



# UNIVERSITY OF YELM

December 5, 2019

Yelm Community Center | 206 2nd Street SE | Yelm, WA 98597

## Course Book

Winter Quarter, 2019

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# COURSE SYLLABUS

Time	Thursday, December 5, 2019	
6:00 – 6:15 PM	State of the City JW Foster, Mayor	
6:15 – 7:00 PM	Yelm 101 Michael Grayum, City Administrator	
7:00 – 7:15 PM	Break	
7:15 – 8:00 PM	Breakout Session 1	
8:00 – 8:45 PM	Breakout Session 2	
	<p>Priorities &amp; Budget – Start with a Plan Heidi MacDonald, Finance Director Grant Beck, CDD Director</p>	<p>Water Quality – Pump to Park Steve Clark, Public Works Director Patrick Hughes, Project Manager</p>
8:45 – 9:00 PM	<p>Why Yelm is a Safe, Happy, Healthy Home for All JW Foster, Mayor Michael Grayum, City Administrator</p>	

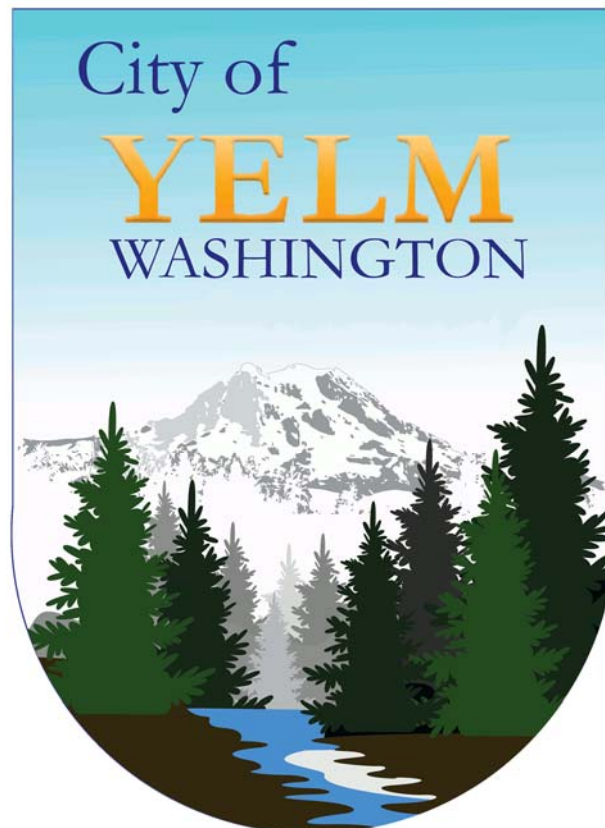
# WELCOME

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Welcome to the inaugural year of the University of Yelm, home of the Fighting Pocket Gophers! Our goal is to educate Yelm citizens about their government, engage with the community, and have some fun in the process.

The University of Yelm will bring members of our community together in a cooperative and informal classroom-style setting. It is our hope that every graduate from the University of Yelm gains a better understanding of local government, learns about City programs and services, and has an opportunity to contribute feedback to help guide City priorities. All students will receive a course book, containing resources and information to help choose their courses. At the end of the evening, all students will receive an Associate of Yelm Degree in Municipal Government.

Thank you for being part of the University of Yelm, Class of 2019. In future years, the curriculum will vary to offer courses that appeal to both new and returning students based on feedback compiled at the end of the program. We hope to see you, your friends, family, colleagues, and neighbors in class again next year!



# YELM'S MISSION, VISION, & VALUES

## **Mission**

*To provide essential public services and infrastructure to the Yelm community.*

## **Vision**

*Make the City of Yelm a safe, healthy, happy home for all, with: safe neighborhoods and schools; sustainable, cost effective public infrastructure; a strong, diverse economy; and vibrant public places with an enduring connection to our history.*

## **Values**

*Collaboration - We cultivate lasting relationships with residents, businesses, co-workers, and community organizations. We listen and understand each other's needs and priorities to ensure public services and resources are appropriately aligned. We take collective responsibility and treat everyone with unconditional, positive respect.*

*Innovation - We embrace a culture of continuous improvement that institutes best management practices, fosters creativity, maintains and sustains the best workforce, and strives for customer service, second-to-none.*

*Excellence – We are proactive and forward thinking, setting the standard for excellence by managing and safeguarding public resources in ways that strengthen our community.*

**A SAFE, HAPPY, HEALTHY,  
HOME FOR ALL!**

# YELM 101

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## CITY GOVERNANCE

The City of Yelm is a Municipal Corporation organized under the Optional Municipal Code, Title 35A Revised Code of Washington.

Yelm is a “Strong Mayor” City in which the citizens elect the Mayor separate from the City Council as the Chief Executive Officer in charge of implementing Council policies and managing day-to-day operations of the City. The City Administrator assists the Mayor in this role. The Council is responsible for setting the policy direction for the City, primarily through the Comprehensive Plan, Capital Improvement Plans, the Budget, and amendments to the Yelm Municipal Code.

The Mayor and City Councilors are elected to four-year terms and elections for the seven Council seats are staggered every two years.

Yelm was incorporated as a ‘Town’ with a five-member Council in 1924 by a 72 to 45 vote in the December 6, 1924 Special Election. Yelm was re-categorized, by the Council at the time, as a ‘City’ in 1989 under Title 35A RCW. The Council added two additional positions in 2004, anticipating the population would soon reach 5,000 and therefore be required as a municipality of that size.

The City currently has five Departments, focused on different functions of Municipal Government.

Michael Grayum is the City Administrator and assists Mayor Foster in running day-to-day operations, and supports the City Council in its policy development role. The Executive Department and all Department heads report directly to Mr. Grayum.

The Executive Department includes Human Resources | City Clerk (Lori Lucas) and the Customer Service Team (Dana Spivey). Heidi MacDonald is the City’s Finance Director and Grant Beck is the Community Development Director. All of these Departments are housed within City Hall, 106 2<sup>nd</sup> Street SE.

Police Chief Todd Stancil heads the Yelm Police Department with Assistant Chief Rob Carlson and Patrol Sergeants Joel Turner and Tillman Atkins. Sonia Ramirez is the Municipal Court Administrator. These Departments are located in the Public Safety Building, 206 McKenzie Street SE.

Public Works is the largest Department in the City, currently managed by interim Public Works Director Steve Clark. Bill VanBuskirk is the Utilities Manager and leads the water and wastewater operators, Tobie Stevens leads the parks, street, and facility maintenance staff, and Patrick Hughes is the City’s project manager and manages all major construction projects for the City.



MAYOR JW FOSTER

EJ CURRY (INCUMBENT)

JAMES BLAIR (INCOMING)

