CITY OF LYNNWOOD
WASHINGTON

Proposed 2017-2018 Biennial Budget

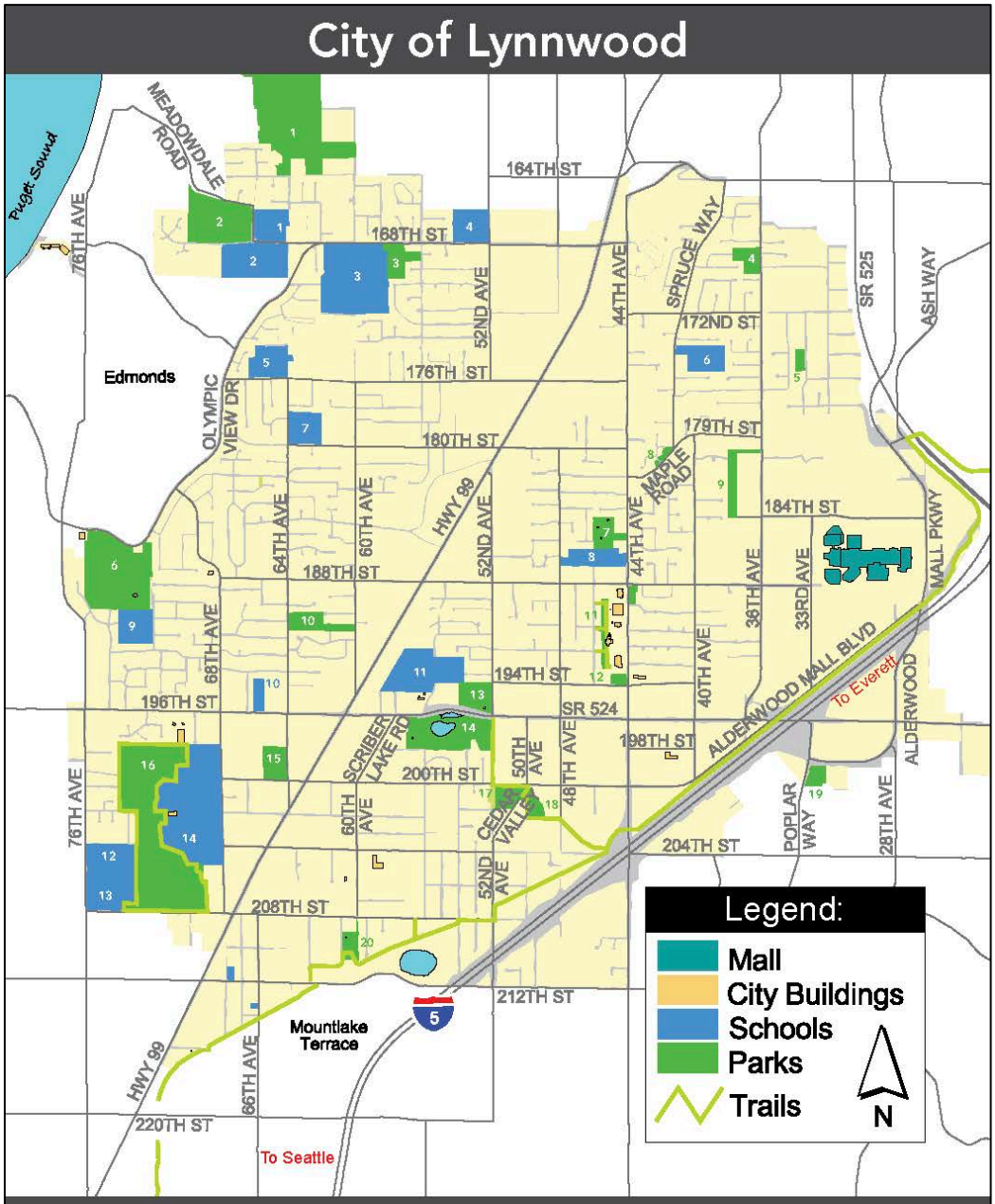
October 10, 2016

City Council	
M. Christopher Boyer	President, Position 1
Benjamin Goodwin	Vice President, Position 5
Ian Cotton	Position 2
George Hurst	Position 6
Ruth Ross	Position 3
Shannon Sessions	Position 7
Shirley Sutton	Position 4

Administration Leadership	
Nicola Smith	Mayor
Art Ceniza	Executive
Sonja Springer	Administrative Services
Rosemary Larson	City Attorney
Paul Krauss	Community Development
David Kleitsch	Economic Development
Scott Cockrum	Fire
Christine Scarlett	Human Resources
James Kelley	Information Technology
Paulette Revoir	Municipal Court
Lynn Sordel	Parks, Recreation & Cultural Arts
Tom Davis	Police
William Franz	Public Works

Budget Workgroup	
Sonja Springer	Administrative Services
Corbitt Loch	Administrative Services
Marilou Moore	Administrative Services

Administrative Serviced Department
PO Box 5008, Lynnwood, WA 98046
www.lynnwoodwa.gov
(425) 670-5000



1 Meadowdale Elementary
2 Meadowdale Middle School
3 Meadowdale High School
4 Beverly Elementary
5 St Thomas More
6 Spruce Elementary
7 Snohomish Co. Christian
8 Lynnwood Elementary
9 Lyndale Elementary
10 Soundview School
11 Cedar Valley Community School
12 College Place Elementary
13 Terrace Park School
14 Edmonds Community College
1 Meadowdale Beach Park
2 Meadowdale Playfields
3 Meadowdale Park
4 Spruce Park
5 Stadler Ridge Park
6 Lynndale Park & Skate Park
7 North Lynnwood Park
8 Maple Mini Park
9 Pioneer Park
10 Daleway Park
11 Mesika Trail & open space
12 Veterans Park
13 Wilcox Park
14 Scriber Lake Park
15 Gold Park
16 Lynnwood Municipal Golf Course
17 Sprague Pond Mini Park
18 Scriber Creek Park
19 Heritage Park
20 South Lynnwood Park

TABLE OF CONTENTS
2017 – 2018 BIENNIAL BUDGET

Introduction

Mayor's Budget Message. i
Reader's Guide 1.1
City Council Priorities 1.4
Community Vision 1.6
City Organizational Chart 1.8
Budgeting for Outcomes Resolution 1.9

Budget Overview

2017-18 Budget Summary by Fund 2.1
General Fund Expenditures by Budgeting For Outcomes Program 2.2
2017-2018 Sources by Fund and Category 2.4
Expenditures by Object Category 2.6
Six-Year General Fund Financial Forecast 2.9
Summary of Budgeted Full-Time Equivalent (FTE) Positions 2.13

General Fund Departments and Programs

Administrative Services 3.1
Community Development 3.25
Economic Development 3.43
Executive 3.53
Fire 3.69
Human Resources 3.113
Information Technology 3.123
Legal 3.145
Legislative 3.151
Municipal Court 3.157
Non Departmental 3.177
Parks, Recreation and Cultural Arts 3.179
Police 3.223
Public Works 3.285

Other General Government Funds

020 Economic Development Infrastructure Fund 4.1
098 Revenue Stabilization Fund 4.3
099 Program Development Fund 4.4
101 Lodging Tax Fund 4.5
104 Drug Enforcement Fund 4.8
105 Criminal Justice Fund 4.11
110 Transportation Impact Fee Fund 4.13
111 Street Operating Fund 4.15
114 Cumulative Reserve Park & Development Fund 4.19

116 Cumulative Reserve Art Fund 4.21
121 Tree Fund 4.25
128 Paths & Trails Improvement Fund 4.27
144 Solid Waste Management Fund 4.28

Debt Service Funds

202 2009 Limited Tax GO Refunding Bonds Fund 5.1
215 800 MHZ Debt Service Fund 5.2
223 Recreation Center 2012 LTGO Bonds Fund 5.3

Capital Funds

330 Real Estate Excise Tax (REET) 2 Fund 6.1
331 Real Estate Excise Tax (REET) 1 Fund 6.2
333 Capital Development Fund 6.3
357 Other Government Capital Projects Fund 6.4
360 Transportation Capital Fund 6.6
370 Facilities Capital Infrastructure Fund 6.9
380 Parks & Recreation Capital Infrastructure Fund Fund 6.11
390 Public Safety Capital Infrastructure Fund 6.14

Enterprise Funds

411 Utility Operations Fund 7.1
412 Utility Capital Infrastructure Fund 7.14
417 2008 Utility System Bond Fund 7.17
419 2010 Utility System Bond Fund 7.18
460 Golf Course Fund 7.19

Internal Service Funds

510 Equipment Rental Reserve Fund 8.1
511 Equipment Rental Operations Fund 8.4
513 Lynnwood Shop Operations Fund 8.7
515 Self-Insurance Fund 8.8

Appendix

Financial Policies 9.1
Glossary of Budget Terms 9.15

DATE: October 10, 2016

TO: City Council, City Employees, and Interested Citizens

FROM: Mayor Nicola Smith

SUBJECT: **Transmittal: Mayor's Proposed Budget for the 2017-2018 Biennium**

Convene, Converse and Collaborate

It has been said that "the only thing that is constant is change." For some people, adjusting to change can be very hard. Lynnwood is changing. Lynnwood is transforming into an inspired, cohesive—and ethnically-diverse community. Our skyline is changing along with our business climate. Our demographics are changing, as well as the societal issues we face. We can choose to fear change, or we can embrace change and choose to view this as an opportunity. I offer you a budget for the biennium designed to continue our pursuit of positive and progressive change.

The old way of doing city business just isn't going to work for us anymore. Change is already being made in our staffing – the way we train and prepare our staff to competently and efficiently perform their jobs. We are changing the way our departments are structured, and the way we work across departments, breaking down silos. We've begun to change our codes and city policies to better address our current realities.

On Monday, September 12, 2016, I transmitted to the City Council the Proposed Preliminary Budget for the 2017-2018 biennium. That budget provided Council with a high-level overview of proposed revenues and expenditures. It did not contain detail on specific department programs and outcomes for 2017 and 2018.

The preliminary biennium budget I am providing today does contain the level of detail the Council will need to review and inevitably adopt the budget.

As we've prepared the budget, we were sure to keep in mind several important factors:

- The community vision, which was adopted by City Council in 2009 and reaffirmed in 2015
- City Council's priorities
- Current and future growth
- Diversity, equity and inclusion
- Preparing for Light Rail

Let's start with the Community Vision…

> "Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government"

If Lynnwood is to live up to that vision, it must start at the top – with the Mayor's office.

For example, the 2015-2016 budget included the Community Vision Initiatives fund which was meant to fund small, but meaningful, projects that directly tie to the community vision, encourage citizen engagement, enhance the city's partnerships and positively affect or improve the quality of life of our Lynnwood residents. With that money, we were able to fund 21 different projects and/or initiatives that support our vision. You'll hear more about those accomplishments next week.

Another example, was "Fix It, Refresh It, Grow It" --the theme for the 2015-2016 budget. Over the past two years, we have implemented a culture of employee-driven continuous improvement. We launched several LEAN assessments and provided staff training on efficiency principles, and applied those to streamline a number of city policies and procedures. We created a Fix It list of over 100 items ranging from code amendments to internal process improvements, and more.

We conducted efficiency studies including: Departmental reviews of Information Technology and Administrative Services, a financial review of alternatives for fire service delivery, a general salary ordinance compensation study, and the criminal justice study which is currently underway. The outcome of this work creates better business processes, which leads to increases in employee productivity and customer satisfaction.

In February of this year, City Council adopted their own list of long-term priorities for the City. Here is a brief overview of City Council priorities and how our city staff have already begun to take action to achieve them:

<u>City Council Priorities</u>:

1. *Develop and expand opportunities for community outreach and citizen input.*

   We have reached out, informed, engaged, and inspired our community members more than ever before through inclusive and varied communications, through public meetings, information gathering, and created an open and welcoming environment for our residents to participate.

2. *Maintain our roads.*

   The 2017-18 budget continues the General Fund contribution of $1million per year to the Street Fund. In addition, a capital investment of another $1.1 million per year is included towards capital expenditures that include transportation projects such as the

196th Street SW Improvements, multi-modal improvements, and 44th Ave. West underpass improvements. I also commend the City Council, acting as the Transportation Benefit District Board, for taking steps to secure sustainable funding for the City's Transportation system. We will continue efforts to secure state and federal grant funds, as we did in 2015 and 2016—which brought to Lynnwood over $25 million for transportation improvements.

3. Address staffing needs resulting from high volumes of permitting and construction.

In 2015, the Community Development department completed a reorganization to address the need for staffing to handle the increase in permit and construction activity. In addition, the department is working to implement a new online permit application system.

4. Maintain financial reserves.

The city's financial reserves continue to grow. We achieved the 2016 goal of having $8 million in unassigned General Fund balance, plus a $6.0 million balance in the revenue stabilization fund. Also, my proposed budget includes new reserves balances within the City's two Utility Funds.

5. Maintain public safety.

Our Police and Fire Departments continue to provide our community with exceptional public safety response. Through the leadership of Fire Chief Scott Cockrum, we have changed deployment strategies that have led to efficiencies in the fire service delivery and just this past July the City entered into an Inter-local Agreement with Fire District 1 to share administrative staff as we continue to explore the opportunities related to a regional fire service.

Our Police Department has undertaken efforts to move into a new era of community policing. The Department has enhanced efforts to reach out to our community and build positive relationships. We recently formed a taskforce to focus upon the relationship between the Police and Communities of Color. Also, the Department has increased officer training on de-escalation and crisis intervention.

6. Address disaster preparedness.

This continues to be a top focus for the city. We have done a tremendous amount of work to prepare our city employees – both first responders and those that may be called into action should a disaster occur. We have collaborated with our regional partners on disaster preparedness and response. Those partners include the Snohomish County Department of Emergency Management, Fire District 1, Edmonds School District, Edmonds Community College, Alderwood Mall and the Lynnwood Convention Center. We hosted disaster education workshops, and trained over 100 city residents on disaster recovery. Directors and City Councilmembers received training on our Emergency Operations Center (EOC), and in June the EOC staff

participated in the region's Cascadia Rising earthquake drill. Next month, Communications manager Julie Moore will attend FEMA's Advanced Public Information Officer Training in order to help maximize the effectiveness of Lynnwood's disaster response efforts.

7. Promote community and neighborhood building.

We've done this through community events, workshops, neighborhood grants, social media outreach, healthy communities initiatives, and the work of our Community Health & Safety team.

8. Promote workforce diversity.

We reinstated diversity and cultural competency training for our city's workforce. From there, an employee diversity committee was formed and they now meet monthly. We have begun to advance pro-equity practices and systems at all levels of our organization, through accountable leadership and through employees who are committed to being agents of change.

Other Community Priorities:

Figure 1. Scene from the Fair on 44th, September 2016.

Literally and figuratively, a municipal budget is a blend of essential public services, critical infrastructure, and high-priority programs/services that support a well-balanced community. This proposed budget addresses the City's needs for the next two years, and positions us to achieve longer-term goals. For example, Lynnwood is preparing now for the anticipated 20,000 daily Lynnwood Link passengers who will, beginning in 2023, travel to and from Lynnwood using state-of-the-art transit. The proposed budget simultaneously provides for essential services such as emergency medical response and traffic management—while also delivering some fundamental services more related to community cohesion and quality of life, such as recreation programs for older adults, community engagement opportunities, and preservation of natural areas.

During the economic downturn, the City was not able to fund both core operations/services and infrastructure (capital) needs. Maintaining and improving City infrastructure is critical, and my proposed budget fulfills the City's policy goal of allocating a minimum of $1.1 million per year to capital improvement (see Financial Policies, Reserve Fund Policy 2.B.) This funding aspiration, dating back to voter approval of annexation to Sno-Isle Library District in November 2006, has not been achievable for many years, and the City's infrastructure has suffered from a lack of

funding. The 2015-2016 Budget was able to transfer just $300,000 from the General Fund to the Capital Development Fund. My proposed budget for 2017-2018 includes a General Fund allocation of $1.1 million per year toward critical infrastructure improvements.

Like a household budget, municipal budgets are not sufficient to cover all essential needs and discretionary ideals. The cumulative total of funding requests always exceed the estimated revenues. The 2017-2018 Budget I propose is balanced in the sense that forecasted revenues exceed proposed expenses, and also in terms of funding a blend of essential and desirable services, programs and infrastructure. Since Lynnwood's resources are finite and this budget does not propose new taxes[1], some worthwhile initiatives must remain unfunded for now.

Lynnwood offers a diverse array of services--ranging from swim lessons to jail sentences. Lynnwood manages a diverse array of capital investments—ranging from our wastewater treatment plant to public art installations. The wide variety of municipal services and their technical complexity, and the diverse array of infrastructure funded here precludes this document from being simple. Even so, this document has been organized and presented with the goal of being intuitive as well as informative. As explained further in the Process section of the budget, the incorporation of *Budgeting for Outcomes (BFO)* principles has helped to enhance the budget's relevance to the general public. I hope you find this biennial budget to be accessible, engaging, and meaningful.

Achievements during the 2015-2016 Biennium

The 2015-2016 biennium has been highly productive and successful for the City of Lynnwood. Our highlights of accomplishments are summarized in the attachment to this memorandum, and in the written descriptions of each City department. We are fortunate to have an energetic and collaborative City Council, engaged advisory boards, dedicated staff, and community-minded citizens. Our recent "Fair on 44th" offered our community an important, new opportunity to convene, converse and collaborate.

Figure 2. Scene from the Fair on 44th, September 2016.

Financial Outlook

I have instructed City staff to prepare this budget with an *inspired yet grounded* outlook toward the years ahead. Both regionally and nationally, economic conditions have gradually improved since 2009, when the United States' Great Recession officially ended. Economic recovery has been tempered by uncertainties

[1] Consistent with previous budgets and State law, estimated revenues include 1% increase in property tax for both 2017 and 2018.

that include Boeing's long-term presence in the Pacific Northwest, climate change, acts of terrorism, and the cost of energy. Within Snohomish County and the State of Washington, unemployment rates have declined steadily (4.4% and 5.7%, respectively), while Federal interest rates remain low.

Since 2012, the Puget Sound region has enjoyed growth in business activity, employment opportunity, new construction, urban densities, home prices, and of course traffic congestion. Lynnwood business' aptitude toward enterprise, innovation, and adaptation has helped to fuel this region's economy. Despite our local advances, consumer confidence at the national level remains skeptical. With a growth rate of just 1.5% for 2016, the United States' economy is the weakest since 2009. Lynnwood's own economic recovery is not taken for granted. The current pace, scale and quality of new development here indicates that investors recognize Lynnwood's receptivity to positive change.

Over recent years, Lynnwood has taken many strategic steps to position our community for fiscal success. Sales tax revenue generated by Alderwood Mall, Lynnwood's automobile dealerships, and other retail have afforded Lynnwood a strong financial footing. The construction of Sound Transit's Lynnwood Link (light rail service) during the upcoming biennium will bring new economic opportunity and benefit. Construction of Lynnwood Link will generate considerable, one-time sales tax revenue (primarily during the 2019-2020 and 2021-2022 bienniums), and change real estate market conditions in this community.

From 2014 to 2015, our General Fund operating revenues increased 10.9% and I have asked City departments to develop budgets that apply new resources to those services and programs that best position Lynnwood for the considerable financial challenges that lie ahead.

Figure 3. In 2023, Sound Transit light rail service will connect Lynnwood, Seattle, Bellevue, and Sea-Tac International Airport.

While Lynnwood is fortunate to be experiencing positive trends in overall revenue growth, the cost of delivering municipal services continues to outpace gains in revenue from taxes and fees. Washington voters and the State Legislature have chosen to limit property tax revenue growth to one percent per year (with exceptions), but ordinary and inflationary influences created annual, compounding cost increases of 1.96% (2006-2016). Our six-year, financial forecast confirms that

beyond 2018, Lynnwood will need to generate new revenue, or discontinue programs as a way to reduce expenses, or use a combination of these measures.

During 2017-2018, the City will carefully study many options and alternatives, including: a) formation of a regional fire authority (RFA); b) adoption of park system impact fees; c) adjustment of permit fees to appropriately equip our permit review functions; and d) the implementation of cost savings measures endorsed by industry experts. The 2017-2018 Budget continues the public programs and services our citizens desire, resumes our investment in local infrastructure, and provides a solid foundation for economic sustainability.

Approach to Budgeting for 2017-2018

The City of Lynnwood uses a two-year budget to focus more of our time accomplishing results and producing outcomes. A two-year budget also better supports City programs and functions that have a life-span of more than 12 months. My proposed budget for the years 2017-2018 is thoughtful, balanced, and prudent. During the upcoming 2017-2018 biennium, this budget will support our work as we *convene, converse and collaborate* to make our Community Vision a reality.

My aspirations for 2017-2018 stem from the Community Vision, Council priorities, and input I receive from our residents and businesses during my work as Lynnwood's Mayor. In terms of this budget, my objectives for the biennium include:

- Maintain City services, and levels of service, desired by the community.
- Restore our commitment to providing for and maintaining our infrastructure.
- Ensure that 2017-2018 programs and services accomplish the Community Vision objectives, and align with Council priorities.
- Align our financial reserve targets to industry best practices and norms.
- Avoid the need for any new taxes.
- Support workplace innovation and implement organizational efficiencies so that we maximize our effectiveness.
- Prepare for success in future bienniums, such as preparing for anticipated population growth, and the arrival of Sound Transit's light rail service in 2023.
- Remove barriers and advance a pro-equity practice and systems at all levels of the organization, through accountable leadership and through employees committed to being change agents.

In March of 2015, the City Council directed Administration to introduce the concept of "Budgeting for Outcomes" during the formation of this biennial budget. Budgeting for Outcomes (BFO) is also known as "Priority-Based Budgeting". City Council Resolution 2015-05 states in part: "The Administration and Departments shall begin the process of

developing the tools, the training, strategies and teams for the implementation of a 'Budgeting for Outcomes' Citywide budget." Under my guidance, City staff prepared this budget using BFO methods and philosophy to an extent well beyond the initiative called for by Resolution 2015-05 (enclosed).

True to its name, BFO places greater emphasis upon the *outcomes, services* and *results* that budget allocations will produce. In contrast, traditional, line-item budgeting used by public agencies focuses upon the *quantity* of each type of resource needed (employees, equipment, supplies, etc.). Traditional, line-item budgeting relies heavily upon *past* budgets for norms and practices, and that approach perpetuates an orientation to the past, rather than to the future. When traditional budgeting techniques are used, budgets perpetuate the status quo and do not advance innovation or organizational evolution. As a community, Lynnwood is experiencing rapid and progressive change—and our fiscal decisions need to stem from a mindset that is positive, progressive, and proactive. Through funding decisions, this budget confirms Council's priorities for the next two years.

With that said, community choices and decisions embodied within recent budgets *are* relevant considerations when looking to the future. The budget approved for 2015-2016 provides important information about community values and priorities, typical service levels, and non-discretionary expenses. When we forecast future revenues and expenses, historical performance can be insightful. The proposed budget for 2017-2018 was developed with our eyes on the road ahead and with attention to our rear-view mirror. This budget moves us toward the future by using an appreciation for the past. This budget incorporates a blend of traditional and BFO approaches to fiscal planning.

Using a BFO approach, the General Fund portion of 2017-2018 Budget is organized and described by *program*. Each program produces outcomes which are desired by the community. In preparing this proposed budget, departments and I have incorporated various community input to fund programs and services desired by our citizens and which rank favorably in light of the following three criteria:

- How does the budget request align with Lynnwood's Community Vision?
- Are the services/outcomes funded by the budget request mandatory or optional?
- To what extent are the services/outcomes funded by the budget request financially sustainable?

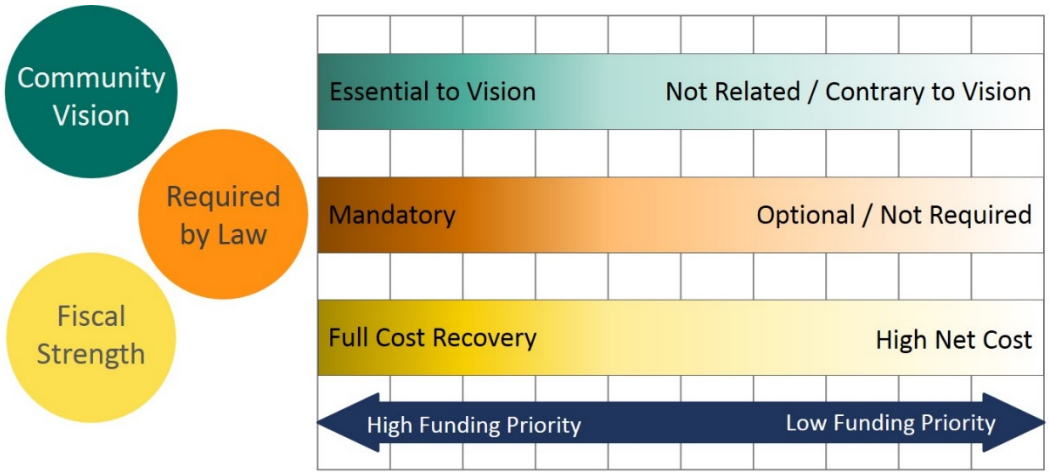


Figure 4. Budget Evaluation Criteria

Each BFO Program Description includes an assessment of the program's alignment with the three criteria above. Many of the programs within the proposed budget do not have a high ranking in all three criteria, but programs with low ranking in all three areas are not included in my proposed budget for 2017-2018.

Budgeting with Community Outreach and Citizen Input

This budget for 2017-2018 is the result of extensive discussion and citizen engagement over an extended period of time. More than ever before in Lynnwood's history, this proposed budget is the outcome from dozens of opportunities to convene, converse and collaborate. During the development of this 2017-2018 budget, the many opportunities to inform--and be informed by--our citizens has been fruitful. Budget-specific community contacts include the following:

Summary of Public Outreach and Opportunities for Citizen Input During Development of the 2017-2018 Budget

- Two City Council workshops open to the public, focused upon strategic planning and the forthcoming budget for 2017-2018. October 19 & 21, 2015.
- City Council retreat open to the public, focused upon budgeting and strategic planning. January 30, 2016.
- City Council work session open to the public, focused upon identification of Councilmembers' budget priorities. February 8, 2016.
- Online public opinion survey: "Lynnwood's Budget for 2017-2018". SurveyMonkey.com; in English and Spanish. May 10 – September 16, 2016. Announced on utility statements mailed to all utility customers, City website, Inside Lynnwood, eNews Delivery. See below.
- Budget Information Table at Lynnwood Open House. Lynnwood Convention Center. May 11, 2016.

- City Council work session open to the public, focused upon priorities for the Legislative Department's budget for 2017-2018. June 6, 2016.
- Joint Boards and Commissions Meeting open to the public, introduction to budget process and request for input. City Council Chambers. May 25, 2016.
- Budget announcement and request for input. *Inside Lynnwood*, page 2. Summer 2016.
- Budget announcement and request for input, including overview of Budgeting for Outcomes principles. *Inside Lynnwood*, page 2. Spring 2016.
- Budget announcement and request for input, Mayor Smith's *2016 State of the City Address*. Lynnwood Convention Center, June 16, 2016.
- Community events, such as National Night Out (August 2, 2016) and Fair on 44th (September 10, 2016) provided opportunities for members of the City Council to discuss budget alternatives with the general public. Members of the City Council used these events to gather general input, and also survey responses via electronic tablets.
- City Council business meeting open to the public, with presentation of the preliminary, proposed budget. City Council Chambers, September 12, 2016. Business meetings include opportunity for citizen input.
- City Council business meeting open to the public, presentation of the Mayor's proposed budget. City Council Chambers, October 10, 2016. Business meetings include opportunity for citizen input.
- Public notice, published for two consecutive weeks, announcing the availability of the preliminary budget and the three upcoming public hearings.
- City Council business meetings and work sessions open to the public, with presentation of department budgets and Council discussion. City Council Chambers, October 17, 19, 24, and 31, 2016. Business meetings include opportunity for citizen input.
- City Council work sessions open to the public, with Council discussion of alternatives for revenues and expenditures, and the Mayor's proposed budget. City Council Chambers, November 7, 16, and 21, and 28, 2016. Business meetings include opportunity for citizen input.
- City Council business meeting open to the public, with <u>public hearings</u> on the property tax levy for 2017, and the proposed budget. City Council Chambers, November 14, 2016.
- City Council business meeting open to the public, with <u>public hearing</u> on the final budget. City Council deliberation and action upon the final budget. City Council Chambers, November 28, 2016.

When enumerating the public input that has helped to form this budget, we should keep in mind community guidance received during discussion of other matters. Each of the

City's larger initiatives include citizen participation and those engagements provide information relative to budget choices. For example, workshops and public hearings on park plans, zoning code changes, and road projects provide indicators of community preference. Our citizen advisory boards meet regularly throughout the year, and their many achievements are also influences.

Community input received outside of our formal budget process is important, in part because citizens often engage more so during discussion of issues that directly impact them, compared to a hearing on a comprehensive budget covering all services and programs spanning a two-year timeframe. For example, a proposal to change the licensing fee for one classification of business may attract more citizens than a hearing on the biennial budget (involving many millions of revenue dollars).

Citizen budget survey: With input from the City Council, staff prepared an online public opinion survey using SurveyMonkey.com. Citizens were able to access the survey between May 10, 2016 and September 16, 2016. A total of 74 responses were received during that time. The survey was available in English and Spanish.

The SurveyMonkey.com results are interesting and informative, but are not statistically-valid as a representation of community opinion. Survey results can be found at:

https://www.surveymonkey.com/results/SM-L6FW7FVX/

Responses to the survey are summarized below: [2]

- 88% of respondents indicated that livability and quality of life are important community goals (Question 2).
- Respondents indicated the following areas of focus as "Essential" or "Very Important" for the City during the upcoming biennium (Question 3):

Table 1. Summary of Responses to Survey Question 3.

Area of potential focus during next two years	Rank	Percent
Overall feeling of safety	1	91%
Economic health of Lynnwood	1	91%
Ease of getting to the places	2	84%
Sense of community	3	78%
Opportunities for education and enrichment	4	74%
Quality of natural environment	5	71%
Built environment (buildings, parks, etc.)	6	70%
Health and wellness opportunities	7	65%

Note: Some survey respondents did not answer all questions.

- Respondents indicated the following programs/services as a "highest priority for funding" in the upcoming biennium (Question 4):

Table 2. Summary of Responses to Survey Question 4.

Area of potential focus during next two years	Number	Percent
Repair and repave streets	51	73%
Enhance and maintain parks and open space	47	67%
Promote neighborhood identity and safety	39	56%
Enhance community-oriented policing	31	44%
Attract new jobs and businesses	29	41%
Correct property nuisances and building violations	28	40%
Expand the ease of walking and biking	26	37%
Promote community events and cultural arts	25	36%
Make more services and information available on-line	17	24%
Other	17	24%

- Respondents indicated a preference for the following approaches to creating a sustainable and balanced budget (Question 5):

Table 3. Summary of Responses to Survey Question 5.

Preferred Approach to Sustainable Budget	Number	Percent
Reduce expenditures as needed to match revenues	20	34%
Carefully prioritize spending to identify savings	16	28%
Increase revenues	9	16%
Combination of expenditures and new revenues	9	16%
Other	4	7%

The structure of the survey precludes the results from being statistically-valid, but even so represent useful input from our community.

Financial Policies

Lynnwood's Financial Policies (2014) and Long-Term Financial Plan (2011) are provided as an appendix to the Budget. I will refer to these documents collectively as "Financial Policies". Our work on the 2017-2018 Budget and the 2016 Utility Rate Study has identified a need for two amendments to the Financial Policies: a) reserve policies for the Utility Funds; and b) reserve policies for the General Fund. Accordingly, my proposed budget for fiscally-sound reasons deviates from the Financial Policies in those two areas. During the September 22, 2016 Finance Committee meeting, these two policy changes were presented and discussed. Additional information is provided below.

<u>Utility Fund Reserves</u>. Currently, there is no adopted policy regarding reserve balances for the City's Utility Fund. This enterprise fund (which in the 2017-2018 will be

segregated as a utility operating fund and a utility capital fund) utilizes utility bonds to fund large capital improvements. The bonding agency, Standard and Poor's, recommends that the City add utility reserve requirements to Lynnwood's Financial Policies. Addressing this recommendation will support an attractive bond rating, which translates into preferential interest rates for bonded debt. This need was echoed by our utility rate consultant, FCS Group, during the 2016 Utility Rate Study. Reserve balances were factored into the 2017-2022 utility rates recently approved by the City Council.

General Fund Reserves. Presently, Lynnwood's Financial Policies call for General Fund reserves in the form of: a) revenue stabilization fund; and b) unencumbered (unassigned) fund balance. The Policies call for each of these reserves to achieve balances equaling two months' of operating expenses (16.6 percent of annual operating expenses per reserve or collectively, four months of operating expense, which is equivalent to 33.3% of annual operating expenses).

City staff has researched this matter and concluded that Lynnwood's reserve policies exceed best practices put forth by the Government Finance Officers' Association (GFOA) and also exceed the reserve policies used by other communities. To date, the City has not been able to accumulate reserve balances consistent with Lynnwood's rather arduous policies (but has achieved the incremental balance goal called for by the Financial Policies).

General Fund reserves are important components of municipal budgets. The purpose of reserves is to protect the City during severe, unexpected events, such as: a) dramatic fluctuation (decrease) in sales tax revenue; and b) catastrophic outcomes due to natural or man-made disaster (earthquake, terrorism, litigation, etc.). Reserves are not funds accumulated for a significant, planned acquisition (the City does set aside monies for large, planned purchases, such as fleet replacement and park improvements, and often these are not within the General Fund).

At first glance, over-abundant reserve balances would seem to be a prudent safety net for the community. Though upon closer examination, is becomes clear that overly-large reserves hinder (and potentially preclude) our ability to ever realize Our Community Vision. My proposed budget plans for a combined reserve balance equaling 19.5 percent of annual operating expenses, in-lieu of the 33.3 percent balance called for by the existing Financial Policies. Reasons why it is time to amend the City's arduous reserve policies include the following:

- Lynnwood's existing reserve policies significantly exceed best practices established by GFOA and those used by other communities.

- Setting aside 33.3% of annual operating expenses can only be achieved through dramatic reductions services or levels-of-service.

- Reserves equaling 19.5% of annual operating expenses will make approximately $8 million of General Fund monies available for:

- Investment of $1.1 million per year in infrastructure—an objective established in 2006 but only achieved one year since that time.

- Precluding the need for new taxes or reductions in current services.

- The future value of reserve funds is continually eroded by inflation. By projecting historical rates of inflation into the future, we know that in 2026, the $18.9 million reserve balance specified by the Financial Policies will be worth just $16.7 million (a loss of $2.2 million). As an alternative, my proposed budget allows the City to leverage the present value of monies beyond what is needed to maintain prudent reserves and invest to a greater extent in public infrastructure (streets, parks, plazas, open space, etc.).

Presently, the City Council Finance Committee is reviewing Lynnwood's Financial Policies for potential updates and refinements. During the Committee's September 22, 2016 meeting, staff introduced these recommendations for reserves for the Utility Fund and the General Fund. This proposed budget includes the new reserves for the Utility Fund and the recommended reserve targets for the General Fund. With those two exceptions, the budget I propose is consistent with Lynnwood's Financial Policies.

Changes from the 2015-2016 Budget

It is important that budgets evolve over time so that revenues and allocations remain in alignment with changing conditions. Adopted budgets are amended several times during the biennium, and each new biennial budget is different from its forerunner. It is important that stakeholders and decision-makers have the opportunity to understand and assess changes from one budget to the next. Within the General Fund, each Department Overview contains a summary of changes from the 2015-2016 Budget. Some of the more-substantial changes from the previous budget include the following:

- Unlike previous budgets, the beginning fund balance is included with the itemization of assets/revenues.

- EMS property tax is now budgeted as a direct allocation to the General Fund, rather than to the EMS Property Tax Fund, with a subsequent transfer to the General Fund.

- In April 2015, City Council action moved Information Technology from Administrative Services and established it as a separate City department. This change lead to the creation of a director position and adjustments to staffing.

- The budget includes operational funds to support the work of a regional fire authority (RFA) planning committee (if established by the City Council).

- The Utility Fund is replaced by a Utility Operations Fund and a Utility Capital Fund. Reserve balances are included for the utilities.

- As described above, the alternative approach to General Fund reserves will result in a combined reserve balance in 2018 equivalent to 19.5 percent of the annual operating expense for 2017.

- Virtually all of the expenses previously allocated to the "Non-Departmental" portion of the General Fund were moved to the appropriate department. This accounting change will more-clearly communicate the cost of the our BFO programs.

- Previous, proposed budgets included several unfunded, "Decision Packages" for the Council's consideration. My proposed budget does not include Decision Packages because we have allocated available revenues to our highest-priority needs. Department Directors, during their budget presentations to the Council and the community, have been invited to summarize funding priorities that they were unable to include in their Department's base budget. For this budget process, these second-priority items are known as, "Requests for Additional Funding". If the Council wishes to incorporate any Requests for Additional Funding, it will be necessary that the Council also confirm the source of funds for the desired addition.

Conclusion

This is an exciting time for Lynnwood. There is a collaborative spirit felt throughout our City employees, Council Members, our community members and community partners. The development of the 2017-2018 budget was challenging. This collaborative spirit has helped us challenge the status quo, and to reimagine the way we provide services to our community. In the long run, the 2017-2018 budget will position Lynnwood well for the future. This proposed preliminary budget is just the beginning of many conversations and solution providing ideas that will support Lynnwood in being…*a Great Deal More!*

I look forward to discussing the budget with the City Council and getting input from our citizens.

Attachment A – Budget Message and Transmittal

Achievements and Accomplishments during 2015-2016

Administrative Services:

- Converted the GEMS Payroll System to Munis
- Significantly reduced the number of employees receiving paper pay checks, transitioning almost all employees to direct deposit
- Launched strategic planning program and formed Strategic Planning Steering Committee for collaborate innovation
- Developed and launched Lynnwood's inaugural Budgeting for Outcomes process
- Crafted omnibus update of Business License regulations and fees
- Implemented Munis Position Control module with emphasis on accuracy and quality assurance and used to develop the 2017-2018 Budget projections
- Completed analysis of fire service options
- Launched Criminal Justice and Legal Study
- Launched Administrative Services staffing analysis
- Participated in the first North Puget Sound Small Business Forum
- Conducted Contract Kaizen to identify business improvements
- Implemented electronic contract signatures on contracts
- Improved delegation of authority and streamlined online approvals for procurement
- Implemented Procurement Card (PCard) Module in Munis, developed new revenue stream
- Standardized public records requests tracking program and correspondence
- Collaborating with Police Department for web based records disclosure program
- Achieved 50% reduction in printing costs for Council packets – online packet delivery
- Piloted in house mail drop off and pick up
- Converted from GEMS to Munis for Accounts Receivable and General Billing
- Converted from CLASS Cashiering to Tyler (Munis) Cashiering
- Implemented changes to the Business Licensing process as a result of the Business License Kaizen
- Implemented the Munis Utility Billing system, converted the old GEMS Utility Billing system

Community Development:

- Community Development staff supported the Council's efforts to confront homelessness. We established the City's first comprehensive program to help meet human and social service needs of our residents. We also established, staffed the Human Services Commission, and manage the contracting for human service efforts.

