrooms and will continue to assess future elementary capacity needs.

PROJECTED CAPACITY TO HOUSE STUDENTS

Elementary School K-5

PLAN YEARS: *	2025	2026	2027	2028	2029	2030
**Permanent Capacity ** **	**2,471**	**2,471**	**2,471**	**2,471**	**2,471**	**2,471**
New Construction: *Preschool, Elementary Capacity*	-	-	-	-	-	325
Permanent Capacity subtotal:	**2,471**	**2,471**	**2,471**	**2,471**	**2,471**	**2,796**
Projected Enrollment:	3,057	3,058	3,109	3,140	3,238	3,238
Surplus/(Deficit) of Permanent Capacity:	(586)	(587)	(638)	(669)	(767)	(442)
Portable Capacity Available:	1,377	1,377	1,377	1,419	1,419	1,419
Portable Capacity Changes (+/-):	-	-	42			(280)
Surplus/(Deficit) with Portables:	791	790	781	750	652	697

Middle School 6-8

PLAN YEARS: *	2025	2026	2027	2028	2029	2030
Permanent Capacity	**1,798**	**1,798**	**1,798**	**1,798**	**1,798**	**1,798**
	-	-	-	-	-	-
Permanent Capacity subtotal:	**1,798**	**1,798**	**1,798**	**1,798**	**1,798**	**1,798**
Projected Enrollment:	1,622	1,629	1,569	1,611	1,532	1,532
Surplus/(Deficit) of Permanent Capacity:	176	169	229	187	266	266
Portable Capacity Available:	650	650	650	650	650	650
Portable Capacity Changes (+/-):	-	-	-	-	-	-
Surplus/(Deficit) with Portables:	826	819	879	837	916	916

High School 9-12

PLAN YEARS: *	2025	2026	2027	2028	2029	2030
Permanent Capacity	**2,330**	**2,330**	**2,330**	**2,330**	**2,330**	**2,330**
	-	-	-	-	-	-
Total Capacity:	**2,330**	**2,330**	**2,330**	**2,330**	**2,330**	**2,330**
Projected Enrollment:	2,064	2,027	2,069	2,013	2,033	2,033
Surplus/(Deficit) Permanent Capacity:	266	303	261	317	297	297
Portable Capacity Available:	0	0	0	0	0	0
Portable Capacity Changes (+/-):	-	-	-	-	-	-
Surplus/(Deficit) with Portables:	266	303	261	317	297	297

K-12 TOTAL

PLAN YEARS: *	2025	2026	2027	2028	2029	2030
Total Permanent Capacity:	**6,599**	**6,599**	**6,599**	**6,599**	**6,599**	**6,924**
Total Projected Enrollment:	6,743	6,714	6,747	6,764	6,803	6,803
Surplus/(Deficit) Permanent Capacity:	(144)	(115)	(148)	(165)	(204)	121
Total Portable Capacity	2,027	2,027	2,069	2,069	2,069	1,789
Total Permanent and Portable Capacity	8,626	8,626	8,668	8,668	8,668	8,713
Surplus/(Deficit) with Portables:	1,883	1,912	1,921	1,904	1,865	1,910

** Plan Years are calendar years; projected enrollment listed above represents fall enrollment of that year.*
*** North Bend Elementary rebuild would provide permanent capacity of 650 students compared to current permanent capacity of 325, for a net addition of 325, as well as the ability to eliminate existing portable capacity of 280.*

Section 8. Impact Fees and the Finance Plan

By law, impact fees cannot fully fund new school capacity needs; they may only cover a portion of the costs associated with growth. The impact fee formula ensures new development contributes to the facilities required to serve the students it generates. These calculations are based on student generation factors, which calculate the average number of students generated per new single-family or multi-family unit, derived from recent local data.

The student generation factor is applied to anticipated construction costs (construction-only, not total project costs) over the six-year span of this Plan. The result is the per-dwelling unit cost of providing school capacity for new housing. This amount is then reduced by expected State match funds and the present value of future tax revenues from existing school construction bond debt service which the new homeowner will be paying.

King County and the cities of Sammamish, Snoqualmie, and North Bend require that local communities cover 50% of this adjusted cost. Therefore, the final proposed impact fee reflects this mandated reduction, after the additional discounts noted above.

Due to these adjustments, impact fees alone are insufficient to fund school construction. Most funding must come from locally approved bonds.

A small amount of funding may also come from State School Construction Assistance Program or "State Match" funds. For example, the District received State Match funds for the Timber Ridge Elementary and Mount Si High School projects, which covered only about 11% of total costs, just over the amount of sales tax charged on public school construction. Thus, state funding has a very limited role in addressing school facility needs.

The District's finance plan for 2025-2030 includes secured funds from the 2015 bond and current impact fees but will require additional bonds. The District owns undeveloped land in both Snoqualmie and North Bend that could support future schools and must also plan for expanded transportation facilities.

Future updates to this Plan will include revised construction project and funding details, as they develop and change.

FINANCING PLAN

Facility:		Estimated Cost	Unsecured Source of Funds: Bonds/Local	State Match	Impact Fees	Secured Source of Funds: Bonds	State Match	Impact Fees	Other Sources
Preschool		*$5,300,000*	$0	$0	$0	$2,000,000	$0	$3,300,000	$0
Elementary School Construction	[1]	*$121,800,000*	*$116,750,000*	[2] *$50,000*	*$2,000,000*	*$0*	*$0*	*$3,000,000*	*$0*
Portable Classrooms - ES		*$780,000*	*$0*	*$0*	*$605,000*	*$0*	*$0*	*$175,000*	*$0*
Land Acquisition/Development - Transportation Facility Expansion		*$8,000,000*	*TBD*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*

[1] *Listed here are estimated total project costs as adjusted for cost escalation through anticipated bid year. Impact fees are only be calculated on 'construction costs'. Costs backed out of the total project cost to arrive at 'construction cost' represent about 25-30% of the total project cost. These costs inlcude design/engineering fees, sales tax, permitting, inspection, insurance and construction management costs, as well as furnishings and equipment for the building. The difference in cost is summarized below.*

Added Elementary School Capacity:
Estimated total project cost = 121,800,000 Estimated cost of construction = $96,700,000

[2] *State Matching funds calculated based off of estimates provided by OSPI in March 2025*

Cost Estimates and State Match Availability

To estimate construction costs, the District is using actual costs from recent portable acquisitions, adjusted for inflation. The elementary capacity project estimate is based on NAC Architecture's data from recent bid awards, with inflation projected through the project's midpoint. Other project costs are internally estimated using current market rates and preliminary designs.

The District has updated its estimate of potential State matching funds from OSPI, which are available for:

1. New construction for 'unhoused' students (those in non-permanent facilities), and
2. Modernization or replacement of facilities not renovated in 30+ years.

Matching funds for new construction are grouped by K–8 and 9–12 grade bands. The District is not currently eligible for 'unhoused' construction funding since middle school capacity offsets elementary students in portables. Due to recent enrollment declines at the elementary level, currently one out of 5 students are served in portable classrooms, with that percentage growing to 23% over the next few years. As seen in Section 7, the total unhoused students for K-8 is still over 400 (586 of unhoused elementary, offset by 176 of surplus permanent capacity at the middle school level). And yet, the state formula based solely on square footage does not qualify the district for any funding for unhoused students. We assert that the state formula for funding is antiquated, as it does not calculate unhoused students currently for the district. In addition, it does not account for the numerous required programs and services that are incorporated into schools and require space to operate.

Modernization funding is site-specific, and buildings qualify 30 years after any construction or renovations have occurred. Current estimates suggest state match would cover only 0–2% of construction costs for North Bend and Fall City Elementary schools, both last renovated in 1999. By 2031, when full eligibility is expected, matching funds may rise to 6–7% of the current project cost, but overall project cost inflation would outpace any financial benefit of delaying construction in order to access those potential state matching funds.

The District maintains that the state's funding formula is inadequate, providing less than 10% of actual costs—and urges reform to better align with current construction realities.

Appendix A: Composite Student Generation Factors

Ordinance No. 10162, Section R. Page 5: lines 30 thru 35 & Page 6: line 1:
"Student factors shall be based on district records on average actual student generation rates for new developments constructed over a period of not more than five (5) years prior to the date of the fee calculation: provided that, if such information is not available in the district, data from adjacent districts, districts with similar demographics, or county wide averages may be used."

In 2024, the FLO Analytics analyzed student generation rates within Snoqualmie Valley and found the following rates:

K–12 Students per Housing Unit Built 2019–2023

Housing Type	Housing Units	Students				SGRs			
		K–5	6–8	9–12	K–12	K–5	6–8	9–12	K–12
Single-family	707	199	85	90	374	0.281	0.120	0.127	0.529
Multifamily	425	82	47	60	189	0.193	0.111	0.141	0.445

For purposes of the impact fee calculation, the district is using its own rate for single-family dwellings.

Multi-family developments can vary widely, and the number of students generated depends on the nature of the developments, including affordability, location, number of bedrooms, and even proximity to local schools. Some of the larger market rate multifamily developments in the FLO Analytics study were not fully constructed/occupied at the end of 2023 (the outside date of the study period), so the true student generation rates from those developments are not currently known. As such, while the District is using its own rate for multi-family units, the District has chosen to employ a discretionary adjustment to the calculated multi-family school impact fee to keep the fee at the same amount as the fee calculated in 2024, as we monitor the district data set for another year.

The District will continue to revisit this analysis in the next update to the Capital Facilities Plan.

Finally, local cities and jurisdictions updated their comprehensive plans to facilitate the delivery of middle housing expected future King County housing needs. Given constraints on available developable land, potential changes to zoning, density and annexation might be necessary to accommodate that housing growth. This would potentially impact both the student generation rates and the capital facilities needed to house additional future students. The District will continue to monitor these impacts on future updates to the Capital Facilities Plan.

Appendix B: Single Family Residence Impact Fee Calculation

Site Aquisition Cost Per Residence

Formula: ((Acres x Cost per Acre) / Facility Size) x Student Factor

	Site Size	Cost / Acre	Facility Size	Student Factor	
Elementary	15	$0	n/a	0.2810	$0.00
Middle	25	$0	n/a	0.1200	$0.00
High	40	$0	n/a	0.1270	$0.00
				A------->	$0.00

Permanent Facility Construction Cost Per Residence

Formula: ((Facility Cost / Facility Capacity) x Student Factor) x (Permanent/Total Footage Ratio)

	Facility Cost	Facility Capacity	Student Factor	Footage Ratio	
Elementary	$96,700,000	650	0.2810	0.8541	$35,704.93
Middle	$0	0	0.1200	0.9013	$0.00
High	$0	0	0.1270	1.0000	$0.00
				B------->	$35,704.93

Temporary Facilities Cost Per Residence

Formula: ((Facility Cost / Facility Capacity) x Student Factor) x (Temporary/Total Footage Ratio)

	Facility Cost	Facility Capacity	Student Factor	Footage Ratio	
Elementary	$396,000	20	0.2810	0.1459	$811.76
Middle	$0	27	0.1200	0.0987	$0.00
High	$0	28	0.1270	0.0000	$0.00
				C------->	$811.76

State Match Credit Per Residence (if applicable)

Formula: Current Construction Cost Allocation x SPI Footage x District Match x Student Factor

	CCCA	SPI Footage	District Match	Student Factor	
Elementary	$375.00	90	0.05%	0.2810	$4.74
Middle	$375.00	117		0.1200	n/a
High	$375.00	130	n/a	0.1270	n/a
				D------->	$4.74

Tax Credit Per Residence

Average Residential Assessed Value	$1,028,420	
Current Debt Service Tax Rate	$1.2390	
Annual Tax Payment	$1,274.21	
Bond Buyer Index Annual Interest Rate	4.15%	
Discount Period (Years Amortized)	10	
	TC------->	$10,258.26

Fee Per Residence Recap:

Site Acquisition Cost	$0.00	
Permanent Facility Cost	$35,704.93	
Temporary Facility Cost	$811.76	
Subtotal		$36,516.69
State Match Credit	($4.74)	
Tax Payment Credit	($10,258.26)	
Subtotal		$26,253.69
50% Local Share		($13,126.84)
Impact Fee, net of Local Share		**$13,126.84**

Appendix B: Multi-Family Residence Impact Fee Calculation

Site Aquisition Cost Per Residence

Formula: ((Acres x Cost per Acre) / Facility Size) x Student Factor

	Site Size	Cost / Acre	Facility Size	Student Factor	
Elementary	15	$0	n/a	0.1930	$0.00
Middle	25	$0	n/a	0.1110	$0.00
High	40	$0	n/a	0.1410	$0.00
				A------->	$0.00

Permanent Facility Construction Cost Per Residence

Formula: ((Facility Cost / Facility Capacity) x Student Factor) x (Permanent/Total Footage Ratio)

	Facility Cost	Facility Capacity	Student Factor	Footage Ratio	
Elementary	$96,700,000	650	0.1930	0.8541	$24,524.19
Middle	$0	0	0.1110	0.9013	$0.00
High	$0	0	0.1410	1.0000	$0.00
				B------->	$24,524.19

Temporary Facilities Cost Per Residence

Formula: ((Facility Cost / Facility Capacity) x Student Factor) x (Temporary/Total Footage Ratio)

	Facility Cost	Facility Capacity	Student Factor	Footage Ratio	
Elementary	$396,000	20	0.1930	0.1459	$557.54
Middle	$0	27	0.1110	0.0987	$0.00
High	$0	28	0.1410	0.0000	$0.00
				C------->	$557.54

State Match Credit Per Residence (if applicable)

Formula: Current Construction Cost Allocation x SPI Footage x District Match x Student Factor

	CCCA	SPI Footage	District Match %	Student Factor	
Elementary	$375.00	90	0.05%	0.1930	$3.26
Middle	$375.00	117	n/a	0.1110	n/a
High	$375.00	130	n/a	0.1410	n/a
				D------->	$3.26

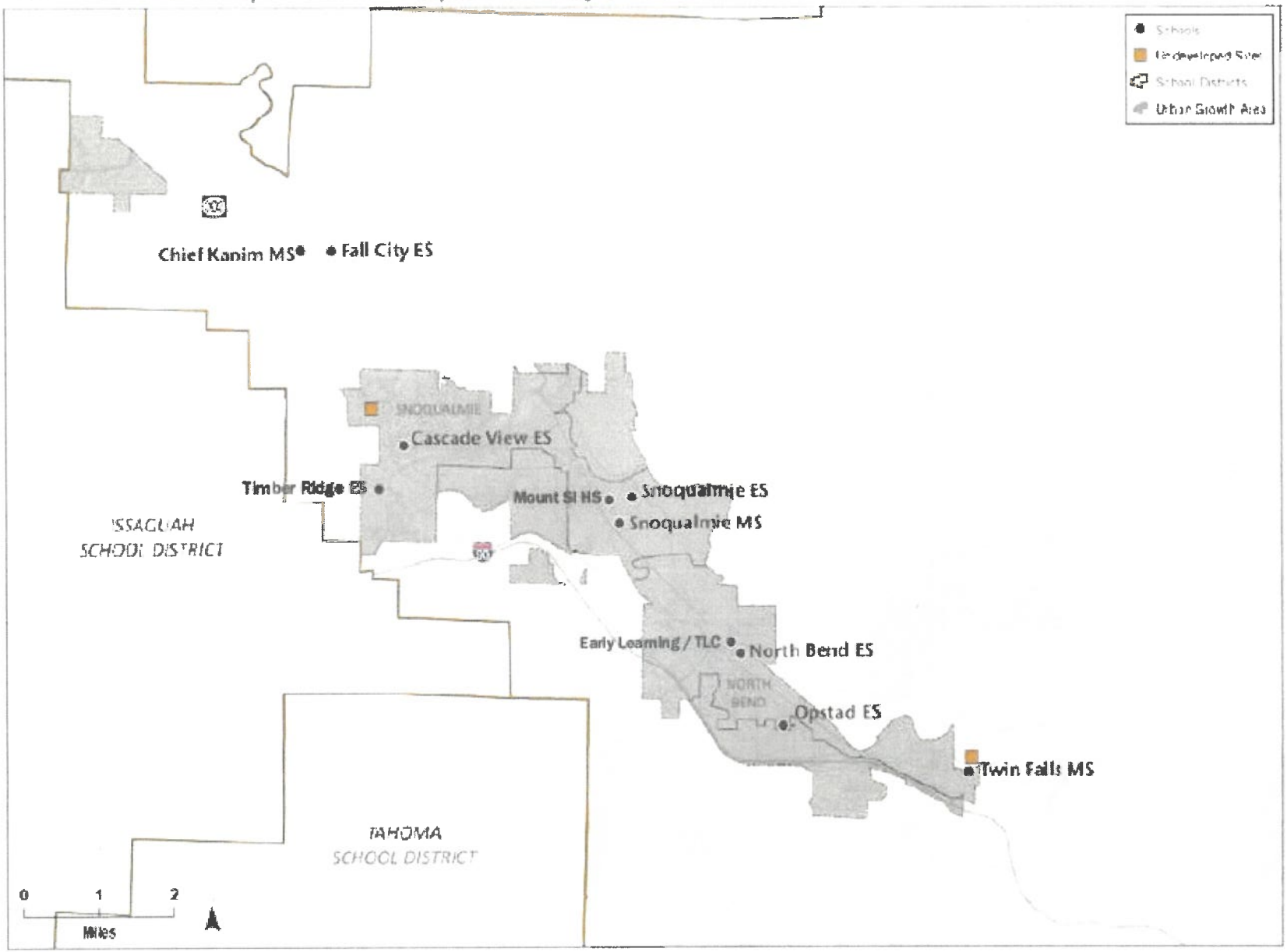
Tax Credit Per Residence

Average Residential Assessed Value		$329,669
Current Debt Service Tax Rate		$1.2390
Annual Tax Payment		$408.46
Bond Buyer Index Annual Interest Rate		4.15%
Discount Period (Years Amortized)		10
	TC------->	$3,288.37

Fee Per Residence Recap:

Site Acquisition Cost	$0.00	
Permanent Facility Cost	$24,524.19	
Temporary Facility Cost	$557.54	
Subtotal		$25,081.73
State Match Credit	($3.26)	
Tax Payment Credit	($3,288.37)	
Subtotal		$21,790.10
50% Local Share		($10,895.05)
Additional adjustment (discretionary)		($4,724.70)
Impact Fee, net of Local Share		**$6,170.35**

Schools and Undeveloped Sites in Snoqualmie Valley School District



Appendix C: District Map

ORDINANCE NO. 1312

AN ORDINANCE OF THE CITY OF SNOQUALMIE, WASHINGTON, UPDATING SCHOOL IMPACT FEES PURSUANT TO CHAPTER 20.10 OF THE SNOQUALMIE MUNICIPAL CODE

WHEREAS, the City of Snoqualmie adopted Ordinance No. 826 on September 28, 1998, adopting Chapter 20.10 of the Snoqualmie Municipal Code and setting school impact fees as authorized by the Growth Management Act based upon the Snoqualmie Valley School District No. 410 Capital Facilities Plan 1998; and

WHEREAS, the City Council has approved the Snoqualmie Valley School District No. 410 Capital Facilities Plan 2025-2030 by Resolution 1728, and it is deemed adopted by reference as provided in the City of Snoqualmie Comprehensive Plan; and

WHEREAS, the City should update the school impact fees based on the most recent Snoqualmie Valley School District No. 410 Capital Facilities Plan adopted by reference by the City;

NOW, THEREFORE, BE IT HEREBY ORDAINED by the City Council of the City of Snoqualmie, Washington, as follows:

Section 1. School impact fees to be collected pursuant to Chapter 20.10 of the Snoqualmie Municipal Code as of the date as set forth in Section 2 are hereby established as follows:

Impact fee per single-family dwelling unit	**$ _____**
Impact fee per multi-family dwelling unit	**$ _____**

Section 2. This ordinance shall be effective five days after publication as provided by law.

Section 3. Corrections by City Clerk or Code Reviser. Upon approval of the City Attorney, the City Clerk or the code reviser are authorized to make necessary corrections to this ordinance, including the correction of clerical errors; references to other local, state or federal laws, codes, rules, or regulations; or ordinance numbering anti section/subsection numbering.

Section 4. Severability. If any one or more section, subsection, or sentence of this ordinance is held to be unconstitutional or invalid, such decision shall not affect the validity of the remaining portion of this ordinance and the same shall remain in full force and effect.

PASSED by the City Council of the City of Snoqualmie, Washington, this 24th day of November 2025.

_____
Katherine Ross, Mayor

ATTEST:

_____
Deana Dean, City Clerk

APPROVED AS TO FORM:

_____
Dena Burke, City Attorney

Council Agenda Bill

AB Number

AB25-103

Agenda Bill Information

Title *

Critical Areas Ordinance

Action *

Motion

Council Agenda Section

Ordinance

Council Meeting Date *

11/10/2025

Staff Member

Mona Davis

Department *

Community Development

Committee

Community Development

Committee Date

11/03/2025

Exhibits

Packet Attachments - if any

x5 Letter of Support from WDFW.pdf	172.21KB
x3 Crosswalk between existing and new code.pdf	357.42KB
x2 Best Available Science memo.pdf	224.13KB
x1 Summary of Changes.pdf	166.44KB
x6 Planning Commission Recommendation.pdf	73.23KB
CAO Ordinance.docx	29.55KB
x4 SMC 19.12 091825 track changes in red.pdf	439.98KB
SMC 19.12 091825 track changes accepted.pdf	413.2KB

Summary

Introduction *

Brief summary.

This agenda bill seeks City Council adoption of the proposed ordinance adopting a revised Chapter 19.12 Critical Areas of the SMC.

Proposed Motion

Move to approve Ordinance 1313 amending Snoqualmie Municipal Code Title 19 Chapter 19.12 related to Critical Areas.

Background/Overview *

What was done (legislative history, previous actions, ability to hyperlink)

The Washington Growth Management Act (GMA) requires cities to update their Critical Areas Ordinance (CAO) within one year of the periodic update to the Comprehensive Plan pursuant to RCW 36.70A.130(7). All critical areas must be designated and functions and values protected using the Best Available Science (BAS) information as required in the GMA.

Following the Planning Commission's initial recommendation for approval of the draft CAO and Flood Hazard Regulations updates on December 2, 2024, the Community Development Committee requested staff to further assess the status of the floodplain mapping for the Snoqualmie River and critical area buffers.

Additionally, the city received comments on the proposed CAO updated on December 20, 2024 from WA Department of Fish & Wildlife (WDFW), which prompted staff to re-assess and an opportunity to incorporate additional changes. The city provided the updated draft CAO to WDFW in August 2025 for comment. Resolution of these comments are reflected in the current draft CAO. The Summary of Changes memo (x1) provides updates that were made to the CAO since December 2, 2024.

The Planning Commission reviewed a revised draft at their regular meeting on October 6, 2025 and unanimously recommended approval with conditions as stipulated in the attached Planning Commission Recommendation (x6).

Analysis *

The proposed ordinance would adopt a revised critical areas code that utilizes Best Available Science (BAS) and is consistent with the requirements of the Washington Growth Management Act (GMA)

Budgetary Status *

This action has indirect budgetary implications.

Budget Summary

Fiscal Impact

Amount of Expenditure	Amount Budgeted	Appropriation Requested

Fiscal Impact Screenshot

ORDINANCE NO. 1313

AN ORDINANCE OF THE CITY OF SNOQUALMIE, WASHINGTON ADOPTING CHAPTER 19.12 TO SNOQUALMIE MUNICIPAL CODE RELATED TO THE CRITICAL AREAS; AND PROVIDING FOR SEVERABILITY AND AN EFFECTIVE DATE.

WHEREAS, The Washington Growth Management Act (GMA) requires cities to update their Critical Areas Ordinance (CAO) within one year of the periodic update to the Comprehensive Plan pursuant to RCW 36.70A.130(7); and

WHEREAS, the City's 2024 Comprehensive Plan Periodic Update was adopted by City Council on December 9, 2024, under Ordinance 1302; and

WHEREAS, all critical areas must be designated, and functions and values protected using the Best Available Science (BAS) information, as required in the GMA; and

WHEREAS, the Planning Commission's initial recommendation for approval of the draft CAO, including flood hazard regulations updates on December 2, 2024, were further evaluated and refined at the request of the Community Development Committee; and

WHEREAS, the city coordinated further updates to the draft CAO with Washington Department of Fish and Wildlife in August 2025 for comment and received an updated letter of support on September 26, 2025; and

WHEREAS, the Planning Commission reviewed a revised draft at their regular meeting on October 6, 2025, and unanimously recommended approval with conditions as stipulated in the Planning Commission Recommendation signed by the Planning Commission Chair on October 14, 2025; and

WHEREAS, the Community Development Committee reviewed the Planning Commission's recommendations at their regular meeting on November 3, 2025, and recommends Council adopt allowed improvements with a maximum footprint of 250 square feet, such as decks, patios, and other appurtenances.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SNOQUALMIE, WASHINGTON, DOES HEREBY ORDAIN AS FOLLOWS:

Section 1. Revised Chapter Adopted. Chapter 19.12 of the Snoqualmie Municipal Code is hereby adopted as set forth in Exhibit A.

Section 2. Effective Date. This ordinance shall be effective five days after publication as provided by law.

Section 3. Corrections by City Clerk or Code Reviser. Upon approval of the City Attorney, the City Clerk or the code reviser are authorized to make necessary corrections to this ordinance, including the correction of clerical errors; references to other local, state or federal laws, codes, rules, or regulations; or ordinance numbering anti section/subsection numbering.

Section 4. Severability. If any one or more section, subsection, or sentence of this ordinance is held to be unconstitutional or invalid, such decision shall not affect the validity of the remaining portion of this ordinance and the same shall remain in full force and effect.

PASSED by the City Council of the City of Snoqualmie, Washington, this 24th day of November 2025.

_____
Katherine Ross, Mayor

ATTEST:

_____
Deana Dean, City Clerk

APPROVED AS TO FORM:

_____
Dena Burke, City Attorney

Memorandum

To:	Planning Commission, City of Snoqualmie
From:	Jeff Gray, MS, PWS Mona Davis, Community and Economic Development Director, Snoqualmie
Copies:	
Date:	September 18, 2025
Subject:	Critical Areas Ordinance: Summary of Changes from Approved December 2, 2024 CAO to Current
Project No.:	032703.V00

This memorandum summarizes updates to the City of Snoqualmie's Critical Areas Ordinance (CAO) [Snoqualmie Municipal Code (SMC) 19.12] and Flood Hazard Regulations (SMC 15.12) that have been made since the Planning Commission's approval on December 2, 2024. The Washington Growth Management Act (GMA) requires cities to update their CAO before December 31, 2024. Counties and cities have an additional 1-year extension, beyond the periodic update deadline, to complete the review and update pursuant to RCW 36.70A.130(7). All critical areas must be designated and functions and values protected using the best available science (BAS) information as required in the GMA.

Summary of Changes to SMC 15.12 (Flood Hazard Regulations) Since December 2, 2024

Following the Planning Commission's approval of the draft CAO and Flood hazard Regulations updates on December 2, 2024, the Economic Development Commission postponed review of draft code updates to further assess the status of the floodplain mapping for the Snoqualmie River. The updated Flood Hazard Regulations approved on December 2, 2024 included increasing the freeboard for new developments from one to three feet above the base flood elevation (BFE) of the 100-year flood event. Freeboard in floodplain construction is an additional vertical height above the minimum BFE for the finished floor elevation, serving as a safety margin against floods. The City of North Bend has adopted the two-foot standard, and King County has adopted the three-foot freeboard standard, for example.

Changes to the Flood Hazard Regulations are no longer proposed. King County prepared the *Snoqualmie River Hydrologic Study – Evaluation of Effects of Snoqualmie Falls Projects on Downstream Flooding* (2016) that showed downstream projects at the Snoqualmie Falls would result in a 1.4-foot drop in the river's 100-year BFE within the City. The USACE's 205 Project completed in 2004 widened the stream channel above Snoqualmie Falls, and Puget Sound Energy's (PSE) Snoqualmie Falls Project completed in 2012 widened the river channel and lowered the weir crest. The projected 1.4-foot decrease provides a factor of safety within the City because FEMA has not updated the Flood Insurance Rate Maps to reflect the modeled decrease in the BFE, and the City's flood hazard regulations are based on the current FEMA floodplain boundaries. King County is planning to update the hydrologic model for the Snoqualmie River, which will be used to update the FEMA flood maps and 100-year flood boundaries. King County is planning to submit a Letter of Map Revision (LOMR) to FEMA in 2026 to update the flood maps. The City can reassess the need for additional flood protections in the City code after the FEMA 100-year flood boundaries have been updated and established based on the current conditions.

Summary of Changes to SMC 19.12 (CAO) Since December 2, 2024

The City received comments on the proposed CAO updates on December 20, 2024 from the Washington Department of Fish and Wildlife (WDFW) and on December 30, 2024 from the Washington Department of Ecology (Ecology). The agency comments were received after the PC approved the updated CAO, and the pause to re-assess changes to the Flood Hazard Regulations offered an opportunity to incorporate additional changes. The City provided the updated CAO to WDFW in August 2025 for comment. Resolution of these comments are reflected in the current draft CAO. The following updates were made to the CAO that was approved by the PC on December 2, 2024:

1) Updated Table 19.12.170.1 (Wetland Buffers) to align with Ecology's most current guidance, including combining wetlands with a habitat score of 5 with low functioning wetlands that score 3 or 4.
2) Added a condition to the Reasonable Use Exception (SMC 19.12.040.C.5) that "The inability to derive reasonable economic use is not the result of the applicant's actions or that of a previous property owner, such as by segregating or dividing the property and creating an undevelopable condition."
3) Added two conditions at SMC 19.12.090.B.5 and .6 (Buffers) regarding functionally isolated buffers and allowances for single family residences part of a previously approved development:
    a. SMC 19.12.090.B.5: Functionally isolated wetland buffers and riparian management zones. Areas that provide no ecological functions or values which are functionally separated from a wetland or stream by legally established roads, impervious surfaces, or structures, shall be excluded.
    b. SMC 19.12.090.B.6: Single family residences part of a previously approved development are allowed improvements with a maximum footprint of 250 square feet, such as decks, patios, and appurtenances.
4) Updated Table 19.12.160-1 (Riparian Management Zone Widths). Retained previously proposed buffer increases for Class 2 streams from 75 to 200 feet, and Class 3 and 4 streams from 50 and 25 feet to 100 feet, respectively. Changes to Class 1 streams (Type S – Shorelines) are regulated under the Shoreline Management Program at SMC 19.08 and have been removed from this periodic code update for compliance with the GMA.

Technical Memorandum

To:	Mona Davis, Community and Economic Development Director City of Snoqualmie
From:	Jeff Gray, MS, PWS
Copies:	
Date:	September 18, 2025
Subject:	Best Available Science Review for the 2044 Snoqualmie Comprehensive Plan Update (Environmental Element) and Snoqualmie Municipal Code Chapters 19.12 (Critical Areas) and 15.12 (Flood Hazard Regulations)
Project No.:	Otak 32703.V00

This technical memorandum has been completed as a component of a Best Available Science (BAS) review, to provide a summary of the current BAS recommendations as they pertain to the City of Snoqualmie (City) 2044 Comprehensive Plan Update (Environmental Element) and Chapters 19.12 Critical Areas and 15.12 Flood Hazard Regulations of the City of Snoqualmie's Municipal Code (SMC). A review of BAS for environmentally sensitive areas (i.e., critical areas) is required per the Washington State Growth Management Act [Chapter 36.70A of the Revised Code of Washington (RCW)]. Most recent updates to SMC Critical Areas were passed in 2016 and updates to SMC Flood Hazard Regulations were passed in 2020. The BAS review has been completed to provide recommendations, as applicable, for updates to the 2044 Comprehensive Plan Update and Critical Areas and Flood Hazard Regulations code amendments. Completed versions of the Washington State Department of Commerce's (DOC) Critical Areas Checklist and the Washington Department of Fish and Wildlife's (WDFW) Riparian Management Zone Checklist for Critical Areas Ordinances are attached, including a Crosswalk Matrix itemizing each suggested change.

Best Available Science Review

The City's last update to their critical areas' regulations, passed in 2016, were based on the BAS at that time. Since 2016, the WDFW and the Washington Department of Ecology (Ecology) have released updated guidance based on BAS for management of riparian zones along streams and for wetland mitigation. Riparian ecosystem BAS has been synthesized in *Volume 1: Science Synthesis and Management Implications* (Quinn et al. 2020) that describes how riparian ecosystems and watersheds affect ecological functions and aquatic habitats. *Volume 2: Management Recommendations* (Rentz et al. 2020) provides guidance for cities to protect and restore functioning riparian ecosystems. Healthy functioning riparian ecosystems are fundamental for clean water, productive salmon populations, and climate resilient watersheds. In 2021, Ecology led the preparation of *Wetland Mitigation in Washington State, Part 1: Agency Policies and Guidance (Version 2)* (Ecology et al. 2021) that provides updated guidance on compensatory mitigation according to BAS. All three documents are intended to support local governments in developing consistent policies based on BAS as required under the Growth Management Act. Ecology additionally published *Critical Aquifer Recharge Areas Guidance* (2005, revised March 2021) to help local jurisdictions protect groundwater resources under the Growth Management Act.

Flood Hazard Areas

Twenty-two percent of the City of Snoqualmie is located within the floodway and floodplain of the Snoqualmie River. The City's flood hazard regulations, last updated in 2020, are based on the National Flood Insurance Program (NFIP) and BAS at that time. FEMA regularly updates its mapping (e.g. the Flood Insurance Rate Maps, or FIRMs) and applicable regulations at 44 CFR Part 60 Subpart A – Requirements for Flood Plain Management Regulations. When this occurs, the City must update its flood hazard regulations to remain in conformance with federal rules. Since 2020, there have been no updates to 44 CFR Part 60 Subpart A and the City's code is in compliance with the FEMA regulations. The City identifies frequently flooded areas as defined in the most current FIRMs.

Ecology's critical area ordinance regarding guidance for floodplains encourages local governments to go beyond FEMA minimum requirements for floodplain management including identifying areas that may be impacted by flooding due to climate change or in a future build-out scenario. For example, FEMA's NFIP notes that 40 percent of all flood insurance claims are from outside of mapped floodplains (e.g., high-risk zones) (FEMA 2024). Increased protections are encouraged because FEMA's FIRMs are increasingly unreliable in a changing climate. King County, for example, has requirements that exceed the minimum FEMA requirements, including requiring three feet of freeboard above the 100-year flood elevation in their building code to provide increased protections for property and public safety. The NFIP requires only one foot of freeboard currently. Per Executive Order (EO) #13690, effective September 9, 2024, federal agencies must implement the Federal Flood Risk Management Standard that requires a minimum of two feet of freeboard above the 100-year flood elevation for non-critical facilities, and three feet of freeboard for critical facilities. The two foot of freeboard standard is also required for United States Housing and Urban Development and Federal Housing Administration home loans for new constriction after January 1, 2025. However, EO #13690 was rescinded on January 22, 2025.

The University of Washington's (UW) Climate Mapping for a Resilient Washington webtool was developed to provide data for state and local governments on expected changes to inform planning for climate resilience (UW 2024). Data for King County shows increased total precipitation under different greenhouse gas loading scenarios, including increased storm magnitude, defined as precipitation intensity over time that could result in increased flood events. King County prepared the *Snoqualmie River Hydrologic Study – Evaluation of Flooding Trends and Current Conditions* (2018) that showed an increased flooding frequency and potential increased flood magnitude. The report notes that climate change projections indicate that seasonal flows will shift, higher flows will occur during annual peak floods in winter, higher flows will occur in spring and fall, and lower flows in summer. These projections are consistent with the observed trends in the Snoqualmie River basin.

Additionally, King County prepared the *Snoqualmie River Hydrologic Study – Evaluation of Effects of Snoqualmie Falls Projects on Downstream Flooding* (2016) that showed downstream projects at the Snoqualmie Falls would result in a 1.4-foot drop in the river's 100-year water surface elevation within the City. The USACE's 205 Project completed in 2004 widened the stream channel above Snoqualmie Falls, and Puget Sound Energy's (PSE) Snoqualmie Falls Project completed in 2012 widened the river channel and lowered the weir crest. The projected 1.4-foot decrease provides a factor of safety within the City because FEMA has not updated the FIRM to reflect these changes and the City's flood hazard regulations are based on the NFIP requirements and FEMA maps.

Riparian Ecosystems

According to Quinn et al. (2020) and Rentz et al. (2020), riparian ecosystems are defined as the area that provides full ecological function for bank stability, shade, pollution removal, detrital inputs, recruitment of large woody debris, and wildlife movement. The current term or approach to managing these habitats is to identify them as Riparian Management Zones (RMZ) rather than buffers, as is commonly used in most critical areas ordinances. The preferred term is RMZ because buffer implies undeveloped natural areas that can contribute habitat to riparian functions, whereas RMZ is meant to capture the area capable of providing full functions and is managed to that end.

One of the goals of managing RMZs is the Desired Future Condition (DFC), in which habitat composition and structure is old, structurally complex conifer-dominated forest with large diameter trees, numerous snags and logs, and multi-strata canopies that promote plant diversity. This is used as the benchmark for the DFC in riparian areas. Riparian restoration is also expected to counteract climate change and protect juvenile salmon according to climate change models (Fullerton et al. 2022; Yan et al. 2021). A significant component of implementing the RMZ management concept is to use the site-potential tree height (SPTH) for determining RMZ widths on streams. Tree height refers to the average height of the tallest dominant tree (200 years or older) in which key riparian ecosystem functions are effectively captured. The effectiveness of providing riparian functions decreases as the distance from a stream increases. Designating RMZs based on at least $SPTH_{200}$ is therefore a scientifically supported approach to protecting and managing fully functioning riparian ecosystems, including salmon.

Rentz et al. (2020) describe procedures for delineating RMZs in forested ecosystems (e.g., portions of the City). The inner edge of the RMZ should be based on the active channel as determined by the location of the stream ordinary high water mark (OHWM) following Ecology's OHWM delineation manual (Anderson et al. 2016). The outer edge should be the recommended minimum based on $SPTH_{200}$, vegetation composition, and pollution removal. The minimum RMZ width for pollution removal is 100 feet, which has been documented to remove 80-95% or more of common stream contaminants (e.g., nitrogen, phosphorous, sediment, and most pesticides). The mean $SPTH_{200}$ in western Washington ranges from 100 to 240 feet and is correlated with soil types that support different climax tree species. The greater of the two (e.g., one full $SPTH_{200}$ or the 100-foot pollution removal overlay) should be utilized to determine the regulated RMZ to protect all key riparian functions. WDFW has created the SPTH mapping tool (https://arcg.is/1ueq0a), which includes the extent of the City's jurisdiction and can be used if this approach is to be adopted for regulating riparian ecosystems.

In addition, Quinn et al. (2020) and Rentz et al. (2020) do not distinguish between non-fish bearing and fish-bearing streams. No evidence or scientific literature has been identified that full riparian ecosystem functions along non-fish bearing streams are less important to aquatic ecosystems than full riparian ecosystem functions along fish-bearing streams, due to their connectivity.

Wetland Buffers and Mitigation

Ecology's *Wetland Guidance for Critical Areas Ordinance (CAO) Updates, Western and Eastern Washington* (2022) is informed by best available science and provides a concise and current representation of the many strategies and approaches for managing wetlands. Wetland buffers are necessary to protect wetland functions and values regulated under the Growth Management Act. This guidance document includes buffer width recommendations selected from the middle of the range of buffers suggested in the literature. Specific changes in the update guidance include adjustments to the range of habitat scores based on review of the reference wetland data used to calibrate the Washington wetland rating system.

Ecology's *Wetland Mitigation in Washington State, Part 1: Agency Policies and Guidance (Version 2)* (Ecology et al 2021) provides updated guidance for selecting, designing, and implementing compensatory mitigation based on BAS, to ensure that environmental policies and regulatory requirements are achieved. The updated guidance emphasizes mitigation sequencing, functional assessment tools, determining adequate compensation for lost wetland functions and values, the importance of site selection for habitat connectivity, and long-term sustainability and protection. Guidance on calculating impacts addresses permanent and temporary impacts, short and long-term temporary impacts, indirect impacts, and shading (e.g., habitat conversion).

The goal of any project that impacts wetlands is to achieve "no net loss" of wetland functions and values- a key national and state policy goal since 1989. Determining no net loss is contingent on the amount of compensation required to offset wetland losses and typically requires compensating for both area and functions. Commonly

used methods for evaluating the adequacy of proposed compensation include using Ecology's *Calculating Credits and Debits for Compensatory Mitigation* (Credit-Debit Method) (Hruby 2012) and mitigation ratios.

Comprehensive Plan – Environmental Element (2024 Update)

On February 5, 2024, the City Planning Commission recommended the approval of the visons, goals, and policies for the Environmental Element of the 2044 Snoqualmie Comprehensive Plan. Otak reviewed the City's updated Environmental Element and considers the visions, policies, and goals consistent with BAS for the protection of the City's natural environment. The City is dedicated to working with stakeholders in the Snoqualmie River basin, identifies special consideration for anadromous fisheries, and identifies opportunities for improvement such as low impact development (LID) techniques, retrofitting contaminant loading sources, and restoring historically impacted areas. A significant portion of the City lies within the FEMA-regulated floodplain associated with the Snoqualmie River, and the City pursues strategies to minimize risk and harm to both the natural and built environment through floodplain restoration through development regulations as well as incentives in the federal FEMA program (e.g., purchasing high risk properties along the shoreline).

Findings of Fact

Flood Hazard Regulations / Frequently Flooded Areas

No changes are proposed to the Flood Hazard Regulations (SMC 15.12) and Frequently Flooded Areas (SMC 19.12.150). Increasing the amount of freeboard above the 100-year flood elevation for the lowest floors of residential, commercial, and industrial structures from one foot to two feet would potentially exceed the intent of the additional protection during flood events. King County's 2016 hydrologic study showed a 1.4-foot drop in the river's 100-year water surface elevation within the City that has yet to be incorporated by FEMA in updated flood zone mapping. King County is planning to update the hydrologic model for the Snoqualmie River, which will be used to update the FEMA flood maps and 100-year flood boundaries. King County is planning to submit a Letter of Map Revision (LOMR) to FEMA in 2026 to update the flood maps. The City will reassess the need for additional flood protections in the City code after the FEMA 100-year flood boundaries have been updated and established based on the current conditions.

Wetlands

Minor changes are proposed to SMC 19.12.090 (General provisions) and SMC 19.12.170 regarding functionally isolated wetlands and buffers, wetland buffers based on habitat scores, and compensatory mitigation guidance. The exemption for filling Category IV wetlands less than 1,000 square feet at SMC 19.12.170.E has been deleted because the scientific literature does not support exempting wetlands from regulatory protections based solely on size (Ecology 2022). Wetland buffer widths and compensatory mitigation requirements are based on wetland functions and values using the Washington State Wetlands Rating System rather than size. Functionally isolated wetland buffers separated by legally established roads, impervious surfaces, or structures are proposed to be excluded from critical areas regulations per SMC 19.12.090.B.5. An allowance of 250 square feet of buffer impacts has been provided for single family residences part of approved developments for decks, patios, and appurtenances. Lastly, Ecology's most current mitigation guidance has been added as a requirement for mitigation plan submittals with development applications.

Fish and Wildlife Habitat Conservation Areas and Streams

The City reviewed current BAS for Streams and FWHCAs protected under SMC Chapter 19.12.160 and 19.12.190, respectively. The City found that the most substantive potential code changes would be to SMC 19.12.160 (Streams) from expanding stream buffer widths (e.g., Riparian Management Zones) per WDFW's recommendations catalogued in WDFW's *Volume 1: Science Synthesis and Management Implications* (Quinn et al. 2020) and *Volume 2: Management Recommendations* (Rentz et al. 2020).

The City evaluated the feasibility of implementing increased standard stream buffers based on the 200-year SPTH using WDFW's SPTH200 and RMZ Values mapping tool (https://arcg.is/1ueq0a), which would result in buffer increases on Class 2 (Type F) streams from the current 75 feet to between 105 feet (red alder) and 235 feet (Douglas-fir), and on Class 3 (Type Np) and Class 4 (Type Ns) streams generally from 25 or 50 feet to 100 feet based on water quality protection functions. Type S streams are regulated under the City's Shoreline Regulations at SMC 19.08 and the City's critical areas code (SMC 19.12), and changes to these buffers were not evaluated for compliance with the Growth Management Act. The City's assessment identified additional stream protections on upper reaches of Class 2, 3, and 4 streams from implementing wider buffers, mainly occurring on protected tract lands and designated open spaces.

Regulatory and policy challenges to implementing buffer widths based on WDFW's mapping tool within city limits were identified. For example, on abutting properties parallel to Coal Creek, one parcel would have a 105-foot buffer and the adjacent parcel on the same stream would have a 235-foot buffer. Implementing strict use of WDFW's mapping tool with this level of variation on property encumbrances on adjacent parcels would be challenging to implement and communicate to applicants. Therefore, the City proposes to implement the new buffer widths using an averaged buffer approach for consistency and reduce uncertainty in development applications. Class 2 (Type F) streams are proposed to have 200-foot buffers, and Class 3 (Type Np) and Class 4 (Type Ns) streams are proposed to have 100-foot buffers for water quality protection.

Limitations of implementing wider stream buffers in developed areas were also identified. Similar to the wetlands code update, functionally isolated stream buffers separated by legally established roads, impervious surfaces, or structures are proposed to be excluded from critical areas regulations per SMC 19.12.090.B.5. An allowance of 250 square feet of buffer impacts has been provided for single family residences part of approved developments for decks, patios, and appurtenances.

Municipal Code Amendments – Recommended Updates

Based on the review of BAS for critical areas, recommended municipal code amendments are described in the attached Crosswalk Matrix. Completed versions of the Washington State Department of Commerce's (DOC) Critical Areas Checklist and the WDFW-completed Riparian Management Zone Checklist for Critical Areas Ordinances are both attached.

Attachments:

1) Washington State Department of Commerce's Critical Areas Checklist
2) WDFW Riparian Management Zone Checklist for Critical Areas Ordinances
3) Crosswalk Matrix

References

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Rentz, R., A. Windrope, K. Folkerts, and J. Azerra. 2020. Riparian Ecosystems, Volume 2: Management Recommendations. Habitat Program, Washington Department of Fish and Wildlife, Olympia.

UW [University of Washington]. Climate Mapping For Resilient Washington. Prepared by the Climate Impacts Group. Accessed November 2024, available at: https://data.cig.uw.edu/climatemapping/

Item	SMC	Existing Code	New Regulation/Code	Complete
1	**Wetland Definition:** 19.12.020	FF. “Wetland” or “wetlands” means areas that are inundated or saturated by surface water or groundwater at a frequency and duration sufficient to support, and that under normal circumstances do support, a prevalence of vegetation typically adapted for life in saturated soil conditions. Wetlands generally include swamps, marshes, bogs, and similar areas. Wetlands do not include those artificial wetlands intentionally created from nonwetland sites, including, but not limited to, irrigation and drainage ditches, grass-lined swales, canals, detention facilities, wastewater treatment facilities, farm ponds, and landscape amenities. Wetlands do not include areas that were unintentionally created as a result of blockage of drainage from the construction of a road, street, or highway after July 1, 1990. Wetlands may include those areas intentionally created from nonwetland areas as compensatory mitigation for impacts to wetlands. The above wetlands definition is per original RCW 36.70A.030(48) definition.	Aligned definition per RCW 36.70A.030(48) as updated in 2024 as follows: 19.12.020.MM: "Wetland" or "wetlands" means areas that are inundated or saturated by surface water or groundwater at a frequency and duration sufficient to support, and that under normal circumstances do support, a prevalence of vegetation typically adapted for life in saturated soil conditions. Wetlands generally include swamps, marshes, bogs, and similar areas. Wetlands do not include those artificial wetlands intentionally created from nonwetland sites, including, but not limited to, irrigation and drainage ditches, grass-lined swales, canals, detention facilities, wastewater treatment facilities, farm ponds, and landscape amenities, or those wetlands created after July 1, 1990, that were unintentionally created as a result of the construction of a road, street, or highway. Wetlands may include those artificial wetlands intentionally created from nonwetland areas created to mitigate conversion of wetlands.	☒ Yes ☐ No
2	**Definition of Fish and Wildlife Habitat Conservation Areas:** 19.12.020.N	19.12.020.N “Fish and wildlife habitat conservation area” means an area that provides essential habitat for maintaining listed species of endangered, threatened, or critical populations.	New SMC definition revised to be consistent with current WAC definition at 19.12.020.P: 1. Areas that serve a critical role in sustaining needed habitats and species for the functional integrity of the ecosystem, and which, if altered, may reduce the likelihood that the species will persist over the long term. These areas may include, but are not limited to, rare or vulnerable ecological systems, communities, and	☒ Yes ☐ No

Item	SMC	Existing Code	New Regulation/Code	Complete
			habitat or habitat elements including seasonal ranges, breeding habitat, winter range, and movement corridors; and areas with high relative population density or species richness. Locally important habitats and species may also be designated by the City of Snoqualmie. 2. Fish and wildlife habitat conservation areas include areas of primary association for State or Federal listed wildlife species, state sensitive wildlife species, and current Priority Habitats and Species designated by Washington Department of Fish and Wildlife. 3. "Habitats of local importance" designated as fish and wildlife habitat conservation areas include those areas found to be locally important by the City of Snoqualmie. 4. Waters of the State, including streams and wetlands. 5. Riparian Management Zones. 6. Naturally occurring ponds under 20 acres and their submerged aquatic beds that provide fish or wildlife habitat. 7. "Fish and wildlife habitat conservation areas" does not include such artificial features or constructs as irrigation delivery systems, irrigation infrastructure, irrigation	

Item	SMC	Existing Code	New Regulation/Code	Complete
			canals, or drainage ditches that lie within the boundaries of, and are maintained by, a port district or an irrigation district or company.	
3	**Code addition:** 19.12.020	No definition of "sensitive species" in current code. Added as 19.12.020.GG	19.12.020.GG: "Sensitive species" means any wildlife species native to the state of Washington that is vulnerable or declining and is likely to become endangered or threatened in a significant portion of its range within the state without cooperative management or removal of threats, as currently listed by the Washington Department of Fish and Wildlife.	☒ Yes ☐ No
4	19.12.020.T	SMC 19.12.020.T. "Listed species" means those wildlife species that have been listed as endangered, threatened or critical by the U.S. Fish and Wildlife Service, NOAA National Marine Fisheries Service, or Washington Department of Wildlife pursuant to RCW 77.12.020 and Chapter 232-12 WAC as may be amended.	19.12.030.W: "Listed species" means those wildlife species that have been listed as endangered, threatened or sensitive by the U.S. Fish and Wildlife Service, NOAA National Marine Fisheries Service, or Washington Department of Wildlife, as may be amended.	☒ Yes ☐ No
5	**Code addition:** 19.12.020	No definition of ecosystem functions in the current code. Added as 19.12.020.M	M. "Ecosystem functions" means the products, physical and biological conditions, and environmental qualities of an ecosystem that result from interactions among ecosystem processes and ecosystem structures. Ecosystem functions include, but are not limited to, sequestered carbon, attenuated peak streamflows, aquifer water level, reduced pollutant concentrations in surface and ground waters, cool summer in-stream water temperatures, and fish and wildlife habitats.	☒ Yes ☐ No

Item	SMC	Existing Code	New Regulation/Code	Complete
6	**Code addition:** 19.12.020	No definition of ecosystem values in the current code. Added as 19.12.020.N	N. "Ecosystem values" means the cultural, social, economic, and ecological benefits attributed to ecosystem functions.	☒ Yes ☐ No
7	**Designating and Protecting Waters of the State:** 19.12.020	SMC 19.12.020 currently does not contain a definition for "waters of the state".	19.12.020.LL: "Waters of the state" means lakes, rivers, ponds, streams, inland waters, underground waters, salt waters, and all other surface waters and watercourses within the jurisdiction of the state of Washington.	☒ Yes ☐ No
8	**Code addition:** 19.12.020	Added definition of "Ordinary High Water Mark (OHWM)" at 19.12.020.BB	BB. "Ordinary high water mark" means the point on the sides of streams or lakes which is historically or normally at water's edge, as identified by a visible change in vegetation and/or soil. The ordinary high water mark should be determined using the most current federal and state methodologies.	☒ Yes ☐ No
9	**Code Addition:** 19.12.020.AA **Code Update:** 19.12.160.D	Not included. Intent is it establish riparian management zones (RMZs) to maintain no net loss of riparian area ecosystem function and values as recommended by WDFW.	Added a definition for RMZ under 19.12.020.EE "Riparian management zone" means an area that has the potential to provide full riparian functions, synonymous with stream buffer. Primary functions of riparian management zones include shading, bank stability, nutrient input, wood recruitment, and pollution control. Updated 19.12.160.D to replace "Buffers" with "Riparian Management Zones".	☒ Yes ☐ No
10	**Buffers:** 19.12.020, 030	SMC 19.12.020.H: "Critical area" includes the following areas: (1) wetlands; (2) streams; (3) channel migration zones; (4) areas with a critical recharging effect on aquifers used for potable water; (5) fish and wildlife habitat conservation areas; (6) frequently flooded areas; and (7) geologically hazardous areas. "Sensitive area"	SMC 19.12.020.H "Critical area" includes the following areas and associated buffers: (1) wetlands; (2) streams; (3) channel migration zones; (4) areas with a critical recharging effect on aquifers used for potable water; (5) fish and wildlife habitat conservation areas; (6)	☒ Yes ☐ No

Item	SMC	Existing Code	New Regulation/Code	Complete
		has the same meaning as "critical area" for the purposes of this chapter. SMC 19.12.020.E. "Buffer" means the designated area adjacent to a wetland, stream, geologically hazardous area, or channel migration zone. The buffer is intended to protect the resource in the case of wetlands and streams; to protect against injury or damage to persons and property and to protect against landslide, erosion and other undesirable consequences in the case of geologically hazardous areas; and to protect against injury and damage to persons and property in the case of channel migration zones. Buffers are not applicable to critical aquifer recharge areas, fish and wildlife habitat areas (except to the extent that buffers for other critical areas serve as fish and wildlife habitat areas), or frequently flooded areas. SMC 19.12.030.B does not include buffers as a regulated critical area. "B. Critical areas regulated by this chapter include: 1. Geologically hazardous areas including: a. Erosion hazard areas; b. Landslide hazard areas; c. Steep slope hazard areas; and d. Seismic hazard areas; and 2. Channel migration and erosion hazard areas; 3. Frequently flooded areas; 4. Streams; 5. Wetlands; 6. Fish and wildlife habitat conservation areas; and 7. Critical aquifer recharge areas."	frequently flooded areas; (7) geologically hazardous areas. "Sensitive area" has the same meaning as "critical area" for the purposes of this chapter. SMC 19.12.020.E. "Buffer" means the designated area adjacent to a wetland, stream, geologically hazardous area, or channel migration zone. Stream buffers is synonymous with Riparian Management Zones in this chapter. The buffer is intended to protect the resource in the case of wetlands and streams; to protect against injury or damage to persons and property and to protect against landslide, erosion and other undesirable consequences in the case of geologically hazardous areas; and to protect against injury and damage to persons and property in the case of channel migration zones. Buffers are not applicable to critical aquifer recharge areas, fish and wildlife habitat areas (except to the extent that buffers for other critical areas serve as fish and wildlife habitat areas), or frequently flooded areas. Updated 19.12.030.B, as follows: "B. Critical areas and associated buffers regulated by this chapter include: B. Critical areas regulated by this chapter include: 1. Geologically hazardous areas including: a. Erosion hazard areas; b. Landslide hazard areas; c. Steep slope hazard areas; and d. Seismic hazard areas;	

Item	SMC	Existing Code	New Regulation/Code	Complete
			2. Channel migration and erosion hazard zones; 3. Frequently flooded areas; 4. Streams 5. Wetlands; 6. Fish and wildlife habitat conservation areas; and 7. Critical aquifer recharge areas.	
11	19.12.060 19.12.170	19.12.060 discusses the requirement for a critical areas study, for any action that could impact a critical area. 19.12.170 requires a report for actions that could impact wetlands.	Replaced "critical areas study" with "critical areas report" for simplicity and consistency. Updated sections included: • 19.12.060 update "critical areas study" to "critical areas report" and "study" to "report". • 19.12.070 update "study" to "report". • 19.12.110.B update "study" to "report". • 19.12.120.1 update "study" to "report". • 19.12.160.C.10 update "study" to "report". • 19.12.170.H.6 update "study" to "report". • 19.12.200.F update "critical areas study" to "critical areas report".	☒ Yes ☐ No
12	19.12.040(A)6	19.12.040(A)6 allowed activities states: "Removal of invasive plants and noxious weeds, and additional aggressive non-native species, including Japanese knotweed, Scot's broom, English ivy, Himalayan and evergreen blackberry; provided, only hand labor and light equipment that minimizes disturbance to the critical area or buffer are used, and chemical applications are approved for use adjacent to streams and wetlands, provided best management practices are used."	Updated to: "Removal of invasive plants and noxious weeds, and additional aggressive non-native species, including Japanese knotweed, Scot's broom, English ivy, Himalayan and evergreen blackberry; provided, only hand labor and light equipment that minimizes disturbance to the critical area or buffer are used, and any chemical applications are approved by Ecology for use adjacent to streams and wetlands, provided best	☒ Yes ☐ No

Item	SMC	Existing Code	New Regulation/Code	Complete
			management practices are used, and soil compaction is avoided."	
13	19.12.040(A)7	19.12.040(A)7: 7. Removal of dangerous trees, with the director's approval. A certified arborist's evaluation may be required in the discretion of the director if the hazard is not clearly evident.	19.12.020 updated to include a definition for "Hazard tree." 19.12.020.P. "Hazard tree" is defined as a threat to life, property, or public safety. 19.12.040(A)7: 7. Removal of hazard trees, with the director's approval. A certified arborist's evaluation may be required in the discretion of the director if the hazard is not clearly evident. Creation of snags are encouraged rather than complete tree removal. Hazard trees removed from critical areas or associated buffers must be replaced at a minimum 3:1 ratio and maintained for at least three years.	☒ Yes ☐ No
14	**Code addition:** 19.12.040(C)5	Code addition to prevent inappropriate project segmentation to avoid development regulations as recommended by Ecology.	5. The inability to derive reasonable economic use is not the result of the applicant's actions or that of a previous property owner, such as by segregating or dividing the property and creating an undevelopable condition.	☒ Yes ☐ No
15	19.12.070.D	D. Monitoring. 1. Whenever mitigation is required, the city may require monitoring to ensure the mitigation meets the design performance standards established in the approved mitigation plan. The city may require that a qualified critical area consultant, at the direction of the city and at the applicant's expense, monitor the development proposal site during construction and for a sufficient period of time after construction to ensure satisfactory mitigation of impacts on the critical area. The qualified critical	19.12.070.D has been updated as follows: D. Monitoring. 1. Whenever mitigation is required, the city will require monitoring to ensure the mitigation meets the design performance standards established in the approved mitigation plan. The city may require that a qualified critical area consultant, at the direction of the city and at the applicant's expense, monitor the development	☒ Yes ☐ No

Item	SMC	Existing Code	New Regulation/Code	Complete
		area consultant shall monitor per the provisions outlined in the approved mitigation plan based on the conditions or restrictions imposed by the city and such administrative rules as the director shall prescribe.	proposal site during construction and for a sufficient period of time after construction to ensure satisfactory mitigation of impacts on the critical area. The qualified critical area consultant shall monitor per the provisions outlined in the approved mitigation plan based on the conditions or restrictions imposed by the city and such administrative rules as the director shall prescribe.	
16	19.12.090	19.12.090.F.1 states: Whenever mitigation is required, the applicant shall prepare and submit a mitigation plan for city review and approval.	19.12.090.F.1: 1. Whenever mitigation is required, the applicant shall prepare and submit a mitigation plan using a watershed approach for city review and approval.	☒ Yes ☐ No
17	**Code addition:** 19.12.090(B)5	Code addition to remove functionally isolated wetland buffers and riparian management zones from regulated buffers.	5. Functionally isolated wetland buffers and riparian management zones. Areas which are functionally separated from a wetland or stream by legally established roads, impervious surfaces, or structures, shall be excluded.	☒ Yes ☐ No
18	**Code addition:** 19.12.090(B).6	(New) Added buffer impact allowance for single family residences part of approved development up to 250 SF for decks, patios, and appurtenances.	6. Single family residences part of a previously approved development are allowed improvements with a maximum footprint of 250 square feet, such as decks, patios, and appurtenances.	☒ Yes ☐ No
19	19.12.140	**19.12.140 Channel migration and associated erosion hazard zones.** A. The administrator shall assemble all available channel migration and erosion hazard maps and studies from	**19.12.140 Channel migration and associated erosion hazard zones.** A. The administrator shall assemble all available channel migration and erosion hazard maps	☒ Yes ☐ No

Item	SMC	Existing Code	New Regulation/Code	Complete
		King County and other sources in order to determine the location and severity of known channel migration and erosion hazard zones, and shall maintain maps showing the boundaries of all known channel migration and erosion hazard zones. The administrator is hereby authorized to adopt administrative rules to establish the process and criteria for designating and classifying channel migration and erosion hazard zones. An applicant for a development permit may submit a report by a qualified professional engineer in support of a determination of the boundaries or classification of channel migration and/or erosion hazard areas on a specific property if there is a discrepancy between the approved channel migration zone or erosion hazard map and site-specific conditions or data, or for unmapped potential channel migration zones or erosion hazard areas.	and studies from King County and other sources in order to determine the location and severity of known channel migration and erosion hazard zones, and shall maintain maps showing the boundaries of all known channel migration and erosion hazard zones. The administrator is hereby authorized to adopt administrative rules to establish the process and criteria for designating and classifying channel migration and erosion hazard zones. An applicant for a development permit may submit a report by a qualified professional engineer in support of a determination of the boundaries or classification of channel migration and/or erosion hazard areas on a specific property if there is a discrepancy between the approved channel migration zone or erosion hazard map and site-specific conditions or data, or for unmapped potential channel migration zones or erosion hazard areas. It is a goal of the city of Snoqualmie to retain and restore channel migration zones as practicable to restore riparian functions in applicable areas over time.	
20	19.12.160	SMC 19.12.160.C.11.a: a. Such public access will not adversely affect habitat or water quality values of the critical area or its buffer	19.12.160.C11.a:. Such public access will not adversely affect habitat or water quality values of the critical area or its buffer, and that the design reflects current Priority Habitat and Species data and WDFW management recommendations;	☒ Yes ☐ No

<table>
<tr><th>Item</th><th>SMC</th><th>Existing Code</th><th>New Regulation/Code</th><th>Complete</th></tr>
<tr>
<td>21</td>
<td>Stream buffers widths:
19.12.160.D</td>
<td>Per SMC Table 19.12.160-1. Stream Buffers:
<table>
<tr><th>Stream Classification</th><th>External Buffer Width</th></tr>
<tr><td>Class 1 streams and Class 2 streams with anadromous salmonids</td><td>100 feet</td></tr>
<tr><td>Class 2 streams</td><td>75 feet</td></tr>
<tr><td>Class 3 streams</td><td>50 feet</td></tr>
<tr><td>Class 4 streams</td><td>25 feet</td></tr>
<tr><td>Snoqualmie River South Fork and right bank of mainstem within the Natural Shoreline Environment [1, 2]</td><td>200 feet</td></tr>
<tr><td>Snoqualmie River within Urban Riverfront Environment, generally located between S.E. Fir Street and Meadowbrook Way S.E.[1, 2]</td><td>25 feet</td></tr>
</table>
[1] Areas of the Snoqualmie River not identified in Table 19.12.160-1 shall use the prescribed Class 1 stream buffer.

[2] See Chapter 19.08 SMC for shoreline environments and associated maps.</td>
<td>19.12.160.D. Riparian Management Zones. Riparian Management Zones (RMZ) are designated based on the estimated average 200 year site potential tree height, extending outward on each side of a stream from the ordinary high water mark to the distances prescribed in Table 19.12.160-1:

Table 19.12.160-1.

Riparian Management Zone Widths
<table>
<tr><th>Stream Classification</th><th>RMZ Width</th></tr>
<tr><td>Class 1 streams</td><td>100 feet. See Shoreline Regulations (SMC 19.08).[1]</td></tr>
<tr><td>Class 2 streams</td><td>200 feet</td></tr>
<tr><td>Class 3 streams</td><td>100 feet</td></tr>
<tr><td>Class 4 streams</td><td>100 feet</td></tr>
<tr><td>Snoqualmie River South Fork and right bank of mainstem within the Natural Shoreline Environment[1]</td><td>200 feet</td></tr>
<tr><td>Snoqualmie River within Urban Riverfront Environment, generally located between S.E. Fir Street and Meadowbrook Way S.E.[1]</td><td>25 feet</td></tr>
</table>
</td>
<td>☒ Yes
☐ No</td>
</tr>
</table>

Item	SMC	Existing Code	New Regulation/Code	Complete
			[1] See Chapter 19.08 SMC for shoreline environments and associated maps.	
22	19.12.160(C)1	1. Stream Crossings. Stream crossings may only be permitted when there is no other reasonable access resulting in less impact on the stream and/or its buffer. Stream crossings shall use all reasonably feasible construction techniques to avoid disturbance to the stream bed or bank. In the case of Class 2, Class 3 or Class 4 streams, bottomless culverts or other appropriate methods demonstrated to provide fisheries protection may be used if the applicant demonstrates that such methods and their implementation will pose no harm to the stream bank or bed and will not adversely impact fish habitat as demonstrated in a report from a qualified consultant submitted by the applicant. The applicant shall be responsible to obtain and comply with all other applicable state and federal permits. Crossings shall not occur over salmonid spawning areas unless no other possible crossing site exists. Crossings shall be minimized and serve multiple purposes and properties whenever possible. Construction of stream crossings shall be in conformance with applicable permit limitations established by state resource agencies.	Updated as follows: 1. Stream Crossings. Stream crossings may only be permitted when there is no other reasonable access resulting in less impact on the stream and/or its buffer. Stream crossings shall use all reasonably feasible construction techniques to avoid disturbance to the stream bed or bank. In the case of Class 2, Class 3 or Class 4 streams, bottomless culverts or other appropriate methods demonstrated to provide fisheries protection may be used if the applicant demonstrates that such methods and their implementation will pose no harm to the stream bank or bed and will not adversely impact fish habitat as demonstrated in a report from a qualified consultant submitted by the applicant. The applicant shall be responsible to obtain and comply with all other applicable state and federal permits. Crossings shall not occur over salmonid spawning areas unless no other possible crossing site exists. Crossings shall be minimized and serve multiple purposes and properties whenever possible. Construction of stream crossings shall be in conformance with applicable permit limitations established by state resource agencies. Stream crossings shall be designed in accordance with the Washington Department of Fish and	☒ Yes ☐ No

Item	SMC	Existing Code	New Regulation/Code	Complete
			Wildlife's Water Crossing Design Guidelines (2013), as updated. New crossings shall be evaluated under future climate change scenarios for 2040 and 2080, or similar, as required by state and federal agencies.	
23	19.12.160(A)5	5. Type C (Conveyance). As defined by the city of Snoqualmie, "Type C waters" are those natural open ephemeral drainage courses (including where bridged, piped or culverted) that are not Type S, F, Np or Ns waters, which contain flow only during or immediately after periods of precipitation, and which flow generally less than 30 days per year.	Type C stream class deleted because it is not consistent with WAC 222-016-030.	☒ Yes ☐ No
24	19.12.170.E	E. Impacts to Wetlands Less Than 1,000 Square Feet. The following wetlands are exempt from the buffer provisions contained in this chapter and the normal mitigation sequencing process in SMC 19.12.090. They may be filled if impacts are fully mitigated based on provisions in this chapter. If available, impacts should be mitigated through the purchase of credits from a mitigation bank, consistent with the terms and conditions of the program or bank. In order to verify the following conditions, a critical area report for wetlands meeting the requirements in SMC 19.12.180 must be submitted. 1. All isolated Category III and IV wetlands less than 1,000 square feet that: a. The wetland is not associated with a riparian corridor; b. The wetland is not associated with other wetlands through surface or groundwater connections; c. The wetland does not contain habitat identified as essential for local populations of species identified by	This exemption was deleted because it is inconsistent with Best Available Science.	☒ Yes ☐ No

<table>
<tr><th>Item</th><th>SMC</th><th>Existing Code</th><th>New Regulation/Code</th><th>Complete</th></tr>
<tr><td></td><td></td><td>the Washington Department of Fish and Wildlife as priority species;
d. Compensatory flood storage for the proposed alteration has been provided within city limits with the equivalent to the amount of flood storage removed from the wetland; and
e. If located in the city’s 100-year floodplain, the proposal is consistent with the requirements of Chapter 15.12 SMC, Flood Hazard Regulations.</td><td></td><td></td></tr>
<tr><td>25</td><td>19.12.170.H</td><td>Wetland buffer widths based on habitat scores have been updated per Ecology’s 2022 guidance. Wetlands with habitat scores of 5 have been grouped with low functioning wetlands.</td><td>Table 19.12.170-1. Wetland Buffers
<table><tr><th rowspan="2">Wetland Category</th><th colspan="4">Buffer width (in feet) based on habitat score</th></tr><tr><th>3-5</th><th>~~5~~</th><th>6 – 7</th><th>8 – 9</th></tr><tr><td>Category I: Based on total score</td><td>75</td><td>~~105~~</td><td>165</td><td>225</td></tr><tr><td>Category I: Bogs and wetlands of high conservation value</td><td>190</td><td>~~190~~</td><td>190</td><td>225</td></tr><tr><td>Category I: Forested</td><td>75</td><td>~~105~~</td><td>165</td><td>225</td></tr><tr><td>Category II: Based on total score</td><td>75</td><td>~~105~~</td><td>165</td><td>225</td></tr><tr><td>Category III (all)</td><td>60</td><td>~~105~~</td><td>165</td><td>225</td></tr><tr><td>Category IV (all)</td><td>40</td><td>~~40~~</td><td>40</td><td>40</td></tr></table></td><td>☒ Yes
☐ No</td></tr>
<tr><td>26</td><td>19.12.190.A</td><td>19.12.190.A. Designation. All wetlands and streams and their buffers, together with all publicly owned open spaces of greater than 10 acres, not including land use perimeter buffers, are hereby designated as fish and wildlife habitat conservation areas, including Meadowbrook Farm, the Two Sisters Return Open Space, Snoqualmie Point, Three Forks Natural Area, the</td><td>19.12.190.A: Designation. All waters of the state, including wetlands, and streams, and their buffers, together with all publicly owned open spaces of greater than 10 acres, not including land use perimeter buffers, are hereby designated as fish and wildlife habitat conservation areas, including Meadowbrook</td><td>☒ Yes
☐ No</td></tr>
</table>

Item	SMC	Existing Code	New Regulation/Code	Complete
		Snoqualmie River Open Space and the Kimball Creek Open Space. Other areas shall be designated as fish and wildlife habitat conservation areas based upon a habitat study conducted pursuant to this section.	Farm, the Two Sisters Return Open Space, Snoqualmie Point, Three Forks Natural Area, the Snoqualmie River Open Space and the Kimball Creek Open Space. Other areas, such as those of primary association for state and federal listed wildlife species, state sensitive species, and Priority Habitat Species as designated by the Washington Department of Fish and Wildlife, as well as Habitats of Local Importance, shall also be designated as fish and wildlife habitat conservation areas based upon a habitat study conducted pursuant to this section.	

Chapter 19.12

CRITICAL AREAS

Sections:

19.12.010 Legislative purpose.
19.12.020 Critical areas definitions.
19.12.030 Applicability.
19.12.040 Allowed activities.
19.12.050 Designation and protection of critical areas and buffers.
19.12.060 Critical areas report~~study~~.
19.12.070 Critical area review process.
19.12.080 Critical area tracts and notice on title.
19.12.090 General provisions.
19.12.100 Erosion hazard areas.
19.12.110 Landslide hazard areas.
19.12.120 Steep slope hazard areas.
19.12.130 Seismic hazard areas.
19.12.140 Channel migration and associated erosion hazard zones.
19.12.150 Frequently flooded areas.
19.12.160 Streams.
19.12.170 Wetlands.
19.12.180 Mitigation banking.
19.12.190 Fish and wildlife habitat conservation areas.
19.12.200 Critical aquifer recharge areas.
19.12.210 Administration and enforcement.
19.12.220 Severability.
19.12.230 Liberal construction.

19.12.010 Legislative purpose.

A. The purpose of this chapter is to provide for the designation and protection of critical areas, referred to as critical areas in the Washington Growth Management Act of 1990, Chapter 36.70A RCW, incorporating best available science, giving special consideration to conservation or protection measures necessary to preserve or enhance anadromous fisheries, as required by the Growth Management Act, to supplement the development requirements contained in the Snoqualmie Municipal Code, to alert tax assessors and appraisers to the presence of environmentally critical areas and the development limitations of such areas and to establish special standards for the use and development of lands based on the existence of natural conditions and features, including erosion, landslide, channel migration zones, seismic hazard areas and steep slope areas, critical recharge areas, fish and wildlife conservation areas, streams, and wetlands.

B. The standards and procedures established in this chapter are intended to protect environmentally critical areas while accommodating the rights of property owners to use their property in a reasonable manner. By regulating development and alterations to critical areas, this chapter seeks to:

1. Protect members of the public, and protect public and private resources and facilities, from injury, loss of life, property damage or financial losses due to erosion, landslide, seismic events, soils subsidence or steep slope regression;

2. Protect unique, fragile and valuable elements of the environment, including critical groundwater recharge areas and wildlife and its habitat;

3. Mitigate unavoidable impacts to environmentally critical areas by regulating alterations in and adjacent to those areas;

4. Reduce cumulative adverse environmental impacts to water availability, water quality, wetlands, streams and other aquatic resources;

5. Ensure minimal adverse impacts to, and no net loss of, ecological functions resulting from uses, activities, and development within the city;

6. Protect hydrologic connections between water bodies, water courses and associated wetlands;

7. Provide city officials with the information and authority to implement the policies of the State Environmental Policy Act, Chapter 43.21C RCW, the Snoqualmie Comprehensive Plan, and the Growth Management Act of 1990. (Ord. 1176 § 2, 2016).

19.12.020 Critical areas definitions.

A. "Accessory structure" means a structure for a use incidental and subordinate to the principal use or structure. An accessory structure does not contain dwelling or employment space, and is located on the same lot as the principal use or structure.

B. "Adjacent" means within 300 feet of a critical area.

C. "Alteration" means any human-induced action which changes the existing condition of a critical area. Alterations include, but are not limited to: grading; filling; dredging; draining; channelizing; cutting, pruning, topping, clearing, relocating or removing vegetation; applying manure, herbicides or pesticides or any hazardous or toxic substance; discharging pollutants except stormwater; grazing domestic animals; paving, construction, or application of gravel; modifying for surface water management purposes; or any other human activity that changes the existing landforms, vegetation, hydrology, wildlife or wildlife habitat of a critical area.

D. "Animal containment area" means a site where 2,000 pounds or more of animals per acre are kept or where animal waste material is deposited in quantities capable of impacting groundwater resources.

E. "Buffer" means the designated area adjacent to a wetland, stream, geologically hazardous area, or channel migration zone. Stream buffers is synonymous with Riparian Management Zones in this chapter. The buffer is intended to protect the resource in the case of wetlands and streams; to protect against injury or damage to persons and property and to protect against landslide, erosion and other undesirable consequences in the case of geologically hazardous areas; and to protect against injury and damage to persons and property in the case of channel migration zones. Buffers are not applicable to critical aquifer recharge areas, fish and wildlife habitat areas (except to the extent that buffers for other critical areas serve as fish and wildlife habitat areas), or frequently flooded areas.

F. "Channel migration zone (CMZ)" means the area along a river within which the channel(s) can be reasonably predicted to migrate over time as a result of natural and normally occurring hydrological and related processes when considered with the characteristics of the river and its surroundings as delineated on the Snoqualmie River Channel Migration Area Map, contained in Channel Migration in the Three Forks Area of the Snoqualmie River (King County Department of Natural Resources, Surface Water Management Division, Seattle, WA, 1996), which is hereby incorporated herein by this reference.

G. "Critical aquifer recharge area" means the recharge areas of aquifers which serve as a source of drinking water for which there is no feasible alternative source and which, due to prevailing geologic conditions characterized by high infiltration rates, are susceptible to contamination from activities on the surface.

H. "Critical area" includes the following areas and associated buffers: (1) wetlands; (2) streams; (3) channel migration zones; (4) areas with a critical recharging effect on aquifers used for potable water; (5) fish and wildlife habitat conservation areas; (6) frequently flooded areas; and (7) geologically hazardous areas. "Sensitive area" has the same meaning as "critical area" for the purposes of this chapter.

I. "Cutting" means as defined in SMC 15.20.020.

J. "Development proposal" means any activity relating to the use and/or development of land requiring a permit or approval from the city, including but not limited to: commercial or residential building permit, boundary line adjustment, binding site plan, conditional use permit, franchise right-of-way permit, grading and clearing permit,

mixed use approval, planned unit development, conditional use permit, variance, short subdivision, special use permit, subdivision, flood hazard permit, unclassified use permit, utility and other use permit, variance, rezone, or any subsequently required permit or approval not expressly exempted by this chapter.

K. "Director" means the department head of the community development department, or equivalent position.

L. "Drainage facility" means as defined in SMC 15.18.040.

M. "Ecosystem functions" means the products, physical and biological conditions, and environmental qualities of an ecosystem that result from interactions among ecosystem processes and ecosystem structures. Ecosystem functions include, but are not limited to, sequestered carbon, attenuated peak streamflows, aquifer water level, reduced pollutant concentrations in surface and ground waters, cool summer in-stream water temperatures, and fish and wildlife habitats.

N. "Ecosystem values" means the cultural, social, economic, and ecological benefits attributed to ecosystem functions.

OM. "Erosion hazard area" means those areas of the city containing soils which, according to the USDA Soil Conservation Service, King County Soils Survey, dated 1973, and any subsequent revisions or additions thereto, and the USDA Soil Conservation Service, Soils Survey for Snoqualmie Pass Area, Parts of King and Pierce Counties, WA, dated December 1992, may experience severe to very severe erosion hazard, and which occur on slopes of 15 percent or greater. This group of soils includes: Alderwood Gravelly Sandy Loam (AgD), Alderwood-Kitsap (AkF), Beausite Gravelly Sandy Loam (BeD and BeF), Kitsap Silt Loam (KpD), Ovall Gravelly Sandy Loam (OvD and OvF), Ragnar Fine Sandy Loam (RaD), Ragnar-Indianola Association (RdE), Riverwash (Rh), or Coastal Beaches (Cb), and any soil type that could be subject to erosion when disturbed.

PN. "Fish and wildlife habitat conservation area" means ~~an area that provides essential habitat for maintaining listed species of endangered, threatened or critical populations.~~

1. Areas that serve a critical role in sustaining needed habitats and species for the functional integrity of the ecosystem, and which, if altered, may reduce the likelihood that the species will persist over the long term. These areas may include, but are not limited to, rare or vulnerable ecological systems, communities, and habitat or habitat elements including seasonal ranges, breeding habitat, winter range, and movement corridors; and areas with high relative population density or species richness. Locally important habitats and species may also be designated by the City of Snoqualmie.

2. Fish and wildlife habitat conservation areas include areas of primary association for State or Federal listed wildlife species, state sensitive wildlife species, and current Priority Habitats and Species designated by Washington Department of Fish and Wildlife.

3. "Habitats of local importance" designated as fish and wildlife habitat conservation areas include those areas found to be locally important by the City of Snoqualmie.

4. Waters of the State, including streams and wetlands.

5. Riparian Management Zones.

6. Naturally occurring ponds under 20 acres and their submerged aquatic beds that provide fish or wildlife habitat.

7. "Fish and wildlife habitat conservation areas" does not include such artificial features or constructs as irrigation delivery systems, irrigation infrastructure, irrigation canals, or drainage ditches that lie within the boundaries of, and are maintained by, a port district or an irrigation district or company.

QO. "Geologically hazardous areas" means areas that, because of their susceptibility to erosion, sliding, earthquake, or other geological events, may pose hazards to the siting of commercial, residential, or industrial development consistent with public health or safety concerns, without appropriate mitigation, and specified at WAC 365-190-120.

R. “Hazard tree” is defined as a threat to life, property, or public safety.

SP. “Hazardous substance(s)” means:

1. A hazardous substance as defined by Section 101(14) of the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA); any substance designated pursuant to Section 311(b)(2)(A) of the Clean Water Act (CWA); any hazardous waste having the characteristics identified under or listed pursuant to Section 3001 of the Solid Waste Disposal Act (but not including any waste the regulation of which under the Solid Waste Disposal Act has been suspended by act of Congress); any toxic pollutant listed under Section 307(a) of the CWA; or any imminently hazardous chemical substance or mixture with respect to which the United States Environmental Protection Agency has taken action pursuant to Section 7 of the Toxic Substances Control Act;

2. Hazardous substances that include any liquid, solid, gas or sludge, including any material, substance, product, commodity, or waste, regardless of quantity, that exhibits any of the physical, chemical, or biological properties described in WAC 173-303-090, 173-303-102, or 173-303-103.

TQ. “Hazardous waste” includes, but is not limited to, explosives, medical wastes, radioactive wastes, pesticides and chemicals which are potentially harmful to the public health or the environment, including anything defined as a hazardous substance.

UR. “Invasive species” means a species that is (1) nonnative (or alien) to the Puget Sound or the Central Puget Lowland region, and (2) whose introduction causes or is likely to cause economic or environmental harm, or harm to human health. Invasive species can be plants, animals, and other organisms (e.g., microbes); human actions are the primary means of invasive introductions.

VS. “Landslide hazard area” means those areas of the city subject to a risk of landslide, including the following areas:

1. Any area with slopes greater than 15 percent and impermeable soils (typically silt and clay) frequently interbedded with granular soils (predominantly sand and gravel) and springs or groundwater seepage;

2. Any area that includes areas with significant visible evidence of groundwater seepage, and which also includes existing landslide deposits regardless of slope;

3. Any area which has shown movement during the Holocene epoch (from 10,000 years ago to present) or which is underlain by mass wastage debris of that epoch as determined by a geologist;

4. Any area potentially unstable as a result of rapid stream incision or stream bank erosion;

5. Any area located on an alluvial fan, presently or potentially subject to inundation by debris flow or deposition of stream-transported sediments.

WT. “Listed species” means those wildlife species that have been listed as endangered, threatened or ~~critical~~ sensitive by the U.S. Fish and Wildlife Service, NOAA National Marine Fisheries Service, or Washington Department of Wildlife pursuant to RCW 77.12.020 and Chapter 232-12 WAC as may be amended.

XU. “Mitigation bank” means a site where wetlands and buffers are restored, created, enhanced, or preserved expressly for the purpose of providing compensatory mitigation in advance of authorized impacts to similar resources.

YV. “Mitigation bank instrument” means the documentation of agency and bank sponsor concurrence on the objectives and administration of the bank. The “bank instrument” describes in detail the physical and legal characteristics of the bank, including the service area, and how the bank will be established and operated.

ZW. “Mitigation bank sponsor” means any public or private entity responsible for establishing and, in most circumstances, operating a bank.

AA~~X~~. "Noxious weeds" means as defined in SMC 15.20.020.

BB. "Ordinary high water mark" means the point on the sides of streams or lakes which is historically or normally at water's edge, as identified by a visible change in vegetation and/or soil. The ordinary high water mark should be determined using the most current federal and state methodologies.

CC~~Y~~. "Pruning" means as defined in SMC 15.20.020.

DD~~Z~~. "Qualified critical area consultant" means a person whom the city determines has the qualifications specified below to conduct critical areas studies pursuant to this chapter, and to make recommendations for critical areas mitigation. For areas of potential geologic instability, the qualified critical areas consultant shall be a geologist or geotechnical engineer. For wetlands the qualified critical areas consultant shall be a certified professional wetland scientist or a noncertified professional wetland scientist with at least two years of full-time work experience as a wetlands professional, including delineating wetlands using the state or federal manuals, preparing wetland reports, conducting function assessments, and developing and implementing mitigation plans. For streams, the qualified critical areas consultant shall be a specialist in fisheries and hydrology. For fish and wildlife habitat conservation areas, the qualified critical areas consultant shall be a fish or wildlife biologist, zoologist, limnologist or ornithologist. For critical aquifer recharge areas, the qualified critical areas consultant shall be a geologist or civil engineer with a minimum of four years of professional experience in groundwater studies and evaluation.

EE. "Riparian management zone" means an area that has the potential to provide full riparian functions, synonymous with stream buffer. Primary functions of riparian management zones include shading, bank stability, nutrient input, wood recruitment, and pollution control.

FF~~AA~~. "Seismic hazard area" means those areas of the city subject to severe risk of earthquake damage as a result of seismically induced landslides, earth adjustments, settlement or soil liquefaction.

GG. "Sensitive species" means any wildlife species native to the state of Washington that is vulnerable or declining and is likely to become endangered or threatened in a significant portion of its range within the state without cooperative management or removal of threats, as currently listed by the Washington Department of Fish and Wildlife.

~~BB~~HH. "Special waste" means all nonhazardous wastes that have special handling needs or have specific waste properties that require waste clearance by either the solid waste division of the King County department of natural resources and parks or the King County health department, or both. Such wastes are specified in the King County Waste Acceptance Policy (P.U.T. 4-1-4 or future amendments of that rule), and include contaminated soil, asbestos-containing materials, treated biomedical wastes, treatment plant grit and vactor wastes, industrial wastes, tires, and other wastes.

~~CC~~II. "Steep slope hazard area" means those areas of the city where the ground rises at an inclination of 40 percent or more within a vertical elevation change of at least 10 feet (a vertical rise of 10 feet or more for every 25 feet of horizontal distance). A slope is delineated by establishing its toe and top and measured by averaging the inclination over at least 10 feet of vertical distance.

~~DD~~JJ. "Stream" means any area of the city where surface waters produce a defined channel or bed which demonstrates clear evidence of the passage of water. The channel or bed need not contain water year-round. The term does not include irrigation ditches, canals, engineered storm or surface water runoff devices or other entirely artificial watercourses unless they are used by salmonids, or unless the created conveyances contain the waters from a stream which was naturally occurring prior to construction/alteration of the conveyance system.

~~EE~~KK. "Topping" means as defined in SMC 15.20.020.

LL. "Waters of the state" means lakes, rivers, ponds, streams, inland waters, underground waters, salt waters, and all other surface waters and watercourses within the jurisdiction of the state of Washington.

MM~~FF~~. "Wetland" or "wetlands" means areas that are inundated or saturated by surface water or groundwater at a frequency and duration sufficient to support, and that under normal circumstances do support, a prevalence of

vegetation typically adapted for life in saturated soil conditions. Wetlands generally include swamps, marshes, bogs, and similar areas. Wetlands do not include those artificial wetlands intentionally created from nonwetland sites, including, but not limited to, irrigation and drainage ditches, grass-lined swales, canals, detention facilities, wastewater treatment facilities, farm ponds, ~~and~~ landscape amenities, ~~or~~and wetlands created after July 1, 1990, ~~. Wetlands do not include areas~~ that were unintentionally created as a result of ~~blockage of drainage from~~ the construction of a road, street, or highway ~~after July 1, 1990.~~ . Wetlands ~~may~~ include those artificial wetlands ~~areas~~ intentionally created from nonwetland areas ~~as compensatory mitigation for impacts to~~to mitigate conversion of wetlands.

~~GG~~NN. "Wildland" means an area in which development is essentially nonexistent, except for roads, railroads, power lines, and similar transportation facilities. Structures, if any, are widely scattered.

~~HH~~OO. "Wildland/urban interface" means any area where wildland fuels threaten to ignite combustible homes and structures. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.030 Applicability.

A. The city of Snoqualmie (city) shall regulate critical areas ~~the city's critical area uses, activities, and developments within, or adjacent to, or likely to affect one or more critical areas,~~ consistent with the provisions of this chapter. Frequently flooded areas are deemed critical areas, and are also subject to regulation pursuant to Chapter 15.12 SMC.

B. Critical areas regulated by this chapter include:

1. Geologically hazardous areas including:
    a. Erosion hazard areas;
    b. Landslide hazard areas;
    c. Steep slope hazard areas; and
    d. Seismic hazard areas;
2. Channel migration and erosion hazard zones;
3. Frequently flooded areas;
4. Streams;
5. Wetlands;
6. Fish and wildlife habitat conservation areas; and
7. Critical aquifer recharge areas.

C. When the provisions of this section or any other provisions of the city's municipal code are in direct conflict with each other, or with other federal or state regulations, the most restrictive provision shall apply. (Ord. 1176 § 2, 2016).

19.12.040 Allowed activities.

A. The following development, modifications, activities, and associated uses are allowed as provided below, provided they are consistent with the provisions of other local, state, and federal laws and requirements and ensure minimal impacts to and no net loss of ecological functions:

1. Emergencies that threaten the public health, safety and welfare. Altered critical areas or buffers may be required to be restored and/or impacts resulting from emergency actions mitigated, based on review by the city, after the emergency situation is stabilized.

2. Removal of such potential fuels within portions of a critical areas buffer in the urban-wildland interface as determined necessary by the fire chief on a site-specific assessment to create a defensible space within 30 feet of a residence in areas declared by the fire chief to be a wildfire threat zone, pursuant to a plan approved by the fire chief. Such plan shall not authorize any more clearing of a critical area buffer than is necessary to eliminate fuels likely to cause the spread of a wildfire.

3. Structures, improvements and uses in existence ~~on the date this chapter becomes effective and~~ that do not meet the requirements of this chapter. Such existing structures and improvements may be remodeled, reconstructed or replaced, provided:

a. Such actions or improvements are designed to only expand on the side of the existing structure, away from the critical area, and do not make the structure(s) intrude further into the critical area or its buffer; and

b. Do not increase the amount of impervious area within the critical area or buffer; and

c. Do not increase the potential impact to a critical area or, in the case of an existing structure or improvement in areas of potential geologic instability, do not increase the potential of soil movement or risk of harm or damage to existing uses or development, or to the public safety.

4. Existing uses may be maintained but shall not be expanded further into a critical area or its buffer. If an existing use that does not meet the requirements of this chapter is abandoned for a period of one year or more, such use shall not be reestablished.

5. Normal and routine maintenance or repair of existing utility or street rights-of-way or utility structures including drainage facilities. Utility or street rights-of-way shall be maintained in a manner that meets the objectives of safe and efficient use of the right-of-way, while eliminating the use of chemical herbicides within the corridors. Normal and routine maintenance includes vegetation management performed in accordance with best management practices that is part of ongoing maintenance of structures, infrastructure, or utilities; provided, that such management actions are part of regular and ongoing maintenance, do not expand further into the critical area, are not the result of an expansion of the structure or utility, and do not directly impact an endangered or threatened species.

6. Removal of invasive plants and noxious weeds, and additional aggressive non-native species, including Japanese knotweed, Scot's broom, English ivy, Himalayan and evergreen blackberry; provided, only hand labor and light equipment that minimizes disturbance to the critical area or buffer are used, and any chemical applications are approved by the Department of Ecology for use adjacent to streams and wetlands, and further provided best management practices are used and soil compaction is avoided.

7. Removal of ~~dangerous~~ hazard trees, with the director's approval. A certified arborist's evaluation may be required in the discretion of the director if the hazard is not clearly evident. Creation of snags are encouraged rather than complete tree removal. Hazard trees removed from critical areas must be replaced at a minimum 3:1 ratio and maintained for at least three years.

8. Enhancement and restoration plantings for the purpose of restoring functions and values of critical areas or buffers that do not require construction permits; provided, only hand labor and light equipment that minimizes disturbance to the critical area or buffer are used. Removal or trimming of trees within critical areas or their buffers, and replacing them with lower growing shrubs, for the purpose of creating or expanding a view corridor shall not be deemed an enhancement or restoration action and is not an exempted activity.

9. The following agricultural activities in existence as of the effective date of Ordinance No. 691:

a. Grazing of livestock, provided best management practices are implemented to protect the water quality;

b. Mowing of hay, grass or grain crops;

c. Tilling, discing, planting, seeding, harvesting and related activities for pasture, food crops, grass seed or sod; provided, that such activities do not involve any expansion into the critical areas or buffer of the area involved from that existing on the date this chapter becomes effective;

d. Normal and routine maintenance of drainage and irrigation ditches, provided they are not used by salmonids; farm ponds, stocked fish ponds, manure lagoons, and created livestock watering ponds; provided, that such activities shall not involve conversion of or expansion into any wetland or buffer not currently being used for such activity and best management practices are used. Maintenance actions within drainage ditches that drain directly to salmonid-bearing waters may require permits from state or federal regulatory agencies.

B. Public Agency or Utility Exception. If the application of this chapter would prohibit a development proposal by a public agency or public utility, the agency or utility may apply for an exception pursuant to this section. After holding a public hearing, the hearing examiner may approve the exception if he/she finds that there is no other practical alternative to the proposed development with less impact on critical areas or their buffers, and the proposal minimizes the impact on critical areas or their buffers. Any decision of the hearing examiner is final unless appealed.

C. Reasonable Use Exception. If the application of this chapter would deny all reasonable use of the property, development may be allowed which is consistent with the general intent of this chapter and the public interest; provided, that the hearing examiner, after a public hearing and consultation with the city attorney, finds that:

1. This chapter would otherwise deny all reasonable use of the property;

2. There is no other reasonable use with less impact on the critical area or its buffer;

3. The proposed development does not pose an unreasonable threat to the public health, safety or welfare on or off the property; and

4. Any proposed alteration of the critical area or its buffer is the minimum necessary to allow for reasonable use of the property, and will not result in a net loss of critical area functions and values. Any decision of the hearing examiner regarding this reasonable use exception shall be final unless appealed.

5. The inability to derive reasonable economic use is not the result of the applicant's actions or that of a previous property owner, such as by segregating or dividing the property and creating an undevelopable condition.

D. Farm Plans. Agricultural activities may be conducted consistent with a farm plan approved by the King Conservation District and the city. A qualified consultant shall evaluate agricultural activities, including vegetation management, outlined in a farm plan with the standards established in these chapters.

E. Mitigation Required. Any authorized alteration of a critical area or its buffer under subsections C and D of this section shall be subject to conditions established by the city and shall require mitigation described in an approved mitigation plan that meets the mitigation requirements of this chapter. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.050 Designation and protection of critical areas and buffers.

A. Designation. Critical areas are designated in this chapter by defining their characteristics, by defining their locations by adoption of a map, or both. In the case of frequently flooded areas, critical areas are designated in Chapter 15.12 SMC.

B. Protection. Critical areas shall be protected as follows:

1. The city shall not permit or approve any use, activity or development proposal, or authorization to alter the condition of any land, water or vegetation, or to construct or alter any structure or improvement, in, over or on a critical area or its buffer, except in compliance with the requirements of this chapter.

2. No person shall alter, nor direct or permit the alteration of, any critical area or buffer except as allowed in compliance with the requirements of this chapter.

3. The provisions of this chapter apply to all critical areas and buffers as designated or defined by this chapter, whether or not the critical area or buffer has been delineated or mapped. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.060 Critical areas reportstudy.

A. When Required. Except as provided in subsection B of this section, for any use, activity or development proposal on site that includes, is adjacent to, or could significantly impact a critical area, other than a critical aquifer recharge area, the applicant or developer, at their its own expense, shall initiate a critical areas study report prepared by a qualified critical area consultant to adequately evaluate the potential impacts to such areas from such use, activity or development proposal. The critical areas study report shall be conducted by a qualified critical areas consultant, subject to the additional provisions of subsection D of this section. No critical areas study report shall be required if a critical area reportstudy previously has been prepared pursuant to this section; provided, that the previous report study contemplated and evaluated the type of use, activity or development to occur on the site; and further provided, any wetland delineation studies provided with the report shall be valid for a maximum period of five years after initial completion.

B. Waivers. The director may waive the requirement for a critical areas reportstudy upon finding that:

1. There will be no alteration of the critical area or areas and associated buffers, or that the use, activity or development proposal is located in a portion of a wetland or stream buffer adjacent to and upland of an existing road and/or other existing development, such that the development site does not provide significant buffer functions;

2. The development proposal will not impact the critical areas or buffers in a manner contrary to the goals, intent, and requirements of this chapter; and

3. The development proposal meets the minimum standards of this chapter.

C. Contents of reportStudy. The critical areas reportstudy shall meet the minimum requirements as the director may establish by administrative rule. The city director may, in his or her discretion, require such supplements or amendments to the reportstudy as he or she may deem necessary to develop a reasonably comprehensive understanding of the site conditions and potential impacts. Critical areas reports relating to wetlands shall be in accordance with the additional criteria found in SMC 19.12.170(B).

D. Additional Review. In situations where the applicant has provided its own critical areas reportstudy, the city may require review of the submitted reportstudy by staff with the necessary critical areas qualifications or retain another qualified critical areas consultant as adjunct staff to review the adequacy of the critical areas reportstudy. The costs for such critical areas consultant review shall be borne by the applicant and shall be for services necessary to review the applicant's critical areas reportstudy, meet with the applicant and/or other relevant city staff, and to conduct any necessary field work to evaluate the applicant's critical areas reportstudy. The city critical areas consultant ordinarily should not conduct a full independent or duplicative critical areas reportstudy. In situations where the city has provided the critical areas reportstudy (at the applicant's expense), the applicant shall have the right, but not the obligation, to submit a second opinion to the city for consideration. The determination of the city as to the adequacy of a critical areas reportstudy shall be final unless the issue is raised on appeal of the development proposal approval or permit. No interlocutory appeal of the report study results is authorized by this section. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.070 Critical area review process.

A. Preapplication Meeting. When a use, activity or development proposal includes or is adjacent to one or more critical areas, the applicant shall meet with the director prior to the submission of any application or development proposal to discuss the goals, purposes, objectives and requirements of this chapter, the scope of any critical areas reportstudy or studiesreports, the qualifications of the applicant's technical consultants, and the nature of the use, activity or development proposal.

B. Incorporation of Critical Areas Conditions in Permits and Approvals. Review of critical areas ~~studies~~ reports and suggested conditions and mitigation shall be reviewed during and incorporated into the underlying permit or approval of the use, activity or development approval by whatever person or body has the authority for the underlying permit or approval. The director shall include in every report, recommendation or administrative decision on a use, activity or development proposal such findings as may be necessary to address the provisions of this chapter.

C. Authority to Condition or Deny Proposals. The city may approve, approve with conditions, or deny any development proposal in order to comply with the requirements and carry out the goals, purposes, and objectives of this chapter. In addition to its general authority under this chapter and any other applicable law or chapter, the city shall condition or deny a permit or approval for a use, activity or development proposal if it is determined that it will increase the potential of soil movement or otherwise result in a significant risk of injury to persons or damage to the structure, site or adjacent properties in the case of areas of potential geologic instability, or will result in a risk of significant harm to a wetland or stream or its functional values, or will disturb the qualities that are essential to maintain the habitat in designated fish and wildlife habitat conservation areas, or poses a significant risk of degrading the quality of groundwater in a critical recharge area. The city shall impose mitigation consistent with the requirements of this chapter and as contained in an approved mitigation report~~study~~.

D. Monitoring.

1. Whenever mitigation is required, the city will~~may~~ require monitoring to ensure the mitigation meets the design performance standards established in the approved mitigation plan. The city may require that a qualified critical area consultant, at the direction of the city and at the applicant's expense, monitor the development proposal site during construction and for a sufficient period of time after construction to ensure satisfactory mitigation of impacts on the critical area. The qualified critical area consultant shall monitor per the provisions outlined in the approved mitigation plan based on the conditions or restrictions imposed by the city and such administrative rules as the director shall prescribe.

2. When monitoring is required, the city shall require the qualified critical area consultant to make written, dated monitoring reports at intervals as may be specified in the approved monitoring plan. The city will review and comment on each monitoring report, and may require any remedial actions as determined necessary to assure success of the mitigation plan. The city will require a final statement from the qualified critical area consultant that, based upon technical data, the mitigation area complies with the performance standards in the approved mitigation plan. Where monitoring reveals a significant deviation from designed performance standards or a failure of mitigation measures, the city may require the applicant to take appropriate corrective action, and the project shall be subject to further monitoring for a time frame to be determined by the city.

E. Assurance Devices. Prior to issuance of any permit or approval which authorizes site disturbance under the provisions of this chapter, the city shall require a bond or other security to assure that all work required by this chapter or any permit condition relating to critical areas is satisfactorily completed in accordance with the approved plans, specifications, permit or approval conditions, and applicable regulations and to assure that all work or actions not satisfactorily completed will be corrected to comply with approved plans, specifications, requirements, and regulations to eliminate hazardous conditions, to restore environmental damage or degradation, and to protect the health, safety and general welfare of the public. If the development proposal is subject to mitigation, the applicant shall post a performance and maintenance bond or other security in a form and amount deemed acceptable by the city to cover long-term monitoring, maintenance, and performance for mitigation projects to ensure mitigation is fully functional for the duration of the monitoring period.

1. Performance Bonds. Mitigation required pursuant to a development proposal must be completed prior to the city's granting of final approval of the development proposal. If the applicant demonstrates that seasonal requirements or other circumstances beyond its control prevent completion of the mitigation prior to final approval, the applicant may post a performance bond, assignment of savings, or other security instrument approved by the city attorney equal to 150 percent of the total cost of the remaining mitigation and guarantees that all required mitigation measures will be completed no later than the time established by the city in accordance with this chapter. The performance bond shall be released following inspection and approval of the bonded improvements.

2. Maintenance/Monitoring Bonds. The city shall require the applicant whose development proposal is subject to a mitigation plan to post a maintenance/monitoring bond, assignment of savings, or other security instrument approved by the city attorney equal to 50 percent of the total estimated maintenance and monitoring cost to guarantee satisfactory workmanship, materials, and performance of structures and improvements. The maintenance bond will be released after meeting the maintenance and mitigation requirements of this chapter and any applicable conditions of approval.

3. All bonds shall be submitted with the appropriate bond quantity worksheet identified by the city. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.080 Critical area tracts and notice on title.

A. Critical Area Tracts. Any critical area ~~and its buffer~~ where development or alteration is prohibited or limited pursuant to this chapter shall be placed in a separate critical area tract if determined by the city to be necessary to protect the critical area. Critical area tracts may be required to be conveyed to the city, if deemed necessary to protect the critical area. Alternatively, the city may require the critical area ~~and its buffer~~ be placed in a Native Growth Protection Easement (NGPE) or similar easement.

B. Notice on Title. The owner of any property that is subject to the provisions of this chapter shall, as a condition of approval pursuant to the provisions of this chapter, record with the records and elections division of King County a notice in a form approved by the city providing notice of the presence of a critical area ~~and/or buffer~~ on the property, the application of this chapter to the property, and that limitations on actions in or affecting such areas may exist. The provisions of this section shall not apply where such notice has already been recorded pursuant to a previous approval, such as a final plat. The form of such notice may be adopted by administrative rule.

1. The notice shall state:

a. The presence of the critical area~~, buffer,~~ or mitigation area on the property;

b. The allowable use of this property; and

c. The limitations that may exist on action in, or affecting, the critical area~~, buffer,~~ and/or mitigation area.

2. The notice on the title shall run with the property.

3. The notice on title will not be required if the work on existing structures or uses is valued at less than 50 percent of the assessed value of the existing structure or use, and if it does not increase the area of impact to the critical area ~~or its buffer~~.

4. This notice on title shall not be required for a development proposal by a public agency or public or private utility:

a. Within a recorded easement or right-of-way; or

b. Where the agency or utility has been adjudicated the right to an easement or right-of-way.

5. The applicant shall submit proof that the notice has been filed for public record for all affected property prior to building permit approval or prior to recording of the final plat in case of subdivisions. (Ord. 1234 § 8, 2020; Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.090 General provisions.

The city will apply the following general methods and mechanisms to accomplish the purposes of this chapter. This section shall be applied to all approved development applications and alterations where critical areas may be affected. Remediation and compensation, for wetlands and streams, may be accomplished using mitigation banking described in this section.

A. Mitigation Sequencing. Conditions to protect critical areas ~~and buffers~~ shall be sequenced as follows:

1. Avoid the impact by refraining from certain actions or parts of an action to the extent feasible;

2. Minimize the impacts by limiting the degree or magnitude of the action, by redesigning the proposed project to minimize impacts and/or avoid or reduce impacts by using appropriate technology, best management practices and design strategies;

3. Remediate the impact by repairing, rehabilitating, or restoring the affected environment;

4. Reduce or eliminate the impact over time by preservation and maintenance operations;

5. Compensate for the impacts by creating, replacing, enhancing, or providing substitute resources or environments;

6. Monitor the mitigation provided for the impact and take appropriate corrective measures when necessary.

B. Buffers.

1. Measurement of Buffers. All buffers shall be measured perpendicular from the critical area boundary as surveyed in the field. For buffer width determination and measurement purposes, the "critical area" excludes the buffer area. The width of the buffer shall be determined according to the category of the critical area and the proposed land use, as described in this chapter.

2. Standard Buffers. The standard buffer widths presume the existence of a native forest vegetation community in the buffer zone adequate to protect the critical area functions and values at the time of the proposed activity. ~~If the vegetation or protection is inadequate,~~ If existing buffer is sparsely vegetated or vegetated with invasive species, the city may require an increase in the buffer width or additional native plantings within the standard buffer width. Provisions to reduce or to average buffer widths to obtain optimal habitat value are provided under the performance standards for each critical area.

3. Buffer Averaging. The director may allow wetland or stream buffer averaging only when the buffer area width after averaging will not adversely impact the critical area and/or buffer functions and values, including wetland hydrology that causes short- or long-term changes in native vegetation composition, soil characteristics, nutrient cycling or water chemistry. At a minimum, any proposed buffer averaging shall meet the following criteria:

a. The resulting buffer area is no less than that which would be provided by the standard buffer;

b. The buffer width shall not be reduced by more than 25 percent at any one point as a result of the buffer averaging, and provided, buffer averaging shall not result in a wetland buffer being reduced to less than 25 feet at any one point in any case;

c. The buffer area is reduced by averaging only in those locations where the least significant upland habitat is present within the standard buffer zone, and the areas for increased buffer incorporate the highest functioning upland habitats, where feasible;

d. The buffer area may be required to be enhanced where the buffer is allowed to be reduced, if the buffer is in a degraded condition;

e. The areas of expanded buffer width are contiguous with the standard buffer;

f. Encroachment into the buffer does not occur waterward of the top of an associated steep slope or into a channel migration zone;

g. Encroachment does not occur into the buffer of an associated wetland except as otherwise allowed; and

h. Buffer averaging shall not result in the relocation of any portion of a buffer onto an adjacent property not in common ownership.

4. Increased Buffer Widths. Buffers of prescribed widths are established in this chapter for various categories of wetlands, streams, geologically hazardous areas and channel migration zones. The director may require

increased buffer widths as necessary to protect critical areas when either the critical area is particularly ~~critical~~ sensitive to disturbance or the development poses unusual impacts. Examples of circumstances that may require buffers beyond minimum requirements include, but are not limited to:

a. Unclassified uses;

b. The critical area is in a sensitive~~critical~~ drainage basin or documented salmonid spawning or rearing habitat;

c. The critical area is ~~a critical f~~ish habitat for spawning or rearing as determined by the Washington Department of Fish and Wildlife;

d. The land adjacent to the critical area and its associated buffer, and located within the development proposal, is classified as an erosion hazard area; or

e. A trail or utility corridor in excess of 10 percent of the buffer width is proposed for inclusion in the buffer.

5. Functionally isolated wetland buffers and riparian management zones. Areas that provide no ecological functions or values which are functionally separated from a wetland or stream by legally established roads, impervious surfaces, or structures, shall be excluded. ~~.~~

6. Single family residences part of a previously approved development are allowed improvements with a maximum footprint of 250 square feet, such as decks, patios, and appurtenances.

C. Building Setback Line. A building setback line of 15 feet shall be required from the edge of a buffer for any building or structure to ensure that the exteriors of the building or structure can be improved, maintained or repaired without encroaching into the buffer. Trails, sidewalks, parking lots, or stormwater facilities may be located within the building setback line as long as access for maintenance will not result in adverse impacts to the actual buffer.

D. Land Segregation. Subdivisions, short subdivisions, binding site improvement plans, boundary line adjustments and any other division of land in critical areas and buffers shall be subject to the following provisions:

1. Land that is wholly within a wetland or stream or buffer may not be subdivided or the boundary line adjusted except as approved under a reasonable use permit. In the case of land where one parcel is entirely within a wetland or stream buffer and an adjacent parcel is located partially or entirely out of a wetland or stream buffer, the provisions of subsection B of this section shall apply to boundary line adjustments between the two parcels.

2. Land that is partially within a wetland or stream or buffer may be divided or the boundary line adjusted to create buildable lots; provided, that an accessible and contiguous portion of each new or adjusted buildable lot is:

a. Located outside the wetland or stream~~critical area~~ and any associated buffer; and

b. Complies with the minimum lot size for the zoning district in which it is located, if applicable.

3. Accessory roads and utilities serving the proposed division of land may be permitted within the wetland or stream and associated buffer only if the city determines that no other feasible alternative exists.

E. Marking or Fencing.

1. Temporary Markers. The outer perimeter of wetland, stream, fish and wildlife habitat conservation areas, steep slopes and their associated buffer and the limits of these areas to be disturbed pursuant to an approved permit or authorization shall be marked in the field prior to site clearing in a manner approved by the city so no unauthorized intrusion will occur. Markers or fencing are subject to inspection by the director or his/her designee prior to the commencement of permitted activities. This temporary marking shall be maintained throughout construction and shall not be removed until directed by the director, or until permanent signs and/or fencing, if required, are in place.

2. Permanent Markers. Following the implementation of an approved development plan or alteration, the outer perimeter of the critical area or buffer that is not disturbed shall be permanently identified. The director shall approve sign locations during review of the development proposal. Along residential boundaries, the signs shall be at least four inches by six inches in size and spaced one per centerline of lot or every 75 feet for lots whose boundaries exceed 150 feet. At road endings, crossings, and other areas where public access to the critical area is allowed, the sign shall be a minimum of 18 inches by 24 inches in size and spaced one every 75 feet. This identification shall include permanent wood or metal signs on treated wood or metal posts. Signs shall be worded as follows:

CRITICAL AREA BOUNDARY

Protection of this natural area is in your care. Alteration or disturbance is prohibited. Please call the City of Snoqualmie at (425) 888-5337 for more information. Removal of this sign is prohibited.

3. Permanent Fencing. The director shall require permanent fencing where there is a likelihood of the intrusion into the critical area ~~or its buffer~~ based on the development proposal. The director shall also require such fencing when, subsequent to approval of the development proposal, intrusions threaten conservation of critical areas ~~or buffers~~. The director may use any appropriate enforcement actions including, but not limited to, fines, abatement, or permit denial to ensure compliance.

F. Mitigation Plans.

1. Whenever mitigation is required, the applicant shall prepare and submit a mitigation plan using a watershed approach for city review and approval.

2. General Mitigation Requirements. Mitigation for alterations to critical areas shall achieve equivalent or greater biological functions and may include, in the case of streams and wetlands, mitigation for adverse impacts upstream and downstream of the development proposal site. Mitigation sites for wetlands, streams, and fish and wildlife habitat conservation areas shall be located to achieve contiguous habitat to minimize the isolating effects of development on habitat areas. Mitigation of aquatic habitat should be located within the same aquatic system as the area disturbed, unless the applicant provides a sound ecological basis for providing it in as close proximity to the project site as feasible and as approved by the administrator. Mitigation shall address each function affected by the alteration to achieve functional equivalency or improvement on a per function basis. Increased ratios of mitigation area may be required for wetlands, and the buffers of streams or wetlands, as provided in this chapter.

3. Mitigation Plan Submittal Requirements. The required scope and content of a mitigation plan shall be established by administrative rule promulgated by the director. Mitigation plans for wetlands and streams shall be based upon the Wetland Mitigation in Washington State, Part 1: Agency Policies and Guidance – Version 2 (Ecology Publication 21-06-003, Olympia, WA, April 2021, or as revised) and Part 2: Developing Mitigation Plans – Version 1 (Ecology Publication Number 06-06-011b, Olympia, WA, March 2006, or as revised), and Selecting Wetland Mitigation Sites Using a Watershed Approach (Western Washington) (Publication No. 09-06-32, Olympia, WA, December 2009, or as revised) as it now exists or may hereafter be modified. ~~in the final guidance document when published.~~

4. Mitigation Monitoring. The time period for mitigation monitoring shall be established per the administrative rule established per subsection (F)(3) of this section, and shall be subject to the following minimum standards. Monitoring for compensatory mitigation for alteration of a wetland or stream shall occur for a minimum of five years. In the case of forested and scrub-shrub wetlands, monitoring shall occur for a minimum of 10 years, with reports submitted in years 1, 2, 3, 5, 7, and 10 and shall be secured with a bond or assignment for security.

G. Habitat Study. A habitat study shall be required for all development proposals that the director determines may affect the habitat of a listed species. If one or more listed species is using the subject property, the following additional requirements shall apply:

1. The applicant using a qualified professional consultant shall submit a habitat management plan, which at a minimum shall identify the qualities that are essential to maintain viable habitat for listed species using the fish and wildlife habitat conservation area and identify measures to minimize the impact from proposed activities on the habitat. The applicant shall be guided by WDFW's Priority Habitats and Species Management reccomendations~~the "Management Recommendations for Washington's Priority Habitats and Species," issued by the Washington Department of Wildlife, May 1991, and as may be amended, and by any recovery and management plans prepared by the Washington Department of Wildlife for the listed species~~ pursuant to WAC 232-12-297.~~(11)~~.

2. Conditions shall be imposed, as necessary, based on the measures identified in the habitat management plan.

3. To retain adequate natural habitat for listed species, buffers may be established on a case-by-case basis as described in the habitat management plan.

H. Minimal Impacts and No Net Loss. All the regulations of this chapter shall be applied to uses, activities, modifications and development to ensure minimal impacts to and no net loss of ecological function.

I. Where impact to critical areas or their buffers cannot be avoided, the applicant shall demonstrate that the impact is authorized by the provisions of this chapter or a reasonable use exception. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.100 Erosion hazard areas.

Alteration of erosion hazard areas may be permitted subject to the following requirements:

A. Clearing and Grading within Erosion Hazard Areas. Clearing and grading within erosion hazard areas shall conform to the following standards:

1. Clearing of up to 15,000 square feet on any one lot and timber harvest pursuant to a DNR-approved forest practice permit or a city-approved clearing or grading permit may be cleared at any time. All other clearing on erosion hazard areas shall be allowed only from April 1st to November 1st unless otherwise approved by the city.

2. Clearing and grading in erosion hazard areas shall be sequenced as follows:

a. No clearing or grading shall occur in an erosion hazard area until after the area to be cleared and/or graded has been marked in the field and the markings have been approved by the city.

b. Clearing and grading for and installation of temporary erosion and sedimentation control measures in erosion hazard areas shall occur prior to clearing and grading for roads and utilities.

c. Clearing and grading for roads and utilities in erosion hazard areas shall be completed prior to any clearing or grading of lots or building pads and shall be the minimum necessary to accomplish the project engineering designs.

d. Clearing and grading of lots, building pads or other retained vegetation shall subsequently be removed only if it is a specific element of an approved structure and subject to specific development approval from the city.

3. Approved clearing and grading pursuant to this section shall use directional felling, approved skidding plans and other techniques to minimize damage to soils and understory vegetation.

B. Erosion Control Plan. All development must submit an erosion control plan consistent with the requirements of this section and other relevant portions of the Snoqualmie Municipal Code. Approval of such plans shall include mitigation, monitoring and bonds as necessary to ensure satisfactory performance of the conditions of approval.

C. Buffers. There are no buffers for erosion hazard areas. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.110 Landslide hazard areas.

A. Alteration of a landslide hazard area on slopes 40 percent or steeper is prohibited except as provided for under the development standards for steep slopes.

B. Alteration of a landslide hazard area on slopes less than 40 percent is prohibited unless the city concludes from the critical area report ~~study~~ that the development proposal will not decrease slope stability on adjacent properties and the development proposal can be designed so that the landslide hazard to the project and adjacent property is eliminated or mitigated to meet city-defined factors of safety, per administrative rule.

C. Buffers in Landslide Hazard Areas.

1. The buffer from the top of a slope shall be designed to protect persons and property from damage due to catastrophic slope failure and slope retreat over the lifetime of the use and provide an area of vegetation to promote shallow stability, control erosion and promote multiple benefits to wildlife and other resources. The buffer distance from the top of slope shall be equal to the greater of:

a. The distance from the toe of slope upslope at a slope of 2:1 (horizontal to vertical) to a point that intersects with the site's ground elevation; or

b. A horizontal distance from the top of the slope equal to the vertical height of the slope; or

c. Fifty feet from the top of the slope.

2. The buffer from the toe of a slope shall provide for the safety of persons and property from the run-out resulting from slope failure and shall be the greater of:

a. A horizontal distance equal to the vertical height of the slope; or

b. Fifty feet from the toe of the slope.

D. Buffer Reduction. The buffer may be reduced to a minimum of 15 feet based on analysis of specific development plans provided by a qualified professional that demonstrates to the public works director's satisfaction that the reduction will adequately protect the proposed development, adjacent developments, uses and other nearby critical areas, and will not result in reduced slope stability.

E. Increased Buffer. The buffer may be increased where the community development director determines a larger buffer is necessary to prevent risk of damage to proposed and existing development.

F. Clearing and Grading in Landslide Hazard Areas. When associated with an allowed alteration within a landslide hazard area, clearing and grading activities shall conform to the following standards:

1. Clearing and grading in landslide hazard areas shall be allowed only from April 1st to November 1st.

2. Clearing and grading shall be sequenced as follows:

a. No clearing or grading shall occur in a landslide hazard area until after the area to be cleared and/or graded has been marked in the field and the markings have been approved by the city.

b. Clearing and grading for and installation of temporary erosion and sedimentation control measures in landslide hazard areas shall occur prior to clearing and grading for roads and utilities.

c. Clearing and grading for roads and utilities in landslide hazard areas shall be completed prior to any clearing or grading of lots or building pads and shall be the minimum necessary to accomplish the project engineering designs.

d. Clearing and grading of lots, building pads or other retained vegetation shall subsequently be removed only if it is a specific element of an approved structure and subject to specific development approval from the city.

3. Approved clearing and grading pursuant to this section shall use directional felling, approved skidding plans and other techniques to minimize damage to soils and understory vegetation.

G. Roads and Utilities. Roads and utilities may be permitted within landslide hazard areas and associated buffers if the city determines that no other practical alternative exists.

H. Utility Lines and Pipes. Utility lines and pipes shall be permitted in the landslide hazard area only when the applicant demonstrates that no other practical alternative is available. The line or pipe shall be located above ground and be properly anchored and/or designed so that it will continue to function in the event of erosion. Stormwater conveyance shall be allowed only through a high-density polyethylene pipe with fuse-welded joints, or similar product that is technically equal or superior. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.120 Steep slope hazard areas.

A. Alterations. No development or alteration shall be allowed in steep slope hazard areas unless the development or alteration is one of the following:

1. Any alteration on slopes 40 percent or steeper with a vertical elevation change of less than or equal to 20 feet, provided the critical areas ~~study~~ report demonstrated that no adverse impact will result;

2. Any alteration of a slope, which has been created through previous legal grading activities, may be regraded as part of an approved development proposal. Any remaining slopes in excess of 40 percent shall be subject to the steep slope protections of this chapter;

3. Surface water or stormwater conveyance approved by the city in conformance with the stormwater management requirements in Chapter 15.18 SMC;

4. Trails construction approved by the city;

5. Utility construction approved by the city, if the city determines that no other feasible alternative exists. Utility lines or pipes shall be located above ground and properly anchored and/or designed so that they will continue to function in the event of an underlying slide. Stormwater conveyance shall be allowed only through a high-density polyethylene pipe with fuse-welded joints, or similar product that is technically equivalent or superior;

6. Trimming and cutting of vegetation on steep slopes approved by the city; provided that the soils are not disturbed.

B. Buffers in Steep Slope Hazard Areas.

1. The buffer from the top of a slope shall be designed to protect persons and property from damage due to catastrophic slope failure and slope retreat over the lifetime of the use and provide an area of vegetation to promote shallow stability, control erosion and promote multiple benefits to wildlife and other resources. The buffer distance from the top of slope shall be equal to the greater of:

a. The distance from the toe of slope upslope at a slope of 2:1 (horizontal to vertical) to a point that intersects with the site's ground elevation; or

b. A horizontal distance from the top of the slope equal to the vertical height of the slope; or

c. Fifty feet from the top of the slope.

2. The buffer from the toe of a slope shall provide for the safety of persons and property from the run-out resulting from slope failure and shall be the greater of:

a. A horizontal distance equal to the vertical height of the slope; or

b. Fifty feet from the toe of the slope.

C. Buffer Reduction. The buffer may be reduced to a minimum of 15 feet based on analysis of specific development plans provided by a qualified professional that demonstrates to the public works director's satisfaction that the reduction will adequately protect the proposed development, adjacent developments, uses and other nearby critical areas, and will not result in reduced slope stability.

D. Increased Buffer. The buffer may be increased where the community development director determines a larger buffer is necessary to prevent risk of damage to proposed and existing development. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.130 Seismic hazard areas.

A. Alteration of a seismic hazard area shall only be allowed if mitigation is implemented that provides for adequate factors of safety against liquefaction, surface rupture, lateral spreading, seismically induced landsliding, and settlement.

B. Structures in seismic hazard areas shall conform to applicable analysis and design criteria of the International Building Code. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.140 Channel migration and associated erosion hazard zones.

A. The administrator shall assemble all available channel migration and erosion hazard maps and studies from King County and other sources in order to determine the location and severity of known channel migration and erosion hazard zones, and shall maintain maps showing the boundaries of all known channel migration and erosion hazard zones. The administrator is hereby authorized to adopt administrative rules to establish the process and criteria for designating and classifying channel migration and erosion hazard zones. An applicant for a development permit may submit a report by a qualified professional engineer in support of a determination of the boundaries or classification of channel migration and/or erosion hazard areas on a specific property if there is a discrepancy between the approved channel migration zone or erosion hazard map and site-specific conditions or data, or for unmapped potential channel migration zones or erosion hazard areas. It is a goal of the city of Snoqualmie to retain and restore channel migration zones as practicable to restore riparian functions in applicable areas over time.

B. No new development may be permitted in the severe channel migration zone unless otherwise allowed under this section.

C. The following activates are allowed within the severe and moderate channel migration zone:

1. Trails and boardwalks;

2. Forest practices;

3. Ongoing agriculture;

4. Bridges, utilities and transportation structures when no other feasible alternative exists;

5. Development with a primary purpose of protecting or restoring ecological functions.

D. Existing structures may be maintained and improved on existing legal lots in the moderate channel migration zone and/or erosion hazard area; provided, the footprint may not be expanded toward the source of channel migration or erosion hazard.

E. New structures may be permitted in the moderate channel migration zone on existing legal lots; provided, that a feasible alternative location outside of the channel migration hazard is not available on site, and the structure and supporting infrastructure, including septic system, are located at the farthest distance from any source of channel migration or erosion hazard.

F. Subdivision of land by any means, including short subdivision or binding site improvement plan, is prohibited within the moderate channel migration zone.

G. New structural flood hazard reduction measures may be allowed in a channel migration zone to protect existing development only where demonstrated through an engineering analysis to be necessary, and when nonstructural

methods are infeasible and such measures are located landward of associated wetlands and buffer areas except where no alternative exists as documented in a geotechnical analysis. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.150 Frequently flooded areas.

A. Standards for building and development in frequently flooded areas are set forth in Chapter 15.12 SMC, Flood Hazard Regulations. SMC 15.12.170, Floodways, adopted by Ordinance 621, 1989, and as hereafter amended, is hereby adopted by reference.

B. No encroachment, including fill, new construction, substantial improvement or other development shall be permitted within the floodway except as described in SMC 15.12.170.

C. No new construction or reconstruction of residential structures shall be permitted within the floodway, except as described in SMC 15.12.170.

D. All new construction and substantial improvement shall comply with all other applicable flood hazard reduction standards of Chapter 15.12 SMC, Flood Hazard Regulations.

E. New structural flood hazard reduction measures are allowed only where demonstrated to be necessary, and when nonstructural measures are infeasible and mitigation is accomplished, and provided, such measures are landward of associated wetlands and buffer areas except where no alternative exists as documented in a geotechnical analysis. (Ord. 1237 § 3, 2020; Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.160 Streams.

A. Classification of Streams. Streams shall be classified in accordance with WAC 222-16-030 as follows:

1. Class 1 are Type S (shorelines) streams and include waters, within their bankfull width, as inventoried as "Shorelines of the State" (rivers over 20 cfs, marine shorelines and lakes over 20 acres) under Chapter 90.58 RCW and the rules promulgated pursuant to Chapter 90.58 RCW, including periodically inundated areas of their associated wetlands. "Bankfull width" is the measurement of the lateral extent of the water surface elevation perpendicular to the channel at bankfull depth.

2. Class 2 are Type F (fish) streams and include segments of natural waters other than Type S waters that are within the bankfull widths of defined channels and periodically inundated areas of their associated wetlands, or within lakes, ponds, or impoundments having a surface area of one-half acre or greater at seasonal low water that in any case contain fish habitat or are described by one of the four categories in WAC 222-16-030(2).

3. Class 3 are Type Np (non-fish perennial) streams and include all segments of natural waters within the bankfull width of defined channels that are perennial non-fish habitat streams. Perennial streams are waters that do not go dry at any time during a year of normal rainfall. However, for the purpose of water typing, Type Np waters include the intermittent dry portions of the perennial channel below the uppermost point of perennial flow.

4. Class 4 are Type Ns (non-fish seasonal) streams and include all segments of natural waters within the bankfull width of the defined channels that are not Type S, F, or Np waters. These are seasonal, non-fish habitat streams in which surface flow is not present for at least some portion of a year of normal rainfall and are not located downstream from any stream reach that is a Type Np water. Ns waters must be physically connected by an aboveground channel system to Type S, F, or Np waters.

~~5. Type C (Conveyance). As defined by the city of Snoqualmie, "Type C waters" are those natural open ephemeral drainage courses (including where bridged, piped or culverted) that are not Type S, F, Np or Ns waters, which contain flow only during or immediately after periods of precipitation, and which flow generally less than 30 days per year.~~

B. No alteration to a stream or riparian management zone~~buffer~~ shall be permitted unless the city grants a public agency or utility exception or reasonable use exception, or unless the city finds that the development proposal is one

of the permitted uses identified in subsection C of this section and the project as proposed preserves or enhances the important stream and buffer functions and is otherwise consistent with the purposes of this chapter.

C. Permitted Uses and Alterations. Subject to the requirements of the underlying zoning designation and other applicable codes and ordinances, the following uses and alterations shall be permitted within streams or their ~~buffers~~riparian management zones, in accordance with the standards set forth in this section when done in compliance with the provisions of other applicable codes and ordinances. Mitigation shall be required for any impact to the critical area or its buffer from these permitted uses and alterations:

1. Stream Crossings. Stream crossings may only be permitted when there is no other reasonable access resulting in less impact on the stream and/or its buffer. Stream crossings shall use all reasonably feasible construction techniques to avoid disturbance to the stream bed or bank. In the case of Class 2, Class 3 or Class 4 streams, bottomless culverts or other appropriate methods demonstrated to provide fisheries protection may be used if the applicant demonstrates that such methods and their implementation will pose no harm to the stream bank or bed and will not adversely impact fish habitat as demonstrated in a report from a qualified consultant submitted by the applicant. The applicant shall be responsible to obtain and comply with all other applicable state and federal permits. Crossings shall not occur over salmonid spawning areas unless no other possible crossing site exists. Crossings shall be minimized and serve multiple purposes and properties whenever possible. Construction of stream crossings shall be in conformance with applicable permit limitations established by state resource agencies. Stream crossings shall be designed in accordance with the Washington Department of Fish and Wildlife's Water Crossing Design Guidelines (2013), as updated. New crossings shall be evaluated under future climate change scenarios for 2040 and 2080, or similar, as required by state and federal agencies.

2. Stream Relocations. Class 1 streams shall not be relocated. Class 2 streams shall not be relocated except for public road projects which have been approved by a variance and by applicable state resource agencies. Class 3 and Class 4 streams may only be relocated provided the in-stream resources are preserved or enhanced, all appropriate floodplain protection measures are used, and the stormwater management requirements in Chapter 15.18 SMC, and all other applicable permit and code requirements have been met. A proposal to relocate a Class 2, Class 3 or Class 4 stream must be accompanied by a stream mitigation plan.

3. Stream Channel Stabilization. Stream channel stabilization may only be allowed when movement of the stream channel threatens existing residential or commercial structures, public improvements, unique natural resources, or the only possible existing access to property. Proposals to stabilize a stream channel must be done in compliance with the provisions of this chapter and other applicable codes and ordinances, including but not limited to shoreline regulations pursuant to Chapter 19.08 SMC, Shoreline Regulations.

4. ~~Type C~~ Maintenance. Maintenance associated with ~~Type C~~stormwater conveyances ~~waters~~ that do not carry anadromous salmonids, and that do not meet the definition of a wetland, may be maintained through use of best management practices developed in consultation with other state and federal agencies with jurisdiction.

5. Educational and Research Activities. Educational and research activities are permitted, not including construction of buildings or other permanent structures.

6. Enhancement or Mitigation. Enhancement or other mitigation plans are permitted, including landscaping in accordance with conditions of development imposed by the city.

7. Drainage Facilities. Discharges from drainage facilities are permitted, provided the stormwater management requirements in Chapter 15.18 SMC have been met and the city finds that the wetland functions can be preserved or enhanced and provided stormwater discharges to streams from drainage facilities will not negatively affect the rate of flow nor decrease the water quality of the stream.

8. Public Utilities. Public utilities may be permitted in the stream buffer, provided no practical alternative exists and adequate provision is made to protect or enhance the function of the stream buffer through appropriate mitigation. Unless located within a road right-of-way permitted pursuant to subsection (C)(9) of this section, sewer utilities may be constructed only in the outer 15 percent of a wetland or stream buffer if engineering design dictates, and if the other requirements of this section are met. All utility corridors should be designed

and coordinated to accommodate joint use in order to reduce the number of such corridors. Proposals to cross wetlands, streams or their buffers must include a mitigation plan, and must be designed to implement best management practices. Upon completion of the utility installation, wetlands, streams, and their buffers must be restored to preproject configurations or enhanced if preproject conditions were degraded, based on an approved mitigation plan which shall require maintenance and monitoring per the provisions of this chapter.

9. Roads and Rights-of-Way. Roads and other rights-of-way are permitted, provided no practical alternative exists and adequate provision is made to protect or enhance the stream through appropriate mitigation. Roads shall be designed and maintained to prevent erosion and restriction of the natural movement of groundwater as it affects the critical area.

Roads must be located to conform to the topography so that minimum alteration of natural conditions may be required. Where feasible, roads and utilities shall be similarly aligned to minimize the area of disturbance. Roads shall be designed and constructed per the stormwater management requirements in Chapter 15.18 SMC. A restoration plan for the area, designed per the standards of a mitigation plan, shall be required.

10. Other Uses. Other uses may be permitted by the city only following review and approval of a critical areas ~~study~~ report and upon a determination that such use can be developed in a manner that would not degrade the quantitative and qualitative functioning of the stream.

11. Passive Recreation. Passive recreation may be permitted, provided public access shall only be allowed upon a finding by the director that:

a. Such public access will not adversely affect habitat or water quality values of the critical area ~~or its buffer~~, and that the design reflects current Priority Habitat and Species data and WDFW management recommendations;

b. Public access shall be limited to previous trails, boardwalks, viewing areas, covered seating, and displays, and must be located in areas which have the lowest sensitivity to human disturbance or alteration;

c. Public access must be specifically developed for interpretive, educational or research purposes by, or in cooperation with, the city, or as part of the adopted Snoqualmie comprehensive plan or other official plan or development approval adopted by the city;

d. No motorized vehicles shall be allowed within a wetland, stream or their buffers except as required for necessary maintenance or security;

e. Vegetative edges, structural barriers, signs or other measures must be provided wherever necessary to protect wetlands by limiting access to designated public use or interpretive areas;

f. Access areas must incorporate design features and materials which protect water quality and allow adequate surface and groundwater movement;

g. Must be located so as not to disturb nesting, breeding and rearing areas;

h. Trails should be located in the outer 25 percent of the buffers. Trail access within the remainder of the buffer or wetland may be allowed provided no practical alternative exists and adequate provision is made to protect or enhance the wetland through appropriate mitigation;

i. If trails are allowed to cross wetlands, boardwalks shall be used to minimize the impact.

12. Trails, Boardwalks and Viewing Areas. A continuous riverwalk trail, boardwalk and public viewing areas within the buffer of the Snoqualmie River and Kimball Creek.

13. Decks, Patios and Walkways. Decks, patios and walkways associated with commercial development and parks/trail development permitted by this chapter and the underlying zoning, provided such facilities are designed and constructed to afford public access to views of the riverfront and provide a public easement as

part of an overall public boardwalk and viewing platform system within the buffer of the Snoqualmie River within the Urban Riverfront Environment from southerly margin of S.E. Fir Street to the eastern property line of Riverview Park.

D. ~~Stream Buffers~~Riparian Management Zones. Riparian Management Zones (RMZ) are designated based on the estimated average 200 year site potential tree height, extending outward on each side of a stream from the ordinary high water to the distances prescribed in Table 19.12.160-1~~Streams shall have the following prescribed buffers as specified in Table 19.12.160-1~~:

Table 19.12.160-1.

~~Stream Buffer~~Riparian Management Zone Widths

Stream Classification	~~External Buffer~~RMZ Width
Class 1 streams ~~and Class 2 streams with anadromous salmonids~~	100 feet. See Shoreline Regulations at SMC 19.08[1].
Class 2 streams	200~~75~~ feet
Class 3 streams	~~5~~100 feet
Class 4 streams	100~~25~~ feet
Snoqualmie River South Fork and right bank of mainstem within the Natural Shoreline Environment[1,2]	200 feet
Snoqualmie River within Urban Riverfront Environment, generally located between S.E. Fir Street and Meadowbrook Way S.E.[1,2]	25 feet

~~[1] Areas of the Snoqualmie River not identified in Table 19.12.160-1 shall use the prescribed Class 1 stream buffer~~riparian management zone.

[12] See Chapter 19.08 SMC for shoreline environments and associated maps.

E. Mitigation. Mitigation shall be required for permitted alterations of streams or their riparian management zones~~buffers~~. Stream replacement or enhancement shall result in no net loss of stream functions either on or off site due to the alteration. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.170 Wetlands.

A. Wetland Inventory. The city initially conducted a wetland inventory in 1991 and continues to update the inventory as new information becomes available. The wetland inventory maps, on file with the director, are hereby incorporated herein by this reference. Property owners, the director, and/or members of the public may use these as a general guide but the maps do not provide a comprehensive accounting of areas subject to this chapter nor do they provide a definitive critical area designation. The exact location of a wetland and the associated boundary shall be determined through the performance of a field delineation by a qualified wetland consultant using the approved federal wetland delineation manual and applicable regional supplements as specified by WAC 173-22-035.

B. Report for Wetlands.

1. If the administrator determines that the site of a proposed development includes, is likely to include, or is adjacent to a wetland, a wetland report, prepared by a qualified professional, shall be required unless preparation of a report is excused or waived in accordance with SMC 19.12.060.A or 19.12.060.B. The expense of preparing the wetland report shall be borne by the applicant.

2. Minimum Standards for Wetland Reports. The written report and the accompanying plan sheets shall be consistent with SMC 19.12.060 and shall contain the following information, at a minimum:

a. The name and contact information of the applicant; the name, qualifications, and contact information for the primary author(s) of the wetland critical area report; a description of the proposal; identification of all the local, state, and/or federal wetland-related permit(s) required for the project; and a vicinity map for the project.

b. A statement specifying the accuracy of the report and all assumptions made and relied upon.

c. Documentation of any fieldwork performed on the site, including field data sheets for delineations, rating system forms, baseline hydrologic data, etc.

d. A description of the methodologies used to conduct the wetland delineations, rating system forms, or impact analyses including references.

e. Identification and characterization of all ~~critical areas,~~ wetlands, water bodies, shorelines, floodplains, and other ~~buffers~~ critical areas on or adjacent to the proposed project area.

f. For each wetland identified on site and within 300 feet of the project site provide: the wetland rating, including a description of and score for each function, per wetland ratings (subsection C of this section); required buffers; hydrogeomorphic classification; wetland acreage based on a professional survey from the field delineation (acreages for on-site portion and entire wetland area including off-site portions); Cowardin classification of vegetation communities; habitat elements; soil conditions based on site assessment and/or soil survey information; and to the extent possible, hydrologic information such as location and condition of inlets/outlets (if they can be legally accessed), estimated water depths within the wetland, and estimated hydroperiod patterns based on visual cues (e.g., algal mats, drift lines, flood debris, etc.). Provide acreage estimates, classifications, and ratings based on entire wetland complexes, not only the portion present on the proposed project site.

g. A description of the proposed actions, including an estimation of acreages of impacts to wetlands and buffers based on the field delineation and survey and an analysis of site development alternatives, including a no-development alternative.

h. An assessment of the probable cumulative impacts to the wetlands and buffers resulting from the proposed development.

i. A description of reasonable efforts made to apply mitigation sequencing pursuant to mitigation sequencing (SMC 19.12.090) to avoid, minimize, and mitigate impacts to critical areas.

j. A discussion of measures, including avoidance, minimization, and compensation, proposed to preserve existing wetlands and restore any wetlands that were degraded prior to the current proposed land use activity.

k. A conservation strategy for habitat and native vegetation that addresses methods to protect and enhance on-site habitat and wetland functions.

l. An evaluation of the functions of the wetland and adjacent buffer. Include reference for the method used and data sheets.

m. A copy of the site plan sheet(s) for the project must be included with the written report and must include, at a minimum:

i. Maps (to scale) depicting delineated and surveyed wetland and required buffers on site, including buffers for off-site critical areas that extend onto the project site; the development proposal; other critical areas; grading and clearing limits; areas of proposed impacts to wetlands and/or buffers (include square footage estimates).

ii. A depiction of the proposed stormwater management facilities and outlets (to scale) for the development, including estimated areas of intrusion into the buffers of any critical areas. The written report shall contain a discussion of the potential impacts to the wetland(s) associated with anticipated hydroperiod alterations from the project.

C. State Ratings System. The categorization of wetlands set forth herein is intended to implement the Washington State Department of Ecology wetland rating system found in the Washington State Wetlands Rating System (Western Washington, 2014 Update Version 2, Ecology Publication No. 2314-06-0029) and associated guidance documents as it now exists or may hereafter be revised by the Department of Ecology, which is hereby incorporated herein by this reference. References herein to wetland scores are those scores derived by application of the Washington State Wetlands Rating System. Wetland rating categories shall be applied as the wetland ~~exists at the time of the adoption of this chapter or as it~~ exists at the time of an associated permit application. Wetland categories shall not change due to illegal modifications.

D. Wetland Categorization. Wetlands shall be categorized as follows:

1. Category I. Category I wetlands are those that represent unique or rare wetland types, are more critical to disturbance than most wetlands, are relatively undisturbed and contain ecological attributes that are impossible to replace within a human lifetime, or provide a high level of functions. Category I wetlands in the city include:

a. Wetlands with high conservation value, which are identified by scientists of the Washington Natural Heritage Program as important ecosystems for maintaining plant diversity in our state;

b. Bogs;

c. Mature and old growth forested wetlands larger than one acre; or

d. Wetlands that perform functions at high levels and scoring 23 or more points (out of 27) on the questions related to functions.

2. Category II. Category II wetlands are difficult, though not impossible, to replace, and provide high levels of some functions. These wetlands occur more commonly than Category I wetlands, but still need a relatively high level of protection. Category II wetlands are wetlands with a moderate level of functions, scoring between 20 and 22 points.

3. Category III. Category III wetlands are wetlands with a moderate level of functions, scoring between 16 and 19 points. Such wetlands generally have been disturbed in some ways and are often less diverse or more isolated from other natural resources in the landscape than Category II wetlands.

4. Category IV. Category IV wetlands are wetlands with the lowest levels of functions, scoring fewer than 16 points, and are often heavily disturbed. These wetlands could be replaced, or in some cases improved. However, experience has shown that replacement cannot be guaranteed in any specific case. These wetlands may provide some important functions, and also need to be protected.

~~E. Impacts to Wetlands Less Than 1,000 Square Feet. The following wetlands are exempt from the buffer provisions contained in this chapter and the normal mitigation sequencing process in SMC 19.12.090. They may be filled if impacts are fully mitigated based on provisions in this chapter. If available, impacts should be mitigated through the purchase of credits from a mitigation bank, consistent with the terms and conditions of the program or bank. iIn order to verify the following conditions, a critical area report for wetlands meeting the requirements in SMC~~ 19.12.180 ~~must be submitted.~~

~~1. All isolated Category III and IV wetlands less than 1,000 square feet that:~~

~~a. The wetland is not associated with a riparian corridor;~~

~~b. The wetland is not associated with other wetlands through surface or groundwater connections;~~

~~c. The wetland does not contain habitat identified as essential for local populations of species identified by the Washington Department of Fish and Wildlife as priority species;~~

~~d. Compensatory flood storage for the proposed alteration has been provided within city limits with the equivalent to the amount of flood storage removed from the wetland; and~~

~~e. If located in the city's 100-year floodplain, the proposal is consistent with the requirements of Chapter 15.12 SMC, Flood Hazard Regulations.~~

E~~F~~. Filling or Alteration of Wetlands.

~~1. No alteration of a wetland or associated buffer, except those covered in this section, shall be permitted unless the city grants a public agency or utility exception or reasonable use exception, or unless the city finds that the development proposal is one of the permitted uses identified in subsection H of this section and the project as proposed preserves or enhances the important wetland and buffer functions and is otherwise consistent with the purposes of this chapter;~~

1~~2~~. The fill shall not result in the loss of flood storage and shall be compensated for within city limits;

2~~3~~. If the fill is located in the city's 100-year floodplain, the proposal must be consistent with the requirements of Chapter 15.12 SMC, Flood Hazard Regulations;

3~~4~~. The alteration shall not result in deficient buffers that do not adequately protect the remaining wetland.

F~~G~~. Alterations Prohibited. Unless otherwise allowed by ~~this section,~~subsection G, no wetland or associated buffer shall be altered, unless the city grants a public agency or utility exception or reasonable use exception, or finds that the development proposal is one of the permitted uses identified in subsection G~~H~~ of this section and the project as proposed preserves or enhances the important wetland and buffer functions and is otherwise consistent with the purposes of this chapter. ~~Wetlands which conform to subsection E of this section are exempt from the provisions of this subsection.~~

G~~H~~. Permitted Uses and Alterations. Subject to the requirements of the underlying zoning designation and other applicable codes and ordinances, the following uses and alterations shall be permitted within wetlands or their buffers, in accordance with the standards set forth in this section. Mitigation per the requirements of this chapter shall be required for any impact to the critical area from these permitted uses and alterations:

1. Educational and Research Activities. Educational and research activities are permitted, not including construction of buildings or other permanent structures;

2. Enhancement. Enhancement of habitat is permitted, based on the submittal of an enhancement plan prepared by a qualified consultant, reviewed and approved by the city in accordance with conditions of development imposed by the city;

3. Drainage Facilities. Drainage facilities located in the outer 25 percent of a prescribed wetland buffer are permitted when required by engineering constraints, and when such discharges are designed to be infiltrated into appropriate soils or discharged as surface sheet flow in appropriate slope conditions. Such discharges and facilities must meet the stormwater management requirements in Chapter 15.18 SMC. The city must review and approve the submittal to determine that wetland functions will be preserved or enhanced, that stormwater discharges meet the requirements in Chapter 15.18 SMC, that stormwater discharges to the wetland's outer buffer will not negatively affect the hydroperiod of the wetland except as allowed by SMC 15.18.180, and that there will be no adverse impacts to the water quality of the wetland;

4. Public Utilities. Public utilities may be permitted in the wetland and wetland buffer, provided no practical alternative exists and adequate provision is made to protect or enhance the function of the wetland or stream buffer through appropriate mitigation. Unless located within a road right-of-way permitted pursuant to subsection (G~~H~~)(5) of this section, sewer utilities may be constructed only in the outer 25 percent of a prescribed wetland buffer if necessary for gravity flow and if the other requirements of this section are met. All construction must be designed to mitigate or protect against erosion, uncontrolled drainage, restriction of

groundwater movement, slides, pollution, habitat disturbance, loss of flood-carrying and/or storage capacity, and excessive excavation or fill. Upon completion of installation, wetland and stream buffers must be restored to preproject configurations, replanted as required and maintained, as necessary, until newly planted vegetation is established. All utility corridors should be designed to accommodate joint use in order to reduce the number of such corridors;

5. Roads and Rights-of-Way. Roads and other rights-of-way are permitted, provided no practical alternative exists and adequate provision is made to protect or enhance the wetland through appropriate mitigation. Roads shall be designed and maintained to prevent erosion and restriction of the natural movement of groundwater as it affects the critical area. Roads must be located to conform to the topography so that minimum alteration of natural conditions may be required. Where feasible, roads and utilities shall be similarly aligned to minimize the area of disturbance. Roads shall be constructed so as to minimize adverse impacts on the hydroperiod of the wetland, and on the habitat functions of the upland buffer to a degree acceptable to the city. A restoration plan for the area, designed per the standards of a mitigation plan, will be required to be reviewed and approved by the city;

6. Other Uses. Other uses may be permitted by the city only following review and approval of a critical areas report~~study~~ and upon a determination that such use can be developed in a manner which would not degrade the quantitative and qualitative functioning of the wetland or stream;

7. Passive Recreation. Passive recreation may be permitted, provided public access shall ~~only~~ be allowed only on the following conditions~~upon a finding by the director that~~:

a. A finding by the director that ~~S~~such public access will not adversely affect habitat or water quality values of the critical area~~ or its buffer~~;

b. Public access shall be limited to previous trails, boardwalks, viewing areas, covered seating, and displays, and must be located in areas which have the lowest sensitivity to human disturbance or alteration;

c. Public access must be specifically developed for interpretive, educational or research purposes by, or in cooperation with, the city, or as part of the adopted Snoqualmie comprehensive plan or other official plan or development approval adopted by the city;

d. No motorized vehicles shall be allowed within a wetland, stream or their buffers except as required for necessary maintenance or security;

e. Vegetative edges, structural barriers, signs or other measures must be provided wherever necessary to protect wetlands by limiting access to designated public use or interpretive areas;

f. Access areas must incorporate design features and materials which protect water quality and allow adequate surface and groundwater movement;

g. Access areas ~~M~~must be located so as not to disturb nesting, breeding and rearing areas;

h. Trails should be located in the outer 25 percent of the buffers. Trail access within the remainder of the buffer or wetland may be allowed provided no practical alternative exists and adequate provision is made to protect or enhance the wetland through appropriate mitigation; and

i. If trails are allowed to cross wetlands, boardwalks shall be used to minimize the impact.~~;~~

8. Agricultural Activities. Ongoing agricultural activities, including mowing for hay and greenchop in existence prior to 1995, provided such uses do not increase the degree of nonconformity.

H~~I~~. Wetland Buffers. Wetlands shall have the following prescribed buffers, in accordance with the wetland characteristics and ~~the impact of the adjacent land use~~habitat score, per the following table:

Table 19.12.170-1. Wetland Buffers

Wetland Category	Buffer width (in feet) based on habitat score			
	3 – 54	5	6 – 7	8 – 9
Category I: Based on total score	75	105	165	225
Category I: Bogs and wetlands of high conservation value	190	190	190	225
Category I: Forested	75	105	165	225
Category II: Based on total score	75	105	165	225
Category III (all)	60	105	165	225
Category IV (all)	40	40	40	40

IJ. Mitigation Ratios. When alteration of wetland or buffers requires mitigation by compensation, compensation for impacts shall be provided at the following ratios shown in the table below:

Table 19.12.170-2. Mitigation Ratios

Category and Type	Creation or Reestablishment[1]	Rehabilitation Only[1]	Enhancement Only[1]	Mitigation Bank
Category IV All	1.5:1	3:1	6:1	See SMC 19.12.180
Category III All	2:1	4:1	8:1	See SMC 19.12.180
Category II All	3:1	6:1	12:1	See SMC 19.12.180
Category I Forested	6:1	12:1	24:1	See SMC 19.12.180
Category I Bog	Not considered possible[2]	6:1 Rehabilitation of a bog	Case-by-case basis[2]	See SMC 19.12.180
Category I Natural Heritage Site	Not considered possible[2]	6:1 Rehabilitation of a natural heritage site	Case-by-case basis[2]	See SMC 19.12.180
Category I Based on Score for Functions	4:1	8:1	16:1	See SMC 19.12.180
Buffer	Minimum of 1:1[3]	Minimum of 1:1[3]	Minimum of 1:1[3]	See SMC 19.12.180

[1] See the following document for additional guidance: Washington State Department of Ecology, U.S. Army Corps of Engineers Seattle District, and U.S. Environmental Protection Agency Region 10. March 2006April 2021. Wetland Mitigation in Washington State – Part 1: Agency Policies and Guidance (Version 21). Washington State Department of Ecology Publication No. 2106-06-0031a. Olympia, WA, or as amended. .

[2] Class I bogs and natural heritage sites are deemed irreplaceable wetlands, and therefore no amount of compensation would replace these ecosystems. Avoidance is the best option. In the rare case when impacts cannot be avoided, replacement ratios will be determined on a case-by-case basis, and will be significantly higher than for other Class I wetlands.

[3] The city may require a buffer enhancement ratio greater than 1:1 for exceptional second growth forest or mitigation of an already functioning buffer based on the critical area report, buffer modification or consideration of vegetation structure slope and flow paths.

(Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.180 Mitigation banking.

A. The director may approve mitigation banking as a form of compensatory mitigation for wetland and stream impacts when the provisions of this chapter require mitigation and when it is clearly demonstrated that the use of a

mitigation bank will provide equivalent or greater replacement of critical area functions and values when compared to conventional on-site mitigation, provided that all of the following criteria are met:

1. Banks shall only be used when they provide significant ecological benefits including long-term conservation of critical areas, important species, habitats and/or habitat linkages, and when they are consistent with the city's comprehensive plan and create a viable alternative to the piecemeal mitigation for individual project impacts to achieve ecosystem-based conservation goals.

2. The bank shall be established in accordance with the Washington State Mitigation Banking Rule, Chapter 173-700 WAC or as revised, and Chapter 90.84 RCW and the federal mitigation banking guidelines as outlined in the Federal Register Volume 60, No. 228, November 28, 1995. These guidelines establish the procedural and technical criteria that banks must meet to obtain state and federal certification.

3. Preference shall be given to mitigation banks that implement restoration actions that have been identified formally by an adopted shoreline restoration plan, watershed planning document prepared and adopted pursuant to Chapter 90.82 RCW, a salmonid recovery plan or project that has been identified on the salmon recovery board habitat project list or by the Washington Department of Fish and Wildlife as essential for fish and wildlife habitat enhancement.

4. Banks shall only be used if the off-site mitigation has a greater likelihood of providing equal or improved critical areas functions than the altered critical area, and there is a clear potential for success of the proposed mitigation at the identified mitigation site.

B. Mitigation banks shall not be subject to the replacement ratios outlined in the replacement ratio table in Table 19.12.170-2, but shall be determined as part of the mitigation banking agreement and certification process. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.190 Fish and wildlife habitat conservation areas.

A. Designation. All waters of the state, including wetlands, and streams, and their buffers, together with all publicly owned open spaces of greater than 10 acres, not including land use perimeter buffers, are hereby designated as fish and wildlife habitat conservation areas, including Meadowbrook Farm, the Two Sisters Return Open Space, Snoqualmie Point, Three Forks Natural Area, the Snoqualmie River Open Space and the Kimball Creek Open Space. Other areas, such as those of primary association for state and federal listed wildlife species, state sensitive species, and Priority Habitat Species as designated by the Washington Department of Fish and Wildlife, as well as Habitats of Local Importance, shall also be designated as fish and wildlife habitat conservation areas based upon a habitat study conducted pursuant to this section.

B. Alteration. Development proposals in or adjacent to a fish and wildlife habitat conservation area shall not disturb the qualities of the habitat that are essential to maintain feeding, breeding or nesting of a listed species that may utilize the habitats within the fish and wildlife habitat conservation area. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.200 Critical aquifer recharge areas.

A. Designation. Critical aquifer recharge areas are designated as follows:

1. Category I critical aquifer recharge areas include those areas mapped by King County and determined ~~are~~ to be highly susceptible to groundwater contamination and that are located within a sole source aquifer or a wellhead protection area.

2. Category II critical aquifer recharge areas include those areas mapped by King County and ~~determined~~:

a. Determined to h~~H~~ave a medium susceptibility to groundwater contamination and are located in a sole source aquifer or a wellhead protection area; or

b. Are highly susceptible to groundwater contamination and are not located in a sole source aquifer or wellhead protection area.

3. Category III critical aquifer recharge areas include those areas mapped by King County and determined to have low susceptibility to groundwater contamination.

B. Declassification. An applicant may request that the city and King County declassify a specific area included in the map adopted in subsection A of this section. The application must be supported by a critical areas report that includes a hydrogeologic assessment. The application to declassify an area shall be reviewed by the city and a determination made to amend the map as appropriate.

C. Category I Prohibited Uses. The following new uses or activities are not allowed in Category I critical aquifer recharge areas:

1. Transmission pipelines carrying petroleum or petroleum products;

2. Sand and gravel, and hard rock mining on land that is not zoned for mining as of the effective date of the ordinance codified in this chapter;

3. Mining of any type below the upper surface of the saturated groundwater that could be used for potable water supply;

4. Processing, storage, and disposal of radioactive wastes, as defined in Chapter 43.200 RCW;

5. Hydrocarbon extraction;

6. Commercial wood treatment facilities on permeable surfaces;

7. Asphalt and concrete facilities;

8. Animal containment areas;

9. Golf courses;

10. Cemeteries;

11. Wrecking and salvage yards;

12. Landfills for hazardous waste, municipal solid waste, or special waste;

13. On-site septic systems on lots smaller than one acre without a treatment system that results in effluent nitrate-nitrogen concentrations below 10 milligrams per liter;

14. All underground storage tanks, including tanks that are exempt from the requirements of WAC Title 173, with hazardous substances, as defined in Chapter 70.105 RCW, that do not comply with standards of Chapter 173-360 WAC; and

15. Aboveground storage tanks for hazardous substances, as defined in Chapter 70.105 RCW, unless protected with primary and secondary containment areas and a spill protection plan.

D. Category II Prohibited Uses. The following new uses or activities are not allowed in Category II critical aquifer recharge areas:

1. Mining of any type below the upper surface of the saturated groundwater that could be used for potable water supply;

2. Disposal of radioactive wastes, as defined in Chapter 43.200 RCW;

3. Hydrocarbon extraction;

4. Commercial wood treatment facilities located on permeable surfaces;

5. Underground storage tanks with hazardous substances, as defined in Chapter 70.105 RCW, that do not meet the requirements of Chapter 173-360 WAC;

6. Aboveground storage tanks for hazardous substances, as defined in Chapter 70.105 RCW, unless protected with primary and secondary containment areas and a spill protection plan;

7. Wrecking yards;

8. Landfills for hazardous waste, municipal solid waste, or special waste;

9. On-site septic systems on lots smaller than one acre without a treatment system that results in effluent nitrate-nitrogen concentrations below 10 milligrams per liter.

E. Category III Prohibited Uses. The following new uses or activities are not allowed in Category III critical aquifer recharge areas:

1. Disposal of radioactive wastes, as defined in Chapter 43.200 RCW;

2. Hydrocarbon extraction;

3. Commercial wood treatment facilities located on permeable surfaces;

4. Underground storage tanks, including tanks that are exempt from the requirements of WAC Title 173, with hazardous substances, as defined in Chapter 70.105 RCW, that do not comply with standards of Chapter 173-360 WAC;

5. Aboveground storage tanks for hazardous substances, as defined in Chapter 70.105 RCW, unless protected with primary and secondary containment areas and a spill protection plan;

6. Wrecking yards; and

7. Landfills for hazardous waste, municipal solid waste, or special waste.

F. Hydrogeologic Assessment. Land uses and activities shall not measurably degrade the quality of groundwater in a critical aquifer recharge area. Development proposals or alterations involving the following uses of land or activities shall prepare and submit, as part of their critical area ~~study~~ report pursuant to SMC 19.12.060, a hydrogeologic assessment of the proposed site to determine if the development proposal or alteration will cause contaminants to enter a critical aquifer recharge area:

1. Hazardous substance processing or handling;

2. On-site sewage disposal for subdivisions, short plats, and commercial and industrial sites;

3. Land application of sludge on sites with an application rate of more than 20 dry tons of sludge per 10-year period or 4.3 dry tons per acre per year;

4. Landfills;

5. Animal containment areas;

6. Mining operations;

7. Golf courses;

8. Cemeteries;

9. Asphalt and concrete facilities;

10. Wrecking and salvage yards;

11. Any other activity that the director, in his or her discretion, determines has the potential to threaten the quality of groundwater in a critical aquifer recharge area.

G. Containment. Every development proposal involving hazardous substance processing or handling which is located in or adjacent to a critical recharge area shall provide containment devices adequate in size to contain on site any unauthorized release of hazardous substances from any area where these substances are either stored, handled, treated, used, or produced. Containment devices shall prevent such substances from penetrating into the ground. This provision also applies to releases that may mix with storm runoff.

H. Hazardous Substances Management Plan. Every development proposal involving hazardous substance processing or handling which is located in or adjacent to a critical recharge area shall prepare a plan containing procedures to be followed to prevent, control, collect, and dispose of any unauthorized release of a hazardous substance.