MOLLY CARMODY

CODY COLT

TAD STILLWELL

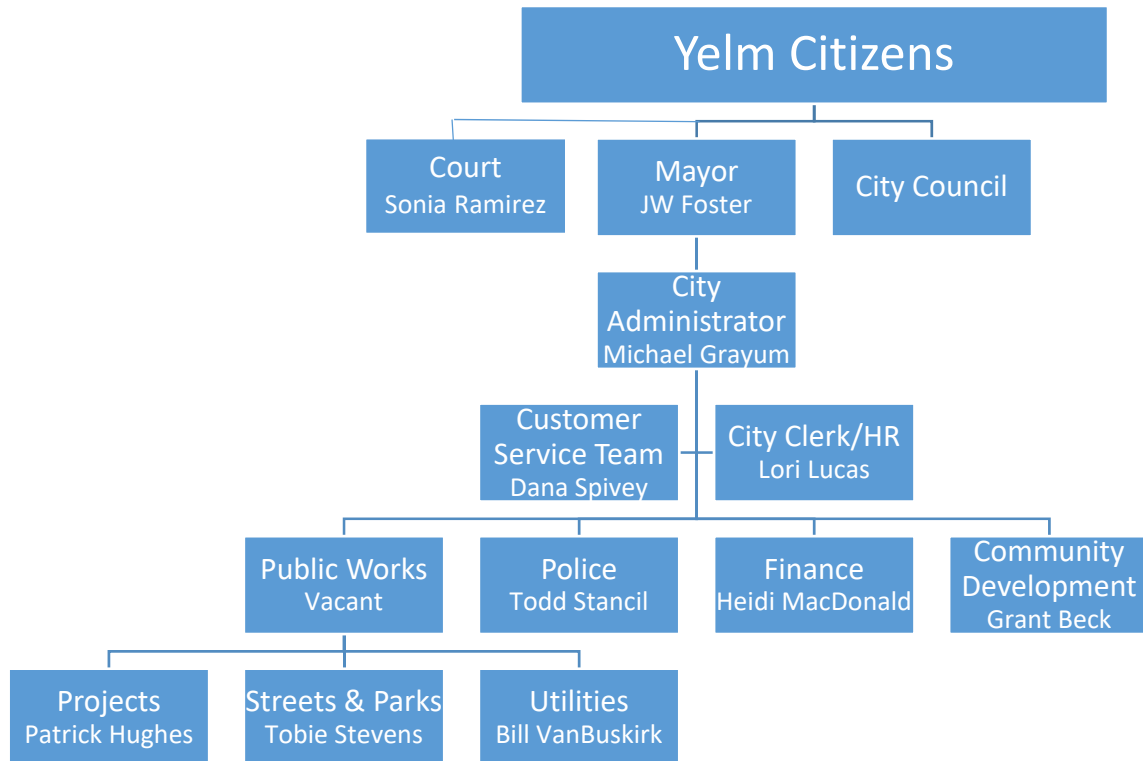
TRACY WOOD

JOE DEPINTO

TERRY KAMINSKI



# ORGANIZATION CHART



## COUNCIL MEETINGS

The City Council meets twice a month for regular business meetings, the 2<sup>nd</sup> and 4<sup>th</sup> Tuesdays. In addition, the Council is briefed on current and upcoming issues facing Yelm in study sessions on the first Tuesday of every month.

All Council meetings are held in the hearing room at City Hall, 106 2<sup>nd</sup> Street SE at 6:00 PM. Council meetings are occasionally held at the Yelm Community Center, if the agenda item is expected to be of interest to a larger segment of the community. All agendas are posted on the City's website ([www.yelmwa.gov](http://www.yelmwa.gov)) approximately 5 days before the meeting. You can subscribe to receive email or text notifications when a new agenda is posted on the website.

The Council has also established a number of subcommittees, which focus on specific areas of public services.

General Government (Colt | Stillwell | Wood)

Finance (Carmody | Curry | DePinto)

Planning & Economic Development (Carmody | Colt | Kaminski)

Public Safety (Curry | DePinto | Stillwell)

Public Works (Carmody | Colt | Wood)

The members of the subcommittees become subject matter experts in each of the areas of interest. The Finance Committee, for example, will spend significant time reviewing budget status updates and proposed budgets prior to review by the full Council at a study session.

## CITIZEN PARTICIPATION

A number of Boards and Commissions support the City Council in specialized areas, such as Historic Preservation. These committees are typically comprised of members of the Yelm community and supported by City staff.

Standing Boards and Commissions include:

**Planning Commission** – Land use and development policy development.

**Parks Advisory Board** – Parks & recreation policy development.

**Historic Commission** – Administrators the historic preservation program.

**Tree Advisory Board** – Street tree policy development and Arbor Day.

**Civil Service Commission** – Civil service (police) hiring practices.

**Lodging Tax Advisory Committee** – Allocates lodging tax revenues.

**Arts Commission**- Arts & culture policy development.

**Salary Commission** – Establishes salaries for the Yelm City Council and Mayor.

The Council sometimes creates ad hoc committees when a special interest issue requires additional review and recommendations. An example is the recent Homelessness Task Force, formed by Council resolution in 2018. This short term (13 months) to develop a report to Council that listed existing resources for the homeless, gaps or overlaps in existing services, reviewed existing code language from other jurisdictions relating to homelessness, an analysis of the current 5 year homeless housing plan, and a recommendation on how to close service gaps or coordinate services.

## REGIONAL PARTNERS

The responsibilities of the Mayor and Council do not end at the Yelm City limits. We are lucky to live in Thurston County, which has strong and positive relationships between both local governments and non-government organizations. The Mayor and Council members are liaisons to our Regional Partners.

**Thurston Regional Planning Council**

**Thurston County Solid Waste Advisory Committee**

**Intercity Transit Authority**

**Thurston County Emergency Services Board**

**Thurston Economic Development Council**

**Law and Justice Council**

**Transportation Policy Board**

**TCOMM 911 Administration Board**

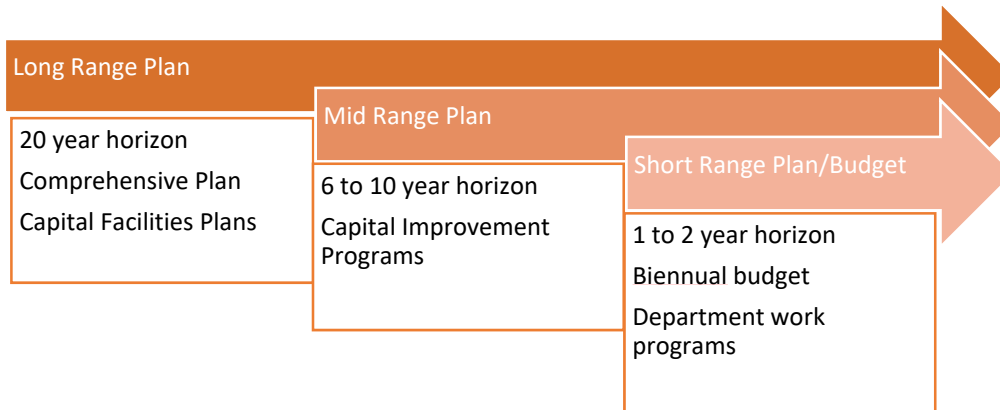
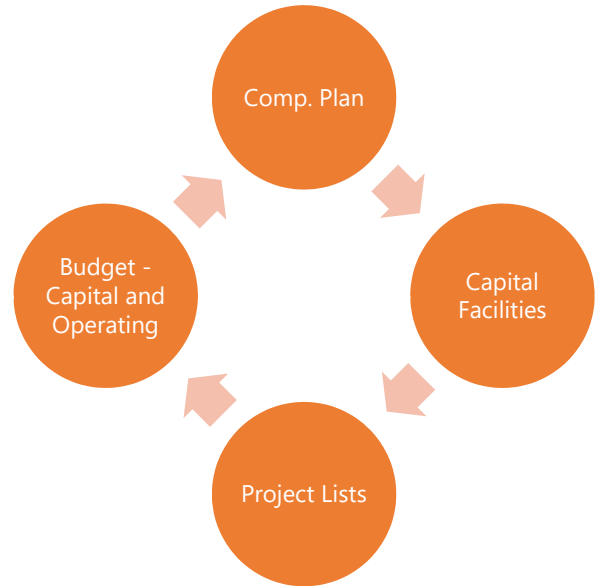
Additionally, Yelm works in close partnerships with all the Cities and Towns in Thurston County, the County, Joint Base Lewis McChord, the South Sound Military & Communities Partnership, the Washington Department of Transportation and other stakeholders in Yelm related projects.

# PRIORITIES & BUDGET

## START WITH A PLAN

The Yelm Comprehensive Plan guides every action of City Government. While the plan projects growth 20 years in the future, which dictates infrastructure planning, it also documents the community's vision of how to grow and what amenities the citizens expect.

The policies of the Comprehensive Plan are refined in Capital Facilities Plans that identify the improvements needed to maintain adopted levels of service over the upcoming 20 years and then into Project Lists (Capital Improvement Programs) that list out construction for the next 6 to 10 years.



Every two years, the Mayor proposes and the City Council adopts a biennial budget, which includes projects identified in the mid-range plans and may include staffing changes based on changing priorities such as economic development or public safety.



THE RECENTLY ADOPTED  
DOWNTOWN CORRIDOR STRATEGY  
IS A GREAT EXAMPLE OF A MID-  
RANGE PLAN THAT IDENTIFIES  
PROJECTS TO BE FUNDED THROUGH  
UPCOMING BUDGETS.