Attachment A – Budget Message and Transmittal

Achievements and Accomplishments during 2015-2016

- We adopted the 2015 Major Growth Management Act Comprehensive Plan. Among its other accomplishments of the Plan is that it managed to accommodate significant mandated growth in population and employment while protecting single family neighborhoods.
- We received final approval of Lynnwood's proposal for station location, track alignment and station design for Lynnwood Link LRT which will begin construction next year. In addition, Sound Transit made a final decision to locate the LRT rail yard in Bellevue rather than Lynnwood due to actions by the City which played a major role. In 2016, City staff initiated extensive work with Sound Transit on final design and engineering.
- The City worked with Sound Transit and others to define routing and station location for ST3 which will be going before the voters this November. ST3 will extend LRT service from the Lynnwood Transit Center to Everett with a station located at the west entrance to Alderwood Mall.
- Managed a 4-fold increase in development activity from $50 million to $201 million in new construction per year (2015) with 20% less full time staff than the Department had ten years ago. Revenue from permitting exceeded $2 million in 2015 and there appears to be a "new normal" at the higher rates. Community Development coordinated with Economic Development, the Council and Mayor in creating the Economic Development Investment Fund. This fund is designed to redirect permit fees and construction sales tax from major new developments into an investment account for the City.
- Using funding authorized by the Mayor and Council the Department brought in staff from outside consulting firms to assist in dealing with a massive increase in development activity. The staffing has been effective in reducing the backlog of plans awaiting review and decreased review times from 8/12 weeks to a more reasonable 6/8 weeks. Plans call for replacing the consultants with permanent hires in 2017.
- Re-established over-the-counter permitting for our customers after the program was eliminated due to staff cuts during the recession.
- In 2015, the Department was reorganized to optimize resource allocation to areas under extreme stress due to high growth rates. The Deputy Director position was eliminated along with the Administrative Assistant position. The funding saved was used to hire a second Code Enforcement Officer, promote a Senior Planner to Planning Manager, promote a lead position to Permit Center Supervisor, and fill a vacant Assistant Planner position with a more capable Senior Planner. The reorganization also enabled our Department to purchase a new vehicle to replace a 12-year-old one that was falling apart. The reorganization was completed without any new spending authority needed.
- Plans and zoning for the Transition Area were adopted. This area, located between City Center and Alderwood Mall, is planned for significant redevelopment. Zoning for development around Alderwood Mall was revised to support mixed use development.
- At the time of writing, plans and zoning for the College District located around Edmonds Community College are being amended to support mixed use development activity.

Attachment A – Budget Message and Transmittal

Achievements and Accomplishments during 2015-2016

- The Department has worked closely with Police and Fire staff to jointly tackle community issues and needs under the Coordinated Community Health and Safety program. The effort has enhanced our ability to protect and improve the lives of residents and our neighborhoods.
- The Department work with Economic Development, Fire Marshal and Public Works to undertake a comprehensive customer service survey of Development and Business Services customers. The survey yielded generally good scores but also pointed out areas where services could be improved.
- The Department is working to improve customer service and generate staff efficiencies by bringing the EnerGov Customer Service Portal on-line later this year. The Portal will permit on-line applications, payments, inspection scheduling and will actually allow simple permits to be issued. We are also bringing on-line new digital plan submittal and review capabilities in the same time frame.

Economic Development:

- Facilitated new businesses, expansion and investment
  - Costco Wholesale Warehouse at Lynnwood Place, completed
  - CarMax on Highway 99, start of construction
  - Mercedes Sprinter, design and start of construction
  - Lynnwood Place Phase 2, planning
  - BRPH architects, Redstone Building tenant improvement, completed
- **City Center**
  - CityCenter Apartments, start of construction
  - City Center Senior Living Apartments, start of construction
  - Hilton Garden Inn, design and start of construction
  - Hired a new City Center Program Manager to fill vacant position
  - Federal Transit Administration Transit-Oriented Development Technical Assistance Grant: Lynnwood was one of three communities nationwide competitively selected for in-depth technical assistance to develop transit-oriented development strategies. The purpose is to identify how to catalyze and support transit-oriented development around the future Lynnwood Link light rail station.
  - WSDOT Multimodal Accessibility Analysis for the Lynnwood Transit Center: Federal grant program managed through WSDOT for multimodal accessibility. Recommended strategies to improve auto, bus, pedestrian, and bike access to the future Lynnwood Link light rail station; that also reduce growing travel demand on I-5 and transportation-related greenhouse gas emissions.

Attachment A – Budget Message and Transmittal

Achievements and Accomplishments during 2015-2016

- City Center Implementation Strategies prepared to implement City Center priorities adopted by the City Council. Specific goals and actions are coordinated with the other plans and studies; and the city's Strategic Capital Plan.
- Created an online City Center Developer Handbook to assist developers in navigating the various, policies, codes and guidelines of City Center

- **Sound Transit Lynnwood Link Light Rail Extension**

  Collaboration with Sound Transit and various city departments regarding light rail routing, transit center and station design, infrastructure requirements, and project agreements.

- **Development and Business Services**

  Rebranded the Permit Center in collaboration with Community Development, the Fire Marshal's Office, and Public Works. This included: webpage updates, application materials and forms, online inspection requests, over-the-counter plan review, customer survey and survey results, process improvements, and supplemental consultant services to reduce permit review time.

- **Infrastructure Project Collaboration and Facilitation**

  OED works in partnership with other City departments on planning and design of infrastructure projects in the City Center and Regional Growth Center:

  - 196th Street SW: Improvements from 36th Ave. W. and 48th Ave. West. will provide new lanes for bus rapid transit, improved pedestrian facilities and connectivity.
  - 42nd Ave. W: Future street providing access and connectivity for future development and multi-modal connectivity transportation options.
  - Beech Road: Redesign of this roadway is in the planning stage to accommodate traffic circulation improvements and future private development.
  - Wastewater System: Improvements to lift stations and conveyance systems are under design to accommodate future growth in population and employment.

- **Edmonds Community College**

  Collaborated with Edmonds Community College on the planning and design of the Science, Engineering & Technology Building. Assisted with various projects and agreements regarding the collaborative partnership between the college and the city.

- **Community Outreach**

  Hosted a Community Open House at the Lynnwood Convention Center as part of the Mayor's Community Outreach Initiative. This event was hosted by all city departments to update residents, businesses and stakeholders on various projects, plans, and programs underway.

Attachment A – Budget Message and Transmittal

Achievements and Accomplishments during 2015-2016

- **Citywide Branding**

  Lynnwood Brand video was prepared and shared with the community; a branded flag was installed in Council Chambers; and design of gateway signage and way finding signs was initiated.

- **Tourism Promotion**

  Lodging tax revenues in 2015 were at an all-time high of $835,000, an increase of 18% over 2014. Created a City and Alderwood Dining Guide as resource for Lynnwood hotels and the Lynnwood Convention Center. A hotel booking engine and online shopping and dining directories were added to the tourism website. The tourism metrics report, which is prepared every six months, indicates continued growth in Lynnwood lodging trends.

Executive:

Executive Administration:

- Implemented a culture of employee-lead continuous process improvements which included lean principles, Kaizen events, and the creation of a Fix It list with over 100 items. Projects included the Business License Kaizen, Contracts Kaizen, and Public Works Project Management review.
- Completed Efficiency Studies on Information Technology, Administrative Services, a Financial Review of Regional Fire Service, and began the study of Police, Jail and Municipal Court. Other efficiency studies and reviews included the General Salary Ordinance Compensation study, and the Development and Business Services Satisfaction survey.
- Hired a new Finance Director, Human Resources Director, Information Technology Director, and an Interim Chief of Police.
- Strengthened the City's intergovernmental relations with local, County, State and Federal officials.
- Hosted strategic planning session with the City of Lynnwood and the Lynnwood Chamber.
- Hosted two successful State of the City Addresses.
- Met with over 110 citizens during the Mayor's Citizen Engagement meetings, met on a quarterly basis with members of the Senior Center, and implemented a new "Coffee with the Mayor" program for City employees.
- Sister City Initiative:
  - With support of the City Council, Lynnwood re-established the Sister City Program.
  - Signed a Sister City Memorandum of Understanding (MOU) with the city of Damyang, Korea that began with the Korean Consulate General and Korean community, and assisted with an intern from the South Korean government funded by Korea and sponsored by a local state representative.

Attachment A – Budget Message and Transmittal

Achievements and Accomplishments during 2015-2016

- Veterans Initiative:
  - Hosted three regional summits on Veterans issues.
  - Established a one-stop shop "Veterans Community Services" in collaboration with Verdant.
  - Establishing a Veterans Museum at the Heritage Museum which will open fall/winter of 2016.

<u>Community Engagement</u>:

- Created a city-wide communications strategy and formed the internal Communications Team.
- Successfully implemented the use of social media: Facebook, Twitter, Instagram, Periscope.
- Conducted targeted media outreach and engagement to land positive news stories about Lynnwood.
- Created an event partnership program to encourage community organizations to host celebrations and events.
- Conducted year-long disaster preparedness and safety efforts for the community and staff:
  - Created and installed Emergency Preparedness Procedures Flip Charts in all city buildings, conducted building evacuation drills, updated building evacuation maps, and implemented AlertSense emergency notification.
  - Participated with Fire District 1 and Ready SnoCo to host a Disaster Preparedness Town Hall.
  - Trained staff and City Council members on the Emergency Operations Center (EOC) and EOC staff participated in the regional Cascadia Rising Earthquake drill.
  - Hosted Disaster Preparedness workshops in English and Spanish.
  - Improved coordination and collaboration with Department of Emergency Management, collaborated with Edmonds Community College and Edmonds School District on disaster preparedness, participated in the Regional Snohomish County Public Information Officers Roundtable.

<u>Intergovernmental Relations</u>:

- Initiated intergovernmental outreach to federal, state and county legislators – and strengthened relationships with state representatives from the 21st and 32nd districts.
- Developed Lynnwood's legislative priorities, and held legislative engagements in Council Chambers to discuss those priorities, funding opportunities and Lynnwood's major projects.
- Attended Olympia's legislative sessions in 2015 and 2016 to advocate Lynnwood's legislative priorities with a City delegation that included the Mayor, Councilmembers, Executive staff, and staff members from the Fire Department, Economic Development, and Parks & Recreation.

Attachment A – Budget Message and Transmittal

Achievements and Accomplishments during 2015-2016

- Collaborated with Economic Alliance Snohomish County (EASC) and Snohomish County Cities (SCC) in developing legislative priorities for Lynnwood and region
- Sent letters of support for legislative initiatives that align with Lynnwood's legislative priorities.

<u>Community Vision Initiatives:</u>

- Approved 21 different projects and initiatives through this fund – a few examples include:
  - 2015 - Hosted Lynnwood University in Spanish through a collaboration with the Latino Education & Training Institute. 2016 – filmed Lynnwood University classes so that they may be available online.
  - Supported the Latino Art Club.
  - Supported the Signal box wrap project with Cedar Valley Community School.
  - Funded and hosted the City's first Fair on 44th – Lynnwood's Health & Safety Community Block Party.
  - Supported the purchase of the Volunteer Trailer, tools and supplies to be used by volunteer groups.
  - Supported diversity training for city employees.
  - Supported BlueBeam Online Permitting Software.
  - In depth study on the Diversity Commission including recommendation for better serving our diverse community.

Fire:

- Call volumes increased 20% over previous years
- Increased ALS capability through changed delivery system
- Blended management with Snohomish County Fire District 1
- Conducted Cascadia Rising Drill
- Fire Camp Program sustained for second year
- Map Your Neighborhood Events
- CERT program revitalized in South Snohomish County
- Regionalized ESCA services to DEM
- Added Resources to Fire Prevention
- Increased media outreach
- Public Education Outreach at Latino Expo
- Black History/Diversity Event held at Fire Station 15
- Health and Safety Fair

Attachment A – Budget Message and Transmittal

Achievements and Accomplishments during 2015-2016

- Installed 200 Smoke Alarms in underserved communities
- Hands Only CPR Events held in Edmonds and at the Alderwood Mall with 10 Language translators
- Transitioned EMS Billing Company
- Continue to provide free station tours to the public
- Regionalized Community Resource Paramedic program through Verdant Grant
- Breast Cancer Awareness outreach via Pink wrapped Fire Engine
- Deployed personnel to Wildland Fires via State Mobilization
- Lynnwood University provided in Spanish
- King 5 News segment provided public education on safety and Turkey Fryers
- Graduation of 2 Harborview Paramedics
- Hired four Paramedic positions
- Purchase of AED's for Police with Verdant Grant
- Tod Gates and Gregg Sieloff honored by Washington State Governor for Oso response
- Supported the Northwest Community College Initiative by providing internships
- Supported the ESL Language program at EdCC by providing internships
- National Night Out support provided to Lynnwood Police Department
- Business Inspection Program
- Fill the Boot Campaign
- Fill the Truck toy drive for Salvation Army
- Operation Warm Coat Drive

Human Resources:

- Administered 121 recruitment processes and hired 208 full and part time employees
- Successfully negotiated 6 union contracts including IAFF, Police Officers and Detectives, Police Management, Police Sergeants, Police Support and Teamsters
- Performed and implemented a GSO compensation study for all non-represented employees
- Reinstated the annual employee recognition program
- Recommitted to offering City sponsored supervisory and employee training opportunities
- Replaced 50% of the staff in the Human Resources Department including hiring a new Human Resources Administrative Assistant and a new Human Resources Analyst
- Worked with the Community Development and the IT on the redesign of their respective Departments

Attachment A – Budget Message and Transmittal

Achievements and Accomplishments during 2015-2016

- With IT, implemented the HR Module of Munis including the Employee Self Service portal and online open enrollment
- Expanded the HR Departments recruitment outreach by participating in various job fairs and being present at testing sites.

Information Technology:

- An efficiency study of the IT function was performed and the IT Department was created (formerly within Administrative Services) and reorganized to provide better service to the City in alignment with recommendations made during study.
- WiFi access in in City facilities was improved and expanded to provide access to the public.
- Network expansion and improvements were made at the Criminal Justice Center in support of the NewWorld implementation and better performance for the police department and municipal court.
- New Human Resources, Benefits, Payroll and Work Order systems (IT, Fleet, and Facilities) were implemented.
- Cloud services have been implemented for the City' email and electronic data/file systems.

Legal:

- Obtained judgment in favor of the Lynnwood Transportation Benefit District in Snohomish County Superior Court Case No. 14-2-06652-8, resulting in the dismissal of all claims against the TBD.
- Obtained dismissal of the complaint filed with the Public Disclosure Commission alleging that Lynnwood Transportation District officials and City officials used public facilities to promote a ballot proposition.
- Obtained superior court decision that the City did not violate the Public Records Act in Snohomish County Superior Court Case No. 15-2-06102-8 (decision is on appeal to the Court of Appeals).
- Obtained hearing examiner decision affirming the City's administrative decision that an espresso stand violated the City's adult entertainment zoning regulations and that the business license should be revoked.
- Defended and negotiated settlements of four complaints alleging that the City violated the Public Records Act, obtaining the dismissal with prejudice of those complaints.
- Defended and negotiated settlements or other successful resolutions of multiple personnel claims and public works claims, and prepared related settlement agreements.
- Assisted with negotiating purchase of various real properties and easements, including the Seabrook property, and drafted purchase and sale agreements for the transactions; pursued

Attachment A – Budget Message and Transmittal

Achievements and Accomplishments during 2015-2016

and settled the City's challenge to prior owner's Snohomish County land use application in connection with the Seabrook property purchase.

- Drafted or reviewed and revised numerous interlocal agreements for all City departments.
- Drafted or reviewed and revised numerous ordinances adopting or amending the City's development regulations and other City code provisions.
- Provided legal counsel at approximately 60 City Council and Transportation Benefit District meetings.
- Routinely advised all City departments, the executive office, and the City Council on topics including but not limited to open meetings, public records disclosure, election issues, budget issues, public works bidding and contracting, other purchasing matters, utilities, land use permitting and regulations, code enforcement, licensing issues, and personnel and labor.

Municipal Court:

- Implemented CollectR for automated collection receipting.
- Implemented 1Lingua online Interpreter Scheduling Software.
- Implemented GR 31.1 Policies, Procedures, and Guidelines.
- Implemented AV Capture court recording software.
- Participation in Snohomish County Municipal Court Warrant Recall Program.
- Participation in Judicial On-Call Snohomish County Search Warrant Program.
- Continue used of LEAN concepts to revise policy and procedure for gained efficiency.
- Continued staff training, cross-training, and development.
- Implementation of Plain Paper Notices for printing of bench warrants and summons.
- Revised and updated online Staff Policy and Procedure Manual.
- 100% Clearance Rate.
- Continued enhancement of the court's website to meet our customer's needs.
- Implementation of file audit process to ensure the reliability and integrity of court records.

Parks, Recreation and Cultural Arts:

- Cross trained all recreation attendants to be able to work at the customer service desk or weight room. This has provided us improved efficiently to have additional staff support during peak times.
- Increased our hours of operations on Sunday by 3 hours.
- Doubled the capacity of our pool rentals on Sundays.
- Increased our focus on safety. We have started quarterly safety trainings for the department.

Attachment A – Budget Message and Transmittal

Achievements and Accomplishments during 2015-2016

- Class registration revenue increase by 3.5% in 2015 to $1,280,396.
- Drop-in or annual pass use increased by 8% to 263,998 visits in 2015.
- Senior center celebrated its 20th birthday on August 20th, 2016.
- Renewed grants with Verdant Health for 3rd grade swim lessons and Move 60 teen program for another 3 years.
- Increased our number of campers at Kamp Kookamunga by 10% percent to 110 a week.
- Aquatics department produced 500 hours of programming a week on average in 2015.
- 62+ department produced 87 hours of programming a week on average in 2015.
- Recreation programs department produced 250 hours of programming a week on average in 2015.
- 62+ programs utilized 103 volunteers who donated 3,900 hours in 2015.
- Development and adoption of the 10-year Parks, Arts, Recreation and Conservation Comprehensive Plan.
- Development and adoption of the 10-year Healthy Communities Action Plan.
- Development and adoption Cultural Arts Plan.
- Development and adoption of Heritage Strategic Plan.
- Achievement of the AWC WellCity Award (2015 & 2016).
- Launched Lynnwood Walks – South County summer walking program partnership.
- Developed and implemented a new, neighborhood mini-grant program, Love Your Block
- Cedar Valley Signal Box Wrap (public art pilot project).
- School residency at Cedar Valley Community School.
- Launched new Youth Art Exhibit series at Rec Center.
- Create and launched new City Hall Art Gallery.
- Shakespeare in the Park summer series (sponsor funded).
- Successful community event partnerships for Afro-Latino Festival and Ubuntu Expose.
- Latino Art Club (15/16 school year) and Artist Exhibit.
- Overall maintenance and operation of over 389 acres of improved parks, athletic fields, trails, open space, related buildings and equipment within budget.
- Volunteer project coordination with several community groups including local boy and girl scout projects. Projects include the creation of an interpretive trail at Lynndale Park, trail restoration and bridge improvements at the Mesika Trail and the addition of several park benches.
- Park operations designed the Senior Center patio. Installing pavers and landscaping.

Attachment A – Budget Message and Transmittal

Achievements and Accomplishments during 2015-2016

- Seal coating and repair of the civic center, library, police, and fire station parking lots. Park staff also lined and seal-coated several of the park parking lots.
- Park operations crews resurfaced and lined the 4 basketball courts at Lynndale Park.
- Maintenance and repair of athletic field lighting. Crews working 80 t0 100 feet in the air repair and replace field lighting at the Meadowdale athletic facilities.
- The establishment and management of a volunteer program trailer to accommodate large group projects working throughout the City of Lynnwood.
- Management of the park operations community service program where court ordered workers participated in the maintenance of our city parks.
- Service of over 300 park shelter reservations annually.
- Park operations staff renovated baseball field 1 at Lynndale Park including leveling the outfield, irrigation installation and fence improvements.
- Park staff redesigned and constructed the east outlook at Scriber Lake Park.
- Maintenance and repair of athletic field lighting. Crews working 80-100 feet in the air repair and replace field lighting at the Meadowdale athletic facility.
- Partnered with the Parks & Recreation Foundation's Par 4 Kids Golf Tournament, generating contributions totaling $19,000 for the Recreation Benefit Fund.
- Hosted annual Arbor Day celebrations and received the City's 16th and 17th annual Tree City USA awards.
- Lynnwood Municipal Golf Course profitable in 2015 and anticipated to be so in 2016.

Police:

- Implemented a jail medical program to better serve the medical needs of our inmates. This program brings the jail into statutory compliance and meeting best practices for inmate care.
- Implemented the New World System, which is a countywide records management and dispatch system. One feature of this system is the implementation of the National Incident Based Reporting System (NIBRS) which is a federal requirement.
    - Due to the significantly different statistical gathering requirements of NIBRS it is very difficult to compare pre-NIBRS and post-NIBRS performance measures, which is why there is a lack of comparative crime rate activity in the highlights for this time period.
    - Future comparative data will be more detailed and more readily available. This will allow for more efficient direction of police resources in response to crime trends, as well as identification of service areas to provide more effective services to our citizens, visitors and the business community.
- Initiation and enhancement of community outreach efforts to include new programs, such as Coffee with a Cop, as well as reinvigoration of existing programs by increasing the

Attachment A – Budget Message and Transmittal

Achievements and Accomplishments during 2015-2016

participation of police officers working together with crime prevention staff which involves significantly more time commitment to these endeavors. We are seeking to more actively engage with the public by building relationships in order to understand their needs and to provide them with information about our services.

- Implementation of efficiency improvements to the Lynnwood Jail as a result of an internal comprehensive review:
  - Jail Medical Program
  - New Jail Policy Manual
  - New inmate property packaging system
  - Linking of 211, community health services navigation, to the jail and Community Health and Safety Section.
- Examination and revision of the Police Department Mission, Vision and Values through a department wide participatory process. This process and resulting changes are designed to further align the department mission and values with the overall City visioning statements.
- Completed a Patrol Workload Study. This study examined workload and staffing to determine if we are allocating our resources effectively to meet the needs of our citizens based upon calls for service and the ability to engage in proactive community policing efforts. This study assisted the determination to adjust schedules for existing staff as well and the continuance of holding vacancies in other assignments in order to maintain staffing in patrol.
- Further development of the Community Health and Safety Section, which involved significantly more collaboration across City departments, specifically Parks and Community Development as well as new partnerships with community resources such as Verdant.
- Continued emphasis on training officers in de-escalation techniques, with of focus on those in mental health crisis via the Crisis Intervention Techniques (CIT) program.
  - By the end of 2016 73% of commissioned officers will have been through the 40 hour CIT program.
- Conducted a two part supervisory retreat where supervisory staff were placed in groups and assigned a topic to present to the group. These presentations resulted in information exchange and dialogue with the other attendees to identify areas that we can improve. The topics included:
  - Blue Courage Program
  - Crime Trends
  - Management Organization Structure
  - Patrol Staffing
  - Community Outreach Efforts
  - Community Census Data

Attachment A – Budget Message and Transmittal

Achievements and Accomplishments during 2015-2016

- 21st Century Policing – DOJ study
- Development and implementation of Nalaxone policy and procedures. Nalaxone is a drug that counteracts the effects of opioid drugs such as heroin and fentanyl. Currently the department is in final review of the policy and in the process of scheduling training which is required before officers can carry the drug. The intent is to have the ability to rapidly treat subjects who have overdosed on these drugs. Implementation is set to occur in late 2016.

Public Works:

- Completed several major transportation projects: 33rd Avenue West Extension (Costco road); 204th Street SW Improvements; 44th Avenue West Pavement Overlay; 184th Street SW Overlay
- Received over $25 million in state and federal transportation grants
- Purchased and preserved properties in the Hall Lake and Lunds Gulch drainage basins
- Made several critical utility infrastructure upgrades at the Wastewater Treatment Plant and Sewer Lift Station No. 16 and on 60th Avenue West
- Enacted an Interlocal Agreement with Fire District No. 1 for the City to supply mechanics services to their fleet
- Enhanced public outreach efforts through project e-mail blasts, web page project sites, and a new Public Works Twitter account
- Launched an Adopt-a-Street program
- With the addition of the Administrative Team, improved tracking and reporting of work orders in Fleet and Buildings, inventory tracking, and capital project tracking.

Reader's Guide:

Understanding a governmental, biennial budget can be challenging. Municipal budgets must conform to numerous standards and guidelines, and have specialized terminology and structure. These rules are intended to help ensure that public monies are expended and accounted for as intended by the public, who has granted government agencies the authority to assess taxes and provide public services, programs, and facilities. This Reader's Guide is provided to help interested citizens navigate the detailed and complex information contained in the subsequent pages.

For the General Fund portion of the 2017-2018 Budget, Lynnwood has utilized Budgeting For Outcomes (BFO) principles in an effort to make budgeting decisions and their outcomes more intuitive. Within the General Fund, each Department's programs are described with words as well as numbers. While one result of using BFO is that the number of pages has expanded considerably, it is our intent is to better communicate what public services will occur with each allocation.

Municipal budgets are complex, in part because Lynnwood's financial management must conform to each of the following standards/requirements:

- Chapter 35A.34 Revised Code of Washington (RCW), Biennial Budgets (for Optional Municipal Code Cities)
- Chapter 2.72 Lynnwood Municipal Code (LMC), Budget Process
- Title 3 LMC, Finance
- Governmental Accounting and Standard Board (GASB) requirements
- Washington State Auditor's Office (SAO) requirements
- Government Finance Officers Association (GFOA) guidelines

Budget Document Organization:

This document contains legally-required budget information, descriptive background information and numerous figures, graphs and tables. It is divided into six major sections: The Budget Message, Executive Summary, General Government Fund Departments and Programs, Utility Funds, Capital Funds and Appendix.

Introduction:

- Mayor's Budget Message
- City Organization Chart
- Budgeting for Outcomes Resolution
- Lynnwood Community Vision
- City Council priorities for the 2017-2018 Budget

Budget Overview:

This section presents a broad summary of the revenues and expenditures for all of the City's funds. This information is displayed in a variety of tables and graphs in order to aid the reader in further understanding of the budget as a whole. This section includes:

- 2017-2018 Adopted Budget Summary by Fund
- Six-Year Financial Forecast
- Expenditures by Object Category
- 2017-2018 Sources by Fund and Category
- Expenditures by Budgeting for Outcomes Program
- Summary of Budgeted Full-Time Equivalent (FTE) Positions

General Fund Departments and Programs:

The budgets of General Fund departments focus on accountability and responsibility assigned to each program. This section is organized by program or division within each department with the following information:

- Mission and Responsibilities
- Goals and Objectives
- Performance Measures
- Highlights and Changes
- Multi-Year Financial Summary
- Personnel Summary

Other Governmental Funds:

- Economic Development Fund
- Program Development Fund
- Drug Enforcement Fund
- Transportation Impact Fee Fund
- Cumulative Park Reserve & Dev Fund
- Tree Fund Reserve
- Paths & Trails Improvements Fund
- Revenue Stabilization Fund
- Lodging Tax Fund
- Criminal Justice Fund
- Street Operating Fund
- Cumulative Art Reserve Fund
- Paths & Trails Improvements Fund
- Solid Waste Management Fund

Debt Service Funds:

- 2009 Limited Tax GO Refund Fund
- Recreation Center 2012 LTGO Bonds Fund
- 800 MHZ Debt Service Fund

Capital Funds:

Capital Funds pay for major improvements and construction. Revenues for capital funds are derived from contributions from operating funds, bond proceeds and funds required by State law to be spent solely on capital items. This is organized as follows:

- Real Estate Excise Tax (REET) Funds
- Other Government Capital Fund
- Facilities Capital Fund
- Public Safety Capital Fund
- Capital Development Fund
- Transportation Capital Fund
- Parks & Recreation Capital Fund

Enterprise Funds:

These Funds are used to account for programs that are operated in a manner similar to business enterprises. They are established as fully self-supporting operations with revenues provided principally from fees, charges, or contracts for services. This section is organized as follows:

- Utility Operating Fund
- Utility Debt Funds
- Utility Capital Fund
- Golf Course Fund

Internal Service Funds:

These funds are used to account for goods and services provided to other funds, departments or governments on a cost-reimbursement basis. The City maintains funds in this category for equipment rental and self-insurance.

- Equipment Rental Reserve Fund
- Self-Insurance Fund
- Equipment Rental Operations Fund

Appendix:

- Financial Policies
- Glossary of Budget Terms

City Council Budget Priorities

The Lynnwood City Council has provided input and guidance regarding its priorities throughout this budget process—beginning in the spring of 2015. Council guidance can be summarized as follows:

Date: March 23, 2015 **Event:** Resolution 2015-05

City Council Budget Priorities:

"The Administration and Departments shall begin the process of developing the tools, the training, strategies and teams for the implementation of a 'Budgeting for Outcomes' Citywide budget."

Date: April 13, 2015 **Event:** Resolution 2015-06

City Council Budget Priorities:

"The City Council hereby confirms the Vision Statement attached as Exhibit A as the city's vision statement. The vision statement shall be the guiding principles for the city's development, preparation and implementation of Departmental strategic plans and budgets." *and*

"All Departmental strategic plans and fiscal budgets shall include or identify programs or projects for funding that implement the Vision Statement."

Date: October 19 & 21, 2015 **Event:** Work sessions

City Council Budget Priorities:

Continue to: 1) utilize "Budgeting For Outcomes" principles; 2) closely monitor actual revenues and expenses in order to promote budgeting accuracy; 3) promote alignment between budget priorities and Lynnwood's Community Vision; 4) promote alignment between budget priorities and the City's strategic planning initiatives; and 5) identify ways to eliminate the structural deficit identified by the six-year financial forecast.

Date: January 30, 2016 **Event:** City Council retreat

City Council Budget Priorities:

The Council confirmed that Budgeting For Outcomes principles should be used, as recommended by staff, during development of the 2017-2018 Budget. It was agreed the City would use the following three criteria when considering budget requests: 1) relevance to the Community Vision; 2) mandatory verses optional; and 3) fiscal sustainability.

Date: February 8, 2016 **Event:** Work Session

City Council Budget Priorities:

1. Develop and expand opportunities for community outreach and citizen input. (Boyer, Cotton, Hurst, Sessions & Ross,)
2. Maintain our roads. (Boyer, Hurst, Sessions & Sutton)
3. Address staffing needs resulting from high volumes of permitting and construction. (Boyer, Goodwin, Ross & Sessions)
4. Maintain/expand financial reserves. (Boyer, Goodwin, Sessions & Sutton)
5. Maintain public safety. (Goodwin & Sessions)
6. Address disaster preparedness. (Ross)
7. Promote community and neighborhood building. (Ross)
8. Promote workforce diversity. (Sutton)

Date: June 6, 2016 **Event:** Work Session

City Council Priorities for the <u>Legislative Department</u> Budget:

Council President Boyer: Expenditures for travel and training should remain flat. May have $30k-$80k for discretionary projects. Past years' projects included study of information technology services ($35k, 2013-2014), and homelessness services ($75k, 2015-2016).

Councilmember Cotton: 1. Develop a citizen survey and track the results quarterly; to be sent out each to each of the 8 Utility billing groups each quarter.. 2. Develop a digital citizen dashboard for the City on the website that allows residents to at a glance, understand the financial health of the City and for what services their tax dollars are being allocated.

Councilmember Sutton: To improve communication with the public, construct an electronic changing message sign on City property.

Councilmember Ross: Need greater emphasis and visibility of community event calendar on the City's website.

Our Community Vision: The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Our vision is…

1. To be a welcoming city that builds a healthy and sustainable environment.

1.1. Safe and walk-able interconnecting residential and commercial neighborhoods
1.2. Vibrant City Center
1.3. Promote Lynnwood as an affordable place to live, work, and play
1.4. Aesthetic neighborhood quality through code enforcement
1.5. Preserve and expand natural spaces, parks and cultural diversity and heritage
1.6. Integrate the built environment to support the natural environment
1.7. Encourage economic development

2. To encourage a broad business base in sector, size and related employment, and promote high quality development.

2.1. Promote high quality, sustainable development and design (LEED)
2.2. Balanced commercial development
2.3. Convention center as an engine of economic growth and community events
2.4. Protect residential areas from commercial use
2.5. Communicate with the community on city plans, policies and events

3. To invest in preserving and expanding parks, recreation, and community programs.

3.1. Develop a network of pedestrian and bike trails for recreation and transportation
3.2. Encourage business/organization partnerships & participation to create and promote community events
3.3. Create civic pride through cultural arts, events, parks and services
3.4. Promote healthy lifestyles
3.5. Provide diverse senior services creating a livable community
3.6. Establish a new signature event that creates civic pride
3.7. Use parks and cultural arts to attract economic growth

-continued-

4. To be a cohesive community that respects all citizens.

4.1. A safe, clean, beautiful, small-town atmosphere
4.2. Build and enhance a strong, diverse, integrated community
4.3. Develop and identify physical neighborhoods
4.4. Encourage citizens to be involved in community events
4.5. Engage our diverse population through effective, inclusive communication
4.6. Continue community communications and open process

5. To invest in efficient, integrated, local and regional transportation systems.

5.1. Improve pedestrian and bike flow, safety, and connectivity
5.2. Adaptive, safe, well-maintained, state-of-the-art traffic management infrastructure
5.3. Support the needs of commuters and non-commuters
5.4. Reduce traffic congestion

6. To ensure a safe environment through rigorous criminal and property law enforcement.

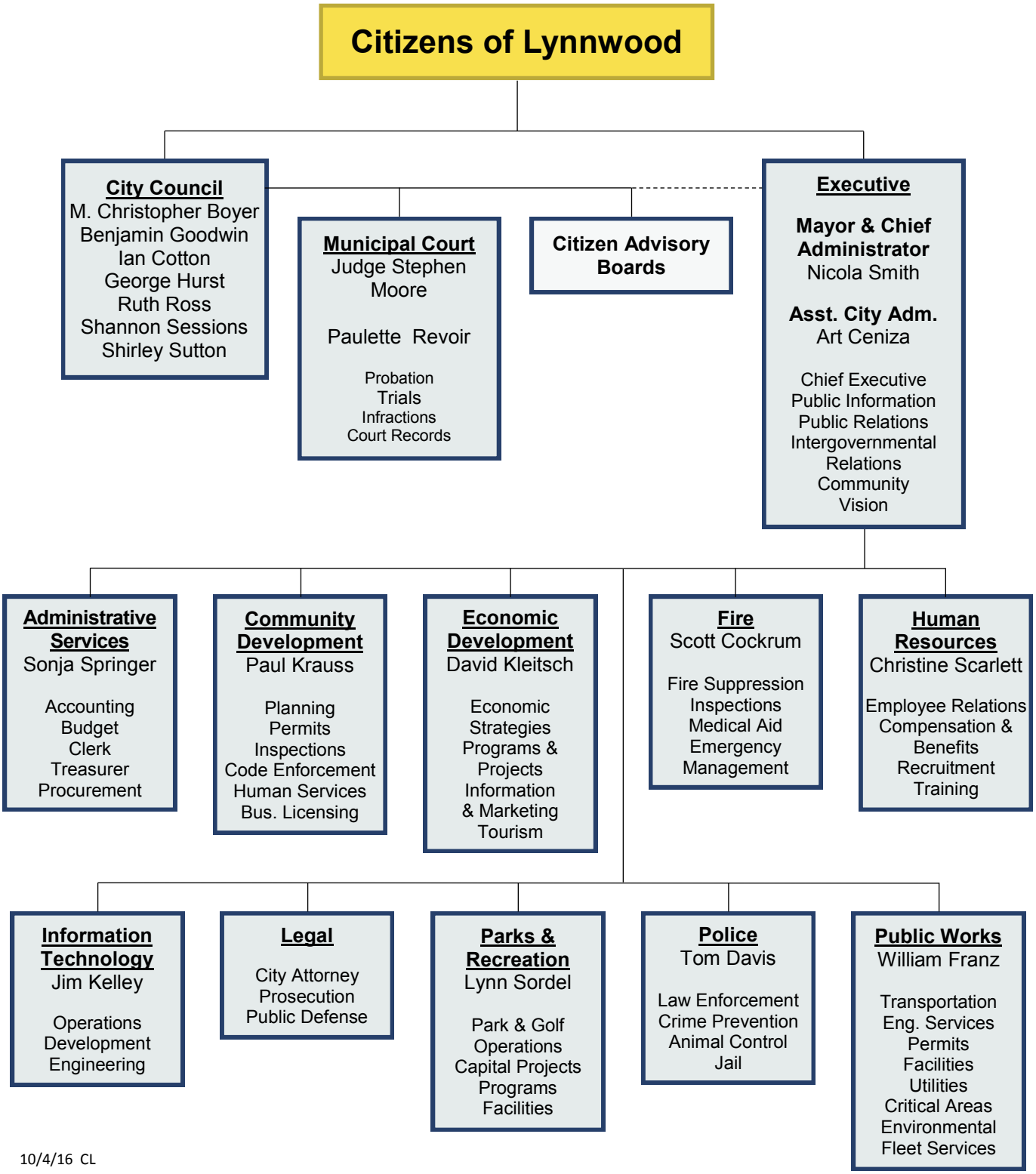
6.1. Continue to provide good quality response times for fire, paramedics, and police
6.2. Encourage support for police and fire department citizen volunteer programs
6.3. Become a benchmark city through technology and through neighborhood involvement
6.4. Increase police presence through more patrol and bike officers
6.5. Increase and support public education on public safety

7. To be a city that is responsive to the wants and needs of our citizens.

7.1. Develop goals and objectives that benefit residents and businesses
7.2. Create/enhance Lynnwood's brand identity
7.3. Govern and grow in a way to stay true to the city's defined identity
7.4. Develop and execute a measurable strategic plan (budget, timeline); involve community
7.5. Fair and diverse revenue base
7.6. Promote Lynnwood's convenient location to maximize opportunities and benefits
7.7. Be environmentally friendly – sustainable

Adopted by resolution April 13, 2015 (Res. 2015-06)
Adopted by motion January 26, 2009.

2016 Organization Chart



10/4/16 CL

LYNNWOOD
WASHINGTON

RESOLUTION NO. 2015-05

A RESOLUTION OF THE CITY COUNCIL OF LYNNWOOD WASHINGTON, REGARDING THE DEFINITION OF "BUDGETING FOR OUTCOMES" METHOD OF BUDGETING AND THE WILL OF THE CITY COUNCIL FOR IT TO BE A GUIDING POLICY IN THE CITY'S DEVELOPMENT, PRESENTATION, AND IMPLEMENTATION OF THE BIENNIAL CITY BUDGET.

WHEREAS, the Lynnwood City Council, as a body of elected officials, is charged with establishing city policy, including policy that helps govern the budgeting process; and

WHEREAS, The City Council recognizes the value of Citizen and Stakeholder involvement and input in determining the Services The City provides, the Levels of Service provided, and the levels of Taxation levied to support those Services in the form of the guiding 'Lynnwood Vision'; and

WHEREAS, Extensive citizen input and survey data is routinely collected through various methods, such as the National Citizen Survey, and that data should, where possible, be incorporated into the budget process; and

WHEREAS, The City Council recognizes that the method of "Budgeting for Outcomes" is a method by which budgetary dollars are allocated to specific needs of the City based on a results driven model where the budget is built from collaboration between the Administration, Departments and Council, and is informed by Citizen and Stakeholder input; and

WHEREAS, The City Council acknowledges that "Budgeting for Outcomes" is the desired method by which budgets be developed;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF LYNNWOOD DOES HEREBY RESOLVE AS FOLLOWS:

1. The Administration and Departments shall begin the process of developing the tools, the training, strategies and teams for the implementation of a 'Budgeting for Outcomes' Citywide budget.