I. Storage Tanks.

1. Building and Fire Code Compliance. All storage tanks proposed to be located in a critical aquifer recharge area must comply with local building code requirements and must conform to the requirements for secondary containment as provided in the current edition of the International Fire Code, adopted in Chapter 15.04A SMC or as amended.

2. Underground Tanks. All new underground tanks located in or adjacent to a critical recharge area shall be designed and constructed so as to:

a. Prevent releases due to corrosion or structural failure for the operational life of the tank;

b. Be protected against corrosion, constructed of noncorrosive material, steel-clad with a noncorrosive material, or designed to include a secondary containment system to prevent the release or threatened release of any stored substance; and

c. Use material in the construction or lining of the tank which is compatible with the substance to be stored.

3. Aboveground Tanks. No new above-ground storage tank located in or adjacent to a critical recharge area shall be installed, used or maintained in any manner which may allow the release of a hazardous substance to the ground, groundwaters, or surface water.

J. Agriculture. Agricultural activities in or adjacent to a critical recharge area shall use best management practices to prevent ground quality degradation from livestock waste.

K. Sewage Disposal. All residential, commercial or industrial development proposals located in or adjacent to a critical recharge area and within 150 feet of a public sewer system shall be connected to the sewer system.

L. Golf Courses. Golf course operations proposed in or adjacent to a critical recharge area shall be subject to a golf course maintenance plan using best management practices to protect groundwater quality. The plan shall detail the proposed use of fertilizers, herbicides, pesticides, fungicides, or other maintenance agents, with projected application methods and schedules and measures to prevent pollution of groundwater.

M. Commercial Vehicle Repair and Servicing. Commercial vehicle repair and servicing must be conducted over impermeable pads and within a covered structure capable of withstanding normally expected weather conditions. Chemicals used in the process of vehicle repair and servicing must be stored in a manner that protects them from weather and provides containment should leaks occur. No dry wells shall be allowed in critical aquifer recharge areas on sites used for vehicle repair and servicing. Dry wells existing on the site prior to facility development must be abandoned using techniques approved by the Washington State Department of Ecology prior to commencement of the proposed activity.

N. Other Uses. All other uses shall be conditioned in accordance with the applicable state and federal regulations as necessary to protect critical aquifer recharge areas. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.210 Administration and enforcement.

A. This chapter shall be administered by the director, who shall be responsible for the interpretation and application of the provisions hereof. No department of the city shall issue any permit or approval to which the provisions of this chapter apply without the approval of the director.

B. Application for or acceptance of any permit or approval for any use, activity or development proposal constitutes the consent of the applicant for the director to enter the subject site during regular business hours to inspect any use, activity or development proposal for which a permit or approval has been applied for or granted to ensure compliance with the provisions of this chapter, to verify the accuracy of information provided by the applicant or to verify that work is being performed in accordance with approved plans and permits.

C. Stop Work Orders. In the event the director shall determine that any use, activity or construction on a development proposal is not in compliance with the requirements of this chapter or the conditions of any permit or approval relating to critical areas, the director is authorized to issue a stop work order. The stop work order shall be posted prominently on the site. When a stop work order has been posted, the use, activity or construction on the development proposal shall not continue until the violation has been corrected. It shall be a misdemeanor to continue the use, activity or construction on a development proposal after the posting of a stop work order, and it shall further be a misdemeanor to remove a stop work order prior to correction thereof.

D. Enforcement Penalties. Any unauthorized alteration of a critical area ~~or buffer~~ shall constitute a public nuisance subject to abatement, and any knowing and intentional unauthorized alteration of a critical area ~~or buffer~~ shall constitute a misdemeanor. Each day of violation shall constitute a separate offense. The director or his or her designee shall have a right to enter upon any property at reasonable times and to make such inspection necessary to determine compliance with the provisions of this chapter. If the property is occupied, the director shall make reasonable effort to locate the owner or person in charge to request entry. The director is further authorized to take such actions as may be necessary to enforce the provisions of this chapter.

E. Notice to Restore. In addition to all other remedies, the director shall have the authority to issue a notice to restore any unauthorized alteration of a critical area ~~or buffer~~ within a reasonable time specified in the notice. For purposes of this subsection, what constitutes a reasonable time shall be determined with due consideration of the environmental harm caused by the alteration and the potential environmental harm caused by delay in restoration. The notice shall be given by in-person delivery, or mailing to the person responsible for the alteration, to his agent, or to the record owner of the property, and shall be given by certified mail, return receipt requested, and ordinary mail; provided, the failure of the addressee to accept the certified mailing shall not affect the director's authority hereunder. If the site is not restored within the time specified in the notice, then the director may cause the site to be restored to the extent necessary to prevent further environmental harm, and the person responsible for the alteration shall be responsible for the full cost of such restoration.

F. Permit Revocation. In addition to all other remedies, a permit or approval that is subject to critical areas review may be revoked or suspended upon a finding by the director that the development is proceeding in violation of any of the terms or conditions of the permit or approval relating to the critical areas.

G. Administrative Rules. The director shall have the authority to adopt administrative rules not inconsistent with the provisions of this chapter that are necessary for the implementation of this chapter and to incorporate best management practices in any alterations authorized under this chapter. If any administrative rule prescribed or authorized by this chapter has not been adopted at the time of an application requiring critical areas review, the director shall have the authority to require the use of appropriate guidance documents recommended by the Department of Ecology or standards recommended by the city's qualified critical area~~s~~ consultant. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.220 Severability.

If any provision of this chapter or its application to any person or property is held invalid, the remainder of the chapter or the application of the provision to other persons or property shall not be affected. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.230 Liberal construction.

This chapter shall be liberally construed to give full effect to the objectives and purposes for which it was enacted. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

Chapter 19.12

CRITICAL AREAS

Sections:
19.12.010 Legislative purpose.
19.12.020 Critical areas definitions.
19.12.030 Applicability.
19.12.040 Allowed activities.
19.12.050 Designation and protection of critical areas and buffers.
19.12.060 Critical areas report
19.12.070 Critical area review process.
19.12.080 Critical area tracts and notice on title.
19.12.090 General provisions.
19.12.100 Erosion hazard areas.
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19.12.010 Legislative purpose.

A. The purpose of this chapter is to provide for the designation and protection of critical areas, referred to as critical areas in the Washington Growth Management Act of 1990, Chapter 36.70A RCW, incorporating best available science, giving special consideration to conservation or protection measures necessary to preserve or enhance anadromous fisheries, as required by the Growth Management Act, to supplement the development requirements contained in the Snoqualmie Municipal Code, to alert tax assessors and appraisers to the presence of environmentally critical areas and the development limitations of such areas and to establish special standards for the use and development of lands based on the existence of natural conditions and features, including erosion, landslide, channel migration zones, seismic hazard areas and steep slope areas, critical recharge areas, fish and wildlife conservation areas, streams, and wetlands.

B. The standards and procedures established in this chapter are intended to protect environmentally critical areas while accommodating the rights of property owners to use their property in a reasonable manner. By regulating development and alterations to critical areas, this chapter seeks to:

1. Protect members of the public, and protect public and private resources and facilities, from injury, loss of life, property damage or financial losses due to erosion, landslide, seismic events, soils subsidence or steep slope regression;

2. Protect unique, fragile and valuable elements of the environment, including critical groundwater recharge areas and wildlife and its habitat;

3. Mitigate unavoidable impacts to environmentally critical areas by regulating alterations in and adjacent to those areas;

4. Reduce cumulative adverse environmental impacts to water availability, water quality, wetlands, streams and other aquatic resources;

5. Ensure minimal adverse impacts to, and no net loss of, ecological functions resulting from uses, activities, and development within the city;

6. Protect hydrologic connections between water bodies, water courses and associated wetlands;

7. Provide city officials with the information and authority to implement the policies of the State Environmental Policy Act, Chapter 43.21C RCW, the Snoqualmie Comprehensive Plan, and the Growth Management Act of 1990. (Ord. 1176 § 2, 2016).

19.12.020 Critical areas definitions.

A. "Accessory structure" means a structure for a use incidental and subordinate to the principal use or structure. An accessory structure does not contain dwelling or employment space, and is located on the same lot as the principal use or structure.

B. "Adjacent" means within 300 feet of a critical area.

C. "Alteration" means any human-induced action which changes the existing condition of a critical area. Alterations include, but are not limited to: grading; filling; dredging; draining; channelizing; cutting, pruning, topping, clearing, relocating or removing vegetation; applying manure, herbicides or pesticides or any hazardous or toxic substance; discharging pollutants except stormwater; grazing domestic animals; paving, construction, or application of gravel; modifying for surface water management purposes; or any other human activity that changes the existing landforms, vegetation, hydrology, wildlife or wildlife habitat of a critical area.

D. "Animal containment area" means a site where 2,000 pounds or more of animals per acre are kept or where animal waste material is deposited in quantities capable of impacting groundwater resources.

E. "Buffer" means the designated area adjacent to a wetland, stream, geologically hazardous area, or channel migration zone. Stream buffers is synonymous with Riparian Management Zones in this chapter. The buffer is intended to protect the resource in the case of wetlands and streams; to protect against injury or damage to persons and property and to protect against landslide, erosion and other undesirable consequences in the case of geologically hazardous areas; and to protect against injury and damage to persons and property in the case of channel migration zones. Buffers are not applicable to critical aquifer recharge areas, fish and wildlife habitat areas (except to the extent that buffers for other critical areas serve as fish and wildlife habitat areas), or frequently flooded areas.

F. "Channel migration zone (CMZ)" means the area along a river within which the channel(s) can be reasonably predicted to migrate over time as a result of natural and normally occurring hydrological and related processes when considered with the characteristics of the river and its surroundings as delineated on the Snoqualmie River Channel Migration Area Map, contained in Channel Migration in the Three Forks Area of the Snoqualmie River (King County Department of Natural Resources, Surface Water Management Division, Seattle, WA, 1996), which is hereby incorporated herein by this reference.

G. "Critical aquifer recharge area" means the recharge areas of aquifers which serve as a source of drinking water for which there is no feasible alternative source and which, due to prevailing geologic conditions characterized by high infiltration rates, are susceptible to contamination from activities on the surface.

H. "Critical area" includes the following areas and associated buffers: (1) wetlands; (2) streams; (3) channel migration zones; (4) areas with a critical recharging effect on aquifers used for potable water; (5) fish and wildlife habitat conservation areas; (6) frequently flooded areas; and (7) geologically hazardous areas. "Sensitive area" has the same meaning as "critical area" for the purposes of this chapter.

I. "Cutting" means as defined in SMC 15.20.020.

J. "Development proposal" means any activity relating to the use and/or development of land requiring a permit or approval from the city, including but not limited to: commercial or residential building permit, boundary line adjustment, binding site plan, conditional use permit, franchise right-of-way permit, grading and clearing permit,

mixed use approval, planned unit development, conditional use permit, variance, short subdivision, special use permit, subdivision, flood hazard permit, unclassified use permit, utility and other use permit, variance, rezone, or any subsequently required permit or approval not expressly exempted by this chapter.

K. “Director” means the department head of the community development department, or equivalent position.

L. “Drainage facility” means as defined in SMC 15.18.040.

M. “Ecosystem functions” means the products, physical and biological conditions, and environmental qualities of an ecosystem that result from interactions among ecosystem processes and ecosystem structures. Ecosystem functions include, but are not limited to, sequestered carbon, attenuated peak streamflows, aquifer water level, reduced pollutant concentrations in surface and ground waters, cool summer in-stream water temperatures, and fish and wildlife habitats.

N. “Ecosystem values" means the cultural, social, economic, and ecological benefits attributed to ecosystem functions.

O. “Erosion hazard area” means those areas of the city containing soils which, according to the USDA Soil Conservation Service, King County Soils Survey, dated 1973, and any subsequent revisions or additions thereto, and the USDA Soil Conservation Service, Soils Survey for Snoqualmie Pass Area, Parts of King and Pierce Counties, WA, dated December 1992, may experience severe to very severe erosion hazard, and which occur on slopes of 15 percent or greater. This group of soils includes: Alderwood Gravelly Sandy Loam (AgD), Alderwood-Kitsap (AkF), Beausite Gravelly Sandy Loam (BeD and BeF), Kitsap Silt Loam (KpD), Ovall Gravelly Sandy Loam (OvD and OvF), Ragnar Fine Sandy Loam (RaD), Ragnar-Indianola Association (RdE), Riverwash (Rh), or Coastal Beaches (Cb), and any soil type that could be subject to erosion when disturbed.

P. “Fish and wildlife habitat conservation area” means

1. Areas that serve a critical role in sustaining needed habitats and species for the functional integrity of the ecosystem, and which, if altered, may reduce the likelihood that the species will persist over the long term. These areas may include, but are not limited to, rare or vulnerable ecological systems, communities, and habitat or habitat elements including seasonal ranges, breeding habitat, winter range, and movement corridors; and areas with high relative population density or species richness. Locally important habitats and species may also be designated by the City of Snoqualmie.

2. Fish and wildlife habitat conservation areas include areas of primary association for State or Federal listed wildlife species, state sensitive wildlife species, and current Priority Habitats and Species designated by Washington Department of Fish and Wildlife.

3. "Habitats of local importance" designated as fish and wildlife habitat conservation areas include those areas found to be locally important by the City of Snoqualmie.

4. Waters of the State, including streams and wetlands.

5. Riparian Management Zones.

6. Naturally occurring ponds under 20 acres and their submerged aquatic beds that provide fish or wildlife habitat.

7. "Fish and wildlife habitat conservation areas" does not include such artificial features or constructs as irrigation delivery systems, irrigation infrastructure, irrigation canals, or drainage ditches that lie within the boundaries of, and are maintained by, a port district or an irrigation district or company.

Q. “Geologically hazardous areas” means areas that, because of their susceptibility to erosion, sliding, earthquake, or other geological events, may pose hazards to the siting of commercial, residential, or industrial development consistent with public health or safety concerns, without appropriate mitigation, and specified at WAC 365-190-120.

R. “Hazard tree” is defined as a threat to life, property, or public safety.

S. “Hazardous substance(s)” means:

1. A hazardous substance as defined by Section 101(14) of the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA); any substance designated pursuant to Section 311(b)(2)(A) of the Clean Water Act (CWA); any hazardous waste having the characteristics identified under or listed pursuant to Section 3001 of the Solid Waste Disposal Act (but not including any waste the regulation of which under the Solid Waste Disposal Act has been suspended by act of Congress); any toxic pollutant listed under Section 307(a) of the CWA; or any imminently hazardous chemical substance or mixture with respect to which the United States Environmental Protection Agency has taken action pursuant to Section 7 of the Toxic Substances Control Act;

2. Hazardous substances that include any liquid, solid, gas or sludge, including any material, substance, product, commodity, or waste, regardless of quantity, that exhibits any of the physical, chemical, or biological properties described in WAC 173-303-090, 173-303-102, or 173-303-103.

T. “Hazardous waste” includes, but is not limited to, explosives, medical wastes, radioactive wastes, pesticides and chemicals which are potentially harmful to the public health or the environment, including anything defined as a hazardous substance.

U. “Invasive species” means a species that is (1) nonnative (or alien) to the Puget Sound or the Central Puget Lowland region, and (2) whose introduction causes or is likely to cause economic or environmental harm, or harm to human health. Invasive species can be plants, animals, and other organisms (e.g., microbes); human actions are the primary means of invasive introductions.

V. “Landslide hazard area” means those areas of the city subject to a risk of landslide, including the following areas:

1. Any area with slopes greater than 15 percent and impermeable soils (typically silt and clay) frequently interbedded with granular soils (predominantly sand and gravel) and springs or groundwater seepage;

2. Any area that includes areas with significant visible evidence of groundwater seepage, and which also includes existing landslide deposits regardless of slope;

3. Any area which has shown movement during the Holocene epoch (from 10,000 years ago to present) or which is underlain by mass wastage debris of that epoch as determined by a geologist;

4. Any area potentially unstable as a result of rapid stream incision or stream bank erosion;

5. Any area located on an alluvial fan, presently or potentially subject to inundation by debris flow or deposition of stream-transported sediments.

W. “Listed species” means those wildlife species that have been listed as endangered, threatened or sensitive by the U.S. Fish and Wildlife Service, NOAA National Marine Fisheries Service, or Washington Department of Wildlife pursuant to RCW 77.12.020 and Chapter 232-12 WAC as may be amended.

X. “Mitigation bank” means a site where wetlands and buffers are restored, created, enhanced, or preserved expressly for the purpose of providing compensatory mitigation in advance of authorized impacts to similar resources.

Y. “Mitigation bank instrument” means the documentation of agency and bank sponsor concurrence on the objectives and administration of the bank. The “bank instrument” describes in detail the physical and legal characteristics of the bank, including the service area, and how the bank will be established and operated.

Z. “Mitigation bank sponsor” means any public or private entity responsible for establishing and, in most circumstances, operating a bank.

AA. “Noxious weeds” means as defined in SMC 15.20.020.

BB. “Ordinary high water mark” means the point on the sides of streams or lakes which is historically or normally at water’s edge, as identified by a visible change in vegetation and/or soil. The ordinary high water mark should be determined using the most current federal and state methodologies.

CC. “Pruning” means as defined in SMC 15.20.020.

DD. “Qualified critical area consultant” means a person whom the city determines has the qualifications specified below to conduct critical areas studies pursuant to this chapter, and to make recommendations for critical areas mitigation. For areas of potential geologic instability, the qualified critical areas consultant shall be a geologist or geotechnical engineer. For wetlands the qualified critical areas consultant shall be a certified professional wetland scientist or a noncertified professional wetland scientist with at least two years of full-time work experience as a wetlands professional, including delineating wetlands using the state or federal manuals, preparing wetland reports, conducting function assessments, and developing and implementing mitigation plans. For streams, the qualified critical areas consultant shall be a specialist in fisheries and hydrology. For fish and wildlife habitat conservation areas, the qualified critical areas consultant shall be a fish or wildlife biologist, zoologist, limnologist or ornithologist. For critical aquifer recharge areas, the qualified critical areas consultant shall be a geologist or civil engineer with a minimum of four years of professional experience in groundwater studies and evaluation.

EE. “Riparian management zone” means an area that has the potential to provide full riparian functions, synonymous with stream buffer. Primary functions of riparian management zones include shading, bank stability, nutrient input, wood recruitment, and pollution control.

FF. “Seismic hazard area” means those areas of the city subject to severe risk of earthquake damage as a result of seismically induced landslides, earth adjustments, settlement or soil liquefaction.

GG. “Sensitive species” means any wildlife species native to the state of Washington that is vulnerable or declining and is likely to become endangered or threatened in a significant portion of its range within the state without cooperative management or removal of threats, as currently listed by the Washington Department of Fish and Wildlife.

HH. “Special waste” means all nonhazardous wastes that have special handling needs or have specific waste properties that require waste clearance by either the solid waste division of the King County department of natural resources and parks or the King County health department, or both. Such wastes are specified in the King County Waste Acceptance Policy (P.U.T. 4-1-4 or future amendments of that rule), and include contaminated soil, asbestos-containing materials, treated biomedical wastes, treatment plant grit and vactor wastes, industrial wastes, tires, and other wastes.

II. “Steep slope hazard area” means those areas of the city where the ground rises at an inclination of 40 percent or more within a vertical elevation change of at least 10 feet (a vertical rise of 10 feet or more for every 25 feet of horizontal distance). A slope is delineated by establishing its toe and top and measured by averaging the inclination over at least 10 feet of vertical distance.

JJ. “Stream” means any area of the city where surface waters produce a defined channel or bed which demonstrates clear evidence of the passage of water. The channel or bed need not contain water year-round. The term does not include irrigation ditches, canals, engineered storm or surface water runoff devices or other entirely artificial watercourses unless they are used by salmonids, or unless the created conveyances contain the waters from a stream which was naturally occurring prior to construction/alteration of the conveyance system.

KK. “Topping” means as defined in SMC 15.20.020.

LL. “Waters of the state” means lakes, rivers, ponds, streams, inland waters, underground waters, salt waters, and all other surface waters and watercourses within the jurisdiction of the state of Washington.

MM. “Wetland” or “wetlands” means areas that are inundated or saturated by surface water or groundwater at a frequency and duration sufficient to support, and that under normal circumstances do support, a prevalence of

vegetation typically adapted for life in saturated soil conditions. Wetlands generally include swamps, marshes, bogs, and similar areas. Wetlands do not include those artificial wetlands intentionally created from nonwetland sites, including, but not limited to, irrigation and drainage ditches, grass-lined swales, canals, detention facilities, wastewater treatment facilities, farm ponds, landscape amenities, and wetlands created after July 1, 1990, that were unintentionally created as a result of the construction of a road, street, or highway. Wetlands include those artificial wetlands intentionally created from nonwetland areas to mitigate conversion of wetlands.

NN. "Wildland" means an area in which development is essentially nonexistent, except for roads, railroads, power lines, and similar transportation facilities. Structures, if any, are widely scattered.

OO. "Wildland/urban interface" means any area where wildland fuels threaten to ignite combustible homes and structures. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.030 Applicability.

A. The city of Snoqualmie (city) shall regulate critical areas consistent with the provisions of this chapter. Frequently flooded areas are deemed critical areas, and are also subject to regulation pursuant to Chapter 15.12 SMC.

B. Critical areas regulated by this chapter include:

1. Geologically hazardous areas including:

    a. Erosion hazard areas;

    b. Landslide hazard areas;

    c. Steep slope hazard areas; and

    d. Seismic hazard areas;

2. Channel migration and erosion hazard zones;

3. Frequently flooded areas;

4. Streams;

5. Wetlands;

6. Fish and wildlife habitat conservation areas; and

7. Critical aquifer recharge areas.

C. When the provisions of this section or any other provisions of the city's municipal code are in direct conflict with each other, or with other federal or state regulations, the most restrictive provision shall apply. (Ord. 1176 § 2, 2016).

19.12.040 Allowed activities.

A. The following development, modifications, activities, and associated uses are allowed as provided below, provided they are consistent with the provisions of other local, state, and federal laws and requirements and ensure minimal impacts to and no net loss of ecological functions:

1. Emergencies that threaten the public health, safety and welfare. Altered critical areas or buffers may be required to be restored and/or impacts resulting from emergency actions mitigated, based on review by the city, after the emergency situation is stabilized.

2. Removal of such potential fuels within portions of a critical areas buffer in the urban-wildland interface as determined necessary by the fire chief on a site-specific assessment to create a defensible space within 30 feet of a residence in areas declared by the fire chief to be a wildfire threat zone, pursuant to a plan approved by the fire chief. Such plan shall not authorize any more clearing of a critical area buffer than is necessary to eliminate fuels likely to cause the spread of a wildfire.

3. Structures, improvements and uses in existence that do not meet the requirements of this chapter. Such existing structures and improvements may be remodeled, reconstructed or replaced, provided:

a. Such actions or improvements are designed to only expand on the side of the existing structure, away from the critical area, and do not make the structure(s) intrude further into the critical area or its buffer; and

b. Do not increase the amount of impervious area within the critical area or buffer; and

c. Do not increase the potential impact to a critical area or, in the case of an existing structure or improvement in areas of potential geologic instability, do not increase the potential of soil movement or risk of harm or damage to existing uses or development, or to the public safety.

4. Existing uses may be maintained but shall not be expanded further into a critical area or its buffer. If an existing use that does not meet the requirements of this chapter is abandoned for a period of one year or more, such use shall not be reestablished.

5. Normal and routine maintenance or repair of existing utility or street rights-of-way or utility structures including drainage facilities. Utility or street rights-of-way shall be maintained in a manner that meets the objectives of safe and efficient use of the right-of-way, while eliminating the use of chemical herbicides within the corridors. Normal and routine maintenance includes vegetation management performed in accordance with best management practices that is part of ongoing maintenance of structures, infrastructure, or utilities; provided, that such management actions are part of regular and ongoing maintenance, do not expand further into the critical area, are not the result of an expansion of the structure or utility, and do not directly impact an endangered or threatened species.

6. Removal of invasive plants and noxious weeds, and additional aggressive non-native species, including Japanese knotweed, Scot’s broom, English ivy, Himalayan and evergreen blackberry; provided, only hand labor and light equipment that minimizes disturbance to the critical area or buffer are used, and any chemical applications are approved by the Department of Ecology for use adjacent to streams and wetlands, and further provided best management practices are used and soil compaction is avoided.

7. Removal of hazard trees, with the director’s approval. A certified arborist’s evaluation may be required in the discretion of the director if the hazard is not clearly evident. Creation of snags are encouraged rather than complete tree removal. Hazard trees removed from critical areas must be replaced at a minimum 3:1 ratio and maintained for at least three years.

8. Enhancement and restoration plantings for the purpose of restoring functions and values of critical areas or buffers that do not require construction permits; provided, only hand labor and light equipment that minimizes disturbance to the critical area or buffer are used. Removal or trimming of trees within critical areas or their buffers, and replacing them with lower growing shrubs, for the purpose of creating or expanding a view corridor shall not be deemed an enhancement or restoration action and is not an exempted activity.

9. The following agricultural activities in existence as of the effective date of Ordinance No. 691:

a. Grazing of livestock, provided best management practices are implemented to protect the water quality;

b. Mowing of hay, grass or grain crops;

c. Tilling, discing, planting, seeding, harvesting and related activities for pasture, food crops, grass seed or sod; provided, that such activities do not involve any expansion into the critical areas or buffer of the area involved from that existing on the date this chapter becomes effective;

d. Normal and routine maintenance of drainage and irrigation ditches, provided they are not used by salmonids; farm ponds, stocked fish ponds, manure lagoons, and created livestock watering ponds; provided, that such activities shall not involve conversion of or expansion into any wetland or buffer not currently being used for such activity and best management practices are used. Maintenance actions within drainage ditches that drain directly to salmonid-bearing waters may require permits from state or federal regulatory agencies.

B. Public Agency or Utility Exception. If the application of this chapter would prohibit a development proposal by a public agency or public utility, the agency or utility may apply for an exception pursuant to this section. After holding a public hearing, the hearing examiner may approve the exception if he/she finds that there is no other practical alternative to the proposed development with less impact on critical areas or their buffers, and the proposal minimizes the impact on critical areas or their buffers. Any decision of the hearing examiner is final unless appealed.

C. Reasonable Use Exception. If the application of this chapter would deny all reasonable use of the property, development may be allowed which is consistent with the general intent of this chapter and the public interest; provided, that the hearing examiner, after a public hearing and consultation with the city attorney, finds that:

1. This chapter would otherwise deny all reasonable use of the property;

2. There is no other reasonable use with less impact on the critical area or its buffer;

3. The proposed development does not pose an unreasonable threat to the public health, safety or welfare on or off the property; and

4. Any proposed alteration of the critical area or its buffer is the minimum necessary to allow for reasonable use of the property, and will not result in a net loss of critical area functions and values. Any decision of the hearing examiner regarding this reasonable use exception shall be final unless appealed.

5. The inability to derive reasonable economic use is not the result of the applicant’s actions or that of a previous property owner, such as by segregating or dividing the property and creating an undevelopable condition.

D. Farm Plans. Agricultural activities may be conducted consistent with a farm plan approved by the King Conservation District and the city. A qualified consultant shall evaluate agricultural activities, including vegetation management, outlined in a farm plan with the standards established in these chapters.

E. Mitigation Required. Any authorized alteration of a critical area or its buffer under subsections C and D of this section shall be subject to conditions established by the city and shall require mitigation described in an approved mitigation plan that meets the mitigation requirements of this chapter. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.050 Designation and protection of critical areas and buffers.

A. Designation. Critical areas are designated in this chapter by defining their characteristics, by defining their locations by adoption of a map, or both. In the case of frequently flooded areas, critical areas are designated in Chapter 15.12 SMC.

B. Protection. Critical areas shall be protected as follows:

1. The city shall not permit or approve any use, activity or development proposal, or authorization to alter the condition of any land, water or vegetation, or to construct or alter any structure or improvement, in, over or on a critical area or its buffer, except in compliance with the requirements of this chapter.

2. No person shall alter, nor direct or permit the alteration of, any critical area or buffer except as allowed in compliance with the requirements of this chapter.

3. The provisions of this chapter apply to all critical areas and buffers as designated or defined by this chapter, whether or not the critical area or buffer has been delineated or mapped. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.060 Critical areas report.

A. When Required. Except as provided in subsection B of this section, for any use, activity or development proposal on site that includes, is adjacent to, or could significantly impact a critical area, other than a critical aquifer recharge area, the applicant or developer, at its own expense, shall initiate a critical areas report prepared by a qualified critical area consultant to adequately evaluate the potential impacts to such areas from such use, activity or development proposal. The critical areas report shall be conducted by a qualified critical areas consultant, subject to the additional provisions of subsection D of this section. No critical areas report shall be required if a report previously has been prepared pursuant to this section; provided, that the previous report contemplated and evaluated the type of use, activity or development to occur on the site; and further provided, any wetland delineation studies provided with the report shall be valid for a maximum period of five years after initial completion.

B. Waivers. The director may waive the requirement for a critical areas report upon finding that:

1. There will be no alteration of the critical area or areas and associated buffers, or that the use, activity or development proposal is located in a portion of a wetland or stream buffer adjacent to and upland of an existing road and/or other existing development, such that the development site does not provide buffer functions;

2. The development proposal will not impact the critical areas or buffers in a manner contrary to the goals, intent, and requirements of this chapter; and

3. The development proposal meets the minimum standards of this chapter.

C. Contents of report. The critical areas report shall meet the minimum requirements as the director may establish by administrative rule. The city director may, in his or her discretion, require such supplements or amendments to the report as he or she may deem necessary to develop a reasonably comprehensive understanding of the site conditions and potential impacts. Critical areas reports relating to wetlands shall be in accordance with the additional criteria found in SMC 19.12.170(B).

D. Additional Review. In situations where the applicant has provided its own critical areas report, the city may require review of the submitted report by staff with the necessary critical areas qualifications or retain another qualified critical areas consultant as adjunct staff to review the adequacy of the critical areas report. The costs for such critical areas consultant review shall be borne by the applicant and shall be for services necessary to review the applicant's critical areas report, meet with the applicant and/or other relevant city staff, and to conduct any necessary field work to evaluate the applicant's critical areas report. The city critical areas consultant ordinarily should not conduct a full independent or duplicative critical areas report. In situations where the city has provided the critical areas report (at the applicant's expense), the applicant shall have the right, but not the obligation, to submit a second opinion to the city for consideration. The determination of the city as to the adequacy of a critical areas report shall be final unless the issue is raised on appeal of the development proposal approval or permit. No interlocutory appeal of the report results is authorized by this section. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.070 Critical area review process.

A. Preapplication Meeting. When a use, activity or development proposal includes or is adjacent to one or more critical areas, the applicant shall meet with the director prior to the submission of any application or development proposal to discuss the goals, purposes, objectives and requirements of this chapter, the scope of any critical areas report or reports, the qualifications of the applicant's technical consultants, and the nature of the use, activity or development proposal.

B. Incorporation of Critical Areas Conditions in Permits and Approvals. Review of critical areas reports and suggested conditions and mitigation shall be reviewed during and incorporated into the underlying permit or approval of the use, activity or development approval by whatever person or body has the authority for the underlying permit or approval. The director shall include in every report, recommendation or administrative decision on a use, activity or development proposal such findings as may be necessary to address the provisions of this chapter.

C. Authority to Condition or Deny Proposals. The city may approve, approve with conditions, or deny any development proposal in order to comply with the requirements and carry out the goals, purposes, and objectives of this chapter. In addition to its general authority under this chapter and any other applicable law or chapter, the city shall condition or deny a permit or approval for a use, activity or development proposal if it is determined that it will increase the potential of soil movement or otherwise result in a significant risk of injury to persons or damage to the structure, site or adjacent properties in the case of areas of potential geologic instability, or will result in a risk of significant harm to a wetland or stream or its functional values, or will disturb the qualities that are essential to maintain the habitat in designated fish and wildlife habitat conservation areas, or poses a significant risk of degrading the quality of groundwater in a critical recharge area. The city shall impose mitigation consistent with the requirements of this chapter and as contained in an approved mitigation report.

D. Monitoring.

1. Whenever mitigation is required, the city will require monitoring to ensure the mitigation meets the design performance standards established in the approved mitigation plan. The city may require that a qualified critical area consultant, at the direction of the city and at the applicant's expense, monitor the development proposal site during construction and for a sufficient period of time after construction to ensure satisfactory mitigation of impacts on the critical area. The qualified critical area consultant shall monitor per the provisions outlined in the approved mitigation plan based on the conditions or restrictions imposed by the city and such administrative rules as the director shall prescribe.

2. When monitoring is required, the city shall require the qualified critical area consultant to make written, dated monitoring reports at intervals as may be specified in the approved monitoring plan. The city will review and comment on each monitoring report, and may require any remedial actions as determined necessary to assure success of the mitigation plan. The city will require a final statement from the qualified critical area consultant that, based upon technical data, the mitigation area complies with the performance standards in the approved mitigation plan. Where monitoring reveals a significant deviation from designed performance standards or a failure of mitigation measures, the city may require the applicant to take appropriate corrective action, and the project shall be subject to further monitoring for a time frame to be determined by the city.

E. Assurance Devices. Prior to issuance of any permit or approval which authorizes site disturbance under the provisions of this chapter, the city shall require a bond or other security to assure that all work required by this chapter or any permit condition relating to critical areas is satisfactorily completed in accordance with the approved plans, specifications, permit or approval conditions, and applicable regulations and to assure that all work or actions not satisfactorily completed will be corrected to comply with approved plans, specifications, requirements, and regulations to eliminate hazardous conditions, to restore environmental damage or degradation, and to protect the health, safety and general welfare of the public. If the development proposal is subject to mitigation, the applicant shall post a performance and maintenance bond or other security in a form and amount deemed acceptable by the city to cover long-term monitoring, maintenance, and performance for mitigation projects to ensure mitigation is fully functional for the duration of the monitoring period.

1. Performance Bonds. Mitigation required pursuant to a development proposal must be completed prior to the city's granting of final approval of the development proposal. If the applicant demonstrates that seasonal requirements or other circumstances beyond its control prevent completion of the mitigation prior to final approval, the applicant may post a performance bond, assignment of savings, or other security instrument approved by the city attorney equal to 150 percent of the total cost of the remaining mitigation and guarantees that all required mitigation measures will be completed no later than the time established by the city in accordance with this chapter. The performance bond shall be released following inspection and approval of the bonded improvements.

2. Maintenance/Monitoring Bonds. The city shall require the applicant whose development proposal is subject to a mitigation plan to post a maintenance/monitoring bond, assignment of savings, or other security instrument approved by the city attorney equal to 50 percent of the total estimated maintenance and monitoring cost to guarantee satisfactory workmanship, materials, and performance of structures and improvements. The maintenance bond will be released after meeting the maintenance and mitigation requirements of this chapter and any applicable conditions of approval.

3. All bonds shall be submitted with the appropriate bond quantity worksheet identified by the city. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.080 Critical area tracts and notice on title.

A. Critical Area Tracts. Any critical area where development or alteration is prohibited or limited pursuant to this chapter shall be placed in a separate critical area tract if determined by the city to be necessary to protect the critical area. Critical area tracts may be required to be conveyed to the city, if deemed necessary to protect the critical area. Alternatively, the city may require the critical area be placed in a Native Growth Protection Easement (NGPE) or similar easement.

B. Notice on Title. The owner of any property that is subject to the provisions of this chapter shall, as a condition of approval pursuant to the provisions of this chapter, record with the records and elections division of King County a notice in a form approved by the city providing notice of the presence of a critical area on the property, the application of this chapter to the property, and that limitations on actions in or affecting such areas may exist. The provisions of this section shall not apply where such notice has already been recorded pursuant to a previous approval, such as a final plat. The form of such notice may be adopted by administrative rule.

1. The notice shall state:

a. The presence of the critical area or mitigation area on the property;

b. The allowable use of this property; and

c. The limitations that may exist on action in, or affecting, the critical area and/or mitigation area.

2. The notice on the title shall run with the property.

3. The notice on title will not be required if the work on existing structures or uses is valued at less than 50 percent of the assessed value of the existing structure or use, and if it does not increase the area of impact to the critical area.

4. This notice on title shall not be required for a development proposal by a public agency or public or private utility:

a. Within a recorded easement or right-of-way; or

b. Where the agency or utility has been adjudicated the right to an easement or right-of-way.

5. The applicant shall submit proof that the notice has been filed for public record for all affected property prior to building permit approval or prior to recording of the final plat in case of subdivisions. (Ord. 1234 § 8, 2020; Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.090 General provisions.

The city will apply the following general methods and mechanisms to accomplish the purposes of this chapter. This section shall be applied to all approved development applications and alterations where critical areas may be affected. Remediation and compensation, for wetlands and streams, may be accomplished using mitigation banking described in this section.

A. Mitigation Sequencing. Conditions to protect critical areas shall be sequenced as follows:

1. Avoid the impact by refraining from certain actions or parts of an action to the extent feasible;

2. Minimize the impacts by limiting the degree or magnitude of the action, by redesigning the proposed project to minimize impacts and/or avoid or reduce impacts by using appropriate technology, best management practices and design strategies;

3. Remediate the impact by repairing, rehabilitating, or restoring the affected environment;

4. Reduce or eliminate the impact over time by preservation and maintenance operations;

5. Compensate for the impacts by creating, replacing, enhancing, or providing substitute resources or environments;

6. Monitor the mitigation provided for the impact and take appropriate corrective measures when necessary.

B. Buffers.

1. Measurement of Buffers. All buffers shall be measured perpendicular from the critical area boundary as surveyed in the field. For buffer width determination and measurement purposes, the “critical area” excludes the buffer area. The width of the buffer shall be determined according to the category of the critical area and the proposed land use, as described in this chapter.

2. Standard Buffers. The standard buffer widths presume the existence of a native forest vegetation community in the buffer zone adequate to protect the critical area functions and values at the time of the proposed activity. If existing buffer is sparsely vegetated or vegetated with invasive species, the city may require an increase in the buffer width or additional native plantings within the standard buffer width. Provisions to reduce or to average buffer widths to obtain optimal habitat value are provided under the performance standards for each critical area.

3. Buffer Averaging. The director may allow wetland or stream buffer averaging only when the buffer area width after averaging will not adversely impact the critical area and/or buffer functions and values, including wetland hydrology that causes short- or long-term changes in native vegetation composition, soil characteristics, nutrient cycling or water chemistry. At a minimum, any proposed buffer averaging shall meet the following criteria:

a. The resulting buffer area is no less than that which would be provided by the standard buffer;

b. The buffer width shall not be reduced by more than 25 percent at any one point as a result of the buffer averaging, and provided, buffer averaging shall not result in a wetland buffer being reduced to less than 25 feet at any one point in any case;

c. The buffer area is reduced by averaging only in those locations where the least significant upland habitat is present within the standard buffer zone, and the areas for increased buffer incorporate the highest functioning upland habitats, where feasible;

d. The buffer area may be required to be enhanced where the buffer is allowed to be reduced, if the buffer is in a degraded condition;

e. The areas of expanded buffer width are contiguous with the standard buffer;

f. Encroachment into the buffer does not occur waterward of the top of an associated steep slope or into a channel migration zone;

g. Encroachment does not occur into the buffer of an associated wetland except as otherwise allowed; and

h. Buffer averaging shall not result in the relocation of any portion of a buffer onto an adjacent property not in common ownership.

4. Increased Buffer Widths. Buffers of prescribed widths are established in this chapter for various categories of wetlands, streams, geologically hazardous areas and channel migration zones. The director may require

increased buffer widths as necessary to protect critical areas when either the critical area is particularly sensitive to disturbance or the development poses unusual impacts. Examples of circumstances that may require buffers beyond minimum requirements include, but are not limited to:

a. Unclassified uses;

b. The critical area is in a sensitive drainage basin or documented salmonid spawning or rearing habitat;

c. The critical area is fish habitat for spawning or rearing as determined by the Washington Department of Fish and Wildlife;

d. The land adjacent to the critical area and its associated buffer, and located within the development proposal, is classified as an erosion hazard area; or

e. A trail or utility corridor in excess of 10 percent of the buffer width is proposed for inclusion in the buffer.

5. Functionally isolated wetland buffers and riparian management zones. Areas that provide no ecological functions or values which are functionally separated from a wetland or stream by legally established roads, impervious surfaces, or structures, shall be excluded.

6. Single family residences part of a previously approved development are allowed improvements with a maximum footprint of 250 square feet, such as decks, patios, and appurtenances.

C. Building Setback Line. A building setback line of 15 feet shall be required from the edge of a buffer for any building or structure to ensure that the exteriors of the building or structure can be improved, maintained or repaired without encroaching into the buffer. Trails, sidewalks, parking lots, or stormwater facilities may be located within the building setback line as long as access for maintenance will not result in adverse impacts to the actual buffer.

D. Land Segregation. Subdivisions, short subdivisions, binding site improvement plans, boundary line adjustments and any other division of land in critical areas and buffers shall be subject to the following provisions:

1. Land that is wholly within a wetland or stream or buffer may not be subdivided or the boundary line adjusted except as approved under a reasonable use permit. In the case of land where one parcel is entirely within a wetland or stream buffer and an adjacent parcel is located partially or entirely out of a wetland or stream buffer, the provisions of subsection B of this section shall apply to boundary line adjustments between the two parcels.

2. Land that is partially within a wetland or stream or buffer may be divided or the boundary line adjusted to create buildable lots; provided, that an accessible and contiguous portion of each new or adjusted buildable lot is:

a. Located outside the wetland or stream and any associated buffer; and

b. Complies with the minimum lot size for the zoning district in which it is located, if applicable.

3. Accessory roads and utilities serving the proposed division of land may be permitted within the wetland or stream and associated buffer only if the city determines that no other feasible alternative exists.

E. Marking or Fencing.

1. Temporary Markers. The outer perimeter of wetland, stream, fish and wildlife habitat conservation areas, steep slopes and their associated buffer and the limits of these areas to be disturbed pursuant to an approved permit or authorization shall be marked in the field prior to site clearing in a manner approved by the city so no unauthorized intrusion will occur. Markers or fencing are subject to inspection by the director or his/her designee prior to the commencement of permitted activities. This temporary marking shall be maintained throughout construction and shall not be removed until directed by the director, or until permanent signs and/or fencing, if required, are in place.

2. Permanent Markers. Following the implementation of an approved development plan or alteration, the outer perimeter of the critical area or buffer that is not disturbed shall be permanently identified. The director shall approve sign locations during review of the development proposal. Along residential boundaries, the signs shall be at least four inches by six inches in size and spaced one per centerline of lot or every 75 feet for lots whose boundaries exceed 150 feet. At road endings, crossings, and other areas where public access to the critical area is allowed, the sign shall be a minimum of 18 inches by 24 inches in size and spaced one every 75 feet. This identification shall include permanent wood or metal signs on treated wood or metal posts. Signs shall be worded as follows:

CRITICAL AREA BOUNDARY

Protection of this natural area is in your care. Alteration or disturbance is prohibited. Please call the City of Snoqualmie at (425) 888-5337 for more information. Removal of this sign is prohibited.

3. Permanent Fencing. The director shall require permanent fencing where there is a likelihood of the intrusion into the critical area based on the development proposal. The director shall also require such fencing when, subsequent to approval of the development proposal, intrusions threaten conservation of critical areas. The director may use any appropriate enforcement actions including, but not limited to, fines, abatement, or permit denial to ensure compliance.

F. Mitigation Plans.

1. Whenever mitigation is required, the applicant shall prepare and submit a mitigation plan using a watershed approach for city review and approval.

2. General Mitigation Requirements. Mitigation for alterations to critical areas shall achieve equivalent or greater biological functions and may include, in the case of streams and wetlands, mitigation for adverse impacts upstream and downstream of the development proposal site. Mitigation sites for wetlands, streams, and fish and wildlife habitat conservation areas shall be located to achieve contiguous habitat to minimize the isolating effects of development on habitat areas. Mitigation of aquatic habitat should be located within the same aquatic system as the area disturbed, unless the applicant provides a sound ecological basis for providing it in as close proximity to the project site as feasible and as approved by the administrator. Mitigation shall address each function affected by the alteration to achieve functional equivalency or improvement on a per function basis. Increased ratios of mitigation area may be required for wetlands, and the buffers of streams or wetlands, as provided in this chapter.

3. Mitigation Plan Submittal Requirements. The required scope and content of a mitigation plan shall be established by administrative rule promulgated by the director. Mitigation plans for wetlands and streams shall be based upon the Wetland Mitigation in Washington State, Part 1: Agency Policies and Guidance – Version 2 (Ecology Publication 21-06-003, Olympia, WA, April 2021, or as revised) and Part 2: Developing Mitigation Plans – Version 1 (Ecology Publication Number 06-06-011b, Olympia, WA, March 2006, or as revised), and Selecting Wetland Mitigation Sites Using a Watershed Approach (Western Washington) (Publication No. 09-06-32, Olympia, WA, December 2009, or as revised) as it now exists or may hereafter be modified.

4. Mitigation Monitoring. The time period for mitigation monitoring shall be established per the administrative rule established per subsection (F)(3) of this section, and shall be subject to the following minimum standards. Monitoring for compensatory mitigation for alteration of a wetland or stream shall occur for a minimum of five years. In the case of forested and scrub-shrub wetlands, monitoring shall occur for a minimum of 10 years, with reports submitted in years 1, 2, 3, 5, 7, and 10 and shall be secured with a bond or assignment for security.

G. Habitat Study. A habitat study shall be required for all development proposals that the director determines may affect the habitat of a listed species. If one or more listed species is using the subject property, the following additional requirements shall apply:

1. The applicant using a qualified professional consultant shall submit a habitat management plan, which at a minimum shall identify the qualities that are essential to maintain viable habitat for listed species using the fish and wildlife habitat conservation area and identify measures to minimize the impact from proposed activities on the habitat. The applicant shall be guided by WDFW's Priority Habitats and Species Management reccomendations pursuant to WAC 232-12-297.

2. Conditions shall be imposed, as necessary, based on the measures identified in the habitat management plan.

3. To retain adequate natural habitat for listed species, buffers may be established on a case-by-case basis as described in the habitat management plan.

H. Minimal Impacts and No Net Loss. All the regulations of this chapter shall be applied to uses, activities, modifications and development to ensure minimal impacts to and no net loss of ecological function.

I. Where impact to critical areas or their buffers cannot be avoided, the applicant shall demonstrate that the impact is authorized by the provisions of this chapter or a reasonable use exception. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.100 Erosion hazard areas.

Alteration of erosion hazard areas may be permitted subject to the following requirements:

A. Clearing and Grading within Erosion Hazard Areas. Clearing and grading within erosion hazard areas shall conform to the following standards:

1. Clearing of up to 15,000 square feet on any one lot and timber harvest pursuant to a DNR-approved forest practice permit or a city-approved clearing or grading permit may be cleared at any time. All other clearing on erosion hazard areas shall be allowed only from April 1st to November 1st unless otherwise approved by the city.

2. Clearing and grading in erosion hazard areas shall be sequenced as follows:

a. No clearing or grading shall occur in an erosion hazard area until after the area to be cleared and/or graded has been marked in the field and the markings have been approved by the city.

b. Clearing and grading for and installation of temporary erosion and sedimentation control measures in erosion hazard areas shall occur prior to clearing and grading for roads and utilities.

c. Clearing and grading for roads and utilities in erosion hazard areas shall be completed prior to any clearing or grading of lots or building pads and shall be the minimum necessary to accomplish the project engineering designs.

d. Clearing and grading of lots, building pads or other retained vegetation shall subsequently be removed only if it is a specific element of an approved structure and subject to specific development approval from the city.

3. Approved clearing and grading pursuant to this section shall use directional felling, approved skidding plans and other techniques to minimize damage to soils and understory vegetation.

B. Erosion Control Plan. All development must submit an erosion control plan consistent with the requirements of this section and other relevant portions of the Snoqualmie Municipal Code. Approval of such plans shall include mitigation, monitoring and bonds as necessary to ensure satisfactory performance of the conditions of approval.

C. Buffers. There are no buffers for erosion hazard areas. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.110 Landslide hazard areas.

A. Alteration of a landslide hazard area on slopes 40 percent or steeper is prohibited except as provided for under the development standards for steep slopes.

B. Alteration of a landslide hazard area on slopes less than 40 percent is prohibited unless the city concludes from the critical area report that the development proposal will not decrease slope stability on adjacent properties and the development proposal can be designed so that the landslide hazard to the project and adjacent property is eliminated or mitigated to meet city-defined factors of safety, per administrative rule.

C. Buffers in Landslide Hazard Areas.

1. The buffer from the top of a slope shall be designed to protect persons and property from damage due to catastrophic slope failure and slope retreat over the lifetime of the use and provide an area of vegetation to promote shallow stability, control erosion and promote multiple benefits to wildlife and other resources. The buffer distance from the top of slope shall be equal to the greater of:

a. The distance from the toe of slope upslope at a slope of 2:1 (horizontal to vertical) to a point that intersects with the site's ground elevation; or

b. A horizontal distance from the top of the slope equal to the vertical height of the slope; or

c. Fifty feet from the top of the slope.

2. The buffer from the toe of a slope shall provide for the safety of persons and property from the run-out resulting from slope failure and shall be the greater of:

a. A horizontal distance equal to the vertical height of the slope; or

b. Fifty feet from the toe of the slope.

D. Buffer Reduction. The buffer may be reduced to a minimum of 15 feet based on analysis of specific development plans provided by a qualified professional that demonstrates to the public works director's satisfaction that the reduction will adequately protect the proposed development, adjacent developments, uses and other nearby critical areas, and will not result in reduced slope stability.

E. Increased Buffer. The buffer may be increased where the community development director determines a larger buffer is necessary to prevent risk of damage to proposed and existing development.

F. Clearing and Grading in Landslide Hazard Areas. When associated with an allowed alteration within a landslide hazard area, clearing and grading activities shall conform to the following standards:

1. Clearing and grading in landslide hazard areas shall be allowed only from April 1st to November 1st.

2. Clearing and grading shall be sequenced as follows:

a. No clearing or grading shall occur in a landslide hazard area until after the area to be cleared and/or graded has been marked in the field and the markings have been approved by the city.

b. Clearing and grading for and installation of temporary erosion and sedimentation control measures in landslide hazard areas shall occur prior to clearing and grading for roads and utilities.

c. Clearing and grading for roads and utilities in landslide hazard areas shall be completed prior to any clearing or grading of lots or building pads and shall be the minimum necessary to accomplish the project engineering designs.

d. Clearing and grading of lots, building pads or other retained vegetation shall subsequently be removed only if it is a specific element of an approved structure and subject to specific development approval from the city.

3. Approved clearing and grading pursuant to this section shall use directional felling, approved skidding plans and other techniques to minimize damage to soils and understory vegetation.

G. Roads and Utilities. Roads and utilities may be permitted within landslide hazard areas and associated buffers if the city determines that no other practical alternative exists.

H. Utility Lines and Pipes. Utility lines and pipes shall be permitted in the landslide hazard area only when the applicant demonstrates that no other practical alternative is available. The line or pipe shall be located above ground and be properly anchored and/or designed so that it will continue to function in the event of erosion. Stormwater conveyance shall be allowed only through a high-density polyethylene pipe with fuse-welded joints, or similar product that is technically equal or superior. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.120 Steep slope hazard areas.

A. Alterations. No development or alteration shall be allowed in steep slope hazard areas unless the development or alteration is one of the following:

1. Any alteration on slopes 40 percent or steeper with a vertical elevation change of less than or equal to 20 feet, provided the critical areas report demonstrated that no adverse impact will result;

2. Any alteration of a slope, which has been created through previous legal grading activities, may be regraded as part of an approved development proposal. Any remaining slopes in excess of 40 percent shall be subject to the steep slope protections of this chapter;

3. Surface water or stormwater conveyance approved by the city in conformance with the stormwater management requirements in Chapter 15.18 SMC;

4. Trails construction approved by the city;

5. Utility construction approved by the city, if the city determines that no other feasible alternative exists. Utility lines or pipes shall be located above ground and properly anchored and/or designed so that they will continue to function in the event of an underlying slide. Stormwater conveyance shall be allowed only through a high-density polyethylene pipe with fuse-welded joints, or similar product that is technically equivalent or superior;

6. Trimming and cutting of vegetation on steep slopes approved by the city; provided that the soils are not disturbed.

B. Buffers in Steep Slope Hazard Areas.

1. The buffer from the top of a slope shall be designed to protect persons and property from damage due to catastrophic slope failure and slope retreat over the lifetime of the use and provide an area of vegetation to promote shallow stability, control erosion and promote multiple benefits to wildlife and other resources. The buffer distance from the top of slope shall be equal to the greater of:

a. The distance from the toe of slope upslope at a slope of 2:1 (horizontal to vertical) to a point that intersects with the site’s ground elevation; or

b. A horizontal distance from the top of the slope equal to the vertical height of the slope; or

c. Fifty feet from the top of the slope.

2. The buffer from the toe of a slope shall provide for the safety of persons and property from the run-out resulting from slope failure and shall be the greater of:

a. A horizontal distance equal to the vertical height of the slope; or

b. Fifty feet from the toe of the slope.

C. Buffer Reduction. The buffer may be reduced to a minimum of 15 feet based on analysis of specific development plans provided by a qualified professional that demonstrates to the public works director's satisfaction that the reduction will adequately protect the proposed development, adjacent developments, uses and other nearby critical areas, and will not result in reduced slope stability.

D. Increased Buffer. The buffer may be increased where the community development director determines a larger buffer is necessary to prevent risk of damage to proposed and existing development. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.130 Seismic hazard areas.

A. Alteration of a seismic hazard area shall only be allowed if mitigation is implemented that provides for adequate factors of safety against liquefaction, surface rupture, lateral spreading, seismically induced landsliding, and settlement.

B. Structures in seismic hazard areas shall conform to applicable analysis and design criteria of the International Building Code. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.140 Channel migration and associated erosion hazard zones.

A. The administrator shall assemble all available channel migration and erosion hazard maps and studies from King County and other sources in order to determine the location and severity of known channel migration and erosion hazard zones, and shall maintain maps showing the boundaries of all known channel migration and erosion hazard zones. The administrator is hereby authorized to adopt administrative rules to establish the process and criteria for designating and classifying channel migration and erosion hazard zones. An applicant for a development permit may submit a report by a qualified professional engineer in support of a determination of the boundaries or classification of channel migration and/or erosion hazard areas on a specific property if there is a discrepancy between the approved channel migration zone or erosion hazard map and site-specific conditions or data, or for unmapped potential channel migration zones or erosion hazard areas. It is a goal of the city of Snoqualmie to retain and restore channel migration zones as practicable to restore riparian functions in applicable areas over time.

B. No new development may be permitted in the severe channel migration zone unless otherwise allowed under this section.

C. The following activates are allowed within the severe and moderate channel migration zone:

1. Trails and boardwalks;

2. Forest practices;

3. Ongoing agriculture;

4. Bridges, utilities and transportation structures when no other feasible alternative exists;

5. Development with a primary purpose of protecting or restoring ecological functions.

D. Existing structures may be maintained and improved on existing legal lots in the moderate channel migration zone and/or erosion hazard area; provided, the footprint may not be expanded toward the source of channel migration or erosion hazard.

E. New structures may be permitted in the moderate channel migration zone on existing legal lots; provided, that a feasible alternative location outside of the channel migration hazard is not available on site, and the structure and supporting infrastructure, including septic system, are located at the farthest distance from any source of channel migration or erosion hazard.

F. Subdivision of land by any means, including short subdivision or binding site improvement plan, is prohibited within the moderate channel migration zone.

G. New structural flood hazard reduction measures may be allowed in a channel migration zone to protect existing development only where demonstrated through an engineering analysis to be necessary, and when nonstructural

methods are infeasible and such measures are located landward of associated wetlands and buffer areas except where no alternative exists as documented in a geotechnical analysis. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.150 Frequently flooded areas.

A. Standards for building and development in frequently flooded areas are set forth in Chapter 15.12 SMC, Flood Hazard Regulations. SMC 15.12.170, Floodways, adopted by Ordinance 621, 1989, and as hereafter amended, is hereby adopted by reference.

B. No encroachment, including fill, new construction, substantial improvement or other development shall be permitted within the floodway except as described in SMC 15.12.170.

C. No new construction or reconstruction of residential structures shall be permitted within the floodway, except as described in SMC 15.12.170.

D. All new construction and substantial improvement shall comply with all other applicable flood hazard reduction standards of Chapter 15.12 SMC, Flood Hazard Regulations.

E. New structural flood hazard reduction measures are allowed only where demonstrated to be necessary, and when nonstructural measures are infeasible and mitigation is accomplished, and provided, such measures are landward of associated wetlands and buffer areas except where no alternative exists as documented in a geotechnical analysis. (Ord. 1237 § 3, 2020; Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.160 Streams.

A. Classification of Streams. Streams shall be classified in accordance with WAC 222-16-030 as follows:

1. Class 1 are Type S (shorelines) streams and include waters, within their bankfull width, as inventoried as "Shorelines of the State" (rivers over 20 cfs, marine shorelines and lakes over 20 acres) under Chapter 90.58 RCW and the rules promulgated pursuant to Chapter 90.58 RCW, including periodically inundated areas of their associated wetlands. "Bankfull width" is the measurement of the lateral extent of the water surface elevation perpendicular to the channel at bankfull depth.

2. Class 2 are Type F (fish) streams and include segments of natural waters other than Type S waters that are within the bankfull widths of defined channels and periodically inundated areas of their associated wetlands, or within lakes, ponds, or impoundments having a surface area of one-half acre or greater at seasonal low water that in any case contain fish habitat or are described by one of the four categories in WAC 222-16-030(2).

3. Class 3 are Type Np (non-fish perennial) streams and include all segments of natural waters within the bankfull width of defined channels that are perennial non-fish habitat streams. Perennial streams are waters that do not go dry at any time during a year of normal rainfall. However, for the purpose of water typing, Type Np waters include the intermittent dry portions of the perennial channel below the uppermost point of perennial flow.

4. Class 4 are Type Ns (non-fish seasonal) streams and include all segments of natural waters within the bankfull width of the defined channels that are not Type S, F, or Np waters. These are seasonal, non-fish habitat streams in which surface flow is not present for at least some portion of a year of normal rainfall and are not located downstream from any stream reach that is a Type Np water. Ns waters must be physically connected by an aboveground channel system to Type S, F, or Np waters.

B. No alteration to a stream or riparian management zone shall be permitted unless the city grants a public agency or utility exception or reasonable use exception, or unless the city finds that the development proposal is one

of the permitted uses identified in subsection C of this section and the project as proposed preserves or enhances the important stream and buffer functions and is otherwise consistent with the purposes of this chapter.

C. Permitted Uses and Alterations. Subject to the requirements of the underlying zoning designation and other applicable codes and ordinances, the following uses and alterations shall be permitted within streams or their riparian management zones, in accordance with the standards set forth in this section when done in compliance with the provisions of other applicable codes and ordinances. Mitigation shall be required for any impact to the critical area or its buffer from these permitted uses and alterations:

1. Stream Crossings. Stream crossings may only be permitted when there is no other reasonable access resulting in less impact on the stream and/or its buffer. Stream crossings shall use all reasonably feasible construction techniques to avoid disturbance to the stream bed or bank. In the case of Class 2, Class 3 or Class 4 streams, bottomless culverts or other appropriate methods demonstrated to provide fisheries protection may be used if the applicant demonstrates that such methods and their implementation will pose no harm to the stream bank or bed and will not adversely impact fish habitat as demonstrated in a report from a qualified consultant submitted by the applicant. The applicant shall be responsible to obtain and comply with all other applicable state and federal permits. Crossings shall not occur over salmonid spawning areas unless no other possible crossing site exists. Crossings shall be minimized and serve multiple purposes and properties whenever possible. Construction of stream crossings shall be in conformance with applicable permit limitations established by state resource agencies. Stream crossings shall be designed in accordance with the Washington Department of Fish and Wildlife's Water Crossing Design Guidelines (2013), as updated. New crossings shall be evaluated under future climate change scenarios for 2040 and 2080, or similar, as required by state and federal agencies.

2. Stream Relocations. Class 1 streams shall not be relocated. Class 2 streams shall not be relocated except for public road projects which have been approved by a variance and by applicable state resource agencies. Class 3 and Class 4 streams may only be relocated provided the in-stream resources are preserved or enhanced, all appropriate floodplain protection measures are used, and the stormwater management requirements in Chapter 15.18 SMC, and all other applicable permit and code requirements have been met. A proposal to relocate a Class 2, Class 3 or Class 4 stream must be accompanied by a stream mitigation plan.

3. Stream Channel Stabilization. Stream channel stabilization may only be allowed when movement of the stream channel threatens existing residential or commercial structures, public improvements, unique natural resources, or the only possible existing access to property. Proposals to stabilize a stream channel must be done in compliance with the provisions of this chapter and other applicable codes and ordinances, including but not limited to shoreline regulations pursuant to Chapter 19.08 SMC, Shoreline Regulations.

4. Maintenance. Maintenance associated with stormwater conveyances that do not carry anadromous salmonids, and that do not meet the definition of a wetland, may be maintained through use of best management practices developed in consultation with other state and federal agencies with jurisdiction.

5. Educational and Research Activities. Educational and research activities are permitted, not including construction of buildings or other permanent structures.

6. Enhancement or Mitigation. Enhancement or other mitigation plans are permitted, including landscaping in accordance with conditions of development imposed by the city.

7. Drainage Facilities. Discharges from drainage facilities are permitted, provided the stormwater management requirements in Chapter 15.18 SMC have been met and the city finds that the wetland functions can be preserved or enhanced and provided stormwater discharges to streams from drainage facilities will not negatively affect the rate of flow nor decrease the water quality of the stream.

8. Public Utilities. Public utilities may be permitted in the stream buffer, provided no practical alternative exists and adequate provision is made to protect or enhance the function of the stream buffer through appropriate mitigation. Unless located within a road right-of-way permitted pursuant to subsection (C)(9) of this section, sewer utilities may be constructed only in the outer 15 percent of a wetland or stream buffer if engineering design dictates, and if the other requirements of this section are met. All utility corridors should be designed

and coordinated to accommodate joint use in order to reduce the number of such corridors. Proposals to cross wetlands, streams or their buffers must include a mitigation plan, and must be designed to implement best management practices. Upon completion of the utility installation, wetlands, streams, and their buffers must be restored to preproject configurations or enhanced if preproject conditions were degraded, based on an approved mitigation plan which shall require maintenance and monitoring per the provisions of this chapter.

9. Roads and Rights-of-Way. Roads and other rights-of-way are permitted, provided no practical alternative exists and adequate provision is made to protect or enhance the stream through appropriate mitigation. Roads shall be designed and maintained to prevent erosion and restriction of the natural movement of groundwater as it affects the critical area.

Roads must be located to conform to the topography so that minimum alteration of natural conditions may be required. Where feasible, roads and utilities shall be similarly aligned to minimize the area of disturbance. Roads shall be designed and constructed per the stormwater management requirements in Chapter 15.18 SMC. A restoration plan for the area, designed per the standards of a mitigation plan, shall be required.

10. Other Uses. Other uses may be permitted by the city only following review and approval of a critical areas report and upon a determination that such use can be developed in a manner that would not degrade the quantitative and qualitative functioning of the stream.

11. Passive Recreation. Passive recreation may be permitted, provided public access shall only be allowed upon a finding by the director that:

a. Such public access will not adversely affect habitat or water quality values of the critical area, and that the design reflects current Priority Habitat and Species data and WDFW management recommendations;

b. Public access shall be limited to previous trails, boardwalks, viewing areas, covered seating, and displays, and must be located in areas which have the lowest sensitivity to human disturbance or alteration;

c. Public access must be specifically developed for interpretive, educational or research purposes by, or in cooperation with, the city, or as part of the adopted Snoqualmie comprehensive plan or other official plan or development approval adopted by the city;

d. No motorized vehicles shall be allowed within a wetland, stream or their buffers except as required for necessary maintenance or security;

e. Vegetative edges, structural barriers, signs or other measures must be provided wherever necessary to protect wetlands by limiting access to designated public use or interpretive areas;

f. Access areas must incorporate design features and materials which protect water quality and allow adequate surface and groundwater movement;

g. Must be located so as not to disturb nesting, breeding and rearing areas;

h. Trails should be located in the outer 25 percent of the buffers. Trail access within the remainder of the buffer or wetland may be allowed provided no practical alternative exists and adequate provision is made to protect or enhance the wetland through appropriate mitigation;

i. If trails are allowed to cross wetlands, boardwalks shall be used to minimize the impact.

12. Trails, Boardwalks and Viewing Areas. A continuous riverwalk trail, boardwalk and public viewing areas within the buffer of the Snoqualmie River and Kimball Creek.

13. Decks, Patios and Walkways. Decks, patios and walkways associated with commercial development and parks/trail development permitted by this chapter and the underlying zoning, provided such facilities are designed and constructed to afford public access to views of the riverfront and provide a public easement as

part of an overall public boardwalk and viewing platform system within the buffer of the Snoqualmie River within the Urban Riverfront Environment from southerly margin of S.E. Fir Street to the eastern property line of Riverview Park.

D. Riparian Management Zones. Riparian Management Zones (RMZ) are designated based on the estimated average 200 year site potential tree height, extending outward on each side of a stream from the ordinary high water to the distances prescribed in Table 19.12.160-1:

Table 19.12.160-1.

Riparian Management Zone Widths

Stream Classification	~~External~~ RMZ Width
Class 1 streams	100 feet. See Shoreline Regulations at SMC 19.08[1].
Class 2 streams	200 feet
Class 3 streams	100 feet
Class 4 streams	100 feet
Snoqualmie River South Fork and right bank of mainstem within the Natural Shoreline Environment[1,2]	200 feet
Snoqualmie River within Urban Riverfront Environment, generally located between S.E. Fir Street and Meadowbrook Way S.E.[1,2]	25 feet

[1] See Chapter 19.08 SMC for shoreline environments and associated maps.

E. Mitigation. Mitigation shall be required for permitted alterations of streams or their riparian management zones. Stream replacement or enhancement shall result in no net loss of stream functions either on or off site due to the alteration. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.170 Wetlands.

A. Wetland Inventory. The city initially conducted a wetland inventory in 1991 and continues to update the inventory as new information becomes available. The wetland inventory maps, on file with the director, are hereby incorporated herein by this reference. Property owners, the director, and/or members of the public may use these as a general guide but the maps do not provide a comprehensive accounting of areas subject to this chapter nor do they provide a definitive critical area designation. The exact location of a wetland and the associated boundary shall be determined through the performance of a field delineation by a qualified wetland consultant using the approved federal wetland delineation manual and applicable regional supplements as specified by WAC 173-22-035.

B. Report for Wetlands.

1. If the administrator determines that the site of a proposed development includes, is likely to include, or is adjacent to a wetland, a wetland report, prepared by a qualified professional, shall be required unless preparation of a report is excused or waived in accordance with SMC 19.12.060.A or 19.12.060.B. The expense of preparing the wetland report shall be borne by the applicant.

2. Minimum Standards for Wetland Reports. The written report and the accompanying plan sheets shall be consistent with SMC 19.12.060 and shall contain the following information, at a minimum:

a. The name and contact information of the applicant; the name, qualifications, and contact information for the primary author(s) of the wetland critical area report; a description of the proposal; identification of all the local, state, and/or federal wetland-related permit(s) required for the project; and a vicinity map for the project.

b. A statement specifying the accuracy of the report and all assumptions made and relied upon.

c. Documentation of any fieldwork performed on the site, including field data sheets for delineations, rating system forms, baseline hydrologic data, etc.

d. A description of the methodologies used to conduct the wetland delineations, rating system forms, or impact analyses including references.

e. Identification and characterization of all wetlands, water bodies, shorelines, floodplains, and other critical areas on or adjacent to the proposed project area.

f. For each wetland identified on site and within 300 feet of the project site provide: the wetland rating, including a description of and score for each function, per wetland ratings (subsection C of this section); required buffers; hydrogeomorphic classification; wetland acreage based on a professional survey from the field delineation (acreages for on-site portion and entire wetland area including off-site portions); Cowardin classification of vegetation communities; habitat elements; soil conditions based on site assessment and/or soil survey information; and to the extent possible, hydrologic information such as location and condition of inlets/outlets (if they can be legally accessed), estimated water depths within the wetland, and estimated hydroperiod patterns based on visual cues (e.g., algal mats, drift lines, flood debris, etc.). Provide acreage estimates, classifications, and ratings based on entire wetland complexes, not only the portion present on the proposed project site.

g. A description of the proposed actions, including an estimation of acreages of impacts to wetlands and buffers based on the field delineation and survey and an analysis of site development alternatives, including a no-development alternative.

h. An assessment of the probable cumulative impacts to the wetlands and buffers resulting from the proposed development.

i. A description of reasonable efforts made to apply mitigation sequencing pursuant to mitigation sequencing (SMC 19.12.090) to avoid, minimize, and mitigate impacts to critical areas.

j. A discussion of measures, including avoidance, minimization, and compensation, proposed to preserve existing wetlands and restore any wetlands that were degraded prior to the current proposed land use activity.

k. A conservation strategy for habitat and native vegetation that addresses methods to protect and enhance on-site habitat and wetland functions.

l. An evaluation of the functions of the wetland and adjacent buffer. Include reference for the method used and data sheets.

m. A copy of the site plan sheet(s) for the project must be included with the written report and must include, at a minimum:

i. Maps (to scale) depicting delineated and surveyed wetland and required buffers on site, including buffers for off-site critical areas that extend onto the project site; the development proposal; other critical areas; grading and clearing limits; areas of proposed impacts to wetlands and/or buffers (include square footage estimates).

ii. A depiction of the proposed stormwater management facilities and outlets (to scale) for the development, including estimated areas of intrusion into the buffers of any critical areas. The written report shall contain a discussion of the potential impacts to the wetland(s) associated with anticipated hydroperiod alterations from the project.

C. State Ratings System. The categorization of wetlands set forth herein is intended to implement the Washington State Department of Ecology wetland rating system found in the Washington State Wetlands Rating System (Western Washington, 2014 Update Version 2, Ecology Publication No. 23-06-009) and associated guidance documents as it now exists or may hereafter be revised by the Department of Ecology, which is hereby incorporated herein by this reference. References herein to wetland scores are those scores derived by application of the Washington State Wetlands Rating System. Wetland rating categories shall be applied as the wetland exists at the time of an associated permit application. Wetland categories shall not change due to illegal modifications.

D. Wetland Categorization. Wetlands shall be categorized as follows:

1. Category I. Category I wetlands are those that represent unique or rare wetland types, are more critical to disturbance than most wetlands, are relatively undisturbed and contain ecological attributes that are impossible to replace within a human lifetime, or provide a high level of functions. Category I wetlands in the city include:

a. Wetlands with high conservation value, which are identified by scientists of the Washington Natural Heritage Program as important ecosystems for maintaining plant diversity in our state;

b. Bogs;

c. Mature and old growth forested wetlands larger than one acre; or

d. Wetlands that perform functions at high levels and scoring 23 or more points (out of 27) on the questions related to functions.

2. Category II. Category II wetlands are difficult, though not impossible, to replace, and provide high levels of some functions. These wetlands occur more commonly than Category I wetlands, but still need a relatively high level of protection. Category II wetlands are wetlands with a moderate level of functions, scoring between 20 and 22 points.

3. Category III. Category III wetlands are wetlands with a moderate level of functions, scoring between 16 and 19 points. Such wetlands generally have been disturbed in some ways and are often less diverse or more isolated from other natural resources in the landscape than Category II wetlands.

4. Category IV. Category IV wetlands are wetlands with the lowest levels of functions, scoring fewer than 16 points, and are often heavily disturbed. These wetlands could be replaced, or in some cases improved. However, experience has shown that replacement cannot be guaranteed in any specific case. These wetlands may provide some important functions, and also need to be protected.

E. Filling or Alteration of Wetlands.

1. The fill shall not result in the loss of flood storage and shall be compensated for within city limits;

2. If the fill is located in the city’s 100-year floodplain, the proposal must be consistent with the requirements of Chapter 15.12 SMC, Flood Hazard Regulations;

3. The alteration shall not result in deficient buffers that do not adequately protect the remaining wetland.

F. Alterations Prohibited. Unless otherwise allowed by subsection G, no wetland or associated buffer shall be altered, unless the city grants a public agency or utility exception or reasonable use exception, or finds that the development proposal is one of the permitted uses identified in subsection G of this section and the project as proposed preserves or enhances the important wetland and buffer functions and is otherwise consistent with the purposes of this chapter.

G. Permitted Uses and Alterations. Subject to the requirements of the underlying zoning designation and other applicable codes and ordinances, the following uses and alterations shall be permitted within wetlands or their

buffers, in accordance with the standards set forth in this section. Mitigation per the requirements of this chapter shall be required for any impact to the critical area from these permitted uses and alterations:

1. Educational and Research Activities. Educational and research activities are permitted, not including construction of buildings or other permanent structures;

2. Enhancement. Enhancement of habitat is permitted, based on the submittal of an enhancement plan prepared by a qualified consultant, reviewed and approved by the city in accordance with conditions of development imposed by the city;

3. Drainage Facilities. Drainage facilities located in the outer 25 percent of a prescribed wetland buffer are permitted when required by engineering constraints, and when such discharges are designed to be infiltrated into appropriate soils or discharged as surface sheet flow in appropriate slope conditions. Such discharges and facilities must meet the stormwater management requirements in Chapter 15.18 SMC. The city must review and approve the submittal to determine that wetland functions will be preserved or enhanced, that stormwater discharges meet the requirements in Chapter 15.18 SMC, that stormwater discharges to the wetland's outer buffer will not negatively affect the hydroperiod of the wetland except as allowed by SMC 15.18.180, and that there will be no adverse impacts to the water quality of the wetland;

4. Public Utilities. Public utilities may be permitted in the wetland and wetland buffer, provided no practical alternative exists and adequate provision is made to protect or enhance the function of the wetland or stream buffer through appropriate mitigation. Unless located within a road right-of-way permitted pursuant to subsection (G)(5) of this section, sewer utilities may be constructed only in the outer 25 percent of a prescribed wetland buffer if necessary for gravity flow and if the other requirements of this section are met. All construction must be designed to mitigate or protect against erosion, uncontrolled drainage, restriction of groundwater movement, slides, pollution, habitat disturbance, loss of flood-carrying and/or storage capacity, and excessive excavation or fill. Upon completion of installation, wetland and stream buffers must be restored to preproject configurations, replanted as required and maintained, as necessary, until newly planted vegetation is established. All utility corridors should be designed to accommodate joint use in order to reduce the number of such corridors;

5. Roads and Rights-of-Way. Roads and other rights-of-way are permitted, provided no practical alternative exists and adequate provision is made to protect or enhance the wetland through appropriate mitigation. Roads shall be designed and maintained to prevent erosion and restriction of the natural movement of groundwater as it affects the critical area. Roads must be located to conform to the topography so that minimum alteration of natural conditions may be required. Where feasible, roads and utilities shall be similarly aligned to minimize the area of disturbance. Roads shall be constructed so as to minimize adverse impacts on the hydroperiod of the wetland, and on the habitat functions of the upland buffer to a degree acceptable to the city. A restoration plan for the area, designed per the standards of a mitigation plan, will be required to be reviewed and approved by the city;

6. Other Uses. Other uses may be permitted by the city only following review and approval of a critical areas report and upon a determination that such use can be developed in a manner which would not degrade the quantitative and qualitative functioning of the wetland or stream;

7. Passive Recreation. Passive recreation may be permitted, provided public access shall be allowed only on the following conditions:

a. A finding by the director that such public access will not adversely affect habitat or water quality values of the critical area;

b. Public access shall be limited to previous trails, boardwalks, viewing areas, covered seating, and displays, and must be located in areas which have the lowest sensitivity to human disturbance or alteration;

c. Public access must be specifically developed for interpretive, educational or research purposes by, or in cooperation with, the city, or as part of the adopted Snoqualmie comprehensive plan or other official plan or development approval adopted by the city;

d. No motorized vehicles shall be allowed within a wetland, stream or their buffers except as required for

necessary maintenance or security;

e. Vegetative edges, structural barriers, signs or other measures must be provided wherever necessary to protect wetlands by limiting access to designated public use or interpretive areas;

f. Access areas must incorporate design features and materials which protect water quality and allow adequate surface and groundwater movement;

g. Access areas must be located so as not to disturb nesting, breeding and rearing areas;

h. Trails should be located in the outer 25 percent of the buffers. Trail access within the remainder of the buffer or wetland may be allowed provided no practical alternative exists and adequate provision is made to protect or enhance the wetland through appropriate mitigation; and

i. If trails are allowed to cross wetlands, boardwalks shall be used to minimize the impact.

8. Agricultural Activities. Ongoing agricultural activities, including mowing for hay and greenchop in existence prior to 1995, provided such uses do not increase the degree of nonconformity.

H. Wetland Buffers. Wetlands shall have the following prescribed buffers, in accordance with the wetland characteristics and habitat score, per the following table:

Table 19.12.170-1. Wetland Buffers

Wetland Category	Buffer width (in feet) based on habitat score		
	3 – 5	6 – 7	8 – 9
Category I: Based on total score	75	165	225
Category I: Bogs and wetlands of high conservation value	190	190	225
Category I: Forested	75	165	225
Category II: Based on total score	75	165	225
Category III (all)	60	165	225
Category IV (all)	40	40	40

I. Mitigation Ratios. When alteration of wetland or buffers requires mitigation by compensation, compensation for impacts shall be provided at the following ratios shown in the table below:

Table 19.12.170-2. Mitigation Ratios

Category and Type	Creation or Reestablishment[1]	Rehabilitation Only[1]	Enhancement Only[1]	Mitigation Bank
Category IV All	1.5:1	3:1	6:1	See SMC 19.12.180
Category III All	2:1	4:1	8:1	See SMC 19.12.180
Category II All	3:1	6:1	12:1	See SMC 19.12.180
Category I Forested	6:1	12:1	24:1	See SMC 19.12.180
Category I Bog	Not considered possible[2]	6:1 Rehabilitation of a bog	Case-by-case basis[2]	See SMC 19.12.180
Category I Natural Heritage Site	Not considered possible[2]	6:1 Rehabilitation of a natural heritage site	Case-by-case basis[2]	See SMC 19.12.180
Category I Based on Score for Functions	4:1	8:1	16:1	See SMC 19.12.180
Buffer	Minimum of 1:1[3]	Minimum of 1:1[3]	Minimum of 1:1[3]	See SMC 19.12.180

[1] See the following document for additional guidance: Washington State Department of Ecology, U.S. Army Corps of Engineers Seattle District, and U.S. Environmental Protection Agency Region 10. April 2021. Wetland Mitigation in Washington State – Part 1: Agency Policies and Guidance (Version 2). Washington State Department of Ecology Publication No. 21-06-003. Olympia, WA, or as amended.

[2] Class I bogs and natural heritage sites are deemed irreplaceable wetlands, and therefore no amount of compensation would replace these ecosystems. Avoidance is the best option. In the rare case when impacts cannot be avoided, replacement ratios will be determined on a case-by-case basis, and will be significantly higher than for other Class I wetlands.

[3] The city may require a buffer enhancement ratio greater than 1:1 for exceptional second growth forest or mitigation of an already functioning buffer based on the critical area report, buffer modification or consideration of vegetation structure slope and flow paths.

(Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.180 Mitigation banking.

A. The director may approve mitigation banking as a form of compensatory mitigation for wetland and stream impacts when the provisions of this chapter require mitigation and when it is clearly demonstrated that the use of a

mitigation bank will provide equivalent or greater replacement of critical area functions and values when compared to conventional on-site mitigation, provided that all of the following criteria are met:

1. Banks shall only be used when they provide significant ecological benefits including long-term conservation of critical areas, important species, habitats and/or habitat linkages, and when they are consistent with the city's comprehensive plan and create a viable alternative to the piecemeal mitigation for individual project impacts to achieve ecosystem-based conservation goals.

2. The bank shall be established in accordance with the Washington State Mitigation Banking Rule, Chapter 173-700 WAC or as revised, and Chapter 90.84 RCW and the federal mitigation banking guidelines as outlined in the Federal Register Volume 60, No. 228, November 28, 1995. These guidelines establish the procedural and technical criteria that banks must meet to obtain state and federal certification.

3. Preference shall be given to mitigation banks that implement restoration actions that have been identified formally by an adopted shoreline restoration plan, watershed planning document prepared and adopted pursuant to Chapter 90.82 RCW, a salmonid recovery plan or project that has been identified on the salmon recovery board habitat project list or by the Washington Department of Fish and Wildlife as essential for fish and wildlife habitat enhancement.

4. Banks shall only be used if the off-site mitigation has a greater likelihood of providing equal or improved critical areas functions than the altered critical area, and there is a clear potential for success of the proposed mitigation at the identified mitigation site.

B. Mitigation banks shall not be subject to the replacement ratios outlined in the replacement ratio table in Table 19.12.170-2, but shall be determined as part of the mitigation banking agreement and certification process. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.190 Fish and wildlife habitat conservation areas.

A. Designation. All waters of the state, including wetlands and streams and their buffers, together with all publicly owned open spaces of greater than 10 acres, not including land use perimeter buffers, are hereby designated as fish and wildlife habitat conservation areas, including Meadowbrook Farm, the Two Sisters Return Open Space, Snoqualmie Point, Three Forks Natural Area, the Snoqualmie River Open Space and the Kimball Creek Open Space. Other areas, such as those of primary association for state and federal listed wildlife species, state sensitive species, and Priority Habitat Species as designated by the Washington Department of Fish and Wildlife, as well as Habitats of Local Importance, shall also be designated as fish and wildlife habitat conservation areas based upon a habitat study conducted pursuant to this section.

B. Alteration. Development proposals in or adjacent to a fish and wildlife habitat conservation area shall not disturb the qualities of the habitat that are essential to maintain feeding, breeding or nesting of a listed species that may utilize the habitats within the fish and wildlife habitat conservation area. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.200 Critical aquifer recharge areas.

A. Designation. Critical aquifer recharge areas are designated as follows:

1. Category I critical aquifer recharge areas include those areas mapped by King County and determined to be highly susceptible to groundwater contamination and that are located within a sole source aquifer or a wellhead protection area.

2. Category II critical aquifer recharge areas include those areas mapped by King County and:

a. Determined to have a medium susceptibility to groundwater contamination and are located in a sole source aquifer or a wellhead protection area; or

b. Are highly susceptible to groundwater contamination and are not located in a sole source aquifer or wellhead protection area.

3. Category III critical aquifer recharge areas include those areas mapped by King County and determined to have low susceptibility to groundwater contamination.

B. Declassification. An applicant may request that the city and King County declassify a specific area included in the map adopted in subsection A of this section. The application must be supported by a critical areas report that includes a hydrogeologic assessment. The application to declassify an area shall be reviewed by the city and a determination made to amend the map as appropriate.

C. Category I Prohibited Uses. The following new uses or activities are not allowed in Category I critical aquifer recharge areas:

1. Transmission pipelines carrying petroleum or petroleum products;

2. Sand and gravel, and hard rock mining on land that is not zoned for mining as of the effective date of the ordinance codified in this chapter;

3. Mining of any type below the upper surface of the saturated groundwater that could be used for potable water supply;

4. Processing, storage, and disposal of radioactive wastes, as defined in Chapter 43.200 RCW;

5. Hydrocarbon extraction;

6. Commercial wood treatment facilities on permeable surfaces;

7. Asphalt and concrete facilities;

8. Animal containment areas;

9. Golf courses;

10. Cemeteries;

11. Wrecking and salvage yards;

12. Landfills for hazardous waste, municipal solid waste, or special waste;

13. On-site septic systems on lots smaller than one acre without a treatment system that results in effluent nitrate-nitrogen concentrations below 10 milligrams per liter;

14. All underground storage tanks, including tanks that are exempt from the requirements of WAC Title 173, with hazardous substances, as defined in Chapter 70.105 RCW, that do not comply with standards of Chapter 173-360 WAC; and

15. Aboveground storage tanks for hazardous substances, as defined in Chapter 70.105 RCW, unless protected with primary and secondary containment areas and a spill protection plan.

D. Category II Prohibited Uses. The following new uses or activities are not allowed in Category II critical aquifer recharge areas:

1. Mining of any type below the upper surface of the saturated groundwater that could be used for potable water supply;

2. Disposal of radioactive wastes, as defined in Chapter 43.200 RCW;

3. Hydrocarbon extraction;

4. Commercial wood treatment facilities located on permeable surfaces;

5. Underground storage tanks with hazardous substances, as defined in Chapter 70.105 RCW, that do not meet the requirements of Chapter 173-360 WAC;

6. Aboveground storage tanks for hazardous substances, as defined in Chapter 70.105 RCW, unless protected with primary and secondary containment areas and a spill protection plan;

7. Wrecking yards;

8. Landfills for hazardous waste, municipal solid waste, or special waste;

9. On-site septic systems on lots smaller than one acre without a treatment system that results in effluent nitrate-nitrogen concentrations below 10 milligrams per liter.

E. Category III Prohibited Uses. The following new uses or activities are not allowed in Category III critical aquifer recharge areas:

1. Disposal of radioactive wastes, as defined in Chapter 43.200 RCW;

2. Hydrocarbon extraction;

3. Commercial wood treatment facilities located on permeable surfaces;

4. Underground storage tanks, including tanks that are exempt from the requirements of WAC Title 173, with hazardous substances, as defined in Chapter 70.105 RCW, that do not comply with standards of Chapter 173-360 WAC;

5. Aboveground storage tanks for hazardous substances, as defined in Chapter 70.105 RCW, unless protected with primary and secondary containment areas and a spill protection plan;

6. Wrecking yards; and

7. Landfills for hazardous waste, municipal solid waste, or special waste.

F. Hydrogeologic Assessment. Land uses and activities shall not measurably degrade the quality of groundwater in a critical aquifer recharge area. Development proposals or alterations involving the following uses of land or activities shall prepare and submit, as part of their critical area report pursuant to SMC 19.12.060, a hydrogeologic assessment of the proposed site to determine if the development proposal or alteration will cause contaminants to enter a critical aquifer recharge area:

1. Hazardous substance processing or handling;

2. On-site sewage disposal for subdivisions, short plats, and commercial and industrial sites;

3. Land application of sludge on sites with an application rate of more than 20 dry tons of sludge per 10-year period or 4.3 dry tons per acre per year;

4. Landfills;

5. Animal containment areas;

6. Mining operations;

7. Golf courses;

8. Cemeteries;

9. Asphalt and concrete facilities;

10. Wrecking and salvage yards;

11. Any other activity that the director, in his or her discretion, determines has the potential to threaten the quality of groundwater in a critical aquifer recharge area.

G. Containment. Every development proposal involving hazardous substance processing or handling which is located in or adjacent to a critical recharge area shall provide containment devices adequate in size to contain on site any unauthorized release of hazardous substances from any area where these substances are either stored, handled, treated, used, or produced. Containment devices shall prevent such substances from penetrating into the ground. This provision also applies to releases that may mix with storm runoff.

H. Hazardous Substances Management Plan. Every development proposal involving hazardous substance processing or handling which is located in or adjacent to a critical recharge area shall prepare a plan containing procedures to be followed to prevent, control, collect, and dispose of any unauthorized release of a hazardous substance.

I. Storage Tanks.

1. Building and Fire Code Compliance. All storage tanks proposed to be located in a critical aquifer recharge area must comply with local building code requirements and must conform to the requirements for secondary containment as provided in the current edition of the International Fire Code, adopted in Chapter 15.04A SMC or as amended.

2. Underground Tanks. All new underground tanks located in or adjacent to a critical recharge area shall be designed and constructed so as to:

a. Prevent releases due to corrosion or structural failure for the operational life of the tank;

b. Be protected against corrosion, constructed of noncorrosive material, steel-clad with a noncorrosive material, or designed to include a secondary containment system to prevent the release or threatened release of any stored substance; and

c. Use material in the construction or lining of the tank which is compatible with the substance to be stored.

3. Aboveground Tanks. No new above-ground storage tank located in or adjacent to a critical recharge area shall be installed, used or maintained in any manner which may allow the release of a hazardous substance to the ground, groundwaters, or surface water.

J. Agriculture. Agricultural activities in or adjacent to a critical recharge area shall use best management practices to prevent ground quality degradation from livestock waste.

K. Sewage Disposal. All residential, commercial or industrial development proposals located in or adjacent to a critical recharge area and within 150 feet of a public sewer system shall be connected to the sewer system.

L. Golf Courses. Golf course operations proposed in or adjacent to a critical recharge area shall be subject to a golf course maintenance plan using best management practices to protect groundwater quality. The plan shall detail the proposed use of fertilizers, herbicides, pesticides, fungicides, or other maintenance agents, with projected application methods and schedules and measures to prevent pollution of groundwater.

M. Commercial Vehicle Repair and Servicing. Commercial vehicle repair and servicing must be conducted over impermeable pads and within a covered structure capable of withstanding normally expected weather conditions. Chemicals used in the process of vehicle repair and servicing must be stored in a manner that protects them from weather and provides containment should leaks occur. No dry wells shall be allowed in critical aquifer recharge areas on sites used for vehicle repair and servicing. Dry wells existing on the site prior to facility development must be abandoned using techniques approved by the Washington State Department of Ecology prior to commencement of the proposed activity.

N. Other Uses. All other uses shall be conditioned in accordance with the applicable state and federal regulations as necessary to protect critical aquifer recharge areas. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.210 Administration and enforcement.

A. This chapter shall be administered by the director, who shall be responsible for the interpretation and application of the provisions hereof. No department of the city shall issue any permit or approval to which the provisions of this chapter apply without the approval of the director.

B. Application for or acceptance of any permit or approval for any use, activity or development proposal constitutes the consent of the applicant for the director to enter the subject site during regular business hours to inspect any use, activity or development proposal for which a permit or approval has been applied for or granted to ensure compliance with the provisions of this chapter, to verify the accuracy of information provided by the applicant or to verify that work is being performed in accordance with approved plans and permits.

C. Stop Work Orders. In the event the director shall determine that any use, activity or construction on a development proposal is not in compliance with the requirements of this chapter or the conditions of any permit or approval relating to critical areas, the director is authorized to issue a stop work order. The stop work order shall be posted prominently on the site. When a stop work order has been posted, the use, activity or construction on the development proposal shall not continue until the violation has been corrected. It shall be a misdemeanor to continue the use, activity or construction on a development proposal after the posting of a stop work order, and it shall further be a misdemeanor to remove a stop work order prior to correction thereof.

D. Enforcement Penalties. Any unauthorized alteration of a critical area shall constitute a public nuisance subject to abatement, and any knowing and intentional unauthorized alteration of a critical area shall constitute a misdemeanor. Each day of violation shall constitute a separate offense. The director or his or her designee shall have a right to enter upon any property at reasonable times and to make such inspection necessary to determine compliance with the provisions of this chapter. If the property is occupied, the director shall make reasonable effort to locate the owner or person in charge to request entry. The director is further authorized to take such actions as may be necessary to enforce the provisions of this chapter.

E. Notice to Restore. In addition to all other remedies, the director shall have the authority to issue a notice to restore any unauthorized alteration of a critical area within a reasonable time specified in the notice. For purposes of this subsection, what constitutes a reasonable time shall be determined with due consideration of the environmental harm caused by the alteration and the potential environmental harm caused by delay in restoration. The notice shall be given by in-person delivery, or mailing to the person responsible for the alteration, to his agent, or to the record owner of the property, and shall be given by certified mail, return receipt requested, and ordinary mail; provided, the failure of the addressee to accept the certified mailing shall not affect the director's authority hereunder. If the site is not restored within the time specified in the notice, then the director may cause the site to be restored to the extent necessary to prevent further environmental harm, and the person responsible for the alteration shall be responsible for the full cost of such restoration.

F. Permit Revocation. In addition to all other remedies, a permit or approval that is subject to critical areas review may be revoked or suspended upon a finding by the director that the development is proceeding in violation of any of the terms or conditions of the permit or approval relating to the critical areas.

G. Administrative Rules. The director shall have the authority to adopt administrative rules not inconsistent with the provisions of this chapter that are necessary for the implementation of this chapter and to incorporate best management practices in any alterations authorized under this chapter. If any administrative rule prescribed or authorized by this chapter has not been adopted at the time of an application requiring critical areas review, the director shall have the authority to require the use of appropriate guidance documents recommended by the Department of Ecology or standards recommended by the city's qualified critical area consultant. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.220 Severability.

If any provision of this chapter or its application to any person or property is held invalid, the remainder of the chapter or the application of the provision to other persons or property shall not be affected. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

19.12.230 Liberal construction.

This chapter shall be liberally construed to give full effect to the objectives and purposes for which it was enacted. (Ord. 1198 § 23 (Exh. E), 2017; Ord. 1176 § 2, 2016).

State of Washington
DEPARTMENT OF FISH AND WILDLIFE
North Puget Sound • Region 4 • 16018 Mill Creek Blvd., Mill Creek, WA 98012-1296
Telephone: (425) 775-1311 • Fax: (425) 338-1066

September 26, 2025

City of Snoqualmie
38624 SE River St
Snoqualmie, WA 98065

RE: Proposed Amendments relating to the Critical Area Ordinance pursuant to the Growth Management Act, amending the City of Snoqualmie's Municipal Code 19.12 Critical Areas – Fish and Wildlife Habitat Conservation Areas

Dear Planning Staff, Members of the Planning Commission, and Members of the City Council,

Thank you for giving the Washington Department of Fish and Wildlife (WDFW) the opportunity to comment **in support** of the proposed riparian buffer amendments to Snoqualmie's Critical Areas Ordinance (CAO), Chapter 19.12.

We would like to provide additional information that could preemptively address questions, clarify Growth Management Act (GMA) requirements, and emphasize the vital connection between healthy environments and thriving communities.

Under the GMA, jurisdictions are required to include Best Available Science (BAS) when updating their CAOs to ensure regulations are grounded in science and achieve no net loss of critical area functions and values[1]. The importance of adhering to BAS is underscored by the legal case involving an appeal to the Growth Management Hearings board disputing the City of Anacortes' CAO. The Board remanded the CAO back to the city after determining that the proposed stream buffer widths did not adequately reflect BAS. Following the Board's decision, Anacortes adopted revised stream buffers informed by WDFW's BAS recommendations.

The BAS underpinning WDFW's riparian buffer recommendations is found in our **Riparian Ecosystems, Volume 1: Science Synthesis and Management Implications**. This document synthesizes peer-reviewed research regarding riparian area functions, such as pollution filtering, flood control, and nutrient cycling.

While Volume 1 is WDFW's BAS, **Volume 2** translates this science into practical management recommendations. The two volumes work together, with Volume 1 establishing the scientific foundation and Volume 2 providing actionable guidance for implementing that science in policy.

[1] Washington Administrative Code (WAC 365-195-900 through WAC 365-195-925)

Recognizing the importance of WDFW's BAS, many jurisdictions—including Clark, Pierce, Kitsap, Skagit, and King counties—have updated, or are actively updating, their stream buffer regulations to align with WDFW's recommendations.

Snoqualmie is similarly making meaningful progress by proposing a minimum 100-foot buffer for Class 3 and 4 streams to ensure, at the very least, pollution is filtered before reaching waterways. The proposed increase in buffer size for Class 2 streams also better reflects the space required for riparian ecosystems to function effectively. By integrating WDFW's BAS, Snoqualmie is strengthening its CAO, aligning with neighboring jurisdictions, and improving its ability to achieve the overarching goals of critical area protections.

It is important to note that riparian areas are essential in maintaining ecosystem services that directly benefit communities. Riparian areas filter pollutants, reduce flood risks, stabilize streambanks, and support critical habitat for fish and wildlife, including salmon. Protecting riparian areas is not simply an environmental mandate; it is a fundamental investment in public health, safety, and resilience.

We commend the city for valuing the health of local communities and the environment by incorporating WDFW's BAS into its regulations. The connection between healthy environments and healthy communities cannot be overstated.

If additional technical assistance or clarification is needed, WDFW is available to support your efforts.

Thank you,

Marcus Reaves, Regional Habitat Program Manager (Marcus.Reaves@dfw.wa.gov)

CITY OF SNOQUALMIE

Community Development Department

38624 SE River Street | P.O. Box 987
Snoqualmie, Washington 98065
(425) 888-5337
www.snoqualmiewa.gov

Per the staff memorandum dated September 18, 2025 and titled "Critical Areas Ordinance: Summary of Changes from Approved December 2, 2024" and the supplementary document titled "City of Snoqualmie Best Available Science Code Updates / Crosswalk," considered by the Planning Commission on October 6, 2025, the following is recommended to the City Council for approval:

1. Amend SMC 19.12's verbiage and stipulations as detailed in the Crosswalk with the single exception of Crosswalk Item 18 [Code addition – 19.12.090(B).6], where the Commission recommends that single-family residences part of a previously approved development be allowed improvements with a maximum footprint of 500 square feet, such as decks, patios, and appurtenances.
2. Particular attention is recommended for Crosswalk Item 21: Stream Buffer Widths (19.12.160.D). The Commission recommends the changes outlined that would increase riparian management zone (RMZ) widths from 75 ft to 200 ft for Class 2 streams, from 50 ft to 100 ft for Class 3 streams, from 25 ft to 100 ft for Class 4 streams, and clarification that Class 1 streams should be governed by Shoreline Regulations (SMC 19.08) with their existing RMZ width of 100 ft.

Recommended by the City of Snoqualmie Planning Commission on the 6th of October 2025.

Andre O. Testman II 10/14/2025

Andre Testman Date
Planning Commission Chair

Attest by:

Mona Davis 10.15.25

Mona Davis Date
Community and Economic Development Director

Council Agenda Bill

AB Number

AB25-104

Agenda Bill Information

Title *

Ordinance Certifying an Increase in Property Taxes

Action *

Motion

Council Agenda Section

Ordinance

Council Meeting Date *

11/10/2025

Staff Member

Janna Walker

Department *

Finance

Committee

Finance and Administration

Committee Date

11/04/2025

Exhibits

Packet Attachments - if any

x1 Ordinance.docx	25.83KB
x2 Property Tax Report.docx	62.3KB
x3 King County Worksheet.pdf	361.57KB

Summary

Introduction *

Brief summary.

The City of Snoqualmie requires a regular levy in the amount of $8,891,035 which includes an 0.82% increase in property tax revenue in the amount of $71,946 from the previous year in order to discharge the expected expenses and obligations of the City of Snoqualmie.

Proposed Motion

This is the first reading of Ordinance 1311. The second reading and proposed adoption is scheduled for the November 24, 2025 City Council meeting.

Background/Overview *

What was done (legislative history, previous actions, ability to hyperlink)

Council annually adopts an “increase ordinance”. The adoption of this ordinance would allow the City to increase the amount of regular property tax collected up to an “allowable percentage increase”, or less, over the amount of regular property tax assessed

in 2025. In the State of Washington, the increase in total property tax collected by the City is not based on the increasing value of property, but rather on the amount of property tax assessed citywide in the prior year ("last year's actual regular levy").

Analysis *

City Council must determine whether the City of Snoqualmie should increase the 2025 regular property tax levy amount up to the allowable percentage increase for 2026, or less. If Council decides not to increase the levy, then Council will need to determine whether to "bank" or preserve the 2026 allowable increase for future levying or not by certifying an increase ordinance that states a zero percent increase. These certifications to the King County Assessor's Office must occur before November 30, 2025.

Please see the exhibit entitled "2026 Property Tax Council Report."

Budgetary Status *

This action will bring in additional revenue.

Budget Summary

Property tax is a significant source of revenue for the General Fund (#001) and has been incorporated, including estimated percentage increases and dollar amount, into the 2025-2026 Biennial Budget. Please see the exhibit entitled "2025 Property Tax Council Report" for detailed information.

Fiscal Impact

Amount of Expenditure **Amount Budgeted** **Appropriation Requested**

Fiscal Impact Screenshot

ORDINANCE NO. 1311

AN ORDINANCE OF THE CITY OF SNOQUALMIE, WASHINGTON, CERTIFYING AN INCREASE IN THE REGULAR PROPERTY TAX REVENUE FOR THE FISCAL YEAR COMMENCING JANUARY 1, 2026, ON ALL PROPERTY BOTH REAL AND PERSONAL, IN SAID CITY WHICH IS SUBJECT TO TAXATION, FOR THE PURPOSE OF PAYING SUFFICIENT REVENUE TO CARRY ON THE DEPARTMENTS OF SAID CITY FOR THE ENSUING YEAR; AND PROVIDING FOR SEVERABILITY AND AN EFFECTIVE DATE.

WHEREAS, the City of Snoqualmie is a non-charter optional municipal code city as provided in Title 35A RCW, incorporated under the laws of the state of Washington; and

WHEREAS, a duly noticed public hearing was held on November 10, 2025 during its regularly scheduled, open City Council meeting to consider the City's current expense budget (also known as "General Fund") for the 2026 calendar year and possible increases in property tax revenues to the same; and

WHEREAS, the City Council of the City of Snoqualmie, after hearing and after duly considering all relevant evidence and testimony presented, has determined that the City of Snoqualmie requires a regular levy in the amount of $8,891,035, which includes an increase in regular property tax revenue from the previous year, and amounts resulting from the addition of new construction and improvements to property and any increase in the value of state-assessed property, and amounts authorized by law as a result of any annexations that have occurred and refunds made, in order to discharge the expected expenses and obligations of the district and in its best interest.

NOW, THEREFORE, BE IT HEREBY ORDAINED by the City Council of the City of Snoqualmie, Washington, as follows:

Section 1. Increase in Regular Property Tax Revenue. An increase in the regular property tax revenue is hereby authorized for the 2025 regular property tax levy, collected in 2026, in the amount of **$71,946**, which is a percentage increase of **0.82%** from the previous year. The increase is exclusive of additional revenue resulting from the addition of new construction and improvements to property and any increase in the value of state-assessed property, and any additional resulting from any annexations that have occurred, and refunds made.

Section 2. Effective Date. This ordinance shall be effective five days after publication as provided by law.

Section 3. Corrections by City Clerk or Code Reviser. Upon approval of the City Attorney, the City Clerk and the code reviser are authorized to make necessary corrections to this ordinance, including the correction of clerical errors; references to other local, state or federal laws, codes, rules, or regulations; or ordinance numbering anti section/subsection numbering.

Section 4. Severability. If any one or more section, subsection, or sentence of this ordinance is held to be unconstitutional or invalid, such decision shall not affect the validity of the remaining portion of this ordinance and the same shall remain in full force and effect.

PASSED by the City Council of the City of Snoqualmie, Washington, this 24th day of November 2025.

_____
Katherine Ross, Mayor

ATTEST:

_____
Deana Dean, City Clerk

APPROVED AS TO FORM:

_____
Dena Burke, City Attorney

MEMORANDUM

TO: City Council

FROM: Janna Walker, Budget Manager

SUBJECT: Adopting the 2026 City of Snoqualmie Property Tax Levy

DATE: November 10, 2025

SUMMARY

Per the requirements outlined in RCW 35A.33.050 and RCW 84.52.020, the City Council must annually approve an ordinance(s) estimating the "amounts to be raised by taxation on the assessed valuation" of property within the City and file the ordinance(s) with the county clerk on or before the thirtieth (30th) day of November.

BACKGROUND

Ordinance #1: The Property Tax Levy Ordinance

Annually, Council adopts an ordinance levying a "regular" property tax amount. The City of Snoqualmie ("City") uses the amount of regular property tax collected to fund important services such as police, fire, and parks and streets maintenance in addition to other necessities. If voters approve a bond that pledged property taxes as the source of repayment, then Council may need to levy an "excess" property tax amount within the same ordinance. The City does not currently levy any "excess" property taxes.

Ordinance #2: The Increase Ordinance

Furthermore, Council annually adopts a separate ordinance referred to as the "increase ordinance". The adoption of this ordinance would allow the City to increase the amount of regular property tax collected up to an "allowable percentage increase", or less, over the amount of regular property tax assessed in 2025. In the State of Washington, the increase in total property tax collected by the City is not based on the increasing value of property, but rather on the amount of property tax assessed citywide in the prior year ("last year's actual regular levy").

COUNCIL DECISIONS

The City of Snoqualmie Council must certify two ordinances before November 30th, 2025. Following certification, Finance will send the ordinances to the King County Assessor's Office for inclusion into a King County ordinance that requires passage. Prior to certification, Council will need to answer the following questions:

Question #1: Should the City of Snoqualmie increase the regular property tax levy amount **up to the allowable percentage increase, or less,** over the amount of regular property tax assessed in 2025 (the "increase ordinance")?

If Council decides to increase the regular property tax levy amount less than the allowable percentage increase, but greater than zero percent, then Council must still certify the "increase ordinance".

If Council declines to increase the regular property tax levy amount by any percentage (zero percent), then Council will need to answer the following conditional question:

Question #2: Should the City of Snoqualmie **"bank" the allowable percentage increase**?

If Council decides to "bank" or preserve the 2026 allowable percentage increase for future levying and use, then Council must certify an "increase ordinance" that states a zero percent increase. The adoption of this modified ordinance effectively allows the City of Snoqualmie to retain the ability to approve the 2026 allowable percentage increase in a future year.

CALCULATING THE 2026 PROPERTY TAX LEVY AMOUNT

The following information in the below table is subject to change. The King County Assessor's Office is still collecting data that may alter two values, the assessed valuation of new construction, and as a consequence, the overall assessed valuation for the City. In addition, the "increase in utility value" is completely unknown. It will not be known until the Washington State Department of Revenue releases the change in valuation of state-assessed utility infrastructure (power, gas distribution, cable, telephone, etc.) to the King County Assessor's Office in early December, well after the November 30th deadline. Therefore, to capture property tax from increases in utility infrastructure valuation, the City will insert a high estimate into the property tax levy ordinance. If the increase in utility value is determined to be less than estimated, the King County Assessor's Office will reduce the regular property tax amount appropriately. If Council passes an ordinance underestimating the increase in utility value, the King County Assessor's Office will not increase the regular property tax amount accordingly. This is because passage of the property tax levy ordinance represents the Council's commitment to a maximum "no more than" amount of regular property tax. The table below estimates the amount of property tax the City anticipates collecting in 2025 and compares the amount to the previous year.

	2025	2026
Last Year's Actual Regular Levy	$8,624,067	$8,722,581
Allowable Percentage Increase	0.89%	0.82%
Allowable Increase Amount	$76,504	$71,946
Increase in New Construction	$6,882	$10,077
Increase in Utility Value	$0	$86,430
Refunds	$15,128	$0
Regular Property Tax Amount[1]	**$8,722,581**	**$8,891,035**
Excess Property Tax Amount	**-**	**-**
Total City Property Tax Amount	**$8,722,581**	**$8,891,035**

[1] The estimated regular property tax amount for 2026 assumes passage of the increase ordinance with the 0.82% allowable percentage increase.

Last Year's Actual Regular Levy: Represents the amount of property tax actually levied in the previous year inclusive of any council approvals, new construction, increases in utility value, or refunds.

Allowable Percentage Increase: The allowable percentage increase authorized or proposed in the "increase ordinance" from last year's actual regular levy.

Allowable Increase Amount: If City of Snoqualmie Council passes the "increase ordinance" with a 0.82% allowable percentage increase, then the City can expect to collect an additional $71,946 in regular property taxes proportionally shared by property owners.

Increase in New Construction: This captures the construction or improvement of any property which resulted in an increase in the value of property. The City receives an amount equal to the increase in assessed value due to construction multiplied by the current year levy rate. The City of Snoqualmie expects at present time to collect $10,077 in property tax due to such construction improvements in 2025.

Increase in Utility Value: This captures the change in valuation of state-assessed utility infrastructure (power, gas distribution, cable, telephone, etc.). The City receives an amount equal to the increase in utility assessed value multiplied by the current year levy rate. Given the lack of information regarding this value until after the November 30th deadline to pass ordinances, the City has incorporated $86,430 into the table as an estimate, which is equal to a $50,000,000 increase in the valuation of state-assessed utility infrastructure. The last time the City exceeded $86,430 was in 2015, which was the last year that the City generated any significant increase in utility value.

Refunds: Tax refunds are made by King County for various reasons. Refunds are "reassessed" to the balance of taxpayers and represent an added revenue for the City.

Regular Property Tax Amount: The sum of last year's actual regular levy, levy increase amount, increase in new construction, increase in utility value, and any refunds. The City expects to collect $8,891,035 in 2026 from regular property tax. This represents a 1.93% increase over 2025 equal to $168,454. However, if the increase in utility value equals $0, then the City expects to collect $8,804,604 in 2026 regular property tax. This new value represents a 0.94% increase over 2025 property tax equal to $82,023.

Excess Property Tax Amount: The levy of additional taxes over and above the regular property tax amount. Voters in 2002 approved an excess levy to fund the construction of the fire station. In 2022, this bond was retired and the excess levy is no longer being collected.

Total City Property Tax Amount: The sum of the regular property tax and excess property tax amounts.

Total Assessed Valuation for the City of Snoqualmie:

The total assessed valuation for the City is critical to calculating the City's levy rate. Once the levy rate is known, then individual property owners can calculate their 2026 City property tax burden. The total assessed valuation for the City represents the summed value of all properties inside the boundaries of the City.

	2025	2026
City Assessed Valuation	$5,046,017,635	$5,318,786,954
Change from Previous Year	6.47%	5.41%

Between 2025 and 2026, the total assessed valuation for the City is anticipated to increase $272,769,319, equivalent to a 5.41% increase. However, if the increase in state-assessed utilities equals $0, then the City anticipates total assessed valuation increasing $222,769,319, equivalent to a 4.41% increase.

The Levy Rate for the City of Snoqualmie:

The City levy rate allows individual property owners to calculate how much they will owe the City in 2026 property taxes. The levy rate is determined by dividing the total City property tax amount by the City assessed valuation.

	2025	2026
Regular Property Tax Levy Rate Per $1,000/Assessed Value	$1.72860	$1.67108
Excess Property Tax Levy Rate Per $1,000/Assessed Value	-	-
Total Property Tax Levy Rate Per $1,000/Assessed Value	**$1.72860**	**$1.67108**

An increasing levy rate occurs when the percentage change in total assessed valuation minus the change in assessed valuation due to new construction and utility value is less than the proposed allowable levy percentage increase. That is, the 0.82% increase of $71,946 is diffused over a valuation of established properties that increased $222,769,319 (not including new construction and assuming no increase in state-assessed utilities).

CHANGES IN CONSTITUENT PROPERTY TAXES

Calculating the 2026 property tax levy amount is a complex endeavor. While this memorandum attempts to simplify where possible, it can be difficult to provide an immediate answer to a question you may receive from constituents and property owners:

How much will the property tax I pay go up (or down) in 2026?

The correct answer is that ***it depends***. Not only does it depend on the actions of Council, but also on the actions of other overlapping jurisdictions such as King County, the State of Washington, and the Snoqualmie Valley School District. In addition, to find an answer, we would need to calculate how the assessed valuation of your constituent's home or property changed relative to the change in assessed valuation for the City of Snoqualmie as a whole. It is possible that your constituent's property taxes may decrease despite an increase in their assessed valuation. For the City of Snoqualmie's portion of property tax, Finance has put together a model that can help you and your constituent answer this important question.

THE IMPACT OF THE ALLOWABLE LEVY PERCENTAGE INCREASE

The 0.82% allowable levy percentage increase is equal to $71,946. When divided by the total assessed valuation for the City, the 0.82% allowable levy percentage increase adds approximately $0.0159 per $1,000 of assessed valuation to the levy rate. The following table, while acknowledging the statements made in the previous section, estimates the annual contribution of the 0.82% increase to the property taxes of a homeowner with a certain 2026 assessed value.

Assessed Value of a Home	2025 Property Tax Increase
$500,000	$6.83
$600,000	$8.19
$700,000	$9.56
$800,000	$10.92
$900,000	$12.29
$1,000,000	$13.66
$1,100,000	$15.02
$1,200,000	$16.39
$1,300,000	$17.75
$1,400,000	$19.12
$1,500,000	$20.48

RECOMMENDATION

The City of Snoqualmie uses the amount of regular property tax collected to fund important services such as police, fire, and parks and streets maintenance in addition to other necessities. Given the inclusion of the allowable percentage increase in the development of the 2025-2026 Biennial Budget, the increase in consumer prices (i.e., inflation), the potential wage adjustments for the IAFF collective bargaining unit, and the end of the North Bend Police Services agreement, exercise of the 0.82% allowable percentage increase appears to be prudent.

Preliminary Worksheet 09.18.2025

TAXING DISTRICT **City of Snoqualmie** 2025 Levy for 2026 Taxes IPD:

A. Highest regular tax which could have been lawfully levied beginning with the 1985 levy (refund levy not included).

Year		Highest Lawful Levy Since 1985		Limit Factor/Max Increase 101%		
2025	8,707,453	x	1.01000	=	8,794,528

B. Current year's assessed value of new construction, improvements, and wind turbines, solar, biomass, and geothermal facilities in original districts before annexation occurred times last year's levy rate (if an error occurred or an error correction was made in the previous year, use the rate that would have been levied had no error occurred).

A.V.		Last Year's Levy Rate				
5,828,191	*	1.72899	÷	1,000	=	10,077

C. Tax Increment finance area increment AV increase (RCW 84.55.010(1)€) (value included in B & D cannot be included in C)

A.V.		Last Year's Levy Rate				
0	*	1.72899	÷	1,000	=	0

D. Current year's state assessed property value less last year's state assessed property value. The remainder is to be multiplied by last year's regular levy rate (or the rate that should have been levied).

Current Year's A.V.		Previous Year's A.V.				
0	-	233,384,220	=	0		

Remainder from Line D		Last Year's Levy Rate				
0	*	1.72899	÷	1,000	=	0

E. 1st Year Lid Lift & Limit Factor>1%

F. Regular property tax limit: A+B+C+D+E = 8,804,604

Parts G through I are used in calculating the additional levy limit due to annexation.

G. To find the rate to be used in H, take the levy limit as shown in Line F above and divide it by the current assessed value of the district, excluding the annexed area.

Total in Line F		Assessed Value Less Annexed AV				
8,804,604	÷	5,268,786,954	*	1,000	=	1.67108

H. Annexed area's current assessed value including new construction and improvements, times the rate in Line G.

Annexed Area's A.V.		Annexation Rate				
0	*	1.67108	÷	1,000	=	0

I. Regular property tax limit including annexation F+H = 8,804,604

J. **Statutory maximum calculation**

Only enter fire/RFA rate, library rate, & firefighter pension fund rate for cities annexed to a fire/RFA or library or has a firefighter pension fund.

District base levy rate		Fire Rate		Library Rate		Firefighter Pension Fund		Statutory Rate Limit
3.60000	-		-	0.24150	+	0.00000	=	3.35850

Regular Levy AV		Reg Statutory Rate Limit				Statutory Amount
5,268,786,954	*	3.35850	÷	1,000	=	**17,695,221**

K. **Highest Lawful Levy For This Tax Year** (Lesser of I and J) = **8,804,604**

L. **New highest lawful levy since 1985** (Lesser of I minus C and J, unless A (before limit factor increase) is greater, then A **8,804,604**

M.	Lesser of J and K	8,804,604
N.	Refunds	0
O.	**Total: M+N** (unless stat max)	**8,804,604**
P.	**Levy Corrections** Year of Error: ____ Did the district cause the error?	
	1. Minus amount over levied (if applicable)	0
	2. Plus amount under levied (if applicable)	0
Q.	**Total Allowable Levy**	**8,804,604**

R.	**Tax Base For Regular Levy**	
	1. Total district taxable value (including state-assessed property, and excluding boats, timber assessed value, and the senior citizen exemption for the regular levy)	5,268,786,954
S.	**Tax Base for Excess, Voted Bond Levies and Sr Exempt Lid Lifts**	
	2. Excess AV	5,247,231,674
	3. Plus Timber Assessed Value (TAV)	0
	4. Tax base for excess and voted bond levies (2+3)	5,247,231,674

T.	**Increase Information**	
	1. Levy rate based on allowable levy	1.67108
	2. Last year's ACTUAL regular levy	8,722,581
	3. Dollar Increase over last year other than New Construction (-) Annexation	71,946
	4. Percent Increase over last year other than New Construction (-) Annexation	0.82483%

Council Agenda Bill

AB Number

AB25-105

Agenda Bill Information

Title *

Property Tax Levy Ordinance

Action *

Motion

Council Agenda Section

Ordinance

Council Meeting Date *

11/10/2025

Staff Member

Janna Walker

Department *

Finance

Committee

Finance and Administration

Committee Date

11/04/2025

Exhibits

Packet Attachments - if any

x3 King County Worksheet.pdf	361.57KB
x1 Ordinance.docx	25.92KB
x2 Property Tax Report.docx	62.3KB

Summary

Introduction *

Brief summary.

Annually, Council adopts an ordinance levying a “regular” property tax amount, as described in RCW 35A.33.050 and RCW 84.52.020. The City of Snoqualmie (“City”) uses the amount of regular property tax collected to fund important services such as police, fire, and parks and streets maintenance in addition to other necessities.

Proposed Motion

This is the first reading of Ordinance 1310. The second reading and proposed adoption is scheduled for the November 24, 2025 City Council meeting.

Background/Overview *

What was done (legislative history, previous actions, ability to hyperlink)

The property tax levy ordinance and its companion, the increase ordinance, are completed every year to allow the City to receive this revenue and any proposed increases.

Analysis*

The City of Snoqualmie ("City") requires a 2026 regular levy in the amount of $8,891,035 which includes an increase in property tax revenue from the previous year, amounts resulting from the addition of new construction and improvements to property, increases in the value of state-assessed property, amounts authorized by law as a result of any annexations, and refunds made by King County.

Please see the attached exhibit entitled "2026 Property Tax Report."

Budgetary Status*

This action will bring in additional revenue.

Budget Summary

Property taxes are a significant source of revenue for the General Fund (#001) and have been incorporated into the 2025-2026 Biennial Budget. Please see Exhibit 2 “2026 Property Tax Report” for more information.

Fiscal Impact

Amount of Expenditure	Amount Budgeted	Appropriation Requested

Fiscal Impact Screenshot

ORDINANCE NO. 1310

AN ORDINANCE OF THE CITY OF SNOQUALMIE, WASHINGTON LEVYING REGULAR PROPERTY TAXES FOR THE FISCAL YEAR COMMENCING JANUARY 1, 2026, ON ALL PROPERTY BOTH REAL AND PERSONAL, IN SAID CITY WHICH IS SUBJECT TO TAXATION, FOR THE PURPOSE OF PROVIDING SUFFICIENT REVENUE TO COVER DEPARTMENTAL OPERATIONS OF SAID CITY FOR THE ENSUING YEAR; AND PROVIDING FOR SEVERABILITY AND AN EFFECTIVE DATE.

WHEREAS, the City of Snoqualmie is a non-charter optional municipal code city as provided in Title 35A RCW, incorporated under the laws of the state of Washington; and

WHEREAS, a duly noticed public hearing was held on November 10, 2025, during its regularly scheduled, open City Council meeting to consider the City's current expense budget (also known as "General Fund") for the 2026 calendar year and possible increases in property tax revenues to the same; and

WHEREAS, the City Council of the City of Snoqualmie, after hearing and after duly considering all relevant evidence and testimony presented, has determined that the City of Snoqualmie requires a regular levy in the amount of $8,891,035, which includes an increase in regular property tax revenue from the previous year, and amounts resulting from the addition of new construction and improvements to property and any increase in the value of state-assessed property, and amounts authorized by law as a result of any annexations that have occurred and refunds made, in order to discharge the expected expenses and obligations of the district and in its best interest.

NOW, THEREFORE, BE IT HEREBY ORDAINED by the City Council of the City of Snoqualmie, Washington, as follows:

Section 1. Regular Property Tax Levy. The regular property tax levy is hereby authorized in the amount of **$8,891,035**, which amount shall be levied in the year 2025 and be payable and collectable in the year 2026.

Section 2. Certification of Ordinance to King County Council. This ordinance shall be certified to the King County Council, as provided by law, and the taxes herein levied shall be collected and paid to the Director of Finance of the City of Snoqualmie at the time and in the manner provided by the laws of the State of Washington for collection of taxes for non-chartered code cities.

Section 3. Effective Date. This ordinance shall be effective five days after publication as provided by law.

Section 4. Corrections by City Clerk or Code Reviser. Upon approval of the City Attorney, the City Clerk and the code reviser are authorized to make necessary corrections to this ordinance, including the correction of clerical errors; references to other local, state or federal laws, codes, rules, or regulations; or ordinance numbering anti section/subsection numbering.

Section 5. Severability. If any one or more section, subsection, or sentence of this ordinance is held to be unconstitutional or invalid, such decision shall not affect the validity of the remaining portion of this ordinance and the same shall remain in full force and effect.

PASSED by the City Council of the City of Snoqualmie, Washington, this 24th day of November 2025.

_____
Katherine Ross, Mayor

ATTEST:

_____
Deana Dean, City Clerk

APPROVED AS TO FORM:

_____
Dena Burke, City Attorney

MEMORANDUM

TO: City Council

FROM: Janna Walker, Budget Manager

SUBJECT: Adopting the 2026 City of Snoqualmie Property Tax Levy

DATE: November 10, 2025

SUMMARY

Per the requirements outlined in RCW 35A.33.050 and RCW 84.52.020, the City Council must annually approve an ordinance(s) estimating the "amounts to be raised by taxation on the assessed valuation" of property within the City and file the ordinance(s) with the county clerk on or before the thirtieth (30th) day of November.

BACKGROUND

Ordinance #1: The Property Tax Levy Ordinance

Annually, Council adopts an ordinance levying a "regular" property tax amount. The City of Snoqualmie ("City") uses the amount of regular property tax collected to fund important services such as police, fire, and parks and streets maintenance in addition to other necessities. If voters approve a bond that pledged property taxes as the source of repayment, then Council may need to levy an "excess" property tax amount within the same ordinance. The City does not currently levy any "excess" property taxes.

Ordinance #2: The Increase Ordinance

Furthermore, Council annually adopts a separate ordinance referred to as the "increase ordinance". The adoption of this ordinance would allow the City to increase the amount of regular property tax collected up to an "allowable percentage increase", or less, over the amount of regular property tax assessed in 2025. In the State of Washington, the increase in total property tax collected by the City is not based on the increasing value of property, but rather on the amount of property tax assessed citywide in the prior year ("last year's actual regular levy").

COUNCIL DECISIONS

The City of Snoqualmie Council must certify two ordinances before November 30th, 2025. Following certification, Finance will send the ordinances to the King County Assessor's Office for inclusion into a King County ordinance that requires passage. Prior to certification, Council will need to answer the following questions:

Question #1: Should the City of Snoqualmie increase the regular property tax levy amount **up to the allowable percentage increase, or less,** over the amount of regular property tax assessed in 2025 (the "increase ordinance")?

If Council decides to increase the regular property tax levy amount less than the allowable percentage increase, but greater than zero percent, then Council must still certify the "increase ordinance".

If Council declines to increase the regular property tax levy amount by any percentage (zero percent), then Council will need to answer the following conditional question:

Question #2: Should the City of Snoqualmie **"bank" the allowable percentage increase**?

If Council decides to "bank" or preserve the 2026 allowable percentage increase for future levying and use, then Council must certify an "increase ordinance" that states a zero percent increase. The adoption of this modified ordinance effectively allows the City of Snoqualmie to retain the ability to approve the 2026 allowable percentage increase in a future year.

CALCULATING THE 2026 PROPERTY TAX LEVY AMOUNT

The following information in the below table is subject to change. The King County Assessor's Office is still collecting data that may alter two values, the assessed valuation of new construction, and as a consequence, the overall assessed valuation for the City. In addition, the "increase in utility value" is completely unknown. It will not be known until the Washington State Department of Revenue releases the change in valuation of state-assessed utility infrastructure (power, gas distribution, cable, telephone, etc.) to the King County Assessor's Office in early December, well after the November 30th deadline. Therefore, to capture property tax from increases in utility infrastructure valuation, the City will insert a high estimate into the property tax levy ordinance. If the increase in utility value is determined to be less than estimated, the King County Assessor's Office will reduce the regular property tax amount appropriately. If Council passes an ordinance underestimating the increase in utility value, the King County Assessor's Office will not increase the regular property tax amount accordingly. This is because passage of the property tax levy ordinance represents the Council's commitment to a maximum "no more than" amount of regular property tax. The table below estimates the amount of property tax the City anticipates collecting in 2025 and compares the amount to the previous year.

	2025	2026
Last Year's Actual Regular Levy	$8,624,067	$8,722,581
Allowable Percentage Increase	0.89%	0.82%
Allowable Increase Amount	$76,504	$71,946
Increase in New Construction	$6,882	$10,077
Increase in Utility Value	$0	$86,430
Refunds	$15,128	$0
Regular Property Tax Amount[1]	**$8,722,581**	**$8,891,035**
Excess Property Tax Amount	**-**	**-**
Total City Property Tax Amount	**$8,722,581**	**$8,891,035**

[1] The estimated regular property tax amount for 2026 assumes passage of the increase ordinance with the 0.82% allowable percentage increase.

Last Year's Actual Regular Levy: Represents the amount of property tax actually levied in the previous year inclusive of any council approvals, new construction, increases in utility value, or refunds.

Allowable Percentage Increase: The allowable percentage increase authorized or proposed in the "increase ordinance" from last year's actual regular levy.

Allowable Increase Amount: If City of Snoqualmie Council passes the "increase ordinance" with a 0.82% allowable percentage increase, then the City can expect to collect an additional $71,946 in regular property taxes proportionally shared by property owners.

Increase in New Construction: This captures the construction or improvement of any property which resulted in an increase in the value of property. The City receives an amount equal to the increase in assessed value due to construction multiplied by the current year levy rate. The City of Snoqualmie expects at present time to collect $10,077 in property tax due to such construction improvements in 2025.

Increase in Utility Value: This captures the change in valuation of state-assessed utility infrastructure (power, gas distribution, cable, telephone, etc.). The City receives an amount equal to the increase in utility assessed value multiplied by the current year levy rate. Given the lack of information regarding this value until after the November 30th deadline to pass ordinances, the City has incorporated $86,430 into the table as an estimate, which is equal to a $50,000,000 increase in the valuation of state-assessed utility infrastructure. The last time the City exceeded $86,430 was in 2015, which was the last year that the City generated any significant increase in utility value.

Refunds: Tax refunds are made by King County for various reasons. Refunds are "reassessed" to the balance of taxpayers and represent an added revenue for the City.

Regular Property Tax Amount: The sum of last year's actual regular levy, levy increase amount, increase in new construction, increase in utility value, and any refunds. The City expects to collect $8,891,035 in 2026 from regular property tax. This represents a 1.93% increase over 2025 equal to $168,454. However, if the increase in utility value equals $0, then the City expects to collect $8,804,604 in 2026 regular property tax. This new value represents a 0.94% increase over 2025 property tax equal to $82,023.

Excess Property Tax Amount: The levy of additional taxes over and above the regular property tax amount. Voters in 2002 approved an excess levy to fund the construction of the fire station. In 2022, this bond was retired and the excess levy is no longer being collected.

Total City Property Tax Amount: The sum of the regular property tax and excess property tax amounts.

Total Assessed Valuation for the City of Snoqualmie:

The total assessed valuation for the City is critical to calculating the City's levy rate. Once the levy rate is known, then individual property owners can calculate their 2026 City property tax burden. The total assessed valuation for the City represents the summed value of all properties inside the boundaries of the City.

	2025	2026
City Assessed Valuation	$5,046,017,635	$5,318,786,954
Change from Previous Year	6.47%	5.41%

Between 2025 and 2026, the total assessed valuation for the City is anticipated to increase $272,769,319, equivalent to a 5.41% increase. However, if the increase in state-assessed utilities equals $0, then the City anticipates total assessed valuation increasing $222,769,319, equivalent to a 4.41% increase.

The Levy Rate for the City of Snoqualmie:

The City levy rate allows individual property owners to calculate how much they will owe the City in 2026 property taxes. The levy rate is determined by dividing the total City property tax amount by the City assessed valuation.

	2025	2026
Regular Property Tax Levy Rate Per $1,000/Assessed Value	$1.72860	$1.67108
Excess Property Tax Levy Rate Per $1,000/Assessed Value	-	-
Total Property Tax Levy Rate Per $1,000/Assessed Value	**$1.72860**	**$1.67108**

An increasing levy rate occurs when the percentage change in total assessed valuation minus the change in assessed valuation due to new construction and utility value is less than the proposed allowable levy percentage increase. That is, the 0.82% increase of $71,946 is diffused over a valuation of established properties that increased $222,769,319 (not including new construction and assuming no increase in state-assessed utilities).

CHANGES IN CONSTITUENT PROPERTY TAXES

Calculating the 2026 property tax levy amount is a complex endeavor. While this memorandum attempts to simplify where possible, it can be difficult to provide an immediate answer to a question you may receive from constituents and property owners:

How much will the property tax I pay go up (or down) in 2026?

The correct answer is that ***it depends***. Not only does it depend on the actions of Council, but also on the actions of other overlapping jurisdictions such as King County, the State of Washington, and the Snoqualmie Valley School District. In addition, to find an answer, we would need to calculate how the assessed valuation of your constituent's home or property changed relative to the change in assessed valuation for the City of Snoqualmie as a whole. It is possible that your constituent's property taxes may decrease despite an increase in their assessed valuation. For the City of Snoqualmie's portion of property tax, Finance has put together a model that can help you and your constituent answer this important question.

THE IMPACT OF THE ALLOWABLE LEVY PERCENTAGE INCREASE

The 0.82% allowable levy percentage increase is equal to $71,946. When divided by the total assessed valuation for the City, the 0.82% allowable levy percentage increase adds approximately $0.0159 per $1,000 of assessed valuation to the levy rate. The following table, while acknowledging the statements made in the previous section, estimates the annual contribution of the 0.82% increase to the property taxes of a homeowner with a certain 2026 assessed value.

Assessed Value of a Home	2025 Property Tax Increase
$500,000	$6.83
$600,000	$8.19
$700,000	$9.56
$800,000	$10.92
$900,000	$12.29
$1,000,000	$13.66
$1,100,000	$15.02
$1,200,000	$16.39
$1,300,000	$17.75
$1,400,000	$19.12
$1,500,000	$20.48

RECOMMENDATION

The City of Snoqualmie uses the amount of regular property tax collected to fund important services such as police, fire, and parks and streets maintenance in addition to other necessities. Given the inclusion of the allowable percentage increase in the development of the 2025-2026 Biennial Budget, the increase in consumer prices (i.e., inflation), the potential wage adjustments for the IAFF collective bargaining unit, and the end of the North Bend Police Services agreement, exercise of the 0.82% allowable percentage increase appears to be prudent.

Preliminary Worksheet 09.18.2025

TAXING DISTRICT **City of Snoqualmie** 2025 Levy for 2026 Taxes IPD:

A. Highest regular tax which could have been lawfully levied beginning with the 1985 levy (refund levy not included).

Year		Highest Lawful Levy Since 1985		Limit Factor/Max Increase 101%		
2025	8,707,453	x	1.01000	=	8,794,528

B. Current year's assessed value of new construction, improvements, and wind turbines, solar, biomass, and geothermal facilities in original districts before annexation occurred times last year's levy rate (if an error occurred or an error correction was made in the previous year, use the rate that would have been levied had no error occurred).

A.V.		Last Year's Levy Rate				
5,828,191	*	1.72899	÷	1,000	=	10,077

C. Tax Increment finance area increment AV increase (RCW 84.55.010(1)€) (value included in B & D cannot be included in C)

A.V.		Last Year's Levy Rate				
0	*	1.72899	÷	1,000	=	0

D. Current year's state assessed property value less last year's state assessed property value. The remainder is to be multiplied by last year's regular levy rate (or the rate that should have been levied).

Current Year's A.V.		Previous Year's A.V.				
0	-	233,384,220	=	0		

Remainder from Line D		Last Year's Levy Rate				
0	*	1.72899	÷	1,000	=	0

E. 1st Year Lid Lift & Limit Factor>1%

F. Regular property tax limit: A+B+C+D+E = 8,804,604

Parts G through I are used in calculating the additional levy limit due to annexation.

G. To find the rate to be used in H, take the levy limit as shown in Line F above and divide it by the current assessed value of the district, excluding the annexed area.

Total in Line F		Assessed Value Less Annexed AV				
8,804,604	÷	5,268,786,954	*	1,000	=	1.67108

H. Annexed area's current assessed value including new construction and improvements, times the rate in Line G.

Annexed Area's A.V.		Annexation Rate				
0	*	1.67108	÷	1,000	=	0

I. Regular property tax limit including annexation F+H = 8,804,604

J. **Statutory maximum calculation**

Only enter fire/RFA rate, library rate, & firefighter pension fund rate for cities annexed to a fire/RFA or library or has a firefighter pension fund.

District base levy rate		Fire Rate		Library Rate		Firefighter Pension Fund		Statutory Rate Limit
3.60000	-		-	0.24150	+	0.00000	=	3.35850

Regular Levy AV		Reg Statutory Rate Limit				Statutory Amount
5,268,786,954	*	3.35850	÷	1,000	=	**17,695,221**

K. **Highest Lawful Levy For This Tax Year** (Lesser of I and J) = **8,804,604**

L. **New highest lawful levy since 1985** (Lesser of I minus C and J, unless A (before limit factor increase) is greater, then A **8,804,604**

M.	Lesser of J and K	8,804,604
N.	Refunds	0
O.	**Total: M+N** (unless stat max)	**8,804,604**
P.	**Levy Corrections** Year of Error: ____ Did the district cause the error?	
	1. Minus amount over levied (if applicable)	0
	2. Plus amount under levied (if applicable)	0
Q.	**Total Allowable Levy**	**8,804,604**

R.	**Tax Base For Regular Levy**	
	1. Total district taxable value (including state-assessed property, and excluding boats, timber assessed value, and the senior citizen exemption for the regular levy)	5,268,786,954
S.	**Tax Base for Excess, Voted Bond Levies and Sr Exempt Lid Lifts**	
	2. Excess AV	5,247,231,674
	3. Plus Timber Assessed Value (TAV)	0
	4. Tax base for excess and voted bond levies (2+3)	5,247,231,674

T.	**Increase Information**	
	1. Levy rate based on allowable levy	1.67108
	2. Last year's ACTUAL regular levy	8,722,581
	3. Dollar Increase over last year other than New Construction (-) Annexation	71,946
	4. Percent Increase over last year other than New Construction (-) Annexation	0.82483%

Council Agenda Bill

AB Number

AB25-107

Agenda Bill Information

Title *

2025-2026 Mid-Biennium Amendment

Action *

Motion

Council Agenda Section

Ordinance

Council Meeting Date *

11/10/2025

Staff Member

Janna Walker

Department *

Finance

Committee

Finance and Administration

Committee Date

11/04/2025

Exhibits

Packet Attachments - if any

x01 Amendment Ordinance.docx	99.38KB
x02 Amendment Request Table.pdf	270.39KB
x03 2025 Reconciliation Table.pdf	365.77KB
x04 2026 Reconciliation Table.pdf	353.02KB
x05 Ordinance Table & Totals Comparison.pdf	523.22KB
x06 10-Year Forecast Table & Chart.pdf	513.64KB
x07 Proposed Staffing Table.pdf	226.06KB
x08 North Bend Amendment Detail.pdf	345.32KB
x09 North Bend Amendment Detail by Department.pdf	136.91KB
x10 Utility Rate Study Amendment Detail.pdf	574.75KB

Summary

Introduction *

Brief summary.

The purpose of this ordinance is to amend the 2025-2026 Biennial Budget to provide the City with the appropriation necessary to account for the dissolution of the North Bend Police Services Agreement, the

adoption of the Utility Rate Study, City expenditures rising at a pace greater than inflation, project amendments, and other various expenditures throughout the City.

Proposed Motion

This is the first reading of Ordinance 1309. The second reading and proposed adoption is scheduled for the November 24, 2025 City Council meeting.

Background/Overview *

What was done (legislative history, previous actions, ability to hyperlink)

The 2025-2026 Biennial Budget was adopted by Ordinance No. 1296 on October 3, 2024. Administration is requesting a net reduction in appropriation of $16,139,143. The adjustment will also include a reduction of revenue totaling $19,764,836.

Analysis *

Please see the following attachments for detailed information regarding the proposed Mid-biennium amendment, as described below.

Attachment #1: the Amendment Ordinance;
Attachment #2: the Proposed Amendment Request Table describing the amendments and appropriation increases requested, the funds and functional classifications impacted;
Attachment #3: the 2025 Reconciliation Table; which helps to reconcile the amendment request table to the ordinance;
Attachment #4: the 2026 Reconciliation Table, which helps to reconcile the amendment request table to the ordinance;
Attachment #5: a Budget Ordinance Table and Budget Totals table showcasing the difference between the original 2025-26 Biennial Budget and the proposed amendments; and
Attachment #6: the updated 10-year Forecast and its accompanying chart.

North Bend Police Services ILA Dissolution (Amendment #1) Attachments
Attachment #7: Proposed Staffing Chart;
Attachment #8: a chart showing how each fund and functional classification are affected by the change; and
Attachment #9: a detailed look at the impact to the Fire Department.

Utility Rate Study Adjustments (Amendment #10) Attachment
Attachment #10: the detail of the Utility Rate Study Adjustments and further adjustments that will ensure a sufficient ending fund balance within Utility Capital (#417).

Budgetary Status *

This action has complex budgetary implications.

Budget Summary

The 2025-2026 Mid-Biennium amendment ordinance, as provided for in this agenda bill, authorizes the City of Snoqualmie to spend or transfer amounts no more than $82,400,165 in 2025 and $75,894,835 in 2026 for a total of $158,295,000 across all funds and functional classifications.

Fiscal Impact

Amount of Expenditure	Amount Budgeted	Appropriation Requested
-$16,139,143.00	$174,434,143.00	-$16,139,143.00

Fiscal Impact Screenshot

ORDINANCE NO. 1309

AN ORDINANCE OF THE CITY OF SNOQUALMIE, WASHINGTON, AMENDING THE 2025-2026 BIENNIAL BUDGET; AND PROVIDING FOR SEVERABILITY AND AN EFFECTIVE DATE.

WHEREAS, the City of Snoqualmie is a non-charter optional municipal code city as provided in Title 35A RCW, incorporated under the laws of the state of Washington; and

WHEREAS, pursuant to RCW 35A.34.040 the City is authorized to establish by ordinance a two-year fiscal biennium budget cycle for the City; and

WHEREAS, the City Council passed Ordinance No. 1296 establishing a two-year fiscal biennial budget; and

WHEREAS, the City Council wishes to modify and amend the 2025-2026 biennial budget to cover expenditures and changes not reasonably foreseen in Ordinance No. 1296; and

WHEREAS, a duly noticed public hearing was held on November 10, 2025 during its regularly scheduled, open City Council meeting.

NOW, THEREFORE, BE IT HEREBY ORDAINED by the City Council of the City of Snoqualmie, Washington, as follows:

Section 1. Biennial Budget Amended. The City of Snoqualmie biennial budget for the 2025-2026 fiscal biennium, as determined after hearings and placed into final form and content, is hereby amended by reference as set forth in Sections 2, 4, and 6.

Section 2. Fund Budget Summary Form. Pursuant to RCW 35A.34.120, the totals of estimated sources and appropriations for each separate fund, and the aggregate totals for all such funds combined, are set forth in summary form on page 3 of this ordinance, and are

hereby appropriated for use at the fund level during the 2025-2026 biennium, with the exception of the City's capital funds (Non-Utilities Capital Fund #310, Enterprise Resource Planning Project Fund #350, and Utilities Capital Fund #417).

Proposed 2025-2026 Biennial Budget Ordinance Table

Fund #	Fund Name	Est. 2025 Beginning Fund Balance	Est. 2025 Sources	Est. 2025 Uses	Est. 2025 Ending Fund Balance	Est. 2026 Sources	Est. 2026 Uses	Est. 2026 Ending Fund Balance	Total 2025-2026 Est. Sources	Total 2025-2026 Uses (Appropriation)
001	General Fund	$ 2,527,062	$ 21,271,514		$ 2,495,439	$ 21,813,256		$ 2,942,710	$ 43,084,770	
	Administrative Departments[1]			$ 5,361,787			$ 5,139,239			$ 10,501,026
	Police (Snoqualmie)			$ 4,989,413			$ 5,178,509			$ 10,167,922
	Fire & Emergency Management			$ 4,669,605			$ 4,875,246			$ 9,544,851
	Parks & Streets Maintenance			$ 3,101,173			$ 3,330,753			$ 6,431,926
	Community Development[2]			$ 2,157,767			$ 1,939,268			$ 4,097,035
	Non-Departmental[3]			$ 1,023,392			$ 902,970			$ 1,926,362
002	Reserve Fund	$ 3,118,281	$ 91,000	$ -	$ 3,209,281	$ 84,000	$ -	$ 3,293,281	$ 175,000	$ -
	Total General Fund	**$ 5,645,343**	**$ 21,362,514**	**$ 21,303,137**	**$ 5,704,720**	**$ 21,897,256**	**$ 21,365,985**	**$ 6,235,991**	**$ 43,259,770**	**$ 42,669,122**
012	Arts Activities Fund	$ 50,739	$ 49,763	$ 37,180	$ 63,322	$ 12,857	$ 38,389	$ 37,790	$ 62,620	$ 75,569
014	North Bend Police Services Fund	$ 37,788	$ 2,820,972	$ 2,832,810	$ 25,950	$ 883,575	$ 904,100	$ 5,425	$ 3,704,547	$ 3,736,910
018	Deposits Reimbursement Control Fund	$ 21,266	$ 20,585	$ 41,851	$ -	$ 20,525	$ 20,525	$ -	$ 41,110	$ 62,376
020	School Impact Fee Fund	$ -	$ 200,000	$ 200,000	$ -	$ 200,000	$ 200,000	$ -	$ 400,000	$ 400,000
	Total Managerial Funds	**$ 109,793**	**$ 3,091,320**	**$ 3,111,841**	**$ 89,272**	**$ 1,116,957**	**$ 1,163,014**	**$ 43,215**	**$ 4,208,277**	**$ 4,274,855**
110	Tourism Promotion Fund	$ 9,866	$ 33,600	$ 30,000	$ 13,466	$ 34,507	$ 30,000	$ 17,973	$ 68,107	$ 60,000
118	Drug Enforcement Fund	$ 39,085	$ 901	$ 3,000	$ 36,986	$ 809	$ -	$ 37,795	$ 1,710	$ 3,000
123	Opioid Settlement Fund	$ 71,335	$ 15,966	$ -	$ 87,301	$ 16,732	$ -	$ 104,033	$ 32,698	$ -
131	Affordable Housing Fund	$ 1,725,925	$ 398,936	$ -	$ 2,124,861	$ 414,290	$ -	$ 2,539,151	$ 813,226	$ -
144	Home Elevations Fund	$ -	$ 500,000	$ 500,000	$ -	$ -	$ -	$ -	$ 500,000	$ 500,000
	Total Special Revenue Funds	**$ 1,846,211**	**$ 949,403**	**$ 533,000**	**$ 2,262,614**	**$ 466,338**	**$ 30,000**	**$ 2,698,952**	**$ 1,415,741**	**$ 563,000**
310	Non-Utilities Capital Fund[4]	$ 20,095,791	$ 5,441,708	$ 19,530,931	$ 6,006,568	$ 14,102,500	$ 18,264,193	$ 1,844,875	$ 19,544,208	$ 37,795,124
350	Enterprise Resource Planning Project Fund	$ 483,958	$ 161,000	$ 349,958	$ 295,000	$ 5,000	$ 300,000	$ -	$ 166,000	$ 649,958
	Total Capital Funds	**$ 20,579,749**	**$ 5,602,708**	**$ 19,880,889**	**$ 6,301,568**	**$ 14,107,500**	**$ 18,564,193**	**$ 1,844,875**	**$ 19,710,208**	**$ 38,445,082**
401	Water Operations Fund	$ 1,055,284	$ 5,659,125	$ 5,417,424	$ 1,296,985	$ 5,968,393	$ 5,974,502	$ 1,290,876	$ 11,627,518	$ 11,391,926
402	Wastewater Operations Fund	$ 819,934	$ 6,774,482	$ 6,606,836	$ 987,580	$ 7,211,254	$ 7,204,882	$ 993,952	$ 13,985,736	$ 13,811,718
403	Stormwater Operations Fund	$ 588,834	$ 3,170,982	$ 3,065,852	$ 693,964	$ 3,386,538	$ 3,462,694	$ 617,808	$ 6,557,520	$ 6,528,546
417	Utilities Capital Fund[4]	$ 4,999,190	$ 14,380,223	$ 15,709,288	$ 3,670,125	$ 11,126,373	$ 12,138,472	$ 2,658,026	$ 25,506,596	$ 27,847,760
	Total Enterprise Funds	**$ 7,463,242**	**$ 29,984,812**	**$ 30,799,400**	**$ 6,648,654**	**$ 27,692,558**	**$ 28,780,550**	**$ 5,560,662**	**$ 57,677,370**	**$ 59,579,950**
501	Equipment Replacement & Repair Fund	$ 2,934,654	$ 2,781,563	$ 3,677,128	$ 2,039,089	$ 2,438,985	$ 2,724,508	$ 1,753,566	$ 5,220,548	$ 6,401,636
502	Information Technology Fund	$ 1,635,916	$ 2,397,819	$ 2,366,408	$ 1,667,327	$ 2,365,155	$ 2,493,841	$ 1,538,641	$ 4,762,974	$ 4,860,249
510	Facilities Maintenance Fund	$ 194,755	$ 723,059	$ 728,362	$ 189,452	$ 766,237	$ 772,744	$ 182,945	$ 1,489,296	$ 1,501,106
	Total Internal Service Funds	**$ 4,765,325**	**$ 5,902,441**	**$ 6,771,898**	**$ 3,895,868**	**$ 5,570,377**	**$ 5,991,093**	**$ 3,475,152**	**$ 11,472,818**	**$ 12,762,991**
	Total All Funds	**$ 40,409,663**	**$ 66,893,198**	**$ 82,400,165**	**$ 24,902,696**	**$ 70,850,986**	**$ 75,894,835**	**$ 19,858,847**	**$ 137,744,184**	**$ 158,295,000**

[1] Includes Mayor, City Council, Administration, City Attorney, City Clerk, Finance, and Communications

[2] Includes Planning, Developer-Reimbursed Expenditures, Building, and Events

[3] Includes Human Services, Court Services, etc.

[4] Appropriations for capital projects are established at the project level. The place holder amounts in Funds #310 and #417 are estimates as to the timing of spending, but do not represent the legal appropriation for projects and programs within these funds. See the budget ordinance for these continuing project appropriations and biennial program appropriations.

Section 3. Transfers Within Funds Authorized. Pursuant to RCW 35A.34.200(2), transfers between individual appropriations within any one fund of the 2025-2026 biennial budget may be made during the fiscal biennium by order of the Mayor; provided, however, that transfers between individual appropriations with the General Fund (Fund No. 001) may be made only within the functional classifications within the General Fund identified in the summary in Section 2 above.

Section 4. Capital Project Budget Summary Form. The totals of estimated sources and appropriations over the life of each capital project, that has or is anticipated to start before December 31, 2026, and the aggregate totals for all such capital projects combined, are set forth in summary form below and are hereby appropriated for use at the capital project level.

Capital Project Budget Table

Capital Project	Est. Life-of-Project Sources	Est. Life-of-Project Uses (Appropriation)
Meadowbrook Trail Project	$ 240,000	$ 240,000
Kimball Creek Bridges Restoration Project	$ 1,865,513	$ 1,865,513
384th Street Project - Non-Utilities Portion	$ 1,093,521	$ 1,093,521
Community Park Sprayground Project	$ 1,500,000	$ 1,500,000
Town Center Improvement Project - Phase III	$ 14,797,050	$ 14,797,050
Meadowbrook Bridge Restoration Project	$ 3,163,800	$ 3,163,800
Railroad Crossing Project	$ 2,144,500	$ 2,144,500
Rivertrail Project - NW of Sandy Cove Park	$ 3,607,751	$ 3,607,751
Rivertrail Project - Arboretum Trail	$ 1,709,700	$ 1,709,700
Police Station Facility Improvements Project	$ 345,000	$ 345,000
Fire Station Facility Improvement Project	$ 74,300	$ 74,300
Community Center Expansion Project	$ 30,226,669	$ 30,226,669
Server Improvement Project	$ 75,000	$ 75,000
Fiber Optic Backbone Replacement Project	$ 425,000	$ 425,000
Total Non-Utilities Capital Projects	**$ 61,267,804**	**$ 61,267,804**
384th Street Project - Utilities Portion	$ 2,780,913	$ 2,780,913
Water Reclamation Facility Improvement Project - Phase III	$ 17,090,340	$ 17,090,340
Pressure Zone Conversions Project	$ 237,930	$ 237,930
Pressure Reducing Valve (PRV) Stations Project	$ 244,110	$ 244,110
705 Zone Booster Pump Station Improvement Project	$ 592,250	$ 592,250
South Wellfield Improvement Project	$ 2,943,740	$ 2,943,740
Canyon Springs Improvement Project	$ 1,549,308	$ 1,549,308
Eagle Lake Water Reclamation Basin Improvement Project	$ 9,756,267	$ 9,756,267
Ridge Street Drainage Improvement Project	$ 346,080	$ 346,080
Kimball Creek Riparian Restoration Project	$ 2,365,910	$ 2,365,910
Sandy Cove Park Riverbank Restoration & Outfall Project	$ 4,537,566	$ 4,537,566
SR 202 Bridge Utility Main Replacement Project	$ 6,943,211	$ 6,943,211
Source of Supply Improvement Project	$ 1,548,000	$ 1,548,000
Business Park Lift Station Improvement Project	$ 98,850	$ 98,850
Total Utilities Capital Projects	**$ 51,034,475**	**$ 51,034,475**
Enterprise Resource Planning System Project	**$ 2,126,111**	**$ 2,126,111**
Total All Capital Projects	**$ 114,428,390**	**$ 114,428,390**

Section 5. Continuing Appropriation for Capital Projects Authorized.

Pursuant to RCW 35A.34.270, the appropriation in any fund for any capital project shall not lapse at the end of each fiscal biennium but shall be carried forward from biennium to biennium until fully expended or the purpose has been accomplished or abandoned, without necessity of reappropriation.

Section 6. Capital Program and Debt Service Budget Summary Form.

The totals of estimated sources and appropriations for each capital or debt service program and transfer during the 2025-2026 biennium, and the aggregate totals for all such uses combined, are set forth in summary form below and are hereby appropriated for use at the capital and debt service program level.

Capital Program and Debt Service Budget Table

Capital or Debt Service Program	Est. 2025-2026 Sources	Est. 2025-2026 Uses (Appropriation)
Street Resurfacing Program	$ 1,125,020	$ 1,125,020
Sidewalk Improvement Program	$ 409,410	$ 409,410
Americans with Disabilities Act (ADA) Program	$ 159,881	$ 159,881
Complete Streets Improvement Program	$ 148,425	$ 148,425
Playgrounds Replacement Program	$ 689,424	$ 689,424
Trails Improvement Program	$ 134,029	$ 134,029
Sport Court Improvement Program	$ 58,471	$ 58,471
Parks Parking Lot Resurfacing Program	$ 134,806	$ 134,806
Parks Facilities Improvement Program	$ 85,683	$ 85,683
Riverfront Land Acquisitions & Demolitions Program	$ 850,000	$ 850,000
Environmental Improvement Program	$ 57,600	$ 57,600
Facilities Improvement Program	$ 551,014	$ 551,014
Total Non-Utilities Capital Programs	**$ 4,403,763**	**$ 4,403,763**
Non-Utilities Transfers	**$ 500,000**	**$ 500,000**
Non-Utilities Debt Service	**$ 174,000**	**$ 174,000**
Utility Main & Drainage System Replacement Program	$ 3,440,097	$ 3,440,097
Urban Forestry Improvement Program	$ 509,850	$ 509,850
Stormwater Pond Improvement Program	$ 365,400	$ 365,400
Total Utilities Capital Programs	**$ 4,315,347**	**$ 4,315,347**
Utilities Debt Service	**$ 5,984,443**	**$ 5,984,443**
Total All Capital and Debt Service Programs	**$ 15,377,553**	**$ 15,377,553**

Section 7. Transmittal of Budget. The City Clerk is hereby directed to transmit to the Office of the State Auditor and to the Association of Washington Cities a complete copy of the budget herein referred to as adopted.

Section 9. Effective Date. This ordinance shall be effective five days after publication as provided by law.

Section 10. Corrections by City Clerk or Code Reviser. Upon approval of the City Attorney, the City Clerk and the code reviser are authorized to make necessary corrections to this ordinance, including the correction of clerical errors; references to other local, state or federal laws, codes, rules, or regulations; or ordinance numbering anti section/subsection numbering.

Section 11. Severability. If any one or more section, subsection, or sentence of this ordinance is held to be unconstitutional or invalid, such decision shall not affect the validity of the remaining portion of this ordinance and the same shall remain in full force and effect.

PASSED by the City Council of the City of Snoqualmie, Washington, this 24th day of November 2025.

_____
Katherine Ross, Mayor

ATTEST:

_____
Deana Dean, City Clerk

APPROVED AS TO FORM:

_____
Dena Burke, City Attorney

2025-2026 Biennium Budget Amendments

Proposed Amendment Request Table

#	Amendment Request	Amendment Description	Department/ Division	Fund(s) or Functional Classification(s) Impacted	2025-26 Ongoing Appropriation Increase (Decrease) Requested	2025-26 One-time Appropriation Increase (Decrease) Requested	Offsetting Revenue Description
1A	North Bend Police Services ILA Dissolution	The intent of this amendment is to adjust General Fund expenditures and City-wide allocations to account for the closure of the North Bend Police Services Fund (#014) and the subsequent reduction in police and city-wide employees through position elimination and other such reductions.	Police Department	General Fund (#001), NB Police Services (#014), Non-Utility Capital (#310), Water (#401), Sewer (#402), Stormwater, (#403), Utility Capital (#417), ER&R (#501), IT (#502), Facilities (#510)	$ (7,747,875)	$ -	This amendment requires a decrease in revenue, to include $2.34 million in internal service charges and $4.62 million in North Bend Police Services revenue, and other reductions outlined in Attachments #7, #8, & #9.
1B	North Bend Police Services ILA Dissolution	This amendment allows sufficient appropriation for the City to pay the City of North Bend $240,000, in accordance with the agreement ending police services.	Equipment Replacement and Repair	ER&R (#501)	$ -	$ 240,000	This item will be paid from the ER&R Fund's capital reserves.
1C	Closure of the North Bend Police Services Fund	This amendment will establish a transfer from the North Bend Police Services Fund (#014) to the General Fund (#001) to enable closure of the Fund (#014).	North Bend Police Services	North Bend Police Services (#014)	$ -	$ 120,134	This transfer will be funded from any remaining fund balance within Fund #014.
2	Liability and Property Insurance	The goal of this budget amendment is to increase the budget for liability and property insurance, which have been growing at a combined rate of over 20% for the last three years, with 2025 being $63,336, or 8%, over budget and 2026 estimated at being $116,913, or 14% over budget. The remaining increase represents overhead charges to departments.	Administration	General Fund (#001), NB Police Services (#014), Non-Utility Capital (#310), Water (#401), Sewer (#402), Stormwater, (#403), Utility Capital (#417), ER&R (#501), IT (#502), Facilities (#510)	$ 254,140	$ -	Administration charges a portion of this expenditure to capital, utility and internal service funds as overhead. This overhead revenue totals $74k and is received into the General Fund (#001).
3	Worker's Compensation (L&I) Insurance	This amendment increases the budget for Worker's Compensation insurance. Over the last three years, these expenditures have increased by 52% for City public safety workers and 14% for other operating divisions.	General, Capital, Utility, and Internal Service Funds	General Fund (#001), NB Police Services (#014), Non-Utility Capital (#310), Water (#401), Sewer (#402), Stormwater, (#403), Utility Capital (#417), ER&R (#501), IT (#502), Facilities (#510)	$ 163,905	$ -	
4	Outside Legal Counsel Expenditures	This amendment relates to ongoing unexpected legal costs from a multitude of cases.	Administration	General Fund (#001)	$ -	$ 140,000	
5	Fire Department Health Insurance	The goal of this amendment is to adjust the budget for firefighter health insurance to account for five new firefighters who required higher levels of insurance than estimated within the 2025-26 Biennial Budget.	Fire & Emergency Management	General Fund (#001)	$ 37,846	$ -	
6	AED Replacement	The intent of this amendment is to purchase replacement automatic external defibrillators that have reached the end of their useful life.	Fire & Emergency Management	General Fund (#001)	$ -	$ 13,627	This appropriation will be reimbursed by a $19k grant from King County, which expires in 2025. A portion of the grant, $12k, was not included within the budget.
7	Splash Pad Operations	The opening of the City's new splash pad has resulted in costs above those estimated within the 2025-26 CIP. This amendment is intended to account for expenses that occurred above and beyond those estimated during 2025 and those expected in 2026.	Parks Maintenance	General Fund (#001)	$ 25,684	$ 10,294	
8	Public Defender Costs	Washington State Supreme Court Order 25700-A-1644, issued in 2025, caps the number of clients a defense attorney may represent. This limitation will begin in 2026. The goal of this amendment is to increase the budget to the amount estimated by our public defense firm.	Non-Departmental	General Fund (#001)	$ 57,930	$ -	None currently exists. However, a councilmanic public safety tax of 0.1% could be enacted to counteract this and other rising public safety costs.
9	Utility Fees Transfer	This amendment moves an estimated $500,000 of excess utility fees historically transferred to Non-Utility Capital (#310). These funds are being moved to Utility Capital (#417), including any interest earned during the period.	Non-Utility Capital	Non-Utility Capital (#310), Utility Capital (#417)	$ -	$ 500,000	
10	Utility Rate Study Adjustments	This goal of this amendment is to adjust Utility Operations revenues and transfers to Utility Capital to match the decisions made within the Utility Rate Study, adopted within within Ordinance 1303 on May 12, 2025, as well as ensure a sufficient ending fund balance within Utility Capital (#417).	Utility Operations and Utility Capital	Water (#401), Sewer (#402), Stormwater, (#403), Utility Capital (#417),	$ (11,236,370)	$ -	These reductions in transfers correlate to decreased revenues of $15.01 million, and include an increased reliance on debt financing within Utility Capital.
11	Stormwater System Plan	This amendment is intended to account for a $163,171 Stormwater System Plan contract with NHC, as described and approved in AB24-117 on October 28, 2024.	Stormwater Operations	Stormwater Operations (#403)	$ -	$ 77,471	
12	Project Amendment: Eagle Lake Reservoir and Loan	This amendment increases the project appropriation for the Eagle Lake Water Reclamation Basin Improvement Project, which was amended in AB25-059 on May 27, 2025.	Utility Capital	Utility Capital Fund (#417)	$ -	$ 1,105,220	This appropriation is associated with an increase in a Department of Ecology Loan of $2.24 million.
13A	Project Amendment: Water Reclamation Facility - Phase 3	As approved in AB25-085 on September 22, 2025, the intent of this amendment is to increase the WRF P3 (#417) project budget to include a contract amendment and an allowance for the amount that sales tax has increased since the start of this contract and project.	Utility Capital	Utility Capital Fund (#417)	$ -	$ 99,981	This appropriation will be funded by a decrease within the Utility Main & Drainage System Replacement Program.
13B	Project Amendment: Utility Main & Drainage System Replacement Program	As approved in AB25-085 on September 22, 2025, the intent of this amendment is to decrease the Utility Main & Drainage Replacement Program (#417) budget to support a WRF P3 amendment.	Utility Capital	Utility Capital Fund (#417)	$ -	$ (99,981)	
14	Business Park Lift Station Improvement Project	The goal of this amendment is to assign project funding to the Business Park Lift Station to begin design in anticipation of the Snoqualmie Valley Health expansion, as approved in AB25-079.	Utility Capital	Utility Capital Fund (#417)	$ -	$ 98,850	This appropriation will be funded by the Snoqualmie Valley Health expansion project.
				Total by Ongoing and One-time Appropriation =	**$ (18,444,740)**	**$ 2,305,596**	
				Total Combined Ongoing and One-time Appropriation =		**$ (16,139,144)**	

Note: Items highlighted blue affect the General Fund (#001) appropriation levels.