# Comprehensive Plan

Development  
Regulations

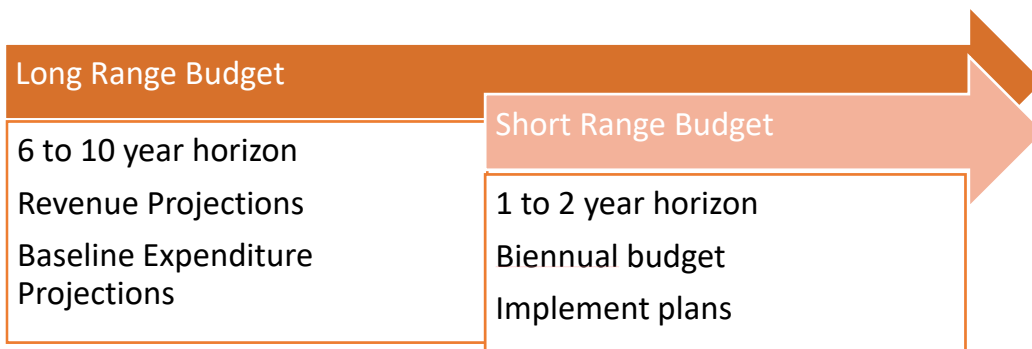
Capital Facility  
Plans

Operating Budget

Capital Budget

## BUDGET ACCORDINGLY

The long range budget looks 6 to 10 years ahead in order to determine what revenues will be available to continue funding City operations as well as what capital improvement projects can be funded, as prioritized by the improvement plans and funding sources.



# Budget Framework

Establish Broad Goals

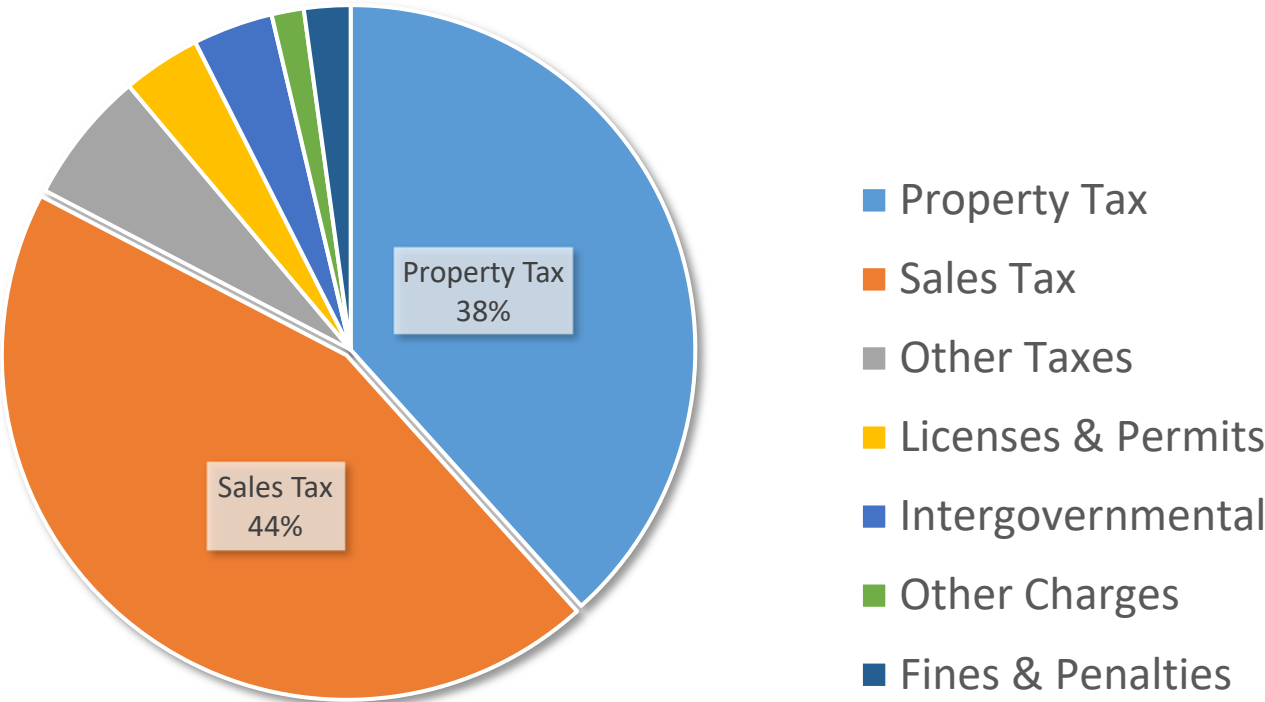
Develop Approaches to Achieve Goals

Develop Budget Consistent with Goals

Evaluate Performance & Adjust

## REVENUE SOURCES

About 82 percent of General Fund (which does not include the water and sewer utility funds) revenue comes from property and sales taxes. Other taxes, such as Business & Occupation and utility taxes, contribute around 6% of the total revenue, while licenses and permits contribute around 4%.



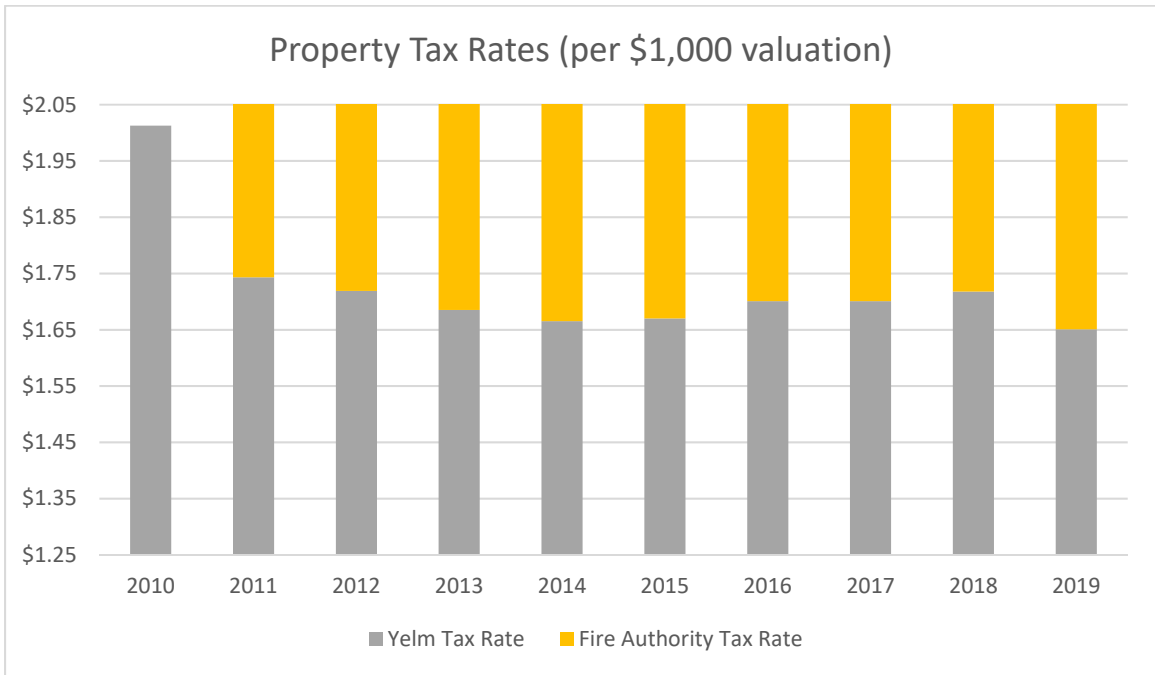
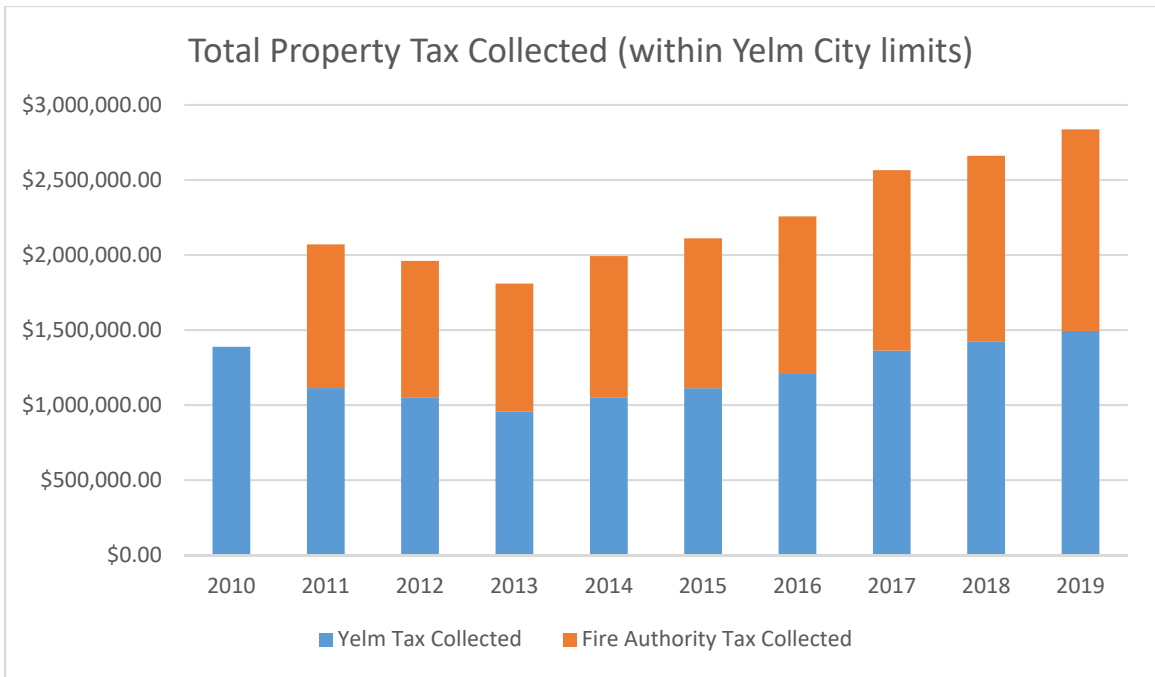
Clearly, it is important for the City to maintain a healthy business community as well as high quality developments in order to create a sustainable funding stream to serve the needs of our citizens.

