Budget Advisory Committee

Lisa King, Finance Director
August 1, 2024
Agenda

• Welcome & Introductions
• Revenue Discussion
• Expenditure Discussion
• 2024 Year End Financial Projections
• Financial Sustainability Plan
• 2025 City Priorities
• Q&A
• Next Steps & Future Meetings
Thank you for your willingness to serve!
Components of Ending Fund Balance as of 12/31/23

Total Beginning Fund Balance ~ $12,570,00

- Unassigned 19%
- Assigned & Committed 28%
- Restricted 53%

Finance Policy requires: Maintain a minimum unassigned fund balance in the Reserve Fund of 25% of the current years budgeted General Fund expenditures. 2024 = required unassigned fund balance of $1,481,295
## 2024 Budget Overview

### FINAL BUDGET 2024

<table>
<thead>
<tr>
<th>001</th>
<th>002</th>
<th>003</th>
<th>100</th>
<th>300</th>
<th>TOTAL CITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beg. Fund Balance</td>
<td>618,468</td>
<td>3,222,070</td>
<td>200,783</td>
<td>2,640,129</td>
<td>5,892,862</td>
</tr>
<tr>
<td>REVENUE</td>
<td>5,556,541</td>
<td>0</td>
<td>50,000</td>
<td>271,706</td>
<td>953,000</td>
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<tr>
<td>EXPENDITURES</td>
<td>5,925,180</td>
<td>0</td>
<td>50,000</td>
<td>433,450</td>
<td>2,480,000</td>
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<tr>
<td>Surplus or (Deficit):</td>
<td>(368,639)</td>
<td>0</td>
<td>0</td>
<td>(161,744)</td>
<td>(1,527,000)</td>
</tr>
<tr>
<td>Total Transfer In</td>
<td>250,562</td>
<td>0</td>
<td>0</td>
<td>25,000</td>
<td>0</td>
</tr>
<tr>
<td>Total Transfer Out</td>
<td>25,000</td>
<td>0</td>
<td>0</td>
<td>250,562</td>
<td>0</td>
</tr>
<tr>
<td>Total Surplus or (Deficit):</td>
<td>(143,077)</td>
<td>0</td>
<td>0</td>
<td>(387,306)</td>
<td>(1,527,000)</td>
</tr>
<tr>
<td>Ending Fund Balance</td>
<td>475,392</td>
<td>3,222,070</td>
<td>200,783</td>
<td>2,252,823</td>
<td>4,365,862</td>
</tr>
</tbody>
</table>

**Budget deficit**

**Total Beginning Fund Balance**
2024 Property Tax Distribution

- Bellevue Schools: 29.6%
- State Schools: 35.2%
- King County: 18.7%
- MKC Library: 4.0%
- EMS: 3.2%
- Flood: 1.0%
- Transit (RTA): 2.3%
- Port of Seattle: 1.5%
- Clyde Hill: 4.5%

2024 Annual CH Property Tax Revenue: $1,340,757
Comparison of 2024 Property Tax Rates for Eastside Cities & Towns

**’24 Points Community**

**Property Tax Levy Rates**
- Medina 0.6725
- Yarrow Point 0.3233
- Clyde Hill 0.3199
- Hunts Point 0.1760

**Median Home Value**
- Medina $3,661,000
- Yarrow Point $3,541,000
- Clyde Hill $3,349,000
- Hunts Point $5,669,000
## Regular levy per capita

<table>
<thead>
<tr>
<th>City (Population)</th>
<th>Regular levy per capita</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medina (2,920)</td>
<td>1478.39</td>
</tr>
<tr>
<td>Hunts Point (460)</td>
<td>666.84</td>
</tr>
<tr>
<td>Beaux Arts Village (315)</td>
<td>589.23</td>
</tr>
<tr>
<td>Yarrow Point (1,135)</td>
<td>581.60</td>
</tr>
<tr>
<td>Mercer Island (25,830)</td>
<td>565.08</td>
</tr>
<tr>
<td>Bellevue (155,000)</td>
<td>562.88</td>
</tr>
<tr>
<td>Clyde Hill (3,100)</td>
<td>423.85</td>
</tr>
<tr>
<td>Kirkland (96,710)</td>
<td>354.11</td>
</tr>
</tbody>
</table>