2025-2026 Biennium Budget Amendments

Proposed 2025 Fund Reconciliations (Reconciling the Amendment Request Table to Ordinance)

	Beg. Fund Balance	Sources	Uses	Ending Fund Balance
GENERAL FUND (#001)				
Adopted Budget	$ 1,184,187	$ 22,674,407	$ 22,010,591	$ 1,848,003
+ #0 - Opening Balance and Other Adjustments [1]	*$ 1,342,875*	*$ (845,601)*	*$ -*	*$ 497,274*
+ #1 - Administration: NB Police Services Revised Budget	*$ -*	*$ (596,773)*	*$ (497,375)*	*$ (99,398)*
+ #2 - Administration: Liability & Property Insurance	*$ -*	*$ 27,565*	*$ 63,336*	*$ (35,771)*
+ #3 - Administration: Workers' Compensation Insurance	*$ -*	*$ -*	*$ 603*	*$ (603)*
+ #4 - Administration: Outside Legal Counsel Expenditures	*$ -*	*$ -*	*$ 140,000*	*$ (140,000)*
Administration Subtotal =	***$ 1,342,875***	***$ (1,414,809)***	***$ (293,436)***	***$ 221,502***
+ #1 - Police Department: NB Police Services Revised Budget	*$ -*	*$ -*	*$ (4,845)*	*$ 4,845*
+ #3 - Police Department: Workers' Compensation Insurance	*$ -*	*$ -*	*$ 23,345*	*$ (23,345)*
Police Department Subtotal =	***$ -***	***$ -***	***$ 18,500***	***$ (18,500)***
+ #1 - Fire Department: NB Police Services Revised Budget	*$ -*	*$ -*	*$ (229,532)*	*$ 229,532*
+ #3 - Fire Department: Workers' Compensation Insurance	*$ -*	*$ -*	*$ 33,010*	*$ (33,010)*
+ #5 - Fire Department: Health Insurance	*$ -*	*$ -*	*$ 16,377*	*$ (16,377)*
+ #6 - Fire Department: AED Replacement	*$ -*	*$ 11,916*	*$ 13,627*	*$ (1,711)*
Fire Department Subtotal =	***$ -***	***$ 11,916***	***$ (166,518)***	***$ 178,434***
+ #1 - Parks & Streets Maint. - NB Police Services Revised Budget	*$ -*	*$ -*	*$ (139,557)*	*$ 139,557*
+ #3 - Parks & Streets Maint.: Workers' Compensation Insurance	*$ -*	*$ -*	*$ 3,418*	*$ (3,418)*
+ #7 - Parks & Streets Maintenance: Splashpad	*$ -*	*$ -*	*$ 23,136*	*$ (23,136)*
Parks & Streets Maintenance Subtotal =	***$ -***	***$ -***	***$ (113,003)***	***$ 113,003***
+ #1 - Community Development: NB Police Services Revised Budget	*$ -*	*$ -*	*$ (154,020)*	*$ 154,020*
+ #3 - Community Development: Workers' Compensation Insurance	*$ -*	*$ -*	*$ 1,023*	*$ (1,023)*
Community Development Subtotal =	*$ -*	*$ -*	*$ (152,997)*	*$ 152,997*
= Amended Budget	**$ 2,527,062**	**$ 21,271,514**	**$ 21,303,137**	**$ 2,495,439**
NORTH BEND POLICE SERVICES FUND (#014)				
Adopted Budget	$ 37,788	$ 4,080,755	$ 4,113,484	$ 5,059
+ #1 - NB Police Services Revised Budget	*$ -*	*$ (1,259,783)*	*$ (1,299,957)*	*$ 40,174*
+ #2 - Liability & Property Insurance	*$ -*	*$ -*	*$ 3,292*	*$ (3,292)*

	Beg. Fund Balance	Sources	Uses	Ending Fund Balance
+ #3 - Worker's Compensation Insurance	*$ -*	*$ -*	*$ 15,991*	*$ (15,991)*
= Amended Budget	**$ 37,788**	**$ 2,820,972**	**$ 2,832,810**	**$ 25,950**
NON-UTILITY CAPITAL FUND (#310)				
Adopted Budget	$ 20,095,791	$ 5,441,708	$ 19,044,154	$ 6,493,345
+ #1 - NB Police Services Revised Budget	*$ -*	*$ -*	*$ (14,900)*	*$ 14,900*
+ #2 - Liability & Property Insurance	*$ -*	*$ -*	*$ 642*	*$ (642)*
+ #3 - Worker's Compensation Insurance	*$ -*	*$ -*	*$ 1,035*	*$ (1,035)*
+ #9 - Utility Fees Transfer	*$ -*	*$ -*	*$ 500,000*	*$ (500,000)*
= Amended Budget	**$ 20,095,791**	**$ 5,441,708**	**$ 19,530,931**	**$ 6,006,568**
WATER OPERATIONS FUND (#401)				
Adopted Budget	$ 2,258,252	$ 6,588,360	$ 7,120,585	$ 1,726,027
+ #0 - Opening Balance and Other Adjustments [1]	$ (1,202,968)	$ -	$ -	$ (1,202,968)
+ #1 - NB Police Services Revised Budget	*$ -*	*$ -*	*$ (61,994)*	*$ 61,994*
+ #2 - Liability & Property Insurance	*$ -*	*$ -*	*$ 6,401*	*$ (6,401)*
+ #3 - Worker's Compensation Insurance	*$ -*	*$ -*	*$ 3,573*	*$ (3,573)*
+ #10 - Utility Rate Study Adjustments	*$ -*	*$ (929,235)*	*$ (1,651,141)*	*$ 721,906*
= Amended Budget	**$ 1,055,284**	**$ 5,659,125**	**$ 5,417,424**	**$ 1,296,985**
WASTEWATER OPERATIONS FUND (#402)				
Adopted Budget	$ 819,934	$ 8,374,737	$ 8,328,680.00	$ 865,991
+ #1 - NB Police Services Revised Budget	*$ -*	*$ -*	*$ (73,297)*	*$ 73,297*
+ #2 - Liability & Property Insurance	*$ -*	*$ -*	*$ 10,376*	*$ (10,376)*
+ #3 - Worker's Compensation Insurance	*$ -*	*$ -*	*$ 3,995*	*$ (3,995)*
+ #10 - Utility Rate Study Adjustments	*$ -*	*$ (1,600,255)*	*$ (1,662,919)*	*$ 62,664*
= Amended Budget	**$ 819,934**	**$ 6,774,482**	**$ 6,606,835**	**$ 987,581**
STORMWATER OPERATIONS FUND (#403)				
Adopted Budget	$ 588,834	$ 4,033,156	$ 4,218,373	$ 403,617
+ #1 - NB Police Services Revised Budget	*$ -*	*$ -*	*$ (46,894)*	*$ 46,894*
+ #2 - Liability & Property Insurance	*$ -*	*$ -*	*$ 1,667*	*$ (1,667)*
+ #3 - Worker's Compensation Insurance	*$ -*	*$ -*	*$ 2,538*	*$ (2,538)*

	Beg. Fund Balance	Sources	Uses	Ending Fund Balance
+ #10 - Utility Rate Study Adjustments	*$ -*	*$ (862,174)*	*$ (1,109,832)*	*$ 247,658*
= Amended Budget	**$ 588,834**	**$ 3,170,982**	**$ 3,065,852**	**$ 693,964**
UTILITY CAPITAL FUND (#417)				
Adopted Budget	$ 4,015,287	$ 18,163,395	$ 19,184,957	$ 2,993,725
+ #0 - Opening Balance and Other Adjustments[1]	*$ 983,903*	*$ -*	*$ -*	*$ 983,903*
+ #1 - NB Police Services Revised Budget	*$ -*	*$ -*	*$ (40,463)*	*$ 40,463*
+ #2 - Liability & Property Insurance	*$ -*	*$ -*	*$ 783*	*$ (783)*
+ #3 - Worker's Compensation Insurance	*$ -*	*$ -*	*$ 1,218*	*$ (1,218)*
+ #9 - Utility Fees Transfer	*$ -*	*$ 500,000*	*$ -*	*$ 500,000*
+ #10 - Utility Rate Study Adjustments	*$ -*	*$ (6,623,892)*	*$ (4,641,277)*	*$ (1,982,615)*
+ #12 - Eagle Lake Reclamation Basin Improvement Project[2]	*$ -*	*$ 2,241,870*	*$ 1,105,220*	*$ 1,136,650*
+ #13A - Water Reclamation Facility - Phase 3 (WRF P3): WRF P3[2]	*$ -*	*$ -*	*$ 99,981*	*$ (99,981)*
+ #13B - WRF P3: Utility Main & Drain[2]	*$ -*	*$ -*	*$ (99,981)*	*$ 99,981*
+ #14 - Business Park Lift Station Improvement Project[2]	*$ -*	*$ 98,850*	*$ 98,850*	*$ -*
= Amended Budget	**$ 4,999,190**	**$ 14,380,223**	**$ 15,709,288**	**$ 3,670,125**
EQUIPMENT REPLACMENT & REPAIR FUND (#501)				
Adopted Budget	$ 2,934,654	$ 2,886,570	$ 3,726,620	$ 2,094,604
+ #1 - NB Police Services Revised Budget	*$ -*	*$ (105,007)*	*$ (52,858)*	*$ (52,149)*
+ #2 - Liability & Property Insurance	*$ -*	*$ -*	*$ 2,443*	*$ (2,443)*
+ #3 - Worker's Compensation Insurance	*$ -*	*$ -*	*$ 922*	*$ (922)*
= Amended Budget	**$ 2,934,654**	**$ 2,781,563**	**$ 3,677,127**	**$ 2,039,090**
INFORMATION TECHNOLOGY FUND (#502)				
Adopted Budget	$ 1,635,916	$ 2,738,274	$ 2,710,099	$ 1,664,091
+ #1 - NB Police Services Revised Budget	*$ -*	*$ (340,455)*	*$ (345,369)*	*$ 4,914*
+ #2 - Liability & Property Insurance	*$ -*	*$ -*	*$ 1,498*	*$ (1,498)*
+ #3 - Worker's Compensation Insurance	*$ -*	*$ -*	*$ 180*	*$ (180)*
= Amended Budget	**$ 1,635,916**	**$ 2,397,819**	**$ 2,366,408**	**$ 1,667,327**
FACILITIES MAINTENANCE FUND (#510)				
Adopted Budget	$ 194,755	$ 779,655	$ 770,738	$ 203,672

	Beg. Fund Balance	Sources	Uses	Ending Fund Balance
+ #1 - NB Police Services Revised Budget	*$ -*	*$ (56,596)*	*$ (43,470)*	*$ (13,126)*
+ #2 - Liability & Property Insurance	*$ -*	*$ -*	*$ 463*	*$ (463)*
+ #3 - Worker's Compensation Insurance	*$ -*	*$ -*	*$ 632*	*$ (632)*
= Amended Budget	**$ 194,755**	**$ 723,059**	**$ 728,363**	**$ 189,451**
Total for all Amendments =	**$ 1,123,810**	**$ (10,339,570)**	**$ (9,990,106)**	**$ 774,346**

[1]These adjustments represent an increase or decrease in opening fund balance to actual amounts for funds with significant differences from the original budget ordinance. In addition, the General Fund (#001) adjustment shows a decrease in revenues, including $375 thousand for a Paper-to-Digital grant that is no longer expected and $471 thousand in a lawsuit settlement that was expected to be received in 2025 but was

[2]See the Capital Project Budget Table and Capital Program and Debt Service Budget Table within the budget ordinance for new project totals related to these items.

2025-2026 Biennium Budget Amendments

Proposed 2026 Fund Reconciliations (Reconciling the Amendment Request Table to Ordinance)

	Beg. Fund Balance	Sources	Uses	Ending Fund Balance
GENERAL FUND (#001)				
Adopted Budget	$ 1,848,003	$ 22,151,106	$ 21,810,576	$ 2,188,533
+ #0 - Opening Balance and Other Adjustments	*$ 497,274*	*$ -*	*$ -*	*$ 497,274*
+ #1A- Administration: NB Police Services Revised Budget	*$ (99,398)*	*$ (504,310)*	*$ (497,327)*	*$ (106,381)*
+ #2 - Administration: Liability & Property Insurance	*$ (35,771)*	*$ 46,326*	*$ 116,913*	*$ (106,358)*
+ #3 - Administration: Workers' Compensation Insurance	*$ (603)*	*$ -*	*$ 535*	*$ (1,138)*
+ #4 - Administration: Outside Legal Counsel Expenditures	*$ (140,000)*	*$ -*	*$ -*	*$ (140,000)*
Administration Subtotal =	***$ 221,502***	***$ (457,984)***	***$ (379,879)***	***$ 143,397***
+ #1A- Police Department: NB Police Services Revised Budget	*$ 4,845*	*$ -*	*$ 101,920*	*$ (97,075)*
+ #3 - Police Department: Workers' Compensation Insurance	*$ (23,345)*	*$ -*	*$ 23,141*	*$ (46,486)*
Police Department Subtotal =	***$ (18,500)***	***$ -***	***$ 125,061***	***$ (143,561)***
+ #1A- Fire Department: NB Police Services Revised Budget	*$ 229,532*	*$ -*	*$ (124,217)*	*$ 353,749*
+ #3 - Fire Department: Workers' Compensation Insurance	*$ (33,010)*	*$ -*	*$ 38,258*	*$ (71,268)*
+ #5 - Fire Department: Health Insurance	*$ (16,377)*	*$ -*	*$ 21,469*	*$ (37,846)*
+ #6 - Fire Department: AED Replacement	*$ (1,711)*	*$ -*	*$ -*	*$ (1,711)*
Fire Department Subtotal =	***$ 178,434***	***$ -***	***$ (64,490)***	***$ 242,924***
+ #1A- Parks & Streets Maint.: NB Police Services Revised Budget	*$ 139,557*	*$ -*	*$ (35,325)*	*$ 174,882*
+ #3 - Parks & Streets Maint.: Workers' Compensation Insurance	*$ (3,418)*	*$ -*	*$ 1,087*	*$ (4,505)*
+ #7 - Parks & Streets Maintenance: Splashpad	*$ (23,136)*	*$ -*	*$ 12,842*	*$ (35,978)*
Parks & Streets Maintenance Subtotal =	***$ 113,003***	***$ -***	***$ (21,396)***	***$ 134,399***
+ #1A- Community Development: NB Police Services Revised Budget	*$ 154,020*	*$ -*	*$ (162,198)*	*$ 316,218*
+ #3 - Community Development: Workers' Compensation Insurance	*$ (1,023)*	*$ -*	*$ 381*	*$ (1,404)*
Community Development Subtotal =	***$ 152,997***	***$ -***	***$ (161,817)***	***$ 314,814***
+ #1C - Closure of the NB Police Services Fund	*$ -*	*$ 120,134*	*$ -*	*$ 120,134*
+ #8 - Non-Departmental: Public Defender Costs	*$ -*	*$ -*	*$ 57,930*	*$ (57,930)*
Non-Departmental Subtotal =	*$ -*	*$ 120,134*	*$ 57,930*	*$ 62,204*
= Amended Budget	**$ 2,495,439**	**$ 21,813,256**	**$ 21,365,985**	**$ 2,942,710**
NORTH BEND POLICE SERVICES FUND (#014)				

	Beg. Fund Balance	Sources	Uses	Ending Fund Balance
Adopted Budget	$ 5,059	$ 4,243,575	$ 4,243,675	$ 4,959
+ #1A- NB Police Services Revised Budget	*$ 40,174*	*$ (3,360,000)*	*$ (3,465,694)*	*$ 145,868*
+ #1C - Closure of the NB Police Services Fund	*$ -*	*$ -*	*$ 120,134*	*$ (120,134)*
+ #2 -Liability & Property Insurance	*$ (3,292)*	*$ -*	*$ 1,519*	*$ (4,811)*
+ #3 - Worker's Compensation Insurance	*$ (15,991)*	*$ -*	*$ 4,466*	*$ (20,457)*
= Amended Budget	**$ 25,950**	**$ 883,575**	**$ 904,100**	**$ 5,425**
NON-UTILITY CAPITAL FUND (#310)				
Adopted Budget	$ 6,493,345	$ 14,102,500	$ 18,271,821	$ 2,324,024
+ #1A- NB Police Services Revised Budget	*$ 14,900*	*$ -*	*$ (9,140)*	*$ 24,040*
+ #2 -Liability & Property Insurance	*$ (642)*	*$ -*	*$ 1,185*	*$ (1,827)*
+ #3 - Worker's Compensation Insurance	*$ (1,035)*	*$ -*	*$ 326*	*$ (1,361)*
+ #9 - Utility Fees Transfer	*$ (500,000)*	*$ -*	*$ -*	*$ (500,000)*
= Amended Budget	**$ 6,006,568**	**$ 14,102,500**	**$ 18,264,192**	**$ 1,844,876**
WATER OPERATIONS FUND (#401)				
Adopted Budget	$ 1,726,027	$ 7,025,006	$ 7,276,947	$ 1,474,086
+ #0 - Opening Balance and Other Adjustments	$ (1,202,968)	$ -	$ -	$ (1,202,968)
+ #1A- NB Police Services Revised Budget	*$ 61,994*	*$ -*	*$ (21,847)*	*$ 83,841*
+ #2 -Liability & Property Insurance	*$ (6,401)*	*$ -*	*$ 11,816*	*$ (18,217)*
+ #3 - Worker's Compensation Insurance	*$ (3,573)*	*$ -*	*$ 1,129*	*$ (4,702)*
+ #10 - Utility Rate Study Adjustments	*$ 721,906*	*$ (1,056,613)*	*$ (1,293,543)*	*$ 958,836*
= Amended Budget	**$ 1,296,985**	**$ 5,968,393**	**$ 5,974,502**	**$ 1,290,877**
WASTEWATER OPERATIONS FUND (#402)				
Adopted Budget	$ 865,991	$ 10,022,082	$ 9,726,078	$ 1,161,995
+ #1A- NB Police Services Revised Budget	*$ 73,297*	*$ -*	*$ (40,528)*	*$ 113,825*
+ #2 -Liability & Property Insurance	*$ (10,376)*	*$ -*	*$ 19,153*	*$ (29,529)*
+ #3 - Worker's Compensation Insurance	*$ (3,995)*	*$ -*	*$ 1,261*	*$ (5,256)*
+ #10 - Utility Rate Study Adjustments	*$ 62,664*	*$ (2,810,828)*	*$ (2,501,082)*	*$ (247,082)*
= Amended Budget	**$ 987,581**	**$ 7,211,254**	**$ 7,204,882**	**$ 993,953**
STORMWATER OPERATIONS FUND (#403)				

	Beg. Fund Balance	Sources	Uses	Ending Fund Balance
Adopted Budget	$ 403,617	$ 4,315,584	$ 4,119,261	$ 599,940
+ #1A- NB Police Services Revised Budget	*$ 46,894*	*$ -*	*$ (23,004)*	*$ 69,898*
+ #2 -Liability & Property Insurance	*$ (1,667)*	*$ -*	*$ 3,077*	*$ (4,744)*
+ #3 - Worker's Compensation Insurance	*$ (2,538)*	*$ -*	*$ 801*	*$ (3,339)*
+ #10 - Utility Rate Study Adjustments	*$ 247,658*	*$ (929,046)*	*$ (714,911)*	*$ 33,523*
+ #11 - Stormwater System Plan	*$ -*	*$ -*	*$ 77,471*	*$ (77,471)*
= Amended Budget	**$ 693,964**	**$ 3,386,538**	**$ 3,462,695**	**$ 617,807**
UTILITY CAPITAL FUND (#417)				
Adopted Budget	$ 2,993,725	$ 11,325,019	$ 9,828,405	$ 4,490,339
+ #0 - Opening Balance and Other Adjustments	*$ 983,903*	*$ -*	*$ -*	*$ 983,903*
+ #1A- NB Police Services Revised Budget	*$ 40,463*	*$ -*	*$ (30,100)*	*$ 70,563*
+ #2 - Liability & Property Insurance	*$ (783)*	*$ -*	*$ 1,445*	*$ (2,228)*
+ #3 - Worker's Compensation Insurance	*$ (1,218)*	*$ -*	*$ 387*	*$ (1,605)*
+ #9 - Utility Fees Transfer	*$ 500,000*	*$ -*	*$ -*	*$ 500,000*
+ #10 - Utility Rate Study Adjustments	*$ (1,982,615)*	*$ (198,646)*	*$ 2,338,335*	*$ (4,519,596)*
+ #12 - Eagle Lake Reclamation Basin Improvement Project	*$ 1,136,650*	*$ -*	*$ -*	*$ 1,136,650*
+ #13A - Water Reclamation Facility - Phase 3 (WRF P3) - WRF P3	*$ (99,981)*	*$ -*	*$ -*	*$ (99,981)*
+ #13B - WRF P3 - Utility Main & Drainage Replacement Program	*$ 99,981*	*$ -*	*$ -*	*$ 99,981*
+ #14 - Business Park Lift Station Improvement Project	*$ -*	*$ -*	*$ -*	*$ -*
= Amended Budget	**$ 3,670,125**	**$ 11,126,373**	**$ 12,138,472**	**$ 2,658,026**
EQUIPMENT REPLACMENT & REPAIR FUND (#501)				
Adopted Budget	$ 2,094,604	$ 2,625,256	$ 2,527,591	$ 2,192,269
+ #1A - NB Police Services Revised Budget	*$ (52,149)*	*$ (186,271)*	*$ (47,883)*	*$ (190,537)*
+ #1B - NB Police Services Revised Budget	*$ -*	*$ -*	*$ 240,000*	*$ (240,000)*
+ #2 - Liability & Property Insurance	*$ (2,443)*	*$ -*	*$ 4,510*	*$ (6,953)*
+ #3 - Worker's Compensation Insurance	*$ (922)*	*$ -*	*$ 290*	*$ (1,212)*
= Amended Budget	**$ 2,039,090**	**$ 2,438,985**	**$ 2,724,508**	**$ 1,753,567**
INFORMATION TECHNOLOGY FUND (#502)				
Adopted Budget	$ 1,664,091	$ 2,859,646	$ 2,839,516	$ 1,684,221
+ #1A- NB Police Services Revised Budget	*$ 4,914*	*$ (494,491)*	*$ (348,601)*	*$ (140,976)*

	Beg. Fund Balance	Sources	Uses	Ending Fund Balance
+ #2 - Liability & Property Insurance	*$ (1,498)*	*$ -*	*$ 2,766*	*$ (4,264)*
+ #3 - Worker's Compensation Insurance	*$ (180)*	*$ -*	*$ 160*	*$ (340)*
= Amended Budget	**$ 1,667,327**	**$ 2,365,155**	**$ 2,493,841**	**$ 1,538,641**
FACILITIES MAINTENANCE FUND (#510)				
Adopted Budget	$ 203,672	$ 817,758	$ 811,089	$ 210,341
+ #1A- NB Police Services Revised Budget	*$ (13,126)*	*$ (51,521)*	*$ (39,400)*	*$ (25,247)*
+ #2 - Liability & Property Insurance	*$ (463)*	*$ -*	*$ 855*	*$ (1,318)*
+ #3 - Worker's Compensation Insurance	*$ (632)*	*$ -*	*$ 200*	*$ (832)*
= Amended Budget	**$ 189,451**	**$ 766,237**	**$ 772,744**	**$ 182,944**
Total for all Amendments =	**$ 774,346**	**$ (9,425,266)**	**$ (6,149,038)**	**$ (2,501,882)**

Proposed 2025-2026 Biennial Budget Ordinance Table

Fund #	Fund Name	Est. 2025 Beginning Fund Balance	Est. 2025 Sources	Est. 2025 Uses	Est. 2025 Ending Fund Balance	Est. 2026 Sources	Est. 2026 Uses	Est. 2026 Ending Fund Balance	Total 2025-2026 Est. Sources	Total 2025-2026 Uses (Appropriation)
001	General Fund	$ 2,527,062	$ 21,271,514		$ 2,495,439	$ 21,813,256		$ 2,942,710	$ 43,084,770	
	Administrative Departments[1]			$ 5,361,787			$ 5,139,239			$ 10,501,026
	Police (Snoqualmie)			$ 4,989,413			$ 5,178,509			$ 10,167,922
	Fire & Emergency Management			$ 4,669,605			$ 4,875,246			$ 9,544,851
	Parks & Streets Maintenance			$ 3,101,173			$ 3,330,753			$ 6,431,926
	Community Development[2]			$ 2,157,767			$ 1,939,268			$ 4,097,035
	Non-Departmental[3]			$ 1,023,392			$ 902,970			$ 1,926,362
002	Reserve Fund	$ 3,118,281	$ 91,000	$ -	$ 3,209,281	$ 84,000	$ -	$ 3,293,281	$ 175,000	$ -
	Total General Fund	**$ 5,645,343**	**$ 21,362,514**	**$ 21,303,137**	**$ 5,704,720**	**$ 21,897,256**	**$ 21,365,985**	**$ 6,235,991**	**$ 43,259,770**	**$ 42,669,122**
012	Arts Activities Fund	$ 50,739	$ 49,763	$ 37,180	$ 63,322	$ 12,857	$ 38,389	$ 37,790	$ 62,620	$ 75,569
014	North Bend Police Services Fund	$ 37,788	$ 2,820,972	$ 2,832,810	$ 25,950	$ 883,575	$ 904,100	$ 5,425	$ 3,704,547	$ 3,736,910
018	Deposits Reimbursement Control Fund	$ 21,266	$ 20,585	$ 41,851	$ -	$ 20,525	$ 20,525	$ -	$ 41,110	$ 62,376
020	School Impact Fee Fund	$ -	$ 200,000	$ 200,000	$ -	$ 200,000	$ 200,000	$ -	$ 400,000	$ 400,000
	Total Managerial Funds	**$ 109,793**	**$ 3,091,320**	**$ 3,111,841**	**$ 89,272**	**$ 1,116,957**	**$ 1,163,014**	**$ 43,215**	**$ 4,208,277**	**$ 4,274,855**
110	Tourism Promotion Fund	$ 9,866	$ 33,600	$ 30,000	$ 13,466	$ 34,507	$ 30,000	$ 17,973	$ 68,107	$ 60,000
118	Drug Enforcement Fund	$ 39,085	$ 901	$ 3,000	$ 36,986	$ 809	$ -	$ 37,795	$ 1,710	$ 3,000
123	Opioid Settlement Fund	$ 71,335	$ 15,966	$ -	$ 87,301	$ 16,732	$ -	$ 104,033	$ 32,698	$ -
131	Affordable Housing Fund	$ 1,725,925	$ 398,936	$ -	$ 2,124,861	$ 414,290	$ -	$ 2,539,151	$ 813,226	$ -
144	Home Elevations Fund	$ -	$ 500,000	$ 500,000	$ -	$ -	$ -	$ -	$ 500,000	$ 500,000
	Total Special Revenue Funds	**$ 1,846,211**	**$ 949,403**	**$ 533,000**	**$ 2,262,614**	**$ 466,338**	**$ 30,000**	**$ 2,698,952**	**$ 1,415,741**	**$ 563,000**
310	Non-Utilities Capital Fund[4]	$ 20,095,791	$ 5,441,708	$ 19,530,931	$ 6,006,568	$ 14,102,500	$ 18,264,193	$ 1,844,875	$ 19,544,208	$ 37,795,124
350	Enterprise Resource Planning Project Fund	$ 483,958	$ 161,000	$ 349,958	$ 295,000	$ 5,000	$ 300,000	$ -	$ 166,000	$ 649,958
	Total Capital Funds	**$ 20,579,749**	**$ 5,602,708**	**$ 19,880,889**	**$ 6,301,568**	**$ 14,107,500**	**$ 18,564,193**	**$ 1,844,875**	**$ 19,710,208**	**$ 38,445,082**
401	Water Operations Fund	$ 1,055,284	$ 5,659,125	$ 5,417,424	$ 1,296,985	$ 5,968,393	$ 5,974,502	$ 1,290,876	$ 11,627,518	$ 11,391,926
402	Wastewater Operations Fund	$ 819,934	$ 6,774,482	$ 6,606,836	$ 987,580	$ 7,211,254	$ 7,204,882	$ 993,952	$ 13,985,736	$ 13,811,718
403	Stormwater Operations Fund	$ 588,834	$ 3,170,982	$ 3,065,852	$ 693,964	$ 3,386,538	$ 3,462,694	$ 617,808	$ 6,557,520	$ 6,528,546
417	Utilities Capital Fund[4]	$ 4,999,190	$ 14,380,223	$ 15,709,288	$ 3,670,125	$ 11,126,373	$ 12,138,472	$ 2,658,026	$ 25,506,596	$ 27,847,760
	Total Enterprise Funds	**$ 7,463,242**	**$ 29,984,812**	**$ 30,799,400**	**$ 6,648,654**	**$ 27,692,558**	**$ 28,780,550**	**$ 5,560,662**	**$ 57,677,370**	**$ 59,579,950**
501	Equipment Replacement & Repair Fund	$ 2,934,654	$ 2,781,563	$ 3,677,128	$ 2,039,089	$ 2,438,985	$ 2,724,508	$ 1,753,566	$ 5,220,548	$ 6,401,636
502	Information Technology Fund	$ 1,635,916	$ 2,397,819	$ 2,366,408	$ 1,667,327	$ 2,365,155	$ 2,493,841	$ 1,538,641	$ 4,762,974	$ 4,860,249
510	Facilities Maintenance Fund	$ 194,755	$ 723,059	$ 728,362	$ 189,452	$ 766,237	$ 772,744	$ 182,945	$ 1,489,296	$ 1,501,106
	Total Internal Service Funds	**$ 4,765,325**	**$ 5,902,441**	**$ 6,771,898**	**$ 3,895,868**	**$ 5,570,377**	**$ 5,991,093**	**$ 3,475,152**	**$ 11,472,818**	**$ 12,762,991**
	Total All Funds	**$ 40,409,663**	**$ 66,893,198**	**$ 82,400,165**	**$ 24,902,696**	**$ 70,850,986**	**$ 75,894,835**	**$ 19,858,847**	**$ 137,744,184**	**$ 158,295,000**

[1] Includes Mayor, City Council, Administration, City Attorney, City Clerk, Finance, and Communications

[2] Includes Planning, Developer-Reimbursed Expenditures, Building, and Events

[3] Includes Human Services, Court Services, etc.

[4] Appropriations for capital projects are established at the project level. The place holder amounts in Funds #310 and #417 are estimates as to the timing of spending, but do not represent the legal appropriation for projects and programs within these funds. See the budget ordinance for these continuing project appropriations and biennial program appropriations.

2025-2026 Biennium Budget Amendments

2025-2026 Biennial Budget Totals Comparison Table

	Est. 2025 Beginning Fund Balance	Est. 2025 Sources	Est. 2025 Uses	Est. 2025 Ending Fund Balance	Est. 2026 Sources	Est. 2026 Uses	Est. 2026 Ending Fund Balance	Total 2025-2026 Est. Sources	Total 2025-2026 Uses (Appropriation)
Original Ord. 1296	$ 39,285,853	$ 77,232,768	$ 92,390,270	$ 24,128,351	$ 80,276,252	$ 82,043,873	$ 22,360,730	$ 157,509,020	$ 174,434,143
Proposed Ord. XXXX	$ 40,409,663	$ 66,893,198	$ 82,400,165	$ 24,902,696	$ 70,850,986	$ 75,894,835	$ 19,858,847	$ 137,744,184	$ 158,295,000
Difference =	**$ 1,123,810**	**$ (10,339,570)**	**$ (9,990,105)**	**$ 774,345**	**$ (9,425,266)**	**$ (6,149,038)**	**$ (2,501,883)**	**$ (19,764,836)**	**$ (16,139,143)**

2025-2026 Biennium Budget Amendments

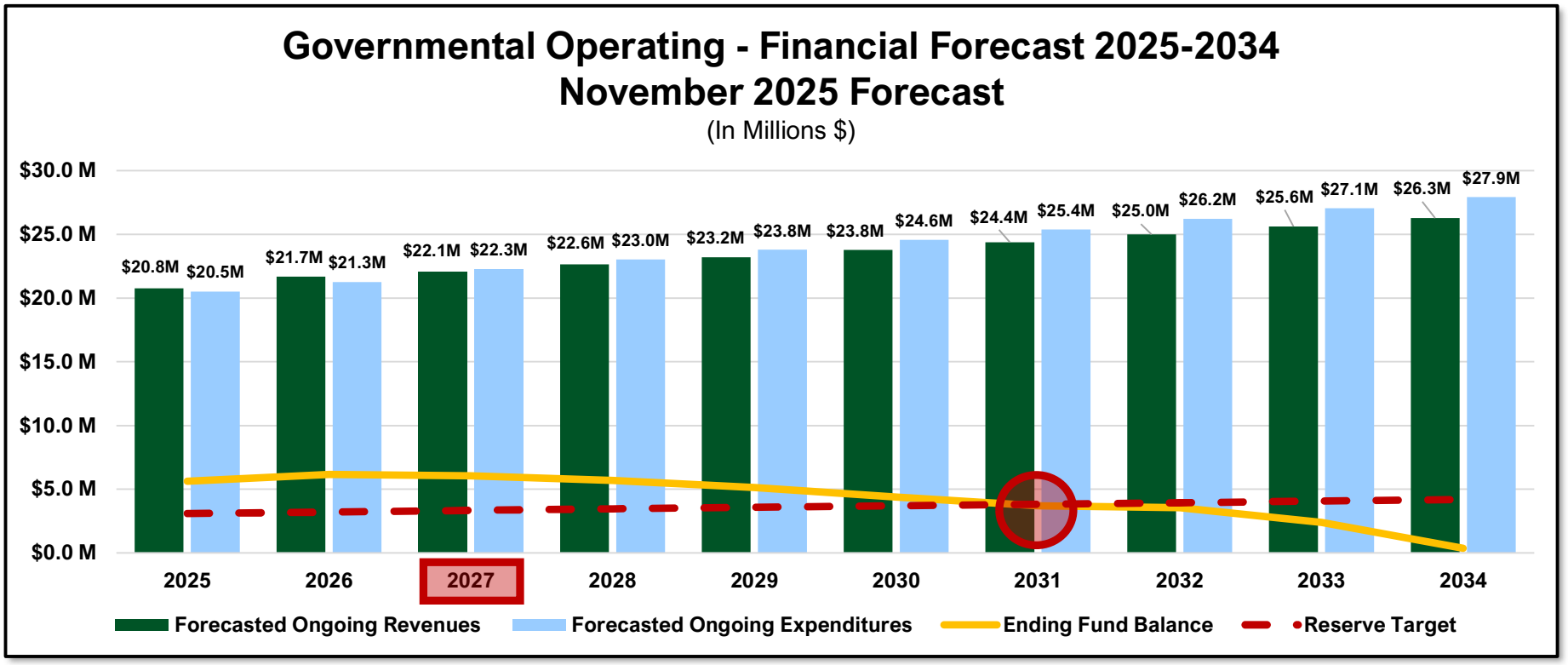
10-Year Forecast Table

Financial Forecast WORKING DRAFT **Version Date: November 4, 2025**

Forecast - Revenues, Expenditures & Fund Balance - Governmental Operating	2025 *Budgeted*	2026 *Budgeted*	2027 *Projected*	2028 *Projected*	2029 *Projected*	2030 *Projected*	2031 *Projected*	2032 *Projected*	2033 *Projected*	2034 *Projected*
Beginning Fund Balance	**2,527,062**	**2,495,439**	**2,942,710**	**2,734,043**	**2,310,137**	**1,659,309**	**809,988**	**0**	**0**	**(0)**
Ongoing Revenues (Forecast uses the July 2025 KC Economic Forecast and other assumptions)										
Property Tax (Avg. Annual Inc. = 1.25%)	8,600,095	8,694,697	8,803,381	8,913,423	9,024,841	9,137,651	9,251,872	9,367,520	9,484,614	9,603,172
Sales & Use Tax/B&O Tax (KC Economic Forecast: Avg. Annual Inc. = 3.3%)	4,112,791	4,219,829	4,370,477	4,520,384	4,670,009	4,823,185	4,981,868	5,144,775	5,311,466	5,481,433
Utility Tax (Avg. Annual Inc. = 4.0%)	3,087,259	3,243,006	3,372,726	3,507,635	3,647,941	3,793,858	3,945,613	4,103,437	4,267,575	4,438,278
Charges for Goods & Services (3.3% Annual Inc.)	3,489,981	3,820,480	4,029,126	4,167,325	4,305,264	4,446,477	4,592,766	4,742,949	4,896,621	5,053,312
Licenses & Permit Fees (2.2% Annual Inc.)	610,890	870,956	638,065	652,102	666,449	681,110	696,095	711,409	727,060	743,055
Intergovernmental Revenues & Grants (1.8% Annual Inc.)	661,492	653,617	665,382	677,359	689,551	701,963	714,599	727,461	740,556	753,886
Other Revenues (0.70% Annual Inc.)	209,006	190,537	191,871	193,214	194,566	195,928	197,300	198,681	200,072	201,472
Total Recurring Revenues =	**20,771,514**	**21,693,122**	**22,071,028**	**22,631,443**	**23,198,621**	**23,780,173**	**24,380,112**	**24,996,233**	**25,627,963**	**26,274,608**
Ongoing Expenditures (Forecast uses the July 2025 KC Economic Forecast and other assumptions)										
Administrative Depts.	(5,005,820)	(5,122,572)	(5,308,828)	(5,490,921)	(5,672,670)	(5,858,734)	(6,051,486)	(6,249,370)	(6,451,849)	(6,658,308)
Police (Snoqualmie)	(4,972,746)	(5,161,842)	(5,557,999)	(5,748,638)	(5,938,918)	(6,133,714)	(6,335,514)	(6,542,685)	(6,754,668)	(6,970,817)
Fire & Emergency Management	(4,619,311)	(4,858,579)	(5,038,787)	(5,211,618)	(5,384,122)	(5,560,722)	(5,743,669)	(5,931,487)	(6,123,667)	(6,319,625)
Parks +Streets Maintenance	(3,101,173)	(3,330,753)	(3,424,663)	(3,542,128)	(3,659,373)	(3,779,400)	(3,903,743)	(4,031,395)	(4,162,012)	(4,295,197)
Community Development	(1,517,367)	(1,392,936)	(1,443,733)	(1,493,253)	(1,542,680)	(1,593,280)	(1,645,699)	(1,699,513)	(1,754,577)	(1,810,724)
Developer Reimbursed Expenditures	(490,400)	(546,332)	(565,836)	(585,244)	(604,616)	(624,447)	(644,992)	(666,083)	(687,664)	(709,669)
Human Services	(312,000)	(321,000)	(332,460)	(343,863)	(355,245)	(366,897)	(378,968)	(391,360)	(404,040)	(416,969)
Court Services	(325,310)	(390,800)	(404,752)	(418,635)	(432,491)	(446,677)	(461,373)	(476,460)	(491,897)	(507,638)
Non-Departmental	(177,383)	(141,170)	(187,638)	(194,074)	(200,498)	(207,074)	(213,887)	(220,881)	(228,037)	(235,334)
Total Ongoing Expenditures =	**(20,521,511)**	**(21,265,985)**	**(22,264,695)**	**(23,028,374)**	**(23,790,613)**	**(24,570,945)**	**(25,379,329)**	**(26,209,233)**	**(27,058,412)**	**(27,924,281)**
Ongoing Revenues Over (Under) Ongoing Expenditures	**250,003**	**427,137**	**(193,667)**	**(396,931)**	**(591,992)**	**(790,771)**	**(999,217)**	**(1,213,000)**	**(1,430,449)**	**(1,649,673)**
One-Time Revenues / (Expenditures)										
Grant (Climate Change Grant)	500,000	-	-	-	-	-	-	-	-	-
Grant (Paper-to-Digital)	-	-	-	-	-	-	-	-	-	-
Administrative: Strategic Plan	(100,000)	-	-	-	-	-	-	-	-	-
Administrative: Legal Fees for Union Negotiations	(50,000)									
Various Departments: Legal Support for Revenue Items	(50,000)	(50,000)	-	-	-	-	-	-	-	-
Outside Legal Counsel Expenditures	(140,000)	-								
Finance: Payroll Recalculation	-	-	-	-	-	-	-	-	-	-
Finance: Comprehensive Fee Study	(49,300)	-	-	-	-	-	-	-	-	-
Fire Department: Type 6 Wildland Brush Truck	(20,000)	-	-	-	-	-	-	-	-	-
Fire Department: AEDs	(13,627)									
CD: Meadowbrook Farm Master Plan	-	(40,000)								
CD: Professional Services to Meet Climate Change Grant Requirements	(150,000)	-	-	-	-	-	-	-	-	-
Total One-Time Revenues / Expenditures =	**(72,927)**	**(90,000)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Transfers										
Transfer In (from Reserve Fund)	-	-	-	-	-	-	209,230	1,233,000	1,450,448	1,019,964
Transfer In (from North Bend Police Services Fund)	-	120,134								
Transfer Out (to Arts Activities Fund)	(10,000)	(10,000)	(15,000)	(15,000)	(17,500)	(17,500)	(20,000)	(20,000)	(19,999)	(19,998)
Transfer Out (to Reserve Fund)	-	-	-	(11,975)	(41,336)	(41,050)	-	-	-	-
Transfer Out (to ER&R)	(198,699)	-	-	-	-	-	-	-	-	-
Transfer Out (to Capital Funds)	-	-	-	-	-	-	-	-	-	-
Total Transfers =	**(208,699)**	**110,134**	**(15,000)**	**(26,975)**	**(58,836)**	**(58,550)**	**189,230**	**1,213,000**	**1,430,449**	**999,966**
Ending Fund Balance	**2,495,439**	**2,942,710**	**2,734,043**	**2,310,137**	**1,659,309**	**809,988**	**0**	**0**	**(0)**	**(649,708)**
Estimated Fund Balance as % of General Fund Ongoing Expenditures	*12%*	*14%*	*12%*	*10%*	*7%*	*3%*	*0%*	*0%*	*0%*	*-2%*

RESERVE FUND (Reserve Target = 15% of General Fund Ongoing Expenditures)

Forecast - Revenues, Expenditures, & Fund Balance	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Beginning Fund Balance	3,118,281	3,209,281	3,293,281	3,370,281	3,454,256	3,568,592	3,685,642	3,555,412	2,398,412	998,964
Interest Earned	91,000	84,000	77,000	72,000	73,000	76,000	79,000	76,000	51,000	21,000
In		-	-	11,975	41,336	41,050				-
Out	-	-	-	-	-	-	(209,230)	(1,233,000)	(1,450,448)	(1,019,964)
Ending Fund Balance	3,209,281	3,293,281	3,370,281	3,454,256	3,568,592	3,685,642	3,555,412	2,398,412	998,964	-
Ending Fund Balance as % of General Fund Ongoing Expenditures (Reserve Target %)	15.64%	15.49%	15.14%	15.00%	15.00%	15.00%	14.01%	9.15%	3.69%	0.00%
Fund Balance Required for Reserve Target	3,078,227	3,189,898	3,339,704	3,454,256	3,568,592	3,685,642	3,806,899	3,931,385	4,058,762	4,188,642
Fund Balance Over (Under) Target	131,054	103,383	30,577	(0)	0	0	(251,487)	(1,532,973)	(3,059,798)	(4,188,642)


Governmental Operating - Financial Forecast 2025-2034
November 2025 Forecast
(In Millions $)
$30.0 M
$25.0 M
$20.0 M
$15.0 M
$10.0 M
$5.0 M
$0.0 M
$20.8M
$20.5M
$21.7M
$21.3M
$22.1M
$22.3M
$22.6M
$23.0M
$23.2M
$23.8M
$23.8M
$24.6M
$24.4M
$25.4M
$25.0M
$26.2M
$25.6M
$27.1M
$26.3M
$27.9M
2025
2026
2027
2028
2029
2030
2031
2032
2033
2034
Forecasted Ongoing Revenues
Forecasted Ongoing Expenditures
Ending Fund Balance
Reserve Target

2025-2026 Biennium Budget Amendments

Proposed Staffing Table

Department	Position Title	Authorized Employee Count	Change Requested	Proposed Employee Count
City Council	Mayor Pro-Tem	0.15	-	0.15
	Council Member	0.60	-	0.60
	Department Total =	**0.75**	**0.00**	**0.75**
Mayor	Mayor	0.25	-	0.25
	Department Total =	**0.25**	**0.00**	**0.25**
Administration	City Administrator	1.00	-	1.00
	Human Resources Manager	1.00	-	1.00
	Human Resources Analyst	1.00	-	1.00
	Project Specialist	0.80	-	0.80
	Department Total =	**3.80**	**0.00**	**3.80**
City Attorney	City Attorney	1.00	-	1.00
	Deputy City Clerk/Legal Assistant	0.00	1.00	1.00
	Department Total =	**1.00**	**1.00**	**2.00**
City Clerk	City Clerk	1.00	-	1.00
	Deputy City Clerk/Legal Assistant	1.00	(1.00)	0.00
	Department Total =	**2.00**	**(1.00)**	**1.00**
Communications	Communications Coordinator	1.00	-	1.00
	Administrative Specialist (L1-L3)	1.00	(1.00)	0.00
	Community Liaison	0.00	1.00	1.00
	Department Total =	**2.00**	**0.00**	**2.00**
Finance	Finance Director	1.00	-	1.00
	Deputy Finance Director	1.00	-	1.00
	Senior Accountant	1.00	-	1.00
	Accountant	1.00	-	1.00
	Financial Specialist (L1-L3)	4.00	-	4.00
	Budget Manager	1.00	-	1.00
	Budget Analyst	1.00	(1.00)	0.00
	Department Total =	**10.00**	**(1.00)**	**9.00**
Information Technology	IT Director	1.00	-	1.00
	IT Systems Engineer	2.00	(1.00)	1.00
	IT Systems Specialist	2.00	-	2.00
	Service Desk Technician	1.00	-	1.00
	Department Total =	**6.00**	**(1.00)**	**5.00**
Community Development	Community Development Director	1.00	-	1.00
	Building Official	1.00	-	1.00
	Senior Planner	1.00	-	1.00
	Administrative Specialist (L1-L3)	2.00	(1.00)	1.00
	Community Liaison	1.00	(1.00)	0.00
	Department Total =	**6.00**	**(2.00)**	**4.00**
Snoqualmie Police	Police Chief	0.65	0.35	1.00
	Police Captain	0.65	0.35	1.00
	Administrative Specialist (L1-L3)	2.00	-	2.00
	Police Sergeant	2.00	2.00	4.00
	Administrative Sergeant	0.65	(0.65)	0.00
	Detective	0.65	0.35	1.00
	Police Officer	8.00	-	8.00
	School Resource Officer	0.85	0.15	1.00
	Support Officer	0.65	(0.65)	0.00
	Mental Health Professional & Community Co-Responder (L1-L2)	0.55	(0.55)	0.00
	Department Total =	**16.65**	**1.35**	**18.00**
North Bend Police	Police Chief	0.35	(0.35)	0.00
	Police Captain	0.35	(0.35)	0.00
	Administrative Specialist (L1-L3)	2.00	(2.00)	0.00
	Police Sergeant	2.00	(2.00)	0.00
	Administrative Sergeant	0.35	(0.35)	0.00
	Detective	0.35	(0.35)	0.00

Department	Position Title	Authorized Employee Count	Change Requested	Proposed Employee Count
	Police Officer	8.00	(8.00)	0.00
	School Resource Officer	0.15	(0.15)	0.00
	Support Officer	0.35	(0.35)	0.00
	Mental Health Professional & Community Co-Responder (L1-L2)	0.35	(0.35)	0.00
	Department Total =	**14.25**	**(14.25)**	**0.00**
Fire & Emergency Management	Fire Chief	1.00	-	1.00
	Deputy Fire Chief	1.00	-	1.00
	Administrative Specialist (L1-L3)	0.50	-	0.50
	Fire Training Captain	1.00	-	1.00
	Fire Lieutenant	3.00	-	3.00
	Firefighter	12.00	-	12.00
	Mental Health Professional & Community Co-Responder (L1-L2)	0.10	(0.10)	0.00
	Department Total =	**18.60**	**(0.10)**	**18.50**
Parks & Public Works	Parks & Public Works Director	1.00	-	1.00
	Deputy Parks & Public Works Director/City Engineer	1.00	-	1.00
	Administrative Specialist (L1-L3)	2.00	-	2.00
	GIS Analyst (Reclassified from Information Technology)	1.00	-	1.00
	CIP Project Manager	1.00	-	1.00
	Project Engineer	3.00	-	3.00
	Parks & Streets Superintendent	1.00	-	1.00
	Park & Street Maintenance Technician (L1-L3)	6.00	-	6.00
	Water Superintendent	1.00	-	1.00
	Water Maintenance Technician (L1-L4)	5.00	-	5.00
	Irrigation Maintenance Technician (L2-L3)	1.00	-	1.00
	Wastewater Superintendent	1.00	-	1.00
	Wastewater Lead (L4)	1.00	-	1.00
	Wastewater Industrial Maintenance Technician (L2-L3)	1.00	-	1.00
	Wastewater Laboratory Analyst L3	1.00	-	1.00
	Wastewater Operator (L1-L3)	4.00	-	4.00
	Stormwater & Urban Forestry Superintendent	1.00	-	1.00
	Stormwater & Urban Forestry Maintenance Technician (L1-L3)	4.00	-	4.00
	Fleet & Facilities Superintendent	1.00	-	1.00
	Facilities Maintenance Technician (L1-L3)	1.00	-	1.00
	Fleet Mechanic (L1-L3)	1.00	-	1.00
	Department Total =	**39.00**	**0.00**	**39.00**
	Total Staffing Count =	**120.30**	**(17.00)**	**103.30**

2025-2026 Biennium Budget Amendments

Proposed Amendment #1 (North Bend Police Services ILA Dissolution) Detail

Fund #	Fund Name	Salary & Benefit Adjustment	Supplies Adjustment	Services Adjustment	Capital or Other Adjustment	2025 Proposed Amendment	Salary & Benefit Adjustment	Supplies Adjustment	Services Adjustment	Capital or Other Adjustment	2026 Proposed Amendment	Total 2025-2026 Combined Amendment
001	*Administrative Departments* [1]	$ (168,713)	$ -	$ (328,662)	$ -	**$ (497,375)**	$ (238,786)	$ (630)	$ (257,911)	$ -	**$ (497,327)**	$ (994,702)
001	*Police (Snoqualmie)* [1]	$ (12,192)	$ (63,343)	$ 70,690	$ -	**$ (4,845)**	$ 69,763	$ (8,800)	$ 40,957	$ -	**$ 101,920**	$ 97,075
001	*Fire & Emergency Management* [2]	$ (27,304)	$ (30,000)	$ (92,228)	$ (80,000)	**$ (229,532)**	$ (26,420)	$ (25,000)	$ (72,797)	$ -	**$ (124,217)**	$ (353,749)
001	*Parks & Streets Maintenance*	$ (5,000)	$ (70,000)	$ (63,756)	$ (800)	**$ (139,556)**	$ (5,000)	$ (24,000)	$ (6,325)	$ -	**$ (35,325)**	$ (174,882)
001	*Community Development*	$ (115,941)	$ -	$ (38,078)	$ -	**$ (154,019)**	$ (125,710)	$ -	$ (36,488)	$ -	**$ (162,198)**	$ (316,218)
	Total Adjusted General Fund	**$ (329,150)**	**$ (163,343)**	**$ (452,035)**	**$ (80,800)**	**$ (1,025,328)**	**$ (326,153)**	**$ (58,430)**	**$ (332,564)**	**$ -**	**$ (717,148)**	**$ (1,742,476)**
014	North Bend Police Services Fund [3]	$ (411,836)	$ -	$ (888,120)	$ -	**$ (1,299,956)**	$ (2,210,011)	$ (65,186)	$ (1,190,498)	$ 120,134	**$ (3,345,560)**	$ (4,645,517)
	Total Adjusted Managerial Funds	**$ (411,836)**	**$ -**	**$ (888,120)**		**$ (1,299,956)**	**$ (2,210,011)**	**$ (65,186)**	**$ (1,190,498)**	**$ 120,134**	**$ (3,345,560)**	**$ (4,645,517)**
310	Non-Utilities Capital Fund [1,4]	$ -	$ -	$ (14,900)	$ -	**$ (14,900)**	$ -	$ -	$ (9,140)	$ -	**$ (9,140)**	$ (24,040)
	Total Adjusted Capital Funds	**$ -**	**$ -**	**$ (14,900)**		**$ (14,900)**	**$ -**	**$ -**	**$ (9,140)**	**$ -**	**$ (9,140)**	**$ (24,040)**
401	Water Operations Fund	$ -	$ -	$ (61,994)	$ -	**$ (61,994)**	$ -	$ -	$ (21,847)	$ -	**$ (21,847)**	$ (83,841)
402	Wastewater Operations Fund	$ -	$ -	$ (73,297)	$ -	**$ (73,297)**	$ -	$ -	$ (40,528)	$ -	**$ (40,528)**	$ (113,825)
403	Stormwater Operations Fund	$ -	$ -	$ (46,894)	$ -	**$ (46,894)**	$ -	$ -	$ (23,004)	$ -	**$ (23,004)**	$ (69,898)
417	Utilities Capital Fund [1,4]	$ -	$ -	$ (40,463)	$ -	**$ (40,463)**	$ -	$ -	$ (30,100)	$ -	**$ (30,100)**	$ (70,563)
	Total Adjusted Enterprise Funds	**$ -**	**$ -**	**$ (222,648)**	**$ -**	**$ (222,648)**	**$ -**	**$ -**	**$ (115,478)**	**$ -**	**$ (115,478)**	**$ (338,127)**
501	Equipment Replacement & Repair Fund [5]	$ -	$ (13,000)	$ (39,858)	$ -	**$ (52,858)**	$ -	$ (13,000)	$ (34,882)	$ 240,000	**$ 192,118**	$ 139,260
502	Information Technology Fund [1]	$ (165,892)	$ (15,000)	$ (164,477)	$ -	**$ (345,369)**	$ (179,636)	$ (15,000)	$ (153,965)	$ -	**$ (348,601)**	$ (693,970)
510	Facilities Maintenance Fund	$ (3,000)	$ (6,850)	$ (33,620)	$ -	**$ (43,470)**	$ (3,000)	$ (6,880)	$ (29,520)	$ -	**$ (39,400)**	$ (82,871)
	Total Adjusted Internal Service Funds	**$ (168,892)**	**$ (34,850)**	**$ (237,955)**	**$ -**	**$ (441,697)**	**$ (182,636)**	**$ (34,880)**	**$ (218,368)**	**$ 240,000**	**$ (195,884)**	**$ (637,581)**
	Total for Adjusted Funds	**$ (909,879)**	**$ (198,193)**	**$ (1,815,658)**	**$ (80,800)**	**$ (3,004,530)**	**$ (2,718,800)**	**$ (158,496)**	**$ (1,866,048)**	**$ 360,134**	**$ (4,383,209)**	**$ (7,387,741)**

[1]Overhead reductions for these line items include a two-year vehicle-replacement life-cycle increase for vehicles within these classifications.

[2]The $80k reduction in capital relates to a planned Fire Brush Truck purchase. This item was acquired from a neighboring jurisdiction at substantially less than the $100k originally allocated for the purchase.

[3]The North Bend Police Services Fund (#014) was anticipated to have a fund balance upon the closure of the North Bend Police Services Agreement. The "Other Adjustment" of $120,124 reflects a transfer of these funds to the General Fund (#001).

[4]Appropriations for capital projects are established at the project level. The adjustments listed in #310 and #417 are placeholder amounts that can be applied to projects. However, the City is not currently intending to decrease project and program budgets, as the affect across all projects would be low. See the budget ordinance for these continuing project appropriations and biennial program appropriations.

[5]The ER&R's $240k "Other Adjustment" represents a payment to the City of North Bend, which the City agreed to pay as part of the closing of the North Bend Police Services Agreement.

2025-2026 Biennium Budget Amendments

Proposed Amendment #1 (NB Police Services ILA Dissolution)

Administrative Departments Detail

Expenditure Description	2025 Reduction	2026 Reduction
Administration & HR - Outside Legal Services	*$ 50,000*	*$ 50,000*
City Clerk - Professional Services	*$ 7,300*	*$ 300*
City Clerk - Outside Legal Services	*$ 15,000*	*$ 15,000*
City Clerk - Training & Travel	*$ 2,000*	*$ 2,000*
City Clerk - City-Sponsored Expenses	*$ 500*	*$ 500*
City Clerk - Dues, Subscriptions, Memberships	*$ 100*	*$ 255*
Finance - Budget Analyst	*$ 139,346*	*$ 148,798*
Finance - IT Components	*$ -*	*$ 380*
Finance - Small Office Equipment	*$ -*	*$ 250*
Finance - Professional Services - General	*$ 168,200*	*$ 87,000*
Finance - Training and Travel	*$ -*	*$ 20,700*
Finance - Salary Expenses	*$ (100,000)*	*$ (50,000)*
Finance - City-Sponsored Expenses	*$ (25,000)*	
Communications - Administrative Specialist L3	*$ 129,368*	*$ 139,988*
Communications - Professional Services - General	*$ 4,000*	*$ -*
Communications - Citizens Survey	*$ 5,500*	*$ -*
Communications - Postage and Freight	*$ 1,000*	*$ -*
Communications - Printing	*$ 3,000*	*$ -*
Communications - Miscellaneous Services	*$ 10,000*	*$ -*
Internal Cost Allocation Adjustments	*$ 87,061*	*$ 82,156*
Total for Adjusted Funds	**$ 497,375**	**$ 497,327**
	Combined Total for Biennium =	**$ 994,702**

2025-2026 Biennium Budget Amendments

Proposed Amendment #1 (NB Police Services ILA Dissolution)

Snoqualmie Police Department Detail

Expenditure Description	2025 Reduction	2026 Reduction
Salary & Wages Adjustment [1]	$ 62,192	$ (19,763)
Overtime	$ (50,000)	$ (50,000)
Professional Services - General	$ 76,933	$ 67,733
Outside Legal Services	$ 25,000	$ 25,000
Dues, Subscriptions, Memberships	$ 6,311	$ -
Financial Fees	$ 500	$ 500
Office Supplies	$ 1,000	$ 1,000
Operating Supplies	$ 3,000	$ -
Community Oriented Policing Supplies	$ 5,300	$ 2,300
Uniforms & Protective Gear	$ 7,000	$ -
IT Components	$ 500	$ 500
Dispatch Services	$ (50,000)	$ (50,000)
Uniforms & Protective Gear	$ 4,200	$ -
Training & Travel	$ 9,000	$ 9,000
Gun Range Supplies	$ 5,000	$ 5,000
Office Furnishings	$ 20,000	$ -
Small Tools & Equipment	$ 10,843	$ -
Evidence Room Racks & Bins	$ 6,500	$ -
Operating Rentals & Leases	$ 2,507	$ 2,507
Internal Cost Allocation Adjustments	$ (140,941)	$ (95,697)
Total for Adjusted Funds	**$ 4,845**	**$ (101,920)**
	Combined Total for Biennium =	**$ (97,075)**

[1]The original 2025-26 Biennial Budget assumed that North Bend would pay for 35% of certain positions, illustrated in Attachment #7. However, with the ending of the Police Services Agreement, that administrative allocation has shifted. The salary adjustment in this line item includes this shift as well as positions that were eliminated during 2025, including the Administrative Sergeant, the Mental Health Professional & Community Co-Responder, and the Support Officer.

2025-2026 Biennium Budget Amendments

Proposed Amendment #1 (NB Police Services ILA Dissolution)

Fire Department Detail

Expenditure Description	2025 Reduction	2026 Reduction
Mental Health Professional & Community Co-Responder (L1-L2)	*$ 12,304*	*$ 16,420*
Volunteer Compensation	*$ 15,000*	*$ 10,000*
Public Education Supplies	*$ 3,000*	*$ 3,000*
Dues, Subscriptions, Memberships	*$ 2,000*	*$ 2,000*
Uniforms	*$ 4,000*	*$ 4,000*
Temporary Agency Personnel	*$ 5,000*	*$ 5,000*
Office Furnishings	*$ 2,000*	*$ -*
Small Tools & Equipment	*$ 8,000*	*$ 5,000*
Repair & Maintenance Services	*$ 4,000*	*$ 4,000*
Brush Truck	*$ 80,000*	*$ -*
Internal Cost Allocation Adjustments	*$ 70,828*	*$ 51,846*
Fire Department Subtotal	**$ 206,132**	**$ 101,265**
Operating Supplies	*$ 3,000*	*$ 3,000*
Small Tools & Equipment	*$ 10,000*	*$ 10,000*
Professional Services	*$ 1,000*	*$ 1,000*
Furniture & Equipment Rental	*$ 1,500*	*$ 1,500*
Repair & Maintenance Services	*$ 4,000*	*$ 4,000*
City-Sponsored Expenses	*$ 1,000*	*$ 1,000*
Internal Cost Allocation Adjustments	*$ 2,900*	*$ 2,452*
Emergency Management Subtotal	**$ 23,400**	**$ 22,952**
Total for Adjusted Funds	**$ 229,532**	**$ 124,217**
	Combined Total for Biennium =	**$ 353,749**

2025-2026 Biennium Budget Amendments

Proposed Amendment #1 (NB Police Services ILA Dissolution)

Parks & Streets Maintenance Detail

Expenditure Description	2025 Reduction	2026 Reduction
Parks - Training & Travel	*$ 250*	*$ 250*
Parks - Overtime	*$ 5,000*	*$ 5,000*
Parks - Repair & Maintenance Supplies	*$ 40,000*	*$ 20,000*
Parks - Agricultural Supplies	*$ 8,000*	*$ 4,000*
Parks - IT Components	*$ 2,000*	*$ -*
Parks - Small Tools & Equipment	*$ 1,500*	*$ -*
Parks - Repair & Maintenance Services	*$ 8,000*	*$ -*
Parks - Landscaping Services	*$ 25,000*	*$ 15,000*
Streets - Repair & Maintenance Supplies	*$ 16,000*	*$ -*
Streets - Construction Material & Supplies	*$ 2,500*	*$ -*
Streets - Repair & Maintenance Services	*$ 5,000*	*$ -*
Streets - General Streets Signage	*$ 800*	*$ -*
Internal Cost Allocation Adjustments	*$ 25,507*	*$ (8,925)*
Total for Adjusted Funds	**$ 139,557**	**$ 35,325**

Combined Total for Biennium = $ 174,882

2025-2026 Biennium Budget Amendments

Proposed Amendment #1 (NB Police Services ILA Dissolution)

Community Development Detail

Expenditure Description	2025 Reduction	2026 Reduction
Administrative Specialist L2	*$ 115,941*	*$ 125,710*
Internal Cost Allocation Adjustments	*$ 38,078*	*$ 36,488*
Total for Adjusted Funds	**$ 154,020**	**$ 162,198**
	Combined Total for Biennium =	**$ 316,218**

2025-2026 Biennium Budget Amendments

Proposed Amendment #1 (NB Police Services ILA Dissolution)

Equipment Replacement & Repair Detail

Expenditure Description	2025 Reduction	2026 Reduction
Repair Parts	*$ 3,000*	*$ 3,000*
Repair & Maintenance Services	*$ 25,000*	*$ 25,000*
Gasoline/Diesel Fuel	*$ 10,000*	*$ 10,000*
Payment to North Bend for Closure of ERRF	*$ -*	*$ (240,000)*
Internal Cost Allocation Adjustments	*$ 14,858*	*$ 9,883*
Total for Adjusted Funds	**$ 52,858**	**$ (192,117)**

Combined Total for Biennium = $ (139,260)

2025-2026 Biennium Budget Amendments

Proposed Amendment #1 (NB Police Services ILA Dissolution)

Information Technology Detail

Expenditure Description	2025 Reduction	2026 Reduction
Systems Engineer	*$ 165,892*	*$ 179,636*
Professional Services	*$ 15,000*	*$ 15,000*
Telephone Services	*$ 25,000*	*$ 25,000*
Training & Travel	*$ 7,000*	*$ 7,000*
IT Components	*$ 15,000*	*$ 15,000*
Hardware - Software Maintenance	*$ 76,725*	*$ 76,725*
Internal Cost Allocation Adjustments	*$ 40,752*	*$ 30,240*
Total for Adjusted Funds	**$ 345,369**	**$ 348,601**

Combined Total for Biennium = $ 693,970

2025-2026 Biennium Budget Amendments

Proposed Amendment #1 (NB Police Services ILA Dissolution)

Facilities Maintenance Detail

Expenditure Description	2025 Reduction	2026 Reduction
Overtime (Parks)	*$ 3,000*	*$ 3,000*
Repair & Maintenance Supplies	*$ 5,000*	*$ 5,000*
Custodial & Cleaning Supplies	*$ 1,200*	*$ 1,200*
Office Furnishings	*$ 100*	*$ 105*
Small Tools & Equipment	*$ 550*	*$ 575*
Rent - Shop Equipment	*$ 500*	*$ 500*
Rent - Furniture & Equipment	*$ 3,000*	*$ 3,000*
Repair & Maintenance Services	*$ 21,000*	*$ 21,000*
Internal Cost Allocation Adjustments	*$ 9,120*	*$ 5,020*
Total for Adjusted Funds	**$ 43,470**	**$ 39,400**

Combined Total for Biennium = $ 82,870

2025-2026 Biennium Budget Amendments

Proposed Amendment #10 Detail

Sources

#	Fund	Description	2025	2026	Total
401	Water Operations[1]	Utility Fees	$ (929,235)	$ (1,056,613)	$ (1,985,848)
402	Wastewater Operations[1]	Utility Fees	$ (1,600,255)	$ (2,810,828)	$ (4,411,083)
403	Stormwater Operations[1]	Utility Fees	$ (862,174)	$ (929,046)	$ (1,791,220)
417	Utility Capital[1]	Interest on Investments	$ -	$ (4,740)	$ (4,740)
417	Utility Capital[1]	General Facilities Charges	$ -	$ 15,630	$ 15,630
417	Utility Capital[1,2]	Delayed Revenue Bonds	$ (2,200,000)	$ 4,300,000	$ 2,100,000
417	Utility Capital[1]	Reduced Transfers to Align with Rate Study	$ (4,423,892)	$ (4,509,536)	$ (8,933,428)
		Total Adjustments =	**$ (10,015,556)**	**$ (4,995,133)**	**$ (15,010,689)**

Uses

#	Fund	Description	2025	2026	
401	Water Operations[1]	Transfers to Utility Capital (#417)	$ (1,651,141)	$ (1,293,543)	$ (2,944,684)
402	Wastewater Operations[1]	Transfers to Utility Capital (#417)	$ (1,662,919)	$ (2,501,082)	$ (4,164,001)
403	Stormwater Operations[1]	Transfers to Utility Capital (#417)	$ (1,109,832)	$ (714,911)	$ (1,824,743)
417	Utility Capital[2]	Reduced Debt Payments due to Bond Delay	$ (585,202)	$ (250,765)	$ (835,967)
417	Utility Capital[2]	Sandy Cove Bank Stabilization Delay	$ (3,160,189)	$ 3,160,189	$ -
417	Utility Capital[3]	Water Reclamation Facility P3 Acceleration	$ (654,826)	$ -	$ (654,826)
417	Utility Capital[1]	SR202 Bridge Utility Main Replacement Program	$ (241,060)	$ (571,089)	$ (812,149)
		Total Adjustments =	**$ (9,065,169)**	**$ (2,171,201)**	**$ (11,236,370)**

[1]These adjustments bring the original 2025-26 Biennial Budget into alignment with the Utility Rate Study approved on May 12, 2025.

[2]The original 2025-26 Biennial Budget assumed $2.2 million in bonding, with the approved Utility Rate Study increasing that amount to $4.3 million during 2025. However, due to the timing of the rate study, a bond is not expected to be issued during 2025. This bond is now planned for 2026. As a result, the Sandy Cove Bank Stabilization will be delayed until the bond can be issued.

[3]The Water Reclamation Facility Phase 3 made more progress during 2024 than estimated during the creation of the 2025-26 Biennial Budget. This reduction adjusts for payments made in 2024 that were originally forecasted to occur in 2025.

Council Agenda Bill

AB Number

AB25-095

Agenda Bill Information

Title *

Ordinance Amending the Minimum Licensing Threshold for Out-of-City Businesses in SMC 5.04.015(B)

Action *

Motion

Council Agenda Section

Ordinance

Council Meeting Date *

10/27/2025

Staff Member

Drew Bouta

Department *

Finance

Committee

Finance and Administration

Committee Date

10/21/2025

Exhibits

Packet Attachments - if any

AWC Fact Sheet.pdf	115.84KB
Ordinance For AB25-095.docx	26.9KB

Summary

Introduction *

Brief summary.

This ordinance seeks to amend SMC 5.04.015(B), as required in RCW 35.90.080, by increasing the minimum licensing threshold for out-of-city businesses from $2,000 to $4,000, under which an out-of-city business would not have to pay a business license fee, and establishing an increase in the threshold every four years based on the change in the June-to-June Consumer Price Index (CPI-U) during that period.

Proposed Motion

Move to approve Ordinance 1308 amending the minimum licensing threshold for out-of-city businesses in SMC 5.04.015(B).

Background/Overview *

What was done (legislative history, previous actions, ability to hyperlink)

RCW 35.90.080 (2017, EHB 2005) requires cities that impose a general business license to develop and adopt a single business licensing ordinance, consistent across all cities, with the help of the Association of Washington Cities (AWC). This "model" ordinance, as it is known, is required to contain a minimum licensing threshold (i.e., mandatory provision of state law) under which a business would not have to pay a business licensing fee. In 2018, the model ordinance established a $2,000 minimum licensing threshold, as measured by the annual value of products, gross proceeds of sales, or gross income, for out-of-city businesses.

Analysis*

In 2024, the general business community requested a review of the model ordinance given the dramatic increase in online sales and deliveries. As a result, the AWC established a working committee to review the proper minimum licensing threshold for out-of-city businesses. The intent of this ordinance is to adopt the model ordinance, as amended by the committee, increasing the minimum licensing threshold for out-of-city businesses to $4,000 effective January 1, 2026, and establishing an increase every four years based on the change in the June-to-June Consumer Price Index (CPI-U) during that period.

Budgetary Status*

This action has complex budgetary implications.

Budget Summary

Business license revenue will likely decrease due to this change. However, it will be dependent on the action of the businesses earning revenue within the City, but not located in the City, as to whether these anticipated decreases are actually incurred.

Based on the reported annual income for out-of-City businesses, 101 businesses fall between the old $2,000 threshold and the new $4,000 threshold. If all of these businesses opt out of obtaining a business license, the City would receive $3,465 less in business license revenue.

Fiscal Impact

Amount of Expenditure	Amount Budgeted	Appropriation Requested

Fiscal Impact Screenshot

strong cities | great state

2026 City Business License Model Threshold update

Effective January 1, 2026

What are the main changes to the model threshold?
The main change in the update would make a one-time increase to a higher threshold to $4000 for out-of-city businesses from the current $2,000 threshold, effective January 1, 2026.

Other changes include:

- Every four years thereafter, the threshold would have an automatic periodic increase based on cumulative inflation.
- The rates of inflation would be calculated using the Consumer Price Index-U (CPI-U) Western for June of each year compared to the previous year for the previous four years.
- The rate of inflation would be calculated as zero in any year in which inflation was negative and capped at 5% per year or 20% over four years if inflation exceeded those amounts.
- To make the threshold easier to administer, the cumulative inflation amount would be rounded to the nearest $100.

Could my city still require a no fee registration for out-of-city businesses below the threshold?
Cities retain the local option of requiring a no-fee registration for out-of-city businesses below the threshold.

Was the definition of "engaging in business" changed?
No, the definition of engaging in business has not changed since the 2018 model was adopted.

What are the deadlines for all cities with business licenses to adopt the 2026 model threshold?
Cities with a business license **must** adopt the model by **January 1, 2026**.

However, cities that currently partner with the state's Business Licensing Service (BLS) for business licensing administration must adopt it by mid-October 2025, because they must **provide BLS 75-day notice** of any changes to their business licenses, including this mandatory change.

What if my city has a higher threshold?
Cities can choose to enact a higher threshold. The $4,000 city threshold for out-of-city businesses is the minimum level that every city must enact.

What if my city wants to have a threshold that applies to in-city businesses in addition to the out-of-city business threshold?
The $4,000 threshold level for out-of-city businesses is a mandatory minimum threshold that every city business license city must adopt, but the law does not impact the city's authority to have exemptions or other thresholds.

Cities can continue to require a license for businesses located in the city without regard to the threshold (unless the city chose to exempt these businesses).

Cities can also choose to enact a separate threshold exemption that applies to in-city businesses.

Who should my city notify when the model is adopted?
BLS partner cities: Send a completed Change Request Form to BLS notifying them of the update
All other cities: Email Sheila Gall, AWC (sheilag@awcnet.org) so we can track updates.

How will businesses find out about the changes?
Consider providing information on changes to your business license by adding information to your license renewal letter, sending a letter to your potentially impacted businesses, updating information on your city's website or presenting to your local chamber.

Background on the 2018 model threshold
In the 2017 session, EHB 2005 (RCW 35.90) passed requiring three actions by cities with business licenses and local B&O taxes. The law required cities to make changes to business licensing, including requiring cities with business licenses to establish a workgroup to create a model business license threshold by July 2018 for adoption by all business license cities by January 1, 2019.

2018 model ordinance for local business licenses – minimum threshold

The 2018 model included a mandatory definition of "engaging in business" and a $2000 minimum threshold (or occasional sale) exemption to establish when out-of-town or transient businesses are required to be licensed. All business license cities adopted the model by January 1, 2019 (RCW 35.90.080).

Contact

Sheila Gall
General Counsel
sheilag@awcnet.org
wacities.org

ORDINANCE NO. 1308

AN ORDINANCE OF THE CITY OF SNOQUALMIE, WASHINGTON AMENDING THE MINIMUM LICENSING THRESHOLD FOR OUT-OF-CITY BUSINESSES IN SNOQUALMIE MUNICIPAL CODE 5.04.015(B); AND PROVIDING FOR SEVERABILITY AND AN EFFECTIVE DATE.

WHEREAS, the City of Snoqualmie is a non-charter optional municipal code city as provided in Title 35A RCW, incorporated under the laws of the state of Washington; and,

WHEREAS, RCW 35.90.080 requires cities that impose a general business license to develop and adopt a single business licensing ordinance, consistent across all cities, with the help of the Association of Washington Cities (AWC); and,

WHEREAS, the single business licensing ordinance, otherwise known as the "model ordinance", is required to contain a minimum licensing threshold as stated in RCW 35.90.080(2)(b); and,

WHEREAS, the model ordinance originally established a $2,000 minimum licensing threshold, as measured by the annual value of products, gross proceeds of sales, or gross income, for out-of-city businesses; and,

WHEREAS, Snoqualmie City Council adopted Ordinance No. 1211 on December 10, 2018, which amended Section 5.04.15 and 5.04.030(I) of the Snoqualmie Municipal Code to reflect the provisions of the model ordinance, including the minimum licensing threshold; and,

WHEREAS, in 2024, a committee led by AWC was convened to reconsider the minimum licensing threshold; and,

WHEREAS, the committee recommended and updated the model ordinance increasing the minimum licensing threshold for out-of-city businesses from $2,000 to $4,000 and establishing an increase every four years based on the change in the June-to-June Consumer Price Index (CPI-U) during that period; and,

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SNOQUALMIE, WASHINGTON, DOES HEREBY ORDAIN AS FOLLOWS:

Section 1. Section 5.04.015(B) Amended. Section 5.04.015(B) of the Snoqualmie Municipal Code is hereby amended and adopted to read as follows (amendments shown in strikethrough/italics for ease of reference):

5.04.015(B) Business License

Except as provided otherwise herein, the fee for issuance and renewal of an annual business license shall be based on the number of employees, including the owner, engaging in any business or activity within the city during each taxable year in any business or activity as follows:

Number of Employees	**Fee**
0-2	$25.00
3-10	$50.00
11-25	$115.00
26-50	$250.00
51-100	$500.00
101 or higher	$500.00

Notwithstanding the fee schedule above, for the purposes of the annual business license required by this chapter, for any person or business whose annual value of products, gross proceeds of sales, or gross income of the business in the city is equal to or less than ~~*$2,000*~~ *$4,000* and who does not maintain a place of business within the city, the fee for the annual business license shall be $0.00. *This threshold amount will be adjusted every forty-eight months on January 1, by an amount equal to the increase in the Consumer Price Index ("CPI") for "West Urban, All Urban Consumers" (CPI-U) for each 12-month period ending on June 30 as published by the United States Department of Labor Bureau of Labor Statistics or successor*

agency. To calculate this adjustment, the current rate will be multiplied by one plus the cumulative four-year (forty-eight month) CPI increase using each 12-month period ending on June 30 of each prior year and rounded to the nearest $100. However, if any annual CPI increases are more than five (5) percent, a five (5) percent increase will be used in computing the annual basis and if any of the annual CPI decreased during the forty-eight-month period, a zero (0) percent increase will be used in computing the annual basis.

Section 2. Effective Date. This ordinance shall be effective on January 1, 2026.

Section 3. Corrections by City Clerk or Code Reviser. Upon approval of the City Attorney, the City Clerk and the code reviser are authorized to make necessary corrections to this ordinance, including the correction of clerical errors; references to other local, state or federal laws, codes, rules, or regulations; or ordinance numbering anti section/subsection numbering.

Section 4. Severability. If any one or more section, subsection, or sentence of this ordinance is held to be unconstitutional or invalid, such decision shall not affect the validity of the remaining portion of this ordinance and the same shall remain in full force and effect.

PASSED by the City Council of the City of Snoqualmie, Washington, this 10th day of November 2025.

_____
Katherine Ross, Mayor

ATTEST:

_____
Deana Dean, City Clerk

APPROVED AS TO FORM:

_____
Dena Burke, City Attorney

CITY OF SNOQUALMIE
FIRE DEPARTMENT

QUARTERLY REPORT

PERFORMANCE FROM
JULY - SEPT 2025

ABOUT

THE SNOQUALMIE FIRE DEPARTMENT IS A DEDICATED GROUP OF COMMUNITY SERVANTS COMMITTED TO CONTINUOUS IMPROVEMENT AND EXCELLENCE.

The Snoqualmie Fire Department serves the residents and visitors to the City of Snoqualmie and surrounding area. The fire department responded to 1,715 incidents in 2024 from its centrally located fire station. The department is staffed with sixteen career firefighter/EMTs and twelve volunteer EMS responders.

The Department is one of eight accredited fire departments in the State of Washington, and the only volunteer / career fire department. Across the United States there are 326 accredited agencies that cover 14% of the US population. Only 1% of the Nation's fire departments are accredited. The Snoqualmie Fire Department received its second accreditation in 2024, valid for five years untill 2029.

GOALS AND OBJECTIVES

JULY - SEPT 2025

This section tracks the progress on the department's goals and objectives, and is derived from the department's strategic plan and accreditation recommendations. These goals and objectives are part of a living document, but designed to be accomplished in a strategic and efficient manner.

Not Started	In Progress	On Hold	Completed

ACCREDITATION RECOMMENDATIONS

	Recommendations	Status
	#1 Agency work with city admin to develop a formalized process for recognizing and reacting to changes in legal requirements of local, state, and federal governments. (CC 1A.2)	
	#2 Agency work with city administration to update the Snoqualmie Municipal Code, Chapter 2.32. (1B.2)	
	#3 The agency should continually monitor call volume and response times within its identified planning and risk analysis zones, and reconfigure the zones as needed to optimize emergency incident response performance. (CC 2A.4)	• researched and selected product for data analysis and response statistics • Denied funding in 2025. Will re-submit in early 2026
	#4 The agency should document and adopt a formal methodology for identifying, accessing, categorizing and classifying all risk throughout the community. (CC 2B.1)	

GOALS AND OBJECTIVES

CONTINUED

	Accreditation Recommendations	Status
	#5 The agency should develop an outlier policy for data analysis. (CC 2C.2)	• Created outlier policy 4th qtr 2024
	#6 It is recommended that the agency continually assess its operating environment to determine if existing resources can continue to provide adequate response performance with its workload expectations.	• researched and selected product for data analysis and response statistics • Denied funding in 2025. Will re-submit in early 2026
	#7 As part of its SOC continuous improvement plan, the agency should conduct a reliability study to evaluate unit availability and any impacts mutual aid responses may have on response times within Snoqualmie. (CC 2D.7)	• Researched and found a software product to provide continuous monitoring and reports for accreditation data to include unit reliability and mutual aid. • Paused due to budget constraints. Will revisit in fall 2025 • Funding denied in 2025. Will re-submit in early 2026
	#8 The agency should conduct the process to develop a strategic plan that incorporates current organizational initiatives, goals and objectives, includes internal and external stakeholder feedback, and is submitted to the agency having jurisdiction. (CC 3A.1)	• Strategic Plan was completed in Nov of 2024 and adopted by City Council January 2025

GOALS AND OBJECTIVES

CONTINUED

	Accreditation Recommendations	Status
	#9 The agency should identify funding requirements as part of its strategic plan development and update for inclusion in the 2025-2026 budget submission, to support achievement of organizational goals and objectives. (CC 4A.7)	• Unable to complete for 2025-2026 budget due to timing of strategic plan completion • Will utilize for the 2027-2029 budget process
	#10 The agency will continue to monitor growth and develop a formal wildland urban interface program. (CC 5K.1)	• purchased used brush truck
	#11 The agency policies related to human resource administrative policies and practices are reviewed and updated annually. (7A.3)	• Currently in process by HR • Policies completed 10/25

GOALS AND OBJECTIVES

CONTINUED

Not Started	In Progress	On Hold	Completed

STRATEGIC PLAN GOALS AND OBJECTIVES

	Strategic Plan Goal 1	Status
	1.1 Evaluate all positions to determine need for realignment or reorganization.	
	1.2 Incentivizing the acting officer program to encourage participation.	
	1.3 Develop and adopt a professional development plan for all staff, to include succession planning.	
	1.4 With city admin/HR, conduct comprehensive compensation study for all positions to include wages, benefits, and working conditions.	
	1.5 Develop a process for recognition of major milestones of staff (end of probation, promotions, educational achievements, banquet).	

GOALS AND OBJECTIVES

CONTINUED

CONTINUED

	Strategic Plan Goal 2	Status
	2.1 Analyze current wildland program to determine it meets the needs of the city and region.	
	2.2 Use analysis to determine future needs and budget requirements of wildland program.	
	2.3 Build out city and regional response plans based on new equipment obtained to mitigate wildland risk in the community.	• purchased used brush truck
	2.4 Provide appropriate training and knowledge on new wildland resources and programs.	
	2.5 Establish a wildland/urban interface public education program.	
	2.6 Evaluate if the expansion of the wildland program, resources, and public education met the original needs identified.	

GOALS AND OBJECTIVES

CONTINUED

CONTINUED

	Strategic Plan Goal 3	Status
	3.1 Implement a system to determine and define the resource needs of the department.	
	3.2 Form committees to research, develop ideas, and design targeted acquisitions.	
	3.3 Provide appropriate training and knowledge on new resources.	
	3.4 Evaluate the physical resource process and if resources met original needs identified through needs assessment.	

GOALS AND OBJECTIVES

CONTINUED

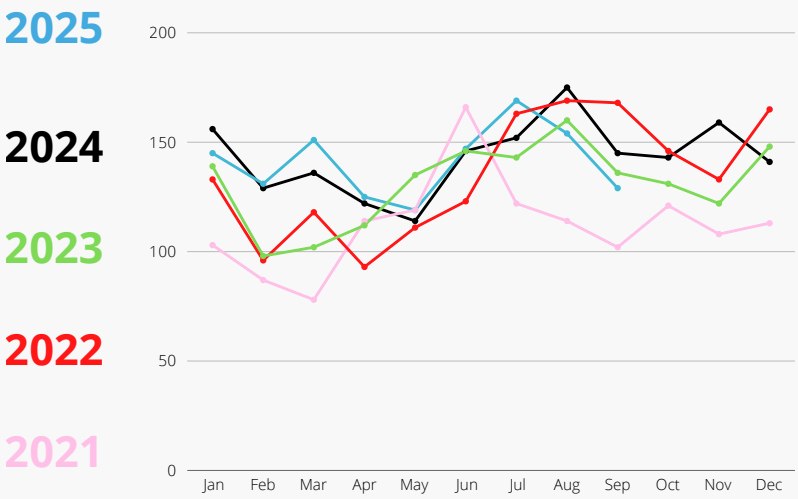
CONTINUED

	Strategic Plan Goal 4	Status
	4.1 Enhance communication with the community to improve public education and interactions.	
	4.2 Educate the city council on fire department operations and create buy-in to critical future needs and goals.	
	4.3 Strengthen connections with City of Snoqualmie departments through ongoing communications and joint operations.	
	4.4 Work with partner fire departments to leverage economies of scale, reducing duplication of effort and improving interagency cooperation.	

INCIDENTS

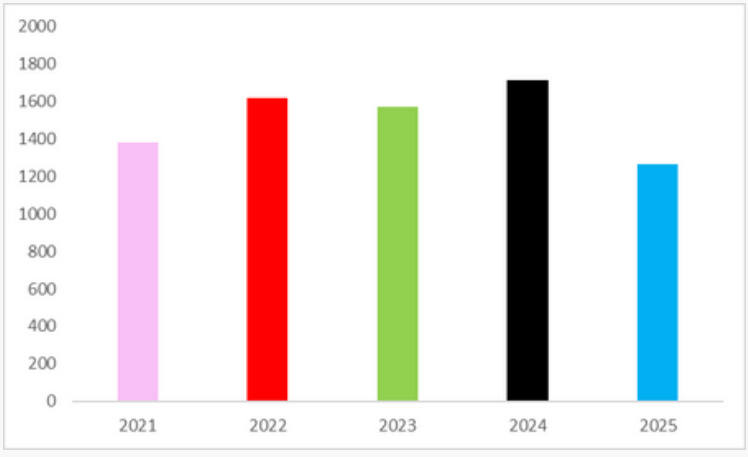
JULY - SEPT 2025

Incidents Per Month



Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2021	103	87	78	114	119	166	122	114	102	121	108	112
2022	133	96	118	93	111	123	163	169	168	146	133	165
2023	139	98	102	112	135	146	143	160	136	131	120	165
2024	158	131	135	122	114	140	152	175	145	143	159	141
2025	145	131	151	125	119	147	169	154	129			

Incidents Per Year

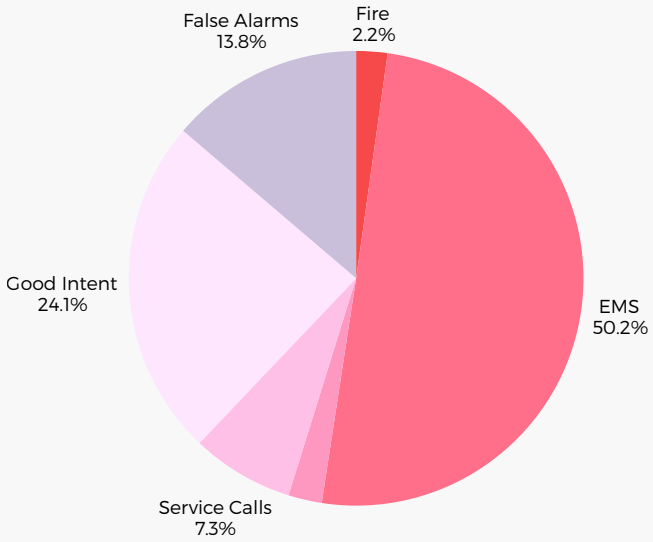


2021	2022	2023	2024	2025
1380	1611	1572	1715	1270

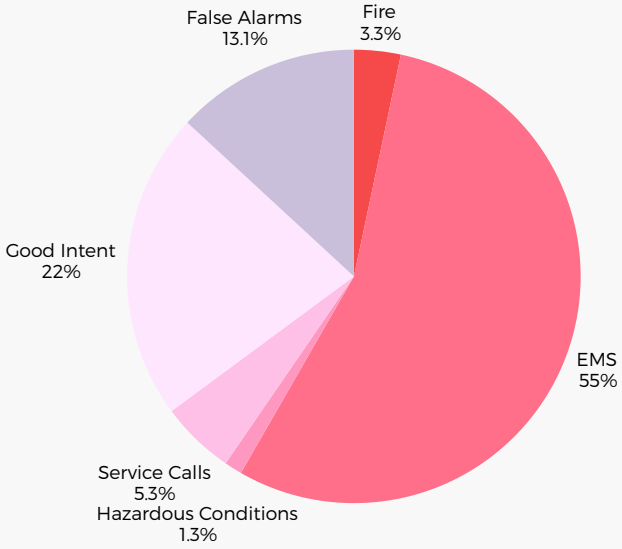
INCIDENTS

CONTINUED

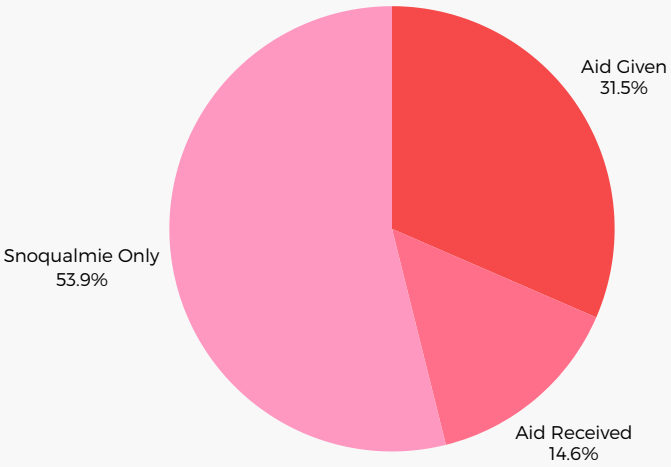
2024 Total Annual Incidents by type



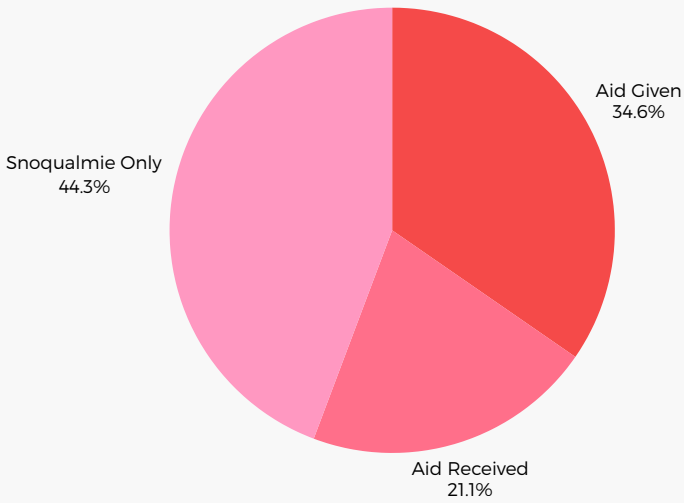
2025 Total Annual Incidents by type



2024 Annual Mutual Aid Given/Received



2025 Annual Mutual Aid Given/Received



INCIDENTS

CONTINUED

2025 Mutual Aid Given

Department	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Eastside Fire and Rescue	117	114	142		373
KCFD #27 Fall CIty	9	9	16		34
Other	4	1	3		8

2025 Mutual Aid Received

Department	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Eastside Fire and Rescue	50	56	47		153
KCFD #27 Fall City	14	16	16		46
Other	1	2	4		7
Large Incident (2 or more outside units)	7	1	1		9

INCIDENTS

CONTINUED

Calls versus Units Mutual Aid Given

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Number of Calls ESFR Responded to Snoqualmie	50	56	47		153
Number of Units ESFR Responded With to Snoqualmie	97	92	104		293
Number of Calls Snoqualmie responded to in ESFR	117	114	142		373
Number of Units Snoqualmie Responded with to ESFR	121	115	144		380

Transports by Snoqualmie

Area of Call	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Snoqualmie	84	81	92		257
Eastside Fire and Rescue	11	8	7		26
KCFD #27 Fall City	0	0	2		2

PERFORMANCE MEASURES

JULY - SEPT 2025

The fire department tracks multiple performance measures to evaluate the agency's response to calls for service in our jurisdiction. These measures are compiled quarterly, and are compared to the previous year's data to look for trends and areas of improvement. Two of the performance measures that are evaluated are turnout times and travel times.

Turnout time is the time from when the call is received by the station to when the unit goes en-route. This time is influenced by factors such as location of personnel within the station, time of day, and whether the crew needs to don protective gear before responding.

Travel time is the amount of time it takes the unit to arrive on scene after leaving the station. This time is influenced by factors such as distance from the station, traffic patterns and weather conditions.

PERFORMANCE MEASURES

TURNOUT TIME

2025 APPARATUS TURNOUT TIMES WITHIN THE CITY													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
0:0-0:29	6	8	12	12	7	15	21	16	15				112
0:30-0:59	26	18	22	25	16	24	25	26	23				205
1:00-1:29	32	32	34	24	27	32	29	30	21				261
1:30-1:59	13	5	15	3	9	4	9	1	6				65
2:00-2:59	0	0	0	0	5	1	2	3	1				12

90TH PERCENTILE (MM:SS)				
Quarter	2022	2023	2024	2025
1st Qtr	1:35	1:35	1:50	1:38
2nd Qtr	1:38	1:32	1:35	1:33
3rd Qtr	1:31	1:38	1:37	1:30
4th Qtr	1:32	1:44	1:36	

Year	Annual 90th percentile
2022	1:34
2023	1:35
2024	1:40
2025	1:34

PERFORMANCE MEASURES

TRAVEL TIME

2025 APPARATUS TRAVEL TIMES WITHIN THE CITY

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
0:00-3:59	22	22	28	32	26	35	36	28	28				257
4:00-7:59	47	33	43	27	30	32	41	32	27				312
8:00-11:59	2	3	6	0	3	4	4	5	3				30
12:00-15:59	0	0	0	1	0	0	0	1	0				2
16:00-29:59	0	0	0	0	1	0	0	0	0				1

90TH PERCENTILE (MM:SS)

Quarter	2022	2023	2024	2025
1st Qtr	7:20	7:23	8:21	7:04
2nd Qtr	6:42	8:16	7:08	6:48
3rd Qtr	7:58	7:36	7:08	7:27
4th Qtr	7:10	7:36	7:29	

Year	Annual 90th percentile
2022	7:26
2023	7:34
2024	7:23
2025	7:02

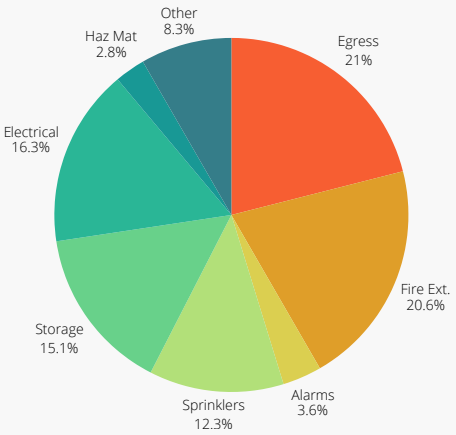
FIRE INSPECTIONS

JULY - SEPT 2025

Beginning in 2017 the fire department began performing the majority of the fire and life safety inspections for businesses in the city. The building department has the overall responsibility and handles the more complex inspections, but the two departments work together to complete inspections as well as provide advice and resources for discrepancies found. Occupancies are inspected on a rotating 3-year basis, based upon risk and occupancy type. High risk occupancies get inspected annually, moderate risk occupancies on a biennial cycle, and low-risk every three years. The most common violations found are extension cords being used improperly, faulty emergency lighting, and extinguishers missing or improperly maintained. Inspections are assigned to the crews quarterly, with each shift being responsible for the initial and re-inspections.

INSPECTIONS COMPLETED				
1st Qtr	**2nd Qtr**	**3rd qtr**	**4th qtr**	**Year to Date**
22	50	57		129

Most Common Violations (Compiled annually)



Violation Definitions

Egress - Egress blocked or not marked
Fire Extinguishers - out of date, not enough, not right type
Alarms - alarm system not inspected annually
Sprinklers - sprinkler system not inspected annually
Storage - improper storage, too close to ceiling or panel
Electrical - extension cords used for permanent wiring
HazMat - Improper storage
Other- Violation not normally seen

PROPERTY LOST / SAVED

JULY - SEPT 2025

For reporting purposes, fire loss is broken into two categories: property and contents. Property describes physical properties such as cars, house, etc. Contents describe items that are not part of the structure but perish in the incident. Both categories are combined together to determine total property loss, and more importantly, total property saved.

2025 3rd Quarter Fire Loss

Incident Date	Fire Type	Property Value	Property Loss	Content value	Content Loss
0	0	0	0	0	0
Totals	0	0	0	0	0

2025 Annual Property Saved

Property Risked	Property Saved	Percentage Saved
$953,000	$952,800	99.9%

Council Agenda Bill

AB Number

AB25-099

Agenda Bill Information

Title *

Agreement for Consultant Services with Herrera for Community Based Social Marketing Campaign - National Pollutant Discharge Elimination System (NPDES)

Action *

Motion

Council Agenda Section

Committee Report

Council Meeting Date *

11/10/2025

Staff Member

Patrick Fry

Department *

Public Works

Committee

Parks and Public Works

Committee Date

11/04/2025

Exhibits

Packet Attachments - if any

Herrera 25 CBSM_Contract.docx	65.83KB
Exhibit A_SoW.docx	62.74KB
Exhibit B_Budget.pdf	48.06KB

Summary

Introduction *

Brief summary.

This agenda bill seeks council approval to select Herrera Consulting for professional support services of the National Pollutant Discharge Elimination System (NPDES) Stormwater permit. The proposed Phase II scope of work is a continuation and expansion of the contract that council approved in May, 2025. This scope of work is to run the community based social marketing campaign through 2026, completing the education and outreach requirement of the NPDES stormwater permit.

Proposed Motion

Move to approve Agreement for Consultant Services with Herrera Environmental Consultants for the Community Based Social Marketing Campaign

Background/Overview *

What was done (legislative history, previous actions, ability to hyperlink)

The NPDES is a national program established by the Clean Water Act that requires municipalities to manage

stormwater discharges, educate the public, and rehabilitate impaired watersheds.
The stormwater permit is an evolving document, with requirements that build
upon previous years' submittals. For this reason, it is imperative that the
City stay on top of the yearly requirements to avoid falling behind from
compounding issues.

Council approved an on-call contract with Herrera in 2017 for NPDES Permit Support and related fields. Herrera was contracted in September 2021 by the City to bring the City into compliance with the 2019- 2024 NPDES stormwater permit and again in May of 2025 to assist in maintaining compliance with the permit, specifically fields that staff are lacking expertise in. As part of the 2024-2029 permit, the effectiveness of the previous behavior change campaign must be evaluated as well as continuing the existing campaign, or implementing a new behavior change campaign.

During Summer of 2025, the previous behavior change campaign was evaluated, and a new plan was drafted based on the shortcomings of the previous campaign. This contract is to fulfill the NPDES Education & Outreach requirement of the 2024-2029 permit cycle.

Analysis *

A requirement of the 2024-2029 NPDES Stormwater permit is to complete a behavior change campaign within the community to improve the stormwater awareness and practices within the jurisdiction. As part of the 2019-2024 permit cycle, the City ran a campaign on natural lawn care with the intent on reducing pollutants used in lawn care resulting in less chemicals ending up in the local watershed.
The 2024-2029 campaign intends on building upon the natural lawn care campaign. The purpose of this plan is to continue engagement using the recommendations and findings from the 2020 campaign to identify informational materials and outreach activities that will elevate community awareness and increase engagement around stormwater impacts in their community. This plan includes a strategy, tactics, and schedule for the city to implement a behavior change campaign through a city-led demonstration lawn, a 'pledge' commitment campaign, and seasonally appropriate education materials.

Budgetary Status *

Funds have already been authorized in the current biennial budget.

Budget Summary

Administration recommends approving a contract with Herrera Consulting for professional support services in the amount of $81,663 related to the City's NPDES permit. The City budgeted $2,546,682 for Stormwater Operations (#403) services in the 2025-2026 Biennial Budget. With $889,123 currently expended and $147,156 in outstanding contract value, the City has $1,510,403 remaining for the biennium. After incorporating the $81,663 contract into the forecast, $1,428,740 remains for services expenditures. See the table below or on the next page. Therefore, sufficient appropriation exists within the 2025-2026 Biennial Budget (Stormwater Operations Services #403) to fund the contract.
This contract will be funded in part by a $130,000 biennial grant from the Department of Ecology for the administration of the NPDES contract, which was not incorporated into the budget and will be added in a future amendment. Considering the $130,000 grant, the proposed contract of $81,663, a preexisting contract of

$68,600, and $10,151 in current related spending, the City will be responsible for paying $30,414 from City resources to meet the terms of the NPDES permit.

Fiscal Impact

Amount of Expenditure	Amount Budgeted	Appropriation Requested
$81,663.00	$2,546,682.00	$0.00

Fiscal Impact Screenshot

Stormwater Operations Services (#403)

	2025-26 Biennial Budget
Beginning Budget	$ 2,546,682
Expenditures	$ (889,123)
Outstanding Contract Value *(Previously Approved)*	$ (147,156)
Current Available Budget	$ 1,510,403
Cost of AB25-099	$ (81,663)
Available Budget after AB25-099	$ 1,428,740

City of Snoqualmie Stormwater Public Education and Outreach Campaign Plan: Phase 2

Draft updated: 8/29/25

Project background

The City of Snoqualmie initiated a public education and outreach campaign in March 2020 as part of its Stormwater Management Program required by the National Pollution Discharge Elimination System (NPDES) Phase II Municipal Stormwater Permit (Phase II permit).

The campaign began with an online survey to learn about residents' baseline environmental awareness and understanding of stormwater runoff issues. Results from the online survey helped the city in identify lawn care as a key issue to focus on in their stormwater public education and outreach campaign. A subsequent behavior change campaign addressed specific lawn care behaviors that could reduce use of fertilizers and pesticides. The evaluation of this campaign showed that education and engagement methods were effective, however the community survey received a low response rate, limiting the significance of the results. The next phase of social marketing campaign strategy builds on previous successful campaign elements, while introducing new methods aimed at boosting participation and generating further valid results.

Campaign plan overview

The purpose of this plan is to continue engagement using the recommendations and findings from the 2020 campaign to identify informational materials and outreach activities that will elevate community awareness and increase engagement around stormwater impacts in their community. This plan includes a strategy, tactics, and schedule for the city to implement a behavior change campaign through a city-led demonstration lawn, a 'pledge' commitment campaign, and seasonally appropriate education materials.

Goals

- Continue to build general awareness about key pollution sources and methods to address and reduce impacts from stormwater runoff.
- Use recommendations and findings from the 2020 community survey to develop education and outreach activities that help reduce behaviors and practices that contribute to adverse stormwater impacts.
- Create stewardship opportunities that encourage greater community engagement in addressing the impacts from stormwater runoff.
- Utilize Community-Based Social Marketing strategies, namely commitments and shifting of social norms.
- Evaluate the effectiveness of campaign measures.

Key issues

Several key issues were identified from the 2020 community survey, listed below. Outreach goals and approaches for each issue are summarized in the following tables. A range of tools and tactics will enable the city to engage with community members around these issues, which are detailed in the *Outreach approaches to address key issues* section that follows.

- Clearly communicate the connection between stormwater pollution and Puget Sound health.
- Reengage community champions to be early pledge adopters.
- Develop tactics that support individual behavior change.
- Create opportunities for residents to choose environmentally-friendly products.
- Work with the ROA to reach majority of City residents
- Leverage a range of communication methods.

Community Based Social Marketing strategy

To support the city's efforts to promote future behavior change among all residents, this plan proposes a combination of outreach efforts:

Central demonstration lawn with signage

The demo lawn will be a tangible example for residents to see what a natural lawn looks like, act as an advertisement from its central location and signage, and show initiative on the city's side. Additionally, the demo lawn could be used for an educational demonstration event.

Falls to Sound Pledge including a displayed yard sign

A 'pledge' to stop using pesticides and fertilizer, or using natural alternatives, along with education on how these individual actions can help water quality on a larger scale. This can create a sense of accomplishment and pride. The yard sign will declare that commitment and act as a prompt within the neighborhoods and ongoing marketing tool of the campaign.

Basin-vs-basin or neighborhood/node "competition"

A low-stakes competition between sections of the neighborhood will create more interest and investment in the campaign and will reflect the communal nature of water quality work, as opposed to a competition between individual households. If possible, the actual sub-basins of the watershed could be used as delineators, providing another chance for education. An incentive for winning can be an 'aerator day' where the City rents an aerator and a Grandpa's Weeder for the neighbors to use, acting as another demonstration opportunity.

Outreach approaches to address key issues

Cleary communicate the connection between stormwater pollution and Puget Sound health.

Survey finding: Stormwater pollution emerged as the environmental issue of most interest (73%) to survey takers, followed by waste disposal, land development, climate change and Puget Sound marine health.

Campaign objective	Approach
• The community considers stormwater pollution an important issue. • The community understands the connection between their individual actions, stormwater, and Snoqualmie River/Puget Sound marine health. • A larger number of community members choose alternatives to toxic products.	• Highlight the interrelation of these issues to bolster the success of educational efforts. • Build off the strong cultural bond community members have to Puget Sound and its animal life (e.g., salmon, orcas, etc.). • Develop a graphic sub-basin map to show "Where does your water go". • Develop a graphic with a table to show recommended alternatives to lawn practices "Do this not that".

Reengage community champions to be early pledge adopters.

Survey finding: Eighty-five percent of respondents categorized themselves as somewhat to very informed about stormwater issues, and 98% of respondents noted they are somewhat to very informed about toxins in household and outdoor products.

Campaign objective	Approach
• Community champions are early adopters to the Falls to Sound pledge and display a yard sign.	• Send an email to this group personally to acknowledge their past participation, ask how they have continued their lawn practices, and pitch the pledge. • If possible, community champions give testimony and have their photo taken to act as testimonials in outreach materials.

Develop tactics that support individual behavior change.

Survey finding: The vast majority (92%) of respondents indicated they believe their individual behaviors can improve the health of streams, rivers and Puget Sound.

Campaign objective	Approach
• Community members are inspired to take action in their own yard and request a pledge sign.	• Provide Falls to Sound Pledge signs that are small, durable, and aesthetically pleasing. Should be minimalist design to create intrigue and curiosity.

Create opportunities for residents to choose environmentally-friendly products.

Survey finding: Over half of respondents noted they use pesticides, fungicides, or algaecides on lawn or garden beds at their home or business. In addition, survey participants indicated an interest to have more resources about environmentally friendly products.

Campaign objective	Approach
• A larger number of community members report switching to environmentally friendly products.	• Provide education about environmentally-friendly products. • Post signage at demo lawn to bring awareness to where maintenance crews are using safer products. • Offer incentives for natural products in partnership with local hardware store.

Work with the ROA to reach majority of City residents

Interview finding: Multiple interview participants expressed interest in natural lawncare but were hesitant about what the Snoqualmie ROA, a type of homeowner's association, allowed.

Campaign objective	Approach
• Work with ROA leader to allow Falls to Sound pledge signs • Clarify ROA allowances for natural lawn care: • Mowing less (bylaws say 2-week maximum) • Leaving aeration plugs on lawn • Leaving clippings on lawn	• Make initial contact with leadership about the campaign. • Demonstrate to the board what a natural lawn looks like if necessary. • Find where we can meet them; if they won't allow natural lawn care, focus on promoting natural fertilizer only. • Ask for outreach support by sharing campaign in ROA newsletters and social media.

Leverage a range of communication methods.

Survey finding: Respondents in the 35 to 49-year old range noted a preference for electronic communication methods. Older residents often prefer more mailed flyers and communications.

Campaign objective	Approach
• Increase readership of electronic communication methods.	• Outreach will use digital, print, and direct communications tools to reach audiences of various ages and backgrounds.

Audiences

The primary audience for this work includes Snoqualmie residents; specifically Snoqualmie Ridge residents where 75% of city residents live, and the ROA. Content across all activities will focus on aligning the community toward behavior change through building awareness and education. To ensure outreach is accessible to the entire community and encourages engagement from households of all income and age levels, various tool and tactics will be implemented, detailed in the outreach strategy section below. We recommend asking the ROA and/or local schools if they are aware of language needs other than English and translate materials if the need arises.

Demographics snapshot[1]

Population: 14,121

Race and Hispanic origin

- White alone: 72%
- Black or African American alone: 1.2%
- American Indian and Alaska Native alone: 0.6%
- Asian alone: 13.4%
- Native Hawaiian and Other Pacific Islander alone: 0.1%
- Two or More Races: 10.9%
- Hispanic or Latino: 1.6%
- White alone, not Hispanic or Latino: 70.2%

Housing

- Homeownership rate: 84.4%
- Median gross rent: $3,090

Families and Living Arrangements

- Average Household size: 3.35

[1] As of August 8, 2025. Source: https://data.census.gov/profile/Snoqualmie_city,_Washington?g=160XX00US5365205

- Language other than English spoken at home: 16.1%
- Spanish: 0.9%
- Asian and Pacific Island languages: 8.7%
- Other Indo European: 6.0%

Education

- High school graduate or higher: 98.3%
- Bachelor's degree or higher: 67.1%

Income and poverty

- Median household income: $197,531
- Persons in poverty: 0.4%

Outreach tools/tactics feedback mechanisms

The impact and efficacy of outreach will ultimately be reflected in increased awareness and behavior change among Snoqualmie residents around stormwater issues. During and after the outreach process, the impact of outreach tools and tactics can be measured by collecting digital analytics, tracking notifications, gathering comments. In addition, pre- and post-campaign surveys will allow the city to strategically assess behavior change and gather qualitative feedback. Outreach tools and tactics are listed below.

Online engagement tools	Feedback mechanisms
• Website including pledge sign-up form • Opt-in City e-newsletters/emails • Snoqualmie Ridge ROA newsletter • Social media (including co-promotion/partnerships with ROA, community organizations, local businesses) • Videos (focus on developing a video on the community's role in reducing stormwater pollution to the Public Works videos.) • Blog posts • Media outlet ads • Radio PSAs or media interviews	• Number of website/blog visits; newsletters/ emails opened • Number of posts and views (social media/video) • Digital analytics for media ads

Direct engagement	Feedback mechanisms
• Outreach at community events such as Snoqualmie Days, 4th of July, any ROA events • In-person pop-up event "Aerator Day" for pledge winners • Partnerships with local hardware/gardening/equipment rental	• Number of and participation in activities • Number of and types of questions/comments collected during outreach campaign

Print materials	Feedback mechanisms
• Mailed flyer or utility bill insert • Project flyer or poster • Demo lawn site & signage • Falls to Sound Pledge yard signs	• Number of and frequency of mailer • Number of QR scans from signs and flyers • Number of signs requested • Number of and analytics for amount of pledge adoptees

Resources
• Small City park demonstration area; labor, material, and equipment for maintenance of demonstration lawn

Anticipated project schedule

This plan covers outreach during a four-year cycle from 2025 to 2029 as required by the Phase II permit. Outreach planning will continue throughout July & August to enable city staff to begin to implement the plan no later than September 1, 2025.

Information and feedback about outreach activities will be collected throughout the outreach process, but the final outreach phase will focus on collecting and synthesizing feedback to understand the impact and measure success of outreach efforts.

Dates	Outreach phase	Activities
Summer- Fall 2025	Phase 2: Outreach Planning	• Develop, review Campaign Plan • Finalize Campaign Plan
September 1, 2025	Implementation Begins	• Submit final Campaign Plan to City, begin campaign implementation
Fall 2025	General Outreach	• Reengage with trial participants with reminders around best practices, and to gauge interest in continued participation (potential testimonial) • Engage Snoqualmie Ridge ROA on policy, planned campaign, and partnership • Update general pollution prevention education materials and create specific campaign materials • Launch webpage with general education info • Message fall lawn care through City channels • Begin layout, signage, and construction of demo natural lawn patch at Snoqualmie Community Park
Spring 2026	Pledge Kickoff	• Announce “Falls to Sound” pledge and neighborhood competition

Dates	Outreach phase	Activities
		• Message spring lawn care
Fall 2026	Pledge Winners	• Announce competition winner and host 'Aeration Day' for them • Message fall lawn care
Winter 2026-2027	Evaluation Period	• Compile data and measure success
Spring 2027	Pledge Kickoff	• Repeat Falls to Sound pledge and competition • Message spring lawn care
Fall 2027	Pledge Winners	• Announce competition winner and host 'Aeration Day' for them • Message fall lawn care
2028	Collect, assess, measure outreach impacts	• Develop evaluation report of outreach activities
March 31, 2029	Permit II ending	• Submit final evaluation of Phase 2 campaign

Roles and responsibilities

The following describes a division of general implementation roles and responsibilities to support the campaign strategy.

City of Snoqualmie

- Contact community champions, ROA, and community organization contacts for partnership
- Manage and implement outreach activities, including scheduling outreach activities and coordinating digital media and events
- Send all notifications for outreach
- Track reporting on public education and outreach campaign following templates and practices established by the evaluation team

Consultant team

- Finalize Community Involvement Plan and Behavior Change Campaign materials
- Develop community surveys (as needed, determined in coordination with the city)
- Provide city with outreach planning documents and campaign materials copy
- Design and coordinate production of campaign materials
- Assist with outreach activities as needed

HERRERA

Cost Estimate for City of Snoqualmie CBSM Campaign Implementation
Herrera Project No. 25-08831-001
8/28/2025

Herrera Labor based on: Burdened Labor Rates

Schedule		Task No.	1	2	3	Total
			Project Management	CBSM Campaign Implementation	Management Reserve	
		Task Start Date	9/1/2025	9/1/2025	9/1/2025	
		Task End Date	12/31/2026	12/31/2026	12/31/2026	
Staff	Labor Category	2025 Burdened Labor Rates				
Dugopolski, Rebecca	Engineer VI	$288.44	24	10	4	38
Johnson, Rachel	Engineer IV	$195.64	20	10	4	34
Maloof, Charles	Project Accountant III	$141.91	10	0	0	10
		Total Hours per Task	54	20	8	82
		Subtotal Labor	$12,255	$4,841	$1,936	$19,032
		Subtotal Herrera Labor	**$12,255**	**$4,841**	**$1,936**	**$19,032**
5%		Escalation on Herrera Labor in 2026	$613	$242	$97	$952
		Escalated Subtotal Herrera Labor	**$12,867**	**$5,083**	**$2,033**	**$19,983**

Subconsultants

Subconsultant						
EnviroIssues			$0	$48,000	$8,000	$56,000
		3% Fee on Subconsultants	$0	$1,440	$240	$1,680
		Subtotal Subconsultant Cost	**$0**	**$49,440**	**$8,240**	**$57,680**

Other Direct Costs (ODCs)

Item	Unit	Unit Cost				
Display ads, promoted posts	Unit	$600.00	0	1	0	1
Demonstration lawn signage	Unit	$400.00	0	1	0	1
Pledge signs	Unit	$15.00	0	200	0	200
		Subtotal ODCs	**$0**	**$4,000**	**$0**	**$4,000**
		Subtotal Per Diem, Lab Costs, and ODCs	**$0**	**$4,000**	**$0**	**$4,000**
		Grand Subtotal	**$12,867**	**$58,523**	**$10,273**	**$81,663**
		Grand Total				**$81,663**

Note: Herrera adjusts labor rates annually in January unless contract specifies otherwise.

Guidance for Designing and Evaluating Behavior Change Programs: Final Report

January 13, 2023

Prepared by:

Joseph Cook, PhD
Washington State University, Pullman, WA

Anand Jayakaran, PhD, PE
Washington Stormwater Center, Puyallup, WA

Aimee Navickis-Brasch, PhD, PE
Evergreen StormH2O

Francesca White, PE
Evergreen StormH2O

Laurie Larson-Pugh
Washington Stormwater Center, Puyallup, WA

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Aislin Gallagher, Kitsap County

Peggy Campbell, Snohomish County

Andrea Jedel, Ecology

Ann Bustamante, City of Sumner

Cammy Mills, Kitsap County

Laura Haren, City of Kent

Susan McCleary, City of Olympia

Jessica Shaw, City of Wenatchee

Brian Morgenroth, City of Walla Walla

Eric Lambert, Clark County

Trey George, City of Spokane

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1.0 INTRODUCTION

Public Education and Outreach (E&O) programs strive to increase awareness of stormwater impacts and encourage behavior changes contributing to water quality and quantity problems within a watershed. Washington State Department of Ecology (Ecology) recognizes the potential benefits of these programs on our state's water bodies and includes E&O as a required component of Stormwater Management Programs (SWMP). More recent Western Washington municipal stormwater permits require permittees to develop targeted programs using Social Marketing methods, evaluate the effectiveness of these programs, and apply results to improve E&O programs.

The overall goal of this study was to provide jurisdictions with tools to identify and select which stormwater problems and behaviors to focus on and guidance on how to conduct and report effectiveness evaluations. These evaluations can then inform and improve future E&O efforts in a positive feedback loop of doing and learning. The study was made possible by the Stormwater Action Monitoring (SAM) program, funded by permittees and administered by the Ecology.

As the project commenced, the project team and its Technical Advisory Committee (TAC) agreed to narrow the focus solely to behavior change campaigns[1]. By "behavior change", we mean campaigns that seek to get people to change a concrete behavior, such as picking up pet waste or reducing fertilizer use. Many "education and outreach" programs seek to communicate information or change attitudes or programs that provide stewardship and volunteer opportunities without clear quantitative measures.

1.1 Project Objectives

- Determine what types of stormwater problems are amenable to, and best addressed, by behavior change efforts (Chapter 2).
- Identify effective behavior changes tools by conducting a broad literature review of behavior change campaigns, organized by stormwater issue (Chapter 3).
- Build an online tool to guide jurisdictions in prioritizing behavior change efforts and provide guidance for utilizing the tool (Chapter 4).
- Develop a template for reporting results from behavior change evaluations (Chapter 5).
- Develop guidance for evaluating the effectiveness of behavior change campaigns (Chapter 6).
- Assemble and manage the TAC throughout the project.

[1] The original title of the funded project was "Stormwater Education and Outreach: Addressing Challenges Through Behavior Change & Incentives and Guidance for Evaluating the Effectiveness"

1.2 Report Organization

Each chapter is organized by the project objective (above) and uses a similar format. The chapter provides a brief overview of the work completed and deliverables developed as part of this project. All project deliverables are included in the appendix.

2.0 MATCH STORMWATER PROBLEMS TO EFFECTIVE BEHAVIOR CHANGE TOOLS

2.1 Overview of Work Complete

The objective of this task was to "determine what types of stormwater problems are amenable to, and best addressed by, behavior change efforts." Our approach was both qualitative and quantitative. We began by interviewing 11 behavior change professionals in Washington State, several of whom are considered regional leaders in behavior change campaigns and are trained and enthusiastic about the use of "community-based social marketing" approaches in behavior change campaigns. The purpose of these semi-structured interviews (see Deliverable 2.1 for questions) was to learn more about how behavior change campaigns are chosen, administered, and evaluated. Our report on the conversations (Deliverable 2.2) highlighted six key lessons from the interviews, many of which informed the next stage of work, a nationwide survey of behavior change professionals.

We surveyed staff at public agencies (cities, counties, conservation districts) nationwide who conduct behavior change campaigns in stormwater or water quality to quantify and broaden our understanding of how staff choose, administer, and evaluate their programs outside Washington State. We collected 163 complete responses from staff in 19 states. Deliverable 2.4 provided eight key findings from the survey, including a) the predominance of pet waste and yard care campaigns; b) the desire for additional training on social marketing and program evaluation; c) staff feelings that campaigns are often under-resourced; and d) a need for additional high-quality evaluations of behavior change campaigns.

The last component of this objective was to review the scientific literature that links specific behaviors to water quality, distinct from the review of the social science literature (in Task 3) assessing whether behavior change campaigns are effective in changing behavior in a lasting way. Deliverable 2.5 is an annotated bibliography that provides an overview or road map of stormwater pollutant prioritization by summarizing several critical, peer-reviewed studies from the last 15 years. It also briefly reviews studies that outline the connection between environmental justice and pollutant prioritization, illustrating the need to ensure that the under-resourced communities that have long borne the brunt of stormwater pollution must factor into any pollutant mitigation plan.

2.2 Deliverables (D) (see Appendix)

- D2.1 and D2.2: Key informant interview questions and contact list, and summary of interviews.
- D2.3 (draft) and D2.4 (final, incorporating TAC feedback): Practices and challenges in stormwater behavior change programs: A survey of U.S. professionals.
- D2.5: Prioritizing pollutants: an annotated bibliography.

3.0 Assess The Effectiveness Of Existing E&O Tools Nationwide

3.1 Overview of Work Complete

The objective of this task was to synthesize the literature on how effective existing campaigns are in durably changing behaviors related to stormwater or water quality. We conducted a systematic review of both peer-reviewed evaluations of behavior change campaigns globally, as well as those written by consultants, local governments, or NGOs that have not undergone academic peer review (the "gray" literature). The principles used in constructing the criteria for identifying studies were relevance, breadth, and replicability, which we applied to a search of Google Scholar, GreenFile (EBSCO), Academic Search Complete, and Science.gov. Two members of the study team independently coded each identified study, ultimately identifying 56 studies for further review. For each study, we recorded the study year, location, targeted behavior, and target audience. We recorded whether the program specifically targeted under-represented groups, such as non-native English speakers or racial minority groups, and abstracted information on the implementation of the program. We evaluated the research quality of each study by scoring on whether the campaign had a) a well-defined priority audience (target audience), and b) a well-defined target behavior; and the evaluation included c) validated or pretested data collection instruments; d) a comparison group; e) pre-intervention data; f) observational data (rather than self-reported data); g) long-term measurement of change (>=1 year); h) a discussion of possible selection bias in uptake among target audience; i) and water quality measurements. We categorized studies scoring below 4 as "*fair*", studies with scores between 4 and 6 as "*good*", and scores of 7-9 as "*exemplary*".

Many evaluations came from organizations in areas near estuaries or lakes, such as municipalities in western Washington, California, Minnesota, and states surrounding the Chesapeake Bay, such as Maryland and Delaware. We found that the evaluations were most commonly focused on lawn and yard care programs, echoing the results from the nationwide survey of behavior change professionals in Task 2. We classified more than half of the collected behavior change evaluations as "good", scoring between 4 and 6. We ranked one quarter as "fair", scoring less than 4, and 9% (5 of 56) of studies as "exemplary". We found that all or most studies identified well-targeted audiences and behaviors, and the majority collected pre-intervention data. However, three-quarters relied on self-reported data, and only 13% measured behavior in a comparison group. Evaluators measured behaviors at time periods longer than one year in 36% of studies.

We conclude the report by recommending that evaluations invest the staff resources in tracking behaviors in comparison groups to improve the evidence base for behavior change campaigns. We also recommend that studies pay more attention to the possibility of selection bias – that people more amenable to behavior change are more likely to participate in campaigns – since this has important implications for whether campaigns can "scale"

effectively with additional resources. The deliverable includes a tabular summary of all collected articles as an appendix. This information also formed the backbone for the website discussed for Task 4, discussed next. The studies are searchable and downloadable on http://www.waterbehaviorchange.org.

3.2 Deliverables

- D3.1 (draft) and 3.2 (final, incorporating TAC feedback): A Synthesis and Annotated Bibliography on Stormwater Behavior Change Campaigns.

4.0 WEBSITE DECISION-SUPPORT TOOL

4.1 Overview of Work Complete

The goal of this task was to build a website to help behavior change professionals. It has two main purposes. First, what works? To help jurisdictions assess the effectiveness of existing campaigns around the country, it provides a searchable, downloadable compendium of every known evaluation of a behavior change campaign in stormwater or water quality (from Task 3). Second, it provides jurisdictions with guidance on choosing and evaluating their own campaigns. The site provides a downloadable decision-aide (in spreadsheet form) that jurisdictions can use to decide among several options for new campaigns, discussed more below. An earlier version of the site featured an interactive approach for walking users through a series of questions in choosing a campaign, but user feedback suggested that a downloadable spreadsheet would be simpler.

We began by designing a simple "mockup" of the website and gathering feedback from the TAC on the basic functionalities (D4.1 and 4.2) before proceeding to build and populate the website (D4.3). We then gathered feedback in an online survey of both TAC members and permittees in Washington to inform further changes to the site (D4.4).

4.2 Deliverables Developed

- D4.1 (draft) and D4.2 (final, incorporating TAC feedback): Mock-up of effectiveness archive and decision-support tool.
- D4.3: Website operational; http://www.waterbehaviorchange.org.
- D4.4: Report on survey jurisdictions testing website.
- D4.5: Sustaining the behavior change website.

4.3 Guidance for Using Website

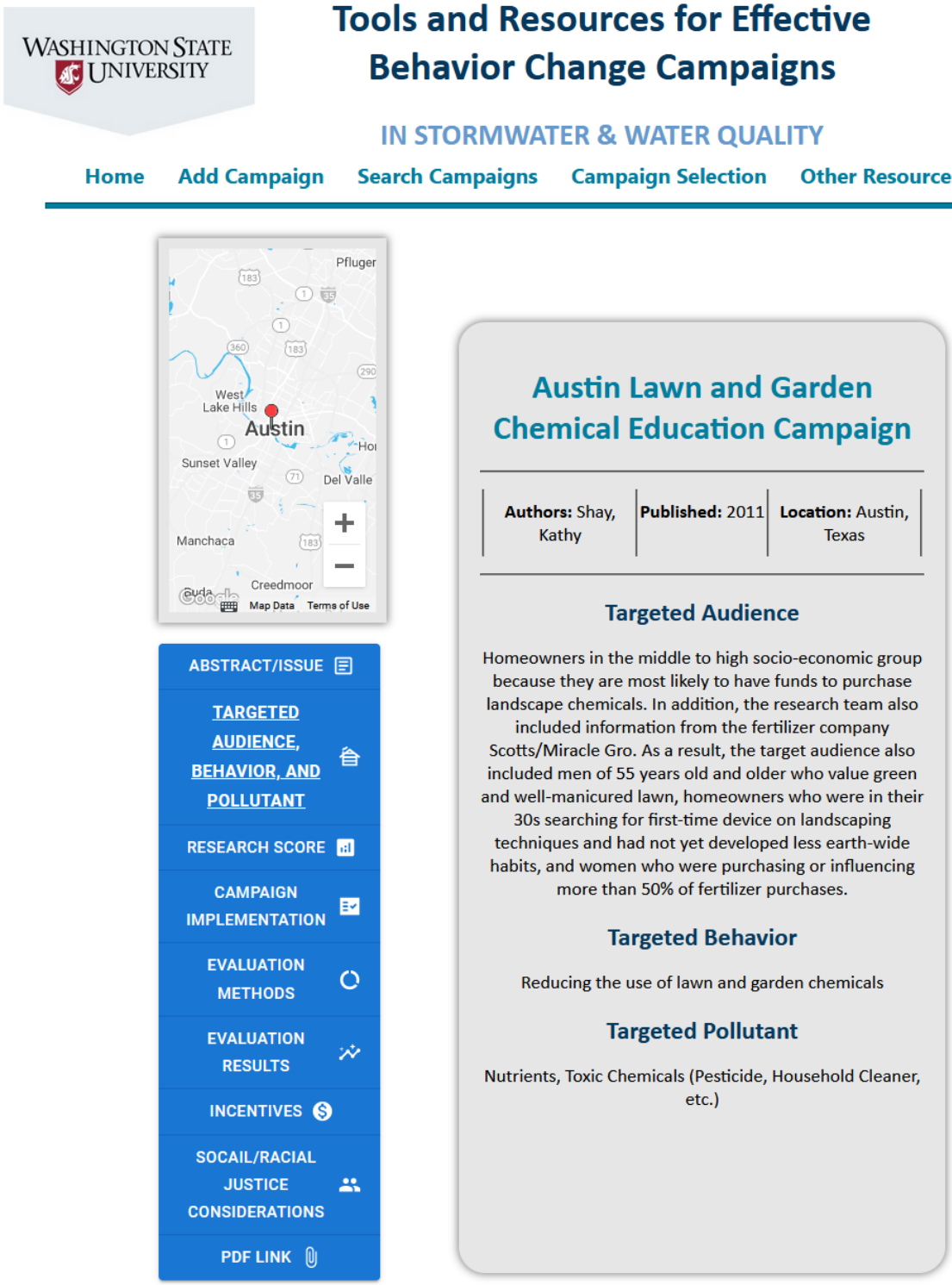
The website has two main functions: a) a searchable database of existing behavior change campaigns (from Task 3) and b) a downloadable decision support tool.

4.4 Searchable Database

The home page of the site displays a map showing evaluations by location. As shown in Figure 1 below, one can click on a "pin" to load a page with the details for a particular study (Figure 2). The page also shows some summary statistics on the universe of campaign evaluations, such as the targeted pollutants, target audience, and behavior change (the user should hover their mouse over pie slices to see labels).

Figure 1. Splash page

Figure 2. Study details page

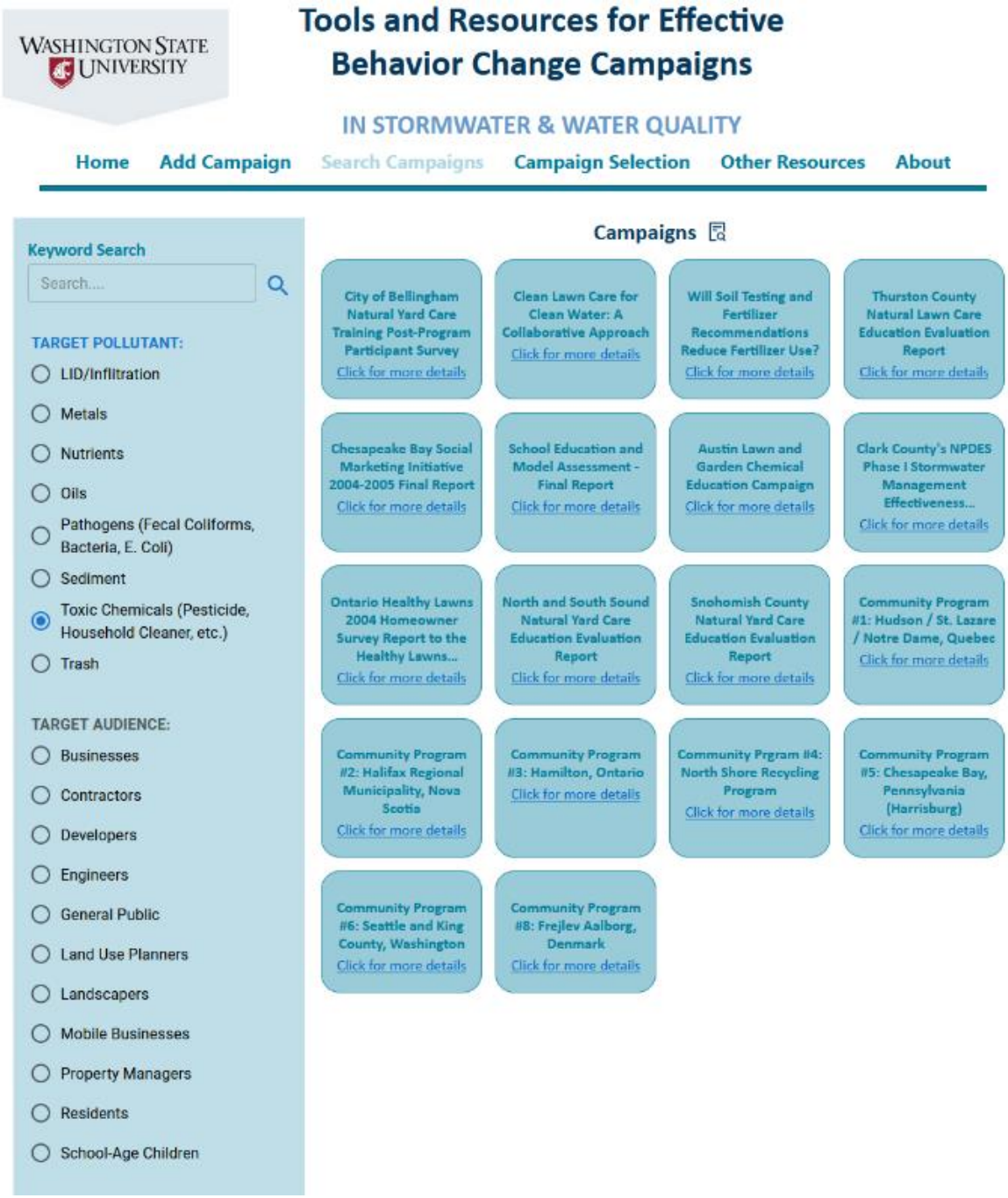


The user can access information on the various components of the study by clicking on the components in the blue bar on the left. The final option on the blue bar is to download a pdf of the original study or report.

Under the "Search Campaigns" tab, users can also search by keyword or filter studies by targeted pollutant, audience, research ranking, state, and whether the study addressed environmental justice concerns. When the page first opens, all studies are automatically loaded into the page (Figure 3); the user can click on any of the blue boxes for individual studies to pull up the study's details page (Figure 2). Figure 4 shows how to filter the studies that target toxic chemicals.

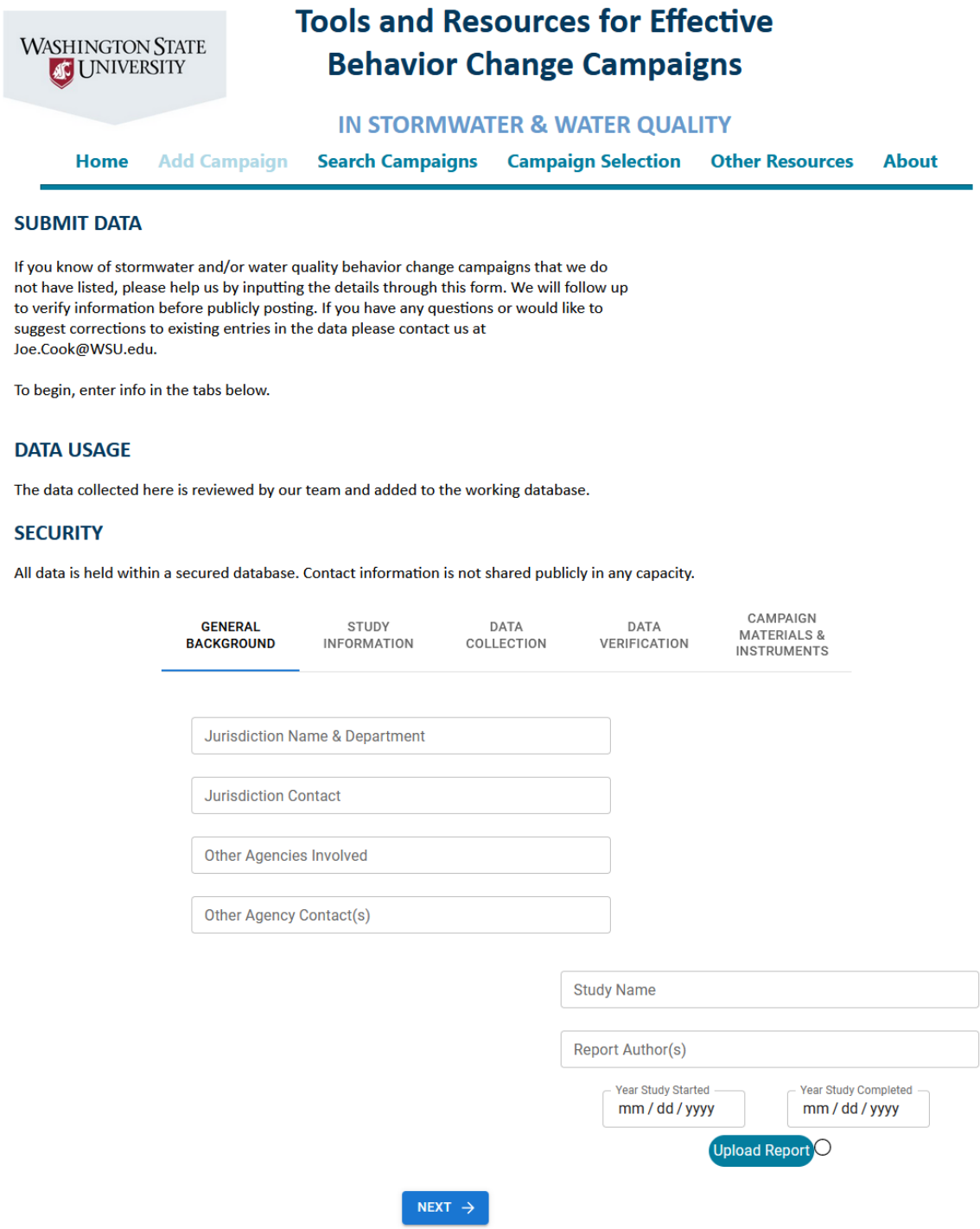
Figure 3: Full set of studies in "Search Campaigns"

Figure 4: Filtered studies



The site is intended to be a “living” resource for evaluations of behavior change campaigns in water quality and includes a page for authors of a new study to submit it for inclusion into the database (Figure 5). Submitted information includes contact information, study information (target pollutant, target behavior change), data collection procedures, and campaign materials. The submission will not automatically be added to the database. Instead, it is forwarded to an email address monitored by the website administrator (currently Prof. Cook), who vets the study before including it in the database posted on the website.

Figure 5: Add campaign page



The second main functionality is a decision support tool. The tool – a downloadable Excel file (Figure 6)- helps the user choose a behavior change campaign based on the jurisdiction's needs. This might be when the jurisdiction is considering adding a new campaign or moving away from a current campaign, perhaps as required by permit. For example, suppose the user

was interested in starting a new campaign on either pet waste OR reducing illicit discharges, or perhaps two different types of campaigns that both targeted pet waste. The spreadsheet steps through the various components of a behavior change campaign to help the user assess which campaign might be the best choice, including questions around target behaviors, target audience, water quality impacts, situational analysis, equity, community impact and the ability to leverage other resources or partnerships. The tool allows the user to compare multiple types of campaigns (the default is two, but one can always add columns). Different jurisdictions will inevitably weigh these factors differently, so the intention is **not** to have the tool automatically produce an answer by selecting the "best" campaign. Instead, it helps the user make sure they are asking the right questions.

Figure 6. Screenshot of decision support tool (Excel)

	A	B	C
1		**Campaign Option One**	**Campaign Option Two**
2	Program Purpose and Problem		
3	**1. Program Title:** List the title of the behavior change program.		
4	**2. Problem Addressed:** List the problem the desired behavior change addresses, such as water quality issues due to pet waste.		
5	Target Behavior		
6	**1. Target Behavior:** Briefly describe the targeted behavior that is to be measured as part of the behavior change program.		
7	**2. Is the behavior an "end-state" behavior?** An end-state behavior is one that cannot be further subdivided. For example, the behavior "practicing proper dumpster management" can be further divided into other behaviors such as picking up garbage around the dumpster or closing the dumpster lid; therefore, "practicing proper dumpster management" is not an end-state behavior. "Closing the dumpster lid" is an example of an end-state behavior. Select yes or no.		
8	**3. Can the behavior be measured?** Is there a way to measure the behavior so the effectiveness of the campaign can be assessed? Is it feasible to have a third-party evaluator observe the behavior?		
9	**4. What gap or need for action will this behavior change fill?** List the gap or need.		
10	Situational Analysis		
11	**1. Is data available to show percent of people not engaging in the targeted behavior?** Select yes or no.		
12	**2. Generally, are most people able to enact the behavior?** Select yes, maybe, or no.		
13	**3. What are the barriers to enacting the behavior?** List the barriers that may prevent someone from enacting the behavior.		
14	**4. What is the likelihood that barriers could be addressed as part of the program?** Very likely, somewhat likely, not likely.		
15	**5. If people were aware of the benefits of doing so, to what degree would people be willing to enact the behavior?** Select Very willing, somewhat willing, not willing/resistant.		
16	**6. Have prior and similar efforts been undertaken in your community?** Select yes or		
17	**7. What political issues, if any, are surrounding this work?** List any political issues surrounding the potential campaign.		

4.5 Transition Plan for Making Website Sustainable

Finally, we estimated the annual workload and cost for maintaining the site (D4.5) to ensure that the site would be maintained and continue to serve as a "living" repository of behavior change campaign evaluations. This information can be used in future grant applications for sustaining the site, though the report notes that in the short run the project Principal Investigator (Cook) has a 37% Extension appointment which can support some of the

website maintenance. The website is housed in an Amazon Web Services domain controlled by Washington State University's Information Technology unit.

5.0 REPORTING BEHAVIOR CHANGE EVALUATIONS

5.1 Overview of Work Complete

The objective of this task was to develop a template for reporting results for a behavior change evaluation. Our approach to developing the template started with creating interview questions as well as a concept report template and evaluation guidance. The concepts and interview questions were discussed with the TAC as a group during TAC meetings to better understand their needs for behavior change reporting and evaluation guidance. The concepts and interview questions were also sent to Ecology to understand their vision for the basic information they would like included in a report to support compliance with the Municipal Separate Stormwater System (MS4) Permit (MS4 Permit, also commonly referred to as the NPDES Permit) sections Western Washington (WWA) Phase I S5.C.11.a.vi-vii and WWA Phase II S5.C.2.a.ii.(e)-(f). Responses from the TAC and Ecology were used to develop a draft template which went through two rounds of reviews and updates to address and incorporate TAC comments.

Once the draft report template was complete, the TAC was asked to pilot test the document. Specifically, the TAC was asked to compare the report template to a previously completed evaluation to determine if information was missing from the template or if information needed to be added or revised to make the template more useful. We developed a rubric of questions about the report template and asked the TAC to fill out the rubric during their pilot testing. Two TAC members returned a completed rubric and Ecology staff provided feedback on the draft report template. Comments received from the TAC and Ecology were incorporated into the final report template.

The use of this template is not required to meet MS4 Permit requirements. The intent of the template is to streamline report writing by identifying what information is required by the MS4 Permit, providing suggestions for content, and highlighting basic information Ecology informally recommended for the final report. The report template suggested content exceeds the Permit reporting requirements and the additional content was included because they are common evaluation steps that can help Permittees meet their MS4 Permit requirements and tell a more complete story of their evaluation process. Instructions for using the report template are included at the beginning of the document and throughout the report template Permit requirements are denoted in relevant sections. We also developed a report checklist that outlined the contents of the report to provide template users with an overview of potential content for the report.

5.2 Deliverables Developed

- D5.1 Draft Interview Questions
- D5.2 Summary of Vision for Guidance Documents addressing TAC
- Comments

- D5.3 Summary of Instruments/Data/Analysis Methods & Interview responses
- D5.4 Draft Checklist & Report Template; rubric for pilot testing
- D5.5 Summary of the Results from the Pilot Testing
- D5.6 Final Checklist and Report Template with TAC comments addressed

6.0 EVALUATION GUIDANCE MANUAL

6.1 Overview of Work Complete

The objective of this task was to develop an evaluation guidance manual. The intent of the manual is to provide guidance for evaluating changes in understanding and adoption of targeted behaviors as a result of implementing a behavior change campaign. The manual content was identified from the TAC responses to interview questions and the concept evaluation guidance discussed during a TAC meeting as described in Chapter 5. We then developed a vision for the guidance document which was submitted to the TAC for review and comment. The vision included items such as the manual format, types of possible instruments, data, and analysis methods that the TAC might use to conduct an evaluation. The draft vision was developed through a literature search and review of completed evaluations. Responses from the TAC on the document and during TAC meetings were used to guide the development of the manual content. The draft evaluation manual and draft whitepaper were submitted to TAC for review and the final evaluation guidance manual was updated to address TAC comments. The Evaluation Guidance Manual includes the following chapters.

- **Chapter 1 Introduction**
  The purpose of this chapter is to provide an overview of the manual purpose and content, identify relevant permit requirements, provide guidance for how to use the manual, provide an overview and resources for community based social marketing and social marketing resources, and provide an overview of evaluation design.
- **Chapter 2 Sample Size Selection**
  The purpose of this chapter is to provide an overview of common methods for selecting sample size for an evaluation.
- **Chapter 3 Instruments**
  The purpose of this chapter is to provide an overview of common types of instruments and considerations for selecting appropriate evaluation instruments. In the context of behavior change evaluations, an instrument (e.g., surveys, observational data checklist, etc.) is used to measure the target audience's understanding and adoption of targeted behaviors.
- **Chapter 4 Data Types**
  The purpose of this chapter is to provide an overview of common types of qualitative and quantitative data that may be collected as part of an evaluation. The chapter also includes suggestions for organizing data in preparation for data analysis.
- **Chapter 5 Analysis Methods**

The purpose of this chapter is to provide an overview of common method used to analyze both qualitative and quantitative data that can be used to evaluate whether there are changes in the understanding and adoption of targeted behaviors as a result of implementing a behavior change campaign.

6.2 Deliverables

- D6.1 (draft) and D6.2 (final, incorporating TAC feedback) Whitepaper (this document)
- D6.3 (draft) and D6.4 (final, incorporating TAC feedback) Fact Sheet
- D6.5 (draft) and D6.6 (final, incorporating TAC feedback) Evaluation Guidance Manual (located in Section 7.8)

APPENDIX – KEY DELIVERABLES

SAM E&O Behavior Change Project, IAA C2100054
WSU-OCI (Joe Cook PI)
October 7, 2021

Deliverable 2.1: Key informant interview questions and contact list

In each of the key informant interviews, we used the following questions as our base for discussion. Not all questions were covered in all interviews because of time constraints.

- What stormwater behavior change campaigns do you currently run or are in planning?
- How did you decide on which campaign to adopt? How much was driven by a particular pollutant or by prior campaigns?
- How did you design the campaign? How were materials devised? Was information from other jurisdictions or campaigns used?
- Do you evaluate the campaign? If so, how? What metrics do you use to measure the campaign? Is the evaluation used in subsequent decisions? If so, how?
- In your view, what are the key constraints now for E&O campaigns?
- In your view, what are the key opportunities for E&O campaigns?
- What would you most want to learn from or about other jurisdictions' E&O campaigns?
- What would you like to see come of this SAM behavior change project?

We contacted the following key staff to request an interview.

Table 1. Staff contacted and interviewed

Name	Jurisdiction	Phase	Interviewed?
Mary Rabourn	King County	Ph. I	Yes
Andrea Logue	Clark County	Ph. I	Yes
Susan McCleary	Olympia	Ph. II	Yes
Emily Hegarty	Bellingham	Ph. II	Yes
Laura Haren	Kent	Ph. II	Yes
Jason Quigley	Skagit County	Ph. II	No
Cammy Mills	Kitsap County	Ph. II	Yes
Christy Lovelace	Shoreline	Ph. II	Yes
Melanie May	Auburn	Ph. II	No
Jessica Shaw	Wenatchee	Ph. II	Yes
Ann Marie Pearce	Thurston County	Ph. I	Yes
Sarah Norberg	Tacoma	Ph. I	Yes
Peggy Campbell	Snohomish County	Ph. I	Yes
Julie Colehour	C&C	n/a	No
Heidi Keller	Heidi Keller Consulting	n/a	No
Nancy Hardwick	Hardwick Consulting	n/a	No

Deliverable D2.2 Summary of interviews

Why: The purpose of the interviews was to learn more about how behavior change campaigns, required under Phase I and Phase II MSR4 permits, are run by cities and counties in Washington State (particularly the Puget Sound). In particular, we asked about how campaigns are chosen, and how they are administered. See "interview questions" on previous page. The responses in these interviews also helped us to develop and refine questions for a nationwide survey of behavior change staff.

Who: Prof. Joe Cook (WSU School of Economics) and Wisnu Sugiarto (PhD student, WSU School of Economics) conducted eleven interviews in June-August 2021. Each interview took approximately one hour. Many interviewees are considered regional leaders in education and outreach programs and are trained and enthusiastic about the use of "community-based social marketing" approaches in behavior change campaigns.

Six key lessons from interviews

1. **This SAM project should focus squarely on behavior change (BC)** campaigns**.** The permits require that jurisdictions create "education and outreach" (E&O) programs to a) build general awareness, b) effect behavior change and c) create stewardship opportunities (Phase I permit section S5.C.11; Phase II Western Washington S5.C.2). In most conversations, we discussed jurisdictions' awareness programs (e.g. storm drain stenciling, K-12 curriculum) and stewardship programs (e.g. volunteer water quality monitoring). Although it is relatively easy to monitor outputs such as storm drains stenciled or volunteer hours logged, their impact on behavior and water quality is harder to quantify. It is likely that behavior change campaigns benefit from higher levels of overall awareness and pro-environmental attitudes: for example, a pet waste campaign is more likely to induce dog owners to scoop waste when they already understand that water quality is an important concern. Indeed, some interviewees felt that the three components (awareness, stewardship, and behavior change) were intertwined. We hope to investigate whether evidence supports this in our review of the literature, but we plan to carefully distinguish behavior change campaigns from awareness and stewardship programs in our survey work. This is also consistent with our scope of work.

2. **The specific behavior change campaign chosen by a jurisdiction is often selected due to staffing, budget or history considerations -- rather than the result of a pollutant-drive approach.** Some interviewees mentioned that when their permit cycle required a decision on a behavior change (BC) campaign such as expanding an existing campaign or starting a new one, they (or their predecessor) opted to continue with an existing campaign because it was a "known". This seemed more likely in jurisdictions with fewer FTE devoted to E&O campaigns. Other interviewees mentioned choosing a commercial dumpster lid-closing campaign because of the regional Dumpster Outreach Group initiative led by Bellevue. As discussed below, some participants believe regional coordination could make campaigns more effective; others participated because it allowed a small staff to "piggyback" on the efforts of the larger group, including the hiring of a social marketing consultant.

3. **Interviewees viewed the need for evaluation studies differently.** Some expressed the sentiment that "we know it works". They welcomed further evaluations to help demonstrate campaign effectiveness and build more political and funding support for behavior change campaigns. Others

felt that behavior change campaigns should be more data-driven and based in quantitative social science (discussed more below) with measurable outcomes and well-designed studies. Some mentioned the importance of complementary regulatory enforcement action as the "stick" to behavior change campaigns' "carrot". Phase I and Phase II (Western WA) jurisdictions are now required to "follow social marketing practices and methods, similar to CBSM, and develop a campaign that is tailored to the community, including the development of a program evaluation plan.". Several interviewees saw this requirement as an important opportunity for the field to conduct more high-quality evaluations. Some interviewees mentioned the need for financial and political support to do more long-term follow-up studies to examine whether campaigns caused durable behavior change. Such studies are rare.

4. **Regional collaboration on BC campaigns is both valuable and valued.** The EPA's Phase II factsheet encourages this regional collaboration, and it is specifically mentioned as a compliance option in the permits. As already noted, some jurisdictions felt they could benefit from economies of scale in implementing the regional dumpster campaign. As was done in the regional "Don't Drip and Drive" or dumpster lid campaigns, materials could be developed as a group and the costs could be shared. Another interviewee pointed out that since many residents move between Puget Sound jurisdictions for home, work and recreation, regional collaboration can enhance the effectiveness of messaging and campaigns. This may also be true for the dumpster-lid campaign since businesses may have locations in several jurisdictions.

   Regional collaboration also raises the possibility for creative evaluation strategies, as could be used in the dumpster-lid campaign. For example, if all implementing jurisdictions included comparison groups (discussed more below), the regional team could explore different campaign configurations or messaging alternatives in different jurisdictions and assess which had the largest impact. Alternatively, if allowed by permit, campaign implementation could be staggered over time, with monitoring happening both in the jurisdictions where the campaign is underway and those where it is planned in the future. The later-adopting jurisdictions could then serve as a control group used for comparison. The demise of the Sound Behavior Index , implemented by Western Washington University and Puget Sound Partnership, was mentioned by one interviewee as an important missed opportunity for tracking behaviors across the region over time. One interviewee saw a potential downside in regional collaboration if the decision-making process for which campaign to select is not transparent and inclusive.

   Finally, many interviewees mentioned that Stormwater Outreach for Municipalities (STORM) is a valuable venue for sharing expertise, including the group's library.

5. **The quality of existing evaluations could be improved, but this will likely require additional financial and staff resources.** This is a tentative conclusion based solely on conversations and may evolve as our team evaluates public-available evaluations from WA and nationwide. There are three core concerns.

   The first is **credible outcome measures**. This was brought up most frequently by interviewees as a challenge. Many studies rely on self-reported behavior, and this is indeed the only path possible for

many types of BC campaigns where it is infeasible to directly observe behavior, like pet owners picking up poop in private yards or contractors dumping carpet cleaning chemicals down the toilet of a residential home. But other studies show that observation is possible but can be labor-intensive. The pet waste campaigns in both Kirkland and Clark County employed direct observation (counts) of poop to examine whether campaigns to provide messaging, poop bags, etc. were effective and for how long. Some jurisdictions in the regional dumpster initiative have staff driving by businesses that have received the BC messaging to directly observe whether dumpster lids are closed. According to social marketing principles, outcome measures should also be non-divisible and "end state" (engaging in the behavior produces the desired outcome).

The second area is tracking **counterfactuals or "control" groups**. Control groups came up during discussions of program evaluation in roughly half of the interviews, particularly among those who had more expertise in CBSM or training in natural sciences. Most evaluations collect baseline data on participants to measure how much the campaign changes behavior. But collecting before- and after- data for comparison groups who did not participate in the campaign helps rule out that other factors that happened concurrently with the BC campaign are what led to behavior change. For example, a natural yard care campaign might ask residents to reduce fertilizer use because of phosphorus runoff contributing to harmful algal blooms in a nearby lake. It might do this through yard care workshops or incentive campaigns with the target group and not with the control group. Suppose, by chance, an algal bloom happened at the same time as these BC activities. Even non-participants (the control group) might reduce fertilizer use because the issue of lake pollution was suddenly much more salient, particularly if the bloom received widespread media attention. Evaluators of the BC campaign might over-estimate the impact of the BC workshops and incentive campaigns.

The third area is that **campaign participants may not be a representative sample of the overall population**. From an evaluation perspective, this is important because it is likely that people who participate in workshops, for example, are those who are already amenable to the change in behavior, perhaps because of pro-environmental attitudes. The risk is in assuming that a campaign that successfully changed their behavior is scalable to a larger section of the population. For example, some interviewees mentioned that some natural yard care projects tend to attract primarily older and relatively affluent homeowners. One interviewee mentioned another reason it is important: the intersection with equity concerns. This interviewee mentioned the need for BC campaigns to include more audiences of color, those with lower-incomes or those who don't speak English as a first language (which are both mentioned in the NPDES permit). These groups, and local organizations representing them, could also be more involved in choosing which types of behavior change campaigns to implement.

The **benefits of improved evaluation** are clear. One interviewee mentioned that the phrase "measurable impacts" is very "sellable" to elected officials and managers. Another described a virtuous circle where a manager was willing to risk "failing" by pairing a high-quality evaluation with a novel CBSM approach. When the evaluation showed success, it was easier to make the case for hiring more staff with CBSM experience.

But the **costs of evaluation** are also clear. Nearly all interviewees mentioned the staff time necessary to do evaluations, and in some cases the lack of training in techniques. Improving evaluations requires additional resources, which can be difficult to advocate for. One interviewee mentioned that receiving a grant that specifically required more rigorous CBSM methods "tied my hands" to enable a higher-quality evaluation that the interviewee's boss didn't support. Another interviewee mentioned an inherent challenge in explaining CBSM concept to upper-level managers and elected officials. CBSM works by focusing on a very specific behavior in a very specific audience by addressing specific barriers to change, but elected officials naturally want campaigns that benefit as many of their constituents as possible. Returning to an earlier point, there is also the possibility that evaluations will show that some BC campaigns are not working or are not very cost-effective ways of improving water quality.