RESOLVED BY THE CITY COUNCIL OF THE CITY OF LYNNWOOD, WASHINGTON, this 23rd day of March, 2015.

APPROVED:

Nicola Smith, Mayor

ATTEST/AUTHENTICATED:

Art Ceniza, Interim Finance Director
and City Clerk

APPROVED AS TO FORM:

Rosemary Larson, City Attorney

Passed by Council: March 23, 2015
Resolution Number: 2015-05

	A	B	C	D	E	F	G
1	**2017-2018 PROPOSED BUDGET SUMMARY BY FUND**						
3	**FUND**	**BEGINNING FUND BALANCE**	**REVENUES & OTHER SOURCES**	**TOTAL BEGINNING FUND BLANCE & REVENUES & OTHER SOURCES**	**EXPENDITURES & OTHER USES**	**EDING FUND BALANCE**	**TOTAL EXPENDITURES & ENDING FUND BALANCE**
4	**GENERAL GOVERNMENT**						
5	011 General Fund	$ 9,577,001	$ 119,960,492	$ 129,537,493	$ 124,647,344	$ 4,890,149	$ 129,537,493
6	020 Econ Dev Infrastructure	3,600,223	3,686,221	7,286,444	1,000,000	6,286,444	7,286,444
7	098 Revenue Stabilization	6,000,000	-	6,000,000	-	6,000,000	6,000,000
8	099 Program Development	65,627	-	65,627	65,000	627	65,627
9	101 Lodging Tax	1,022,646	3,054,150	4,076,796	2,906,790	1,170,006	4,076,796
10	104 Drug Enforcement	317,938	475,000	792,938	662,231	130,707	792,938
11	105 Criminal Justice Fund	2,695,560	1,365,265	4,060,825	1,683,603	2,377,222	4,060,825
12	110 Transportation Impact Fee	-	600,000	600,000	500,000	100,000	600,000
13	111 Street Operating	100,000	4,353,370	4,453,370	4,407,539	45,831	4,453,370
14	114 Cumulative Pk Res & Dev	38,331	26,000	64,331	26,000	38,331	64,331
15	116 Cumulative Art Reserve	13,772	91,750	105,522	50,000	55,522	105,522
16	121 Tree Reserve	107,255	30,000	137,255	60,000	77,255	137,255
17	128 Paths & Trails Improv	8,852	1,006,837	1,015,689	1,006,837	8,852	1,015,689
18	144 Solid Waste Management	28,765	66,550	95,315	88,000	7,315	95,315
19	202 2009 Ltd Tax GO Ref Bonds	28,888	343,800	372,688	343,200	29,488	372,688
20	215 800 Mzh Debt Service	23,802	266,818	290,620	265,648	24,972	290,620
21	223 Rec Center 2012 LTGO	109,178	2,970,575	3,079,753	2,969,376	110,377	3,079,753
22	510 Equipment Rental Reserve	4,317,790	3,801,851	8,119,641	2,790,900	5,328,741	8,119,641
23	511 Equipment Rental Oper	236,989	2,752,292	2,989,281	2,497,150	492,131	2,989,281
24	513 Lynnwood Shop Operations	214,110	232,000	446,110	231,500	214,610	446,110
25	515 Self Insurance Fund	129,738	1,692,749	1,822,487	1,583,000	239,487	1,822,487
26	**Total General Govt. Funds**	$ 28,636,465	$ 146,775,720	$ 175,412,185	$ 147,784,118	$ 27,628,067	$ 175,412,185
27	**ENTERPRISE FUNDS**						
28	411 Utility Operations	28,212,777	56,427,764	84,640,541	78,380,670	6,259,871	84,640,541
29	412 Sewer/Water/Storm Capital	-	42,771,883	42,771,883	42,771,883	-	42,771,883
30	417 2008 Utility System Bonds	37,354	895,900	933,254	894,050	39,204	933,254
31	419 2010 Utility System Bonds	885,330	1,134,263	2,019,593	1,134,263	885,330	2,019,593
32	460 Golf Course	601,182	3,344,324	3,945,506	3,252,711	692,795	3,945,506
33	**Total Enterprise Funds**	$ 29,736,643	$ 104,574,134	$ 134,310,777	$ 126,433,577	$ 7,877,200	$ 134,310,777
34	**CAPITAL FUNDS**						
35	330 REET 2	282,933	1,900,000	2,182,933	2,175,000	7,933	2,182,933
36	331 REET 1	1,105,004	1,900,000	3,005,004	2,130,000	875,004	3,005,004
37	333 Capital Development	648,348	2,200,000	2,848,348	2,848,000	348	2,848,348
38	357 Other Gov Capital Improv	-	520,000	520,000	520,000	-	520,000
39	360 Transportation Capital Infr.	-	13,850,508	13,850,508	13,850,508	-	13,850,508
40	370 Facilities Capital Infr.	-	950,000	950,000	950,000	-	950,000
41	380 Parks & Recreation Capital	-	4,820,216	4,820,216	4,820,216	-	4,820,216
42	390 Public Safety Capital	-	500,000	500,000	500,000	-	500,000
43	**Total Capital Funds**	2,036,285	26,640,724	28,677,009	27,793,724	883,285	28,677,009
44	**TOTAL 2017-2018 PROPOSED BUDGET**	$ 60,409,393	$ 277,990,578	$ 338,399,971	$ 302,011,419	$ 36,388,552	$ 338,399,971

General Fund Expenditures by Budgeting for Outcomes (BFO) Program

	A	B	C
1	**Program Title**	**Responsible Department**	**2017-2018 Proposed Budget Amount**
2	Accounting & Auditing	Administrative Services	$ 2,693,347
3	Budget & Strategic Planning	Administrative Services	785,502
4	Elections	Administrative Services	210,000
5	Procurement	Administrative Services	900,068
6	Records	Administrative Services	649,054
7	Treasury Services	Administrative Services	941,571
8	Utility Billing	Administrative Services	1,040,517
9		**Total - Admin Services**	**$ 7,220,059**
10	CD Planning Division	Community Development	$ 1,194,540
11	Comm Dev Administration	Community Development	2,216,406
12	Permits & Inspections & Code Enfcmnt	Community Development	2,209,946
13		**Total - Comm Development**	**$ 5,620,892**
14	Economic Development	Economic Development	1,156,683
15		**Total Economic Development**	**$ 1,156,683**
16	Community Engagement	Executive	428,870
17	Community Vision Initiatives	Executive	150,000
18	Executive Administration	Executive	1,059,990
19	Intergovernmental Relations	Executive	135,109
20		**Total Executive**	**$ 1,773,969**
21	Emergency Management	Fire	10,000
22	Fire Administration	Fire	3,936,508
23	Fire Operations - Admin	Fire	6,413,181
24	Fire Operations - EMS	Fire	11,150,784
25	Fire Prevention	Fire	1,980,344
26	Fire Radios & Pagers	Fire	17,625
27	Fire Staff Training	Fire	246,060
28	Personal Protective Equipment	Fire	109,113
29	Self Contained Breathing Appartus (SCBA)	Fire	58,661
30	Small Tools	Fire	56,940
31	Special Ops - Haz Mat	Fire	71,461
32	Special Ops - Technical Rescue	Fire	104,418
33		**Total Fire**	**$ 24,155,095**
34	HR Strategies & Operations	Human Resources	1,594,421
35	Labor Relations	Human Resources	125,500
36		**Total Human Resources**	**$ 1,719,921**
37	Administration, Planning & Development	Information Technology	1,112,994
38	Application & Portfolio Management	Information Technology	1,645,536
39	Data & Cyber Security	Information Technology	57,500
40	eGovernment Applications & Technologies	Information Technology	100,500
41	End User Support	Information Technology	581,895
42	Systems Administration & Maintenance	Information Technology	1,583,552
43		**Total Information Technology**	**$ 5,081,977**

General Fund Expenditures by Budgeting for Outcomes (BFO) Program

	A	B	C
1	**Program Title**	**Responsible Department**	**2017-2018 Proposed Budget Amount**
44	City Attorney	Legal	768,000
45	Prosecuting Attorney	Legal	1,072,000
46	Public Defense	Legal	1,573,000
47		**Total Legal**	**$ 3,413,000**
48	City Council	Legislative	$ 852,565
49		**Total Legislative**	**$ 852,565**
50	Court Administration	Municipal Court	1,192,732
51	Criminal Case Processing	Municipal Court	528,140
52	Infraction Case Processing	Municipal Court	185,953
53	Photo Enforcement Case Processing	Municipal Court	329,248
54	Probation Services	Municipal Court	619,769
55		**Total Municipal Court**	**$ 2,855,842**
56	Non-Departmental (Includes Transfers)	Non-Departmental	8,426,193
57		**Total Non-Department**	**$ 8,426,193**
58	Aquatics	Parks, Recreation & Cultural Arts	3,795,147
59	Customer Service	Parks, Recreation & Cultural Arts	1,591,521
60	Healthy Communities	Parks, Recreation & Cultural Arts	527,147
61	Park & Rec Administration	Parks, Recreation & Cultural Arts	1,188,210
62	Park Operations	Parks, Recreation & Cultural Arts	2,657,359
63	Recreation - Adults 62+	Parks, Recreation & Cultural Arts	1,145,151
64	Recreation Administration	Parks, Recreation & Cultural Arts	2,654,027
65	Recreation Programs	Parks, Recreation & Cultural Arts	1,984,940
66		**Total Parks, Rec & Cultural Arts**	**$ 15,543,502**
67	Community Health & Safety & Animal Cntrl	Police	1,116,253
68	Criminal Investigations	Police	3,668,779
69	Detention	Police	6,842,452
70	Planning, Training & Accreditation	Police	1,332,693
71	Police Adminstration	Police	7,267,216
72	Police Patrol	Police	11,908,513
73	Property/Evidence	Police	731,622
74	Records/Support Service	Police	1,656,521
75	So Sno County Narcotics Task Force	Police	1,087,338
76	Special Operations	Police	1,285,727
77	SWAT (Special Weapons & Tactics)	Police	170,703
78	Traffic	Police	2,619,268
79		**Total Police**	**$ 39,687,085**
80	Buildings & Property Services	Public Works	2,993,184
81	Construction Management	Public Works	543,305
82	Project Engineering	Public Works	1,280,879
83	Public Works Administration	Public Works	1,318,225
84	Public Works Permits	Public Works	1,004,968
85		**Total Public Works**	**$ 7,140,561**
86	**TOTAL GENERAL FUND EXPENDITURES:**		**$ 124,647,344**

2017-2018 SOURCES BY FUND AND CATEGORY

GENERAL GOVERNMENT FUNDS	Taxes	Licenses & Permits	Intergovt Revenue	Charges for Services	Fines & Forfeitures	Other Revenue	TOTAL OPERATING REVENUES
General Fund	$ 83,198,782	$ 8,082,351	$ 2,633,999	$ 14,711,953	$ 10,083,422	$ 1,249,985	$ 119,960,492
Econ Dev Infrastructure	2,275,721	1,410,000	500	-	-	-	3,686,221
Revenue Stabilization	-	-	-	-	-	-	-
Program Development	-	-	-	-	-	-	-
Lodging Tax	1,691,767	-	1,362,383	-	-	-	3,054,150
Drug Enforcement	-	-	400,000	-	75,000	-	475,000
Criminal Justice	1,194,800	-	170,465	-	-	-	1,365,265
Transp Impact Fee	-	-	-	600,000	-	-	600,000
Street Operating	-	250,000	1,603,370	-	-	-	1,853,370
Cumulative Pk Reserve	-	-	-	-	-	26,000	26,000
Cumulative Art Reserve	-	-	-	-	-	91,750	91,750
Tree Fund Reserve	-	30,000	-	-	-	-	30,000
Paths & Trails Improv	-	-	1,006,837	-	-	-	1,006,837
Solid Waste Management	-	-	46,550	-	-	-	46,550
2009 Ltd Tax GO Ref Bonds	-	-	-	-	-	-	-
800 Mzh Debt Service	-	-	-	-	-	-	-
Rec Center 2012 LTGO	-	-	-	-	-	-	-
Equipment Rental Reserve	-	-	-	3,716,851	-	85,000	3,801,851
Equipment Rental Oper	-	-	-	2,752,292	-	-	2,752,292
Lynnwood Shop Operations	-	-	-	-	-	-	-
Self Insurance Fund	-	-	-	-	-	12,000	12,000
TOTALS - GENERAL GOVERNMENT FUNDS	**$ 88,361,070**	**$ 9,772,351**	**$ 7,224,104**	**$ 15,311,953**	**$ 10,158,422**	**$ 1,464,735**	**$ 132,195,635**

ENTERPRISE FUNDS	Taxes	Licenses & Permits	Intergovt Revenue	Charges for Services	Fines & Forfeitures	Other Revenue	TOTAL OPERATING REVENUES
Utility Operations	-	-	-	38,465,284		262,480	38,727,764
Sewer/Water/Storm Cap	-	-	-	-	-	-	-
2008 Utility Bonds	-	-	-	-	-	-	-
2010 Utility Bonds	-	-	-	-	-	-	-
Golf Course	-	-	-	2,595,823	-	323,501	2,919,324
TOTALS - ENTERPRISE FUNDS	**$ -**	**$ -**	**$ -**	**$ 41,061,107**	**$ -**	**$ 585,981**	**$ 41,647,088**

CAPITAL FUNDS	Taxes	Licenses & Permits	Intergovt Revenue	Charges for Services	Fines & Forfeitures	Other Revenue	TOTAL OPERATING REVENUES
REET 2	1,900,000						1,900,000
REET 1	1,900,000						1,900,000
Capital Development							-
Other Government Capital							-
Transportation Capital			7,637,508				7,637,508
Facilities Capital							-
Parks & Recreation Capital			1,175,216				1,175,216
Public Safety Capital							-
TOTALS - CAPITAL FUNDS	**$ 3,800,000**	**$ -**	**$ 8,812,724**	**$ -**	**$ -**	**$ -**	**$ 12,612,724**

TOTAL	**$ 92,161,070**	**$ 9,772,351**	**$ 16,036,828**	**$ 56,373,060**	**$ 10,158,422**	**$ 2,050,716**	**$ 186,455,447**

2017-2018 SOURCES BY FUND AND CATEGORY

Interfund Reimb	Other Financing Sources	Interfund Transfers	Beginning Fund Balance	TOTAL SOURCES	GENERAL GOVERNMENT FUNDS
$ -	$ -	$ -	$ 9,577,001	$ 129,537,493	General Fund
-	-	-	3,600,223	7,286,444	Econ Dev Infrastructure
-	-	-	6,000,000	6,000,000	Revenue Stabilization
-	-	-	65,627	65,627	Program Development
-	-	-	1,022,646	4,076,796	Lodging Tax
-	-	-	317,938	792,938	Drug Enforcement
-	-	-	2,695,560	4,060,825	Criminal Justice
-	-	-	-	600,000	Transp Impact Fee
-	-	2,500,000	100,000	4,453,370	Street Operating
-	-	-	38,331	64,331	Cumulative Pk Reserve
-	-	-	13,772	105,522	Cumulative Art Reserve
-	-		107,255	137,255	Tree Fund Reserve
-	-		8,852	1,015,689	Paths & Trails Improv
-	-	20,000	28,765	95,315	Solid Waste Management
-	-	343,800	28,888	372,688	2009 Ltd Tax GO Ref Bonds
-	-	266,818	23,802	290,620	800 Mzh Debt Service
-	-	2,970,575	109,178	3,079,753	Rec Center 2012 LTGO
-	-	-	4,317,790	8,119,641	Equipment Rental Reserve
-	-	-	236,989	2,989,281	Equipment Rental Oper
232,000	-	-	214,110	446,110	Lynnwood Shop Operations
1,680,749	-	-	129,738	1,822,487	Self Insurance Fund
$ -	**$ -**	**$ 6,101,193**	**$ 28,636,465**	**$ 175,412,185**	**TOTALS - GENERAL GOVERNMENT FUNDS**

Interfund Reimb	Other Financing Sources	Interfund Transfers	Beginning Fund Balance	TOTAL SOURCES	UTILITY FUNDS
-	17,700,000	-	28,212,777	84,640,541	Utility Operations
-	-	42,771,883	-	42,771,883	Sewer/Water/Storm Cap
-	-	895,900	37,354	933,254	2008 Utility Bonds
-	-	1,134,263	885,330	2,019,593	2010 Utility Bonds
-	425,000	-	601,182	3,945,506	Golf Course
$ -	**$ 18,125,000**	**$ 44,802,046**	**$ 29,736,643**	**$ 134,310,777**	**TOTALS - ENTERPRISE FUNDS**

Interfund Reimb	Other Financing Sources	Interfund Transfers	Beginning Fund Balance	TOTAL SOURCES	CAPITAL FUNDS
-	-		282,933	2,182,933	REET 2
			1,105,004	3,005,004	REET 1
		2,200,000	648,348	2,848,348	Capital Development
-	-	520,000	-	520,000	Other Government Capital
		6,213,000	-	13,850,508	Transportation Capital
		950,000	-	950,000	Facilities Capital
		3,645,000	-	4,820,216	Parks & Recreation Capital
-	-	500,000	-	500,000	Public Safety Capital
$ -	**$ -**	**$ 14,028,000**	**$ 2,036,285**	**$ 28,677,009**	**TOTALS - CAPITAL FUNDS**
$ -	**$ 18,125,000**	**$ 64,931,239**	**$ 60,409,393**	**$ 338,399,971**	

PROPOSED 2017-2018 BUDGET BY OBJECT CATEGORY

	A	B	C	D	E
1					
2	**EXPENDITURES BY OBJECT CATEGORY - GENERAL FUND**				
3					
4		**2014**	**2015**	**2015-2016**	**2017-2018**
5		**Actual**	**Actual**	**Revised**	**Proposed**
6	**EXPENDITURES BY OBJECT CATEGORY -**				
7	Salaries & Wages	$ 25,762,874	$ 26,482,781	$ 54,623,456	$ 59,344,359
8	Benefits	9,110,863	9,638,299	20,359,575	24,545,172
9	LEOFF Medical Benefits	790,053	877,800	1,604,807	1,692,500
10	Supplies	1,971,751	1,446,526	3,533,690	3,972,978
11	Services & Charges	7,430,586	7,030,018	17,077,886	16,515,718
12	Intergovernmental	1,957,853	2,211,557	4,874,265	5,136,456
13	Equipment Rental Charges	1,785,391	1,938,057	3,983,442	4,030,526
14	Subtotal Operating Expenditures	48,809,371	49,625,038	106,057,121	115,237,709
15	**Other Financing Uses:**				
16	Capital Expenditures	335,543	52,489	493,000	59,500
17	Debt Service	1,812,754	1,798,935	3,722,062	3,581,193
18	Transfers to Street Funds	-	-	-	2,000,000
19	Transfer to Solid Waste Management Fund	-	-	-	20,000
20	Interfund LoanTransfer to Golf Fund	-	-	-	425,000
21	Transfers to Revenue Stabilization Funds	3,814,864	-	185,136	-
22	Transfers to Self Insurance Funds	428,504	560,304	1,034,426	1,123,942
23	Transfers to Capital Development Funds	408,000	1,664,469	1,925,723	2,200,000
24	Subtotal Other Financing Uses	6,799,665	4,076,197	7,360,347	9,409,635
25	**TOTAL EXPENDITURES & USES**	**55,609,036**	**53,701,235**	**113,417,468**	**124,647,344**
28	**Ending Fund Balances**	11,698,248	11,596,467	6,847,869	4,890,149
29	**TOTAL EXPENDITURES, USES &**				
30	**FUND BALANCES**	**$ 67,307,284**	**$ 65,297,702**	**$ 120,265,337**	**$ 129,537,493**
31					
33					
34	**EXPENDITURES BY OBJECT CATEGORY - OTHER GENERAL GOVT FUNDS (020 - 144):**				
35					
36		**2014**	**2015**	**2015-2016**	**2017-2018**
37		**Actual**	**Actual**	**Revised**	**Proposed**
38	**EXPENDITURES BY OBJECT CATEGORY -**				
39	Salaries & Wages	$ 653,273	$ 979,904	$ 1,720,196	$ 2,245,378
40	Benefits	269,663	318,615	594,693	904,469
41	Supplies	310,218	427,666	958,700	1,050,465
42	Services & Charges	1,622,727	1,723,133	3,599,845	4,387,901
43	Intergovernmental	30,255	30,987	66,000	60,000
44	Equipment Rental Charges	262,582	312,638	540,227	-
45	Subtotal Operating Expenditures	3,148,718	3,792,943	7,479,661	8,648,213
46	**Other Financing Uses:**				
47	Capital Expenditures	31,572	188,492	1,454,107	1,705,387
48	Debt Service	-	-	306,168	-
49	Transfers to General Fund	2,310,802	76,083	4,741,588	1,000,000
50	Transfers to Capital Funds	579,334	340,000	1,199,591	1,065,000
51	Transfers to Fleet Funds	-	-	144,010	37,400
52	Subtotal Other Financing Uses	2,921,708	604,575	7,845,464	3,807,787
53	**TOTAL EXPENDITURES & USES**	**6,070,426**	**4,397,518**	**15,325,125**	**12,456,000**
54	Ending Fund Balances	10,366,894	12,479,877	12,636,584	16,298,112
55	**TOTAL EXPENDITURES, USES &**	**$ 16,437,320**	**$ 16,877,395**	**$ 27,961,709**	**$ 28,754,112**
56	**FUND BALANCES**				

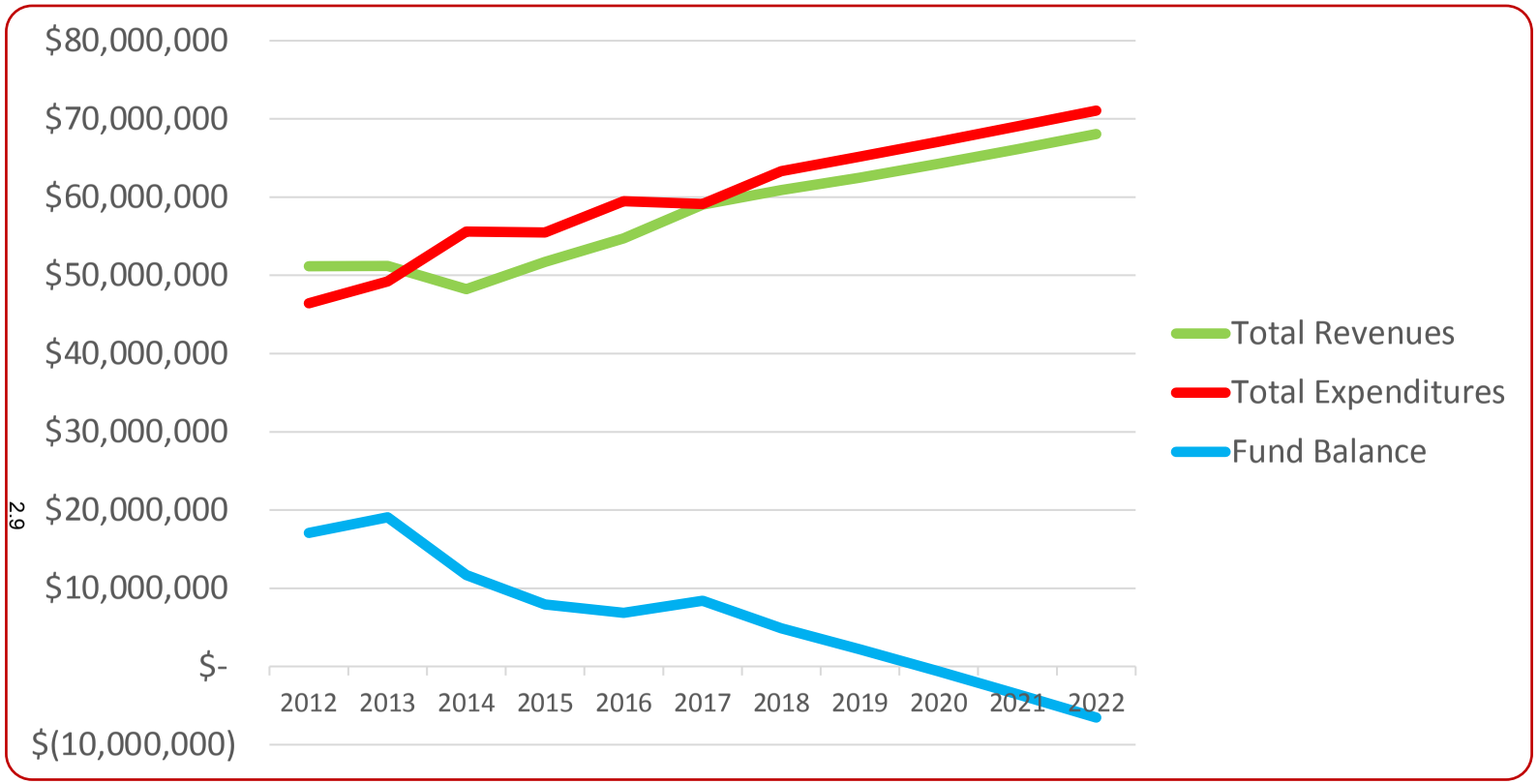
PROPOSED 2017-2018 BUDGET BY OBJECT CATEGORY

	A	B	C	D	E
57					
58	**EXPENDITURES BY OBJECT CATEGORY - DEBT SERVICE FUNDS:**				
59					
60		**2014**	**2015**	**2015-2016**	**2017-2018**
61		**Actual**	**Actual**	**Revised**	**Proposed**
62	**EXPENDITURES BY OBJECT CATEGORY -**				
70	**Other Financing Uses:**				
72	Debt Service	$ 1,829,689	$ 2,457,946	$ 3,596,714	$ 3,578,224
73	Transfers to General Fund	-	12,312	15,292	-
76	Subtotal Other Financing Uses	1,829,689	2,470,258	3,612,006	3,578,224
77	**TOTAL EXPENDITURES & USES**	**1,829,689**	**2,470,258**	**3,612,006**	**3,578,224**
78	Ending Fund Balances	149,812	148,818	23,802	164,837
79	**TOTAL EXPENDITURES, USES &**	**$ 1,979,501**	**$ 2,619,076**	**$ 3,635,808**	**$ 3,743,061**
80	**FUND BALANCES**				
81					
83	**EXPENDITURES BY OBJECT CATEGORY - CAPITAL FUNDS:**				
84					
85		**2014**	**2015**	**2015-2016**	**2017-2018**
86		**Actual**	**Actual**	**Revised**	**Proposed**
87	**EXPENDITURES BY OBJECT CATEGORY -**				
95	**Other Financing Uses:**				
96	Capital	$ 2,338,188	$ 1,377,406	$ 4,459,404	$ 27,793,724
99	Subtotal Other Financing Uses	2,338,188	1,377,406	4,459,404	27,793,724
100	**TOTAL EXPENDITURES & USES**	**2,338,188**	**1,377,406**	**4,459,404**	**27,793,724**
101	Ending Fund Balances	$ 1,527,538	$ 2,877,619	$ 1,786,796	$ 883,285
102	**TOTAL EXPENDITURES, USES &**	**$ 3,865,726**	**$ 4,255,025**	**$ 6,246,200**	**$ 28,677,009**
103	**FUND BALANCES**				
104					
114					
115	**EXPENDITURES BY OBJECT CATEGORY - ENTERPRISE FUNDS:**				
116					
117		**2014**	**2015**	**2015-2016**	**2017-2018**
118		**Actual**	**Actual**	**Revised**	**Proposed**
119	**EXPENDITURES BY OBJECT CATEGORY -**				
120	Salaries & Wages	$ 2,866,163	$ 3,140,721	$ 6,405,573	$ 6,717,289
121	Benefits	1,187,853	1,031,345	2,397,390	3,082,223
122	Supplies	2,644,479	2,959,668	6,544,800	6,608,338
123	Services & Charges	5,871,541	6,261,115	10,457,195	10,807,085
124	Intergovernmental	474,691	489,813	540,162	1,163,750
125	Equipment Rental Charges	654,571	760,277	1,506,221	1,224,498
126	Subtotal Operating Expenditures	13,699,298	14,642,939	27,851,341	29,603,183
127	**Other Financing Uses:**				
128	Capital Expenditures	4,932,424	9,478,729	43,865,751	42,971,883
129	Debt Service	3,215,013	4,412,637	6,488,286	9,802,028
130	Transfers to Capital & Other Funds	-	-	202,000	44,056,483
131	Subtotal Other Financing Uses	8,147,437	13,891,366	50,556,037	96,830,394
132	**TOTAL EXPENDITURES & USES**	**21,846,735**	**28,534,305**	**78,407,378**	**126,433,577**
133	Ending Fund Balances	23,153,522	40,739,800	20,797,453	7,877,200
134	**TOTAL EXPENDITURES, USES &**	**$ 45,000,257**	**$ 69,274,105**	**$ 99,204,831**	**$ 134,310,777**
135	**FUND BALANCES**				

PROPOSED 2017-2018 BUDGET BY OBJECT CATEGORY

	A	B	C	D	E
146					
147					
148	**EXPENDITURES BY OBJECT CATEGORY - INTERNAL SERVICE FUNDS:**				
149					
150		**2014**	**2015**	**2015-2016**	**2017-2018**
151		**Actual**	**Actual**	**Revised**	**Proposed**
152	**EXPENDITURES BY OBJECT CATEGORY -**				
153	Salaries & Wages	$ 382,041	407,132	$ 1,018,555	$ 922,174
154	Benefits	178,306	151,876	415,011	430,847
155	Supplies	596,477	507,123	1,241,352	848,770
156	Services & Charges	771,266	1,144,257	1,979,867	2,369,341
158	Equipment Rental Charges	26,550	28,891	18,100	27,618
159	Subtotal Operating Expenditures	1,954,640	2,239,279	4,672,885	4,598,750
160	**Other Financing Uses:**				
161	Capital	-	22,508	10,000	2,459,000
162	Debt Service	24,722	387,504	-	-
163	Transfers to Other Funds	-	-	28,000	44,800
164	Subtotal Other Financing Uses	24,722	410,012	38,000	2,503,800
165	**TOTAL EXPENDITURES & USES**	**1,979,362**	**2,649,291**	**4,710,885**	**7,102,550**
166	Ending Fund Balances	4,283,061	4,095,867	3,931,211	6,274,969
167	**TOTAL EXPENDITURES, USES &**	**$ 6,262,423**	**$ 6,745,158**	**$ 8,642,096**	**$ 13,377,519**
168	**FUND BALANCES**				

City of Lynnwood General Fund Financial Forecast
For the Years 2016-2022



Assumptions Used:

Updated 2016 Sales Tax to Actual Revenues and Forecasted Sales Tax to Increase by 4.0% Per Year After 2016
Forecasted Property Taxes to Increase by 1% and an additonal 2% for New Construction 2016; 3% Increase for New Construction in 2018
Beginning in 2017, Property and Sales Taxes Allocated to the Street Operations Fund is Included in General Fund Revenues ($980,000 Per Year)
Beginning in 2017, the General Fund will Transfer Funds as Operating Expenditures to the Street Operating Fund ($1,000,000 Per Year)
All Other Revenues are Forecasted Using Historical and Expected Future Trends
Expenditures in 2017 are 48% of the 2017-2018 Proposed Budget; 2018 Expenditures are 52% of the Proposed 2017-2018 Expenditures
Expenditures in 2016 include estimated 2016 actuals, expenditures are forecasted to Increase by 3% Per Year After 2018
Forecast DOES NOT include any Additional Funding Requests

MEDIUM 4.0% Sales Tax Increase

City of Lynnwood
General Fund Financial Forecast

	A	B	C	D	G	J	K	L	M	N	O	P	Q
1	**DESCRIPTION**	**2012**	**2013**	**2014**	**2015**	**2016**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**
2		**Actual**	**Actual**	**Actual**	**Actual**	**Revised**	**Projected**	**Proposed**	**Proposed**	**Projected**	**Projected**	**Projected**	**Projected**
3	**BEGINNING FUND BALANCE**	**$ 12,328,664**	**$ 17,082,389**	**$ 19,069,974**	**$ 11,698,248**	**$ 11,596,467**	**$ 11,596,467**	**$ 9,577,001**	**$ 8,414,129**	**$ 4,890,149**	**$ 2,180,463**	**$ (632,643)**	**$ (3,541,493)**
4													
5	**Total Operating Revenues**	48,671,558	50,715,662	47,993,745	53,226,570	54,346,332	55,898,686	58,780,125	60,651,518	62,272,326	64,070,287	65,933,617	67,864,362
6													
7	Total Transfers In	920,044	416,374	127,810	88,395	391,040	334,754	-	-	-	-	-	-
8	Other Non Operating Revenues	1,592,574	66,305	115,754	284,489	6,513	201,673	264,424	264,424	205,100	205,100	205,100	205,100
9	Total Revenues	51,184,176	51,198,340	48,237,310	53,599,454	54,743,885	56,435,113	59,044,549	60,915,942	62,477,426	64,275,387	66,138,717	68,069,462
10													
11	**TOTAL REV & OTHER SOURCES**	$ 63,512,840	$ 68,280,729	$ 67,307,284	$ 65,297,702	$ 66,340,352	$ 68,031,580	$ 68,621,550	$ 69,330,071	$ 67,367,575	$ 66,455,850	$ 65,506,074	$ 64,527,969
12													
13	**Total Operating Expenditures**	46,430,451	49,210,755	48,267,517	49,836,459	54,065,170	52,803,511	56,886,152	61,534,999	63,381,048	65,282,480	67,240,954	69,258,183
14													
15	**Operating Revenues over (under)**	**$ 2,241,107**	**$ 1,504,906**	**$ (273,772)**	**$ 3,390,111**	**$ 281,162**	**$ 3,095,174**	**$ 1,893,973**	**$ (883,480)**	**$ (1,108,722)**	**$ (1,212,193)**	**$ (1,307,337)**	**$ (1,393,821)**
16	**Operating Expenditures**												
17													
18	One-Time Expenditures	-	-	-	402,463	3,280,807	3,280,807	-	-	-	-	-	-
19	Transfer to Capital	-	-	-	-	-	-						
20	Transfer to Rev. Stabilization Fund	-	-	3,814,864		185,136	185,136	-	-	-	-	-	-
21	Transfers to Other Funds (Debt, Etc.)	-	-	3,526,654	3,462,313	1,961,370	2,185,124	2,221,269	1,804,924	1,806,063	1,806,013	1,806,613	1,805,813
22													
23	**TOTAL EXPEND & OTHER USES**	$ 46,430,451	$ 49,210,755	$ 55,609,036	$ 53,701,235	$ 59,492,483	$ 58,454,578	$ 59,107,421	$ 63,339,923	$ 65,187,111	$ 67,088,493	$ 69,047,567	$ 71,063,996
24													
25	**ENDING FUND BALANCES**												
26	**Reserved For:**												
27	Reserves Per Financial Policy*	$ 7,738,408	$ 7,738,408	$ 8,201,793	$ 8,044,586	$ 8,306,077	$ 8,306,077	$ 4,224,281	$ 4,550,892	$ 5,155,194	$ 5,214,969	$ 5,222,598	$ 5,379,276
28	Unreserved	9,343,980	11,331,566	3,496,455	3,551,881	(1,458,208)	1,270,925	4,189,848	339,257	(2,974,731)	(5,847,611)	(8,764,091)	(11,915,303)
29	**ENDING FUND BALANCES**	**$ 17,082,389**	**$ 19,069,974**	**$ 11,698,248**	**$ 11,596,467**	**$ 6,847,869**	**$ 9,577,001**	**$ 8,414,129**	**$ 4,890,149**	**$ 2,180,463**	**$ (632,643)**	**$ (3,541,493)**	**$ (6,536,027)**
30	**TOTAL EXPENDITURES, OTHER**	$ 63,512,840	$ 68,280,729	$ 67,307,284	$ 65,297,702	$ 66,340,352	$ 68,031,580	$ 67,521,550	$ 68,230,071	$ 67,367,575	$ 66,455,850	$ 65,506,074	$ 64,527,969
31	**USES & FUND BALANCES**												
32													
33	*Recommended Reserve is 8% of the Previous Year's Operating Expenditures as Unassigned Fund Balance after 2016; $6 Mllion is Also Reserved in the Revenue Stabilization Fund.												