*Source data from AWC*
Regular levy amount

- **Medina**: $4,316,907
- **Clyde Hill**: $1,313,934
- **Hunts Point**: $306,748
- **Yarrow Point**: $660,119

Sales tax revenue

- **Medina**: $1,904,907
- **Clyde Hill**: $868,968
- **Hunts Point**: $496,519
- **Yarrow Point**: $326,948

*Source data from AWC*
Utility Tax Rates – Total Revenue $982,944

- Electric Utility (6%)
- Natural Gas Utility (6%)
- Cable TV Utility (9%)
- Telephone Utility (6%)
- Solid Waste Utility Tax (6%)
- Cable TV Franchise Fee (5%)
- Water Franchise Fee (10%)
- Sewer Franchise Fee (10%)
- Solid Waste Franchise Fee (5.5%)
## Utility Tax Revenues

<table>
<thead>
<tr>
<th>Service Type</th>
<th>2023 Budget</th>
<th>2023 Actual</th>
<th>2024 Budget</th>
<th>Bug % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electric Utility (6%)</td>
<td>$150,000</td>
<td>$165,490</td>
<td>$170,000</td>
<td>13.3%</td>
</tr>
<tr>
<td>Natural Gas Utility (6%)</td>
<td>$101,100</td>
<td>$117,014</td>
<td>$150,000</td>
<td>48.4%</td>
</tr>
<tr>
<td>Cable TV Utility (9%)</td>
<td>$107,000</td>
<td>$77,987</td>
<td>$103,000</td>
<td>(3.7%)</td>
</tr>
<tr>
<td>Telephone Utility (6%)</td>
<td>$27,000</td>
<td>$24,975</td>
<td>$28,000</td>
<td>3.7%</td>
</tr>
<tr>
<td>Solid Waste Utility Tax (6%)</td>
<td>$32,000</td>
<td>$32,431</td>
<td>$49,500</td>
<td>54.7%</td>
</tr>
<tr>
<td>Cable TV Franchise Fee (5%)</td>
<td>$59,000</td>
<td>$58,155</td>
<td>$58,000</td>
<td>(1.7%)</td>
</tr>
<tr>
<td>Water Franchise Fee (10%)</td>
<td>$177,000</td>
<td>$208,432</td>
<td>$233,333</td>
<td>31.8%</td>
</tr>
<tr>
<td>Sewer Franchise Fee (10%)</td>
<td>$114,000</td>
<td>$113,825</td>
<td>$131,111</td>
<td>15.0%</td>
</tr>
<tr>
<td>Solid Waste Franchise Fee (10%)</td>
<td>$43,000</td>
<td>$44,593</td>
<td>$45,000</td>
<td>4.7%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$810,100</strong></td>
<td><strong>$842,902</strong></td>
<td><strong>$967,944</strong></td>
<td><strong>19.5%</strong></td>
</tr>
</tbody>
</table>
Public Works Revenue Sources

**Sub-Regional Opportunity Fund**
- Property tax based – levy proceeds
- Reimbursement based for storm related projects
- 2024 allocation = $33,117
- Previous years accumulated balance = $141,767
- Obligated to Storm Master Plan

**County Parks Levy**
- Property tax based – levy proceeds (2020-2025)
- NOT reimbursement based; must be utilized for park or trail improvements, with annual reporting to King Co.
- 2024 allocation = $52,783
- Previous years accumulated balance = $144,341
- Planned for Park Pathway / Lighting

**NPDES Capacity Grant**
- Non-competitive, application-based grant allocation from the State to assist local agencies to comply with the terms of the NPDES Permit
- Typically $50,000 per biennium
- Increased to $75,000 in ‘21-‘23
- Increased to $130,000 for ‘24-‘26 biennium
## Other Revenue Sources