6. Finally, **BC campaigns seem to heavily rely on consulting firms for advice.** Many interviewees mentioned using the services of a consulting firm, particularly to help with campaign evaluation and surveys. Given the shortcoming of existing evaluations described above, it might seem that these firms could be providing more sound advice. We also heard, however, that consultants often encourage jurisdictions to do more rigorous evaluations, but these are ultimately ruled out because of staff time requirements. Improving access to online tools and repositories like STORM's or EPA's may reduce reliance on using consultants to design campaigns, and we hope the guidance provided as part of this SAM project will help jurisdictions conduct high-quality evaluations on their own or determine when a consultant and higher-level evaluation is needed. Program evaluation is also now a core skill taught in Masters of Public Administration and Masters of Public Policy programs. Collaboration with other city or county staff with training (but with no knowledge of social marketing, stormwater or water quality) may also enable better program evaluation without a substantial increase in staff time.

WASHINGTON STATE UNIVERSITY
EXTENSION

Practices and challenges in stormwater behavior change programs:

A survey of U.S. professionals

Wisnu Sugiarto and Joseph Cook

School of Economic Sciences

Washington State University

FINAL REPORT

February 27, 2022

Stormwater Action Monitoring

WASHINGTON STORMWATER CENTER
ASSISTANCE · RESEARCH · TRAINING

Please cite as "Sugiarto, W. and J. Cook. "Practices and challenges in stormwater behavior change programs: a survey of US professionals". Washington State University Stormwater Center. December 2021.

Background and purpose of this report

We conducted a nationwide survey of staff at public agencies (cities, counties, conservation districts) who conduct behavior change campaigns in stormwater or water quality. This survey was part of a larger project on these campaigns funded by the Stormwater Action Monitoring (SAM) program (funded by permittees and administered by the WA Department of Ecology). By "behavior change", we mean programs that seek to get people to change a concrete behavior, such as picking up pet waste or reducing fertilizer use, rather than other "education and outreach" programs that seek to communicate information or change attitudes or programs that provide stewardship and volunteer opportunities. The objective of the survey was to understand how staff chose behavior change programs, how they evaluated them, and the key constraints and opportunities in the increased use of these tools. It was also intended for staff who oversaw consultants who designed, implemented or evaluated behavior change programs.

This report details the procedures we used to collect survey responses and highlights key results. Additional information is provided in Appendix C to this report, which shows the exact questions asked and provides a comprehensive set of response statistics.

Survey elicitation

We know of no possible sample frame (i.e. a list of all behavior-change personnel nationwide) and it was out of our scope of work to construct one. Rather than randomly select participants from such a frame, we sought to solicit as many participants as possible using an open Qualtrics web survey. We disseminated the survey link through Ecology's listserv, national stormwater associations, and key personnel. We also encouraged word-of-mouth spread of the survey link. We solicited contacts from the Washington State Municipal Stormwater Conference (MuniCon). It is likely that our survey responses suffer from a selection bias and may not be representative nationwide. We would note, however, that we received responses from a majority of regulated entities in western Washington, so our results are somewhat more likely to be representative of that population. The survey opened on October 20, 2021 and ended on November 20, 2021.

Responses and demographics

We collected 224 total responses; 31 of them were discarded because the respondents were not staff members who worked at a city, county, watershed district or conservation district on behavior change campaigns in stormwater runoff reduction or water quality improvement. Among those who reported being qualified to take the survey, 8 respondents did not grant research consent, ending the survey for them. Additionally, we had one test-run after the survey was publicly launched and the test-run response was also excluded from our analysis. Finally, we had 21 responses that reported being qualified and consented to participate in the survey, but no other questions were answered. We excluded the 21 responses from our analysis since they did not yield any information for the study. As a result, we were left with 163 responses that met qualification, consented, and provided information. Survey participants were able to skip questions at any time or submit an incomplete survey, which means the number of

responses varies by question. Our survey respondents came from 19 states. The U.S. map below portrays the number of survey respondents by state with the darker shades representing a greater number of participants. Almost half (78 of 160) were from Washington, with 48 districts or local government agencies represented (refer to Appendix B for the complete list).

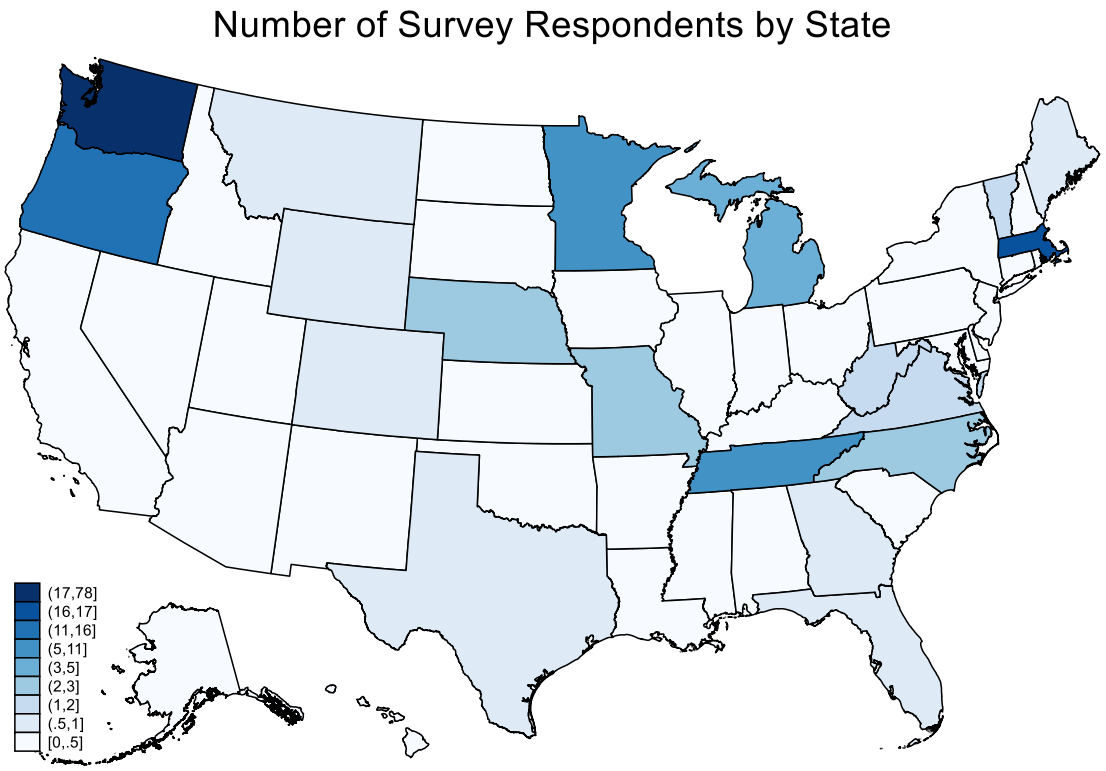


Figure 1: National Distribution of Survey Respondents by State

Half of respondents (56 of 111) had been working on behavior change campaigns in stormwater runoff reduction, water quality or any topic at their current employers for at least five years; 25% (28 of 111) had been working for at least ten years at their current employers. Forty-six percent (49 of 106) of respondents had been working on behavior change campaigns in stormwater runoff reduction, water quality or any topic over the course of their careers for at least ten years. Fourteen percent (15 of 106) had at least 20 years of experience. Over half of respondents (59 of 115) had a bachelor's degree, and 39% (45 of 115) had a master's degree. Twenty-four percent (27 of 112) studied *environmental science, ecology, biology*; 22% (25 of 112) had an *engineering* background; 21% (23 of 112) were in the *field of environmental studies, natural resources*.

Eight key findings

#1 Behavior change campaigns on stormwater reduction or water quality improvement involve multiple views on defining what a behavior change campaign is.

Our definition of behavior change (see above) was clearly stated in the survey preamble and had been reviewed by our expert stormwater colleagues on the Technical Advisory Committee. Nevertheless, we found that some respondents had a broader definition of what a behavior change campaign is than what we defined in the survey preamble. As one individual stated, "In our programming, we do not make a clear-cut distinction between awareness-raising and behavior change campaigns…". Seven respondents also specifically mentioned *Adopt a Drain* programs, which we would consider a stewardship program that provides volunteer opportunities. A responder specifically wrote "I realize that you may not consider stormdrain adoption as a behavior change program since it does have an element of volunteerism in it; however, the goal of the program is really to get people to participate in the specific behavior of cleaning their storm drains regularly to prevent pollution and flooding…" It is also important to note, however, that we do not separate responses from people who may have defined a behavior change program more broadly.

#2 Combatting pollutants from pet waste and yard care behavior appear to be the priorities in recent behavior change campaigns.

We asked survey respondents to focus on the program that they evaluated most recently if they had evaluated more than one program in the past 5 years. Twenty-four percent (22 of 93) selected *pet waste management and disposal* program; 20% (19 of 93) chose *yard care techniques protective of water quality*. The third most popular evaluation was on *dumpster and trash compactor maintenance* with 8% (7 of 93). We asked stormwater managers which factors were most important in choosing what campaign to implement (Figure 2). Among 102 respondents who described the importance of targeting a specific pollutant or contaminant of concern, 62% (63 of 102) selected *very important* and 27% said *somewhat important.* The second most (57 of 104) *very important* consideration in choosing what campaign to implement was the targeted behavior was something that the responders and their colleagues noticed and believed to be a problem worth addressing. On the other hand, respondents were least likely to say that continuing an existing campaign was an important consideration.

Additionally, we asked a question on which pollutant or contaminant respondents focused on, and 135 participants responded. Thirty-two percent (43 of 135) chose *bacteria (e.g. coliforms)* and 29% (39 of 135) selected *nutrients (e.g. phosphorus)*. We found that fewer respondents, 14% (19 of 135), focused on *toxic chemical (pesticide, household cleaner, etc.)*, 9% (12 of 135) focused on *automotive-related pollutant (tire, oil leaks, cleaning products, etc.)*, and a few people (7 of 135) focused on *heavy metal*. Figure 2 shows survey responses on the most important reason for a pollutant or contaminant to be selected. The most important reason was because it was *listed in the TMDL of a receiving waterbody in their jurisdiction* - 35% (30 of 86). The second most important reason was based on *local water quality data indicating the pollutant was a concern* with 28% (24 of 86) respondents.

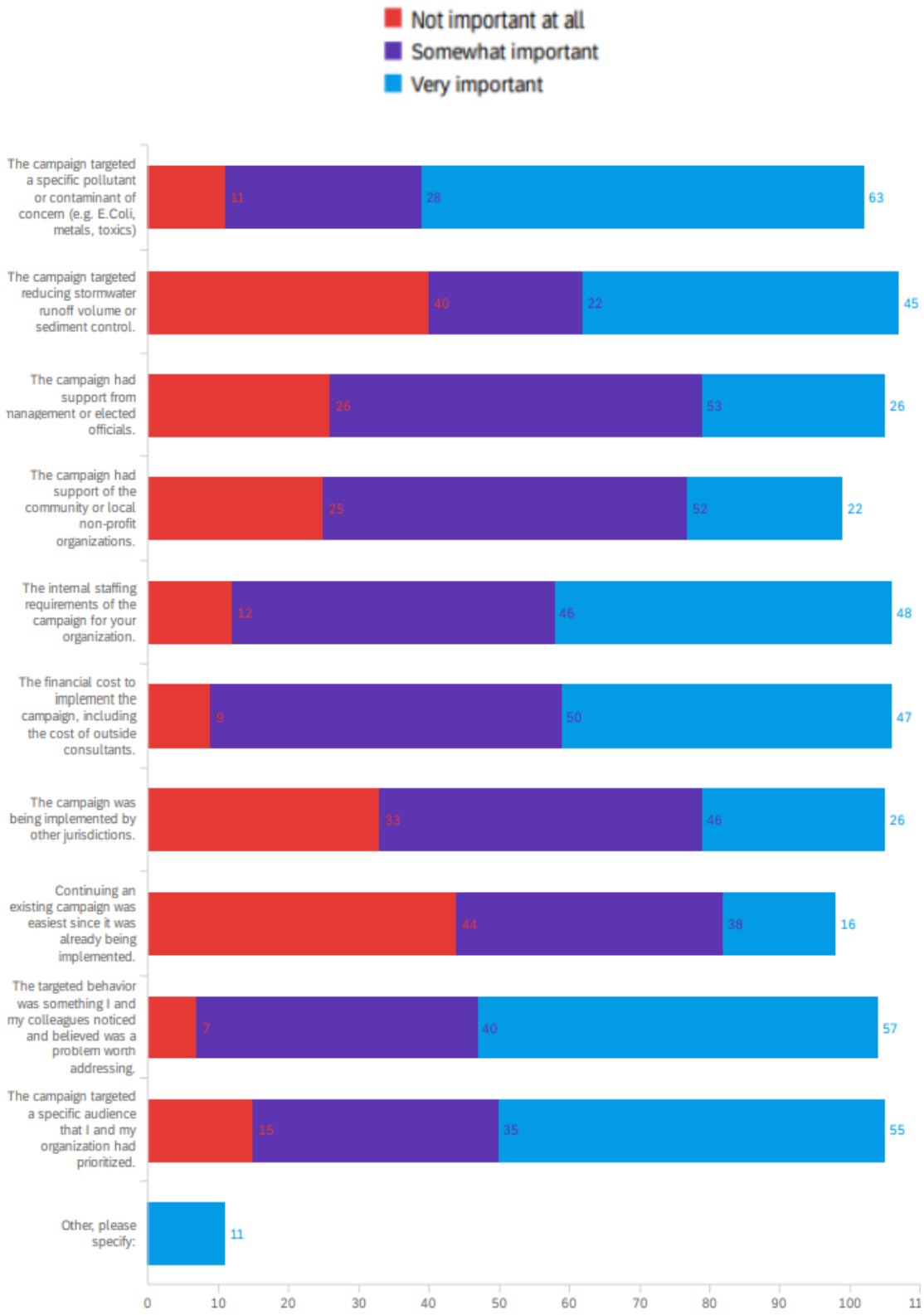


Figure 2: Level of importance of factors that respondents and their colleagues might have considered in choosing a campaign to implement.

Looking at Washington state respondents only, 41 people answered the focused pollutant or contaminant question. The most important reason was also because of TMDL listing which was selected by 24% (10 of 41) of respondents, followed by local water quality data which accounted for 22% (9 of 41) of respondents.

#3 Additional training on social marketing and program evaluation will be helpful in areas where NPDES permits require social marketing.

The majority of respondents, 75% (95 of 126), are required by their NPDES permit to conduct an evaluation of at least one of their behavior change campaigns. However, 38% (44 of 116) had not been trained in "social marketing or community-based social marketing (CBSM)", 66% (77 of 116) had not had training in program evaluation, and 35% (41 of 116) had not been trained in either. We wanted to gauge respondents' experience in program evaluation because stormwater professionals who might not have expertise in social marketing could be familiar with methods necessary to help conduct a high-quality impact evaluation, such as using counterfactuals, creating proper survey design, and conducting robust statistical analysis. Only 4% (3 of 69) and 3% (1 of 36) of respondents reported having *expert* skills in social marketing or CBSM and program evaluation, respectively. Twenty percent (14 of 69) and 25% (9 of 36) were *advanced* in social marketing or CBSM and program evaluation, respectively.

We also asked respondents what programs they would find most helpful if training programs were to be offered. Figure 3 reports distribution of respondents' rankings of training programs. Training programs in *evaluation strategies and metrics* were thought to be the most helpful, as they were the most commonly ranked in the top three. The second most helpful training would be training in *communication strategies*, as one respondent stated "it is very hard to find current behavior change campaign trainings (i.e. have been updated to include the ever changing social media tools, online ads, and other new tools). The regulators are also often not current new methods, processes, and procedures which causes ineffective and/or costly permit requirements that hinder novel approaches."

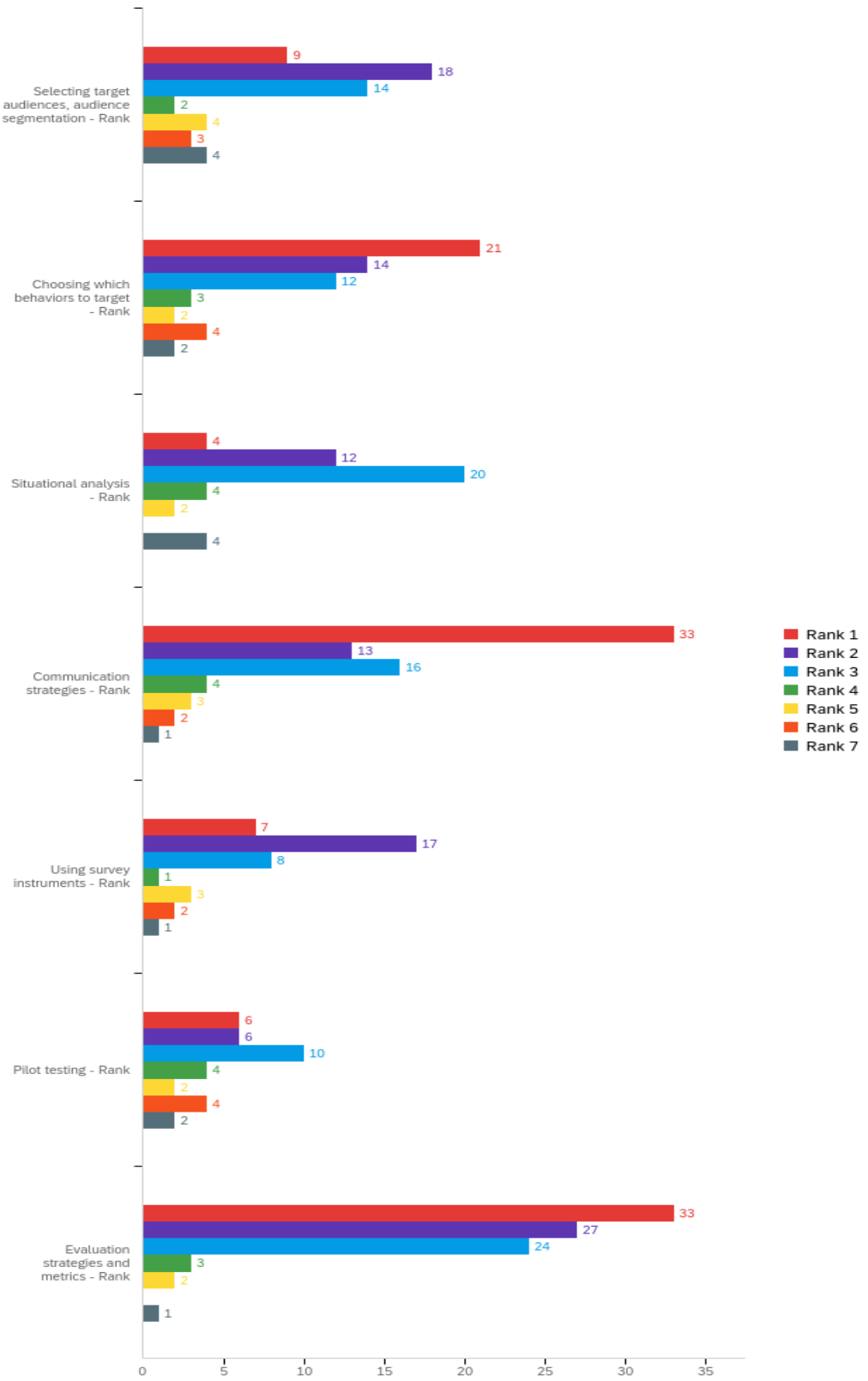


Figure 3: Ranking of preferred training programs

#4 Stormwater professionals feel supported by their organizations, but appear to be short-handed, have competing responsibilities, and need more resources.

Respondents generally felt supported by management in their organizations with 35% (40 of 114) reporting managers were *very supportive* and 33% (38 of 114) reporting *somewhat supportive*. Twenty-one percent (23 of 112) felt local officials were *very supportive* and 24% (27 of 112) felt they were *somewhat supportive*. Twenty-eight percent (31 of 112) felt regulators were *very supportive* and 31% (35 of 112) felt they were *somewhat supportive*. Overall, respondents felt that management in their organizations (35%) were relatively the most *very supportive,* followed by regulators at second (28%) and local officials at last (21%). The following Figure 4 reports the breakdowns in more details. We also asked respondents about obtaining additional funding for a current campaign or a new one, 66% (74 of 113) felt that it was difficult (18% *very difficult* and 48% *somewhat difficult*). One respondent noted, "Our storm water department is severely underfunded, and it is no secret that if the county mayor had a choice the department would not exist. The mindset needs to change beginning at the top in order for the program to receive proper funding and support to do what is needed to really make an impact in our community."

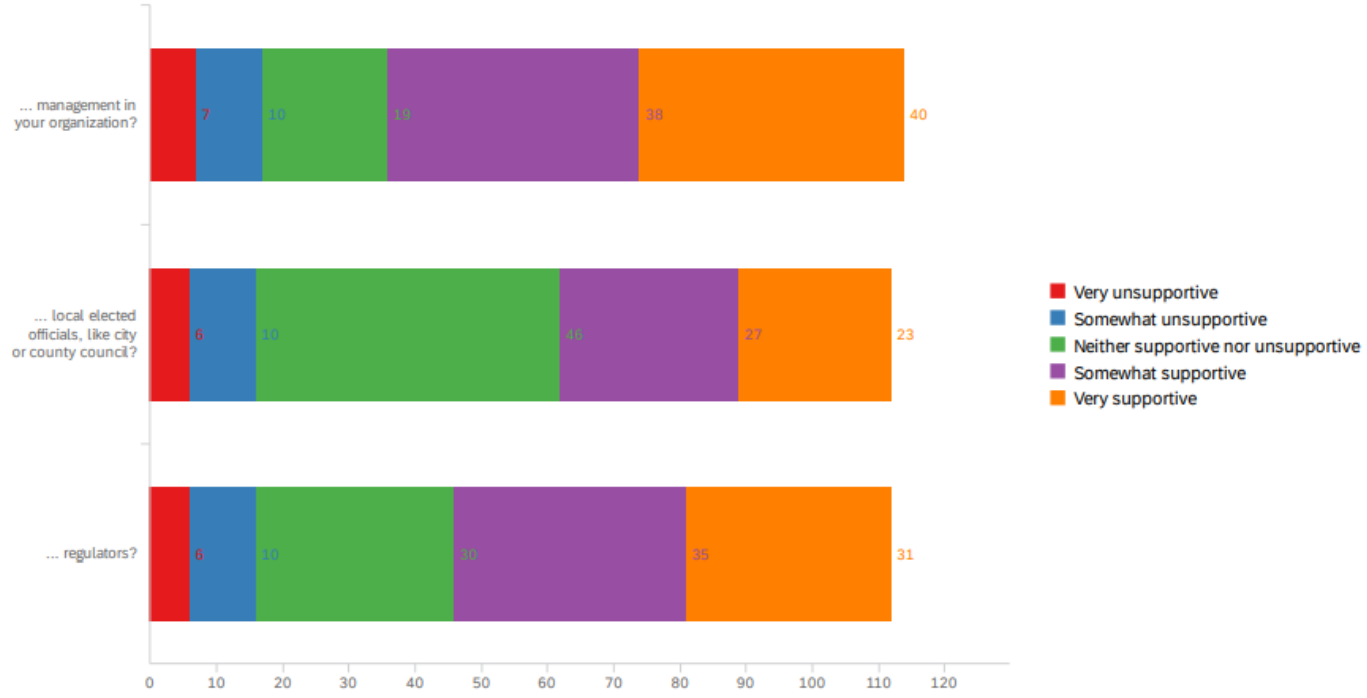


Figure 4: Level of support perceived by respondents

We also asked respondents how many full-time staff (expressed as "full-time equivalents" or FTEs) worked in their organizations on behavior change campaigns on stormwater runoff reduction or water quality improvement. Thirty-eight percent (61 of 160) reported working in organizations with less than one FTE, 33% (53 of 160) reported 1 FTE, and 13% (20 of 160) reported 2 FTE. Forty-five percent (52 of 115) spent less than 10% of their time on behavior change campaigns around stormwater runoff reduction or water quality improvement, and 30% (34 of 115) allocated 10-25%. Meanwhile, most respondents, 92% (105 of 114), also worked on building awareness, fostering stewardship, or both programs. Thirty-seven percent

(39 of 105) spent less than 10% of their time on awareness and stewardship programs, and 35% (37 of 105) used 10-25% of their time for awareness and stewardship programs. Additionally, there were multiple respondents that commented on the difficulties with having insufficient financial resources and personnel. One respondent stated "staffing and funding are our biggest challenge. We have lots of great ideas, but little money or staff to make it happen." In addition, another respondent wrote "…We tend to do the bare minimum required to meet our MS4 permit requirements. Funding & staff capacity are our biggest restraints."

#5 Program evaluations on behavior change campaigns could be improved.

We asked whether respondents collected baseline data and data on a comparison group as evaluation measures. Fifty-one percent (49 of 96) did not collect baseline data, and 80% (77 of 96) did not collect data on a comparison group that was not exposed to the campaign materials. A respondent stated "…One of the troubles we ran into in my opinion is a lack of baseline data, a lack of confidence in the with the team that there was value in the campaign and confidence that the behavior change mattered in the big picture…" Another respondent mentioned "my experience working with other professionals is that few understand social science statistics and how to interpret them or appropriate survey design. My other experience is that use of controls is very difficult and expensive. Also that stormwater "impact" in terms of pollution is impossible to measure…" These findings from the survey are consistent with the information that we collected from a review of the literature, where we found that 38% of 47 studies identified did not collect any baseline data, and 89% did not use a comparison group. While the use of baseline data was more common than control groups, both evaluation components could be applied more frequently to make behavior change campaign evaluations more robust.

#6 Staff face challenges with accessing external resources in behavior change campaign implementation

We were interested in learning whether and how stormwater behavior change professionals used external resources. Considering many staff members were untrained in social marketing or CBSM, program evaluation, or both (finding #3), one alternative is to hire external consultants. Fifty-six percent (61 of 110) of respondents had a list of qualified consultants that they could reach out to for help regarding campaign implementation or evaluation. However, jurisdictions might not have sufficient funding for hiring consultants. Most respondents, 79% (103 of 131), did not hire external consultants to help them choose which behavior change campaign to implement and 58% (57 of 98) did not hire any consultants to help with evaluation. While over half of respondents reported having a list of qualified consultants that they could reach out to for help, many respondents did not, with 44% (49 of 110) saying *no.* In addition to external consultants, online materials from the EPA's Non-Point Source Toolbox are also available to help stormwater professionals in the development, implementation or evaluation of behavior change campaigns. However, 56% (62 of 111) had never used any materials from the online resource. One reason is because staff members might not be aware of the online materials, as one respondent stated "…I wasn't aware of the EPA Outreach Toolbox…" Another possible explanation is that staff members did not have enough time to explore external resources. They were short-handed and had competing responsibilities (finding #4).

#7 Collaborations with other jurisdictions are common in stormwater runoff reduction or water quality improvement behavior change campaigns

Most organizations have collaborated with other jurisdictions in designing or implementing behavior change campaigns: 79% (88 of 112) of respondents reported coordinating with other jurisdictions in the past five years. As we can see on Figure 5, the most common reason for collaborations was to create consistent messaging across jurisdictions and increase the campaign's impact by triggering regionally normative behavior (43% of respondents). The second most important reason was to share financial costs such as hiring a common consultant, 25% (22 of 87) of respondents, followed by 16% (14 of 87) said to share expertise. One respondent wrote "All of our campaigns have been through partnership. Small jurisdictions do not have the capacity to implement these campaigns alone. They are very time intensive and typically comprise only a small fraction of the staff's workload."

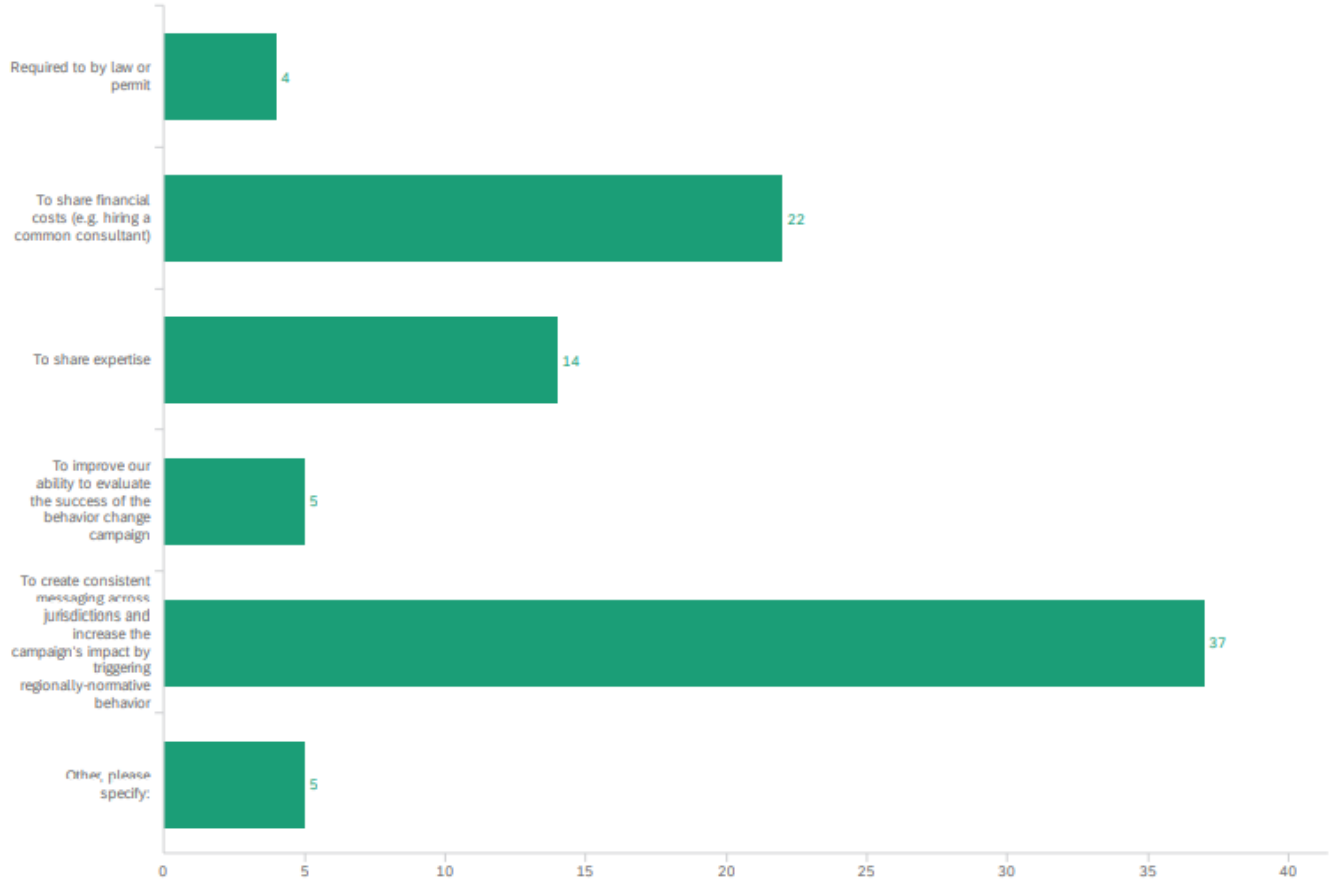


Figure 5: Reason for jurisdiction collaborations

#8 Permit requirements may need adjustments to account for different jurisdictions' sizes

We noticed some of the write-in comments were related to the need for differentiating the permit requirement between small- and large-size jurisdictions. For example, one respondent stated "Behavioral change campaigns are a challenge for small jurisdictions. There is limited staff and financial resources…, these campaigns should be handled at the regional level." Another respondent wrote "This permit requirement is much better suited to large jurisdictions." The comments prompted us to conduct some comparisons between large-size jurisdictions and the overall findings. While there were no specific survey questions on determining each jurisdiction's size, we used the number of full-time equivalents (FTE) employed as a proxy for an organization's size. We assumed that the respondents who reported working in organizations with 3 or more FTE were in large-size jurisdictions.

Focusing on the presumably large-size jurisdictions, we found 60% (9 of 15) felt that it was difficult (7% *very difficult* and 53% *somewhat difficult*) to obtain additional funding for an existing or a new campaign. The percentages are relatively low when compared to the overall findings, particularly the *very difficult* responses. Additionally, 24% (4 of 17) of respondents spent less than 10% of their time on behavior change campaigns around stormwater runoff reduction or water quality improvement. No respondent reported spending less than 10% of their time on awareness and stewardship programs. The preceding information suggest that organizations with 3 or more FTE also appear to have more resources than the overall findings. However, we needed to be cautious with the conclusion since our analysis was based on a small sample of 26 respondents.

Next steps

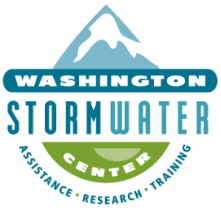
The results from the survey will inform future deliverables for this SAM project, including the development of an evaluation training manual and a web-based tool to help professionals select stormwater behavior change programs. For more information on the survey or to request access to de-identified survey data, please contact Prof. Joe Cook (joe.cook@wsu.edu).

Note that the full 91-page Appendix is provided in the version of this deliverable posted to the SAM site: https://www.ezview.wa.gov/Portals/_1962/Documents/SAM/D2.4%20FinalSurveyReportFeb272022.pdf

Prioritizing stormwater pollutant risks: an annotated bibliography

Anand D. Jayakaran, Ph.D., P.E.
Washington State University

September 6, 2022



This annotated bibliography is part of a larger project on behavior change campaigns funded by the Stormwater Action Monitoring (SAM) program (funded by permittees and administered by the WA Department of Ecology)."

1 Introduction

In three steps, one can think of the entire 'theory of change[1]' for education and outreach (E&O) programs to protect receiving water quality. First, an E&O/behavior change program leads to an observable change in behavior of households or firms. Second, those household and business behavior changes reduce pollutant loading to streams, rivers, and estuaries. Third, those reduced pollutant loads improve water quality in the environment. These three steps are predicated on a methodology to infer where and what in a watershed to focus. Historically, the implementation of the Clean Water Act (1972) and its regulatory framework, the NPDES[2] program, included 303d listings of impaired water bodies and meeting the requirements of subsequent TMDL[3] formulations. Within Washington State, the Municipal NPDES Permit applies to a jurisdiction's MS4[4] that discharge to state and federal water bodies. The requirement to meet the E&O portion of the Permit applies regardless of whether a water body has a 303d listing or an assigned TMDL.

The NPDES framework, however, is arguably restricted by the pollutants that are being measured and how various states choose to interpret it. An ACWA[5] report from 2018 (Berckes et al., 2019) on responses from state representatives implementing 303(d) / TMDL programs suggested that many states focused primarily on bacteria and nutrients - with bacteria considered as 'relatively *easy* work to accomplish based on established methods of calculation.' Another key finding from that report was that in some states, economic value was used to prioritize 303(d) programs, while human health was used as a priority metric in other states. The report notes that efforts to value clean water from the perspective of biota or an environmental justice lens were universally lacking.

This annotated bibliography provides an overview of stormwater pollutant prioritization by summarizing several critical studies from the last 15 years. The annotated bibliography is based on peer-reviewed studies that focus on the issues at a national level. However, we believe those studies' outcomes are relevant to Washington state jurisdictions. This document is

[1] A theory of change is a methodology that informs the understanding and explaining of how change takes place and how specific interventions can lead to desired outcomes and goals.

[2] National Pollutant Discharge Elimination System

[3] Total Maximum Daily Load

[4] municipal separate stormwater systems or public stormwater system

[5] Association of Clean Water Administrators

not intended as a substitute for reading the studies summarised here or others. Instead, the intention is to create a road map of significant works that have emerged in the last few decades. In addition, a short review section of some studies that outline the connection between environmental justice and prioritizing pollutants is presented as a second part of the annotated bibliography. This additional review section illustrates the need to ensure that under-resourced communities that have long borne the brunt of stormwater pollution must factor into any pollutant mitigation plan.

2 Prioritizing Pollutants

2.1 2007 - Prioritizing pollutant risk - a European framework

Eriksson, E., Baun, A., Scholes, L., Ledin, A., Ahlman, S., Revitt, M., Noutsopoulos, C., and Mikkelsen, P. S. (2007). Selected stormwater priority pollutants—a European perspective. *Science of the Total Environment*, 383(1-3):41–51

Eriksson et al. (2007) developed a framework to prioritize stormwater pollutants for a European 5^{th} Framework Project named DayWater. The goal of this framework was to inform a decision support system for developing stormwater source control measures to effect sustainable stormwater management. They used a version of the Chemical Hazard Identification and Assessment Tool (CHIAT), which outlines five steps to identify relevant priority pollutants. The five steps are:

1. Source characterization - over 650 organic compounds, 30 metals, and inorganic trace elements were identified

2. Recipient exposure targets and criteria identification - surface water was designated as the recipient, and aquatic organisms and humans (secondary) were identified as exposure targets.

3. Hazard identification - physicochemical properties of the identified pollutants and their environmental fate were categorized. A focus was placed on PAHs[6], pesticides, and XOCs[7].

4. Hazard assessment - this step was excluded per the authors' explanation that hazard assessment was not the focus of this work, but pollutant identification was.

[6]Polycyclic Aromatic Hydrocarbons
[7]Xenobiotic Organic Compounds

5. Stakeholder involvement - three stakeholder meetings were held, each building on outcomes of the previous meeting. The meetings identified specific pollutants, grouped and selected representative pollutants, and finally selected water quality analytes, including metals and organic compounds.

Ultimately, 25 priority pollutants were selected, including 6 water quality parameters (BOD[8], COD[9], SS[10], N[11], P[12], pH), 7 metals, 3 PAHs, 4 herbicides, and 5 miscellaneous organic compounds. Eriksson et al. (2007) state that their list of priority pollutants was intended for use as a framework for risk and hazard assessments, a basis for comparing stormwater BMPs[13], and to inform stormwater monitoring programs.

2.2 2012 - Prioritizing the risk posed by stormwater pollutant sources

Lundy, L., Ellis, J. B., and Revitt, D. M. (2012). Risk prioritisation of stormwater pollutant sources. *Water Research*, 46(20):6589–6600

The study by Lundy et al. (2012) sets up another framework for prioritizing pollutant risk - grouped by land use and land cover. They propose evaluating pollutant risk in terms of estimates of the likelihood of occurrence and the severity of its impact. They analyzed data from other studies on loading rates and sources of various pollutants, combined with matrices that assessed the degrees of likelihood of: A) occurrence in stormwater, and B) levels of consequence posed by that pollutant. This work from a decade ago identified road surfaces as the primary source of pollutants and likely a critical space for intervention in the urban ecosystem. They recognized the need for mitigation practices before road runoff enters roadside ditches or piped drainage networks. Of the four pollutants considered by Lundy et al. (2012) - TSS[14], BOD, cadmium, and lead - TSS was considered the pollutant that posed the most significant risk, followed by cadmium. BOD posed the lowest risk to downstream receiving waters. The paper concludes by recognizing the difficulties posed with removing TSS from roadway surfaces, suggesting

[8] biological oxygen demand
[9] chemical oxygen demand
[10] suspended sediments
[11] nitrogen
[12] phosphorous
[13] Best Management Practices
[14] total suspended sediments

the use of structural stormwater BMPs - such as infiltration trenches, infiltration basins, and sub-surface flow constructed wetlands - between the road surface and before discharge into receiving waters.

2.3 2016 - Prioritizing heavy metals risk

Ma, Y., Egodawatta, P., McGree, J., Liu, A., and Goonetilleke, A. (2016). Human health risk assessment of heavy metals in urban stormwater. *Science of the Total Environment*, 557:764–772

Ma et al. (2016) looked specifically at the risk that heavy metals in urban stormwater posed to human health. They developed a Hazard Index (HI) derived from traffic and land use metrics because traffic and land use were presumed to be the greatest sources of heavy metals in an urban landscape. The authors state that in 2016, there was no reliable methodology available to quantify the risk posed by heavy metals emanating from these two sources. The study involved vacuuming street and roof dust samples, conducting laboratory analyses of those samples, and assessing the risk to humans through three pathways (stormwater ingestion as drinking water, ingestion of stormwater while swimming, and dermal contact.) Using these methods, they developed a model for heavy metal build-up based on daily traffic volume and land use (as covariates), and a human health risk model based on a hazard index related to total heavy metals and fine solids heavy metals. In order of decreasing risk, they showed the following heavy metals posed risk to human health: $chromium > manganese > lead > aluminum > iron > cadmium > zinc > copper > nickel$. The authors showed that individual heavy metals do not pose as much risk as a mixture of multiple heavy metals, noting that even low concentrations of chromium, manganese, and lead[15] are extremely toxic so more importance should be paid to a hazard index as opposed to actual concentration values. They also showed that traffic volume was the most significant driver of health risks associated with heavy metals in stormwater.

2.4 2017 - Prioritizing toxic metals and PAH risk

Ma, Y., Liu, A., Egodawatta, P., McGree, J., and Goonetilleke, A. (2017). Assessment and management of human health risk from toxic metals and polycyclic aromatic hydrocarbons in urban stormwater arising from anthro-

[15] USEPA state that there is no safe level for lead exposure

pogenic activities and traffic congestion. *Science of the Total Environment*, 579:202–211

In another study by Ma et al. (2017), the build-up of 9 toxic metals (aluminum, cadmium, chromium, copper, iron, lead, manganese, nickel, and zinc) and 15 PAHs on road surfaces was evaluated similarly to their previous work (Ma et al., 2016). Once again, a risk model was developed using daily traffic volume statistics and land use covariates. They found that traffic volume and land use were not significant enough to explain hazard indices. Therefore, they developed another model that includes traffic congestion and additional metrics of anthropogenic activity, such as motor vehicle-related businesses, retail, education, hospitality, catering, and commercial offices. It should be noted that high congestion leaves more time for cars to deposit pollutants. Their results showed that the highest risk levels to human health in terms of metals and PAHs were from stormwater emanating from industrial sites. The risk from metals and PAHs in stormwater emanating from commercial and residential sites depended on anthropogenic activities and traffic congestion.

2.5 2018/2020 - Oregon pollutant toxicity ranking database

Danielsen, A. (2018). Oregon Pollutant Toxicity Ranking DatabaseA Tool for Supporting Risk Assessment of Oregon's Water Quality. mathesis, Portland State University, Portland, OR

As part of a master's thesis project, a toxics ranking database was developed by (Danielsen, 2018) to inform public education and outreach efforts in Oregon. The database was designed to help target specific behaviors that would lead to 'quantifiable change', specifically with regard to metals, pesticides, and consumer product chemicals. The database characterizes pollutant distribution, source, uses, transport, and fate. The ranking was based on toxicity to humans, fish, invertebrates, and amphibians. The primary objective of the database was to develop a toxicology scale that assigned a numerical value to risk level. It should be noted that this database saw further development beyond what is described in the 2018 thesis. In the thesis document, an actual ranking of pollutants is not presented - instead, the methodology and possible future uses of the database are presented. For example, the determination of which chemicals and pollutants to include was based on a November 2017 forum where a group of scientists and stakeholders reviewed survey data to determine which pollutants were of most

concern across the state. The scientists were also asked a series of questions that were used to inform pollutant ranking. I reached out to the author and collaborator to obtain a copy of the latest version of the database in 2021 (Danielsen and Handaly, 2020). The authors of the database acknowledge that more work is needed, but their work is an excellent framework for developing future education and outreach programs. Based on the database's risk ratings for stormwater - heavy metals pose the highest risk, with zinc in metal roofs and car tires with the highest risk score. A suite of pesticides follows zinc in priority, followed by various plastic ingredients and breakdown products - Phthalates, PVC, Bisphenol, and microplastics.

2.6 2019 - The need to consider exposure and toxicity when assessing pollutant mixtures

Altenburger, R., Brack, W., Burgess, R. M., Busch, W., Escher, B. I., Focks, A., Hewitt, L. M., Jacobsen, B. N., de Alda, M. L., Ait-Aissa, S., et al. (2019). Future water quality monitoring: improving the balance between exposure and toxicity assessments of real-world pollutant mixtures. *Environmental Sciences Europe*, 31(1):1–17

Altenburger et al. (2019) speak to the need for determining causal relationships between pollutant mixtures and toxic biological endpoints. They also make the case that while monitoring chemicals in aqueous environments is important, biological responses measured through the development of bioassays provide a holistic picture of chemical burden. They propose developing a metric called Toxic Units (TU), where TU is calculated as the ratio of environmental concentrations to the concentration toxic to a specific aquatic species. In place of disconnected environmental assessments of specific pollutants, they proposed more comprehensive assessments using a line of evidence approach that accounts for chemical occurrence, bioanalytical data to establish concentration-effect relationships, in situ functional responses, and field surveys that characterize the population and community structure. In conclusion, they hypothesize that such an approach will yield better water quality assessments leading to better allocations of resources to tackle the sources of the water quality impairments.

2.7 2019 - Stormwater as a source of mixed contaminants

Masoner, J. R., Kolpin, D. W., Cozzarelli, I. M., Barber, L. B., Burden, D. S., Foreman, W. T., Forshay, K. J., Furlong, E. T., Groves, J. F., Hladik,

M. L., et al. (2019). Urban stormwater: An overlooked pathway of extensive mixed contaminants to surface and groundwaters in the United States. *Environmental Science & Technology*, 53(17):10070–10081

A study by Masoner et al. (2019) evaluated stormwater runoff for 50 events from 21 urban locations across the United States, analyzing stormwater samples for 438 organic chemicals and 62 inorganic ones. Samples were collected in constructed conveyance infrastructure comprising concrete culverts, canals, and open dirt ditches. They also collected and evaluated catchment and stormwater distribution characteristics as additional dependent factors, with runoff from roofs to road surfaces. They found that 215 of the 438 organic chemicals analyzed were detected in their stormwater samples, with 69 of those organic samples detected in over half the samples. Pesticides were the most frequently measured group of organic contaminants. They showed that many of the same chemicals detected in their stormwater samples were also seen in another study (Bradley et al., 2017) that assessed streams impacted by agriculture and development. In fact, there was a greater detection frequency and concentration of neonicotinoid insecticide in urban stormwater compared to another study (Hladik et al., 2014) on agricultural streams in the Midwestern U.S. The authors showed that organic chemical loads from some runoff events were similar to daily treated effluent loads from wastewater treatment plants (WWTP). They conclude that when compared to WWTP effluent, untreated urban stormwater contributes higher loads of PAHs, pesticides, and PCBs; similar loads of household and industrial chemicals and non-prescription pharmaceuticals; and smaller loads of prescription pharmaceuticals, biogenic hormones, and plant/animal sterols.

2.8 2020 - Need for re-examining pollutant sources in stormwater

Müller, A., Österlund, H., Marsalek, J., and Viklander, M. (2020). The pollution conveyed by urban runoff: A review of sources. *Science of the Total Environment*, 709:136125

Müller et al. (2020) focus their work on the sources of pollutants in stormwater as an organizing framework, eschewing the traditional classification of pollutants by their physicochemical properties. Instead, they synthesized existing studies examining emerging and well-established sources of stormwater pollutants. Sources of pollutants that were examined were:

1. Atmospheric deposition.
2. Drainage surfaces - roads and paved surfaces; building materials and surfaces; green areas like parks, lawns, urban forests, and sports facilities.
3. Anthropogenic activities - vehicular sources, road and construction activities, littering, illicit dumping, gardening, and pets/wildlife.
4. Urban drainage - GSI[16], materials used to make pipes, and cross-connections between wastewater and stormwater networks.

They identify atmospheric deposition, vehicles and roadways, and metal cladding around buildings as the primary sources of pollution. They also note that with improvements in manufacturing and processing of materials, a lot of the historical data on pollutant loading rates are obsolete and should be considered 'historical data'; they caution against reliance upon these data. They conclude by stating that with further development of new consumer materials, new unsampled pollutants are likely to emerge.

2.9 2021 - Tire wear breakdown products in stormwater

Tian, Z., Zhao, H., Peter, K. T., Gonzalez, M., Wetzel, J., Wu, C., Hu, X., Prat, J., Mudrock, E., Hettinger, R., et al. (2021). A ubiquitous tire rubber–derived chemical induces acute mortality in coho salmon. *Science*, 371(6525):185–189

In this critical study by Tian et al. (2021), a toxicant from the breakdown of vehicle tires was identified as the chief agent of Urban Mortality Runoff Syndrome - the syndrome describing pre-spawn mortality of Pacific Northwest coho salmon in urban creeks of the Puget Sound region. The toxicant identified by Tian et al. (2021) is a toxic quinone transformation product of N-(1,3-dimethylbutyl)-N'-phenyl-p-phenylenediamine (6PPD) called 6PPD-quinone (6PPD-q). 6PPD-q is formed by the breakdown of 6PPD, where 6PPD is a widely used compound incorporated into tire rubber to prevent tire rubber from oxidizing and breaking down when exposed to the elements - particularly ozone. Tian et al. (2021) estimated that 6PPD-q loadings to streams near multilane highways range from 0.2 to 3.5 μg/L per storm event, with LC50[17] for coho salmon estimated to be 0.095 μg/L. With the

[16] green stormwater infrastructure

[17] LC50 - a measure of toxicity. In this case, the concentration of 6PPD-q in water needed to kill 50% of group of coho salmon after a single exposure.

publication of the Tian et al. (2021) paper, it appears the most toxic pollutants in stormwater, in terms of prevalence and exposure, emanate from vehicles and transportation networks.

An important outcome of this work is that the characterization of stormwater pollution for known priority pollutants is insufficient to explain even the most acute stormwater problems. With the inherent complexity of stormwater, what other problems could we be missing by focusing on monitoring a small group of known contaminants (PAHs, metals, nutrients, conventionals, bacteria)?

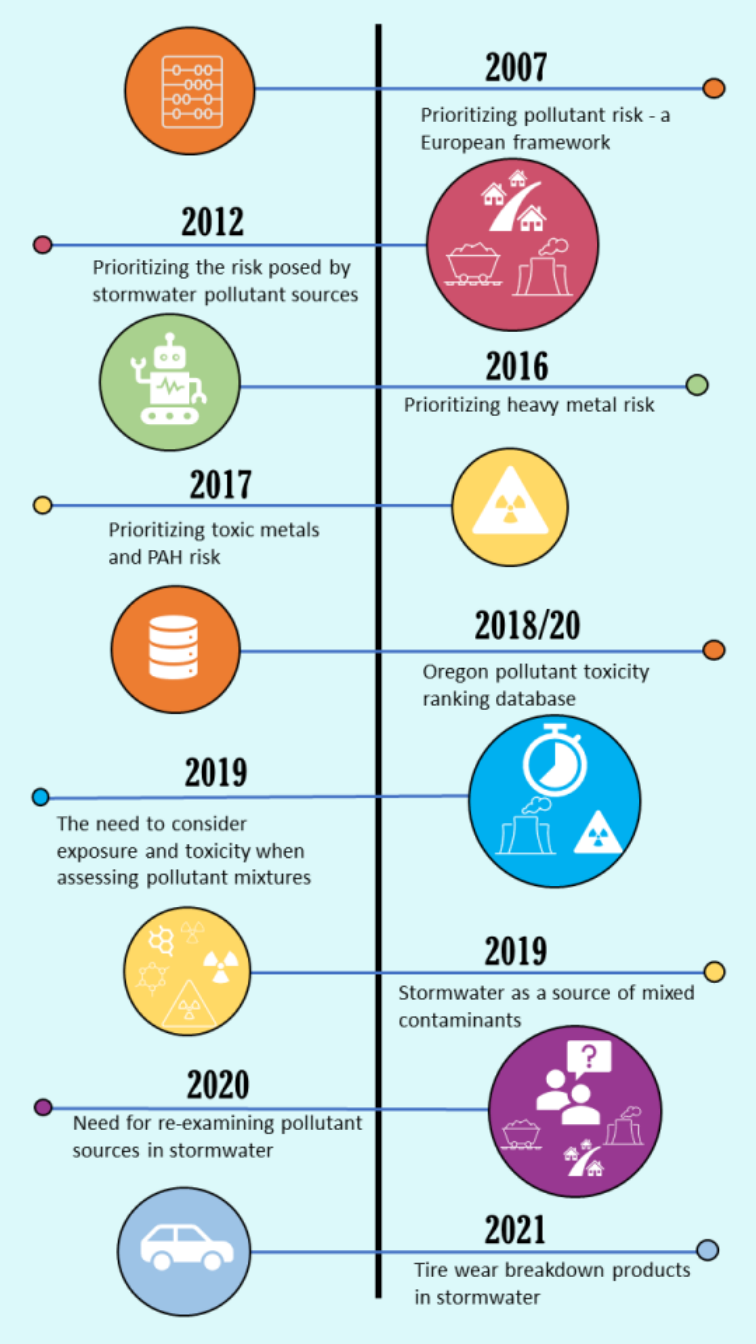


Figure 1: A timeline of recent pollutant prioritization based on nine studies summarized in this document.

3 Prioritizing Environmental Justice

The roots of the environmental justice movement in the US can be traced to the Civil Rights movement but are directly associated with protests in 1982 related to the dumping of PCB[18]-contaminated soils in a Black farming community in rural North Carolina (Lehtinen, 2009). The Office of Environmental Justice, established in 1992, operates within the US EPA with the mandate to examine every federal regulation regarding its implications for environmental justice issues.

The HEAL[19] Act passed by the Washington state legislature in 2021 defines environmental justice as "*the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, rules, and policies. Environmental justice includes addressing disproportionate environmental and health impacts in all laws, rules, and policies with environmental impacts by prioritizing vulnerable populations and overburdened communities, the equitable distribution of resources and benefits, and eliminating harm.*" All seven state government agencies covered by the HEAL Act are required to carry out environmental justice assessments "*when making decisions and to assist the agency with the equitable distribution of environmental benefits, the reduction of environmental harms, and the identification and reduction of environmental and health disparities*" - see RCW:70A.02.060.

Waller et al. (1997) break down environmental justice studies to three basic questions:

- Are members of a particular subpopulation subject to disproportionately high exposure?
- Are they experiencing a disproportionate number of adverse outcomes?
- Is their risk of particular outcomes unduly increased by the exposure?

Evaluating the equitable distribution of the burdens associated with environmental pollution across socioeconomic demographics is a complex and evolving area of work. Waller et al. (1997) proposed a risk-exposure model that evaluates the preponderance of a pollutant in an area and the dose a human will receive of that pollutant, describing those phenomena as ex-

[18] polychlorinated biphenyls
[19] Healthy Environment for All (SB 5141)

posure inequity[20] and risk injustice[21], respectively. They used a Bayesian framework to quantify the uncertainty in both exposure and response variables.

Spatial models to map toxic exposure and environmental justice were used within an early geographic information system (GIS) by Bevc et al. (2007). They sought to move past the standard proximity-exposure model where proximity to polluted sites was equivalent to exposure to a specific pollutant. Instead, Bevc et al. (2007) expanded their focus to include health, demographic, and biophysical[22] data to develop models of potential mental and physical health. They also point out the strong connection between environmental pollution and human health, an issue many environmental justice scholars of that time overlooked.

Zartarian et al. (2011) developed the Community-Focused Exposure and Risk Screening Tool (C-FERST), a GIS tool to assess community-level exposure and risk to environmental pollutants. In Washington State, the best mapping tool that shows the cumulative risk of environmental pollution at a neighborhood level is described by Min et al. (2019) and is called the Washington Environmental Health Disparities Map. The tool is available at https://fortress.wa.gov/doh/wtn/WTNIBL/ and combines 19 community health indicators, demographic data, diesel emissions exposure, and hazardous waste proximity.

The Western Washington Municipal Stormwater Permit requires basin planning to determine current water quality, model future water quality, and develop strategies to meet water quality standards. Phase-1 Permittees were required to do so in the 2013-2019 Permit, while Phase-2 Permittees are in the 2019-2024 Permit cycle. Phase-1 Permittees are required to include overburdened communities in the action plan for water quality attainment.

The Permit's requirement to *include* under-resourced communities is in itself a large area of work and study. A study by Hoover et al. (2021) of 119 GSI projects in several large cities in the US found that community engagement tended to be mostly passive, driven by complaints or individual relationships. They suggest a more active engagement strategy with the community is achievable by prioritizing needs identified by a community and creating frameworks for conflict resolution between jurisdiction and community. So that community engagement is a central focus of any environmental mitigation strategy or effort, a community must be engaged early Hoover

[20] refers to differences in exposure distributions

[21] refers to differences in adverse outcomes due to exposure inequity

[22] geological, hydrological, and meteorological characteristics

et al. (2021) and authentically and provided compensation or resources to facilitate engagement Black et al. (2013). We should also remember that every community is heterogeneous and should not be treated as a monolith.

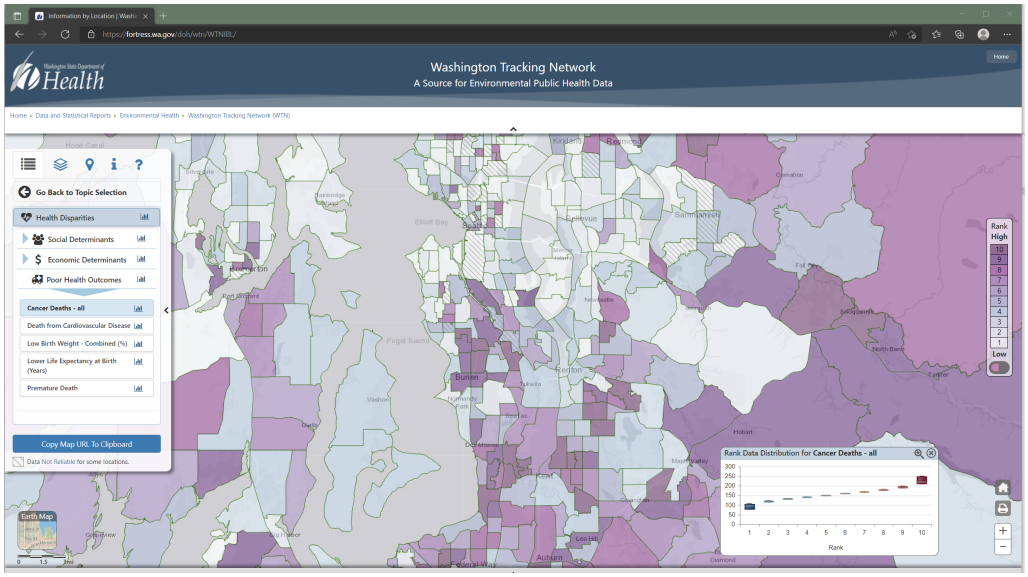


Figure 2: An interactive mapping tool that ranks the cumulative risk from environmental factors faced by Washington neighborhoods - https://fortress.wa.gov/doh/wtn/WTNIBL/

4 Conclusions

The HEAL Act requires multiple state agencies in Washington to address environmental justice in the state intentionally. The recent Municipal Stormwater Permit in Washington requires jurisdictions to conduct basin-level planning and include under-resourced communities. State-of-the-art mapping tools offer insight into cumulative exposure risk at the neighborhood scale and help inform environmental policy at multiple scales. Based on the studies summarized here, it is evident that perceptions of pollutant risk have evolved over the last several decades. In recent years, stormwater runoff from roadways and the pollutant mixtures they transport are of particular worry. Using the Health Disparities map in conjunction with basin level

maps to identify roadway sources of stormwater that impact under-resourced communities and targeting those communities for intervention, outreach, education, and incentives could be highly impactful.

From a pollutant risk perspective, engaging health professionals (Venkataramanan et al., 2019; Kondo et al., 2015) and community (Jayakaran et al., 2021) are potent avenues for determining what pollutants might be posing the most significant risk. From just the nine studies outlined here, it is clear that pollutants must be viewed as mixtures, and vehicles and roadways are among the most potent contributors of pollutants to stormwater.

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WASHINGTON STATE UNIVERSITY
EXTENSION

A Synthesis and Annotated Bibliography on Stormwater Behavior Change Campaigns

Wisnu Sugiarto and Joseph Cook

School of Economic Sciences

Washington State University

FINAL REPORT

June 21, 2022

SAM Stormwater Action Monitoring

WASHINGTON STORMWATER CENTER
ASSISTANCE · RESEARCH · TRAINING

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1. Introduction

This report describes the results of a comprehensive review of peer-reviewed studies and "gray literature" reports that have evaluated behavior change campaigns in water quality or stormwater. It is part of a larger project on these campaigns for the Stormwater Action Monitoring (SAM) program, funded by permittees and administered by the Washington Department of Ecology. The title of the larger project is "Evaluating the effectiveness of stormwater education and outreach: permittee guidance for addressing challenges through behavior change", though the project team and our Technical Advisory Committee agreed to narrow our focus to behavior change. By "behavior change", we mean programs that seek to get people to change a concrete behavior, such as picking up pet waste or reducing fertilizer use, rather than other "education and outreach" programs that seek to communicate information or change attitudes or programs that provide stewardship and volunteer opportunities without clear quantitative measures.

Our charge from SAM for Task 3 was to "conduct a broad literature review of education and outreach (E&O) programs, organized by stormwater issue...", including a "3-10 pg. draft review of the literature (both "gray" and peer-reviewed) on the effectiveness of E&O programs, organized by stormwater issue, including studies from within and outside Washington State." The report was also to "evaluate the pros and cons and research quality (e.g. evaluation of methods and data) of each existing E&O evaluation study."

This report identifies, evaluates, and summarizes existing studies on behavior change campaigns associated with water quality or stormwater management. The audience is behavior change professionals who work in the stormwater and water quality space. This document is organized as follows. First, we discuss our approach in reviewing the literature. We adopt a comprehensive, objective, and reproducible search strategy to capture all relevant studies. Second, we discuss our findings and identify the common trends through descriptive statistics. Third, we highlight evaluation methods that have been used in assessing the effectiveness of behavior change programs. We supplement the evaluation strategy discussions with methodological concerns to identify gaps that can be used to improve future evaluations. Finally, we present a table summary of all collected articles, which is available as an appendix. The articles are also searchable and downloadable on www.waterbehaviorchange.org.

2. Review Criteria

The first guiding principle in conducting our review was relevance. We defined relevance as program reports and published academic articles that evaluated measurable and direct behavior change programs for water quality or stormwater management purposes. Behavior change studies could be "quantitative" or "qualitative" in nature. "Direct" behavior change programs reach their target audience directly, so we excluded studies that focused only on creating awareness or providing stewardship opportunities. Although an awareness campaign can induce behavior change, evaluations of these programs typically focus on changes in awareness or attitudes. Similarly, stewardship programs ask volunteers in the community to help with water quality or stormwater projects (e.g. storm drain monitoring, tree planting), though the aim is again to build awareness. We also excluded programs which focused on surveying residents' perceptions of water quality, assessing people's knowledge on stormwater issues, and/or reporting only homeowners' intent to change. Similarly, there are a number of case studies that discuss the implementation of a social marketing approach in water quality but that had very little or no information on how the program was evaluated. We excluded studies that did not discuss evaluation at all, or only briefly in passing. We included studies that explained how an evaluation was conducted, even if the report provided no detailed information on the evaluation results or the evaluation attempts did not yield any results.

The second principle guiding the search was breadth. We employed multiple approaches to collect articles on behavior change programs related to stormwater management. First, we searched for published academic articles and publicly-available reports on several keyword databases such as Google Scholar, GreenFile (EBSCO), Academic Search Complete, and Science.gov. Second, we found two databases that already contained a collection of stormwater program-related surveys and evaluations. The NPS Outreach Toolbox on the US EPA's website has a collection of Surveys & Evaluations from around the United States. In fact, many of our collected reports came from the US EPA's site. We also included case studies found on the Tools of Change and CBSM websites. These were primarily community programs from across North America, and they covered other environmental issues beyond water pollution. We also collected program reports from our Washington key informant interviews. Finally, we contacted stormwater professionals or environmental managers at every U.S. state agency, including the U.S. territories. The list of all state agency contacts could be found on the United States Environmental Protection Agency (EPA) page for stormwater contacts. Some of the listed contacts were incorrect, had retired, or were no longer working in the position. Thus, we searched online to obtain the updated contact information.

Finally, we aimed for our literature searches to be replicable. We searched Google Scholar, GreenFile (EBSCO), Academic Search Complete, and Science.gov with the following sets of keywords: 1) "stormwater" "behavior change" AND "education and outreach", 2) "stormwater" "behavior change", and 3) "stormwater" AND "behavior change". This yielded a large number of results, though many were broken links, duplicative studies or were not relevant. We scraped the data, which were the large number of search outputs, and conducted a blind-review process. Each author independently reviewed each collected title and determined if it was relevant to our literature review study. We discussed discrepancies in coding and agreed on which to proceed with. We next independently reviewed the study abstracts. Some abstracts clearly fit the relevance criteria, but not all studies or reports can be assessed from their abstracts. We reviewed all studies and that both authors coded for inclusion based on the abstracts. This blind-review process allowed us to systematically collect search results that meet the relevance criteria and eliminate the ones that do not.

3. Data recorded

We systematically recorded several pieces of information from each collected study and report so that we could provide descriptive summary statistics and evaluate research quality in a consistent and transparent way. The data recorded also allowed us to compile the spreadsheet database (Appendix #). From each study, we recorded the study year, location, targeted behavior, and target audience. We recorded whether the program specifically targeted under-represented groups, such as non-native English speakers or racial minority groups. We abstracted information on the implementation of the program, including whether the implementers used educational posters, distributed brochures and posters, conducted home visits, used financial incentives (including subsidized purchases or free services like soil testing) or held online or in-person workshops or demonstrations.

To help us classify evaluations, we created a series of dummy (0/1) variables that captured each of the following categories, each of which is described in more detail below: a) well-defined **target audience,** b) well-defined **target behavior;** c) validated or pretested data collection **instruments**; d) evaluation included a **comparison group;** e) evaluation includes **pre-intervention data;** f) evaluation uses **observational data** (rather than self-reported data); g) Evaluation measures **long-term** change (>=1 year); h) evaluation discusses possible **selection bias** in uptake among target audience; I) evaluation includes **water quality measurements.** Every study was examined based on the 9 categories. Each category would

yield 1 point if the study met the criteria for that category. For example, category (a) was assigned 1 point if the study had a well-defined target audience. Otherwise, it would be assigned 0 points. Thus, the maximum score each study could get was 9. Although the summative score does not distinguish between cases where the information is missing (e.g. no information on pretesting the instruments is discussed) versus cases where sufficient information is reported to allow us to definitely classify the study as "0" (e.g. the study reports that its outcome measure is self-reported behavior), this data is recorded separately in the database. We group studies with scores below 4 as "*fair*", studies with scores between 4 and 6 as "*good*", and scores of 7-9 as "*exemplary*".

Target audience, target behavior: All the major social marketing frameworks share a focus on clearly identifying a specific, end state target behavior and a specific target audience. Although this is largely about implementation rather than evaluation, we include them in our summative measure of study quality as a rough indicator of how well the practitioner applied social marketing ideas. Each is separately worth one point.

Validated instruments: Many studies rely on surveys to collect information on self-reported behavior or attitudes. Good survey practice dictates that survey questions are tested or validated in advance with focus groups or pretests or both. Evaluators can also re-use survey questions used by others that have already been tested.

Baseline data: Collecting pre- and post-intervention data is useful to attribute behavior changes to the program. If a campaign only employed a post-intervention evaluation, it would not have any comparison data to measure the effect of an intervention on program participants. For example, suppose there was a workshop on educating homeowners on substitutes for pesticides, and participants were only asked to complete a post-event survey. The collected survey results suggested that 75% of workshop participants purchased pesticide substitutes after attending the workshop. While the workshop had been helpful in informing participants about the danger of pesticides, it is possible that some of the participants had already planned on using alternative options in the first place. In this case, the workshop primarily served as a refresher course to reaffirm participants to move away from using pesticides, and one cannot conclude that the campaign increased substitute purchases by 75% percentage points. **Comparison or control groups**: Having a control or comparison group helps to establish that the program caused the desired behavior change by isolating its effect from other possible explanations for changes in behavior.

It provides a comparison between people or areas (within the defined target audience) that were exposed to the social marketing campaign and people or areas (again within the defined audience) that were not exposed. As an example, suppose jurisdiction A implemented a city-wide campaign targeted at new pet owners to encourage them to pick up and dispose of pet waste properly. To assess the campaign's effectiveness, behavior among new pet owners in jurisdiction B could in theory also be observed. Alternatively, half of new pet owners in jurisdiction A might be randomly assigned to receive the campaign materials (e.g. a "scoop the poop" sticker and free dog bag dispenser), but follow up surveys on self-reported behavior would be sent to both groups. Note that in both cases changes in behavior in the comparison group help control for other factors that might have changed behavior over the same time period. Finding the resources to identify and survey control groups may, however, be challenging.

Observational vs. Self-reported data: While most studies rely on surveys to ask households to self-report behaviors, this approach suffers from well-known reporting biases. This is particularly true when respondents believe there is a "right" or "socially-appropriate" answer[1]; they might be ashamed of answering otherwise and there is little cost to being untruthful. This is clearly a concern in many water quality or stormwater-related behaviors (e.g. picking up pet waste, not dumping chemicals down the drain). Social marketing approaches may even attempt to build a social norm, so they in effect train respondents what the "right" or socially appropriate answer is. Good survey techniques can help ameliorate but not eliminate social desirability bias. Observational studies are very often not possible or practical (i.e. observing whether someone dumps chemicals down their kitchen drain), but have been done in programs for pet waste, dumpster maintenance and others.

Selection bias: Here we record whether the study monitored or discussed differences in uptake *among the target audience*. The main concern is that bias in who takes up the campaign can skew predictions about how a program may scale or expand beyond in the same jurisdiction or a different one.

> Example: Suppose a city runs a natural yard care workshop for seniors. Among seniors, the only people who attend are those who are already very environmental-minded (perhaps as measured

[1] For more information, including techniques to reduce social desirability bias, see https://en.wikipedia.org/wiki/Social-desirability_bias

by a survey). Twenty people participate and the team evaluates their lawn care self-reported behaviors before and after the workshop with a survey. Suppose that the workshop is associated with increases in the target behavior, and the team asks for funding to run another 5 workshops. But the next 5 workshops may have less or no effect, and it may not even be possible to get anyone to attend: the program already harvested the "low-hanging fruit".

Selection bias affects validity. The same program as the example with the same target audience in a different city may not find the same effect if they had fewer environmentally-minded seniors. As in control groups, it can be challenging to find resources to observe the characteristics of *non-participants* (or the community at large) to make these sorts of comparisons, though evaluators can sometimes use existing recent community-wide surveys (for things like environmental attitudes) or census data (for gender, income, age, etc.).

Long-term: Behavior changes induced by a social marketing campaign may be short-lived, so we distinguish between evaluations that looked only at short-term effects versus those that attempted more longer-term evaluations. We (somewhat arbitrarily) chose one year (or longer) as our cutoff for "long-term".

Water quality information: Our primary focus is on the question of whether a behavior change campaign changed behavior, not whether the campaign actually improved water quality. Even campaigns that successfully change behavior may not cause detectable changes in water quality, depending on the hydrology and pollutant loading. The frequency and timing of water quality monitoring (which could be run by another department or agency) may not sync with the timing of the campaign. Nevertheless, we wanted to highlight the few studies in the literature that did attempt to measure water quality outcomes.

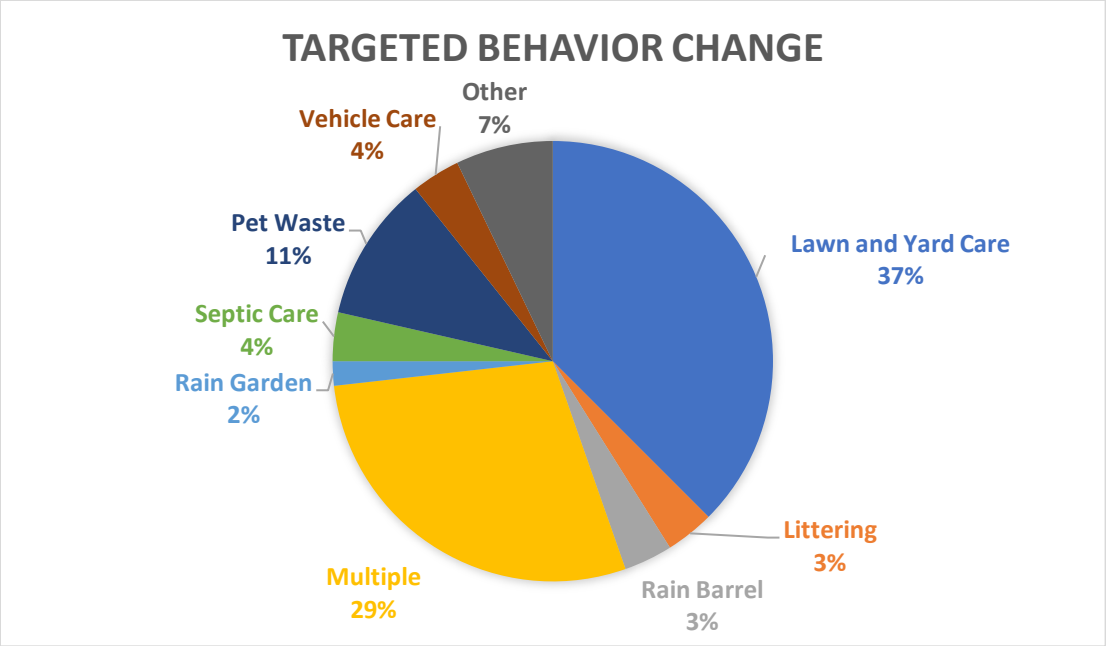
4. Descriptive Statistics on Studies

In total, we judged 56 documents to be relevant for review according to the criteria described in section 2. Fourteen were published in academic journals and the remaining 42 were program reports. One of the documents contained a report of eight case studies that discuss the impact of regulations and public education programs on reducing use of pesticides on residential property. In this case, information from the eight case studies were collected but the document containing the case studies was not counted to avoid redundancy. The oldest document was published in 1979 and the newest reports were released in 2021. Many municipalities involved an external consulting company to implement a behavior change program or conduct a program evaluation. Not surprisingly, there are also municipalities that involve a

university extension or research organization. For example, several Municipal Separate Storm Sewer Systems (MS4s) in Washington partnered with Washington State University Extension.

We categorized target behaviors into nine categories: 1) lawn and yard care practices, 2) rain barrel adoptions, 3) rain garden installations, 4) pet waste pick up and disposal, 5) litter pick up and disposal, 6) septic care, 7) vehicle care, 8) other, and 9) multiple (Figure 1). The lawn and yard care category included many practices, such as reducing the use of pesticides and fertilizers, using more environmental-friendly landscaping products, and recycling grass clippings. The vehicle care category included car washing, fixing oil leaks, and any programs targeting vehicle owners such as reduction in vehicle miles driven. The "other" category would also include a wide range of programs, such as care for street trees, proper disposal of used cooking oil and hazardous household wastes, and proper disposal of wastewater from carpet cleaning. The "multiple" category indicated programs that aim to change more than one behavior. For example, a campaign to maintain the health of the Nippersink Creek Watershed in Illinois wanted people to maintain septic systems properly and use phosphorus-free fertilizers.

Figure 1: Proportions of Targeted Behavior Change

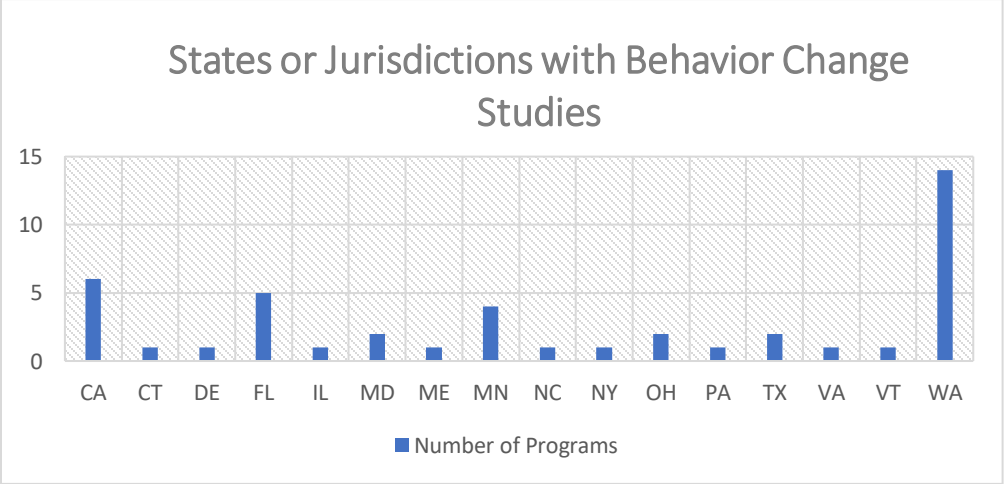


We found that programs related to lawn and yard care to be the most common; 37% (21 of 56) of the collected literature exclusively focused on lawn care practices to reduce the impact of stormwater runoff. Programs that employed multiple targeted behaviors were the next most common, with 16 studies. For example, the Think About Personal Pollution (TAPP) campaign in Tallahassee, Florida, aimed to change people's behavior through switching to non-phosphorus fertilizers and picking up pet waste. Within these

16 studies, behaviors related to lawn care (29%) and pet waste disposal (17%) were the most common. Other relatively more common studies in the multiple group targeted rain garden or rain barrel adoption. The next most common type of exclusive behavior targeted (11% or 6 of 56) was picking up pet waste, followed by 4% (2 studies) concerned exclusively with septic care and another 4% (2 studies) focused on issues associated with vehicle care.

Geographically, many reports came from organizations in areas near estuaries or lakes, such as municipalities in the Puget Sound (Washington), California, Minnesota, and states surrounding the Chesapeake Bay, such as Maryland and Delaware (see Table 1). We also located several studies from outside of the United States, including programs in Australia, Canada, and Denmark, but note that Figure 2 reports the distribution of collected behavior change studies in US states only. Programs may actually be more common in these areas because of the importance of large, shared waterbodies, politics, larger cities or because many early social marketing studies originated in the Pacific Northwest. It may also be that jurisdictions in those areas were more likely to publicly report their findings. This also reflects differences in regulatory environments and the number of regulated cities.

Figure 2: Distribution of Collected Behavior Change Studies in the United States



Only two of the studies examined interactions with regulations or fines. For example, the small towns of Hudson, St. Lazare, and Notre Dame de L'Ille (in Montreal, Quebec) regulated the use of pesticides on residential property (Kassirer and Wolnik, 2004). On May 6th 1991, Hudson became the first municipality in Canada to pass a by-law regulating the use of pesticides on residential property. They employed a

variety of techniques to help residents comply, including the use of home patrols to answer questions and provide advice on alternatives to pesticides. Offenders were warned through warning letters with a threat of escalating fines. The regulation enforcement was also supplemented with the municipalities' efforts to build pride in being pesticide-free areas. For example, a pesticide-free campaign logo was used on all city paperwork for several years in Notre Dame and St. Lazare. The authors found that only communities that supported a regulation with education or made a community agreement were successful in reducing pesticides by a large amount (51-90%). E&O programs without regulations were more popular, but none achieved more than a "low" (10-24%) reduction during the study period

An example of a community agreement is the Drastrup project in Denmark. This pesticide reduction project was managed by the Aalborg municipal government to prevent groundwater contamination and meet European Union drinking water standards. There is a groundwater recharge area near Aalborg, Frejlev, which had a population of 2,000 people. As part of the agreement, land was purchased and farmers had to relocate outside the catchment area. Residents were provided with information about the consequences of pesticide contamination through meetings, website, local media, and newsletter.

The second study involving the use of a regulation also took place in Canada. The Halifax Regional Municipality was the first Canada's larger communities to introduce a pesticide by-law. The implementation was phased in over two years, between April 2001 and April 2003. The municipality contracted Clean Nova Scotia, a local non-profit organization, to process applications for pesticide permits through home visits. These home visits allowed program staff to educate property owners on sustainable maintenance practices

5. Program Evaluation Assessment

In this section, we identify trends, common practices, and gaps in existing evaluations. The purpose is to inform how behavior change evaluations might be improved, not to criticize individual studies, authors, or jurisdictions. We recognize that implementing staff operate under real time and money constraints and vary in their expertise with social marketing or program evaluation.

All (100%) of our curated and evaluated studies (56) for this project had at least one well-defined target audience and at least one well-defined target behavior. Program managers were clear with who they wanted to persuade and what behavior they wanted to change. In almost half (26 of 56) of the collected studies, staff validated their data collection instruments. Common validation practices included pre-testing surveys before dissemination and incorporating focus groups to supplement survey findings. For example, the Mobile Contractor Illicit Discharge Education & Outreach program led by the City of

Wenatchee, Washington, had a pilot test in the City of Pullman, Washington, to validate their survey instrument.

Table 1. Summary of evaluation quality measures

Measure	**Percent of studies (n=56)**
Well-defined target audience	100%
Well-defined target behavior	100%
Validated instruments	46%
Collected baseline/pre-intervention data	63%
Collected data on control or comparison group	13%
Use observed rather than self-reported data	26%
Address possible selection bias	48%
Measure behavior change after 1 year	36%
Measure water quality	18%

In contrast, we found that very few (7 of 56, or 13%) mentioned the use of a control group. Sixty-three percent of studies (35 of 56) included baseline data to measure changes in behavior caused by the campaign. Approximately 73% (41 of 56) measured behavior solely as self-reported in surveys administered by mail, telephone, or the web surveys. The remainder used observations or sales data to measure changes before and after an intervention. (For example, please see "Community Program #2: Halifax Regional Municipality, Nova Scotia" and "Community Program #5: Chesapeake Bay, Pennsylvania (Harrisburg)" in the bibliography table.) Observation was more common in published journal articles: over half of them included observed behavior.

Thirty six percent (20 of 56) of studies measured "long-term" changes (one year or longer). A few studies were clearly and intentionally interested in measuring the long-term effects of on-going programs. For example, Snohomish County Natural Yard Care Education team deployed a long-term post-outreach survey that was administered five years after receiving education. Approximately half (27 of56) of studies monitored or discussed potential issues associated with selection bias. These studies did not necessarily analytically correct for any selection bias concern, but at least acknowledged the issue. We found 18% (10 of 56) of studies included some types of water quality measurement. These were relatively more common among the published journal articles, where 36% (5 of 14)included water quality measurement.

Considering the nine categories that we used to help us with measuring program evaluation quality, our review suggests that more than half (37 of 56, or 66%) of the collected behavior change studies are in

the “good” category, scoring between 4 and 6. One quarter (14 of 56, or 25%) of studies would be ranked as “fair”, scoring less than 4. No study achieved a “perfect” score of 9, but 9% (5 of 56) of studies would be categorized as “exemplary”, scoring 7 or 8.

Do these programs “work”? Evaluation results from multiple studies report that behavior change campaigns work in influencing people’s behavior to adopt stormwater runoff best management practices (BMPs). Among the collected studies, 63% (35 of 56) collected baseline data and provided some information on their campaign results. Nine of the 35 studies also collected observational or monitoring data. Outcomes of the behavior change campaigns are generally positive with 57% (18) of the 35 studies reporting successes in persuading people to adopt more environmental-friendly behavior. Forty three percent (15 of 35) of the studies reported what could be described as mixed results, where campaigns had positive and negative outcomes or where positive outcomes were attenuated in some way. For example, Thurston County Washington conducted a long-term evaluation in 2020 of their 2014 behavior change campaign, the GoGreen lawn care program. The evaluation found that the percentage of respondents who said that they used a weed-and-feed product fell from 65% at baseline to 12% in the 6-12 months after training. The reduction in weed-and-feed behavior remained in a follow-up survey six years post-training, though it showed some degree of backsliding: 38% used weed-and-feed. Nonetheless, the study provides evidence that behavior change campaigns can result in sustainable or long-term behavior change.

We would like to highlight one of the “exemplary” studies. In “Education Campaigns to Reduce Stormwater Pollution in Commercial Areas: Do They Work?” (Taylor, A. et al., 2007), the authors discuss the results of a littering reduction campaign in a small commercial area in Melbourne, Australia. To monitor the changes in awareness, attitude, and self-reported behavior of the priority audience associated with littering prevention, the evaluation team used face-to-face survey instruments before, during, and after the campaign. To evaluate changes in people’s actual behavior with respect to littering and littering prevention, the evaluation team observed littering before, during, and after the campaign. They also monitored litter loads entering stormwater by using side entry pit litter baskets at the intervention and control sites to capture pollutants before, during, and after the campaign. The evaluation incorporated self-reported and observed information, used a control group that included an explanation why it was chosen, and monitored the presence of pollutants in the water. In addition, the monitoring process was conducted by staff members who were trained in collecting data. The training, along with a validated rating instrument (the Clean Communities Assessment Tool) and in-depth personal interviews, were helpful for validating the data collection process. They also performed data analysis using

different styles of evaluation to obtain a more comprehensive understanding of key findings and to verify self-reported information.

Conclusions

We conclude by providing several recommendations from observing the trends, common practices, and gaps in existing evaluations. First, we recommend including a control group for assessment purposes. The current evaluation practices suggest that there are significantly more evaluations that collect baseline data than include a control group. This finding is not surprising given that jurisdictions face budget constraints. Nonetheless, this gap jeopardizes the validity of a campaign's results. The use of a control group helps isolate the campaign's effect from other possible explanations for changes in behavior. This is also important for a repeated behavior change campaign that is only based on pre- and post-treatment data from the previous evaluation. Decision makers may decide to repeat a program because of its high success rate in the past, but may not know the success of the campaign was actually due to another, unobserved factor. Likewise, a campaign that may be thought to have been unsuccessful in changing behavior may in fact have suffered from an unobserved common factor.

Second, we recommend addressing issues of selection bias. While half of the collected studies address or acknowledge such issue, we think more evaluations can meet this criterion especially because it is relatively low cost to at least discuss the uptake among the target audience. For example, program evaluators can compare the demographic of program participants with the general residents' demographic of the jurisdiction by reviewing census data. We recognize that social marketing typically encourages practitioners to have a clearly defined and narrowed audience, but an evaluation of the uptake among the target audience is important for scalability or program expansion.

Task 4.4 Report on survey of jurisdictions testing website
June 21, 2022
Joe Cook

The goal of this task was to "ask jurisdictions who participated in the Task 2 survey for additional feedback on how to improve the website tool and report findings in a 1-3 page memo." The current version of the website is at www.waterbehaviorchange.org.

Recall that the Task 2 survey used a "snowball" sampling approach where we asked contacts to help us publicize the survey and distribute the survey link to maximize participation. We therefore do not have a list of all jurisdictions who participated in the survey. We are also holding back from contacting those that did leave contact information so that we can contact them again once at the close of the project to advertise the entire project's work, not just the website.

Instead, we collected feedback on the website from our Technical Advisory Committee and from jurisdictions and organization on Ecology's listserv for WA permittees. We constructed a simple Qualtrics survey to enter feedback and took comments from early May (the TAC) through mid-June. In all, 22 people provided us with feedback on the website.

We asked users "overall, as currently designed, how useful do you think the website will be to behavior change practitioners in the State?". Twenty-one percent thought it would be "very" or "extremely" useful, and an additional 58% thought it would be "moderately" useful. We also asked "How likely is it that you would refer another staff person who works in behavior change in stormwater to the website?" Seventy-two percent said it was "somewhat" or "very" likely.

We asked for feedback on the campaign search mechanism, the resources provided, the campaign selection tool and other open-ended feedback.

- Many identified glitches with the search function (returning odd results) which has since been fixed. Users also flagged several typos which have been corrected.
- Several mentioned the re-designed Chesapeake Behavior Change site as a model. We are in the process of changing the way search results are displayed. Rather than displaying just an icon with the study title that links to the pdf, clicking on results will pull up a dedicated page for each campaign that lists the various components of the campaign, as the Chesapeake site does.
- Many users asked for more (or improved) text on the home page explaining what they might use the site for and explaining how the campaigns featured on the map were selected. The pie charts were confusing to many, since they show no data unless one hovers her mouse over them. Some also felt background

images related to behaviors would be more appropriate than an image of the Snake River near Pullman. We will make these changes.

- Two commenters felt that the site should be a repository for social marketing materials that were not evaluations of campaigns. For example, one commenter wants the site to include more early-stage studies, for example on audience research or barriers analysis, and for the site to more generally include resources on best practices for conducting a social marketing campaign. The site is currently focused on providing data only on evaluations, since this data was collected as part of our Task 3 report summarizing what we know about the effectiveness of social marketing and behavior change campaigns in stormwater and water quality. Including formative research could be included in future work, but we feel this is currently out of our scope. We do, however, plan to link directly and prominently to the relevant section of the Chesapeake site on steps for implementing a behavior change campaign. This site does an excellent job and there is no need to duplicate efforts.
- Few users found the "campaign selection" tool helpful. Many were in fact very confused about its purpose, thinking that it was actually more like another search function: the site would spit out examples of campaigns for them to compare and choose from, like buying a tent on REI. We could address this with more (and improved) introductory text to help explain the purpose. Some had comments and suggestions about specific data fields in this exercise, and many wanted the site to give them a ranking or answer about which campaign was best. We discussed this latter point with our TAC, who felt it was a mistake to believe we could substitute our judgments. But the larger comments were about whether they would ever use it. To many, it seemed a waste of time – if I have all this information, why am I typing it into a website? If the purpose was to have us fill out information for our own use, two users suggested, why not just have a downloadable Excel sheet that they could fill in out locally on their own computer, rather than filling the information on the site? We believe this is a useful suggestion, and will discuss with our TAC whether a downloadable sheet might in fact be more useful than revising this section of the website.
- Several users had suggestions for additional resources to include, and for re-labeling and re-grouping some of the resources we already provide. We will implement these suggestions.

Next steps

The team has already began incorporating some of this feedback and will continue to make substantial redesigns and refinements to the site over the summer. It will remain functional and we will push major site updates as they become ready. We anticipate needing

to make only minor design changes by project close in the fall of 2022. From that point forward, support will be needed primarily to add or edit content to the site.

Task 4.5 Sustaining the Behavior Change Website

June 22, 2022

Joe Cook

The goal of this deliverable is to "Develop a 1-3 pg. plan that would identify funding needs to maintain the website and add additional studies nationwide in a systematic and quality-controlled manner." The current version of the website is at www.waterbehaviorchange.org. Below we outline a) what we project the annual workload to be to maintain the website, b) the estimated cost of sustaining this workload, and c) a position description that contains the key technical skills needed and that could be used to recruit a worker. Note that the project PI Joe Cook has a 37% Extension appointment (with a focus on stormwater and green stormwater infrastructure), so the tasks in maintaining the website that can be fulfilled by him can be covered as part of his regular Extension duties. Cook is familiar with how to maintain the codebase.

Annual Workload

Site design will be finalized using funds from this SAM project. We anticipate that any subsequent efforts towards the website will be comprised of a) marketing, b)quality-controlled study additions, c) and addition of new resources.

Marketing can be done on as-needed basis by Cook to groups such as Pacific Northwest Social Marketing Association, the National Municipal Stormwater Alliance, and other stormwater- or social-marketing focused professional groups. It may involve writing 1 – 2 blogposts for the Washington Stormwater Center's listserv. We estimate this workload at approximately 2 days (16 hours) per year.

It is hard to anticipate how many new behavior change campaigns in stormwater or water quality will need to be added to the site on an on-going basis. This is also related to a website design decision that we will need to be finalized with our TAC: should the site focus only on evaluations of full campaigns (as the site currently does), or should it include earlier stage formative research studies examining barriers or doing audience research? If the focus is on evaluations only, we might anticipate 1-2 new studies being added per month. We estimate that it would take 2-3 hours per new study. This involves a) reading and coding the study, b) possibly contacting the study author's for clarifications, and c) filling information into the code template and pushing it to the website. This implies approximately 4-6 hours per month, or 9 days per year. In the short-run, this could be accomplished by Cook. The workload would increase substantially if we included formative research studies, and would imply a large "start-up" cost to find and code existing formative studies. The workload would also increase if, for example, the Dept of Ecology required permittees to post their permit-required evaluations to the site (which we would welcome).

The addition of new resources that come available (new papers, web resources, courses) requires only updating the codebase of the website. We estimate this to take approximately one hour, and might occur once per quarter.

In total, then, we estimate the annual to maintain and slowly grow the website to be 2 days per year (marketing) + 9 days per year (additions) and 0.25 days per year (resources), or 11.25 days per year. Assuming 250 days per year, this is approximately 11.25/250 = 5% FTE.

Estimated Cost

As noted above, Cook has been trained on how to update the codebase of the site and can perform the tasks above as part of his Extension appointment. Should the workload increase or Cook no longer be able to dedicate his time to the site, one option would be to hire an undergraduate with the technical skills (described below). The student would also familiarize themselves with social marketing and our coding definitions, and would be supervised by Cook or another stormwater- or behavior-change focused specialist to maintain quality. An upper range for an undergraduate (which might be needed to attract her to the position) is approximately $20 per hour in 2022. Assuming she worked only on the study addition tasks, this would imply approximately 9 days x 8 hrs/day = 72 hours per year, or $1,440.

Another option would be to hire a dedicated web developer, though this would need to be in conjunction with another project since the needs for this site are much less than 1 FTE. We estimate that junior web developers in lower-cost living areas like Pullman and Spokane range from $70-85,000 per year out of school. Taking the upper limit and adding 34% for fringe benefits, this would imply approximately $113,900 * 0.05 FTE = $5,695 per year.

Position Description

We constructed the following position description to help staff identify the skills needed to maintain the codebase of the website:

> "Required languages to be familiar with Javascript/Typescript, React, and html/CSS. Some experience in web development or design recommended. Knowledge of libraries such MUI or Chakra along with the ability to modify library elements would be ideal. Relative competence with the tools Github, Firebase and Excel is expected."

7.7 BEHAVIOR CHANGE EVALUATION DRAFT REPORT TEMPLATE – PILOT TESTING RESULTS (D5.5)

Section #	Report Template Section Title	General Comments	Comments *If you responded No or Maybe, state why and provide suggestions for improving the report template content.*	Comment Responses
	Template Instructions (pages ii & iii)	Section should be added or revised	In the paragraph explaining that all content is instructions and should be deleted- emphasize that paragraph- change body text color? Highlight in a way that emphasizes difference between added content an	The paragraph was highlighted to emphasize the content.
1	Executive Summary	Example could be more helpful	This section could include a "Suggested Length" portion- to assist in ensuring the summary does not become too long.	Added text about targetted number of words.
2.4	Behavior Change Campaign Strategy	Maybe example should be added Permit required content could be clearer or more helpful	Potentially add a bullet point for the process for the selection of the campaign materials? (how it was decided to use mailer, radio, etc.) Use a bullet point to address languages materials were produced in- to be addressed	comments added to the section about describing the process for selecting campaign materials and the languages the materials were developed in.
3.2	Evaluation Location(s) and Target Population	Consider revising section to improve clarity of instructions and prompts.	This section reads very similar to section 2.2 (Target Audience) It may be beneficial to note in section the directions for section 2.2 that more detail about the Target Population will be discussed further in later sections. Maybe call out the map with the same format used in 2.1?	The target population is a subgroup of the target audience that is the focus of an evaluation. It is possible that these two groups could be the same and there is a note about how to address this already in the section. Call out for map was updated for consistency with section 2.1.
3.3	Key Project Members: Roles and Responsibilities	Example was somewhat helpful and consider adding example	Potentially helpful to provide the list of potential roles and what those roles might consist of in the table. Wondering if this section should be in part 2	Because Table 3-1 is not required as part of the permit, it was left simple. Section 2.2 is just about the campaign and section 3 is about the evaluation which is the focus of the document so section 3.3 was left in section 3.
4.3.3	Hypothesis Testing	Considering adding example	This section may benefit from an example or a description of some of the statistical terms (Null Hypothesis, Alternative Hypothesis, Confidence Interval(s).	Additional guidance on hypothesis testing is included in the guidance manual.

7.8 BEHAVIOR CHANGE EVALUATION REPORT CHECKLIST & TEMPLATE (D5.6 & 5.7)

Section #	Report Template Section Title	Overview of Section Content	Completed
	Template Instructions (pages ii & iii)	This section provides instructions for using the template and should be deleted before finalizing report.	
	Report Template Information (page iv)	This section provides information about who developed the report template and should be deleted before finalizing	
	Public Information/Authors and Contact Information	This section provides information about the author(s) of the report as well as a weblink to where the final report can be accessed by the public.	
	Table of Contents	This section should be updated before finalizing report.	
1	**Executive Summary**	After the report is complete, develop a brief non-technical summary about the project.	
2	**Behavior Change Campaign**	Section 2.0 focuses only on information about the campaign.	
2.1	Behavior Change Campaign Background	Describe the behavior change campaign, where the campaign was implemented, and who was responsible for developing and/or implementing the campaign. *Reference Chapter 2 of the Evaluation Guidance Manual for more information about Community Based Social Marketing and Social Marketing approaches.*	
2.2	Target Audience	Describe the audience that the campaign was designed to target including who the target audience is and how the audience was selected.	
2.3	Target Behavior and BMPs	Describe the target behavior that the behavior change campaign aims to have the target audience adopt and the BMP that was implemented to effect behavior change.	
2.4	Behavior Change Campaign Strategy	Describe how the behavior change campaign was developed and what materials were used to advertise the campaign.	
3	**Evaluation Plan Overview**	Section 3.0 focuses on information about the evaluation.	
3.1	Evaluation Goals and Description	Describe the goal(s) for the behavior change campaign evaluation and how the goals were accomplished.	
3.2	Evaluation Location(s) and Target Population	Describe the locations where the evaluation was conducted (test site and if applicable, control sites), what the demographics of the target population were, and why the target population was selected for the evaluation. *Reference Chapter 3 of the Evaluation Guidance Manual for information about selecting a sample size.*	
3.3	Key Project Members: Roles and Responsibilities	Identify key team members of the project team, decision-makers, and/or stakeholders.	
3.4	Evaluation Schedule and Budget	Provide a schedule of when the evaluation tasks occurred along with the evaluation budget	
4	**Evaluation Methods**	Describe the data collected, the instruments used to collect data, and the methods used to evaluate changes in the target audiences understanding and adoption of the target behavior. *Chapters 4, 5, and 6 of the Evaluation Guidance Manual provide guidance for conducting the evaluation.*	
4.1	Data Overview	Describe what data was collected to meet the study objectives such as: type of data including whether the data was pre, post, or control, source of data, frequency of collection, number of samples collected, location of sampling,	
4.2	Instruments Used to Measure Change	Describe the different instrument(s) that were used during the evaluation to measure change, including how they were designed, validated, and the process during which they were used.	
4.2.1	Instrument Design	Describe how each instrument was designed.	
4.2.2	Instrument Validation	Describe the process that was employed to validate the instruments	
4.2.3	Data Collection Protocol	Define the procedures used to collect the various types of data collected from each instrument.	
4.3	Data Analysis Methods	Describe the process and methods that were used to analyze the data and address the campaign goals outlined in	
4.3.1	Qualitative Data Analysis Methods	Desdribe the process and methods that will be used to analyze qualitative data.	
4.3.2	Quantitative Data Analysis Methods	Describe the data analysis method(s) used for all types of quantitative data.	

4.3.3	Hypothesis Testing	If hypothesis testing was conducted, describe the testing method here.	
5	**Results & Discussion**	Section 5.0 describes the results from the analysis, whether the behavior change campaign was effective, as well as any challenges that occurred during the study that may have affected the results.	
5.1	Changes to Understanding and Adoption of Target Behavior	Describe whether there was a change in understanding and adoption of the target behavior.	
5.2	Challenges Identified During the Evaluation	Describe what challenges may have impacted the evaluation and what steps could be taken in the future to reduce the impact of these challenges.	
6	**Future Action Recommendations**	Describe the future action recommendations based on the results of the evaluation	
7	**Glossary**	This section the definition of key terms that are relavant to developing the report and should be updated before finalizing report.	
8	**References**	This section includes references relevant to developing the report template and should be replaced with reference relevant to the evaluationthat is the focus of the final report.	
9	**Appendices**	It is optional to include raw data and other supporting documents (e.g., campaign materials and instruments used to evaluate change) in the report appendix however, this information should be available upon request. If these items are included in the report, the Appendix sections noted are suggested for including the information.	
9.1	Evaluation Schedule		
9.2	Campaign Materials		
9.3	Instruments		
9.4	Raw Data		

PUBLIC EDUCATION & OUTREACH

BEHAVIOR CHANGE CAMPAIGN EVALUATION & REPORT

CONDUCTED TO MEET NPDES MS4 PERMIT REQUIREMENTS

☐ Phase I WWA S5.C.11.a.vi ☐ Phase II WWA S5.C.2.a.ii.(e)

☐ Phase II EWA S5.B.1.b.

STUDY TITLE

INSERT PROJECT RELATED IMAGE HERE

Date Report Completed

Prepared For:

Jurisdiction
Department
Client Address Line 1
Client Address Line 2
Client Contact - Phone Number

Prepared By:

Organization
Consultant Address Line 1
Consultant Address Line 2
Phone Number

Add Jurisdictions Logo

TEMPLATE INSTRUCTIONS

This template was developed to assist permittees in meeting the Public Education and Outreach (E&O) section of the Municipal Separate Stormwater System (MS4) Permit (MS4 Permit) requirements for evaluation and reporting on the understanding and adoption of a targeted behavior. Specifically, the following MS4 Permit sections: Western Washington (WWA) Phase I S5.C.11.a.vi-vii and WWA Phase II S5.C.2.a.ii.(e)-(f). As discussed in Section 1.1 of the Evaluation Guidance Manual, Eastern Washington (EWA) Phase II MS4 Permit requirements for Education and Outreach are different than the WWA requirements. Since the EWA MS4 Permit deadline for evaluating and reporting on E&O programs has passed guidance specific to the EWA MS4 Permit was not included in this document however this resource may still be useful for EWA Permittees to meet future E&O MS4 Permit requirements. Chapter 1 of the Evaluation Guidance Manual provides more discussion about the E&O MS4 Permit requirements relevant to this document.

The use of this template is not required to meet MS4 Permit requirements. The template was developed as part of a SAM Project to streamline report writing by identifying what information is required by the MS4 Permit. Suggestions for content and the basic information Ecology would like included (shown at the bottom of this page) are also included because they are common evaluation steps that can help permittees meet their MS4 Permit requirements. For these sections, if a particular study does not have information to populate the section, then either note "Not applicable" or "Relevant information was not collected".

Items highlighted in this template are as follows:

- Blue text in a green box refers to items that are required by the MS4 Permits along with the specific permit section denoted in [brackets].
- Text shown in **Bold** are defined in the glossary of this document.
- **Red** text denotes the beginning of an example.

Except for the section headers, all text in this document are instructions or suggestions for content. Before finalizing this document, these items should be deleted and replaced with the information that is relevant to the study that is the focus of this report. In addition, pages ii to iv and the glossary should also be deleted.

An Evaluation Guidance Manual was developed as a companion to this document. The Manual provides Permittees with additional guidance regarding common evaluation methods and additional resources. References to the Manual are included throughout this template where additional guidance can be found.

Ecology has offered the following as information that may be helpful to include in your report to provide additional context above the basic permit reporting requirements in order to tell a more complete story of your process.

- Discussion regarding how Permittees went through social marketing practices such as **Community Based Social Marketing** (CBSM) or similar approach.
- An overview of the **campaign/strategy** that was developed or expanded as well as how the **campaign/strategy** was implemented.
- A description of what is known about the **water quality problem** that the campaign was developed to improve.
- Identify the **target behavior** and **target audience** marketed in the campaign.
- Describe what is known about the **barriers** and **motivators** of the **targeted behavior**.

- Discussion regarding the methods used to evaluate changes in the **target audiences'** understanding and **adoption** of the **targeted behavior** as well as a summary of the results.
- Describe recommended changes to make the **campaign** more effective as well as strategies and the planned process to achieve these results.
- It is optional to include raw data and other supporting documents (e.g., campaign materials and instruments used to evaluate change) in the report appendix however, this information should be identified/described in the report and available upon request.

REPORT TEMPLATE INFORMATION

This report template was developed using funds from the Stormwater Action Monitoring (SAM) by the authors noted below. The authors were advised and supported by a technical advisory group (TAC) made up for Phase I and Phase II Permittees from Eastern and Western Washington as well as Ecology Staff. Electronic copies of this document can be accessed at the following weblink: add weblink. When the template is used for a specific study, this section should be deleted from the report.

AUTHORS

Aimee Navickis-Brasch, PhD, PE
Evergreen StormH2O

Francesca White, PE
Evergreen StormH2O

MaKenna Lindberg
Osborn Consulting, Inc.

Nicole Chen, EIT
Port of Seattle

TECHNICAL ADVISORY GROUP

Andrea Jedel, Ecology

Amanda Mars, Ecology

Aislin Gallagher, Kitsap County

Eric Lambert, Clark County

Ann Marie Pearce, Thurston County

Brian Morgenroth, City of Walla Walla

Susan McCleary, City of Olympia

Jessica Shaw, City of Wenatchee

Katherine Straus, STORM Representative

Laura Haren, City of Kent

Peggy Campbell, Snohomish County

Trey George, City of Spokane

Cammy Mills, Kitsap County and STORM Representative

PUBLICATION INFORMATION

The template user should insert information here about where the final report will be stored and accessible to the public. Include a weblink and/or contact information.

AUTHORS AND CONTACT INFORMATION

Insert author and contact information here:

Name
Organization
Title
Address
City, State, Zip Code
Email Address
Phone Number(s)

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1.0 EXECUTIVE SUMMARY

The **executive summary** is a brief (300-500 word) non-technical summary of the project that is typically written for a more general audience and includes the "key" elements of the report. This may include the following:

- Describe the **behavior change campaign** and the **strategy** developed.
- Identify the target audience and the target behavior
- Note where the evaluation was conducted (location) and duration of the evaluation.
- Describe the evaluation goal(s) and objectives as well as how those objectives were accomplished.
- Note the type of **instruments** (i.e., survey, interviews, observations, etc.) used to measure changes in the **target audience's** understanding and **adoption** of **behavior change.**
- Note the type of data collected (i.e., **pre**, **post**, or **control data**) and how much data was collected (i.e., **sample size**).
- Provide an overview of the evaluation results regarding changes in **behavior understanding** and **adoption** of the targeted behavior.
- Recommended changes to the **campaign** to be more effective.
- Provide an overview of the implementation plan for the campaign post evaluation.

2.0 BEHAVIOR CHANGE CAMPAIGN

This section only focuses on the campaign, information about the evaluation plan should be included in Section 4.

2.1 Behavior Change Campaign Background

This section describes the **behavior change campaign**. After reading this section, the reader should understand *what* factors were considered while developing the **behavior change campaign,** *where* the **campaign** was implemented, and *who* was responsible for developing and/or implementing the **campaign**. Suggestions for content include the following items:

[WWA Phase I: S5.C.11.a.iv.] & [WWA Phase II: S5.C.2.a.ii.(c).]
Describe the Community-Based Social Marketing (CBSM) or Social Marketing (SM) strategy that was developed and briefly describe the strategy.

- Describe how this was determined to be the best strategy, and how the strategy addressed the **barriers** and **motivators** that prevented and/or encouraged participation from the **target audience.**
- Provide an overview of the behavior change campaign including how the campaign was implemented and tailored to the community.
- Note whether the campaign was existing or new.
- If the campaign was existing, note how it was more effectively implemented or expanded for a new target audience and/or BMP.
- Introduce the Permittee(s) and/or organization that developed and implemented the **campaign**.
- Note where the campaign was implemented and briefly describe how the location(s) was selected in relation to the **campaign**. Provide maps, photos and/or diagrams to identify boundaries of these locations (Figure 2-1).
- More information about the CBSM and SM approach are detailed in Chapter 2 of the Evaluation Guidance Manual.

[WWA Phase I: S5.C.11.a.] & [WWA Phase II: S5.C.2.a.]
Identify what is known about the **water quality problem** that the campaign is designed to target and explain how the **water quality problem** was identified as a high priority.

FOR EXAMPLE*, water quality data or TMDL information was used to identify a pollutant of concern in receiving water bodies. Alternatively, observations may also be used to identify a water qualify problem: a Permittee's maintenance crew may observe an increase of fats, oils, and grease in the stormwater system that discharges to receiving waters. This may drive the Permittee to select employees of fast-food restaurants as the target audience and the selected subject area may be proper dumpster management.*

- Explain how changes in the target audience's behavior could reduce the water quality problem.

INSERT MAP OF AREA WHERE THE CAMPAIGN WAS IMPLEMENTED

FIGURE 2-1 AREA(S) WHERE THE CAMPAIGN WAS IMPLEMENTED

2.2 Target Audience

This section introduces the audience that the campaign was designed to target. After reading this section, the reader should understand *who* the **target audience** is and *how* the audience was selected. Suggestions for content include the following items:

> [WWA Phase I: S5.C.11.a.] & [WWA Phase II: S5.C.2.a.]
> Identify and describe the **target audience's** characteristics and demographics.
> List any languages (besides English) used by the **target audience**.

- Describe community land uses where the **target audience** is located related to the **campaign**. ***For example****: residential, industrial, or commercial land uses.*
- Describe other characteristics of the **target audience** as it relates to the MS4 Permit such as whether the audience is homeowners, teachers, school aged children, overburdened communities, businesses, engineers, construction contractors, developers, development review staff, land use planners, etc.
- If the **campaign** was designed to target multiple populations, briefly describe each population as they relate to the **campaign**.

> [WWA Phase I: S5.C.11.a.] & [WWA Phase II: S5.C.2.a.] Describe how the **target audience** was selected as a high priority group that contributes to the **water quality problem**.

- Identify what is known about the size of the **target audience.**
- Discuss how **audience research** (if any) was conducted that helped inform the **campaign strategy**.
- Describe what was known about the **target audience's** relevant stormwater perceptions before the evaluation including the basis or source determining their perceptions. ***For example****, note if their perceptions were determined from information collected during focus groups, public comments, survey results, etc.*

2.3 Target Behavior and BMPs

This section will introduce readers to the **target behavior** that the **behavior change campaign** aims to have the **target audience** adopt and the **BMP** that was implemented to effect behavior change. ***AN EXAMPLE*** *of a* ***BMP*** *compared to a target behavior is if the* ***target behavior*** *is to stop illicit discharges, a spill kit would be the BMP*. This section introduces *how* target behaviors and BMPs were identified and described. Suggestions for **target behavior** content include the following items:

> [WWA Phase I: S5.C.11.a.ii.] & [WWA Phase II: S5.C.2.a.ii.]
> Describe the preferred **BMPs** and the **target behavior** intended for the **target audience** to adopt in accordance with the **campaign**.
> Reference Figure 1-1 in the Evaluation Guidance Manual for a list of potential BMPs.

- Describe how the **target behavior** was identified and why it was selected.
- Describe the key **barriers** and **motivators** for the **target audience** that inhibited or strengthened **adoption** of the **target behavior**. Describe how the **barriers** and **motivators** were identified.
- If a literature search was conducted to identify **barriers** and/or **motivators** of the **target behavior**, briefly summarize those findings here including citations for the sources and include references in Section 8.0.

2.4 Behavior Change Campaign Strategy

This section will help readers understand *how* the **behavior change campaign** was developed and *what* **materials** were used to advertise the **campaign**. After reading this section, the reader should understand the strategy to implement the **behavior change campaign**. Suggestions for content include the following items:

- Describe any **materials** (e.g., fliers, postcards, brochures, stickers, spill kits, radio ad script, etc.) associated with the **campaign** and describe the process for selecting these materials. Providing a copy of the **materials** in Appendix 9.2 is optional, however, the documents should be available upon request from Ecology.
- If the **materials** were included in the appendix, reference that appendix section here.
- Explain how the **materials** were used to support the **campaign strategy**.
- Describe how the **campaign** was implemented including the type of media (e.g., radio, newspaper, social media, commercials, etc.) used to disseminate the **materials**/message.
- Note if the **behavior change campaign** materials were developed in more than one language.

[WWA Phase I: S5.C.11.a.] & [WWA Phase II: S5.C.2.a.]
Identify if any of the **behavior change campaign materials** were produced in more than one language.

3.0 EVALUATION PLAN OVERVIEW

This section focuses on the evaluation that was conducted to measure changes in understanding and **adoption** of the **targeted behaviors**.

3.1 Evaluation Goals and Description

After reading this section, readers should understand *what* the goal(s) were for the **behavior change campaign** evaluation and how the goals were accomplished. Suggestions for content include the following items:

- Define the evaluation goal(s) (i.e., the reason(s) the evaluation was conducted). ***EXAMPLE(S)*** *of a goal relevant to MS4 Permit Requirements includes:*
    - Measure the target populations changes in the understanding and adoption of targeted behaviors resulting from the implementation of the strategy.
    - Recommend changes to the campaign to be more effective
    - Use evaluation results to continue to direct effective methods and implementation of the ongoing behavior change program.
- Generally, describe how the evaluation goals were accomplished (*a more detailed discussion of the evaluation methods should be included in Section 4.0*). Suggestions for content include the following items:
    - Provide a short description of how the evaluation was conducted
    - If the evaluation was conducted in multiple phases, provide a short description of each phase including if **pilot testing** was conducted or if this study is considered a **pilot test**.
    - Provide a list of the evaluation objectives. An objective is a measurable statement that includes an action verb that defines how the project goal(s) will be accomplished. Once all the objectives are complete, the study goal should be achieved. ***EXAMPLES*** *include:*
        - Develop and implement a behavior change campaign
        - Developed and disseminate a survey to the target population
        - Analyze data collected to determine if there is change between the pre and post (or control) data sets.
        - Developed a final report and implementation plan (this document)

3.2 Evaluation Location(s) and Target Population

After reading this section, readers should understand the locations *where* the evaluation was conducted (test site and if applicable, control sites), *what* the demographics of the **target population** were, and *why* the **target population** was selected. If these details are the same as the **campaign** as described in Section 2.2, state that here and reference that section rather than repeat the information here. Suggestions for content include the following items:

- Explain if there are any characteristics unique to the **target population** that are different than the **target audience.** ***FOR EXAMPLE****: restaurant employees within city limits may be the target audience for a behavior change campaign, while the target population for the evaluation may be more specifically fast-food restaurant employees along a highly trafficked road.*

- Identify the approximate **target population** size and describe why this **sample size** was selected. If possible, describe how the sample size is representative of the entire **target audience.** A more detailed explanation about how to determine **sample size** is described in Chapter 3 of the Evaluation Guidance Manual.

> [WWA Phase I S5.C.11.a.] & [WWA Phase II S5.C.2.a.]
> Based on the target audience's demographic, the Permittee shall consider delivering its selected messages in languages other than English, as appropriate for the target audience.

- Note if the target population speaks languages other than English and if there are any differences in the language preference between the target audience and the target population.
- Note if there are any known media preference by the target population
- Identify the locations where the evaluation occurred.
- Note where the evaluation was implemented and briefly describe how the location(s) was selected. Provide maps, photos and/or diagrams to identify boundaries of these locations (Figure 3-3).

INSERT MAP OF EVALUATION AREA

FIGURE 3-3 EVALUATION AREA

3.3 Key Project Members: Roles and Responsibilities

This section identifies key team members of the project team, decision-makers, and/or stakeholders (i.e., material distributer, data collector, data verifier, auditor, research assistant, QA/QC lead, etc.). Suggestions for this section include:

- List the key team members' names and roles who were involved in developing and implementing the **campaign** as well as conducting the evaluation. A table format is preferred. See Table 3-1 for an example of how to list key project team members and their roles and responsibilities.

EXAMPLE

TABLE 3-1 KEY PROJECT TEAM MEMBERS: ROLES & RESPONSIBILITIES

KEY TEAM MEMBERS	ROLE
Name, Entity	Project Manager

3.4 Evaluation Schedule and Budget

After reading this section, readers should understand the schedule of when evaluation tasks occurred along with the evaluation budget.

Suggestions for the schedule content include:

- Describe when data collection occurred and for how long. Include information about when data collection occurred in relation to when the campaign was implemented.

- The schedule may include details of the tasks, the expected start and end dates of each task, deliverables, and deliverable deadlines that took place throughout the **campaign**. Documenting these details in table format is preferred. An example is provided in Table 3-2.

EXAMPLE

TABLE 3-2: PROPOSED BEHAVIOR CHANGE CAMPAIGN & EVALUATION TIMELINE

TASK AND DELIVERABLES	2023											
	J	F	M	A	M	J	J	A	S	O	N	D
Task 1. Name	X	X	X	X	X	X	X	X	X	X	X	X
Task 2. Name	X	X	X									
Task 3. Name				X	X	X						
Task 4. Name							X	X	X			
Task 5. Name										X	X	X

If a budget is included, suggestions for the content include:

- Organize the budget into a table and separate the budget by tasks and subtasks that took place. A table format is preferred. See Table 4-3 for an example.
- Include items such as labor for preparing and validating the **instruments**, collecting data, special training needs, distributing educational **materials**, and any specialized contracting contributed (data **validation** and verification, **social marketing** firms, or other specialized services).

EXAMPLE

TABLE 4-3: SUMMARY OF FEES BY TASK

TASK #	TASK TITLE	FEES
1	Project Management	$$
2	Task 2	

4.0 EVALUATION METHODS

This section focuses on the data collected, the **instruments** used to collect data, and the methods used to evaluate changes in the **target audiences** understanding and adoption of the target behavior. Discussion regarding the results should be included in Section 5.0. Guidance for conducting the evaluation is located in Chapters 4, 5, and 6 of the Evaluation Guidance Manual. *Note: the level of detail included in this section is based on recommendations from a SAM Study and exceeds what is needed to meet Ecology's annual report requirements.*

4.1 Data Overview

After reading this section, the reader should understand what data was collected to meet the study objectives including items such as: type of data including whether the data was pre, post, or control, source of data, frequency of collection, number of samples collected, location of sampling, purpose of data, etc. A table format is preferred and Table 4-1 provides an example of how to organize the information.

EXAMPLE

TABLE 4-1: DATA NEEDED TO MEET EACH OBJECTIVE

DATA TYPE & INSTRUMENT USED TO COLLECT DATA	SAMPLE SIZE PLANNED	SAMPLE SIZE ACTUAL	HOW DATA WAS COLLECTED	PURPOSE
List of Businesses and Contact information	50	45	Google Maps & Bing Maps cross referencing	Identifies the **target population** of the evaluation; contact information will be used to schedule site visits
Baseline Observation Inspection	45	40	In-person site visit to collect data	Rule out social desirability bias
Baseline Survey Data	35	32	In-person site visit	Identify target audience barriers
Follow-Up Survey Data	35	28	In-person site visit	Measure **adoption** of targeted behaviors
Follow-Up Observational Inspection	45	42	In-person site visit to collect data	Rule out social desirability bias; help determine if behaviors have been adopted, ultimately proving the effectiveness of the evaluation

4.2 Instruments Used to Measure Change

After reading this section, readers should understand the different **instrument(s)** that were used during the evaluation to measure change, including how they were designed, validated, and the process during which they were used. In the context of E&O studies, **instruments** are a measurement device (i.e., a survey, test, observation log, interview questions, etc.) used to collect data which is analyzed to measure changes in the **target audiences** understanding and **adoption** of **target behaviors.** A more detailed discussion regarding

how to select **instruments** to measure **behavior change** is described in Chapter 4 of the Evaluation Guidance Manual.

4.2.1 Instrument Design

This section describes how each **instrument** was designed. For a more detailed description about selecting and designing **instruments**, see Chapter 4 in the Evaluation Guidance Manual. Suggestions for content include the following items:

- Describe the **instruments** used to measure change including how they were designed and developed to measure change in the understanding and adoption of the target behavior. Including a copy of the **instruments** as an appendix is optional, however, the documents should be available upon request from Ecology.
- Note why these **instruments** (e.g., survey, interview questions, observational checklist, etc.) were selected for the target audience.

4.2.2 Instrument Validation

This section describes the process that was employed to validate the **instruments**. **Validation** is the process to verify the **instrument** measures what it was intended to measure and produces consistent results. Suggestions for content below are specific to the **validation** method used, include only information that applies to the methods used on the project. If **instruments** were not validated for the project, that should be noted here. A more detailed discussion regarding **validation** methods is described is Chapter 4 of the Evaluation Guidance Manual.

- Note if **instruments** used were from similar studies that have already been validated. Include the name of the other studies, citations and references to these documents, and the **validation** methods that were used.
- Note if the **instruments** were **field tested** using focus groups, **pilot testing**, etc. and if so, describe how the results from this testing were used to refine the **instrument(s)** before it was implemented for the project.

4.2.3 Data Collection Protocol

This section should define the procedures used to collect the various types of data collected from each **instrument**. Defining these procedures and following them consistently minimizes errors and supports the integrity of the collected data. **Standard operating procedures (SOPs)** are the procedures that define specifically how to conduct an activity. **SOPs** should provide sufficient detail such that the activity is repeatable and can be reproduced by an individual (i.e. third party) unfamiliar with the evaluation.

SOPs for **Behavior Change Campaign** Evaluations may include:

- How the **instruments** were disseminated to the **target population** (i.e., mailer, email, web-based polls, social media, list-serve, one-on-one or group interview, etc.).
- How surveys were conducted including a summary of the instructions provided to the participant before they took the survey.
- How interviews were conducted including a summary of the instructions provided to the participant before starting an interview; how the participant's questions were addressed during the interview; and how **prompting** and/or **priming** participants was addressed.
- If the **SOP**s are detailed and long, consider putting a brief overview of the SOPs and including the actual **SOP**s in the Appendix.

4.3 Data Analysis Methods

After reading this section, readers should understand the process and methods that were used to analyze the data and address the **campaign** goals outlined in Section 3.1. There are different methods that can be used based on type of data (**qualitative**, **quantitative**, etc.) and the complexity of the analysis. Assistance for selecting data analysis methods is provided in Chapter 5 of the Evaluation Guidance Manual.

4.3.1 Qualitative Data Analysis Methods

This section describes the process and methods that will be used to analyze **qualitative** data. This typically includes (Schutt, 2011):

- Organizing the data into spreadsheets and categorizing the data into **codes** and **themes**
- Note if a **peer debriefing** process was used to validate the **codes** and **themes**.

4.3.2 Quantitative Data Analysis Methods

Describe the data analysis method(s) used for all types of **quantitative** data. Suggestions for content include:

- Summary of methods including equations that were used to analyze the data
- Summary of methods used to compare data sets
- A description regarding how multiple-choice, yes/no questions, or scaled survey responses were converted to numerical values such as a **Likert scale**

  ***EXAMPLE**: **Basic statistics** was used to calculate the percent change before and after the campaign for multiple choice and yes/no questions. This included dividing the total responses by the yes and no responses.*

4.3.3 Hypothesis Testing

Hypothesis testing is a statistical analysis used to test predictions (hypotheses) about the outcome of an evaluation. This analysis determines whether the difference between two data sets (pre and post data) are meaningful (significant) by determining the odds that the results happened by chance. Additional information about how to perform **hypothesis testing** is described in Chapter 6 of the Evaluation Guidance Manual. *If hypothesis testing was conducted, suggestions for content to include in this section are as follows:*

- Describe the testing method conducted and explain why this method was selected.
- Identify the data sets that were included in the hypothesis testing.
- List the null and alternative hypothesis for each data set with respect to whether a change was measured between the data sets.
- Note the selected confidence interval(s) the testing is based upon.

5.0 RESULTS & DISCUSSION

After reading this section, the reader should understand the results from the analysis, whether the behavior change campaign was effective, as well as any challenges that occurred during the study that may have affected the results.

5.1 Changes to Understanding and Adoption of Target Behavior

This subsection describes whether there was a change in understanding and **adoption** of the **target behavior**. Suggestions for content include the following items:

> [WWA Phase I S5.C.11.a.vi.a.] & [WWA Phase II S5.C.2.a.ii.e.1.]
> Evaluate and report on the changes in understanding and adoption of targeted behaviors resulting from the implementation of the strategy.

- Provide a brief description regarding whether the **target populations** understanding of the **target behavior** increased, decreased, or stayed the same. Explain your reasoning.
- Provide a brief description regarding whether the **target population's adoption** of the **target behavior** increased, decreased, or stayed the same. Explain your reasoning.
- For **quantitative** data, discuss the pre and post **campaign** data, and/or **control population** data as well as the differences between the data sets.
- For **qualitative** data, provide a summary of the common **themes** found in the pre and post data and discuss how the **themes** changed between the **pre** and **post data**, and/or **control data.**
- Where possible, summarize results into figures, tables, charts, etc.
- Include a copy of the **raw data** in tables in an appendix (optional).

- If hypothesis testing was used to measure the change in understanding or adoption of the targeted behavior, state if there was a **statistically significant difference** between the pre and post data or control data. A more detailed description about conducting a statistical analysis is described in Chapter 6 of the Evaluation Guidance Manual.

  EXAMPLE *of the hypothesis results in a table format is shown in Table 5-1.*

- Provide an explanation if the result of the statistical analysis makes sense and why
  EXAMPLE*: The results of the statistical analysis indicated a decrease in commercial car wash use. The decrease in* ***adoption*** *appears to be a market trend, caused by Covid-19 impacts, that has been observed by commercial car washes throughout the nation.*

TABLE 5-1: HYPOTHESIS TESTING RESULTS

TOPIC FOR COMPARISON	P VALUE	STATISTICALLY SIGNIFICANT DIFFERENCE? (P-VALUE < 0.05)
Commercial Car Wash **BMP Adoption**	0.010	Yes[1]
Residential Car Wash **BMPs Adoption**	0.153	No

5.2 Challenges Identified During the Evaluation

This subsection will allow readers to understand *what* challenges may have impacted the evaluation and *what* steps could be taken in the future to reduce the impact of these challenges. Suggestions for content include the following items:

- Identify and discuss challenges that potentially impacted the **campaign**, **instruments**, schedule, or budget. Documenting the challenges in a table format is recommended.

EXAMPLE *of challenges identified in a table format shown in Table 5-2.*

- Describe steps (mitigation approach) taken to address the challenges identified during the evaluation and note how or if they were resolved.

TABLE 5-2: CHALLENGES AND MITIGATION APPROACH

CHALLENGES	MITIGATION APPROACH
Limited availability of staff to conduct the study	Other jurisdictions assisted with field work and other duties
Target audience unwillingness to complete the survey	Incentives was offered upon the completion of the survey

6.0 FUTURE ACTION RECOMMENDATIONS

After reading this section, the reader should understand *what* future action recommendations are based on the results of the evaluation. Based on the recommendations, suggestions for content include the following:

[WWA Phase I S5.C.11.a.iii.] & [WWA Phase II S5.C.2.ii.b.]
Evaluate and report on any changes to the campaign in order to be more effective; describe the strategies and process to achieve the results.

- Document lessons learned and recommendations for which **campaign's strategy** and schedule will more effectively be implemented based on discussion from Section 5.0.
- Discuss how the lessons learned can be applied to future studies.
    - Consider recommendations that:
        - Increase E&O material outreach to the **target audience**. If any E&O **materials** were translated into a different language other than English, consider strategies to reach that demographic.
        - Increase **campaign** participation
        - Improve campaign instruments
    - Conduct a literature search to identify recommendations and strategies to achieve the recommendations
    - ***EXAMPLE*** *of a recommendation: Sending E&O* ***materials*** *with utility bill to increase* ***E&O program*** *reach to the* ***target audience.***

[WWA Phase I S5.C.11.a.vii.] & [WWA Phase II S5.C.2.f.]
Use the results of the **campaign** evaluation to direct effective methods for implementation and E&O resources effectively.

- Describe the strategies and process to implement changes to the **campaign** to be more effective.
    - If the desired results were not achieved state how this will be resolved in the future. ***EXAMPLE****: There was no or only a small measurable difference between the pre and post data that indicated a change in the target audiences understanding and adoption of targeted behaviors. The strategy will be re-evaluated through pilot testing and revised based on the results.*

      EXAMPLE*: There was a low response rate from the community who first languages was other than English. For future evaluations, the Permittee will strive to increase the response rate by hosting focus groups with these communities to identify alternatives methods for disseminating campaign materials.*
    - Develop and describe an implementation plan to execute changes to the **behavior change program**. The plan should include what the recommendations are, how they were identified, when the recommendations will be implemented, and what is needed to implement the recommendations, such as budget and staff.
    - Documenting the implementation plan in a table format is preferred.

EXAMPLE *of an implementation plan is shown in Table 6-1. The text in the table is example entries and should be replaced by the lead or participating entity with their preferred recommendations.*

TABLE 6-1: IMPLEMENTATION PLAN

RECOMMENDATIONS	BUDGET	BUDGET SOURCE	STAFF	IMPLEMENTATION TIME FRAME
Focus on face-to-face distribution of **behavior change campaign materials** at the State Fair	$100	Jurisdiction	Stormwater Staff	State Fair 2023
Revise **behavior change campaign** material to increase interaction with posts and education material.	N/A	N/A	Webmaster/Public Relations staff	January 2023

7.0 GLOSSARY

Adoption: Also referred to as behavior adoption. *See Section 2, 5, and 7*. The action (or inaction) of participating in the target behavior; adoption levels are measurable using evaluation instruments and analysis.

Alternative hypothesis: *Section 6*. A prediction that is accepted if the null hypothesis is rejected through hypothesis testing.

Audience research: Investigating the target audience's characteristics, habits, pre-existing beliefs, etc. prior to the behavior change campaign taking place that will divulge useful information to improve the campaign effectiveness.

Barriers: Any physical, spiritual, or societal obstacles preventing a target audience from adopting a target behavior.

Basic statistics: Quick methods of analyzing the difference between data sets that often does not require the use of complex statistical software. Evaluating the differences between measures of central tendency (mean, median, and mode) of two or more data sets are common examples of basic statistics. For example, calculating the average pre and post data response to compare differences.

Behavior change: Similar to behavior adoption, behavior change is the act of adopting new BMPs in lieu of not participating in them.

Behavior change campaign: A portion of the E&O program that is directed to a target audience to change a specific behavior that negatively impacts water quality of the downstream watershed.

Behavior understanding: The target audiences understanding of why preferred BMPs should be adopted including the negative implications of not adopting the BMPs.

Best management practices (BMPs): The schedules of activities, prohibitions of practices, maintenance procedures, and structural and/or managerial practices approved by Ecology that, when used singly or in combination, prevent or reduce the release of pollutants and other adverse impacts to waters of Washington State.

Codes: To analyze open ended data, it is grouped by like-items, and then like-items are given a name that is referred to as a code. Codes are used as a way to organize data to quickly pull assumptions about a group of similar data. Coded data is then organized into themes. Reference the Themes definition for more details.

Campaign: References to the campaign are referring to the behavior change campaign. See behavior change campaign.

Community-based social marketing (CBSM): Community-based social marketing (CBSM) blends social marketing with social and environmental psychology to develop tools that foster lasting behavior change. (McKenzie-Mohr, 2011)

Control data: This data is what was collected from the control population, who has not had any exposure of the behavior change campaign, that provides comparable variable to provide information of the target audiences understanding and adoption of the targeted behaviors. Control data is often collected when it is not possible to collect pre (baseline) or post (follow-up) data. See control populations for additional information.

Control populations: The sample group that produces control data resulting from no changing variables and can be compared against the target population data which has had changing variables, meaning they have not been exposed to the behavior change campaign. The control population typically has similar characteristics as the target population but may be in a different geographic region. For example, if an existing behavior change campaign is the focus on the evaluation it would not be possible to collect baseline data from the target audience. Instead, baseline data is collected from a control population and compared to the post data collected from the target population to measure the change in understanding and adoption of targeted behaviors.

Education and outreach (E&O) program: The overall MS4 Permit requirement to provide stormwater education and measure a behavioral change campaign to a selected target audience, as to provide stewardship opportunities to the general public.

Executive summary: A a non-technical summary of the project that is typically written for a more general audience and includes the "key" elements of the report.

Field testing: One or more methods of validating the behavior change campaign methods and instruments should be conducted before broad implementation of the overall behavior change campaign or evaluation. Some examples of field testing include pilot testing or peer review.

Hypothesis testing: A **s**tatistical analysis used to test predictions (hypotheses) about the outcome of an evaluation. This analysis determines whether the difference between two data sets (pre and post data) are meaningful (significant) by determining the odds that the results happened by chance.

Instruments: A measurement device (i.e., a survey, test, observation log, interview questions, etc.) used to measure changes in the target audiences understanding and adoption of target behaviors.

Likert Scale: often represented as descriptive answer options that can be easily quantified and analyzed: "Always, Frequently, Sometimes, Never" is one example of a Likert scale.

Materials: Physical items that are used to encourage participation or seen as educational tools used for the behavior change campaign.

Motivators: Incentives for the target audience to take part in the target behavior. These may be tangible items distributed from participating jurisdictions or monetary, socially desirable, or esteem-boosting incentives.

Null hypothesis: A prediction that is assumed to be true unless there is strong evidence against it which is determined through hypothesis testing.

Peer debrief: A technique used in qualitative research where staff who are familiar with the topic that is being evaluated meet to review and discuss the coding that were developed by the researcher for the purpose of validating (through agreement) the coding.

Pilot testing: A quality control method to validate the data collection methods, instruments, and/or campaign on a selected group of the target audience during a practice-round before broadly implementing the campaign and conducting the follow up evaluation. The group who took part in the pilot test will not be used for the target population during an evaluation for the same campaign.

Post data: Also commonly referred to as *follow-up data*. This data is what was collected after the behavior change campaign was implemented that provides information of the target audiences understanding and adoption of the targeted behaviors.

Pre data: Also commonly referred to as *baseline data*. This data is what was collected before the behavior change campaign was implemented that provides information of the target audiences preexisting understanding and adoption of targeted behaviors.

Priming: Also known as prompting. This is a method of intentionally or unintentionally leading the respondent to the desired response through advanced training on the desired response before asking the question.

Prompting: Also known as priming. This is a method of intentionally or unintentionally leading the respondent to the desired response through coerced or particularly worded questioning.

Qualitative: Data that is presented through descriptions or words and is not representative of mathematically applicable values (Takona, 2002).

Quantitative: Numerically significant data values of which mathematical operations of addition, subtraction, multiplication, and division can apply without needed conversion (Takona, 2002).

Raw data: Collected data that has not gone through any flagging, coding, or analysis.

Regional collaboration: Collective jurisdictions and/or agencies combining efforts to achieve MS4 Permit requirements.

Sample size: The portion of the target audience that data will be collected from (see target population). The sample size is set to gather a representative understanding of the target audience as a whole. This size is determined using several methodologies described in Chapter 3 of the Evaluation Guidance Manual.

Social marketing (SM): A process that applies marketing principles and techniques to create, communicate, and deliver value in order to influence target audience behaviors that benefit society (public health, safety, the environment, and communities) as well as the target audience (Lee & Kotler, 2011).

Standard operating procedures (SOPs): The procedures that define specifically how to conduct an activity such as an interview or how surveys were deployed; SOPs should provide sufficient detail such that the activity is repeatable and can be reproduced by an individual (i.e. third party) unfamiliar with the evaluation.

Statistically significant difference: A detectable change between data sets that can be calculated based on a predetermined confidence interval.

Strategy: A method for targeting the preferred behaviors and discouraging the undesirable behaviors.

Study area: The geographical location that behavior change measurements took place.

Target audience: The group that the behavior change campaign is directed towards who participate in the behavior that impacts stormwater quality.

Target behavior: The behavior aimed for the target audience to adopt by implementing a BMP which could improve a water quality issue. See BMP.

Target population: A subgroup of the target audience that includes all members of the ideal sample size. This subgroup of the target audience should of a size that represents the understanding and behaviors of the target audience as a whole.

Themes: Coded data can be grouped together based on the interpretated meaning to narrow down open-ended and/or qualitative data into select categories or themes. For example, barriers which may be filtered into common codes which were organized into primary themes may include: convenience, cost, space, or lack of knowledge.

Validation: The process to verify the instrument measures what it was intended to measure and produces stable results (Guba, 1981).

Water quality problem: Stormwater related pollutant(s) that is triggering the need for the behavior change campaign. This is identified by previous data or observations known to contribute to poor water quality in water bodies.

8.0 REFERENCES

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9.0 APPENDICES

9.1 Evaluation Schedule

Provide a range of dates for when the tasks and subtasks for developing, implementing, and evaluating the **campaign**. A table format is preferred.

EXAMPLE

TABLE 9-1 EVALUATION TIMELINE

TASK & DELIVERABLE	START DATE	COMPLETION DATE
Task 1:		
Subtask		

9.2 Campaign Materials

It is optional to include supporting documents such as campaign materials in the appendix however, this information should be identified/described in the report and available upon request. Delete this section if these documents are not included.

9.3 Instruments

It is optional to include supporting documents such as instruments used to evaluate change in the report appendix however, this information should be identified/described in the report and available upon request. Delete this section if these documents are not included.

9.4 Raw Data

It is optional to include raw data in the report appendix however, this information should be identified/described in the report and available upon request. Delete this section if these documents are not included.

Evaluating the Effectiveness of Stormwater Education and Outreach: Permittee Guidance for Addressing Challenges through Behavior Change

Evaluation Guidance Manual

January 12, 2023

Prepared by:

Evergreen StormH2O
PO Box 19812
Spokane, WA 99228

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Aimee Navickis-Brasch, PhD, PE
Evergreen StormH2O

Francesca White, PE
Evergreen StormH2O

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1.0 Introduction

1.1 Manual Purpose and Background

In Washington State, discharges from Municipal Separate Storm Sewer Systems (MS4s) are regulated under a combined National Pollutant Discharge Elimination System (NPDES) and State Waste Discharge General Permit (MS4 Permit). The MS4 Permits require Permittees to implement a Stormwater Management Program (SWMP) that includes an Education and Outreach (E&O) Program that is designed to meet specific goals. These goals vary depending on whether the permit is issued to a Western Washington (WWA) Phase I or Phase II jurisdiction or an Eastern Washington (EWA) Phase II jurisdiction. **Table 1-1** Provides a summary of the goals based on the different types of permits.

Table 1-1 MS4 E&O Program Design

Education and Outreach in MS4 Permit	WWA Phase I	WWA Phase II	EWA Phase II
Build general awareness about methods to address and reduce stormwater runoff.	✓	✓	
Effect behavior change to reduce or eliminate behaviors and practices that cause or contribute to adverse stormwater impacts.	✓	✓	
Create stewardship opportunities that encourage community engagement in addressing the impacts from stormwater runoff.	✓	✓	
Educate target audiences about the impacts of stormwater discharges to water bodies and the steps to take to reduce pollutants in stormwater.			✓

In the 2019–2024 WWA and EWA MS4 Permits, all three included requirements for evaluating and reporting on behavior change campaigns (WWA) and E&O programs (EWA) for changes in the understanding and adoption of target behaviors. The specific requirements vary between the WWA and EWA Permits, as shown in **Figure 1-1** and **Figure 1-2**. Most notably, the WWA Permits explicitly state to "*follow social marketing practices and methods, similar to community based social marketing (CBSM) and develop a campaign that is tailored to the community, including development of a program evaluation plan. Each Permittee shall: develop a strategy and schedule (a) to more effectively implement the existing campaign or; (b) to expand the existing campaign to a new target audience or BMP; or (c) for a new target audience and BMP behavior change campaign"* [WWA Phase I S5.C.11.a.iv. and Phase II S5.C.2.a.ii.(c)]. In contrast, the EWA Permit does not mention social marketing or CBSM [EWA Phase II S5.B.1.]. However, in all three permits, Permittees have similar requirements for evaluating and reporting on the understanding and adoption of targeted behaviors.

The specific WWA Permit language [Phase I S5.C.11.a.vi. and Phase II S5.C.2.a.ii.(e)] is as follows:

No later than March 31, 2024, evaluate and report on:

1. *The changes in understanding and adoption of targeted behaviors resulting from the implementation of the strategy; and*

2. *Any planned or recommended changes to the campaign in order to be more effective; describe the strategies and process to achieve the results.*

The purpose of this Manual is to assist Permittees with meeting the evaluation requirement, which is due on March 31, 2024, for WWA and was due on December 31, 2021, for EWA. While the EWA MS4 Permit deadline passed before this document was developed, this resource may still be useful for EWA Permittees to meet future E&O MS4 Permit requirements.

This Manual describes professionally recommended approaches and concepts that can be used to conduct an evaluation of the behavior change campaign component of the E&O requirements; however, it is not required that this Manual be used to meet MS4 Permit requirements. It was designed to provide guidance for any size project. Some projects may use information from every chapter to conduct a successful evaluation, and some projects may not need that much detail to conduct a successful evaluation. **For example**, small projects that use photograph comparisons or observational data will likely use very little math and may not find Chapter 5 useful, whereas larger projects that collect survey data may find Chapter 5 useful to analyze their data and support their results. While this Manual provides resources about social marketing and CBSM (Social Marketing and Community-Based Social Marketing Resources [Section 1.4]), it does not provide guidance for developing a behavior change campaign.

Note: MS4 Permit language has been included in this document to provide the reader with context for why this Manual was developed. There are slight variations between the WWA MS4 Phase I and Phase II Permits, and the MS4 Permits are updated and reissued every five years. Please refer to the current version of the MS4 Permit that applies to your jurisdiction for exact permit language.

1.2 Manual Organization

The following provides information about the content of each chapter in this document, and each chapter has examples of how to apply the approaches and concepts described. Chapters 2 through 5 are in the order typically followed when an evaluation plan is developed. Ideally, an evaluation plan should be developed prior to implementing a campaign so that all the data can be developing during the campaign.

- **Chapter 1 Introduction** (this chapter) introduces the reader to the Manual and describes relevant permit requirements and the Manual's purpose and organization. It also provides additional resources that were developed as part of this project, as well as information about social marketing and CBSM resources.
- **Chapter 2 Sample Size Selection** provides an overview of common methods for selecting a minimum sample size to evaluate the campaign.
- **Chapter 3 Evaluation Instruments** provides tools (surveys, observational checklists, etc.) used to measure the target audience's change in the understanding and adoption of the targeted behavior campaign for the E&O program. It also provides information about different evaluation instruments, including suggestions for selecting and validating instruments.
- **Chapter 4 Data Types** introduces the different types of data and provides guidance for organizing both qualitative and quantitative data in preparation for data analysis.
- **Chapter 5 Analysis Methods** provides an overview of common data analysis methods for both qualitative and quantitative data. Discussion about the values of hypothesis testing is also included.

1.3 Additional Resources

As part of the SAM project, two additional tools were developed to assist Permittees with meeting their E&O requirements for evaluating behavior change campaigns. These resources include a report template and a website. The following provides additional details about these resources.

1.3.1 Behavior Change Campaign Evaluation Report Template

A report template was developed to support Permittees in meeting their E&O MS4 Permit requirements for reporting on the evaluation of understanding and adoption of targeted behaviors. It is recommended that the report template be used in tandem with this Manual. The report template was developed to streamline report writing by identifying what information is required by the MS4 Permits and providing suggestions for content, which includes informal suggestions from Ecology as basic information to include in a report. The suggestions for content are included because they are common steps in the evaluation process and provide a more complete story of this process. However, all that is required to be submitted to Ecology is what is written in the MS4 Permits, which were written to provide Permittees with flexibility for reporting their process and results.

1.3.2 Website – Tools and Resources for Behavior Change Programs

The website waterbehaviorchange.org was created to provide tools and resources for behavior change programs. It is recommended that the website be used as a companion to this document to help jurisdictions assess the effectiveness of existing campaigns around the country. The website compiles every known evaluation of a behavior change campaign in stormwater or water quality. The site provides details on campaign implementation and evaluation and rates the research quality of the evaluation.

1.4 Social Marketing and Community-Based Social Marketing Resources

Mention of social marketing and community-based social marketing (CBSM) first appeared in the 2019–2024 WWA MS4 Permits as methods for developing behavior change campaigns. Social marketing has been around since the early 1970s (Social Marketing Services, Inc., 2008) and is used to promote behavior change that improves public health and prevents injuries. Lee & Kotler define social marketing as *"a process that applies marketing principles and techniques to create, communicate, and deliver value in order to influence target audience behaviors that benefit society (public health, safety, the environment, and communities) as well as the target audience*" (Lee & Kotler, 2011). CBSM blends social marketing with social sciences (social and environmental psychology) and draws from the concept that sustainable behavior change is most effectively achieved when it involves direct contact with people and initiatives delivered at the community level (McKenzie-Mohr, 2011).

Providing guidance for developing a behavior change campaign is beyond the scope of this Manual. Instead, resources below provide more information about social marketing and CBSM . Additional resources provided by Technical Advisory Committee (TAC) members are included in this section. These resources are organized into the following categories: professional organization, practices and methods papers, informational resources (not tied to a for-profit entity), and informational resources that are created and maintained by for-profit subject-matter specialists/practitioners.

1.4.1 Professional Organizations:

- **Pacific Northwest Social Marketing**, https://pnsma.org/ – Professional organization made up of members of the social marketing community across the Pacific Northwest
  - Learning forums and events
  - SPARKS Conference (annual)
  - Resources

- **Social Marketing Association of North America** (SMANA), https://smana.org/ – U.S.-based social marketing association serving Central and North America
  - Listserv
  - Webinars, events, training opportunities
  - Conferences
  - Resources & Guiding Principles
  - Social Marketing Quarterly (peer-reviewed journal) for members

- **International Social Marketing Association** (iSMA), https://isocialmarketing.org/
  - Webinars, events, trainings, and news

1.4.2 Practices and Methods Papers:

- **Consensus Definition of Social Marketing**, http://smana.org/wp-content/uploads/2017/04/iSMA-Consensus-definition-of-Social-Marketing-Oct-2013.pdf

- **Global Consensus on Social Marketing Principles, Concepts and Techniques**, http://smana.org/wp-content/uploads/2017/04/ESMA-AASM-SMANA-endorsed-Consensus-Principles-and-concepts-paper.pdf

- **Social Marketing Evidence of Effectiveness, 2018**, http://smana.org/wp-content/uploads/2018/11/Final-List-of-Key-Social-Marketing-Evidence-of-Effectiveness-citations-Nov-2018.pdf

- **DRAFT Social Marketing Statement of Ethics** (issued for consultation in September 2022, with end of consultation February 15, 2023), https://docs.google.com/document/d/1pCpW15DPyL5a5-D9Ip2x1-gOA_Kr-znK/edit

1.4.3 Informational Resources:

- **Social Marketing: Messaging for Behavior Change**, https://www.epa.gov/system/files/documents/2022-11/EPA%20Social%20Marketing%20Training-%2010.25.22%20FINAL.pdf
  150-page module developed for U.S. Environmental Protection Agency

- **Creating Messages that Drive Behavior Change,** https://www.epa.gov/recyclingstrategy/creating-messages-drive-behavior-change, U.S. Environmental Protection Agency
  - What is Social Marketing?
  - Learn How to Create a Social Marketing Program (recorded presentations, presentation slides, guide, and worksheet)

- **Getting Your Feet Wet with Social Marketing,**
  https://fyi.extension.wisc.edu/wateroutreach/files/2015/12/GettingYourFeetWet1.pdf,
  A Social Marketing Guide for Watershed Programs, Jack Wilbur, Utah Dept of Agriculture & Food – Designed to walk watershed groups, municipalities, etc., through the process of developing and implementing a watershed outreach campaign, including stormwater focus.

- **Chesapeake Behavior Change**
  https://www.chesapeakebehaviorchange.org/
  Serves as a repository to publish behavior change campaigns and view other organizations' campaigns to encourage collaboration and learning opportunities.

1.4.4 Informational Resources Created and Maintained by For-Profit Subject Matter Specialists/Practitioners:

- **Social Marketing Primer and Step-by-Step Guide and Workbook,** https://cplusc.com/social-marketing-workbook/, Downloadable PDFs created by C+C
  - **Social Marketing Primer,** https://cplusc.com/wp-content/uploads/2022/10/CC-Social-Marketing-Primer.pdf, [linked on EPA's site]
  - **Planning for Effective Social Marketing Campaigns: A Step-by-Step Guide and Workbook**, https://cplusc.com/wp-content/uploads/2021/09/CC-Social-Marketing-Workbook.pdf

- **Tools of Change,** https://toolsofchange.com/en/home/, – Collection of behavior change, social marketing, and community-based social marketing case studies
  - Planning guide
  - Case studies
  - Topic resources
  - Webinars and workshops

- **Community-Based Social Marketing**, https://cbsm.com/ – CBSM founder, Doug McKenzie-Mohr's site includes:
  - Upcoming training opportunities listed on site
  - Resource links to articles, reports, cases, forums, and colleagues
  - Publications: *Fostering Sustainable Behavior* (Third Edition), Doug McKenzie-Mohr, PhD

- **Social Marketing Services, Inc.,** https://www.socialmarketingservice.com/ – Nancy Lee, author of 15 books on social marketing. This website site includes links to:
  - Planning worksheets (free, downloadable PDF provides step-by-step guide through the process of creating a social marketing plan)
  - Journal articles
  - Upcoming learning opportunities are listed on iSMA, SMANA, and Nancy's website.
  - Publications co-authored by Nancy Lee and Philip Kotler:
    - Success in Social Marketing: 100 Case Studies from Around the Globe (2022)
    - Social Marketing: Changing Behaviors for Social Good (Sixth Edition, 2023)
    - Social Marketing to Protect the Environment: What Works (2011)
    - Marketing in the Public Sector: A Roadmap for Improved Performance (2006)

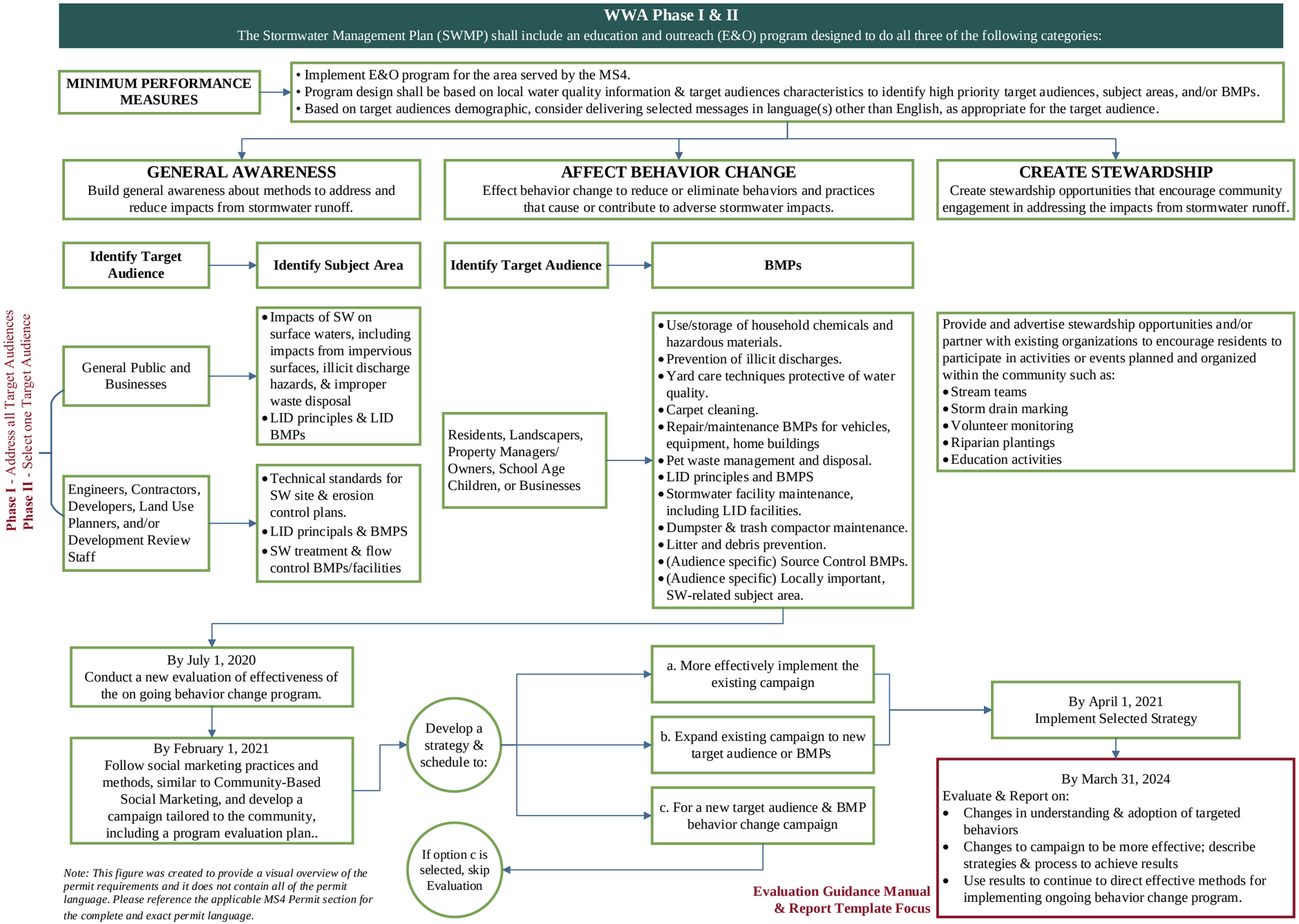


Figure 1-1 WWA Phase I & II Illustration of MS4 E&O Program Requirements

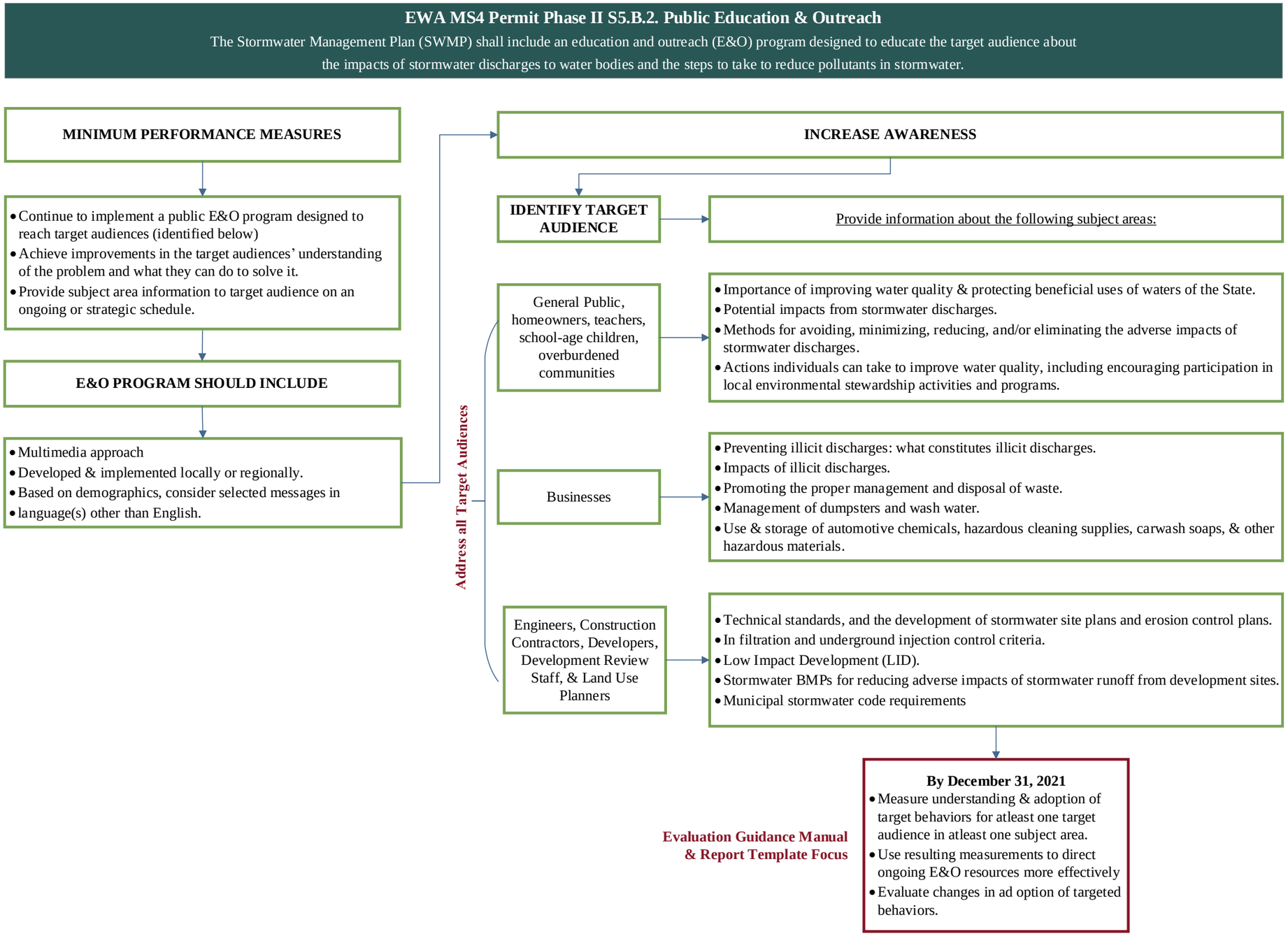


Figure 1-2 Illustration of EWA MS4 Permit E&O Requirements

2.0 Sample Size Selection

2.1 Chapter Overview

Careful consideration and selection of an appropriate sample size is an important early step in the evaluation planning process. This is because sample size can influence the study design, including the choice of evaluation instruments (Chapter 3) and analysis methods (Chapter 5). In addition, it is important to determine how much data (sample size) is needed from the target audience. The purpose of this chapter is to provide guidance for selecting and justifying a minimum sample size. Specific items included in this chapter are as follows:

- The difference between a target audience and target population (Section 2.2)
- Factors that can influence the sample size selection process (Section 2.3)
- Common strategies for selecting a sample size (Section 2.4)
- How differences between the target sample size and actual samples collected can influence a study approach (Section 2.5); specifically, instrument selection (Chapter 3) and data analysis methods (Chapter 5)
- Discussion about random sample collection (2.6)

2.2 Target Audience vs Target Population

For most evaluations, it is not feasible to collect data from the entire **target audience** (also known as priority audience)[1]. Instead, a subgroup of the target audience is studied that is ideally representative (has similar characteristics) of the target audience. This subgroup is commonly referred to as the "target population" (Takona, 2002). **Example 1** illustrates the difference between the target population and target audience. For this example, behavior change materials would be distributed to the entire target audience, but evaluation data would be collected only from the target population.