MEDIUM 4.0% SALES TAX

City of Lynnwood General Fund Financial Forecast 2016-2022

	A	B	C	D	G	J	K	L	M	N	O	P	Q
1	**GENERAL FUND REVENUES**	**2012 Actual**	**2013 Actual**	**2014 Actual**	**2015**	**2016**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**
2					**Actual**	**Revised**	**Projected**	**Proposed**	**Proposed**	**Projected**	**Projected**	**Projected**	**Projected**
3	**BEGINNING FUND BALANCE**	$ 12,328,664	$ 17,082,389	$ 19,069,974	$ 11,698,248	$ 11,596,467	$ 11,596,467	$ 9,577,001	$ 8,414,129	$ 4,890,149	$ 2,180,463	$ (632,643)	$ (3,541,493)
4	**OPERATING REVENUES**												
5	Total Property Tax	10,625,345	10,921,361	11,078,767	11,026,808	11,400,519	11,415,122	12,254,355	12,748,205	13,133,201	13,529,824	13,938,424	14,359,365
6	Total Retail Sales Tax	16,501,714	17,680,052	18,263,866	18,570,363	18,906,894	20,140,174	21,425,781	22,282,812	23,174,125	24,101,090	25,065,133	26,067,739
7	Total Utilities Taxes	5,757,269	5,895,861	5,591,752	6,188,714	5,462,785	6,321,665	6,430,813	6,535,631	6,619,120	6,709,955	6,808,098	6,913,523
8	Total Gambling Tax	147,554	119,643	115,781	129,612	128,965	128,965	129,610	130,258	130,909	131,564	132,222	132,883
9	Total Other Taxes	580,652	622,353	608,398	608,185	608,403	612,228	624,434	636,884	649,583	662,535	675,746	689,221
10	Total Business & Animal Licenses	2,246,837	2,252,557	2,081,771	2,604,814	3,294,118	2,619,736	2,634,767	2,649,908	2,665,160	2,680,525	2,696,003	2,711,597
11	Total Development Services	1,414,014	1,422,836	1,463,767	1,232,438	1,789,818	1,269,411	1,657,493	1,781,897	1,835,354	1,890,414	1,947,127	2,005,541
12	Total Recreation	2,467,415	2,612,384	2,663,160	2,731,533	3,169,552	2,800,301	2,939,603	2,939,603	2,991,762	3,051,594	3,112,623	3,174,872
13	Total Fines and Forfeitures	3,940,440	4,385,578	1,629,165	4,848,497	4,682,803	4,898,338	4,996,095	5,095,806	5,197,509	5,301,243	5,407,050	5,514,971
14	Total Franchise Fees	479,549	491,241	498,249	512,228	400,970	512,228	522,473	532,922	543,580	554,452	565,541	576,852
15	Total State Shared & Intergovernmental	3,796,675	3,612,936	3,261,295	3,733,145	3,665,321	4,129,518	4,082,358	4,202,969	4,184,153	4,274,979	4,368,270	4,464,098
16	Total Transport Fees	690,791	678,391	722,418	1,041,493	808,507	1,040,000	1,071,200	1,103,336	1,136,436	1,170,529	1,205,645	1,241,814
17	Total Investment Interest	23,303	20,468	15,356	(1,260)	27,678	11,000	11,143	11,288	11,435	11,583	11,734	11,886
18	**Total Operating Revenue**	**48,671,558**	**50,715,662**	**47,993,745**	**53,226,570**	**54,346,332**	**55,898,686**	**58,780,125**	**60,651,518**	**62,272,326**	**64,070,287**	**65,933,617**	**67,864,362**
19	Total Transfers	920,044	416,374	127,810	88,395	391,040	334,754	-	-	-	-	-	-
20	Other Non Operating Revenues	1,592,574	66,305	115,754	284,489	6,513	201,673	264,424	264,424	205,100	205,100	205,100	205,100
21	Total Revenues	51,184,176	51,198,340	48,237,310	53,599,454	54,743,885	56,435,113	59,044,549	60,915,942	62,477,426	64,275,387	66,138,717	68,069,462
22	**TOTAL REV & OTHER SOURCES**	**$ 63,512,840**	**$ 68,280,729**	**$ 67,307,284**	**$ 65,297,702**	**$ 66,340,352**	**$ 68,031,580**	**$ 68,621,550**	**$ 69,330,071**	**$ 67,367,575**	**$ 66,455,850**	**$ 65,506,074**	**$ 64,527,969**
23													
24	**GENERAL FUND EXPENDITURES**	**2012 Actual**	**2013 Actual**	**2014 Actual**	**2015**	**2016**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**
25					**Actual**	**Revised**	**Projected**	**Proposed**	**Proposed**	**Projected**	**Projected**	**Projected**	**Projected**
26	**OPERATING EXPENDITURES**												
27	Legislative	$ 1,892,227	$ 3,437,379	$ 363,351	$ 376,867	$ 519,507	$ 450,000	$ 409,231	$ 443,334	$ 456,634	$ 470,333	$ 484,443	$ 498,976
28	Executive	281,093	332,277	356,112	456,861	614,800	614,800	851,505	922,464	950,138	978,642	1,008,001	1,038,241
29	Municipal Court	1,277,715	1,238,557	1,187,015	1,220,415	1,456,489	1,342,457	1,370,804	1,485,038	1,529,589	1,575,477	1,622,741	1,671,423
30	Legal	1,083,162	1,157,041	1,336,789	1,561,085	1,688,915	1,607,918	1,638,240	1,774,760	1,828,003	1,882,843	1,939,328	1,997,508
31	Human Resources	498,654	498,820	540,582	532,108	617,169	617,169	825,562	894,359	921,190	948,825	977,290	1,006,609
32	Administrative Services	4,222,091	4,135,682	4,910,423	2,676,207	2,914,223	2,914,223	3,465,628	3,754,431	3,867,064	3,983,076	4,102,568	4,225,645
33	Information Services	-	-	-	2,801,230	1,690,666	1,690,666	2,439,349	2,642,628	2,721,907	2,803,564	2,887,671	2,974,301
34	Non-Departmental	1,966,572	2,240,782	3,007,061	3,093,551	3,351,327	3,301,327	100,000	100,000	103,000	106,090	109,273	112,551
35	Police	15,584,814	15,123,298	15,545,908	16,251,324	16,984,352	16,884,352	19,049,801	20,637,284	21,256,403	21,894,095	22,550,918	23,227,445
36	Fire	8,162,857	8,772,742	9,444,288	9,534,710	10,258,473	10,208,473	11,594,445	12,560,649	12,937,468	13,325,592	13,725,360	14,137,121
37	Parks & Recreation	5,649,715	7,213,087	6,430,814	6,478,537	7,306,735	7,306,735	7,460,881	8,082,621	8,325,100	8,574,853	8,832,098	9,097,061
38	Public Works	3,693,195	2,824,988	2,754,734	2,559,338	2,903,094	2,815,272	3,427,469	3,713,092	3,824,484	3,939,219	4,057,396	4,179,117
39	Street Operating Fund (Transfer)	-	-	-	-	-	-	1,000,000	1,000,000	1,030,000	1,060,900	1,092,727	1,125,509
40	Community Development	1,790,485	1,712,993	1,741,363	1,794,663	2,900,601	2,500,601	2,698,029	2,922,864	3,010,550	3,100,867	3,193,893	3,289,710
41	Economic Development	327,871	523,111	649,079	499,563	858,819	549,519	555,208	601,475	619,519	638,105	657,248	676,966
42	**Total Operating Expenditures**	**46,430,451**	**49,210,755**	**48,267,517**	**49,836,459**	**54,065,170**	**52,803,511**	**56,886,152**	**61,534,999**	**63,381,048**	**65,282,480**	**67,240,954**	**69,258,183**
43	**Operating Revenues over (under)**	**$ 2,241,107**	**$ 1,504,906**	**$ (273,772)**	**$ 3,390,111**	**$ 281,162**	**$ 3,095,174**	**$ 1,893,973**	**$ (883,480)**	**$ (1,108,722)**	**$ (1,212,193)**	**$ (1,307,337)**	**$ (1,393,821)**
44	**Operating Expenditures**												

MEDIUM 4.0% SALES TAX

City of Lynnwood General Fund Financial Forecast 2016-2022

	A	B	C	D	G	J	K	L	M	N	O	P	Q
24	**GENERAL FUND EXPENDITURES**	**2012 Actual**	**2013 Actual**	**2014 Actual**	**2015**	**2016**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**
25					**Actual**	**Revised**	**Projected**	**Proposed**	**Proposed**	**Projected**	**Projected**	**Projected**	**Projected**
45													
46	**EXPENDITURES, continued**												
47	One Time Expenditures	$ -	$ -	$ -	$ 402,463	$ 3,280,807	$ 3,280,807	$ -	$ -	$ -	$ -	$ -	$ -
48	Transfer to Capital Funds							$ 1,100,000	$ 1,100,000				
49	Transfer to Rev. Stabilization Fund	-	-	3,814,864		185,136	185,136	-	-	-	-	-	-
50	Transfers to Other Funds (Debt, Etc.)	-	-	3,526,654	3,462,313	1,961,370	2,185,124	2,221,269	1,804,924	1,806,063	1,806,013	1,806,613	1,805,813
51	**TOTAL EXPEND & OTHER USES**	**46,430,451**	**49,210,755**	**55,609,036**	**53,701,235**	**59,492,483**	**58,454,578**	**60,207,421**	**64,439,923**	**65,187,111**	**67,088,493**	**69,047,567**	**71,063,996**
52	**ENDING FUND BALANCES**												
53	**Reserved For:**												
54	Reserves per Financial Policy*	$ 7,738,408	$ 7,738,408	$ 8,201,793	$ 8,044,586	$ 8,306,077	$ 8,306,077	$ 4,224,281	$ 4,550,892	$ 5,155,194	$ 5,214,969	$ 5,222,598	$ 5,379,276
55	Unreserved	9,343,980	11,331,566	3,496,455	3,551,881	(1,458,208)	1,270,925	4,189,848	339,257	(2,974,731)	(5,847,611)	(8,764,091)	(11,915,303)
56	**ENDING FUND BALANCES**	$ 17,082,389	$ 19,069,974	$ 11,698,248	$ 11,596,467	$ 6,847,869	$ 9,577,001	$ 8,414,129	$ 4,890,149	$ 2,180,463	$ (632,643)	$ (3,541,493)	$ (6,536,027)
57	**TOTAL EXPENDITURES, OTHER**	**$ 63,512,840**	**$ 68,280,729**	**$ 67,307,284**	**$ 65,297,702**	**$ 66,340,352**	**$ 68,031,580**	**$ 68,621,550**	**$ 69,330,071**	**$ 67,367,575**	**$ 66,455,850**	**$ 65,506,074**	**$ 64,527,969**
58	**USES & FUND BALANCES**												
59													
60	*Recommended Reserve is 8% of the Previous Year's Operating Expenditures as Unassigned Fund Balance after 2016; $6 Mllion is Also Reserved in the Revenue Stabilization Fund.												

SUMMARY OF BUDGETED FULL-TIME EQUIVALENT (FTE) POSITIONS

2013 – 2018

The following table illustrates the number of regular full-time equivalents (FTEs) that were employed by the City between 2013 and 2016 and the proposed number of FTE's by department and Fund that are included in the Proposed 2017-2018 Budget. The number of FTE's included in the Adopted 2009-2010 Budget is included as a reference to show the impact of the recession after 2009 when there were employee layoffs and other reductions in 2010 and 2011. The number of FTE's peaked in 2009. The City is currently experiencing economic growth, and while the demand for services have increased, the level of staffing is not to the level as it was before the economic recession.

Throughout the year, the City will employ approximately 150 FTE (full time equivalent) part time employees in positions ranging from part-time camp counselors during summer months to interns and volunteers to full-time police officers and maintenance workers. The table below does not include these part time positions.

Department	2009	2013	2014	2015	2016	2017	2018	Change 2013 to 2018
ADMINISTRATIVE SERVICES	25.50	23.25	24.25	25.25	25.75	25.75	24.75	1.50
COMMUNITY DEVELOPMENT	21.60	15.00	15.00	15.00	17.00	17.00	17.00	2.00
ECONOMIC DEVELOPMENT	4.00	3.00	3.00	3.00	3.00	3.00	3.00	-
EXECUTIVE	3.00	2.50	4.00	4.00	4.50	4.50	4.50	2.00
FIRE	63.40	57.00	59.50	58.00	58.00	58.00	58.00	1.00
HUMAN RESOURCES	5.00	4.00	4.00	4.00	5.00	5.00	5.00	1.00
INFORMATION TECHNOLOGY	13.00	10.00	10.00	12.00	13.00	13.00	13.00	3.00
LEGISLATIVE *	8.00	8.00	8.00	8.00	8.00	8.00	8.00	-
MUNICIPAL COURT	12.50	12.40	12.40	12.40	12.40	12.15	12.15	(0.25)
PARKS & RECREATION	46.73	37.33	37.33	38.00	39.75	39.75	39.75	2.42
POLICE	117.00	100.00	100.00	101.00	101.00	101.00	101.00	1.00
PUBLIC WORKS	19.63	21.00	21.00	21.00	21.00	19.75	19.75	(1.25)
SUBTOTAL GENERAL FUND	339.36	293.48	298.48	301.65	308.4	306.9	305.90	12.42
LODGING TAX FUND 101	-	1.00	1.00	1.00	1.00	1.00	1.00	-
DRUG ENFORCEMENT FUND 104	-	-	-	1.00	1.00	1.00	1.00	1.00
CRIMINAL JUSTICE FUND 105	-	-	-	-	1.00	2.00	2.00	2.00
STREET FUND 111	12.00	10.00	10.00	10.00	10.00	8.80	8.80	(1.20)
SOLID WASTE MGNT FUND 144	0.50	0.50	0.50	-	-	-	-	(0.50)
UTILITIES FUND 411	34.00	38.00	38.00	38.00	38.00	42.45	42.45	4.45
GOLF FUND 460	7.00	7.00	4.00	-	-	-	-	(7.00)
CENTRAL STORES FUND 512	1.00	1.00	1.00	-	-	-	-	(1.00)
EQUIPMENT RENTAL OPERATION FUND 511	4.00	4.00	4.00	4.00	5.00	7.00	7.00	3.00
SUBTOTAL OTHER FUNDS	58.50	61.50	58.50	54.00	56.00	62.25	62.25	0.75
GRAND TOTAL	397.86	354.98	356.98	355.65	364.40	369.15	368.15	13.17

*Legislative represents number of positions, not FTE count.
Note: Temporary and seasonal employees are not included.

Department Mission and Responsibilities:

The Administrative Services Department is responsible for accounting, the annual audit, the budget, strategic planning, purchasing, accounts payable, payroll, billing for all services including the billing of utility bills, the debt management, capital asset tracking and investment of public funds. This involves coordinating the development of the City's biennial budget and the preparation of the City's annual financial report and audit. Administrative Services provides the City with timely, accurate and effective financial services so that managers and directors can more effectively and efficiently manage their use of resources.

The Administrative Services Department is a primary contact point for citizens at City Hall, and is responsible for utility billing, receipting and depositing customer payments and coordinating requests for public records.

Highlights and Changes for 2017-2018:

Business License processing will be transferring from the Administrative Services Department to the Community Development Department during the second quarter of 2017. The Finance Specialist (Business Licensing/LEOFF) position is funded for four months in 2017, then it is transferred to the Community Development department.

The responsibility of processing the retired LEOFF 1 employees' medical reimbursements will be transferred to the Human Resources Department.

The Fleet Specialist position will be transferred from the Fleet Internal Service Fund to Administrative Services, funded in Accounting and Auditing (50%) and Utility Billing (50%).

Continue the Senior Manager, Strategic Planning position, and not funding the Finance Supervisor, Budget position.

The Accounting and Auditing program budget proposal includes funding to continue the term limited Accounting Technician position through 2017. This will be evaluated in 2016 if the Fire Department merges with Fire District One forming a Regional Fire Authority in 2018. The position currently splits time between Accounts Payable and Payroll. The permanent Accounts Payable Accounting Technician position was reclassified in 2015 to a Capital Assets & Grant Accountant; Accounts Payable needs at least 1.5 FTE's to process the huge volume of invoices for the City.

The Procurement Budget includes one buyer position that is 100% funded by the Utility Fund to accommodate the purchasing requirements of the City's utilities.

The Utility Billing 2017/2018 Budget proposal includes funding for a permanent part time Utility Billing Clerk to coordinate the utility low income rebate programs. These utility low income programs have been expanded as a part of the recently adopted utility rate study. The expansion of the City's low income rebate programs has been approved by Council. This costs of the new part time positon will be reimbursed by Utility funds.

Highlights and Accomplishments During 2015-2016:

- Converted the GEMS Payroll System to Munis
- Significantly reduced the number of employees receiving paper pay checks, transitioning almost all employees to direct deposit
- Launched strategic planning program and formed Strategic Planning Steering Committee for collaborate innovation
- Developed and launched Lynnwood's inaugural Budgeting for Outcomes process
- Crafted omnibus update of Business License regulations and fees
- Enhanced format and content of periodic financial reports
- Implemented Munis Position Control module with emphasis on accuracy and quality assurance and used to develop the 2017-2018 Budget projections
- Completed fiscal analysis of fire service options
- Launched Criminal Justice and Legal Study
- Launched Administrative Services staffing analysis
- Participated in the first North Puget Sound Small Business Forum
- Conducted Contract Kaizen to identify business improvements
- Implemented electronic contract signatures on contracts
- Improved delegation of authority and streamlined online approvals for procurement
- Implemented Pcard Program in Munis, developed new revenue stream
- Standardized public records requests tracking program and correspondence
- Collaborating with Police Department for web based records disclosure program
- Achieved 50% reduction in printing costs for Council packets – online packet delivery
- Piloted in house mail drop off and pick up
- Converted from GEMS to Munis for Accounts Receivable and General Billing
- Converted from CLASS Cashiering to Tyler (Munis) Cashiering
- Implemented changes to the Business Licensing process as a result of the Business License Kaizen
- Implemented the Munis Utility Billing system, converted the old GEMS Utility Billing system

Department Budget History by Program:

Note: In instances where programs are not identified in past budgets, only the Department's total budget allocation is provided.

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
Accounting & Auditing	$ 1,248,468	$ 1,451,312	$ 3,121,584	$ 2,693,347
Budget & Strategic Planning	Included in Acctg & Auditing	Included in Acctg & Auditing	Included in Acctg & Auditing	785,502
Procurement	510,208	484,547	1,171,437	900,068
Records	60,953	54,861	Included in Procurement	649,054
Treasury Services	467,733	517,157	991,358	941,571
Utility Billing	251,333	293,330	524,761	1,040,517
Election Costs	Included in "Non Department"	Included in "Non Department"	Included in "Non Department"	210,000
Total Department Expenditure	$ 2,538,695	$ 2,801,207	$ 5,809,140	$ 7,220,059

Department Personnel [Full-Time Equivalent (FTE)]:

Job Title	Number of FTE					
	2013 Actual	2014 Actual	2015 Actual	2016 Revised	2017 Projected	2018 Projected
Finance Director	1.0	1.0	1.0	1.0	1.0	1.0
Senior Manager, Strategic Planning	0.0	0.0	1.0	1.0	1.0	1.0
Accounting Manager	1.0	1.0	1.0	1.0	1.0	1.0
Procurement Manager	1.0	1.0	1.0	1.0	1.0	1.0
Finance Supervisor, Budget	0.0	1.0	1.0	1.0	0.0	0.0
Finance Supervisor, Treasury	1.0	1.0	1.0	1.0	1.0	1.0
Finance Supervisor, Payroll	0.0	0.0	1.0	1.0	1.0	1.0
Finance Supervisor, Procurement	0.0	0.0	0.0	1.0	1.0	1.0
Budget Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Finance Specialist – Payroll	1.0	1.0	1.0	1.0	1.0	1.0
Financial Systems Accountant	1.0	1.0	0.0	0.0	0.0	0.0
Enterprise Accountant	1.0	1.0	1.0	1.0	1.0	1.0
Fleet Program Specialist – Accountant	1.0	1.0	1.0	1.0	1.0	1.0
Capital Assets and Grant	0.0	0.0	0.0	1.0	1.0	1.0

Job Title	Number of FTE					
	2013 Actual	2014 Actual	2015 Actual	2016 Revised	2017 Projected	2018 Projected
Accountant						
Account Specialist – Accounts Payable	1.0	1.0	1.0	1.0	1.0	1.0
Accounting Tech – Payroll	1.5	1.5	1.5	1.5	1.5	1.0
Accounting Tech –Accts Payable	1.0	1.0	1.0	.5	.5	0.0
Accounting Tech – Utilities	2.0	2.0	2.0	2.0	2.0	2.0
Utility Billing Clerk –PT	0.0	0.0	0.0	0.0	.50	.50
Deputy City Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Finance Specialist	1.0	1.0	1.0	1.0	.33	0.0
Finance Technician	1.0	1.0	1.0	1.0	1.0	1.0
Finance Clerk	1.0	1.0	1.0	1.0	1.0	1.0
Accounting Technician	0.5	0.5	0.5	0.5	0.5	0.5
Buyer	2.0	2.0	2.0	1.0	2.0	2.0
Records Specialist	1.0	1.0	1.0	1.0	1.0	1.0
Records/Mailroom Asst	1.0	1.0	1.0	1.0	1.0	1.0
Office Assistant	0.25	0.25	0.25	0.25	0.25	0.25
Totals	23.25	24.25	25.25	25.75	25.58	24.75

71

1. Title: Accounting and Auditing **Program No.:** 01121000

2. Responsible Department(s): Administrative Services

3. Brief Description:

Program is responsible for providing accounting and auditing services to the City and for establishing and monitoring City policies and procedures to ensure accountability of public resources, effective and efficient operations, compliance with laws and regulations, risk management programs, and reliable financial reporting.

4. Program Outcomes:

1. Accurate and timely vendor payments, paychecks to employees, and financial reports. **2.** Responsible risk management practices. **3.** Ability to demonstrate to Lynnwood citizens and businesses: City accountability, sound business practices, and effective and proper stewardship of public funds.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

The primary function of this Program is to provide the accounting services essential to accountable government. Fiscal sustainability is dependent upon prudent and accurate financial accounting and management. The Accounting and Auditing Program supports all City Departments and their programs. Without proper fiduciary oversight and controls, Lynnwood will be incapable of achieving any portion of the Community Vision.

The proposed program is aligned with the following Community Vision goals:

This program supports all City Community Vision goals.

6. Mandatory v. Optional:

We are required to maintain proper accounting records, adhere to established accounting standards, and undergo audits.

Alternative Service Delivery Options:

Budget and/or strategic planning services could be provided by contract with a private consulting firm or through agreement with another government agency.

7. Program Staffing

Position	Dept.	FTE	Note
Dedicated Staff			
Accounting Manager	Finance	0.5	Shared with Utility Billing
A/P Specialist	Finance	1.0	
Accountant-Assets/Grants	Finance	1.0	
Finance Supervisor	Finance	1.0	
Finance Specialist-Payroll	Finance	1.0	
Accounting Technician-Payroll	Finance	1.0	
Finance Director	Finance	0.75	Shared with Budget and Strategic
Fleet Program Specialist/New	Finance	0.5	Shared with Utility Billing
Deputy City Clerk	Finance	1.0	
Total Dedicated Staff		7.75	
Support Staff			
Total Support Staff		0.0	
Total Dedicated & Support Staff		7.75	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 845,752	$ 874,575	$ 1,731,455	$ 1,465,319
2-Personnel Benefits	283,790	294,734	644,433	602,898
3-Supplies	16,133	16,782	36,580	15,800
4-Services	102,793	265,221	709,116	819,330
Total Department Expenditure	$ 1,248,468	$ 1,451,312	$ 3,121,584	$ 2,903,347

Election costs are added in this program costs.

9. Offsetting Revenues: (if any)

Transfers from the Utility Fund and Golf Fund offset the cost of accounting and auditing services for those enterprise funds.	

33 **10. Fiscal Sustainability - Net General Fund Cost of Program:**

34 $2,883,347

35 **11. Executive's Assessment:**

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision All City programs and services that implement Community Vision objectives require and are dependent upon accounting and auditing support services.	◆	☐	☐
Degree Mandatory Services provided by this program are required by law or to maintain a favorable bond rating.	◆	☐	☐
Degree Fiscally Sustainable This program monitors expenses and revenues on behalf of the City, and generates off-setting revenues from enterprise funds.	☐	◆	☐

36

12. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
GFOA Excellence in Financial Reporting Award.				
Significant or material financial statement errors, or compliance and accountability audit issues identified during audit.				
Significant or material errors in capital assets reports identified during audit.				
Significant or material grant compliance issues identified during audit.				
Positive ratings as identified by customer opinion survey.				
Correction of payroll payment due to City employee error.				
Correction of payroll payment due to program staff error.				
Average time to process Accounts Payable Invoice				
Claims for damages received per year due to operation of City vehicles				

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

We are proposing to make the Accounting Technician (Payroll/AP) position permanent as opposed to limited term.

- **B. Other Comments:**

1. Title: Budget and Strategic Planning Program No.: 01120100

2. Responsible Department(s): Administrative Services

3. Brief Description:

Budget: This program develops and monitors the City's biennial budget. Long-term financial forecasts guide decision-making and goal setting by the City Council and each department. Budget services help define and plan for ongoing programs and one-time expenditures. Budget staff calculate property tax levies for the forthcoming year, and prepare monthly, quarterly and annual financial reports on the City's financial performance.

Strategic Planning: This program applies strategic planning principles to advance the goals of The Community Vision and to promote Lynnwood's fiscal sustainability. Strategic planning reinforces the alignment between our resource allocation and long-term community objectives. Strategic planning includes performance management and measurement, support of workplace innovation and continuous improvement, and assessment of emerging issues in municipal services.

4. Program Outcomes:

1. Preparation of, and amendment of, balanced budgets for each of the City's Funds. **2.** Development of policy and/or legislation as needed to implement community priorities. **3.** Long-range financial forecasts and regular reports regarding financial performance of the City. **4.** New programs or initiatives to improve efficiency, effectiveness, and sustainability of City services.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

This program's work focuses on achieving fiscal sustainability through intelligent budgeting, continual analysis of financial performance, and objective assessment of City services. Collectively, this work is intended to ensure that Lynnwood remains highly accessible, responsive and accountable.

The proposed program is aligned with the following Community Vision goals:

1. To be a welcoming city that builds a healthy and sustainable environment.

Budget and Strategic Planning is an internal service program which supports City Departments' initiatives toward community betterment. The program supports fiscal health and organizational advancement. A community without a solid financial footing can be neither healthy nor sustainable.

4. To be a cohesive community that respects all citizens.

Budget and strategic planning organize and align community resources to realize Lynnwood's short and long-range plans and goals. Community outreach and engagement support citizen input and participation, including the various and diverse roles of Lynnwood's citizen advisory boards. Proposed legislation/policy support community goals adopted with citizen involvement. The City's biennial budget creates a cohesive response to the interests, concerns and aspirations of the community as a whole. Budget and Strategic Planning's financial reports are published so that interested citizens can remain aware of, help guide, and be involved in City services.

7. To be a city that is responsive to the wants and needs of our citizens.

This Program aligns budget and resource decisions with Lynnwood's Community Vision and other adopted plans. An important evaluation criteria used in the budget process is relevance to the Community Vision, which was prepared with extensive community outreach. The Budget and Strategic Planning Program oversees level-of-service studies and efficiency studies to confirm that resources are focused on established community goals.

6. Mandatory v. Optional:

Budget: The budget-related services and outcomes provided by this Program are mandatory. Chapter 35A.34 RCW requires that Lynnwood prepare and adopt its budget. Financial reports such as the Comprehensive Annual Financial Report (CAFR), and the City's budgets must adhere to industry best practices, State law, Generally Accepted Accounting Principles (GAAP), and the requirements set forth by the Washington State Auditor's Office (SAO). In the absence of proper budgeting and financial management, annual audits could include Management Findings, which would diminish the City's bond rating, which in turn could affect the City's ability to finance essential capital improvement projects, or necessitate higher interest rates and increased debt service requirements.

Accurate and standardized budgeting helps to protect the City's assets from misappropriation and loss. Accordingly, this Program allows the City to provide accountability, a key element of stewardship of public trust.

Strategic Planning: Although not required by law, Lynnwood's strategic planning program is key to achieving Lynnwood's Community Vision. Prior to establishment of the strategic planning program, budgeting emphasis was largely generalized and limited to immediate operating needs, rather than upon community goals and fiscal sustainability. Resolution 2015-5 calls for the implementation of Budgeting for Outcomes (BFO). Strategic planning services have been critical to achieving the Council directives specified by Resolution 2015-5.

Alternative Service Delivery Options:

Budget and/or strategic planning services could be provided by contract with a private consulting firm or through agreement with another government agency.

69 **7. Program Staffing:**

Position	Dept.	FTE	Note
Dedicated Staff			
Finance director	Finance	0.25	
Senior manager, strategic planning	Finance	1.0	Replaced former budget manager position.
Budget coordinator	Finance	1.0	
Total Dedicated Staff		2.25	
Support Staff			
Total Support Staff		0.0	
Total Dedicated & Support Staff		2.25	

70 **8. Program Cost (summary):**

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	Included in Acctg & Auditing	Included in Acctg & Auditing	Included in Acctg & Auditing	$ 573,064
2-Personnel Benefits	Included in Acctg & Auditing	Included in Acctg & Auditing	Included in Acctg & Auditing	194,628
3-Supplies	Included in Acctg & Auditing	Included in Acctg & Auditing	Included in Acctg & Auditing	5,350
4-Services	Included in Acctg & Auditing	Included in Acctg & Auditing	Included in Acctg & Auditing	12,460
Total Department Expenditure	$ -	$ -	$ -	$ 785,502

71

72 **9. Offsetting Revenues:** (if any)

	NA

73 **10. Fiscal Sustainability - Net General Fund Cost of Program:**

74 $805,502

75 **11. Executive's Assessment:**

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision This program's focus is budgeting methods that achieve the Community Vision	◆	☐	☐
Degree Mandatory Proper budgeting is required by law. Strategic planning addresses specific Council directives.	◆	☐	☐

Degree Fiscally Sustainable This program does not generate revenue, but a primary focus and outcome is fiscal discipline, efficiency, innovation and financial sustainability.	☐	◆	☐

12. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
GFOA Distinguished Budget Award per biennial budget.	1	0		
Six-year financial forecasts for the General Fund issued per biennium.	2	2		
Monthly financial reports issued per year.	12	12		
Quarterly financial reports issued per year	4	4		
Budget amendments per year due to program staff error.	0	1		
Innovation measures proposed per year.	4	5		

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form submitted? ☐ Yes ◆ No

- **B. Other Comments:**

1. Title: Procurement and Contract Services Program No.: 01122100

2. Responsible Department(s): Administrative Services

3. Brief Description:

Procurement and contract services ensures that all contract awards follow state and LMC guidelines, ensures fair and transparent access to contract for all businesses, provides tools for ordering and paying for goods, services, construction, professional and personal services, and providing contract administration for all departments and offices.

4. Program Outcomes:

The Community benefits from this program through reduced costs for City purchases, participation on contract competition, and confidence in the accountability of the City government.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Procurement provides the foundational work for accurate budget estimates, contracting and spending processes and reports, and this supports the goal of government accountability.

The proposed program is aligned with the following Community Vision goals:

7. To be a city that is responsive to the wants and needs of our citizens.

Procurement promotes fair and equal access to government contracts, encourages transparency in the award of contracts, and participation by all businesses.

6. Mandatory v. Optional:

Procurement and Contract requirements are mandatory at the State and local level, and incorporate optional best practice into our process to provide maximum value.

Alternative Service Delivery Options:

The current program maximizes the use of cooperative purchasing programs, while maintaining competitive contract awards where it is most effective. Outsourcing has occurred with some entities, though has only been sustained as a practice when public procurement was outsourced to another government entity.

28 ## 7. Program Staffing

Position	Dept.	FTE	Note
Dedicated Staff			
Procurement Supervisor	Finance	1.0	
Buyer	Finance	2.0	1.0 Funded by Utilities
Procurement Manager	Finance	0.5	This position shared with records.
Total Dedicated Staff			
Support Staff			
Total Support Staff		0.0	
Total Dedicated & Support Staff		3.5	

29 ## 8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 355,596	$ 281,353	$ 752,119	$ 590,121
2-Personnel Benefits	133,265	108,626	274,843	264,757
3-Supplies	239	11,218	1,854	18,650
4-Services	21,108	83,350	142,621	26,540
Total Department Expenditure	$ 510,208	$ 484,547	$ 1,171,437	$ 900,068

30

31 ## 9. Offsetting Revenues: (if any)

This program generates >$45,000 in annual revenue from credit card rebates. During 2017 and 2018, Procurement will develop an allocation formula to charge internal customers for these support services.	
	$45,000

32 ## 10. Fiscal Sustainability - Net General Fund Cost of Program:

33 $855,068

34 ## 11. Executive's Assessment

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision This program supports all Departments and programs.	◆	☐	☐
Degree Mandatory Procurement and contracting must conform to legal requirements.	◆	☐	☐
Degree Fiscally Sustainable This program helps ensure the City does not overpay for goods and services,	☐	◆	☐

12. Performance Indicators:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Percentage Spend Under Contract – how much of the goods and services expenditures are managed by contract	75%	0		
Percentage of P card transactions reconciled on time	100%	95%		
Requisition to PO cycle time – business days between final approval and PO	95%			

Notes: **1.** Percent spend under contract reflects the City's management of payments through managed agreement, ensuring best price and terms, and is an indicator of planned and strategic expenditures. **2.** P Card reconciliation demonstrates the accurate and timely management of transactions, ensuring a minimum risk of misuse and audit findings. **3.** Requisition to PO Cycle time demonstrates the reliability of staff to assist customers with purchases and payments, ensures timely payment to vendors, and allows for requisitions to be rejected when non-compliant.

13. Implications of Funding Changes:

- ### A. Requests for additional funding:

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

1.0 FTE Buyer position is proposed, to be funded !00% by the Utility Fund. 1.0 FTE Assistant Buyer position is proposed.

- ### B. Other Comments:

This is a new Program, separated from Central Services, which formerly included Procurement, Records and Archiving, mail and copy room services, and City Clerk expenses. This program also fully supports compliance with laws, ordinances and code as well as ongoing improvements to Contract and Purchasing associated with the Contracting Kaizen conducted in 2016.

1. Title: Records and Archiving **Program No.:** 01122200

2. Responsible Department(s): Administrative Services

3. Brief Description:

Records and Archiving is charged with managing City records, including the responsibility for responding to requests for public records. Additionally the Records and Archiving team is responsible for the US mail and packages sent to and by City staff.

4. Program Outcomes:

This program provides secure and accurate storage and timely disposition of records and disclosure of records in accordance with State law, City code, and best practices. The reliable receipt, distribution and sending of mail and packages is critical to the successful operation of all City departments and offices.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Note: This program supports the vision to have sustainable and accountable management of city records.

The proposed program is aligned with the following Community Vision goals:

7. To be a city that is responsive to the wants and needs of our citizens.

Our management of city records supports the wants and needs of the citizens to have reliable the prompt response to their requests for records. Our reliable handling of US mail and packages supports communication to and from the citizens, businesses and suppliers.

6. Mandatory v. Optional:

City record keeping and disclosure of records is mandated in State and Federal law, as well as City Code. It is a mandatory component of our grant compliance. US Mail handling is required by Federal law.

Alternative Service Delivery Options:

This program's services could be provided by a private vendor or through agreement with another agency. However, this program does require a significant amount of time and work done on-premises, and therefore may not be cost effective through those means.

29 ## 7. Program Staffing

Position	Dept.	FTE	Note
Dedicated Staff			
Records Specialist	Finance	1.0	
Records Mail Room Asst.	Finance	1.0	
Procurement Central Services Manager (50%)	Finance	0.5	
Total Dedicated Staff		0.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		2.5	

30 ## 8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 2,392	$ -	Included in Procurement	$ 359,972
2-Personnel Benefits	1,832	-	Included in Procurement	133,707
3-Supplies	2,689	6,051	Included in Procurement	72,200
4-Services	54,040	48,811	Included in Procurement	83,175
31 Total Department Expenditure	$ 60,953	$ 54,862	$ -	$ 649,054

32 ## 9. Offsetting Revenues: (if any)

Payments for records requests	$400
	$400

33 ## 10. Fiscal Sustainability - Net General Fund Cost of Program:

34 $648,654

35 ## 11. Executive's Assessment

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision **This** program is essential to maintaining an open and accessible government.	◆	☐	☐
Degree Mandatory Records retention standards and the Public Records Act make this program's services mandatory.	◆	☐	☐

Degree Fiscally Sustainable This program does not generate revenue, but without these services, it is likely the City would incur significant legal defense costs and monetary penalties.	☐	◆	☐

12. Performance Indicators:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Cost of public records fines	$0			
Accurate Mail delivery	100%			
Accurate Inventory of records center documents	100%			

Note: Fines and penalties indicate a failure to locate and/or disclose a record as required. Mis-delivered mail has a negative impact on the operation of a department, and delays communications, negatively impacting citizens and staff.

13. Implications of Funding Changes:

- ## A. Requests for additional funding:

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

Note: This is a new program in that it was previously combined with Procurement. This includes a new FTE Public Records Technician, to manage the growing demand for records disclosure. Additionally, city wide records management tool, Application Extender, is now in the Records Budget (formerly IT), as are other IT related charges.

- ## B. Other Comments:

This proposal includes the elimination of the copy center function, which has been partially supported by Finance Department staff since the on-site contractor was eliminated for budget savings in 2001. The staff member will return to primary function in mail and shipping services and records center support.

1. Title: Treasury Services **Program No.:** 01122510

2. Responsible Department(s): Administrative Services

3. Brief Description:

This program of the Administrative Service's Department is to ensure the proper receipting and handling of the City's most-liquid asset, cash, checks, and investments; assure the city is receiving the revenues it should be through the various revenue streams, and provide the upmost, best customer service internally as well as externally.

4. Program Outcomes:

Through responsible, conscientious & trustworthy staff, we maintain proper cash handling with accurate and accountable records and statements according to GAAP (Generally Accepted Accounting Principles) and BARS (Budgeting, Accounting and Reporting System). We keep a warm and friendly attitude when assisting customers and folks know the City of Lynnwood is here to assist them. Examples of some outcomes:

- Treasury handled over 56,500 transactions of receipting payments in 2015 (average of 217 per workday).
- Another 16,000 payments come through the bank lockbox (average of 62 per workday).
- Daily record keeping, monitoring, and analysis of inflows and outflows of cash to assure the city is receiving all the funds we expect.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Folks need to feel comfortable the city staff is doing the best it can, in our program, and, in fact, all facets of government. We must demonstrate responsibility and be trustworthy to do the best we can in our roles as custodians of the citizen's money and receivables. It is also our responsibility to provide accurate accounting and reporting to the City Council and the citizens of Lynnwood.

The proposed program is aligned with the following Community Vision goals:

7. To be a city that is responsive to the wants and needs of our citizens.

Our program is here to assist with being an accountable government. We must continually demonstrate the ability to properly handle and manage the city's cash and investment accounts. Citizens expect accuracy and a concern for the city's funds are properly monitored and protected, and reported.

6. Mandatory v. Optional:

Treasury duties are required to be performed in LMC 2.12.040.

34 **Alternative Service Delivery Options:**

35 This area of expertise typically is not outsourced.

36 ## 7. Program Staffing

Position	Dept.	FTE	Note
Dedicated Staff			
Finance Supervisor	Adm. Serv.	1.0	
Finance Specialist	Adm. Serv.	1.0	
Finance Tech	Adm. Serv.	1.0	
Finance Clerk	Adm. Serv.	1.0	Currently vacant
Accounting Tech	Adm. Serv.	0.5	
Total Dedicated Staff		4.5	
Support Staff			
Total Support Staff		0.0	
Total Dedicated & Support Staff		4.5	

37 ## 8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 296,907	$ 316,233	$ 606,033	$ 558,221
2-Personnel Benefits	109,279	126,295	234,875	246,735
3-Supplies	2,941	4,227	5,000	11,975
4-Services	57,440	69,075	144,450	122,240
5-Intergovernmental Svcs	1,166	1,327	1,000	2,400
Total Department Expenditure	$ 467,733	$ 517,157	$ 991,358	$ 941,571

38

39 ## 9. Offsetting Revenues: (if any)

40 ## 10. Fiscal Sustainability - Net General Fund Cost of Program:

41 $941,571

42 ## 11. Executive's Assessment

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision This program is essential to operating city operations in an accountable manner.	◆	☐	☐

Degree Mandatory Careful and prudent Treasury functions are essential to successful audits and attractive bond ratings.	◆	☐	☐
Degree Fiscally Sustainable With the exception of business licensing, this program does not generate revenue. This program processes and accounts for incoming revenue generated by other programs.	☐	◆	☐

12. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Checks deposited within 24 hours	100%	50%		
Time (hours) needed to update cash records in Munis	24	48		
Receipt all customer payments same day	100%	80%		
Annual surprise audits of each dept.	100%	60%		
Complete each position's duties in 40(20) hrs/wk.	100%			

Note: We are down one staff member currently. This is how we will manage if we lose an FTE with the Finance Specialist-Business License position going to Community Development.

13. Implications of Funding Changes:

- ## A. Requests for additional funding:

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

During the 2009-2010 Biennium, as a deficit-reduction measure, the Department's Assistant Director position and Treasury's financial services accountant position were melded into the single Finance Supervisor position. The responsibilities of the Assistant Director were focused upon Treasury matters. Despite the reduction in workforce, Treasury's team has endeavored to maintain historical work levels, but the quantity of work continues to surpass staff capacity. Accordingly, a Request Additional Funding for a 1.0 FTE finance technician is offered to restore Treasury's ability to keep up with work volumes.