<table>
<thead>
<tr>
<th>Source</th>
<th>2023 Budget</th>
<th>2023 Actual</th>
<th>2024 Budget</th>
<th>Bug % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Tax</td>
<td>$807,000</td>
<td>$876,452</td>
<td>$857,300</td>
<td>6.2%</td>
</tr>
<tr>
<td>Interest Income</td>
<td>$325,500</td>
<td>$438,433</td>
<td>$402,200</td>
<td>23.6%</td>
</tr>
<tr>
<td>Cannabis Excise Tax</td>
<td>$4,634</td>
<td>$4,948</td>
<td>$4,947</td>
<td>6.7%</td>
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<tr>
<td>Liquor Excise Tax</td>
<td>$21,335</td>
<td>$21,806</td>
<td>$22,413</td>
<td>5.1%</td>
</tr>
<tr>
<td>Liquor Control Board</td>
<td>$23,792</td>
<td>$23,779</td>
<td>$23,095</td>
<td>(2.9%)</td>
</tr>
<tr>
<td>Yarrow Point Police</td>
<td>$464,256</td>
<td>$485,404</td>
<td>$527,479</td>
<td>13.6%</td>
</tr>
<tr>
<td><em>New</em> UW Police Reimbursement</td>
<td></td>
<td></td>
<td>$10,000</td>
<td></td>
</tr>
<tr>
<td>Fines &amp; Forfeitures</td>
<td>$36,000</td>
<td>$28,137</td>
<td>$30,000</td>
<td>(16.7%)</td>
</tr>
<tr>
<td>Space &amp; Facilities Leases</td>
<td>$199,043</td>
<td>$167,957</td>
<td>$170,985</td>
<td>(14.1%)</td>
</tr>
<tr>
<td>Misc. Other Revenues &amp; Insurance Recoveries</td>
<td>$48,860</td>
<td>$88,429</td>
<td>$33,000</td>
<td>(32.5%)</td>
</tr>
</tbody>
</table>
## Street Fund Revenue Sources

<table>
<thead>
<tr>
<th></th>
<th>2023 GF Budget</th>
<th>2023 Actual</th>
<th>2024 Budget</th>
<th>Bug % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motor Vehicle Fuel Tax <em>(formerly General Fund)</em></td>
<td>$60,147</td>
<td>$57,585</td>
<td>$56,358</td>
<td>(6.3%)</td>
</tr>
<tr>
<td>Multimodal Transpo City <em>(formerly General Fund)</em></td>
<td>$4,043</td>
<td>$4,038</td>
<td>$3,937</td>
<td>(2.6%)</td>
</tr>
<tr>
<td>Grading Fee <em>(formerly General Fund Permit Fees)</em></td>
<td>~ $3,000</td>
<td>~ $3,000</td>
<td>$65,500</td>
<td>~ 2083%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$67,190</strong></td>
<td><strong>$64,623</strong></td>
<td><strong>$125,795</strong></td>
<td><strong>96.0%</strong></td>
</tr>
</tbody>
</table>

This fund is required by the State of Washington Auditors Office to account for certain types of state revenues. Funds are used to pay for the costs of the Transportation Division of the PW Budget and is recorded in the budget as a $125,795 Transfer-in.
## Development Revenue Sources

<table>
<thead>
<tr>
<th>Source</th>
<th>2023 Budget</th>
<th>2023 Actual</th>
<th>2024 Budget</th>
<th>Bug % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building &amp; Structural Permits</td>
<td>$450,000</td>
<td>$383,580</td>
<td>$400,000</td>
<td>(11.1%)</td>
</tr>
<tr>
<td>Other Non-Business Permits</td>
<td>$105,000</td>
<td>$106,178</td>
<td>$120,000</td>
<td>14.3%</td>
</tr>
<tr>
<td>Zoning &amp; Subdivision Fees</td>
<td>$10,000</td>
<td>$7,500</td>
<td>$10,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Plan Check Fees</td>
<td>$220,000</td>
<td>$189,768</td>
<td>$220,000</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$775,000</strong></td>
<td><strong>$687,026</strong></td>
<td><strong>$750,000</strong></td>
<td><strong>(3.2%)</strong></td>
</tr>
</tbody>
</table>
Where does all the Money go?
About 72% of the General Fund is comprised of employee salaries & benefits together with the Fire/EMS contract. Without cutting staff or finding a new Fire service provider, the City has little discretion to reduce general fund costs.
2024 Staffing