Example 1: Several jurisdictions jointly developed a behavior change campaign that targets all Washington State drivers. As part of their MS4 Permit requirements, the jurisdictions have decided to conduct a study to evaluate the campaign. They have decided the sample size for the study will be drivers

[1] Many social marketing and CBSM professionals have moved away from the term "target audience" because it is perceived negatively by populations who have been "targeted" in an adverse way in the past. Instead, many now use the term "priority audience". Throughout this manual we continue to use the term target audience because a) it is the term currently used in Permits, b) it is the term that other documents and resources developed for this project use, and c) it is the term readers will encounter in most of the existing printed and online resources provided for choosing, designing, and evaluating behavior change campaigns.

from a large city within the state. In this example, drivers from the city would be the target population, while State of Washington drivers would be the target audience.

Audience segmentation is a common approach in social marketing that is conducted to break down the target audience into smaller subgroups based on common interests or characteristics. The target population may end up being the same subgroup as the segmented audience subgroup; however, there are differences between these subgroups. The target population is the size (number of participants needed) of the sample needed to be representative of the target audience, and the size is identified to determine how much data should be collected, whereas audience segmentation is done for the purpose of developing a more tailored campaign. Common ways target audiences are segmented include age, gender, geography, income, habits, etc. (Wilbur, 2006). **Example 2** provides an example of evaluating a program that used audience segmentation. Section 1.4 contains resources with more information about audience segmentation. If it is not feasible to collect data for the entire segmented audience, follow the procedures described in Section 2.4 to select a sample size, and the subgroup included in the evaluation would be considered the target population.

Example 2: A jurisdiction developed a behavior change campaign that would target restaurants and focuses on proper BMPs for disposing of restaurant fats, oils, and grease (F.O.G.). Since the characteristics of restaurants vary substantially (e.g., food trucks, fine dining, fast food) and may influence how the restaurant disposes of F.O.G., the jurisdiction decided to segment the audience to 20 fast-food restaurants (of the total 100 restaurants within city limits). Materials were provided to only fast-food restaurants and evaluation data was only collected from this subgroup.

2.3 Factors Influencing Sample Size

This section outlines how factors can influence sample size. These factors are important to consider, as they directly relate to different types of analysis methods as well as the accuracy of the study results (Israel, 1992a). For example, certain types of statistical analysis require a minimum number of samples or an equal number of participants within the control group and the target population of an evaluation (McKenzie-Mohr, 2011). Additional discussion regarding how sample size can influence instrument selection and the type of analysis methods selected for a study is found in Chapters 3 and 5, respectively.

2.3.1 Level of Precision

Level of precision (e) defines a range in which the true value of the target population is estimated. The range is typically stated as a percentage, such as e = ±5 percent (Olejnik, 2016; Israel, 1992b; Israel, 1992a). For example, if the results indicate that 75% of the target population adopted a new behavior, and a ±5% level of precision was used to select the sample size, then we can assume that 70–80% of the target population have adopted the behavior.

2.3.2 Confidence Level and Interval

Confidence level helps to quantify whether a result is likely due to chance or a factor of interest. In the context of this document, a factor of interest would be a variable such as the campaign strategy that is or is not influencing behavior change. A confidence interval is selected by the researcher, which is used to determine when results are statistically significant (reference Chapter 5, Hypothesis Testing, for additional information about statistical significance). A typical confidence interval (α) is $\alpha = 0.05$, meaning there is a 95% confidence level that the result is real instead of being due to chance. Conversely, there is a 5% chance of concluding that a relationship exists between a variable studied, even though no

relationship exists in the target population. For sample size selection, larger sample sizes are typically associated with higher confidence levels (Olejnik, 2016; Israel, 1992b; Israel, 1992a).

2.3.3 Degree of Variability

The degree of variability refers to differences in the characteristics of the target population that may influence the study results. If the target population is more heterogeneous (has different characteristics), a larger sample size is required to achieve a greater level of precision. This heterogeneity can be captured in the "standard deviation" of a variable around its average – larger standard deviations indicate more heterogeneity and larger sample sizes needed (see Section 5.2.4 for more details). The more homogenous (similar characteristics) the target population, the smaller the sample size is needed (Olejnik, 2016; Israel, 1992b; Israel, 1992a). **For example**, suppose the target audience for a behavior change campaign is segmented to only fast-food restaurant managers. Because this business type has more similar characteristics, fast-food managers would be considered a more homogenous population.

2.4 Strategies for Selecting Sample Size

There are many different strategies for selecting a sample size (that is, selecting the size of the target population). Five simple methods are described in this section, and **Table 2-1** provides an overview of these strategies along with the recommended applications for when to use these methods. More details about each method, along with examples for applying the method, are included in the following subsections.

Table 2-1 Overview of Strategies for Selecting Sample Size

Sample Size Selection Method	Method	Recommended Applications
Census for Small Populations	The entire target audience is used as the sample size	Studies with small target populations (less than 200)
Sample Size of Similar Study	Sample size is selected based on sample sizes from similar studies	Any size study
Published Tables	Published tables are used to select sample size	Studies that have identified a target level of precision, confidence level, and variability
Formulas	Equations are used to calculate sample size	Studies that have identified a target level of precision, confidence level, and variability
Website Calculators	An online calculator is used to calculate sample size	Studies that have identified a target confidence level and interval

2.4.1 Census for Small Populations

This approach proposes to collect data on the entire target audience and is best suited for evaluations where the target audience is small (less than 200). For this strategy, the target audience would also be the target population. The benefit of this method is that it is simple and provides data on the entire target audience, which would eliminate consideration for many of the factors described in Section 2.3. The disadvantage to this method is that it may be cost prohibitive for large target audiences (Israel, 1992a; Israel, 1992b). In **Example 2**, if data was collected from all 20 of the fast-food restaurants, that would be an example of using the census method to select sample size.

2.4.2 Sample Size of Similar Study

This method proposes to use the same sample size used in a similar study. The advantage of this method is that it is easy to determine a sample size. The disadvantage is that if errors were made selecting the sample size in the similar study, there is a risk of repeating the same errors in your own study. With this method, it is important to review the procedures the researchers used to select their sample size before applying the same size on a study, to make sure there was justifiable reasoning for the sample size (Israel, 1992a; Israel, 1992b). **For example**, conduct a review of literature of evaluations that are similar to your own study and compare the size of the target audience to the sample size (target population) the researchers selected. (The waterbehaviorchange.org website described in Section 1.3.2 contains many articles focused on behavior change evaluations that could be reviewed.) Then calculate the average sample size from the articles reviewed to identify a "typical" sample size for your study.

2.4.3 Published Tables

Published tables can be used to select a sample size, such as the one shown in **Table 2-2**. Before determining whether this method is appropriate for your project, it is important to consider the Section 2.3 factors influencing sample size (Israel, 1992a; Israel, 1992b). The advantage to this method is that it is easy to use. The disadvantage is that the factors influencing sample size may not be known by the researcher, such as level of precision and confidence level. If these variables are not known, common values used in similar evaluations could be used. **For example**, the target audience is 1,000 people for a behavior change campaign focused on owners of private stormwater facilities. Assuming a 95% confidence level and ± 5% level of precision (common values), the sample size (target population) is 286. This was determined by finding the target audience size in the first column and the level of precision in the third column (± 5%).

Table 2-2 Sample Size Where Confidence Level is 95%

Size of Target Audience	Target Population Sample Size (n) for Level of Precision (e) of:			
	±3%	±5%	±7%	±10%
100	a	81	67	51
125	a	96	78	56
150	a	110	86	61
175	a	122	94	64
200	a	134	101	67
225	a	144	107	70
250	a	154	112	72
275	a	163	117	74
300	a	172	121	76
325	a	180	125	77
350	a	187	129	78
375	a	194	132	80
400	a	201	135	81
425	a	207	138	82
450	a	212	140	82
500	a	222	145	83
600	a	240	152	86
700	a	255	158	88
800	a	267	163	89

Size of Target Audience	Target Population Sample Size (n) for Level of Precision (e) of:			
	±3%	±5%	±7%	±10%
900	a	277	166	90
1,000	a	286	169	91
2,000	714	333	185	95
3,000	811	353	191	97
4,000	870	364	194	98
5,000	909	370	196	98
6,000	938	375	197	98
7,000	959	378	198	99
8,000	976	381	199	99
9,000	989	383	200	99
10,000	1,000	385	200	99
15,000	1,034	390	201	99
20,000	1,053	392	204	100
25,000	1,064	394	204	100
50,000	1,087	397	204	100
100,000	1,099	398	204	100
>100,000	1,111	400	204	100

Table reproduced from the following citation (Israel, 1992a).

a. The entire population should be sampled.

2.4.4 Formulas

There are many formulas that can be used to calculate sample size. Equation 1 was included in this Manual because it is simple. The sample size (target population) is calculated based on the target audience size, selected level of precision, and an assumed confidence level of 95%. The advantage of this method is that it can be used to calculate the sample size (target population) for different levels of precision or target audiences' sizes. The disadvantage is that the level of precision may not be known. As described in Section 2.4.3, the level of precision may be assumed. **For example**, the target audience is 35,000 and a ±6% level of precision was selected by the researcher. Using **Error! Reference source not found.**, N=35,000 and e=0.06, the target sample size (n) is 276. *Note: Equation 1 was also used to calculate the values in Table 2-2.*

$$n = \frac{N}{1+Ne^2}$$ **Equation 1**

Where:

n = Sample size (target population size)
N = Target audience size
e = Selected level of precision

2.4.5 Website Calculators

There are many websites that have calculators that use formulas to calculate the sample size. A sample size calculator recommended by a TAC member is from the Creative Research Systems website (https://www.surveysystem.com/sscalc.htm). The advantage to this method is that it is easy to use. The

disadvantage is that the Section 2.3 factors influencing sample size may not be known by the researcher, such as confidence level and interval. If these variables are not known, common values used in similar evaluations could be used. **For example**, the target audience is 100,000 people and you want to determine the number of people to survey (target population) to collect a representative sample of the target audience. Using the sample size calculator on the Creative Research Systems website and assuming a 95% confidence level and 0.05 confidence interval (common values used on evaluations), the sample size (target population) is 383. **Figure 2-1** provides a screen shot of the calculator and the results. *Note: The reference to the target population in Figure 2-1 is referred to as the target audience in this Manual*.

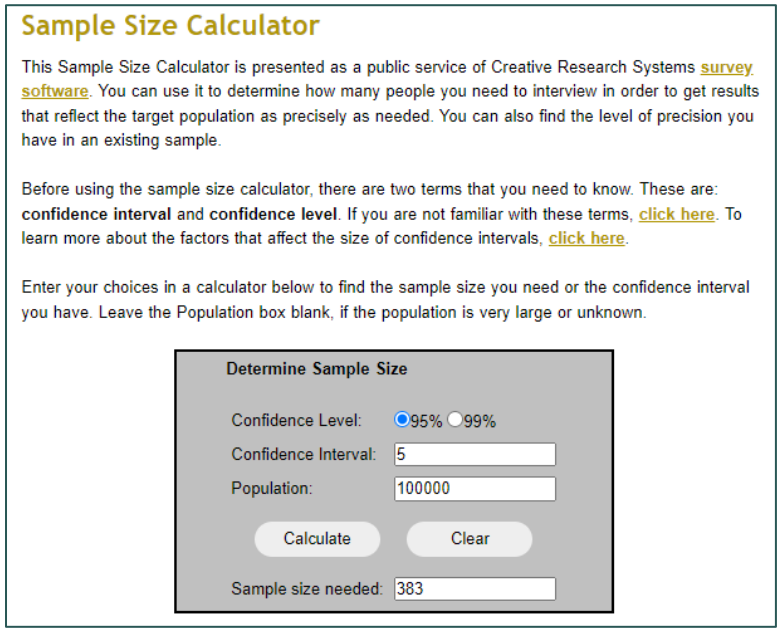


Figure 2-1 Example of a Website Sample Size Calculator

2.5 Targeted Sample Size vs Actual Sample Size

The sample size selected for a study reflects the number of responses or data collected from the target population. This targeted sample size is typically not the same as the number of surveys mailed or interviews planned. **For example,** Giacalone, et al., implemented a telephone survey to collect information on public perception, knowledge, behaviors, and willingness to get involved in improved stormwater management. Surveys were sent to 1.5 million people located in five different cities and, of those, only 13.4% were willing to complete the survey (Giacalone, Mobley, Sawyer, Witte, & Eidson, 2010). As such, the amount of data planned to be collected (number of surveys mailed, interviews planned, etc.) may need to be increased to compensate for nonresponses; even then, the targeted sample size may not be achieved. Because of this, we recommend starting off an evaluation with the desired target population sample size and then, after the study is complete, comparing the actual sample size to the targeted sample size to estimate the representativeness of the results. **For example**, if your target audience is 100,000 people and a 3% level of precision was selected, based on **Table 2-2**, the target sample size would be 1,099. If after all data has been collected from 100 people, then the final report could describe the results based on a level of precision of ±10% for this sample size. This was determined by locating the target audience size in the first column (100,000) and the target population size in the last column (level of precision ±10%).

2.6 Random Sample Collection

With the exception of collecting data on every member of the target audience (Sec 2.4.1), statisticians advise that where possible you randomly choose which person, business or location to collect data from. By choosing randomly, you maximize the chances that what you learn from the random sample will be representative of the larger group. Without randomization, your evaluation is at risk of "selection bias" and the findings can be misleading.

For example, suppose a pet waste program was evaluated by having a staff member stand near a city-provided station that provided poop bags and a garbage bin. By interviewing only the people who used the station, the researchers inadvertently selected for precisely the people who had successfully made the behavior change. In this case, they would overestimate how successful their campaign had been. By randomly selecting dog walkers along various paths or sidewalks, the researchers would gain a better understanding of the effectiveness of the campaign. Although this example has very obvious selection bias, it can affect evaluations in ways that are often hard to diagnose or anticipate.

Randomization can seem daunting and may not be feasible in some cases. Two simple strategies often suffice. First, if a complete list of the target audience is already available, then one can use a random number generator in Excel (the function RAND) to draw a random sample. **For example**, if the target audience is 100 people and the target population size was determined 51 (Table 2-2), the RAND function could be used to generate a random number for each of the 100, sort the rows by this number, and interview the first 51. Second, where a full list of the target population is unavailable, one can use simple rules like interviewing every fourth dog walker that passes a particular spot, or every seventh house on a street. One can also use an old-fashioned coin toss to determine whether data is collected or not.

3.0 Evaluation Instruments

3.1 Chapter Overview

The purpose of this chapter is to provide an overview of the different types of evaluation instruments (referred to as instruments from this point forward), considerations for selecting and designing instruments, and suggestions for validating instruments. In the context of a behavior change campaign evaluation, an instrument is a measurement device (a survey, interview questions, an observation log, etc.) used to collect data that can be used to assess changes in the target population's understanding and adoption of a targeted behavior. The instruments covered in this chapter include surveys, interviews, focus groups, observations, photos, and drawings. The measurement occurs by comparing data collected using an instrument both before and after implementing a campaign, or by comparing data collected from a control group not exposed to the campaign to data collected from the target population after they were exposed to the campaign.

Instruments fall into two broad categories: researcher-administered and participant-completed. They are distinguished by those the researcher administers versus those that are completed by the participants (target population).

- An example of a researcher-administered instrument would be an observation log completed while observing the target population's behavior.
- An example of a participant-completed instrument is a survey questionnaire that the target population completes following specific instructions (Biddix, 2022).

Instruments may also be classified by the type of data they collect qualitative (i.e., open-ended questions) or quantitative (i.e., multiple-choice surveys). Additional discussion about data types is included in Chapter 4.

3.2 Instrument Types and Selection Considerations

This section provides an overview of the different types of instruments along with considerations for selecting an instrument. Instruments should be selected and developed prior to implementing a campaign to ensure the right data is collected during the campaign evaluation. It is important to note that seldom is only one instrument appropriate for a study. Further, there are typically trade-offs to selecting one instrument over another (Takona, 2002). **For example**, collecting observational data allows the researcher to document participants' actual behavior, whereas a survey is completed by participants who would self-report their behavior.

Research indicates that observational data is typically more accurate than surveys because it documents actual behavior (Kimberlin & Winterstein, 2008; Grove & Fisk, 1992). Because behavior is self-reported by participants in surveys, surveys are subject to social desirability bias where the participant answers the question in a manner, they believe is favorable by others. This can result in over-reporting good behavior or under-reporting undesirable behavior (Grimm, 2010). The trade-off is that, while observational data is typically more accurate than surveys, it is also typically more expensive to collect and analyze compared to survey data, particularly if the survey is administered in an electronic format. That being said, it is not always feasible or appropriate to collect observational data, and every evaluation regardless of the instrument provides value.

An overview of each instrument covered in this chapter is described in **Table 3-1,** followed by a more detailed description of the instrument. Considerations for designing instruments are described in Section 3.3.

Table 3-1 Overview of Instruments and Selection Consideration

Instrument	Description	Considerations for Selection
Surveys	A questionnaire that is typically sent to the target population (participant) who completes the questionnaire following specific instructions. Questions may be closed- or open-ended.	• Any sample size • Low response rate • Less expensive compared to other instruments for large sample sizes
Interviews	An interactive form of data collection that involves an interviewer reading prepared questions to participants and recording their answers. Questions are typically open-ended.	• More suitable for a smaller sample size • Higher response rate • Time-consuming to collect and analyze data
Focus Groups	A small gathering of people who discuss a specific subject under the guidance of a moderator to better understand the target population's perceptions and collect their feedback. Questions are typically open-ended.	• More suitable for a smaller sample size • Inexpensive • Typically requires more than one instrument to conduct a complete evaluation
Observations	Data is collected by the researcher observing and documenting the target population's actual behavior. A predeveloped checklist is typically used to collect data.	• More accurate data because actual behavior is documented • Larger sample sizes can be time-consuming and expensive • May not reveal as much about understanding a targeted behavior
Photos	A camera is used to record any changes in behavior before and after the behavior change campaign takes place.	• Any sample size • Best for documenting inanimate objects such as dumpsters • May increase data management to track where photos were taken and when
Drawings	Drawings developed by the target populations before and after participating in an educational program are used to assess changes in understanding and perceptions.	• Any sample size but typically better suited for smaller sample sizes • Best suited when the target population is school age (K–6) • Time-consuming to analyze data

3.2.1 Surveys

A survey is a process of collecting data that typically involves sending a combination of questions (questionnaire) to the participants who provide responses to the questions. The questions maybe closed- (e.g., multiple-choice, yes/no) or open-ended (Kumar, 2011). The goal of a survey is to learn more about the target population: specifically, about their understanding and adoption of a targeted behavior. Surveys can be administered to any sample size and are typically more cost effective for larger audiences compared to other instruments. Response rates for surveys tend to be lower compared to other

instruments. Common methods used to distribute surveys include mail, email, and web links posted on social media or mailed with utility bills.

Because the survey is completed by the participant, the information reported may not be completely accurate due to social desirability bias, discussed above (Grimm, 2010). Careful survey design can minimize or reduce the effects of social desirability bias, as described in Section 3.3.3.

3.2.2 Interviews

An interview is an interactive method of collecting data that typically involves an interviewer reading prepared questions to a participant and then recording the participant's response. The questions are typically open-ended but may also include closed-ended questions. Responses to interview questions typically provide more depth than survey responses because the research can ask more probing questions that provide insights to the participant's responses (Kumar, 2011; Wilbur, 2006). Interviews are more time-consuming to conduct and analyze the data. Consequently, they are better suited for a smaller sample size. In addition, interview response rates tend to be higher than survey response rates (Nehe, 2021). Some evaluations may include both surveys and interviews: the survey is used to learn about the target population and interviews are conducted on a subset of the target population to gain clarification and additional insight on their survey responses. In this case, the interview questionnaire is typically developed based on the survey responses. Interviews are normally conducted face to face, over the phone, or via online video conference.

Similar to surveys, because the interview is completed by the participant, the information reported may not be completely accurate due to social desirability bias (Grimm, 2010). Careful interview and questionnaire design can minimize or reduce the effects of social desirability bias, as described in Section 3.3.3.

3.2.3 Focus groups

A focus group is a small gathering of people in an interactive setting where they discuss a specific subject under the guidance of a moderator or the researcher. The researcher will raise specific questions or issues to stimulate discussion among the focus group participants, and the information collected by the research is used to understand the target population's perceptions and collect their feedback (Kumar, 2011). Typically, data collected from focus groups are used to develop other instruments or aspects of a campaign (Wilbur, 2006). For behavior change campaigns and evaluations, focus groups can be used to develop a better understanding of how the audience perceives a target behavior and provide an opportunity for the audience to discuss in detail their regular behaviors and barriers that prevent them from changing their behavior. Focus groups may also be used to collect feedback on behavior change campaign materials before they are implemented (McKenzie-Mohr, 2011). The sample size for a focus group is usually small, ranging from 6 to 10 people who gather in the same room or an online video conference. Like interviews, focus groups are also subject to social desirability bias. Bias can be reduced by explaining why the participants were chosen to participate in the focus group, what the researcher is wanting to understand about their perceptions or behaviors, and how that information will be used (McKenzie-Mohr, 2011).

Similar to surveys and interviews, because the responses in focus groups are provided by the participant, the information reported may not be completely accurate due to social desirability bias. In a group setting, this can be particularly challenging, especially if one person reports good behavior; the remaining participants may feel uncomfortable providing honest responses about undesirable behavior (Grimm,

2010). Careful design of a focus group outline can reduce social desirability bias, as described in Section 3.3.3.

3.2.4 Observations

Observational data is collected by the researcher observing and documenting the target population's actual behavior. Because actual behavior is being documented (as opposed to self-reporting with surveys), the data is typically more accurate (Kimberlin & Winterstein, 2008; Grove & Fisk, 1992). Observations should be naturalistic and recorded as discretely as possible to be sure authentic behavior is being observed about an individual or a group. Otherwise, if the individual is aware they are being watched, they may act differently than they would if they did not know that what they were doing was being recorded (Kumar, 2011). Prior to collecting observational data, the researcher will develop a checklist that is used to record the anticipated behavior and describe relevant observations. This instrument is well suited for documenting behavior that can be observed in a public place, but it may not reveal as much about the target population's understanding of a targeted behavior. Changes in behavior are measured by comparing the data collected before and after a behavior campaign is implemented. This method works well with any sample size; however, the larger the sample size, the more expensive and time-consuming the data collection and analysis process becomes.

An indirect way to observe and understand changes in the target audience's behavior is to measure outputs. **For example**, if the campaign focused on pet waste disposal and included adding bag dispensers at parks, the number of bags removed from the dispenser could be counted. Because of uncertainty regarding why bags were taken from the dispensers, and not actually observing whether they were used to pick up pet waste, this type of information is typically supplementary to other data that is being collected. An example would be a project with a limited budget for collecting observational data may use results from counting outputs to further support their observational data results. Or these measurements could be collected over a long term to assess whether there is an increase in the demand for bags, which may indicate an increase in understanding and changes in behavior. If this method is used, it will be important to also consider the community growth where the bags are located to determine whether the demand is just increasing with the increase in population size.

3.2.5 Photos

Photographs may also be used to collect data about behavior change. A camera is used to observe and record any changes in behavior before and after the behavior change campaign takes place. The behavior change is measured by comparing the before and after photos side by side. Photographs typically work best with inanimate objects, such as dumpsters, and provide proof of behaviors such as dumpster management. Generally, it is best to ask permission before taking photos of private property. Notifying the property owner that the picture will be taken may introduce issues with the property owners/workers attempting to change their behavior before the researcher arrives to take the photo, so it is recommended that permission be sought at the time of the site visit and right before the photo is taken. Try to take a photo in the exact spot for both the before and after photo so the same views are compared. Typically, a checklist is developed to document and compare the observations.

Example: A campaign focused on dumpster management with a target audience of automobile repair shops within the city. Photos were taken to understand the businesses' dumpster management practices twice at each business during the evaluation: once before the campaign was implemented to collect baseline data, and again after the campaign was implemented to collect follow-up data. Photos were taken of the dumpsters and oil containers, as well as the locations of the nearest storm drains. The site visits

took place at unannounced times, photos were taken from the same locations, and then the checklists were completed in the office. **Figure 3-1** provides an example of a before and after photo.

Figure 3-1 Dumpster Photo Before (left) and After (right) E&O Campaign

3.2.6 Drawings

Drawings can be used to evaluate changes in the target population's understanding, perceptions, and adoption of behaviors. This method is best suited for younger school-age children (K-6) and can be time-consuming to prepare for as well as collect and analyze data. Typically, the target population is asked to develop a drawing related to a specific topic (baseline data). Then they participate in an educational program and afterwards they are asked to draw the same thing (follow-up data). The two drawings are then compared to assess changes as a result of participating in the educational program. A checklist of relevant items in the drawings is then developed and used to identify what items are present in the drawings before and after the educational program (Xu, Read, Sim, & McManus, 2009; Miele, 2014). Like items are then grouped and coded into themes (more discussion on coding qualitative data is in Section 4.5), and differences in the two drawings related to each theme are calculated to measure change.

3.3 Considerations for Designing Instruments

This section focuses on things to consider when designing and developing instruments. When selecting an instrument for a particular evaluation, a critical consideration is whether the instrument is reliable and valid.

- A reliable instrument will collect similar data made on the same participants if the study is repeated.
- A valid instrument will measure what it is intended to measure (Takona, 2002).

Reliable and valid instruments are developed by selecting an instrument that is appropriate for a particular study, carefully designing the instrument to answer the study questions, and validating the instrument before it is used. Sections 3.2 and 3.4 provide considerations for selecting and validating instruments.

When designing instruments, it is important to collect data that will help answer the specific questions needed to conduct an evaluation (McKenzie-Mohr, 2011). Instruments should be designed to measure both the understanding and the behaviors of the target population. Instruments can easily become lengthy and complex while under development. Keeping the contents clear and brief is important for answering the question that the evaluation is intended to answer and prevents the instrument from managing data that is not needed. It may be helpful to assess the instruments after they are developed and remove questions that provide data that is interesting to know but will not drive your decision making relative to the evaluation goals.

3.3.1 Survey and Interview Questions

Considerations for developing survey and interview questions:

- When developing questions, only collect the required details needed to measure changes in behavior and understanding.
- Participants should be clear on what the questions are asking. Consider shaping questions in terms that a person with no stormwater background knowledge would understand. For public surveys, using a 5th grade reading level is suggested.
- Each survey should include instructions regarding the purpose for the survey, the jurisdiction(s) involved, and instructions for completing the survey. Instructions should be listed clearly and noticeably just before the first questions is asked.
- Most surveys should be designed to have participants complete the survey in 10 minutes or less. Any more time than this and the participants' attention-span declines and they are less likely to complete the survey.
- Questions may be either closed-ended or open-ended. Some key points and differences for each type of question are as follows:
    - Closed-ended questions offer limited options for responses, such as questions that have multiple-choice or yes/no response options. Closed-ended questions also include response options on the Likert Scale (see Section 4.4 for more details). Closed-ended questions are easier to analyze and can minimize misinterpretation of participants' responses, which can be an issue with open-ended questions.
    - Open-ended questions give participants the opportunity to answer in their own words and are typically designed to elicit more information that can be provided with closed-ended questions. However, it is time-consuming to analyze open-ended responses (see Section 4.5) and it typically takes the participant more time to answer the questions compared to closed-ended questions.
- Designing good survey or interview questions involves selecting the questions needed to meet the evaluation goals and evaluating the questions to make sure they are clear and answer the questions intended. The following four questions can be used to evaluate survey questions (Fowler, Jr., 1984):
    1. Is this a question that can be asked exactly as written?
    2. Is this a question that will mean the same thing to everyone?
    3. Is this a question that people can answer?
    4. Is this a question that people will be willing to answer?

- After the survey or interview questions have been developed, follow the suggestions in Section 3.4 to validate the instrument, which will improve the quality of the instrument and the data collected using the instrument.

3.3.2 Survey Design Resources

A TAC member provided the following information, which includes free resources that may also be helpful for survey design.

- **NOAA Coastal Management – Introduction to Survey Design and Delivery**
  - https://coast.noaa.gov/digitalcoast/training/survey-design.html
  - NOAA also offers training on survey design, and the pdf from its course is available for free download.

- **Survey Monkey™ – 10 Best Practices for Creating Effective Survey**
  - https://www.surveymonkey.com/mp/survey-guidelines/
  - Survey Monkey™ provides a simple starting place for survey design.

- **Harvard Questionnaire Design Tip Sheet**
  - https://psr.iq.harvard.edu/book/questionnaire-design-tip-sheet

- **Survey Fundamentals – A Guide to Designing and Implementing Surveys**
  - https://osteopathic-medicine.uiw.edu/_docs/getting-started-research/survey-fundamentals.pdf

3.3.3 Social Desirability

Social desirability bias is a type of response bias where survey respondents answer questions in a manner they believe will be viewed favorably by others. It can take the form of over-reporting "good behavior" or under-reporting "bad" or undesirable behavior (Grimm, 2010). This section provides suggestions for surveys, interviews, or focus groups that can minimize or reduce the effects of social desirability bias (Ipsos, M. O. R. I., Autumn 2012).

- Carefully consider the following:
  - **How research is introduced.** Avoid priming participants to respond in a more socially acceptable manner, or let them know it is okay to admit undesirable behavior.
  - **How questions are worded can encourage respondents to answer truthfully.** This might include presenting statements other people have made during an interview and then asking the respondent to provide a response that is closest to their own views. This sends a message that there are a range of ”acceptable” responses, rather than one ”right” one. Include statements in the survey or interview instructions indicating that ”there are no right or wrong answers,” to help reduce concerns participants might have about being judged for their responses.
  - **Ask participants what they do (or would do), not just what they think.** Research has indicated there is a disparity between self-reported opinions vs self-reported actions or a willingness to change actions. Asking participants what they do or would do is typically less affected by social desirability bias.
- Use multiple types of instruments and sources to collect and cross-check data to assist with understanding and interpreting the responses. For example, if a survey is released to the public

about car wash wastewater management, consider also collecting observational data, and even trends in washing cars at commercial car washes, and using the combination of results to support the survey findings.

- Ask the same question with the response option in reverse order. For example, if a question asks, "how likely are you to adopt a behavior" and the response options are "extremely likely, likely, neutral, unlikely, extremely unlikely," ask the same question at the end of the survey but put the response options in reverse order: "extremely unlikely, unlikely, neutral, likely extremely likely." If the participant answers, "extremely unlikely" and "extremely likely" to the same question, this may be an indication that their responses are not valid, and consideration should be given to excluding the data from their survey in the final dataset (Hopper, 2013). This same approach can also be done with reverse-wording the question but leaving the response options in the same order for both questions. For more information on this topic, consult the following resource: https://www.formpl.us/blog/how-to-get-the-truth-on-surveys-why-respondents-lie

3.3.4 Target Audience Research

Both social marketing and community-based social marketing (CBSM) recommend conducting target audience research to better understand existing behaviors and barriers that inhibit individuals from engaging in preferred behaviors. This information is also important for developing study instruments that will be used as part of the evaluation. Two ways to collect information about the target audience are noted below. Additional social marketing and CBSM resources are located in Section 1.4.

- Conduct a literature review to identify the target audience and/or determine what is known about the habits and demographics of a target audience relevant to a behavior change campaign. The CBSM website, https://cbsm.com/, is an option for reviewing environmentally-related case studies (Mckenzie-Mohr and Associates, 2005-2022). Web search engines or Google Scholar are also good resources for looking up published reports or more scholarly articles. Many of these options are free and readily available.
- Conduct surveys or focus groups to better understand the target audiences' current behaviors and barriers to behavior change. This information is commonly used to develop behavior change campaigns, and the information collected can also be used to develop survey or interview questions.

3.3.5 Use an Existing Instrument

Instruments developed from other studies can be reused, which may eliminate the need to develop a new instrument. However, each study is unique, and an existing instrument will likely need to be adapted to the new study. Reference the waterbehaviorchange.org website for articles that may contain examples of instruments that have already been developed.

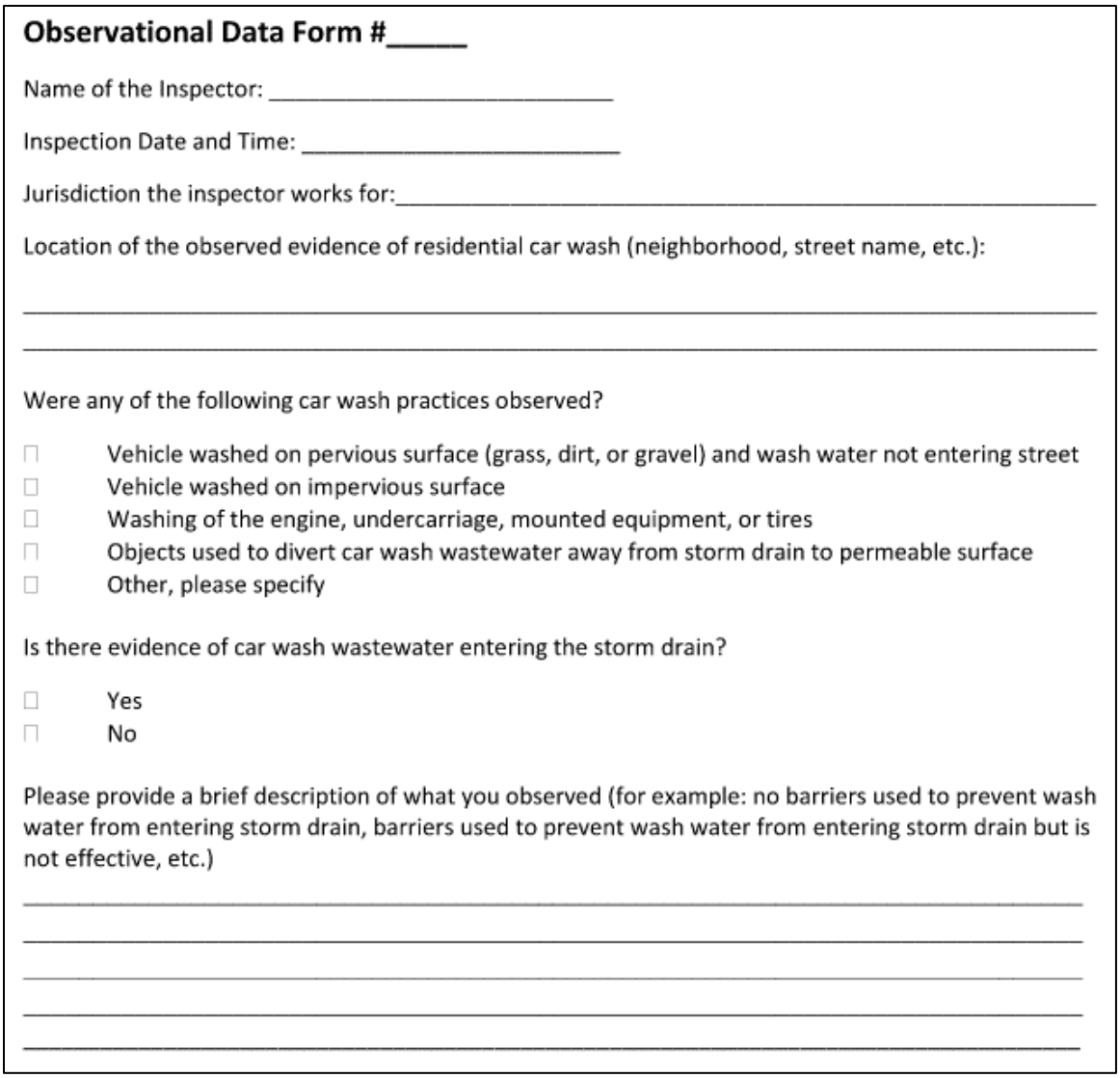
3.3.6 Multiple Instruments

It can be beneficial to use more than one instrument for data collection. One reason to do so is that it may be necessary to answer all the evaluation questions. For example, observational data may be used to understand whether changes in behavior occurred, but additional data may need to be collected (e.g., using a survey or interview questions) to determine whether the target audience's understanding of the behavior has changed or why they changed their behavior. When considering using more than one instrument for data collection, assign each instrument a purpose for what data will be collected, and identify how that data will answer the evaluation questions to confirm the additional data is needed. An

additional benefit of using more than one instrument for data collection is it can improve the validity of the results, particularly if the results are similar from each instrument. The disadvantage of using more than one instrument is it may cost more time, money, and resources than using only one instrument.

3.3.7 Checklists for Collecting Observational Data

The purpose of the checklist is to reduce the time needed to record the observations and analyze the data. Checklists are typically developed by conducting research (literature reviews, focus groups, etc.) to understand the anticipated behavior and barriers of the target population and then pilot testing (see Section 3.4) to validate the checklist before it is used in a study. In addition, developing a checklist into a standardized form before starting to collect data will minimize errors in the process of collecting, recording, and analyzing errors (Radhakirishna, 2012). **Figure 3-2** provides an example of a checklist.



Observational Data Form #_____

Name of the Inspector: _____

Inspection Date and Time: _____

Jurisdiction the inspector works for:_____

Location of the observed evidence of residential car wash (neighborhood, street name, etc.):

_____

_____

Were any of the following car wash practices observed?

- ☐ Vehicle washed on pervious surface (grass, dirt, or gravel) and wash water not entering street
- ☐ Vehicle washed on impervious surface
- ☐ Washing of the engine, undercarriage, mounted equipment, or tires
- ☐ Objects used to divert car wash wastewater away from storm drain to permeable surface
- ☐ Other, please specify

Is there evidence of car wash wastewater entering the storm drain?

- ☐ Yes
- ☐ No

Please provide a brief description of what you observed (for example: no barriers used to prevent wash water from entering storm drain, barriers used to prevent wash water from entering storm drain but is not effective, etc.)

_____

_____

_____

_____

_____

Figure 3-2 Checklist from a Car Wash Wastewater Management Evaluation

3.4 Validating Instruments

After an instrument has been developed, the next step is to validate the instrument. Validation is a process used to verify that the instrument measures what it was intended to measure and produces stable results (Guba, 1981). Three common methods for validating instruments include:

- Peer Debriefing – Distribute the instrument to a group of your peers and have each of them review/use the instrument. Then have the group meet to debrief on their assessment of the instrument. This will include discussion regarding whether (a) there is more than one way to interpret a question or instructions, (b) the terminology seems clear for a diverse audience, or the terms should be revised because they may not be understood by the general public, or (c) whether the questions or instructions should be revised to improve clarity. The instruments are then revised until the group mutually agrees.

- Field testing instruments before broad implementation – This may include using focus groups or pilot testing the instruments before they are implemented for a study. (Focus groups are described in more detail in Section 3.2.3.) Pilot testing would include implementing the instruments with small subgroups of the target population or separate control groups. Data collected from pilot testing is then used to update the instruments before they are used as part of the evaluation. Data collected from pilot testing would not be included as part of data collected from the actual evaluation.

- Use established instruments from similar studies that have already been validated. Refer to Section 3.3.5 for more information on this topic.

4.0 Data Types

4.1 Chapter Overview

Once data has been collected using the instruments listed in Chapter 3, data will need to be prepared for analysis. Depending on the data collection instrument used, either qualitative or quantitative data will be produced. Qualitative values consist of descriptions, whereas quantitative data can typically be measured or counted and has numerical values. This chapter focuses on data management, providing an overview of qualitative and quantitative data types, and guidance for coding qualitative data as well as converting qualitative data to quantitative data.

4.2 Data Management

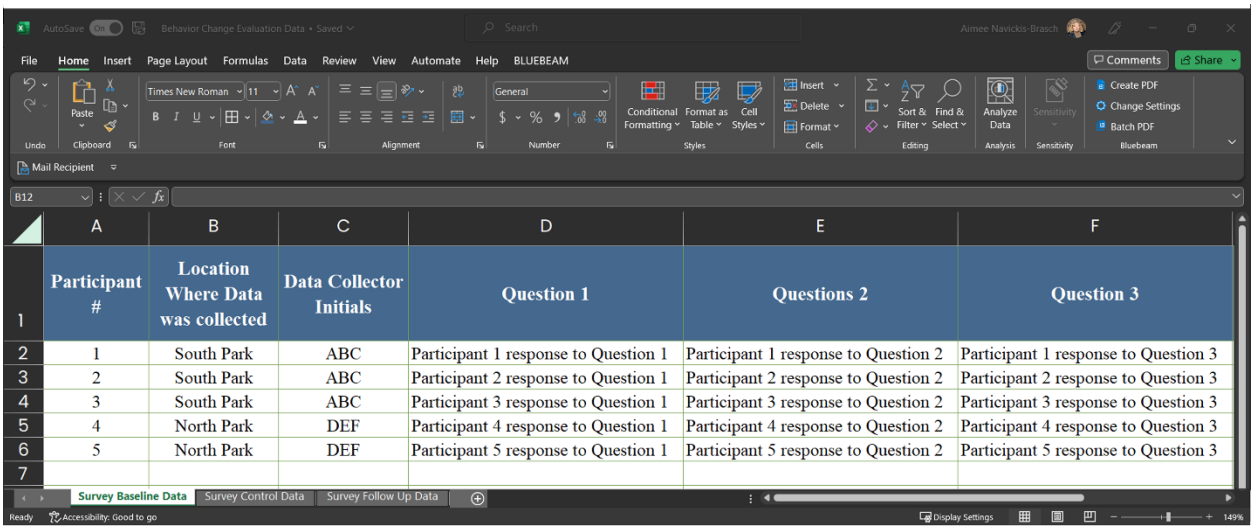
Data management is the organization, storage, and preservation (or archiving) of data collected during the evaluation. It is the everyday management of the data during the data collection and analysis phases of a project and is an important step to reduce the potential for errors (Radhakirishna, 2012). Proper data management also ensures that, should an unanticipated change in key team members take place, the project can be more easily continued by the new team member. It is generally recommended that a plan be developed prior to data collection that outlines how data will be managed.

The remainder of this section focuses on data organization. To accurately measure if there was a change in behavior, data will need to be collected both before (baseline) and after (post or follow-up data) a campaign is implemented. Baseline data provides information about the target population before they are exposed to the campaign, and follow-up data provides information about the target population after they are exposed to a campaign. Baseline and follow-up data are then compared to evaluate changes in the target population's understanding and adoption of a behavior. Both forms of data should be collected in the exact same manner so that, ideally, the only changing variable in the study was that the campaign took place. If it is not possible to collect baseline data, data collected from a control group may be used instead. Control groups are not exposed to the campaign materials and should have characteristics similar to the target population. The same instruments used on the target population should be used to collect data from the control group. In addition, Sugiarto and Cook (2022), recommend collecting a combination of baseline and follow-up data as well as data from a control group because it is considered the gold standard in high-quality evaluations: it eliminates many of the factors which could lead you to mistaken conclusions. However, collecting additional data from control groups uses limited resources and may not be feasible in many cases (Sugiarto & Cook, 2022).

Suggestions for organizing data are as follows and illustrated in **Figure 4-1**:

- Excel© or a similar program is recommended for organizing data.
- Organize data first by the evaluation instrument used to collect the data and then separate data into baseline, follow-up, or controlled responses. Depending on the amount of data collected, it may be easiest to separate each set of data (e.g., baseline or controlled and follow-up) into different worksheets.
- Put each question or item from the evaluation instrument into the column header and arrange responses from each participant into separate rows in the same column. This will allow for an easier comparison of data.

- If data is coded into themes (Section 4.5) or responses are converted to numerical values (Section 4.6), then themes or values can easily be added to the adjacent column in the same row.



	A	B	C	D	E	F
1	Participant #	Location Where Data was collected	Data Collector Initials	Question 1	Questions 2	Question 3
2	1	South Park	ABC	Participant 1 response to Question 1	Participant 1 response to Question 2	Participant 1 response to Question 3
3	2	South Park	ABC	Participant 2 response to Question 1	Participant 2 response to Question 2	Participant 2 response to Question 3
4	3	South Park	ABC	Participant 3 response to Question 1	Participant 3 response to Question 2	Participant 3 response to Question 3
5	4	North Park	DEF	Participant 4 response to Question 1	Participant 4 response to Question 2	Participant 4 response to Question 3
6	5	North Park	DEF	Participant 5 response to Question 1	Participant 5 response to Question 2	Participant 5 response to Question 3
7						

Figure 4-1 Example of Survey Data Organization

4.3 Qualitative

Qualitative data is descriptive data (non-numerical) that can be placed into categories (Creswell, 2013). Qualitative data generally refers to text, such as open-ended responses to survey, interview, or focus group questions, but also includes data collected from observations, photos, and pictures. Quantitative and qualitative data provide different information and are often used together to develop a better understanding of the target population (Austalian Bureau of Statistics, n.d.). Collecting and analyzing qualitative data can provide insights into quantitative results. **For Example**:

- **Quantitative Data:** Observational data collected of people walking their dogs found that 40% do not pick up their dogs' poop.
- **Qualitative Data:** During interviews with dog owners, the top reason why they do not pick up poop is because they forgot to bring a bag with them.

Nominal and *ordinal* data are two forms of qualitative data. Nominal data groups variables into categories that are purely descriptive and do not have any numerical value. Some examples of nominal data include sex, religion, or race. Nominal data may be collected through asking questions such as open-ended questions or answering questions that have a given list of multiple-choice or yes/no response options. Observations recorded from pictures, site visits, or drawings are also considered nominal data. These observations should be recorded through text to express the description of the resulting behavior, whereas ordinal data groups variables into ordered categories, which has a natural order or rank based on some hierarchal scale such as high to low (Kumar, 2011). An example of ordinal data is a survey question that asks how much a person agrees with a statement and the response options include statements such as "Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree."

Qualitative data can be collected using several different evaluation instruments, as described in Chapter 3, including questionnaires, interviews, observations, pictures, or drawings. After collecting qualitative data,

that data is commonly coded (Section 4.5) and/or converted to quantitative data (Section 4.6) to make data analysis simpler. Additional discussion about data analysis is included in Chapter 5.

4.4 Quantitative

Quantitative data has a numerical value that expresses a certain quantity, amount, or range. **For example**, if a survey question asks how often a person washes their car each year, the response would be a numerical value and is considered quantitative data. Numerical data can be represented in many ways, including percentages, proportions, or rates of change. Interval and ratio data are forms of quantitative data that represent positions along continuous number lines rather than categories like qualitative data. Quantitative data is also amenable to statistical analysis (Kumar, 2011).

Intervals represent values that have a defined numerical scale where the order of the variables is known as well as the difference between the variables; however, the zero point is arbitrary. Examples of interval data include credit scores and SAT scores. In both cases, it is not possible to get a zero score. Likert Scales are another example of interval data that is often used to give quantitative value to qualitative data. A Likert Scale is similar to ordinal data in which a survey question asks how much a person agrees with a statement and the response options include statements such as "Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree." The difference is that after data is collected, the response options are converted to a numerical value for data analysis (Kumar, 2011). For example, "Strongly Agree" responses are converted to a 5, "Agree" responses are converted to a 4, and so on. With a Likert Scale, zero has no real meaning.

Ratio data is like interval data in that the numerical distance between points is consistent and can be measured. The difference is that the zero point reflects an absolute zero, unlike interval data in which zero is arbitrary (Kumar, 2011). Examples of ratio data include weight, height, length, area, length of time, or duration. For each of these, zero is possible (e.g., zero duration or weight).

Quantitative data can be used to conduct statistical analyses, including calculating the average response and hypothesis testing, as described in Chapter 5. Analyses such as averages or percent change use quantified values to calculate behavior change and change in understanding. The number of data points, whether that be a quantitative response or the number of times an observation was recorded, can be analyzed as quantitative data. Qualitative data can also be converted to quantitative to simplify data analysis, as described in Section 4.6.

4.5 Coding Qualitative Data

The possibilities of open-ended responses and observations are limitless, with some responses similar but not exactly the same. Similar responses can be coded and grouped together into themes (Gibbs, 2008). Coding is the process of labeling and organizing qualitative data to identify different themes that make it easier to interpret the evaluation findings. The process begins with assigning labels to words or phrases from the target population's responses. These labels represent the important themes in the response, and labeling data makes it easier to group similar responses (Insights, n.d.). **For example**, a survey question asks the target population why they have not adopted a particular behavior. **Table 4-1** provides an example of responses that were labeled (e.g., the text highlighted in yellow below) and then similar codes were grouped into themes.

Table 4-1 Example Themes Identified from Responses

Example Responses	Theme – Definition
• It is easier to do what I do now • It would take too much time	Convenience – it is more convenient or takes less time to keep their current behavior
• It costs more than what I do now • The recommended products are expensive	Cost – it costs less to keep the same behavior, or the recommended behavior is perceived as expensive
• I was not aware that what I am doing has a negative impact on water quality • There is no stormwater in neighborhood	Unaware – unaware of the impact of their behavior or of stormwater

Things to consider when coding responses:

- A response code may fit into more than one theme, which is acceptable. Record all themes that code responses belong to. All codes will count as one response toward the overall total number of responses for a theme. **For example**, a survey question asks the target population why they have not adopted a particular behavior and they provide the following response: *it is easier to do what I do now, and the recommended products are too expensive*. Based on the themes shown in Table 4-1, there are two themes in this response: convenience (easier to do what I do now) and cost (recommended products are too expensive). Once the data coding is complete, then the number of responses for each theme would be counted and the response in this example would count toward both convenience and cost.
- Clearly define each theme (shown in the second column of Table 4-1) and use the definition consistently in coding all responses. These definitions will also make it easier to code if more than one person is reviewing the data.
- Themes should be the same between baseline and follow-up data review. This will make it easier to compare the differences between the data sets and determine whether there is a measurable difference.

Determining which responses (labels) belong to which theme is based on the interpretation of the person reviewing the data. To confirm the validity of the coding, consider conducting a peer review to backcheck coding methods. This may include a peer who works in the same field and is familiar with the subject of the study. After all the data has been coded by the initial data reviewer, the peer will review a portion of the data to determine whether they agree with the themes identified by the initial data review for different responses. Then the initial data reviewer will meet with their peer to discuss and compare their results until they mutually agree on the interpretation of the coding, which may include changing how some responses were coded or adding additional codes if needed.

4.6 Converting Qualitative Data to Quantitative Data

Qualitative data can be converted to quantitative data to simplify data analysis. **For example**, counting the number of responses to each multiple-choice response option for each question. This information could then be used to calculate the percentage of responses to each multiple-choice option, which makes it easier to compare baseline and follow-up data. Alternatively, multiple-choice or yes/no responses can be converted to a numerical scale similar to using the Likert Scale, as described in Section 4.4. The response options would be assigned using an even incremental range of values. If applicable, the options

would be scored considering the relativity to the desired answer, with the desired response receiving the highest value and the most undesirable the lowest value. The scoring could be assigned respectively as 5, 4, 3, 2, and 1. It could also be scored respectively as 2, 1, 0, -1, -2. The zero score works well for neutral responses; then, when the average is calculated, it is easier to compare baseline and follow-up results as more positive or negative responses. The actual values of these numbers do not matter as long as the difference between the scores is consistently equal. Converting responses to a numerical scale is particularly important if hypothesis testing is used to demonstrate whether there is a statistical difference between two data sets. Hypothesis testing is discussed in Section 5.3.2.

Example: A campaign focused on disposal of F.O.G and mop wash water with a target audience of restaurants within the city. Survey responses were collected as baseline and follow-up data, both before and after the implementation of the campaign. Researchers took the survey responses and grouped them together into themes, assigning a numeric qualitative value to each of these themes. Because each question posed different responses, the codes vary for each question. A small sample of the questions and their paired coded responses are shown in **Table 4-2**. After the data has been coded, the results can be analyzed following the methods in Section 5.2. If hypothesis testing is conducted, the numerical scales for each response code would be compared for each question to determine whether there is a statistically significant difference between the baseline and follow-up data. An example of hypothesis testing using this data is included in Section 5.3.2.

Table 4-2 Example Converting Qualitative Data to Quantitative Data

Question	Numerical Scale and Response Codes
What are the impacts of F.O.G./wash water if they reach the storm system?	1 – Does not understand the harm 2 – Knows it is bad but unsure why 3 – Fully understands the impacts of F.O.G. and wash water if they reach the storm system
How are employees educated on F.O.G./wash water disposal?	1 – Trained on proper disposal when hired 2 – Video training once when hired 3 – None/some employees are educated on this topic
Are specific employees trained to inspect and clean the grease traps/interceptors?	1 – Managers 2 – Cooks 3 – No specific employees 4 – Majority of employees 5 – Maintenance or external company

5.0 Data Analysis

5.1 Chapter Overview

After data has been organized and qualitative data has been coded and/or converted to quantitative data (Chapter 4), the next step is to analyze and compare the data. Section 5.2 provides guidance for using basic statistics to calculate and describe the central tendency and variance in data sets. Section 5.3 provides guidance for comparing the data sets to assist with determining whether there is a difference between the baseline and follow-up data. Examples for applying the different methods are also included in this chapter. Section 5.4 provides a list of software options that can be used to perform the data analysis in this section.

5.2 Descriptive Statistics

Descriptive statistics summarize information about a data set that can be broken down into measures of the central tendency or variability. *Central tendency* describes the center position of a data set, and measures of central tendency include the mean, median, and mode. *Variability* describes the spread of a data set, and measures of variability include standard deviation and range. This section provides guidance and examples for calculating central tendency and spread.

5.2.1 Mean

The mean reports the average value of a given data set. This is the most used measurement of central tendency. The mean is calculated by summing all the variables in a data set and dividing by the total number of variables in the data set, as shown in Equation 2. The mean is typically used for normally distributed data, which typically has a low number of outliners. Examples for calculating the mean are included at the end of this subsection. *If the mean is calculated using a program such as Excel™, the formula is =Average(cell1, cell2,…).*

$$\bar{x} = \frac{\sum x_i}{n} \times 100\% \qquad \textbf{Equation 2}$$

Where:

$\bar{x}$ = average or mean
$\sum x$ = sum of the variables in the data set
n = number of variables in the data set

EXAMPLE: A multiple-choice question was used on a survey and 100 people (n=100) responded to the question. There were four response options labeled as A, B, C, and D. The total number of responses to each option was as follows: A (10), B (25), C (15), and D (50). The average percentage of responses to each option can be calculated using Equation 2. An example calculation for option A is as follows. If the analysis is repeated for each response option, the results would be: 10% responded to option A, 25% to option B, 15% to option C, and 50% to option D.

$$\bar{x} = \frac{10}{100} = 0.1 * 100\% = 10\%$$

EXAMPLE: A survey question asked people to indicate how much they agree with a statement, and the response options included "Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree." 100 people responded to the question and the number of responses provided for each response option is shown in **Table 5-1**. The data can be analyzed by determining the average percentage of responses to each response option using the method described in the previous example or by determining the average overall score, as shown in Table 5-1. For the average score, the response options are first converted to a Likert Scale, as described in Section 5.6. Then the number of responses to each option are multiplied by the corresponding Likert Scale value to determine a score for each response, and the total response score is summed. Finally, the average score is determined using Equation 2. The results can then be described as follows: the responses indicate an average score of 3.7, meaning that on average the target population's response is between *agree* and *neutral* to the survey question statement. This type of analysis makes it easier to compare results between baseline and follow-up data.

Table 5-1 Mean Example Data for Likert Scale

Response Option	Number of Responses	Likert Scale	Response Score
Strongly Agree	25	5	125
Agree	40	4	160
Neutral	20	3	60
Disagree	10	2	20
Strongly Disagree	5	1	5
		Total (Σx_i) =	**370**

$$\bar{x} = \frac{370}{100} = 3.70$$

5.2.2 Median

The median is the middle value of an ordered data set and is not affected by outliers. The median would work best for responses to open-ended questions that have been sorted into a range of numerical values (Section 4.6). The median is determined by listing all numbers in ascending order and then locating the middle number. *If the median is calculated using a program such as Excel™, the formula is =median(cell1, cell2,…).*

EXAMPLE: A survey asked how often the target population participated in a specific behavior, such as washing their car each year. Nine people responded to the question and their responses in ascending order were: 0, 1, 2, 3, **4**, 4, 6, 6, 24. The median, or middle number, in this data set is 4. The average value could also be reported for this data set. However, the disadvantage of using the average is, if the data has large outliers (such as 24 times per year), it will strongly influence the average, making the median a better representation of the middle value.

5.2.3 Mode

Mode is the value that appears most frequently in a data set. A data set may have one mode, more than one mode, or no mode at all. Mode is most useful when describing categorical data such as qualitative data that have coded into themes, as described in Section 4.5, and the themes have been a numerical value (Section 4.6). *If the mode is calculated using a program such as Excel™, the formula is =mode(cell1, cell2,…).*

EXAMPLE: **Table 4-1** provided an example for coding responses from open-ended questions. After the data was coded into themes, it was found that the responses included 10 about convenience, 5 about cost, and 2 about being unaware. The mode, or most frequently reported response, would be convenience.

5.2.4 Standard Deviation

The standard deviation is a measure of the average distance of the individual data points from the mean. It is the most used method for describing the variability or spread of a data set. Data sets that have multiple values similar to the mean will have a lower standard deviation, whereas data sets with multiple values that are spread out (i.e., much larger or smaller than the average value) will have a larger standard deviation. Equation 3 is used to calculate standard deviation, and an example calculation is included at the end of this subsection. *If the standard deviation is calculated using a program such as Excel™, the formula is =stdev(cell1, cell2,…).*

$$s = \sqrt{\frac{\sum(x-\bar{x})^2}{n-1}}$$ **Equation 3**

Where:

s = standard deviation which is also denoted as σ

EXAMPLE: If the data from the median example was used to calculate the average number of times the target population washed their car each year, it would be helpful to also report the standard deviation to indicate how spread out the responses were. **Table 5-2** provides an example for a sample size of nine respondents (n=9). For this example, the average number of times the target population reported washing their cars was 5.56 times per year, with a standard deviation of 7.21 times per year. The results are typically reported as 5.56 ± 7.21, and these results mean that the target population provided a wide range of responses. If the standard deviation were smaller, such as ± 0.21, that would mean the target population provided similar responses.

Table 5-2 Example Standard Deviation Calculation

Reported Frequency	$x - \bar{x}$	$(x - \bar{x})^2$
0	-5.56	30.86
1	-4.56	20.75
2	-3.56	12.64
3	-2.56	6.53
4	-1.56	2.42
4	-1.56	2.42
6	0.44	0.20
6	0.44	0.20
24	18.44	340.20
$\bar{x}$ = 5.56		$\sum(x - \bar{x})^2 = 416.22$

$$s = \sqrt{\frac{416.22}{9-1}} = 7.21$$

5.2.5 *Range*

Range is the simplest technique for reporting. Range is the differences between the highest and lowest values in a data set. Extreme data points (or outliers) will increase the range. Removing outliers from a data set will decrease the range.

EXAMPLE: Using the data from **Table 5-2**, the range would be the highest reported car washing frequency (24) minus the lowest reported frequency (0), which equals 24. The results are typically reported with the average, such as: the average number times the target population reported washing their cars was 5.56 times per year and the range of responses was 24 times per year.

5.3 Evaluating Results

Once the data from each data set has been analyzed as described in Section 5.2, the results from the baseline and follow-up (or control group) will need to be compared to determine whether there is a change in the understanding and adoption of a targeted behavior. This section describes two methods for comparing results. Section 5.3.1 describes a simplified method and Section 5.3.2 describes methods for conducting hypothesis testing. The advantages and disadvantages of both methods are also described.

5.3.1 *Comparing Results*

The simplest method to evaluate the results is to compare the baseline results (collected before a campaign was implemented) to the follow-up results (collected after a campaign was implemented) and note the differences (changes) in the results. If it is not possible to collect baseline data, data collected from a control group may be used instead (Section 4.2). This method works best when the same instruments are used to collect baseline and follow-up data and when there is a limited amount of data to work with. The advantage of this method is that it is simple and provides a fast evaluation of the two data sets. The disadvantage of this method is that it does not consider the confidence level of the result regarding whether the result is due to chance or a factor of interest, as described in Section 5.3.2.

EXAMPLE: A campaign focused on F.O.G. and wash water management was evaluated using interview questions. One of the questions the target population was asked was, "*What are the impacts of F.O.G./wash water if they reach the storm system*?" A total of 20 fast-food restaurant managers were interviewed before the campaign was implemented (baseline data) and again after the campaign was implemented (follow-up data). **Table 5-3** provides a summary of the number of responses received to each response code along with the change or difference between the baseline and follow-up data. The results indicate that there are fewer managers that do not understand the harm (four fewer managers) or know it is bad but are unsure why (one fewer managers), and there are more managers that fully understand the impacts of F.O.G. and wash water if they reach the storm system (five more managers). These results indicate that after the campaign there was an increased understanding of the impacts of F.O.G. and wash water.

Table 5-3 Example of Simple Method for Comparing Results from Coded Responses

Numerical Scale and Response Codes	Number of Baseline Responses	Number of Follow-up Responses	Change
1 – Does not understand the harm	8	4	-4
2 – Knows it is bad but unsure why	7	6	-1
3 – Fully understands the impacts of F.O.G. and wash water if they reach the storm system	5	10	+5

EXAMPLE: The same survey was used to collect baseline and follow-up data about a target population's willingness to change their behavior, and the responses were converted to a Likert Scale. The average response to each question is reported in **Table 5-4,** along with the change in the average response from the baseline survey to the follow-up survey. For the Likert Scale, a response of 5 indicates they are very likely to change their behavior, and a response of 1 means they are not likely to change their behavior. Based on the change in the results to all the survey questions, there is an overall increase in the target audience's willingness to change their behavior after being exposed to the campaign.

Table 5-4 Example of Simple Method for Comparing Results for a Likert Scale

Survey Question #	Baseline Results Average	Follow-up Results Average	Change
1	4.0	4.5	+0.5
2	3.5	3.6	+0.1
3	3.75	3.5	-0.25
4	3.25	3.5	+0.25
5	3.0	3.5	+0.5

5.3.2 Hypothesis Testing

The purpose of hypothesis testing is to determine whether there is a statistically significant difference between the two data sets (i.e., baseline data and follow-up data) based on assumptions (see null and alternative hypothesis below). The advantage of using hypothesis testing is that it provides a confidence level regarding whether the result is likely due to chance or the factor of interest. In the context of this document, a factor of interest would be a variable such as the campaign strategy. Hypothesis testing is not required by the MS4 Permits to evaluate differences in data sets; however, it is nearly always a feature of high-quality evaluations. Hypothesis testing works best with large data sets with a minimum of twelve (n=12) samples in each data set needed to conduct testing.

Hypothesis testing starts with defining a null hypothesis and an alternative hypothesis, which are assumptions about the results. Both terms are described below along with relevant hypothesis examples.

- **Null Hypothesis** (H_0) – there is no significant difference between the two data sets. **For example**, a null hypothesis would mean there is no change in understanding or adoption of the target behaviors between the baseline data and the follow-up data.
- **Alternative Hypothesis** (H_A) – there is a significant difference between the two data sets. **For example**, an alternative hypothesis would mean there is a change in understanding or adoption of targeted behaviors.

There are several different methods used to test the hypothesis, and the appropriate method is based on the type of data. Two common methods used in educational research are: (1) Mann-Whitney or Wilcoxon Rank Sum Test, which is for non-normally distributed data and compares the medians between two sets of data, and (2) Paired T-Test, which is for normally distributed data and compares the averages/means and standard deviations of two data sets[2]. Statistical software is commonly used to determine whether data is normally or non-normally distributed and to conduct hypothesis testing. For a Paired T-Test, Excel®™ can be used to conduct the analysis. Reference Section 5.4 for additional software options.

Hypothesis testing is used to confirm or reject the null hypothesis. The confidence interval is selected by the researcher and is used to describe the likelihood that the true value lies within the data set, meaning that results accurately represent the target population's response. A typical confidence interval is $\alpha = 0.05$, meaning there is a 95% confidence level that the result is real instead of being due to chance or error. Conversely, there is a 5% chance of concluding that a relationship exists, even though no relationship exists in the target population (Olejnik, 2016; Israel, 1992b; Israel, 1992a). A researcher may choose to adjust their confidence interval or level to describe the results. For example, results where $\alpha = 0.05$ or less could be considered statistically significant, and α between 0.051 and 0.10 could be considered moderately significant $\alpha > 0.10$ considered insignificant. Most researchers agree that less than a 90% confidence interval is not a robust statistical association.

EXAMPLE: A survey was implemented to determine how likely the target population is to change their behavior. The response options were "Likely, Neutral, Unlikely." The responses were converted to the following Likert Scale: 3 – Likely, 2 – Neutral, and 1 – Unlikely. A summary of the baseline and follow-up responses is shown in **Table 5-5**. The data was then input into a statistical software program called MiniTabs™. A 95% confidence level and a confidence interval of $\alpha = 0.05$ were selected along with the null hypothesis noted above (no difference between data sets) and input into the software. Next, the data was evaluated to determine whether the data is normally distributed using a Normality Test, and the results are shown in **Figure 5-1**. Since the p-value reported from normality testing is greater than our selected $\alpha = 0.05$, and the data points do not follow a straight line, the data is considered non-normally distributed, so the Mann-Whitney or Wilcoxon Rank Sum Test was used to conduct the hypothesis

[2] Paired t-tests depend on the assumption that the data is normally-distributed. In other words, that if one plotted the data, they would resemble a bell curve.

testing. The results of the analysis are shown in **Figure 5-2**. Since the reported p-value is less than 0.05, which indicates that there is a statistically significant difference between the base line data. Based on these results we would reject the null hypothesis and accept the alternative hypothesis (there is a significant difference between the two data sets). Next, the baseline and follow-up data need to be compared to assess whether the differences between the data sets indicate that the target population is more or less likely to change their behavior. This can be done by summing and comparing the response codes. Considering that the sum of values in **Table 5-5** increased from the baseline to follow-up data and that Likert Scale responses with higher scores show an increase in the willingness to change behavior, these results suggest that, as a result of the campaign being implemented, the target population is more likely to change their behavior.

Table 5-5 Summary of Survey Responses

Participant #	Baseline Response	Follow-up Response
1	1	2
2	1	2
3	2	3
4	1	2
5	2	2
6	1	2
7	3	3
8	2	2
9	1	1
10	1	2
11	3	3
12	1	1
13	2	3
14	1	2
15	1	2
16	3	3
17	1	2
18	2	2
Sum =	**29**	**39**
Average =	**1.61**	**2.17**

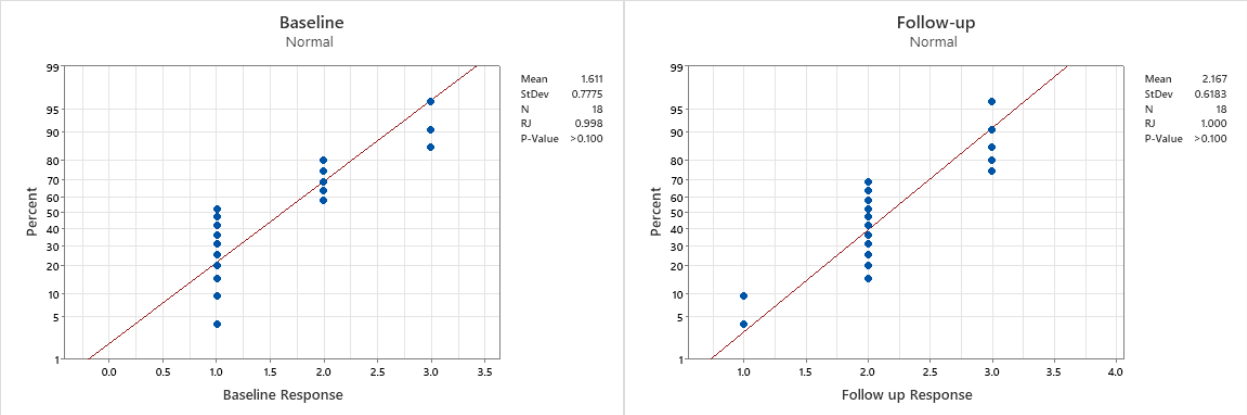


Figure 5-1 Results from Normality Testing

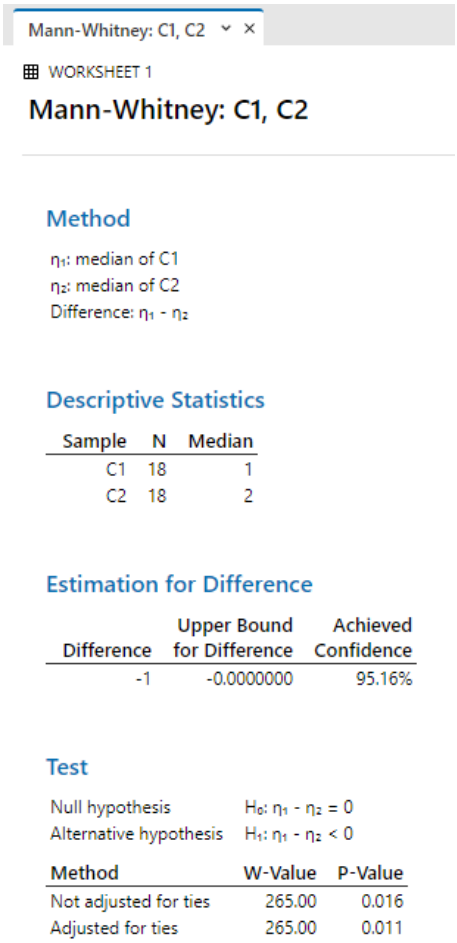


Figure 5-2 Summary of Hypothesis Testing Results

5.4 Software Options

Data analysis is typically done with some type of software. For the descriptive analysis methods, software such as Excel™ is typically sufficient to perform the calculations. For hypothesis testing, more robust software may be needed, and **Table 5-4** provides a summary of options.

Table 5-4 Summary of Statistical Analysis Software Options

Software	Types of data	Additional Description	Cost	Current Version Released	Manufactured/Developed By	Link to Website
Excel			Free version; $139.99 without Microsoft Office 365	Microsoft Excel 2019	Microsoft	
Minitab	t tests; one and two proportions; normality test; chi-square; equivalence tests	Offers government pricing on implementation, training, & maintenance	Starts at ($1,400/user)/yr	20.1.3 (January 2021)	Minitab Inc.	Data Analysis, Statistical & Process Improvement Tools | Minitab
Statistical Package for the Social Sciences (SPSS)	t-tests, ANOVA, z-tests, confidence intervals, proportions, non-parametric tests, etc.		Starts at ($99.00/user)/month	27.0.1.0 (November 2020)	IBM corporation	SPSS Statistics - Overview | IBM
Statistical Analysis System (SAS)		Advertises to benefit a number of industries (public sector being one)	Must contact for pricing	9.4M7 (August 2020)	SAS Institute North Carolina, USA	Data Management Software | SAS
R	ANOVA; t-tests; "linear and generalized linear models, nonlinear regression models, time series analysis, classical parametric and nonparametric tests, clustering and smoothing"	A programming language used for statistical computing and graphics (charts, graphs, etc.); Base for Rstudio software	Free	4.0.4 (February 2021)	Ross Ihaka & Robert Gentleman from R core team	R: The R Project for Statistical Computing (r-project.org)
Rstudio	vectors; lists; matricies; arrays; factors; data frames	Uses the R language to develop statistical programs; Provides further functionality for R	Starts at $995/yr	Rstudio 1.4 (January 2021)	Founded by J.J. Allaire	RStudio | Open source & professional software for data science teams - RStudio
Stata			Starts at ($765/user)/yr	Stata 16.1 (February 2020)	StataCorp	Stata: Software for Statistics and Data Science
Web: **G-Power**	t tests; F tests; x^2 tests; z tests; ANOVA (one-way & multi-way); chi-square tests; some exact tests	Compute data and graphics	Free	3.1.9.7 for Windows (March 2020); 3.1.9.6 for Mac (February 2020)	Heinrich-Heine-Universität Dusseldorf (HHU) – German company	Universität Düsseldorf: gpower (hhu.de)
Web: **Sample Power**	t tests; ANOVA; McNemar's Z test; Cox; test odds	Web-based calculator	Free		SPSS	Power and Sample Size Calculators | HyLown
Web: **StatPages.net**		Statistical search engine	Free			

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Issuance Date: July 1, 2024
Effective Date: August 1, 2024
Expiration Date: July 31, 2029

WESTERN WASHINGTON PHASE II MUNICIPAL STORMWATER PERMIT

National Pollutant Discharge Elimination System and
State Waste Discharge General Permit
for Discharges from
Large and Medium Municipal Separate Storm Sewer Systems

State of Washington
Department of Ecology
Olympia, WA 98504-7600

In compliance with the provisions of
The State of Washington Water Pollution Control Law
Chapter 90.48 Revised Code of Washington
and
The Federal Water Pollution Control Act
(The Clean Water Act)
Title 33 United States Code, Section 1251 et seq.

Until this Permit expires, is modified, or revoked, Permittees that have properly obtained coverage under this Permit are authorized to discharge to waters of the State in accordance with the special and general conditions which follow.

Vincent McGowan, P.E.
Water Quality Program Manager
Washington State Department of Ecology

2. Public Education and Outreach

The SWMP shall include an education and outreach program designed to:

- Build general awareness about methods to address and reduce impacts from stormwater runoff;
- Effect behavior change to reduce or eliminate behaviors and practices that cause or contribute to adverse stormwater impacts; and
- Create stewardship opportunities that encourages community engagement in addressing the impacts from stormwater runoff.

Permittees may choose to meet these requirements individually or as a member of a regional group. Regional collaboration on general awareness or behavior change programs, or both, includes Permittees developing a consistent message, determining best methods for communicating the message, and when appropriate, creating strategies to effect behavior change. If a Permittee chooses to adopt one or more elements of a regional program, the Permittee should participate in the regional group and shall implement the adopted element(s) of the regional program in the local jurisdiction.

The minimum performance measures are:

a. Each Permittee shall implement an education and outreach program. The program design shall be based on local or regional (or a combination of both) water quality information and priority audience characteristics to identify high priority audiences, subject areas, and/or BMPs. Based on the priority audience's demographic, the Permittee shall consider delivering its selected messages in language(s) other than English, as appropriate to the priority audience.[7]

   i. ***General awareness***. To build general awareness, Permittees shall annually select, at a minimum, one priority audience and one subject area from either (a) or (b):

      (a) *Priority audiences:* General public (including overburdened communities, school age children, college/university, or trade students) or businesses (including home-based, or mobile businesses). Subject areas:

         - General impacts of stormwater on surface waters, including impacts from impervious surfaces.
         - Low impact development (LID) principles and LID BMPs.

      (b) *Priority audiences:* Engineers, contractors, developers, property owners/managers, or land use planners. Subject areas:

         - Technical standards for stormwater site and erosion control plans.

[7] New Permittees shall begin implementing the requirements of S5.C.2.a no later than August 1, 2027.

- LID principles and LID BMPs.
- Stormwater treatment and flow control BMPs/facilities.
- Source control BMPs for building materials to reduce pollution to stormwater, including but not limited to stormwater pollution from PCB-containing materials.

(c) Permittees shall provide subject area information to the priority audience on an ongoing or strategic schedule.

ii. ***Behavior change***. To affect behavior change, Permittees shall select, at a minimum, one priority audience and one BMP.

(a) *Priority Audiences*: Residents, landscapers, property managers/owners, developers, school age children, college/university, trade students, or businesses (including home-based or mobile businesses).

BMPs:

- Use and storage of: pesticides, fertilizers, and/or other household chemicals.
- Use and storage of: automotive chemicals, hazardous cleaning supplies, carwash soaps, and/or other hazardous materials.
- Prevention of illicit discharges.
- Yard care techniques protective of water quality.
- Carpet cleaning.
- Repair and maintenance BMPs for: vehicles, equipment, and/or home/buildings.
- Pet waste management and disposal.
- LID Principles and LID BMPs.
- Stormwater facility maintenance, including LID facilities.
- Dumpster and trash compactor maintenance.
- Litter and debris prevention.
- Sediment and erosion control.
- (Audience specific) Source control BMPs (refer to S5.C.8).
- (Audience specific) Locally important, municipal stormwater-related subject area.

(b) Social marketing campaign development. Based on the recommendation from 2024 evaluation and report, no later than July 1, 2025, each Permittee shall follow social marketing practices and methods and develop a campaign that is tailored to the community, including development of a program evaluation plan. Each Permittee shall:[8]

1. Develop a strategy and schedule to implement the existing campaign more effectively; or
2. Develop a strategy and schedule to expand the existing campaign to a new priority audience or BMPs; or
3. Develop a strategy and schedule for a new priority audience and BMP behavior change campaign.

(c) Behavior change campaign implementation. No later than September 1, 2025, begin to implement the strategy developed in S5.C.2.a.ii.(b).[9]

(d) Behavior change campaign evaluation. No later than March 31, 2029, evaluate and submit report on:

1. The changes in understanding and adoption of behaviors resulting from the implementation of the strategy; and
2. Any planned or recommended changes to the campaign to be more effective; describe the strategies and process to achieve the results.

(e) Behavior change campaign adaptive management. Permittees shall use results of the evaluation to continue to direct effective methods and implementation of the ongoing behavior change program.

iii. ***Stewardship***. Each Permittee shall provide, partner with, or promote stewardship opportunities to encourage residents or businesses to participate in activities or events planned and organized within the community, such as: stream teams, storm drain marking, volunteer monitoring, riparian plantings, and watershed habitat improvement. Permittees may provide, partner with, or promote stewardship opportunities created or organized by existing organizations (including non-Permittees).[10]

[8] No later than August 1, 2025, New Permittees shall follow social marketing practices and methods to develop a behavior change program that is tailored to the community per S5.C.2.a.ii(b).
[9] No later than October 1, 2025, New Permittees shall begin to implement the strategy developed in S5.C.2.a.ii(b).
[10] New Permittees shall implement the stewardship requirements according to S5.C.2.a.iii no later than August 1, 2027.

Council Agenda Bill

AB Number

AB25-102

Agenda Bill Information

Title *

Application for Exemption from SMC 9.36.020 - WSDOT

Action *

Motion

Council Agenda Section

Discussion

Council Meeting Date *

11/10/2025

Staff Member

Hind Ahmed

Department *

Public Works

Committee

Parks and Public Works

Committee Date

11/04/2025

Exhibits

Packet Attachments - if any

X1 - Application for Exemption.pdf	161.27KB
x3 - Noise Buffer Map.pdf	1.47MB
x4 - Anticipated noise levels.pdf	122.85KB
X2 - Vicinity Map.pdf	132.13KB

Summary

Introduction *

Brief summary.

The Washington State Department of Transportation (WSDOT) is requesting a temporary noise exemption from the City of Snoqualmie for 4 non-consecutive nights as part of the NWR South Strategic Pavement Preservation Project. This project involves crack sealing and asphalt patching along various highways within the Northwest Region.

Within the City of Snoqualmie, the work will take place along SR 202, from milepost 25.42 to 25.76, near Snoqualmie Falls.

To complete this work during nighttime hours, WSDOT is seeking relief from the requirements of Snoqualmie Municipal Code Chapter 9.36.020(B)(3) by obtaining a noise exemption. The exemption would

allow WSDOT contractors to perform night work on four non-consecutive nights between March 1, 2026, and December 31, 2026

Proposed Motion

Move to approve the exemption with conditions as explained in the Analysis

Background/Overview *

What was done (legislative history, previous actions, ability to hyperlink)

This project consists of crack sealing and asphalt patching on highways within Maintenance Areas 4 and 5, including SR 202. WSDOT Northwest Region (NWR) Materials has identified multiple routes in need of strategic preservation before a paving project can be programmed to address deteriorating roadway condition

Work will take place along SR 202 from milepost 25.42 to 25.76. There are no residential areas within 500 feet of the project area. However, one commercial building is located within 300 feet. Please refer to the attached Vicinity Map and Noise Buffer Map for more detail.

The project is scheduled for advertisement at the end of 2025, with a contractor expected to be selected and awarded the contract in early 2026. Exact construction dates will be determined once the contractor is selected and a construction schedule has been finalized.

An exemption is requested for four non-consecutive nights, with lane closures expected on weeknights (Monday through Thursday) from 9:00 PM to 5:00 AM

Analysis *

Daytime construction-related lane closures on SR 202 could lead to significant delays for the traveling public, disrupt transit operations, and limit access to nearby businesses. In addition, such closures pose safety risks for both construction workers and the public due to increased traffic volumes and congestion during peak hours. Conducting the work at night mitigates these concerns.

WSDOT is committed to reducing the inconvenience felt by those living near this project and will make reasonable efforts to minimize sound levels caused by nighttime work. WSDOT Proposed noise mitigation measures include:

1. All trucks performing export haul shall have well maintained bed liners as inspected and approved by the Engineer.
2. Truck tailgate banging is prohibited. All truck tailgates shall be secured to prevent excessive noise from banging.
3. A copy of noise exemption shall be kept on the project site at all times

To further reduce potential impacts, staff recommends approval of the noise exemption with the following conditions:

-Notify the City of the exact 4 nights of work prior to the start of construction.
-Avoid scheduling work on nights that conflict with local events or high-traffic periods.

-Ensure proactive communication with businesses within the project vicinity.
-Coordinate in advance with City staff to support timely public notifications and outreach.

Budgetary Status *

This action has no budgetary implications.

Budget Summary

Washington State Department of Transportation

Northwest Region
15700 Dayton Avenue North
P.O. Box 330310
Seattle, WA 98133-9710

(206) 440-4000
TTY: 1-800-833-6388
www.wsdot.wa.gov

September 30, 2025

Phil Bennett
Parks & Public Works Department Director
City of Snoqualmie
38624 SE River Street
Snoqualmie, WA 98065

RE: **Application for Exemption from SMC 9.36.020**
NWR South Strategic Pavement Preservation Project XL6747
SR 202 Milepost (MP) 25.42 to MP 25.76

Dear Mr. Bennett:

The Washington State Department of Transportation (WSDOT) requests a temporary noise exemption for 4 non-consecutive nights from the City of Snoqualmie for the NWR South Strategic Pavement Preservation project along SR 202. WSDOT is requesting a relief from the requirements of Snoqualmie Municipal Code Chapter 9.36.020(B)(3) and the Washington Administrative Code (WAC) 173-60-040 through approval of a noise exemption as allowed under WAC 173-60-050, allowing WSDOT contractor(s) to work nights between the inclusive dates of March 1, 2026 to December 31, 2026.

Project Description
This project will provide crack sealing and asphalt patching on highways in Maintenance Areas 4 and 5 covering SR 515, SR 167, SR 161, SR 18, SR 523, SR 520, I-405, SR 202, I-90, and I-5 ramps. NWR Materials has determined that numerous routes require strategic preservation before a paving project can be programmed to address deteriorating roadway conditions.

Specifically for the City of Snoqualmie, this project will occur along SR 202 MP 25.42 to MP 25.76. There are no Class A EDNA or residential areas within 500 feet of the project vicinity. Please see Vicinity Map and Noise Buffer Map attachments.

Project AD date is set for the end of 2025, and a Contractor will be selected and awarded contract by the beginning of 2026. Exact dates of construction cannot be determined until the Contractor is awarded contract and they have developed a construction schedule.

Construction Activities and Equipment
Equipment that may be used includes backhoe/excavator; backup and movement alarm; ground compactor; air compressor; diamond concrete grinder; concrete mixer truck; concrete saw; flatbed truck; generator; jackhammer; joint sealer; light tower; asphalt paving – paver, dump truck, and material transfer vehicle (MTV); concrete paving – texturing, curing machine and pickup truck; power tools – air hose and grinder; roller; vacuum street sweeper; and traffic control equipment such as truck mounted attenuators and portable changeable message signs. Please see attached Construction Equipment Noise Levels.

Justification for Nighttime Work
WSDOT traffic recommends that lane closures be done at night when traffic volumes are low enough to handle closures. Construction related lane closures during the daytime could cause delays to the traveling public, impact bus routes and business access, jeopardize workers' and public safety. Performing work at night will minimize the danger to workers and the traveling public from road closures, detours and traffic delays. In addition, daytime lane closures could backup and adversely impact traffic and city arterials. Therefore, lane closures during the nighttime are necessary for this project.

Traffic Limitations
Lane closures are expected weeknights, Monday to Thursday, from 9 PM to 5 AM.

Proposed Nighttime Noise Mitigation
WSDOT is committed to reducing the inconvenience felt by those living near this project and will make reasonable efforts to minimize sound levels caused by nighttime work. To that end, WSDOT will require the contractor to adhere to the following noise reduction measures:

1. All trucks performing export haul shall have well maintained bed liners as inspected and approved by the Engineer.
2. Truck tailgate banging is prohibited. All truck tailgates shall be secured to prevent excessive noise from banging.
3. A copy of noise exemption shall be kept on the project site at all times.

The construction Project Engineer in charge of administering the contract is:

James Harper P.E.
6431 Corson Avenue South
Seattle, WA 98108
harperj@wsdot.wa.gov
206-768-5601

Should construction activities associated with this project cause noise impacts, we request your help resolving any complaint we may receive by notifying the Project Engineer within 24 hours of occurrence.

We respectfully request that this project be granted exempt category. If you agree, please sign your name on the bottom of this letter and return it by email to amy.oppfelt@wsdot.wa.gov.

Phil Bennett Date
City of Snoqualmie
Parks & Public Works Department Director

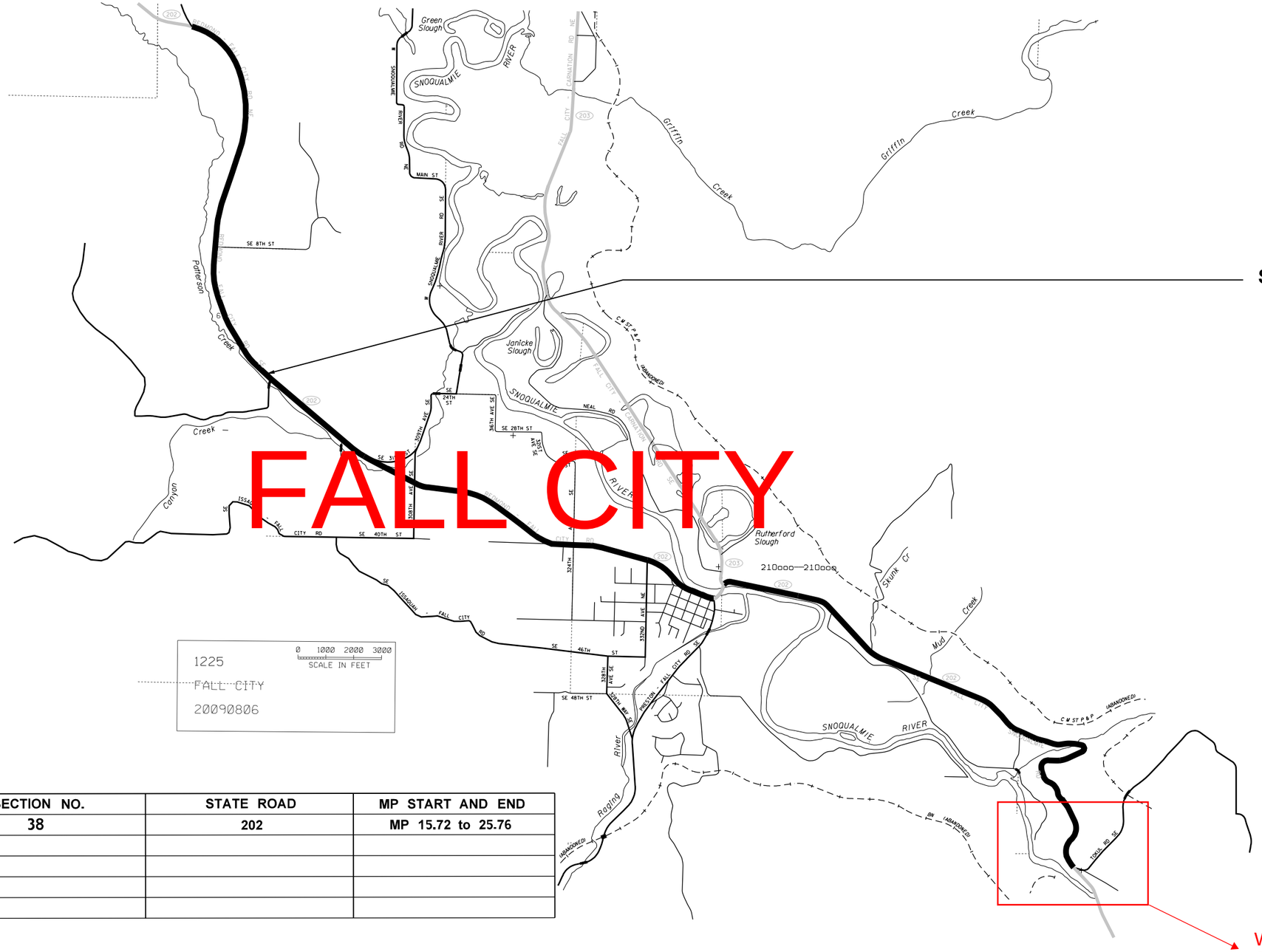
Your attention to this matter is greatly appreciated. If you should have any questions, please email me at amy.oppfelt@wsdot.wa.gov or call me at (206) 440-4529.

Sincerely,

Amy Oppfelt
Air Quality Acoustic and Energy Specialist
15700 Dayton Ave N
Shoreline, WA 98133

Email: jhamlin@snoqualmiewa.gov, jquade@snoqualmiewa.gov, pbennett@snoqualmiewa.gov

Attachments: Vicinity Map, Noise Buffer map, Construction Equipment Noise Levels



SECTION NO.	STATE ROAD	MP START AND END
38	202	MP 15.72 to 25.76

WITHIN THE CITY OF SNOQUALMIE LIMITS

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DATE	4/15/2024				10	WASH	
PLOTTED BY	ONealBr				JOB NUMBER		
DESIGNED BY	BROCK O'NEAL						
ENTERED BY	BROCK O'NEAL				CONTRACT NO.		LOCATION NO.
CHECKED BY							
PROJ. ENGR.							
REGIONAL ADM.		REVISION	DATE	BY			

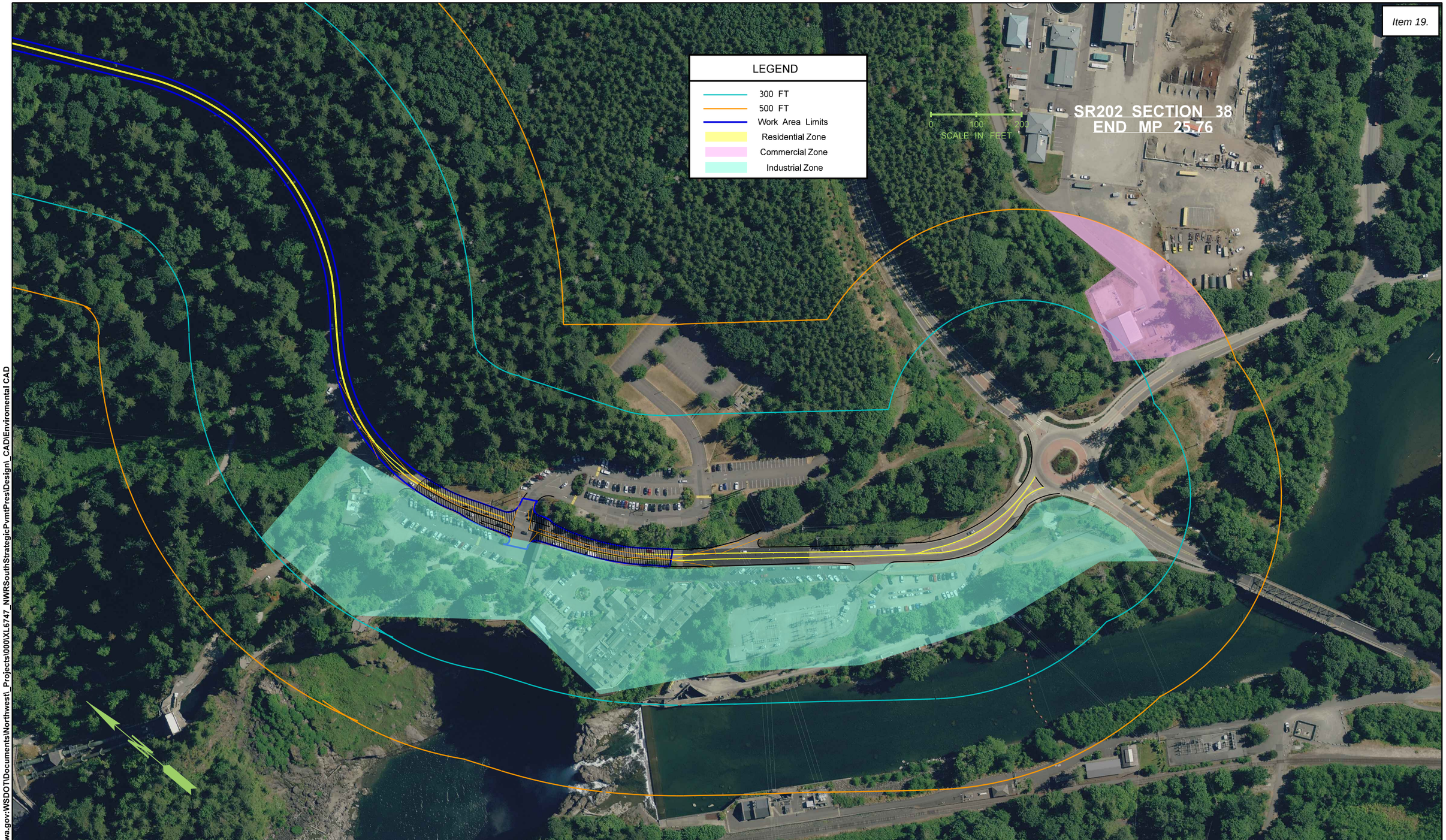
P.E. STAMP BOX — DATE

P.E. STAMP BOX — DATE

Washington State Department of Transportation

PLAN REF NO

SHEET 489



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FILE NAME	c:\users\onealbr\pw_wsdot\d0674335\XL6747_PS_APE_SR202_Section 38d.dgn				REGION NO. 10	STATE WASH	FED.AID PROJ.NO.	Plot 2
TIME	12:08:00 PM							PLAN REF NO
DATE	5/1/2024				JOB NUMBER			
PLOTTED BY	ONealBr							SHEET
DESIGNED BY	B. O'NEAL							490
ENTERED BY	B. O'NEAL							
CHECKED BY	N. MENZEL				CONTRACT NO.		LOCATION NO. XL6747	
PROJ. ENGR.	A. EMERSON							
REGIONAL ADM.	B. NIELSEN	REVISION	DATE	BY				

P.E. STAMP BOX — DATE

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Washington State Department of Transportation

NWR NORTH
STRATEGIC PAVEMENT PRESERVATION
23-25

APE SHEETS

Anticipated noise levels of equipment used for the NWR South Strategic Pavement Preservation Project XL6747

Item #	Equipment	Sound level (dBA) at 50ft	Sound level (dBA) at 100ft	Sound level (dBA) at 300ft	Sound level (dBA) at 500ft	Type of Construction work	Mitigation measures
1	Backhoe / Excavator	76	70	60	56	Digging and scooping materials	1. All trucks performing export haul shall have well maintained bed liners as inspected and accepted by the Engineer. 2. Truck tailgate banging is prohibited. All truck tailgates shall be secured to prevent excessive noise from banging. 3. A copy of the noise exemption shall be kept on the project site at all times. 4. Written notifications detailing the anticipated work schedule, project duration, and a 24-hour noise complaint number will be sent to all residents and businesses located within 500 feet of the project boundary, at least 14 calendar days prior to any anticipated nighttime construction work. 5. Contractor and WSDOT personnel must refrain from parking and idling vehicles near residential areas.
2	Backup and Movement alarm	79	73	64	59	Pouring concrete, warning for work site	
3	Ground Compactor	75	69	59	55	Compacting and flattening surfaces	
4	Air Compressor	66	60	50	46	Generating power	
5	Diamond Concrete Grinder	68	62	52	48	Pavement preservation technique to correct surface imperfections	
6	Concrete Mixer Truck	81	75	66	61	Pouring concrete	
7	Concrete Saw	85	79	70	65	Cutting concrete and pavement	
8	Flatbed Truck	74	71	66	64	Transporting people and materials	
9	Generator	67	61	52	47	Generating power / Generator	
10	Jackhammer	91	85	75	71	Breaking, Breaking asphalt, Breaking concrete	
11	Joint Sealer	74	71	66	64	Seals joints	
12	Light Tower	61	55	45	41	Generates light	
13	Asphalt Paver	83	80	75	73	Paving asphalt	
14	Dump Truck	82	76	66	62	Transporting materials (idle)	
15	Material transfer Vehicle	73	70	65	63	Transporting materials (moving)	
16	Concrete paving -Texturing and Curing Machine	73	67	58	53	Sealing concrete	
17	Power Tool – Air Hose	93	87	77	73	Clearing debris	
18	Power Tool – Grinder	68	62	52	48	Grinding metal and concrete	
19	Roller	82	79	75	72	Compacting materials	
20	Vacuum Street Sweeper	81	78	74	71	Sweeping up and vacuuming materials	
21	Traffic Control Equipment	74	68	62	54	Support traffic control – truck mounted attenuators and portable changeable message signs.	

Notes: Construction sound levels are expected to range between 61 - 93 dBA at 50 ft and 41 - 73 dBA at 500 ft.

Council Agenda Bill

AB Number

AB25-100

Agenda Bill Information

Title *

Resolution Adopting the 2025 Strategic Plan

Action *

Motion

Council Agenda Section

Committee Report

Council Meeting Date *

11/10/2025

Staff Member

Michael Chambless

Department *

Administration

Committee

Finance and Administration

Committee Date

11/04/2025

Exhibits

Packet Attachments - if any

1x Resolution Strategic Plan .docx 21.11KB

Summary

Introduction *

Brief summary.

Council is being asked to approve and adopt the 2025 Strategic Plan developed by BERK Consulting which identifies top Council priorities to guide staff in developing budgets and work plans.

Proposed Motion

Motion to approve Resolution 1727 Adopting the 2025 Strategic Plan

Background/Overview *

What was done (legislative history, previous actions, ability to hyperlink)

In February of 2025 a competitive RFQ was conducted to select a consultant to assist the City in preparing a strategic plan. All submissions were reviewed and scored by team comprised of members of the City Council, Administration, and staff. The top three scorers were then invited to an interview. At the conclusion of the selection process, Berk Consulting of Seattle was selected.

Through an interactive process, Berk Consulting has conducted general public outreach, targeted partner outreach, and public meetings to assist the City Council in identifying the publics priorities. Most recently, Berk has conducted several workshops with the City Council to assist in developing the plan.

Analysis*

The draft 2025 Strategic Plan identifies three priorities to focus the organization on for the next five years. These priorities: I. Invest in a trusted community relationship, II. Provide responsive fiscally responsible City services, III. Proactively increase housing options and economic vitality; have been identified by the community and City Council as the most important. These priorities will guide budgeting and resource allocation decisions for the period that the Strategic Plan is current (approximately the next 5 years). The Strategic plan includes a draft implementation program and assigns monitoring responsibilities for the sections. The Strategic Plan ensures accountability by requiring quarterly progress reports for the City Council. Finally, when adopted, the agenda bill process will be modified to include a section identifying which section of the Strategic Plan the item for consideration meets.

Budgetary Status*

This action has complex budgetary implications.

Budget Summary

The 2025 Strategic Plan has many budgetary implications. Following the determinations made within the plan has the potential to affect future years, but that impact is currently undetermined. Any expenditures made as a result of the plan will go before Council, in accordance with Financial Management Policy.

Fiscal Impact

Amount of Expenditure	Amount Budgeted	Appropriation Requested

Fiscal Impact Screenshot

RESOLUTION NO. 1727

A RESOLUTION OF THE CITY OF SNOQUALMIE, WASHINGTON, ADOPTING THE 2025 STRATEGIC PLAN.

WHEREAS, the City Administration proposed developing a strategic plan in 2025; and,

WHEREAS, the City Council of the City of Snoqualmie budgeted resources to complete the plan; and,

WHEREAS, a competitive request for qualifications process was conducted and Berk Consulting was chosen to develop the plan; and,

WHEREAS, Berk Consulting conducted public outreach, public workshops, and Council workshops to identify the top three Council priorities and to develop the plan; and,

NOW, THEREFORE, BE IT RESOLVED: The City Council of the City of Snoqualmie adopts the attached 2025 Strategic Plan.

PASSED by the City Council of the City of Snoqualmie, Washington, this 10th day of November 2025.

_____
Katherine Ross, Mayor

Attest:

_____
Deana Dean, City Clerk

BERK

Phone: 206
2200 Sixth Avenue, Suite 1000
Seattle, WA 98121
www.berkconsulting.com

MEMORANDUM

DATE: November 5, 2025

TO: City of Snoqualmie Council

FROM: Brian Murphy

RE: materials for discussion November 10, 2025

Together with this transmittal memo, please find the following attachments for discussion with Council on November 10, 2025:

1) Draft Strategic Plan
2) Summary of community feedback on Draft Strategic Plan
3) Draft Implementation Plan
4) Draft 2026 Action Plan
5) Draft 2026 Year in Review

Of this content, only 1) Draft Strategic Plan would be adopted by Council. The other documents are supporting, with items 3), 4), and 5) for use by the City in implementation.

CITY OF SNOQUALMIE
Strategic Plan:
2026-2030

CITY OF SNOQUALMIE

***DRAFT* October 14, 2025**

BERK
STRATEGY ▪ ANALYSIS ▪ COMMUNICATIONS

2200 Sixth Avenue, Suite 1000
Seattle, Washington 98121
P (206) 324-8760
www.berkconsulting.com

"Helping Communities and Organizations Create Their Best Futures"

Founded in 1988, we are an interdisciplinary strategy and analysis firm providing integrated, creative and analytically rigorous approaches to complex policy and planning decisions. Our team of strategic planners, policy and financial analysts, economists, cartographers, information designers and facilitators work together to bring new ideas, clarity, and robust frameworks to the development of analytically-based and action-oriented plans.

Project Team

Brian Murphy · Project Manager and Facilitator
Maddie Immel · Co-Facilitator
Isa Hirata · Engagement Lead

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Role of the City of Snoqualmie 2

Our Mission

Our Guiding Principles

Vision for Snoqualmie's Future 3

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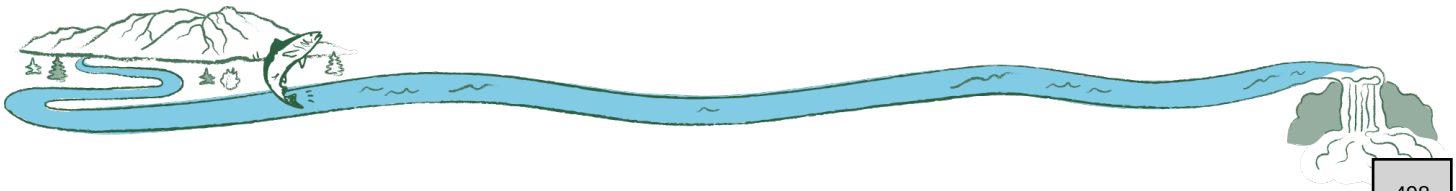
I. Invest in a trusted community relationship 6

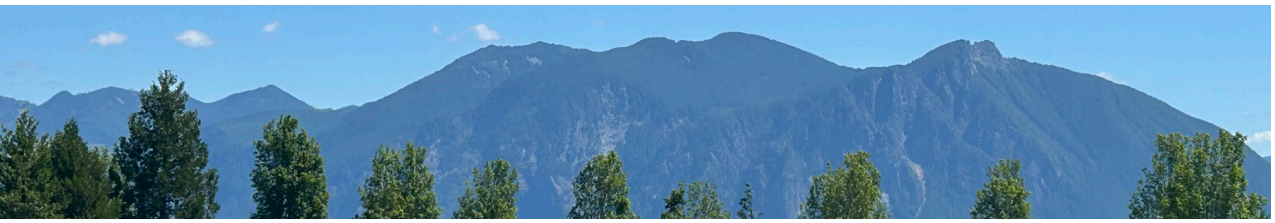
II. Provide responsive and fiscally responsible City services 7

III. Proactively increase housing options and economic vitality 8

Implementing the Strategic Plan 10



Welcome to
SNOQUALMIE
Small Town Charm.
Modern Living. Outdoor Beauty.



INTRODUCTION

This Strategic Plan is a five-year guide for the City of Snoqualmie. This plan was developed with community input and analytic work with the goal of guiding and aligning Council and staff decision-making. It is a flexible tool intended to clarify the vision of the Council and serve as a roadmap to achieving those goals, rather than a rigid list of instructions.

This Plan as structured as follows:

- **Role of the City of Snoqualmie.** Describes the role of the City and the values that guide how we operate.
- **Vision for Snoqualmie's Future.** Narrates our aspirations for the future of the Snoqualmie community.
- **Context.** Outlines Snoqualmie's recent history and the context for this Strategic Plan.
- **Strategic Focus.** Establishes three Strategic Initiatives designed to address the challenges and constraints, opportunities, choices, and tradeoffs, described in the Context section.
- **Implementation Framework.** Describes how the City will tie this Strategic Plan to ongoing decision making and reporting.

ROLE OF THE CITY OF SNOQUALMIE

Our Mission

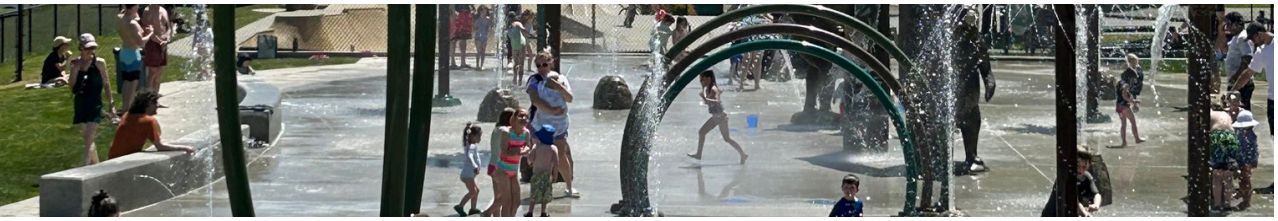
We are the stewards of our natural and built environment, striving to preserve and create an extraordinary community for our residents, businesses, and visitors.

Our Guiding Principles

The City of Snoqualmie's approach to governance is informed by the following Guiding Principles.

Council members and staff:

- **Engage openly and honestly** with residents, seeking input on choices and tradeoffs to be made, being responsive to that input, and seeking continuous improvement in our efforts.
- **Serve as trusted leaders in managing public resources** by making transparent, accountable decisions that respond to community priorities.
- **Build an inclusive community** by welcoming and valuing all people.
- **Plan proactively for the future** by anticipating long-term challenges and opportunities.
- **Collaborate across city government and with regional partners** to coordinate efforts and achieve shared goals.



VISION FOR SNOQUALMIE'S FUTURE

As we advance this Strategic Plan, it is important that we establish and work towards a shared understanding of the desired future of the Snoqualmie community.

Our Vision for the future of the Snoqualmie community features:

- **A welcoming and safe place** to live, work, and visit, where people at every stage of life can thrive.
- **Strong physical and social connections** that bring the community together through trails and transit, as well as cultural and civic life.
- **A small-town character enhanced by natural beauty, historic roots, and local arts,** with growth managed in a balanced and thoughtful way.
- **Opportunities for health and well-being,** supported by parks, recreation, and access to the outdoors.
- **A resilient local economy** with thriving businesses and commercial districts that strengthen both the community and the region.
- **High quality City services that are efficient financially sustainable,** responding to community needs and priorities while delivering strong value.
- **Collaboration with neighbors and regional partners,** seeking mutually beneficial goals and coordinated action to benefit Snoqualmie and our Snoqualmie Valley neighbors.

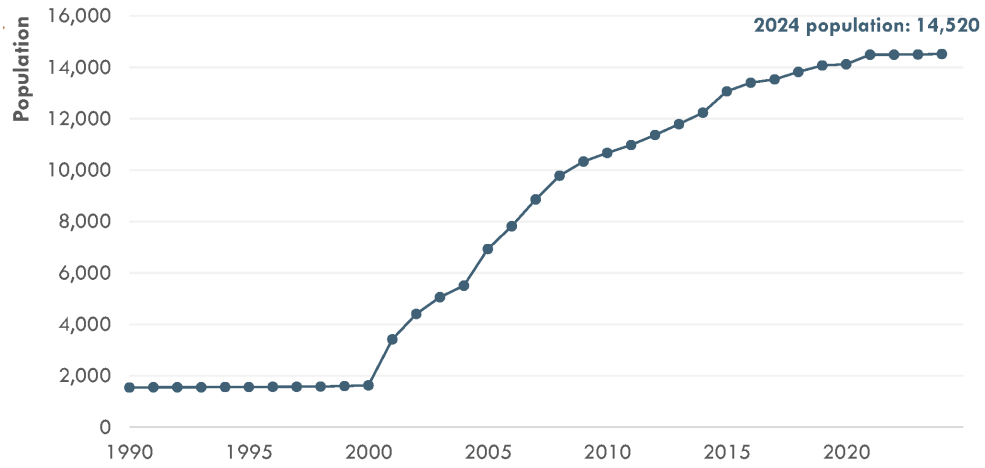
CONTEXT AND STRATEGIC FOCUS

This Strategic Plan has been developed to advance the aspirational Vision described on the previous page by addressing constraints and challenges, advancing key opportunities, and identifying important choices and tradeoffs that will need to be made.

Once the fastest-growing city in Washington, Snoqualmie experienced rapid expansion during the 1990s and 2000s, transforming from a small town to a thriving community. That period of growth has since slowed, **with limited undeveloped land remaining for additional single-family housing or commercial development.** Given this constraint, the City is focusing on infill and redevelopment; strengthening existing neighborhoods; efficient land use strategies that balance growth with community character, and potential opportunities to augment our land supply and leverage City- and partner-owned properties.

These strategies will contribute to a **varied housing mix with opportunities for people from many different walks of life; increased services, amenities, and employment opportunities for local residents; and a more robust tax base to support the delivery of quality city services.**

Snoqualmie's Population Growth, 1990-2024



Source: 2044 targets from PSRC; historical population data from the WA Office of Financial Management

These three elements are part of the foundation of what makes Snoqualmie an attractive place to live, and each features its own challenges that must be addressed:

- **Housing.** The affordable housing crisis is impacting communities across Washington, making it difficult for people at all income levels to find suitable housing. Snoqualmie shares this challenge, which is intensified by our limited buildable land supply, some of which is located in a floodplain or may need to be rezoned to support desire development. High housing costs and a lack of diverse housing types create barriers for people who work locally, young families, seniors, and others- limiting the City's ability to realize our vision of a welcoming community.

- **Economic development.** Snoqualmie's economic development opportunities are constrained by its small population, limited commercial property inventory, and location on the eastern edge of the Puget Sound. As a result, the community relies heavily on regional retailers and employers located elsewhere. The City is working to support commercial redevelopment and strengthen the success of local-serving businesses. Anchored by Snoqualmie Falls and attractions like the Northwest Railway Museum and nearby outdoor recreation, tourism offers another economic development opportunity and could play a larger role in supporting local businesses and diversifying the tax base.

- **Sustainable city services.** Residents, business owners, and visitors value the outcomes produced by City services, including access to a stunning natural environment, high-quality parks, public safety, family-friendly character, and support for regional human services. Fiscal pressures from Washington's tax structure, unfunded mandates, and inflation create ongoing budget challenges. City of Snoqualmie expenditures are projected to exceed revenues beginning in 2029. While the City will continue deliver efficient, responsive services and pursue economic development opportunities, long-term planning for infrastructure improvements over the coming decades will be essential and future tradeoffs between service levels or new revenue sources may be necessary.

Strategic Focus

Given the above context, three Strategic Initiatives will focus City efforts for the coming five years:

I. Invest in a trusted community relationship

II. Provide responsive and fiscally responsible City services

III. Proactively increase housing options and economic vitality

These Initiatives are described in greater detail on the following pages.

This icon represents early focus areas for the City of Snoqualmie to focus on.

I. Invest in a trusted community relationship

★ A Identify and maximize partnerships with community organizations to serve as trusted intermediaries.

- Grow partnerships with organizations and community leaders that help gather feedback from community members often underrepresented in government to ensure a range of voices shape City decisions.

★ B Explore pressures and tradeoffs in two-way engagement with community members.

- Implement a “meet people where they’re at” model of community engagement by joining community events and attending standing community meetings.
- Use the City Academy to explore these issues more deeply and to develop the next generation of local leaders.

II. Provide responsive and fiscally responsible City services

A

Make efficient use of resources.

- Consider prioritizing deferred maintenance before adding significant new capital assets.
- Continue to audit revenue accounts.
- Explore mutually beneficial regional partnership opportunities.
- Continue to calibrate staffing and City services with community priorities and the evolution of the community.

B

Seek to maintain current service levels aligned with community priorities.

- Identify current service levels and establish community-driven targets.
- Maintain accreditation of the Snoqualmie Fire Department.
- Align Police Department staffing with community needs and pursue accreditation.
- Maintain human services contributions.
- Maintain and improve road and trail connections.

C

Evaluate community needs for expanded services and support for revenues necessary to address inflation and support service delivery.

III. Proactively increase housing options and economic vitality

★ A Support infill development and redevelopment.

- Update the Future Land Use Map and Zoning Map.
- Engage downtown residents, businesses, and property owners in discussing the future of the city, including locations for infill housing and commercial development.
- Engage the Residential Owners Association in discussing opportunities for accessory dwelling units in all of Snoqualmie Ridge.
- Use City infrastructure and amenity investments, as well as other tools, to support desired development.
- Leverage City- and partner-owned properties for efficiency and desired outcomes.
- Explore the feasibility of strategic annexation opportunities that may advance housing and economic development goals.

★ B Diversify housing options.

- Advance implementation of the 2023 Housing Strategy Plan to incentivize new and diverse types of housing, reduce development barriers, and expand affordability.
- Work with regional partners to enhance workforce housing and senior housing.

C Grow the community's economy and tourism sector.

- Revitalize Falls Avenue for retail.
- Continue to support tourism with development of the Riverwalk and support for the Mill Site development, the Northwest Railway Museum Roundhouse, and the Pacific West Rail Model Train Museum.
- Support regional efforts to increase tourism.
- Enhance events and programming that drive community connection and foot traffic.
- Support private investment on the Snoqualmie Mill Site.
- Work with regional partners to promote investment in the region and raise awareness of infill development opportunities.

WILDCATS
for Life

IMPLEMENTING THE STRATEGIC PLAN

This Strategic Plan will guide how the City sets priorities, makes budget decisions, and measures progress. It will be used consistently over time, with City leaders reviewing it, tracking outcomes, and sharing updates with the community.

Because the City operates on a two-year budget cycle, the plan's priorities will directly shape the budget and workplans every biennium, with refinements made in between to reflect current needs. Each year, the City will publish a report showing how the Strategic Plan is being carried out and what results it is achieving, ensuring that the Snoqualmie community can see how the plan is turning vision into action.

Clear Roles

- The **City Administrator** is responsible for maintenance of and reporting on the Strategic Plan.
- The City's **Leadership Team** will collectively review progress and manage implementation.
- **Leads** or **co-leads** will be established for each major area of focus, along with supporting roles, resource needs, and target milestones or outcomes. This information will be captured in an internal Implementation Plan.

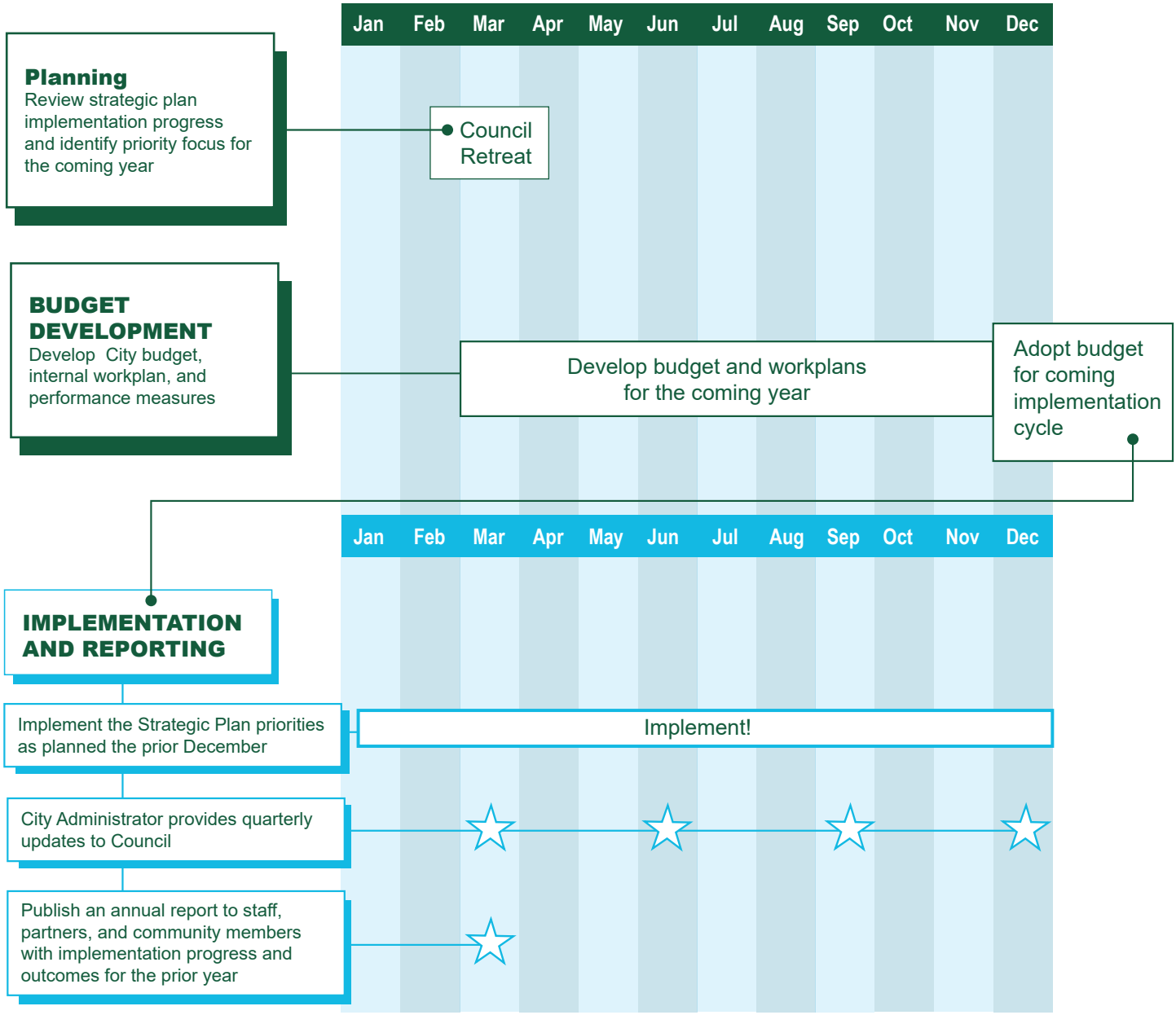
Planning and Implementation Cycle

Key features of this cycle include:

- Providing **regular updates at Council meetings** and sharing **regular updates with staff.**
- Tracking and reporting on **milestones, outcomes,** and **performance metrics.**
- Publishing an **annual report** linking Strategic Plan implementation and organizational outcomes, including performance measures.

BIENNIAL PLANNING AND IMPLEMENTATION CYCLE

The City is on a biennial budget cycle with full budget development occurring every other year. The schematic below demonstrates how the City will identify strategic plan priorities for the coming biennia, develop the City's budget and workplans with them in mind, and implement this focus in the coming two years. Non-budget years feature an interim budget update and will include a refinement of identified two-year priorities.



City of Snoqualmie

Summary of Feedback on Draft Strategic Plan | November 5, 2025

Overview

From October 15 to October 29, the draft Strategic Plan was shared with the public and with individuals who had previously participated in interviews and focus groups. Recipients were invited to review the draft and provide feedback on the following questions:

- What are your overall impressions of the draft Strategic Plan?
- What would you like city leaders to consider as they adopt and implement the plan?
- What questions do you have about the Strategic Plan or about city government?

The questionnaire sought feedback to inform implementation and highlight questions for the City to consider addressing. Respondents largely focused on operational suggestions and questions that extend beyond the strategic plan's high-level framework and may be most applicable in implementation.

In addition to the opportunity to provide feedback on the draft plan as described in this document, the following engagement was conducted earlier in the planning process and informed the writing of the draft plan:

- 200+ individuals engaged
- 5 interviews (human service providers, youth, YMCA staff, ROA representative)
- 4 discussion groups (human service providers, business community, seniors, downtown residents)
- 2 tabling sessions (Splash Pad Opening and Big Truck Day)
- 363 respondents to the NCS survey

The draft Strategic Plan and questionnaire were distributed to the general public through a news release, e-news, quarterly newsletter, social media, and ROA e-blast. Additionally, individuals who had previously participated in interviews and focus groups through the strategic planning process were directly engaged via email. A total of 18 people completed the questionnaire. Of this total, 14 respondents were from the general public while 4 were those who had previously participated in interviews and focus groups.

The limited number of responses covered a wide range of topics and feedback without a clear consensus. As a result, the summary is organized by emerging themes, followed by verbatim record of survey responses in the Appendix.

Summary of Key Themes

The 18 survey responses reflected a range of topics and at times conflicting opinions without a clear consensus; as a result, many of the following bullet points reflect individual comments. While a few respondents expressed support for the Strategic Plan, many focused on concerns and implementation questions. Concerns about growth and development also emerged, highlighting areas where additional community dialogue and policy attention by the City will be needed.

Support for the Strategic Plan.

- Several respondents (6) expressed overall support for the plan.

> *"Looks good - what I expected it to look like."*

Concerns about growth and development impact.

- Seven respondents had concerns that the plan does not fully anticipate the impacts of growth on infrastructure, traffic, and livability.
- There are worries that development may compromise environmental sustainability and community character.
- Three respondents felt the plan favors developers over residents.
- There was some desire for growth that is connected and reminiscent of historic Snoqualmie.
- There were specific concerns about traffic and water capacity impacts from the Mill Site development.
- One respondent shared that Snoqualmie does not have the resources to support residents that are in need of shelter or low-income housing.

> *"Consider the impact of more housing on traffic. Consider where tourists will park when they come to visit Snoqualmie. How will the city be able to handle more people living/visiting with its current infrastructure?"*
>
> *"The [Strategic Plan] focus is on treating the city as a consumptive and development-driven area which individuals and groups have mostly spearheaded with no true local connection or concerns - just their bottom line."*

A range of opinions on economic development.

- There are mixed views on economic development priorities:
  - Two respondents expressed interest in expanding wine tourism and improving Snoqualmie's appeal as a destination.
  - Five other respondents are concerned that relying too heavily on tourism and the Mill site will create low-wage jobs and worsen traffic and housing challenges.
- There was a desire by a few respondents to revitalize the downtown business district and reduce business turnover.
- One respondent offered detailed recommendations for the City's economic development strategy, including:
  - Addressing Snoqualmie's competitive advantages and target industries. These are cited as logistics/distribution, professional offices and business services, and hospitality.
  - Coordination with the Snoqualmie Valley Economic Alliance, with clear City leadership and budget commitment.
  - Recommendation that the Economic Development Commission evolve from advisory to decision-making authority.

> *"They should prioritize sustainability and resiliency over short-term economic gains and consider the long-term cultural and environmental impacts, including water availability, of over-development."*

> *"How can we make Snoqualmie an even more enticing tourist destination? WINE, beer, cider, distilled spirits! How can we help these businesses and also bring more tourists."*
>
> *"Tourism should not be a focus of the City government - especially when the infrastructure support and planning is currently insufficient for the current residents."*
>
> *"Too much dependence on tourism and Mill site as economic development as will provide low wage jobs, and exacerbate affordable housing and traffic issues."*

Strengthening regional partnerships.

- One respondent was concerned that the plan lacks clarity on how Snoqualmie will leverage regional partnerships such as Snoqualmie Valley Economic Alliance, ARCH, SVEA, DDI, Eastside Fire & Rescue.

More diversification and specifics tactics for fiscal sustainability.

- An individual had concerns that the fiscal strategy is too reactive and lacks specificity on revenue diversification and measurable outcomes.
- One individual offered ideas to close the projected $900,000 annual budget gap by 2029, including:
  - Maximizing property tax authority and capturing banked capacity from prior years.
  - Evaluating a levy lid lift.
  - Implement new sales tax options.
  - Comprehensive fee restructuring.

> "Fiscal sustainability requires structural solutions, not incremental adjustments. The $900,000 projected annual deficit by 2029 cannot be addressed through efficiency alone."

Integration with other City plans.

- An individual had concerns that the plan lacks integration with existing plans such as the Comprehensive Plan, Capital Improvement Plan, and Capital Facilities Plan. Without an explicit and clear connection between existing plans, it risks being an additional, separate document.
  - They suggest linking initiatives directly to Comp Plan elements and incorporating climate strategies across all three initiatives.

Strategic plan implementation and accountability.

- As a high-level document, the plan prompted some respondents to request more detail on how it will be implemented and measured. Some suggestions included:
  - Define zoning updates, attention to the transition to infill and redevelopment, tax incentives, and fee waivers to support housing goals.
  - Include measurable outcomes with annual public reporting.
  - Establish a Strategic Plan Implementation Advisory Committee (15–20 diverse community members).
  - Host an annual State of the City event to share progress and gather community feedback.

> "Snoqualmie's transition to infill/redevelopment is the most significant planning challenge of the next decade. This shift requires regulatory updates, infrastructure capacity assessment, community engagement on density, and design standards preserving character while enabling housing diversity."

Additional community suggestions.

- Connect different parts of Snoqualmie through improved design and pedestrian connections. There was concern by a few respondents that there will be three isolated parts of Snoqualmie: the Ridge, Downtown, and Mill Site development.
- Address traffic concerns in historic downtown.
- Improve City to resident community engagement and create more opportunities for residents to connect with each other.

- Feedback on the pool was mixed. One respondent expressed interest in pursuing the pool without partnering with North Bend, while four others opposed the proposed pool for a range of issues including cost, membership requirements for access, and limited functionality for hosting a swim meet.
- One respondent was curious about ADUs and how they would function within the Ridge neighborhood with the existing small yard space.
- One individual had interest in improving Meadowbrook near the Mill Site.

Outstanding questions for the City.

- How was previous public feedback incorporated and what are the results from prior surveys?
- How does this plan relate to the recently updated Comprehensive Plan?
- What is the status and scope of the pool project?
- What are the "new capital assets" that the plan refers to?
- What environmental and landscape considerations were made?
- What is the timeline and approach to closing the City's budget gap?
- How is the Snoqualmie Tribe involved in implementation and coordination efforts?
- What is the defined role of the Economic Development Commission moving forward?
- How will success be measured beyond financial metrics?

> "The Tribe is a major landowner, economic force through Snoqualmie Casino, and SVEA partner. How does the strategic plan coordinate with Tribal priorities and opportunities? Are there intergovernmental agreement opportunities (shared services, joint economic development, environmental protection partnerships) that should be formalized? Cultural resource protection requirements affect development—how does early Tribal consultation fit into the planning process?"

Appendix: Verbatim Record of Responses

This appendix presents a verbatim record of responses. Each main bullet point designates a new speaker. One respondent provided paragraph-style responses, shown as sub-bullets.

What are your overall impressions of the draft Strategic Plan?

- The draft focuses on mission and guiding principles for the future of City of Snoqualmie.
- I would have liked to see more leaning into wine tourism. Focusing on a splash pad and YMCA pool to bring in tourists doesn't seem like anywhere near as large of a potential tourist upside as wine tourism.
- Does not focus on some of the biggest issues impacting our community due to the accelerated growth.
- Shows the Strategic information but no plans are shown? May be Im reading it wrongly!
- "Strong foundation, but insufficient integration for the challenges ahead
- What works well: The three-initiative structure—community relationships, responsive fiscal services, and housing/economic vitality—captures the essential domains for a small city managing growth constraints. The acknowledgment of projected deficits by 2029 demonstrates fiscal transparency. The emphasis on partnerships signals understanding that a 14,500-person city cannot solve regional challenges independently.
- Critical gaps emerge in three areas:
  - First, the plan lacks the aggressive regional positioning strategy this moment demands. While neighboring cities have established transformative partnerships—North Bend joined Eastside Fire & Rescue, Issaquah anchors the 15-city ARCH housing coalition, and the brand-new Snoqualmie Valley Economic Alliance (formed April 2024) creates unprecedented coordination—the strategic plan doesn't articulate how Snoqualmie will leverage these platforms. The newly completed DDI represents a once-in-generation economic catalyst, yet the plan doesn't specify how Snoqualmie will capture development benefits before North Bend or other competitors position themselves more aggressively. Research on highway interchanges shows the first 12-18 months post-completion are critical for establishing zoning frameworks, recruiting anchor tenants, and shaping development patterns.
  - Second, the fiscal sustainability strategy appears reactive rather than structural. Maintaining service levels while facing $900,000 annual deficits requires more than incremental efficiency—it demands revenue diversification, shared service expansion, and economic base transformation. Peer cities facing similar constraints have implemented concrete solutions: Sammamish adopted utility taxes for 2026 implementation; North Bend enacted multi-family tax exemptions generating 372 units; Issaquah leveraged ARCH to create 3,250+ affordable units with $34 million pooled investment achieving 10:1 leverage. The current plan doesn't specify which revenue tools (new 0.1% public safety sales tax authorized 2025? levy lid lift? comprehensive fee restructuring?) will close the gap, nor does it quantify expected returns from each strategy.

- Third, the 5-year strategic plan lacks explicit integration with longer-term frameworks. Best practice cities—Seattle's One Seattle Comprehensive Plan, Tacoma's One Tacoma, Issaquah's ""Our Issaquah""—link strategic initiatives to comprehensive plans, capital facilities plans, and climate action strategies through performance measurement systems and coordinated implementation. Without this integration, the strategic plan risks becoming a separate document rather than the implementation engine for Snoqualmie's 2044 Comprehensive Plan. PSRC's Vision 2050 and King County Countywide Planning Policies require this alignment, Psrc +3 and the Growth Management Act periodic update cycle (completed 2024) provides the framework.
- The plan needs sharper analytical rigor on the growth-to-infill transition. Snoqualmie faces a fundamental transformation that peer cities have struggled to manage well. The shift from greenfield development to infill/redevelopment represents not just a land use change but a complete economic model shift: declining impact fee revenues, rising infrastructure maintenance costs, community resistance to density, and the need for context-sensitive design that preserves mountain town character while enabling housing diversity. Portland's Residential Infill Project offers the roadmap: adopted August 2020, it produced 1,400+ middle housing units in 3.5 years, selling $250,000-$300,000 below market-rate detached homes, by implementing size limitations on single-family homes that created market incentives for multi-unit development. North Bend's delayed action on multi-family housing created a workforce crisis where ""we don't have housing for my daughter, the teacher, or the police officers we're hiring,"" according to Mayor McFarland. Snoqualmie should learn from this failure—the strategic plan should specify zoning updates, tax exemption programs, and fee waiver structures needed before the housing crisis prevents recruitment of essential city workers.
- Regional comparative positioning reveals opportunity and urgency. Snoqualmie occupies a unique position in the Eastside hierarchy: Not a major employment center like Issaquah (Costco HQ, future light rail), not an affluent bedroom community like Sammamish ($227,000 median household income), but a gateway mountain community with the Falls as a tourism anchor, new highway access, and membership in both the Eastside Fire & Rescue partnership and the Snoqualmie Valley Economic Alliance. This positioning offers distinct advantages: lower land costs than Bellevue/Seattle, superior highway access post-DDI, outdoor recreation amenities, and the ability to brand as ""where nature meets community."" But competitive dynamics create urgency—North Bend is actively recruiting businesses with their 2023 Economic Development Action Plan, Issaquah is planning for 2040s light rail with aggressive TOD policies, and Sammamish is developing its Town Center despite fiscal constraints. Transportation
- The strategic plan should explicitly answer: What is Snoqualmie's competitive differentiator? How does the DDI create first-mover advantages? Which target industries (logistics/distribution, tech satellite offices, hospitality/tourism, mixed-use) align with the city's assets? What market positioning prevents competition with Snoqualmie Falls' downtown while leveraging the interchange?"

- Seems very surface level. All good stuff, but doesn't go very deep into the needs of our city or solutions to problems we face.
- It prioritizes community members, especially families, who make up the majority of Snoqualmie's population.

- I think it deliberately masks what it is trying to accomplish with “diversify” housing. That means low income, section 8 and shelter housing. It should say that so people can vote how they choose
- Looks like a good overall plan
- Looks good - what I expected it to look like.
- Topical.
- I agree with it, but I'm not optimistic. What options are there that other cities don't have / already tried? Affordable housing runs into profit challenges; how are we mitigating that?
- Most priorities reflect recent city survey. Too much dependence on tourism and Mill site as economic development as will provide low wage jobs, and exacerbate affordable housing and traffic issues.
- In general, I think it makes sense to be looking ahead for strategies to maintain a balanced budget in light of the expected projections. The strategies are fairly high level, but seem sound. However, I'd urge caution on development of more housing, given that the city's roads don't have the capacity to handle large amounts of traffic.
- Poorly researched and no meaningful input from the local community. The focus is on treating the city as a consumptive and development-driven area which individuals and groups have mostly spearheaded with no true local connection or concerns - just their bottom line.
- Very excited about the new trails the city is building along the river and to connect SVT
- I think the plan is short-sighted and out of line with the values of those that live here. It prioritizes developers and kickbacks for a small few over the values and the quality of life for long-term residents and community needs. It is not community-focused or environmentally sound. The proposals will have serious negative impacts for people who live here and want to continue to live here, and the environment. This approach is totally out of date with what is being done, even by other cities in the area, that are prioritizing sustainability, climate-adaptation, and nature-based long-term planning.

What would you want city leaders to consider as they adopt and implement the Strategic Plan?

- Initiate strategies to combine Downtown of Snoqualmie and Snoqualmie Ridge businesses.
- How can we make Snoqualmie an even more enticing tourist destination? WINE, beer, cider, distilled spirits! Think about the wine centric areas and how much tourism comes with it - boutique lodging, tour companies, nice restaurants. How can we help these businesses and also bring more tourists.
- The traffic issues in old down town are completely ignored in this plan. Its only going to get worse.
- More rounds of cops around city and suburbs during off hours!
- Immediate priority: Establish the DDI economic development framework (Q4 2025 - Q1 2026) The interchange opened July 2025 with final completion by late 2025. Research from Jefferson County, Alabama; Homewood, Alabama; and Findlay, Ohio demonstrates that cities capturing interchange benefits had regulatory frameworks, target industry strategies, and infrastructure capacity plans ready at or before ribbon cutting. Snoqualmie has a 6-12 month window to establish:

- Interchange Overlay District ordinance modeled on Oregon DOT's Woodburn success: trip budgets preserving interchange capacity, access management standards (300-500 ft minimum from ramp terminals), design guidelines preventing strip development, and prohibited uses without mitigation. This prevents the scattershot development that undermines long-term value.
- Target industry recruitment strategy focusing on: (1) logistics/distribution leveraging freight efficiency and e-commerce growth, (2) professional office/business services offering lower costs than Bellevue with talent access to Seattle metro, (3) hospitality capturing Falls tourism and outdoor recreation, and (4) mixed-use supporting complete community vision. The Economic Development Commission should transition from advisory to decision-making authority to execute this strategy.
- Infrastructure capacity assessment for water, sewer, stormwater in the interchange zone, with specific Capital Improvement Program allocations for extensions to priority development sites. Denmark's first DDI demonstrated that 50% travel time reductions and 70% delay reductions translate to business attraction when infrastructure is ready. Site selectors report infrastructure readiness as the #1 location factor—more important than incentives.
- Critical regional partnerships requiring immediate strengthening. Snoqualmie Valley Economic Alliance (formed April 2024) represents the most significant coordination opportunity. The year-long negotiation between King County, Carnation, North Bend, Snoqualmie, Duvall, and Snoqualmie Tribe created unified grant application capability (USDA RISE Grant identified), broadband expansion coordination, and small business support infrastructure. Yet the strategic plan doesn't designate a primary city liaison, allocate dedicated budget, or identify priority joint initiatives. Best practice: Designate City Manager or Economic Development Director as primary SVEA liaison with quarterly Council updates. Allocate $25,000-$50,000 annual budget for alliance initiatives. Target three immediate projects: (1) joint broadband expansion grant application addressing lower valley equity gaps, (2) valley-wide tourism marketing leveraging Falls, Middle Fork recreation, and Snoqualmie Ridge, and (3) coordinated employer recruitment strategy with business park land inventory across all valley cities. King County A Regional Coalition for Housing (ARCH) offers immediate affordability solutions. Snoqualmie is already a member alongside Issaquah, Sammamish, and 12 other Eastside cities. ARCH has created 10,000+ affordable homes since 1992 with $34 million pooled Housing Trust Fund investment achieving 10:1 leverage on local contributions through private/nonprofit partnership. The The strategic plan should commit to: (1) maximizing Housing Trust Fund applications for Snoqualmie projects, (2) implementing multi-family tax exemption ordinances (8-12 years for affordable units) matching North Bend's 372-unit pipeline success, and (3) coordinating inclusionary zoning policies with regional standards to prevent competition between cities undermining affordability. Eastside Fire & Rescue integration deserves enhanced governance participation. The interlocal agreement serving Issaquah, North Bend, Sammamish, and Fire Districts 10/38 recently expanded to Mercer Island (2024) and Duvall (2025), demonstrating successful regional model. Research shows Regional Fire Authorities achieve $196,000+ annual savings through redundancy elimination while improving service levels. Snoqualmie should explore: (1) strengthened board participation, (2) joint training facility investments, (3) shared equipment programs beyond current mutual aid, and (4) evaluation of additional consolidation opportunities as Duvall/Mercer Island transitions provide lessons learned.

- Fiscal sustainability requires structural solutions, not incremental adjustments. The $900,000 projected annual deficit by 2029 cannot be addressed through efficiency alone. With 50%+ of city budgets typically allocated to personnel, and essential services (police, fire, streets) consuming the majority, meaningful deficit reduction requires revenue enhancement, shared services expansion, and economic base growth operating simultaneously.
- Immediate revenue actions (2026 budget cycle):
  - Maximize property tax authority: Capture all banked capacity from prior years (estimated $164,000 annually from 2020 analysis), implement full 1% annual increase, and ensure new construction value (outside 1% cap) is fully captured. This is table stakes—every comparable city does this.
  - Evaluate levy lid lift: Property tax remains the most stable, predictable revenue source. With Washington's 1% cap meaning revenues grow at 1/9th the rate of costs, periodic voter-approved lifts are essential for service maintenance. Research shows public safety and street maintenance lifts pass most frequently. Timing: November 2026 provides sufficient public education runway; specific purpose designation and sunset provision increase passage likelihood.
  - Implement new sales tax options: The 2025 legislature authorized a new 0.1% public safety sales tax option for municipalities. For a city of Snoqualmie's size, this generates approximately $100,000-$150,000 annually depending on retail sales base. This should be implemented immediately—it requires Council action only, no voter approval, and directly supports strategic plan priorities of maintaining service levels.
  - Comprehensive fee restructuring: Enterprise fund services (water, sewer, stormwater, permitting, recreation) should achieve full cost recovery. Sammamish implemented phased 6.25% surface water fee increases (2023, 2024) rather than large one-time adjustments, improving public acceptance. Snoqualmie should commission rate studies for all enterprise funds comparing to peer cities (Issaquah, North Bend, Sammamish) and implement cost-recovery schedules over 2-3 years.
- Medium-term structural reforms (2026-2028):
  - Economic base diversification strategy: The DDI creates opportunity for sales tax base growth, but requires intentional recruitment. Target: $50-100 million new commercial/industrial assessed valuation by 2030, generating $200,000-$400,000 additional annual revenue through property and sales taxes. This requires infrastructure investment, zoning frameworks, and active recruitment—not passive waiting for development.
- Interlocal agreement expansion: Beyond existing partnerships, evaluate: (1) building inspection sharing with Issaquah, North Bend, Sammamish (Cheney/Liberty Lake model saves 30%+ per jurisdiction), (2) IT systems consolidation (Kitsap County 6-jurisdiction records management system reduces costs while improving data sharing), (3) joint purchasing beyond MRSC Rosters, and (4) planning services for specialized projects. Each agreement should include cost-benefit analysis with clear savings targets.
- Technology investments with ROI documentation: Portland's public building retrofits achieved 31% utility cost reductions through LED lighting, HVAC optimization, and energy management

systems. Washington's Climate Commitment Act provides grants covering up to 100% of building electrification costs for public facilities. Snoqualmie should apply for 2026 grants (application cycles twice annually), conduct comprehensive energy audits, and implement measures with 5-year payback or better.

- Performance measurement system essential for accountability and adaptation. The strategic plan should include specific, measurable outcomes with annual reporting to Council and community. Best practice cities—Bellevue's biennial community survey, Seattle's Urban Village Indicators, King County performance dashboards—link short-term initiatives to long-term vision through Key Performance Indicators tracking:
  - For Community Relationships (Initiative I):
    - Partnership agreements executed annually (target: 3-5 new interlocal agreements by 2028)
    - Community engagement participation rates (target: 500+ residents annually in strategic planning processes)
    - Intergovernmental coordination meetings (SVEA, ARCH, regional boards)
    - Public trust metrics (biennial survey)
  - For Fiscally Responsible Services (Initiative II):
    - Structural balance achievement (recurring revenues ≥ recurring expenditures annually)
    - Fund balance maintenance (target: 25% = 3 months operating reserves per GFOA guidance)
    - Cost per capita for major services compared to peer cities
    - Shared services cost savings (target: $200,000+ annually by 2028)
    - Technology efficiency gains (energy costs, staff time reduction)
  - For Housing and Economic Vitality (Initiative III):
    - Housing units by type (missing middle units created: target 200+ by 2030)
    - Affordability by income level (80% AMI, 60% AMI units)
    - Jobs created (target: 500-1,000 by 2030)
    - Assessed valuation growth in interchange zone
    - Retail sales tax revenue per capita vs. Eastside average
- Quarterly reviews with department heads, annual public reporting, and biennial comprehensive assessment enable adaptive management. GFOA's ""Rethinking Strategic Planning"" research emphasizes rolling updates rather than complete rewrites every 3-5 years—strategies adjust based on performance data and changing conditions.
- Integration with comprehensive planning and GMA compliance. The 2024 comprehensive plan periodic update provides the framework for strategic plan implementation. Washington's Growth Management Act requires consistency between comprehensive plans (20+ year vision), capital facilities plans (6+ years), and development regulations. Best practice cities treat the strategic plan as the implementation engine, not a separate document. Specific integration mechanisms: Link strategic initiatives to comprehensive plan elements: Initiative III

(housing/economic vitality) implements the Housing Element and Economic Development Element. Initiative II (fiscal responsibility) executes the Capital Facilities Element. Initiative I (community relationships) supports the Citizen Engagement appendix. This linkage should be explicit in the strategic plan document with cross-references showing which strategic actions implement which comprehensive plan policies. Coordinate with regional frameworks: PSRC's Vision 2050 allocates growth targets to each jurisdiction—Snoqualmie's targets for 2044 should drive housing production goals in the strategic plan. King County Countywide Planning Policies establish equity, climate, and coordination requirements. The strategic plan should demonstrate how Snoqualmie's three initiatives fulfill regional obligations and position the city for continued PSRC certification (required for regional funding access). Capital Improvement Program alignment: Every capital project in the 6-year CIP should link to a strategic initiative and comprehensive plan policy. Currently lacking: analysis of operating impacts from capital investments. Best practice requires calculating ongoing costs (personnel, utilities, maintenance) before Council capital approval, ensuring the operating budget can absorb increases. The strategic plan should mandate this requirement. Climate action integration: Washington now requires climate elements in comprehensive plans (HB 1181). King County Countywide Planning Policies set GHG reduction targets: 50% by 2030, 75% by 2040, 95% by 2050 (vs. 2007 baseline). The strategic plan should incorporate climate strategies across all three initiatives: green infrastructure in Initiative III, energy efficiency in Initiative II, climate resilience in community partnerships (Initiative I). The King County-Cities Climate Collaboration provides free toolkit and technical assistance.

- Manage the infill transition with urgency and sophistication. Snoqualmie's transition from greenfield growth to infill/redevelopment is the most significant planning challenge of the next decade. This shift requires regulatory updates, infrastructure capacity assessment, community engagement on density, and design standards preserving character while enabling housing diversity. Immediate regulatory updates (2026):
  - Middle housing code amendments: Washington HB 1110 (2023) requires cities ≥25,000 to allow fourplexes everywhere, sixplexes near transit. While Snoqualmie is currently below this threshold, proactive adoption positions the city ahead of mandate. Portland's Residential Infill Project demonstrates the formula: duplex/triplex/fourplex allowances + single-family size limitations (2,500 sq ft) + streamlined permitting = 1,400+ units in 3.5 years selling $250,000-$300,000 below detached home prices. Snoqualmie should adopt similar provisions tailored to mountain town character.
  - Interchange Overlay District: Discussed above—essential for DDI benefit capture. But equally important is preventing interchange area from competing with downtown. Strategy: Differentiate uses—highway commercial (hotels, restaurants, logistics) near interchange; local-serving retail, offices, housing in downtown core. Wayfinding connecting interchange to Falls and historic downtown prevents bifurcation.
  - Multi-family tax exemption program: RCW 84.14 authorizes 8-12 year property tax exemptions for multi-family housing with affordability requirements. North Bend implemented this generating 372 units currently in pipeline. Snoqualmie should adopt ordinance in 2026 with: (1) 8-year exemption for 20% affordable units at 80% AMI, or (2) 12-year exemption for 20% affordable at 60% AMI. This directly addresses

Strategic Plan Initiative III housing goals and works—evidence from 15+ Washington cities shows reliable production.

- Infrastructure capacity before upzoning: Critical lesson from peer cities—upzoning without infrastructure capacity creates development delays, community backlash, and unfulfilled housing goals. Snoqualmie should commission infrastructure capacity analysis in 2026 covering water, sewer, stormwater in targeted infill areas (downtown, SR 18 corridor, interchange zone). Results drive CIP prioritization ensuring capacity precedes or is concurrent with development.
- Design standards for context sensitivity: Community resistance to density typically centers on design quality, not density per se. Snoqualmie should develop design guidelines for infill development addressing: building scale transitions (step down near single-family), materials compatible with mountain aesthetic (pitched roofs, natural materials), parking design (tucked under/behind buildings), and landscaping requirements (tree retention, native plantings). Portland and Issaquah offer successful models.
- Affordable housing land banking: Cities waiting for developer proposals miss opportunities. Proactive strategy: Identify surplus city-owned properties for affordable housing development (ARCH provides financing through Housing Trust Fund), negotiate land donations or below-market sales from large property owners, and establish land bank with dedicated funding for strategic acquisitions. King County offers potential partnerships—their affordable housing program has participated in numerous Eastside projects.

- Community engagement must be authentic and ongoing, not episodic. Initiative I emphasizes partnerships and engagement, but implementation requires specific mechanisms beyond traditional public hearings. Best practice cities—Tacoma's ""One Tacoma"" extensive baseline reports, Seattle's Urban Village planning processes, Bellevue's biennial surveys—invest substantial resources in authentic two-way communication. Recommended engagement framework:
  - Strategic plan implementation advisory committee: 15-20 member body with diverse representation (business, housing advocates, environmental groups, neighborhoods, social equity organizations, youth) meeting quarterly to review progress, provide input on emerging issues, and connect city leadership to community perspectives. Two-year terms with staggered rotation maintain institutional knowledge.
  - Annual State of the City event: Public presentation of strategic plan progress with Q&A, performance data sharing, and community input on emerging priorities. Bellevue's model combines formal presentation with informal networking, achieving 200-300 attendee engagement.
  - Neighborhood-based sessions: Recognize different areas (downtown, Snoqualmie Ridge, valley, interchange zone) have distinct interests. Quarterly neighborhood forums enable localized discussion of how strategic initiatives affect specific areas. Critical for building support for infill development—residents accepting density increases when engaged early and shown how design standards protect character.

    - Digital engagement platforms: SurveyMonkey, Bang the Table, or similar tools enable broader participation than in-person meetings alone. Target: 500+ annual survey responses providing statistically valid community input on priorities and satisfaction. Demographically representative sampling requires intentional outreach to underrepresented groups—Spanish language materials, partnership with Riverview School District (54.27% non-White 6-8th graders), and evening/weekend timing.
    - Regional coordination transparency: Many residents don't understand interlocal agreements or regional partnerships. Regular communication explaining SVEA, ARCH, Eastside Fire & Rescue, and other collaborations builds understanding of why regional approaches deliver better results than isolated city action. Include cost savings data and service level improvements."
- How will you revitalize small business downtown? There seems to be a lot of turnover with businesses.
- I think we should consider more ways to engage the community. I think that many things ended because of COVID, but there are so many people in our community that want connection with others, and what better way then the city helping people do that!
- The fact that the city is not set up to deal with the criminal element that comes with shelter, low income and section 8 housing, it will be a disaster.
- No Pool. Too expensive, tax on all but not open to all without additional membership fees. Doesn't serve the entire community, just the ones who can afford it. Current design won't meet the needs of the valley as it is not big enough to host swim meets.
- We need a pool in Snoqualmie - do NOT partner with North Bend, where they get all the revenue from it and Snoqualmie pays into it.
- "We have a small but impressive list of wineries in the Snoqualmie area. Wine tourism has a multiplier effect on the local economy (can be as high as 221: https://conference.management.ase.ro/archives/2020/PDF/3_17.pdf). Woodinville is so flush with cash, that they are building their own link to the ST line!
- Snoqualmie can be the destination for wine and trains! Lean into it.
- Please do not risk improving Snoqualmie overall just because the pool is potentially there. I'd love to see more reasons to live/work here versus starting a pool that isn't fully funded. I'm also REALLY curious to know how we could possibly fit ADUs in Ridge yards. I'm open to the idea, but the yards are so tiny!
- And please consider parking implications for the new railway museum. Losing the lot by the bowling alley not only negatively impacts tourist parking, but also makes it more challenging for local residents to patronize the downtown businesses. I do not enjoy parallel parking, and the few tiny lots are ""policed"" by some of the local business owners, if you will.
- As a part of the ""Identify and maximize partnerships with community organizations to serve as trusted intermediaries"" point, I think a quick and simple way to facilitate these partnerships is to list out those community organizations on the snoqualmiewa.gov website with links to their websites or contact info.
- Does Snoqualmie have a local Rotary/Ruritan/Masons/OddFellows/etc?

- What are the organizations that serve the community's needs (food bank, Encompass NW, Railway Museum, etc).
- Make finding those communities easier for Snoqualmie residents to help encourage more participation in those groups."
- Regarding Mill Site--environmentally very constrained land, isolated by floods, warehouses will exacerbate city traffic, current demographic surveys indicate less wine drinking/interest; low wage jobs + unaffordable housing for workers.
- Consider the impact of more housing on traffic. Consider where tourists will park when they come to visit Snoqualmie. How will the city be able to handle more people living/visiting with its current infrastructure?
- Make attempts to meaningfully inform and collaborate with the public with whom y'all serve. Tourism should not be a focus of the City government - especially when the infrastructure support and planning is currently insufficient for the current residents.
- With the millpond development- consider how it can be connected to the downtown both for pedestrians and architecturally. Concern is that we have three very separate parts of snoqualmie (downtown, the ridge, and millpond development). Would like the see the downtown middle school be apart of the trail updates to provide safe sidewalks/biking paths for kids going to to and from home to school.
- Would love to see a swimming pool on the plan - inside pools are very expensive, any considerations for an outside/seasonal pool only? They really become community gathering places in the summer as well as provide employment for high school kids that have their lifeguard certification. Creating a safe place for kids to swim promotes lifelong safety around and in the water.
- The City should take a long-term planning approach that incorporates climate change adaptation and protection of natural resources, which is the driving reason people move to this area and want to live here. They should prioritize sustainability and resiliency over short-term economic gains and consider the long-term cultural and environmental impacts, including water availability, of over-development. They should also consider how to actually allow the people who have lived here for decades to continue to live here, by ensuring the area continues to be affordable, and not giving developers large tax breaks and discounts while still not providing affordable housing. They should consider development that creates an inclusive community with culture, which is represented by Old Snoqualmie, not the short-sighted drive-through sprawl of the Snoqualmie Ridge.

What questions do you have about the Strategic Plan or about city government?

- How are you going to make sure these strategies are implemented? and how involved are you planning to keep residents?
- Can we please STOP focusing on a YMCA & Snoqualmie centric pool expansion? A town of ~14,000 people does not need to have a $30+ million dollar pool that we paid for! Contribute a PORTION of that $15.8MM that Snoqualmie has to a VALLEY WIDE pool (in whatever city location with other cities donating matching funds) and instead use the remainder of that money to oh, maybe make Gateway Park an ACTUAL PARK vs. a parking lot for The Club at Snoqualmie Ridge's 18-wheelers during the Boeing Classic. It's ridiculous a) that area has a "park" name and b) we aren't

spending anything to turn it into a beautiful, welcoming park entrance to downtown Snoqualmie area. It's embarrassing that our focus is on an over-priced pool for such a small population, but we can't even make a "park" look like an actual park. And also please seriously consider the fees for renting our park spaces. They seem to be so underpriced for outside private groups renting them and creating noise, trash, and neighborhood chaos (e.g. Jeanne Hansen for Cascade FC tournaments). Fees should be structured at a certain rate if a person is a Snoqualmie resident and renting as an individual, then much higher for these large groups. And do they at least have a deposit so when they leave Jeanne Hansen looking trashed, the city can keep their deposit while our tax $$ is spent cleaning up after them?

- What do you plan to do for residents trying to navigate the old down town area?
- Plan doesn't so future planned work? May be I'm reading it wrongly!
  - Q1: How will the three strategic initiatives integrate with each other operationally? The initiatives are presented as distinct domains, but successful implementation requires synergy. For example, Initiative I (community relationships) should inform Initiative III (housing/economic development) through engagement revealing community priorities on development character. Initiative II (fiscal responsibility) constrains what's achievable in Initiatives I and III through budget reality. Where is the integration mechanism? Which staff position has cross-initiative coordination responsibility? How do quarterly performance reviews address interdependencies?
  - Q2: What is the anticipated timeline for closing the $900,000 annual budget gap? The strategic plan acknowledges projected deficits by 2029 but doesn't specify a deficit reduction schedule. Is the goal: structural balance by 2027? 2028? 2029? What revenue increases and cost reductions are assumed in each year? Without this specificity, Initiative II ""fiscally responsible services"" lacks measurable success criteria. Recommendation: Include year-by-year deficit reduction targets with revenue/expenditure assumptions.
  - Q3: How does Snoqualmie's strategic positioning relative to North Bend and other valley cities inform economic development strategy? The Snoqualmie Valley Economic Alliance creates collaboration opportunities but also reveals competitive dynamics. If both North Bend and Snoqualmie recruit logistics/distribution businesses for interchange areas, does regional coordination prevent zero-sum competition? Or does competitive positioning strengthen both cities? The strategic plan should articulate whether economic development is collaborative (rising tide lifts all boats) or competitive (capture market share from neighbors).
  - Q4: What role does the Snoqualmie Tribe play in strategic plan implementation? The Tribe is a major landowner, economic force through Snoqualmie Casino, and SVEA partner. How does the strategic plan coordinate with Tribal priorities and opportunities? Are there intergovernmental agreement opportunities (shared services, joint economic development, environmental protection partnerships) that should be formalized? Cultural resource protection requirements affect development—how does early Tribal consultation fit into the planning process?
  - Q5: How will success be measured beyond financial metrics? Initiative I (community relationships) and portions of Initiative III (housing options) have qualitative dimensions not captured by budget balance alone. What constitutes success for ""extraordinary quality of life""? Resident satisfaction scores? Housing diversity metrics? Community cohesion indicators?

Employment-housing balance? Without defining success, strategic plan evaluation becomes subjective. Best practice cities use balanced scorecards with multiple outcome categories—financial, community, service quality, sustainability.

- City Government Structural Questions. Q6: Is the current governance structure optimized for the strategic plan's implementation demands? Snoqualmie operates under council-manager form with mayor selected from Council. Research shows professionally managed cities typically outperform strong-mayor cities on financial sustainability and service delivery. With projected fiscal challenges and complex regional coordination requirements, does the City Manager position have sufficient authority, resources, and support to execute the strategic plan? Are department heads aligned on strategic priorities, or do competing demands fragment implementation?
- Q7: What is the Economic Development Commission's role in Initiative III implementation? The strategic plan emphasizes economic vitality but the commission is currently advisory. Should it transition to decision-making authority? What is its relationship to the City Manager's economic development responsibilities? To the SVEA liaison role? Clarifying governance prevents confusion when recruiting businesses, negotiating development agreements, and implementing incentive programs.
- Q8: How does capital project selection align with strategic priorities? Cities commonly struggle with capital improvement programs driven by department wish lists rather than strategic priorities. Does Snoqualmie's CIP process require demonstrating alignment with strategic plan initiatives? Is there a scoring matrix prioritizing projects by strategic contribution? Are operating impacts calculated before capital approval? MRSC The 6-year CIP should be the financial blueprint implementing the strategic plan—if disconnected, strategic initiatives remain aspirational.
- Q9: What is the staff capacity for implementing this strategic plan while managing current workloads? Small cities face the ""capacity trap""—ambitious strategies without sufficient staff to execute. Has Snoqualmie assessed whether current staffing levels can implement these initiatives? Are position vacancies preventing progress? Would shared services partnerships (joint planners, building inspectors, economic development specialists with valley cities) increase capacity while managing costs? Unfunded mandates from state/federal governments consume staff time—how much capacity remains for strategic priorities?
- Q10: How will the strategic plan adapt to changing circumstances over the 5-year horizon? GFOA research shows detailed long-term plans quickly become obsolete—the ""time cone"" concept suggests strategies should become more general with distance from present. What is the update mechanism? Annual refresh? Complete rewrite at mid-point? Trigger events prompting review (economic downturn, major state policy changes, regional growth target revisions)? Adaptive management requires defined review processes, not ad hoc responses to crisis.
- Regional Coordination Questions. Q11: How does Snoqualmie balance regional cooperation with maintaining distinct identity and local control? The strategic plan appropriately emphasizes partnerships, but residents often fear regional approaches mean loss of small-town character. How does the city communicate that shared services improve fiscal sustainability without compromising local control? For example, Eastside Fire & Rescue maintains local governance

representation while achieving efficiency—but do residents understand this? Public education on interlocal agreements prevents misinformation undermining strategic partnerships.

