



Tulalip Tribal Health Clinic

CHAPTER 9: GOVERNMENTAL FACILITIES AND SERVICES

Background

The Tulalip Tribes strives to provide housing, jobs, educational opportunities, health service, Elder care, youth activities, family services, cultural and spiritual activities, natural resources management, as well as safety and security for the Reservation Community. Governmental facilities and services play an important role to health, safety, and general welfare to residents and visitors of the Reservation. They include the facilities such as the health clinic where people seek medical attention, the fire and police stations that keep Reservation residents and visitors safe, and the shelters that provide a place to stay for those in need. In addition, various services are provided by other agencies and districts – such as the Washington State Patrol, Snohomish County Sheriff, Marysville School District, Snohomish County Health District, and various fire districts. Together, all of the governmental facilities and services work to provide a high quality-of-life and meet the needs of Reservation residents. Fire districts on the Reservation are shown on **Map 9-1**.

There are connections and relationships between all governmental facilities and population growth whether the facilities are necessary to support development or not. The projected growth and distribution of population and employment over the next 20-years is the primary driver of governmental facility needs. These projections determine the amount of additional urban land and the public infrastructure for which planning is needed. Use of the projections in all elements of the Plan guarantees internal consistency. Most of the facility needs identified in this Chapter are relatively unaffected by variations in land use pattern.

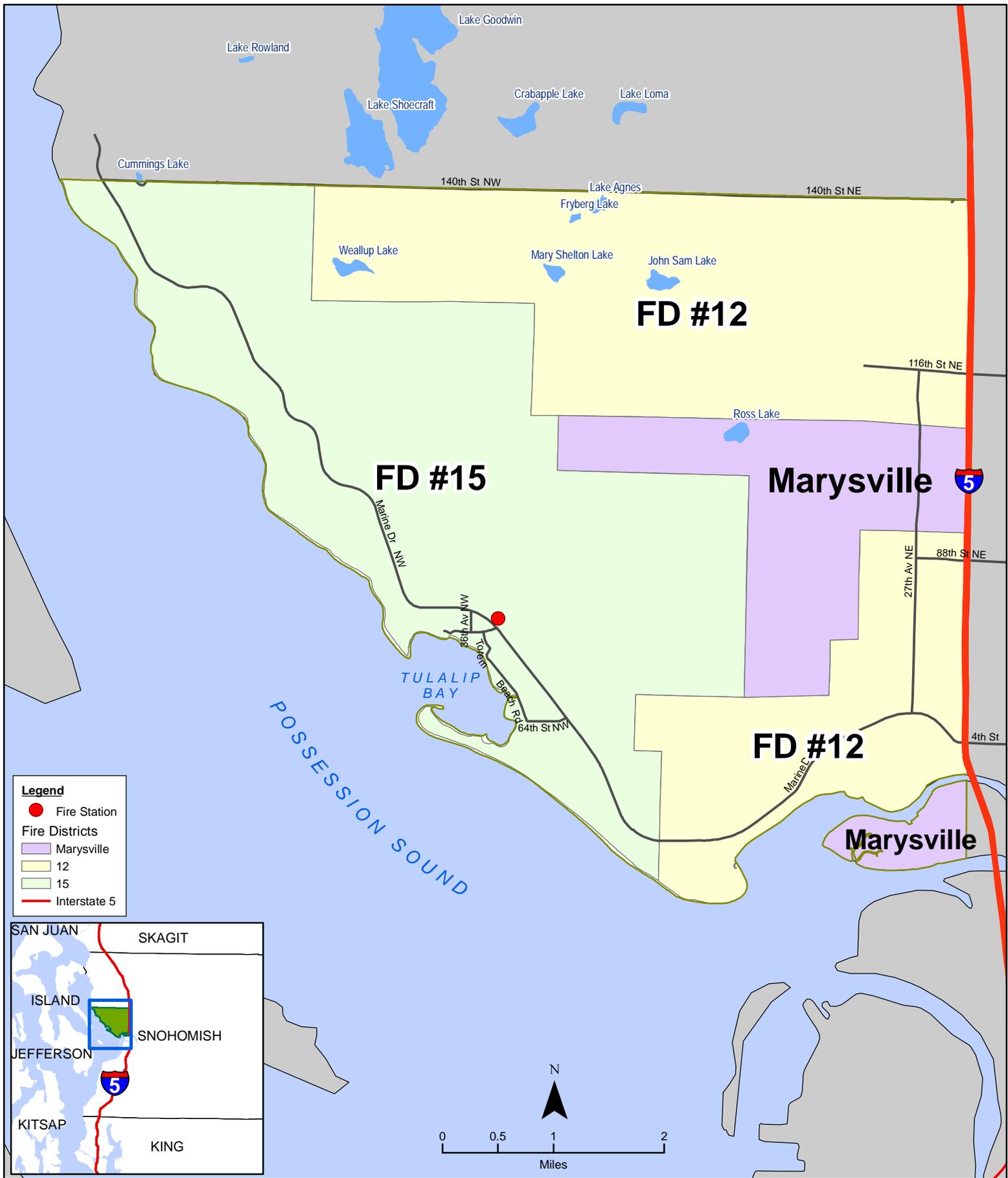
While there are some facilities and services out of the direct purview of the Tribe, the facilities and services the Tribe does direct should be planned for. The Tribe may, in the future, adjust either the level-of-service standards and/or the facility service guidelines identified for planning purposes for other elements, thereby providing a means to achieve balance and fiscal realism in the financing program. Adjustments of service levels are made through amendments to a capital facilities plan. The Tribe does not yet have this type of plan officially adopted.