Gen Gov’t Services (4.8 FTE)
- City Administrator
- Assistant City Administrator
- Finance Director (0.5 FTE)
- Deputy City Clerk (1.3 FTE)
- Records Officer (0.5 FTE)
- Limited-Term Management Intern (0.5 FTE)

Public Works, Building and Planning (5.8 FTE)
- Public Works Director
- PW Crew (3 FTE)
- Permit/Code Enforcement Specialist (0.7 FTE)

Police (11 FTE)
- Chief of Police
- Commander
- Finance Director (0.5 FTE)
- Records Manager (1.5 FTE)
- Corporals (2 FTE)
- Detective
- Patrol Officers (4 FTE)
- Limited-Term Planning staff (0.1 FTE)
- Building Official
### 2023 Comparison Date via SAO FIT

**Clyde Hill**

**Expenditures**

- $5,680,949
- FY 2023

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Safety</td>
<td>50%</td>
</tr>
<tr>
<td>General Government</td>
<td>21%</td>
</tr>
<tr>
<td>Transportation</td>
<td>12%</td>
</tr>
<tr>
<td>Utilities</td>
<td>9%</td>
</tr>
<tr>
<td>Natural and Economic Environment</td>
<td>6%</td>
</tr>
<tr>
<td>Culture and Recreation</td>
<td>2%</td>
</tr>
<tr>
<td>Social Services</td>
<td>&lt;1%</td>
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</tbody>
</table>

**Medina**

**Expenditures**

- $7,713,847
- FY 2023

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Safety</td>
<td>41%</td>
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<tr>
<td>General Government</td>
<td>29%</td>
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<tr>
<td>Natural and Economic Environment</td>
<td>15%</td>
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<tr>
<td>Culture and Recreation</td>
<td>8%</td>
</tr>
<tr>
<td>Transportation</td>
<td>7%</td>
</tr>
<tr>
<td>Social Services</td>
<td>&lt;1%</td>
</tr>
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*Source data from SAO FIT tool*
# 2023 Public Safety Comparison Data

<table>
<thead>
<tr>
<th></th>
<th>CH</th>
<th>Medina</th>
<th>Dif</th>
</tr>
</thead>
<tbody>
<tr>
<td>PD Salaries &amp; Benefits</td>
<td>$1,734,933</td>
<td>$1,997,754</td>
<td>$262,821</td>
</tr>
<tr>
<td>Operating Costs</td>
<td>408,134</td>
<td>361,429</td>
<td>(46,704)</td>
</tr>
<tr>
<td>Capt. Equip &amp; Vehicle Purchase/Lease</td>
<td>219,274*</td>
<td>143,767</td>
<td>(75,507)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,362,341</strong></td>
<td><strong>$2,502,951</strong></td>
<td><strong>$140,610</strong></td>
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</table>

**Staffing (2023)**

<table>
<thead>
<tr>
<th></th>
<th>CH</th>
<th>Medina</th>
<th>Dif</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.0 uniformed</td>
<td>10.5 FTE</td>
<td>11.0 FTE</td>
<td>0.5 FTE</td>
</tr>
<tr>
<td>1.5 admin</td>
<td></td>
<td>1.0 admin</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fire Suppression/EMS</th>
<th>CH</th>
<th>Medina</th>
<th>Dif</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$719,988</td>
<td>$814,686</td>
<td>$94,698</td>
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</table>

*Additional CH PD Vehicle Charged to Grant Department*
## 2023 PW/Com Dev Comparison Data