- Q12: What is Snoqualmie's role in King County regional decision-making beyond required participation? The city participates in PSRC, Growth Management Planning Council, and other regional bodies. But does Snoqualmie actively shape regional policy or reactively comply with regional mandates? With Sound Cities Association representing 38 cities, is Snoqualmie positioned on Public Issues Committee to influence policy development? Small cities risk becoming policy-takers rather than policy-makers—strategic regional engagement protects local interests.
- Q13: How does the I-90/SR 18 interchange benefit capture coordinate with North Bend's development strategies? The DDI dramatically improves access for both cities. Is there a formal coordination mechanism preventing destructive competition (race-to-bottom incentives, conflicting traffic impacts, redundant infrastructure investments)? Or is healthy competition viewed as beneficial? Clarity on this relationship informs economic development strategy—if collaborative, joint recruitment makes sense; if competitive, differentiated positioning is essential.
- Long-Term Vision Questions. Q14: How does this 5-year strategic plan position Snoqualmie for success in 2044 (comprehensive plan horizon) and 2050 (Vision 2050)? The strategic plan should be one chapter in a longer story. What is the 30-year vision this plan advances? Is Snoqualmie aspiring to: (1) Mountain gateway community with tourism/recreation economic base and residential character? (2) Employment center with regional job draw and balanced tax base? (3) Bedroom community with enhanced quality of life and regional services partnerships? (4) Hybrid model balancing multiple identities? The comprehensive plan articulates this, but the strategic plan should explicitly connect 2026-2030 priorities to 2044 destination.
- Q15: How does climate change affect strategic plan assumptions and priorities? King County requires 50% GHG reductions by 2030, 95% by 2050. Snoqualmie faces specific climate vulnerabilities—increased flooding risk from Snoqualmie River, wildfire smoke from Cascades, changing snowpack affecting recreation economy. Does the strategic plan integrate climate resilience across all three initiatives? Infrastructure investments should be climate-adapted, economic development should prioritize green jobs, and community engagement should build climate literacy. Climate action is not a separate initiative but a lens applied to all strategies.
- Q16: What does success look like in 2030 when this strategic plan concludes? Beyond specific metrics, what should residents experience differently? Should Snoqualmie in 2030 have: More diverse housing options accessible to teachers, police, firefighters working in the community? A thriving downtown AND successful interchange commercial area? Structural budget balance with healthy reserves? Active regional partnerships delivering measurable cost savings? Painting this picture makes the strategic plan tangible and enables retrospective evaluation of whether objectives were achieved.
- Conclusion: Strategic opportunities demand immediate, coordinated action. Snoqualmie's strategic plan captures essential priorities but requires sharpening, accelerating, and integrating to match the challenge scale. The convergence of DDI completion, fiscal pressures, infill transition, and regional coordination opportunities demands aggressive, coordinated action across all three initiatives simultaneously.The next 18 months are critical. By mid-2027,

regulatory frameworks for interchange development should be established, SVEA partnerships should have delivered first wins (broadband grants, joint recruitment successes), fiscal sustainability strategies should show measurable deficit reduction, and housing production should accelerate through middle housing policies and tax exemptions. Cities that delay these actions face crisis management rather than strategic positioning.

  - Regional leadership offers Snoqualmie's greatest opportunity. As convener of the Snoqualmie Valley Economic Alliance, home to the region's iconic Falls, and anchor of the valley alongside North Bend, Snoqualmie can position itself as the regional coordination leader—not just a participant. This role enhances influence in King County, PSRC, and state decision-making while delivering tangible benefits through shared services, coordinated recruitment, and unified legislative advocacy. The strategic plan should be reframed as an integrated implementation blueprint, not three separate initiatives. Community relationships enable housing/economic development by building support for necessary changes. Fiscal responsibility constrains and shapes what's achievable but also drives innovation through shared services and revenue diversification. Housing and economic vitality create the sustainable tax base funding community services. These dynamics should be explicit, with cross-initiative implementation teams, integrated performance metrics, and quarterly Council reviews assessing progress holistically. Snoqualmie's assets—the Falls, new highway access, valley setting, strong schools, own police/fire departments, engaged community—position it for success. The strategic plan must now provide the execution framework transforming these assets into sustainable prosperity. With neighboring cities actively implementing housing action plans, economic development strategies, and fiscal reforms, Snoqualmie faces competitive pressure to match or exceed peer performance. The opportunity is now; the tools are available; the question is whether leadership, staff, and community will execute with the urgency this moment demands."

- What role does the city play in negotiating trash pickup service prices? They went up significantly and have no option to lower them unless we cancel service all together. That on top of increased water utilities is crazy. It’s too expensive.
- None!
- How can we prevent section 8c low income and government tax credit and shelter housing housing.
- What is happening with the pool?
- Glad to see deferred maintenance prioritized. But what are the new capital assets referring to? Is the pool part of that? I'd rather see deferred maintenance and delay the pool. That's a quick win, observable result and frankly more equitable.
- Does this follow directly from the recent Comp Plan revision?
- I'd love to see more detail on how these strategies are going to get implemented. For example, how will the government go about "revitalizing" Falls avenue? What does that actually mean?
- 1: Did you fully consider environmental and landscape impacts to the City? 2: What part of the plan is intended to provide meaningful engagement, beyond this base attempt to try and rally political points?
- Concern with millpond development and Meadowbrook road - drivers already speed on Meadowbrook. Because it feels like a straight, wide road, it’s not intuitive to slow down. with the

removed parking lanes speeding cars are right beside the sidewalk. Would like to see improvements of Meadowbrook included alongside the millpond development

- Numerous citizens have voiced concerns about the Mill Site. How will the City deal with increased traffic of the Mill development while not creating a negative environmental impact or impact to the people that already live here? How will the City provide water for the Mill site? How will the Mill site benefit the community by being affordable for local businesses and local residents? What does "revitalization" of Falls avenue mean? This is already the main destination of Snoqualmie, it has actual character and shouldn't be converted to be more like the ridge. How was feedback from the previous rounds of surveys and outreach incorporated into this? Is there some sort of accountability of showing what constituents actually want for their community? This does not seem to represent what citizens actually want, and seems like a way for developers to make more money.

If you would like to receive future updates on Strategic Plan implementation, please share your name and email.

Six individuals shared their names and email addresses. These will be shared with City staff for follow-up.

City of Snoqualmie Implementation Plan - How to Guide

Updated for 2026 Focus

WORKING DRAFT 10-17-2025

This is an internal living planning document to help the City manage implementation of its Strategic Plan and describes how the City will tie the Strategic Plan to ongoing decision making.
Tasks identified in this document do not represent firm commitments by the City.

Table of Contents - *click on the boxes to open tab*

2026-2030 Planning Cycle	includes the timeline of planning, budgeting, implementation, and reporting for each year.
Public Facing Strategic Plan	includes the 2026-2030 Strategic Plan.
2026 Implementation Plan	includes the goals, strategies, and implementation steps for 2026. The City will identify leads, supports, resources needs and desired outcomes for each implementation step.

Add new implementation plan tabs for each year

Key elements

Roles

- The **City Administrator** is responsible for maintenance of and reporting on the Strategic Plan.
- The City's **Leadership Team** will collectively review progress and manage implementation.
- **Leads** or **co-leads** will be established for each major area of focus, along with supporting roles, resource needs, and target milestones or outcomes. This information will be captured in this internal Implementation Plan.

Planning and Implementation Cycle

- The City is on a biennial budget cycle with full budget development occurring every other year. The table on the **2026-2030 Planning Cycle tab** demonstrates how the City will identify strategic plan priorities for the coming biennia, develop the City's budget and workplans with them in mind, and implement this focus in the coming two years. Non-budget years feature an interim budget update and will include a refinement of identified two-year priorities.

Key features of the Implementation Cycle

- Providing **regular updates at Council meetings** and sharing **regular updates with staff**.
- Tracking and reporting on **milestones**, **outcomes**, and **performance metrics**.
- Publishing an annual Action Plan and **Year in Review** describing Strategic Plan implementation and outcomes, including performance measures.

Deliverables for City Staff

For public communication

1 2026-2030 Strategic Plan (static)
2 Short Annual Action Plan
3 Short Year in Review

For internal use

4 Annual Internal Implementation Plan (this spreadsheet)
5 Biennial department workplans

2026-2030 Strategic Planning Cycle

2026

PLANNING	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Review Strategic Plan Implementation and Identify 2027-2028 Priority Focus			Council Retreat					Council Retreat				
Inventory Assets, Programs, & Services												
Identify Levels-of-Service and Develop Performance Measures and Targets												
Develop Department 2027-2028 Work Plans												
BUDGET DEVELOPMENT												
2027-2032 Capital Improvement Plan						Adoption						
2027-2028 Biennial Budget												Adoption
IMPLEMENTATION & REPORTING	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
Publish 2026 Action Plan	☐											
Strategic Plan Implementation						Implement!						
Quarterly Council Strategic Plan Discussion			☐			☐			☐			☐
Publish 2026 Year in Review												☐

2027

IMPLEMENTATION & REPORTING	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Publish 2027 Action Plan	☐											
Strategic Plan Implementation						Implement!						
Quarterly Council Strategic Plan Discussion			☐			☐			☐			☐
Mid-Biennial Budget Review												Amendment
Publish 2027 Year in Review												☐

2028

PLANNING	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Review Strategic Plan Implementation and Identify 2029-2030 Priority Focus			Council Retreat					Council Retreat				
Update Levels-of-Service, Performance Measures, and Targets												
Develop Department 2029-2030 Work Plans												
BUDGET DEVELOPMENT												
2029-2034 Capital Improvement Plan						Adoption						
2029-2030 Biennial Budget												Adoption
IMPLEMENTATION & REPORTING												
Publish 2028 Action Plan	☐											
Strategic Plan Implementation						Implement!						
Quarterly Council Strategic Plan Discussion			☐			☐			☐			☐
Publish 2028 Year in Review												☐

2029

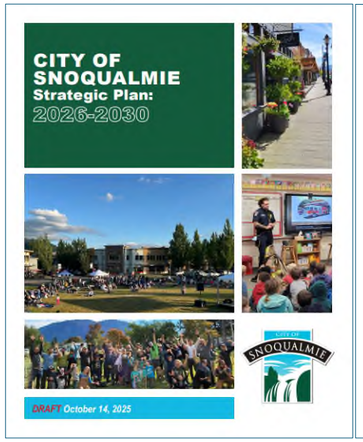
PLANNING	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2031-2036 Strategic Plan (Consultant Facilitated)			Council Retreat					Council Retreat				Adoption
IMPLEMENTATION & REPORTING												
Strategic Plan Implementation						Implement!						
Quarterly Council Strategic Plan Discussion			☐			☐			☐			☐
Mid-Biennial Budget Review			☐									Amendment
Publish 2029 Year in Review												☐

2030

PLANNING	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Review Strategic Plan Implementation and Identify 2031-2032 Priority Focus			Council Retreat					Council Retreat				
Update Levels-of-Service, Performance Measures, and Targets												
Develop Department 2031-2032 Work Plans												
BUDGET DEVELOPMENT												
2031-2036 Capital Improvement Plan						Adoption						
2031-2032 Biennial Budget												Adoption
IMPLEMENTATION & REPORTING												
Publish 2030 Action Plan	☐											
Strategic Plan Implementation						Implement!						
Quarterly Council Strategic Plan Discussion			☐			☐			☐			☐
Publish 2030 Year in Review												☐

2026-2030 Strategic Plan

Excepts from the Strategic Plan



DRAFT

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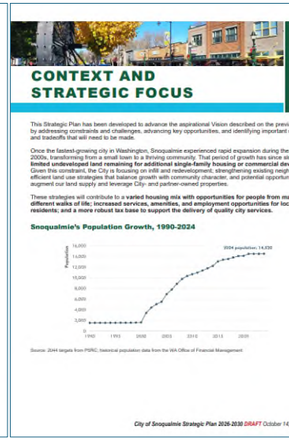


CONTEXT AND STRATEGIC FOCUS

This Strategic Plan has been developed to advance the aspirational Vision described on the previous page by addressing constraints and challenges, advancing key opportunities, and identifying important choices and tradeoffs that will need to be made.

Once the fastest-growing city in Washington, Snoqualmie experienced rapid expansion during the 1990s and 2000s, transforming from a small town to a thriving community. That period of growth has since slowed, **with limited undeveloped land remaining for additional single-family housing or commercial development.** Within this constraint, the City must focus on infill and redevelopment, strengthening existing neighborhoods; efficiently and sustainably supporting that balance with community character, and potential opportunities to augment our land supply and leverage City- and partner-owned properties.

These strategies will contribute to a **varied housing mix with opportunities for people from many different walks of life; increased services, amenities, and employment opportunities for local residents; and a more robust tax base to support the delivery of quality city services.**

Snoqualmie's Population Growth, 1990-2024

Source: 2044 targets from PSRC; historical population data from the WA Office of Financial Management

These three elements are part of the foundation of what makes Snoqualmie an attractive place to live, and each features its own challenges that must be addressed:

- **Housing.** The affordable housing crisis is impacting communities across Washington, making it difficult for people at all income levels to find suitable housing. Snoqualmie shares this challenge, which is intensified by our limited buildable land supply, some of which is located in a floodplain or may need to be rezoned to support desire development. High housing costs and a lack of diverse housing types create barriers for people who work locally, young families, seniors, and others- limiting the City's ability to realize our vision of a welcoming community.
- **Economic development.** Snoqualmie's economic development opportunities are constrained by its small population, limited commercial property inventory, and location on the eastern edge of the Puget Sound. As a result, the community relies heavily on regional retailers and employers located elsewhere. The City is working to support commercial redevelopment and strengthen the success of local-serving businesses. Anchored by Snoqualmie Falls and attractions like the Northwest Railway Museum and nearby outdoor recreation, tourism offers another economic development opportunity and could play a larger role in supporting local businesses and diversifying the tax base.
- **Sustainable city services.** Residents, business owners, and visitors value the outcomes produced by City services, including access to a stunning natural environment, high-quality parks, public safety, family-friendly character, and support for regional human services. Fiscal pressures from Washington's tax structure, unfunded mandates, and inflation create ongoing budget challenges. City of Snoqualmie expenditures are projected to exceed revenues beginning in 2029. While the City will continue deliver efficient, responsive services and pursue economic development opportunities, long-term planning for infrastructure improvements over the coming decades will be essential and future tradeoffs between service levels or new revenue sources may be necessary.

Strategic Focus

Given the above context, three Strategic Initiatives will focus City efforts for the coming five years:

I. Invest in a trusted community relationship

II. Provide responsive and fiscally responsible City services

III. Proactively increase housing options and economic vitality

These initiatives are described in greater detail on the following pages.

★ **This icon represents early focus areas for the City of Snoqualmie to focus on.**

I. Invest in a trusted community relationship

★ **A** **Identify and maximize partnerships with community organizations to serve as trusted intermediaries.**

- Grow partnerships with organizations and community leaders that help gather feedback from community members often underrepresented in government to ensure a range of voices shape City decisions.

★ **B** **Explore pressures and tradeoffs in two-way engagement with community members.**

- Implement a "meet people where they're at" model of community engagement by joining community events and attending standing community meetings.
- Use the City Academy to explore these issues more deeply and to develop the next generation of local leaders.

II. Provide responsive and fiscally responsible City services

★ **A** **Make efficient use of resources.**

- Consider prioritizing deferred maintenance before adding significant new capital assets.
- Continue to audit revenue accounts.
- Explore mutually beneficial regional partnership opportunities.
- Continue to calibrate staffing and City services with community priorities and the evolution of the community.

B **Seek to maintain current service levels aligned with community priorities.**

- Identify current service levels and establish community-driven targets.
- Maintain accreditation of the Snoqualmie Fire Department.
- Align Police Department staffing with community needs and pursue accreditation.
- Maintain human services contributions.
- Maintain and improve road and trail connections.

C **Evaluate community needs for expanded services and support for revenues necessary to address inflation and support service delivery.**

III. Proactively increase housing options and economic vitality

★ **A** **Support infill development and redevelopment.**

- Update the Future Land Use Map and Zoning Map.
- Engage downtown residents, businesses, and property owners in discussing the future of the city, including locations for infill housing and commercial development.
- Engage the Residential Owners Association in discussing opportunities for accessory dwelling units in all of Snoqualmie Ridge.
- Use City infrastructure and amenity investments, as well as other tools, to support desired development.
- Leverage City- and partner-owned properties for efficiency and desired outcomes.
- Explore the feasibility of strategic annexation opportunities that may advance housing and economic development goals.

★ **B** **Diversify housing options.**

- Advance implementation of the 2023 Housing Strategy Plan to incentivize new and diverse types of housing, reduce development barriers, and expand affordability.
- Work with regional partners to enhance workforce housing and senior housing.

C **Grow the community's economy and tourism sector.**

- Revitalize Falls Avenue for retail.
- Continue to support tourism with development of the Riverwalk and support for the Mill Site development, the Northwest Railway Museum Roundhouse, and the Pacific West Rail Model Train Museum.
- Support regional efforts to increase tourism.
- Enhance events and programming that drive community connection and foot traffic.
- Support private investment on the Snoqualmie Mill Site.
- Work with regional partners to promote investment in the region and raise awareness of infill development opportunities.

IMPLEMENTING THE STRATEGIC PLAN

This Strategic Plan will guide how the City sets priorities, makes budget decisions, and measures progress. It will be used consistently over time, with City leaders reviewing it, tracking outcomes, and sharing updates with the community.

Because the City operates on a two-year budget cycle, the plan's priorities will directly shape the budget and workplans every biennium, with refinements made in between to reflect current needs. Each year, the City will publish a report showing how the Strategic Plan is being carried out and what results it is achieving, ensuring that the Snoqualmie community can see how the plan is turning vision into action.

Clear Roles

- The **City Administrator** is responsible for maintenance of and reporting on the Strategic Plan.
- The City's **Leadership Team** will collectively review progress and manage implementation.
- **Leads** or **co-leads** will be established for each major area of focus, along with supporting roles; resource needs, and target milestones or outcomes. This information will be captured in an internal Implementation Plan.

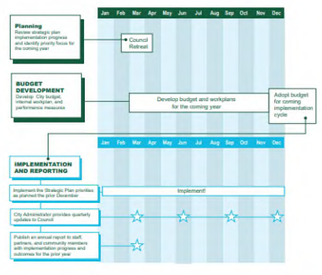
Planning and Implementation Cycle

Key features of this cycle include:

- Providing **regular updates at Council meetings** and sharing **regular updates with staff.**
- Tracking and reporting on **milestones, outcomes,** and **performance metrics.**
- Publishing an **annual report** linking Strategic Plan implementation and organizational outcomes, including performance measures.

BIENNIAL PLANNING AND IMPLEMENTATION CYCLE

The City is on a biennial budget cycle with full budget development occurring every other year. The schematic below demonstrates how the City will identify strategic plan priorities for the coming biennia, develop the City's budget and workplans with them in mind, and implement this focus in the coming two years. Non-budget years feature an interim budget update and will include a refinement of identified two-year priorities.



City of Snoqualmie Strategic Plan 2026-2030

Areas of Early Focus: 2026

Strategic Initiatives, Goals, and Strategies are copied directly from the Strategic Plan. Implementation Steps provide more detailed tactics, including some that will be advanced after 2026. Highlights indicate priorities for 2026, with other potential future steps listed for reference. Use the highlighted 2026 priorities to develop the public facing Annual Action Plan and Year in Review 2 pagers to inform residents twice a year about the City's commitments and accomplishments. **This is a working draft and does not represent a commitment to acting on these Implementation Steps.**

Strategic Initiatives (I-III) Goals (A, B) Strategies *Implementation Steps [highlighted items are priorities for 2026]*	Lead	Support/s	Resource Needs	Milestones, Desired Accomplishments,
I. Invest in a trusted community relationship	**Communications**	**Council**		
A.Identify and maximize partnerships with community organizations to serve as trusted intermediaries				
Grow partnerships with organizations and community leaders that help gather feedback from community members often underrepresented in government to ensure a range of voices shape City decisions				
Identify where the City has gaps in communicating to and engaging with specific community groups or populations.				
Identify organizations and community leaders that could help bridge identified gaps.				
Consider formalizing this effort or identifying ways to recognize the contributions of participating groups and individuals.				
B.Explore pressures and tradeoffs in two-way engagement with community members				
Implement a "meet people where they're at" model of community engagement by joining community events and attending standing community meetings.				
Continue to have a City presence at community events, seeking to be present, to answer questions, and to solicit input.				
Explore options for Council and/or leadership staff to engage with community members in informal settings outside of City Hall.				
Use the City Academy to explore these issues more deeply and to develop the next generation of local leaders				
Restart the City Academy in 2025.				
II. Provide responsive and fiscally responsible City services	**City Administrator**	**Finance**		
A. Make efficient use of resources				
Consider prioritizing deferred maintenance before adding significant new capital assets				
Assess the overall condition of existing capital assets within each capital program.				
Establish the performance level and metrics (i.e., level-of-service) desired for each capital program (e.g., a pavement condition score of 70 for the street resurfacing capital program).				
Forecast the cost of each capital program.				
Forecast the ongoing capital revenues available to sustain capital programs.				
Calculate the capital program sustainability ratio and determine whether additional ongoing sources of capital revenue are needed.				
Calibrate or adapt the CIP scoring process to ensure that capital asset preservation is weighed appropriately.				
Produce a CIP document that communicates publicly the funding of capital programs.				
Continue to audit revenue accounts.				
Develop a standard operating procedure for the collection of revenues.				
Clarify the roles and responsibilities of revenue collection within the Finance Department.				
Establish an online payment portal and system.				
Establish a contract/relationship with a collections agency.				
Create a report that describes the aging of all receivables and the efficiency of collection efforts (i.e., receivables turnover ratio).				
Audit business licensing and business and occupation (B&O) tax accounts and collect on all development-reimbursed expenditures.				
Explore mutually beneficial regional partnership opportunities.				
Evaluate whether or not a regional partnership (i.e., Snoqualmie Valley Aquatics Collaborative, City of Issaquah, City of Bellevue) is a viable alternative to expanding the Snoqualmie Community Center.				
Establish recurring staff-to-staff and/or council-to-council meetings with the Snoqualmie Tribe, Snoqualmie Valley School District, and City of North Bend.				
Pursue the disposition of real property assets with the proper government (State of Washington, King County).				
Continue to calibrate staffing and City services with community priorities and the evolution of the community.				
Inventory services (i.e., what do we do currently as a City?)				
Establish the performance level and metrics (i.e., level-of-service) desired for each service (e.g., a response time of 5 mins. and 30 secs. for fire). (i.e., how much of a service do I want to buy?)				
Assess each service against the performance level desired and integrate into the 2027-2028 Biennial Budget decision-making process.				
Extend the lifecycle by evaluating replacement schedules for vehicles and other assets.				
B. Seek to maintain current service levels aligned with community priorities				
Identify current service levels and establish community-driven targets.				
Maintain accreditation of the Snoqualmie Fire Department.				
Align Police Department staffing with community needs and pursue accreditation.				
Maintain human services contributions.				
Maintain and improve road and trail connections.				
C. Evaluate community needs for expanded services and support for revenues necessary to address inflation and support service delivery				

Strategic Initiatives (I-III) Goals (A, B) Strategies *Implementation Steps [highlighted items are priorities for 2026]*	Lead	Support/s	Resource Needs	Milestones, Desired Accomplishments,
III. Proactively increase housing options and economic vitality	**Community Development**			
A.Support infill development and redevelopment				
Update the Future Land Use Map and Zoning Map.				
Assess the City's risk of appeal.				
Identify and adopt Adequate Provisions.				
Apply for a LOMAR and consider granting variances under the City floodplain ordinance.				
Engage downtown residents, businesses, and property owners in discussing the future of the city, including locations for infill housing and commercial development.				
Identify opportunities to start this conversation and determine whether this is a 2026 or 2027 action item.				
Engage the Residential Owners Association in discussing opportunities for accessory dwelling units in all of Snoqualmie Ridge.				
Conduct a high level look at capacity for additional housing in Snoqualmie Ridge and discuss next steps, including potential outreach to community representatives.				
Use City infrastructure and amenity investments, as well as other tools, to support desired development.				
Identify planned or needed public infrastructure projects that could support commercial development.				
Leverage City- and partner-owned properties for efficiency and desired outcomes.				
Begin to identify properties that could be used for housing or public amenities.				
Develop a plan for City-owned parcels and identify opportunities to talk with partners about their parcels.				
Explore the feasibility of strategic annexation opportunities that may advance housing and economic development goals				
Talk through a high-level assessment of the likelihood of advancing annexations. Determine whether this strategy should be pursued based on that conversation.				
B.Diversify housing options.				
Advance implementation of the 2023 Housing Strategy Plan to incentivize new and diverse types of housing, reduce development barriers, and expand affordability.				
Review and consider strategies to incentivize new housing.				
Review and consider strategies to bring down the cost of development.				
Review and consider strategies to encourage a wide variety of housing types.				
Review and consider strategies to prevent and mitigate displacement.				
Review and consider strategies to improve the regulatory environment for permits.				
Work with regional partners to enhance workforce housing and senior housing				
Link engagement to the strategy to use City-and partner-owned parcels above.				
C. Grow the community's economy and tourism sector.				
Revitalize Falls Avenue for retail.				
Continue to support tourism with development of the Riverwalk and support for the Mill Site development, the Northwest Railway Museum Roundhouse, and the Pacific West Rail Model Train Museum.				
Support regional efforts to increase tourism.				
Review the 2025 Washington Tourism Workspace report for Snoqualmie Valley and determine how the City can offer support.				
Enhance events and programming that drive community connection and foot traffic.				
Work with regional partners to promote investment in the region and raise awareness of infill development opportunities.				

Annual Action Plan 2026

Strategic Plan 2026 2027 2028 2029 2030

The City of Snoqualmie's priorities are guided by the City Strategic Plan which was adopted by Council on November 10, 2025. Three Strategic Initiatives will focus the City's efforts from 2026 to 2030:

I. **Invest in a trusted community relationship.**

II. **Provide responsive and fiscally responsible City services.**

III. **Proactively increase housing options and economic vitality.**

Our Commitment and Focus for this year

In 2026, the first year of Strategic Plan implementation, the City is focused on the following items.

Investing in a trusted community relationship.

As part of our commitment to exploring pressures and tradeoffs in two-way engagement with community members, we will:

- Identify where we have gaps in communicating to or engaging with specific community groups or populations.
- Explore opportunities to partner with organizations and community leaders who can help bridge those gaps.
- Continue to have a City presence at community events.
- Explore options for City Council Members and City staff to engage community members in informal settings outside of City Hall

Providing responsive and fiscally responsible City services.

To continue to make the most efficient use of City resources, we will:

- Inventory City services and establish performance levels and metrics for each service.
- Assess the overall condition of our capital assets and establish performance levels and metrics for each capital program.
- Develop a standard operating procedure for the collection of revenues, with clear roles and responsibilities.

In pursuit of mutually beneficial regional partnerships, we will:

- Seek to establish recurring staff-to-staff and/or council-to-council meetings with the Snoqualmie Tribe, Snoqualmie Valley School District, and City of North Bend.
- Evaluate whether a regional partnership could be a viable alternative to expanding the Snoqualmie Community Center.

Proactively increase housing options and economic vitality.

We will support infill development, redevelopment, and diversifying housing options by:

- Updating key aspects of our zoning and land use tools.
- Evaluating strategies to support housing development at a range of price points.
- Supporting tourism and new development in Downtown Snoqualmie.

Look for a report out on progress on these items and our plans for 2027 later in the year.

YEAR IN REVIEW

Strategic Plan **2026** 2027 2028 2029 2030

The City of Snoqualmie's priorities are guided by the City Strategic Plan which was adopted by Council on November 10, 2025. Three Strategic Initiatives focus the City's efforts from 2026 to 2030:

I. **Invest in a trusted community relationship.**

II. **Provide responsive and fiscally responsible City services.**

III. **Proactively increase housing options and economic vitality.**

CITY OF SNOQUALMIE

2026 in Review: Strategic Plan Accomplishments

In January 2026, the City began implementing the first year of its Strategic Plan. This report highlights what we set out to achieve and what we accomplished over the past year.

I. *Investing in a trusted community relationship.*

We made significant progress in our efforts to explore pressures and tradeoffs with community members in 2026.

We Set Out To	*We Achieved*
▪ Identify where we have gaps in communicating to or engaging with specific community groups or populations. ▪ Explore opportunities to partner with organizations and community leaders who can help bridge those gaps. ▪ Continue to have a City presence at community events. ▪ Explore options for City Council Members and City staff to engage community members in informal settings outside of City Hall	✓ Add narrative accomplishments from the year that correspond to the bullet points to the left. ✓ Identified that we have gaps in connecting with the x and y communities. We are building relationships with the A, B, C community groups including. ✓ City staff attended X community events over the year, including A, B, C. Staff engaged in conversations and gathered feedback on X, Y. ✓ Piloted a "Council Coffee" series. Held X informal gatherings that allowed residents to ask questions, share feedback, and connect with City staff in the community, outside of City Hall.

II. *Providing responsive and fiscally responsible City services.*

Our 2026 focus on making efficient use of City resources featured the following items.

We Set Out To	*We Achieved*
▪ Inventory City services and establish performance levels and metrics for each service. ▪ Assess the overall condition of our capital assets and establish performance levels and metrics for each capital program. ▪ Develop a standard operating procedure for the collection of revenues, with clear roles and responsibilities.	✓ Completed an inventory of all City services and drafted initial performance metrics. ✓ Conducted a condition assessment for City assets and established a performance metric for each capital program. ✓ Drafted a standard operating procedure and currently piloting it with select departments.

We advanced mutually beneficial regional partnerships focused on shared goals and resources.

We set out to	*We achieved*
▪ Seek to establish recurring staff-to-staff and/or council-to-council meetings with the Snoqualmie Tribe, Snoqualmie Valley School District, and City of North Bend. ▪ Evaluate whether a regional partnership could be a viable alternative to expanding the Snoqualmie Community Center.	✓ Held recurring quarterly meetings with X, Y, Z. Established x, y, z. ✓ Began exploring a regional partnership option for the Community Center. Evaluation of X is in progress.

III. Proactively increase housing options and economic vitality.

We made progress in supporting infill development, redevelopment, and diversifying housing options.

We set out to	*We achieved*
▪ Updating key aspects of our zoning and land use tools. ▪ Evaluating strategies to support housing development at a range of price points. ▪ Supporting tourism and new development in Downtown Snoqualmie.	✓ Updated zoning and land use maps [view the new maps here]. ✓ Early analysis is underway to… ✓ Launched X and are working closely with SnoValley Chamber of Commerce on X.

Look for update on our plans for 2027 at the start of the year.

Council Agenda Bill

AB Number

AB25-098

Agenda Bill Information

Title *

Personnel Policies

Action *

Motion

Council Agenda Section

Discussion

Council Meeting Date *

10/27/2025

Staff Member

Kim Johnson

Department *

Administration

Committee

Finance and Administration

Committee Date

10/21/2025

Exhibits

Packet Attachments - if any

Resolution 1726.docx	23.05KB
Personnel Policies (2025).pdf	1.7MB

Summary

Introduction *

Brief summary.

On September 22, 2025, City Council adopted the new Personnel Policy Manual which included several stand alone policies previously adopted through resolutions. The purpose of this agenda bill is to repeal all prior resolutions relating to those policies.

Proposed Motion

Move to adopt Resolution 1726 repealing all prior resolutions relating to personnel policies.

Background/Overview *

What was done (legislative history, previous actions, ability to hyperlink)

Since 1974, Council has adopted many resolutions relating to personnel issues . Those policies have been combined into one Personnel Policy Manual. The prior resolutions are superseded and need to be repealed.

Analysis *

1679 - Repealing Resolution 806 concerning M&P Performance Management Plan
1640 - Amending Personnel Policies to Repeal and Rescind Policy 2.33 (related to Vaccination)
1619 - Amending the Personnel Policies (related to Section 1.3 EEO, 2.33 Vaccination, 6.1 Holidays, 6.3 Sick Leave)
1506 -Establishing a Telecommuting Policy
1381-Adopting a Drug Free Workplace and Comprehensive Fleet Policy
1303 - Establishing Guidelines for Two Annual Unpaid Holidays for Reasons of Faith or Conscience
1174 - Adopting Amended Personnel Policies (superseding all prior Personnel Policies)
548 - Adopting General Safety and Health Policy
504 - Adopting Drug and Alcohol Testing Policy
116 - Establish Fair Practices Policy regarding EEO
1191 - Amending Travel & Training Policy
995 - Amending Travel & Training Policy
935 - Amending Travel & Training Policy
522 - Amending Travel and Training Policies and Procedures
844 - Employee Recognition Policy

Budgetary Status *

This action has no budgetary implications.

Budget Summary

RESOLUTION NO. 1726

A RESOLUTION OF THE CITY OF SNOQUALMIE, WASHINGTON, REPEALING (AND SUPERSEDING) ALL PRIOR RESOLUTIONS RELATED TO PERSONNEL POLICIES

WHEREAS, the City of Snoqualmie has adopted and amended its Personnel Policy Manual, other Personnel Policies, or portions thereof through Resolutions 1679, 1640, 1619, 1506, 1381, 1303, 1174, 548, 504, 522, 935, 995, 1191, 844, and 116; and

WHEREAS, the City updated its Personnel Policy Manual to reflect the most recent state and federal laws; and

WHEREAS, the City provided notice and opportunity to bargain the updated Personnel Policy Manual to its collective bargaining units, and the City has fulfilled its obligation to bargain; and

WHEREAS, the updated Personnel Policy Manual was approved and adopted by Council via oral motion and vote at the City Council meeting on September 22, 2025.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Snoqualmie as follows:

SECTION 1. Prior Resolutions Repealed. Resolutions 1679, 1640, 1619, 1506, 1381, 1303, 1174, 548, 504, 522, 935, 995, 1191, 844, and 116 are hereby repealed.

SECTION 2. Prior Personnel Policies Superseded. All prior Personnel Policies adopted or amended in Resolutions 1679, 1640, 1619, 1506, 1381, 1303, 1174, 548, 504, 522, 935, 995, 1191, 844, and 116 are hereby superseded by the Personnel Policy Manual approved and adopted by Council on September 22, 2025.

SECTION 3. Corrections by the City Clerk. Upon approval of the City Attorney, the City Clerk is authorized to make necessary corrections to this resolution, including the correction of

clerical errors; references to other local, state or federal laws, codes, rules, or regulations, or resolution numbering and section/subsection numbering.

PASSED by the City Council of the City of Snoqualmie, Washington, this 10th day of November 2025.

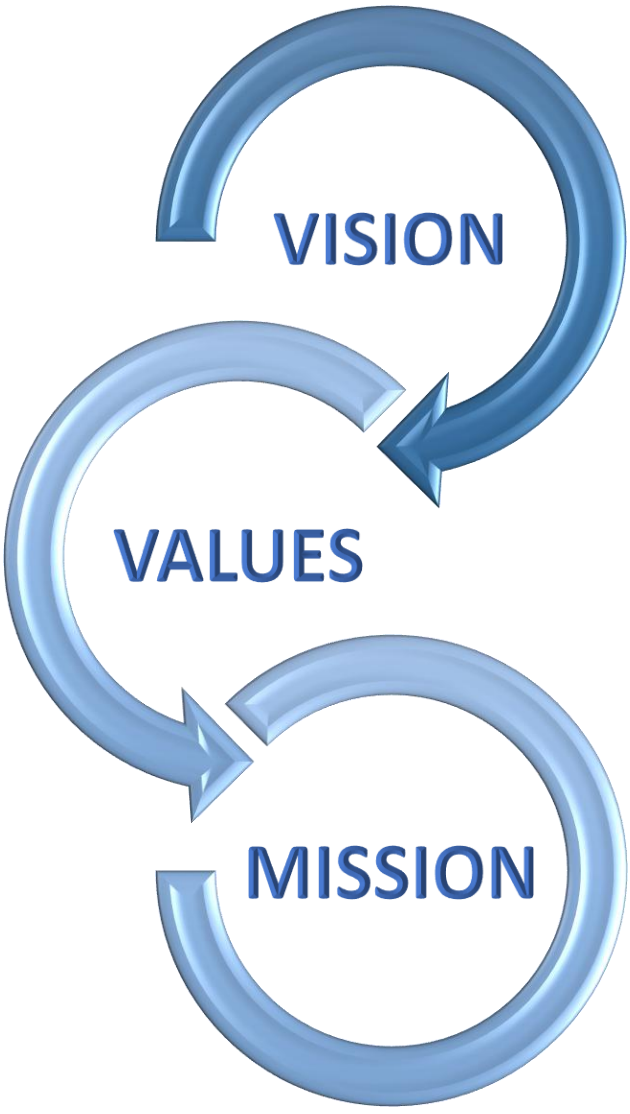
_____
Katherine Ross, Mayor

Attest:

_____
Deana Dean, City Clerk

PERSONNEL POLICY MANUAL

These policies serve as a general guide to the City's current employment practices and procedures. We hope they provide an understanding of how the City operates and what is expected of you as an employee. They also describe the compensation and benefits the City provides you.



SNOQUALMIE IS EXTRAORDINARY, *genuine in its beauty, people, and quality of life.*

IN SERVING OUR COMMUNITY, WE ARE:

- *Transparent in every action.*
- *Responsive in addressing all concerns.*
- *Accountable in all we do.*
- *Innovative in our work.*
- *Trustworthy in the eyes of those we serve.*
- *Sustainable fiscally and environmentally.*

WE ARE STEWARDS *of our natural and built environment, striving to preserve and create an extraordinary community for our residents, businesses, neighbors, and visitors.*

Adopted 9/22/2025

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GENERAL PROVISIONS AND AT-WILL DISCLAIMER

1.1 PURPOSE

The objective of these policies is to facilitate efficient service to the public and to provide a personnel management system within the City of Snoqualmie (the "City") government that provides equitable and uniform treatment of all employees.

These policies shall apply to all City employees, but shall not apply to elected officials, volunteers, or independent contractors unless expressly stated in applicable policies, or when otherwise required by law.

This manual is a general informational guide to the City's current employment policies. Additional information or clarification may be obtained from the employee's supervisor, Human Resources, or City Administrator. The City reserves the right to amend, delete, supplement, or rescind any of the provisions of this manual, as well as other City policies and practices, whether informal or formal, and including those not contained in this document, as the City deems necessary and appropriate, without advance notice. These policies shall not be construed to create contractual rights or any type of promise or guarantee of specific treatment upon which any employee may rely. The City also reserves the right to deviate from these policies in individual situations, particularly in an emergency, in order to achieve its primary mission of providing orderly and cost-efficient services to citizens.

1.1.1 IMPLEMENTATION, AMENDMENT, AND ENFORCEMENT

The Mayor, and City Administrator when directed by the Mayor, are hereby authorized and directed to update the City of Snoqualmie Personnel Policies, as necessary.

The Mayor, and City Administrator when directed by the Mayor, are also authorized to make such future additional amendments to these personnel policies as may be necessary to: (a) make the policies consistent with local, state, or federal laws and regulations, and (b) provide for a more efficient, equitable, uniform, and consistent administration and management of personnel matters; provided, that amendments to personnel policies that increase employee wages, compensation (including compensated absences) or benefits, create new employee positions, or prescribe the duties, qualifications, or compensation of appointed officers specified by Ch. 2.64 of the City of Snoqualmie Municipal Code, shall require approval by the Mayor and City Council by formal resolution.

1.1.2 AT-WILL DISCLAIMER

The City's personnel policies do not constitute an employment contract, a promise of specific treatment, or a promise of employment of any specific duration between the City and its employees. The employment of non-represented employees at the City is "at-will" under Washington law, meaning the employment relationship can be terminated at any time, without cause or notice, by employees or by the City. Nothing in these personnel policies is intended to modify the at-will employment relationship with the City's non-represented workforce. No supervisor or other City representative has the authority to modify an

employee's at-will status, or make representations that are inconsistent with these personnel policies, unless the modification is in writing and approved by the City Administrator or Mayor.

Represented employees included in a bargaining unit, and those employees covered by the City's Civil Service System, shall have "just cause" and/or tenure protections only as provided in the applicable collective bargaining agreement and/or Civil Service Rules and Regulations.

1.2 SCOPE

All City employees are covered by these policies. In cases where these policies conflict with collective bargaining agreements and agreements duly agreed upon between authorized employee organizations or unions and the City, or in cases where these policies conflict with Civil Service Rules and Regulations, statutes, or ordinances, the provisions of those more specific sources of employee rights and responsibilities shall govern.

1.3 EQUAL EMPLOYMENT OPPORTUNITY

The City is an equal employment opportunity employer. The City employs, retains, promotes, terminates, and otherwise treats all employees and job applicants on the basis of merit, qualifications, and competence. Discrimination based on an individual's race, creed, color, national origin, citizenship or immigration status, families with children status, sex/gender, marital status, sexual orientation, age (age 40+), religion, honorably discharged veteran or military status, the presence of any sensory, mental, or physical disability, the use of a trained dog guide or legally-recognized service animal, genetic information, and any other characteristic protected by local, state, or federal law is prohibited.

1.3.1 DISABILITY ACCOMMODATION

The City is committed to providing reasonable workplace accommodations to any qualified individual with a disability who needs an accommodation to perform the essential functions of the job. Any employee who has a disability and wishes reasonable accommodation should promptly contact Human Resources. The City will work with the individual and, if necessary, the individual's health care provider(s), to explore the extent to which reasonable accommodation can be provided without undue hardship.

1.3.2 PUBLIC HEALTH AND INFECTIOUS DISEASE

Employees with life threatening illnesses, such as cancer, heart disease, AIDS/HIV, or communicable diseases such as tuberculosis or influenza, are permitted to continue working so long as they are able to maintain an acceptable level of performance and they are not a direct threat to themselves or their coworkers. The City reserves the right to reassign an employee or take other job actions when the employee poses a significant risk to the health and safety of fellow City employees or the public which cannot be eliminated by reasonable accommodation. In addition, during a declared public health emergency, the City complies with the requirements of Washington's Health Emergency Labor Standards Act (HELSA), as stated in RCW 49.17.062 – RCW 49.16.064.

1.3.2A RELIGIOUS ACCOMMODATION

The City provides reasonable accommodations for the sincerely held religious beliefs of employees, unless the accommodation would result in undue hardship. Employees whose religious beliefs or practices conflict with their job, work schedule, the City's uniform/appearance standards, or other aspects of employment, may submit a written request for accommodation to Human Resources. The written request should include an explanation of the religious conflict and the employee's suggested accommodation(s). Human Resources and the employee's supervisor may request a meeting with the employee to learn more. The City will review the request and evaluate whether there are viable options for reasonable accommodation.

1.3.3 HARASSMENT, DISCRIMINATION, AND RETALIATION

A. The City strives to provide a work environment for its employees free from all verbal, physical, and visual forms of harassment, discrimination, and intimidation, including bullying. All employees are expected to be sensitive to and respectful of others and to act professional in the workplace. All forms of harassment and discrimination based on protected characteristics, including race, creed, color, national origin, citizenship or immigration status, families with children status, sex/gender, marital status, sexual orientation, age (age 40+), religion, honorably discharged veteran or military status, the presence of any sensory, mental, or physical disability, the use of a trained dog guide or legally-recognized service animal, genetic information, and any other characteristics protected by local, state, or federal law are prohibited. Prompt disciplinary action will be taken against an employee who commits or participates in any form of unlawful harassment.

   Other forms of inappropriate or unprofessional harassment or intimidation, including bullying, will be dealt with on a case-by-case basis, regardless of whether the conduct meets the legal definition of harassment or discrimination, and discipline may be imposed commensurate with the nature of the conduct and the impact of the conduct on others and morale in the workplace. The City will not tolerate the discrimination or harassment of City employees by anyone, including coworkers, contractors, vendors, members of the public, elected officials, or any other third parties.

B. Harassment can take many forms and can include slurs, comments, jokes, innuendoes, unwelcome compliments, cartoons, pranks, online behavior or comments, or other verbal or physical conduct which: (1) has the purpose or effect of creating an intimidating, hostile, or offensive working environment; (2) has the purpose or effect of unreasonably interfering with an individual's work performance; or (3) otherwise adversely affects an individual's employment opportunities.

C. Sexual harassment is a type of harassment and occurs when the verbal and physical conduct described above is sexual in nature or is gender-based, i.e., directed at a person because of his/her/their sex/gender. Sexual harassment exists in the workplace when: (1) submission to the conduct is either explicitly or implicitly a term or condition of employment; (2) submission to or rejection of the

conduct is used as the basis of an employment decision affecting an individual; or (3) the conduct unreasonably interferes with the individual's job performance or creates a work environment that is intimidating, hostile, or offensive.

D. ALL EMPLOYEES ARE PROHIBITED FROM HARASSING OR DISCRIMINATING AGAINST ANY OTHER EMPLOYEE AND/OR FROM RETALIATING AGAINST ANYONE WHO MAKES A COMPLAINT OF HARASSMENT OR DISCRIMINATION. ANY EMPLOYEE WHO IS FOUND TO HAVE VIOLATED THIS POLICY WILL BE SUBJECT TO DISCIPLINE, UP TO AND INCLUDING DISCHARGE.

E. EMPLOYEE COMPLAINT PROCEDURE: Any employee, who feels he/she/they or another employee has been subjected to harassment or discrimination of any kind, by anyone, is encouraged to immediately identify the offensive behavior to the responsible party and request that it stop. If the employee is uncomfortable in addressing the matter directly with the responsible party, or if he/she/they does so and the behavior does not stop, the employee should report the matter immediately with the employee's Supervisor, Human Resources, Department Head, or the City Administrator. Complaints will be reviewed, and if deemed necessary, investigated thoroughly and promptly. All complaints will be handled confidentially to the extent reasonably possible, consistent with the need to fairly investigate, and subject to certain disclosure obligations required by Washington law. Refusal to cooperate in an investigation will be grounds for discipline, up to and including termination.

F. SUPERVISOR REPORTING REQUIREMENTS: Any supervisory employee of the City who receives a complaint of harassment, discrimination, or intimidation, or who otherwise becomes aware of potential harassment, discrimination, intimidation, or other unprofessional behavior, must immediately notify Human Resources, the Department Head, or the City Administrator. The City's supervisors are held to a strict reporting obligation and must report any complaints or observed behavior in violation of this policy. Supervisors who fail to report concerns are subject to discipline, up to and including termination.

G. ANTI-RETALIATION: The City strictly prohibits retaliation action against employees because of their good faith report of harassment, discrimination, or intimidation, or their participation in the investigation of allegations under this policy. Any employee who perceives retaliation in violation of this policy should immediately report their concerns to Human Resources, a Department Head, or the City Administrator.

1.4 DEFINITIONS

1.4.1 Administrative Leave: A temporary leave, typically with pay, during a workplace investigation, fitness-for-duty evaluation, or other administrative matter as deemed necessary by the City (see Section 7.2.2).

1.4.2 Anniversary Date: An annual date coinciding with an employee's most recent date of hire at the City. Where applicable, the Anniversary Date may be used for setting paid leave accruals, performance reviews,

seniority, etc. Please note, the Anniversary Date may be different from an employee's Step Increase Anniversary Date (see definition below).

1.4.3 Applicant: A person who has submitted the required City application form(s) for an open position.

1.4.4 Appointing Authority: The individual or group of individuals responsible for appointment, discipline, and termination of an employee or employees.

1.4.5 Appointment: The assignment of a qualified applicant to a position by the appointing authority.

1.4.6 City: Refers to the City of Snoqualmie.

1.4.7 Class: A group of positions sufficiently similar in duties, responsibilities, authority, and minimum qualifications to permit combining them under a single title and applying to them common standards for selection and salary range.

1.4.8 Classification Plan: Approved position descriptions.

1.4.9 Compensation Schedule: A schedule of salary ranges of all classes in the service of the City, including single position classes, established in accordance with the criteria and procedures set forth in these policies.

1.4.10 Compensatory Time Off: Time off from work to compensate the employee for overtime worked. When approved, compensatory time off is earned at the rate of one and a half (1.5) hours for every one (1) hour of overtime worked.

1.4.11 Continuous Service: Employment without interruption at the City, except for authorized paid or unpaid leaves of absence.

1.4.12 Demotion: The movement of an employee from a higher level of responsibility to a lower level of responsibility, usually having a lower maximum rate of pay, through a reorganization, layoff, or disciplinary measure.

1.4.13 Disciplinary Action: Imposition of certain personnel actions (e.g., reprimand, warning, suspension, demotion, termination) as a result of poor performance or conduct detrimental to the City.

1.4.14 Examination: Any method or procedure used in the selection process to measure applicant abilities and suitability for a position, including, but not limited to oral interviews, written tests, performance tests, evaluation of performance during orientation period, and scored evaluation of education and experience.

1.4.15 Exempt Employee: An employee who is exempt from the overtime pay provisions of state and federal law who holds an administrative, executive, professional, or computer professional position.

1.4.16 Immediate Family: The spouse, registered domestic partner, parent, child, brother, sister, father-in-law, mother-in-law, son or daughter-in-law, grandparent, grandchild, or other relative living in the employee's household.(see Section 2.11.3).

1.4.17 Intern: A paid or unpaid temporary employee enrolled in a college, university, or vocational school who must obtain on-the-job experience in a field directly related to a course of study.

1.4.18 Layoff: The involuntary termination of an employee for reasons due to insufficient workload and/or funds, the abolition of a position by the City Council, or other organizational changes. (see Section 2.19, Re-employment).

1.4.19 Management & Professional Employees ("M & P"): Non-represented, overtime exempt employees holding the level of director or higher (*i.e.*, management staff) and professional staff (*i.e.*, all other applicable managers and professionals).

1.4.20 Modified or Light Duty: A temporary assignment of limited duties made during an employee's recuperation from an illness or injury. Modified and/or light duty assignments are made at the discretion of the Department Head, in consultation with the City Administrator and Human Resources.

1.4.21 Nepotism: Employment of a member of an employee's immediate family, or of a person with whom an employee has a familial relationship (see Section 2.11.3).

1.4.22 Nonexempt Employee: An employee who is eligible to receive premium overtime pay pursuant to state or federal law.

1.4.23 Nonregular Employee: An employee who works less than half time in a designated work week, or in a position filled on a seasonal, temporary, or limited-term basis. Nonregular employees may work fixed or fluctuating schedules. Nonregular employees may not work more than 80 hours per month for more than four (4) consecutive months unless an expectation is granted by the City Administrator for unusual circumstances and good cause shown.

1.4.24 Overtime: Time worked in excess of the regularly scheduled full-time work period, or time worked in excess of 40 hours in a seven-day workweek, as deemed applicable to the employee.

1.4.25 Personnel Action: Any action taken with reference to appointment, compensation, promotion, transfer, layoff, demotion, dismissal, or other action affecting the status of employment.

1.4.26 Position: A group of current duties and responsibilities as set forth in a class description.

1.4.27 Probationary Employee: An employee who has not completed a probationary period as specified in Section 2.15.

1.4.28 Probation Period: An introductory period during which a newly hired or promoted employee is required to demonstrate his/her/their ability and capacity to satisfactorily perform the duties of the position for which the employee has been appointed; or, in the case of disciplinary probation, a temporary period for the purpose of allowing a regular employee to demonstrate necessary improved performance.

1.4.29 Promotion: The movement of an employee from a position in one class to another class imposing increased responsibilities, requiring greater pay, and subjecting the employee to a probation period.

1.4.30 Reclassification: A change in the level of classification of a position in the pay plan.

1.4.31 Recognized Employee Organization: Any employee or labor organization or union which (1) includes employees of the City, and (2) has as one of its primary purposes' representation of employees in

employment relations with the City, and (3) has become recognized by the City Council or Washington's Public Employment Relations Commission ("PERC").

1.4.32 Regular Employee: An employee who has successfully completed a probationary period in a regular, budgeted position established by the City Council. Regular employees are credited with service from the date of hire in a regular position.

1.4.33 Regular/Full-Time Position: A budgeted position with a full-time work schedule.

1.4.34 Regular/Part-Time Position: A budgeted position scheduled on a continuous basis for more than half-time but less than full-time in a designated work period.

1.4.35 Reinstatement: The return of an employee to the employee's former position within one (1) year after layoff or at any time after successful appeal of a suspension, reduction-in-responsibility, or termination.

1.4.36 Resignation: Voluntary termination by an employee.

1.4.37 Salary Range: The range of salary rates for a job title as set forth in a compensation schedule approved by the City Council.

1.4.38 Salary Step: The minimum, intermediate, and maximum increments of a salary range.

1.4.39 Seniority: Priority of an employee based on the length of the employee's continuous service to the City since the employee's most recent date of hire, excluding periods of unpaid leave excluded from the definition of continuous service.

1.4.40 Step Increase Anniversary Date: The date upon which an employee is eligible for an annual salary step increase. For newly hired employees, the Step Increase Anniversary Date is typically based on the date of hire, upon successful completion of the probationary period. Once an employee is promoted or transfers into a higher paying position, the employee will earn a promotional/transfer pay increase of at least five percent (5%) above their current wage, in lieu of an annual step increase, and the date of the promotion will become the new Step Increase Anniversary Date. All salary step increases are contingent upon satisfactory performance and available City budget.

1.4.41 Suspension: A temporary removal from duty without pay of an employee for disciplinary purposes or based on an employee's temporary inability to complete essential job functions.

1.4.42 Independent Contractors: Person hired on a contractual basis to fill temporary needs arising out of special projects, abnormal workloads, emergencies, or to replace a regular employee who is absent due to disability, illness, vacation, or other approved leave. Such persons are not employees of the City and are not eligible for employee benefits.

1.4.43 Termination: The involuntary cessation of employment with the City.

1.4.44 Transfer: The movement of an employee from one position to another position, having essentially the same salary range, involving the performance of similar duties or levels of responsibility, and requiring substantially the same basic qualifications.

1.4.45 Work Week: A fixed and regularly recurring period of seven (7) consecutive twenty-four (24) hour days, normally starting on Sunday at 12:01 am and ending on Saturday at midnight. Alternative work periods may be established for employees assigned to alternative work schedules and for law enforcement and fire personnel.

GENERAL POLICIES

2.1 APPLICATION

Application for employment shall be made in a manner prescribed by Human Resources. Electronic or paper application forms shall require information on specific job experience and training and shall contain questions designed to obtain job-related information. A City application form must be fully completed, signed, and dated by the applicant prior to being considered for any position. Resumes may supplement, but not replace, the City's official application form.

Employees who provide false or misleading information during the hiring process are subject to immediate termination and/or exclusion from any future applications.

2.2 ATTENDANCE AND TIMEKEEPING

Employees are expected, as a condition of employment, to be at work during their regularly scheduled workdays. Punctual and consistent attendance is a condition of employment and essential job function. Supervisors and/or Department Heads are expected, therefore, to maintain an accurate attendance record of each employee.

2.2.1 Timekeeping

Nonexempt Employees: To ensure the City has complete and accurate timekeeping records, and to ensure employees are fairly paid for all hours worked, nonexempt employees are required to accurately record all hours worked on the timekeeping systems maintained by the City. Nonexempt employees may be expected to review and verify their timekeeping records on a regular cadence. Nonexempt employees are also expected to record any usage of paid leave (vacation, sick, holiday, personal/floating holiday, compensatory time off) and any periods of unpaid time, including meal periods and approved unpaid leaves of absence.

Nonexempt employees are strictly prohibited from working “off the clock” and have an obligation to record all time worked, including any overtime. Employees with questions or concerns about their timekeeping obligations or the accuracy of their timekeeping records should immediately notify their supervisor or Human Resources.

Exempt Employees: Normally, absent performance concerns, exempt employees have discretion over their work schedules and therefore are not expected to record their daily hours worked. However, exempt employees are expected to record and deduct their usage of all forms of paid leave (PTO, holiday, personal/floating holiday, management leave, as deemed applicable). Exempt employees who work four (4) or more hours during a workday are not required to deduct from their paid leave accruals, provided employees do not abuse this privilege to routinely drop below full-time work expectations. Paid leave

deductions are required only if an employee works less than four (4) hours during a workday, including full-day absences. Provided below are examples for an exempt employee normally working an eight (8) hour workday:

- Partial Day Absence, Deduction Not Required – The employee works four (4) hours and then leaves for a personal appointment for the remainder of the day. No deduction from paid leave is required.
- Partial Day Absence, Deduction Required – The employee works two (2) hours and then leaves for a personal appointment for the remainder of the day. A deduction of six (6) hours of paid leave is required.
- Full Day Absence, Deduction Required – The employee takes the entire day off. A deduction of eight (8) hours of paid leave is required.

Exempt employees who work alternate schedules (e.g., 4, 10-hour days) are expected to record PTO used in actual hours used (i.e., 10 hours deducted for a full day absence). For partial day absences, exempt employees assigned to alternative schedules are expected to follow the same rules as listed above when working less than four (4) hours during a workday (e.g., an employee scheduled to work 10 hours, who works only two (2) hours before leaving, is required to deduct eight (8) hours of paid leave to cover the entire workday.

In all instances, standard City holidays, floating holidays, and management leave days are distributed and recorded as day(s) taken, with eight (8) hours being a standard workday. Therefore, when using these accruals, and to align with payroll practices, eight (8) hours per day should be documented and be coded to holiday, floating holiday, or management leave. Exempt employees assigned to an alternative work schedule (i.e., 4, 10-hour days) will not have a salary deduction when coding these accruals as eight (8) hours. These accruals are to be used in full day increments only. All other sources of PTO may be used in less than full day increments.

2.2.2: Absent extenuating circumstances, employees who are unable to report for work on time must notify their Supervisor and/or Department Head as soon as they know they will be absent or tardy. If an employee is scheduled to begin work before any other employee, a message must be provided for the Supervisor and/or Department Head, reporting the reason for the absence or tardiness as soon as someone else is available to receive the call. If the absence continues for longer than a day, the employee shall notify the Supervisor and/or Department Head on a daily basis. (See Section 6.3, Sick Leave). If necessary, an employee may provide notice of an absence through a person on their behalf (e.g., a family member or friend).

2.2.3: Any unreported and/or unauthorized absence of an employee from work will be considered to be an absence without pay. Employees may be disciplined, up to and including discharge, for failing to report to work without notice or with insufficient notice, for excessive absenteeism or tardiness, or for other attendance and tardiness problems.

2.2.4: An unauthorized absence from work for three (3) consecutive scheduled workdays shall be considered voluntary "resignation not in good standing," unless the employee can provide an explanation acceptable to the City Administrator.

2.2.5 EMERGENCY CONDITIONS

A. Employees are expected to be at work even during inclement weather disaster, or public emergency, and failure to report will be counted as absence from work (see Section B, below). An employee who is absent without authorization or notification may be subject to disciplinary action, up to and including termination.
B. Should severe conditions (e.g., weather, disaster, public emergency) cause the Mayor or City Administrator to curtail any City operation for the safety and welfare of employees, or inhibit any City employee from reporting to work, or necessitate any employee to leave work early, affected employees will be given the following options, subject to Department Head approval:
    1. Taking work home or working remotely;
    2. Applying accrued paid leave (PTO, vacation, etc.) to offset any loss; or
    3. Having pay reduced for the time lost if PTO/vacation, etc are exhausted.
C. Employees shall notify their Department Head of an anticipated absence from work and the reason for such absence or lateness caused by emergency conditions.
D. Accrued sick leave cannot be used for absences for other than those specified in Section 6.3.
E. These provisions do not apply to employees on previously approved leaves.
F. Under extreme circumstances, the Mayor may waive attendance requirements without applying the options listed in Section B, above.

2.3 DEMOTION

No employee is eligible or authorized to be demoted to a position for which the employee does not possess the minimum qualifications. An employee may be demoted (a) when the employee's standard performance falls below that established for the employee's particular class; (b) when the employee is incapable of performing the essential duties of the employee's position, with or without accommodation; (c) for disciplinary purposes; (d) in lieu of layoff (see also Section 2.11 Nepotism). An employee shall receive two (2) weeks' notice of a planned demotion, however, no such notice is required when the demotion is due to disciplinary misconduct.

The Department Head may authorize a demotion for any employee who requests it in lieu of layoff. Any demotion in lieu of layoff may be reversed at the discretion of the City Administrator if/when the employee's previous position is reopened.

2.4 DRIVERS LICENSE REQUIREMENTS (see also Vehicle Usage Policy in Appendix F)

A. An employee may be required to possess a valid Washington State driver's license as a condition of employment, where required by essential job functions or other legitimate business purposes. In addition, for specific positions at the City, an employee may also be required to possess a valid Commercial Driver's License (CDL).
B. An employee may be subject to disciplinary action, including termination, for failure to maintain a valid Washington State driver's license or CDL as required by the employee's position.
C. All other terms and conditions related to driver's license requirements are stated in Appendix F, Vehicle Usage Policy.

2.5 DRUG-FREE WORKPLACE (see also Drug & Alcohol Policy in Appendix G)

2.5.1: The manufacture, sale, distribution, possession, or use of unlawful drugs by City employees while on City premises, or performing duties on behalf of the City, is strictly prohibited. Violation of this policy may result in discipline, up to and including termination. Although cannabis/marijuana is legal in Washington, the City prohibits cannabis/marijuana, both recreational and medicinal, on an equivalent basis to other unlawful drugs under this policy.

2.5.2: The possession or use of alcohol on City premises, or while performing duties on behalf of the City, is strictly prohibited. From time to time, the Mayor or City Administrator may authorize the consumption of alcohol by City employees at official City social functions off City premises, including training events. When alcohol is authorized at official City social functions, employees are expected to consume alcohol in moderation only, follow all other City policies and behavior expectations, and observe all Washington laws, including those related to drinking and driving.

2.5.3: The City's policies and procedures regarding drugs and alcohol, including testing requirements, are established in Appendix G (Drug & Alcohol Policy) and Appendix H (Drug & Alcohol Policy for CDL Holders).

2.6 EMPLOYEE ASSISTANCE PROGRAM (EAP)

2.6.1: The Employee Assistance Program (EAP) is a voluntary program of professional and confidential counseling and assistance for employees whose job performance, health, or well-being are adversely affected by personal or family problems. Continuation of this program shall be dependent on allocation of funding in the City's annual budget and availability of the plan within the City's insurance benefits program.

2.6.2: The EAP provides diagnostic counseling and, if necessary, referral to service providers for specific treatment. Insurance coverage for the referral treatment is determined by the medical plan covering the individual employee.

2.6.3: Non-work-related personal problems do not relieve the employee of the responsibility to perform his/her/their job responsibilities satisfactorily.

2.6.4: Sick leave may be used for EAP appointments scheduled during normal working hours.

2.6.5: Participation in the EAP shall not affect an employee's work status.

2.6.6: Unless a work-related performance problem has previously been identified, the self-initiated contact between the employee, his/her/their family, and the agency EAP will be confidential, and records are not accessible to either the Department Head or the City.

2.6.7: The employee may voluntarily visit the EAP in an effort to identify the problem area through diagnosis, and professional assistance may be needed to aid the employee in recognizing and overcoming personal difficulties.

2.6.8: Upon recognition of a work performance problem, the Department Head will engage in normal corrective counseling with the employee, including the possibility of discipline. If the cause of the problem

cannot be determined, or it is determined that the problem is personal in nature, the Department Head may refer the employee to the EAP.

2.7 EMPLOYMENT DEVELOPMENT

2.7.1 TRAINING

Training courses, seminars, workshops, and conferences which are intended to improve the efficiency or effectiveness of the services rendered by City employees may be attended by regular part-time and full-time employees subject to budgetary limitations and advance written permission of the employee's Department Head. The City will pay necessary expenses for required or approved training. The City will pay for job-required certification tests for current employees, up to two (2) times per test. If the employee fails a test two (2) times, any subsequent test or attempts are to be at the expense of the employee. Continued failure of the required job-related certifications can result in termination due to not fulfilling job requirements.

A. Training sessions may be held during regular working hours at the discretion of the Department Head. Employees shall be compensated for time spent in approved training sessions during regular working hours.
B. Employees shall not be compensated for any time spent at training sessions when all four (4) requirements are met:
    1. The training is held outside the employee's regular working hours (e.g., evening hours or an employee's regular day off);
    2. The training is voluntary;
    3. The employee is not required to perform any other work tasks or duties while attending the training; and
    4. The training is not directly related to the employee's current position, and instead provides new skills or credentials required for promotion or assignment to a higher-paying role.

Alternatively, when the training is required by an outside public agency at the local, state, or federal level for a certification or license required by the employee's current position, the training session can be directly related to the employee's current position and remain uncompensated, provided the other three (3) elements listed above are satisfied. However, on a case-by-case-basis, the Department Head has the discretion to compensate employees for time spent in City-sponsored training sessions, even where the nature of the training is otherwise uncompensated under this policy.

2.8 EXIT INTERVIEWS

Human Resources or an employee's supervisor may conduct an exit interview with employees leaving City employment.

2.9 HOURS OF WORK

Due to the nature of their work, some divisions and departments will have different schedules. Those schedules shall be in accordance with state and federal law and applicable collective bargaining agreements and shall be determined by the City Administrator in consultation with the Department Head.

2.9.1: For purposes of tracking overtime requirements, the City's standard seven (7) day work week starts on Sunday at 12:01 am and ends on Saturday at midnight. The City reserves the right to establish alternative work weeks for particular groups of employees, including employees assigned to alternative work schedules and law enforcement and fire personnel.

2.9.2: Unless otherwise established by the Mayor or City Administrator, the City's Administrative Offices are open to the public Monday through Thursday from 9:00am – 3:00pm. The Mayor, City Administrator, or designee shall assure that service of each department is available during specified public operating hours.

2.9.3: Where appropriate, an employee and his/her/their Department Head may establish a flexible work week schedule on a temporary or long-term basis. Such temporary or long-term schedules shall be in accordance with the Remote Work Policy (see Appendix C).

2.10 LAYOFF

The Mayor, City Administrator, or designee may layoff regular employees due to insufficient workload and/or funds, the abolition of a position by the City Council, or other organizational changes or business needs. Employees subject to layoff generally will be given 10 working days' notice of layoff, except when business necessity requires a shorter notice period. Alternative layoff procedures shall be followed when established by a collective bargaining agreement applicable to the employees in question.

2.11 NEPOTISM

2.11.1: The City does not discriminate against job applicants or employees based on family status. However, based on the potential for conflicts of interest, the City generally will not employ members of an immediate family, or persons in a familial relationship (collectively, "family members"), where:

A. One family member would have the authority or practical power to supervise, appoint, remove, or discipline the other;
B. One family member would be responsible for auditing the work of the other;
C. Both family members would receive supervision from the same immediate supervisor;
D. Other circumstances exist that would place employees who are family members in a situation of actual or reasonably foreseeable conflict between the City's interests and their own.

2.11.2: When a situation as described in subsection 2.11.1 arises due to a change in immediate family or familial relationship, the City may transfer, demote, or terminate one of the employees. The employee to be transferred, demoted, or terminated shall be chosen by the individuals involved. If the individuals fail or refuse to choose within a reasonable time, the City may transfer, demote, or terminate one of the employees. The City, at its sole discretion, may permit the continued employment of the two individuals,

even where any of the above-cited conflicts exists, provided (1) a clear business necessity exists, as determined by the City, and (2) adequate safeguards are established to mitigate the conflicts.

2.11.3: For the purpose of this policy, a "familial relationship" includes, but is not limited to, persons who (1) reside in the same household in a consensual union that is not a legal marriage or registered domestic partnership; and (2) persons who are involved in a romantic or dating relationship, regardless of whether they cohabitate.

2.11.4: To ensure this policy is properly enforced, and to avoid prohibited conflicts, all City employees and job applicants have an obligation to report family relationships that arise during the hiring process or during ongoing employment.

During the hiring process of an individual who is the immediate family member of an existing City employee, or in a familial relationship with an existing City employee, the individual and/or City employee shall promptly disclose the relationship to the Mayor, City Administrator, or Human Resources.

Where two existing City employees become immediate family members (e.g., marriage) or enter into a familial relationship (e.g., enter into a romantic relationship), they shall promptly report the relationship to the Mayor, City Administrator, or Human Resources.

2.12 OUTSIDE EMPLOYMENT

2.12.1: Employees, including those on approved leave, shall not, directly or indirectly, engage in any outside employment, obtain a financial interest in outside employment, or become involved in an outside business that may conflict with the best interests of the City, or any other actions that interfere with the employee's ability to perform his/her/their assigned City job. Examples include, but are not limited to, outside employment or activities that:

A. Prevent the employee from being available for work beyond normal working hours, such as emergencies or peak work periods, when such availability is an expectation of the employee's position;
B. Are conducted during the employee's regular work hours;
C. Require utilization of City telephones, computers, supplies, or any other resources, facilities, or equipment;
D. Are with a firm or business that does business with the City; or
E. May reasonably be perceived by members of the public as a conflict of interest or discredit to public service.

2.12.2: Any employee who chooses to engage in outside employment, or the management of an outside business or related activity, may do so provided prior approval is obtained from the Mayor, City Administrator, or designee.

2.13 PERSONNEL RECORDS

Human Resources shall maintain personnel records for each employee. Such records shall include the employee's name, title of position held, the department to which assigned, salary, change in employment

status, training received, and such other information as may be considered pertinent to the City and/or otherwise required by law, including the provisions of RCW 49.12.240. Each Department Head shall be responsible for forwarding documents for inclusion in personnel files of employees assigned to their department. All personnel records shall be retained by the City in accordance with Washington law and the City's records management policy.

2.13.1: Employee records shall be considered confidential and shall be accessible only to the employee, and such other persons with a need to know the information involved, and as may be authorized by Human Resources or when required by local, state, or federal law, including Washington's Public Records Act ("PRA") and Public Employees Collective Bargaining Act ("PECBA"). Except for routine verifications of employment, no information from an employee's personnel file will be released to the public, including the media, without a written request for specific information, unless disclosure is otherwise compelled by law, including requests made under Washington's PRA and PECBA.

2.13.2: An employee may request removal of irrelevant or erroneous information in the employee's personnel file. If an employee's request to remove the information is denied, the employee may file a written rebuttal statement to be placed in the personnel file.

2.13.3: It is the obligation of a former or current employee to maintain a record of the employee's current address and contact information with the City's Human Resources Department. Current employees must also keep other pertinent data up to date, such as telephone number, beneficiaries for insurance purposes, and changes in dependents or marital status for insurance purposes.

2.13.4: Upon written request, employees and former employees (those separated within the past three years) shall be furnished with a copy of their personnel file maintained by the City. The City will respond to such requests within twenty-one (21) calendar days.

2.14 POLITICAL ACTIVITY

Political activities of City employees and officials are regulated by the provisions of Washington law, including RCW 41.06.250, RCW 42.17A.555 through RCW 42.17A.575, and WAC 390-05-271.

2.14.1: City employees may participate in political or partisan activities of their choosing, provided that City resources, equipment, and property are not utilized, and the activities do not adversely affect the responsibilities of the employees. Employees may not campaign on City time, or in a City uniform, or while representing the City. Employees may not allow others to use City facilities, equipment, or funds in support of political activities, other than the use of facilities generally made available to the public.

2.14.2: Any City employee who has contact with the public, while performing his/her/their regular duties may not wear or display any button, badge, or sticker pertaining to any candidate or ballot issue during working hours. Employees shall not solicit, on City property or City time, a contribution for a partisan political cause or ballot measure.

2.14.3: Except as noted in this policy and Washington law, City employees are otherwise free to fully exercise their First Amendment constitutional rights.

2.14.4: An employee shall not hold a public office in the City when the holding of such office is incompatible with, or substantially interferes with, the discharge of official duties. In addition, all individuals holding public office at the City are regulated by RCW 42.23, Washington's Code of Ethics for Municipal Officers—Prohibited Contract Interests.

2.14.5: The political activities of persons employed in a position that is financed, in total or primarily by federal grant-in-aid funds, is regulated by the rules and regulations as established by the U.S. government or otherwise required by the terms of the grant-in-aid agreement.

2.15 PROBATIONARY PERIOD

The probationary period is an extension of the selection and hiring process, with the goal of evaluating the suitability of a continued employment relationship between the City and the employee. The standard probationary period for newly hired employees shall be six (6) months, and promoted employees shall be four (4) months, unless otherwise established by a collective bargaining agreement applicable to the employee. A probationary employee may be terminated at any time during the probationary period, with or without cause, and with or without notice. Employees in probation may be terminated only by the Mayor or City Administrator, after review of the recommendation of the employee's Department Head. When necessary for purposes of continued evaluation, the City has the sole discretion to extend an employee's probationary period.

2.15.1: No probationary employee shall become a regular employee without first having successfully completed his/her/their probationary period. Successful completion of the probationary period does not guarantee continued employment or limit any subsequent corrective action or discharge. Upon the completion of a probationary period, the Department Head shall prepare a written performance appraisal of the employee. The decision to certify an employee to regular employee status shall be in writing, approved by the Department Head with concurrence of Human Resources, and retained in the personnel files of the City.

2.15.2: Notice of termination of an employee on probation need not specify any reason other than that the employee has not been certified to regular employment.

2.15.3: The Mayor or City Administrator, with the concurrence of Human Resources, may authorize a salary adjustment for a probationary employee based on probation period performance.

2.16 PROMOTIONS

Vacancies in positions shall be filled on a competitive basis. If qualified personnel are believed to be available within the service of the City, a position may be advertised internally first, before the position announcement is posted to the public. Such determinations are made solely by the City.

In limited circumstances, the City may appoint an existing employee to a vacant or reclassified position without a competitive application process. This may occur, for example, to recognize the career development of an employee, or following a department reorganization that warrants changing the nature of an employee's position without an increase in headcount. Such determinations are made solely by the City.

2.16.1: City employees who are promoted must pass a new probationary period. An employee who fails the new probationary period may re-assume the most recent regular appointment held prior to promotion, if the position is vacant, and assuming the employee remains qualified for the prior position. If the prior position is no longer vacant, the employee is subject to reassignment to another vacant position for which the employee is qualified, or the employee is subject to layoff.

2.17 RECRUITMENT (Announcements)

Available positions shall be publicized for any necessary period by announcements posted on the City website and online, and by such other means as Human Resources may deem necessary. Announcements shall specify the title, rate of pay or applicable pay range, a general description of benefits, duties to be performed, required time and manner of making application, and other pertinent information related to the available position and the selection process.

2.18 RECRUITMENT PROCESS

An applicant's qualifications will be determined through careful and impartial evaluation of the following:

A. The applicant's training, education, and other qualifications relevant to the requirements of the position;
B. The results of an oral interview; and
C. The results of any written or other examinations.

2.18.1: The recruitment procedure will be as follows:

A. Department Heads who need to fill a job opening, or add a new job position, shall request that Human Resources coordinate the recruitment and selection process. Job descriptions shall be reviewed and updated as necessary. Under no circumstances will recruiting (such as contacting agencies or placing advertisements) be undertaken by any department other than Human Resources or the Civil Service Commission, as appropriate, unless authorized by the Mayor, City Administrator, or designee.
B. Application processing shall be sensitive to the voluntary disclosure of a disability. Reasonable accommodation of disabled applicants will be provided, provided no undue hardship.
C. Testing and screening procedures for each job opening shall be reviewed for applicability and job relatedness. Modifications to examinations and exam processes shall be made, if necessary, to reasonably accommodate applicants with disabilities.
D. Preemployment examinations may be administered to test the qualifications and ability of applicants, as determined necessary. The City may contract with any competent agency or individual to prepare and/or administer examinations.

2.18.2: After a conditional offer of employment has been made, the City may require persons selected for employment to successfully pass a medical examination, which may include a drug screen for positions implicating public safety (e.g., law enforcement, fire employees, and CDL holders). The purpose of the examination is to determine if the individual is physically able to perform the essential functions of the job, with or without reasonable accommodation, and to ensure his/her/their physical condition does not pose

a direct threat to the health, safety, or well-being of other employees or the public. At no time shall physical examinations be scheduled prior to a conditional employment offer; however, the offer of employment may be conditional on the results of the examination. In cases where a physical and/or psychological examination is required, the City shall pay the cost. Both examinations are required for law enforcement and fire employees under the LEOFF Retirement System (RCW 41.26.045).

2.18.3: A candidate may be disqualified from consideration if (1) he/she/they is unable to perform the essential duties of the position (and the individual's condition cannot reasonably be accommodated); (2) the candidate refuses to submit to a medical examination or to complete medical history forms; (3) the candidate fails to meet the minimum requirements for the position as determined by the Mayor, City Administrator, or designee, or (4) if the applicant tests positive for alcohol and/or unlawful drugs (when applicable for the position covered).

2.18.4: Reference and/or criminal background checks will be completed prior to making a conditional employment offer, consistent with the requirements of local, state, and federal law. Effective January 1, 2026, criminal background checks conducted by the City will be reserved until after the City has extended a conditional job offer to an applicant, along with compliance with other procedural requirements required by Washington's Fair Chance Act, RCW 49.94. Authorization to work in the United States will be checked when the employee begins work.

2.18.4A Personnel References: All inquiries by third parties regarding current or former City employees must be referred to Human Resources. Human Resources will respond to such requests or coordinate with the appropriate manager or management team member to respond and to ensure legal considerations are observed. Providing reference information on behalf of the City without coordinating with and obtaining prior authorization from Human Resources is a violation of City policy and could result in discipline, up to and including termination of employment.

2.18.5: If the background, medical, or any subsequent investigation discloses misrepresentation or other disqualifying information, the applicant will not be employed. In addition, if reasonable accommodation cannot be provided and/or would constitute an undue hardship for the City, the applicant will not be employed.

2.18.5A: See Background Check Policy for details regarding criminal records in Appendix J.

2.18.6: Residency within the City shall not be a condition of initial appointment or continued employment; provided, however, that an employee's selection of residence shall not interfere with the daily performance of his/her/their duties and responsibilities (RCW 41.08.075 and RCW 41.12.075).

2.18.7: Applicants for positions in which the applicant is expected to operate a motor vehicle, as required by essential job functions or other legitimate business purposes, must be at least 18 years old and will be required to present a valid Washington State driver's license with any necessary endorsements. Official driving records shall be obtained at the applicant's expense and provided by applicants, or by the City through signed employee waiver, at the time of application. Applicants with poor driving records, as determined by the City, may be disqualified for employment with the City in positions requiring driving. In addition, applicants for positions in which a Commercial Driver's License (CDL) is required shall comply with

all pre-employment testing, evaluation, and verification requirements, as established by Washington and federal DOT/FMCSA regulations.

2.19 RE-EMPLOYMENT

A list of eligible employees with regular appointments who were laid off or demoted in lieu of layoff shall be maintained for each job class (see Section 1.4.8). When an employee is eligible for re-employment or return to work under the provisions of these policies, the City shall provide written notice to the last known mailing address of the employee. If the employee fails to respond to Human Resources within ten (10) working days from the date of mailing of the notice, the re-employment right shall lapse. Consideration for re-employment of employees shall be in order of date of layoff. Employees re-employed in this process may be required to submit to medical examinations on a case-by-case basis if deemed necessary by the Mayor or City Administrator, and must remain qualified for the position in question, including all required licenses and certifications.

2.20 REINSTATEMENT

Employees who have been demoted, suspended, or dismissed may be reinstated to their former position upon successful appeal through the collective bargaining grievance procedure, or through a Civil Service appeal. In such event, and unless otherwise established by the arbitrator award or Civil Service Commission ruling, the employee shall be entitled to full compensation for all lost time and with restoration of other rights and conditions of employment to the extent possible. Unless otherwise required by law, the rights provided by this Section do not apply to employees who voluntarily resign, or are medically separated, yet are later rehired.

2.21 RESIGNATION

An employee wishing to leave the City service in good standing shall file with his/her/their Department Head a written statement as to the reasons for leaving and the effective date of resignation. Employees are normally expected to provide at least two (2) weeks' advance notice of a planned resignation. Failure to provide a minimum of two (2) weeks' notice may render the employee ineligible for rehire and/or ineligible for cash-out of accrued paid leave equal to the lack of notice. In lieu of continued employment after notice is provided, the City reserves the right to accelerate the last day of employment and provide a maximum of two (2) weeks' pay in exchange for the notice. The Department Head shall forward to Human Resources a copy of the notice of resignation and a final performance evaluation report. Exit interview forms are to be completed by Human Resource personnel (see Section 2.2.4, "resignation not in good standing").

2.22 RETIREMENT

Where possible, employees intending to retire should normally notify their Department Head of their intent at least three (3) months prior to their retirement date.

2.23 SAFETY

2.23.1: It is the City's policy to prevent accidents and to provide employees safe and healthy working conditions free from recognized hazards. It is the responsibility of all employees to support the City's efforts to provide a safe and healthy environment for the employees and the public they serve. Therefore,

it shall be the responsibility of every employee to observe the safety precautions and regulations identified for each job situation at all times. Failure to comply with such responsibilities shall be grounds for disciplinary action, including termination.

2.23.2: A Safety Management Committee, made up of representative employees from each operating department, will assist in the development of departmental safety programs, coordination of interdepartmental safety practices, and maintenance of a loss control and safety program.

2.23.3: Every employee is responsible for maintaining a safe work environment and following the City's safety rules. Each employee shall promptly report all unsafe or potentially hazardous conditions to the appropriate Department Head. A copy should be forwarded to the Safety Committee. The City will make every effort to remedy problems as quickly as possible.

2.23.4: In case of an accident involving a personal injury, regardless of how serious, employees shall immediately notify their Department Head, the City Administrator, the Mayor, or Human Resources. In case of any accident involving a City vehicle, regardless of the seriousness, employees shall immediately notify their Supervisor and/or Department Head and the City Clerk. Any incident that results or has the potential to result in a major loss such as injury, illness, property damages, fire, theft, and production delays will be investigated promptly.

2.23.5: As required by Washington law, anyone operating or riding in a City vehicle must wear a seat belt at all times and drivers must obey all traffic laws while operating the vehicle, including traffic laws (see also, Vehicle Usage Policy, Appendix F) prohibiting the usage of a cellphone while driving.

2.23.6 WORKPLACE VIOLENCE AND WEAPONS

2.23.6A Prohibition Against Workplace Violence: The City has a zero-tolerance policy for any acts or threats of violence or property damage by any employee, contractor, or guest on City premises, in a City vehicle, or while conducting business on behalf of the City. Employees who observe any acts or threats of violence or property damage, or have any related safety concerns or suspicions, have a duty to immediately notify a supervisor. Examples include, but are not limited to, threats, acts of physical violence, threatening remarks, damaging property, displaying a weapon, discussing a bomb or explosive device, etc. If the act or threat involves bodily harm or imminent damage to property, the employee should first immediately dial 9-1-1.

2.23.6B Firearms and Weapons in the Workplace: The City strictly prohibits firearms, knives, and other dangerous weapons on City premises or in City vehicles. However, when approved by a supervisor, employees are permitted to carry utility knives, cutting blades, and other potentially dangerous tools when required by job duties and daily work assignments. Employees with any questions about permissible items should consult with a supervisor before bringing such items on City property. Unless otherwise required by law, or as permitted by this policy, no employee is authorized to carry a weapon, concealed or not, on City premises, in City vehicles, or while representing the City or conducting business on behalf of the Operator.

2.23.6C Secured Facilities and Procedures: Employees shall follow all City instructions and procedures with respect to securing City facilities and vehicles, including the proper usage of keys, access badges, secured/locked doors, usage of alarms and drills, safety/emergency planning, etc. This includes, for example, following the terms of the City's Accident Prevention Program (see Appendix I). Employees with security concerns shall immediately report them to Human Resources.

Violation of this policy may be grounds for disciplinary action, up to and including termination, in addition to the possibility of criminal prosecution.

2.24 SELLING AND SOLICITATION

2.24.1: Employees may not solicit for any purpose other than City-related business during paid working time. For purposes of this policy, "City-related business" includes charitable and community activities expressly sponsored by the City and approved by the Mayor or City Administrator. Working time includes both the soliciting and solicited employees' scheduled working time. Employees may not distribute literature for any purpose other than City-related business during working time or in work areas.

2.24.2: Individuals not employed by the City may not at any time solicit, petition, or distribute literature in the nonpublic working areas of City offices or other buildings, except for bona fide City purposes, including charitable and community activities sponsored by the City, and with the prior authorization of the Mayor or City Administrator.

2.25 SMOKE-FREE FACILITIES

2.25.1 Smoking, Vaping, E-Cigarettes, and Tobacco Products: For health and safety reasons and in accordance with state law, smoking, vaping, e-cigarettes, and usage of tobacco products is prohibited in all City enclosed work and common areas.

2.25.3 City Vehicles: Employees may not smoke, vape, use e-cigarettes, or use tobacco products in City vehicles.

2.25.3 Enforcement: The effectiveness of this policy depends largely on the understanding and cooperation of City employees and the public. Complaints of violation of the policy shall be directed to the Department Head responsible for the particular work area or facility, who shall notify the violator of the pertinent portions of this policy. If the violator refuses to comply with the provisions of this policy and/or the provisions of the Washington Clean Indoor Air Act, the complaint should be referred to Police Department for enforcement pursuant to RCW 70.160.070. Employees who violate this policy may also be subject to disciplinary action, up to and including termination. The Mayor or City Administrator shall designate an appropriate Department Head to be responsible for posting the non-smoking areas of all City owned facilities.

2.26 SUBSTANCE ABUSE (see also Appendix G)

2.26.1: Employees who voluntarily report an alcohol, drug, or controlled substance dependency problem will not be subject to retaliation or discrimination, and will not face disciplinary action, provided an employee voluntarily reports the dependency problem prior to engaging in misconduct or developing

serious performance issues. Employees who voluntarily seek treatment may use sick leave to attend a bona fide treatment or counseling program and may be entitled to other leave as provided in these policies. Information regarding treatment and rehabilitation resources may be obtained from Human Resources. All such contacts shall be confidential, to the extent possible under the law. The City will condition continued employment on the employee's successful completion of treatment or counseling programs and future avoidance of alcohol, drugs, or other controlled substances, and may include the requirement of random or follow-up testing.

2.26.2: An employee may be required to submit to alcohol or drug testing when the employee's work performance creates a reasonable suspicion that the employee is under the influence of unlawful drugs or alcohol, or in cases where employment has been conditioned upon following prescribed treatment plans after completion of substance abuse treatment. Refusal to submit to testing, when requested, may result in immediate disciplinary action, including termination.

2.26.3: Employees using any prescription or over the counter drugs which might impair their ability to safely perform their jobs must notify their Department Head prior to beginning work. At the option of the Department Head, an employee may be temporarily reassigned to less hazardous duty or be placed on sick leave if use of the drugs might impair work performance and/or pose a threat to the safety of the employee or others.

2.26.4: Employees required to hold a Commercial Driver's License (CDL) as a job requirement are also subject to the City's Drug and Alcohol Policy For Use With FMCSA/DOT Regulated Employees, including the Voluntary Self-Identification Policy (collectively, the "CDL policy"). Should the provisions of this policy conflict with the CDL policy, then the CDL policy shall apply (see Appendix H).

2.27 TEMPORARY APPOINTMENTS

Appointments to City employment on other than an interim or regular basis shall be considered temporary. Temporary appointments shall only be allowed under the following circumstances:

A. As substitution for a regular appointee who is absent from a position;
B. When recruitment difficulties have prevented the City from making a regular appointment to a position;
C. Where budget appropriations provide only for temporary or seasonal employment; or
D. During a state of disaster or emergency.

2.27.1: Temporary appointees shall serve at the discretion of the Department Head with concurrence of Human Resources. No temporary appointment shall exceed one (1) year in duration.

2.28 TRANSFER

Upon direction of the City Administrator or Mayor, or upon recommendation of the appropriate Department Head and concurrence of Human Resources or designee, to meet the needs of the City, a transfer may be made. Transfers are based on work force requirements, performance evaluations, job descriptions, and related City business requirements. To be considered for transfer, an employee must have satisfactorily completed the probation period for the employee's current position and possess the qualifications for the

vacant position, unless such requirements are waived in the best interests of the City. A transfer shall not be used to circumvent regulations regarding promotions, demotions, or terminations.

2.29 TRAVEL EXPENSES

See training and meal policy in Appendix D.

2.30 USE OF CITY VEHICLES AND EQUIPMENT

Use of City telephones/cellphones, email, and other electronic resources for personal reasons should be kept to a minimum and should not interfere with an employee's job duties. There is no expectation of privacy when using the City's electronic resources for personal reasons, and any such records of usage (e.g., email, telephone records, etc.) of may be subject to disclosure under the law, including Washington Public Records Act. Usage of the City's telephones and email must follow all other requirements of the City's Electronic Communications, Devices, and Technology Resources policy (see Appendix B).

City vehicles are to be used by employees for City business only unless personal use is authorized in writing, or in the event of an emergency. City equipment shall be used for City business only, except as approved by the appropriate Department Head for the benefit of the City or community (see Appendix F, Vehicle Use Policy).

Misuse of City services, telephones/cellphones, computers, vehicles, equipment, or supplies can result in disciplinary action including termination.

When on an extended leave of absence and at the discretion of the City Administrator, employees are required to leave all City owned equipment, keys, badges, etc. with the employer until they have returned to work. Employee access to city files and city drives will also be suspended until they have returned to work.

2.31 WHISTLEBLOWERS AND REPORTING IMPROPER GOVERNMENTAL ACTION (RCW 42.41 AND WASHINGTON STATE LOCAL GOVERNMENT EMPLOYEE WHISTLEBLOWER ACT OF 1992)

Employees are encouraged to report governmental actions of City officials which they believe in good faith to be improper.

The City encourages employees to disclose any improper governmental action taken by City officials or employees without fear of retaliation. This policy also safeguards legitimate City interests by encouraging complaints to be made first to the City, with a process provided for speedy review and dispute resolution.

2.31.1 Definitions:

2.31.1A "Improper Governmental Action" is any action by a City official or employee that is undertaken in the performance of the official's or employee's official duties, whether or not the action is within the scope of the officer's or employee's employment, and that is any of the following:

a) in violation of any federal, state, or local law or rule;
b) an abuse of authority;
c) of substantial and specific danger to the public health or safety; or
d) a gross waste of public funds.

2.31.1B "Improper Governmental Action" does not include personnel actions, including employee grievances, complaints, appointments, promotions, transfers, assignments, reassignments, reinstatements, restorations, re-employment, performance evaluations, reductions in pay, dismissals, suspensions, demotions, or other personnel actions defined by RCW 41.41.020.

2.31.1C "Retaliatory action" means any adverse change in the terms and conditions of employment, or other hostile actions by another employee towards a City employee, which are encouraged or approved by a supervisor or senior City manager or official.

2.31.1D "Emergency" means a circumstance that if not immediately changed may cause damage to persons or property.

2.31.2 Procedure for Reporting Improper Government Action

Employees who become aware of improper governmental action should first raise the issue with their supervisor. If requested by the supervisor, the employee shall submit a written report to the supervisor, or a third-party designated by the supervisor, stating in detail the basis for the employee's belief that an improper governmental action has occurred. Where the employee reasonably believes the improper governmental action involves the employee's supervisor, the employee may raise the issue directly with Human Resources, the City Administrator, or the Mayor. This should be done as soon as the employee becomes aware of the improper action. In the event a particular complaint involves allegations of criminal behavior, the City may refer the matter to the appropriate law enforcement authorities.

If the complaint involves allegations of criminal behavior that may cause immediate harm to an individual or to property, the complaining employee may first report the matter to law enforcement before initiating the procedures described in this policy. The City Administrator, Mayor, or designee shall take prompt action to assist the City in properly investigating the report of improper governmental action. Officials and employees involved in the investigation shall keep the identity of reporting employees confidential, to the extent possible under the law, unless the employee authorizes in writing the disclosure of the employee's identity. After an investigation has been completed, the employee reporting the improper governmental action shall be advised of a summary of the results of the investigation, except the personnel actions taken as a result of the investigation may be kept confidential (to the extent permitted by law).

In an emergency, where the employee believes that personal injury or property damage may result if action is not taken immediately, the employee may report the improper governmental action directly to the appropriate government agency with responsibility for investigating the improper action, such as:

King County Prosecuting Attorney King County Courthouse 516 Third Avenue, W400 Seattle, WA 98104 (206) 477-1120 (civil division) (206) 296-9000 (criminal division)	**Attorney General, State of Washington** 1125 Washington Steet SE P.O. Box 40100 Olympia, WA 98504 (306) 753-6200
U.S. Attorney (Western District of Washington) 700 Stewart Street, #5220	**Washington State Auditor** Insurance Building

Seattle, WA 98101 (206) 553-7970	Capitol Campus 302 Sid Snyder Ave. SW Olympia, WA 98504 (360) 902-0370

As noted above, an employee may also report an emergency criminal matter to law enforcement. Potential law enforcement agencies include the City of Snoqualmie Police Department, the King County Sheriff's Department, the Washington State Patrol, or any other applicable law enforcement agency.

Employees may report information about improper governmental action directly to the appropriate government agency with responsibility for investigating the improper action if the employee reasonably believes that an adequate investigation was not undertaken by the City; to determine whether an improper governmental action occurred; or that insufficient action was taken by the City to address the improper action; or that for other reasons the improper action is likely to recur.

Employees who fail to make a good faith attempt to follow the City's procedures in reporting improper governmental action shall not be entitled to the protection of this policy against retaliation, pursuant to RCW 42.41.030.

2.31.3 Protection Against Retaliatory Actions:

Officials and employees are prohibited from taking retaliatory action against an employee because the employee has in good faith reported an improper governmental action in accordance with these policies and procedures.

An employee who believes they have been retaliated against for reporting an improper governmental action must provide written notice to his/her/their supervisor within 30 days of the alleged retaliatory action. If the supervisor is allegedly involved in the retaliation, the written notice should be provided to Human Resources, the City Administrator, or the Mayor. The written notice must specify the alleged retaliatory action and the relief requested. Officials, supervisors, and managers shall take appropriate action to investigate and assess complaints of retaliation. Unionized/represented City employees may elect to pursue such issues through the labor agreement grievance process of their collective bargaining agreement, in which case the procedures that follow below would not apply.

After receiving the City's response to the retaliation complaint, or 30 working days after the delivery of the complaint to the City, the employee may request a hearing before a state administrative law judge to establish that a retaliatory action occurred and to obtain appropriate relief provided by law. An employee seeking a hearing should deliver the request for hearing to Human Resources, the City Administrator, or the Mayor within the earlier of either 15 working days after delivery of the City's response to the complaint of retaliation, or 45 working days after delivery of the employee's complaint of retaliation to the City. Upon receipt of the request for hearing, the City shall apply within five (5) working days to the State Office of Administrative Hearings for an adjudicative proceeding before an administrative law judge.

2.31.4 Management Responsibilities:

The City Administrator and Mayor, in conjunction with Human Resources, are responsible for implementing City policies and procedures, for reporting improper governmental action and for protecting employees against retaliatory actions. This includes ensuring that this policy and these procedures are:

- Permanently posted where employees will have reasonable access to them;
- Made available to any employee upon request; and
- Provided to all newly hired employees.

Officers, managers, and supervisors are responsible for ensuring the procedures of this policy are fully implemented within their areas of responsibility. Violations of this policy and these procedures may result in appropriate disciplinary action, up to and including termination.

2.32 WORK BREAKS/REST PERIODS (Nonexempt Employees)

This policy section shall apply only to the City's nonexempt employees. It shall be the responsibility of each supervisor and/or Department Head to schedule and monitor use of rest and meal periods, which should be arranged so they do not interfere with City business or service to the public. Unless otherwise stated in a collective bargaining agreement, rest and meal periods shall follow WAC 296-126-092 and applicable administrative guidance from Washington's Department of Labor and Industries.

2.32.1: Employees are entitled to one paid 15-minute rest period, or the equivalent (including intermittent breaks, where applicable and approved by a Department Head), for each four (4) hours of working time.

2.32.2: Employees shall be allowed an unpaid "meal period" of at least 30 minutes which commences no less than two (2) hours nor more than five (5) hours from the beginning of the shift. The scheduling of meal periods may vary depending on department workload, or mutual agreement of the employee and Department Head. Meal periods are paid time only if the employee is required by his Department Head to remain on duty on the premises or at a prescribed work site. Employees working three (3) or more hours longer than their normal work shift shall be allowed an additional meal period of at least 30 minutes prior to or during the overtime period.

2.32.2A: Nonexempt employees are normally expected to take all daily rest and meal periods. Employees who are unable to take a scheduled rest or meal period, for whatever reason, shall promptly report the issue to a supervisor and/or Human Resources for remedial action.

2.32.2B: The City's exempt employees are not required to adhere to any specific meal and rest breaks. Absent directions from a supervisor or Department Head, exempt employees have discretion over the timing and frequency of their meals and breaks, provided the City's business and work needs are met.

CONDUCT AND COMMUNICATION EXPECTATIONS

3.1 PERSONAL APPEARANCE

Employees shall wear appropriate apparel for their job assignment, as determined by their position and Department Head. All employees shall be neat and clean in dress and personal appearance and shall avoid

wearing clothing that interferes with their work or the work of others. The Mayor or City Administrator may issue rules regarding what is considered necessary, required, or appropriate attire for each department or for particular positions. Should uniforms be required for a particular position, they will be provided at City expense. Employees in need of an accommodation or exception to the City's personal appearance standards (e.g., religious or race-based modifications to uniform requirements) shall submit their request to Human Resources.

3.2 STANDARDS OF CONDUCT

All City employees are expected to represent the City to the public in a professional manner that shall be courteous, efficient, and helpful.

3.2.1: Since the proper working relationship between employees and the City depends on each employee's ongoing job performance and professional behavior, the City has established certain minimum standards of conduct. Among the City's expectations are basic tact and courtesy towards the public and fellow employees; adherence to City policies, procedures, safety rules and safe work practices; compliance with directions from supervisors; preserving and protecting the City's equipment, grounds, facilities and resources; and providing orderly and cost-efficient services to the public.

3.2.2: In the interest of the City and the public, an employee's conduct at all times, whether off-duty or on-duty, should reflect favorably on the employee, fellow employees, and the City. Off-duty misconduct may result in discipline when it impairs an employee's or his/her/their coworkers' job performance, violates the City's policies, or otherwise negatively affects working conditions.

3.3 CONFLICT OF INTEREST

Employees at all levels should avoid both real and perceived conflicts of interest in the exercise of their City duties. Please refer to the City's Ethics Ordinance (No. 762) for guidance (See Appendix A). Employees should bring any actual or potential conflicts of interest to the attention of their Department Head, City Administrator, or Mayor.

3.3.1 City employees shall not:

- Sell or barter anything to the City or to a contractor supplying the City;
- Make any contract with the City;
- Purchase anything from the City other than those things which the City offers generally to the public, such as utility services, and then only on the same terms as are offered to the public, unless an invitation to submit sealed bids is published and the City accepts the sealed bid that is most advantageous to the City.

Any violation of this section with the express or implied knowledge of the person or corporation contracting with the City shall render the contract voidable by the Mayor or the City Council.

3.3.2: Employees shall not accept or seek for others, any service, information, or thing of value on more favorable terms than those granted to the public generally, from any person, firm or corporation having dealings with the City. Employees shall not accept, directly or indirectly, any gift, favor, loan, retainer,

entertainment or other thing of monetary value from any person, firm or corporation having dealings with the City when acceptance would create a conflict, or the appearance of a conflict, with the performance of the employee's duties.

3.3.3: A conflict or appearance of a conflict shall be deemed to exist where a reasonable and prudent person would believe that something of value was given to an employee for the purpose of obtaining special consideration, or to influence the performance of the employee's official duties. If an employee is given or offered any gift, favor, loan, retainer, entertainment or other thing of monetary value under circumstances which could reasonably be construed to create a conflict of interest or the appearance of a conflict of interest, the employee shall immediately report such activity to the employee's Department Head.

Violation of this policy will result in disciplinary action, up to and including termination.

3.4 EMPLOYEE COMMUNICATIONS

Any time an employee has a question, problem, or complaint, the employee should do the following:

3.4.1: Approach the matter in a solution-oriented manner and develop suggestions for constructive actions to address the matter.

3.4.2: Consult with the employee's immediate supervisor. Generally, the employee and supervisor are expected to resolve the problem.

A. If the problem is not solved at the supervisor level, the employee may request a meeting with the Department Head to resolve the problem.
B. If the employee is not satisfied with the Department Head's response, the employee may request a joint meeting with the Department Head and the City Administrator and/or Human Resources. The City Administrator and/or Human Resources, will provide guidance and/or direction regarding resolution of the concern.
C. If, for some reason, a non-involved supervisor is approached by an employee to discuss a problem or complaint, the supervisor should guide the discussion in a solution-oriented manner and inform the employee that the noninvolved supervisor is obligated to refer the issue back to the appropriate supervisor. If the problem involves the employee's supervisor, the noninvolved supervisor should refer the matter to the responsible Department Head, City Administrator, and/or Human Resources.

3.4.3: For City-wide issues, personal or sensitive matters, the employee may request a meeting with the City Administrator and/or Human Resources representative or other appropriate management staff to resolve the problem. Employees with concerns related to workplace harassment, discrimination, retaliation, or protected whistleblower activity, are not required to follow this policy section, and instead may report through other applicable policies (see section 1.3.3 & 2.31).

CLASSIFICATION PLAN

4.1 CREATION AND MAINTENANCE OF CLASSIFICATIONS

Department Heads, with review by and approval from Human Resources, shall be responsible for the preparation and continued maintenance of a classification plan so that it will describe, on a current basis, the duties of each position and the class to which each such position is allocated. Regular positions will be included in the same class if:

A. The duties and responsibilities of the position are so similar that the same descriptive title may be used.
B. The education, experience, knowledge, and ability requirements of the position are substantially the same.
C. Substantially the same tests of fitness may be used in choosing qualified appointees and;
D. The same schedule of compensation can be made to apply with equity.

Human Resources shall maintain the classification system and the central personnel record-keeping system.

4.2 REALLOCATION OR RECLASSIFICATION OF POSITIONS

Revision of class specifications and reallocations within the classification plan shall be made as often as is necessary to meet changing service demands, and to provide accurate information on positions and classes. Human Resources or its designated representative, in consultation with Department Heads, should periodically review the entire classification plan and recommend appropriate changes to classifications or the allocation of positions, which shall be subject to the approval of the Mayor.

4.2.1: Nothing contained in these policies, or the City's historical practices, shall prevent the City from reducing its workforce, laying off, promoting, demoting, reclassifying, or removing employees, modifying the pay plan or fringe benefits, or otherwise managing and directing the operation of the City government and its workforce as deemed necessary and appropriate.

4.2.2: When a Department Head requests a new position, or the duties of an old position are changed, the Department Head shall submit to Human Resources a written description of the duties of the position. After investigation, Human Resources may recommend approval or amendment of the class specification and allocation or reallocation of the position to a class. New positions must be approved by the Mayor and City Council.

4.2.3: A regular full-time or part-time employee, or the employee's designated representative, may submit a request in writing for reclassification of his/her/their position to the Department Head, who shall review the request and transmit it with written recommendations to Human Resources. If the Department Head finds the request is not justified, he or she shall advise the employee of such decision, and the decision shall be considered final.

PAY PLAN AND COMPENSATION

5.1 PREPARATION OF PAY PLAN

Human Resources shall prepare and keep current a pay plan (classification plan and salary schedule) consisting of a series of salary ranges designated for each class of positions. The salary range for a class will be determined with due regard to the ranges of other classes, the abilities of eligible applicants, and the prevailing rates of pay for similar positions. Human Resources shall, from time to time, conduct salary studies and recommend changes in the salary ranges and employee pay rates, as necessary and appropriate.

Unless otherwise stated in a collective bargaining agreement, individual employment agreement, or other City policy, no employee shall receive pay from the City in addition to the salary and benefits authorized in these policies and the current budget as adopted by the City Council.

5.2 APPOINTEE / INITIAL COMPENSATION

Upon appointment to a position, the employee shall be paid the minimum salary for the class to which the position is allocated; however, in cases where recruitment has been unusually difficult, or when the appointee is exceptionally qualified, the City Administrator may authorize, with the concurrence of Human Resources, an appointment at a salary above the minimum point of the classification.

5.3 PERFORMANCE EVALUATIONS

Human Resources or its designee is responsible for developing and maintaining the City's performance evaluation program. Performance evaluations are designed to provide the employee with a record of performance and to encourage professional growth. The evaluation is prepared by the immediate supervisor on the standard appraisal form(s). Please note there is a distinction between performance appraisal forms for union employees and non-union employees. The Department Head shall discuss the evaluation with the employee, who will have an opportunity to comment on it in writing. Union employees should refer to their collective bargaining agreement.

5.3.1: Employees are to receive an evaluation during and/or at the completion of their probation period and annually thereafter. The purpose of the appraisal is to commend strengths, address weaknesses, suggest ways to improve, and discuss new challenges, career goals and objectives.

5.3.2: Should a regular employee be on leave-without-pay status during the scheduled time for his evaluation, the appraisal will be postponed until the employee has returned to work and completed as many days of continuous employment as the length of the leave without pay.

5.4 PAY PERIOD AND DEDUCTIONS

The pay period for City employees is semi-monthly. If a pay day falls on a holiday, the City will pay employees the day prior. If the payday falls on a Saturday, the City will pay employees the Friday prior. If the payday falls on a Sunday, the City will pay employees on the Monday after. The City pays employees through direct deposit into one bank account only, with employees enrolling through Human Resources. The final paycheck for

regular/full-time, and part-time employees is issued in the following pay period after the last day of employment.

5.4.1: Employees working less than a calendar month will be paid a prorated wage.

5.4.2: Payroll staff will withhold from the employee's paycheck those deductions required by law and any voluntary deductions authorized by the employee, applicable collective bargaining agreement, or statute. For overpayments, the City will follow the procedure established in RCW 49.48.200 and RCW 49.48.210 and may make deductions from an employee's final paycheck when consistent with state law (WAC 296-126-025). Should wage deductions not be sufficient to recover a wage overpayment or other amount owed to the City, the City retains the discretion to collect from the employee (or former employee) through a private legal claim or negotiated repayment plan.

5.5 WAGES FOR REGULAR NON-EXEMPT PART-TIME EMPLOYEES

Whenever a non-exempt employee works in a regular position for a period less than the regular number of hours a day, days a week, or weeks a month, the amount paid shall be on an hourly basis. The exact hourly wage will be determined by dividing the annual salary by the annual hours to be worked for the position. Benefits such as medical, dental and vision are not provided for part-time employees who work less than 30 hours per week.

5.6 WAGES FOR TEMPORARY NONREGULAR EMPLOYEES

The salaries of nonregular employees must be approved by the Department Head with concurrence of Human Resources and take into consideration the salaries of comparable regular positions. Benefits such as medical, dental, and vision are not provided for nonregular employees unless otherwise required by law.

5.7 PAYMENT UPON CLASSIFICATION CHANGE

Upon promotion, an employee will be paid at no less than the minimum step of the higher salary range, and upon demotion, an employee will be paid at no more than the maximum step of the lower salary range. Any pay changes under this policy shall take place the first payroll period following the promotion or demotion.

5.8 OVERTIME AND COMPENSATORY TIME

The City's overtime practices conform to the provisions of the Fair Labor Standards Act (FLSA) and Washington's Minimum Wage Act (WMWA). Exemption from these provisions will be claimed for an employee only when it may clearly be established that the position, duties, and responsibilities meet the requirements for such exemption. Therefore, all City positions are designated as either "exempt" or "nonexempt." The City's exempt employees are paid on a salary basis and are exempt from overtime. Dependent on the position held, the City's nonexempt employees may be paid on either an hourly or salary basis and are always eligible for overtime, as established below.

Employees may be required as a condition of employment to work overtime when necessary, as determined by their Department Head, City Administrator, or designee. Overtime must be approved by the Department Head prior to the work being performed, when applicable. For nonexempt employees, the City will pay overtime, calculated at one and one-half times (1.5x) the regular rate of pay, for each hour worked beyond a

normal work period, as required by state and federal law (e.g., work beyond 40 hours in a designated work period, or applicable FLSA Section 7(k) period for law enforcement and fire personnel). In addition, the City will pay other forms of overtime, outside of state and federal law, based on the terms and practices of applicable collective bargaining agreements.

5.8.1: A bargaining unit employee, who is specifically authorized or required by his Department Head to work overtime, may elect to receive "compensatory time off" instead of cash overtime payment, with the approval of the employee's Department Head. Accrued compensatory time off shall not exceed the limits set by the applicable collective bargaining agreement. After the maximum accrual is reached, overtime compensation must be paid. Specific information regarding compensatory time accrual and overtime pay for bargaining unit employees is contained in the collective bargaining agreements.

5.9 CALL BACK

All employees are subject to call back in emergencies or as needed by the City to provide necessary services to the public. A refusal to respond to a call back is grounds for disciplinary action, including possible termination. Outside of emergencies, employees regularly expected to provide call back duties will be notified in advance of such expectations. Employees called back to duty will be paid the applicable rate of pay for hours worked. Employees subject to call back duties must remain fit-for-duty and follow all other requirements, as established in Department-specific operating procedures and/or collective bargaining agreements.

5.10 RETIREMENT BENEFITS

Regular employees are required to participate in either the State of Washington's Public Employees' Retirement System (PERS) or the Law Enforcement Officers' and Fire Fighters' Retirement System (LEOFF) as long as their compensated hours continue to qualify them for service credit under the appropriate plan. Participating employees shall pay any amounts required by the State of Washington toward the contribution costs. The employee's contribution shall be made by means of a payroll deduction. The City shall also make appropriate contributions on behalf of eligible employees, as required by state law. The terms and conditions of participation, enrollment, and benefits are established by Washington's Dept. of Retirement Systems, in accordance with state law.

5.10.1: The City also makes contributions on behalf of all eligible employees to the Social Security and Medicare systems, in addition to those contributions made by the employee through FICA payroll deductions.

5.11 COMPENSATION UPON TERMINATION

When an employee's employment with the City is terminated, the employee will receive the following compensation:

5.11.1: Regular wages for all hours worked up to the time of termination that have not already been paid.

5.11.2: Any overtime or holiday pay due for hours previously worked or holidays previously observed in the last pay cycle.

5.11.3: For bargaining unit employees, a lump sum payment of any accrued but unused vacation and compensatory time off, up to the maximums specified in the applicable collective bargaining agreement.

5.11.4: For non-union employees, a lump sum payment of any accrued but unused PTO and personal/ floating holidays. Please note that the maximum payable is 680 PTO hours for Management & Professional employees, and 720 PTO hours for Department Directors.

5.12 DEATH

5.12.1: Upon death of an employee, all compensation due shall be paid to the surviving spouse or the estate of the employee in accordance with the law and IRS guidance.

5.12.2: Memorial services for an employee may be attended by other City employees during their scheduled workday, with approval of their Department Head, with no loss of pay or accrued leave.

BENEFITS

6.1 HOLIDAYS

Legal holidays to be observed by the City are:

- New Year's Day
- Dr. Martin Luther King Jr. Day
- President's Day
- Memorial Day
- Juneteenth
- Independence Day
- Labor Day
- Veteran's Day
- Thanksgiving Day
- Day after Thanksgiving
- Christmas Day
- Two (2) Personal / Floating Holidays - Designated by the employee (employee must have worked in a regular position for four (4) months prior to using this type of holiday). Unless otherwise stated in a collective bargaining agreement, union employees will accrue one (1) personal/floating holiday in January, and one (1) personal/floating holiday in July of each year. Non-represented employees will accrue both floating holidays in January. New non-represented employees will receive two (2) floating holidays if they start before June 30th of the calendar year and one (1) if they start on July 1st or after. All holidays, including floating holidays, must be used in full day increments. Holidays are equal to eight (8) hours of pay per day for full time non-exempt employees, no matter the alternate schedule worked. A non-exempt employee must supplement vacation time or compensatory time for hours above the eight (8) hours if working an alternative shift. Holiday time is pro-rated for part time employees and the same applies. Holidays that fall on an employee's normal day off, due to an alternate schedule, may be observed on a different day during the same

pay period, upon agreement by the immediate supervisor or Department Head. If an employee uses the holiday time before the actual holiday, and leaves employment before the actual holiday, this time will be deducted from their final payout.

6.1.1: Unless otherwise designated, any holiday that falls on a Saturday shall be observed on the preceding Friday. Holidays that fall on a Sunday shall be observed on the following Monday.

6.1.2: If any of the above holidays are designated both state holidays and federal holidays, but are observed on different dates, only the state holidays shall be observed.

6.1.3: If an employee is required by the employee's Department Head to work on a recognized holiday, in lieu of holiday pay, the employee shall receive compensation at the rate of one and one-half (1.5x) for time worked, in addition to the employee's regular straight-time hourly rate. If an exempt employee is required to work on a recognized holiday, the employee will be allowed to designate a different day in that pay period in which to observe the holiday.

6.1.4: Holidays, which occur during approved paid leave (e.g., PTO, vacation, sick leave), shall not be charged against such leave. Employees not in a paid status the day before and day after an observed holiday will not be paid for that holiday. Employees on an unpaid leave of absence are not eligible for holiday pay during the leave, unless otherwise required by law.

6.1.5: An employee shall have the ability to use two (2) personal/floating holidays each calendar year, as noted above, provided:

A. The employee has been continuously employed by the City for more than four (4) months.
B. The employee has prior supervisory approval; and
C. The number of employees selecting a particular day off does not prevent the City from providing effective public service.
D. Personal holidays must be taken during the calendar year and in full day increments, or entitlement to them will lapse, except when an employee has requested a personal holiday, and the request has been denied. An employee shall not be paid in lieu of taking the holiday under any circumstances.

6.1.6 Religious Holidays: If an employee's religious beliefs require the observance of a holiday not included in the City's holiday schedule, the employee may, with the employee's Department Head's approval, take the day off using a personal holiday, vacation, compensatory time, or leave without pay. In addition, employees are entitled to two (2) unpaid religious holidays per calendar year to accommodate an employee's religious holidays, beliefs, or practices. Where possible, employees requesting to take an unpaid religious holiday shall provide notice to their supervisor at least two (2) weeks prior to the requested absence. Approval will be granted provided the absence does not cause an "undue hardship," meaning significant difficulty or expense, taking into account factors such as the City's work needs, staffing levels, other employees previously approved for leave, and the impact of the absence on daily operations. Unpaid religious days are provided only in full-day increments, have no cash value, and do not carry over from one calendar year to the next.

6.2 PAID TIME OFF (PTO)

The City has adopted a Paid Time Off (PTO) system for all non-represented, exempt management & professional employees ("M & Ps"). PTO is intended to replace traditional vacation and sick leave. The annual leave allowance for bargaining unit employees, typically vacation leave, is stipulated in the appropriate collective bargaining agreements.

PTO is accrued on a semi-monthly basis depending on years of service. PTO for regular, full-time, non-represented management & professional employees shall be earned semi-monthly based upon the following schedules:

Years of Service	Annual Days	Annual Hours	Per Pay Period
0 - 3	25	200.40	8.35
4 - 8	29	231.6	9.65
9 - 12	33	264	11
13 - 16	36	288	12
17 - 19	37	296.40	12.35
20 +	38	303.6	12.65

The maximum PTO accrual for management staff (directors) is 720 hours. The maximum PTO accrual for professional staff (managers and professionals) is 680 hours.

6.2.1: New management & professional employees are eligible for PTO after they have satisfactorily completed the first month of their employment, although PTO credit shall accrue from the beginning of employment.

6.2.2: Employees are encouraged to use their accumulated PTO within the year in which it is earned. An employee may not accrue PTO in excess of the maximum accrual figures listed above. Upon termination of employment for any reason, the employee shall be paid for all accrued but unused PTO. Payment of accrued PTO upon resignation is conditioned upon the resigning employee giving two (2) weeks' notice; if the employee fails to provide the requested two (2) weeks' notice, the City reserves the right to deduct from the employee's final PTO payment the total number of days in which notice was not provided.

6.2.3: All requests for PTO must be approved by the Department Head prior to the commencement of the requested leave. No employee shall be paid or advanced for unearned PTO.

6.2.4: PTO request (and vacation requests for union employees) should be submitted to an employee's supervisor at least 30 days in advance from when the days off are to commence and are considered on a case-by-case basis for approval. Requests less than 30 days in advance are subject to supervisor discretion. PTO shall be scheduled at the most suitable times to the City giving consideration to the employee and the affected department.

6.2.5 Transfer/Promotion to Exempt Management & Professional Position: Existing City employees who are transferred or promoted to an exempt management & professional position shall retain 100% of their previously accrued vacation leave, and 50% of previously accrued sick leave, which will be combined together as PTO, subject to the hourly maximums listed above. Any vacation hours beyond the hourly accrual maximum will be cashed-out. Any sick leave hours beyond the hourly accrual maximum will be surrendered.

6.2.6 Management Leave: Management leave is an additional leave benefit provided to non-represented and exempt management & professional employees. Management leave replaces the previous "compensatory time off" system used for exempt employees.

On January 1 of each calendar year, eligible management & professional employees are provided with an annual allotment of Management Leave:

- Directors earn 16 days annually.
- Managers earn 12 days annually.
- Professionals earn 8 days annually.

New management & professional employees are eligible for Management Leave after they have satisfactorily completed the first month of their employment. Management Leave must be taken in full-day increments, which is typically eight (8) hours, scheduled with approval from the employee's Department Head or City Administrator (see timekeeping section 2.2.1). Exempt employees assigned to an alternative work schedule (i.e., 4, 10-hour days) will not have a salary deduction when coding these accruals as eight (8) hours. Management Leave does not rollover from year-to-year, must be used in the year it is earned, and has no cash-value in the event of resignation, retirement, termination, or medical separation. Management & professional employees with documented performance deficiencies may have their ability to use Management Leave temporarily suspended by the City Administrator or Mayor until their performance reaches acceptable levels.

Employees who are hired or promoted/transferred into a management & professional position will have management leave days pro-rated based on remaining months in the calendar year.

6.3 SICK LEAVE

In accordance with the requirements of Washington law, the City provides sick leave to non-represented, non-exempt employees. This may include, as examples, non-represented limited-term, seasonal, and temporary employees. The City will not tolerate discrimination or retaliation against any employee based on the lawful use of sick leave in accordance with this policy. To the extent any sick leave issue is not addressed in this policy, sick leave will be administered in accordance with applicable law and regulations.

6.3.1 Accruals: Beginning on the date of hire, non-represented, non-exempt employees will accrue minimum of one (1) hour of paid sick leave for every for forty (40) hours worked. Beginning on the 90th calendar day after the commencement of employment, accrued paid sick leave will be available for use.

6.3.2 Authorized Purposes: Accrued sick leave may be used for the following authorized purposes:

- An employee's own illness, injury, or health condition; to accommodate the need for medical diagnosis, care, or treatment of a health condition; or preventive medical care.
- An employee's need to care for a "family member" with illness, injury, or health condition; care for family member who needs medical diagnosis, care, or treatment; care for family member who needs preventive medical care.
- Closure of the employee's child's school/place of care, or of the employee's workplace, by order of a public official for health reasons or other declared public emergencies.
- For reasons related to domestic violence, sexual assault, stalking, or hate crimes that affect the employee or the employee's family member. See City Policy (Leave for Domestic Violence, Sexual Abuse, Stalking, or Hate Crimes) for more information.
- To allow the employee to prepare for, or participate in, any judicial or administrative immigration proceeding involving the employee or employee's family member.
- For any other purpose required by Washington law.

6.3.2A: For purposes of this policy, "family member" include an employee's child (whether biological, adoptive, foster, step-child, or child for whom employee stands in loco parentis, is a legal guardian for, or is a de facto parent) and regardless of age or dependency status; parent, whether biological, adoptive, de facto, step-parent, legal guardian or person who stood in loco parentis to employee when employee was a child; spouse or registered domestic partner; grandparent; grandchild; sibling; any person residing with an employee when that person is dependent upon the employee for care.

6.3.3 Notification and Scheduling: Where the need for sick leave is foreseeable, an employee should submit a written request at least 10 days in advance of the leave date(s). For unforeseeable leave, including short-notice absences and emergencies, employees must contact their supervisor as soon as the need for leave becomes known before the start of the shift when practicable. In the event it is impracticable for an employee to provide notice to their employer, a person on the employee's behalf may provide notice to the employer (for example, a family member).

6.3.4 Increments and Time Tracking: Sick leave may be used in increments of 15 minutes. If an employee has exhausted sick leave, the use of vacation, personal holiday, or compensatory time off in lieu of sick leave is at the Department Director's discretion.

6.3.5 Annual Carry-Over and Cash-Out: For union employees, refer to the applicable collective bargaining agreement for carry-over and cash-out terms. For all other employees, accrued but unused sick leave will not be cashed out upon separation from the City, or in any other circumstances. However, if an employee is rehired within 12 months, their sick leave balance will be reinstated upon rehire.

6.3.6 Verification: The City may require documentation regarding the use of sick leave where an employee uses more than three (3) consecutive days of sick leave. If documentation is required, it must be furnished within ten (10) calendar days from the first day of sick leave used, absent extenuating circumstances. In circumstances where medical documentation is requested, the City will not require disclosure of the nature of the illness or other private medical information unless necessary to also evaluate a request for reasonable accommodation of a disability or for other lawful reason. Employees experiencing an

unreasonable burden or expense in connection with a request to provide documentation shall consult with Human Resources for alternative verification options.

6.4 PREGNANCY LEAVE, ACCOMMODATIONS, AND LACTATION BREAKS

Accrued sick leave may be used for absences due to pregnancy, childbirth, or related circumstances (e.g., miscarriage, pregnancy-related disability, abortion or recovery there from).

6.4.1 Pregnancy Workplace Accommodations: The City provides reasonable accommodations for pregnant employees. An employee who needs accommodation due to pregnancy may be afforded the following accommodations, with or without medical certification: (1) frequent, longer, or flexible restroom breaks; (2) seating or allowing the employee to sit more frequently; (3) limiting lifting to 17 pounds or less; (4) modification of food and drink policies. Beyond these baseline accommodations, a pregnant employee may be entitled to additional accommodations, subject to interactive discussions with Human Resources, medical certification from a healthcare provider, and provided the request does not cause a significant difficulty or expense to the City. Pregnant employees also have additional accommodation and leave benefits, as discussed elsewhere in these policies. Pregnant employees with questions or concerns about the workplace or their accommodation options are free to consult with Human Resources.

6.4.2 Lactation and Breastfeeding Accommodation: For two (2) years following childbirth, City employees who are nursing mothers are entitled to reasonable breaks during their workday for purposes of expressing breast milk. The City will provide a suitable, private location for nursing breaks outside of the City's bathrooms.

For the City's nonexempt employees, the nursing breaks will be paid to the extent they run concurrently with an employee's regularly scheduled break periods. Nonexempt employees may take additional nursing breaks as reasonably necessary, however, these additional breaks are unpaid. For the City's exempt employees, all nursing breaks are paid, and exempt employees are expected to manage their schedules around their need for lactation breaks. Employees in need of nursing breaks should consult Human Resources to make the appropriate arrangements.

Effective January 1, 2027, nursing breaks for both exempt and non-exempt employees are paid. Non-exempt employees in need of such nursing breaks beyond their regular meal and rest periods should consult with a supervisor to ensure work coverage needs are met.

6.4.3 Pregnancy, Childbirth, and Related Disability Leave: The City complies with state law governing pregnancy and childbirth disability leave. Even where an employee does not meet the eligibility requirements for FMLA and/or PFML (see FMLA/PFML qualifications section 6.5.1, 6.6.2, 6.6.3, 6.6.4), the City will grant job-protected leave for the period the employee is temporarily disabled because of pregnancy or childbirth. The leave is normally unpaid unless the employee elects to use accrued paid leave. Medical certification may be required to confirm the need for leave. If the employee is eligible for FMLA leave and/or PFML leave, the pregnancy/childbirth disability leave will run concurrently with such leaves.

While on approved pregnancy/childbirth disability leave, the employee may elect to use accrued sick leave. However, all other forms of paid leave (vacation, floating holiday, PTO, and management leave) must be exhausted before the employee moves into unpaid status. Once in an unpaid status in excess of thirty (30) days, health benefits are not continued unless the employee elects COBRA coverage.

6.5 FAMILY MEDICAL LEAVE ACT (FMLA)

The City's family and medical leave program enables eligible employees to take up to 12 weeks of unpaid, job-protected leave for health reasons or to care for covered family members. This policy will be administered in accordance with the federal Family and Medical Leave Act (FMLA).

6.5.1 Eligibility: To be eligible for FMLA leave, an employee must have been employed by the City for at least 12 months and must have worked at least 1,250 hours in the preceding 12 months.

6.5.2 Leave Entitlement: An eligible employee may request up to 12 workweeks of FMLA leave per "leave year" for one or more of the following reasons:

- To care for the employee's child upon birth, or to care for a child upon the child's placement with the employee for adoption or foster care.
- To care for a spouse, son, daughter, or parent who has a serious health condition.
- To care for self, if the employee has a serious health condition that makes the employee unable to perform the essential functions of the position (including incapacity due to pregnancy, prenatal medical care, or childbirth); or
- For a "qualifying exigency" arising out of the fact that the employee's spouse, son, daughter, or parent is a covered military member (including those in the regular Armed Forces, the National Guard or the Reserves) who is on active duty or has been notified of an impending call to covered active duty, and who has been or is being deployed to a foreign country. Qualifying exigencies are generally activities related to the active duty or call to duty, including attending certain military events, arranging for alternative childcare, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings. Qualifying exigencies leave also covers up to 15 days off to spend time with a covered military member who is on short-term temporary rest and recuperation leave during deployment.

The City defines a leave year as the rolling 12-month period measured backward from the date an employee uses any FMLA leave. FMLA leave for birth or placement for adoption or foster care must conclude within 12 months of the birth or placement. In addition, generally spouses employed by the City will be jointly entitled to a combined leave of 12 workweeks of family leave for the birth or placement of a child for adoption or foster care, or to care for a parent with a serious health condition. Each spouse is, however, eligible for the full 12 weeks of leave in the 12-month leave period to care for a child or spouse with a serious health condition, or for either employee's own serious health condition.

6.5.3 Military Caregiver FMLA entitlement: An eligible employee may also take up to 26 weeks of leave during a single 12-month period to care for an injured servicemember who is the employee's spouse, parent, child or next of kin. A covered servicemember is a current member of the Armed Forces, including

a National Guard or Reserves member, who has a serious injury or illness incurred in the line of duty on active duty that may render the servicemember medically unfit to perform his/her/their duties for which the servicemember is undergoing medical treatment, recuperation, or therapy; or is in outpatient status; or is on the temporary disability retired list. A covered servicemember may also be a veteran who was a member of the Armed Forces any time during the five years preceding his/her/their need for medical treatment, recuperation or therapy for a serious injury or illness, where the injury or illness was incurred or aggravated in the line of duty. For purposes of this kind of leave, the 12-month period begins with the first day the employee takes leave. The combined total of leave for all purposes described in this policy may not exceed 26 weeks in the applicable leave year.

6.5.4 Serious Health Condition: For purposes of this FMLA policy, a serious health condition is an illness, injury, impairment, or physical or mental condition that involves:

- Any period of incapacity or treatment connected with inpatient care (i.e., an overnight stay) in a hospital, hospice or residential medical care facility.
- A period of incapacity of more than three consecutive, full calendar days from work, school, or other regular daily activities that also involves continuing treatment by (or under the supervision of) a health care provider.
- A period of incapacity due to pregnancy or for prenatal care.
- A period of incapacity or treatment due to a chronic serious health condition, for a permanent or long-term condition for which treatment may not be effective, or to receive multiple treatments for restorative surgery after an accident or injury or for a condition that would likely result in an incapacity of more than three full, consecutive calendar days in the absence of medical treatment (e.g., chemotherapy for cancer or dialysis for kidney disease).

6.5.5 Intermittent or Reduced Work Schedule Leave: In certain circumstances, eligible employees may take FMLA intermittently (for example, in smaller blocks of time) or by reducing their work schedule. If the FMLA leave is because of the employee's own serious health condition or to care for a family member, the employee may take the leave intermittently or on a reduced work schedule if it is medically necessary. Eligible employees may also take FMLA leave on an intermittent or reduced schedule basis when necessary, because of a qualifying exigency arising from a family member's military service. If FMLA leave is to care for a child after the birth or placement for adoption or foster care, intermittent leave is subject to the City's approval, with approval granted only when required by law (for example, during PFML leave). Where intermittent leave or reduced-schedule leave is needed for planned medical treatment, an employee must make a reasonable effort to schedule the treatment so as not to unduly disrupt business operations. Where an employee needs intermittent or reduced-schedule leave based on planned medical treatment, the City may transfer the employee to an alternative position with equivalent pay and benefits that can better accommodate such recurring leave.

6.5.6 Notice and Certification: Employees who want to take FMLA leave ordinarily must provide the City with at least 30 days' notice of the need for leave if the need for leave is foreseeable. If 30 days' advance notice is not possible, notice must be provided as soon as practicable (which is generally the same day or next business day after the need for leave becomes known). Absent unusual circumstances, employees are

required to follow the City's regular procedural requirements when requesting FMLA leave. When requesting leave, employees may be required to submit a medical certification or other required documentation to verify FMLA coverage. The City may require a second or third opinion, periodic recertifications of the serious health condition and, when the leave was taken for an employee's own serious health condition, a certification that the employee is fit to return to work.

6.5.7 Continuation of Pay and Benefits: FMLA leave is unpaid leave. However, an employee is required to use available accrued leave during an FMLA-covered absence before moving into unpaid status, subject to the following exceptions: (i) accrued leave is not used if an employee is receiving state PFML benefits for the same absence; and (ii) employees may elect to use leave that constitutes Washington Paid Sick Leave during an FMLA absence but are not required to do so. During FMLA leave, the City will continue to pay the employer's portion of health insurance premiums, provided that the employee continues to pay their share of insurance premiums, if any. Under certain circumstances, if an employee fails to return to work at the end of the leave, the employee may be responsible for repaying the City for the employer portion of the health insurance premiums.

6.5.8 Job Restoration Upon Return from Leave: The City may require a return-to-work certification from a healthcare provider before restoring an employee to work following FMLA leave taken for the employee's own serious health condition. Any other requests for medical certification will be made in accordance with the ADA. Upon return from FMLA leave, an employee will be entitled to return to the employee's former position or a position with equivalent pay, benefits, and conditions of employment, unless unusual circumstances have arisen (e.g., the employee's position or shift was eliminated for reasons unrelated to the leave). If the employee chooses not to return to work for any reason, the employee should notify the City as soon as possible.

Employees should contact Human Resources to obtain further information and forms relating to FMLA leave requests.

6.6 WASHINGTON PAID FAMILY MEDICAL LEAVE PROGRAM (PFML)

Washington's Paid Family and Medical Leave (PFML) program, as administered by Washington's Employment Security Department (ESD), provides paid leave benefits and job protections to eligible employees who need leave for approved family and medical reasons. This policy provides a summary of the PFML program. Employees may obtain additional information at www.paidleave.wa.gov. To the extent an issue is not addressed in this policy, the City will administer this benefit program consistent with applicable statutes and regulations.

6.6.1 Payroll Deductions: The PFML program is funded through premiums collected by ESD. The premium rate is established by law and is subject to annual change. Through a payroll deduction, employees shall pay the full portion of the PFML premium that is authorized by law. In the future, should ESD modify the PFML premium rate or the percentage of premiums subject to collection through payroll deduction, the City will modify payroll practices to reflect those statutory changes. Exceptions exist only where expressly stated in an applicable collective bargaining agreement.

6.6.2 Eligibility: Employees may be eligible for PFML monetary benefits and job protections when taking leave for covered reasons. Eligibility requirements are as follows.

6.6.3 Monetary Benefits: In order to be eligible for monetary benefits from ESD, an employee must have worked 820 hours in Washington, for any employer or combination of employers, during the year preceding the claim.

6.6.4 Job Protections: To qualify for job protections, an employee must work for an employer with 50+ employees, must have worked for that employer for at least 12 months, and must have worked 1,250 hours in the last year. The City has 50+ employees and therefore provides job-protected leave, provided all other requirements are satisfied. In addition, employees may be eligible for job protections under another section of this Personnel Policy Manual (for example, pregnancy leave). Effective January 1, 2026, employees will be eligible for job protection after 180 calendar days of employment with the City, without the need to satisfy a minimum number of hours worked.

An employee is ineligible for PFML benefits during any period of suspension from employment, such as a layoff or unpaid leave, or when the employee receives wages or profits from an outside source (for example, authorized outside employment or L&I time-loss compensation).

6.6.5 Leave Entitlement: Eligible employees may be entitled to receive PFML benefits for up to 12 weeks when taking medical or family leave, or for a combined total of 16 weeks of family and medical leave per claim year, or up to a maximum of 18 weeks in the event an employee's leave involves incapacity due to pregnancy. The claim year begins when the employee files a claim for PFML benefits or upon the birth/placement of the employee's child. PFML benefits may be available in connection with leave taken for the following reasons:

6.6.6 Medical Leave: Medical leave may be taken due to the employee's own serious health condition, which is an illness, injury, impairment or physical or mental condition that involves inpatient care or continuing treatment by a health care provider, as those terms are defined under the FMLA and RCW 50A.05.010. However, an employee is not eligible for PFML benefits if the employee is receiving time-loss benefits under the workers' compensation system.

6.6.7 Family Leave: Family leave may be taken to care for a covered family member with a serious health condition; for bonding during the first 12 months following the birth of the employee's child or placement of a child under age 18 with the employee (through adoption or foster care); or for qualifying military exigencies as defined under the FMLA. For purposes of family leave, covered family members include the employee's child, grandchild, parent (including in-laws), grandparent (including in-laws), sibling, or spouse.

PFML leave may be taken intermittently, provided that there is a minimum claim requirement of eight (8) consecutive hours of leave in a week for which benefits are sought. Effective January 1, 2026, the minimum claim requirement is four (4) consecutive hours per claim week.

6.6.8 PFML Application Process: An employee must submit an application to ESD in order to seek PFML benefits. For guidance on the application process, please refer to the ESD website

(www.paidleave.wa.gov). Eligibility determinations will be made by ESD. If approved, the employee will need to file weekly benefit claims with ESD to continue receiving benefits.

6.6.9 Application Notification Requirements to the City: An employee applying for PFML benefits must provide written notice to Human Resources. If the need for leave is foreseeable, notice must be given at least 30 days in advance of the leave. For unforeseeable leave, including emergencies, notice must be given as soon as possible under the circumstances. The employee's written notice must include the type of leave taken (family or medical), as well as the anticipated timing and duration of the leave. If an employee fails to provide this required notice to the City, ESD may temporarily deny PFML benefits. After receiving the employee's notice of the need for leave and PFML benefits, the City will advise the employee whether the employee is eligible for job protection, either under this policy or another section of this Personnel Policy Manual.

When ESD approves an employee's PFML application, the employee must promptly submit a copy of the ESD approval paperwork to Human Resources.

If leave is being taken for the employee's or family member's planned medical treatment, the employee must make a reasonable effort to schedule the treatment so as not to unduly disrupt the City's daily operations.

If taking leave intermittently, an employee must notify the City each time PFML leave is taken so that Human Resources may properly track leave usage.

6.6.10 Weekly Notification Requirements: After an employee is approved by ESD for PFML benefits, the employee must promptly provide Human Resources with a copy of the employee's weekly PFML claim and weekly approval paperwork.

6.6.11 PFML Monetary Benefits: If ESD approves a claim for PFML benefits, partial wage replacement benefits will be paid by ESD directly to the employee. The amount of the benefit is based on a statutory formula, which generally results in a benefit in the range of 75-90 percent of an employee's average weekly wage, subject to maximum amounts established annually by law. With limited exceptions, PFML benefits are subject to waiting periods, up to a maximum of seven (7) days. When applicable, the waiting period begins on the Sunday of the week in which PFML leave is first taken. During the waiting period, no monetary benefits are paid by ESD. Employees may use available accrued leave to cover any absences during the waiting period. Outside of the waiting period, however, paid leave accruals (vacation, sick, floating holidays, PTO, and management leave) are not supplemental to monetary PFML benefits provided by ESD. Thus, employees who attempt to use accrued paid leave during a PFML-covered absence must report the receipt of the City's leave payments to ESD as part of the PFML claims process, which will result in the denial or reduction of PFML monetary benefits. Failure to report the receipt of accrued leave may result in an overpayment by ESD, which ESD may recoup from the employee.

6.6.12 Coordination with Other Benefit Programs: When an employee is on leave and only receiving PFML benefits, the employee is deemed to be in unpaid status for purposes of the City's other policies and benefit programs. Insurance coverage will be handled in the same manner as other unpaid leaves of absence, pursuant to the City's policy and subject to any FMLA or other legal requirements requiring

continuation of coverage. Effective January 1, 2026, health benefits will be maintained during any period of PFML leave in a manner identical to FMLA leave.

Effective January 1, 2026, in situations where an employee is eligible for FMLA leave but has not applied for PFML benefits and job protections, upon written notice to the employee, the City may deduct the period of FMLA leave from the employee's PFML protected leave entitlement.

6.6.13 Notice Regarding Expiration of Job Protections and Estimated Return to Work: Effective January 1, 2026, the City will provide written notice to any employee taking a continuous period of PFML leave exceeding two (2) typical workweeks, or any combined period of intermittent leave exceeding fourteen (14) typical work days. The notice will indicate the estimated expiration of job protections and the estimated date the employee is expected to return to work. Employees with questions regarding their leave entitlement and estimated return-to-work dates are always welcome to contact Human Resources for more information.

6.6.14 Job Restoration; Return to Work Recertification: Upon the conclusion of PFML leave, the City may require a return-to-work certification from a health care provider before restoring the employee to work. Such certification, when requested, is applicable only when the employee has taken PFML leave for the employee's own serious health condition. Any other requests for medical certification will be made in accordance with the ADA. If an employee taking PFML leave chooses not to return to work for any reason, the employee should notify the City as soon as possible.

Employees should contact Human Resources to obtain further information and forms relating to PFML leave requests.

6.7 WASHINGTON FAMILY CARE ACT

Employees may use their choice of any available accrued paid leave (sick, vacation, floating/personal holiday, compensatory time off, PTO, and/or management leave) to care for their child, spouse, registered domestic partner, parent, parent-in-law or grandparent as described below. Any such usage is subject to the limitations of Washington law, RCW 49.12.270, applicable collective bargaining agreements, and the City's other policies.

An employee may use available accrued leave to care for their child where the child has a health condition requiring treatment or supervision, or where the child needs preventative care (such as medical, dental, optical, or immunization services).

An employee may use available accrued leave when a spouse, registered domestic partner, parent, parent-in-law, or grandparent has a "serious or emergency health condition" which are conditions:

- Requiring an overnight stay in a hospital or other medical care facility.
- Resulting in any period of incapacity or treatment or recovery following inpatient care.
- Involving continuing treatment under the care of a health services provider that includes any period of incapacity to work or attend to regular daily activities; or
- Involving an emergency (i.e., demanding immediate action or medical attention).

Where the need for family care leave is unexpected, the City understands advance approval of the use of leave (as is required for certain kinds of accrued leave) may not be possible. Employees are required, however, to notify their supervisor of the need to take time off to care for a family member as soon as the need for leave becomes known. The City reserves the right to require verification or documentation confirming a family member has or has had a "serious or emergency" health condition when available leave is used to care for that family member.

6.8 LEAVE OF ABSENCE WITHOUT PAY

6.8.1: The Mayor may grant leaves of absence without pay for absence from work not covered by any other type of leave or if other leave balances are exhausted. Examples of situations for which leave without pay may be granted include time off work for personal reasons, such as prolonged illness or disability (consistent with the limitations under the ADA), parenting, caring for an ill relative, or pursuing an education.

6.8.2: Unless otherwise required by law, only regular full-time and part-time employees who have satisfactorily completed their probation period are eligible for leave without pay. The following requirements apply:

A. Accrued compensatory time off, management leave, vacation leave, PTO, and floating/personal holidays (if any) must be exhausted prior to taking any leave without pay.
B. Leave may be granted to an employee for a period of up to ninety (90) days upon the approval of the Mayor. Further extensions are at the discretion of the Mayor, consistent with any legal requirements.
C. An employee's benefits are suspended during the period of unpaid leave until the employee returns to work. PTO, vacation, sick leave, and/or any other benefits do not accrue while an employee is on leave without pay for more than a full month. Holiday, and any specialty or premium pay are also suspended. To maintain insurance coverage, employees are required to pay their insurance premiums during leaves in excess of thirty (30) days through COBRA.
D. An employee who fails to report promptly at the end of the unpaid leave is presumed to have resigned.
E. An employee returning from a temporary disability may, at the City's option, return to the same position or similar position at a comparable rate of pay.
F. If the leave without pay is due to an illness or disability, the City may require a medical certificate stating that the employee is capable of returning to work and performing the work, duties, and responsibilities of the employee's position. Dependent on the circumstances, the City may require a medical certificate and fitness-for-duty evaluation from a medical provider selected and paid for by the City.

6.9 JURY DUTY AND OTHER COURT DUTY LEAVE

6.9.1 Jury Duty: It is the civic obligation of each employee to serve on a jury if called.

A. An employee will receive full pay from the City for time spent on jury duty. An employee will also receive full pay when subpoenaed by the City for a deposition or appearing as a witness for the City in a matter involving the employee's official responsibilities as a City employee. An employee will not be paid for time served as a plaintiff, defendant, or witness in a civil matter,

including unfair labor practice hearings and arbitration proceedings, not involving the employee's official role as a City employee, unless that time is taken as vacation leave.

B. The employee shall inform the City's payroll staff of the amount of witness fees, exclusive of travel and parking, actually received, which will be deducted from the employee's next monthly paycheck.

C. Employees who are absent from work because of jury duty will retain seniority and all benefits. The time away from work will not affect vacation or sick leave accruals.

D. When an employee is released from jury duty or as a witness by the court during the employee's workday, the employee is to immediately inform an appropriate supervisor and report to work if requested to do so.

E. If an employee is summoned to jury duty during a critical work period, the City may ask the employee to request a waiver from duty.

6.9.2 Funeral Leave: In the event of a death in the employee's immediate family, the employee shall be granted five (5) days off with pay. For purposes of this policy, "family member" includes a child, spouse, registered domestic partner, parent, parent-in-law, grandparent, sibling, or anyone with whom the employee has a dating relationship. In addition, when an employee participates in a funeral ceremony, the employee may be granted a reasonable time off to perform such duty. When granted, funeral leave under this policy section shall be taken within 30 days from the date of death.

6.9.3 Leave for Domestic Violence, Sexual Assault, Stalking, or Hate Crimes: In accordance with state law, the City provides reasonable leave away from work, either in a continuous block of time or intermittently, or continued employment on a reduced work schedule, when the reason for the leave is one or more of the following:

- An employee seeks assistance from a lawyer or law enforcement to prepare for or participate in a civil or criminal proceeding related to incidents of domestic violence, sexual assault, or stalking involving either the employee or a "family member" of the employee.
- An employee seeks or attends treatment for physical or mental injuries of the employee, or a family member caused by domestic violence, sexual assault, or stalking.
- An employee obtains services from a domestic violence shelter, rape crisis center, or similar facility for the employee or a family member.
- An employee obtains mental health counseling for domestic violence, sexual assault, or stalking for the employee or family member of the employee who has been a victim.
- An employee participates in safety planning or relocation for the employee or a family member.
- Effective January 1, 2026, leave under this policy section is expanded to include hate crimes, meaning the commission, attempted commission, or alleged commission of an offense described in RCW 9A.36.080.

For purposes of this policy, "family member" includes a child, spouse, registered domestic partner, parent, parent-in-law, grandparent, or anyone with whom the employee has a dating relationship. The City may

require proof of a family relationship, such as a birth certificate, a court document, a signed statement from the employee, or other similar documentation. When an employee needs leave under this policy, the City may request the following documentation to substantiate the need for leave:

- Police report.
- Court order of protection.
- Documents supporting a court appearance.
- Statement from a domestic violence advocate, attorney, clergy member, or medical or other related professional.
- An employee's signed written statement.

Employees must use accrued PTO, vacation, floating/personal holiday, compensatory time off, and management leave (as applicable to the employee) before taking unpaid leave. Employees who accrue sick leave have the option to use their sick leave.

If possible, employees are required to give advance notice of their need for leave. If the situation does not allow for advance notice, the employee must notify their supervisor or Human Resources no later than the end of the first day the employee takes leave.

The City will maintain the confidentiality of all documents associated with leave requested or taken under this policy. These documents may be disclosed only with the consent of the employee, by order of a court or administrative agency, or otherwise required by federal or state law. Upon returning from leave, the employee will be restored to their original job, or to another job with equivalent pay, benefits, and other employment terms and conditions.

Employees in need of any other reasonable workplace accommodations related to domestic violence, sexual assault, or stalking are encouraged to speak with Human Resources.

6.10 MILITARY LEAVE

6.10.1 Uniformed Services Employment and Reemployment Rights Act (USERRA): Every City employee who is a member of the National Guard or the U.S. Army, Navy, Air Force, Coast Guard, or Marine Corps, or of any organized reserve of the United States, will be granted military leave in accordance with state and federal law. Employees who take military leave will have whatever rights to reinstatement, seniority, vacation, layoffs, and compensation as are provided by applicable law.

6.10.2 Washington Paid Military Leave: All City employees are entitled to a paid military leave of absence, for a period not to exceed 21 working days during each year, beginning October 1 and ending the following September 30 annually. Military leave beyond the 21 days of paid time off will be unpaid unless the employee elects to use accrued vacation, floating/personal holiday, compensatory time off, PTO, or management leave. An employee is required to provide the City with copies of their military orders as soon as possible after they are received, unless otherwise prohibited by law.

6.10.3 Washington Military Leave for Spouses and Registered Domestic Partners: The City provides military leave for spouses and registered domestic partners of members of the U.S. armed forces in accordance with state law. An employee must work an average of 20 hours per week to be eligible for leave under this policy. Such leave may also be covered under the FMLA or PFML, although an employee qualifies for this separate military leave entitlement even if the employee does not qualify for FMLA or PFML.

During a period of military conflict, City employees who are military spouses and registered domestic partners are entitled up to a total of fifteen (15) days of unpaid leave per deployment. The leave may be taken:

- When the soldier is on leave from their deployment; or
- After the soldier learns of the deployment, but before they commence active duty.

While on leave, the employee must exhaust all accrued paid leave (PTO, vacation, floating/personal holiday, compensatory time off, and/or management leave, as applicable to the employee, before moving into unpaid status. While on an unpaid status, the employee may elect COBRA coverage for continuing insurance benefits.

Employees requesting leave under this policy must provide notice to their supervisor, Human Resources, or the City Administrator within five (5) business days of the soldier receiving official notice of the order to active duty, or official notice of receiving leave from active duty. Upon returning from leave, the employee will be restored to their original job, or to another job with equivalent pay, benefits, and other employment terms and conditions.

6.11 WORKER'S COMPENSATION BENEFITS

Eligible employees are covered by the Washington State Industrial Insurance Program ("Workers' Compensation"), administered by the Washington State Department of Labor and Industries ("L&I"). This program covers employees' medical expenses and time-loss compensation in the event of a job-related accident, injury, or illness. All job-related accidents, injuries, and illnesses shall be reported immediately to the Department Head, who shall report them to Human Resources. All medical emergencies and serious injuries should be immediately reported to 9-1-1.

6.11.1: When an employee is absent for one (1) or more days due to an on-the-job accident, injury, or illness, the employee shall file a Workers' Compensation claim with L&I. Human Resources will provide instructions on filing a claim, but it is the employee's responsibility to timely complete and file the claim with L&I. Pending receipt of Workers' Compensation time-loss benefits, the employee shall have the option of using accrued paid leave (PTO, vacation, sick leave, personal/floating holidays, compensatory time off, or management leave, as applicable to the employee) or taking the leave without pay. In the event the employee fails to file a Workers' Compensation claim for time-loss benefits, the employee shall nonetheless be entitled to use accrued paid leave for the absence.

6.11.2: Employees approved for Workers' Compensation time-loss benefits have the following options with respect to the usage of accrued paid leave:

a. **Regular Use of Accrued Paid Leave -** The employee may use, as normal, accrued paid leave for each daily absence, in combination with receipt of time-loss compensation.

b. **Buy-Back of Accrued Paid Leave –** The employee may elect to use only a portion of accrued paid leave, in combination with time-loss compensation, to achieve the employee's regular salary for each daily absence. The employee achieves this outcome by "buying-back" a portion of accrued paid leave previously used. The buy-back procedure is optional. Employees electing to buy-back leave must notify Human Resources, in writing, the first week that time-loss benefits are received, otherwise the right to buy-back may be deemed waived. Once approved by Human Resources, the employee must follow all directions and deadlines established by Human Resources, including an obligation to timely surrender time-loss payments to the City.

c. **Unpaid Leave –** The employee may decline the use of accrued paid leave, and thus rely solely on time-loss compensation during the absence. If this option is elected, the employee will move to unpaid leave status, and the City will continue paying the employee's health insurance premiums for up to three (3) months. Afterwards, the employee may choose to enroll in COBRA and self-pay for all required insurance premiums.

6.11.3: The City's covered law enforcement and fire personnel have additional rights and benefits for job-related accidents and injuries, as established in the LEOFF disability supplement, RCW 41.01.500 through RCW 41.04.550. The City will administer the LEOFF disability supplement in accordance with Washington law and the terms of any applicable collective bargaining agreement.

6.11.4: The City may require the medical certification or evaluation of any employee on approved Workers' Compensation leave, or upon return from such leave. Medical certification or evaluation may be required, as examples, to assist with the workplace accommodation process and/or to ensure the employee is fit-for-duty. The City may require an employee to obtain medical certification or evaluation from the employee's own medical provider. Alternatively, consistent with state and federal law, the City may require an examination at an independent doctor, selected and paid for by the City, with any such examination limited to a job-related analysis. Consistent with state and federal law, including the ADA, an employee's receipt of time-loss compensation does not guarantee continued employment or medical leave for any specified duration.

6.12 WASHINGTON LONG-TERM "CARES" ACT

The City complies with the Washington Long-Term "Cares" Act. Consistent with the law, and unless otherwise stated in a collective bargaining agreement, the City deducts premiums from employee pay and submits them to Washington's Employment Security Department (ESD). Premiums are valued at a partial percentage of employee gross wages, subject to annual adjustment. Upon proof of official documentation from ESD, the City will honor private insurance coverage opt out exemptions held by employees. All other exemptions will be administered based on the requirements of the law.

6.13 HEALTH INSURANCE BENEFITS

The City provides health insurance benefits for its regular employees regularly scheduled to work 30 or more hours weekly, and their eligible dependents, unless otherwise established in a collective bargaining agreement. Descriptions of the policies of insurance are available from Human Resources. The City reserves the right to make and/or negotiate changes in the carriers and provisions of these programs when deemed necessary or advisable.

6.13.1 Extended Health Benefits (COBRA): In compliance with COBRA (the Consolidated Omnibus Budget Reconciliation Act), the City offers continuing health care coverage on a self-pay basis to employees and their dependents following termination (for reasons other than gross misconduct), a reduction in hours, retirement, death, or other qualifying events established by law. These health benefits will be identical to the coverage offered to full-time employees.

B. For terminated or reduced-hour employees, the coverage may last up to 18 months or until they become eligible for other health insurance coverage, whichever is earlier. In the event of the employee's retirement, divorce, separation, or death, the coverage may last up to 36 months for the employee and/or qualified beneficiary.

C. Upon mutual agreement between the employee and the City, and in accordance with the terms and conditions of the insurance coverage, COBRA continuation rights may be available at the employee's expense during an approved unpaid leave of absence, in the event coverage is not extended through the City.

D. While an employee is receiving Workers' Compensation benefits without using accrued paid leave, the City may continue to pay the employee's health insurance premiums for three (3) months, after which the employee may choose to exercise his/her/their COBRA rights and self-pay insurance premiums.

E. Upon an employee's termination from City employment, at the employee's option and expense, the employee may elect to continue City health insurance benefits to the extent provided under COBRA. Continuation rights are not available if an employee is terminated for "gross misconduct," as this phrase is interpreted by law.

F. The employee or beneficiary may waive all rights to continuation coverage notification procedures and time limits outlined in the continuation coverage "Notification of Rights" letter, which is sent out upon the occurrence of a qualifying event.

6.14 BENEFITS FOR NONREGULAR EMPLOYEES

Nonregular employees shall not be entitled to paid holidays, PTO, vacation, or other leaves of absence, with or without pay. Sick leave will be provided to nonregular, nonexempt employees only as required by Washington law (see section 6.3 for more information). Benefits provided to nonregular employees shall be limited to those employer paid benefits required by federal or state law or as provided by applicable collective bargaining agreements.

6.15 BENEFITS FOR REGULAR PART-TIME EMPLOYEES

Regular part-time employees shall be entitled to paid holidays, PTO, vacation, and leave on a pro rata basis, Health insurance coverage may also be offered on a pro rata basis with the employee paying a portion of the monthly premiums. Sick leave will be provided to part-time employees on a pro rata basis and only as required by Washington law. Part-time employees who work less than 30 hours per week shall receive no benefits unless otherwise required by law.

6.16 UNEMPLOYMENT COMPENSATION

Employees may qualify for Washington State unemployment compensation after termination from City employment depending on the reason for termination and whether certain qualifications are met. Entitlement and eligibility for unemployment compensation is established by Washington law and therefore independent from the terms of these policies.

DISCIPLINE, TERMINATION AND GRIEVANCES

7.1 DISCIPLINARY ACTION

All employees are expected to exercise good judgment, loyalty, common sense, dedication, and courtesy in the performance of their duties, including the expectation that employees safeguard City assets and make fiscally responsible decisions. The primary mission of every employee is to provide courteous, orderly, efficient, and economic services to the public.

7.1.1: Acts, errors, or omissions that discredit the public service or impair the provision of orderly services to the citizens of the City may result in discipline, including termination.

7.1.2: All employees may be subjected to disciplinary action, up to and including termination, for reasons that include, but are not limited to, the following:

A. Consumption of intoxicating beverages, or the use/misuse of illegal drugs or controlled substances on the job (including marijuana), or arriving on the job under the influence of intoxicating beverages or drugs;

B. Violation of any criminal laws;

C. Insubordination;

D. Violation of the City's policies related to harassment, discrimination, bullying, and retaliation.

E. Failure to obtain or maintain any license or certificate required as a condition of employment pursuant to the job description or departmental regulations;

F. Careless, negligent, or improper use or care of City equipment, materials, funds or other resources funded with public monies; use of City property or time for personal financial gain; failure or refusal to follow established safety practices or utilize provided safety equipment;

G. Excessive unexcused absenteeism or tardiness, abuse of any leave or benefit policy;

H. Uncorrected inefficiency, negligence, or poor performance of duties.

I. Conviction of a felony or of a misdemeanor involving moral turpitude or rendering the employee unfit or unqualified to perform duties on behalf of the City or provide services to the public;

J. Inability, refusal, or failure to perform the duties of the assigned job;

K. Violation of duties or rules imposed by these policies, or by any other City rule, regulation, ordinance, resolution, or administrative order.

L. Unauthorized possession or use of any City property, equipment or materials; theft or intentional destruction of or damage to City property;

M. Dishonest, disgraceful, immoral, or prejudicial conduct, discourteous treatment of the public, or a fellow employee, disorderly conduct of any nature, or any other act of omission or commission tending to injure the public service; or any conduct unbecoming of an officer or employee;

N. Intentional falsification of personnel, pay or other City records or documents;

O. Ignoring safety rules or common safety practices; or failure to report on the job accidents or injuries, including motor vehicle accidents, promptly to the employee's supervisor;

P. Sleeping on the job;

Q. Inducing or attempting to induce any other City employee to commit a violation of law, City regulation or departmental regulation or procedure;

R. Accepting from any source any reward, gift, or other form of remuneration for the performance or non-performance of duties, other than the regular compensation paid by the City;

S. Compromise, cheating, or discredit of merit examination materials or processes;

T. Engaging in any prohibited discrimination or harassment;

U. Unauthorized possession of firearms, weapons, or explosives;

V. Actual or threatened workplace violence.

W. Unauthorized duplication and/or misuse of City keys, ID badges, or access devices;

X. Gambling on City property or during working hours;

Y. Failure or refusal to submit to any physical examination or lawfully requested substance abuse test;

Z. Participating in a work stoppage or slowdown;

AA. Having wages or salary subject to a writ of garnishment for three (3) or more separate indebtedness in a continuous twelve-month period;

BB. Misappropriation or misuse of City property for personal gain.

CC. Failure to report an arrest, criminal charge, conviction, guilty plea, or incarceration for any misdemeanor, gross misdemeanor, or felony within five (5) days of such incident.

These are examples of the types of conduct that can lead to disciplinary action, including termination. The list is not intended to be all-inclusive. Violations of any other City policies or procedures may also lead to disciplinary action, including termination.

7.1.3: Any employee who is arrested, charged, convicted, pleads guilty, or is incarcerated for any misdemeanor, gross misdemeanor, or felony shall report to Human Resources within five (5) days of such incident. Upon notice, Human Resources will review the matter to determine whether further investigation, administrative leave, or disciplinary action is necessary.

7.2 FORMS OF AND PROCEDURE FOR DISCIPLINARY ACTION

The degree of discipline administered depends on the severity of the infraction, the employee's disciplinary history, and must be in accordance with any appropriate collective bargaining agreements and, if applicable, Civil Service Rules and Regulations. It is the responsibility of the Department Head and/or the City Administrator to evaluate thoroughly the circumstances and facts, including any workplace investigation as deemed necessary by the City. The Department Head will then implement the most suitable form of discipline. These procedures are intended to provide a brief description of the general disciplinary structure, but the City reserves the right to deviate from these procedures when, in management's sole discretion, it is necessary to preserve public confidence, act in an emergency situation or ensure the smooth and efficient operation of the City. For non-represented employees, nothing below is intended to modify the at-will nature of the employment relationship.