- ## B. Other Comments:

1. Title: Utility Billing — Program No.: 01121200

2. Responsible Department(s): Administrative Services

3. Brief Description:

Providing billing and utility customer services to residents and businesses of the City. This program is 100% funded via transfer from the Utility Fund to the General Fund.

4. Program Outcomes:

Residents and businesses of the City receive timely and accurate bills for utility services provided by the City by friendly customer service staff.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Promote Lynnwood as an affordable place to live, work, and play.

The proposed program is aligned with the following Community Vision goals:

1. To be a welcoming city that builds a healthy and sustainable environment.

This program provides the support necessary for the City to offer citizens both present and future an affordable place to live, work, and play.

4. To be a cohesive community that respects all citizens.

The Utility Billing program routinely interfaces with the community at large which often results in educating members of the community about the City and the programs it offers which often helps citizens feel respected and engaged in their community.

7. To be a city that is responsive to the wants and needs of our citizens.

The Utility Billing program strives to provide services and assistance that matters most to residents and businesses.

6. Mandatory v. Optional:

Billing of utility customers is a fundamental component of utility operations. Utility rates and fund indebtedness is based upon equitable billing and payment for utility services.

Alternative Service Delivery Options:

Billing and Customer Services can be outsourced or shared with other agencies.

7. Program Staffing

Position	Dept.	FTE	Note
Dedicated Staff			
Accountant	Adm. Serv.	1.0	
Accounting Tech	Adm. Serv.	2.0	
Fleet Program Specialist/New	Adm. Serv.	0.5	Shared with Accounting & Auditing
Accounting Manager	Adm. Serv.	0.5	Shared with Accounting & Auditing
Utility Billing Clerk (Part time)	Adm. Serv.	0.5	Low Income Rebate Programs
Total Dedicated Staff		4.5	
Support Staff			
Total Support Staff		0.0	
Total Dedicated & Support Staff		4.5	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 174,460	$ 204,890	$ 386,658	$ 665,726
2-Personnel Benefits	75,743	87,838	136,447	313,391
3-Supplies	-	-	-	6,000
4-Services	1,130	602	1,656	55,400
Total Department Expenditure	$ 251,333	$ 293,330	$ 524,761	$ 1,040,517

9. Offsetting Revenues: (if any)

Utility Fund transfer to General Fund	$1,040,517
Total offsetting revenues	$1,040,517

10. Fiscal Sustainability - Net General Fund Cost of Program:

$0

11. Executive's Assessment

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Note:	☐	◆	☐
Degree Mandatory Note:	◆	☐	☐
Degree Fiscally Sustainable Note:	◆	☐	☐

36 ## 12. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Number of weekly utility bills processed with no errors.				
Average number of phone calls handled by utility billing staff each month.				
Number of customers using online Customer Self Service (CSS)				
Increase number of on line payments through CSS				

37 ## 13. Implications of Funding Changes:

38 - **A. Requests for additional funding:**

39 After adjusting for inflationary change, is this request an increase over the 2015-2016
40 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

41 Note: Add 0.5 FTE Utility Billing Clerk.

42 - **B. Other Comments:**

43 The request for additional funding will be paid 100% by the Utility Fund.

Department Mission and Responsibilities:

The Department plays a key role working with the Council, the public and other City Departments in developing and implementing long range plans intended to achieve the City's Vision. Department staff provides direct support to the City Council, Planning Commission, Hearing Examiner and Human Services Commission. Working with the Council and Commission, our staff develops and updates Lynnwood codes establishing standards for development, building and dealing with nuisances. The Director is the City's designated SEPA Official with oversight of our environmental review and mitigation efforts. With a goal of offering high quality customer service, we coordinate and provide much of the staffing for the development review program that takes projects from design, through approval and construction.

Our Building Inspection and Code Enforcement functions help protect health, safety and welfare and the desirability of Lynnwood as a place to live, invest and do business.

Our staff is a major source of information on the City for our residents, businesses and potential developers. We undertake continuous efforts at public outreach. We serve as the focal point for residents seeking to have their voices heard on development and environmental reviews, long range planning and City regulations.

The Department has primary responsibility for supporting the City's involvement in meeting the human and social service needs of our residents. We support the new (April 2016) Human Services Commission,

undertake research on needs and potential programs and manage City grants and funding to support agencies meeting these needs.

The Department plays major roles in coordinating annexation efforts and representing Lynnwood's interests with other jurisdictions and government agencies. We have led the City's efforts working with Sound Transit and our community to implement the optimal light rail route and station location for Lynnwood Link service and initiating similar efforts for ST3**.** We also represent the City before county, regional and state-wide agencies on a regular basis.

Highlights and Changes for 2017-2018:

There are a number of critical issues that will be the focus of our efforts:

- Lynnwood Link; during this period the project will move from final design to property acquisition and construction moving towards the planned 2023 in-service date. CD Staff will manage contract staff (paid by ST) during the plan development process and will oversee a mix of contract and in-house resources working on permit issuance and inspections.

- Dealing with the high growth rate the City began experiencing in 2015 will be a major focus. The growth rate has continued through 2016 and there are indications that it has become the "new normal" due to development in City Center, the balance of the Regional Growth Center, along Hwy 99 and infill single family housing. The Department has been filling gaps using expensive consulting staffing but even so, review times have grown to an unacceptable level and our ability to provide timely inspections is threatened. The Department will be proposing the creation of additional positions to commensurate with the workload.

- ST3 if approved by the voters 11/16, CD staff will continue to work with other City Departments and ST to finalize location and design of track alignment, stations, facilities and develop proposals to update City plans to maximize local benefits/minimize impacts.

- The City's Human Services efforts will seek to move from initial planning to issuance and oversight of grants of City funds. Regular City funding is being requested in this budget.

- Staff is proposing to undertake a multi-disciplinary planning effort for the South Lynnwood Neighborhood. The area has one of the City's largest concentrations of low income residents. There is also a somewhat chaotic mix of single family neighborhoods, commercial and industrial uses along with multi-family housing that varies in quality.

Accomplishments and Highlights during 2015-2016

- Community Development staff supported the Council's efforts to confront homelessness. We established the City's first comprehensive program to help meet human and social

service needs of our residents. We also established, staffed the Human Services Commission, and manage the contracting for human service efforts.

- We adopted the 2015 Major Growth Management Act Comprehensive Plan. Among its other accomplishments of the Plan is that it managed to accommodate significant mandated growth in population and employment while protecting single family neighborhoods.

- We received final approval of Lynnwood's proposal for station location, track alignment and station design for Lynnwood Link LRT which will begin construction next year. In addition, Sound Transit made a final decision to locate the LRT rail yard in Bellevue rather than Lynnwood due to actions by the City which played a major role. In 2016, City staff initiated extensive work with Sound Transit on final design and engineering.

- The City worked with Sound Transit and others to define routing and station location for ST3 which will be going before the voters this November. ST3 will extend LRT service from the Lynnwood Transit Center to Everett with a station located at the west entrance to Alderwood Mall.

- Managed a 4-fold increase in development activity from $50 million to $201 million in new construction per year (2015) with 20% less full time staff than the Department had ten years ago. Revenue from permitting exceeded $2 million in 2015 and there appears to be a "new normal" at the higher rates. Community Development coordinated with Economic Development, the Council and Mayor in creating the Economic Development Investment Fund. This fund is designed to redirect permit fees and construction sales tax from major new developments into an investment account for the City.

- Using funding authorized by the Mayor and Council the Department brought in staff from outside consulting firms to assist in dealing with a massive increase in development activity. The staffing has been effective in reducing the backlog of plans awaiting review and decreased review times from 8/12 weeks to a more reasonable 6/8 weeks. Plans call for replacing the consultants with permanent hires in 2017.

- Re-established over-the-counter permitting for our customers after the program was eliminated due to staff cuts during the recession.

- In 2015, the Department was reorganized to optimize resource allocation to areas under extreme stress due to high growth rates. The Deputy Director position was eliminated along with the Administrative Assistant position. The funding saved was used to hire a second Code Enforcement Officer, promote a Senior Planner to Planning Manager, promote a lead position to Permit Center Supervisor, and fill a vacant Assistant Planner position with a more capable Senior Planner. The reorganization also enabled our Department to purchase a new vehicle to replace a 12-year-old one that was falling apart. The reorganization was completed without any new spending authority needed.

- Plans and zoning for the Transition Area were adopted. This area, located between City Center and Alderwood Mall, is planned for significant redevelopment. Zoning for development around Alderwood Mall was revised to support mixed use development.

- At the time of writing, plans and zoning for the College District located around Edmonds Community College are being amended to support mixed use development activity.

- The Department has worked closely with Police and Fire staff to jointly tackle community issues and needs under the Coordinated Community Health and Safety program. The effort has enhanced our ability to protect and improve the lives of residents and our neighborhoods.

- The Department work with Economic Development, Fire Marshal and Public Works to undertake a comprehensive customer service survey of Development and Business Services customers. The survey yielded generally good scores but also pointed out areas where services could be improved.

- The Department is working to improve customer service and generate staff efficiencies by bringing the EnerGov Customer Service Portal on-line later this year. The Portal will permit on-line applications, payments, inspection scheduling and will actually allow simple permits to be issued. We are also bringing on-line new digital plan submittal and review capabilities in the same time frame.

Department Budget History by Program:

Note: In instances where programs are not identified in past budgets, only the Department's total budget allocation is provided.

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 1,124,381	$ 1,119,355	$ 2,499,232	$ 3,091,304
2-Personnel Benefits	$ 469,946	$ 494,374	$ 1,182,848	$ 1,359,628
3-Supplies	$ 26,965	$ 13,878	$ 95,500	$ 269,618
4-Services	$ 120,072	$ 167,056	$ 1,115,284	$ 900,343
Total Department Expenditure	$ 1,741,364	$ 1,794,663	$ 4,892,864	$ 5,620,893

Department Personnel [Full-Time Equivalent (FTE)]:

Job Title	Number of FTE					
	2013 Actual	2014 Actual	2015 Actual	2016 Revised	2017 Projected	2018 Projected
Comm Dev Director				1.0	1.0	1.0
Permit Center Supv.				1.0	1.0	1.0
Permit Technicians				3.0	3.0	3.0
Admin Asst./Permit Tech				1.0	1.0	1.0
Planning Manager				1.0	1.0	1.0
Senior Planner				2.0	2.0	2.0
Associate Planner				1.0	1.0	1.0
Building Official				1.0	1.0	1.0
Asst. Building Official				1.0	1.0	1.0
Building Inspector				1.0	1.0	1.0
Electrical Inspector				1.0	1.0	1.0
Combo/Plan Examiner				1.0	1.0	1.0
Code Enforcement				2.0	2.0	2.0
				17.0	17.0	17.0

1. Title: Administration — Program No.: 01180000

2. Responsible Department(s): Community Development

3. Brief Description:

The Administration Division has several distinct functions that include the Community Development Director. Duties include management of all department programs and staff, liaison to the City Council, Planning and Human Services Commission and to a variety of county and regional agencies. The Director is the City's designated SEPA Official, provides management oversight to the City's Development and Business Services Center and has been the primary point of contact with Sound Transit. The second function is the Permit Center staff under the Permit Center Supervisor. They handle intake, coordinate review and issue all construction permits while also serving as front of house for Public Works and Fire Marshal. They are key to operating the permitting software, handling payments and have a primary role in responding to Public Information requests routed via the Records Department. Starting in May 2017, the issuance and maintenance of Business Licensing will be relocated into the Permit Center. The timing is coincident with migrating Licensing to the Energov permitting software already used by the Center. The relocation will benefit customer service and improve coordination with internal License review staff already based here.

4. Program Outcomes:

The Director's role includes representing the City in variety of forums, he or she needs to represent and advocate for the best interests of the community and our policy makers. These roles require leadership, vision, sensitivity and a quest for continuous improvement. Our Permit Center staff are often the primary point of contact with contractors, homeowners and the public. Quality customer service is their essential product.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

The Permit Center was originally established to improve customer service while resulting in better internal coordination between City Departments and staff efficiency. Since inception, the Center operation has been constantly improved and additional efficiencies resulted from reorganizations, amended codes and processes and use of technology. Today the Center offers a single point of contact for all development/construction approvals and for the public who wishes to be informed and engaged.

The proposed program is aligned with the following Community Vision goals:

1. To be a welcoming city that builds a healthy and sustainable environment.

The Administrative Program includes Permit Center staff and the Community Development Director. The Permit Center is critical in working with the public, developers and contractors on

all construction projects. By April 2017, the Permit Center will also house the City's Business License operation. The Director is responsible for representing the City to the public and in regional forums.

2. To encourage a broad business base in sector, size, and related employment, and promote high-quality development.

Our staff works with businesses seeking to locate or expand in the City. Our development approval process is a key implementation tool for assuring high quality development. These efforts will be improved by co-locating Business Licensing in 2017.

4. To be a cohesive community that respects all citizens.

Our staff is one of the major points of interface between the community and the City.

5. To invest in efficient, integrated, local and regional transportation systems.

The Community Development Director has played a key role in the design and permitting for Lynnwood Link and ST 3.

7. To be a city that is responsive to the wants and needs of our citizens.

Customer service and providing information in a prompt, courteous and professional manner.

6. Mandatory v. Optional:

The City's development approval process is mandated under State law and by City code.

Alternative Service Delivery Options:

The Department has continuously found ways to improve customer service and has reorganized to meet work demands more efficiently. We provide key services that would be difficult to outsource.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Community Development Director	Com. Dev.	1.0	
Permit Center Supervisor	Com. Dev.	1.0	
Admin Assistant/Permit Tech	Com. Dev.	1.0	
Permit Technicians	Com. Dev.	3.0	
Finance Tech/Business Licensing	Com. Dev.	1.0	
Total Dedicated Staff		7.0	
Support Staff			
		0.0	
Total Support Staff			
Total Dedicated & Support Staff		7.0	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 177,012	$ 203,735	$ 767,595	$ 1,159,144
2-Personnel Benefits	60,635	73,480	278,443	505,426
3-Supplies	8,577	7,476	40,000	223,600
4-Services	20,795	14,540	336,500	328,236
Total Department Expenditure	$ 267,019	$ 299,231	$ 1,422,538	$ 2,216,406

9. Offsetting Revenues: (if any)

10. Fiscal Sustainability - Net General Fund Cost of Program:

The Community Development Department took in slightly over $2 million in permit revenues in 2015. It is difficult to apportion based upon program but it is roughly equivalent to the operating cost of the entire Department.

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Accountable and responsive government, safe community, quality development, etc.	◆	☐	☐
Degree Mandatory Administrative support is needed for other Community Development programs.	◆	☐	☐
Degree Fiscally Sustainable While the off-setting revenues referenced above are considerable, the extent to which permit fee revenue offsets the cost of this program has not yet been documented.	☐	◆	☐

12. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Process time				
Periodic customer surveys				

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☒ Yes ◆ No Request for Additional Funding form submitted? ☒ Yes ◆ No

- **B. Other Comments:**

1. Title: Permits & Inspections and Code Enforcement Services
Program No.: 01120100

2. Responsible Department(s): Community Development

3. Brief Description:

This division has a dual focus. Led by the City Building Official, the building and electrical inspectors and plan reviewers have the lead role in issuance of all construction permitting in the City. Plan reviews and inspections insure that construction is safe, built according to plans and consistent with adopted State and local codes. They also regularly address issues with existing buildings that result in threats to public safety and property values. Enforcement of these codes is mandated under State law. The second function is Code Enforcement. Our Code Enforcement staff addresses a large variety of nuisances and code violations that pose a threat to public safety, health and neighborhood stability. While this function is not mandated under State law, an effective response to addressing these issues is critical to ensuring that Lynnwood continues to be a good place to live and invest in.

4. Program Outcomes:

Enforcement of State-mandated construction and life safety building codes. Timely and customer-focused permit reviews and construction inspections. Safe, healthy and attractive neighborhoods and properties free of impactful public nuisances.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Our Program staff constantly interact with the public, businesses and builders to insure that the built environment is safe, meets standards and is consistent with the City's long term vision. Our Code Enforcement staff work to insure safe and high quality neighborhoods.

The proposed program is aligned with the following Community Vision goals:

1. To be a welcoming city that builds a healthy and sustainable environment.

Insuring a high standard of development, addressing deficient buildings and properties, dealing with nuisance issues and threats to public safety are critical to building a healthy and sustainable environment.

2. To encourage a broad business base in sector, size, and related employment, and promote high-quality development.

The Building Division plays a critical role in insuring that high quality development are consistent with City Plans, Codes and mandated State Building Codes. They also insure construction is properly built and maintained.

4. To be a cohesive community that respects all citizens.

In our City, poorly built structures and conditions that create nuisances, typically impact not only the property in question but the surrounding neighborhood as well. Failure to address these issues effectively results in the diminishment of the area, impacts to the quality of life, decreased property values and an unwillingness to reinvest. Our staff effectively addresses all these issues.

6. To ensure a safe environment through rigorous criminal and property law enforcement.

Our Code Enforcement staff are granted limited commissions by LPD. They work independently or often in coordination with LPD to address issues pertaining to property.

6. Mandatory v. Optional:

Under State law, the City is required to enforce adopted building, electrical and life safety codes. Code Enforcement is not a state-mandated program; however, it is essential to maintaining community health and safety, property values and our neighborhoods.

Alternative Service Delivery Options:

The City is required to offer building permitting and inspection services, but could do so using services from consultants or other agencies. We have elected to also provide electrical permitting and inspections to insure our ability to better coordinate and offer a higher level of service for our customers. We have inter-local agreements with Mountlake Terrace and Marysville to provide back-up services. It is possible that we could become a regional service provider in this area. We can and do use consulting services but they are expensive and difficult to properly coordinate. Due to the required limited commissioning from LPD and coordination with the City Attorney and Prosecutor, contracting out Code Enforcement is not viable.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Building Official	Com. Dev.	1.0	
Asst. Bldg. Official/Combo Insp.	Com. Dev.	1.0	
Plans Examiner/Combo Insp.	Com. Dev.	1.0	
Electrical Inspector	Com. Dev.	1.0	
Building Inspector	Com. Dev.	1.0	
Code Enforcement Officer	Com. Dev.	2.0	
Total Dedicated Staff		7.0	
Support Staff			
Total Support Staff		0.0	
Total Dedicated & Support Staff		7.0	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 375,261	$ 412,511	$ 818,931	$ 1,185,006
2-Personnel Benefits	159,230	196,662	485,767	560,602
3-Supplies	10,276	5,657	44,000	42,018
4-Services	50,097	81,637	604,376	422,321
Total Department Expenditure	$ 594,864	$ 696,467	$ 1,953,074	$ 2,209,947

9. Offsetting Revenues: (if any)

Permit Fees	$2 to $4 Million
Construction Sales Tax	
Value of additions to property and sales taxes from new construction	

10. Fiscal Sustainability - Net General Fund Cost of Program:

Permit fees more than cover the entire cost of operating this program. However, there are staff from other Community Development programs and from other Departments who are also part of the team required to review and approve projects. Staff is recommending an analysis be performed and permit fees raised as need to cover to actual cost.

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Accountable and responsive government, safe community, quality development, etc.	◆	☐	☐
Degree Mandatory Building and electrical code compliance are mandatory functions.	◆	☐	☐
Degree Fiscally Sustainable While the off-setting revenues referenced above are considerable, the extent to which permit fee revenue offsets the cost of this program has not yet been documented.	☐	◆	☐

12. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Permit review times				
Permit value				
Inspection review times				
Code Enforcement Cases open and closed				
Code Enforcement response times				

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☒ No Request for Additional Funding form submitted? ◆ Yes ☐ No

Two requests. Replacing 4, 12+ year old cars for inspectors with all-wheel drive vehicles in the City fleet program. Hiring 2 FTE Combo Inspector/Plan Reviewers.

- **B. Other Comments:**

1. Title: Planning Division **Program No.:** 01181000

2. Responsible Department(s): Community Development

3. Brief Description:

The Planning Division was created in 2007 with the merger of Current and Long Range Planning. Its staff are responsible for managing Lynnwood's development approval processes, reviewing SEPA submittals, maintaining the Lynnwood GMA Compliant Comprehensive Plan, developing special area plans, maintaining and applying Zoning and Subdivision Codes, reviewing Business Licenses, staffing the City Human Services function, public information, public records searches and staff support for the Planning Commission, Human Services Commission and City Council. Staff is also proposing to resurrect the City's sustainability efforts in 2017.

4. Program Outcomes:

The City Vision Statement is to a significant extent, effectuated by the Plans and Codes developed and implemented by the Planning Division. The Plans and Development codes also meet the mandates set by the WA Growth Management Act. Planners serve as a primary source of information for the public, property owners and developers. Staff is also responsible for supporting the City's new Human Services program that is intended to improve services available to our residents in need.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Planning efforts like City Center, Hwy 99 Corridor and Lynnwood Link LRT have become regional models and will add significantly to community vibrancy. The major update to the 2015 plan significantly revised the document to favorable reviews from regional agencies. Encouraging and responding to public input is a major part of our work. The Division is one of the major points of accountability for the public. It is important to note that the City Vision Statement was incorporated into the City Comprehensive Plan as a primary way to focus on-going efforts into realization of its goals.

The proposed program is aligned with the following Community Vision goals:

1. To be a welcoming city that builds a healthy and sustainable environment.

Planning staff are one of the key points to interface between residents and the City. We work hard to offer the community the ability to comment on and interface with the City on new development and long range planning efforts.

2. To encourage a broad business base in sector, size, and related employment, and promote high-quality development.

Our staff are key to the initial approval process that all new and expanded businesses in Lynnwood must go through.

4. To be a cohesive community that respects all citizens.

Our staff are constantly working with the community providing information and seeking their advice and input.

5. To invest in efficient, integrated, local and regional transportation systems.

We are a key point of contact with Sound Transit and Community Transit. We also work continuously with Public Works and Parks on projects to plan for and build out streets and trails.

7. To be a city that is responsive to the wants and needs of our citizens.

As noted above, we are one of the primary sources of information and interaction with our citizens.

6. Mandatory v. Optional:

The Program is mandated by the State Growth Management Act. We are also a key link in the ability of the City Council to develop, approve and implement plans and codes. We occasionally outsource large projects to consultants as funding permits.

Alternative Service Delivery Options:

Effectively none. Some outsourcing is possible for special projects but day to day operations require in-house staffing.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Planning Manager	Com. Dev.	1.0	
Senior Planner	Com. Dev.	2.0	
Associate Planner	Com. Dev.	1.0	
Total Dedicated Staff		4.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		4.0	

53 **8. Program Cost (summary):**

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 572,108	$ 503,109	$ 912,706	$ 747,154
2-Personnel Benefits	250,081	224,232	418,638	293,600
3-Supplies	8,112	745	11,500	4,000
4-Services	49,180	70,879	174,408	149,786
Total Department Expenditure	$ 879,481	$ 798,965	$ 1,517,252	$ 1,194,540

54

55 **9. Offsetting Revenues:** (if any)

Proposing increases in planning fees that could increase recovery from less than $30,000 per year to approximately $150,000.	

56 **10. Fiscal Sustainability - Net General Fund Cost of Program:**

57 The Program is partially offset by Permit revenues.

58 **11. Executive's Assessment:**

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Accountable and responsive government, safe community, quality development, etc.	◆	☐	☐
Degree Mandatory The Washington State Growth Management Act (GMA) requires that Lynnwood adopt and implement comprehensive plans and development regulations.	◆	☐	☐
Degree Fiscally Sustainable While the off-setting revenues referenced above are considerable, the extent to which land use permit fee revenue offsets the cost of this program has not yet been documented.	☐	◆	☐

59

12. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Project approval volume.				
Project approval times.				
Public records request volume and time.				
Periodic City surveys				

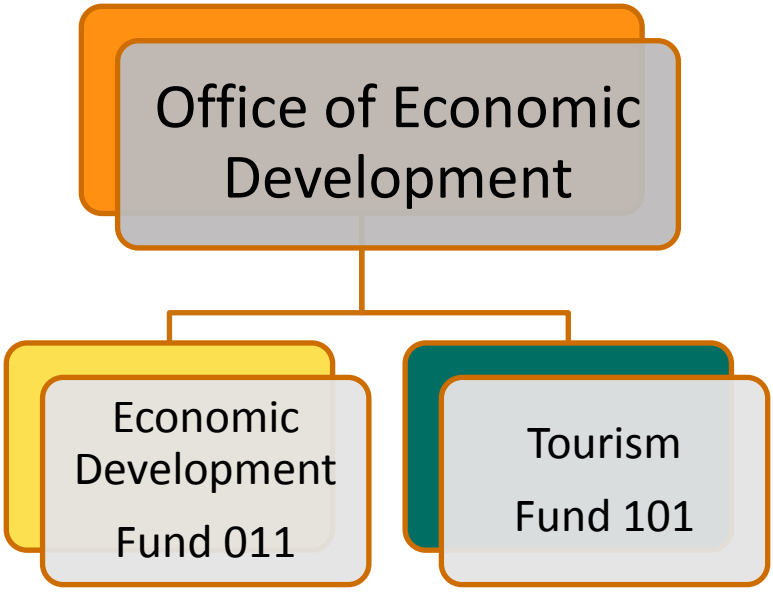
13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

Requests for Additional Funding for: 1.) Human Services Grants; 2.) Annexation Study; and 3.) 1.0 FTE Associate Planner.

- **B. Other Comments:**



Department Mission and Responsibilities:

To serve as a catalyst for economic development that provides healthy businesses, quality employment opportunities and sustainable city revenues and to foster economic vitality through programs and projects necessary to implement economic development policies.

Highlights and Changes for 2017-2018:

As Lynnwood attracts more development and business continue to move into the City, staffing for the Office of Economic is inadequate. Our ability to effectively support small businesses, facilitate development and continue to maintain a robust business attraction program will be compromised without additional support.

Highlights and Accomplishments 2015-2016:

- **Facilitated new businesses, expansion and investment**
    - Costco Wholesale Warehouse at Lynnwood Place, completed.
    - CarMax on Highway 99, start of construction.
    - Mercedes Sprinter, design and start of construction.
    - Lynnwood Place Phase 2, planning.
    - BRPH architects, Redstone Building tenant improvement, completed.
- **City Center**
    - City Center Apartments, start of construction.
    - City Center Senior Living Apartments, start of construction.
    - Hilton Garden Inn, design and start of construction.
    - Hired a new City Center Program Manager to fill vacant position.

- Federal Transit Administration Transit-Oriented Development Technical Assistance Grant: Lynnwood was one of three communities nationwide competitively selected for in-depth technical assistance to develop transit-oriented development strategies. The purpose is to identify how to catalyze and support transit-oriented development around the future Lynnwood Link light rail station.
- WSDOT Multimodal Accessibility Analysis for the Lynnwood Transit Center: Federal grant program managed through WSDOT for multimodal accessibility. Recommended strategies to improve auto, bus, pedestrian, and bike access to the future Lynnwood Link light rail station; that also reduce growing travel demand on I-5 and transportation-related greenhouse gas emissions.
- City Center Implementation Strategies prepared to implement City Center priorities adopted by the City Council. Specific goals and actions are coordinated with the other plans and studies; and the city's Strategic Capital Plan.
- Created an online City Center Developer Handbook to assist developers in navigating the various, policies, codes and guidelines of City Center.

- **Sound Transit Lynnwood Link Light Rail Extension**

  Collaboration with Sound Transit and various city departments regarding light rail routing, transit center and station design, infrastructure requirements, and project agreements.

- **Development and Business Services**

  Rebranded the Permit Center in collaboration with Community Development, the Fire Marshal's Office, and Public Works. This included: webpage updates, application materials and forms, online inspection requests, over-the-counter plan review, customer survey and survey results, process improvements, and supplemental consultant services to reduce permit review time.

- **Infrastructure Project Collaboration and Facilitation**

  OED works in partnership with other City departments on planning and design of infrastructure projects in the City Center and Regional Growth Center:

  - 196th Street SW: Improvements from 36th Ave. W. and 48th Ave. West will provide new lanes for bus rapid transit, improved pedestrian facilities and connectivity.
  - 42nd Ave. W: Future street providing access and connectivity for future development and multi-modal connectivity transportation options.
  - Beech Road: Redesign of this roadway is in the planning stage to accommodate traffic circulation improvements and future private development.
  - Wastewater System: Improvements to lift stations and conveyance systems are under design to accommodate future growth in population and employment.

- **Edmonds Community College**

  Collaborated with Edmonds Community College on the planning and design of the Science, Engineering & Technology Building. Assisted with various projects and agreements regarding the collaborative partnership between the college and the city.

- **Community Outreach**

  Hosted a Community Open House at the Lynnwood Convention Center as part of the Mayor's Community Outreach Initiative. This event was hosted by all city departments to update residents, businesses and stakeholders on various projects, plans, and programs underway.

- **Citywide Branding**

  Lynnwood Brand video was prepared and shared with the community; a branded flag was installed in Council Chambers; and design of gateway signage and way finding signs was initiated.

- **Tourism Promotion**

  Lodging tax revenues in 2015 were at an all-time high of $835,000, an increase of 18% over 2014. Created a City and Alderwood Dining Guide as resource for Lynnwood hotels and the Lynnwood Convention Center. A hotel booking engine and online shopping and dining directories were added to the tourism website. The tourism metrics report, which is prepared every six months, indicates continued growth in Lynnwood lodging trends.

Department Budget History by Program:

Note: In instances where programs are not identified in past budgets, only the Department's total budget allocation is provided.

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
Economic Development	$ 649,079	$ 499,563	$ 1,358,382	$ 1,156,683
Total Department Expenditure	$ 649,079	$ 499,563	$ 1,358,382	$ 1,156,683

Department Personnel [Full-Time Equivalent (FTE)]:

Job Title	Number of FTE					
	2013 Actual	2014 Actual	2015 Actual	2016 Revised	2017 Projected	2018 Projected
Director	1.0	1.0	1.0	1.0	1.0	1.0
City Center Program Manager	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	0.5	0.5	0.5	0.5	0.5	0.5
Project Manager	0.5	0.5	0.5	0.5	0.5	0.5
	3.0	3.0	3.0	3.0	3.0	3.0

Note: Economic Development is funded 100% from the General Fund, 011. The Tourism program is funded 100% from the Lodging Tax Fund 101.

1. Title: Action Plan Implementation **Program No.:** 01185000

2. Responsible Department(s): Office of Economic Development

3. Brief Description:

The Office of Economic Development (OED) fulfills the city's community vision by implementation of the citywide commitment to economic development to encourage a broad business base in sector, size and related employment, and promote high quality development. In 2015, the Citywide Economic Development Plan was reviewed and updated. The resulting 5 year plan, adopted by City Council in 2015, identifies five primary economic development goals. Each interdepartmental goal involves action strategies and implementation activities. The five goals are: 1) Support and grow new and existing businesses in Lynnwood; 2) Strengthen and communicate Lynnwood's positive business climate; 3) Prioritize high-quality development; 4) Strengthen Lynnwood's unique sense of place, image and identity in the region; 5) Enhance Lynnwood's livability and unique sense of place.

The OED has four primary functions:

Economic Development Planning and Strategies to monitor and evaluate the City's current economic base and projected trends and identify economic growth opportunities.

Project and Program Management to facilitate economic development projects and implement programs, such as City Center, Regional Growth Center, Sound Transit Light Rail, Highway 99 redevelopment strategies and Lynnwood Place.

Public Relations and Marketing, to encourage investment in the City by promoting Lynnwood for business development and tourism and to provide information to the public.

Tourism management to develop and implement programs and projects that help generate lodging tax revenues, economic development activity and revenues from tourists and visitor spending.

4. Program Outcomes:

Economic Development is a process of targeted activities and programs to improve the economic wellbeing and quality of life in our community by diversifying the economy, creating and retaining jobs, and building the local tax base. Implementation of the Citywide Economic Development Action Plan will result in an improved economy and an improved quality of life for our citizens.

Specifically, program outcomes include:

<u>Employment</u>: Providing more and better jobs in our community allows residents to attain greater earnings while preserving their ties to the community. Employed individuals are more likely to spend money on goods and services, resulting in further increases in employment and sales tax revenues. The ongoing development of City Center and the Regional Growth Center, for example, will bring in new retail, professional and cultural arts businesses and increase employment opportunities.

Quality of Life: As employment increases, poverty rates decrease. Standards of living improve, ultimately resulting in a stronger, healthier community. The development of City Center and Sound Transit Lynnwood Link Light Rail will bring new employment opportunities and multi-modal connectivity, improving accessibility, housing options, and providing additional employment opportunities.

Business Growth: With the increase in economic development business vitality improves, more employees are hired, and city revenues grow. OED furthers this outcome by resolving issues faced by businesses and development; attracting and recruiting new businesses; improving Lynnwood's image as business and development friendly; and facilitating projects as part of Development and Business Services.

Tax revenues: Increases in sales taxes and property taxes result from economic development and strong regional and local economies. This provides the city with revenue to finance programs and projects that further the community's quality of life. The City Center, Regional Growth Center, and Highway 99 are areas projected to accommodate future growth.

Public Services: An increase in the government income resulting from economic development allows for greater expenditures on public services, public safety, infrastructure and parks.

Visitor spending: Visitors staying in local hotels spend money on goods and services, generating sales tax. Economic activity increases spending that supports local businesses as the demand for their products and services increase.

Programs and Projects: Implement and facilitate various programs and projects that improve the economic vitality of the community. Examples include development and growth in the City Center, Regional Growth Center, Lynnwood Place development, Highway 99 revitalization, hotel development and lodging, and Development and Business Services process improvements.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Successful economic development results in a vibrant, diversified and sustainable economy. These characteristics are a cornerstone of a vibrant and sustainable community.

The proposed program is aligned with the following Community Vision goals:

Please see attachment "Citywide Economic Development Action Plan Implementation Matrix" for further detail.

1. To be a welcoming city that builds a healthy and sustainable environment.

Encourage Economic Development: This is the focus of the Economic Development Plan (EDP) and is addressed in Goals 1-5.

Vibrant City Center: Aligns with Economic Development Plan (EDP) Goal 3 "Prioritize High-Quality Development and Infrastructure Projects" Strategy 3.1a

Promote Lynnwood as an affordable place to live, work and play: Aligns with EDP Goal 2 "Strengthen and Communicate Lynnwood's Positive Business Climate", Strategy 2.3 and Goal 4, "Strengthen Lynnwood's Image and Identity in the Region" Strategy 4.2, and 4.4

2. To encourage a broad business base in sector, size, and related employment, and promote high-quality development.

Vision Statement 2 aligns with EDP Goal 1 "Support and Grow New and Existing Businesses in Lynnwood".

Communicate with the community on city plans, policies and events: Aligns with EDP Goal 2 "Strengthen and Communicate Lynnwood's Positive Business Climate" and Goal 4 "Strengthen Lynnwood's Image and Identity in the Region".

Promote high quality, sustainable development and design (LEED): Aligns with EDP Goal 3 "Prioritize High-Quality Development and Infrastructure Projects" Strategy 3.1a, 3.1b, 3.1c, 3.2, and 3.3.

Balanced commercial development mindful of traffic management: Aligns with EDP Goal 3 "Prioritize High-Quality Development and Infrastructure Projects" Strategy 3.1a, 3.1b, 3.1c, 3.2, and 3.3.

Convention Center as an engine of economic growth and community events: Aligns with EDP Goal 4 "Strengthen Lynnwood's Image and Identity in the Region" Strategy 4.3.

Protect residential areas from commercial use: Aligns with EDP Goal 3 "Prioritize High-Quality Development and Infrastructure Projects" Strategy 3.1a, 3.1b, and 3.1c.

Protect residential areas from commercial use: Aligns with EDP Goal 5, "Enhance Lynnwood's Livability and Unique Sense of Place".

3. To invest in preserving and expanding parks, recreation, and community programs.

Vision Statement 3: Aligns with Goal 3 of the EDP "Prioritize High Quality Development and Infrastructure Projects" Strategy 3.1a.

Encourage business/organization partnerships and participation to create and promote community events: Aligns with EDP Goal 4 "Strengthen Lynnwood's Image and Identity in the Region" Strategy 4.2 and 4.3 and Goal 5, "Enhance Lynnwood's Livability and Unique Sense of Place" Strategy 5.2.

4. To be a cohesive community that respects all citizens.

Build and enhance a strong, diverse integrated community: Aligns with EDP Goal 3 "Prioritize High-Quality Development and Infrastructure Projects, Strategy 3.1a and 3.1d and Goal 5 "Enhance Lynnwood's Livability and Unique Sense of Place".

Develop and identify physical neighborhoods: Aligns with EDP Goal 5 "Enhance Lynnwood's Livability and Unique Sense of Place" Strategy 5.4.

Engage our diverse population through effective, inclusive communication: Aligns with EDP Goal 2 "Strengthen and Communicate Lynnwood's Positive Business Climate" Strategy 2.3 and Goal 4 "Strengthen Lynnwood's Image and Identity in the Region" Strategy 4.4.

7. To be a city that is responsive to the wants and needs of our citizens.

Develop goals and objectives that benefit residents and businesses: Aligns with EDP Goal 1 "Support and Grow New and Existing Businesses in Lynnwood", Goal 2 "Strengthen and Communicate Lynnwood's Positive Business Climate", Goal 3 "Prioritize High-Quality Development and Infrastructure Projects", Goal 4 "Strengthen Lynnwood's Image and Identity in the Region", and Goal 5 "Enhance Lynnwood's Livability and Unique Sense of Place".

Create and enhance Lynnwood's brand identity: Aligns with EDP Goal 4 "Strengthen and Enhance Lynnwood's Image and Identity in the Region" Strategy 4.1.

Fair and diverse revenue base: Aligns with EDP Goal 1 "Support and Grow New and Existing Businesses in Lynnwood" Strategy 1.1, 1.2, 1.3, 1.4 and 1.5, and Goal 2 "Strengthen and Communicate Lynnwood's Positive Business Climate".

Promote Lynnwood's convenient location to maximize opportunities and benefits: Aligns with EDP Goal 2 "Strengthen and Communicate Lynnwood's Positive Business Climate" Strategy 2.3 and Goal 4 "Strengthen Lynnwood's Image and Identity in the Region" Strategy 4.4.

6. Mandatory v. Optional:

Economic Development is not a mandatory municipal function or service per RCW, but the City of Lynnwood has taken numerous legislative, policy and fiscal actions in order to advance the City's economic development goals. These legislative measures include:

Ordinance 2320 establishes the Office of Economic Development. Under authority of Ordinance No. 2320, the Office of Economic Development is responsible for planning, programs and projects necessary to implement economic development policies.

LMC Chapter 2.45.010 states the city of Lynnwood shall develop a local long range economic plan with attention given to fostering public/private partnerships.

Ordinance 3143 incorporates the goals and strategies of the 2015-2020 Economic Development Action Plan as the Economic Development Element of the City of Lynnwood Comprehensive Plan 2035.

Resolution 2014-14 adopts the 2015-2020 Economic Development Action Plan and Implementation Matrix.

Alternative Service Delivery Options:

The functions of the office of Economic Development are outlined in Ordinance 2320; primarily to implement economic development policies. The 2015-2020 Citywide Economic Development Plan, which itemizes those policies, has been adopted by Ordinance 3143 as the Economic Development component of the Comprehensive Plan and by Resolution 2014-14.