<table>
<thead>
<tr>
<th></th>
<th>CH</th>
<th>Medina</th>
<th>Dif</th>
</tr>
</thead>
<tbody>
<tr>
<td>PW Salaries &amp; Benefits</td>
<td>$633,297</td>
<td>$856,749*</td>
<td>$425,456</td>
</tr>
<tr>
<td>PW (Incl Street/Storms/Parks)</td>
<td>377,566</td>
<td>452,582</td>
<td>63,167</td>
</tr>
<tr>
<td>Com Dev Salaries &amp; Benefits</td>
<td>188,487</td>
<td>546,975</td>
<td>358,488</td>
</tr>
<tr>
<td>Com Dev Operating Costs</td>
<td>183,432</td>
<td>742,990</td>
<td>559,538</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,350,297</strong></td>
<td><strong>$2,599,296</strong></td>
<td><strong>$1,235,015</strong></td>
</tr>
</tbody>
</table>

**Staffing (2023)**

<table>
<thead>
<tr>
<th></th>
<th>CH</th>
<th>Medina</th>
<th>Dif</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.8 FTE</td>
<td>9.0 FTEs</td>
<td>3.2 FTEs</td>
<td></td>
</tr>
<tr>
<td>4.7 PW</td>
<td>5.0 PW</td>
<td>0.3 FTE</td>
<td></td>
</tr>
<tr>
<td>1.1 Com Dev</td>
<td>4.0 Com Dev</td>
<td>2.9 FTE</td>
<td></td>
</tr>
</tbody>
</table>

*Excludes Life Guards
2024 Capital Projects Budget

Roadway = $675,000
  • 2024 Overlay Program = $225,000
  • 84th Ave Design = $450,000

Parks = $475,000
  • Pathway & Lighting project = $375,000
  • Restroom Renovation = $100,000

Storm Drainage = $780,000
  • 93rd Ave / 28th Place = $125,000
  • 17th Street Drainage = $375,000
  • Small Drainage Program = $280,000

Facilities = $475,000
  • Public Works Shop = $400,000
  • Police Office (carpet/paint) = $25,000 (FMP)
  • City Hall Parking Lot = $50,000 (moved to 2025)
## How is 2024 Going?

How is 2024 Going?

$76,334 improvement over the 2024 GF Budget
Financial Sustainability Plan

- Take the available 1% levy increase plus new construction (ongoing)
- Increased Utility Taxes and Franchise Fees (2024)
- Update our Fee Schedule to increase by CPI (2025)
- Apply for grant funding (ongoing)
- Continue work on the development of a Stormwater Utility (2026)
- Delay non-mandatory community projects such as a mural until additional revenue can be found
- Continue to apply for Ecology NPDES Capacity grant
- Continue work with AWC or other lobbyists to encourage beneficial legislative changes at the State level
Financial Sustainability Plan

- Competitively bid projects and purchases
- Scrutinize expenditures, limiting spending whenever possible
- Reduce the City Celebration to a simple movie night
- Negotiate favorable ground lease terms for Fire Station #5
- Maximize restricted REET funds for allowable expenses & explore legality of utilizing funding for ARCH
- Draw down Criminal Justice funds for one-time purchases/programs
- Review existing contracts with partners to ensure all costs are recovered
- Utilize available reserve balance to meet unexpected needs
PRIoRITIES
2025 Mayor’s Strategic Priorities

PRIORITY 1: GOVERNMENT PERFORMANCE & SUSTAINABILITY

1.1 City elected leadership, appointed officials, and administrative staff work together to drive results
   - Consider sessions, such as retreats, for Council or Council/Planning Commission to agree on priorities and form working relationships
   - Build staff planning expertise and capacity to respond to Council requests and provide support to the Council Land Use Subcommittee and Planning Commission
   - Document work plans and processes and collaborate internally where feasible

1.2 The City attracts and retains skilled employees
   - Continue to update recruitment materials & candidate outreach processes
   - Identify career pathways and support employee professional development
   - Ensure employee satisfaction

1.3 The City operates in an efficient and financially sustainable way
   - Continue to pursue new and enhanced funding sources, including grant funding, fee schedule adjustments, creation of a stormwater utility, and favorable negotiated terms with partner agencies
   - Identify areas for cost-savings, optimize internal processes, and increase operational efficiency
   - Appropriately maximize use of restricted fund balance to support current levels of service
2025 Mayor’s Strategic Priorities