## 2019 PROPERTY TAXES

For every \$100 dollars you pay in property taxes, the City of Yelm receives \$15.28. Property taxes are the primary source of revenue for education in Washington State, and here \$51 of every \$100 in property taxes goes to schools, \$27.48 of which directly to Yelm Community Schools to fund operations and maintenance and building new schools, as approved by the voters.

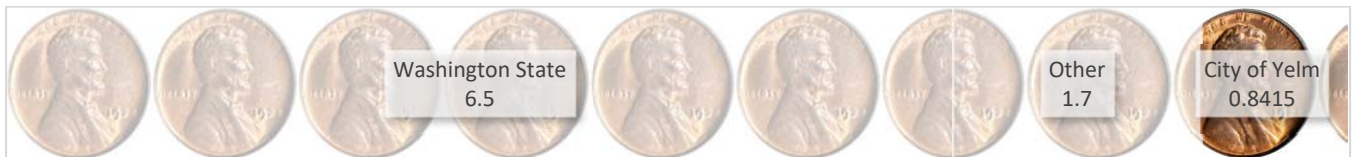
\$13.73 goes to the SE Thurston Fire Authority for fire protection services, and \$11.26 goes to Thurston County for general government services. Remaining property taxes go to Timberland Library District, the Port of Olympia, the Yelm Cemetery District, and the Thurston Public Utility District.





## 2019 SALES TAXES

The current retail sales tax rate in Yelm is 9.1%. For every dollar spent in Yelm, Washington State gets 6.5 cents and the City of Yelm gets less than a penny (0.84 cents). The remaining amount goes towards voter-approved measures such as Intercity Transit.



## UTILITIES

The water, sewer, and storm water utilities are primarily funded through rates (2018 example).

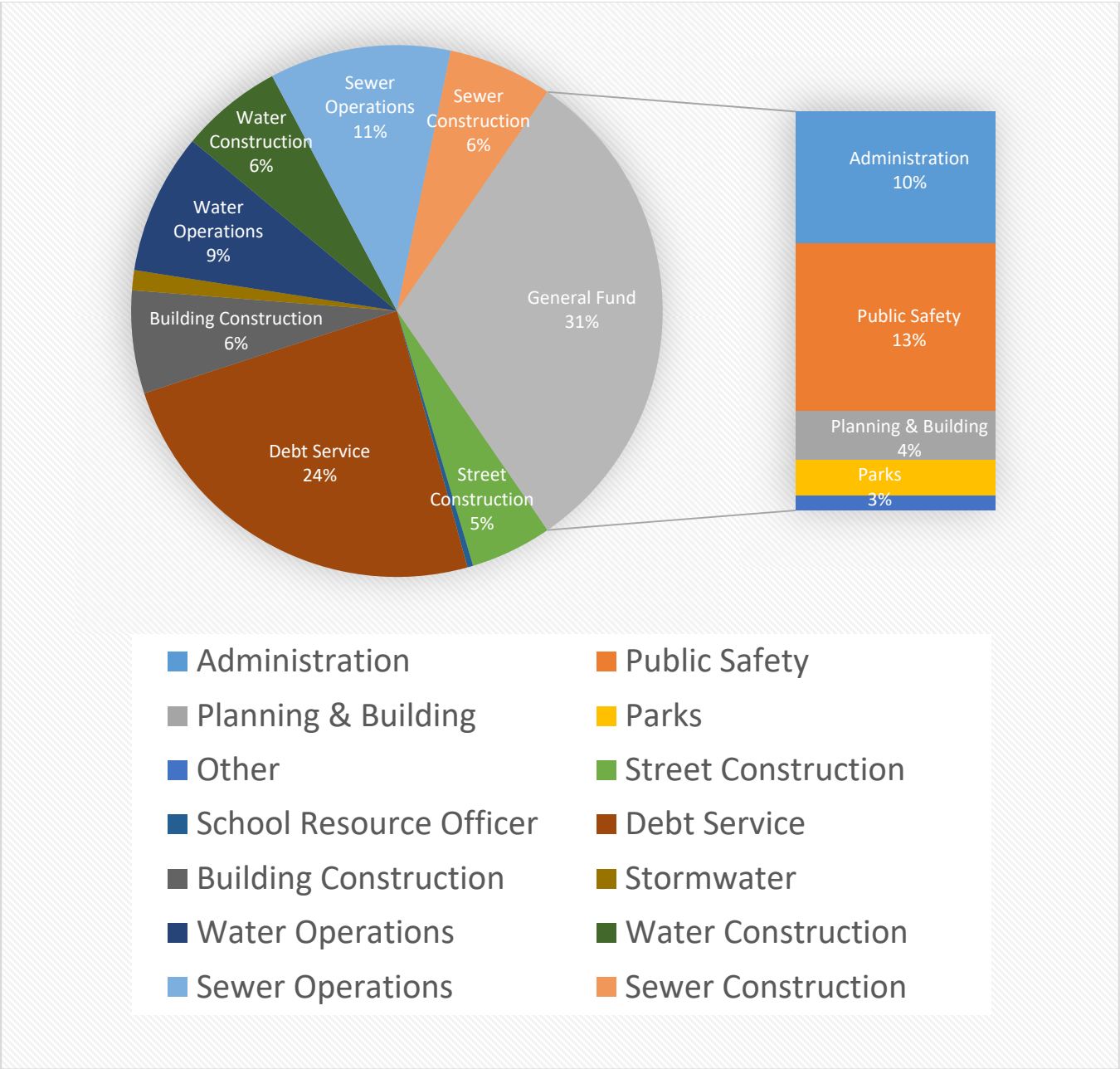
<b>Utility</b>	<b>Rates &amp; Charges</b>	<b>Other Funding</b>
<i>Storm Water</i>	\$259,175	\$5,396
<i>Water Operations</i>	\$3,269,419	\$60,051
<i>Water Construction</i>	\$356,927	\$577,219
<i>Sewer Operations</i>	\$2,607,744	\$67,303
<i>Sewer Construction</i>	\$358,064	\$97,326

In the case of the water construction fund, most of the 'other funding' was transfers in from other City funds.



EXPENDITURES

In 2018, the total expenditure by the City was \$17.4 million dollars. This includes all funds but does not include transfers between funds or pass through funds where the City collects money for another entity. Examples of pass through funds include Fire and School impact fees, which are collected by the City on behalf of those entities to help fund capital projects for Yelm Community Schools and the SE Thurston Fire Authority, and State Building Code fees that are collected as part of building permits and then paid to the State of Washington.