Ordinance 2320 could be repealed and existing OED functions eliminated or realigned and distributed to other departments eliminating staffing for OED, but adding additional work load and possible additional staffing needs to other departments.

The OED function could be contracted out to an outside vendor or overarching agency such as the Economic Alliance of Snohomish County. While business recruitment marketing might be successfully managed in this way, city policy identification and implementation, project oversight, facilitation and continuous improvement process are best addressed internally through interdepartmental coordination, and collaboration.

7. Program Staffing:

The OED function has 3 FTEs as listed below. (In addition to the 3 FTEs below, there is 1 FTE dedicated to supporting the Tourism function which is funded by the Hotel Motel Fund 101 and is a specific program within the Office of Economic Development.)

Position	Dept.	FTE	Note
Dedicated Staff			
Director	Econ. Dev.	1.0	
City Center Program Manager	Econ. Dev.	1.0	
Project Manager	Econ. Dev.	0.5	
Administrative Assistant	Econ. Dev.	0.5	
Total Dedicated Staff		3.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		3.0	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 370,942.00	$ 262,483.00	$ 831,719.00	$ 666,753.00
2-Personnel Benefits	128,275	120,396	247,703	247,174
3-Supplies	2,680	2,669	4,980	10,300
4-Services	40,100	114,015	148,111	202,456
5-Intergovernmental Svcs				
6-Capital Outlay				
Sub-Total Operating Expenditures	$ 541,997	$ 499,563	$ 1,232,513	$ 1,126,683
One Time Expenditures:				
CC Streetscape	33,639		4,669	
ED Plan Update	49,896			
CC Implementation Strategies	13,000		116,700	
Brand Video	4,500		4,500	
Branded City Vehicle Identification Decals	6,047			
City Center Branding				10,000
City Center EIS Update				20,000
Sub-Total One Time Expenditures	$ 107,082	$ -	$ 125,869	$ 30,000
Total Expenditures	$ 649,079	$ 499,563	$ 1,358,382	$ 1,156,683

9. Offsetting Revenues:

Sales tax revenues from consumer spending, as a result of strong employment and increases in construction sales tax from new development.	
Property Tax revenues resulting from new development	
Permit fees on development and tenant improvements resulting from business attraction and expansion	

10. Fiscal Sustainability - Net General Fund Cost of Program:

OED generates revenues through business attraction and retention activities. For example, OED was instrumental in facilitating the development of the Costco which is estimated to generate over $800,000 in sales tax revenues annually. OED also facilitated new auto-oriented businesses which generate annual sales tax revenue for the city.

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision The primary purpose of the Program is to realize the Community Vision.	◆	☐	☐

Degree Mandatory Lynnwood has adopted requirements for economic development services and outcomes.	☐	◆	☐
Degree Fiscally Sustainable This program does not generate revenues directly, but as indicated above—supports and fosters economic growth in numerous ways.	◆	☐	☐

12. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Number of outreach engagements and presentations to businesses and organizations.	16	14		
Completion of the development agreement with Sound Transit for the Lynnwood Link light rail.	1	0		
Start of construction of the Lynnwood Link light rail.	1	0		
Annual percentage growth rate in lodging tax distributions.	12	11		
Annual percentage increase in website visits/sessions at LynnwoodTourism.com.	20	17		

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

Note: Request for Additional Funding submitted for 1.0 FTE Business Liaison position.

- **B. Other Comments:**

Department Mission and Responsibilities:

The Executive Office provides leadership for the City and administrative direction for the functions of city government in support of the Strategic Plan, Priorities and Community Vision. The Executive Office oversees administrative operations that support and implement the policy direction of the City Council. This work includes dissemination of information to and from the general public, coordination with officials, agencies, and bodies representing other government agencies, and general support of Lynnwood's citizen advisory boards and commissions.

Highlights and Accomplishments 2015-2016:

Executive Administration:

- Implemented a culture of employee-lead continuous process improvements which included lean principles, Kaizen events, and the creation of a Fix It list with over 100 items. Projects included the Business License Kaizen, Contracts Kaizen, and Public Works Project Management review.
- Completed Efficiency Studies on Information Technology, Administrative Services, a Financial Review of Regional Fire Service, and began the study of Police, Jail and Municipal Court. Other efficiency studies and reviews included the General Salary Ordinance Compensation study, and the Development and Business Services Satisfaction survey.
- Hired a new Finance Director, Human Resources Director, Information Technology Director, and an Interim Chief of Police.
- Strengthened the City's intergovernmental relations with local, County, State and Federal officials.
- Hosted strategic planning session with the City of Lynnwood and the Lynnwood Chamber.
- Hosted two successful State of the City Addresses.

- Met with over 110 citizens during the Mayor's Citizen Engagement meetings, met on a quarterly basis with members of the Senior Center, and implemented a new "Coffee with the Mayor" program for City employees.
- Sister City Initiative:
  - With support of the City Council, Lynnwood re-established the Sister City Program.
  - Signed a Sister City Memorandum of Understanding (MOU) with the city of Damyang, Korea that began with the Korean Consulate General and Korean community, and assisted with an intern from the South Korean government funded by Korea and sponsored by a local state representative.
- Veterans Initiative:
  - Hosted three regional summits on Veterans issues.
  - Established a one-stop shop "Veterans Community Services" in collaboration with Verdant.
  - Establishing a Veterans Museum at the Heritage Museum which will open fall/winter of 2016.

<u>Community Engagement</u>:

- Created a city-wide communications strategy and formed the internal Communications Team.
- Successfully implemented the use of social media: Facebook, Twitter, Instagram, Periscope.
- Conducted targeted media outreach and engagement to land positive news stories about Lynnwood.
- Created an event partnership program to encourage community organizations to host celebrations and events.
- Conducted year-long disaster preparedness and safety efforts for the community and staff:
  - Created and installed Emergency Preparedness Procedures Flip Charts in all city buildings, conducted building evacuation drills, updated building evacuation maps, and implemented AlertSense emergency notification.
  - Participated with Fire District 1 and Ready SnoCo to host a Disaster Preparedness Town Hall.
  - Trained staff and City Council members on the Emergency Operations Center (EOC) and EOC staff participated in the regional Cascadia Rising Earthquake drill.
  - Hosted Disaster Preparedness workshops in English and Spanish.
  - Improved coordination and collaboration with Department of Emergency Management, collaborated with Edmonds Community College and Edmonds School District on disaster preparedness, participated in the Regional Snohomish County Public Information Officers Roundtable.

Intergovernmental Relations:

- Initiated intergovernmental outreach to federal, state and county legislators – and strengthened relationships with state representatives from the 21st and 32nd districts.
- Developed Lynnwood's legislative priorities, and held legislative engagements in Council Chambers to discuss those priorities, funding opportunities and Lynnwood's major projects.
- Attended Olympia's legislative sessions in 2015 and 2016 to advocate Lynnwood's legislative priorities with a City delegation that included the Mayor, Councilmembers, Executive staff, and staff members from the Fire Department, Economic Development, and Parks & Recreation.
- Collaborated with Economic Alliance Snohomish County (EASC) and Snohomish County Cities (SCC) in developing legislative priorities for Lynnwood and region
- Sent letters of support for legislative initiatives that align with Lynnwood's legislative priorities.

Community Vision Initiatives:

- Approved 21 different projects and initiatives through this fund – a few examples include:
  - 2015 - Hosted Lynnwood University in Spanish through a collaboration with the Latino Education & Training Institute. 2016 – filmed Lynnwood University classes so that they may be available online.
  - Supported the Latino Art Club.
  - Supported the Signal box wrap project with Cedar Valley Community School.
  - Funded and hosted the City's first Fair on 44th – Lynnwood's Health & Safety Community Block Party.
  - Supported the purchase of the Volunteer Trailer, tools and supplies to be used by volunteer groups.
  - Supported diversity training for city employees.
  - Supported BlueBeam Online Permitting Software.
  - In depth study on the Diversity Commission including recommendation for better serving our diverse community.

Highlights and Changes for 2017-2018:

- Continued efforts to implement Lynnwood's Community Vision.
- Implementation of strategic measures to achieve long-term fiscal sustainability.
- Continue disaster and emergency preparedness awareness and training efforts.
- Unwavering advocacy of the highest priorities of the City Council and the community.
- Ongoing preparation for the light rail transit service (Sound Transit's Lynnwood Link).
- Continue working with the Council and community on improving relations between the police and communities of color.

- Extensive community engagement through inclusive outreach strategies.
- Advocacy of Lynnwood's interests at the County, State and Federal levels.
- Continuous improvement in all administrative operations.
- Implementation of Criminal Justice and Legal Study (CJL Study) recommendations.
- Advance community decisions regarding fire service delivery.
- Partner with other agencies and groups to address human service issues of regional concern.
- Explore partnership and exchange opportunities with Lynnwood's new Sister City, Damyang, Korea.
- Appoint a permanent Chief of Police.
- Conduct a cost recovery study to include Community Development, Economic Development, Public Works, and the Fire Department.

Department Budget History by Program:

Note: In instances where programs are not identified in past budgets, only the Department's total budget allocation is provided.

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
Administration	$ 356,112	$ 387,065	$1,012,134	$ 1,059,990
Community Engagement	-	69,795	91,328	428,870
Intergovernmental Relations	-	-	-	135,109
Community Vision Initiatives	-	14,446	200,000	150,000
Total Department Expenditure	$ 356,112	$ 471,306	$1,303,462	$ 1,773,969

Department Personnel [Full-Time Equivalent (FTE)]:

Job Title	Number of FTE					
	2013 Actual	2014 Actual	2015 Actual	2016 Revised	2017 Projected	2018 Projected
Mayor	1.0	1.0	1.0	1.0	1.0	1.0
City Administrator	1.0	1.0	1.0	1.0	1.0	1.0
Intergovernmental Relations Coordinator	0.5	0.5	0.5	0.5	0.5	0.5
Manager of Communications	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	0.5	0.5	0.5	1.0	1.0	1.0
Total	4.0	4.0	4.0	4.5	4.5	4.5

1. Title: Administration — Program No.: 01112000

2. Responsible Department(s): Executive

3. Brief Description:

This program oversees all Departmental operations, manages day-to-day operations, and works collaboratively with the City Council, other agencies, non-profit groups, and the general public.

4. Program Outcomes:

Outcomes are as varied as the many services provided by this program. Outcomes include: a) management of all departments; b) coordination of council meetings, agendas, packets, etc. (in collaboration with City Council leadership and the Legislative Department's Executive Assistant); c) general communications with other entities, agencies and citizens; and d) all duties and responsibilities relegated to the chief executive officer of a noncharter code city operating under a mayor-council form of government

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Note: This program provides inspiration and motivation for each department to create and maintain operations worthy of recognition as regional models. The program is responsible for forging and disseminating the Community Vision, including each of the seven Goals of the Community Vision.

6. Mandatory v. Optional:

This program supports the duties of the mayor, who serves as the City's chief administrative officer. Duties of the mayor are specified by Chapter 35A.12 RCW and Chapter 2.10 LMC.

Alternative Service Delivery Options:

Some tasks and responsibilities could be achieved through professional services agreement or through interlocal agreement with another agency.

25 **7. Program Staffing:**

Position	Dept.	FTE	Note
Dedicated Staff			
Mayor	Exec.	1.0	
City Administrator	Exec.	1.0	
Executive Assistant	Exec.	1.0	
Total Dedicated Staff		3.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		3.0	

26 **8. Program Cost (summary):**

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 253,936	$ 275,168	$ 718,604	$ 631,490
2-Personnel Benefits	70,782	73,752	252,125	232,150
3-Supplies	6,172	4,197	4,000	12,500
4-Services	17,463	25,654	37,405	183,850
5-Intergovernmental Svcs	7,759	8,294	N/A	N/A
Total Department Expenditure	$ 356,112	$ 387,065	$ 1,012,134	$ 1,059,990

27

28 **9. Offsetting Revenues:**

29 **10. Fiscal Sustainability - Net General Fund Cost of Program:**

30 $1,059,990

31 **11. Executive's Assessment:**

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision This program's focus is achieving the Community Vision.	◆	☐	☐
Degree Mandatory Certain duties and responsibilities of the mayor are prescribed by law.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue, but does advocate for legislation, programs, and grants that benefit the City.	☐	◆	☐

12. Performance Measures:

Indicator	Target	Actual 2015	Actual 2017	Actual 2018
Number of engagements with each director per year, for reporting, mentoring, collaboration, etc.	18			
Number of engagements per year with City Council Leadership for coordination and collaboration.	40			
Number of citizen engagements per year to convene, converse and collaborate.	100			
Number of engagements per year with representatives of other agencies for the purpose of collaboration and advancement of Lynnwood's interests.	26			

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form attached? ☐ Yes ◆ No

- **B. Other Comments:**

1. Title: Community Engagement **Program No.:** 01112010

2. Responsible Department(s): Executive

3. Brief Description:

Citywide communications, notifications, marketing, emergency communications, media relations, and internal employee communications.

4. Program Outcomes:

To provide city residents, business owners, employees, and stakeholders with vital information and announcements on city services, programs, and initiatives.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Community engagement is a critical piece of having engaged citizens and being a transparent and accountable government.

The proposed program is aligned with the following Community Vision goals:

1. To be a welcoming city that builds a healthy and sustainable environment.

Communications, marketing and branding materials are a key factor in making our city welcoming and inviting to all.

4. To be a cohesive community that respects all citizens.

Through effective, inclusive communications we are able to reach our diverse community in a variety of different ways ensuring that all people of Lynnwood are informed.

7. To be a city that is responsive to the wants and needs of our citizens.

It is imperative that the City provide our residents, businesses, employees, and stakeholders with important information that the city deems appropriate, and delivering information that is requested and/or desired by the public.

6. Mandatory v. Optional:

There are some aspects of Community Engagement that are required by law such as public notice of certain meetings and hearings, and providing translation/interpretation services upon reasonable request. Other aspects are not required by law, but are highly needed in order to achieve many, if not all aspects of the Community Vision.

Alternative Service Delivery Options:

Some aspects of communications could be done by a contracted vendor, however engagement really depends of a staff commitment to reaching out in various ways to solicit feedback and participation. For Community Engagement to truly be successful it must be ingrained in the city's philosophy of how we do business.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Communications Officer	Exec.	1.0	
Total Dedicated Staff		1.0	
Support Staff			
Total Support Staff		0.0	
Total Dedicated & Support Staff		1.0	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	N/A	$ 21,208	$ 8,596	$ 179,184
2-Personnel Benefits	N/A	8,604	832	77,136
3-Supplies	N/A	1,388	7,000	8,000
4-Services	N/A	38,595	74,900	164,550
Total Department Expenditure	$ -	$ 69,795	$ 91,328	$ 428,870

9. Offsetting Revenues:

10. Fiscal Sustainability - Net General Fund Cost of Program:

$428,870

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Vibrant community, engaged citizens, accountable government, responsive government, etc.	◆	☐	☐
Degree Mandatory Most public outreach is not required by law, but is essential to sustainable governance.	☐	◆	☐

Degree Fiscally Sustainable This program does not generate revenue.	☐	◆	☐

12. Performance Measures:

Measure	Target	Actual 2016	Actual 2017	Actual 2018
Citizen satisfaction with City communications.	90%			
Number of eNews subscribers and social media followers.	Increase by 20%	Followers: 17,500 eNews, 2,512 Facebook, 6,946 Twitter, 115 Instagram		
Annual number of eNews, social media messages sent with analytics.	200 eNews messages, 350 social media messages			
Annual number of press/media coverage.	24			
Annual number of unique page visits to City website.	1.5 Million			

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form attached? ☐ Yes ◆ No

Note: This is more of a realignment of services already provided by the city.

- **B. Other Comments:**

1. Title: Community Vision Initiatives **Program No.:** 01112100

2. Responsible Department(s): Executive

3. Brief Description:

The purpose of the Community Vision Initiatives Program is to support projects and initiatives that directly tie to the Community Vision, encourage citizen engagement, enhance the city's partnerships and affects or improves the quality of life of our Lynnwood residents.

4. Program Outcomes:

Program outcomes vary depending on the specific project. Some outcomes would be increased citizen engagement, creating open and transparent lines of communication, creating a cohesive community, and improving the image of Lynnwood, to name a few.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Note: The purpose of this fund is to support projects and initiatives that directly tie to the community vision.

6. Mandatory v. Optional:

This is an optional program.

Alternative Service Delivery Options:

This program's outcomes could be achieved through professional services agreement or through interlocal agreement with another agency.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
		0.0	
Total Dedicated Staff		0.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		0.0	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	N/A	$ 2,395	N/A	N/A
2-Personnel Benefits	N/A	323	N/A	N/A
3-Supplies	N/A	2,170	N/A	N/A
4-Services	N/A	9,558	200,000	150,000
Total Department Expenditure	$ -	$ 14,446	$ 200,000	$ 150,000

9. Offsetting Revenues: (if any)

	NA

10. Fiscal Sustainability - Net General Fund Cost of Program:

$150,000

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision This program provides a centralized process for consideration of small projects related to the Community Vision.	◆	☐	☐
Degree Mandatory This program could be eliminated; the small projects funded through this program would be considered through alternative, less-efficient processes.	☐	☐	◆
Degree Fiscally Sustainable This program does not generate revenue, but does offer efficiency in the assessment and funding of small, individual projects.	☐	◆	☐

12. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Number of individual projects funded and achieved per biennium.				
Percent of projects funded with strong correlation to the Community Vision	100			

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form submitted? ☐ Yes ◆ No

Note: This is more of a realignment of services already provided by the city.

- **B. Other Comments:**

The Community Vision Initiatives Budget for 2015-16 funded projects such as the Veterans Initiative, Lynnwood University in Spanish, the Latino Art Club, the traffic signal box wrap project, volunteer service trailer, branding implementation, cultural competency staff training, the City-Wide Community Open House.

1. Title: Intergovernmental Relations **Program No.:** 01112020

2. Responsible Department(s): Executive

3. Brief Description:

This program coordinates and convenes the exchange of ideas and information between the City Lynnwood and other public and non-profit agencies. While communicating with representatives of government agencies of all levels and types, program members advocate for the Lynnwood community.

4. Program Outcomes:

Outcomes include: a) advancement of positions and actions favorable to Lynnwood; b) development of new and lasting community partnerships; c) innovative programs and meaningful services forged from collaboration and diplomacy.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Note: This program leverages relations with other agencies and entities to advance all aspects and goals of the Community Vision. The Intergovernmental Relations team utilizes external relationships in order to create services and outcomes of the highest caliber.

6. Mandatory v. Optional:

While not required by law, it is in the City's interest to foster and maintain positive relations with other agencies and entities.

Alternative Service Delivery Options:

This program's outcomes could be achieved through professional services agreement.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Inter-governmental Liaison	Exec.	0.5	
Total Dedicated Staff		0.5	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		0.5	

23 **8. Program Cost (summary):**

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	N/A	N/A	N/A	$ 87,480
2-Personnel Benefits	N/A	N/A	N/A	14,871
3-Supplies	N/A	N/A	N/A	7,500
4-Services	N/A	N/A	N/A	25,258
Total Department Expenditure	$ -	$ -	$ -	$ 135,109

24

25 **9. Offsetting Revenues:**

	NA

26 **10. Fiscal Sustainability - Net General Fund Cost of Program:**

27 $135,109

28 **11. Executive's Assessment:**

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Robust intergovernmental relations is fundamental to a sustainable, accountable, and responsive government.	◆	☐	☐
Degree Mandatory While not required by law, intergovernmental relations is critical to Lynnwood achieving the Community Vision.	☐	◆	☐
Degree Fiscally Sustainable This program does not generate revenue directly, but does support financial benefit to the City in the form of partnerships, legislation, state and federal appropriations, grants, etc.	☐	◆	☐

29

30 ## 12. Performance Measures:

Indicator	Goal	Result
Number of engagements facilitated per year with representatives of local/regional agencies/entities.	4	
Number of engagements facilitated per year with representatives of state agencies/entities.	4	
Number of engagements facilitated per year with representatives of federal agencies/entities.	2	
Number of new agreements/relationships forged with other agencies/entities for the betterment of Lynnwood.	2	

31 Note:

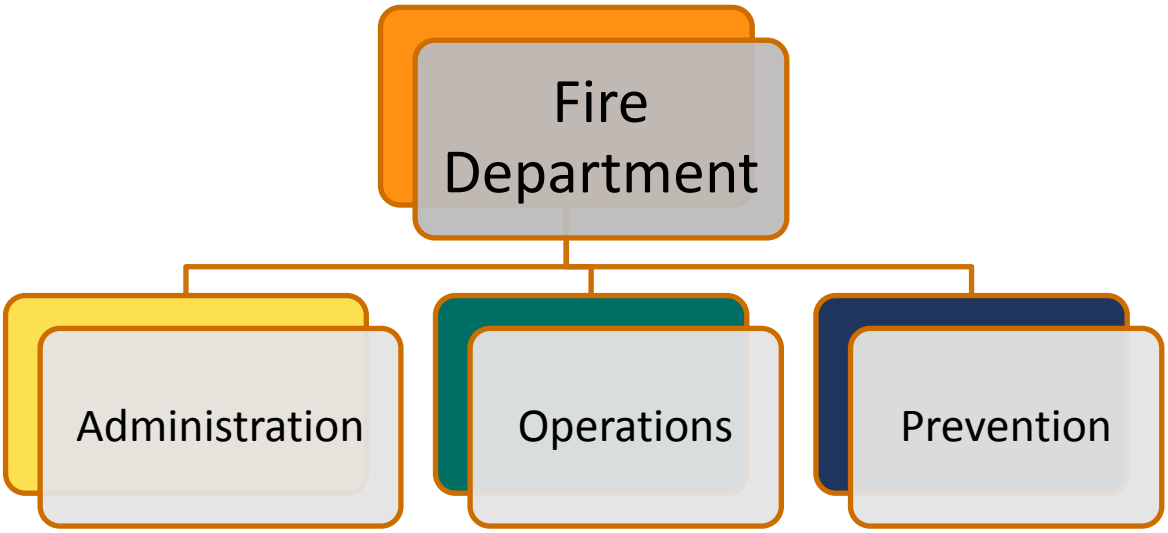
32 ## 13. Implications of Funding Changes:

33 - **A. Requests for additional funding:**

34 After adjusting for inflationary change, is this request an increase over the 2015-2016
35 allocation? ☐ Yes ◆ No Request for Additional Funding form submitted? ☐ Yes ◆ No

36 Note:

37 - **<u>B. Other Comments:</u>**



Department Mission and Responsibilities:

The Mission of the Lynnwood Fire Department is to protect life, property and the environment through education, prevention and emergency response to medical, fire, rescue and hazardous conditions. The men and women of the fire department are well trained and dedicated to achieving the organizations mission. We are responsible for providing emergency services to the citizens of Lynnwood in a prompt, efficient and effective manor, and meet the adopted response standards of coverage when called. We have a robust prevention program that is responsive to the needs of the city during an unprecedented period of current and predicted growth.

We stand ready to respond should a disaster strike while maintaining a positive organizational culture and emergency operations plan.

Highlights and Changes for 2017-2018:

The 2017-2018 budget cycle represents a critical period for the Lynnwood Fire Department. After many years of being a lean organization we find ourselves needing to grow rapidly to keep pace with current demands as well as the growth in the City. Light Rail is just around the corner, and buildings are rising at a stunning rate. For the department to be able to continue the authorized standards of coverage levels of response enjoyed by our citizens, now we will need to make substantial commitments.

As part of the BFO budgeting process the Fire Department has entered into a Blended Management Interlocal Agreement (ILA) with neighboring Snohomish County Fire

District #1. This agreement will provide cost savings as well as future cost avoidance. Additional regionalization could create additional avoidances.

During the transition period the department needs to institutionalize the Battalion Chief position, operating the last 2-years as the Lynnwood Duty Chief. Day to day supervision, efficient daily response resourcing, command, control and safety are dependent upon this position.

Calls for service have increased regionally at a rate of 10% per year, up to 8400 calls for service are estimated in 2016. These increases have never been seen by the fire department. To keep pace and meet the standards of coverage, we are asking for 10 new firefighter FTE's over the biennial budget. The department needs to staff an additional ambulance to handle the current call loads while maintaining a readiness to handle growth.

Buildings in the City are getting taller with more dense occupancy, meaning the department will have to be able to respond to, train for and inspect these structures in a way never experienced in the past. Our response times now need to consider the time to patient or fire incident in a multi-story occupancy. Lynnwood is well on its way to becoming a high density metropolis and must have the resources to ensure the safety of the people who live, work, play or shop here.

The Fire Marshal's Office has become overwhelmed with the volume of work this growth period has caused. As such we are asking for a new Fire Inspector to help keep up with the demand. Currently we are using fire suppression personnel to assist the division. This is a stop-gap method of handling the situation and a permanent position is the long term solution.

The EMS Division has operated for the past 20 plus years with one of the highest calls per firefighter averages in the region. In 2003 the Lynnwood Fire Department started its first Advanced Live Support (ALS) program when it absorbed a portion of Medic 7. The calls for service since that time have increased steadily and we now need to increase the number of FF/PM's to 16 from 12 to maintain our Standards of Cover commitment to the citizens. This change does not require additional FTEs, but does require internal promotions and increases to costs. In addition, the increase in ALS personnel requires an increase in equipment needed to perform this vital service.

The Lynnwood Fire Department continually seeks partnerships; explore resource sharing and regionalization as methods of achieving efficiencies without compromising effectiveness as we move forward. Unfortunately, we have fallen behind to the point that only increased funding can provide the solutions needed today.

Fire: Highlights and Accomplishments During 2015-2016:

- Call volumes increased 20% over previous years
- Increased ALS capability through changed delivery system
- Blended management with Snohomish County Fire District 1
- Conducted Cascadia Rising Drill
- Fire Camp Program sustained for second year
- Map Your Neighborhood Events
- CERT program revitalized in South Snohomish County
- Regionalized ESCA services to DEM
- Added Resources to Fire Prevention
- Increased media outreach
- Public Education Outreach at Latino Expo
- Black History/Diversity Event held at Fire Station 15
- Health and Safety Fair
- Installed 200 Smoke Alarms in underserved communities
- Hands Only CPR Events held in Edmonds and Alderwood Mall with 10 Language translators
- Transitioned EMS Billing Company
- Continue to provide free station tours to the public
- Regionalized Community Resource Paramedic program through Verdant Grant
- Breast Cancer Awareness outreach via Pink wrapped Fire Engine
- Deployed personnel to Wildland Fires via State Mobilization
- Lynnwood University provided in Spanish
- King 5 News segment provided public education on safety and Turkey Fryers
- Graduation of 2 Harborview Paramedics
- Hired four Paramedic positions
- Purchase of AED's for Police with Verdant Grant
- Tod Gates and Gregg Sieloff honored by Washington State Governor for Oso response
- Supported the Northwest Community College Initiative by providing internships
- Supported the ESL Language program at EdCC by providing internships
- National Night Out support provided to Lynnwood Police Department
- Business Inspection Program
- Fill the Boot Campaign
- Fill the Truck toy drive for Salvation Army
- Operation Warm Coat Drive

Department Budget History by Program:

Note: In instances where programs are not identified in past budgets, only the Department's total budget allocation is provided.

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
Administration	$ 1,046,645	$ 827,955	$ 1,765,224	$ 3,936,508
Staff Training	6,531	31,058	565,009	246,060
Operations-Admin	2,718,590	2,912,814	6,559,230	6,413,181
Operations-Capital Equipment	51,591	-	130,000	-
Operations- EMS	4,907,206	5,156,504	10,186,065	11,150,784
EMS Vehicles & Equip Main	1,745	-	-	-
Operations-Suppression	-	-	-	-
Personal Protective Equipment	-	27,652	15,000	109,113
Small Tools	-	5,513		56,940
Radios & Pagers	-	3,857		17,625
SCBA	-	825		58,661
Fire Prevention	695,963	717,097	1,643,871	1,980,344
Fire Prevention – Public Education	760	-	-	-
Emergency Management	9,971	-	18,000	10,000
Special Ops-Haz Mat	2,359	823	48,593	71,461
Special Ops-Technical Rescue	2,927	773	48,351	104,418
Total Department Expenditure	$ 9,444,288	$ 9,684,871	$ 20,979,343	$ 24,155,095

Note: Highlighted figures reflect program codes which have been deleted

97 **Department Personnel [Full-Time Equivalent (FTE)]:**

Job Title	Number of FTE					
	2013 Actual	2014 Actual	2015 Actual	2016 Revised	2017 Projected	2018 Projected
Fire Chief	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Chief	3.0	3.0	2.0	2.0	2.0	2.0
Training Officer	0	1.0	0	0	0	0
Lieutenant	9.0	9.0	9.0	0	0	0
Medical Services Officer	0	0	0	1.0	1.0	1.0
Adm. Supervisor	1.0	1.5	1.5	1.5	1.0	1.0
Office Assistant	1.0	0	0	1.0	0	0
Firefighter		25.0	25.0	25.0	28.0	31.0
Paramedic		12.0	12.0	12.0	16.0	16.0
Fire Inspector	3.0	3.0	3.0	4.0	4.0	4.0
Captain	2.0	2.0	2.0	9.0	8.0	8.0
Community Paramedic	0	0	1.0	1.0	1.0	1.0
Community Resource Specialist	0	1.0	0.5	0	0	0
Management Analyst	0	1.0	1.0	0	0	0
Battalion Chief	0	0	0	1.0	5.0	5.0
Total		59.5	58.0	58.0	62.0	68.0

98

1. Title: Administration

Program No.: 01140000

2. Responsible Department(s): Fire

3. Brief Description:

Fire Administration

4. Program Outcomes:

Provide oversite and administrative function to the Fire Department.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Proper administrative services are essential to the delivery of sustainable services in an accountable manner.

The proposed program is aligned with the following Community Vision goals:

7. To be a city that is responsive to the wants and needs of our citizens.

Note: The Fire administration processes budget, purchases, payroll.

6. Mandatory v. Optional:

Mandatory; these positions are part of the basic funtion of a city department.

Alternative Service Delivery Options:

None.

7. Program Staffing

Position	Dept.	FTE	Note
Dedicated Staff			
Fire Chief	Fire	1.0	
Support Services Battalion Chief	Fire	1.0	
Administrative Supervisor	Fire	1.0	
Total Dedicated Staff		3.0	
Support Staff			
Total Support Staff			
Total Dedicated & Support Staff		3.0	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 689,585	$ 494,438	$ 909,212	$ 1,145,476
2-Personnel Benefits	185,619	149,362	351,321	1,233,902
3-Supplies	15,712	19,330	73,976	92,500
4-Services	158,728	164,825	418,715	435,685
5-Intergovernmental Svcs	N/A	N/A	12,000	1,028,945
Total Department Expenditure	$ 1,049,644	$ 827,955	$ 1,765,224	$ 3,936,508

Offsetting Revenues:

	NA

9. Fiscal Sustainability - Net General Fund Cost of Program:

$3,936,508

10. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision This program supports all Fire and EMS services, which are essential to the community's welfare.	◆	☐	☐
Degree Mandatory Proper management of resources is required by law and budgeting/accounting mandates.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue, but brings forth innovative approaches to fire and EMS service delivery.	☐	◆	☐

11. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Monthly monitoring and reporting of departmental budget status to Fire Administration	12	7		
Quarterly report of departmental budget distributed to Fire Administration	4	0		
Determine and provide budget amendments to Finance	2	2		

12. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form submitted? ☐ Yes ◆ No

- **B. Other Comments:**

1. Title: Emergency Management, Adm. Program No.: 01143000

2. Responsible Department(s): Fire

3. Brief Description:

The City of Lynnwood provides Emergency Management services to ensure that we are prepared to respond appropriately in the event of a disaster, whether local or regional. This is a multi-faceted program that begins with equipping citizens with the knowledge to prepare to take care of themselves and their neighbors until help can arrive. Next, City staff is trained to provide a coordinated response, and finally, we work regionally with our neighbor jurisdictions through a coordinated response with Snohomish County Department of Emergency Management (DEM).

4. Program Outcomes:

This program continues to build resiliency and response capabilities locally and regionally to effectively respond to minor and major disaster events.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Citizens, businesses and elected leaders all desire local government to be prepared to assist them in times of emergency. We are accountable as a government, and private citizens and businesses are accountable for their own preparedness activities.

The proposed program is aligned with the following Community Vision goals:

6. To ensure a safe environment through rigorous criminal and property law enforcement.

The City invests in local disaster training, equipping citizens with knowledge and responding appropriately in times of disaster.

6. Mandatory v. Optional:

The need to be prepared to respond to disasters is mandatory. Through the budget process, policy directives and ongoing activities, preparedness, response, mitigation and recovery are accomplished.

Alternative Service Delivery Options:

The City works jointly with Snohomish County Department of Emergency Management and our jurisdictional partners to accomplish this goal.

30 **7. Program Staffing:**

Position	Dept.	FTE	Note
Dedicated Staff			
		0.0	
Total Dedicated Staff		0.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		0.0	

31 **8. Program Cost (summary):**

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	N/A	N/A	$ 7,000	N/A
3-Supplies	9,971	N/A	11,000	10,000
Total Department Expenditure	$ 9,971	$ -	$ 18,000	$ 10,000

32

33 **9. Offsetting Revenues:** (if any)

	NA

34 **10. Fiscal Sustainability - Net General Fund Cost of Program:**

35 $10,000

36 **11. Executive's Assessment:**

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Public safety is paramount to the Community Vision.	◆	☐	☐
Degree Mandatory Emergency management is a mandatory service.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue. Expense is not significant.	☐	◆	☐

37

38 ## 12. Performance Indicators:

Indicator	Goal	Result
Emergency Operations Center	Functional EOC through training exercise and technology.	Mitigate City and Countywide disasters.
Emergency Response Plan - EOC	Develop and maintain an emergency response plan,	Have a current emergency response plan that can be available for implementation.

39 ## 13. Implications of Funding Changes:

40 - ### A. Requests for additional funding:

41 After adjusting for inflationary change, is this request an increase over the 2015-2016
42 allocation? ☐ Yes ◆ No Request for Additional Funding form submitted? ☐ Yes ◆ No

43 - ### B. Other Comments:

1. Title: Emergency Medical Svcs, Operations Program No.: 01141100

2. Responsible Department(s): Fire

3. Brief Description:

Emergency Medical Services (EMS) and ambulance transport are dedicated to providing out-of-hospital acute medical care, transport to definitive care, and other medical transport to patients with illnesses and injuries which prevent the patient from transporting themselves. As the community safety net for all persons whom are in need of emergent, acute, and chronic health services, EMS stands ready when needed to serve the entire community.

4. Program Outcomes:

The City of Lynnwood Fire Department EMS Division continues to maintain world-class clinical excellence through physician-lead guidance and oversight. The community enjoys reduced morbidity and mortality simply by living in our region. During 2015, Lynnwood fire/EMS produced a 44.9% survival rate for persons suffering from out-of-hospital cardiac arrest. Other areas of positive outcome include:

- Trauma
- Acute coronary syndrome/ heart attack
- Cardiac arrest
- Stroke
- Respiratory
- Public education of bystander CPR
- Pain intervention
- Pediatric
- Skilled performance by:
- EMS providers
- EMS response and transport

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Lynnwood Fire Department Emergency Medical Services (EMS) is committed to bringing compassionate and timely life-saving emergency medical care to the streets, homes, and workplaces, making Lynnwood a safer and healthier place to live and visit. The EMS Division strives to continuously improve the EMS System with the changing needs of our community in pursuit of pre-hospital emergency medical care excellence.

The proposed program is aligned with the following Community Vision goals:

7. To be a city that is responsive to the wants and needs of our citizens.

The mission of Lynnwood Fire Department Emergency Medical Services is to provide the highest quality pre-hospital emergency care to individuals living in and visiting Lynnwood. As public servants, our sense of purpose will be reflected solely. Funding for these important services comes from: 1) the voter-approved EMS Levy (special property tax); 2) ambulance transport fees; and 3) the General Fund.

6. Mandatory v. Optional:

Mandatory

Alternative Service Delivery Options:

The City of Lynnwood could contract for EMS through entities such as Snohomish County Fire District 1; private ambulance firms; or a hospital. EMS along with fire service could be provided by a regional fire authority.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Firefighter/Paramedic	Fire	12.0	100% in EMS Budget
Firefighter	Fire	14.4	60% of 24 Personnel
Captain	Fire	4.8	60% of 8 Personnel
Total Dedicated Staff		31.2	
Support Staff			
Medical Services Officer	Fire	1.0	100% in EMS Budget
Total Support Staff		1.0	
Total Dedicated & Support Staff		32.2	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 3,468,971	$ 3,613,590	$ 6,612,781	$ 7,316,334
2-Personnel Benefits	1,168,633	1,239,046	2,717,145	3,302,574
3-Supplies	52,196	79,784	205,459	242,426
4-Services	205,183	224,083	650,680	289,450
5-Intergovernmental Svcs	13,968	N/A	N/A	N/A
6-Capital Outlay				
Total Department Expenditure	$ 4,908,951	$ 5,156,503	$ 10,186,065	$ 11,150,784

9. Offsetting Revenues: (if any)

EMS Transport Fees	1,200,000
EMS Levy	4,404,126
	5,604,126

10. Fiscal Sustainability - Net General Fund Cost of Program:

$5,546,658

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Public safety is paramount to the Community Vision.	◆	☐	☐
Degree Mandatory EMS is a mandatory public service.	◆	☐	☐
Degree Fiscally Sustainable EMS does have accompanying revenue in the forms of property tax levy and transport fees. This revenue covers approximately 50% of program cost.	☐	◆	☐

12. Performance Measures:

Indicator	Goal	Result
Reponse Time	Trained and equipped ALS and BLS responders on scene.	Meets the City adopted Standards of Cover.
Proper equipment to meet Snohomish County Guidelines.	Provide responders with appropriate equipment per County protocol.	Mandatory compliance with Snohomish County protocol.
Training and Certification	100% compliance with State and County training requirements and certification.	Mandatory compliance with State and County protocol.
Survival Rates	Maintain State and County-wide survival standards.	Maintain 50% survival rate on cardiac resuscitation responses.
Transport Billing and Cost Recovery	Meet revenue projection for EMS Transport & GEMT fees.	Have available resources to meet increased call load.

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

- **B. Other Comments:**

1. Title: Fire Prevention, Administration **Program No.:** 01142000

2. Responsible Department(s): Fire

3. Brief Description:

The Fire Prevention Division of the Fire Department provides Fire Marshal services, including: Fire code development and enforcement, fire plan review, construction and annual inspections, fire investigation services, public education and planning. As a key member of the Development and Business Services group, the Fire Prevention Division works closely with the Public Works Development Services, Economic Development, Community Development (including Planning and Building) to deliver key services to the development community.

4. Program Outcomes:

Key deliverables include the services mentioned above. The Fire Department includes emergency management, fire/EMS and other specialized emergency response, public education and fire prevention. Public safety is a cornerstone of any vibrant community and the fire prevention division ensures that buildings are safe for occupants, fire codes provide reasonable prevention of fires resulting in loss of life and economic vitality in the community. Through partnerships with other City departments, strategic planning of the City Center, Light Rail and other key initiatives ensure that Lynnwood is a safe place to live, work and play as well as a regional model.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

The Fire Marshal's Office (FMO) plays a key role in ensuring the Community Vision is not only realized, but maintained.