PRIORITY 1: GOVERNMENT PERFORMANCE & SUSTAINABILITY

1.4 Community members enjoy positive and helpful interactions with the City
   • Provide customer service training to frontline staff
   • Promptly respond to resident service requests; consider establishing a process for routing and responding to resident service requests
   • Continue improving access to and efficiency of public records request services
   • Continue to improve self-service website and permit portal tools, providing timely updates and maintenance

1.5 Community members are informed and feel engaged in decisions made at City Hall
   • Utilize new website to proactively share news and information for residents
   • Explore and implement new communication methods and tools to expand community reach
   • Build communications program capacity to provide consistent, high-quality information
   • Develop a communications plan and update the City’s social media policy
   • Explore approaches to engage the Council and community in strategic planning, capital improvement project planning, and budget development
2025 Mayor’s Strategic Priorities

PRIORITY 2: SAFE & LIVABLE COMMUNITY

2.1 Neighborhoods retain their charm and distinctive character and setting
- Evaluate and update the City’s land use code to ensure development regulations align with legal requirements, enforcement practices, and community preferences
- Implement development regulation changes to comply with enacted State housing and land use legislation
- Improve public information and guidance to promote understanding of the municipal code, clarify enforcement, and speed up permit processing times
- Utilize lobbyist to advance the City’s interests around state housing policy, including reaching out to representatives between legislative sessions

2.2 City streets are safe to use for drivers, cyclists, and pedestrians
- Reduce cut-through traffic and promote safe speeds through police enforcement and the introduction of discrete traffic calming measures
- Monitor and improve School Zone safety, especially during peak use times
- Improve safety and provide traffic management support at the SR-520 Lid during peak use times
2025 Mayor’s Strategic Priorities

PRIORITY 2: SAFE & LIVABLE COMMUNITY

2.3 Residents benefit from easy access to modern, high-quality Police, Fire, and EMS services

- Improve law enforcement equipment, technologies, and facilities, including use of body worn cameras and drones
- Maintain high organizational standards in preparation for 2026 Police Department re-accreditation
- Promote officer satisfaction through operationalization of new Teamsters labor contract and investment in training, recruitment, and retention strategies.
- Work with City of Bellevue on construction of new Fire Station 5 serving Clyde Hill
- Ensure Fire Department service levels are maintained during Fire Station 5 construction

PRIORITY 3: INFRASTRUCTURE & ENVIRONMENTAL STEWARDSHIP

3.1 Roads and sidewalks are well-maintained and meet community needs

- Complete annual street paving and related sidewalk upgrades
- Complete Design work for 84th Ave NE Improvement Project
- Resurface and construct improvements to the City Hall parking lot
- Continue to review sidewalk options and identify bike path improvements
PRIORITY 3: INFRASTRUCTURE & ENVIRONMENTAL STEWARDSHIP

3.2 The City’s stormwater system accommodates new development and complies with national requirements
- Evaluate and plan for current system deficiencies and future system needs
- Invest in stormwater programming and facilities through development of a stormwater utility
- Identify private stormwater systems and ensure coordination with City stormwater system

3.3 The City’s built and natural environment promotes community enjoyment and positively contributes to property values
- Consider new strategies to limit clear-cutting and preserve the City’s tree canopy, including potential development of a tree code
- Improve appearance of City rights-of-way through enhanced landscaping, signage, and pedestrian amenities
- Construct Park improvements to increase their use by families and individuals.
Discussion
Homework

• Do you have comments, suggestions or advice on the Mayor’s Proposed Priorities?

• From a budget standpoint, how can we serve our residents more efficiently? Are there operational changes that should be considered?

• Do you have suggestions on how to address our General Fund budget challenges, while continuing to deliver current service levels to residents?

• Are there other services or projects the City should be considering for 2025?

Prepare your ideas and feedback individually or in small groups to present at the next BAC meeting.
Contact Information

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