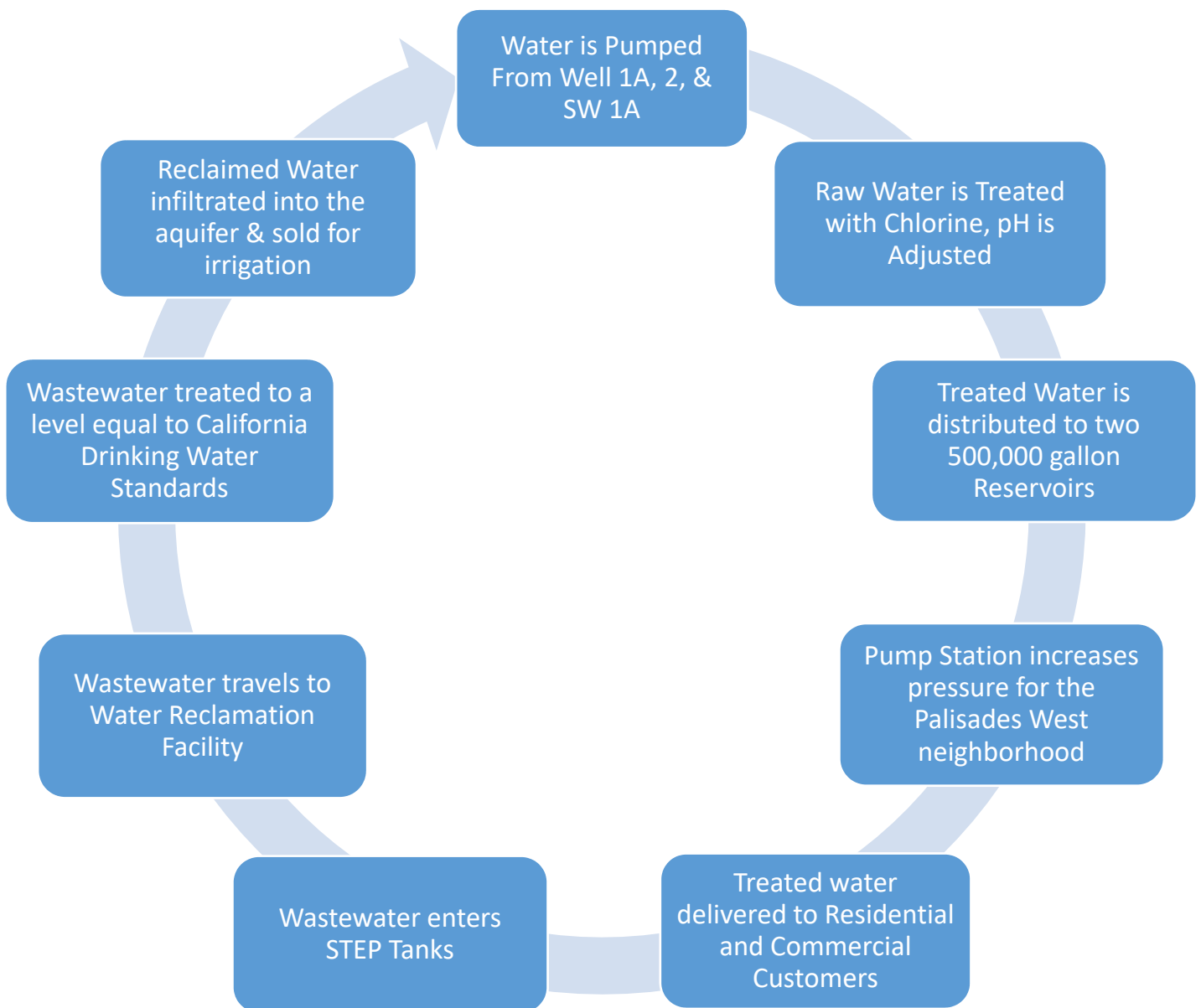


Of note in 2018, Yelm purchased a new City Hall which accounted for the high percentage of building construction for the year.

# FROM PUMP TO PARK – YELM'S WATER STORY

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Yelm is home to some of the purest water in the state due to its proximity to the Nisqually River, in the heart of the Nisqually Watershed. The City of Yelm is a pioneer in sustainable watershed management with a progressive and earth-friendly approach to water mitigation. The City provides high quality, safe drinking water to our utility customers and ensures safe disposal and treatment of wastewater by using innovative strategies to provide a net ecological benefit to our watershed.



# POTABLE WATER – THE FIRST STEP

## WELL

The City currently owns three wells that supply the City with potable water. Although the historic water tower is decommissioned, the pump houses underneath the tower are home to two of the City's three water sources. These two wells draw up to 1,200 gallons per minute. The City's third well, SW Well 1A is the newest and deepest well, located near the Tahoma Terra neighborhood and has the capability to draw up to 2,500 gallons per minute but this well is currently offline.



## PURIFICATION

After water is pumped from the wells, it is then disinfected with chlorine and treated to balance pH before being distributed to the potable water reservoirs. Water is continually monitored and tested at each of the wells and at strategic points throughout the distribution system.

## STORAGE

Once the water is treated, it is distributed to either the Baker Hill Reservoir or the water tower on Rhoton Road, adjacent to the Public Works building. Each reservoir is 500,000 gallons.



## PALISADES PUMP STATION

Considering only one of the City's two water reservoirs are suspended hundreds of feet above the ground, a pump station was installed near the intersection of State Route 507 and Palisades Street to increase water pressure to the homes in the Palisades West neighborhood.

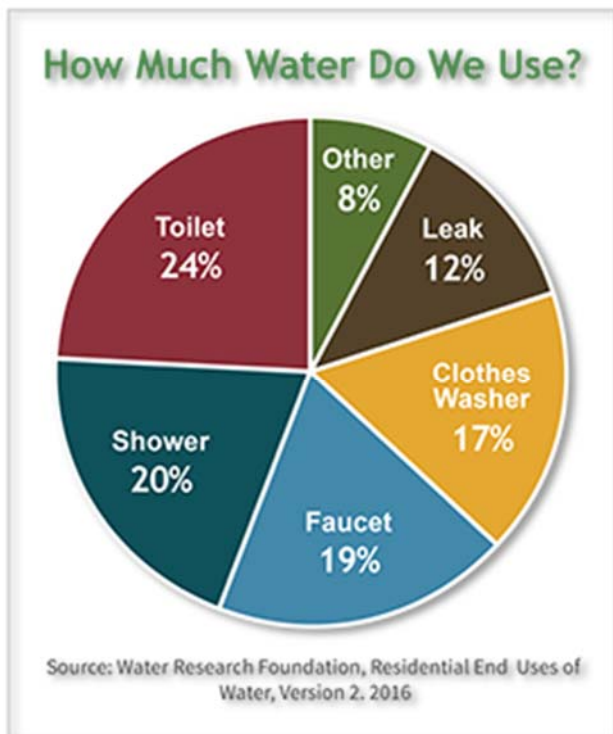
## CONSUMPTION

Water then runs through your meter and is available in your home or business. Every drop of water from the tap is safe for drinking, while it is more commonly used for laundry, showering, dishes, or flushed down a toilet. The City publishes an annual water report, which is available for review on the City website and is sent by mail to our utility customers. The report shows the City is continually within compliance standards, established by the Washington State Department of Health.



EVERY DROP OF WATER THE CITY PUMPS FROM THE GROUND MUST MEET FEDERAL AND STATE DRINKING WATER STANDARDS!

## FLUSH TO FIELD – CLEANING WASTEWATER



### CONSUMPTION

Speaking of flushing, toilets account for the majority of water consumption in most households and businesses. All water that is flushed or flows down a drain will go into a City-owned Septic Tank Effluent Pump (STEP) tank before the liquid waste, known as "black water," or "influent" flows to the Water Reclamation Facility.