The proposed program is aligned with the following Community Vision goals:

1. To be a welcoming city that builds a healthy and sustainable environment.

The FMO inspects buildings where residents and visitors live, work and play to ensure that they conform to the standards required. This includes ensuring that built in fire protection features such as fire alarm systems that warn the public of potential danger, automatic fire sprinkler systems or hood suppression systems that extinguish, or keep in check, fires that might occur to minimize life and economic loss. Additionally, by partnering with businesses, fire-safe practices such as managing storage, merchandise and furnishings to keep exit pathways clear and unsafe items out of buildings, the health and safety of occupants is enhanced and the potential for fires that may harm the economic vitality of the businesses we serve is reduced.

2. To encourage a broad business base in sector, size, and related employment, and promote high-quality development.

As a key member of the Development and Business Services(DBS) team, the FMO works collaboratively to ensure codes, zoning, licensing and other factors are appropriate to attract, construct and preserve broad, as well as high-quality development. Initiatives such as City Center, Sound Transit and others require the talents of many different disciplines to bring to fruition the hopes and dreams of the City of Lynnwood.

4. To be a cohesive community that respects all citizens.

Through dynamic and effective communications and programs, the City ensures that we reflect and honor the diversity of our citizens, business community and visitors. The FMO regularly participates in joint initiatives to communicate with the community. We are building a communications structure that allows the business community to regularly get important information that impacts them. Fire code enforcement and investigations provide opportunities to interface with, and build a bridge of trust that creates a safer community and provides the diverse messaging that will reach those that may feel disenfranchised. This is a key joint initiative.

6. To ensure a safe environment through rigorous criminal and property law enforcement.

Some of the above goals overlap in this area. Property law enforcement, code enforcement, fire code enforcement and the like have come together through the joint Community Health and Safety Program. The FMO and Community Resource Paramedic provide critical support to reducing blight, crime, homelessness along with our other partners. This fosters a feeling of safety as we draw neighborhoods together, build community and support economic vitality through redevelopment and property improvements.

7. To be a city that is responsive to the wants and needs of our citizens.

All of the above culminate in the opportunity to leverage our brand identity, capture new economic opportunities, build the city center to provide place-making. The Fire Prevention Division is a proud partner in this effort.

6. Mandatory v. Optional:

The services provided by the Fire Marshal's Office are mostly mandatory services. Optional services such as partnering to capture economic opportunities, etc… are vital to realizing the community vision of the City of Lynnwood. The Fire Chief is charged by RCW 43.44.050 1(a) with the responsibility to investigate all fires to determine the cause and origin. The Fire Chief has delegated that responsibility the Fire Marshal. The Lynnwood Municipal Code, Title 9, identifies the Fire Marshal as the Fire Code Official and the Head of the Fire Prevention Bureau. The positions of Fire Marshal, Fire Inspector and Administrative Assistant are codified in the current budget of the City of Lynnwood. Additionally, the Fire Marshal and Fire Inspectors are identified as positions within the Lynnwood Civil Service Regulations. Fire Inspectors and the Administrative Assistant are represented by the Fire Labor Union and AFSCME, respectively.

Alternative Service Delivery Options:

Consistent with the International Fire Code, as adopted in LMC Title 9, the services provided by the Fire Prevention Division are provided by the Fire Department of City of Lynnwood.

2015 INTERNATIONAL FIRE CODE SECTION 103, DEPARTMENT OF FIRE PREVENTION
[A] 103.1 General. The department of fire prevention is established within the jurisdiction under the direction of the fire code official. The function of the department shall be the implementation, administration and enforcement of the provisions of this code.

[A] 103.2 Appointment. The fire code official shall be appointed by the chief appointing authority of the jurisdiction; and the fire code official shall not be removed from office except for cause and after full opportunity to be heard on specific and relevant charges by and before the appointing authority.

[A] 103.3 Deputies. In accordance with the prescribed procedures of this jurisdiction and with the concurrence of the appointing authority, the fire code official shall have the authority to appoint a deputy fire code official, other related technical officers, inspectors and other employees.

It is possible to contract for such services, however; even the cities of Edmonds, Mountlake Terrace and Brier, who contract for fire services retain their Fire Prevention responsibilities and functions through dedicated staff at additional cost. Under the new ILA with FD1, the Lynnwood Fire Marshal is the Fire Marshal for FD1 and supervises the contract city fire prevention staff as well as FD1 public education staff.

7. Program Staffing

Position	Dept.	FTE	Note
Dedicated Staff			
Assistant Chief - Fire Marshal	Fire	1.0	
Administrative Assistant	Fire	0.5	Shared with Community Dev.
Fire Inspector	Fire	3.0	
Total Dedicated Staff		4.5	
Support Staff			
Total Support Staff		0.0	
Total Dedicated & Support Staff		4.5	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 495,629	$ 495,405	$ 1,125,533	$ 1,245,239
2-Personnel Benefits	160,807	168,281	383,681	694,690
3-Supplies	2,640	6,703	16,850	17,715
4-Services	37,647	46,708	117,807	22,700
Total Department Expenditure	$ 696,723	$ 717,097	$ 1,643,871	$ 1,980,344

9. Offsetting Revenues: (if any)

Permit Fees (none of these fees are credited back to dept. currently)	~280,000
Plan Review Fees (none of these fees are credited back to dept. currently)	~32,000
Fines (none of these fees are credited back to dept. currently)	~30,000
	~342,000

10. Fiscal Sustainability - Net General Fund Cost of Program:

This is predicated on the fee recovery determination that is soon to be undertaken.

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Public safety is paramount to the Community Vision.	◆	☐	☐
Degree Mandatory. Application and administration of Fire Code requirements is a mandatory service.	◆	☐	☐
Degree Fiscally Sustainable This program does generate revenue, as indicated above. The amount of cost offset has not been determined.	☐	◆	☐

12. Performance Indicators:

Indicator	Goal	Result
Timely turnaround of plan review permits	Reasonable approval turnaround as defined by the City.	Meet the needs of the customer and citizens.
Annual confidence testing program	Complete all fire sprinkler and fire alarm confidence tests annually.	Citywide compliance as per Title 9.
New construction inspections	Complete called-in inspections as requested by contractors.	Timely service delivery fosters positive working relationships with City and developers.
Front counter service	Provide knowledgeable and courteous customer service.	Higher customer satisfaction ratings per questionnaire.
Annual business inspection	100% annual commercial business compliance/safety inspections.	Safer occupancies for consumers and responders.
Alderwood Mall safety compliance	Tenant improvements and exit corridor/kiosk compliance.	Quick turnaround time to meet the needs of revenue producing tenant.

Note: Performance indicators for plan/permit/inspection work are not numerically valid as the size and complexity of the project and accuracy of plans are different for each item. i.e Costco vs. coffee stand.

13. Implications of Funding Changes:

- ### A. Requests for additional funding:

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

Note: Due to the significant increase in development, additional staff is needed to meet demand. A one-time grant funded 1 FTE for 2016 only. Council is currently considering funding additional contract staff for the remainder of 2016. Request for additional staff: 1 FTE fire inspector and 0.5 FTE administrative assistant.

- ### B. Other Comments:

1. Title: Operations **Program No.:** 01141000

2. Responsible Department(s): Fire

3. Brief Description:

Fire Operations is the largest Division of the Lynnwood Fire Department comprised of 47 line personnel, Assistant Chief of Operations. The Operations Division is repsonsible for all emergency and non-emergent activities of the fire department.

4. Program Outcomes:

The Operations Division is tasked with meeting the Mission of protecting life, property and the environment through emergency response to medical, fire rescue and hazardous condition. To meet that mission we develop deployment models and stratigies that provide efficiencies without compromising effectiveness. In addtion, the Operations Division has assumed the duties of the Training Division due to reductions impacting the 2015-2016 budget.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Note: Operations is a Division and does not fit as a program under the criteria set in this document.

The proposed program is aligned with the following Community Vision goals:

1. To be a welcoming city that builds a healthy and sustainable environment.

To achieve this vision the City must maintain a professional, well trained, and cost effective fire and ems response capablitiy.

2. To encourage a broad business base in sector, size, and related employment, and promote high-quality development.

Businesses cannot provide a safe working environment nor ensure the safety of their customers without a fully-functional fire service delivery system available to respond.

5. To invest in efficient, integrated, local and regional transportation systems.

Fire operations are an essentail service when considering the movement of people safely into and out of the city.

7. To be a city that is responsive to the wants and needs of our citizens.

The Lynnwood Fire Department is held in high esteem by the citizens of Lynnwood as indicated by our 90+% approval rating. They want and need the services provided by the fire department.

6. Mandatory v. Optional:

Mandatory: Basic public safety is a primary responsibility for the city.

Alternative Service Delivery Options:

Several options have been brought forth to the City for consideration. RFA, reverse annexation, stand alone and contacts for service. All of which have been reviewed and discussed in detail.

7. Program Staffing

Position	Dept.	FTE	Note
Dedicated Staff			
Assistant Fire Chief	Fire	1.0	
Captain	Fire	8.0	
Firefighter	Fire	27.0	
Total Dedicated Staff			
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		36.0	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 1,552,949	$ 1,824,199	$ 3,737,375	$ 3,384,047
2-Personnel Benefits	554,282	663,010	1,313,299	1,546,952
3-Supplies	311,541	30,391	584,704	172,075
4-Services	299,818	395,214	923,852	1,310,107
5-Intergovernmental Svcs				
6-Capital Outlay	51,591	N/A	130,000	N/A
Total Department Expenditure	$ 2,770,181	$ 2,912,814	$ 6,689,230	$ 6,413,181

9. Offsetting Revenues: (if any)

	NA

10. Fiscal Sustainability - Net General Fund Cost of Program:

$6,413,181

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low

Degree of Relevance to Community Vision Public safety is paramount to the Community Vision.	◆	☐	☐
Degree Mandatory Fire suppression and similar Operations outcomes are mandatory.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue.	☐	◆	☐

12. Performance Measures:

Indicator	Goal	Result
Mutual Aid Received	Under 20% of calls	Measured result under 20%
Unit Reliability	Average response = 70%	Provide adequate time for staff training, rest periods, inspections, and maintenance.
Multiple Responses	Increase the probability of LFD availability by adding EMS units.	Reduce the need for Automatic aid and increase EMS Transport revenues.
Call Volume	Meet the demands of an increased call load by hiring additional personnel.	Reduce calls per responder from 198 to 175.
Meeting Standards of Cover	Have an effective on scene response force.	BLS on scene 4:30, ALS on scene 5:30, 1st Alarm Fire 7:00 for effective fire force.

Note: Travel Time: Measured time between turnout time and on-scene time of initial company. Road conditions, weather, traffic flow, pedestrians, and apparatus type can influence Travel Time. Turnout Time: When units are notified (dispatched) until the response time (wheels rolling). Training, cross-staffing, prior alarm, automatic aid notification may influence Turnout Time. Additionally, donning protective equipment prior traveling and the number of apparatus being notified of a structure fire adds additional seconds to the Turnout Time.

13. Implications of Funding Changes:

- ## A. Requests for additional funding:

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ☐ No Is a Request for Additional Funding form submitted? ◆ Yes ☐ No

Note: We are seeking funding in the areas as indicated by our requests for additional funding. These include funding for additional firefighters and battalion chief staffing.

1. Title: Personal Protective Equipment (PPE) Program No.: 01141300

2. Responsible Department(s): Fire

3. Brief Description:

This Program ensures that all personnel are equipped with the nationally-recognized standards for Protective Clothing and Equipment.

4. Program Outcomes:

The citizens benefit from having responders safely equipped to mitigate hazards in the community.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

The purchase and maintenance of PPE is essential for providing emergency services and disaster mitigation to our citizens.

The proposed program is aligned with the following Community Vision goals:

7. To be a city that is responsive to the wants and needs of our citizens.

Personal Protective Equipment is essential to respond to any emergency needs that the citizens have.

6. Mandatory v. Optional:

Mandatory: NFPA 1971(Standard on Protective Ensembles for Structural Fire Fighting). NFPA 1851 (Standard on Selection Care and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting).

Alternative Service Delivery Options:

Conceptually, Lynnwood could contract with another entity to provide all PPE.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
		0.0	
Total Dedicated Staff			
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		0.0	

Note: There is no dedicated staff for this program. Salary and benefits represent overtime hours tracked for this program.

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	N/A	N/A	N/A	$ 11,000
2-Personnel Benefits	N/A	N/A	N/A	1,870
3-Supplies	N/A	16,664	15,000	75,243
4-Services	N/A	10,988	N/A	21,000
Total Department Expenditure	$ -	$ 27,652	$ 15,000	$ 109,113

9. Offsetting Revenues: (if any)

	NA

10. Fiscal Sustainability - Net General Fund Cost of Program:

$109,113

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Public safety is paramount to the Community Vision.	◆	☐	☐
Degree Mandatory Proper equipment is essential to service delivery.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue.	☐	◆	☐

12. Performance Indicators:

Indicator	Goal	Result
Mandatory- NFPA 1971(Standard on	Meet current NFPA	Compliance with

Protective Ensembles for Structural Fire Fighting).	standards for PPE for all department personnel.	mandatory standards.
NFPA 1851 (Standard on Selection Care and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting).	Provide ongoing inspection and maintenance of departmental issued PPE.	Meet the mandatory NFPA requirement for firefighter protective ensembles.

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form attached? ◆ Yes ☐ No

Note: The Increase in Funding is to outfit the 10 Additional Personnel Request.

- **B. Other Comments:**

1. Title: Radios & Pagers **Program No.:** 01141500

2. Responsible Department(s): Fire

3. Brief Description:

The Radio and Pager program is essential to have a communication link between the dispatch center and emergency responders.

4. Program Outcomes:

Having reliable and current communication equipment is vital to any city's emergency response plan. This program provides purchasing and maintenance of all of our emergency communication equipment.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Note: This program is essential to New World Dispatch and Radio functionality.

The proposed program is aligned with the following Community Vision goals:

Choose a Community Vision Goal.

The Community Vision that this program falls under is providing a safe community. Providing a communication program that is capable of interoperability with New World and our Automatic aid partners is essential for safe emergency scenes.

6. Mandatory v. Optional:

Mandatory- NFPA 1802 (Standard on Personal Portable Two-Way communications Devices in the Hazard Zone). In addition, Radios and Pagers are essential pieces of equipment in the New World Dispatch procedures.

Alternative Service Delivery Options:

Essentially none. Our communication equipment is compatible with neighboring jurisdictions so that we have interoperability on emergency scenes.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
		0.0	
Total Dedicated Staff			
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		0.0	

Note: There is no dedicated staff for this program. Salary and benefits represent overtime hours tracked for this program.

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	N/A	N/A	N/A	$ 1,218
2-Personnel Benefits	N/A	N/A	N/A	207
3-Supplies	N/A	658	N/A	11,000
4-Services	N/A	3,199	N/A	5,200
Total Department Expenditure	$ -	$ 3,857	$ -	$ 17,625

9. Offsetting Revenues:

	NA

10. Fiscal Sustainability - Net General Fund Cost of Program:

$17,625

11. Executive's Assessment

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Integrated communications equipment is essential to public safety.	◆	☐	☐
Degree Mandatory Lynnwood's radios and pagers must be compatible with those used by other emergency response agencies.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue, but it's cost is relatively low.	☐	◆	☐

36 ## 12. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Percent of radios & pagers compliant with NFPA 1802 (Standard on Personal Portable Two-Way Communications Devices in the Hazard Zone).	100	100		

37 ## 13. Implications of Funding Changes:

38 - ### A. Requests for additional funding:

39 After adjusting for inflationary change, is this request an increase over the 2015-2016
40 allocation? ☐ Yes ◆ No Request for Additional Funding form submitted? ☐ Yes ◆ No

41 - ### B. Other Comments:

1. Title: SCBA (Self-contained breathing apparatus) Program No.: 01141600

2. Responsible Department(s): Fire

3. Brief Description:

The Self Contained Breathing Apparatus (SCBA) Program encompasses the inspection, testing and maintenance of all SCBA equipment.

4. Program Outcomes:

The SCBA program ensures the community can have emergency scenes mitigated by responders with the proper respiratory equipment.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Note: Protection of the Firefighters in the City of Lynnwood.

The proposed program is aligned with the following Community Vision goals:

6. To ensure a safe environment

The SCBA program ensures a safe environment for all responders that allows them to do their job and protect life, property and the environment on behalf of the citizens of Lynnwood.

6. Mandatory v. Optional:

Mandatory-based on the following Standards:

NFPA 1981: Standard on Open-Circuit Self-Contained Breathing Apparatus (SCBA) for Emergency Services. NFPA 1852: Standard on Selection, Care, and Maintenance of Open-Circuit Self-Contained Breathing Apparatus (SCBA). The SCBA program is also contained in the IAFF Collective Bargaining Agreement as a program specialist with pay attached.

Alternative Service Delivery Options:

There's not an alternate service delivery option as each jurisdiction provides, maintains and is certified on the SCBA's they respond with.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
		0.0	
Total Dedicated Staff		0.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		0.0	

Note: There is no dedicated staff for this program. Salary and benefits represent overtime hours tracked for this program.

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	N/A	N/A	N/A	$ 12,360
2-Personnel Benefits	N/A	N/A	N/A	2,101
3-Supplies	N/A	N/A	N/A	28,800
4-Services	N/A	825	N/A	15,400
Total Department Expenditure	$ -	$ 825	$ -	$ 58,661

9. Offsetting Revenues: (if any)

	NA

10. Fiscal Sustainability - Net General Fund Cost of Program:

$58,661

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Public safety is paramount to the Community Vision	◆	☐	☐
Degree Mandatory Proper equipment is mandatory.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue.	☐	◆	☐

12. Performance Indicators:

Indicator	Goal	Result
NFPA 1981: Standard on Open-Circuit Self-Contained Breathing Apparatus (SCBA) for Emergency Services.	Mandatory compliance with NFPA 1981 and Labor & Industries (L&I)	The SCBA program ensures a safe environment for all responders that allows them to do their job and protect life, property and the environment on behalf of the citizens of Lynnwood.
NFPA 1852: Standard on Selection, Care, and Maintenance of Open-Circuit Self-Contained Breathing Apparatus (SCBA).	Mandatory compliance with NFPA 1852 and Labor & Industries (L&I)	The SCBA program ensures a safe environment for all responders that allows them to do their job and protect life, property and the environment on behalf of the citizens of Lynnwood.
Collective Bargaining Agreement (CBA)	Compliance with CBA overtime repair and maintenance.	The SCBA program ensures a safe environment for all responders that allows them to do their job and protect life, property and the environment on behalf of the citizens of Lynnwood.

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

Note: The additional funding is for a technician training class and the replacement parts and equipment that has become aged and non-compliant.

- **B. Other Comments:**

1. Title: Small Tools **Program No.:** 01141400

2. Responsible Department(s): Fire

3. Brief Description:

This Program provides for the purchase, maintenance and operation of equipment needed for day-to-day operations at emergency scenes and around the station.

4. Program Outcomes:

This program benefits Lynnwood residents by having current, reliable and safe tools that responders use for emergency scene operations.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

This program provides for the purchase, maintenance and operation of equipment needed for day to day operation at emergency scenes and around the station.

The proposed program is aligned with the following Community Vision goals:

6. To ensure a safe environment

The Community Vision that this program falls under is providing a safe community. The small tools program equips emergency responders with all of the equipment necessary to perform their daily jobs around the station and at the scene of an emergency.

6. Mandatory v. Optional:

Mandatory- NFPA 1901 (Fire Apparatus & Equipment) & NFPA 1936 (Powered Rescue Tools).

Alternative Service Delivery Options:

There's not an alternative service delivery method as we have our own apparatus with mandatory equipment.

7. Program Staffing

Position	Dept.	FTE	Note
Dedicated Staff			
		0.0	
Total Dedicated Staff		0.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		0.0	

Note: There is no dedicated staff for this program. Salary and benefits represent overtime hours tracked for this program.

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	N/A	N/A	N/A	$ 2,000
2-Personnel Benefits	N/A	N/A	N/A	340
3-Supplies	N/A	3,153	N/A	49,600
4-Services	N/A	2,360	N/A	5,000
Total Department Expenditure	$ -	$ 5,513	$ -	$ 56,940

9. Offsetting Revenues: (if any)

	NA

10. Fiscal Sustainability - Net General Fund Cost of Program:

$56,940

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Public safety is paramount to the Community Vision	◆	☐	☐
Degree Mandatory Proper equipment is mandatory.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue.	☐	◆	☐

12. Performance Indicators:

Indicator	Goal	Result
NFPA 1901 (Fire Apparatus & Equipment)	Comply with NFPA 1901	Provide proper equipment to mitigate emergency responses.
NFPA 1936 (Powered Rescue Tools)	Comply with NFPA 1936	Provide proper equipment to mitigate emergency responses.

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

Note: This request is to ensure aging equipment for daily operations is maintained and current to meet daily service demands.

- **B. Other Comments:**

1. Title: Special Operations – HAZMAT (Hazardous Materials)
Program No.: 01144100

2. Responsible Department(s): Fire

3. Brief Description:

The Snohomish County Hazmat Team is part of a county-wide program that Lynnwood participates in.

4. Program Outcomes:

The Hazmat team is trained to respond and mitigate local and regional emergencies.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

The Snohomish County Hazmat Team is a regional asset which members of the Lynnwood Fire Department members are of.

The proposed program is aligned with the following Community Vision goals:

Choose a Community Vision Goal.

The Community Vision that this program falls under is providing a safe community. Training, support and delivery of professional emergency services and disaster mitigation provides a safer community.

6. Mandatory v. Optional:

This is a mandatory ongoing program that Lynnwood Fire is a member of. The Fire Department has a current Interlocal Agreement with the Snohomish County Chiefs Association. The Current Collective Bargaining Agreement has provision for the pay and maintenance of this program.

Alternative Service Delivery Options:

This program is already being shared by other agencies and Lynnwood is providing a portion of resources to the County Team.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			There is no dedicated staff for this program. Any funds dedicated to Salary and Benefits represent overtime hours used to support the program.
Total Dedicated Staff			
Support Staff			
Total Support Staff		0.0	
Total Dedicated & Support Staff		0.0	

Note: There is no dedicated staff for this program. Salary and benefits represent overtime hours tracked for this program.

8. Program Cost (summary):

Object Category	2013-14 Actuals: If Available	2015-16 Original Budget: If Available	2015-16 Amended Budget: If Available	2017-18 Requested Budget
1-Salaries and Wages		$34,713		$38,184
2-Benefits				10,227
3-Supplies	$1,816	5,176		12,650
4-Services & Charges	2,125	7,880		10,400
Total Operating Expenditures	3,941	47,769		71,461
One Time Expenditures				
Total Expenditures	$3,941	$47,769		$71,461

9. Offsetting Revenues: (if any)

	NA

10. Fiscal Sustainability - Net General Fund Cost of Program:

$71,461

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Public safety is paramount to the Community Vision.	◆	☐	☐
Degree Mandatory Special operations/HAZMAT are considered to be mandatory service. Discontinuing this service would involve terminating an ILA and amending a CBA.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue. Economies of scale are sought through the use of inter-jurisdictional collaboration.	☐	◆	☐

12. Performance Indicators:

Indicator	Goal	Result
NFPA 1072 – Standard on operations for Hazmat/WMD emergency response personnel qualifications.	Comply with NFPA 1072.	Safe working environment for Hazmat responders.
Snohomish County Chiefs Association ILA	Compliance with Special Operations ILA	Regional Hazmat team participation.
Collective Bargaining Agreement (CBA)	Compliance with CBA	Harmonious relationship with Labor/Management.

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

- **B. Other Comments:**

1. Title: Fire- Special Operations Tech. Rescue Program No.: 01144200

2. Responsible Department(s): Fire

3. Brief Description:

The Technical Rescue Team is part of a county wide program that Lynnwood participates in. The team is trained and responds to local and regional emergencies.

4. Program Outcomes:

The Snohomish County Rescue Team provides a valuable region-wide service that members of the Lynnwood Fire Department members are a part of.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

The Snohomish County Rescue Team is a regional asset which members of the Lynnwood Fire Department are members of.

The proposed program is aligned with the following Community Vision goals:

6. To ensure a safe environment through rigorous criminal and property law enforcement.

The Community Vision that this program falls under is providing a safe community. Training, support and delivery of professional emergency services and disaster mitigation provides a safer community.

6. Mandatory v. Optional:

This is a mandatory ongoing program that Lynnwood Fire is a member of. The Fire Department has a current Interlocal Agreement with the Snohomish County Chiefs Association. The Current Collective Bargaining Agreement (CBA) has provision for the pay and maintenance of this program.

Alternative Service Delivery Options:

This program is already being shared by other agencies and Lynnwood is providing a portion of resources to the County Team.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
		0.0	
Total Dedicated Staff		0.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		0.0	

Note: There is no dedicated staff for this program. Salary and benefits represent overtime hours tracked for this program.

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	N/A	N/A	$ 40,551	$ 44,606
2-Personnel Benefits	N/A	N/A	N/A	9,012
3-Supplies	2,278	773	3,800	28,800
4-Services	650	N/A	4,000	22,000
Total Department Expenditure	$ 2,928	$ 773	$ 48,351	$ 104,418

9. Offsetting Revenues: (if any)

	NA

10. Fiscal Sustainability - Net General Fund Cost of Program:

$104,418

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Public safety is paramount to the Community Vision.	◆	☐	☐
Degree Mandatory Special operations/technical rescue are considered to be mandatory service. Discontinuing this service would involve terminating an ILA and amending a CBA.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue. Economies of scale are sought through the use of inter-jurisdictional collaboration.	☐	◆	☐

36 ## 12. Performance Indicators:

Indicator	Goal	Result
Interlocal Agreement with the Snohomish County Chiefs Association.	Comply with ILA	Technical Rescue Team that is in compliance with county regulations.
Collective Bargaining Agreement (CBA)	Comply with CBA	Harmonious labor management relationship.
NFPA 1670 – Standard on operations for Technical Search and Rescue Incidents.	Comply with NFPA 1670.	Safe working environment for technical rescue responders.

37 ## 13. Implications of Funding Changes:

38 - ### A. Requests for additional funding:

39 After adjusting for inflationary change, is this request an increase over the 2015-2016
40 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

41 - ### B. Other Comments:

1. Title: Fire Staff Training **Program No.:** 01140200

2. Responsible Department(s): Fire

3. Brief Description:

The Staff Training Program provides employees the opportunity to meet and maintain national training requirements.

4. Program Outcomes:

The training program ensures the community can have responders that are trained to current recognized standards when responding to emergency scenes.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Note: Professional trained Firefighters

The proposed program is aligned with the following Community Vision goals:

6. To ensure a safe environment through rigorous criminal and property law enforcement.

The Staff Training program ensures that the Community receives responders that are trained to meet nationally recognized standards.

2. To encourage a broad business base in sector, size, and related employment, and promote high-quality development.

Increased building size and diversity will require additional specialized training.

6. Mandatory v. Optional:

Mandatory-based on the following Standards:

NFPA 1001: Standard for Fire Fighter Professional Qualifications.
WAC 296-305 : SAFETY STANDARDS FOR FIREFIGHTERS

Alternative Service Delivery Options:

There's not an alternate service delivery option as each jurisdiction provides and delivers training for their department to ensure they meet nationally recognized standards.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
		0.0	
Total Dedicated Staff		0.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		0.0	

Note: There is no staff dedicated to this program. The funds shown in Table 8 for salary and benefits represent overtime costs associated with off-shift training.

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	N/A	N/A	$ 313,299	$ 75,000
2-Personnel Benefits	445	10,166	151,273	80,060
3-Supplies	4,271	318	11,700	26,500
4-Services	1,815	20,574	88,736	64,500
5-Intergovernmental Svcs				
6-Capital Outlay				
Total Department Expenditure	$ 6,531	$ 31,058	$ 565,008	$ 246,060

9. Offsetting Revenues: (if any)

	NA

10. Fiscal Sustainability - Net General Fund Cost of Program:

$246,060

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision This program's focus is developing professional workforce.	◆	☐	☐
Degree Mandatory Firefighter training is required by law as referenced above.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue, but a well-trained workforce can result in savings in areas of staff injury, claims for damages, etc.	☐	◆	☐

36 ## 12. Performance Measures:

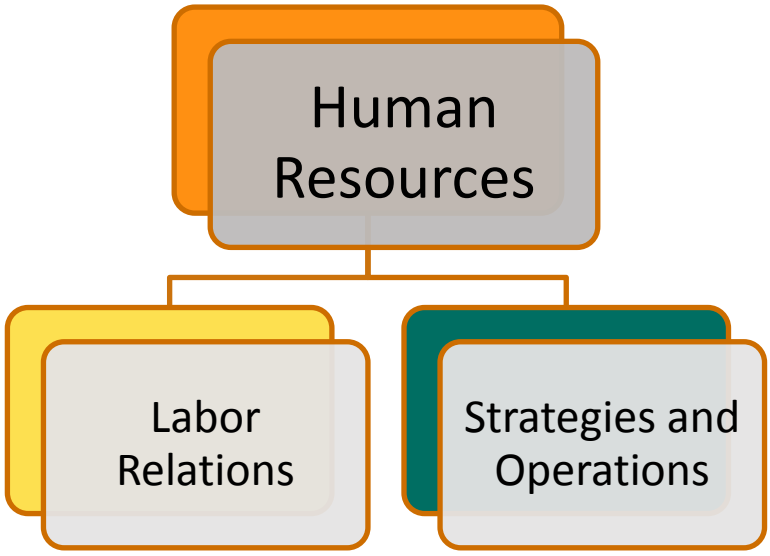
Indicator	Goal	Result
Skilling your staff is good for your business and workforce.	Providing an effective level of response to citizens.	Citizen survey results.
	Meeting department mandated certifications.	Firefighters meeting annual certification requirements.
	Targeting skills to meet the needs of our operation from now into the future.	Succession planning.
	Meeting State mandated WAC 296-305 safety/training requirements.	Mandatory compliance with Labor and Industries.

37 ## 13. Implications of Funding Changes:

38 - ### A. Requests for additional funding:

39 After adjusting for inflationary change, is this request an increase over the 2015-2016
40 allocation? ☐ Yes ◆ No Request for Additional Funding form submitted? ☐ Yes ◆ No

41 - ### B. Other Comments:



Department Mission and Responsibilities:

The Human Resources Department strives to partner with other departments to attract, sustain and inspire a thriving City workforce.

The Human Resources Department is an internal, full-service Human Resources Department, providing human resource management and administration assistance to City departments, supervisors, and employees. Our programs are designed to attract and retain a diverse, highly qualified and engaged City staff. The scope of the HR Department's responsibilities include the following:

- Employee and Labor Relations
- Recruitment and Selection
- Classification and Compensation
- Employee Benefits Administration
- Employee Training and Development
- Employment Policy Administration
- Civil Service
- Safety Committee
- Staff support to the Diversity Commission

Highlights and Accomplishments During 2015-2016:

- Administered 121 recruitment processes and hired 208 full and part time employees
- Successfully negotiated 6 union contracts including IAFF, Police Officers and Detectives, Police Management, Police Sergeants, Police Support and Teamsters
- Performed and implemented a GSO compensation study for all non-represented employees
- Reinstated the annual employee recognition program
- Recommitted to offering City sponsored supervisory and employee training opportunities
- Replaced 50% of the staff in the Human Resources Department including hiring a new Human Resources Administrative Assistant and a new Human Resources Analyst

- Worked with the Community Development and the IT on the redesign of their respective Departments
- With IT, implemented the HR Module of Munis including the Employee Self Service portal and online open enrollment
- Expanded the HR Departments recruitment outreach by participating in various job fairs and being present at testing sites.

Highlights and Changes for 2017-2018:

This is a very exciting time for the Human Resources Department as we continue to broaden our scope of service and partnerships with the City departments and staff we serve. This 2017-2018 budget includes the additional staff member who was added in 2016. This additional position significantly improves the HR Department's ability to provide services beyond core HR functions to include citywide training and staff development, cultural diversity initiatives and programs, even stronger recruitment and marketing capabilities and improve overall Human Resources services that will benefit all City staff.

Recruitment and Selection:

- The Human Resources Department has the goal that the City of Lynnwood be viewed as a premier employer in Snohomish County. To do this, the department must continue to increase the communication and connection with our community. The proposed budget includes funding requests for the tools to implement additional outreach efforts.
- The Human Resources Department also intends to update and modernize out new hire process which will enhance how we welcome new employees to the City of Lynnwood.

Cultural Diversity and Inclusion:

- The Human Resources Department has requested funding to further grow and develop our cultural diversity and inclusion programs. These programs are key to the City of Lynnwood being a welcoming City reflective of the community we serve and are a priority of the Mayor's Office and the City Council.

Training Programs

- The HR Department has asked for funding to implement an online training program to provide City staff with ongoing training and development opportunities in an effective and efficient manner. The online training program would also be available to other City departments who wanted to provide department specific training to their staff.
- This budget proposal addresses the need for HR staff training. The HR Department's training budget was essentially eliminated during the recession and has not recovered. Well trained HR staff are better able to proactively manage workplace issues and concerns and develop creative problem solving solutions.
- Additional Munis training has also been requested to ensure maximum effectiveness of the HR module and to take full advantage of the employee performance module so that we can develop and implement a citywide system of online employee performance evaluations.

Labor Relations:

- In 2016, we contracted with Summit Law Group to lead our union contract negotiations but it required a budget adjustment to cover the cost. In the 2017-2018 budget, the costs of labor negotiation support from Summit Law is included.

Workplace Safety:

- The City's Safety and Health Manual has not been updated since 2003. Included in this budget is the cost to have a third party assist us in generating a citywide Safety and Health Manual to ensure legal and safety rule compliance.

Department Budget History by Program:

Note: In instances where programs are not identified in past budgets, only the Department's total budget allocation is provided.

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
Administration	$ 539,295	$ 517,478	$ 1,246,277	$ 1,396,121
Employment Administration				55,400
Employee Services	667	12,351	-	142,900
Labor Relations	620	2,279	-	125,500
Total Department Expenditure	$ 540,582	$ 532,108	$ 1,246,277	$ 1,719,921

Department Personnel [Full-Time Equivalent (FTE):

Job Title	Number of FTE					
	2013 Actual	2014 Actual	2015 Actual	2016 Revised	2017 Projected	2018 Projected
Human Resources Director	1	1	1	1	1	1
Human Resources Manager	0	0	0	1	1	1
Administrative Assistant	1	1	1	1	1	1
Human Resources Analyst	2	2	2	3	2	2
	4	4	4	5	5	5

1. Title: Labor Relations **Program No.:** 01118100

2. Responsible Department(s): Human Resources

3. Brief Description:

This program encompasses labor relations expenses for negotiating and administering the City labor agreements. The City works with four labor groups including AFSCME which has 73 members, Teamsters which has 44 members, IAFF which has 51 members and the Lynnwood Police Guild which represents four labor agreements - Police Officers and Detectives with 48 members, Police Sergeants with 13 members, Police Management with 4 members and Police Support with 28 members. In 2015 - 2016, we contracted with Summit Law for their labor relations expertise in negotiating these labor agreements. We anticipate using their services to again negotiate 6 of our 7 labor agreements in 2017-2018.

4. Program Outcomes:

The outcomes include union contracts negotiated and ratified in a timely fashion and the City receiving legal counsel as needed to assist with appropriately interpreting and applying various contract provisions.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Fairly negotiated labor agreements and their proper administration speak to accountable government.

The proposed program is aligned with the following Community Vision goals:

1. To be a welcoming city that builds a healthy and sustainable environment.

Labor agreements that are negotiated in a timely and amicable manner strengthens the collaborative partnership between labor and management resulting in a positive, cooperative workplace environment which will be positively reflected in the interactions with our citizens and the public.

7. To be a city that is responsive to the wants and needs of our citizens.

Labor agreements that are fair and address and meet the employment related wants and needs of our staff builds a positive and respectful partnership between the City and staff. As those partnerships develop, staff will pass forward to customers and citizens that sense of respect and partnership in their interactions with them with the goal of meeting their wants and needs. This speaks to the Mayor's theme for the 2017-2018 budget of Convene, Converse and Collaborate.

6. Mandatory v. Optional:

Mandatory.

Alternative Service Delivery Options:

The City could forego consultant services and negotiate all labor agreements with in-house staff however HR staffing levels would need to be addressed.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
HR Director	Hum. Res.	0.30	
HR Analyst	Hum. Res.	0.10	
HR Analyst	Hum. Res.	0.10	
HR Analyst	Hum. Res.	0.15	
Total Dedicated Staff		0.65	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		0.65	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
3-Supplies	370	1,154	N/A	N/A
4-Services	250	1,125	N/A	125,500
Total Department Expenditure	$ 620	$ 2,279	$ -	$ 125,500

9. Offsetting Revenues: (if any)

	NA

10. Fiscal Sustainability - Net General Fund Cost of Program:

$125,500

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Labor relations are not specifically addressed.	☐	◆	☐
Degree Mandatory Collective bargaining authorized by law.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue.	☐	◆	☐

12. Performance Measures:

Indicator	Goal	Result
Contract settlement timeliness	Have new labor agreements settled prior to previous contract expiration	Efficiency in implementation

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form submitted? ☐ Yes ◆ No

Note: The Human Resources Department requested and received additional funding for Summit Law labor negotiation work in the 2015-2016 budget.

- **B. Other Comments:**

1. Title: Strategies and Operations **Program No.:** 01118000

2. Responsible Department(s): Human Resources

3. Brief Description:

The Human Resources Department provides a full complement of services to all City of Lynnwood Departments and staff. Currently the HR Department serves 342 regular full time employees, 6 regular part-time employees and 194 part-time/seasonal employees. Our services include recruitment and onboarding, employee training and development, employee benefit administration, labor relations and negotiations, employee recognition, Civil Service administration, classification and compensation administration, safety programs, performance management and overall employee relations.

4. Program Outcomes:

The Human Resources Department Strategies and Operations program outcomes include:

- Recruiting and onboarding practices that are responsive, welcoming, fair and consistent to ensure that the City hires and retains a qualified and diverse workforce;
- Employee training and professional development programs that are of good quality, relevant and educational to encourage employee professional development and engagement which will increase productivity and enhance City service delivery;
- Employee benefit administration for eligible City staff consisting of comprehensive yet cost effective benefit packages that will both attract and retain employees;
- Employee recognition programs that honor and recognize City staff for their years of service as well as recognizing outstanding work product for both individuals and teams;
- Civil Service administration for our Police and Fire Departments ensuring compliance with state and local law;
- Classification and compensation administration which allows the City to remain competitive in our marketplace with our recruitment and employee retention efforts as well as ensuring that our job specifications accurately reflect the necessary qualifications for successful job performance;
- Safety programs that actively assess, address and manage City employee safety issues so that we provide employees a safe and healthy working environment;
- Performance management practices that are proactive, consistent, policy/contract compliant and effective to ensure that all City employees are treated fairly and equitably and that they understand the performance levels necessary not only to be successful in their current positions but what they can do to be prepared for promotional opportunities.
- Collaborate and negotiate with employee unions and administer applicable terms of collective bargaining agreements.