7.2.1: There are several types of disciplinary action that may be applied to discourage detrimental behavior or actions. Which form of discipline is used and in what order is for the City to determine in its sole discretion:

A. Oral Warning (documented)

1. Oral warnings may be given for minor offenses, or to bring to the employee's attention a potential work performance problem. They are intended to give an employee an opportunity to correct a condition.
2. Supervisor and/or Department Heads should at all times inform the employee that an oral warning is being given and that, if the condition is not corrected, the person will be subject to more severe disciplinary measures.
3. Documentation of the oral warning shall be placed in the employee's personnel file

B. Written Warning

1. A written warning may be issued by the Department Head in the event the employee continues to disregard an oral warning, or if the misconduct, inadequate performance, or infraction is severe enough to warrant a written record in the employee's personnel file.
2. A written warning should contain a statement of the facts regarding the incident(s), the required corrective action on the part of the employee, details of any discipline being given,

and a statement indicating that further disciplinary action may follow if the correction is not achieved. The Department Head should discuss the written warning with the employee's immediate supervisor, prior to signing it and reviewing the disciplinary action with the employee. The decision should be given to the employee in writing and the employee should be asked to sign a copy showing that he or she has received written notification of the decision. If the employee will not sign, the Department Manager should indicate the refusal to sign on the same form.

C. **Unpaid Suspension** (See Section 7.3, Pretermination or Disciplinary Meeting; and Section 7.2.2, Administrative Leave.)

1. A suspension is time off without pay for disciplinary reasons. This form of discipline is administered as a result of a serious infraction of rules, standards, or for repeated violations after the employee has received a written warning and has made no satisfactory progress toward improved performance. This is the most severe form of discipline given by a Department Head short of termination (or demotion, when applicable). It should be applied only after a thorough evaluation by the Department Head or designated City representative.
2. The Department Head should prepare a memo indicating all facts leading to the disciplinary suspension, the duration of the suspension, the required corrective action on the part of the employee, and a statement indicating that the employee may be discharged if another infraction occurs or the corrective action is not taken as required. During the period of suspension, a regular employee may not use any earned but unused accrued paid leave (*e.g.*, PTO or vacation leave), may not take a floating/personal holiday, and is ineligible for any other leave, accrued compensatory time, or management leave.
3. After reviewing the disciplinary action memo with the employee, the original copy is to be forwarded to the City Administrator and Mayor, and placed in the employee's personnel file, and a copy is to be given to the employee.
4. Disciplinary suspensions for exempt employees shall normally be made in full-week increments. An exception exists when the misconduct stems from the violation of safety rules of major significance, in which case the exempt employee is subject to a disciplinary suspension of any number of days. Nonexempt employees remain subject to disciplinary suspensions of any number of days, without regard to the nature of misconduct. The Department Head will schedule the suspension within thirty (30) days of the issued discipline, and the suspension will take place at a time that least disrupts the departments responsibilities.

D. **Demotion**

Demotions may be used, at the discretion of the City, when an employee has been promoted to a position to which the employee is unable to perform the responsibilities of the position, or when the employee's misconduct no longer renders the employee suitable for the position, and when the employee's former position or a similar position for which the employee is qualified is open. Demotions shall normally not be used as a form of corrective discipline if it would cause

an inappropriate dislocation of other employees. Demotions should be applied only after a thorough evaluation by the Department Head and only after adequate written warning.

E. Disciplinary Probation

When a regular employee is placed on disciplinary probation, such employee will be given a written statement of the action taken, the reasons for the action, and the consequences of repeating or engaging in further or other unacceptable behavior. This written statement shall be given to the employee at the time the regular employee is placed on disciplinary probation. A copy of this written statement shall be placed in the employee's personnel file.

During a period of disciplinary probation, a regular employee may not use any earned but unused vacation benefits, accrued compensatory time off, or management leave, may not take a floating/personal holiday, and is ineligible for any other leave, except as required by law. PTO may be used for sick—related absences.

Disciplinary probation may be for any period not to exceed six (6) months. During the disciplinary probationary period, the regular employee must show the required improvement necessary to remain in the job. If the regular employee fails to correct performance or repeats the unacceptable conduct during the disciplinary probation period, the employee may be discharged. All discharges shall be in accordance with the City's policy on pretermination meetings. (See Section 7.3, "Pretermination or Disciplinary Meeting").

7.2.2 Administrative Leave: On a case-by-case basis, an employee may be placed on administrative leave with pay, for an indefinite period of time, during the pendency of an investigation or other administrative proceeding, to address safety, performance, or behavior concerns, or during the fitness-for-duty and medical certification process. The placement of an employee on paid administrative leave shall be made by Human Resources in consultation with the City Administrator or designee. Unless otherwise instructed by the City, an employee on administrative leave shall remain available to the City during regular working hours, turn over all City property (cellphone, ID cards, laptop, etc.), and remain away from the City's premises without prior permission.

7.3 PRETERMINATION OR DISCIPLINARY MEETING

A pretermination or disciplinary meeting shall be conducted in the following manner before a regular employee is terminated "for cause," before a disciplinary action is taken which results in a decrease or loss of pay and/or benefits, or at any other time at the discretion of the City. The purpose of the meeting is to permit the employee to make the employer aware of anything the employee believes the employer should know prior to making a final decision on termination or discipline.

7.3.1 Hearing:

A. The Department Head and Human Resources and/or City Administrator, or designee shall meet with the employee and conduct the pretermination meeting.

B. The employee shall be informed of the proposed termination or discipline and a general description of all reasons known to the employer for the proposed action.

C. The employee to be terminated or disciplined shall be given an opportunity to respond to those charges by explaining the employee's side of the story and correcting any misinformation that the employer may be utilizing in its decision.

D. The meeting is not an evidentiary hearing. Testimony of witnesses will not be taken, and a full presentation of evidence and records is not necessary or permitted.

The employee may be accompanied by a Union representative, but such representative shall not interfere with the presentation of employer information to the employee or the employee's opportunity to respond to the employer, or in any other way disrupt the proceeding.

7.3.2 Decision: A final decision to implement the proposed termination or discipline shall be made as soon as practical after the meeting. Written notice of the decision shall be supplied to the employee.

7.3.3 Suspension of Employee Prior to Hearing: If the City Administrator perceives a significant hazard or detriment to the best interests of the City in keeping the employee on the job until the pretermination meeting occurs, the employee shall be placed on administrative leave with pay until a decision is rendered following the meeting (see Section 7.2.2, Administrative Leave).

7.4 TERMINATION (See Section 7.3, Pretermination or Disciplinary Hearing)

7.4.1: Prior to a Department Head taking action on the termination of an employee, the Department Head must discuss a recommendation for termination with the Mayor or designee to be certain that all facts have been reviewed and that there is justification for the termination. The Department Head, or other designated representative, should investigate the facts regarding the recommendation to terminate an employee and should attempt to be as objective as possible in the evaluation of the circumstances leading to the termination. The decision of the Mayor shall be final and no appeal may be taken from the decision unless otherwise provided by a collective bargaining agreement or the City's Civil Service Rules and Regulations. If, in the opinion of the Department Head, the infraction is so severe as to necessitate immediate termination, the Department Head should take action by placing the employee on administrative leave with pay until circumstances are reviewed with the Mayor or designee prior to final termination.

7.4.2: The Mayor shall have the power of removal for all Department Head positions for the City upon discussion with the City Council.

7.5 GRIEVANCES AND CIVIL SERVICE HEARINGS

Employees covered by collective bargaining agreements and/or the City's Civil Service Rules and Regulations shall have available the grievance and hearing procedures as established by such agreements and rules/regulations.

EMPLOYEE ACKNOWLEDGEMENT,

I, (full name)_____, acknowledge that I have received, read, and understand the Employee Handbook, dated _____.

I also acknowledge that its purpose and content have been explained to me and I have been offered an opportunity to ask questions regarding it. I understand the Employee Handbook summarizes various employment policies and procedures applicable to my employment with the City of Snoqualmie.

I understand that this Handbook supersedes any prior handbooks or policy manuals regarding employment with the City issued by the City.

I understand that the City may add to, modify, delete or make exceptions to any of the policies and procedures contained in the Employee Handbook from time to time, and I am responsible for being familiar with any new, modified or updated policies.

I agree to perform my job and otherwise act in a manner consistent with the Employee Handbook and any subsequent additions, modification, or deletions, which may be implemented by the City during my employment.

If I am a non-represented employee, I understand my employment with the City is “at-will,” meaning the employment relationship may be terminated at any time, without cause or notice, by myself or by the City. Nothing in these personnel policies is intended to modify the at-will nature of my employment relationship. Exceptions exist only where expressly stated in employment agreements and/or the City’s Service Rule and Regulations.

If I am a represented employee who is included in a bargaining unit, I understand that I am bound by the terms and conditions stated in my collective bargaining agreement. I may have additional rights and obligations only as expressly stated in the collective bargaining agreement and/or the City’s Civil Service Rules and Regulations.

_____

Employee Signature

_____

Print Name

_____

Date

APPENDIX A:

CODE OF ETHICS, Chapter 2.80

APPENDIX A: CODE OF ETHICS, CHAPTER 2.80

2.80.010 Purpose.

A. The proper operation of democratic representative government requires that elected and appointed public officers and employees be independent, impartial, and responsible to the people; that government decisions and policy be made in the proper channels of the government structure; that public office not be used for personal gain; and that the public have confidence in the integrity of its government. Accordingly, it is the purpose of this chapter to establish ethical standards of conduct for all officers and employees of the city, whether elected or appointed, paid or unpaid; to set forth those acts that are incompatible with such standards; to require disclosure by such officers and employees of private financial or other interests in matters affecting the city; and to provide effective means for enforcement thereof. This chapter shall not be construed so as to impair the ability of city officers and employees to participate in ceremonial, representational, or informational functions in the pursuit of their official duties.

B. This chapter shall be liberally construed in favor of protecting the public's interest in full disclosure of conflicts of interest and promoting ethical standards of conduct for city officers and employees.

C. This chapter shall be interpreted and applied in a manner consistent with the maxim that "De minimis non curat lex" and to allow inadvertent minor violations to be corrected and cured without full hearing in conformance with the spirit and purpose of this code. (Ord. 762 § 1, 1996).

2.80.020 Definitions.

For the purpose of interpreting and enforcing the code of ethics, the following definitions shall apply:

A. "Business entity" means any corporation, general or limited partnership, sole proprietorship (including a private consultant operation), joint venture, unincorporated association or firm, institution, trust, foundation, or other organization, whether or not organized for profit.

B. "City agency" means every department, office, ethics hearing officer, commission, or committee of the city, or any subdivision thereof, but excludes public corporations and ad hoc advisory committees.

C. "City officer or employee" means any person holding a position by election, appointment, or employment in the service of the city or city agency, whether paid or unpaid, including members of any ethics hearing officer, committee or commission.

D. "Compensation" means anything of economic value, however designated, which is paid, loaned, advanced, granted, given or transferred for or in consideration of personal services to any person.

E. "Beneficial interest" means any direct or indirect, pecuniary or material benefit, other than a remote interest, accruing to a city officer or employee as a result of a contract, transaction, zoning decision or other matter which is or may be the subject of an official act or act by or with the city, except for such contracts, transactions, zoning decisions or other matters which by their terms and by the substance or their provisions confer the opportunity and right to realize the accrual of similar benefits to all other

persons and/or property similarly situated. For purposes of this chapter, a city officer or employee shall be deemed to have an interest in the affairs of:

1. The officer or employee's spouse or dependent children;

2. Any person or business entity with whom a contractual relationship, whether oral or written, exists with the city officer or employee;

3. Any business entity in which the city officer or employee is an officer, director, member or employee;

4. Any business entity in which the public officer or employee controls or owns, directly or indirectly, in excess of one percent of the total stock, or an interest totaling $5,000 or more in value; and

5. Any person or business entity with whom a contractual relationship, whether oral or written, exists with the city officer or employee; provided, however, that a contractual obligation of less than $500.00, or a commercially reasonable lien made in the ordinary course of business, or a contract for a commercial retail sale, shall not be deemed to create an interest in violation of this code.

F. "Gift" means anything of economic value in excess of $20.00, regardless of the form, without adequate and lawful considerations; provided, it does not include the solicitation, acceptance, or receipt of political campaign contributions regulated in accordance with provisions of federal, state, or local laws governing campaign finances.

G. "Immediate family" means any person who is:

1. A spouse or domestic partner;

2. Any dependent parent, parent-in-law, child or son-in-law or daughter-in-law; or

3. Any parent, parent-in-law, child, son-in-law, daughter-in-law, sibling, uncle, aunt, cousin, niece or nephew residing in the household of the city officer or employee.

H. "Official act or action" means any legislative, administrative, appointive or discretionary act of any city officer or employee of the city or any ethics hearing officer, committee or commission thereof.

I. "Person" means any individual, association, corporation, or other legal entity.

J. "Remote interest" means:

1. That of a nonsalaried officer of a nonprofit corporation;

2. That of an employee or agent of a contracting party where the compensation of such employee or agent consists entirely of fixed wages or salary;

3. That of a landlord or tenant of a contracting party;

4. That of a holder of less than one percent of the shares of a corporation or cooperative which is a contracting party. (Ord. 929 § 1, 2003; Ord. 762 § 1, 1996).

2.80.030 Prohibited conduct.

A. Disqualification from Acting on City Business. No city officer or employee, while holding such office or employment, shall:

1. Engage in any transaction or activity, which is, or would to a reasonable person appear to be, in conflict with or incompatible with the proper discharge of official duties, or which impairs, or would to a reasonable person appear to impair, the officer's or employee's independence of judgment or action in the performance of official duties and fail to disqualify himself or herself from official action in those instances where the conflict occurs.

2. Have a financial or other private interest, other than a remote interest as defined in this chapter, direct or indirect, personally or through a member of his or her immediate family, or business entity, in any matter upon which the officer or employee is required to act in the discharge of his or her official duties, and fail to disqualify himself or herself from acting or participating.

3. Fail to disqualify himself or herself from acting on any transaction which involves the city and any person who is, or at any time within the preceding 12-month period has been, a private client of his or hers, or of his or her firm or partnership.

4. Have a financial or other private interest, other than a remote interest as defined in this chapter, direct or indirect, personally or through a member of his or her immediate family, or business entity, in any contract or transaction to which the city or any city agency may be a party, and fail to disclose such interest to the appropriate city authority prior to the formation of the contract or the time the city or city agency enters into the transaction.

B. Improper Use of Official Position. No city officer or employee, while holding such office or employment, shall:

1. Use his or her official position for a purpose that is, or would to a reasonable person appear to be, primarily for the private benefit of the officer or employee, rather than primarily for the benefit of the city; or to achieve a private gain or an exemption from duty or responsibility for the officer or employee or any other person.

2. Use or permit the use of any person, funds, or property under his or her official control, direction, or custody, or of any city funds or city property, for a purpose which is, or to a reasonable person would appear to be, for other than a city purpose; provided, that nothing shall prevent the private use of city property which is available on equal terms to the public generally (such as the use of library books or tennis courts) the use of city property in accordance with municipal policy for the conduct of official city business (such as the use of a city automobile), if in fact the property is used appropriately; or the use of city property for participation of city or its officials in activities of associations of governments or governmental officials.

3. Except in the course of official duties, assist any person in any city transaction where such city officer's or employee's assistance is, or to a reasonable person would appear to be, enhanced by that officer's or employee's position with the city; provided, that this subsection shall not apply to any

officer or employee appearing on his or her own behalf or representing himself or herself as to any matter in which he or she has a proprietary interest, if not otherwise prohibited by this chapter or any other applicable ordinance, regulation or statute.

4. Regardless of prior disclosure thereof, have a financial interest, direct or indirect, personally or through a member of his or her immediate family, in a business entity doing or seeking to do business with the city, and influence or attempt to influence the selection of, or the conduct of business with, such business entity by the city.

C. Acceptance of Gifts or Loans. No city officer or employee, while holding such office or employment, and for a period of one year after leaving city employment, shall solicit or receive any retainer, gift, loan, entertainment, favor or proprietary reward, or other thing of monetary value from any person or entity where the retainer, gift, loan, entertainment, favor, or other thing of monetary value had been solicited, or received or given or, to a reasonable person, would appear to have been solicited, received or given, with intent to give or obtain special consideration of influence as to any action by such officer in his or her official capacity; provided, that nothing shall prohibit contributions for election campaigns which are solicited or received and reported in accordance with applicable law.

D. Disclosure of Confidential or Privileged Information. No city officer or employee, while holding such office or employment, or at any time after leaving office or employment, shall disclose or use any confidential or privileged information gained by reason of his or her official position for a purpose which is for other than a city purpose; provided, that nothing shall prohibit the disclosure or use of information which is a matter of public knowledge, or which is available to the public on request.

E. Financial or Beneficial Interest in City Transactions. No city officer or employee, while holding such office or employment, shall:

1. Regardless of prior disclosure thereof, hold or acquire a beneficial interest, direct or indirect, personally or through a member of his or her immediate family, in any contract which, in whole or in part, is, or which may be, made by, through, or under the supervision of such officer or employee or which may be made for the benefit of his or her office, or accept, directly or indirectly, any compensation, gratuity, or reward in connection with such contract from any other person or entity beneficially interested therein, in violation of Chapter 42.23 RCW.

2. Regardless of prior disclosure thereof, be beneficially interested, directly or indirectly, other than a remote interest, in any contract or transaction which may be made by, through or under the supervision of such officer, in whole or in part, or which may be made for the benefit of his office, or accept, directly or indirectly, any compensation, gratuity or reward in connection with such contract or transaction from any other person beneficially interested therein, in violation of Chapter 42.23 RCW. This subsection shall not apply to the furnishing of water, other utility services, or other services of the city at the same rates and on the same terms as are available to the public generally, or to any other transaction specifically exempted by Chapter 42.23 RCW.

F. Quasi-Judicial Proceedings, Reporting of Violations, False Statements. No city-appointed officer or employee, while holding such office or employment, shall:

1. Participate in or influence any pending quasi-judicial proceeding if the city official or employee has a financial or personal interest in the matter.

2. Intimidate, harass, discipline or otherwise take any improper action against a member of the public, a city officer or employee solely because he or she in good faith has reported a violation of this code of ethics, or any other written city code or policy.

3. Induce or direct any city officer or employee to make any false statement or representation of any public record or document in willful disregard of the truth of such statement or representation.

G. Prohibited Conduct After Leaving City Office or Employment.

1. No former officer or employee shall, for a period of one year after leaving city office or employment:

a. Assist any person in proceedings involving the agency of the city with which he was previously employed, or on a matter in which he or she was officially involved, participated or acted in the course of duty.

b. Represent any person as an advocate in any matter in which the former officer or employee was officially involved while a city officer or employee.

c. Participate as a competitor in any competitive selection process for a city contract in which he or she assisted the city in determining the project or work to be done or the process to be used.

2. A city officer, who contracts with a former city officer or employee for expert or consultant services within one year of the latter's leaving city office or employment, shall promptly inform the city administrator about the agreement.

3. The prohibition of subsection (G)(1) of this section shall not apply to former employees acting on behalf of a governmental agency unless such assistance or representation is adverse to the interest of the city. (Ord. 929 § 2, 2003; Ord. 762 § 1, 1996).

2.80.040 Disclosure of interest in legislative action.

A. Any member of council who has a financial interest or personal interest in any proposed legislation before the council shall disclose on the record the nature and extent of such interest. If the member of council would be especially benefited by such legislation, the member of council shall not participate in the discussion or vote upon such matter.

B. Any other city officer or employee who has a financial or personal interest in any proposed legislative action of the council and who participates in the discussion with or gives an official opinion or recommendation to the council shall disclose on the record the nature and extent of such interest. (Ord. 762 § 1, 1996).

2.80.050 Ethics hearing officer – Position created.

There is hereby created the office of ethics hearing officer, who shall be appointed by the mayor and confirmed by the city council. The ethics hearing officer shall be an attorney not holding any other elective

or appointive office with the city. The ethics hearing officer may be removed from office with or without cause by the mayor with the concurrence of the city council. The compensation of the ethics hearing officer, and other terms and conditions of the engagement, shall be set forth in a written contract. (Ord. 762 § 1, 1996).

2.80.060 Ethics hearing officer – Powers and duties.

The ethics hearing officer shall have the following powers and duties:

A. The ethics hearing officer shall be a quasi-judicial fact finder.

B. The ethics hearing officer shall perform the following duties:

1. Upon request of a city officer or employee, the ethics hearing officer shall render advisory opinions, in writing, to any officer or employee having doubt as to the applicability of any provision of this chapter to a particular situation, or as to the definition of terms used herein. Officers and employees may rely upon such written opinions, which shall be binding upon the city until amended or revoked, unless material facts were misstated or omitted in the request for the advisory opinion. Advisory opinions shall be filed with the city clerk and shall be public records, except to the extent necessary to preserve protected privacy interests under RCW 42.17.310; and further provided, the opinion shall be stated in general issue and opinion format, without disclosure of the identity of the person requesting it.

2. Upon receiving a written complaint regarding a violation of this chapter, accompanied by proof that said written complaint has been served upon the party who is alleged to be in violation, the ethics hearing officer shall investigate said complaint and, upon making a determination that the complaint is legally sufficient and that it is supported by probable cause, conduct a hearing and issue findings and recommendation as provided below.

3. Determinations of legal sufficiency and probable cause shall be made within 30 days after receipt of any complaint. Any complaint which the hearing officer determines is not legally sufficient or not to be supported by probably cause shall be dismissed.

4. Proceedings before the ethics hearing officer shall be recorded, and proper minutes of all meetings and actions shall be kept. (Ord. 929 § 3, 2003; Ord. 762 § 1, 1996).

2.80.070 Hearings.

The ethics hearing officer shall make no findings and recommendation without first conducting a hearing, which shall be held within 30 days after the determination of legal sufficiency and probable cause; provided, any matter which the ethics hearing officer determines would be deemed minor or inadvertent even if the allegations were proven may be summarily dismissed without further proceedings, with the findings of legal sufficiency and probable cause noted in the minutes of the proceedings, if the officer or employee stipulates in writing to appropriate corrective measures to ensure such conduct will not continue or reoccur. All hearings shall be closed to the public unless the officer or employee whose conduct is the subject of the hearing requests that it be a public hearing. All testimony before the ethics hearing officer

shall be sworn on oath or affirmation, subject to the laws of perjury of the state of Washington. Any party or witness in a proceeding before the ethics hearing officer shall have the right to be represented by counsel. Within 20 days after the conclusion of a hearing, the ethics hearing officer shall render written findings of fact and recommendations. Copies of the same shall be delivered to the party who was the subject of the hearing, complainant, the mayor, and the city council. (Ord. 762 § 1, 1996).

2.80.080 Recommendations of the ethics hearing officer.

A. If the ethics hearing officer determines that a city employee has violated the provisions of this code, the ethics hearing officer may recommend to the mayor that the employee be subject to disciplinary action. In addition to any other penalty otherwise provided by law, a violation shall be cause for suspension, discharge or removal from office, or such other disciplinary action as may, by the appropriate city authority, be deemed necessary and proper, and consistent with the city personnel manual, and/or state law. A written report of the disciplinary action taken as a result of the ethics hearing officer's recommendation shall be made by the appropriate city authority to the ethics hearing officer within 14 days after receipt of the ethics hearing officer's recommendation.

B. This section shall not derogate from employee rights under any collective bargaining agreement or city personnel manual or rules promulgated thereunder.

C. If the ethics hearing officer determines the mayor or a council member has violated a provision of the code of ethics, then he shall issue a "Letter of Censure."

D. If the ethics hearing officer determines any person has willfully and knowingly violated the provisions of this chapter, he may refer the matter to the prosecuting authority for action under SMC 2.80.090. (Ord. 762 § 1, 1996).

2.80.090 Criminal violations – Prosecuting authority – Penalties.

A. Any officer or employee who knowingly and willfully violates the provisions of this chapter shall be guilty of a misdemeanor.

B. The prosecuting authority for violations of this chapter shall be appointed by the mayor and confirmed by the city council. The prosecuting attorney shall not be the city attorney or city prosecuting attorney. If the ethics hearing officer recommends criminal prosecution of any elected officer, and prosecuting authority has not previously been appointed and confirmed, then the prosecuting authority shall be appointed by the King County prosecuting attorney. The prosecuting authority shall not have authority to prosecute any matters except those referred by the ethics hearing officer pursuant to SMC 2.80.080(D).

C. Any person convicted of a violation of this chapter shall be punished by imprisonment for not more than 90 days, or a fine of not more than $1,000, or by both such imprisonment and fine. (Ord. 762 § 1, 1996).

2.80.100 Relation of chapter to Chapter 42.23 RCW.

The conduct of all city officers and employees shall meet the requirements of both this chapter and Chapter 42.23 RCW. When a higher standard of conduct is established by this chapter than by

Chapter 42.23 RCW, the standards of this chapter shall control; provided, this chapter shall not be construed to permit any act or omission that is prohibited by Chapter 42.23 RCW. (Ord. 929 § 4, 2003).

APPENDIX B:

Electronic Communications, Devices, and Technology Resources

APPENDIX B: Electronic Communications, Devices, and Technology Resources

The City provides electronic communications equipment, devices, and technology resources to facilitate City business and communications. These resources include, but are not limited to, computers, laptops, servers, cell phones, tablets, email, and internet/intranet networks and devices (collectively referred to as "technology resources"). The primary purpose of the City's technology resources is to provide service to the public as part of the City's business, in a manner consistent with the City's other policies. *De minimis*, incidental, and infrequent personal use of the City's technology resources by employees is permitted, if otherwise in compliance with the provisions of this policy, as set forth below.

This policy does not address all required, allowed, or prohibited behaviors by employees, but covers common examples. In general, the City relies on the good judgment of its employees to ensure that the City's technology resources are used in the public's best interest and the legitimate business needs of the City.

1.1 No Expectation of Privacy: By using the City's technology resources, employees acknowledge and agree they have no expectation of privacy or confidentiality in their use of these systems or in any data that they create, store, or transmit on or over the systems, including any data created, stored, or transmitted during an employee's incidental personal use of the City's technology resources as permitted under this policy. Employees further agree that they are aware of, understand, and will comply with the provisions of this policy, and that their use of the City's technology resources can and will be monitored and any data that they create, store, or transmit on or over City electronic systems may be inspected by the City at any time. Employees should understand that certain email messages, other electronic communications, and documents created on the City's systems and devices may be considered a public record subject to disclosure and/or subject to discovery in the event of litigation.

1.2 Standardized Software and Hardware: The City has established standard software and hardware for commonly used applications. The use of unauthorized, non-standard software or hardware, including personally owned software or hardware, on the City's technology resources without approval of the City's I.T. Department is prohibited.

1.3 Installation of Software and Hardware: Improper installation of software or hardware can damage a computer system, cause system malfunction, create a security concern, or conflict with system configuration. All standardized software and hardware are to be installed and managed by the City's I.T. Department. Specialized software and hardware technologies exclusive to individual departments may be managed within the appropriate department, in coordination with the City's I.T. Department. Any moving, relocating, or rearranging of computer software or hardware should also be coordinated with the City's I.T. Department.

1.4 Ownership and Confidentiality: All software, programs, applications, templates, data, data files, emails, messages, and web pages residing on the City's computer systems, networks, servers, or storage media, or developed on City computer systems, are the property of the City. The City retains the right to access, copy, modify, destroy, or delete this property without notice. Data files containing confidential or sensitive data must be treated accordingly and must not be removed from the workplace without proper authorization.

1.5 Retention Obligations: As a public agency, the City has certain data preservation and retention obligations, imposed either by law or by best practices. Employees shall follow all published City retention guidelines, shall not intentionally delete data in violation of these policies, and shall immediately notify the City's I.T. Department with any questions or concerns about data preservation and retention issues that may arise in connection with daily work duties.

1.6 Copying Software, Programs, Applications, Templates, Etc.: Employees must notify the City's I.T. Department and receive proper authorization before attempting to copy software, applications, programs, or templates. In many cases, copyright laws and/or licenses for commercial software, programs, applications and templates used by the City prohibit the making of multiple copies. The City and its employees are required to abide by all copyright laws and abide by all licensing agreements.

1.7 Passwords, Authentication, and Security: Employees must take steps to ensure the security of the City's technology resources, including adherence to the password, authentication, and security standards established by the City's I.T. Department. In addition, employees must ensure their devices and computer are both physically and digitally secured when they are away.

1.8 Acceptable Uses of the City's Technology Resources: The City's technology resources are to be used by City personnel only for City business purposes. *De minimis*, incidental, and infrequent personal use is permitted where such use does not interfere with job duties. *De minimis*, incidental, and infrequent personal use means: (1) it is occasional and of short duration; (2) it is done on an employee's personal time, such as on a lunch break; (3) it does not interfere with job responsibilities; (4) it does not result in any expense to the City; (5) it does not utilize excessive network resources; and (6) it does not constitute any prohibited use, as discussed below.

1.9 Prohibited Uses of the City's Technology Resources: Use of the City's technology resources to engage in any communication that violates federal, state, or local laws or regulations, or any of the City's policies, is strictly prohibited at all times. In addition, the following uses of the City's technology resources are inappropriate and are prohibited at all times, unless specifically exempted below:

1. Personal commercial use (meaning use that benefits an employee's outside employment or commercial business);
2. Accessing, receiving, or sending pornographic, sexually explicit, or indecent materials, including materials of an offensive nature;
3. Usage in a manner constituting unlawful harassment or discrimination, including the transmission of obscene or harassing messages to any individual or group because of their sex, race, religion, sexual orientation, national origin, age, disability, or other protected status;
4. Gambling or sports betting;
5. Cryptocurrency mining or trading;
6. Usage for recreational purposes, including the loading of computer games or playing online games;
7. Unauthorized copying or downloading of copyrighted material;
8. Usage that violates software license agreements;

9. Downloading of software programs unless specifically approved by applicable supervisors and coordinated with the City's I.T. Department;
10. Sending anonymous messages and/or misrepresenting an employee's name, position, or job description;
11. Deliberately propagating any virus, worm, trojan horse, malware, spyware, or other code or file designed to disrupt, disable, impair, or otherwise harm either the City's networks or systems, or those of any other individual or entity;
12. Using abusive, profane, threatening, or otherwise objectionable language in either public or private messages;
13. Any personal use, even if incidental, which results in expense to the City;

Any employee who violates these policies could be subject to disciplinary action, up to and including termination. In addition, employees may be held personally liable for damages incurred as a result of copyright and licensing requirements.

1.10 Downloading Files from the Internet or Opening Email Attachments: Downloading files from the internet or opening email attachments from sources outside the City can lead to spyware, hacking, and/or virus attacks that can severely damage or degrade the City's network, equipment, and/or data. The City's I.T. Department has installed anti-virus and anti-spyware software on all City computers and continuously updates signature definition files. However, that does not guarantee that all spyware is blocked, or that all viruses are caught.

Employees who have concerns about hacking, fraudulent access, or virus/spyware infection should immediately notify the City's I.T. Department. Similarly, employees who receive an email with a suspicious attachment, or from an unusual source, should notify the City's I.T. Department before opening or responding. Employees who notice their computer is behaving strangely should likewise notify the City's I.T. Department. From time to time, City personnel will be provided training on the detection and avoidance of fraudulent or harmful hacking attempts and related IT security policies and practices.

1.11 Usage of Personal Devices: Employees should not use personal cell phones, personal data devices, laptops, tablets, or similar devices during working time for personal reasons, with exception for *de minimis*, incidental, and infrequent personal usage that does not interfere with daily job duties. Employees are similarly expressly prohibited from using personal cell phones or other personal devices for City-related business purposes unless expressly authorized by a supervisor.

B.2 SOCIAL MEDIA USE

The City recognizes social media as an effective way to communicate with the public. The City also recognizes employees may use social media for their own personal reasons. However, the use of social media, for both professional and personal reasons, presents certain risks and carries with it certain responsibilities. This policy therefore establishes rules and expectations for the appropriate use of social media, whether for personal use or in connection with the City's business.

"Social media" includes all means of communicating or posting information or content of any sort on the Internet, including blogs, journals, personal websites, website forums and electronic messaging boards, chat rooms, professional networking, and social networking platforms. Examples include, but are not limited to, Facebook/Meta, Twitter, Instagram, Threads, TikTok, BeReal, LinkedIn, Tumblr, YouTube, etc. "Social media" applies to any such platform, regardless of whether the platform is associated or maintained by the City.

2.1 Use of Social Media - City Business: The City may authorize the use of social media to enhance public awareness, distribute information to the public, and increase community engagement. Professional use of social media is subject to the following guidelines:

1. All City social media sites, accounts, services, or pages ("social media platforms") shall be approved by the Department Head, in coordination with the Communications Department.
2. Where possible, social media platforms shall clearly indicate they are maintained by the City and shall have City contact information prominently displayed.
3. Social media content shall adhere to applicable laws, regulations, and policies, including information technology and records management and retention policies. Content is subject to public records disclosure laws and should be preserved in accordance with the City's retention policies. Before moving forward with the creation of a social media platform, protocols must be in place to ensure the content is managed, stored, and retrieved to comply with open records laws and discovery laws and policies.
4. Where possible, social media platforms should state that the opinions expressed by visitors to the page(s) do not reflect the opinions of the City. Pages shall clearly indicate that posted comments will be monitored; that the City reserves the right to remove obscenities, off-topic comments, and personal attacks; and that any content posted is subject to public disclosure laws.

2.2 Use of Social Media – Personal Reasons: The City does not seek to censor employees who are active on social media on their own time and using their own computer resources. However, situations exist in which employees may be held accountable, or disciplined, for their social media activity, even when that activity occurs on the employee's own time and involves a personal social media platform. The following guidelines apply to employees' personal use of social media:

1. Even when a communication occurs on personal time and/or away from work, employees should carefully distinguish between postings or comments made in their personal capacity versus their capacity as a person who is professionally affiliated with the City. If any confusion is reasonably likely, the employee should expressly state with a disclaimer that he/she/they is speaking in his/her/their personal capacity, and not for or on behalf of the City. For example, if an employee identifies himself/herself/their self as a City employee as part of the posting, the employee should disclaim any inference the employee is speaking in his/her/their capacity as a City representative.

2. Employees must adhere to the same ethical obligations that govern their behavior while on the job. For example, confidential City information or documents must not be disclosed, shared, or discussed.

3. Employees must exercise discretion and good judgment when commenting upon colleagues or coworkers, either professionally or personally. This is particularly true when the comments are derogatory and derisive, involve name calling or slurs, or constitute harassment, discrimination, or retaliation. This is also true when the comments are on publicly available social media sites likely to be seen by other coworkers or the target of the comments.

4. Employees shall not post, share, or support comments or other content that negatively affects the City's operations or ability to serve the public. Prohibited content includes:

    - Any posting that includes harassment/discrimination, threats of violence, or similar inappropriate conduct;

    - Any posting that ridicules, maligns, disparages, expresses bias, negative connotations, or disrespect toward any race, religion, sex, gender, sexual orientation, nationality, or any other protected class of individuals;

    - Any posting that suggests that City personnel are engaged in behavior reasonably considered to be unlawful or reckless toward public interests;

    - Any posting that otherwise violates any law or City policy.

5. Public employers, including the City, may lawfully impose discipline for employee speech, even when such speech touches on a matter of public concern, when such speech also impairs discipline or control by supervisors; disrupts coworker relations; erodes close working relationships premised on personal loyalty and confidentiality; interferes with the speaker's performance of duties; or obstructs the City's operations. The City's employees may be subject to discipline, up to and including termination, for social media activity that violates these standards or otherwise violates this policy.

6. The City maintains various policies intended to encourage employees to report workplace concerns, including but not limited to, policies addressing unlawful harassment and whistleblower protections (see Section 1.3.3, Harassment, Discrimination, Retaliation and Section 2.31, Whistleblowers). Employees with concerns about a workplace issue are encouraged to promptly report such concerns through the appropriate reporting channels. Regardless, employees who elect to post complaints or criticism on social media platforms should avoid using statements or content that reasonably could be viewed as malicious, obscene, threatening or intimidating, that defames or disparages others, or that might constitute harassment. Examples of such conduct might include offensive posts meant to intentionally harm someone's reputation or posts that could contribute to a hostile work environment on the basis of race, sex, disability, religion or any other status protected by law or City.

Employees with questions regarding their social media obligations should consult Human Resources.

APPENDIX C:

TELECOMMUTE / REMOTE WORK POLICY

APPENDIX C: TELECOMMUTE / REMOTE WORK POLICY 22-04

1. PURPOSE AND BENEFITS

- This appendix establishes the City's rules, expectations, and procedures for telecommuting and remote work.

Department Directors shall manage their workforces in accordance with this policy and implement consistent and equitable remote work arrangements for eligible positions. Participation in the remote work program is at the discretion of the City; no employee is entitled to or guaranteed the opportunity to remote work. Remote work arrangements will not impact the delivery of public services and programs negatively.

2. APPLICABILITY

This policy applies to all City employees who have completed their new hire probationary period, unless authorized sooner by the department Director. Departments may have additional remote work rules or requirements to allow for the unique nature of work and/or specific operational requirements. All additional remote work rules or requirements are subject to approval by the Mayor or Designee. In the event any provision of this policy conflicts with an applicable provision of a collective bargaining agreement, the latter shall prevail.

3. DEFINITIONS

3.1 Remote Work: A formal work arrangement that allows an employee to perform work, during their approved work schedule, at a location different from their City worksite by using technology that allows access to normal work material (e.g., email, telephone, and electronic documents).

3.1.1 Regular Remote Work: An employee working one (1) or two (2) nonconsecutive days each workweek from a remote worksite instead of the City worksite. Nonconsecutive days requires at least one in-City workday between the remote workdays. For the purpose of this policy, the final workday of one week and the first day of the following week is considered consecutive (e.g., Friday and Monday). The maximum days out of office per week, including flex/off days is two (2) days unless otherwise authorized by the Department Head in concurrence with the City Administrator. Requires an approved Remote Work Agreement on file with the Human Resources.

3.1.2 Temporary Remote Work: An employee working from a remote worksite on an ad-hoc basis for short-term and/or for specific reasons (including health reasons, inclement weather, City business travel, or during emergency events). Temporary remote work must be approved in writing by the employee's supervisor and is on a case-by-case basis.

3.2 City Worksite: City Hall or other City-owned facility or location where the employee's office is located or where the employee is assigned to work on a permanent basis when not working remote.

3.3 Remote Worksite: The employee's home office or other designated workspace.

3.4 Reasonable Accommodation: A remote work arrangement may be approved as a form of reasonable accommodation provided the employee remains qualified for the job in question, is able to perform all essential lob functions while working remotely, and the arrangement does not pose an undue hardship to the City's operations. Human Resources facilitates the reasonable accommodation process and considers requests on a case-by-case basis.

4. ELIGIBILITY

Department Directors are responsible for determining whether a position is appropriate for remote work and whether the employee has demonstrated the characteristics needed to perform the essential functions of their job effectively from a remote location. Department Directors or the Mayor or designee can revoke a remote work arrangement at any time and at their discretion.

4.1 Position Considerations: When evaluating the suitability of a position for remote work, the Department Director should consider whether the position has some or all of the following characteristics:

- The essential functions can be performed remotely;
- It is primarily information-based and focuses on internal-facing tasks, such as writing, reading, research, phone calls, data analysis, and data entry;
- It is not primarily external-facing or service-based, such as positions that must be readily available on a face-to-face basis to address problems or to deliver services;
- It does not require ongoing access to equipment, materials, or files that can only be accessed at the City worksite;
- It does not require regular or routine in-person interactions with other City personnel, Contractors, or members of the public;
- Routine problems can be resolved independently; and/or
- The workflow can be controlled and work product measured.

The list above is not exclusive. The Department Director may consider other relevant factors when determining the suitability of a position for remote work. Externally facing positions requiring regular in-person contact/customer service or that rely upon specific equipment or supplies to work on-site may be excluded from consideration for remote work arrangements, or they may be considered for a more limited remote work schedule.

4.2 Employee Considerations: Certain employees may be better suited than others to manage the unique requirements of remote work. When evaluating a remote work request, directors should consider whether the employee has demonstrated the ability to:

- Prioritize work to meet deadlines;
- Accomplish job duties with minimal supervision;
- Understand their role and expectations;
- Able to solve problems with little oversight or direction;
- Be organized, highly disciplined and self-motivated;
- Communicate effectively with clients, stakeholders, and team members; and

- Manage time effectively.

The list above is not exclusive, and the director may consider other relevant factors when determining the suitability of an employee for remote work. The employee should also be able to meet the other requirements of this policy, such as the requirement to have a safe and suitable remote workspace that is free from hazards and interruptions and is equipped with the necessary tools and supplies to enable the employee to competently perform the job.

4.3 Other Considerations: The specific work required of a position or employee may change over time in response to seasonal workflow demands, staff team changes, special assignments, or other factors. Therefore, remote work arrangements may be appropriate at certain times and not others.

5. WORK SCHEDULE: MEAL AND REST PERIODS

Employees approved for remote work must follow the work schedule assigned by their supervisor. The number of hours worked per week does not change when following a remote work schedule. The rules around reporting of hours for overtime eligible or overtime exempt employees do not change when following a remote work schedule. The supervisor must approve any overtime in advance.

Nonexempt (overtime eligible) employees approved for remote work shall follow the City 's normal meal and rest period requirements. Across a regular workday, this typically includes one paid 15-minute rest period for hours of working time and an unpaid daily 30-minute meal period (see Section 2.32, Work Breaks/Rest Periods). Remote employees who are unable to take their daily rest or meal periods should promptly notify their supervisor. Supervisors should review timekeeping records to ensure rest and meal period expectations are being met.

6. LEAVE

Remote work is not a replacement for the use of leave. Remote employees are required to use leave as they would if they were in the office (e.g., usage of leave for sickness, personal or medical appoints, family or child care, etc.). A temporary remote schedule may be approved by the Department Director in lieu of sick leave and for qualifying reasons.

7. RESPONSIBILITIES

The following responsibilities shall apply in addition to the responsibilities covered elsewhere in this policy.

8. EMPLOYEES

8.1: Employees will be available to attend in-person meetings and other in-person reporting requirements as needed. Requirements for in-person attendance can override regular remote work schedules.

8.2: Remote workers must arrange with their supervisor for coverage of on-site job demands that arise on remote workdays. If this coverage cannot be achieved, they report to their city worksite. Remote work will not become a burden to co-workers who work in the office, and co-workers should not be expected to perform in-person essential job functions for a remote employee.

8.3 Employees who work remotely are expected to be available during their work hours via normal communication channels, including email, phone, and other City communication tools. It is up to the employee and supervisor to determine the communication strategy and outline it in the Remote Work Agreement.

8.4 Employees are expected to use good judgment and conduct themselves in a professional manner during all virtual interactions. This includes using appropriate language and content in chat functions (if enabled), ensuring background noises are minimized and non-disruptive, and virtual backgrounds are professional. Employees should dress appropriately to appear on video and be prepared to activate their video during calls.

8.5 Employees who work remotely understand they are required to meet the performance expectations of the position and abide by all City policies, procedures, and rules that govern their employment with the City. In addition, employees must read and understand the requirements listed in this policy and the Remote Work Agreement.

9. SUPERVISORS

9.1 The supervisor shall set expectations for the employee related to the remote work arrangement and job performance. Expectations for timely completion of work to established standards, attendance at meetings, responsiveness to customers, and other performance criteria are the same for remote work and on-site employees. Supervisors will apply the same performance standards to employees regardless of work location.

9.2 The supervisor must review the employee's work product regularly to ensure expectations are continually being met.

9.3 The supervisor should coordinate with supervisors in other departments when setting remote work schedules to ensure the number of staff remote work on each day of the week is relatively constant.

10. REMOTE WORKSITE

10.1 Safety: Employees are responsible for ensuring the work environment is safe and free from hazards, regardless of the work location.

10.2 Workspace: The employee must have a working environment that is free of interruptions and distractions. Remote work is not a substitute for child or other dependent care. Remote workers shall make or maintain childcare, adult care, or similar personal arrangements to permit concentration on work assignments during agreed upon work hours. As stated elsewhere in this policy, a remote work arrangement is not an acceptable substitute when an employee otherwise needs leave.

10.3 Meetings: Remote workers will not hold in-person business visits or meetings with professional colleagues, customers, or the public at the remote worksite. Remote workers are encouraged to hold meetings at City facilities but may utilize other settings that are appropriate for the type of business being conducted (for example: a job site or coffee shop).

10.4 Location: Remote workers may be called to report to their City workspace on a regularly scheduled remote workday; therefore, all employees must reside in Washington State and their remote worksite must be within a reasonable distance to their City worksite to respond to workplace reporting requirements.

Employees may remote work from alternate locations outside their remote worksite, provided those locations are also within a reasonable distance to their City worksite and meet the other requirements of this policy. Employees wishing to temporarily remote work from locations outside a reasonable distance to their City work site shall obtain prior approval from their supervisor.

"Reasonable distance" will be determined by the department director based on departmental business needs.

10.5 Out-of-State & International Work: Temporary travel outside of Washington State or internationally while remote working shall be at the Department Director's discretion. Before approving a request under this subsection, the Department Director shall consult with the City Administrator and Mayor or designee on the proposed remote work location and with I.T. on technology needs and security. The Department Director shall have the authority to temporarily modify the employee's regular remote work schedule to allow the travel to occur.

The approval or denial of a request under this subsection shall be in writing. Approval of a request under this subsection shall set forth the duration of the out-of-state or international travel. If the employee is traveling to a time zone outside of the Pacific Time Zone, approval of a request under this subsection shall specify the portion of the employee's workday that must be worked within the City's local business hours of Monday through Thursday 10:00 a.m. to 2:00 p.m. Before leaving for international travel, employees must also have an approved International Travel Technology Safety Approval form, which is available from Human Resources upon request.

Under normal circumstances, the City will not approve an out-of-state or international remote work arrangement that will obligate the City to incur ongoing external business licensing/registration or taxation requirements. An employee who is approved to temporarily telecommute from out-of-state is highly encouraged to seek professional advice on the potential impacts of any employee taxes and deductions required because they work out of state.

11. INSPECTION

When approved for remote work, an employee's remote workspace is considered an extension of the City workspace. To ensure safe working conditions exist, upon notice to the employee the City retains the right to make on-site inspections at mutually agreed upon times.

Additionally, in case of injury, theft, loss, or legal liability related to remote work at the alternate work site, the employee must allow agents of the City to investigate and/or inspect the remote worksite.

12. REMOTE WORK EQUIPMENT CITY RESPONSIBILITIES

The City shall provide the following equipment and services that support the employee's ability to remote work effectively:

- A City-issued computer, monitor, and peripherals;
- Access to software and City systems necessary to perform the job duties;
- General office supplies (such as paper and pens);
- Routine maintenance and repair of City-issued equipment; and
- Any other specialized equipment needed to complete the employee's standard work or for reasonable accommodation.

Additional equipment that an employee needs for their remote workspace requires the approval of the department director on a case-by-case basis.

13. EMPLOYEE RESPONSIBILITIES

Unless otherwise stated in this policy, all other costs such as internet service, utilities, furniture, insurance, homeowner's insurance, and other unapproved out-of-pocket expenses are the responsibility of the employee.

14. REPAIRS

The City will repair and maintain any equipment owned by the City. If technical support cannot be provided remotely, the employee is responsible for safely transporting such equipment to their City worksite for repair or maintenance. Employees are responsible for the maintenance and repair of their personal equipment.

15. SECURITY & CONFIDENTIALITY

The employee must ensure that City-owned equipment will be well cared for, secure, not used by anyone other than employee, and returned when no longer needed.

16. WORK TRAVEL

16.1 Commuting vs. Work Travel: When an employee is required to report to the City worksite at the beginning of their scheduled remote workday, the travel time between the employee's remote worksite and the City worksite will be considered their normal commute and the time will not be compensable; similarly, if an employee ends their scheduled remote workday at the City worksite, the drive home afterward is their normal commute. In addition, when an employee has the discretion to travel between the remote worksite and the City worksite across the regular workday, and the employee is completely relieved of duties and free to engage in personal activities (such as running errands, stopping for a meal, or other personal tasks before resuming work), then the travel time between locations is unpaid.

In contrast to the above, when an employee begins their scheduled remote workday by performing work at the remote worksite and is then required to report to the City worksite mid-shift, the time spent traveling between the remote worksite and the City worksite will be considered hours worked. If the employee then returns to the remote worksite to complete their scheduled remote work shift, the time spent traveling between the City worksite and the remote worksite will be considered hours worked, provided the employee proceeds directly to the remote worksite without any interruptions for personal activities. Employees who need to travel between locations mid-shift should consult with their supervisor to minimize compensation for the travel time.

C.17.2 Use of Personal Vehicles for City Business: Please see the City's Vehicle Usage Policy in Appendix F for information on the use of personal vehicles for City business.

17. WORKERS' COMPENSATION

An employee's work-related injuries at the remote worksite, during agreed-upon working hours, are covered by Workers' Compensation. Employees are required to report any work-related illness or injury to their supervisor immediately.

Worker's Compensation does not apply to non-job-related injuries that occur in an employee's home or injuries sustained during a commute trip in the employee's personal vehicle; and it does not cover claims for injuries to third parties, including members of the employee's family, or damage to property that occurs on the telecommuting employee's premises.

18. EMERGENCIES

In the event of a federal, state, or local declaration of emergency, stay-at-home order, or other emergency, the City Administrator or Mayor may temporarily waive certain requirements of this policy to ensure employee safety and continuity of operations.

19. REMOTE WORK AGREEMENT

As a pre-condition to regular and ongoing remote work, eligible employees shall review and sign a Remote Work Agreement to certify their understanding of, and agreement with, the terms of this policy. Completed Agreements shall be submitted to HR and include:

- The expected days of the week the employee will be remote work;
- The address of the employee's expected remote worksite (usually the employee's home), plus any regular alternative work sites; and
- The work expectations of the remote work employee and any specific safety and security responsibilities.

The Remote Work Agreement is not a guarantee of employment and can be terminated at any time by either the City or employee. A remote work arrangement will not be allowed to continue if it is detrimental to work quality, customer service, the work unit, or the organization. In situations where an employee develops performance or behavior concerns, a remote work arrangement is subject to discontinuation to ensure in-person supervision and direction.

20. APPROVAL PROCESS

The supervisor and employee must complete and sign the Remote Work Agreement before sending it to the department director for review. The Director must sign and submit the Agreement to HR for review prior to the agreement taking effect.

21. CHANGES

Supervisors and employees should review the Remote Work Agreement on a regular basis. For new Agreements, review will occur every three (3) months for the first year and annually during the performance

review process thereafter. Agreements should be reviewed immediately in instances where performance concerns are identified. If the Agreement is changed, the supervisor and employee will sign the updated Agreement and send it to their department director. The Director must sign and submit the updated Agreement to HR for it to take effect.

22. TERMINATION

Supervisors have the responsibility to evaluate Remote Work Agreements and determine if termination of an Agreement is necessary. The supervisor shall forward their recommendation to terminate an Agreement to the department director who will make the final determination. The reason for the termination must be documented and submitted to HR prior to the effective date of the termination. It is recommended that two (2) weeks' notice be given when possible, to allow the employee to make appropriate arrangements.

An employee has no property or vested right to remote work and does not acquire such a right by being provided the opportunity to remote work for any period of time.

APPENDIX D:

Travel and Meal Policy

APPENDIX D: TRAVEL AND MEAL REIMBURSEMENT POLICY

1.01 PURPOSE

To establish a policy and procedure related to obtaining travel and training authorization, advance travel funds, and expenditure or reimbursement authorization for expenses incurred in conduct of City business.

1.02 DEFINITIONS

1.02.01 Conference: Examples may include, but are not limited to, a seminar, symposium, lecture, academic program, forum, or convention associated with a league, association, alliance, etc. Can be interpreted to include any formal training session typically attended by an audience from a wide geographic area and organized by a regionally or nationally known entity.

1.02.02 Eligible Meals: Meals which are sufficiently related to work that the cost will be paid by the City.

1.02.03 Employee: References to "employee" can also be interpreted to include all other authorized personnel associated with the City.

1.02.04 Hosting: For regulatory purposes includes but is not limited to those activities that are intended to lobby or influence any elected official, governmental official or vendor and are normally social rather than a governmental business event and further normally includes expenditures for meals.

1.02.05 Ineligible Expenses: None of the following expenses shall be paid by the City: employee reimbursements should not include expenses paid for by any other organization, alcoholic beverages, tobacco, valet services (except as noted in 1.06.04), meals or lodging accommodations for family or guests, any travel expenses for candidates for open positions (unless authorized by the Mayor in certain circumstances for Director or City Administrator recruitments), mileage if traveling as a passenger in a privately owned car, personal vehicle insurance, trip insurance, hosting, or any other personal expenditure for entertainment or other purposes.

1.02.06 Meal Periods:

TRAVEL STATUS	TIME PERIOD	MEALS(S) REIMBURSABLE
If Travel Status begins:	Before 8:00 AM	Breakfast, Lunch, Dinner
	Between 8:01 AM – 2:00 PM	Lunch and Dinner
	Between 2:01 PM – 6:00 PM	Dinner

TRAVEL STATUS	TIME PERIOD	MEALS(S) REIMBURSABLE
If staff member comes off Travel Status by returning to the official duty station or residence:	Before 12:00 NOON	Breakfast
	Between 12:00 NOON – 6:00 PM	Breakfast and lunch
	After 6:00 PM	Breakfast, Lunch, Dinner

1.02.06 Per Diem Rates: Per diem rates are rates established by City Council for reimbursement or advance payment for eligible meals in lieu of actual expenses incurred. Per diem rates for eligible meals will

follow the federal General Services Administration ("GSA") Table and vary by location: https://www.gsa.gov/travel/plan-book/per-diem-rates.

1.02.07 Travel Advances: Travel advances are used to cover the costs of expenses while on approved City business. It is up to the discretion of the supervisor to grant an advance of travel.

1.03 TRAVEL POLICY

1.03.01 Policy Intention: It is the policy of the City of Snoqualmie to reimburse elected and appointed officials, employees, and members of boards and commissions for their reasonable expenses actually incurred in the conduct of their business for the City. Generally, eligible expenditures include travel, meals, and lodging incurred by the individual while away from the City and necessitated by City business. Authorization for the use of a City credit card or purchasing card, or for reimbursement or advance payment for such necessary and reasonable expenses, will be made subject to the rules herein by application and upon compliance with this policy and with Chapter 42.24, Revised Code of Washington. Such expenditures will be consistent with the best interests of the City.

1.03.02: Travel Time: Any excess travel time beyond the time reasonably necessary for City-related business travel will either be unpaid time or charged to the employee as accrued paid leave (e.g., PTO, vacation, etc).

1.03.03 Advanced Travel:

A. Travel advances are approved on a discretionary basis at the Department Head level and should not be used on a regular basis. Under most circumstances the City prefers a post-travel reimbursement system (as outlined below) or paying for the costs of City travel upfront through a City credit card.
   a. All advances must later be accounted and reconciled on an "Expenses to be Paid" form. Attachments of all receipts or copies of receipts are required before submitting the form to the City's Finance Department.
   b. All receipts submitted to the City must be accounted for and itemized. Non-itemized receipts and missing receipt forms will not be accepted for travel advances.
   c. Advance expenses that do not include itemized receipts must be reimbursed to the City by the employee.
B. Advances must only be requested through a pre-approved employee reimbursement form, as well as an approved "Request to Attend Training/Conference" form.
C. Advances will be processed no earlier than three weeks before the professional development or other City-business related travel
D. Advances shall only cover mileage and per diem.
E. Hotel expenses will never be advanced; if the employee does not have a City credit card issued to them, they can work with their supervisor to cover hotel expenses before traveling.
F. Travel advances are considered liens against any amount owed by the City to the employee. Any amounts in default must be withheld by the City from funds owed to the employee.
G. Any violation of the travel advance privilege will include prohibition of the employee or city official from future advances.

1.04 TRAVEL PROCEDURES AND REIMBURSEMENT

1.04.01 Eligible Travel and Required Approvals: Eligible travel must always relate to City business and shall include, but not be limited to, emergency-related activities, education, training, professional development, local/regional/ state meetings including legislative or similar meetings, local state and national conferences of related trade or as authorized by City Administrator or designee, professional organizations business meetings, meetings with other local officials and agencies, meetings with other cities and counties, meetings with City vendors and/or prospective vendors, or other business as approved by the Mayor. Approval for travel shall entail the following:

A. The employee's supervisor must approve the time available for the requested travel purpose and can deny the request based on City need, deadlines, scheduling, budget constraints, staffing constraints, or other reasons related to the business of the City.
B. Attendance at a conference or training by employees must be approved in advance on a "Request to Attend Training/Conference" form with all approval signatures, including the Department Director.
C. The supporting documentation for the "Request to Attend Training/Conference" form must include the following:
    1. Date, title, and schedule/detailed description of the training or conference.
    2. Hotel estimate with detailed nightly rate, applicable discounts, description, etc.
    3. Airfare quote/estimate (if necessary) or other transportation estimate such as rail, bus, city vehicle, or personal vehicle.
    4. Any overtime that may be incurred because of the travel occurring outside an employee's schedule.
D. Receipts for all City expenses must be retained by the City employee or official and submitted for reimbursement or documentation of expenses. Clear pictures or photocopies of receipts are sufficient to submit reimbursement or documentation of expenses.
E. Travel that occurs by an employee or City official that is not pre-approved will be the full responsible of the employee or City official. Any expenses incurred by the City will be reimbursed by the employee, and any lost time from work will be covered by accrued paid leave, as needed.
F. All reimbursable travel-related expenses should be submitted to the City's Finance Department for review and payment within thirty (30) days from the date of travel. Reimbursement requests not submitted within this deadline are subject to denial.
G. When a mayor authorizes reimbursement for Director or City Administrator recruitment candidates the following are allowable expenses
    a. One night economy lodging
    b. Airfare coach/main/economy round trip ticket cost
    c. Standard size car rental or other comparable transportation options
H. Personal purchase or spousal costs during the authorized travel are not allowable expenses.
I. Any transportation, lodging, meal or expenses incurred above and beyond the policies outlined in 1.05.01-1.05.03 are not allowable expenses.

J. If there is a non-permissible expense, the employee agrees to reimburse the City for the unallowable expense within 30 days of receiving notice.

1.05 ELIGIBLE TRAVEL EXPENSES

1.05.01 Air Transportation

A. Airfare must be booked in no fare class higher than Main Cabin/Economy /coach.
B. Employees and City officials are encouraged to avoid booking Basic Economy or Saver when possible due to the restrictions and limitations of those fares.
C. Employees may maintain Frequent Flyer membership with any airline at their own expense; however, participation in these programs must not influence flight selection that would result in any cost to the City beyond the lowest available airfare, as required by this policy
    a. Employees will not be reimbursed for a monetary value when mileage/points from these programs are used to book flights for City business.
D. City employees and officials can upgrade their fares, seats and purchase food and beverage at their own expense.
    a. If the original purchase was processed on a city card, thus causing the upgrade to be charged to the original purchase card, the upgrade is not allowed. Any additional charges must be made on the employee's personal card.
E. Payment for air travel shall be at actual cost from Seattle/Tacoma or Everett/Paine Field airports to destination and return.
F. City employees and officials are encouraged to book airfare for schedules that are most convenient for City business (e.g., non-stop flights, morning flights the day of a conference, evening flights after the end of a workday, etc.) even if the price incurred is higher than "non-convenient" airfares, and reasonably priced.
G. If changes in travel plans occur that are the result of City business requirements (i.e.. delays in departures, cancellations, extended stays and/or City meetings and businesses necessitating changes in booked itineraries), any associated costs shall be paid by the City. Employee or official initiated change costs shall be paid by the employee.
H. The City will provide the cost for one checked bag for the employee or official, not to exceed $50 per one-way segment. Excess baggage may be necessary for some positions and require advanced approval.
I. Inflight internet service for business use is reimbursable as long as advanced approval is received.
J. Any increase in cost of travel due to personal convenience (extended trip for vacation, changes for family or personal reasons, etc.) will be the responsibility of the employee/official and will not be charged to any city purchasing card.

1.05.02 Ground Transportation

A. City employees are encouraged to use City vehicles when available for non-overnight trips when possible, and especially for trips within a 75-mile driving-distance radius (one way) from Snoqualmie City Hall.

B. Trips made in a personal vehicle for City business within a 30-mile driving-distance radius (one way) of Snoqualmie City Hall are not eligible for mileage reimbursement when a City vehicle is available. If a City vehicle is unavailable, the employee is eligible for mileage reimbursement for use of a personal vehicle, regardless of the distance traveled.
C. At their option, employees may use a personal vehicle for out of the area (75 mile driving distance radius from Snoqualmie City Hall) and overnight travel and shall be reimbursed the prevailing mileage rate set by the Internal Revenue Service. Such reimbursement shall be the lesser of published regular economy airfare to and from Seattle-Tacoma or Everett/Paine Field Airports or actual mileage destinations.
D. Eligible mileage reimbursements are to be calculated based off of City Hall or the employee's home residence, whichever is closer to the destination.
E. Toll reimbursement- City employees and officials can submit itemized receipts for tolls incurred for travel on official City business including Good to Go lanes as well as toll bridges.
F. Canadian travel- Travel to Canada is treated with the same approval process as domestic United States travel. Car travel to British Columbia or Point Roberts, Washington when on approved City business should be with a personal vehicle and is not permitted with a City fleet vehicle.
G. Ferry travel with a private vehicle is permitted in Washington and British Columbia on official City business at the published rates found at the following: https://wsdot.wa.gov/travel/washington-state-ferries or https://www.bcferries.com/routes-fares.
H. Ferry Travel with a City vehicle within Washington is permitted, as long as it is the most time and distance-convenient route to the destination.
I. Transportation to/from the airport/airport parking
    a. The employee should determine the most economical and suitable mode of transportation.
    b. An employee may request reimbursement for personal vehicle milage using the Internal Revenue Service (IRS) standard mileage rates and the airport parking expenses. Employees are permitted to submit for parking reimbursements for personal or department issued vehicles for airport parking for the days they are travelling for City business. Parking ticket and/or confirmation and receipt are required for reimbursement.
    c. Employees and City officials may use Uber, Lyft, and other carshare services when convenient. Receipts are required when submitting for reimbursement of these services.
J. Car Rentals are reimbursable expenses and shall be for compact/economy size vehicles unless business needs call for a large vehicle. Car rentals are authorized only if the cost of public transportation or taxi/rideshare services is not practical or economical. Department heads must preapprove this expense.
K. Does not apply to take home vehicles.

1.05.03 Lodging and Overnight Travel

A. Reimbursement of lodging costs for City employees and officials within a 75-mile driving distance radius of the City is prohibited at all times, with the exception of City Administrator approved exceptions to be made in rare circumstances.

B. Cost of hotel for conferences, meetings, training, and out of area staffing requirements is eligible for reimbursement. If the hotel is booked through a conference or training registration, please submit the attached forms with the conference registration reimbursement materials.
C. Hotel costs should be made at the government rate when available. Effort should be made to stay at the conference hotel or recommended hotel. If not provided, consideration shall be given to a balance between location and cost. Additionally, please adhere to the maximum federal GSA rate of each jurisdiction at the following table: https://www.gsa.gov/travel/plan-book/per-diem-rates.
D. If hotel costs are not available at the per diem rate, please submit pre-approval to your supervisor for authorization through the Human Resources.
E. Hotel costs above the GSA table rate shall be paid by the attendee unless approved by the Department Head prior to the event.
F. Airbnb or other short term rental platforms are acceptable lodging options so long as it doesn't cost more than other hotel options. These reservations should be approved by City Administrator or HR.
G. Canada Travel- Canada travel is authorized per approved conference rates or the State Department per diem hotel rates when, available: https://aoprals.state.gov/web920/per_diem.asp.

1.05.04 Meals and Incidentals (In Travel Status):

A. City employees and officials are permitted to request per diem for meals and incidentals up to the maximum per diem rate for the location of the conference or training as included on the following GSA table: https://www.gsa.gov/travel/plan-book/per-diem-rates.
B. Conference-included meals and partial-day conferences and trainings will have their respective expenses deducted from the total reimbursement that the employee is eligible (for example, a conference with breakfast and lunch included would permit the employee only to expense the total of dinner plus incidental expenses per day).
C. Travel to and from the conference qualifies for per diem and the GSA rate should be based on where the employee is at during that meal period.
D. Canada travel- Canada travel will follow the same policy as domestic travel with the exception of following the State Department Canada table for maximum daily reimbursements: https://aoprals.state.gov/web920/per_diem.asp.
E. Additional meals and extra fees such as banquets, sponsored-dinners concerts, and other conference-related activities without keynote speakers and sessions that are not included in the standard registration fee are not considered to be reimbursable expenses, and should be paid for separately by the employee on a personal card. Political campaigns and fundraisers are not eligible City expenses.
F. The purchase of alcohol and any cannabis or CBD related items with City funds is prohibited at all times.

1.06 MEAL EXPENSES: NON-TRAVEL STATUS

1.06.01 Appropriate uses: Light refreshments, snacks, coffee, and non-alcoholic drinks are authorized for City Council, boards, commission, and staff conducting official City business on a discretionary basis and

as approved by the supervisor, department heads and Human Resources under the following criteria only:

1. Nonrecurring meetings lasting one and a half (1.5) or more hours.
2. Quarterly staff meetings and recognition activities, either City-wide or by department.
3. Non-routine graveyard shifts.
4. Business meetings with vendors and staff.
5. Regional meetings for Snoqualmie Valley Government Association, Association of Washington Cities and Puget Sound Regional Council and or the like on an infrequent basis.
6. Training meetings pertinent to City Business.
7. Disaster / emergency events.
8. Employee related wellness event(s), no more than once per quarter.

1.06.02 Restrictions on Meal Purchases

A. Food provided at City Hall or City events should be purchased from a vendor within City Limits or within the Cities of Duvall, Carnation or North Bend where the City has interlocal agreements.
B. Non-Travel related meals provided to City employees and officials should not exceed per diem rates (including tax and gratuity) per person, or $10 per person for Wellness events(s).
C. Meals may be provided when staff are expected to be working through their meal period addressing business needs. Department heads must approve this purchase.
D. Meals should not be purchased for retirements, birthdays, anniversaries, illness or bereavement.
E. Members of the public should not be provided meals from the City with the exception of Town Hall, Community Outreach meetings, organizational network meetings (that facilitate professional connections), professional development meetings and/or other special events including interview panels that require working meal periods.
F. Tipping over 20% on food purchases; 15% on Uber or non-restaurant delivery purchases.
    a. If gratuity is automatically added, tipping in addition thereof is unallowed.
G. All alcohol, cannabis and CBD purchases are prohibited with a City credit card or purchasing card at all times.

1.07 CITY-ISSUED CREDIT CARD AND PURCHASING CARD USE FOR TRAVEL

1.07.01 Authorized Credit Card and Purchasing Card Uses

A. All credit card users must be on the approved purchaser list maintained by the Finance Department. The Department Head must fill out and sign the required form for all new credit card and purchasing card requests.
B. City Issued Credit Cards may be used for the following expenses:
    1. Conference and training registration fees (upon approved Request to Attend Conference/Training form).
    2. Airfare, rental car, rideshare services including Uber and Lyft, Parking, incidental expenses and hotel costs as outlined in 1.05.01-1.05.03.

C. Users must keep the receipts and supporting detail for each credit card transaction; It is permissible, and Finance will accept clear photos of receipts as well as email receipts.

1.08 TRAVEL POLICY VIOLATIONS

A. Misuse of the general travel policies of the City may result in disciplinary action as outlined in the City Personnel Manual, based on the severity and frequency of the situation.

APPENDIX E:

Employee Recognition Policy

The City of Snoqualmie recognizes that its employees are the organization's most important asset and resource for providing quality public services to the citizens of Snoqualmie, and the City also recognizes that there is a tradition of hard and often exemplary work and dedication to public service among its employees. The City of Snoqualmie wishes to support and encourage the continuation and growth of this tradition and to properly recognize and express its appreciation to its employees as a group and individually, citywide and in all departments, and

Consistent with the commitment of the City Council of the City of Snoqualmie to strive to provide the best municipal service to the citizens and customers of the City, it is important that the employees share that commitment, and in addition to recruiting and hiring talented and high quality employees, recognition of hard work by City employees and innovative approaches to the tasks of City employees helps to (1) develop good morale and continued efforts to work hard, (2) work towards the City Mission, Goals, and greater efficiency, productivity, and outstanding Customer Service, and (3) promote longer retention of the talented and high quality employees of the City, and

Purpose

To provide for a recognition program for exceptional employee performance and/or actions which represent a significant contribution to the City. To establish procedures and guidelines under which City funds can be utilized for the purpose of employee recognition.

Definition

For purposes of this program/policy, employee recognition means any award, token of appreciation, prize, meal, entertainment or event that is intended specifically to promote good will, foster a sense of pride in affiliation with the City, promote safety, productivity, reliability, efficiency, dedication, commitment to the community and/or cost savings for the City among City employees.

Policy

Exceptional work performance and/or service to the community serves as a role model for other employees and often leads to improved morale and productivity among others in a work unit. This in turn contributes to the overall success of the City in meeting the community's goals and objectives. The City Council, Mayor, City Administrator and Department Heads appreciate and recognize the value of exceptional employee performance that contributes to improved service, quality, productivity, and/or actions that are beneficial to the community. This program is established to provide a process for such employee recognition.

Procedures

Informal employee recognition may take many forms, such as an in-person or written "thank you," a commendation to the employee's personnel file, assignment to a special project, allowing an employee to present his/her work to others, recognizing the employee's work at a staff meeting, additional training or professional development or other similar forms of recognition. While Department Heads and Supervisors frequently acknowledge and commend employees for good performance, the following formal recognition program will additionally be made for exceptional work performance and/or service to the community.

Annual Employee Recognition Celebration

The City shall celebrate and recognize employees for meritorious achievements, the previous years' service efforts to the community, and individual employee's length of service at an annual event.

Snoqualmie Public Service Award

Employees are eligible to receive a Public Service award upon completion of 5, 10, 15, 20, 25, 30, 35, and 40 years of service with the City of Snoqualmie and shall be honored and recognized by their Department Head and Administration. Human Resources is responsible for ordering the awards and assisting the Department Head to arrange for appropriate recognition at the annual event or at a City Council meeting. Upon retirement from city employment, the Department Head will work with Human Resources to organize appropriate recognition. The cost of this recognition event is not to exceed $200 per employee.

Excellence in Public Service Award

The City Administration may celebrate and recognize City employees for excellence in public service for the following:

- Extraordinary effort and/or continuous excellence in service to the public
- Implementation of innovative and practical new work methods, programs or cost-saving solutions that have a substantial impact on improving service and efficiency
- Outstanding professionalism and competence in completion or implementation of a project with significant benefit to the community or organization
- Consistent and outstanding performance at work (employee regularly finds "a better way to do it, is a problem solver, expediter, assists others do their jobs better or serves as a mentor, teacher or role model for others)
- Exceptional community volunteerism with a positive impact on the lives of others
- Heroism in response to an emergency situation
- Other meritorious performance or actions of a similar nature

A co-worker, Supervisor, Department Head or citizen may nominate an employee (or a group of employees) at any time for an Excellence in Public Service Award. A written nomination form noting the recommendation for an award and highlighting the positive contributions of the performance are to be submitted to Human Resources. The Award Review Committee shall consist of Human Resources, City Administrator and the Mayor. The final decision to recognize an employee under this program shall be as determined by the City Administrator and the Mayor. Awards shall generally be presented at the annual Employee Recognition Celebration and/or a department meeting.

Annual Employee Morale Summer Celebration

The City shall recognize and celebrate the city's dedication to employee wellness and a commitment to maintaining a healthy workforce and morale.

In no event shall the total of all award/gifts received by an employee exceed the non-taxable limit as set by the Internal Revenue Service.

APPENDIX F:

VEHICLE USAGE POLICY

APPENDIX F: VEHICLE USAGE POLICY

PURPOSE

The City recognizes that proper care and operation of vehicles driven on City business is essential to the safety and welfare of its employees, and to the safety of persons and property of the general public. This policy establishes City programs and practices that promote and support a safe working environment and the safety of the general public, and demonstrates compliance with state and federal motor vehicle operation standards.

1.0 VEHICLE USAGE POLICY

1.1 Policy: It is the policy of the City to provide vehicles for business use, to allow employees to drive on City business, and to reimburse employees for business use of personal vehicles according to the guidelines below.

The term "vehicle" as used in these guidelines include, but is not limited to, cars, trucks, and vans.

1.2 Procedures and Expectations:

1. Employees may not operate any vehicle without prior approval of their supervisor. Before approving an employee to drive and periodically throughout each driver's employment, each supervisor shall verify that the driver has a valid driver's license .
2. Any employee approved to drive on City business, or as part of their regular City duties, shall inform his/her/their supervisor immediately of any changes that may affect either their legal or physical ability to drive, or their continued insurability. This includes, but is not limited to, the following:
    a. the suspension or revocation of the employee's driver's license or commercial driver's license ("CDL");
    b. imposition of an ignition interlock requirement;
    c. arrest for suspected driving under the influence (DUI);
    d. conviction of a misdemeanor, gross misdemeanor, or felony crime involving the employee's operation of a vehicle;
    e. the determination of any civil infraction that may render the employee unable to drive;
    f. use of a prescription or other over-the-counter medication known to affect a person's ability to operate a vehicle, and/or development of any physical or mental condition known to affect a person's ability to operate a vehicle; and
    g. or any other limitation upon the employee's legal ability to operate a vehicle

Employees are not permitted, under any circumstances, to operate a City vehicle, or a personal vehicle for City business, when any physical or mental impairment causes the employee to be unable to drive safely. This prohibition includes, but is not limited to, circumstances in which the employee is temporarily unable to operate a vehicle safely or legally because of injury, illness, or medication.

3. Employees in positions requiring regular driving for business as an essential job function must, as a condition of initial hiring and as a condition of continued employment, be able to meet driver approval standards set forth in Section 1 above. For job positions that require periodic rather than regular driving for City business, driver approval standards must be met prior to the employee's initial trip, and continuously thereafter as a condition of continued employment.
4. Employees who drive, in addition to meeting driver approval requirements in Section 1 above, exercise due diligence, drive safely, wear a seatbelt, and maintain the security of the vehicle and its contents at all times.
5. Non-employee, non-business passengers are prohibited from riding in City vehicles without prior approval. Non-employee, non-business passengers are prohibited from riding in the employee's personal vehicle, without prior approval, when the vehicle is being used for City business.
6. **When no City vehicles are available,** employees may use their own vehicles for business purposes with prior approval of a supervisor. Auto liability coverage follows the vehicle, therefore, the employee's personal auto insurance is primary, and City's liability coverage is excess. Employees who use their personal vehicle for approved business purposes will receive a mileage allowance equal to the Internal Revenue Service optional mileage allowance. This allowance is to compensate for the cost of gasoline, oil, depreciation, and insurance. Therefore, employees who operate personal vehicles for City business should obtain auto liability coverage for bodily injury and property damage and any other required coverage determined by the employee's personal auto insurance agent or broker.
7. Employees must report any accident, theft, or damage involving a City vehicle to their supervisor, Fleet Manager or the Personnel Department, regardless of the extent of damage or lack of Injuries. Such reports must be made as soon as possible but no later than forty-eight (48) hours after the incident. Employees are expected to cooperate fully with authorities in the event of an accident.
8. The City has a zero tolerance policy prohibiting employees from operating a City vehicle or any personal vehicle while on City business while using, consuming or under the influence of or after using alcohol, illegal drugs, prescription medications and over the counter medications that may affect their ability to drive.
9. Employees shall not smoke or allow others to smoke in any City vehicle.
10. Employees are personally responsible for all tickets, citations, or infractions issued for moving violations or parking violations while using a City vehicle or a personal vehicle for City business. Employees must advise their supervisor within three (3) business days of the issuance of any such tickets, citations, or infractions.
11. Employees shall obey all safety laws and regulations while operating a City vehicle or a personal vehicle on City business. This includes the proper use of seat belt, the prohibition on using cell phones without a proper hands free device, and all other applicable traffic laws.

2.0 VEHICLE DRIVER STANDARDS

2.1 Policy: It is the policy of the City of Snoqualmie to verify that all employees who operate any vehicle within the course and scope of employment meet all licensing, driving qualifications, fitness and training requirements. Employees holding jobs which require regular driving for business must, as a condition of employment, be able to meet the driver approval standards at all times. For other jobs, driving may be considered a non-essential function of the position.

2.2 Procedures and Expectations

1. Employees must receive prior written authorization from management before driving on City business. The City may obtain and evaluate a copy of an applicant's Abstract of Driving Record (ADR) as part of the application process for employees who drive on City business. The City may periodically obtain and evaluate ADRs to determine whether employees continue to meet driver standards. An employee's failure to meet driver standards may result in suspension of the employee's driving privileges and/or termination of the employee's employment. Depending on the nature, severity, and frequence of driving infractions and/or criminal violations, and an employee's participation in remedial training, an employee's supervisor may, at his/her/their discretion, reverse suspension of driving privileges with City Administrator or Mayor approval.
2. Drivers must maintain a valid Washington state Driver's License, including a Commercial Driver's License (CDL) when required of the position, and must carry the license with them when operating a City vehicle and when driving a personal vehicle on City business.
3. Drivers must immediately notify their supervisor of any suspension, revocation, or cancellation of their driver's license. For purposes of this section, "immediately" means on the same day the suspension, revocation, or cancellation is issued.
4. Drivers must immediately report any accident that occurs while operating a vehicle on behalf of the City.
5. Drivers must not text or e-mail when driving on City business. Drivers may only talk on the phone if using a Bluetooth or other hands-free connection.

Driver Orientation & Training

1. All employees who have or obtain a commercial driver's license ("CDL") and/or operate a vehicle within the course and scope of employment must successfully complete a driver orientation within two (2) months of being placed in a driving position.
2. The driver orientation may be conducted by a supervisor or manager and must include the following elements:
    - ❑ Provide a copy of the Vehicle Usage Policy and the Drug & Alcohol Policies
    - ❑ Review expectations for driving while on City business
    - ❑ Explain process for reserving, fueling, and maintaining a vehicle
    - ❑ Indicate location and type of available vehicles for employee use
    - ❑ Provide training on operation of any non-standard vehicle features
    - ❑ Where job duties require it, provide training on how to hook up trailers, load/ unload vehicles, and properly secure a load
    - ❑ Review accident reporting and investigation procedures, including where to find city Accident Report Forms and Coverage Cards (in the glove box of most vehicles)
3. Following completion of the orientation, an employee driver must complete, sign, and obtain his/her supervisor's signature on the following acknowledgment:

I certify that _____ has received a driver orientation
(Employee Name)
and understands the policies and procedures listed above.

_____ _____
(Employee signature) (Supervisor signature)

_____ _____
(Date) (Date)

APPENDIX G:

DRUG & ALCOHOL POLICY

APPENDIX G: DRUG & ALCOHOL POLICY

The City of Snoqualmie is committed to protecting the health, safety and well-being of its employees and all individuals who come into contact with the City's employees and workplace. In addition, the City strives to create and maintain a productive and efficient work environment in which all employees have an opportunity to thrive and be successful.

Recognizing that drug and alcohol use and abuse can pose a serious threat to these goals, the City of Snoqualmie is committed to providing a drug and alcohol-free workplace for all of its employees. This policy is in accordance with Chapter 296-800 of the State Administrative Code (WAC) and with the federal Drug Free Workplace Act.

This policy applies to all employees of the City. Employees who are required to maintain a Commercial Driver's License (CDL) are also subject to the City's Drug and Alcohol Policy for DOT Employees (Appendix H).

Policy/Procedure

The City of Snoqualmie strictly prohibits the following in the workplace, on City property (including in City vehicles), or on City work time:

- the use, sale, distribution, manufacture or possession of alcohol or drugs (including marijuana, recreational or medicinal, and other drugs included in Schedule I or II of the federal Controlled Substances Act) or drug paraphernalia;
- the unauthorized use or distribution of prescription drugs;
- the use of any legally obtained drug (prescriptions or over-the-counter medications) when such use may adversely affect an employee's job performance, their safety of the safety of others, or any combination thereof;
- reporting to work or working while under the influence of alcohol or drugs (including marijuana, recreational or medicinal, and other drugs included in Schedule I or II of the federal Controlled Substances Act).

Prescription and Over-the-Counter Medication

The possession and use of medically prescribed or over-the-counter drugs during work hours is permissible, subject to certain conditions. The employee shall have no obligation to inform the City of such use unless, according to a warning notice or the input of a qualified medical professional or pharmacist, the drug may cause a possible impairment that could prevent the employee from performing his or her job safely or effectively. In such cases, the employee should notify his/her/their supervisor or Human Resources so that a determination can be made as to whether it is in the best interests of the City and the employee that the employee work, not work, or be reassigned during the period medication is used. Medical information will be handled in a confidential manner. Notwithstanding the above, the medical use of marijuana that causes drug or drug metabolites to be present in the body above minimum thresholds established by federal law constitutes prohibited conduct regardless of whether the marijuana was used under the guidance of a medical

practitioner and regardless of whether the medical practitioner advised that such use will not adversely affect the employee's ability to safely and effective perform job duties.

On occasion, alcohol may be served at City-sponsored events or at off-site conferences or other events an employee may attend as part of his/her job. This policy does not prohibit an employee from consuming alcohol at such events, provided that employees conduct themselves responsibly. Employees may be subject to discipline or discharge for unacceptable behavior, including behavior attributed to alcohol consumption.

Workplace Drug-Related Convictions

The Drug Free Workplace Act of 1988 requires employees, as a condition of employment, to report any criminal convictions of drug-related activity in the workplace to the City no later than five (5) days following a conviction. Any such report should be directed to Human Resources. Employees convicted of workplace drug-related crimes may be subject to discipline, up to and including termination.

Drug and Alcohol Testing

The City of Snoqualmie asserts its right to test employees or applicants for alcohol and/or controlled substances to the extent allowed by law. This includes urine drug testing and evidential breath alcohol testing. Employee or applicant acceptance of testing, when required in accordance with this policy, is a mandatory condition of employment. Refusing to submit to such tests constitutes a violation of City policy and will result in termination of employment or, for an applicant, withdrawal of the job offer. The City of Snoqualmie reserves the right to test for drugs and/or alcohol as defined below:

Pre-employment – After receiving a conditional offer of employment, an applicant for a safety sensitive position (e.g., police, fire, and CDL holders) must submit to, and successfully pass, a drug test.

Post-accident – An employee who is involved in an accident that causes significant property damage while driving a vehicle for City business, or who sustains or causes an injury that requires medical attention, will be required to submit to drug and alcohol testing, unless the circumstances surrounding the accident do not indicate a reasonable possibility that drug or alcohol use was a contributing factor.

Reasonable suspicion – Reasonable suspicion is based on specific personal observations by City supervisor, director, manager, or Human Resources representative, or by a qualified medical professional, regarding an employee's appearance, behavior, speech and breath odor. Reasonable suspicion may also be based upon credible statements by other individuals, or upon observation of an employee in possession of prohibited drugs or alcohol (e.g., an employee observed in possession of an open container of alcohol while at work). Such observations and evidence will be documented by the City on a Reasonable Suspicion Testing and Documentation Form.

Random – The City of Snoqualmie reserves the right to initiate random testing of safety-sensitive employees in accordance with state and federal law, or as stated in an applicable collective bargaining agreement.

To ensure the accuracy and integrity of drug and alcohol tests, the City of Snoqualmie will follow these guidelines:

- For drug analysis, the City will use a laboratory that has been certified by the Substance Abuse and Mental Health Services Administration (SAMHSA).
- A strict chain of custody will be used to ensure specimen integrity; a split specimen will also be collected.
- The process will ensure privacy and confidentiality of all test results, to the extent reasonably possible.
- All positive drug test results will be confirmed by gas chromatography/mass spectrometry before they are reported to the City of Snoqualmie.
- All confirmed positive, invalid, substituted and adulterated results will receive medical review by a Medical Review Officer (MRO), who will give the employee an opportunity to provide possible medical explanations for the result.
- All negative test results will be reported to Human Resources.

In addition, when the City has a reasonable suspicion that an employee is violating any aspect of this policy, the employee may be asked by the City to submit immediately to a search or inspection at any time (including breaks and the lunch period) while on City premises or in City property. Unless otherwise prohibited by law, any refusal to consent to a search constitutes a violation of this policy and is grounds for disciplinary action, up to and including termination of employment.

PROCEDURES FOR ADMINISTERING TESTS

Drug and Alcohol Screens

1. Upon identifying an event that requires testing under this policy, Human Resources or the employee's supervisor will notify the employee of the reason for the test, and the specific tests to be performed.
2. The employee will report to a clinic or authorized collection site with the Custody and Control Form and photo identification within 60 minutes of notification. In the event of a post-accident or reasonable suspicion testing event, the employee will be transported to the collection site by a City of Snoqualmie supervisor or Human Resources representative.
3. Samples will be collected by personnel who have met DOT collector training requirements as specified by U.S. Department of Transportation (DOT) Regulations 49 CFR Part 40. Collectors will follow standard DOT collection procedures and use a non-DOT chain of custody form. A split sample collection is required.
4. Shy bladder collections – In the event that an employee is unable to provide an adequate specimen on the first attempt, he or she will be given 40 ounces of water over a 3-hour period. The employee may attempt to provide a sample at any time within the 3-hour period. The employee must remain

at the collection site until the collection is completed. If the employee is not able to provide an adequate specimen within 3 hours, the City will be notified immediately, and they will then notify the Medical Review Officer (MRO) for an evaluation. In this instance, the employee shall have the option to undergo a medical evaluation for "shy bladder" at their expense. If no medical explanation is found for their inability to produce urine, or if the employee leaves the testing site, it shall constitute a refusal to test and be considered a failed test.

5. Suspected substitution or adulteration collections – If the employee provides a sample and the collection temperature does not register on the collection cup, or the collector suspects that the specimen has been adulterated (for example, it has a blue color or chemical odor that is not consistent with urine, such as bleach or perfume), that collection will be completed, and a second sample will be collected under same-gender direct observation. Both samples will be submitted to the lab for analysis, and both results will require MRO review. If an employee refuses to provide a second sample under observation, the event will be deemed as a refusal to test.
6. The sample will be shipped via courier to a SAMHSA-certified lab.
7. Each sample will undergo a screening test and, if it demonstrates a positive response for any drug, it also will be subject to a confirmation test by gas chromatography/mass spectrometry (GC/MS).
8. All negative results will be reported by an authorized SAMHSA-certified lab directly to the City of Snoqualmie. All results reported from the laboratory as positive, invalid, substituted or adulterated results will be reported to the MRO for review. The MRO will contact the employee by telephone to give that individual an opportunity to provide a valid medical explanation for the positive result.
9. If the MRO accepts and employee's explanation and/or documentation as a valid, medically acceptable explanation, the result may be deemed "negative" and reported to Human Resources as such. All results for which the MRO determines that there is no valid, acceptable medical explanation will be deemed a "confirmed positive" and reported to Human Resources as a failed test. The MRO may require a re-collection under direct observation in the event of some invalid results.

Breath Alcohol

1. All alcohol tests will be conducted using an evidential breath testing device operated by a trained Breath Alcohol Technician who has met qualification and proficiency requirements.
2. The Breath Alcohol Technicians will use a non-DOT Alcohol Testing Form to record the test. The employer copy of the Alcohol Testing Form will be sent to the City of Snoqualmie Human Resources.
3. A breath alcohol result of $\leq$ 0.019 grams of alcohol/210 L of breath will be considered negative, and no further testing will be required for that incident.
4. A breath alcohol result of $\geq$ 0.020 grams of alcohol/210 L of breath will require a second, confirmatory test conducted no sooner than 15 minutes after the initial test. If the confirmation

test result is ≥ 0.020 grams of alcohol/210 L of breath, the result will be considered positive and will be reported immediately to Human Resources.

5. If the result is positive, the employee will not be allowed to return to work, and arrangements must be made to provide transportation to the employee's home.

Confidentiality

All information received by the employer through the program is confidential. Access to this information is limited to those who have a legitimate need to know.

Consequences

An employee's refusal to do any of the following when required is considered non-compliance and may result in disciplinary action, up to and including termination of employment:

1. Take a drug or alcohol test.
2. Appear for testing and cooperate with testing instructions.
3. Accept the EAP recommendations when required to use the EAP because of a positive drug test or due to violating a City rule pertaining to drugs or alcohol.
4. Comply with the conditions of the Last Chance Agreement.

First verified positive test: An employee may be terminated solely for a first-time confirmed positive drug or breath alcohol test. However, if not terminated, the employee will be given an opportunity for job retention through a Last Chance Agreement. This policy does not prohibit an employee from being terminated for reasons other than a confirmed positive test result. The availability of a Last Chance Agreement in a given situation, as well as the specific terms of that agreement, shall be subject to the City's discretion and approval.

Second verified positive test: If an employee has a confirmed positive drug screen or positive breath alcohol test for a second time, the employee will be terminated immediately.

IMPLEMENTATION DETAILS

1. **Supervisor training**. The City of Snoqualmie will require a supervisor training program to help supervisors recognize an employee with possible alcohol and/or drug problems. This program will train supervisors how to recognize specific performance or behavior criteria related to substance abuse and how to refer employees for assistance.
2. **Employee education**. The City of Snoqualmie will provide alcohol and drug awareness information for all employees. This will include the City of Snoqualmie policy on alcohol and drug abuse; the dangers of alcohol and drug abuse; and treatment and counseling services available through the Employee Assistance Program.
3. **Employee Assistance Program**. The City of Snoqualmie recognizes that alcohol and drug addiction can be successfully treated and is willing to help employees who suffer from these problems while holding

them responsible for their own recovery. The City of Snoqualmie maintains an Employee Assistance Program (EAP). Employees may also have access to professional services through the City's health insurance plans medical program to aid them with any alcohol or drug problems. Employees who need help with drug and/or alcohol misuse or abuse are encouraged to use these resources.

Employees are strongly encouraged to seek help to address their drug or alcohol problems before such issues affect their performance or result in a positive drug or alcohol test. Seeking assistance after an employee has tested positive or demonstrated performance issues will not allow the employee to avoid the disciplinary consequences of his/her behavior. For employees seeking assistance for alcohol and/or drug problems, the EAP will be administered as follows:

- Employees seeking help on their own, or who are referred to the EAP by their supervisor, will be provided assistance on a confidential basis without jeopardizing their employment status.
- Employees who are offered a Last Chance Agreement in lieu of termination for a violation of this policy may be required to use the EAP and/or successfully complete a treatment program as a condition of continued employment. In such case, the employee may be required to authorize the EAP or treatment provider to disclose to the City information regarding compliance with the treatment program. A Last Chance Agreement may also include requirements for follow-up drug and alcohol testing for a period of two (2) years as a condition of continued employment.

APPENDIX H:

SNOQUALMIE DRUG & ALCOHOL POLICY FOR USE WITH FMCSA / DOT REGULATED EMPLOYEES

APPENDIX H: SNOQUALMIE DRUG & ALCOHOL POLICY FOR USE WITH FMCSA / DOT REGULATED EMPLOYEES

Federal regulations require that employers conduct alcohol and controlled substances testing of drivers who operate commercial motor vehicles, including but not limited to: Employer drivers, contract drivers, mechanics, and supervisors with a commercial driver's license who fill in. For the purpose of this policy, employee will be referred to as "driver" and employer will be referred to as "Employer." This policy provides guidelines for circumstances under which the Federal Motor Carrier Safety Administration (FMCSA) and the United States Department of Transportation (DOT) mandated testing must be conducted. Of course, all the details of every possible situation cannot be anticipated, so the Employer reserves the right to determine the appropriate application of this policy and general employment policies to any particular case.

Employees covered by this policy have been provided a copy of the FMCSA/DOT policy and by signature verify that they have read and understand the policy. Drivers should note that in addition to the required DOT regulations, they are also subject to the Employer's drug and alcohol policy and all other policies and procedures as applied to all employees. Throughout this policy, any provisions that are based on Employer's sole authority (vs. mandated by federal regulations) will be underlined.

The Employer expects all drivers to work drug- and alcohol-free at all times. If you have any questions about this policy, contact Human Resources.

The following conditions and activities are expressly prohibited:

The manufacture, or sale, or use or possession of alcohol, any controlled or illegal substance (except strictly in accordance with medical authorization) or any other substances which impair job performance or pose a hazard, when use or possession occurs on Employer premises or property, or during work time, or while representing the Employer in any work-related fashion.

Reporting for work having consumed alcohol or used illegal drugs or controlled substances at a time, or in such quantities, or in a manner that may impair work performance. For purposes of this policy, having any detectable level of an illegal or controlled drug, or alcohol with an alcohol concentration of .02 or greater, in one's system while covered by this policy will be considered to be a violation.

ALCOHOL AND DRUG PROBLEMS

In some cases alcohol and drug abuse can be a result of chemical dependency that can be successfully treated with professional help. Drivers who are having problems with alcohol or drug use are encouraged to seek voluntary counseling and treatment. It is the driver's responsibility to seek help when needed, and to do so before substance abuse causes problems on the job, results in a positive drug or alcohol test, or results in disciplinary action.

Drivers who admit to alcohol misuse or controlled substances use are not subject to the referral, evaluation, and treatment requirements of 49 CFR Part 382 and 40, provided that:

1. The admission is in accordance with the Employer's written established voluntary self-identification policy;
2. The driver does not self-identify in order to avoid testing;
3. The driver makes the admission of alcohol misuse or controlled substances use before performing a safety-sensitive function;
4. The driver does not perform a safety-sensitive function until the Employer is satisfied that the driver has successfully completed education or treatment requirements in accordance with the self-identification program guidelines.

Normally, the Employer will:

1. Not take adverse action against a driver making a voluntary admission of alcohol misuse or controlled substances use provided that the admission occurs before the employee has been subject to disciplinary action or the use/misuse has affected job performance;
2. Allow the driver sufficient opportunity to seek an evaluation, education or treatment to establish control over the employee's drug or alcohol problem;
3. Permit the employee to return to safety sensitive duties only upon successful completion of an educational or treatment program, as determined by a substance abuse professional, and may require the employee to sign a Last Chance Agreement as a condition of employment.

The employee must pay the cost of the pre-treatment evaluation and any treatment. The Employer's medical plan, when available to the employee, may cover a portion of the evaluation and treatment costs; however, uncovered costs remain the employee's responsibility to pay. The Employer will pay the cost of any follow-up controlled substances or alcohol testing required by the substance abuse professional.

The Employee Assistance Program (EAP) can provide help and referrals.

DEFINITIONS

"Alcohol" means the intoxicating agent in beverage alcohol, ethyl alcohol, or other low molecular weight alcohols including methyl and isopropyl alcohol.

"Alcohol concentration (or content), BAC" means the alcohol in a volume of breath expressed in terms of grams of alcohol per 210 liters of breath as indicated by an evidential breath test under 49 CFR Part 382.

"Alcohol use" means the drinking or swallowing of any beverage, liquid mixture or preparation (including any medication), containing alcohol.

"Commercial motor-vehicle" (or "CMV") means a motor vehicle or combination of motor vehicles used in commerce to transport passengers or property if the motor vehicle:

- Has a gross combination weight rating of 26,001 or more pounds inclusive of a towed unit with a gross vehicle weight rating of more than 10,000 pounds; or
- Has a gross vehicle weight rating of 26,001 or more pounds; or
- Is designed to transport 16 or more passengers, including the driver; or
- Is of any size and is used in the transportation of materials found to be hazardous for the purposes of the Hazardous Materials Transportation Act and which require the motor vehicle to be placarded under the Hazardous Materials Regulations (49 CFR Part 172, subpart F).

"Controlled substances" mean those substances identified in 49 CFR Part 40.85: marijuana, cocaine, opiates, amphetamines, and phencyclidine.

"DOT Agency" means an agency (or "operating administration") of the United States Department of Transportation administering regulations requiring alcohol and/or drug testing (14 CFR parts 61, 63, 65, 121, and 135; 49 CFR parts 199, 219, 382, and 655), in accordance with 49 CFR Part 40.

"Driver" means any person who operates a commercial motor vehicle. This includes, but is not limited to: full time, regularly employed drivers; casual, intermittent or occasional drivers; leased drivers and independent, owner-operator contractors who are either directly employed by or under lease to an employer or who operate a commercial motor vehicle at the direction of or with the consent of an employer.

"Drug" has the meaning of any controlled substances, prescription, or over-the-counter medication.

"EBT (or evidential breath testing device)" means an EBT approved by the National Highway Traffic Safety Administration (NHTSA) for the evidential testing of breath and placed on NHTSA's "Conforming Products List of Evidential Breath Measurement Devices" (CPL), and identified on the CPL as conforming with the model specifications available from the National Highway Traffic Safety Administration, Office of Alcohol and State Programs.

"Employer" means an entity employing one or more employees (including an individual who is self-employed) that is subject to DOT agency regulations requiring compliance with 49 CFR Part 382. The term refers to the entity responsible for overall implementation of DOT drug and alcohol program requirements, as well as those individuals employed by the entity who take personnel actions resulting from violations of 49 CFR Part 382 and any applicable DOT agency regulations. Service agents are not employers.

"Licensed medical practitioner" means a person who is licensed, certified, and/or registered, in accordance with applicable Federal, State, local, or foreign laws and regulations, to prescribe controlled substances and other drugs.

"Medical Review Officer (MRO)" means a licensed physician (medical doctor or doctor of osteopathy) responsible for receiving laboratory results generated by an employer's drug testing program who has knowledge of substance abuse disorders and has appropriate medical training to interpret and evaluate an individual's confirmed positive test result together with his or her medical history and any other relevant biomedical information.

"Performing (a safety-sensitive function)" means a driver is considered to be performing a safety-sensitive function during any period in which he or she is actually performing, ready to perform, or immediately available to perform any safety-sensitive functions.

"Refuse to submit (to an alcohol or controlled substances test)" means that a covered employee:

- Fails to show up for any test (except a pre-employment test) within a reasonable time after being directed to do so by the Employer. This includes the failure of an employee (including an owner-operator) to appear for a test when called by a Consortium/Third Party Administrator);
- Fails to remain at the testing site until the testing process is complete; provided, that an applicant who leaves the testing site before the testing process commences for a pre-employment test is not deemed to have refused a test. The testing process commences once the applicant has been provided the specimen collection cup;
- Fails to provide a urine specimen for any drug test or breath or saliva sample for an alcohol test required by 49 CFR Part 382, if the employee leaves after the testing process has commenced;
- In the case of a directly observed or monitored collection in a drug test, fails to permit the observation or monitoring of the provision of a specimen;
- Fails to provide a sufficient amount of urine, breath or saliva when directed, unless it has been determined, through a required medical evaluation, that there was an adequate medical explanation for the failure to provide;
- Fails or declines to take a second test the employer or collector has directed following a negative dilute result as required by 40.197(b);
- Fails to undergo an additional medical examination, as directed by the MRO as part of the verification process, or as directed by the Designated Employer Representative (DER) concerning the evaluation as part of the "shy bladder" procedures in 49 CFR Part 40, subpart I; or fails to undergo a medical examination or evaluation as directed by the employer as part of the insufficient breath procedures outlined in 40.265(c);
- Fails to cooperate (e.g. refuses to empty pockets when directed by the collector, behave in a confrontational way that disrupts the collection process, fails to wash hands after being directed to do so by the collector) or otherwise interferes with any part of the testing process;
- Fails to sign the certification at Step 2 of the alcohol testing form (ATF);
- Is reported by the MRO as having a verified adulterated or substituted test result;
- For an observed collection, fails to follow the observer’s instructions to raise clothing above the waist, lower clothing and underpants, and to turn around to permit the observer to determine if there is any type of prosthetic or other device that could be used to interfere with the collection process;

- Possesses or wear a prosthetic or other device that could be used to interfere with the collection process;
- Admits to the collector or MRO to having adulterated or substituted the specimen.

"Safety-sensitive function" means all time from the time a driver begins to work or is required to be in readiness to work until the time he/she is relieved from work and all responsibility for performing work. Safety-sensitive functions shall include:

1. All time at an employer or shipper plant, terminal, facility, or other property, or on any public property, waiting to be dispatched, unless the driver has been relieved from duty by the employer;
2. All time inspecting equipment as required by FMCSA regulations or otherwise inspecting, servicing, or conditioning any commercial motor vehicle at any time;
3. All time spent at the driving controls of a commercial motor vehicle in operation;
4. All time, other than driving time, in or upon any commercial motor vehicle except time spent resting in a sleeper berth (a berth conforming to the requirements of 49 CFR 393.76);
5. All time loading or unloading a vehicle, supervising, or assisting in the loading or unloading, attending a vehicle being loaded or unloaded, remaining in readiness to operate the vehicle, or in giving or receiving receipts for shipments loaded or unloaded; and
6. All time spent repairing, obtaining assistance, or remaining in attendance upon a disabled vehicle.

PROHIBITED CONDUCT

The following is considered prohibited conduct under this policy:

1. No driver shall report for duty or remain on duty requiring the performance of safety-sensitive functions while having an alcohol concentration of 0.04 or greater.
2. No driver shall use alcohol while performing safety-sensitive functions.
3. No driver shall perform safety-sensitive functions within four hours after using alcohol.
4. No driver required to take a post-accident alcohol test under 49 CFR 382.303 shall use alcohol for eight (8) hours following the accident, or until he/she undergoes a post-accident alcohol test, whichever occurs first.
5. No driver shall refuse to submit to a post-accident, random, reasonable suspicion, or follow-up controlled substance and/or alcohol test required by 49 CFR Part 382.
6. No driver shall report for duty, remain on duty or perform a safety-sensitive function when there is a quantifiable level of a controlled substance in the driver's body above the minimum thresholds established in 49 CFR Part 40. Although the personal use of marijuana is permitted under Washington law, federal law still prohibits the use and possession of marijuana. Employees must be aware that

having a detectible level of marijuana in their body, regardless of whether their use was for recreational or medical purposes, constitutes prohibited conduct.

7. No driver shall report for duty or remain on duty requiring the performance of safety-sensitive functions when the driver uses any drug except when the use is pursuant to the instructions of a licensed medical practitioner, as defined in §382.107, who is familiar with the driver's medical history and has advised the driver that the substance will not adversely affect the driver's ability to safely operate a commercial motor vehicle. Notwithstanding the above, the medical use of marijuana that causes drug or drug metabolites to be present in the body above minimum thresholds established in 49 CFR Part 40 constitutes prohibited conduct regardless of whether the marijuana was used under the guidance of a medical practitioner and regardless of whether the medical practitioner advised that such use will not adversely affect the driver’s ability to safely operate a commercial motor vehicle.

8. The Employer shall not permit a driver to continue to perform safety sensitive functions if the Employer has actual knowledge of a driver violating any of the aforementioned prohibitions. Actual knowledge may be based on the Employer's direct observation of the employee, information provided by the driver's previous employer(s), a traffic citation for driving a CMV while under the influence of alcohol or controlled substances, or an employee's admission of alcohol or controlled substances use, except as discussed in the Employer's voluntary self-identification program.

PRESCRIPTION AND OTHER MEDICATIONS

No driver may possess any prescription medication or report to work while using any prescription medication, except when he/she is under a doctor's care and the doctor has advised the driver that the substance does not affect his/her ability to operate a commercial motor vehicle. The use of any medication, whether prescription or over-the-counter, that could affect a driver's safe job performance is prohibited while working. The driver shall report to supervisor or Human Resources the use of any prescribed medication and, without identifying the medication, shall provide a certificate from the driver's doctor that the use of the medication will not impair his/her ability to safely perform his/her duties. If, as a result of testing under this policy, the driver is found to have the presence of controlled substances in the body which is a result of the use of his/her legally prescribed medication that has not been reported, the driver shall be removed from service without pay until it is determined that the use of medication will not impair the his/her ability to safely perform assigned duties. Notwithstanding the above, a driver may not possess or report to work while using marijuana under any circumstances, even if the marijuana was prescribed by a doctor.

OTHER RELATED ALCOHOL CONDUCT

A driver tested under the requirements of this policy who is found to have an alcohol concentration of 0.02 or greater but less than 0.04 shall be removed immediately from performing safety-sensitive functions until the start of the driver's next regularly scheduled duty period, but not less than 24 hours following the test administration.

Depending on the circumstances, an employee who is removed from service due to an alcohol concentration of 0.02 or greater but less than 0.04 may be subject to discipline.

CONTROLLED SUBSTANCES AND ALCOHOL TESTING

Submission to the controlled substance and alcohol testing described in this policy is a condition of employment with the Employer for those drivers covered by DOT and FMCSA regulations. A refusal to submit (as described above) will constitute a violation of this policy and grounds for termination of employment. The driver may be tested for controlled substances at any time during his/her workday, except pre-employment, and alcohol testing will be conducted just before, during or after performing safety sensitive functions.

Drivers will be subject to testing as follows:

Pre-employment: Drivers will be tested for controlled substances unless:

1. The driver participated in a DOT testing program within the past 30 days and:
2. While participating in that program, either:
    a. Was tested for controlled substances within the past 6 months (from the date of application with the Employer), or
    b. Participated in the random controlled substances testing program for the previous 12 months (from the date of application with the Employer); and
3. No prior employer of the driver of whom the employer has knowledge has records of a violation of DOT controlled substances regulations within the previous 6 months.

A driver/applicant who tests positive on a pre-employment test will not be hired but may be eligible to reapply for employment with the Employer after six (6) months from the date of the positive test. In addition, an applicant who tested positive on any DOT mandated pre-employment drug test after August 1, 2001, must provide documentation of his/her successful completion of DOT return-to-duty requirements (i.e. an evaluation by a substance abuse professional, education and/or treatment, and a negative DOT pre-employment test all of which meet the requirements of 49 CFR Part 40).

In the event a driver does reapply following a positive test, the driver/applicant will be responsible to pay for the pre-treatment evaluation, education and/or treatment, and the subsequent pre-employment test.

Post-accident: As soon as practicable following an occurrence involving a commercial motor vehicle operating on a public road in commerce, each surviving driver shall be tested for controlled substances and alcohol if:

1. The driver was performing safety-sensitive functions with respect to the vehicle, if the accident involved the loss of human life (fatality); or
2. The driver received a citation for a moving violation and the accident involved bodily injury to any person who, as a result of the accident, immediately receives medical treatment away from the scene of the accident; or
3. The driver received a citation for a moving violation and the accident involved one or more motor vehicles incurring disabling damage as a result of the accident, requiring the motor vehicle to be transported away from the scene by a tow truck or other motor vehicle.

A driver may not consume alcohol for eight (8) hours following an accident that requires the DOT alcohol test. The alcohol test must be completed within two (2) hours of the accident; if not, the supervisor must document the reasons for the delay, and shall continue to have the test conducted up to eight (8) hours following the accident. After eight (8) hours the attempt to test will be ceased, and the supervisor must again provide the reasons for the test not being administered.

A controlled substances test shall be administered as soon as practicable up to 32 hours following the accident. After 32 hours the attempt to test will be ceased, and the supervisor must provide the reasons for the test not being administered promptly. A driver must remain readily available for testing or may be deemed by the Employer to have refused to submit to testing.

Nothing in this policy should be construed to require the delay of necessary medical attention for the injured.

In addition, any driver involved in any commercial motor vehicle accident involving an injury requiring immediate medical attention or any vehicle towed away because of disabling damage, will be required to submit to testing, even if the driver is not issued a citation. Testing will be to determine the presence, use, or any involvement with alcohol or drugs unless the Employer determines, in its discretion, that the accident could not have been caused by alcohol or drug use.

The driver will submit to an alcohol test within eight (8) hours and a controlled substances test within 32 hours of the accident. The driver must advise the collection site and alcohol testing personnel that the test being required is an Employer-required test, and not a mandated DOT test.

Random: The Employer is using a consortium/third party administrator to facilitate the random selection of drivers and notification to the employer of the driver(s) selected for testing. The consortium/third party administrator is:

PROCOM
1805 Fortino Blvd.
Pueblo, CO 81008
(719) 295-1911

Drivers will be subject to random alcohol and controlled substance testing under the following program:

1. Random selection of drivers will be made by a scientifically valid method using a computer-based random number generator that is matched with drivers' social security numbers.
2. Each driver shall have an equal chance of being drawn each time selections are made.
3. Selections for testing are unannounced and reasonably spread throughout the calendar year.
4. Random selections are made to ensure testing for controlled substances is conducted at not less than the minimum annual 25% rate and alcohol is conducted at not less than the minimum annual 10% rate, or the rates as established by the FMCSA.
5. A driver shall only be tested for alcohol just before, during, or after performing safety-sensitive functions; however, he/she may be tested for controlled substances any time while performing work for the Employer.

6. Once a driver is notified of selection for random alcohol and/or controlled substances testing, he/she shall proceed to the test site immediately.

Reasonable suspicion: Drivers will be tested for alcohol and/or controlled substances whenever the employer has reasonable suspicion that the individual is under the influence of alcohol or a controlled substance. Reasonable suspicion will be based on specific, contemporaneous, articulable observations concerning the behavior, speech, appearance or body odors of the driver, including any indicators of the chronic and withdrawal effects of controlled substances. Drivers required to be tested under reasonable suspicion testing will be removed from performing safety-sensitive functions pending the outcome of the test result(s) and be transported to the testing facility by the Employer.

Reasonable suspicion drug testing is authorized when the supervisor's observation of the driver's behavior occurs anytime during the workday. Reasonable suspicion alcohol testing is authorized only if the supervisor's observation of the driver's behavior has been made during, just preceding, or just after performing any safety-sensitive function.

The alcohol test must be completed within two (2) hours of the observation; if not, the Employer must document the reasons for the delay, and shall continue to have the test conducted up to eight (8) hours following the observation. After eight (8) hours, the attempt to test will cease. If an alcohol test is not completed within the two (2) or eight (8) hour time periods described above, the Employer shall prepare and maintain on file a record stating the reasons the test was not administered within the appropriate time frames.

The Employer shall not permit a driver to report for duty, remain on duty, perform, or continue to perform any safety-sensitive functions while the driver is impaired by alcohol, as shown by the behavioral, speech, or performance indicators of alcohol misuse, until:

1. An alcohol test is administered and the driver's alcohol concentration measures less than 0.02 percent; or

2. The start of the driver's next regularly scheduled duty period, but not less than twenty-four (24) hours following the supervisor's determination that reasonable suspicion exists.

Supervisors and any Employer representative that may be expected to serve in a supervisory capacity, and who may be required to make a reasonable suspicion determination, must have received at least 60 minutes of training on the indications of probable drug use and an additional 60 minutes training on the indicators of probable alcohol misuse. Only those individuals who have received this training are qualified to make these decisions.

Return-to-duty and follow-up: Drivers who admit to misuse of alcohol or controlled substance use and enter into a voluntary self-identification program are not permitted to return-to-duty involving safety-sensitive functions until the driver has a verified negative controlled substances test and/or an alcohol test with a result less than 0.02 alcohol concentration. The voluntary self-identification program must meet the criteria described earlier in this policy.

A driver in need of assistance in resolving problems associated with alcohol misuse and/or controlled substances use as identified through the evaluation by a Substance Abuse Professional may, depending on the

circumstances, be required to enter into a Last Chance Agreement and to submit to unannounced follow-up testing for controlled substances and/or alcohol as directed by the Substance Abuse Professional. When this occurs, the employer must pay the cost of the pre-treatment evaluation and any treatment. The employer will pay the cost of any follow-up controlled substances or alcohol testing. This testing will be conducted as non-DOT testing. The Employer may perform follow-up testing for five years as directed by the Substance Abuse Professional.

FAILURE TO COOPERATE

Employees who are subject to this policy are expected to comply fully with any required testing. Failure to do so (including, for example, refusing to sign consent or refusing to test, obstructing the testing process, failing to make themselves available for a required test, failing to provide an adequate sample for testing, attempting to adulterate or substitute a specimen, or in any way tampering with a required test, failing to empty pockets or wash hands as requested by collection site personnel, refusing to permit an observed collection, possessing or wearing a prosthetic or other device that could be used to interfere with the collection process) will cause the driver to be immediately relieved from performing safety-sensitive functions, and will also be considered a violation of Employer policy that will subject the employee to discipline, up to and including termination of employment. The Employer also reserves the right to involve law enforcement officials for any conduct that the Employer believes might be in violation of state or federal law.

TESTING PROCEDURES

Urine specimen collection: Specimen collections will be conducted in accordance with the procedures of 49 CFR Part 40, as amended. The collection procedures are designed to ensure the security and integrity of the specimen provided by each covered employee, and those procedures will strictly follow federal chain-of-custody guidelines. Moreover, every reasonable effort will be made to preserve the individual's privacy as much as possible consistent with ensuring an accurate result. Covered employees will be required to empty their pockets before providing the drug test specimen.

Under normal circumstances, the applicant or covered employee will be afforded compete privacy in the restroom for providing the urine sample. Certain situations do require the urine sample be provided under same-gender direct observation. Those situations include:

- The temperature on the original specimen was out of range; or
- The original specimen appeared to have been tampered with (i.e. unusual color, odor, foam, etc); or
- The collector observes materials brought to the collection site or the individual’s conduct clearly indicates and attempt to tamper with a specimen;
- The laboratory reported to the MRO that a specimen is invalid, and the MRO reported to the Employer there was not an adequate medical explanation for the result; or
- The MRO reported to the Employer that the original positive, adulterated, or substituted test result had to be cancelled because the test of the split specimen could not be performed; or

- The laboratory reported to the MRO that the specimen was negative-dilute with a creatinine concentration greater than or equal to 2 mg/dL but less than or equal to 5mg/dL, and the MRO reported the specimen to the Employer as negative-dilute and a second collection must take place under direct observation; or
- All return-to-duty or follow-up drug tests.

When that occurs, the individual subject to testing will be required to follow the observer's instructions to raise their clothing above the waist, lower clothing and underpants, and to turn around to permit the observer to determine if there is any type of prosthetic or other device that could be used to interfere with the collection process.

Refusing to permit an observed collection, or possessing or wearing a prosthetic or other device that could be used to interfere with the collection process, are considered a refusal to test and will constitute a verified positive drug test result.

Laboratory analysis: As required by 49 CFR Part 40, only a laboratory certified by the Department of Health and Human Services (DHHS) will be retained by the Employer to perform the analysis of the urine specimen for controlled substances. The initial screening test will be performed by immunoassay and will test for substances and at cutoff levels required by 49 CFR Part 40, as amended. All specimens identified as positive on the initial screening test will be confirmed using gas chromatography/mass spectrometry techniques at cutoff levels required by 49 CFR Part 40, as amended.

Negative Dilute Specimens: All negative dilute specimen test results will require the driver to submit to an immediate retest with minimum advance notice. The retest results shall become the test result of record. If the retest results are also negative and dilute, the test will be deemed a negative result, unless the MRO has directed a recollection under direct observation.

Breath alcohol: Testing will be conducted by a qualified technician according to 49 CFR Part 40 procedures using a DOT-approved device. If an initial test indicates an alcohol concentration of less than 0.02, no further testing will be conducted. If the initial test result is 0.02 or greater, a confirmation test will be conducted by a Breath Alcohol Technician using an Evidential Breath Testing (EBT) device. Testing will be conducted in a manner that protects the confidentiality of the employee's testing information as well as the integrity of the testing process.

MEDICAL REVIEW

All controlled substances test results will be reviewed by a Medical Review Officer (MRO) before results are reported to the Employer. The MRO will attempt to contact the driver to discuss the test results before reporting positive results to the Employer.

The Employer Medical Review Officer is:

Phillip Lopez, M.D.
1805 Fortino Blvd.
Pueblo, CO 81008
(719) 295-1911

NOTIFICATION OF RESULTS

The Employer will notify the affected driver of any controlled substances test that is reported as positive by the MRO. The Employer will notify driver-applicants of the results of pre-employment controlled substances testing if the applicant requests that information in writing within 60 days after the Employer notifies the applicant that he/she has or has not been hired.

ANALYSIS OF SPLIT SAMPLE SPECIMEN

A urine sample will be split at the time of collection. Within 72 hours of the MRO notifying the driver of a verified positive controlled substances test, or an adulterated or substituted specimen, the driver may request the split sample to be tested. Only the MRO may authorize such testing, which may take place only at laboratories certified by the Department of Health and Human Services (DHHS). If the split sample test fails to reconfirm the presence of the drug or drug metabolite, the MRO shall cancel the test or take such steps as are directed by DOT regulations.

All applicants/drivers have a right to request testing of the split sample. The applicant/driver will be responsible for the cost of testing the split sample.

CONFIDENTIALITY

Records required under this policy, including test results, will be maintained in a secure location with controlled access. Each driver, upon written request, shall be entitled to receive copies of his/her own records, and to have copies of his/her records made available to any subsequent employer. Information may also be disclosed to the relevant state or federal agencies, or in connection with judicial, administrative or related proceedings (e.g., grievances and arbitration) initiated by or on behalf of the driver, or where otherwise required by law.

EVALUATION AND REFERRAL

DOT regulations require that any driver who violates the alcohol and controlled substances rules of 49 CFR Part 382 be advised of available evaluation resources and be evaluated by a Substance Abuse Professional. The driver must complete an appropriate education and/or treatment program before being eligible to return to safety-sensitive duty.

Before returning to performing safety-sensitive functions for any DOT employer, a driver must be tested for controlled substances with a verified negative controlled substances test result and/or alcohol with a test result less than 0.02 alcohol concentration. The driver will be subject to follow-up testing of at least six tests in the first 12 months of returning to duty, and follow-up testing may continue for five years. All return-to-duty and follow-up drug tests will be required to be collected as same gender direct observation collections.

INFORMATION ON EFFECTS AND SIGNS OF ALCOHOL AND CONTROLLED SUBSTANCE USE

DOT regulations require employers to furnish information regarding the effects of alcohol and controlled substance use, as well as the signs and symptoms of such use. Included in an appendix to this policy are fact sheets regarding alcohol and various controlled substances. Any employee who suspects a co-worker has an

alcohol or drug problem may refer the co-worker to contact information for the Substance Abuse Professional identified in this policy, [ComPsych], or to management.

Personnel responsible for supervising and managing employees subject to testing under this policy must attend at least two hours of training on alcohol and drug misuse symptoms and indicator used in making determinations for reasonable suspicion testing.

CONSEQUENCES

Drivers violating this policy or federal regulations will be suspended from performing any safety-sensitive functions with a commercial motor vehicle as defined by this policy, and their employment will be terminated. The Employer also reserves the right to involve law enforcement officials for any conduct the Employer believes might be in violation of state or federal law.

CERTIFICATE OF RECEIPT

I hereby certify that on the date shown below I received and read a copy of the City of Snoqualmie's Drug and Alcohol Policy for Use With FMCSA/DOT-Regulated Employees, consisting of thirteen (13) pages including these Certificates of Receipt, and a copy of drug and alcohol awareness training materials. I understand and agree to comply with this policy, including any required alcohol or controlled substance testing.

_____

Employee – Print name

_____

Employee – Signature

Dated: _____

(Original to be kept in employee personnel file.)

CERTIFICATE OF RECEIPT

I hereby certify that on the date shown below I received and read a copy of the City of Snoqualmie's Drug and Alcohol Policy for Use With FMCSA/DOT-Regulated Employees, consisting of thirteen (13)) pages including these Certificates of Receipt, and a copy of drug and alcohol awareness training materials. I understand and agree to comply with this policy, including any required alcohol or controlled substance testing.

_____

Employee – Print Name

_____

Employee – Signature

Dated: _____

(Employee to Receive duplicate copy)

APPENDIX I:

ACCIDENT PREVENTION PROGRAM

APPENDIX I: ACCIDENT PREVENTION PROGRAM

Accident Prevention Program: The City has adopted a formal written accident prevention program (the "safety program"), as described in WISHA regulations (WAC 296-800-140). The safety program consists of a safety orientation (Part 1) and a safety committee (Part 2), described below.

1) New Employee Safety Orientation

- Each new employee will receive a copy of the City's Accident Prevention Program during orientation by Human Resources. Each employee will receive a safety orientation by their Department Head and/or their immediate supervisor when first hired. The safety orientation will cover the following items:

Incident/Accident Reporting Policy: It is the policy of the city that if you are injured or become ill on the job, no matter how minor it may be, this must be reported to your supervisor with the Employee Injury form completed within 24 hours. Documenting such incidents allows for the City to train personnel to minimize or prevent any future instances. These reports also assist you, the employee, and the City in submitting necessary Workers' Compensation L&I claims and/or claims to insurance agencies.

First Aid and First Aid Stations: All employees are encouraged to have approved First Aid/CPR (cardiopulmonary resuscitation) training. Employees need to be aware where all First Aid Stations are located; this includes locations of First Aid Kits. There is a First Aid Kit or supplies at _____in your department.

Reporting Unsafe Conditions and Practices: If you see something that is unsafe or you see someone working unsafely, please immediately report it to any supervisor, a Department Head, or Human Resources. The City has a Safety Concern Reporting form for this purpose.

Emergency Evacuation Procedure Plan: An emergency evacuation procedure or plan should be posted within the facility you work in. Please review it and identify the exit paths that you can use in an emergency. Also shown on this plan is the location of first aid kits, fire extinguishers and safe dispersal areas for assembling of employees outside the building. The Police and/or Fire Department should also be contacted for any emergencies or alarms.

Identification of hazardous chemicals and exposure procedures: Employees required to use such chemicals will receive a separate orientation for proper use, disposal, and handling of all chemicals applicable to their position, including what steps to take during accidental exposure, and identification of eyewash stations.

Personal Protective Equipment (PPE): All employees are required to use the appropriate PPE associated with their duties. In addition, employees will be required to properly maintain/service PPE items and notify their supervisor to replace defective equipment.

On-the-job training about what you need to know to perform the job safely: Before employees attempt a new task that may pose a hazardous risk, they must first be instructed by their supervisor on the correct

methods of performing such tasks. This includes any safety instructions and PPE to be used. Do not use equipment or attempt to do any of these tasks until you have received the required training and PPE.

2) Safety Committee

- Safety Committee is comprised of representatives from each department. New employees shall be informed as to whom their Safety Committee representative is.
- Safety Committee is primarily responsible for reviewing accidents/injuries, evaluating accident investigations, and making safety improvement recommendations to Management.
- The safety committee members will elect a chairperson and a secretary. Meeting minutes will be saved and made available to any employee.
- The regular scheduled meeting is the last Thursday of each month from 10-11am at City Hall. This may be changed by vote of the committee.

EMPLOYEE ACKNOWLEDGEMENT

I acknowledge that I have received a copy of the City of Snoqualmie's Accident Prevention Program.

Print Name

Date

Signature

APPENDIX J:

BACKGROUND CHECK POLICY

APPENDIX J: BACKGROUND CHECK POLICY

The City performs pre-employment background checks when hiring for all positions within the City. The purpose of performing these checks is to evaluate the qualifications and suitability of a job candidate for the particular position for which the candidate is being considered. Conducting background checks will help ensure the safety of the public as well as a safe working environment.

The City is committed to ensuring that its background checking procedures comply with all applicable laws. The City complies with the federal Fair Credit Reporting Act (FCRA), where applicable, and all federal and state laws regulating pre-employment background checks. Effective January 1, 2026, the City complies with amendments to Washington's Fair Chance Act, RCW 49.94.

In furtherance of these considerations, the following procedures will be followed:

1. The City will perform pre-employment background checks on all candidates for employment prior to hire, provided that the scope of the background check may be tailored to the position sought. In addition, if an employee changes positions within the City, any additional required background checks for that position which have not previously been performed will be performed. The City retains the discretion to waive this requirement for employees re-hired following a brief layoff, resignation, or other separation.

2. All candidates will be advised that a background check will be required, and candidates will be required to sign appropriate authorizations prior to the performing of any pre-employment background checks.

3. Candidates who provide false or misleading information in their application and/or authorization may be eliminated from any further consideration or may be terminated at any time if the misrepresentation is discovered after employment commences. Candidates are expected to provide accurate and complete information and not to omit material information needed to make a decision.

4. A background check will not encompass consideration of a candidate's credit history unless required by law, or unless such information is substantially job related and the City's reasons for consideration of credit information are disclosed to the candidate.

5. Pre-employment background checks should be completed before a candidate is offered a position, when reasonably possible. All job offers should be conditioned upon satisfactory completion of the pre-employment background checks.

6. All candidates shall be individually reviewed and decisions made with respect to employment based upon the totality of the candidate's qualifications and the results of the pre-employment background checks.

7. A candidate will not be rejected based on a criminal record unless exclusion is job-related and consistent with business necessity. This determination will be based on the following factors:

a. the nature and gravity of the offense(s) committed;
b. the amount of time that has passed since the offense was committed; and
c. the nature of the job for which the candidate is being considered;

8. Where appropriate, if the City determines that a candidate's criminal record should preclude employment in the position sought, the candidate will be notified and afforded an opportunity to demonstrate why the criminal record should not preclude employment. Effective January 1, 2026, criminal background checks conducted by the City will be reserved until after the City has extended a conditional job offer to an applicant. Should the criminal background check lead to disqualifying information and potential withdrawal of the job offer, the City will provide pre-adverse and adverse notification to the applicant, as required by Washington law. Exceptions exist for law enforcement employees and those with unsupervised access to children and other vulnerable adults.

9. Prior to taking any adverse action, appropriate notices will be sent to the candidate pursuant to federal and any state FCRA laws, along with the pre-adverse and adverse action notices required by Washington's Fair Chance Act.

10. The results of a pre-employment background check will be kept confidential, and information will be shared only with City personnel who have a legitimate need to know.

Council Agenda Bill

AB Number

AB25-096

Agenda Bill Information

Title *

Resolution Adopting 2026 Salary Schedule for Non-Represented Management & Professional (M&P) Employees

Action *

Motion

Council Agenda Section

Committee Report

Council Meeting Date *

11/10/2025

Staff Member

Drew Bouta

Department *

Finance

Committee

Finance and Administration

Committee Date

11/04/2025

Exhibits

Packet Attachments - if any

x1 (Res) Salary Schedule Adoption.docx	20.61KB
x2 M&P Salary Schedule 2.49% Annual Rate of Pay Table.pdf	93.14KB
x3 M&P Salary Schedule 2.49% Monthly Rate of Pay Table.pdf	69.35KB
x4 M&P Salary Schedule 2.72% Annual Rate of Pay Table.pdf	93.16KB
x5 M&P Salary Schedule 2.72% Monthly Rate of Pay Table.pdf	69.35KB
x6 M&P Salary Schedule 3.11% Annual Rate of Pay Table.pdf	93.15KB
x7 M&P Salary Schedule 3.11% Monthly Rate of Pay Table.pdf	69.34KB
Snoqualmie WA_ Analysis_11.11.2024 (2).pdf	69.94KB

Summary

Introduction *

Brief summary.

The purpose of this agenda bill is for consideration and approval of the 2026 salary schedule for non-represented Management and Professional (M&P) employees.

Proposed Motion

Option #1: Move to approve Resolution 1732 with a 2026 salary schedule that includes a 2.49% COLA for non-represented Management and Professional (M&P) employees. Option #2: Move to approve Resolution 1732 with a 2026 salary schedule that includes a 2.72% COLA for non-represented Management and Professional (M&P) employees. Option #3: Move to approve Resolution 1732 with a 2026 salary schedule that includes a 3.11% COLA for non-represented Management and Professional (M&P) employees.

Background/Overview *

What was done (legislative history, previous actions, ability to hyperlink)

The City Council first approved a salary schedule for non-represented M&P employees in January 2006 and has subsequently approved the schedule on an annual basis following consideration of a cost-of-living adjustment (COLA). In 2024, the City completed a classification and compensation study (AB23-017) that evaluated the competitiveness regionally of the salaries and benefits offered by the City of Snoqualmie for each Teamsters and M&P grade and position. Following release of the study, Council approved placing the M&P employee group at the 60th percentile of comparable cities with a 6% COLA for 2024. Last year, the Council approved a 2025 COLA of 3.63% equal to the June of 2023 to June of 2024 percentage change in the CPI-W.

Analysis *

The Administration is proposing three options to Council regarding a 2026 COLA for the M&P employee group.

Option #1 - 2.49% COLA: The City adopted a 2025-2026 Biennial Budget that included a 2026 COLA of 2.49% for M&P employees. The budgeted 2026 COLA was based on a forecast of the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W) released by the King County Office of Economic and Financial Analysis in March of 2024. The 2.49% forecasted COLA was then used to estimate the 2026 salaries and benefits of M&P employees in early June of 2024. The Finance Department rolled estimated 2026 salaries and benefits of M&P employees into department expenditure requests in July of 2024 and subsequently into the 2025-2026 Biennial Budget. Approving this COLA would adhere to the adopted 2025-2026 Biennial Budget.

Option #2 - 2.72% COLA: The actual June of 2024 to June of 2025 CPI-W for the Seattle-Tacoma-Bellevue area was 2.72% (released August 2025). Last year, Council approved a COLA for M&P employees equal to the June-to-June change in the CPI-W.

Option #3 - 3.11% COLA: COLAs historically received by M&P employees, except for last year, were based on an average of the three other employee groups (Teamsters, Police (SPA), and Fire (IAFF)) or based on the COLA that the majority of the three employee groups could expect to receive for the upcoming year. In 2026, the Teamsters employee group will receive a 2.72% COLA and the Police (SPA) employee group will receive a 3.50% COLA which equals an average of 3.11%.

In addition, the Administration is proposing the following changes to the salary schedule that aligns with a recently completed classification and compensation study. This classification and compensation study, conducted by MGT formally GOVHR, reviewed a limited number of positions that were not included in the

original study or the data was incorrect that was completed during the 2023 - 2024 biennium. The recommendations from the study included:

- Moving the Human Resources Manager from a Grade 10 to a Grade 11 and changing the title to Human Resources Director.
- Moving the Deputy Finance Director from a Grade 10 to a Grade 11.
- Changing the title of the CIP Project Manager to CIP Manager.

Any employee in a position that changes grade will be placed at a step in the new grade that is nearest but above their current salary.

All grade and title changes have been incorporated into the three options presented.

Budgetary Status *

This action has complex budgetary implications.

Budget Summary

For all COLA options presented, the salaries and benefits are expected to be higher than the levels authorized by the 2025-26 Biennial Budget due to the 2025 COLA of 3.63%, which exceeded the Biennial Budget estimate of 2.68%. If Council elects Option 1 (2.49% COLA), the General Fund (#001) would have an increase of approximately $31,955 in additional salary and benefit expenditures, with other funds seeing a total increase of $7,735, Option 2 (2.72% COLA) would result in a General Fund increase of $42,148, with other funds seeing a total increase of $10,205, and Option 3 (3.11% COLA) would result in a General Fund increase of $52,996, with other funds seeing a total increase of $12,840. See the table below or on the next page for the fund-by-fund impact as compared to the approved 2025-26 Biennial Budget.

Based on the increases shown in the table, some funds or classifications may require an amendment regardless of the option selected, in accordance with the increases shown. However, Administration lacks data to make an absolute determination that any of the options can or cannot be absorbed within the current 2025-26 appropriation. If an amendment is needed, Administration will bring it forward in 2026.

The COLA options detailed above and in the table below do not include the costs associated with moving the Human Resources Manager and the Deputy Finance Director from a Grade 10 to a Grade 11. For 2026, that change is expected to be very minimal, for a combined cost of $1,627 at estimated 2026 salary levels. No amendment is anticipated. However, over the long-term those changes will begin to affect budgetary estimates as the 2025 Grade 10 salary is capped at $147,963, while the 2025 Grade 11 salary is capped at $172,763. When either of these positions reaches the highest step, this change would result in an approximate $28,031 per-position increase in salary and benefits annually.

Fiscal Impact

Amount of Expenditure | **Amount Budgeted** | **Appropriation Requested**

Fiscal Impact Screenshot

Increase over Budgeted Appropriation for 2026				
#	Fund/Classification	Option 1 2.49% COLA	Option 2 2.72% COLA	Option 3 3.11% COLA
001	General Fund Total	$ 31,955	$ 42,148	$ 52,996
	Administration	$ 19,261	$ 25,411	$ 31,971
	Snoqualmie Police	$ 4,987	$ 6,580	$ 8,279
	Fire Department	$ 3,599	$ 4,748	$ 5,974
	Parks & Streets	$ 735	$ 970	$ 1,221
	CD	$ 3,372	$ 4,439	$ 5,552
310	Non-Utility Capital	$ 950	$ 1,254	$ 1,577
401	Water Operations	$ 666	$ 879	$ 1,105
402	Wastewater Operations	$ 429	$ 566	$ 713
403	Stormwater Operations	$ 429	$ 566	$ 713
417	Utility Capital	$ 1,643	$ 2,168	$ 2,727
501	ER&R	$ 281	$ 370	$ 466
502	Information Technology	$ 3,241	$ 4,275	$ 5,379
510	Facilities	$ 96	$ 127	$ 160
	Total Increase	**$ 39,690**	**$ 52,353**	**$ 65,836**

RESOLUTION NO. 1732

A RESOLUTION OF THE CITY OF SNOQUALMIE, WASHINGTON, ADOPTING THE 2026 SALARY SCHEDULE FOR NON-REPRESENTED EMPLOYEES AND INCORPORATING POSITION GRADE AND TITLE CHANGES

WHEREAS, the City Council first approved, by motion, a salary schedule for non-represented employees in January 2006; and

WHEREAS, the City Council has approved, by motions, subsequent cost of living (COLA) adjustments for non-represented employees on an annual basis; and

WHEREAS, in 2024, the city completed a classification and compensation study that evaluated the competitiveness of salaries and benefits offered by the city to each grade and position in Teamsters and non-represented groups; and

WHEREAS, RCW 35A.34.070 requires that the salary ranges for various employee positions in the City be made a part of the biennial budget through the adoption of a biennial budget ordinance; and

WHEREAS, the City adopted the 2025-2026 biennial budget and established 2025-2026 salary ranges on October 3, 2024, through Ordinance 1296; and

WHEREAS, for 2024, the City Council approved placement of the non-represented employee group at the 60th percentile with a 6% COLA; and

WHEREAS, for 2025, the City Council approved a 3.63% COLA equal to the June to June percentage change in the CPI-W; and

WHEREAS, the 2023-2026 Teamsters collective bargaining agreement includes a COLA for 2026 of 100% of the Seattle-Tacoma-Bellevue CPI-W (June to June) with a minimum of 1% and a maximum of 3.5%; and

WHEREAS, the 2024-2026 Snoqualmie Police Association collective bargaining agreement includes a COLA for 2026 of 3.5%; and

WHEREAS, the City Council desires to provide non-represented salary adjustments equivalent to that of similarly situated represented employees; and

WHEREAS, the City Council desires to amend the Salary Schedule positions and titles as proposed and set forth below.

NOW, THEREFORE, BE IT RESOLVED:

Section 1. Salary Schedule Adopted. The City Council hereby adopts the 2026 salary schedule for non-represented employees as shown in Exhibit A.

Section 2. Amendments to Positions. The City Council adopts the grade and title changes as follows:

Human Resources Manager, Grade 10, shall be changed to Human Resources Director, Grade 11

Deputy Finance Director, Grade 10, shall be changed to Grade 11

CIP Project Manager, Grade 9, shall be changed to CIP Manager

Communications Coordinator, Grade 8, shall be changed to Communications Manager

Section 3. Effective Date. This resolution shall be effective January 1, 2026.

PASSED by the City Council of the City of Snoqualmie, Washington, this 10th day of November 2025.

_____

Katherine Ross, Mayor

ATTEST:

_____

Deana Dean, City Clerk

City of Snoqualmie
Non-Represented, Management & Professional (M&P)
2026 Salary Schedule
Annual Rate of Pay Table

COLA Adjustment Proposed = 2.49%

All employees will be eligible for a step increase in a given year following a satisfactory annual performance evaluation as established by the Administration.

Grade	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
Contract	City Administrator									241,436.39
13	City Attorney	150,164.49	155,904.10	161,863.57	168,051.38	174,474.99	181,143.94	188,068.86	195,257.18	202,721.64
13	Parks & Public Works Director	150,164.49	155,904.10	161,863.57	168,051.38	174,474.99	181,143.94	188,068.86	195,257.18	202,721.64
13	Police Chief[1]	150,164.49	155,904.10	161,863.57	168,051.38	174,474.99	181,143.94	188,068.86	195,257.18	202,721.64
13	Fire Chief	150,164.49	155,904.10	161,863.57	168,051.38	174,474.99	181,143.94	188,068.86	195,257.18	202,721.64
13	Information Technology Director	150,164.49	155,904.10	161,863.57	168,051.38	174,474.99	181,143.94	188,068.86	195,257.18	202,721.64
12	Finance Director	140,340.03	145,704.72	151,274.39	157,057.55	163,060.56	169,294.05	175,765.45	182,483.25	189,459.15
11	Community Development Director	131,159.21	136,172.34	141,377.71	146,782.75	152,392.79	158,218.43	164,266.05	170,545.20	177,064.40
11	Human Resources Director	131,159.21	136,172.34	141,377.71	146,782.75	152,392.79	158,218.43	164,266.05	170,545.20	177,064.40
11	Police Captain	131,159.21	136,172.34	141,377.71	146,782.75	152,392.79	158,218.43	164,266.05	170,545.20	177,064.40
11	Deputy Fire Chief	131,159.21	136,172.34	141,377.71	146,782.75	152,392.79	158,218.43	164,266.05	170,545.20	177,064.40
11	Deputy Parks & Public Works Director	131,159.21	136,172.34	141,377.71	146,782.75	152,392.79	158,218.43	164,266.05	170,545.20	177,064.40
11	Deputy Finance Director	131,159.21	136,172.34	141,377.71	146,782.75	152,392.79	158,218.43	164,266.05	170,545.20	177,064.40
10	Budget Manager	112,331.29	116,624.32	121,083.03	125,711.68	130,516.63	135,505.34	140,685.22	146,062.65	151,647.19
10	Information Technology Manager[1]	112,331.29	116,624.32	121,083.03	125,711.68	130,516.63	135,505.34	140,685.22	146,062.65	151,647.19
10	City Clerk	112,331.29	116,624.32	121,083.03	125,711.68	130,516.63	135,505.34	140,685.22	146,062.65	151,647.19
9	CIP Manager	104,494.03	108,488.60	112,635.05	116,940.82	121,411.22	126,051.55	130,870.31	135,872.82	141,066.51
9	Mental Health Professional & Community Co-Responder (L2)[1,2]	104,494.03	108,488.60	112,635.05	116,940.82	121,411.22	126,051.55	130,870.31	135,872.82	141,066.51
8	Building Official	97,203.75	100,920.05	104,777.61	108,782.80	112,940.94	117,258.39	121,740.47	126,393.55	131,225.06
8	Communications Coordinator	97,203.75	100,920.05	104,777.61	108,782.80	112,940.94	117,258.39	121,740.47	126,393.55	131,225.06
7	Management Analyst[1]	90,422.21	93,878.30	97,467.15	101,193.01	105,061.19	109,077.01	113,246.83	117,574.90	122,070.78
6	Budget Analyst[1]	84,114.38	87,329.37	90,667.56	94,133.20	97,731.61	101,467.03	105,345.83	109,373.33	113,553.77
6	Human Resources Analyst	84,114.38	87,329.37	90,667.56	94,133.20	97,731.61	101,467.03	105,345.83	109,373.33	113,553.77
6	Project Specialist	84,114.38	87,329.37	90,667.56	94,133.20	97,731.61	101,467.03	105,345.83	109,373.33	113,553.77
6	Mental Health Professional & Community Co-Responder (L1)[1]	84,114.38	87,329.37	90,667.56	94,133.20	97,731.61	101,467.03	105,345.83	109,373.33	113,553.77
6	Community Liaison	84,114.38	87,329.37	90,667.56	94,133.20	97,731.61	101,467.03	105,345.83	109,373.33	113,553.77
5	Deputy City Clerk/Legal Assistant	78,245.19	81,236.08	84,341.67	87,565.15	90,912.90	94,388.11	97,996.08	101,742.12	105,630.48

Retention Pay System

All employees will receive retention pay in addition to their salaries as follows:

Service Time	% of Salary
0-3 Years of Service	0%
4-5 Years of Service	1%
6-10 Years of Service	2%
11-15 Years of Service	4%
16+ Years of Service	5%

Note: Each step includes a 3.82% increase over the previous step.

[1] These positions are currently vacant.

[2] The L2 position represents increasing responsibility and would allow for career development. There is no current plan to add a second Mental Health Professional at the L1 level.

City of Snoqualmie
Non-Represented, Management & Professional (M&P)
2026 Salary Schedule
Monthly Rate of Pay Table

COLA Adjustment Proposed = 2.49%

All employees will be eligible for a step increase in a given year following a satisfactory annual performance evaluation as established by the Administration.

Grade	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
Contract	City Administrator									20,119.70
13	City Attorney	12,513.71	12,992.01	13,488.63	14,004.28	14,539.58	15,095.33	15,672.40	16,271.43	16,893.47
13	Parks & Public Works Director	12,513.71	12,992.01	13,488.63	14,004.28	14,539.58	15,095.33	15,672.40	16,271.43	16,893.47
13	Police Chief[1]	12,513.71	12,992.01	13,488.63	14,004.28	14,539.58	15,095.33	15,672.40	16,271.43	16,893.47
13	Fire Chief	12,513.71	12,992.01	13,488.63	14,004.28	14,539.58	15,095.33	15,672.40	16,271.43	16,893.47
13	Information Technology Director	12,513.71	12,992.01	13,488.63	14,004.28	14,539.58	15,095.33	15,672.40	16,271.43	16,893.47
12	Finance Director	11,695.00	12,142.06	12,606.20	13,088.13	13,588.38	14,107.84	14,647.12	15,206.94	15,788.26
11	Community Development Director	10,929.93	11,347.69	11,781.48	12,231.90	12,699.40	13,184.87	13,688.84	14,212.10	14,755.37
11	Human Resources Director	10,929.93	11,347.69	11,781.48	12,231.90	12,699.40	13,184.87	13,688.84	14,212.10	14,755.37
11	Police Captain	10,929.93	11,347.69	11,781.48	12,231.90	12,699.40	13,184.87	13,688.84	14,212.10	14,755.37
11	Deputy Fire Chief	10,929.93	11,347.69	11,781.48	12,231.90	12,699.40	13,184.87	13,688.84	14,212.10	14,755.37
11	Deputy Parks & Public Works Director	10,929.93	11,347.69	11,781.48	12,231.90	12,699.40	13,184.87	13,688.84	14,212.10	14,755.37
11	Deputy Finance Director	10,929.93	11,347.69	11,781.48	12,231.90	12,699.40	13,184.87	13,688.84	14,212.10	14,755.37
10	Budget Manager	9,360.94	9,718.69	10,090.25	10,475.97	10,876.39	11,292.11	11,723.77	12,171.89	12,637.27
10	Information Technology Manager[1]	9,360.94	9,718.69	10,090.25	10,475.97	10,876.39	11,292.11	11,723.77	12,171.89	12,637.27
10	City Clerk	9,360.94	9,718.69	10,090.25	10,475.97	10,876.39	11,292.11	11,723.77	12,171.89	12,637.27
9	CIP Manager	8,707.84	9,040.72	9,386.25	9,745.07	10,117.60	10,504.30	10,905.86	11,322.74	11,755.54
9	Mental Health Professional & Community Co-Responder (L2)[1][2]	8,707.84	9,040.72	9,386.25	9,745.07	10,117.60	10,504.30	10,905.86	11,322.74	11,755.54
8	Building Official	8,100.31	8,410.00	8,731.47	9,065.23	9,411.74	9,771.53	10,145.04	10,532.80	10,935.42
8	Communications Coordinator	8,100.31	8,410.00	8,731.47	9,065.23	9,411.74	9,771.53	10,145.04	10,532.80	10,935.42
7	Management Analyst[1]	7,535.18	7,823.19	8,122.26	8,432.75	8,755.10	9,089.75	9,437.24	9,797.91	10,172.57
6	Budget Analyst[1]	7,009.53	7,277.45	7,555.63	7,844.43	8,144.30	8,455.59	8,778.82	9,114.44	9,462.81
6	Human Resources Analyst	7,009.53	7,277.45	7,555.63	7,844.43	8,144.30	8,455.59	8,778.82	9,114.44	9,462.81
6	Project Specialist	7,009.53	7,277.45	7,555.63	7,844.43	8,144.30	8,455.59	8,778.82	9,114.44	9,462.81
6	Mental Health Professional & Community Co-Responder (L1)[1]	7,009.53	7,277.45	7,555.63	7,844.43	8,144.30	8,455.59	8,778.82	9,114.44	9,462.81
6	Community Liaison	7,009.53	7,277.45	7,555.63	7,844.43	8,144.30	8,455.59	8,778.82	9,114.44	9,462.81
5	Deputy City Clerk/Legal Assistant	6,520.43	6,769.67	7,028.47	7,297.10	7,576.08	7,865.68	8,166.34	8,478.51	8,802.54

Retention Pay System

All employees will receive retention pay in addition to their salaries as follows:

Service Time	% of Salary
0-3 Years of Service	0%
4-5 Years of Service	1%
6-10 Years of Service	2%
11-15 Years of Service	4%
16+ Years of Service	5%

Note: Each step includes a 3.82% increase over the previous step.

[1] These positions are currently vacant.

[2] The L2 position represents increasing responsibility and would allow for career development. There is no current plan to add a second Mental Health Professional at the L1 level.

City of Snoqualmie
Non-Represented, Management & Professional (M&P)
2026 Salary Schedule
Annual Rate of Pay Table

COLA Adjustment Proposed = 2.72%

All employees will be eligible for a step increase in a given year following a satisfactory annual performance evaluation as established by the Administration.

Grade	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
Contract	City Administrator									241,978.20
13	City Attorney	150,501.48	156,253.97	162,226.81	168,428.51	174,866.53	181,550.45	188,490.91	195,695.36	203,176.57
13	Parks & Public Works Director	150,501.48	156,253.97	162,226.81	168,428.51	174,866.53	181,550.45	188,490.91	195,695.36	203,176.57
13	Police Chief[1]	150,501.48	156,253.97	162,226.81	168,428.51	174,866.53	181,550.45	188,490.91	195,695.36	203,176.57
13	Fire Chief	150,501.48	156,253.97	162,226.81	168,428.51	174,866.53	181,550.45	188,490.91	195,695.36	203,176.57
13	Information Technology Director	150,501.48	156,253.97	162,226.81	168,428.51	174,866.53	181,550.45	188,490.91	195,695.36	203,176.57
12	Finance Director	140,654.97	146,031.70	151,613.87	157,410.00	163,426.49	169,673.96	176,159.88	182,892.77	189,884.32
11	Community Development Director	131,453.54	136,477.92	141,694.98	147,112.15	152,734.78	158,573.49	164,634.68	170,927.93	177,461.75
11	Human Resources Director	131,453.54	136,477.92	141,694.98	147,112.15	152,734.78	158,573.49	164,634.68	170,927.93	177,461.75
11	Police Captain	131,453.54	136,477.92	141,694.98	147,112.15	152,734.78	158,573.49	164,634.68	170,927.93	177,461.75
11	Deputy Fire Chief	131,453.54	136,477.92	141,694.98	147,112.15	152,734.78	158,573.49	164,634.68	170,927.93	177,461.75
11	Deputy Parks & Public Works Director	131,453.54	136,477.92	141,694.98	147,112.15	152,734.78	158,573.49	164,634.68	170,927.93	177,461.75
11	Deputy Finance Director	131,453.54	136,477.92	141,694.98	147,112.15	152,734.78	158,573.49	164,634.68	170,927.93	177,461.75
10	Budget Manager	112,583.38	116,886.03	121,354.75	125,993.79	130,809.53	135,809.43	141,000.93	146,390.43	151,987.51
10	Information Technology Manager[1]	112,583.38	116,886.03	121,354.75	125,993.79	130,809.53	135,809.43	141,000.93	146,390.43	151,987.51
10	City Clerk	112,583.38	116,886.03	121,354.75	125,993.79	130,809.53	135,809.43	141,000.93	146,390.43	151,987.51
9	CIP Manager	104,728.52	108,732.06	112,887.82	117,203.25	121,683.68	126,334.42	131,164.00	136,177.74	141,383.08
9	Mental Health Professional & Community Co-Responder (L2)[1,2]	104,728.52	108,732.06	112,887.82	117,203.25	121,683.68	126,334.42	131,164.00	136,177.74	141,383.08
8	Building Official	97,421.88	101,146.52	105,012.74	109,026.92	113,194.39	117,521.53	122,013.67	126,677.19	131,519.54
8	Communications Coordinator	97,421.88	101,146.52	105,012.74	109,026.92	113,194.39	117,521.53	122,013.67	126,677.19	131,519.54
7	Management Analyst[1]	90,625.13	94,088.97	97,685.88	101,420.10	105,296.96	109,321.79	113,500.96	117,838.75	122,344.73
6	Budget Analyst[1]	84,303.14	87,525.34	90,871.03	94,344.45	97,950.93	101,694.74	105,582.24	109,618.78	113,808.60
6	Human Resources Analyst	84,303.14	87,525.34	90,871.03	94,344.45	97,950.93	101,694.74	105,582.24	109,618.78	113,808.60
6	Project Specialist	84,303.14	87,525.34	90,871.03	94,344.45	97,950.93	101,694.74	105,582.24	109,618.78	113,808.60
6	Mental Health Professional & Community Co-Responder (L1)[1]	84,303.14	87,525.34	90,871.03	94,344.45	97,950.93	101,694.74	105,582.24	109,618.78	113,808.60
6	Community Liaison	84,303.14	87,525.34	90,871.03	94,344.45	97,950.93	101,694.74	105,582.24	109,618.78	113,808.60
5	Deputy City Clerk/Legal Assistant	78,420.78	81,418.38	84,530.94	87,761.66	91,116.92	94,599.93	98,215.99	101,970.44	105,867.53

Retention Pay System

All employees will receive retention pay in addition to their salaries as follows:

Service Time	% of Salary
0-3 Years of Service	0%
4-5 Years of Service	1%
6-10 Years of Service	2%
11-15 Years of Service	4%
16+ Years of Service	5%

Note: Each step includes a 3.82% increase over the previous step.

[1] These positions are currently vacant.

[2] The L2 position represents increasing responsibility and would allow for career development. There is no current plan to add a second Mental Health Professional at the L1 level.

City of Snoqualmie
Non-Represented, Management & Professional (M&P)
2026 Salary Schedule
Monthly Rate of Pay Table

COLA Adjustment Proposed = 2.72%

All employees will be eligible for a step increase in a given year following a satisfactory annual performance evaluation as established by the Administration.

Grade	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
Contract	City Administrator									20,164.85
13	City Attorney	12,541.79	13,021.16	13,518.90	14,035.71	14,572.21	15,129.20	15,707.58	16,307.95	16,931.38
13	Parks & Public Works Director	12,541.79	13,021.16	13,518.90	14,035.71	14,572.21	15,129.20	15,707.58	16,307.95	16,931.38
13	Police Chief[1]	12,541.79	13,021.16	13,518.90	14,035.71	14,572.21	15,129.20	15,707.58	16,307.95	16,931.38
13	Fire Chief	12,541.79	13,021.16	13,518.90	14,035.71	14,572.21	15,129.20	15,707.58	16,307.95	16,931.38
13	Information Technology Director	12,541.79	13,021.16	13,518.90	14,035.71	14,572.21	15,129.20	15,707.58	16,307.95	16,931.38
12	Finance Director	11,721.25	12,169.31	12,634.49	13,117.50	13,618.87	14,139.50	14,679.99	15,241.06	15,823.69
11	Community Development Director	10,954.46	11,373.16	11,807.91	12,259.35	12,727.90	13,214.46	13,719.56	14,243.99	14,788.48
11	Human Resources Director	10,954.46	11,373.16	11,807.91	12,259.35	12,727.90	13,214.46	13,719.56	14,243.99	14,788.48
11	Police Captain	10,954.46	11,373.16	11,807.91	12,259.35	12,727.90	13,214.46	13,719.56	14,243.99	14,788.48
11	Deputy Fire Chief	10,954.46	11,373.16	11,807.91	12,259.35	12,727.90	13,214.46	13,719.56	14,243.99	14,788.48
11	Deputy Parks & Public Works Director	10,954.46	11,373.16	11,807.91	12,259.35	12,727.90	13,214.46	13,719.56	14,243.99	14,788.48
11	Deputy Finance Director	10,954.46	11,373.16	11,807.91	12,259.35	12,727.90	13,214.46	13,719.56	14,243.99	14,788.48
10	Budget Manager	9,381.95	9,740.50	10,112.90	10,499.48	10,900.79	11,317.45	11,750.08	12,199.20	12,665.63
10	Information Technology Manager[1]	9,381.95	9,740.50	10,112.90	10,499.48	10,900.79	11,317.45	11,750.08	12,199.20	12,665.63
10	City Clerk	9,381.95	9,740.50	10,112.90	10,499.48	10,900.79	11,317.45	11,750.08	12,199.20	12,665.63
9	CIP Manager	8,727.38	9,061.01	9,407.32	9,766.94	10,140.31	10,527.87	10,930.33	11,348.14	11,781.92
9	Mental Health Professional & Community Co-Responder (L2)[1][2]	8,727.38	9,061.01	9,407.32	9,766.94	10,140.31	10,527.87	10,930.33	11,348.14	11,781.92
8	Building Official	8,118.49	8,428.88	8,751.06	9,085.58	9,432.87	9,793.46	10,167.81	10,556.43	10,959.96
8	Communications Coordinator	8,118.49	8,428.88	8,751.06	9,085.58	9,432.87	9,793.46	10,167.81	10,556.43	10,959.96
7	Management Analyst[1]	7,552.09	7,840.75	8,140.49	8,451.67	8,774.75	9,110.15	9,458.41	9,819.90	10,195.39
6	Budget Analyst[1]	7,025.26	7,293.78	7,572.59	7,862.04	8,162.58	8,474.56	8,798.52	9,134.90	9,484.05
6	Human Resources Analyst	7,025.26	7,293.78	7,572.59	7,862.04	8,162.58	8,474.56	8,798.52	9,134.90	9,484.05
6	Project Specialist	7,025.26	7,293.78	7,572.59	7,862.04	8,162.58	8,474.56	8,798.52	9,134.90	9,484.05
6	Mental Health Professional & Community Co-Responder (L1)[1]	7,025.26	7,293.78	7,572.59	7,862.04	8,162.58	8,474.56	8,798.52	9,134.90	9,484.05
6	Community Liaison	7,025.26	7,293.78	7,572.59	7,862.04	8,162.58	8,474.56	8,798.52	9,134.90	9,484.05
5	Deputy City Clerk/Legal Assistant	6,535.07	6,784.87	7,044.25	7,313.47	7,593.08	7,883.33	8,184.67	8,497.54	8,822.29

Retention Pay System

All employees will receive retention pay in addition to their salaries as follows:

Service Time	% of Salary
0-3 Years of Service	0%
4-5 Years of Service	1%
6-10 Years of Service	2%
11-15 Years of Service	4%
16+ Years of Service	5%

Note: Each step includes a 3.82% increase over the previous step.

[1] These positions are currently vacant.

[2] The L2 position represents increasing responsibility and would allow for career development. There is no current plan to add a second Mental Health Professional at the L1 level.

City of Snoqualmie
Non-Represented, Management & Professional (M&P)
2026 Salary Schedule
Annual Rate of Pay Table

COLA Adjustment Proposed = 3.11%

All employees will be eligible for a step increase in a given year following a satisfactory annual performance evaluation as established by the Administration.