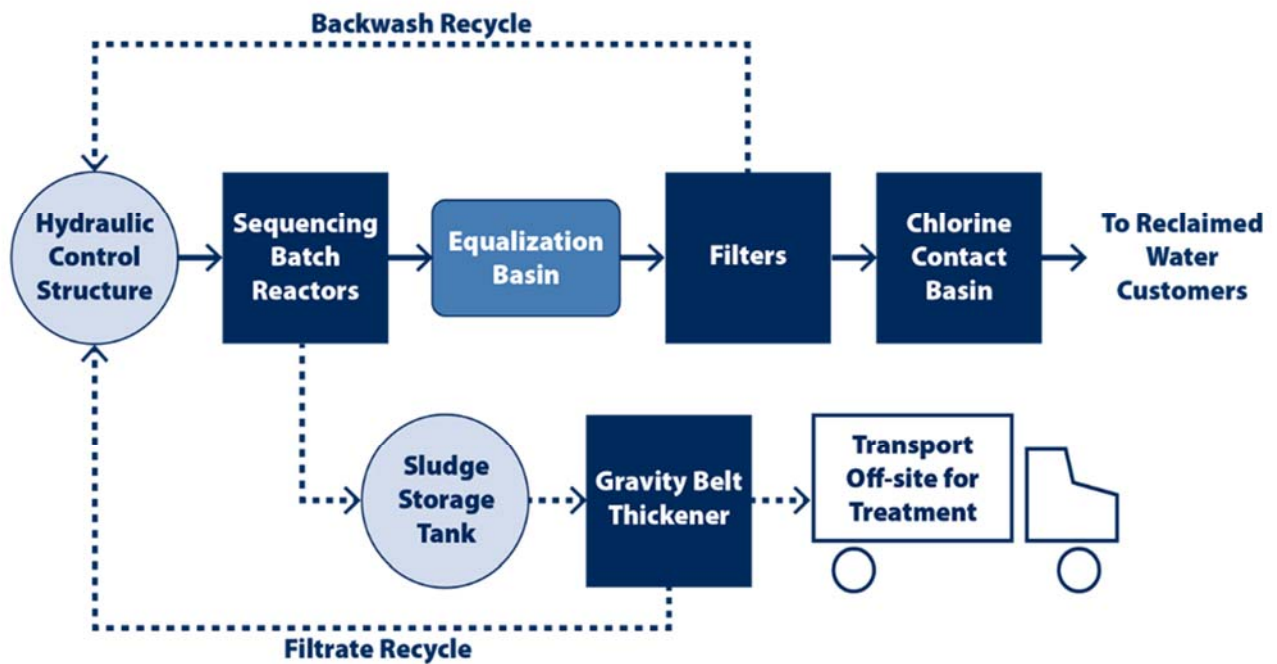
### WASTEWATER RECLAMATION PROCESS

The Water Reclamation Facility serves as the wastewater treatment facility and the heart of the City's reclaimed water irrigation system.

Reclaimed water is used for irrigation of City parks, school sports fields, and recharging the groundwater at Cochrane Park.

We are proud to have the first water reclamation facility, and now the oldest, facility in the state built in 1999.

# HOW THE WATER RECLAMATION FACILITY WORKS



## SEQUENCING BATCH REACTORS

The first step of our water reclamation process is to send the influent through the sequential batch reactors (SBR) where it is oxygenated in one of three 500,000-gallon aeration tanks to separate the liquids from the solids. From the SBRs, the solids and liquids are sent in different directions.



## EQUALIZATION BASIN



The liquids are sent to the equalization basin (EQ basin) where the liquids are stored and distributed evenly throughout 24-hour days.

## SAND FILTER



The liquid is pumped through the sand filters to remove turbidity (small particles). The specialized sand in the filters can only be purchased from sources in Florida or Europe.



## CHLORINE CONTACT BASIN

Water is pumped from the sand filter to the flash mixer where it is introduced with chlorine. The reclaimed water is then sent through the chlorine contact basin, where the chlorine has time to meet the demand needed before distribution.

## DISTRIBUTION



From the chlorine contact basin, the liquid now meets the same NTU (turbidity standards) than that of California drinking water standards, is sent through the reuse water skid and distributed back into the ground at Cochrane Park and used to irrigate Yelm parks, Yelm Community Schools ballfields, or is discharged into the Centralia Canal. Reclaimed water can also be stored in a 500,000-gallon water tank, located at the facility.

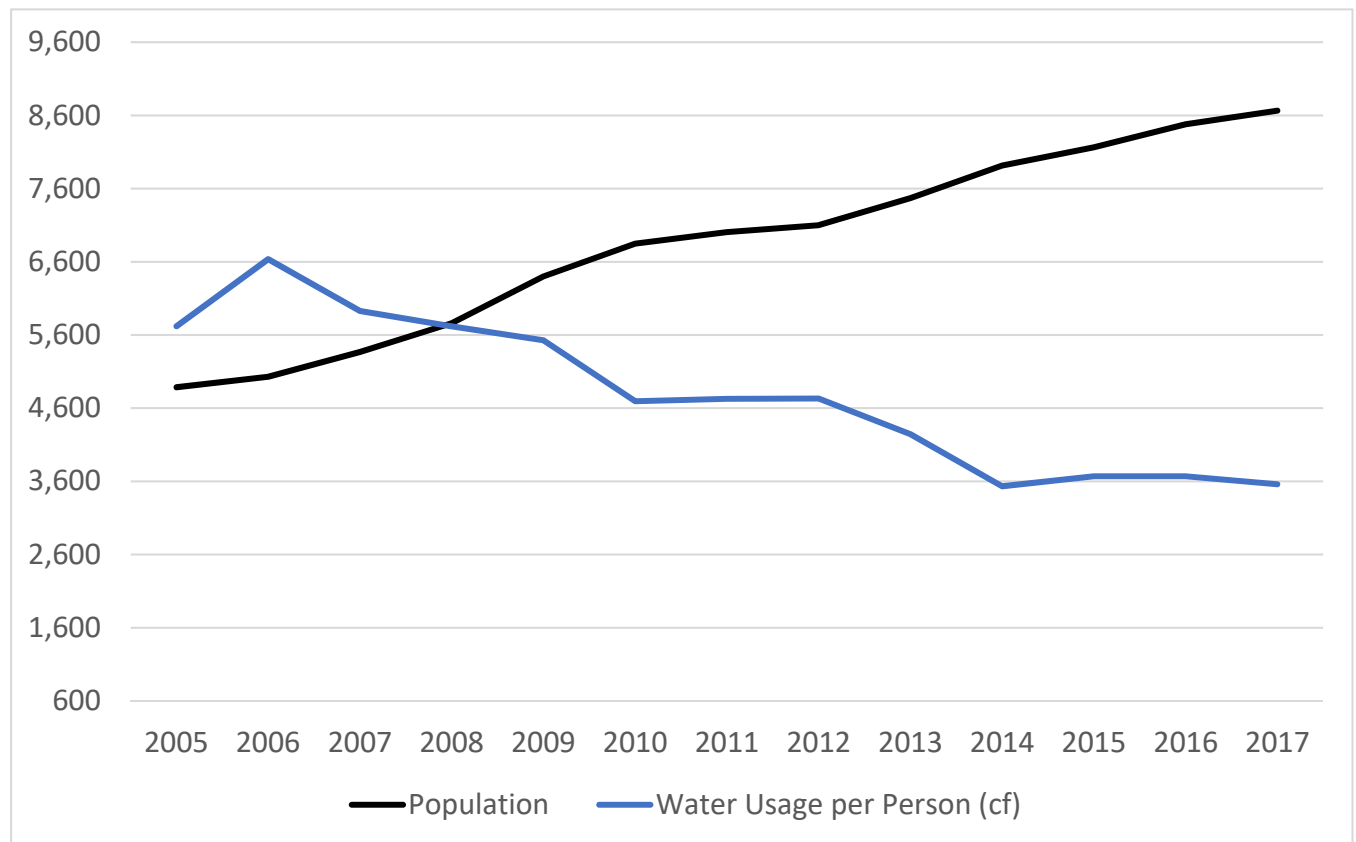
## GRAVITY BELT THICKENER

From the SBR settling phase, solids enter the waste cycle. Solids are pulled from the SBRs and moved into sludge holding tanks. A calculated amount of solids from the sludge holding tanks are then processed through the gravity belt thickener, which further separates liquids from the solids. The solids are hauled off to another facility for further treatment while the liquids are sent back to the SBRs to begin the process over again.