The fundamental principles of having governmental facilities and services are as follows:

- Public facilities should be planned to support projected population growth and land use patterns.
- Levels-of-service standards of public facilities and services should be designed to support development and periodically reassessed to determine the need for future public facilities.
- Facilities needed for urban areas should be distinguished from those necessary for rural development. Facilities also should be provided in an efficient and cost-effective manner reflecting the different levels of demands, prioritization between those facilities and services, costs of serving low density areas, and limited funding resources.
- Public facility expansion should be financed, in part, from revenues generated by new development as it occurs and contributes to the demand for such expansion.

Tribal facilities and services for which the Tribe should plan include:

- General government
- Health and human services
- Tribal police
- Tribal court
- Public education



Map 9-1 Fire Districts



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- Transportation
- Stormwater management
- Sanitary sewer
- Public water supply
- Solid waste disposal
- Parks and recreation

Together, these planning principles and Tribal facilities and services should inform a Tribal capital facilities plan for the Reservation that coordinates population growth and identifies present and future needs with provisions to meet those needs.

Capital Facilities Plan

Capital facilities are built infrastructure and can be in the form of buildings, utilities, roads, parks, or any other constructed form. Typically these also have a longer life (i.e. 20 years or longer) and greater cost than non-capital works. A Capital Facilities Plan (CFP) is a mechanism the Tribe can use to identify its physical investment needs. The CFP is a long-range 20-year plan and contains detailed information concerning the inventory of existing facilities and projection of future facility needs. Comparing projected growth in demand with existing facilities clarifies the need for facilities to accommodate future growth. With a CFP, the Tribe can plan for improvements in a predictable way.

Capital investments are usually large enough that they can take multiple years to plan and construct. Because of the large cost, it also requires revenue and budgetary planning to identify and accumulate adequate funds to finance construction. Another feature that many capital facilities share is that they require long-term maintenance and sometimes are on a replacement schedule as they are part of a larger system. Only major investments, which are needed by the Tribe over the long-term, are included in a CFP.

Capital Improvement Program

Whereas a Capital Facilities Plan is a long-term 20-year plan, a Capital Improvement Program (CIP) has a short-term 5- to 6-year planning horizon and is directly tied to expected financing to pay for capital improvements. A CIP is an action-oriented implementation program of capital projects such as buildings, water and sewer facilities, landfills, and parks. Transportation facilities are usually included in a Transportation Improvement Program.

A CIP systematically ties together proposed projects to evaluate project timing, location, and financing. Through a CIP, communities prioritize projects in light of finite resources and tradeoffs between competing project needs and financial realities can be realized.

Capital improvement programming matches investment needs with potential revenue sources that may be available. Revenue sources include the General Fund, real estate taxes, other taxes and funds, bonds, as well as grants and loans from various agencies. All of these sources of revenue would be identified in a CIP. Through a CIP, clarity is added to capital facilities budgeting so that necessary tradeoffs of decisions on infrastructure investment and better understood. There will always be more demand for investments in the community than there are revenues to cover those costs, so there will always be competing needs for limited capital.

A Capital Improvement Program typically implements the longer-term Capital Facilities Plan. A CIP should also link to the Comprehensive Plan to ensure consistency. A CIP typically involves coordination between many governmental departments to ensure all expected projects and financing sources are identified.

Creating a Capital Improvement Program typically involves the following steps:

1. An inventory of potential projects including cost estimates submitted by governmental departments
2. Criteria development for project evaluation
3. Analysis of these project requests and initial prioritization
4. Investigation of financing capabilities relating to projects
5. Review the schedule of projects from the Capital Facilities Plan for comparison and to consider interrelationships
6. Project selection from the long-range schedule for short-term action
7. Formal adoption of the Program

Governmental Facilities and Services Goals and Policies

Goal GF 1: **Ensure public facilities and services are adequate to support existing and proposed development.**

Policy GF 1-1: Prepare, adopt, and maintain a Capital Facilities Plan and Capital Improvement Program that evaluate and prioritize capital projects, designate funding sources, and schedule projects.

Policy GF 1-2: Give consideration to projects that eliminate current capital facilities deficiencies, encourage full use of existing facilities, or replace obsolete facilities.

Policy GF 1-3: Ensure that all capital improvements, and siting of governmental facilities and services, are consistent with the Comprehensive Plan.

Goal GF 2: **Establish and maintain appropriate Level-of-Service Standards for public utilities and facilities to serve and direct growth areas.**

Policy GF 2-1: Encourage extension of facilities and services to high density residential areas.

Policy GF 2-2: Continue phasing construction and financing of public facilities, utilities, and services to maintain appropriate Level of Service.

Goal GF -3: **Create cooperative planning and shared development of facilities for efficient and effective delivery of services.**

Policy GF 3-1: Coordinate with Quil Ceda Village and Tribal departments to schedule and upgrade facilities efficiently, and to maximize cost savings.

Policy GF 3-2: Collaborate with local governments and agencies to support public health, safety, and welfare resulting in more effective delivery of services.

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