Grade	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
Contract	City Administrator									242,896.93
13	City Attorney	151,072.89	156,847.22	162,842.74	169,067.99	175,530.45	182,239.75	189,206.55	196,438.36	203,947.98
13	Parks & Public Works Director	151,072.89	156,847.22	162,842.74	169,067.99	175,530.45	182,239.75	189,206.55	196,438.36	203,947.98
13	Police Chief[1]	151,072.89	156,847.22	162,842.74	169,067.99	175,530.45	182,239.75	189,206.55	196,438.36	203,947.98
13	Fire Chief	151,072.89	156,847.22	162,842.74	169,067.99	175,530.45	182,239.75	189,206.55	196,438.36	203,947.98
13	Information Technology Director	151,072.89	156,847.22	162,842.74	169,067.99	175,530.45	182,239.75	189,206.55	196,438.36	203,947.98
12	Finance Director	141,189.00	146,586.14	152,189.51	158,007.65	164,046.97	170,318.17	176,828.72	183,587.16	190,605.26
11	Community Development Director	131,952.64	136,996.09	142,232.95	147,670.70	153,314.67	159,175.55	165,259.75	171,576.90	178,135.53
11	Human Resources Director	131,952.64	136,996.09	142,232.95	147,670.70	153,314.67	159,175.55	165,259.75	171,576.90	178,135.53
11	Police Captain	131,952.64	136,996.09	142,232.95	147,670.70	153,314.67	159,175.55	165,259.75	171,576.90	178,135.53
11	Deputy Fire Chief	131,952.64	136,996.09	142,232.95	147,670.70	153,314.67	159,175.55	165,259.75	171,576.90	178,135.53
11	Deputy Parks & Public Works Director	131,952.64	136,996.09	142,232.95	147,670.70	153,314.67	159,175.55	165,259.75	171,576.90	178,135.53
11	Deputy Finance Director	131,952.64	136,996.09	142,232.95	147,670.70	153,314.67	159,175.55	165,259.75	171,576.90	178,135.53
10	Budget Manager	113,010.83	117,329.82	121,815.50	126,472.15	131,306.18	136,325.06	141,536.27	146,946.24	152,564.56
10	Information Technology Manager[1]	113,010.83	117,329.82	121,815.50	126,472.15	131,306.18	136,325.06	141,536.27	146,946.24	152,564.56
10	City Clerk	113,010.83	117,329.82	121,815.50	126,472.15	131,306.18	136,325.06	141,536.27	146,946.24	152,564.56
9	CIP Manager	105,126.15	109,144.89	113,316.42	117,648.24	122,145.68	126,814.08	131,662.00	136,694.77	141,919.88
9	Mental Health Professional & Community Co-Responder (L2)[1][2]	105,126.15	109,144.89	113,316.42	117,648.24	122,145.68	126,814.08	131,662.00	136,694.77	141,919.88
8	Building Official	97,791.77	101,530.55	105,411.45	109,440.87	113,624.16	117,967.73	122,476.92	127,158.15	132,018.89
8	Communications Coordinator	97,791.77	101,530.55	105,411.45	109,440.87	113,624.16	117,967.73	122,476.92	127,158.15	132,018.89
7	Management Analyst[1]	90,969.21	94,446.20	98,056.76	101,805.16	105,696.74	109,736.85	113,931.90	118,286.15	122,809.24
6	Budget Analyst[1]	84,623.22	87,857.65	91,216.04	94,702.65	98,322.83	102,080.84	105,983.11	110,034.97	114,240.70
6	Human Resources Analyst	84,623.22	87,857.65	91,216.04	94,702.65	98,322.83	102,080.84	105,983.11	110,034.97	114,240.70
6	Project Specialist	84,623.22	87,857.65	91,216.04	94,702.65	98,322.83	102,080.84	105,983.11	110,034.97	114,240.70
6	Mental Health Professional & Community Co-Responder (L1)[1]	84,623.22	87,857.65	91,216.04	94,702.65	98,322.83	102,080.84	105,983.11	110,034.97	114,240.70
6	Community Liaison	84,623.22	87,857.65	91,216.04	94,702.65	98,322.83	102,080.84	105,983.11	110,034.97	114,240.70
5	Deputy City Clerk/Legal Assistant	78,718.53	81,727.50	84,851.88	88,094.87	91,462.87	94,959.10	98,588.89	102,357.59	106,269.48

Retention Pay System

All employees will receive retention pay in addition to their salaries as follows:

Service Time	% of Salary
0-3 Years of Service	0%
4-5 Years of Service	1%
6-10 Years of Service	2%
11-15 Years of Service	4%
16+ Years of Service	5%

Note: Each step includes a 3.82% increase over the previous step.

[1] These positions are currently vacant.

[2] The L2 position represents increasing responsibility and would allow for career development. There is no current plan to add a second Mental Health Professional at the L1 level.

City of Snoqualmie
Non-Represented, Management & Professional (M&P)
2026 Salary Schedule
Monthly Rate of Pay Table

COLA Adjustment Proposed = 3.11%

All employees will be eligible for a step increase in a given year following a satisfactory annual performance evaluation as established by the Administration.

Grade	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
Contract	City Administrator									20,241.41
13	City Attorney	12,589.41	13,070.60	13,570.23	14,089.00	14,627.54	15,186.65	15,767.21	16,369.86	16,995.66
13	Parks & Public Works Director	12,589.41	13,070.60	13,570.23	14,089.00	14,627.54	15,186.65	15,767.21	16,369.86	16,995.66
13	Police Chief[1]	12,589.41	13,070.60	13,570.23	14,089.00	14,627.54	15,186.65	15,767.21	16,369.86	16,995.66
13	Fire Chief	12,589.41	13,070.60	13,570.23	14,089.00	14,627.54	15,186.65	15,767.21	16,369.86	16,995.66
13	Information Technology Director	12,589.41	13,070.60	13,570.23	14,089.00	14,627.54	15,186.65	15,767.21	16,369.86	16,995.66
12	Finance Director	11,765.75	12,215.51	12,682.46	13,167.30	13,670.58	14,193.18	14,735.73	15,298.93	15,883.77
11	Community Development Director	10,996.05	11,416.34	11,852.75	12,305.89	12,776.22	13,264.63	13,771.65	14,298.07	14,844.63
11	Human Resources Director	10,996.05	11,416.34	11,852.75	12,305.89	12,776.22	13,264.63	13,771.65	14,298.07	14,844.63
11	Police Captain	10,996.05	11,416.34	11,852.75	12,305.89	12,776.22	13,264.63	13,771.65	14,298.07	14,844.63
11	Deputy Fire Chief	10,996.05	11,416.34	11,852.75	12,305.89	12,776.22	13,264.63	13,771.65	14,298.07	14,844.63
11	Deputy Parks & Public Works Director	10,996.05	11,416.34	11,852.75	12,305.89	12,776.22	13,264.63	13,771.65	14,298.07	14,844.63
11	Deputy Finance Director	10,996.05	11,416.34	11,852.75	12,305.89	12,776.22	13,264.63	13,771.65	14,298.07	14,844.63
10	Budget Manager	9,417.57	9,777.48	10,151.29	10,539.35	10,942.18	11,360.42	11,794.69	12,245.52	12,713.71
10	Information Technology Manager[1]	9,417.57	9,777.48	10,151.29	10,539.35	10,942.18	11,360.42	11,794.69	12,245.52	12,713.71
10	City Clerk	9,417.57	9,777.48	10,151.29	10,539.35	10,942.18	11,360.42	11,794.69	12,245.52	12,713.71
9	CIP Manager	8,760.51	9,095.41	9,443.04	9,804.02	10,178.81	10,567.84	10,971.83	11,391.23	11,826.66
9	Mental Health Professional & Community Co-Responder (L2)[1][2]	8,760.51	9,095.41	9,443.04	9,804.02	10,178.81	10,567.84	10,971.83	11,391.23	11,826.66
8	Building Official	8,149.31	8,460.88	8,784.29	9,120.07	9,468.68	9,830.64	10,206.41	10,596.51	11,001.57
8	Communications Coordinator	8,149.31	8,460.88	8,784.29	9,120.07	9,468.68	9,830.64	10,206.41	10,596.51	11,001.57
7	Management Analyst[1]	7,580.77	7,870.52	8,171.40	8,483.76	8,808.06	9,144.74	9,494.32	9,857.18	10,234.10
6	Budget Analyst[1]	7,051.93	7,321.47	7,601.34	7,891.89	8,193.57	8,506.74	8,831.93	9,169.58	9,520.06
6	Human Resources Analyst	7,051.93	7,321.47	7,601.34	7,891.89	8,193.57	8,506.74	8,831.93	9,169.58	9,520.06
6	Project Specialist	7,051.93	7,321.47	7,601.34	7,891.89	8,193.57	8,506.74	8,831.93	9,169.58	9,520.06
6	Mental Health Professional & Community Co-Responder (L1)[1]	7,051.93	7,321.47	7,601.34	7,891.89	8,193.57	8,506.74	8,831.93	9,169.58	9,520.06
6	Community Liaison	7,051.93	7,321.47	7,601.34	7,891.89	8,193.57	8,506.74	8,831.93	9,169.58	9,520.06
5	Deputy City Clerk/Legal Assistant	6,559.88	6,810.63	7,070.99	7,341.24	7,621.91	7,913.26	8,215.74	8,529.80	8,855.79

Retention Pay System

All employees will receive retention pay in addition to their salaries as follows:

Service Time	% of Salary
0-3 Years of Service	0%
4-5 Years of Service	1%
6-10 Years of Service	2%
11-15 Years of Service	4%
16+ Years of Service	5%

Note: Each step includes a 3.82% increase over the previous step.

[1] These positions are currently vacant.

[2] The L2 position represents increasing responsibility and would allow for career development. There is no current plan to add a second Mental Health Professional at the L1 level.

Position:	Title Recommendation:	Total:	Skill Level	2022 Study Grade	Current Grade	Proposed Grade	
			750 - 785			**13**	
			710 - 745			**12**	
			670 - 705			**11**	
Human Resources Manager	Human Resources Director	**695**		n/a	10	**11**	
Deputy Finance Director		**680**		n/a	10	**11**	
			630 - 665			**10**	
City Clerk		**630**		9	10	**10**	Incorrect Data
			590 - 625			**9**	
CIP Project Manager	CIP Manager	610		n/a	9	9	
			550 - 585			**8**	
			510 - 545			**7**	
			470 - 505			**6**	
Community Liaison		**470**		4	6	**6**	Incorrect Data
			430 - 465			**5**	
			400 - 425			**4**	
			370 - 395			**3**	
			340 - 365			**2**	
			Up to 335			**1**	

Council Agenda Bill

AB Number

AB25-089

Agenda Bill Information

Title *

Resolution Amending the Financial Management Policy

Action *

Motion

Council Agenda Section

Committee Report

Council Meeting Date *

11/10/2025

Staff Member

Dena Burke

Department *

Legal

Committee

Finance and Administration

Committee Date

11/04/2025

Exhibits

Packet Attachments - if any

x2 Exhibit A Financial Management Policy Redline Version.pdf	282.86KB
x3 Financial Management Policy Clean Version.pdf	645.08KB
x1 Res 1729 Financial Mgmt Policy.docx	23.43KB

Summary

Introduction *

Brief summary.

The Financial Management Policy of the City of Snoqualmie is established by the City Council. The policy is designed to provide guidance to all stakeholders whether they be directly involved in financial processes, internal control oversight, or any financial transaction. The financial management policy is intended to serve as a blueprint to achieve fiscal stability required to accomplish goals and objectives in the city's Strategic Plan, Comprehensive Plan financial elements, and all master plans.

Proposed Motion

Move to approve Resolution 1729 Amending the Financial Management Policy

Background/Overview *

What was done (legislative history, previous actions, ability to hyperlink)

Under the current practice and Financial Management Policy, all lawsuits, claims, and severance or separation agreements require City Council approval. Occasionally, small claims $30,000 or less, must be administered and settled, such as separation or severance agreements or other claims or lawsuits against the City. There can be an advantage to handling small claims or lawsuits efficiently and administratively.

Moreover, the current Financial Management Policy is vague or silent regarding petty cash, surplus of assets, and fund structure. Clarifying procedures for these items ensures smooth and proper financial administration.

Analysis *

The proposed revision to the Financial Management Policy would authorize the City Administrator (as the initial approval authority) and the Mayor (as the final approval authority) to resolve small claims—defined as those totaling $30,000 or less—such as, lawsuits, separation agreements, and severance agreements, without requiring legislative approval. This amendment would also permit the Mayor to approve a separation or severance agreement up to $30,000 with up to one year of Continuance of Health Coverage (COBRA). Lawsuits, claims, or separation or severance agreements above $30,000 would require Council approval.

A streamlined approach enables the City to address minor legal matters promptly and strategically, offering potential advantages in negotiation and settlement processes.

Moreover, the proposed amended Financial Management Policy clarifies and outlines procedures for petty cash and harmonizes the surplusing of assets with RCW 35.94.040. In addition, the proposed amended policy updates purchasing thresholds for both the "Public Works Project Staff Labor" and "Public Works Contract" procurement categories to match the change to RCW 35.23.352 which took effect on June 30, 2024. Finally, the proposed amended policy consolidates the City's funds into one authorizing location, which will help the City's with its future code cleanup.

After this updated policy is adopted, the Snoqualmie Municipal Code must be updated to align with the Financial Management Policy. Staff are working on this code amendment and plan to bring it to a future Finance and Administration Committee and then proceed to bring it before the full City Council.

Budgetary Status *

This action has indirect budgetary implications.

Budget Summary

Approving the proposed revision to the Financial Management Policy, which allows, among other things, small claims totaling less than $30,000 and COBRA continuation for up to one year without Council approval, could result in additional expenditures depending on management decisions. However, the increase, if any, is difficult to calculate and the impacted funds are not possible to determine.

The maximum paid out at 2025 insurance rates would be $66,931, comprised of $30,000 in severance and $36,931 in COBRA payments. If the City intended to recoup this expenditure by delaying hiring of a position, the average vacancy across the City would be 4.8 months.

Other changes to the Financial Management Policy, such as the "Public Works Contract" procurement category purchasing threshold update or the surplus of assets, likewise could result in additional revenue or

expenditures depending on management decisions. However, increases, if any, are difficult to calculate and impacted funds are not possible to determine.

Fiscal Impact

Amount of Expenditure **Amount Budgeted** **Appropriation Requested**

Fiscal Impact Screenshot

Cost of COBRA		
Severance Agreement	$	30,000
12 Months of COBRA	$	36,931
Total	**$**	**66,931**

RESOLUTION NO. 1729

A RESOLUTION OF THE CITY OF SNOQUALMIE, WASHINGTON, AMENDING THE FINANCIAL MANAGEMENT POLICY

WHEREAS, on November 22, 2022, the Snoqualmie City Council passed Resolution 1627 adopting the Comprehensive Financial Management Policy dated November 14, 2022; and

WHEREAS, Resolution 1627 updated various City financial management practices and procedures consistent with state law, while recognizing that certain provisions of the Snoqualmie Municipal Code (SMC) would need to be amended for consistency; and

WHEREAS, on June 10, 2024, the City Council adopted Resolution 1690, repealing Resolution 1627 and adopting an amended Financial Management Policy, which, among other things, made revisions to the City's fund accounting policies, including reserve funds, as well as budgeting and capital improvement planning policies; and

WHEREAS, the City Council deems it necessary to amend the Financial Management Policy to establish guidelines necessary to support and sustain high level of municipal services; and

WHEREAS, the City Council deems it necessary to amend the Financial Management Policy to enable the swift, efficient, and strategic resolution of small lawsuits, claims, separation agreements, or severance agreements; and

WHEREAS, the City Council deems it necessary to amend the Financial Management Policy to clarify guidelines regarding petty cash, fund structures, and surplus of assets.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Snoqualmie as follows:

SECTION 1. Financial Management Policy Amended. The amendment to the Financial Management Policy dated November 10, 2025, and in the form as set forth in "Exhibit A" hereto, is hereby approved and adopted.

SECTION 2. Prior Policies Repealed. All previously adopted Financial Policies or Financial Management Policies, including those adopted and amended in Resolution 1690 are hereby repealed.

SECTION 3. Ordinance Requested. The Mayor and Administration are requested to prepare and present to the City Council for adoption an ordinance repealing or amending, as applicable, any existing provisions of the Snoqualmie Municipal Code that are in conflict with the Financial Management Policy adopted herein, and in the meantime, refrain from applying or enforcing said conflicting provisions.

SECTION 4. Effective Date. This resolution, and the amended Financial Management Policy attached as "Exhibit A" shall be effective immediately upon the adoption of this Resolution.

SECTION 5. Corrections by the City Clerk. Upon approval of the City Attorney, the City Clerk is authorized to make necessary corrections to this resolution, including the correction of clerical errors; references to other local, state or federal laws, codes, rules, or regulations, or resolution numbering and section/subsection numbering.

PASSED by the City Council of the City of Snoqualmie, Washington, this 10th day of November 2025.

_____
Katherine Ross, Mayor

Attest:

_____
Deana Dean, City Clerk

FINANCIAL MANAGEMENT POLICY

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1. INTRODUCTION AND OBJECTIVES

The financial management policy of the City of Snoqualmie is established by the City Council. The policy is designed to provide guidance to all stakeholders whether they be directly involved in financial processes, internal control oversight, or any financial transaction. The financial management policy is intended to serve as a blueprint to achieve fiscal stability required to accomplish goals and objectives in the city's Strategic Plan, Comprehensive Plan financial elements, and all master plans.

1.1 Policy Objectives

The City Council sets forth the authorities, responsibilities, and accountability requirements of those participating in the operations of Snoqualmie City government at all levels of the organization and endeavors to:

- Set forth financial principles
- Reduce financial risks to withstand the ups and downs of local and regional economic environments
- Maintain appropriate financial capacity for present and future levels of service
- Ensure the legal use of financial resources through an effective system of internal controls
- Provide financial transparency to the public.

1.1.1 Financial Procedures

Financial management policy is guideline for financial decision making; whereas financial procedures are separate and cover the detailed steps needed for the administration and management to accomplish business processes. The Finance Director will establish financial procedures to complement policy and align the day-to-day work performed by all city staff.

2. RESERVES AND FUND BALANCE

Reserves provide the City of Snoqualmie with options to respond to unexpected issues and provide a buffer against minor fiscal challenges. It is the intent of the City to provide a stable financial environment for which its residents can depend on a consistent and quality level of service and for planned future expenditures. The Finance Director is responsible for monitoring reserve levels and reporting current and projected reserves during each budget development cycle.

2.1 Fund Balance Definitions

As defined by GASB Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions, the City will reserve funds per the following:

2.1.1 Non-Spendable Fund Balance

Inherently non-spendable portions of net resources that cannot be spent because of their form or portions of net resources that cannot be spent because they must be maintained intact.

2.1.2 Restricted Fund Balance

Externally enforceable limitations, on the use of funds, that are imposed by creditors, grantors, contributors, or laws and regulations of other governments or limitations imposed will be designed as restricted.

2.1.3 Committed Fund Balance

Self-imposed limitations, on the use of funds, that are set in place prior to the end of a period. Limitations imposed by the City Council that require formal action at the same level to remove. Capital Project fund balances typically will consist of funds designated by City Council for future capital improvement projects.

2.1.4 Assigned Fund Balance

Limitations resulting from intended use that is established by the highest level of decision making or intended use established by the City Council for a specific purpose. The resources for these funds may be acquired through the budgeting process or funds that are deposited with the city for specific purposes. Special Revenue fund balances typically consist of funds assigned by other governmental agency for specific use or by the City Council for specific use.

2.1.5 Unassigned Fund Balance

Residual net resources that make up the fund balance in the general fund more than non- spendable, restricted, committed, and assigned fund balance or excess of non-spendable, restricted, and committed fund balance over total fund balance.

2.2 Fund Type Definitions

As defined by the Budgeting, Accounting, and Reporting System (BARS) Manual of the Washington State Auditor's Office.

2.2.1 General Fund

Used to account for and report all financial resources not accounted for and reported in another fund.

2.2.2 Reserve Fund

Used to set aside certain resources within the General Fund in order to provide support to the General Fund during a financially challenging period. In addition, the Reserve Fund helps to provide visibility over the amount set aside.

2.2.3 Other Managerial Funds

Used to set aside certain resources within the General Fund in order to provide a higher degree of control and visibility over those resources.

2.2.4 Special Revenue Funds

Used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specific purposes other than debt service or capital projects.

2.2.5 Capital Project Funds

Used to account for and report financial resources that are restricted, committed, or assigned to expenditure for the acquisition or construction of capital facilities or other capital assets.

2.2.6 Enterprise Funds

Used to report any activity for which a fee is charged to external users for goods or services. Enterprise funds are required for any activity whose principal revenue sources meet any of the following criteria: (1) Debt backed solely by a pledge of the net revenues from fees and charges, (2) legal requirement to recover cost, (3) policy decision to recover cost.

2.2.7 Internal Service Funds

Use to report any activity that provides goods or services to other funds, departments or agencies of the government, or to other governments, on a cost-reimbursement basis.

2.3 Reserve Level Target and Fund Balance – Governmental Operating (General Fund, Reserve Fund, and Other Managerial Funds)

A healthy unassigned fund balance is needed to provide cash flow to pay expenditures when due and allows for cash flow while the city waits to receive its tax collections and shared revenues. The unassigned fund balance is also a security against unforeseen changes or needs, i.e., natural disasters, loss of state shared revenues, etc.

2.3.1 Reserve Fund

The City of Snoqualmie shall establish a separate fund for reserves assigned or committed to the General Fund. Reserves may only be used with approval of the City Council. The fund balance carried annually within the Reserve Fund (i.e., Reserve Level Target) should equal between 15-20% of annual ongoing General Fund expenditures.

2.3.2 Conditions for Using General and Reserve Fund Balances

The City shall endeavor to avoid the appropriation of fund balance for ongoing expenditures. If at any time the utilization of fund balance to pay for ongoing expenditures is necessary to maintain the quality or a defined level of service, an explanation of the circumstances for the utilization of fund balance and demonstration of strategy through the long-term financial model on future fund balance will be deliberated by the City Council.

2.3.3 Other Managerial Funds

The fund balance carried annually within managerial funds may equal between 15-20% of annual operating expenditures.

2.4 Reserve Level Target – Governmental Operating (Special Revenue Funds)

The fund balance that accumulates within a Special Revenue Fund must be used in accordance with the restrictions placed on the revenue and will be monitored continuously to ensure compliance. The fund balance carried annually within special revenue funds, except for the ARPA Covid Local Recovery Fund, may equal between 15-20% of annual operating expenditures.

2.4.1 Drug Enforcement Fund

As defined by Ch. 69.50.505 RCW, SMC 3.30, and an interlocal agreement between the City and County Drug Task Force, law enforcement asset seizure funds shall be used for payment of all expenses of the investigation that led to the seizure, including the proceedings for forfeiture and sale, expenses of seizure, maintenance of custody, advertising, actual costs of prosecuting, city attorney and court costs. Funds should also be used in accordance with city code for public safety purchases.

2.5 Reserve Level Target – Governmental Capital (Capital Project Funds)

The fund balance carried annually within capital project funds should equal one and a half times (1.5x) total annual debt service.

2.5.1 Real Estate Excise Tax (REET)

The Real Estate Excise Tax (REET) is levied on all sales of real estate, measured by the full selling price, including the amount of any liens, mortgages, and other debts given to secure a purchase. As defined by Ch. 84.46.035 RCW, the City of Snoqualmie is authorized to levy REET and use in accordance with state law. REET revenues shall be allocated towards capital projects as defined in the six-year adopted Capital Improvement Plan (CIP) and should be leveraged towards debt service obligations.

2.6 Reserve Level Target – Enterprise Funds

It is the goal of enterprise funds to cover the cost of operations, capital improvements and maintenance, and debt service while maintaining a financially healthy enterprise over time. The City will establish utility rates and capital connection fees that are structured to meet several financial requirements. The Enterprise fund balance financial indicators are as follows:

2.6.1 Capital Reserves: as defined within the most recent utility rate study.

2.6.2 Operating Reserves: equal to 90 days of operating expenditures for water, wastewater, and stormwater.

2.6.3 Debt Service Reserves: as defined by bond covenants or equal to the amount needed to pay for one and a half times (1.5x) total annual debt service.

2.6.4 Debt Coverage Ratio: net revenues (operating revenues over operating expenditures) equal to one and half times (1.5x) total annual debt service, in support of a strong city bond rating.

2.7 Reserve Level Target – Internal Service Funds

It is the goal of internal service funds to cover the cost of operations, annual maintenance, and the replacement of certain capital assets on a lifecycle such as network servers or vehicles. The fund balance carried annually within an internal service fund should equal between 15-20% of annual operating expenditures, plus an amount that adequately accounts for the City's preferred financial method to replace all capital assets at the end of their lifecycle/useful life.

2.8 Replenishment of Reserves

Should assigned fund balance or reserve targets fall below stated thresholds, **the City will strive toward regaining the minimum threshold** and forecast the timing of the unassigned fund balance improvement within a long-term financial model.

2.9 Excess Fund Balances

Fund balances above the targeted reserve levels should be used for new expenditures, with emphasis on one-time uses that achieve future operating cost reductions, capital asset investments with a long- term benefit or prepaying existing debt. Use of excess fund balance above a reserve level target of 20% or the reserve level target as specified under sections 2.5 and 2.6 may be determined by the Administration subject to the approval authority of Council as expressed in other sections of this Financial Management Policy.

3. REVENUES

3.1 Revenue Objectives

- The city will maintain a diversified and stable revenue system to shelter it from short-term fluctuations.
- Fees may be set at levels sufficient to cover the entire cost of service delivery. Service delivery costs may be subsidized, as Council deems appropriate.
- All utility enterprise funds shall be self-supporting, generating enough revenue to pay for all operating, debt, and capital costs. Utility rate studies will be conducted periodically and should divide costs equitably among customer classes per benefit and cost of service. If rates are set that subsidize one class of customer at the expense of another, this action should be taken in support of explicit City policy, or a plan should be put into place to bring customer classes back into alignment with their respective cost of service.

3.2 Fee Schedule

Charges and fees, including utility rates, should be reviewed, and updated periodically based on factors such as impact of inflation, other cost increases, adequacy of coverage of costs, and current competitive rates.

3.3 Cash Management

The City shall maintain a cash management program, which includes collection of accounts receivable, disbursement of funds, and prudent investment of available idle cash. Deposits and cash receipting practices must be adhered to, by all Departments and at all City Facilities per Ch.43.09.240 RCW. Only authorized personnel may accept cash receipts from customers. The Finance Director is responsible for the strict enforcement of internal control, deposit of collections and oversight on all changes to revenue items in the financial system.

3.4 Revenue Distribution to Funds

- Sales tax is a major revenue source of the City. Construction sales tax shall be recorded within capital project fund sources. All other sales tax revenue shall be recorded within the General Fund.
- REET tax should be recorded within capital project fund sources, except for the allowance for street maintenance operations determined by the City Council which should be recorded to the general fund.

- Utility taxes are recorded within the General Fund except for the portion apportioned to the non-utility capital fund as per Ordinance 1135.

3.5 Grants Management

Grant funding may significantly leverage City resources to provide services, equipment and capital projects that would otherwise be unaffordable. The city is committed to pursuing grant funding as an appropriate funding source.

3.6 Donations & Gifts

All donations of money or property donated, devised, or bequeathed to the City, as per Ch. 35.21.100 RCW and Ch. 35A.11.040 RCW, shall be presented to the City Council for approval. The City Council delegates approval and acceptance of donations of up to $10,000 to the Mayor.

3.6.1 Substantial Gifts

The City of Snoqualmie seeks to recognize donors who, through a distinguished effort or substantial financial gift, wish to support a city facility or structure. For example, structures may include pavilions, shelters, plazas, real estate to be used for parks, trails or open space, interpretive areas, or active recreation; or other large-scale projects as discussed with the Advisory Boards and City Council. The following guideline will be used for recognizing donations for amenities or projects, in addition to defining the period in which the donation or gift will be received by the city. All proposed facility or structure naming is determined by the City Council.

For the purposes of this policy, "Substantial Financial Gift" is determined by the City Council based on estimated cost of:

- New construction, remodeling, or renovation
- Developing a new real property, such as park buildings, structures, or real estate
- Replacement of an existing, unnamed facility or landmark that requires substantial renovation at the time of the gift.

4. EXPENDITURES & PROCUREMENT

4.1 Expenditure Objectives

The City of Snoqualmie endeavors to connect expenditures to a fundamental level of stewardship by committing to a level of expenditures that are sufficient to ensure the on-going health, safety, and welfare of its residents. Operating expenditures, within funds, must be supported by the operating revenues generated by that fund. Expenditures will not expand beyond the City's ability to pay for them with current revenues.

The objectives of the expenditure guidelines are:

- To obtain supplies, equipment, and services as economically as possible and that are best suited to the specific departmental needs.
- To support Snoqualmie businesses by contracting for goods and services within the community subject to meeting other expenditure guideline objectives as per Ch. 39.04.190 RCW.
- To enhance service methods that increase efficiency and effectiveness of the delivery of city services through technology improvements.
- To improve the speed of delivery to departments by predetermining, through

contracts or other appropriate means, the sources of supply before the actual needs.

4.2 Efficiency

To ensure compliance with all applicable policies and regulations of the City, the State, and Federal Government, the City will make efficient use of limited resources and will continually look for and implement cost effective and reliable methods of delivering services. The Administration will develop service delivery changes that are needed to respond to budget shortfalls using system-wide and productivity measures. Opportunities should be found to improve efficiencies by pursuing a range of productivity-enhancing techniques such as:

- Analyzing systems and procedures to remove unnecessary requirements
- Evaluating new technologies and capital investments
- Establishing a systematic, ongoing process for periodic formal reviews of operations
- Maintaining the right balance between centralization and decentralization in managing the City support functions

4.3 Purchasing Standards

All employees of the City shall comply with the City of Snoqualmie Code of Ethics, State Law, and Federal statutory requirements regarding purchase of materials or services. The following practices are specifically forbidden so as not to create a conflict of interest or potential for conflict of interest, including but not limited to:

- Using information available to an employee solely because of their position for personal profit, gain, or advantage. An employee should recuse themselves from the appearance of conflict of interest
- Directly or indirectly furnishing estimating services, or any other services or information not available to all prospective bidders, to any person bidding on, or who may reasonably be expected to bid on, a contract.
- Using their position or status in the city to solicit business of any kind directly or indirectly for private use or to obtain supplies and equipment at special discounts or with special concessions from any vendor who sells or solicits sales to the city.

4.4 Purchasing Authorization & Accountability

The Administration is responsible for Procurement and purchasing and failure to follow guidelines may result in disciplinary action, loss of purchasing privileges and a personal liability for purchases.

4.4.1 Authorized Purchasers

Authorized staff are those City employees who have been expressly authorized in writing by their department director and approved by the Finance Director, to purchase materials, supplies, and equipment (including technology services, systems, or equipment) with the authorized employee's discretion and best judgement, within the Purchasing and Contract Commitment Threshold limitations in section 4.5.2. A manager, department director, Finance Director, City Administrator or Mayor may reduce or revoke these privileges at any time.

4.4.2 Auditing Officer

Pursuant to Ch. 42.24.080 and Ch. 42.24.180 RCW, claims presented for payment to the

City must be in writing, itemized and audited by the Auditing Officer. The Finance Director or a Financial Operations Manager are designated as City of Snoqualmie Auditing Officer(s). Department managers will be responsible for ensuring invoices meet this requirement and provide them to the Finance department for internal audit and prompt payment.

4.4.2.1 Claims Reporting

The Finance Director or a Financial Operations Manager shall prepare a Claims Report to the City Council for their approval and shall present the Claims Report for preliminary review by the F&A Committee prior to the next City Council meeting.

4.5 Level of Purchasing and Commitment Authority

Contracting with other public agencies or the private sector for the delivery of goods and services should provide the City with opportunities for cost containment and productivity service enhancement. As such, the City is committed to using outside resources for delivering municipal services as a key element in our continuing effort to provide effective and efficient programs while minimizing costs.

- All contractual obligations, including zero-dollar contracts, are subject to compliance.
- All purchases shall be made per the Purchasing and Contract Commitment Threshold Table and shall include requirements for acquiring quotes, estimates and competitive bidding.

The Mayor or his or her designee(s) is/are authorized to purchase materials, supplies and equipment and execute minor contracts without individual city council approval of each contract, subject to compliance with the Purchasing and Contract Commitment Threshold Table of this ~~policy~~ section. The Mayor may bring any contract forward for approval by the city council, notwithstanding the authority delegated to the Mayor by this policy.

RCW provides various competitive processes for obtaining bids and awarding contracts for construction of a "public work', as provided in RCW Ch. 35A.40.200, Ch. 39.04, and Ch. 35.23.352 and approval authority for certain procurement categories. Thus, the City's procurement matrix identifies separate procurement categories and the minimum approval authority and competitive process required at each threshold. Competitive negotiations include the process for acquisition of electronic data processing and telecommunications equipment, software, services, or systems as per RCW Ch. 39.04.270.

4.5.1 Minor Contracts

A minor contract may be defined by at least one of the following conditions:

- The term is three years or less, and funds have been appropriated by city council in the biennial budget, and the contract does not require expenditures that exceed available fund balances.
- Contracts with third parties renewing an existing contract for services on the same or substantially similar terms as the existing contract.
- Contracts creating no financial liability on the part of the city that are for the sole purpose of becoming eligible to receive revenues.

- Contracts with other public agencies for the exchange of information, for confidentiality for participation in legal proceedings, or other purposes of a like nature not involving financial obligations; or
- Contracts that are for the sole purpose of housekeeping changes or clarifications to an existing contract where such changes do not alter any material term or condition.

4.5.2 Definitions

- "Purchase cooperative" means an intergovernmental agency created or established via interlocal agreement for the purpose of obtaining competitive bids from vendors/suppliers of municipal supplies, materials and/or equipment, as authorized pursuant to RCW 39.34.030(5).
- "Interlocal agreement" refers to the use of an interlocal agreement with another governmental entity to provide the city the ability to purchase materials, supplies or equipment using the results of the bid process followed by the other governmental entity, as allowed pursuant to RCW 39.34.030(5).
- "Small works roster" refers to the process of inviting quotations from and awarding a contract to a contractor included on a list of public works contractors available to perform public works projects for the city, as allowed pursuant to RCW 35.23.352 and 39.04.155.
- "Limited small works roster" refers to the process of inviting quotations from and awarding a contract to a contractor included on a subset of contractors listed on the small works roster, as allowed pursuant to RCW 39.04.155(3).
- "Technology systems and services" means electronic data processing and telecommunications equipment, software, services or systems, as those terms are used in RCW 39.04.270 and 36.92.020(5).
- "Vendor roster" refers to the process of inviting quotations from a list of vendors from whom the city may purchase materials, equipment, supplies or services, which list is maintained pursuant to RCW 35.23.352(9) and 39.04.190.
- "Severance Agreement" or "Separation Agreement" refers to a legal contract between the City and an Employee who is departing or has already departed employment with the City.
- "Settlement (Claims/Suits)" refers to a legal agreement between the City and another party to resolve a claim and end litigation or potential litigation without a court decision.

4.5.3 Purchasing and Contract Commitment Threshold Table

To identify the necessary requirements for procurement or contracting, staff must first identify the procurement category in the following table:

Purchasing and Contract Commitment Thresholds Table

CONTRACT OR PROCUREMENT CATEGORY	DOLLAR LIMIT	PROCEDURAL REQUIREMENT(S)	APPROVAL AUTHORITY	REQUIRED SECONDARY APPROVAL
Materials, Supplies, & Equipment				
Materials, Supplies, & Equipment (Including Capital Equipment)	Under $2,000	Purchasing Card	Authorized Staff	None[1]
	$2,000-$7,500	Purchasing Card	Authorized Staff	Manager
	Over $7,500-$15,000	Purchasing Card, Purchase Cooperative, Vendor Roster, OR Formal Competitive Bid	Manager	Department Director
	Over $15,000 - $50,000	Purchasing Card, Purchase Cooperative, Interlocal Agreement OR Formal Competitive Bid	Department Director	Mayor or City Administrator
	Over $50,000	Purchase Cooperative, Interlocal Agreement OR Formal Competitive Bid	Mayor or City Administrator	City Council
Personal Services				
Architectural, Engineering & Landscape Architect Services (“A&E”)	Under $15,000	MRSC Consultant/Vendor Roster OR On-Call Contract	Manager	Department Director
	$15,000-$50,000	MRSC Consultant/Vendor Roster OR On-Call Contract	Department Director	Mayor or City Administrator
	Over $50,000-$100,000	MRSC Consultant/Vendor Roster OR On-Call Contract	Mayor or City Administrator	City Council
	Over $100,000	MRSC Consultant/Vendor Roster, On-Call Contract or Request for Qualifications	Mayor or City Administrator	City Council
General or Purchased Services (Other Than A&E)	Under $15,000	Purchasing Card OR Vendor Roster	Manager	Department Director
	$15,000-$50,000	Purchasing Card, Purchase Cooperative, Vendor Roster, OR None	Department Director	Mayor or City Administrator
	Over $50,000	Purchase Cooperative, Interlocal Agreement (of any dollar amount), Vendor Roster OR None	Mayor or City Administrator	City Council
Technology Systems & Services				
Technology Systems & Services	Under $7,500	Purchasing Card	Authorized Staff	Manager
	$7,500-$15,000	Purchasing Card, Purchase Cooperative, Consultant/Vendor Roster, OR Competitive Negotiation	Manager	Department Director
	Over $15,000-$50,000	Purchasing Card, Purchase Cooperative, Consultant/Vendor Roster, OR Competitive Negotiation	Department Director	Mayor or City Administrator
	Over $50,000	Purchase Cooperative, Consultant/Vendor Roster, OR Competitive Negotiation	Mayor or City Administrator	City Council

CONTRACT OR PROCUREMENT CATEGORY		DOLLAR LIMIT	PROCEDURAL REQUIREMENT(S)	APPROVAL AUTHORITY	REQUIRED SECONDARY APPROVAL
Public Works					
Public Works Project Staff Labor	Single Craft	Under $75,500	None	Manager	Department Director
	Multi Craft	Under ~~$116,155~~ $150,000	None	Manager	Department Director
Public Works Contract		Under $7,500	None	Authorized Staff	Manager
		$7,500-$50,000	Limited Small Works Roster OR Small Works Roster	Manager	Department Director
		Over $50,000-~~$116,155~~ $150,000	Small Works Roster OR Formal Competitive Bid	Department Director	Mayor or City Administrator
		Over ~~$116,155~~ $150,000-$350,000	Small Works Roster OR Formal Competitive Bid	Mayor or City Administrator	City Council
		Over $350,000	Formal Competitive Bid	Mayor or City Administrator	City Council
Amendments & Change Orders					
Contract Amendments (Services)		No Value Change	None[2]	Manager	Department Director
		Under $50,000, cumulatively	None[2]	Department Director	Mayor or City Administrator
		Over $50,000, cumulatively	None[2]	Mayor or City Administrator	City Council
Change Orders (Public Works)		No Value Change	None[2]	Manager	Department Director
		Under $50,000, cumulatively	None[2]	Department Director	Mayor or City Administrator
		Over $50,000, cumulatively	None[2]	Mayor or City Administrator	City Council
Claims, Suits, and Severance/Separation Agreements					
Settlement (claims/suits)		$30,000	Legal Negotiation	City Administrator	Mayor
Settlement (claims/suits)		Over $30,000	Legal Negotiation	Mayor or City Administrator	City Council
Severance or Separation Agreement		$30,000, plus Continuation of Health Coverage (COBRA) for up to 12 months	Legal Negotiation	City Administrator	Mayor
Severance or Separation Agreements		Over $30,000, plus Continuation of Health Coverage (COBRA) for up to 12 months	Legal Negotiation	Mayor or City Administrator	City Council

[1]While prior approval for materials, supplies, and equipment purchased by authorized staff under $1,000 is not required by this section, purchasing card program procedures may require Manager and/or Director and/or Finance Director approval.

[2]While contract amendments and change orders do not require a competitive process, they shall be processed in

accordance with the specifications or procedural requirements set forth in the underlying contract. And the proposed scope of any change order or contract amendment must not deviate from the original scope of work in such a manner or degree that they constitute a separate project.

4.6 Purchasing Controls & Methods

Primary responsibility and authority for the expenditure of monies appropriated per the adopted budget will be vested by the Mayor in the City Administrator and Department Directors or authorized designee. In addition to the primary responsibilities, the Finance Director shall exercise a secondary oversight responsibility for all budget expenditures and contractual obligations.

To facilitate a sound and cost-effective purchasing operation, authorized personnel shall follow procurement methods as defined by state law which contain guidelines for procurement, bidding, and awarding contracts.

4.6.1 Commercial Card Program

A purchase order system and/or commercial card programs (purchasing or fleet cards) should be used for purchases for goods and services use. Purchasing cards are used as a form of payment, by authorized purchasers, with the city liability to vendors and not the card program provider.

4.7 Exemptions to Purchasing and Commitment Thresholds

4.7.1 Sole Source

In circumstances where the city is limited to a single source of supply, competitive bidding requirements may be waived by the department director or Finance Director per RCW 39.04.280(1)(a). The city must be able to demonstrate that the purchase is clearly and legitimately limited to a single source such that bidding the purchase would be useless and futile based on drafted specifications. If a sole source exception is used, the City will make reasonable efforts to ensure that it is receiving the lowest price and best terms from the vendor.

4.7.2 Favorable Market Conditions

The Mayor or City Administrator may waive established bidding requirements if an opportunity arises to purchase favorably priced equipment at an auction or supplies or used goods that will be sold before the city can conduct the bid process per RCW 39.04.280(1)(b) and RCW 39.30.045.

4.7.3 Insurance & Bonds

In the insurance and bond procurement process, RCW 39.04.280 allows for the exemption of a competitive bid process.

4.7.4 Emergency Purchases

Emergency purchases as per RCW 39.04.280 are those made by the Mayor or authorized designee, such as a Department Manager, where an immediate purchase is necessary to correct a situation which would adversely affect the life, health, or safety of the residents.

In case of an emergency, a Department Manager may directly purchase any supplies, materials, or services necessary to alleviate the emergency. Every effort shall be made to contact the Mayor and City Administrator whether the emergency occurs during or after normal working hours.

In the event where emergency purchasing is related to natural disaster events, a Declaration of Emergency Resolution shall be considered by the City Council per State Law at the first opportunity available. The Finance Director shall review and approve of account coding for all emergency purchases and maintain a tracking system per FEMA requirements, Emergency Management Plan, BARS and GFOA recommended practices for emergency management recordkeeping.

4.8 Personnel Expenditures

Because personnel costs are the largest expenditure area of the annual budget, compensation guidelines are defined in the Personnel Policy, and Local Bargaining Agreements, which establish salary ranges, performance evaluation requirements and total compensation costs as the basis for all compensation planning and bargaining. Within budget limitations and Council authorized

4.8.1 Travel & Training

The City of Snoqualmie shall reimburse City elected and appointed officials, employees and members of boards and commissions for their reasonable expenses actually incurred in the conduct of their business. Generally, eligible expenditures include travel, meals and lodging incurred by the individual while away from the City and necessitated by City business.

5. BUDGET

5.1 Budget Objective

The formal operating budget development process provides the primary mechanism by which key decisions are made regarding the levels and types of services to be provided, through the city council's appropriation of funds, functional classification, or capital programs or projects given the anticipated level of available resources. The City Council will meet to discuss Council goals and priorities prior to the start of the budget development process. The budget will be developed per Ch. 35A.34 RCW.

5.2 Budget Principles

5.2.1 Link the budget to long-term, strategic financial plans

The City's budget should be developed in accordance with the policies and priorities set forth in the Strategic Plan, long-term financial model, as per section 9.0, Comprehensive Plan, City Council goals, the needs of the community and federal and state laws.

5.2.2 Critically examine past spending patterns

The city seeks to maximize the value the public receives through its spending. Accordingly, management should develop budget tools and methods to measure and maximize value, particularly by critically examining existing spending patterns to make sure they continue to provide value.

5.2.3 Prioritize programs and services

The city should prioritize essential and discretionary programs services based on a results approach relative to the importance in preserving the community's health, safety, and welfare; mandates; risk assessments; long-term costs and evidence of their effectiveness in meeting strategic plan initiatives, comprehensive plan elements, annual goals and required mandates.

5.2.4 Risk management and mitigation of liabilities

The City intends to fund the current portion of liabilities within the budget to maintain trust of creditors and to avoid or mitigate accumulating an unmanageable liability.

5.2.5 Establish preferences for budget balancing strategies

The City's preferred strategy for balancing the budget is to reduce expenditures through improved productivity. Except during dire economic circumstances, service, and program elimination is preferable. The biennial budget should not be balanced at the expense of long-term financial health.

5.3 Budget Scope & Basis

The City will adopt budgets for all funds, functional classifications, and capital programs and projects as established by Council. A budget calendar will be prepared by the Finance Director in coordination with the Mayor and City Administrator and include all required public hearings. Proposed budgets will be viewed and discussed by the City Council and the public at the fund and department summary object code levels per BARS. The final budget is adopted by ordinance of the City Council by December 31 of each biennium. To encourage synchronization between the budget document and financial reporting, the City will establish the budget based on the cash basis of accounting.

5.4 Balanced Budget Requirement

The objective of the operating budget is to pay for all current expenditures with current revenues. The budgets for all city funds should be structurally balanced throughout the budget development process. Ongoing revenue should equal or exceed ongoing expenditures in both the proposed and adopted budgets. If a structural imbalance occurs, then a plan should be developed and implemented to bring the budget back into structural balance. The City will endeavor to avoid budgetary allocations that balance current expenditures at the expense of meeting future years' expenses. Beginning fund balance sources may be used to fund capital improvement projects or other one-time, non-ongoing expenditures if the fund reserve targets are met.

5.5 Internal Cost Allocation

The Internal Cost Allocation Plan (ICAP) is a method used to determine and assign the cost of indirect services to government users of those services or direct operating funds.

5.5.1 Reference Guides

RCW 43.09.210 states in part, "all service rendered by…from, one department…to another, shall be paid for at its true and full value by the department…receiving the same, and no department…shall benefit in any financial manner whatsoever by an

appropriation or fund made for the support of another…"

5.5.2 Definitions

- Indirect Costs are incurred for a common purpose benefitting more than one cost function or organizational unit. They cannot be directly assigned without effort disproportionate to the benefit received.
- Indirect Services are activities that support the departments that provide direct service to the public. Examples include accounting, purchasing, human resources, engineering, and fleet and information technology.
- Direct Services are activities that provide services directly to or for the public and are supported by indirect services. Examples include parks, streets, and utilities (water, sewer, storm water).

5.5.3 Costs to be allocated

Indirect cost allocation methods shall be reasonable, consistent, and equitable to distribute shared costs across funds and departments. Different factors are necessary to equitably allocate the various overhead costs. Costs shall only be allocated to departments that receive indirect support services. The city should be guided by reference authorities when creating the cost allocation plan to ensure that only allocable costs are included.

As part of the biennial budget development process, costs will be allocated based on the projected budget forecast.

5.6 Budget Amendments

All budget amendments, such as shifting budget allocations from one fund or functional classification to another fund, functional classification, or capital program or project, must be approved by the City Council. Budget amendments changing the authorized appropriation level are subject to public hearing requirements in State Law.

5.6.1 Administrative Budget Adjustments

Allocation adjustments within funds or functional classifications do not require city council approval. Department managers may, upon approval by the Mayor and City Administrator, request inter-departmental line-item budget adjustments for operating purposes only, but not between appropriated functions. These administrative budget adjustments, authorized as per Ch. 35A.33.120 RCW, should primarily be for contractual, supplies and materials and other miscellaneous line items within the department.

5.6.2 Personnel Adjustments

Any personnel adjustment that increases the City's ongoing expenditures relative to ongoing revenue, and negatively changes service levels as established by Council, requires legislative approval. Any personnel adjustment that does not lead to an increase in ongoing expenditures relative to ongoing revenue nor changes service levels negatively can be executed by the Administration without legislative approval. Separation agreements and severance agreements as well as minor personnel adjustments associated with those agreements (i.e., ~~having a position remain vacant or unfilled for six months or less~~COBRA payments) are not considered ongoing and therefore are excluded from this section. Separation agreements or severance

agreements may be executed by the Mayor without legislative approval per ~~Table 3~~the Purchasing and Contract Commitment Threshold Table ~~if the agreement is consistent with the approved biennial budget for the city and the city's liability under the agreement does not exceed available fund balances~~.

5.7 Service Levels & Funding

The City endeavors to maintain its present service levels for priority and essential services subject to available revenues. The objective is to maximize the benefit of available resources. The results or outcomes that matter most to residents should be defined by the City Council. New services or programs will be considered for funding within available resources.

Department managers will be given the opportunity to request personnel, goods, and capital items needed to carry out the department responsibilities. Department requests must include supporting documentation and justification of needs for operating requests. Requests should integrate strategic plan priorities and departmental objectives into the budget.

5.7.1 Social Service Organization Funding Requests

The City receives requests from social services organizations and other entities seeking grants and funding. As part of the budget development cycle, the City Council will consider these requests and include a listing of entities to be included for grant giving.

5.8 Maintenance and Replacement

Maintenance and replacement funding should be prioritized each year to ensure that capital facilities and equipment are sufficiently maintained to avoid service disruptions. Non-current liabilities have important implications for a local government's fiscal health. The City will strive to maintain its capital assets in a manner adequate to protect the City's capital investment and to minimize future liabilities for maintenance and replacement costs.

5.8.1 Capital Asset Management

The City should inventory and assess the condition of its buildings, equipment, and vehicles on a periodic basis. Budget development should include a multi-year projection of facilities, parks, equipment, vehicle replacement requirements and new asset additions. The budget should provide sufficient funding for adequate maintenance and orderly replacement of capital plant and equipment. Future maintenance needs and repairs should be costed out and included as budgetary decision criteria for the appropriate internal service fund.

5.9 Enterprise Fund Budgets

Enterprise operations are to be self-supporting, including capital improvements and depreciation. Enterprise operations are to be reviewed biannually for self-sufficiency and proper cash-flow needs. Utility Rate studies, which occur periodically, will be included in the budget development process in the year for which new rates are established. Enterprise budgets will incorporate year one and two capital projects and programs as identified within the Capital Improvement Plan (CIP).

5.10 Budget Reporting

The recommended and adopted budget documents will be available at City Hall. The City will maintain an internal control system to support adherence to the budget allocations. The City Council will receive a quarterly Financial Performance Report to include budget versus actual reporting. The financial performance report should be provided within sixty (60) days after the end of each quarter.

6. CAPITAL BUDGET

6.1 Objective

The City of Snoqualmie capital budget, which is a part of the biennial budget, has a major impact on the quality of local government services, the community's economic vitality, environmental stewardship, social equity, and overall quality of life for city residents, businesses, and visitors. The capital budget serves to identify, prioritize, and address community needs through careful long- term planning and balanced public investment in physical infrastructure. Capital budget goals include:

- Support the City's Strategic Plan, other plans and the community vision for growth and levels of service.
- Acknowledge and communicate capital investment priorities as community conditions change.
- Promote appropriate planning efforts to changing demands for a diverse set of infrastructure and capital assets.
- A financial assessment of capital funding resources available to meet future capital project planning needs.
- Maintain a high-quality service infrastructure able of meeting community needs today and, in the future.

6.2 Capital Definitions

6.2.1 Capital Outlay

The City defines a capital outlay as the acquisition or renewal of relatively small or inexpensive physical assets with a useful life greater than one year. Examples include lawn mowers and laptops. Capital outlay expenditures are typically tracked in operating funds or internal service funds.

6.2.2 Capital Program

The City defines a capital program as the continuous acquisition or renewal, over an extended period of time, of similar long-term physical assets with a useful life greater than one year. Given its continuous and ongoing nature, a capital program retains permanence in the Capital Improvement Plan. Examples include the resurfacing of streets and the replacement of utility mains.

6.2.3 Capital Project

The City defines a capital project as the discrete and one-time acquisition or renewal of a long-term physical asset(s) with a useful life greater than one year. Given its one-time nature, a capital project will exist for a finite period of time in the Capital Improvement Plan. Examples include the acquisition of a fire station or the replacement of a lift station.

6.3 Capital Improvement Plan (CIP)

The Capital Improvement Plan (CIP) is a planning and financial management tool that helps the City identify and prioritize capital investments over a six-year period. Based on staff recommendations, stakeholder and public input, and Council deliberation, the CIP establishes the scope and cost of capital investments, communicates the estimated funding available from various sources, and balances both cost and the resources available in a cohesive and efficient financial plan. This long-term plan will provide guidance for each biennial budget process as well as for Council goal-setting processes.

The CIP is required by the State of Washington Growth Management Act to bring the Comprehensive Plan to life and should be informed by all master and functional plans (Water System Plan, General Sewer Plan, Parks, Recreation, Open Space, and Trails Plan (PROST)). The CIP will help the City to plan capital programs and projects wisely and most efficiently to maximize community impact with long-term sustainability in mind. In addition, as a critical communications tool, the CIP will increase the transparency of the capital decision-making process. Given its explicit and forward-looking nature, the City can avoid long-term adverse financial and operating surprises by creating and adopting a CIP.

The City Council should update the CIP biennially. The off year of the budget cycle allows for public engagement efforts to discuss future, potential projects, and programs with the community. Major changes that are discovered may be amended through the mid-period biennial budget adjustments. The administration should provide periodic project update reporting to the city council and/or council committee where project amendments would be addressed.

As resources are available and projects are financially feasible, the two most current years of the 6- year CIP should be recommended for incorporation into the upcoming biennial budget. Subsequent years of the CIP are for planning purposes and may be altered as they advance toward the budget inclusion year. Capital program or project appropriations are authorized by council at the project level and reviewed through period project updates and reporting identified in this section.

6.4 CIP Criteria & Ranking

All projects submitted to the CIP should be initially ranked. The Administration will assess project rankings plus other factors such as minimizing construction impacts through project sequencing or a need to respond to emergent issues. The City Council, as part of biennial CIP deliberations may modify and/or finalize project rankings. Funding is a critical component of the criteria and ranking schedule. In addition to ranking, projects need an overall description, justification for the project, and a connection to a master plan or strategic plan.

6.5 Project Source & Use Identification

Capital project and program submissions shall include multi-year funding sources, including grants, applicable impact fees, special funding, and other outside sources. Multi-year project costs shall include acquisition, design, permitting, inspections, mitigation, construction, in-house staff time, inflationary costs and contingency.

6.5.1 Project Sources

Capital funding comes from operating revenues, grants, local improvement districts, impact fees, user fees and the issuance of debt. Washington State law limits the City of Snoqualmie's ability to raise funds for capital improvements such as tax rate limits and amount of debt capacity. Given the extensive number of capital improvement projects and finite funding sources available, the following are some of the capital financing strategies available when preparing or updating the Capital Improvement Plan:

- Seek out private contributions or donations through public/private partnerships.
- Similar departmental capital projects will be combined for efficiencies and cost savings such as street improvements combined with utility improvements to minimize construction impact to the community.
- Mitigation and impact fees should be applied toward projects defined by the contributing source or agreement authorized by the City Council.
- REET funding.
- Local Improvement or Utility Local Improvement District (LID or ULID) assessments
- Enterprise (utility) fund projects must be paid for by user rates and capital connection charges.

6.5.1.1 Funding Source Cash Flow

Funding sources, such as REET or mitigation fees, will be reviewed as part of the biennial CIP development process for sufficient cash flow and long-term impact on funds. The availability and use of special funding sources is subject to State Law and/or reserve targets set by the City Council as per the Reserve section of the Financial Policy.

6.5.2 Capital Cost Thresholds

Capital outlay is distinguished from capital projects and programs and are expenditures between $5,000 and $49,999 and/or having less than an estimated five years of useful life.

Capital program or project expenditures over $50,000 during a six-year period should be included in the CIP. Projects should not be combined to meet the minimum standard unless they are dependent upon each other. Projects should not be separated to forego the maximum standard.

Items that are operating expenditures (such as non-specific capital project related professional services, master plan updates, maintenance agreements, technology items, etc.) should not be considered within the CIP.

6.5.2.1 Impact on Operating Budget

All projects submitted for inclusion in the CIP should be reviewed to assess the long-term impact on the operating budget in terms of:

- Future year revenue generation
- Additional personnel, equipment and/or vehicle requirements
- Future operating and maintenance expenditures
- Return on investment potential

6.5.2.2 Public Art Funding

Pursuant to SMC 3.80, the City recognizes the importance of public art funding and establishes a funding source for public art works to be installed in certain public facilities

and spaces. CIP projects and programs, as per municipal code, will include a line item identifying the art funding cost to be transferred to the special revenue fund.

6.6 CIP Planning Process

The capital budget and CIP development process will begin prior to the biennial budget development process. The Mayor and Administration should present the CIP to the City Council for deliberations and approval to include in the biennial budget. Any substantive change to the CIP after approval must be approved by the City Council. CIP development shall include public engagement efforts to ensure the community has ample time to comment on and contribute to the CIP.

6.7 CIP Progress & Reporting

The City Council will receive a quarterly progress report regarding the CIP to include budget versus actual reporting. The progress report should be provided within sixty (60) days after the end of each quarter.

7. DEBT MANAGEMENT

7.1 Debt Purpose

Debt financing is primarily used for capital project expenditures. Use of long-term debt financing for operations and maintenance costs are forbidden. Debt financing will be considered if the City can repay debt without causing financial distress. It is the City's objective to:

- Identify the timing and amount of debt required as specifically as possible
- Achieve the most favorable interest rates and other related financing costs
- Ensure that future financial flexibility be maintained
- Utilize interfund loans from one fund to another as a first source of debt financing

7.2 Debt Practices

The City Council may authorize the following types of debt financing only for those purposes as provided by Ch. 39 RCW:

- Utilization of the Public Works Loan Fund, per WAC 399.30 for allowable purposes, if available.
- Utilization of interfund loans as per the BARS Manual.
- Issuance of revenue bonds to fund proprietary capital infrastructure projects such as water, sewer, and stormwater.
- Issuance of councilmanic limited tax general obligation bonds for capital projects that generate adequate revenues from user fees to support operations and or debt service requirements.
- Issuance of councilmanic limited tax general obligation bonds for capital projects that are authorized to be supported by the General Fund or capital project funds through the Capital Improvement Plan (CIP) for debt service requirements.

Utility System replacements, due to age or the need to upgrade to meet minimum standards, should be financed by a combination of:

- Using portions of the Utility Enterprise fund balance for capital improvement projects.
- Borrowing and repaying on a schedule that matches the useful life of the capital improvement.

The City of Snoqualmie will never issue debt more than limitations as prescribed in Ch. 39.36.020 RCW based on percentage of its total market value.

7.3 Bond Terms & Methods

Long-term debt should be structured in a manner so that the life of the debt does not exceed the expected useful life of the capital asset being funded by the debt. The city will obtain the most competitive pricing on debt issuances to ensure a favorable value to the community.

7.4 Bond Rating

Strong financial management is a key credit rating factor. For the City of Snoqualmie to respond quickly to economic and financial demands, the City will seek to maintain or continually improve its bond rating to seek the lowest possible interest rate available OR maintain its AA Bond Rating.

7.5 Financial Guarantees

Should financial guarantees be utilized to defer public improvements required of development projects or to ensure that disturbed public facilities will be restored, the developer or property owner shall provide an irrevocable letter of credit issued by a banking institution approved by the Finance Director, a bond, an assignment of savings, or a cash deposit. The form of the financial guarantee shall be at the discretion of the Finance Director. The amount of any approved financial guarantee shall be at least 150% of the estimated improvement cost and may be increased to reduce risk to City resources based on the professional judgment of the Finance Director.

8. INVESTMENTS

8.1 Policy & Scope

It is the policy of the City of Snoqualmie to invest public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the City and conforming to State law governing the investment of public funds.

The investment policy applies to all financial assets of the City of Snoqualmie. These funds are accounted for in the City of Snoqualmie's Annual Financial Report and include all operating, special revenue, capital project, enterprise, debt service and trust funds.

8.2 Prudence

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

The standard of prudence to be used by investment officials shall be the "prudent person" and/or "prudent investor" standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with this policy and with Ch. 35.39 RCW and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is

taken to control adverse developments.

8.3 Objective

The primary objectives of the City of Snoqualmie investment activities shall be:

8.3.1 Liquidity

The City of Snoqualmie investment portfolio will remain sufficiently liquid to enable the city to meet all operating requirements, which might be reasonably anticipated.

8.3.2 Return

The City of Snoqualmie investment portfolio shall be designed with the objective of attaining a benchmark rate of return throughout budgetary and economic cycles, commensurate with the City's investment risk constraints and the cash flow characteristics of the portfolio. Short-term investment returns should attain a return rate of at least equal to the Washington Local Government Investment Pool (LGIP).

8.4 Delegation of Authority

Management responsibility for the investment program is hereby delegated to the Finance Director or a Financial Operations Manager, who shall be responsible for investment transactions up to $1 million. Transactions over $1 million shall require the additional approval of the City Administrator or Mayor. A strict system of controls to regulate the activities of subordinate personnel in the absence of the Finance Director must be undertaken.

8.5 Ethics & Conflicts of Interest

Public officials and city employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees and investment officials shall disclose to the City Council any material financial interest in financial institutions that conduct business within their jurisdiction, and they shall further disclose any large personal financial/investment positions that could be related to the performance of the City of Snoqualmie.

8.6 Authorized Financial Dealers & Institutions

The Finance Director will maintain a list of financial institutions authorized to provide investment services. In addition, a list will also be maintained of approved security broker/dealers selected by credit worthiness who are authorized to provide investment services in the State of Washington. These may include "primary" dealers or regional dealers that qualify under Securities & Exchange Commission Rule 15C3-1 (Uniform Net Capital Rule). No public deposit shall be made except in a qualified public depository as established by Washington State laws.

All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the Finance Director, upon request, with annual audited financial statements, proof of National Association of Security Dealers (NASD) certification, and proof of State of Washington registration. Annual completion of Notification to Broker and Certification by Broker will be done.

8.7 Authorized & Suitable Investments

From the governing body perspective, special care must be taken to ensure that the list of instruments includes only those allowed by law and those that local investment managers are trained and competent to handle. Interest-bearing deposits in authorized depositories must be fully insured or collateralized.

The following is a list of investments which the City of Snoqualmie will be authorized to invest in as per Ch. 39.58 and 39.59 RCW:

- **Government Securities**: Instruments such as bonds, notes, bills, mortgages, and other securities which are direct obligations of the federal government or its agencies, with the principal fully guaranteed by the U.S. Government or its agencies.
- **Certificate of Deposit:** A negotiable or nonnegotiable instrument issued by commercial banks, located in the State of Washington, and insured up to the Federal Deposit Insurance Corporation (FDIC), or, if exceeding FDIC coverage, is fully insured or collateralized.
- **Prime Commercial Paper:** An investment used by corporations to finance receivables. A short-term (matures in 270 days or less) unsecured promissory note is issued for a maturity specified by the purchaser. Corporations market their paper through dealers who in turn market the paper to investors.
- **State of Washington Securities and Pools:** Any security which is a general obligation of the State of Washington or any of its municipalities. Statewide investment pools which invest in authorized instruments.
- **Money Markets**: Money market mutual funds which invest in authorized instruments.

8.8 Safekeeping & Custody

When a broker dealer holds, investments purchased by the City of Snoqualmie in safekeeping, the broker-dealer must provide asset protection of at least $500,000 through the Securities Investor Protector Corporation (SIPC) and at least another $49.5 million supplemental insurance protection.

8.9 Diversification

The City will endeavor to diversify its investments per type and maturity. The portfolio, as much as possible, will contain both short-term and long-term investments. The City will attempt to match its investments with anticipated cash flow requirements, as per the long-term financial model. Extended maturities may be utilized to take advantage of higher yields and to match investment maturities with debt obligations.

The City will attempt to diversity its investment portfolio per broker-dealer or financial institutions. No more than 65% of the entire investment portfolio shall be held with one broker.

8.10 Reporting

Periodic required investment reports to policymakers and elected officials provide necessary written communication regarding investment performance, risk analysis, adherence to policy provisions, as well as other information. The Finance Director shall provide the City Council quarterly investment reports, which provide a clear picture of the status of the current investment portfolio. This management report should include a summary of securities held at the end of the reporting period by authorized investment

category, percentage of portfolio represented by each investment category, percentage of portfolio represented by each financial institution, and overall portfolio values.

9. LONG-TERM FINANCIAL PLANNING

The City's budget process involves incorporating the strategies, priorities and goals identified by the City Council to provide for the community's highest service delivery needs. Long-term planning begins with determining the City's fiscal capacity based upon long-term financial forecasts of ongoing resources.

9.1 Model Objective

Long-term financial models that address all funds should be utilized by the City Council, Mayor, and Administration in strategizing and aligning financial capacity with the City Council Strategic Plan. Long-term financial models serve as a foundation for conversations regarding allocation of resources and project planning. The forecasting methods utilized should be objective in nature to minimize the risk of being too pessimistic or too optimistic.

The City's long-term financial models should include a governmental operating financial forecast, addressing the General and Reserve funds, a governmental capital financial plan, commonly observed through the six-year CIP, an enterprise (i.e., utilities) financial plan, often presented through the utility rate study and six-year CIP, and an internal cost allocation plan, which addresses the replacement schedule of important assets such as vehicles and software systems.

Models will include an analysis of historical, current, and future year's financial environment, revenue, operating and capital expenditures, and debt positions. The financial model will be updated as needed to provide direction to the budget process and other fiscal decision-making actions of the City Council.

10. AUDITING, ACCOUNTING, & INTERNAL CONTROL

The City of Snoqualmie will establish and maintain a high standard of accounting practices and procedures. Accounting standards will reflect best practices recommended by the Government Finance Officers Association (GFOA) and chart of accounts required by the Washington Office of the State Auditor (SAO) BARS manual.

After each fiscal year, the City will prepare an Annual Financial Report and the Washington SAO will conduct an audit of the City financial transactions, contract management and internal control.

10.1 Internal Control

The City Council, Mayor and Administration are responsible for ensuring and maintaining a system of internal control to safeguard its assets against loss, check the accuracy and reliability of its accounting data, promote operational efficiency, and encourage adherence to prescribed financial procedures.

Council will adopt financial management policy and communicate with the State Auditor's Office as part of the annual financial audit entrance and exit conferences.

The Finance Director shall develop internal control processes to ensure and maintain a strong internal control function. Periodic updates and new recommended practices set forward by the SAO and GFOA are communicated and addressed with the City Council. Any weakness in internal control and accounting procedures shall be addressed immediately by the Mayor, City Administrator or Finance Director so a timeline to remedy improvement can be established.

10.2 Accounting Write-offs

The Finance Director shall make every effort to collect all receivables owed to the City and will comply with Ch. 4.16 RCW regarding collection actions by local governments. The following is criteria that must be met before a receivable is allowed for write-off:

- Standardized collection procedures have been exhausted.
- A determination has been made that the debt is uncollectible or that further measures to collect the debt are inappropriate and deemed to exceed the cost of collection.
- The characteristics of the debt are such that write-off is appropriate - If funds are uncollectible, the Finance Director should determine for write offs to an individual bad debt expenditure up to $5,000 up to an aggregate annual amount of $50,000. City Council approval is required for balances above the annual threshold and must accompany the write off to the bad debt expenditure.
- The reason for the write-off is documented adequately and is made available for audit.

10.3 Petty Cash and Bank Account Controls

The Finance Director shall establish processes for control and handling of petty cash funds, which include investigative buy funds. The Finance Director will oversee and manage all City of Snoqualmie Banking Accounts such as Imprest accounts, Claims accounts, and Payroll accounts. Bank accounts will be reconciled monthly.

10.3.1 Establishing Petty Cash Accounts

At the time of establishing any petty cash account, the Finance Director shall appoint a single custodian for such an account independent of invoice processing, check signing, general accounting, and cash receipt functions, provided that the Finance Director may from time to time change the custodian of the account as directed in writing. On disbursal of petty cash to a designated custodian, the custodian shall render a receipt in writing to the Finance Director.

10.3.2 Petty Cash Limit

No individual petty cash account shall exceed $250.00, and the aggregate of all petty cash accounts shall not exceed $1,000.

10.3.3 Petty Cash Reconciliation

All petty cash accounts shall be counted or reconciled to the authorized balance and to the actual balance per bank statement or a count of cash on hand, at least monthly or upon termination of the custodian, by some person other than the custodian.

10.3.4 Petty Cash Replenishment

At least once a month petty cash accounts shall be replenished. Replenishment shall be by

warrant or check with the appropriate receipts attached. The receipts should show the date, recipient, purpose, and amount of each cash disbursement. The receipts must be signed by the person receiving the petty cash and shall be perforated or canceled by some appropriate means to prevent reuse.

10.4 Inventory of Small & Attractive Items

Operating departments shall be responsible for conducting regular inventory of their small and attractive items at defined by State Law. and submit a physical inventory to the Finance Director.

10.5 Surplus Assets

All real property (land, buildings, etc.) regardless of value, and personal property (vehicles, equipment, etc.) with an estimated market value equal to or more than $50,000, acquired for non-utility or utility purposes, and which are no longer required for service, may be surplused following a public hearing and approval of a City Council resolution. If personal property has an estimated market value less than $50,000, then the Mayor may administratively surplus without a public hearing and resolution. The surplusing of any property shall not be less than its fair market value. ~~The mayor should administratively surplus non-public utility office equipment, computer equipment, small tools, computer software and minor equipment with a value of less than $5,000. Titled vehicles, real property, and any City property with a value of greater than $5,000 will be surplused by the City Council by resolution.~~

~~10.5.1 Surplus or Inter-Governmental Disposition of Public Utility Assets~~

~~As per Ch. 35.94.040 RCW, titled vehicles, real property, and equipment originally acquired for public utility purposes and which are no longer required for providing continued public utility service should be surplused after a public hearing and subsequent City Council resolution.~~

11. RISK MANAGEMENT

The City should periodically review its insurance options and coverage for each risk or hazard and medical options to determine whether it is most cost effective to purchase commercial insurance, to fund a self-insurance program or to participate in a “pooled” self-insurance program with other jurisdictions. Such a determination should consider the long-term financial obligations of such a decision as well as the regular fluctuations in commercial insurance markets. Where the City decides to self-insure a risk, the City shall fully fund the expected costs of those risks through actuarial or other professional estimates of those costs.

12. FUND STRUCTURE

The City shall establish the following funds in its financial system as required by law and sound financial administration. The Finance Director is authorized to establish procedures for the proper operation of each fund in accordance with its purpose.

FUND NUMBER	FUND NAME	FUND PURPOSE
001	General Fund	Serves as the main operating fund for the City and includes sources and uses for general governmental activities.
002	Reserve Fund	Maintains and provides money to the General Fund and other funds when necessary in order to respond to unexpected events such as economic instability, public emergencies, or cash flow issues.
012	Arts Activities Fund	Accounts for the acquisition and display of art and the provision of art programs established by the City in consultation with the Arts Commission.
014	North Bend Police Services Fund	Accounts for the provision of police services to the City of North Bend.
017	Exchange Delegates Activities Fund	Accounts for deposits made by the City's sister cities for their use during their time visiting the City.
018	General Deposits Control Fund	Accounts for various types of damage and security deposits that are not related to utility or capital projects, or for certain other special purposes, until they are either refunded to the payee or retained by the City.
020	School Impact Fee Fund	Receives and remits impact fees collected for the Snoqualmie Valley School District (SVSD).
110	Tourism Promotion Fund	Accounts for the collection and disbursement of lodging tax revenue allocated for tourism promotion efforts by the City's Lodging Tax Advisory Committee (LTAC).
118	Drug Enforcement Fund	Accounts for the collection and disbursement of proceeds from the sale of confiscated and/or forfeited property seized as a result of criminal drug activity for drug enforcement purposes or remittance to the State of Washington.
123	Opioid Settlement Fund	Accounts for the collection and disbursement of legal settlement funds for opioid remediation efforts.
131	Affordable Housing Fund	Accounts for the City's affordable housing efforts including, but not limited to, the acquisition, rehabilitation, or construction of affordable housing, the operation and maintenance of such housing units, or to provide rental assistance and other supportive services to tenants.
144	Home Elevation Fund	Receives and disburses funds from the King County Flood Control District to support the elevation of homes in flood-prone areas.
150	ARPA Covid Local Recovery Fund	Receives and disburses State and Local Fiscal Recovery Funds (SLFRF) from the America Rescue Plan Act (ACA) to support the City broadly during the COVID-19 pandemic.
310	Non-Utility Capital Fund	Accounts for the acquisition, improvement, or replacement of long-term general governmental infrastructure (i.e., parks, transportation, facilities, etc.).
320	Tokul Roundabout Construction Fund	Accounts for the construction of the Tokul Roundabout.

FUND NUMBER	FUND NAME	FUND PURPOSE
350	ERP Project Fund	Accounts for the replacement and implementation of the Enterprise Resource Planning (ERP) system.
401	Water Operations Fund	Accounts for the provision of drinking and irrigation water services to customers which includes the operation and maintenance of the water collection, treatment, and distribution system.
402	Wastewater Operations Fund	Accounts for the provision of wastewater services to customers which includes the operation and maintenance of the wastewater collection, conveyance, and treatment system.
403	Stormwater Operations Fund	Accounts for the operation and maintenance of storm drainage, catch basin, and water retention facilities and the City's green infrastructure which includes the urban forest.
417	Utility Capital Fund	Accounts for the acquisition, improvement, or replacement of long-term utility infrastructure.
501	Equipment Replacement & Repair Fund	Accounts for the operation, maintenance, acquisition, and disposition of long-term vehicles and equipment.
502	Information Technology Fund	Accounts for the provision of information technology services and the maintenance, acquisition, and disposition of long-term hardware and software systems.
510	Facilities Maintenance Fund	Accounts for the operation and maintenance of municipal facilities including, but not limited to, City Hall, Police Station, Fire Station, and the Public Works Shop.
631	Payroll Warrants Clearing Fund	Receives transfers from other funds with an amount of money equal to the various salaries, wages, and other compensations due to City employees in order to pay out those employee-related expenses from one fund.
632	Claims Warrants Clearing Fund	Receives transfers from other funds with an amount of money equal to the various claims against the City (such as invoices for goods and services) in order to pay out those claims from one fund.
633	Treasurers Deposits Control Fund	Accounts for various types of deposits, fees, and taxes collected on behalf of other governments or entities and the remittance of those monies to the responsible government or entity.
634	Medical FSA Spending Trust Fund	Accounts for the withholding from employee pay an amount equal to the amount spent by an employee from their flexible spending account (FSA) and the disbursement of such funds to the vendor managing the FSA.
890	Treasurers Surplus Investment Fund	Accounts for the City's investment of its available cash in interest-bearing accounts or securities.
999	Pooled Cash Fund	Accounts for all of the City's cash in one pooled account and keeps a record of money due to a fund, from another fund, in order to track the amount of cash a fund is responsible for.

FINANCIAL MANAGEMENT POLICY ADOPTION

The City of Snoqualmie Financial Management Policy shall be adopted and amended by action of the City Council. The Snoqualmie City Council shall review the policy periodically and any modifications made thereto must be approved by the City Council.

Policy Adopted on: ~~**June 10**~~ **November 10, ~~2024~~2025**
This policy replaces separate, previously adopted policies and/or procedures regarding revenue management, procurement and contract management, fund reserves, purchasing or commercial credit cards, asset management policies or any other policy regarding financial management and financial procedures. Snoqualmie Municipal Code should be repealed or updated accordingly.

FINANCIAL MANAGEMENT POLICY

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1. INTRODUCTION AND OBJECTIVES

The financial management policy of the City of Snoqualmie is established by the City Council. The policy is designed to provide guidance to all stakeholders whether they be directly involved in financial processes, internal control oversight, or any financial transaction. The financial management policy is intended to serve as a blueprint to achieve fiscal stability required to accomplish goals and objectives in the city's Strategic Plan, Comprehensive Plan financial elements, and all master plans.

1.1 Policy Objectives

The City Council sets forth the authorities, responsibilities, and accountability requirements of those participating in the operations of Snoqualmie City government at all levels of the organization and endeavors to:

- Set forth financial principles.
- Reduce financial risks to withstand the ups and downs of local and regional economic environments.
- Maintain appropriate financial capacity for present and future levels of service.
- Ensure the legal use of financial resources through an effective system of internal controls.
- Provide financial transparency to the public.

1.1.1 Financial Procedures

Financial management policy is guideline for financial decision making; whereas financial procedures are separate and cover the detailed steps needed for the administration and management to accomplish business processes. The Finance Director will establish financial procedures to complement policy and align the day-to-day work performed by all city staff.

2. RESERVES AND FUND BALANCE

Reserves provide the City of Snoqualmie with options to respond to unexpected issues and provide a buffer against minor fiscal challenges. It is the intent of the City to provide a stable financial environment for which its residents can depend on a consistent and quality level of service and for planned future expenditures. The Finance Director is responsible for monitoring reserve levels and reporting current and projected reserves during each budget development cycle.

2.1 Fund Balance Definitions

As defined by GASB Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions, the City will reserve funds per the following:

2.1.1 Non-Spendable Fund Balance

Inherently non-spendable portions of net resources that cannot be spent because of their form or portions of net resources that cannot be spent because they must be maintained intact.

2.1.2 Restricted Fund Balance

Externally enforceable limitations, on the use of funds, that are imposed by creditors, grantors, contributors, or laws and regulations of other governments or limitations imposed will be designed as restricted.

2.1.3 Committed Fund Balance

Self-imposed limitations, on the use of funds, that are set in place prior to the end of a period. Limitations imposed by the City Council that require formal action at the same level to remove. Capital Project fund balances typically will consist of funds designated by City Council for future capital improvement projects.

2.1.4 Assigned Fund Balance

Limitations resulting from intended use that is established by the highest level of decision making or intended use established by the City Council for a specific purpose. The resources for these funds may be acquired through the budgeting process or funds that are deposited with the city for specific purposes. Special Revenue fund balances typically consist of funds assigned by other governmental agency for specific use or by the City Council for specific use.

2.1.5 Unassigned Fund Balance

Residual net resources that make up the fund balance in the general fund more than non- spendable, restricted, committed, and assigned fund balance or excess of non-spendable, restricted, and committed fund balance over total fund balance.

2.2 Fund Type Definitions

As defined by the Budgeting, Accounting, and Reporting System (BARS) Manual of the Washington State Auditor's Office.

2.2.1 General Fund

Used to account for and report all financial resources not accounted for and reported in another fund.

2.2.2 Reserve Fund

Used to set aside certain resources within the General Fund in order to provide support to the General Fund during a financially challenging period. In addition, the Reserve Fund helps to provide visibility over the amount set aside.

2.2.3 Other Managerial Funds

Used to set aside certain resources within the General Fund in order to provide a higher degree of control and visibility over those resources.

2.2.4 Special Revenue Funds

Used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specific purposes other than debt service or capital projects.

2.2.5 Capital Project Funds

Used to account for and report financial resources that are restricted, committed, or assigned to expenditure for the acquisition or construction of capital facilities or other capital assets.

2.2.6 Enterprise Funds

Used to report any activity for which a fee is charged to external users for goods or services. Enterprise funds are required for any activity whose principal revenue sources meet any of the following criteria: (1) Debt backed solely by a pledge of the net revenues from fees and charges, (2) legal requirement to recover cost, (3) policy decision to recover cost.

2.2.7 Internal Service Funds

Use to report any activity that provides goods or services to other funds, departments or agencies of the government, or to other governments, on a cost-reimbursement basis.

2.3 Reserve Level Target and Fund Balance – Governmental Operating (General Fund, Reserve Fund, and Other Managerial Funds)

A healthy unassigned fund balance is needed to provide cash flow to pay expenditures when due and allows for cash flow while the city waits to receive its tax collections and shared revenues. The unassigned fund balance is also a security against unforeseen changes or needs, i.e., natural disasters, loss of state shared revenues, etc.

2.3.1 Reserve Fund

The City of Snoqualmie shall establish a separate fund for reserves assigned or committed to the General Fund. Reserves may only be used with approval of the City Council. The fund balance carried annually within the Reserve Fund (i.e., Reserve Level Target) should equal between 15-20% of annual ongoing General Fund expenditures.

2.3.2 Conditions for Using General and Reserve Fund Balances

The City shall endeavor to avoid the appropriation of fund balance for ongoing expenditures. If at any time the utilization of fund balance to pay for ongoing expenditures is necessary to maintain the quality or a defined level of service, an explanation of the circumstances for the utilization of fund balance and demonstration of strategy through the long-term financial model on future fund balance will be deliberated by the City Council.

2.3.3 Other Managerial Funds

The fund balance carried annually within managerial funds may equal between 15-20% of annual operating expenditures.

2.4 Reserve Level Target – Governmental Operating (Special Revenue Funds)

The fund balance that accumulates within a Special Revenue Fund must be used in accordance with the restrictions placed on the revenue and will be monitored continuously to ensure compliance. The fund balance carried annually within special revenue funds, except for the ARPA Covid Local Recovery Fund, may equal between 15-20% of annual operating expenditures.

2.4.1 Drug Enforcement Fund

As defined by Ch. 69.50.505 RCW, SMC 3.30, and an interlocal agreement between the City and County Drug Task Force, law enforcement asset seizure funds shall be used for payment of all expenses of the investigation that led to the seizure, including the proceedings for forfeiture and sale, expenses of seizure, maintenance of custody, advertising, actual costs of prosecuting, city attorney and court costs. Funds should also be used in accordance with city code for public safety purchases.

2.5 Reserve Level Target – Governmental Capital (Capital Project Funds)

The fund balance carried annually within capital project funds should equal one and a half times (1.5x) total annual debt service.

2.5.1 Real Estate Excise Tax (REET)

The Real Estate Excise Tax (REET) is levied on all sales of real estate, measured by the full selling price, including the amount of any liens, mortgages, and other debts given to secure a purchase. As defined by Ch. 84.46.035 RCW, the City of Snoqualmie is authorized to levy REET and use in accordance with state law. REET revenues shall be allocated towards capital projects as defined in the six-year adopted Capital Improvement Plan (CIP) and should be leveraged towards debt service obligations.

2.6 Reserve Level Target – Enterprise Funds

It is the goal of enterprise funds to cover the cost of operations, capital improvements and maintenance, and debt service while maintaining a financially healthy enterprise over time. The City will establish utility rates and capital connection fees that are structured to meet several financial requirements. The Enterprise fund balance financial indicators are as follows:

2.6.1 Capital Reserves: as defined within the most recent utility rate study.

2.6.2 Operating Reserves: equal to 90 days of operating expenditures for water, wastewater, and stormwater.

2.6.3 Debt Service Reserves: as defined by bond covenants or equal to the amount needed to pay for one and a half times (1.5x) total annual debt service.

2.6.4 Debt Coverage Ratio: net revenues (operating revenues over operating expenditures) equal to one and half times (1.5x) total annual debt service, in support of a strong city bond rating.

2.7 Reserve Level Target – Internal Service Funds

It is the goal of internal service funds to cover the cost of operations, annual maintenance, and the replacement of certain capital assets on a lifecycle such as network servers or vehicles. The fund balance carried annually within an internal service fund should equal between 15-20% of annual operating expenditures, plus an amount that adequately accounts for the City's preferred financial method to replace all capital assets at the end of their lifecycle/useful life.

2.8 Replenishment of Reserves

Should assigned fund balance or reserve targets fall below stated thresholds, **the City will strive toward regaining the minimum threshold** and forecast the timing of the unassigned fund balance improvement within a long-term financial model.

2.9 Excess Fund Balances

Fund balances above the targeted reserve levels should be used for new expenditures, with emphasis on one-time uses that achieve future operating cost reductions, capital asset investments with a long- term benefit or prepaying existing debt. Use of excess fund balance above a reserve level target of 20% or the reserve level target as specified under sections 2.5 and 2.6 may be determined by the Administration subject to the approval authority of Council as expressed in other sections of this Financial Management Policy.

3. REVENUES

3.1 Revenue Objectives

- The city will maintain a diversified and stable revenue system to shelter it from short-term fluctuations.
- Fees may be set at levels sufficient to cover the entire cost of service delivery. Service delivery costs may be subsidized, as Council deems appropriate.
- All utility enterprise funds shall be self-supporting, generating enough revenue to pay for all operating, debt, and capital costs. Utility rate studies will be conducted periodically and should divide costs equitably among customer classes per benefit and cost of service. If rates are set that subsidize one class of customer at the expense of another, this action should be taken in support of explicit City policy, or a plan should be put into place to bring customer classes back into alignment with their respective cost of service.

3.2 Fee Schedule

Charges and fees, including utility rates, should be reviewed, and updated periodically based on factors such as impact of inflation, other cost increases, adequacy of coverage of costs, and current competitive rates.

3.3 Cash Management

The City shall maintain a cash management program, which includes collection of accounts receivable, disbursement of funds, and prudent investment of available idle cash. Deposits and cash receipting practices must be adhered to, by all Departments and at all City Facilities per Ch.43.09.240 RCW. Only authorized personnel may accept cash receipts from customers. The Finance Director is responsible for the strict enforcement of internal control, deposit of collections and oversight on all changes to revenue items in the financial system.

3.4 Revenue Distribution to Funds

- Sales tax is a major revenue source of the City. Construction sales tax shall be recorded within capital project fund sources. All other sales tax revenue shall be recorded within the General Fund.
- REET tax should be recorded within capital project fund sources, except for the allowance for street maintenance operations determined by the City Council which

should be recorded to the general fund.
- Utility taxes are recorded within the General Fund except for the portion apportioned to the non-utility capital fund as per Ordinance 1135.

3.5 Grants Management

Grant funding may significantly leverage City resources to provide services, equipment and capital projects that would otherwise be unaffordable. The city is committed to pursuing grant funding as an appropriate funding source.

3.6 Donations & Gifts

All donations of money or property donated, devised, or bequeathed to the City, as per Ch. 35.21.100 RCW and Ch. 35A.11.040 RCW, shall be presented to the City Council for approval. The City Council delegates approval and acceptance of donations of up to $10,000 to the Mayor.

3.6.1 Substantial Gifts

The City of Snoqualmie seeks to recognize donors who, through a distinguished effort or substantial financial gift, wish to support a city facility or structure. For example, structures may include pavilions, shelters, plazas, real estate to be used for parks, trails or open space, interpretive areas, or active recreation; or other large-scale projects as discussed with the Advisory Boards and City Council. The following guideline will be used for recognizing donations for amenities or projects, in addition to defining the period in which the donation or gift will be received by the city. All proposed facility or structure naming is determined by the City Council.

For the purposes of this policy, “Substantial Financial Gift” is determined by the City Council based on estimated cost of:

- New construction, remodeling, or renovation.
- Developing a new real property, such as park buildings, structures, or real estate.
- Replacement of an existing, unnamed facility or landmark that requires substantial renovation at the time of the gift.

4. EXPENDITURES & PROCUREMENT

4.1 Expenditure Objectives

The City of Snoqualmie endeavors to connect expenditures to a fundamental level of stewardship by committing to a level of expenditures that are sufficient to ensure the on-going health, safety, and welfare of its residents. Operating expenditures, within funds, must be supported by the operating revenues generated by that fund. Expenditures will not expand beyond the City’s ability to pay for them with current revenues.

The objectives of the expenditure guidelines are:

- To obtain supplies, equipment, and services as economically as possible and that are best suited to the specific departmental needs.
- To support Snoqualmie businesses by contracting for goods and services within the community subject to meeting other expenditure guideline objectives as per Ch. 39.04.190 RCW.

- To enhance service methods that increase efficiency and effectiveness of the delivery of city services through technology improvements.
- To improve the speed of delivery to departments by predetermining, through contracts or other appropriate means, the sources of supply before the actual needs.

4.2 Efficiency

To ensure compliance with all applicable policies and regulations of the City, the State, and Federal Government, the City will make efficient use of limited resources and will continually look for and implement cost effective and reliable methods of delivering services. The Administration will develop service delivery changes that are needed to respond to budget shortfalls using system-wide and productivity measures. Opportunities should be found to improve efficiencies by pursuing a range of productivity-enhancing techniques such as:

- Analyzing systems and procedures to remove unnecessary requirements.
- Evaluating new technologies and capital investments.
- Establishing a systematic, ongoing process for periodic formal reviews of operations.
- Maintaining the right balance between centralization and decentralization in managing the City support functions.

4.3 Purchasing Standards

All employees of the City shall comply with the City of Snoqualmie Code of Ethics, State Law, and Federal statutory requirements regarding purchase of materials or services. The following practices are specifically forbidden so as not to create a conflict of interest or potential for conflict of interest, including but not limited to:

- Using information available to an employee solely because of their position for personal profit, gain, or advantage. An employee should recuse themselves from the appearance of conflict of interest
- Directly or indirectly furnishing estimating services, or any other services or information not available to all prospective bidders, to any person bidding on, or who may reasonably be expected to bid on, a contract.
- Using their position or status in the city to solicit business of any kind directly or indirectly for private use or to obtain supplies and equipment at special discounts or with special concessions from any vendor who sells or solicits sales to the city.

4.4 Purchasing Authorization & Accountability

The Administration is responsible for Procurement and purchasing and failure to follow guidelines may result in disciplinary action, loss of purchasing privileges and a personal liability for purchases.

4.4.1 Authorized Purchasers

Authorized staff are those City employees who have been expressly authorized in writing by their department director and approved by the Finance Director, to purchase materials, supplies, and equipment (including technology services, systems, or equipment) with the authorized employee's discretion and best judgement, within the Purchasing and Contract Commitment Threshold limitations in section 4.5.2. A manager, department director, Finance Director, City Administrator or Mayor may reduce or

revoke these privileges at any time.

4.4.2 Auditing Officer

Pursuant to Ch. 42.24.080 and Ch. 42.24.180 RCW, claims presented for payment to the City must be in writing, itemized and audited by the Auditing Officer. The Finance Director or a Financial Operations Manager are designated as City of Snoqualmie Auditing Officer(s). Department managers will be responsible for ensuring invoices meet this requirement and provide them to the Finance department for internal audit and prompt payment.

4.4.2.1 Claims Reporting

The Finance Director or a Financial Operations Manager shall prepare a Claims Report to the City Council for their approval and shall present the Claims Report for preliminary review by the F&A Committee prior to the next City Council meeting.

4.5 Level of Purchasing and Commitment Authority

Contracting with other public agencies or the private sector for the delivery of goods and services should provide the City with opportunities for cost containment and productivity service enhancement. As such, the City is committed to using outside resources for delivering municipal services as a key element in our continuing effort to provide effective and efficient programs while minimizing costs.

- All contractual obligations, including zero-dollar contracts, are subject to compliance.
- All purchases shall be made per the Purchasing and Contract Commitment Threshold Table and shall include requirements for acquiring quotes, estimates and competitive bidding.

The Mayor or his or her designee(s) is/are authorized to purchase materials, supplies and equipment and execute minor contracts without individual city council approval of each contract, subject to compliance with the Purchasing and Contract Commitment Threshold Table of this section. The Mayor may bring any contract forward for approval by the city council, notwithstanding the authority delegated to the Mayor by this policy.

RCW provides various competitive processes for obtaining bids and awarding contracts for construction of a "public work', as provided in RCW Ch. 35A.40.200, Ch. 39.04, and Ch. 35.23.352 and approval authority for certain procurement categories. Thus, the City's procurement matrix identifies separate procurement categories and the minimum approval authority and competitive process required at each threshold. Competitive negotiations include the process for acquisition of electronic data processing and telecommunications equipment, software, services, or systems as per RCW Ch. 39.04.270.

4.5.1 Minor Contracts

A minor contract may be defined by at least one of the following conditions:

- The term is three years or less, and funds have been appropriated by city council in the biennial budget, and the contract does not require expenditures that exceed available fund balances.
- Contracts with third parties renewing an existing contract for services on the

same or substantially similar terms as the existing contract.

- Contracts creating no financial liability on the part of the city that are for the sole purpose of becoming eligible to receive revenues.
- Contracts with other public agencies for the exchange of information, for confidentiality for participation in legal proceedings, or other purposes of a like nature not involving financial obligations; or
- Contracts that are for the sole purpose of housekeeping changes or clarifications to an existing contract where such changes do not alter any material term or condition.

4.5.2 Definitions

- "Purchase cooperative" means an intergovernmental agency created or established via interlocal agreement for the purpose of obtaining competitive bids from vendors/suppliers of municipal supplies, materials and/or equipment, as authorized pursuant to RCW 39.34.030(5).
- "Interlocal agreement" refers to the use of an interlocal agreement with another governmental entity to provide the city the ability to purchase materials, supplies or equipment using the results of the bid process followed by the other governmental entity, as allowed pursuant to RCW 39.34.030(5).
- "Small works roster" refers to the process of inviting quotations from and awarding a contract to a contractor included on a list of public works contractors available to perform public works projects for the city, as allowed pursuant to RCW 35.23.352 and 39.04.155.
- "Limited small works roster" refers to the process of inviting quotations from and awarding a contract to a contractor included on a subset of contractors listed on the small works roster, as allowed pursuant to RCW 39.04.155(3).
- "Technology systems and services" means electronic data processing and telecommunications equipment, software, services or systems, as those terms are used in RCW 39.04.270 and 36.92.020(5).
- "Vendor roster" refers to the process of inviting quotations from a list of vendors from whom the city may purchase materials, equipment, supplies or services, which list is maintained pursuant to RCW 35.23.352(9) and 39.04.190.
- "Severance Agreement" or "Separation Agreement" refers to a legal contract between the City and an Employee who is departing or has already departed employment with the City.
- "Settlement (Claims/Suits)" refers to a legal agreement between the City and another party to resolve a claim and end litigation or potential litigation without a court decision.

4.5.3 Purchasing and Contract Commitment Threshold Table

To identify the necessary requirements for procurement or contracting, staff must first identify the procurement category in the following table:

Purchasing and Contract Commitment Threshold Table

CONTRACT OR PROCUREMENT CATEGORY	DOLLAR LIMIT	PROCEDURAL REQUIREMENT(S)	APPROVAL AUTHORITY	REQUIRED SECONDARY APPROVAL
Materials, Supplies, & Equipment				
Materials, Supplies, & Equipment (Including Capital Equipment)	Under $2,000	Purchasing Card	Authorized Staff	None[1]
	$2,000-$7,500	Purchasing Card	Authorized Staff	Manager
	Over $7,500-$15,000	Purchasing Card, Purchase Cooperative, Vendor Roster, OR Formal Competitive Bid	Manager	Department Director
	Over $15,000 - $50,000	Purchasing Card, Purchase Cooperative, Interlocal Agreement OR Formal Competitive Bid	Department Director	Mayor or City Administrator
	Over $50,000	Purchase Cooperative, Interlocal Agreement OR Formal Competitive Bid	Mayor or City Administrator	City Council
Personal Services				
Architectural, Engineering & Landscape Architect Services (“A&E”)	Under $15,000	MRSC Consultant/Vendor Roster OR On-Call Contract	Manager	Department Director
	$15,000-$50,000	MRSC Consultant/Vendor Roster OR On-Call Contract	Department Director	Mayor or City Administrator
	Over $50,000-$100,000	MRSC Consultant/Vendor Roster OR On-Call Contract	Mayor or City Administrator	City Council
	Over $100,000	MRSC Consultant/Vendor Roster, On-Call Contract or Request for Qualifications	Mayor or City Administrator	City Council
General or Purchased Services (Other Than A&E)	Under $15,000	Purchasing Card OR Vendor Roster	Manager	Department Director
	$15,000-$50,000	Purchasing Card, Purchase Cooperative, Vendor Roster, OR None	Department Director	Mayor or City Administrator
	Over $50,000	Purchase Cooperative, Interlocal Agreement (of any dollar amount), Vendor Roster OR None	Mayor or City Administrator	City Council
Technology Systems & Services				
Technology Systems & Services	Under $7,500	Purchasing Card	Authorized Staff	Manager
	$7,500-$15,000	Purchasing Card, Purchase Cooperative, Consultant/Vendor Roster, OR Competitive Negotiation	Manager	Department Director
	Over $15,000-$50,000	Purchasing Card, Purchase Cooperative, Consultant/Vendor Roster, OR Competitive Negotiation	Department Director	Mayor or City Administrator

CONTRACT OR PROCUREMENT CATEGORY		DOLLAR LIMIT	PROCEDURAL REQUIREMENT(S)	APPROVAL AUTHORITY	REQUIRED SECONDARY APPROVAL
		Over $50,000	Purchase Cooperative, Consultant/Vendor Roster, OR Competitive Negotiation	Mayor or City Administrator	City Council
Public Works					
Public Works Project Staff Labor	Single Craft	Under $75,500	None	Manager	Department Director
	Multi Craft	Under $150,000	None	Manager	Department Director
Public Works Contract		Under $7,500	None	Authorized Staff	Manager
		$7,500-$50,000	Limited Small Works Roster OR Small Works Roster	Manager	Department Director
		Over $50,000-$150,000	Small Works Roster OR Formal Competitive Bid	Department Director	Mayor or City Administrator
		Over $150,000-$350,000	Small Works Roster OR Formal Competitive Bid	Mayor or City Administrator	City Council
		Over $350,000	Formal Competitive Bid	Mayor or City Administrator	City Council
Amendments & Change Orders					
Contract Amendments (Services)		No Value Change	None[2]	Manager	Department Director
		Under $50,000, cumulatively	None[2]	Department Director	Mayor or City Administrator
		Over $50,000, cumulatively	None[2]	Mayor or City Administrator	City Council
Change Orders (Public Works)		No Value Change	None[2]	Manager	Department Director
		Under $50,000, cumulatively	None[2]	Department Director	Mayor or City Administrator
		Over $50,000, cumulatively	None[2]	Mayor or City Administrator	City Council
Claims, Suits, and Severance/Separation Agreements					
Settlement (claims/suits)		$30,000	Legal Negotiation	City Administrator	Mayor
Settlement (claims/suits)		Over $30,000	Legal Negotiation	Mayor or City Administrator	City Council
Severance or Separation Agrement		$30,000, plus Continuation of Health Coverage (COBRA) for up to 12 months	Legal Negotiation	City Administrator	Mayor
Severance or Separation Agreements		Over $30,000, plus Continuation of Health Coverage (COBRA) for up to 12 months	Legal Negotiation	Mayor or City Administrator	City Council

[1]While prior approval for materials, supplies, and equipment purchased by authorized staff under $1,000 is not required by

this section, purchasing card program procedures may require Manager and/or Director and/or Finance Director approval.

[2]While contract amendments and change orders do not require a competitive process, they shall be processed in accordance with the specifications or procedural requirements set forth in the underlying contract. And the proposed scope of any change order or contract amendment must not deviate from the original scope of work in such a manner or degree that they constitute a separate project.

4.6 Purchasing Controls & Methods

Primary responsibility and authority for the expenditure of monies appropriated per the adopted budget will be vested by the Mayor in the City Administrator and Department Directors or authorized designee. In addition to the primary responsibilities, the Finance Director shall exercise a secondary oversight responsibility for all budget expenditures and contractual obligations.

To facilitate a sound and cost-effective purchasing operation, authorized personnel shall follow procurement methods as defined by state law which contain guidelines for procurement, bidding, and awarding contracts.

4.6.1 Commercial Card Program

A purchase order system and/or commercial card programs (purchasing or fleet cards) should be used for purchases for goods and services use. Purchasing cards are used as a form of payment, by authorized purchasers, with the city liability to vendors and not the card program provider.

4.7 Exemptions to Purchasing and Commitment Thresholds

4.7.1 Sole Source

In circumstances where the city is limited to a single source of supply, competitive bidding requirements may be waived by the department director or Finance Director per RCW 39.04.280(1)(a). The city must be able to demonstrate that the purchase is clearly and legitimately limited to a single source such that bidding the purchase would be useless and futile based on drafted specifications. If a sole source exception is used, the City will make reasonable efforts to ensure that it is receiving the lowest price and best terms from the vendor.

4.7.2 Favorable Market Conditions

The Mayor or City Administrator may waive established bidding requirements if an opportunity arises to purchase favorably priced equipment at an auction or supplies or used goods that will be sold before the city can conduct the bid process per RCW 39.04.280(1)(b) and RCW 39.30.045.

4.7.3 Insurance & Bonds

In the insurance and bond procurement process, RCW 39.04.280 allows for the exemption of a competitive bid process.

4.7.4 Emergency Purchases

Emergency purchases as per RCW 39.04.280 are those made by the Mayor or authorized designee, such as a Department Manager, where an immediate purchase is

necessary to correct a situation which would adversely affect the life, health, or safety of the residents.

In case of an emergency, a Department Manager may directly purchase any supplies, materials, or services necessary to alleviate the emergency. Every effort shall be made to contact the Mayor and City Administrator whether the emergency occurs during or after normal working hours.

In the event where emergency purchasing is related to natural disaster events, a Declaration of Emergency Resolution shall be considered by the City Council per State Law at the first opportunity available. The Finance Director shall review and approve of account coding for all emergency purchases and maintain a tracking system per FEMA requirements, Emergency Management Plan, BARS and GFOA recommended practices for emergency management recordkeeping.

4.8 Personnel Expenditures

Because personnel costs are the largest expenditure area of the annual budget, compensation guidelines are defined in the Personnel Policy, and Local Bargaining Agreements, which establish salary ranges, performance evaluation requirements and total compensation costs as the basis for all compensation planning and bargaining. Within budget limitations and Council authorized

4.8.1 Travel & Training

The City of Snoqualmie shall reimburse City elected and appointed officials, employees and members of boards and commissions for their reasonable expenses actually incurred in the conduct of their business. Generally, eligible expenditures include travel, meals and lodging incurred by the individual while away from the City and necessitated by City business.

5. BUDGET

5.1 Budget Objective

The formal operating budget development process provides the primary mechanism by which key decisions are made regarding the levels and types of services to be provided, through the city council's appropriation of funds, functional classification, or capital programs or projects given the anticipated level of available resources. The City Council will meet to discuss Council goals and priorities prior to the start of the budget development process. The budget will be developed per Ch. 35A.34 RCW.

5.2 Budget Principles

5.2.1 Link the budget to long-term, strategic financial plans

The City's budget should be developed in accordance with the policies and priorities set forth in the Strategic Plan, long-term financial model, as per section 9.0, Comprehensive Plan, City Council goals, the needs of the community and federal and state laws.

5.2.2 Critically examine past spending patterns

The city seeks to maximize the value the public receives through its spending. Accordingly, management should develop budget tools and methods to measure and

maximize value, particularly by critically examining existing spending patterns to make sure they continue to provide value.

5.2.3 Prioritize programs and services

The city should prioritize essential and discretionary programs services based on a results approach relative to the importance in preserving the community's health, safety, and welfare; mandates; risk assessments; long-term costs and evidence of their effectiveness in meeting strategic plan initiatives, comprehensive plan elements, annual goals and required mandates.

5.2.4 Risk management and mitigation of liabilities

The City intends to fund the current portion of liabilities within the budget to maintain trust of creditors and to avoid or mitigate accumulating an unmanageable liability.

5.2.5 Establish preferences for budget balancing strategies

The City's preferred strategy for balancing the budget is to reduce expenditures through improved productivity. Except during dire economic circumstances, service, and program elimination is preferable. The biennial budget should not be balanced at the expense of long-term financial health.

5.3 Budget Scope & Basis

The City will adopt budgets for all funds, functional classifications, and capital programs and projects as established by Council. A budget calendar will be prepared by the Finance Director in coordination with the Mayor and City Administrator and include all required public hearings. Proposed budgets will be viewed and discussed by the City Council and the public at the fund and department summary object code levels per BARS. The final budget is adopted by ordinance of the City Council by December 31 of each biennium. To encourage synchronization between the budget document and financial reporting, the City will establish the budget based on the cash basis of accounting.

5.4 Balanced Budget Requirement

The objective of the operating budget is to pay for all current expenditures with current revenues. The budgets for all city funds should be structurally balanced throughout the budget development process. Ongoing revenue should equal or exceed ongoing expenditures in both the proposed and adopted budgets. If a structural imbalance occurs, then a plan should be developed and implemented to bring the budget back into structural balance. The City will endeavor to avoid budgetary allocations that balance current expenditures at the expense of meeting future years' expenses. Beginning fund balance sources may be used to fund capital improvement projects or other one-time, non-ongoing expenditures if the fund reserve targets are met.

5.5 Internal Cost Allocation

The Internal Cost Allocation Plan (ICAP) is a method used to determine and assign the cost of indirect services to government users of those services or direct operating funds.

5.5.1 Reference Guides

RCW 43.09.210 states in part, "all service rendered by…from, one department…to

another, shall be paid for at its true and full value by the department…receiving the same, and no department…shall benefit in any financial manner whatsoever by an appropriation or fund made for the support of another…"

5.5.2 Definitions

- Indirect Costs are incurred for a common purpose benefitting more than one cost function or organizational unit. They cannot be directly assigned without effort disproportionate to the benefit received.
- Indirect Services are activities that support the departments that provide direct service to the public. Examples include accounting, purchasing, human resources, engineering, and fleet and information technology.
- Direct Services are activities that provide services directly to or for the public and are supported by indirect services. Examples include parks, streets, and utilities (water, sewer, storm water).

5.5.3 Costs to be allocated

Indirect cost allocation methods shall be reasonable, consistent, and equitable to distribute shared costs across funds and departments. Different factors are necessary to equitably allocate the various overhead costs. Costs shall only be allocated to departments that receive indirect support services. The city should be guided by reference authorities when creating the cost allocation plan to ensure that only allocable costs are included.

As part of the biennial budget development process, costs will be allocated based on the projected budget forecast.

5.6 Budget Amendments

All budget amendments, such as shifting budget allocations from one fund or functional classification to another fund, functional classification, or capital program or project, must be approved by the City Council. Budget amendments changing the authorized appropriation level are subject to public hearing requirements in State Law.

5.6.1 Administrative Budget Adjustments

Allocation adjustments within funds or functional classifications do not require city council approval. Department managers may, upon approval by the Mayor and City Administrator, request inter-departmental line-item budget adjustments for operating purposes only, but not between appropriated functions. These administrative budget adjustments, authorized as per Ch. 35A.33.120 RCW, should primarily be for contractual, supplies and materials and other miscellaneous line items within the department.

5.6.2 Personnel Adjustments

Any personnel adjustment that increases the City's ongoing expenditures relative to ongoing revenue, and negatively changes service levels as established by Council, requires legislative approval. Any personnel adjustment that does not lead to an increase in ongoing expenditures relative to ongoing revenue nor changes service levels negatively can be executed by the Administration without legislative approval. Separation agreements and severance agreements as well as minor personnel adjustments associated with those agreements (i.e., COBRA payments) are not

considered ongoing and therefore are excluded from this section. Separation agreements or severance agreements may be executed by the Mayor without legislative approval per the Purchasing and Contract Commitment Threshold Table.

5.7 Service Levels & Funding

The City endeavors to maintain its present service levels for priority and essential services subject to available revenues. The objective is to maximize the benefit of available resources. The results or outcomes that matter most to residents should be defined by the City Council. New services or programs will be considered for funding within available resources.

Department managers will be given the opportunity to request personnel, goods, and capital items needed to carry out the department responsibilities. Department requests must include supporting documentation and justification of needs for operating requests. Requests should integrate strategic plan priorities and departmental objectives into the budget.

5.7.1 Social Service Organization Funding Requests

The City receives requests from social services organizations and other entities seeking grants and funding. As part of the budget development cycle, the City Council will consider these requests and include a listing of entities to be included for grant giving.

5.8 Maintenance and Replacement

Maintenance and replacement funding should be prioritized each year to ensure that capital facilities and equipment are sufficiently maintained to avoid service disruptions. Non-current liabilities have important implications for a local government's fiscal health. The City will strive to maintain its capital assets in a manner adequate to protect the City's capital investment and to minimize future liabilities for maintenance and replacement costs.

5.8.1 Capital Asset Management

The City should inventory and assess the condition of its buildings, equipment, and vehicles on a periodic basis. Budget development should include a multi-year projection of facilities, parks, equipment, vehicle replacement requirements and new asset additions. The budget should provide sufficient funding for adequate maintenance and orderly replacement of capital plant and equipment. Future maintenance needs and repairs should be costed out and included as budgetary decision criteria for the appropriate internal service fund.

5.9 Enterprise Fund Budgets

Enterprise operations are to be self-supporting, including capital improvements and depreciation. Enterprise operations are to be reviewed biannually for self-sufficiency and proper cash-flow needs. Utility Rate studies, which occur periodically, will be included in the budget development process in the year for which new rates are established. Enterprise budgets will incorporate year one and two capital projects and programs as identified within the Capital Improvement Plan (CIP).

5.10 Budget Reporting

The recommended and adopted budget documents will be available at City Hall. The

City will maintain an internal control system to support adherence to the budget allocations. The City Council will receive a quarterly Financial Performance Report to include budget versus actual reporting. The financial performance report should be provided within sixty (60) days after the end of each quarter.

6. CAPITAL BUDGET

6.1 Objective

The City of Snoqualmie capital budget, which is a part of the biennial budget, has a major impact on the quality of local government services, the community's economic vitality, environmental stewardship, social equity, and overall quality of life for city residents, businesses, and visitors. The capital budget serves to identify, prioritize, and address community needs through careful long- term planning and balanced public investment in physical infrastructure. Capital budget goals include:

- Support the City's Strategic Plan, other plans and the community vision for growth and levels of service.
- Acknowledge and communicate capital investment priorities as community conditions change.
- Promote appropriate planning efforts to changing demands for a diverse set of infrastructure and capital assets.
- A financial assessment of capital funding resources available to meet future capital project planning needs.
- Maintain a high-quality service infrastructure able of meeting community needs today and, in the future.

6.2 Capital Definitions

6.2.1 Capital Outlay

The City defines a capital outlay as the acquisition or renewal of relatively small or inexpensive physical assets with a useful life greater than one year. Examples include lawn mowers and laptops. Capital outlay expenditures are typically tracked in operating funds or internal service funds.

6.2.2 Capital Program

The City defines a capital program as the continuous acquisition or renewal, over an extended period of time, of similar long-term physical assets with a useful life greater than one year. Given its continuous and ongoing nature, a capital program retains permanence in the Capital Improvement Plan. Examples include the resurfacing of streets and the replacement of utility mains.

6.2.3 Capital Project

The City defines a capital project as the discrete and one-time acquisition or renewal of a long-term physical asset(s) with a useful life greater than one year. Given its one-time nature, a capital project will exist for a finite period of time in the Capital Improvement Plan. Examples include the acquisition of a fire station or the replacement of a lift station.

6.3 Capital Improvement Plan (CIP)

The Capital Improvement Plan (CIP) is a planning and financial management tool that helps the City identify and prioritize capital investments over a six-year period. Based on staff recommendations, stakeholder and public input, and Council deliberation, the CIP establishes the scope and cost of capital investments, communicates the estimated funding available from various sources, and balances both cost and the resources available in a cohesive and efficient financial plan. This long-term plan will provide guidance for each biennial budget process as well as for Council goal-setting processes.

The CIP is required by the State of Washington Growth Management Act to bring the Comprehensive Plan to life and should be informed by all master and functional plans (Water System Plan, General Sewer Plan, Parks, Recreation, Open Space, and Trails Plan (PROST)). The CIP will help the City to plan capital programs and projects wisely and most efficiently to maximize community impact with long-term sustainability in mind. In addition, as a critical communications tool, the CIP will increase the transparency of the capital decision-making process. Given its explicit and forward-looking nature, the City can avoid long-term adverse financial and operating surprises by creating and adopting a CIP.

The City Council should update the CIP biennially. The off year of the budget cycle allows for public engagement efforts to discuss future, potential projects, and programs with the community. Major changes that are discovered may be amended through the mid-period biennial budget adjustments. The administration should provide periodic project update reporting to the city council and/or council committee where project amendments would be addressed.

As resources are available and projects are financially feasible, the two most current years of the 6- year CIP should be recommended for incorporation into the upcoming biennial budget. Subsequent years of the CIP are for planning purposes and may be altered as they advance toward the budget inclusion year. Capital program or project appropriations are authorized by council at the project level and reviewed through period project updates and reporting identified in this section.

6.4 CIP Criteria & Ranking

All projects submitted to the CIP should be initially ranked. The Administration will assess project rankings plus other factors such as minimizing construction impacts through project sequencing or a need to respond to emergent issues. The City Council, as part of biennial CIP deliberations may modify and/or finalize project rankings. Funding is a critical component of the criteria and ranking schedule. In addition to ranking, projects need an overall description, justification for the project, and a connection to a master plan or strategic plan.

6.5 Project Source & Use Identification

Capital project and program submissions shall include multi-year funding sources, including grants, applicable impact fees, special funding, and other outside sources. Multi-year project costs shall include acquisition, design, permitting, inspections, mitigation, construction, in-house staff time, inflationary costs and contingency.

6.5.1 Project Sources

Capital funding comes from operating revenues, grants, local improvement districts, impact fees, user fees and the issuance of debt. Washington State law limits the City of Snoqualmie's ability to raise funds for capital improvements such as tax rate limits and amount of debt capacity. Given the extensive number of capital improvement projects and finite funding sources available, the following are some of the capital financing strategies available when preparing or updating the Capital Improvement Plan:

- Seek out private contributions or donations through public/private partnerships.
- Similar departmental capital projects will be combined for efficiencies and cost savings such as street improvements combined with utility improvements to minimize construction impact to the community.
- Mitigation and impact fees should be applied toward projects defined by the contributing source or agreement authorized by the City Council.
- REET funding.
- Local Improvement or Utility Local Improvement District (LID or ULID) assessments
- Enterprise (utility) fund projects must be paid for by user rates and capital connection charges.

6.5.1.1 Funding Source Cash Flow

Funding sources, such as REET or mitigation fees, will be reviewed as part of the biennial CIP development process for sufficient cash flow and long-term impact on funds. The availability and use of special funding sources is subject to State Law and/or reserve targets set by the City Council as per the Reserve section of the Financial Policy.

6.5.2 Capital Cost Thresholds

Capital outlay is distinguished from capital projects and programs and are expenditures between $5,000 and $49,999 and/or having less than an estimated five years of useful life.

Capital program or project expenditures over $50,000 during a six-year period should be included in the CIP. Projects should not be combined to meet the minimum standard unless they are dependent upon each other. Projects should not be separated to forego the maximum standard.

Items that are operating expenditures (such as non-specific capital project related professional services, master plan updates, maintenance agreements, technology items, etc.) should not be considered within the CIP.

6.5.2.1 Impact on Operating Budget

All projects submitted for inclusion in the CIP should be reviewed to assess the long-term impact on the operating budget in terms of:

- Future year revenue generation
- Additional personnel, equipment and/or vehicle requirements
- Future operating and maintenance expenditures
- Return on investment potential

6.5.2.2 Public Art Funding

Pursuant to SMC 3.80, the City recognizes the importance of public art funding and establishes a funding source for public art works to be installed in certain public facilities

and spaces. CIP projects and programs, as per municipal code, will include a line item identifying the art funding cost to be transferred to the special revenue fund.

6.6 CIP Planning Process

The capital budget and CIP development process will begin prior to the biennial budget development process. The Mayor and Administration should present the CIP to the City Council for deliberations and approval to include in the biennial budget. Any substantive change to the CIP after approval must be approved by the City Council. CIP development shall include public engagement efforts to ensure the community has ample time to comment on and contribute to the CIP.

6.7 CIP Progress & Reporting

The City Council will receive a quarterly progress report regarding the CIP to include budget versus actual reporting. The progress report should be provided within sixty (60) days after the end of each quarter.

7. DEBT MANAGEMENT

7.1 Debt Purpose

Debt financing is primarily used for capital project expenditures. Use of long-term debt financing for operations and maintenance costs are forbidden. Debt financing will be considered if the City can repay debt without causing financial distress. It is the City's objective to:

- Identify the timing and amount of debt required as specifically as possible.
- Achieve the most favorable interest rates and other related financing costs.
- Ensure that future financial flexibility be maintained.
- Utilize interfund loans from one fund to another as a first source of debt financing.

7.2 Debt Practices

The City Council may authorize the following types of debt financing only for those purposes as provided by Ch. 39 RCW:

- Utilization of the Public Works Loan Fund, per WAC 399.30 for allowable purposes, if available.
- Utilization of interfund loans as per the BARS Manual.
- Issuance of revenue bonds to fund proprietary capital infrastructure projects such as water, sewer, and stormwater.
- Issuance of councilmanic limited tax general obligation bonds for capital projects that generate adequate revenues from user fees to support operations and or debt service requirements.
- Issuance of councilmanic limited tax general obligation bonds for capital projects that are authorized to be supported by the General Fund or capital project funds through the Capital Improvement Plan (CIP) for debt service requirements.

Utility System replacements, due to age or the need to upgrade to meet minimum standards, should be financed by a combination of:

- Using portions of the Utility Enterprise fund balance for capital improvement projects.
- Borrowing and repaying on a schedule that matches the useful life of the capital improvement.

The City of Snoqualmie will never issue debt more than limitations as prescribed in Ch. 39.36.020 RCW based on percentage of its total market value.

7.3 Bond Terms & Methods

Long-term debt should be structured in a manner so that the life of the debt does not exceed the expected useful life of the capital asset being funded by the debt. The city will obtain the most competitive pricing on debt issuances to ensure a favorable value to the community.

7.4 Bond Rating

Strong financial management is a key credit rating factor. For the City of Snoqualmie to respond quickly to economic and financial demands, the City will seek to maintain or continually improve its bond rating to seek the lowest possible interest rate available OR maintain its AA Bond Rating.

7.5 Financial Guarantees

Should financial guarantees be utilized to defer public improvements required of development projects or to ensure that disturbed public facilities will be restored, the developer or property owner shall provide an irrevocable letter of credit issued by a banking institution approved by the Finance Director, a bond, an assignment of savings, or a cash deposit. The form of the financial guarantee shall be at the discretion of the Finance Director. The amount of any approved financial guarantee shall be at least 150% of the estimated improvement cost and may be increased to reduce risk to City resources based on the professional judgment of the Finance Director.

8. INVESTMENTS

8.1 Policy & Scope

It is the policy of the City of Snoqualmie to invest public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the City and conforming to State law governing the investment of public funds.

The investment policy applies to all financial assets of the City of Snoqualmie. These funds are accounted for in the City of Snoqualmie's Annual Financial Report and include all operating, special revenue, capital project, enterprise, debt service and trust funds.

8.2 Prudence

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

The standard of prudence to be used by investment officials shall be the "prudent person" and/or "prudent investor" standard and shall be applied in the context of

managing an overall portfolio. Investment officers acting in accordance with this policy and with Ch. 35.39 RCW and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

8.3 Objective

The primary objectives of the City of Snoqualmie investment activities shall be:

8.3.1 Liquidity

The City of Snoqualmie investment portfolio will remain sufficiently liquid to enable the city to meet all operating requirements, which might be reasonably anticipated.

8.3.2 Return

The City of Snoqualmie investment portfolio shall be designed with the objective of attaining a benchmark rate of return throughout budgetary and economic cycles, commensurate with the City's investment risk constraints and the cash flow characteristics of the portfolio. Short-term investment returns should attain a return rate of at least equal to the Washington Local Government Investment Pool (LGIP).

8.4 Delegation of Authority

Management responsibility for the investment program is hereby delegated to the Finance Director or a Financial Operations Manager, who shall be responsible for investment transactions up to $1 million. Transactions over $1 million shall require the additional approval of the City Administrator or Mayor. A strict system of controls to regulate the activities of subordinate personnel in the absence of the Finance Director must be undertaken.

8.5 Ethics & Conflicts of Interest

Public officials and city employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees and investment officials shall disclose to the City Council any material financial interest in financial institutions that conduct business within their jurisdiction, and they shall further disclose any large personal financial/investment positions that could be related to the performance of the City of Snoqualmie.

8.6 Authorized Financial Dealers & Institutions

The Finance Director will maintain a list of financial institutions authorized to provide investment services. In addition, a list will also be maintained of approved security broker/dealers selected by credit worthiness who are authorized to provide investment services in the State of Washington. These may include "primary" dealers or regional dealers that qualify under Securities & Exchange Commission Rule 15C3-1 (Uniform Net Capital Rule). No public deposit shall be made except in a qualified public depository as established by Washington State laws.

All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the Finance Director, upon request, with annual audited financial statements, proof of National Association of Security Dealers (NASD)

certification, and proof of State of Washington registration. Annual completion of Notification to Broker and Certification by Broker will be done.

8.7 Authorized & Suitable Investments

From the governing body perspective, special care must be taken to ensure that the list of instruments includes only those allowed by law and those that local investment managers are trained and competent to handle. Interest-bearing deposits in authorized depositories must be fully insured or collateralized.

The following is a list of investments which the City of Snoqualmie will be authorized to invest in as per Ch. 39.58 and 39.59 RCW:

- **Government Securities**: Instruments such as bonds, notes, bills, mortgages, and other securities which are direct obligations of the federal government or its agencies, with the principal fully guaranteed by the U.S. Government or its agencies.
- **Certificate of Deposit:** A negotiable or nonnegotiable instrument issued by commercial banks, located in the State of Washington, and insured up to the Federal Deposit Insurance Corporation (FDIC), or, if exceeding FDIC coverage, is fully insured or collateralized.
- **Prime Commercial Paper:** An investment used by corporations to finance receivables. A short-term (matures in 270 days or less) unsecured promissory note is issued for a maturity specified by the purchaser. Corporations market their paper through dealers who in turn market the paper to investors.
- **State of Washington Securities and Pools:** Any security which is a general obligation of the State of Washington or any of its municipalities. Statewide investment pools which invest in authorized instruments.
- **Money Markets**: Money market mutual funds which invest in authorized instruments.

8.8 Safekeeping & Custody

When a broker dealer holds, investments purchased by the City of Snoqualmie in safekeeping, the broker-dealer must provide asset protection of at least $500,000 through the Securities Investor Protector Corporation (SIPC) and at least another $49.5 million supplemental insurance protection.

8.9 Diversification

The City will endeavor to diversify its investments per type and maturity. The portfolio, as much as possible, will contain both short-term and long-term investments. The City will attempt to match its investments with anticipated cash flow requirements, as per the long-term financial model. Extended maturities may be utilized to take advantage of higher yields and to match investment maturities with debt obligations.

The City will attempt to diversity its investment portfolio per broker-dealer or financial institutions. No more than 65% of the entire investment portfolio shall be held with one broker.

8.10 Reporting

Periodic required investment reports to policymakers and elected officials provide

necessary written communication regarding investment performance, risk analysis, adherence to policy provisions, as well as other information. The Finance Director shall provide the City Council quarterly investment reports, which provide a clear picture of the status of the current investment portfolio. This management report should include a summary of securities held at the end of the reporting period by authorized investment category, percentage of portfolio represented by each investment category, percentage of portfolio represented by each financial institution, and overall portfolio values.

9. LONG-TERM FINANCIAL PLANNING

The City's budget process involves incorporating the strategies, priorities and goals identified by the City Council to provide for the community's highest service delivery needs. Long-term planning begins with determining the City's fiscal capacity based upon long-term financial forecasts of ongoing resources.

9.1 Model Objective

Long-term financial models that address all funds should be utilized by the City Council, Mayor, and Administration in strategizing and aligning financial capacity with the City Council Strategic Plan. Long-term financial models serve as a foundation for conversations regarding allocation of resources and project planning. The forecasting methods utilized should be objective in nature to minimize the risk of being too pessimistic or too optimistic.

The City's long-term financial models should include a governmental operating financial forecast, addressing the General and Reserve funds, a governmental capital financial plan, commonly observed through the six-year CIP, an enterprise (i.e., utilities) financial plan, often presented through the utility rate study and six-year CIP, and an internal cost allocation plan, which addresses the replacement schedule of important assets such as vehicles and software systems.

Models will include an analysis of historical, current, and future year's financial environment, revenue, operating and capital expenditures, and debt positions. The financial model will be updated as needed to provide direction to the budget process and other fiscal decision-making actions of the City Council.

10. AUDITING, ACCOUNTING, & INTERNAL CONTROL

The City of Snoqualmie will establish and maintain a high standard of accounting practices and procedures. Accounting standards will reflect best practices recommended by the Government Finance Officers Association (GFOA) and chart of accounts required by the Washington Office of the State Auditor (SAO) BARS manual.

After each fiscal year, the City will prepare an Annual Financial Report and the Washington SAO will conduct an audit of the City financial transactions, contract management and internal control.

10.1 Internal Control

The City Council, Mayor and Administration are responsible for ensuring and maintaining a system of internal control to safeguard its assets against loss, check the accuracy and reliability of its accounting data, promote operational efficiency, and encourage adherence to prescribed financial procedures.

Council will adopt financial management policy and communicate with the State Auditor's Office as part of the annual financial audit entrance and exit conferences.

The Finance Director shall develop internal control processes to ensure and maintain a strong internal control function. Periodic updates and new recommended practices set forward by the SAO and GFOA are communicated and addressed with the City Council. Any weakness in internal control and accounting procedures shall be addressed immediately by the Mayor, City Administrator or Finance Director so a timeline to remedy improvement can be established.

10.2 Accounting Write-offs

The Finance Director shall make every effort to collect all receivables owed to the City and will comply with Ch. 4.16 RCW regarding collection actions by local governments. The following is criteria that must be met before a receivable is allowed for write-off:

- Standardized collection procedures have been exhausted.
- A determination has been made that the debt is uncollectible or that further measures to collect the debt are inappropriate and deemed to exceed the cost of collection.
- The characteristics of the debt are such that write-off is appropriate - If funds are uncollectible, the Finance Director should determine for write offs to an individual bad debt expenditure up to $5,000 up to an aggregate annual amount of $50,000. City Council approval is required for balances above the annual threshold and must accompany the write off to the bad debt expenditure.
- The reason for the write-off is documented adequately and is made available for audit.

10.3 Petty Cash and Bank Account Controls

The Finance Director shall establish processes for control and handling of petty cash funds, which include investigative buy funds. The Finance Director will oversee and manage all City of Snoqualmie Banking Accounts such as Imprest accounts, Claims accounts, and Payroll accounts. Bank accounts will be reconciled monthly.

10.3.1 Establishing Petty Cash Accounts

At the time of establishing any petty cash account, the Finance Director shall appoint a single custodian for such an account independent of invoice processing, check signing, general accounting, and cash receipt functions, provided that the Finance Director may from time to time change the custodian of the account as directed in writing. On disbursal of petty cash to a designated custodian, the custodian shall render a receipt in writing to the Finance Director.

10.3.2 Petty Cash Limit

No individual petty cash account shall exceed $250.00, and the aggregate of all petty cash accounts shall not exceed $1,000.

10.3.3 Petty Cash Reconciliation

All petty cash accounts shall be counted or reconciled to the authorized balance and to the actual balance per bank statement or a count of cash on hand, at least monthly or upon termination of the custodian, by some person other than the custodian.

10.3.4 Petty Cash Replenishment

At least once a month petty cash accounts shall be replenished. Replenishment shall be by warrant or check with the appropriate receipts attached. The receipts should show the date, recipient, purpose, and amount of each cash disbursement. The receipts must be signed by the person receiving the petty cash and shall be perforated or canceled by some appropriate means to prevent reuse.

10.4 Inventory of Small & Attractive Items

Operating departments shall be responsible for conducting regular inventory of their small and attractive items at defined by State Law. and submit a physical inventory to the Finance Director.

10.5 Surplus Assets

All real property (land, buildings, etc.) regardless of value, and personal property (vehicles, equipment, etc.) with an estimated market value equal to or more than $50,000, acquired for non-utility or utility purposes, and which are no longer required for service, may be surplused following a public hearing and approval of a City Council resolution. If personal property has an estimated market value less than $50,000, then the Mayor may administratively surplus without a public hearing and resolution. The surplusing of any property shall not be less than its fair market value.

11. RISK MANAGEMENT

The City should periodically review its insurance options and coverage for each risk or hazard and medical options to determine whether it is most cost effective to purchase commercial insurance, to fund a self-insurance program or to participate in a “pooled” self-insurance program with other jurisdictions. Such a determination should consider the long-term financial obligations of such a decision as well as the regular fluctuations in commercial insurance markets. Where the City decides to self-insure a risk, the City shall fully fund the expected costs of those risks through actuarial or other professional estimates of those costs.

12. FUND STRUCTURE

The City shall establish the following funds in its financial system as required by law and sound financial administration. The Finance Director is authorized to establish procedures for the proper operation of each fund in accordance with its purpose.

FUND NUMBER	FUND NAME	FUND PURPOSE
001	General Fund	Serves as the main operating fund for the City and includes sources and uses for general governmental activities.
002	Reserve Fund	Maintains and provides money to the General Fund and other funds when necessary in order to respond to unexpected events such as economic instability, public emergencies, or cash flow issues.
012	Arts Activities Fund	Accounts for the acquisition and display of art and the provision of art programs established by the City in consultation with the Arts Commission.
014	North Bend Police Services Fund	Accounts for the provision of police services to the City of North Bend.
017	Exchange Delegates Activities Fund	Accounts for deposits made by the City's sister cities for their use during their time visiting the City.
018	General Deposits Control Fund	Accounts for various types of damage and security deposits that are not related to utility or capital projects, or for certain other special purposes, until they are either refunded to the payee or retained by the City.
020	School Impact Fee Fund	Receives and remits impact fees collected for the Snoqualmie Valley School District (SVSD).
110	Tourism Promotion Fund	Accounts for the collection and disbursement of lodging tax revenue allocated for tourism promotion efforts by the City's Lodging Tax Advisory Committee (LTAC).
118	Drug Enforcement Fund	Accounts for the collection and disbursement of proceeds from the sale of confiscated and/or forfeited property seized as a result of criminal drug activity for drug enforcement purposes or remittance to the State of Washington.
123	Opioid Settlement Fund	Accounts for the collection and disbursement of legal settlement funds for opioid remediation efforts.
131	Affordable Housing Fund	Accounts for the City's affordable housing efforts including, but not limited to, the acquisition, rehabilitation, or construction of affordable housing, the operation and maintenance of such housing units, or to provide rental assistance and other supportive services to tenants.
144	Home Elevation Fund	Receives and disburses funds from the King County Flood Control District to support the elevation of homes in flood-prone areas.
150	ARPA Covid Local Recovery Fund	Receives and disburses State and Local Fiscal Recovery Funds (SLFRF) from the America Rescue Plan Act (ACA) to support the City broadly during the COVID-19 pandemic.
310	Non-Utility Capital Fund	Accounts for the acquisition, improvement, or replacement of long-term general governmental infrastructure (i.e., parks, transportation, facilities, etc.).
320	Tokul Roundabout Construction Fund	Accounts for the construction of the Tokul Roundabout.

FUND NUMBER	FUND NAME	FUND PURPOSE
350	ERP Project Fund	Accounts for the replacement and implementation of the Enterprise Resource Planning (ERP) system.
401	Water Operations Fund	Accounts for the provision of drinking and irrigation water services to customers which includes the operation and maintenance of the water collection, treatment, and distribution system.
402	Wastewater Operations Fund	Accounts for the provision of wastewater services to customers which includes the operation and maintenance of the wastewater collection, conveyance, and treatment system.
403	Stormwater Operations Fund	Accounts for the operation and maintenance of storm drainage, catch basin, and water retention facilities and the City's green infrastructure which includes the urban forest.
417	Utility Capital Fund	Accounts for the acquisition, improvement, or replacement of long-term utility infrastructure.
501	Equipment Replacement & Repair Fund	Accounts for the operation, maintenance, acquisition, and disposition of long-term vehicles and equipment.
502	Information Technology Fund	Accounts for the provision of information technology services and the maintenance, acquisition, and disposition of long-term hardware and software systems.
510	Facilities Maintenance Fund	Accounts for the operation and maintenance of municipal facilities including, but not limited to, City Hall, Police Station, Fire Station, and the Public Works Shop.
631	Payroll Warrants Clearing Fund	Receives transfers from other funds with an amount of money equal to the various salaries, wages, and other compensations due to City employees in order to pay out those employee-related expenses from one fund.
632	Claims Warrants Clearing Fund	Receives transfers from other funds with an amount of money equal to the various claims against the City (such as invoices for goods and services) in order to pay out those claims from one fund.
633	Treasurers Deposits Control Fund	Accounts for various types of deposits, fees, and taxes collected on behalf of other governments or entities and the remittance of those monies to the responsible government or entity.
634	Medical FSA Spending Trust Fund	Accounts for the withholding from employee pay an amount equal to the amount spent by an employee from their flexible spending account (FSA) and the disbursement of such funds to the vendor managing the FSA.
890	Treasurers Surplus Investment Fund	Accounts for the City's investment of its available cash in interest-bearing accounts or securities.
999	Pooled Cash Fund	Accounts for all of the City's cash in one pooled account and keeps a record of money due to a fund, from another fund, in order to track the amount of cash a fund is responsible for.

FINANCIAL MANAGEMENT POLICY ADOPTION

The City of Snoqualmie Financial Management Policy shall be adopted and amended by action of the City Council. The Snoqualmie City Council shall review the policy periodically and any modifications made thereto must be approved by the City Council.

Policy Adopted on: November 10, 2025
This policy replaces separate, previously adopted policies and/or procedures regarding revenue management, procurement and contract management, fund reserves, purchasing or commercial credit cards, asset management policies or any other policy regarding financial management and financial procedures. Snoqualmie Municipal Code should be repealed or updated accordingly.

Department Reports
October 2025

Communications Division

Danna McCall, Communications Coordinator
Nicole Wiebe, Community Liaison
38624 SE River Street
Snoqualmie, Washington 98065
(425) 888.8014 | www.snoqualmiewa.gov

Social Media

- Facebook: 95.8K reach; 352.5K views; 10,278 followers (135 new)
- X – 3695 followers
- Instagram – 5.7K reach; 36.8K views; 4029 followers (36 new).
- Top Posts: Elk herd photo (44.6K views); Foam party video (23.8K views); SR 18 closure (23.8K views).

Website

- Website users: 25K; website sessions: 30.5K; views: 42.9K.
- Top pages: Twin Peaks, Calendar, Foam Party event.
- Jobs, Snoqualmie Falls, Halloween events all top 10 page destination on website.

Department Support & Initiatives

- Mayor: Ross Report, ribbon cuttings.
- Fire/OEM: Fire prevention week, Fire blotters.
- Police: Police blotters.
- PPW: Green Snoqualmie Day marketing; Reclaimed Water System Improvements project updates; Reclaimed Water program info page created; street light outage reporting graphic and education; storm drains and leaves messaging.
- City Academy: Continuted coordination with department heads, reminders to attendees.
- Strategic Plan: publicizing draft strategic plan and survey for comments.
- WSDOT: assistance with notification to residents about SR 18 multiple day closures for final widening of SR 18.

E-News

- Sent 3818 e-news emails.
- 765 subscribers.
- 58.5% open rate; 5.3% click thru rate.

Community Outreach

- Halloween in Snoqualmie was a great success.
- 500-600 kiddos paraded along Center Blvd and the YMCA Trunk or Treat on Ridge St. Many of the same families progressed Downtown for trick-or-treating on Railroad Ave and Falls Ave.
- The gazebo was decorated for the month of October, a festive, Fall photo op.

Community Development Department

38624 SE River St. | P.O. Box 987
Snoqualmie, Washington 98065
(425) 888-5337

October 2025 Monthly Report

Permit Activity

Permit applications remain relatively average.

Building	October 2025	YTD
Permit Applications	43	448
Permits Issued	35	389
Total Inspections	79	504

Planning	October 2025	YTD
Pre-Applications	1	9
Sign Permits	1	9

Boards and Commissions:

Planning Commission – reviewed and recommended approval to Critical Areas Ordinance
Economic Development Commission – presentation by SnoValley Chamber on "Sustainable Funding for Tourism", partnering with City of North Bend on Creative Economy utilizing Port of Seattle grant funding, follow-up on joint EDC meeting with North Bend in September
CD Committee – Discussion around affordable housing

Planning Projects:

A pre-application meeting was held on 10/23 for Retro Alley Arcade at 8036 Falls Ave SE.
Timber Trails – coordinating landscaping and irrigation preconstruction meeting and reviewing building permits
SVH – Business Park Lift Station Study in Progress

Department News:

Community Development staff presented to the City Academy on October 8th
Growth Targets ratified by King County
Obtained Conditional Certification on 2024 Comprehensive Plan by PSRC

Fire Department

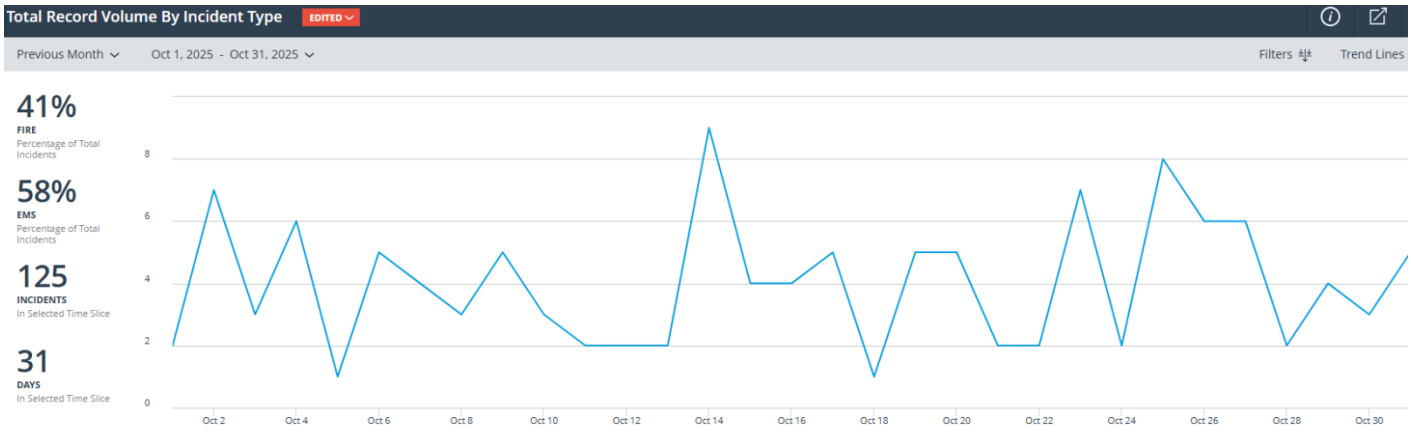
Mike Bailey, Fire Chief
City of Snoqualmie
37600 SE Snoqualmie Parkway
Snoqualmie, Washington 98065
(425) 888-1551| www.snoqualmiewa.gov

Fire Department Activity October 2025

Incident Count October 2025

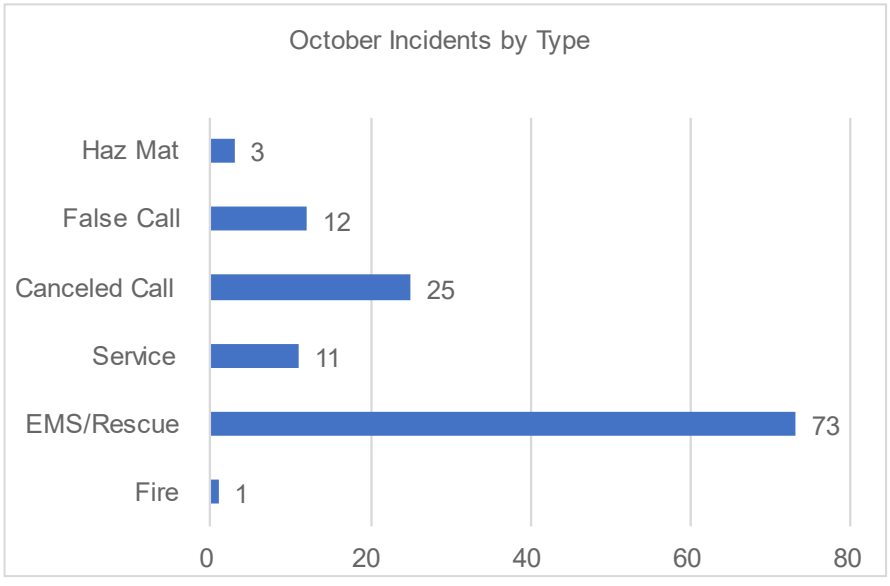
The Fire Department responded to 125 incidents in October. 58% of the incidents were for emergency medical services and 41% were fire or service-related incidents.

The following chart displays the incident count per day.



Incident Count by Type:

The following is a count breakdown of incidents by type.



Travel Time

For incidents within the city, the 90th percentile travel time for the first arriving unit responding in emergency mode was 7:29 seconds and is broken down as follows.

Type	0:00 - 3:59	4:00 - 7:59	8:00 - 11:59	12:00 - 15:59	16:00 - 29:59	30:00 +
Aid Car	13	17	1	1	0	0
Engine	9	14	1	0	0	0
Chief Officer	1	0	0	0	0	0
Total	23	31	2	1	0	0

For incidents outside the city, the 90th percentile travel time for the first arriving unit responding in emergency mode was 16:40 and is broken down as follows.

Type	0:00 - 3:59	4:00 - 7:59	8:00 - 11:59	12:00 - 15:59	16:00 - 29:59	30:00 +
Aid Car	0	6	6	3	1	0
Engine	0	8	8	1	3	0
Chief Officer	0	0	0	0	0	0
Total	0	14	14	4	4	0

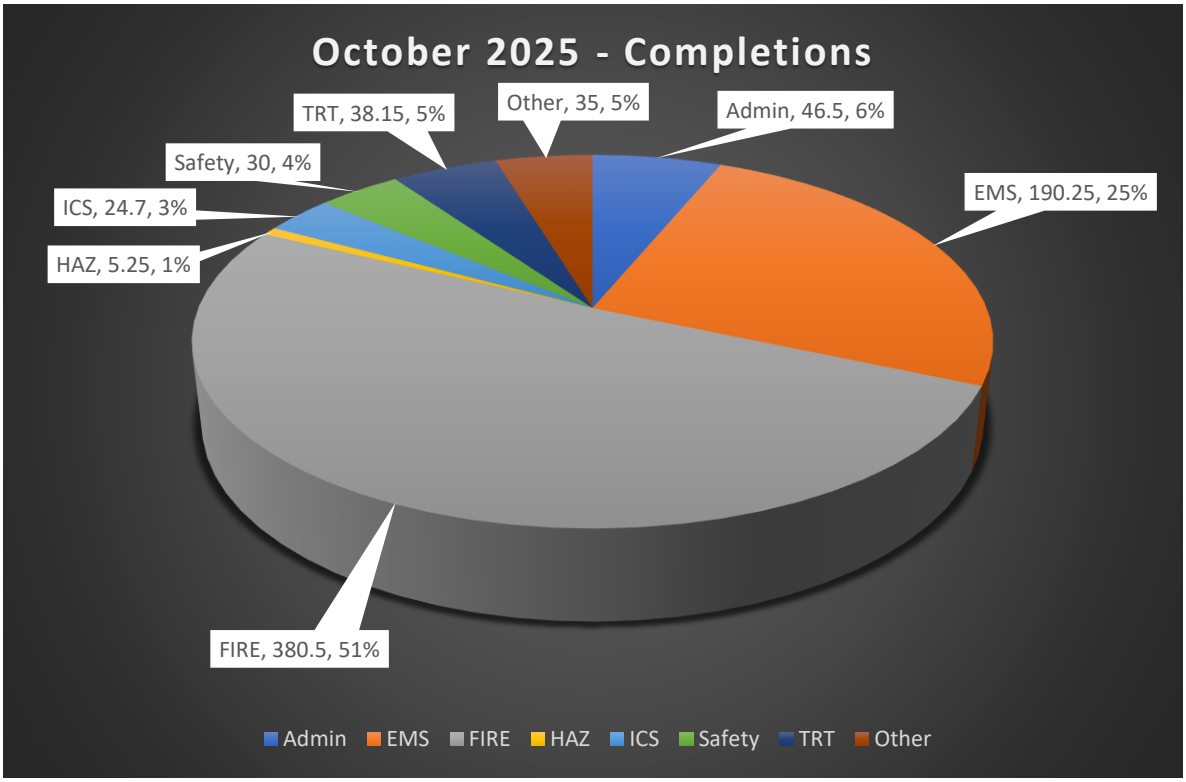
EMS Transports

The Fire Department responded to 73 EMS incidents in October and transported 30 patients to local hospitals. Patients were transported to Swedish Issaquah 27% of the time and Snoqualmie Valley Hospital 70% of the time. Of the transports, 3 originated from outside Snoqualmie's service area (North Bend 3, Fall City 0).

Hospital	Week 1	Week 2	Week 3	Week 4	Week 5	Total
Overlake Hospital	0	0	1	0	0	1
Snoqualmie Valley Hospital	1	7	6	5	2	21
Swedish/Issaquah	2	1	1	1	3	8
Other	0	0	0	0	0	0
Total	3	8	8	6	5	30

Training:

October brings a change in weather and a year-end catch-up on tasks that are not weather-dependent. Much of this work is computer-based rather than physical. While this can lead to busy days, especially with administrative tasks, the crews have found ways to maintain their pace for the year. In October, crews trained on obstetric emergencies, spinal mobility restrictions, and company-level evaluations, combined with search-and-rescue. Throughout the month, we achieved a 29% increase in training hours over last year, and we are now setting a record for the most hours completed in a single year. During this period, two career firefighters graduated from Probationary Firefighter status to Firefighter. This marks the completion of 12 months of training and education on operating most effectively within our department, preparing them to advance on the mastery track and become senior members of the organization. In October, crews logged over 750 hours of training, focusing on fire suppression and rescue (51%), emergency medical services (25%), and administrative training (6%). The month also emphasized technical rescue operations with rope rescue and swiftwater training. The following chart compares training hours by type.



(Admin=Administrative; Haz=Hazmat; ICS=incident command systems; TRT=Technical Rescue Training)

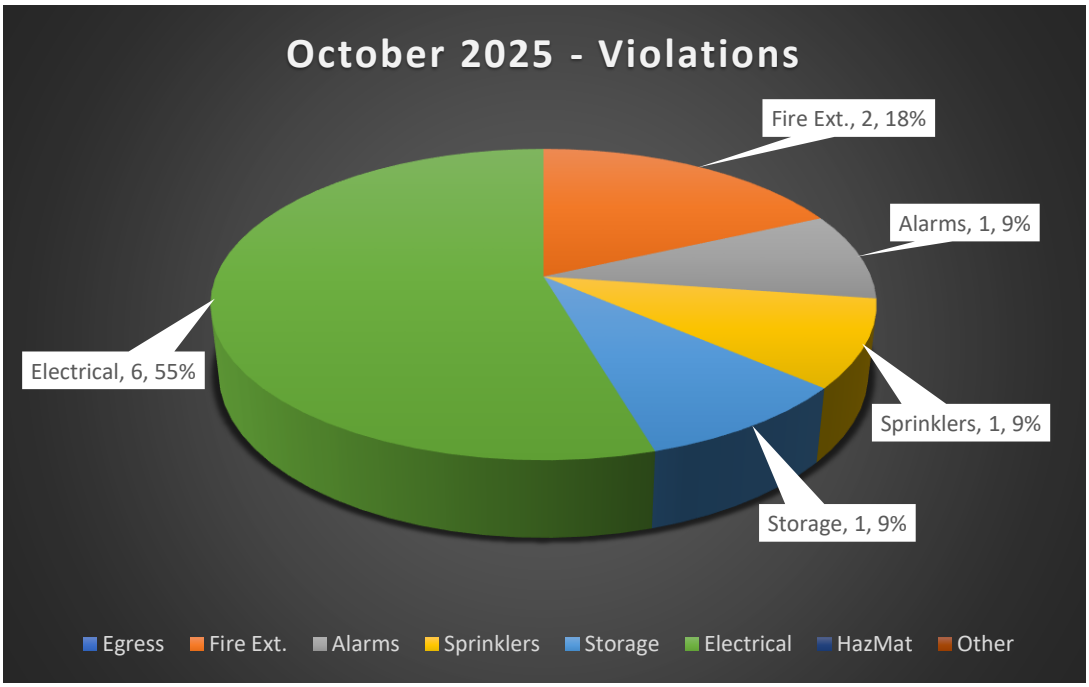
Training – Highlights/Major Topics:

- New apparatus orientation
- Incident Command System – Mid-Rise and Multi-Family Fires
- Rope Rescue
- Swiftwater Rescue operations
- Firefighter – Hose evolutions
- Firefighter – Ladder Evolutions
- Firefighter – Search and Rescue
- Safety – State-mandated safety training, firefighter line-of-duty death reviews
- Cardiopulmonary Resuscitation
- Epinephrine/anaphylaxis
- NARCAN/Opiate overdose
- Spinal Mobility Restriction
- Ropes and Knots

Community Risk Reduction

Inspections

In October, crews completed eight occupancy inspections with 11 violations needing correction. The most common violations noted during this timeframe were related to electrical components and to failed emergency lighting. These inspections consisted of business office locations, storefronts, public safety, and schools. Due to increasing call volumes, crews are experiencing a need to rebalance priorities for completing administrative tasks. This is reducing the number of occupancy inspections being completed. Many of the completed inspections resulted in occupancies performing annual maintenance as prescribed by the code. The following chart is a breakdown of violations for October 2025:



Public Education

In October, public education and outreach reported the following activities:

- Public BLS CPR/AED Class – 8 attendees, 3 Hours
- Mount Si High School Opioid Education Course – 220 attendees, 8 hours
- Fire Prevention Month School Visits
    - 5 visits, 3 schools, 240 students
- (2) Mount Si High School Football medical standby
- City Staff Bloodborne Pathogens training
- Halloween (visible at community events and handed out candy and glow sticks)

Volunteer Activity

During October, the following activity was recorded for the volunteer group:

- 24 Duty Shifts
- 24 Emergency Responses
- 387.25 Total hours spent volunteering

Volunteer Roster

11	EMS Responders
2	Special Service (non-responding)
1	Medical Leave

IT Department

City of Snoqualmie
38624 SE River St. | P.O. Box 987
Snoqualmie, Washington 98065
(425) 888-8010 | www.snoqualmewa.gov

October 2025

Dear City Council,

The IT Department continues to be busy this month with preparing for future projects and migrating servers. We are continuing to be responsive to requests for support and the cases are being resolved in a timely manner.

Here are some updates for the month of October:

- The Parks and Public Works Departments have been migrated to the new cloud VOIP phone system successfully. Next comes City Hall with a goal of migrating them be the end of the year.
- We have ordered the servers and storage appliance and are anticipating delivery soon.
- The all-staff online cybersecurity training has been launched. We are currently at 68% of staff completed. We also launched the training for you and commission members. Don't forget to complete your training!
- We will be launching a new project to migrate the servers we just moved out of the previous licensing to new hardware. This project will take a few months to complete as it will have several stages and tasks.
- We have notified our collective bargaining partners about new cybersecurity procedures to ensure that we are being transparent about our next steps towards improving security.
-

We will have more details on upcoming and ongoing projects in future updates:

- Simplifying our service desk to better serve our users.
- Operating System Upgrades
- Building new processes for Asset Management that is proactive.
- AI Usage Policy

Thank you for your continued support of the IT Department!

CITY OF SNOQUALMIE

PARKS & PUBLIC WORKS DEPT.

Jeff Hamlin, Director
38194 SE Millpond Road
Snoqualmie, WA 98065
425.831.4919 | jhamlin@snoqualmiewa.gov

Monthly Report – October 2025

Public Works General/CIP Projects:

Fall Operations: Crews are currently operating in full autumn operations mode. Irrigation systems have been shut down and winterization activities are completed. Some brush cutting activities remain for another month. We anticipate much activity for the next few weeks around managing leaf litter that falls this time of year.

Tyler Munis Implementation: This month marks the end of one complete year using the Asset Management system. Public Works continues to make improvements on its application to the individual divisions within the Department. Parks and Public Works has processed approximately 1,600 separate work orders in the last month and over 19,200 work orders since implementation in October of last year.

Utility Rate Study: PPW staff have begun work on the General Facility Charges (GFCs) rates, which are anticipated to be completed this year.

Road Maintenance and Repair: Public Works will soon be placing flashing beacons at the cross walks around the high school to improve visibility and reduce traffic speeds. Engineering is currently working on paving, utility infrastructure, and road maintenance projects for next summer.

Splashpad: The Splashpad operating season has come to an end for this year. The facility has been winterized and a few maintenance projects will soon begin. A pole mounted security camera will be placed near the facility to monitor the splashpad, skatepark, and restroom facilities. Public Works will also begin a drainage project around the pad to mitigate the muddy conditions experienced this summer.

Water Reclamation Facility Phase 3: Performance testing and commissioning are expected to take approximately 90 days, at which time the project will be completed.

Reclaimed Irrigation Reservoir: Work continues at the project site with construction of the concrete reservoir. The floor, walls and columns have been finished, and crews are getting ready to pour the top slab. Project completion is anticipated on or before June 30, 2026.

River Trail: Construction has begun on the new River Trail project with clearing and grubbing activities. Project completion is anticipated for early 2026.

Sandy Cove Bank Stabilization: PPW plans to advertise the project for bid in late January 2026. Work will likely begin onsite in the Spring and continue through most of the summer fish window months. Project completion is anticipated for Autumn 2026.

Staffing: PPW is currently interviewing for a new Water Tech I/II position to replace Austin Hilton, who left us last month to move to Michigan. The Parks division will soon advertise for a new technician to backfill Dalton Hawk's promotion to Parks Lead.

Wastewater Division

- Replaced 5 manhole lids and collars on Park Street
- Cleaned a total of 30,000 feet of sewer main for year 2025
- 100% permit compliance in October
- Repaired Lake Alice Bypass Gate and placed back into service
- Completed installation and commissioning of Echo Glenn flow meter
- Repair RAS pump at WRF.
- Complete work on NPDES permit renewal application for both outfalls
- Complete winterization of system susceptible to freezing

Water Division

- Complete monthly Dept of Health reporting and sampling events
- Pump replacement was completed at the 599 station
- Water main was hot tapped on Ridge Street
- Irrigation winterization is all but complete
- City Academy presentations
- Repair broken valve shafts and actuators at NWTP backwash facility
- Door hangers for customers that have not had their backflows tested
- Begin replacing irrigation controllers throughout the City
- Routine valve turning and leak detection maintenance
- Onboard new employee

Parks & Streets Division:

Parks Maintenance

- Leaf Season. Lots of leaves and storm debris clean up in all city parks.
- Holiday lights will be installed over the next several weeks.
- Soccer field lining and playfield maintenance for winter operations

Splashpad Operations:

- Splashpad is closed for the season
- Winterization and maintenance activities will progress over the next two months,

including drainage improvements, security camera installation, wax play features, pump and filter maintenance, install new backflush piping, and winterization of wet side equipment.

Streets Maintenance

- Street sweeping; lots of it
- Holiday lights installation for streetscapes at Town Center and Ridge
- School zone flashing light maintenance; install RRFBs at High School
- Repair/ replace damaged street signs
- School zone striping maintenance

Fleet & Facilities Division:

Fleet

- 106 work orders completed
- 83 preventive maintenance orders completed
- 50 invoices coded and input into fleet software for asset billing
- New ordered assets arriving: 15k tilt equipment trailer, irrigation service truck licensed insured and prepped for in service
- Vehicle accident #501 (Chev Colorado) rear end total vehicle loss
- 73,330 total miles driven

Facilities

- Elevator L&I Shunt test completed at City hall
- Parking lot debris clean up at multiple sites
- Replace belts and service air handlers at public works
- Server room AC repair at City Hall completed
- Light replacements police work area
- Wifi installation at fire station (work request from IT with cable and mounting)

Stormwater & Urban Forestry Division

Forest Management:

- **Successful Green Snoqualmie Day 2025 Event (10/4/25)** – over 40 participants planted over 400 trees and shrubs.
- Fruit Tree Pruning Class at Orchard Park (10/4/25)
- **November 22nd Green Snoqualmie Event at Jeanne Hansen Forest**
- Planting 100 trees and shrubs and pulling blackberry.

Stormwater:

- Continue inspecting and cleaning catch basins per NPDES work plan.
- Continue “logging” the last 2 ponds engulfed by alders and cottonwoods.
- Work on re-grading Woody Creek swale to remove “erosion rut”.

- Stormwater Pond inspections completed, along with all swales.
- Stormwater pond and swale improvements completed at PPW Lease site.
- 1 IDDE Enforcement – Leaking RV received letter to remove vehicle from City.
- Shift to ArcGIS Online system to increase efficiency of contracted cleaning of catch basins; Contractor likes the new system.
- Repair fencing at 2 stormwater ponds with assistance from DOC crew.

Street Trees:

- Removed 400 tree watering bags.
- Prune 50 street trees
- Mulch over 65 street trees on Autumn, O'Neil and Pratt Streets.
- Inspect soil on Pratt Street as part of Street Tree Replacement Program.
- Continue reworking the SR1 street tree replacement criteria
- Remove street trees from storm damage
- Preparation for stump grinding in December
- Continue tree clearance assessment to create street tree pruning cycle

Resident and In-House Requests:

- Continue to be as responsive as possible.
- Storm response will be frequent.

Department of Corrections: 9 Workdays (projected)

- Repair fencing as needed, will be more frequent with storms.
- "Logging" 2 storm ponds off Jacobia (Swing and Jacobia E2)
- Mulch the community orchard and repair fence.

Trail Maintenance:

- Begin repairs of boardwalk bridge at Meadowbrook.
- Blow off leaves from trail bridges and investigate traction options for them.

Tree Risk/Hazard Tree Removal:

- Finalize 2025 Proactive Tree Risk Assessment Report
- Schedule contractors for Hazard Tree Mitigation goal are to remove all the trees this month.
- Perform Hazard Tree Mitigation within our Division

Training:

- Kevin Halbert first aid training.
- Christine studying for pesticide public operator license
- Kyle and Kevin Sandin studying for UF Professional Certification

Snoqualmie Police Department

Gary Horejsi, Interim Chief of Police
34825 SE Douglas St. | PO Box 987
Snoqualmie, Washington 98065
(425) 888-3333 | ghorejsi@snoqualmiewa.gov

October 2025

Calls for Service

	Sept 2025	Oct 2025	Oct 2024
Snoqualmie	467	513	540
North Bend	391	358	530

Average Response Times (in minutes & seconds)

Oct	Priority 1	Priority 2	Priority 3
Snoqualmie	2:22	1:38	3:23
North Bend	5:32	3:25	4:41
Sept			
Snoqualmie	5:25	4:04	3:24
North Bend	5:20	3:20	4:14

Priority 1: Weapons Offense / DV Physical / Aslt/Burg In-Prog
Priority 2: Calls that involve a serious crime or incident with potential for violence or escalation but not necessarily an immediate threat to life.
Priority 3: High priority but not an immediate threat.

Thefts	Sept 2025	Oct 2025	Oct 2024
Snoqualmie	8	12	5
North Bend	9	11	7
Vehicle Prowls	**Sept 2025**	**Oct 2025**	**Oct 2024**
Snoqualmie	5	6	0
North Bend	3	1	6
Vehicle Thefts	**Sept 2025**	**Oct 2025**	**Oct 2024**
Snoqualmie	1	1	1
North Bend	2	2	1

Arrests

	2025		2024	
	Oct	YTD	Oct	YTD
Snoqualmie	10	134	12	153
North Bend	13	158	18	181

Crisis Intervention Contacts

	2025		2024	
	Oct	YTD	Oct	YTD
Snoqualmie	5	27	4	311
North Bend	0	13	6	14

Public Records Requests

Oct 2025	52
2025 YTD	520

Staffing

Command Staff – Vacancies: 1 (Chief).
Patrol – Vacancies: 8 (7 Patrol Officers & 1 Sergeant).
Support/Administrative Staff – Vacancies: 2 (Police Support Officer & Mental Health Professional).
North Bend – Snoqualmie met the contractual required shift coverage of the May 2025 Interim Agreement between Snoqualmie and North Bend.

Upcoming Community Events

Nov 1 – Foam, Fairways, and Futbol (Railroad Community Park, SNO)
Nov 11 – Veteran's Day Holiday
Nov 19 – Meet Up with Mayor Miller (NB)
Nov 27 & 28 – Thanksgiving Holiday