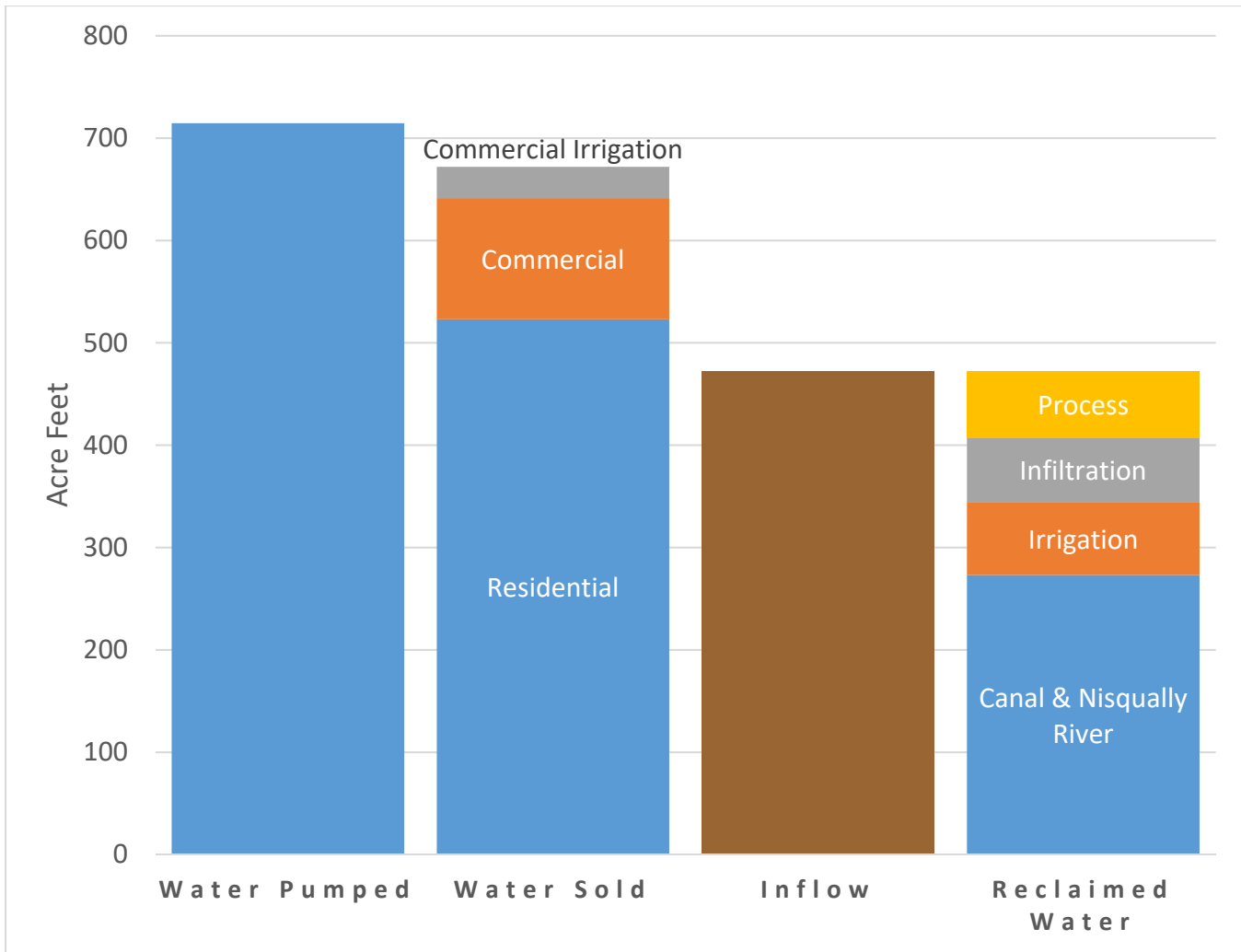
# HOW WE USE WATER

The City pumps about 231,354,210 gallons of water per year to serve our customers. Nearly 80 percent of all water is distributed to residential customers, while about 20 percent is used by commercial users and for commercial irrigation purposes, which does not include residential yard watering. Less than 10 percent of water pumped is lost due fire suppression and leaks.



Our wastewater treatment plant receives about 153,149,970 gallons of wastewater annually. You might notice in the following graph that there is significantly more water is pumped than is treated. This is primarily due to residential irrigation. Water used for drinking and cooking accounts for the smallest percentage of water used, according to the Water Research Foundation.

As part of the City's water mitigation strategy, 20,202,762 gallons of reclaimed water are infiltrated into the groundwater at Cochrane Park, 23,135,421 gallons are used to irrigate City parks, Yelm Community Schools' ballfields, and some is sold to the Skookumchuck Wind Farm. While millions of gallons are used for irrigation purposes, the majority of the reclaimed water is discharged to the Centralia Power Canal.



714.51 acre feet of water equates to filling the Yelm Community Center 316 times. If the Community Center were completely filled with water, it would be enough to serve 112 households for a month.



# PLANNING FOR THE FUTURE

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## WATER RECLAMATION FACILITY RECENT HISTORY

### 2016

A Sewer Facilities Plan was completed by Parametrix in 2016, which lays out three phases of critical infrastructure repairs to the Water Reclamation Facility and the rates to support them through 2025. Yelm City Council approved the plan but did not approve the rates to support it until the following year.



### 2017



The first phase of the improvements were completed, including the replacement of the obsolete supervisory control and data acquisition (SCADA) system, aging electrical systems, eliminated single points of failure, and replaced the booster pump station that distributes reclaimed water to customers. The total cost of these improvements was \$1.2 million, paid for through the reserve fund. Council approved the rates to support the Sewer

Facility Plan through 2020 and committed to revisit the rate trajectory in the same year.

### 2018

In 2018, Council approved Johnson Controls Inc. (JCI) and Kennedy Jenks to evaluate the 2016 Sewer Facilities Plan. Following the evaluation, Kennedy Jenks recommended moving from ballasted sedimentation sequential batch reactors (SBR) to Membrane Biological Reactor (MBR) to comply with permits and growth projections.

### 2019

This year, we removed the sludge and cleaned the Equalization Basins, and a Capital Facilities Plan Amendment was submitted to the Department of Ecology for approval. About the time of this submittal, Ecology issued new rules for reclaimed water, which required the City to prepare

and submit a Water Rights Impairment and Degradation Analysis. The preparation and Ecology's review of this analysis significantly delayed approval of the facility plan update.

## WATER RECLAMATION FACILITY — A PATH FORWARD

### 2020

This next year is going to be a busy one for the water treatment process. The first project on the agenda will be to obtain approval of the Water Impairment Analysis with the expectation of it being approved by early spring. The City will then be able to resubmit its amendment to the Sewer Facilities Plan. In the meantime, the City will begin removing sludge, vegetation and replacing the liners at Cochrane Park in late 2020 and early 2021. Cochrane is one of the most popular parks in our area and serves as the City's primary water infiltration facility. Once the amendment to the Sewer Facilities Plan is approved by Ecology, a professional service agreement will be submitted to Council for approval for preliminary engineering design services for a new facility utilizing the MBR process.



### 2021

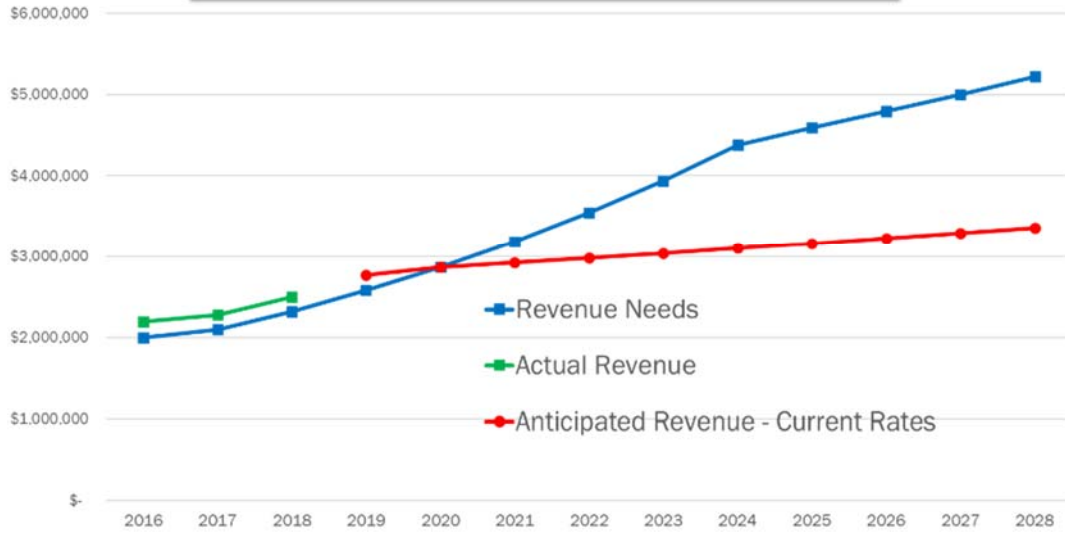
In 2021, the final design for the new MBR process will be complete. This new facility will be sized to provide the capacity to keep up with growth and ensure continued permit compliance.

### 2022

Construction will begin with an estimated completion date of 2024.

## SEWER RATE CURRENT STATUS & FORECAST

SEPTEMBER 2019



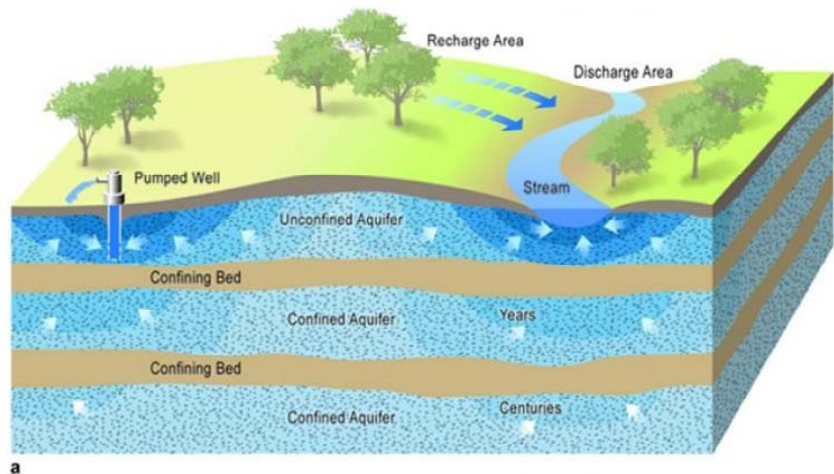
## WATER MITIGATION STRATEGIES

### AN ENVIRONMENTALLY FRIENDLY APPROACH

Yelm is a statewide leader in sustainable watershed management with many progressive and earth-friendly water mitigation strategies to limit our environmental impact while accommodating for growth.

The City currently draws from two wells that are 61 feet and 67 feet, respectively. The two older wells were drilled in a time when water resources and environmental impact were not top priorities but SW Well 1A, our third and newest well, was drilled to 633 feet to eliminate the risk of affecting the groundwater that feeds our rivers.

It draws from deep aquifer that flows hundreds of feet below the Earth's surface and directly into the Puget Sound.





In conjunction with the new well, Yelm entered into forward thinking partnership with the City of Lacey and Olympia in purchasing 200 acres of land along the Deschutes River to improve and protect water quality along the 50-mile river. The project, along with protecting the water in the immediate area, included the planting of a riparian buffer. This buffer provides vegetation and shade for the restoration of habitat for fish and wildlife to benefit the entire ecosystem.

Yelm is no stranger to championing environmental strategies, being the first City in the state to use reclaimed water for irrigation and water restoration purposes. This facility not only allows the City to pump tens of thousands of gallons of water back into the ground each day, but using reclaimed water to irrigate City right of ways, parks and ballfields has resulted in Yelm pumping less potable water from the ground than it did more than 20 years ago, despite our population tripling.

## UNDERSTANDING YELM'S WATER RIGHTS

### THE FOSTER DECISION

Despite the earth-friendly approach, Yelm was punished for being a pioneer in sustainable watershed management in the 2015 Washington Supreme Court ruling, known as the "Foster Decision." In the decision, the Supreme Court rejected the Washington State Department of Ecology's (Ecology) decision to grant new water rights to the City, revoking the previously granted rights and contributing to utility rate increases by preventing additional housing and industry to come to our area.



The current population of Yelm is about 9,700 with the population estimated to grow to 25,000 by 2040 in accordance with the Growth Management Act, legislation that requires fast-growing cities and counties to develop a comprehensive plan to manage population growth. The City

anticipated a surge in growth before the decision and constructed the \$5.4 million SW Well 1A and the adjacent 500,000-gallon reservoir. Instead, the ruling brought economic development to a screeching halt and forced the City to cease operations at the new well.

Now, with only 208 water connections available before growth comes to a complete standstill, the City can no longer approve subdivision applications.

## THE FORCE AWAKENS



In 2018, the State Legislature passed Senate Bill 6091 known as the "Stream Flow Restoration Act," or "Hirst Fix," which authorized the Washington Department of Ecology to create a Task Force on Water Resource Mitigation that will oversee five water rights pilot projects, including Yelm. The pilot projects, monitored by the Ecology will use different water mitigation strategies to measure the ecological impact and benefits of each program.

The Task Force will review the treatment of surface and ground water appropriations as they relate to instream flows and fish habitat, to develop and recommend a mitigation sequencing process and scoring system, and to review the Washington Supreme Court decision in *Foster v. Department of Ecology*.

Pilot projects must improve function and productivity of the affected fish populations and related aquatic habitat, known as the net ecological benefit. The net ecological benefit identified through available data, ecological context and local expertise.

The City is on track to submit the water rights application to Ecology by the end of 2019, which is anticipated to be the first water mitigation pilot to submit an application. Yelm will regain its previously revoked water rights if the application is approved, re-opening the door for additional housing and new industries. This will allow the City to maintain infrastructure, diversify the tax base, and reduce the impact on existing residents and businesses.

# FACULTY BIOGRAPHIES

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## **JW FOSTER, MAYOR**

JW has been involved in the Yelm community in many ways: coaching youth sports teams, volunteering with the Yelm Community Schools Career and Technical Education program, Yelm Lions Club, the Rotary Club of Yelm, and the Dollars for Scholars committee. He served as Board President of the Nisqually Land Trust for 7 years and he and wife Nicki still volunteer regularly with that local conservation organization.

JW feels that his over-arching responsibility as Mayor is to help keep Yelm a safe, happy, healthy home for all!

## **MICHAEL GRAYUM, CITY ADMINISTRATOR**

Michael is passionate about developing teams, connecting people and organizations, and creating innovative, sustainable, thriving communities. He brings a wealth of leadership and management experience from the public, private, and non-profit sectors. Michael has served as a Mayor, City Council member, senior executive for two state agencies, Division Manager for a Fortune 500 Company, and as a board member for several regional and national organizations. Michael has a Master's Degree in Public Administration from the University of Washington and a Bachelor of Business Administration from Pacific Lutheran University where he was also an athlete on the football and track and field teams. In his spare time, he enjoys reading, hiking, camping, and golfing.

## **GRANT BECK, COMMUNITY DEVELOPMENT DIRECTOR**

Grant is a fourth generation Thurston County resident, with family here since 1910. He spent many summers while attending Tumwater High golfing in Yelm with a \$35 unlimited summer pass. A graduate of Western Washington University in Bellingham with a degree in Urban & Regional Planning with a minor in Economics, Grant spent 10 years working for Clallam County Washington and 8 years in San Juan County before coming home in 2002 to join the City of Yelm's family as Community Development Director.

## **STEVE CLARK, INTERIM PUBLIC WORKS DIRECTOR**

Steve has managed Public Works Departments for a number of jurisdictions in the northern Puget Sound region. He is now semi-retired and works with Cities in need of transitional management.

**PATRICK HUGHES, PUBLIC WORKS PROJECT MANAGER**

Patrick is a Registered Professional Engineer in Michigan, Texas, and Washington. He has 38 years of experience in various civil engineering projects, including 15 years in the public sector. From Michigan originally, he holds a Bachelor of Science degree in Civil Engineering from Michigan Technological University. Patrick joined the City of Yelm in 2017 in order to be closer to his family.

**HEIDI MACDONALD, FINANCE DIRECTOR**

Heidi MacDonald started with the City in September 2017, after getting married and moving to the area. She graduated from Eastern Oregon University with a Bachelor of Business Administration in Accounting and an additional major in Leadership and Organization. Heidi brings experience from special district and nonprofit sectors.