These HR services allow the Human Resources Department and the City of Lynnwood to develop partnerships and work collaboratively with City employees and City Departments resulting in the

City's ability to attract and retain an engaged, well trained, diverse and high performing workforce who, in turn, will provide outstanding service to our citizens and the public.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

The City of Lynnwood having a diverse, fairly compensated, well trained and engaged workforce providing outstanding services to our citizens and our community speaks to accountable government.

The proposed program is aligned with the following Community Vision goals:

1. To be a welcoming city that builds a healthy and sustainable environment.

Human Resources is the first contact that prospective employees have with the City. It is important for the HR Department to be reflective of the City vision by providing a welcoming, inclusive, supportive environment to those interested in working at the City and to maintain that same work environment throughout a staff member's employment with the City.

4. To be a cohesive community that respects all citizens.

City staff who are united in their ability to provide superior service, have the opportunity to learn and grow professionally, are fairly compensated and are recognized for their contributions to the City results in a cohesive 'City of Lynnwood' culture that is respectful of each other and of the community they serve.

7. To be a city that is responsive to the wants and needs of our citizens.

The Human Resources Department, through its responsiveness and service delivery to Lynnwood employees, creates a positive employee culture that ensures that all staff are supported, valued, treated fairly and that their needs and wants are addressed. In turn, this culture supports staff to be responsive to the needs and wants of our citizens.

6. Mandatory v. Optional:

Mandatory in that much of what the Human Resources Department does is in response to legal and contractual requirements. For example, the Human Resources Department monitors and ensures compliance with many State and Federal Laws such as the following: Family Medical Leave Act (FMLA), Washington State Family Care Act, Washington State Domestic Violence Leave, Affordable Care Act (ACA) American with Disabilities Act (ADA), Age Discrimination in Employment Act (ADEA), Federal Occupational Safety and Health Act (OSHA), Washington Industrial Safety and Health Act (WISHA) Older Workers Benefit Protection Act (OWBPA), Military Family Leave Act, Title VII, Fair Labor Standards Act (FLSA) and COBRA among others. In addition, the HR Department monitors and ensures compliance with the Lynnwood Municipal Code as it relates to employment as well as the City Personnel Policies and Procedures.

Alternative Service Delivery Options:

The services of the Human Resources Department could be provided by various third party services.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
HR Director	Hum. Res.	0.7	
Administrative Assistant	Hum. Res.	1.0	Provides support to Analysts.
HR Analyst	Hum. Res.	0.9	
HR Analyst	Hum. Res.	0.9	
HR Analyst	Hum. Res.	0.85	
Total Dedicated Staff		4.35	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		0.0	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 325,350	$ 305,362	$ 719,797	$ 917,168
2-Personnel Benefits	110,587	99,265	232,559	360,033
3-Supplies	13,445	2,507	19,145	66,400
4-Services	90,580	122,695	274,776	250,820
5-Intergovernmental Svcs	-	-	-	-
6-Capital Outlay	-	-	-	-
Total Department Expenditure	$ 539,962	$ 529,829	$ 1,246,277	$ 1,594,421

9. Offsetting Revenues: (if any)

	NA

10. Fiscal Sustainability - Net General Fund Cost of Program:

$1,594,421

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low

Degree of Relevance to Community Vision Professional, trained workforce is paramount to the Community Vision.	◆	☐	☐
Degree Mandatory The City must comply with applicable labor laws and requirements	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue. A skilled workforce can help minimize injuries, claims and litigation.	☐	◆	☐

12. Performance Indicators:

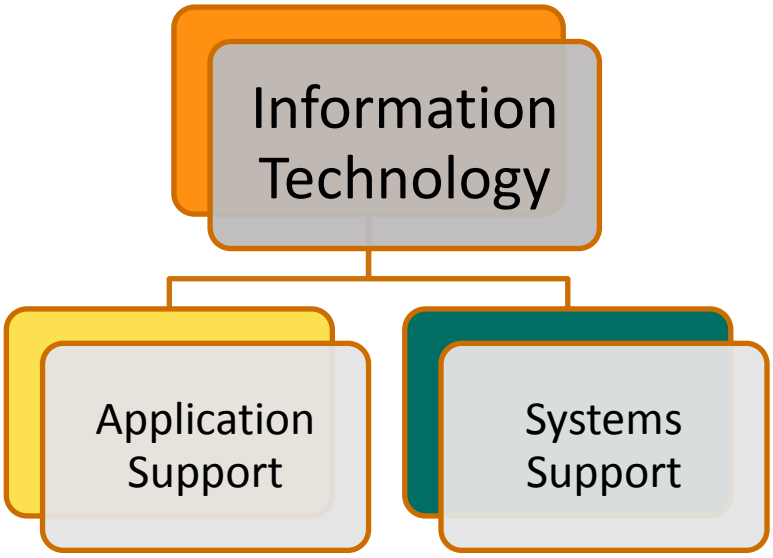
Indicator	Goal	Result
HR services satisfaction survey of City staff	Get input and feedback as to what HR services need improvement and take action.	Improved HR service delivery.
Training Opportunity Survey	Provide relevant training opportunities to City employees	Increase staff participation in City training opportunities. professional development
Recruitment Tracking	Establish criteria to measure time to hire and cost to hire	Ability to measure and monitor efficient service delivery
Update the Safety and Health Manual and increase safety awareness communications	Raise employee safety awareness	Reduce the number of on the job injuries
Number of on the job injury claims.		

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form attached? ☐ Yes ◆ No

- **B. Other Comments:**



Department Mission and Responsibilities:

The Information Technology Department's mission is to provide innovative technology, in collaboration with its customers, to effectively and efficiently fulfill their current and future business needs. To fulfill this mission, the Department is responsible for all aspects of managing and supporting the City's network and telecommunications infrastructure. The scope of these responsibilities encompasses: enterprise applications such as Munis and EnerGov; computer hardware including servers, switches, storage arrays, workstations, and printers; network security including application and network credentials, remote system access, firewalls, intrusion detection, and antivirus and malware protection. The Department also provides technical assistance and training to City employees on the proper and effective use of the City's IT systems.

Highlights and Changes for 2017-2018:

The most significant projects the Information Technology Department will be focusing on in the 2017-2018 biennium is the adoption of cloud computing and updating the City's IT disaster recovery capabilities. The City's server and network infrastructure will reach the end of its expected lifecycle during the biennium. In lieu of replacing hardware the City will instead begin using hosted resources to power its core software applications. This will result in a long-term cost savings for the City, as well as make the City's IT systems much more resilient to local and regional disasters and more easily accessible when any event interferes with employee access to their workspace in City facilities.

Implementation of the City's new ERP system (accounting, HR, payroll, etc.) will be finished prior to the 2017-2018 biennium. With the new system fully implemented, focus will then change to leveraging the technology to provide improved and increased public access to City systems and data. With this goal in mind, the Information Technology Department has created a new eGovernment Applications and Technologies program focused on leveraging IT investments to improved government transparency and service accessibility. Areas targeted for investment in the next biennium include online access to city financial data, permitting, and utility bill payments as well as live coverage of Council meetings and other events.

The Information Technology Department will also begin evaluating the availability of broadband Internet access to City residents and business, and will engage the community in a dialog about the interest or need for the City to engage in community broadband initiatives.

Information Technology: Highlights and Accomplishments During 2015-2016:

- An efficiency study of the IT function was performed and the IT Department was created (formerly within Administrative Services) and reorganized to provide better service to the City in alignment with recommendations made during study.
- WiFi access in in City facilities was improved and expanded to provide access to the public.
- Network expansion and improvements were made at the Criminal Justice Center in support of the NewWorld implementation and better performance for the police department and municipal court.
- New Human Resources, Benefits, Payroll and Work Order systems (IT, Fleet, and Facilities) were implemented.
- Cloud services have been implemented for the City' email and electronic data/file systems.

Department Budget History by Program:

Note: In instances where programs are not identified in past budgets, only the Department's total budget allocation is provided.

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
Administration, Planning and Development	$ 2,371,729	$ 2,801,230	$ 5,351,896	$ 1,112,994
Application and Portfolio Management				1,645,536
eGovernment Applications and Technologies				100,500
Systems Administration and Maintenance				1,583,552
End User Support				581,895
Data and Cyber Security				57,500
Total Department Expenditure	$ 2,371,729	$ 2,801,230	$ 5,351,896	$ 5,081,977

Department Personnel [Full-Time Equivalent (FTE)]:

Job Title	Number of FTE					
	2013 Actual	2014 Actual	2015 Actual	2016 Revised	2017 Projected	2018 Projected
IT Director					1.0	1.0
Project Manager					1.0	1.0
Administrative Assistant					1.0	1.0
IT Applications Support Manager					1.0	1.0
Application Support Specialist					2.0	2.0
Business Intelligence / DBA					1.0	1.0
GIS Coordinator					1.0	1.0
IT Systems Manager					1.0	1.0
Systems and Network Admin					2.0	2.0
Network / Computer Technician					2.0	2.0
	10.0	10.0	10.0	12.0	13.0	13.0

Note: Information Technology Department established in 2015.

1. Title: Administration, Planning & Development
Program No.: 01123010

2. Responsible Department(s): Information Technology

3. Brief Description:

Manage the project portfolio of IT programs and services within resource and funding constraints, while ensuring the portfolio meets the City's priorities. Monitor the performance of the overall portfolio of services and programs to ensure IT investments meet the City's expectations. Ensure that adequate and sufficient IT-related capabilities such as people, processes and technology are available to support business objectives effectively at optimal cost. Stay up to date with IT trends, identify innovation opportunities, and plan how to use technology to enable business innovation, achieve improved operational effectiveness and efficiency, or increase government transparency and public access to information.

4. Program Outcomes:

Effective management of IT programs and services ensures technological investment improves the effectiveness and efficiency of City business functions. It also entails a recognition that technological investment need not only be made for improved business processes. Strategic investments in technology can also be beneficial to the public by making City resources more available and accessible, by providing increasing levels of access to public data and information, and by leveraging today's social media methods to improve citizen engagement.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Many businesses invest in technology to improve their operations, and local government should not be any different. Instead, strategic investments in information and communications technology can differentiate Lynnwood from neighboring municipalities by providing greater government transparency (accountability) and engagement opportunities.

The proposed program is aligned with the following Community Vision goals:

7. To be a city that is responsive to the wants and needs of our citizens.

Citizens are increasingly interested in getting information about City operations. Choosing the right technology investments is key in addressing this demand.

6. Mandatory v. Optional:

As a result of a Departmental efficiency study conducted by a consulting firm in late 2014, the City Council agreed to establish Information Technology as a separate Department. Reasons for this included inadequate oversight of the City's IT programs, systems, staff, and investments.

Since then there has been a greater recognition of and focus towards strategic IT investments to improve business capabilities and capacity, as well as to offer new or improved services to the public.

Alternative Service Delivery Options:

Certain aspects of the overall IT function can be provided by third party vendors, or by utilizing consultants to help choose and implement new technologies. Choosing hosted (cloud) services including Software as a Service changes the way in which IT systems are used, but an underlying need remains to understand the City's business requirements well enough to make appropriate technology choices and to establish and enforce computing and security standards necessary for system interoperability and protection.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
IT Director	Info. Tech.	1.0	
Project Manager	Info. Tech.	1.0	
Administrative Assistant	Info. Tech.	1.0	
Total Dedicated Staff		3.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		3.0	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 823,181	$ 1,078,864	$ 2,293,859	$ 729,749
2-Personnel Benefits	364,180	393,758	837,207	292,645
3-Supplies	457,519	423,637	560,135	15,050
4-Services	698,269	888,986	1,459,695	75,550
6-Capital Outlay	28,580	15,985	201,000	N/A
Total Department Expenditure	$ 2,371,729	$ 2,801,230	$ 5,351,896	$ 1,112,994

9. Offsetting Revenues: (if any)

	NA

10. Fiscal Sustainability - Net General Fund Cost of Program:

1,112,994

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Robust technology infrastructure is essential to the Community Vision.	◆	☐	☐
Degree Mandatory This program is not optional. Study conducted in 2014.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue.	☐	◆	☐

12. Performance Indicators: (2-6, as applicable)

Indicator	Goal	Result
Overall Satisfaction with Department	80%	
Department Value Score	80%	
Departments Constrained by IT Capacity	0	
Satisfaction with IT innovation leadership	50%	

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form submitted? ☐ Yes ◆ No

B. Other Comments:

Prior to the 2017-2018 biennium Information Technology (IT) was a division of Administrative Services. IT is now an independent Department with its own budget and programs.

1. Title: Application & Portfolio Mgmt. Program No.: 01123020

2. Responsible Department(s): Information Technology

3. Brief Description:

Manage the City's suite of applications by determining each application's ability to provide value to the City relative to its cost. Manage the selection and implementation of enterprise applications, off-the-shelf software and Software as a Service, to ensure that IT provides the City with the most appropriate applications at an acceptable cost. Manage the constant improvement and changes to the City's applications after they have been originally delivered and implemented.

4. Program Outcomes:

Every business unit within the City depends on computer systems for their daily operations. Choosing the right applications and ensuring they operate efficiently and accurately are vital to sustaining day-to-day business activities.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Selecting applications that meet the City's functional requirements at competitive costs is a good example of government accountability.

The proposed program is aligned with the following Community Vision goals:

7. To be a city that is responsive to the wants and needs of our citizens.

Citizens are increasingly interested in getting information about City operations. Whether the interest is in City finances, policies, or projects well-chosen and maintained computer systems enable the City to provide and/or grant access to the information that is wanted.

6. Mandatory v. Optional:

The City does not have a legal obligation to maintain and/or upgrade its enterprise applications. However, if regulatory requirements for other Departments change (i.e. new financial reporting requirements) it's imperative the City have the capacity to update or modify its computer software to meet those needs.

Alternative Service Delivery Options:

Technical support is available from whom the City licenses its enterprise applications. However, these applications are designed to work in many different configurations and are setup uniquely where they are implemented. The City of Lynnwood is no exception. Unique business rules, reporting requirements, labor agreements, custom reporting, time

sensitivity and other aspects of the City's business are not readily supported by the software manufacturers.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
IT Applications Support Manager	Info. Tech.	1.0	
Application Support Specialist	Info. Tech.	2.0	
Business Intelligence / DBA	Info. Tech.	1.0	
GIS Coordinator	Info. Tech.	1.0	
Total Dedicated Staff		5.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		5.0	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	N/A	N/A	N/A	$ 798,937
2-Personnel Benefits	N/A	N/A	N/A	400,699
3-Supplies	N/A	N/A	N/A	23,750
4-Services	N/A	N/A	N/A	413,900
5-Intergovernmental Svcs	N/A	N/A	N/A	8,250
Total Department Expenditure	$ -	$ -	$ -	$ 1,645,536

9. Offsetting Revenues: (if any)

	NA

10. Fiscal Sustainability - Net General Fund Cost of Program:

1,645,536

11. Executive's Assessment

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Robust technology infrastructure is essential to the Community Vision.	◆	☐	☐
Degree Mandatory This program is not optional. Study conducted in 2014.	◆	☐	☐

Degree Fiscally Sustainable This program does not generate revenue.	☐	◆	☐

12. Performance Measures:

Indicator	Target	Actual 2015	Actual 2017	Actual 2018
Overall Customer Service Satisfaction	80%			
Application Support Value Delivery	80%			
Application Uptime	95%			
End-user adoption or application usage	90%			

13. Implications of Funding Changes:

- ## A. Requests for additional funding:

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

In 2013 a term-limited Programmer position was added to backfill IT staff dedicated to the Munis ERP implementation. This position will no longer be necessary in the 2017-2018 biennium, however deployment of the new ERP system has established the need to create a Business Intelligence / DBA position to assist other Departments in getting data and reports not included in the software manufacturer's design of the system.

- ## B. Other Comments:

Prior to the 2017-2018 biennium Information Technology (IT) was a division of Administrative Services. IT is now an independent Department with its own budget and programs.

1. Title: Data and Cyber Security **Program No.:** 01123080

2. Responsible Department(s): Information Technology

3. Brief Description:

Creating and maintaining information security roles and access privileges, and performing security monitoring to minimize the business impact of operational information security vulnerabilities and incidents. Continually identify, assess and reduce IT-related risk from external threats. Establish and maintain plans to enable IT to respond to incidents and disruptions in order to continue operation of required IT services and assets.

4. Program Outcomes:

Every business unit within the City depends on computer systems for their daily operations. Protecting these systems from improper use or external threats is essential to ensure City business operations are not jeopardized or compromised.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Maintaining the City's Information Technology architecture to provide uninterrupted access to key business applications at competitive costs is a good example of government accountability.

The proposed program is aligned with the following Community Vision goals:

7. To be a city that is responsive to the wants and needs of our citizens.

Citizens are increasingly interested in getting information about the City's business operations. Whether the interest is in City finances, policies, or projects well-chosen and maintained computer systems enable the City to provide and/or grant access to the information that is wanted.

6. Mandatory v. Optional:

The City has a legal obligation to protect its systems from unauthorized access as well as protecting its information assets. On an annual basis the State Auditor's Office includes an assessment of IT security as part of the auditing process.

Alternative Service Delivery Options:

None.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
		0.0	
Total Dedicated Staff		0.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff			

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
3-Supplies	N/A	N/A	N/A	2,250
4-Services	N/A	N/A	N/A	55,250
Total Department Expenditure	$ -	$ -	$ -	$ 57,500

9. Offsetting Revenues: (if any)

	NA

10. Fiscal Sustainability - Net General Fund Cost of Program:

$57,500

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Robust technology infrastructure is essential to the Community Vision.	◆	☐	☐
Degree Mandatory This program is not optional. Study conducted in 2014.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue.	☐	◆	☐

12. Performance Measures:

Indicator	Target	Actual 2015	Actual 2017	Actual 2018

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form submitted? ☐ Yes ◆ No

- **B. Other Comments:**

Prior to the 2017-2018 biennium Information Technology (IT) was a division of Administrative Services. IT is now an independent Department with its own budget and programs.

1. Title: eGovernment Applications & Technologies
Program No.: 01123030

2. Responsible Department(s): Information Technology

3. Brief Description:

Investment in applications, network and communications infrastructure focused on delivering new and improved service to the community.

4. Program Outcomes:

Investment in eGovernment technologies improves government transparency, simplifies business transactions conducted with the City (i.e. utilities, permits), and provides increasing opportunity to engage in civic activities.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Investing in technology with the intent of improving the community's interaction with the City demonstrates a commitment to engaged citizens and government accountability.

The proposed program is aligned with the following Community Vision goals:

7. To be a city that is responsive to the wants and needs of our citizens.

Citizens are increasingly interested in getting information about City operations. Whether the interest is in City finances, policies, or projects investing in systems and technologies that enable the City to provide and/or grant access to the information that is wanted is important. It is equally important for the City to leverage its technology investments to extend the reach of City government by providing an increasing amount of online services, opportunities for social engagement, and citizen participation in civic affairs.

6. Mandatory v. Optional:

Investing in technology to improve business interaction with the City is not legally or statutorily required.

Alternative Service Delivery Options:

In lieu of investing in technology aimed at providing more accessible services and information to the public, the City can opt to continue with the status quo (i.e. mailed utility bills, over-the-counter permitting). However, the public demands ways of interacting with the City akin to how they manage other aspects of their daily lives (mobile devices, online services, etc.).

32 ## 7. Program Staffing

Position	Dept.	FTE	Note
Dedicated Staff			
		0.0	
Total Dedicated Staff		0.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		0.0	

33 ## 8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
3-Supplies	N/A	N/A	N/A	68,000
4-Services	N/A	N/A	N/A	32,500
Total Department Expenditure	$ -	$ -	$ -	$ 100,500

34

35 ## 9. Offsetting Revenues: (if any)

	NA

36 ## 10. Fiscal Sustainability - Net General Fund Cost of Program:

37 $100,500

38 ## 11. Executive's Assessment

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Robust technology infrastructure is essential to the Community Vision.	◆	☐	☐
Degree Mandatory This program is not optional. Study conducted in 2014.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue.	☐	◆	☐

39

12. Performance Measures:

Indicator	Target	Actual 2015	Actual 2017	Actual 2018
% of IT Budget Spent on eGov Tech	5%			
% of Electronic Business Transactions	25%			
Number of Broadcast Meetings / Events	30			

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

Funds have been requested to obtain consultant support with determining the interest and need for community broadband. A specific use for the funds has not yet been determined, but potential uses include conducting community surveys, assessing legal implications, and assistance in forming public/private partnerships.

- **B. Other Comments:**

Prior to the 2017-2018 biennium Information Technology (IT) was a division of Administrative Services. IT is now an independent Department with its own budget and programs.

1. Title: End User Support — Program No.: 01123070

2. Responsible Department(s): Information Technology

3. Brief Description:

Provide timely and effective response to user requests and resolution of all types of incidents. Restore normal service; record and fulfill user requests; and record, investigate, diagnose, escalate and resolve incidents. Identify and classify problems and their root causes and provide timely resolution to prevent recurring incidents. Produce, maintain, and promote a service catalog containing accurate information on all operational IT services.

4. Program Outcomes:

Every business unit within the City depends on computer systems for their daily operations. Ensuring employees have functional equipment is vital to sustaining day-to-day business activities.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Maintaining the City's Information Technology architecture to provide uninterrupted access to key business applications at competitive costs is a good example of government accountability.

The proposed program is aligned with the following Community Vision goals:

7. To be a city that is responsive to the wants and needs of our citizens.

Citizens are increasingly interested in getting information about the City's business operations. Whether the interest is in City finances, policies, or projects well-chosen and maintained computer systems enable the City to provide and/or grant access to the information that is wanted.

6. Mandatory v. Optional:

IT does not have a legal or statutory obligation to provide technical support to its employees. However, when system malfunctions or failures prevent employees from performing their duties, it is necessary that they get the assistance they need.

Alternative Service Delivery Options:

City Departments can develop the capacity to be self-supportive and assist their staff by assigning technical support responsibilities to individuals within their Department. Although this may improve the understanding of the Department's needs and level of urgency when problems arise, it diminishes the likelihood that support staff will have the

requisite skills needed to provide adequate assistance. It also bears the risk of deviating from established IT standards that are necessary for system interoperability and security.

Another alternative is obtaining technical support from a 3rd party. There are businesses that can provide desktop equipment and assist with repairs and replacement when needed. However, this model tends to focus primarily on the hardware and not on the applications employees use.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Network / Computer Technician	Info. Tech.	2.0	
Total Dedicated Staff		2.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		2.0	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	N/A	N/A	N/A	$ 261,596
2-Personnel Benefits	N/A	N/A	N/A	145,474
3-Supplies	N/A	N/A	N/A	37,475
4-Services	N/A	N/A	N/A	94,350
6-Capital Outlay	N/A	N/A	N/A	43,000
Total Department Expenditure	$ -	$ -	$ -	$ 581,895

9. Offsetting Revenues: (if any)

	NA

10. Fiscal Sustainability - Net General Fund Cost of Program:

$581,895

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Robust technology infrastructure is essential to the Community Vision.	◆	☐	☐
Degree Mandatory This program is not optional. Study conducted in 2014.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue.	☐	◆	☐

12. Performance Measures:

Indicator	Target	Actual 2015	Actual 2017	Actual 2018

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

The computer equipment currently used for end-user training and system testing is more than 5 years old and unable to function properly with new City systems.

- **B. Other Comments:**

Prior to the 2017-2018 biennium Information Technology (IT) was a division of Administrative Services. IT is now an independent Department with its own budget and programs.

1. Title: Systems Adm. & Maintenance Program No.: 01123050

2. Responsible Department(s): Information Technology

3. Brief Description:

Manage the activities and operational procedures required to deliver IT services, including standard operating procedures and monitoring activities for the City's server, network, and telephony systems. Balance current and future needs for availability, performance and capacity of IT systems and infrastructure through the forecast of future performance and capacity requirements. Manage City network assets through their life cycle to make sure they deliver value at optimal cost and remain operational.

4. Program Outcomes:

Every business unit within the City depends on computer systems for their daily operations. Managing the back-end server, network, and telephony infrastructure the City's enterprise and desktop systems run on is vital to sustaining day-to-day business activities.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Maintaining the City's Information Technology architecture to provide uninterrupted access to key business applications at competitive costs is a good example of government accountability.

The proposed program is aligned with the following Community Vision goals:

7. To be a city that is responsive to the wants and needs of our citizens.

Citizens are increasingly interested in getting information about the City's business operations. Whether the interest is in City finances, policies, or projects well-chosen and maintained computer systems enable the City to provide and/or grant access to the information that is wanted.

6. Mandatory v. Optional:

Managing the City's server, network, and telephony infrastructure in itself is not deemed necessary because of legal obligations. However, other Departments depend on applications and technologies that must run effectively to fulfill legal or statutory requirements they may have.

Alternative Service Delivery Options:

Server, network, and telephony system administration can be performed on physical hardware owned and installed in City facilities, or on equipment housed or leased from third party vendors. During the 2017/2018 biennium the City will begin to transition to

cloud services for its servers and databases. This migration will reduce the need to have staff maintain hardware, but will not negate the need to maintain cloud/virtual servers and applications in the future since what is done with the offsite servers remains the City's responsibility.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
IT Systems Manager	Info. Tech.	1.0	
Systems and Network Admin	Info. Tech.	2.0	
Total Dedicated Staff		3.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		3.0	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	N/A	N/A	N/A	$ 460,486
2-Personnel Benefits	N/A	N/A	N/A	214,441
3-Supplies	N/A	N/A	N/A	176,475
4-Services	N/A	N/A	N/A	723,900
6-Capital Outlay	N/A	N/A	N/A	8,250
Total Department Expenditure	$ -	$ -	$ -	$ 1,583,552

9. Offsetting Revenues: (if any)

	NA

10. Fiscal Sustainability - Net General Fund Cost of Program:

$1,583,552

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Robust technology infrastructure is essential to the Community Vision.	◆	☐	☐
Degree Mandatory This program is not optional. Study conducted in 2014.	◆	☐	☐

Degree Fiscally Sustainable This program does not generate revenue.	☐	◆	☐

12. Performance Measures:

Indicator	Target	Actual 2015	Actual 2017	Actual 2018
Percentage of local network resource uptime (Email, Print server, File shares)	99%			
Server utilization maintained at industry best practice levels (CPU, Memory, Hard drive space)	85%			
Latency of unapplied patches	45 days			

13. Implications of Funding Changes:

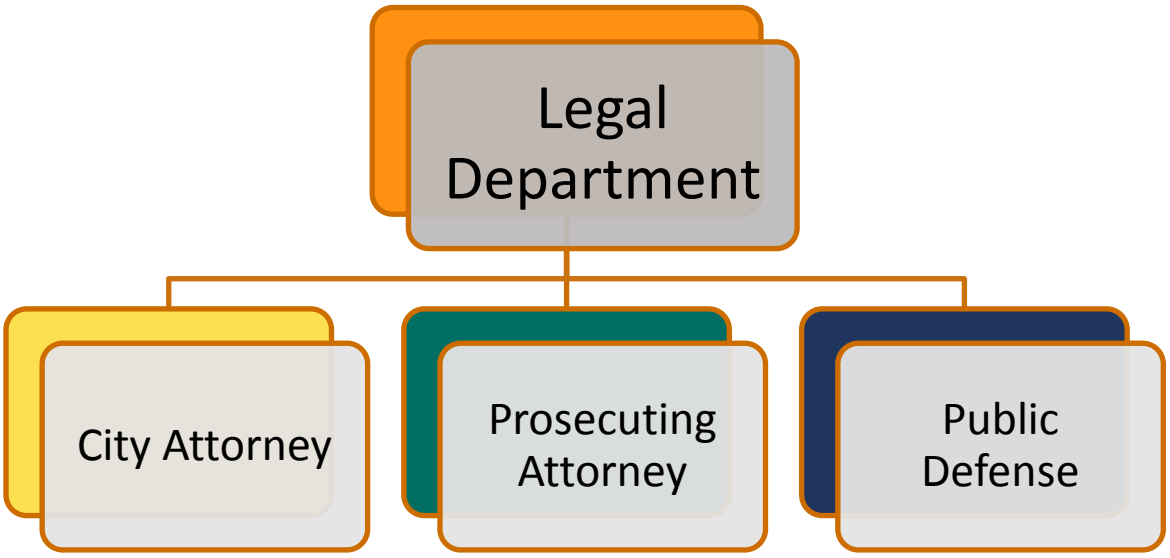
• A. Requests for additional funding:

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

Industry best practice dictates that IT server and network equipment has a defined lifespan of 5 years. Normally, IT departments manage this expense by replacing 20% of their infrastructure hardware on an annual basis. Doing so makes budgeting for this expense more predictable, maintains a level of currency in the equipment used, and opens the door to new and improved technologies when they become available. Historically the City has not budgeted for replacement equipment in this fashion, and because of this, nearly all the back-end IT infrastructure will soon need replacement. As an alternative, IT will be moving to cloud-based services which incur an annual lease/subscription cost on par with what should be budgeted for this expense on an annual basis to fulfill the 20% replacement rate. The 2017-2018 budget will be the first time this added expense appears in the IT budget.

• B. Other Comments:

Prior to the 2017-2018 biennium Information Technology (IT) was a division of Administrative Services. IT is now an independent Department with its own budget and programs.



Department Mission and Responsibilities:

The mission of the Legal Department is three fold: a) to advance and protect the City's interests within the parameters prescribed by law; b) to vigorously, justly, and efficiently prosecute those who commit crimes in Lynnwood; and c) to provide superior legal representation to Lynnwood's indigent defendants. All legal services are provided via agreements with private law firms.

Highlights and Changes Ahead For 2017-2018:

- During the first quarter of 2017, each division will be invited to review, discuss, and implement recommendations from the Criminal Justice and Legal Study (CJL Study).
- The City's legal representatives will continue to deliver superior and cost-effective services to the Lynnwood community.

Highlights and Accomplishments During 2015-2016:

- The Criminal Justice and Legal Study (CJL Study) was initiated, as called for by the 2015-2016 Budget. Consultants will evaluate prosecutor and public defense services, while staff will assess city attorney services.
- Beginning January 1, 2015, new case limits became effective for public defense (indigent defense). This has resulted in increased expense for this service.
- Represented indigent defendants in 1,351 cases during 2015, and 787 cases through August 2016.

- Obtained judgment in favor of the Lynnwood Transportation Benefit District in Snohomish County Superior Court Case No. 14-2-06652-8, resulting in the dismissal of all claims against the TBD.
- Obtained dismissal of the complaint filed with the Public Disclosure Commission alleging that Lynnwood Transportation District officials and City officials used public facilities to promote a ballot proposition.
- Obtained superior court decision that the City did not violate the Public Records Act in Snohomish County Superior Court Case No. 15-2-06102-8 (decision is on appeal to the Court of Appeals).
- Obtained hearing examiner decision affirming the City's administrative decision that an espresso stand violated the City's adult entertainment zoning regulations and that the business license should be revoked.
- Defended and negotiated settlements of four complaints alleging that the City violated the Public Records Act, obtaining the dismissal with prejudice of those complaints.
- Defended and negotiated settlements or other successful resolutions of multiple personnel claims and public works claims, and prepared related settlement agreements.
- Assisted with negotiating purchase of various real properties and easements, including the Seabrook property, and drafted purchase and sale agreements for the transactions; pursued and settled the City's challenge to prior owner's Snohomish County land use application in connection with the Seabrook property purchase.
- Drafted or reviewed and revised numerous interlocal agreements for all City departments.
- Drafted or reviewed and revised numerous ordinances adopting or amending the City's development regulations and other City code provisions.
- Provided legal counsel at approximately 60 City Council and Transportation Benefit District meetings.
- Routinely advised all City departments, the executive office, and the City Council on topics including but not limited to open meetings, public records disclosure, election issues, budget issues, public works bidding and contracting, other purchasing matters, utilities, land use permitting and regulations, code enforcement, licensing issues, and personnel and labor.

Department Budget History by Program:

Note: In instances where programs are not identified in past budgets, only the Department's total budget allocation is provided.

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
City Attorney	$ 374,884	$ 447,168	$ 897,244	$ 768,000
Prosecuting Attorney	366,375	361,700	1,157,412	1,072,000
Public Defense	595,530	752,217	1,195,344	1,573,000
Total Department Expenditure	$ 1,336,789	$ 1,561,085	$ 3,250,000	$ 3,413,000

Department Personnel [Full-Time Equivalent (FTE)]:

Job Title	Number of FTE					
	2013 Actual	2014 Actual	2015 Actual	2016 Revised	2017 Projected	2018 Projected
No personnel						

1. Title: Legal Services: City Attorney; Prosecuting Attorney & Public Defense Attorney

Program No.: 01116000 (City Attorney) 0116100 (Prosecuting Attorney) 01161200 (Public Defense Attorney)

2. Responsible Department(s): Legal

3. Brief Description:

Legal Services includes: 1) City Attorney, which provides counsel on a wide range of matters to the City Council and all departments; 2) Prosecuting Attorney, which provides criminal charges and prosecutorial services for certain types of crimes; and 3) Public Defense, which provides legal counsel to indigent defendants.

4. Program Outcomes:

This program supports decision-making, risk assessment, advancement of ethical justice, and adherence with local, State and Federal requirements.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Note: This program supports the City vision of ensuring rigorous law enforcement and provides for the needs and wants of our citizens.

The proposed program is aligned with the following Community Vision goals:

7. To be a city that is responsive to the wants and needs of our citizens.

Note: These efforts provide for services delivered in a legal and reduced risk of litigation on City matters.

6. To ensure a safe environment through rigorous criminal and property law enforcement.

Note: Provides for the charging and prosecution of crimes against persons and property.

7. To be a city that is responsive to the wants and needs of our citizens.

Note: This program offers legal analysis of citizen requests for legislative and policy changes, and provides legal counsel to defendants without the financial means to ensure their own defense in a court of law.

6. Mandatory v. Optional:

Legal representation is mandatory. The City's legal and procedural actions must adhere to legal constraints, and be conducted so as to minimize risk. Potential for adverse claims, damages

and judgements outweighs the cost of this program. Lynnwood must provide for the prosecution and defense of individuals charged with misdemeanant crimes in the City.

Alternative Service Delivery Options:

The City currently obtains all legal services from private firms via professional service contracts. As an alternative, the City could hire legal staff. Some services could be obtained through agreements with other public agencies.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
		0.0	
Total Dedicated Staff		0.0	
Support Staff			
Total Support Staff		0.0	
Total Dedicated & Support Staff		0.0	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
4-Services	$ 1,336,789	$ 1,561,085	$ 3,250,000	$ 3,413,000
Total Department Expenditure	$ 1,336,789	$ 1,561,085	$ 3,250,000	$ 3,413,000

9. Offsetting Revenues: (if any)

Revenue resulting from fines, penalties, forfeiture, etc.	

10. Fiscal Sustainability - Net General Fund Cost of Program:

To be determined

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Lawful behavior in all manner is paramount to the Community Vision.	◆	☐	☐
Degree Mandatory Legal representation is mandatory. Alternatives for service delivery are available.	◆	☐	☐
Degree Fiscally Sustainable Revenues from fines, forfeitures, etc. are considerable.	◆	☐	☐

12. Performance Measures:

Indicator	Target	Actual 2015	Actual 2017	Actual 2018
Number of inquiries/requests from the City Council and staff fielded by City Attorney.				
Percent of court decisions in City's favor.				
Prosecution cost per type of case				
Public defense cost per type of case.				

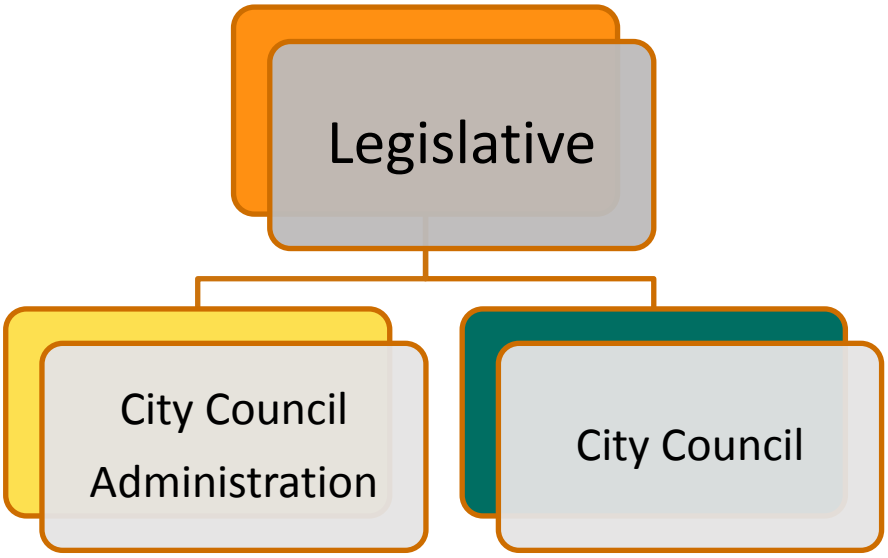
13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form submitted? ☐ Yes ◆ No

- **B. Other Comments:**

The City is in the process of evaluating its criminal justice services, which include prosecution and public defense. The Criminal Justice and Legal Study (CJL Study) is expected to identify near-term and long-term opportunities for new efficiencies, and alternative performance measures.



Department Mission and Responsibilities:

The Legislative Department constitutes Lynnwood's legislative branch of government and performs all duties and responsibilities afforded by State law and the Municipal Code. This Department works in concert with the executive and judicial branches to advance Lynnwood's near-term and long-term interests. The 7-member City Council is responsible for enacting policies and legislation, establishing citizen advisory boards, approving budgets and authorizing expenditures, authorizing contracts and agreements, and general representation of the City before other agencies, entities, and the general public.

Highlights and Accomplishments 2015-2016:

See Departments' highlights and accomplishments.

Highlights and Changes for 2017-2018:

During 2017-2018, the Legislative Department will consider and act upon numerous issues that will be critical to Lynnwood's future and realize continuous improvement. Examples include:

- Consideration of strategies which stem from the Criminal Justice and Legal Study (CJL Study).
- Consideration of measures to ensure that robust fire protection and emergency medical services remain sustainable.
- Collaboration with Sound Transit to establish light rail commuter service.
- Consideration of annexation the Municipal Urban Growth Area (MUGA).
- Consideration of strategic investment to advance the Lynnwood City Center.

Department Budget History by Program:

Note: In instances where programs are not identified in past budgets, only the Department's total budget allocation is provided.

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
City Council	$ 363,351	$ 376,867	$ 860,372	$ 852,565
Total Department Expenditure	$ 363,351	$ 376,867	$ 860,372	$ 852,565

Department Personnel [Full-Time Equivalent (FTE)]:

Job Title	Number of FTE					
	2013 Actual	2014 Actual	2015 Actual	2016 Revised	2017 Projected	2018 Projected
Council Position 1	0.0	0.0	0.0	0.0	0.0	0.0
Council Position 2	0.0	0.0	0.0	0.0	0.0	0.0
Council Position 3	0.0	0.0	0.0	0.0	0.0	0.0
Council Position 4	0.0	0.0	0.0	0.0	0.0	0.0
Council Position 5	0.0	0.0	0.0	0.0	0.0	0.0
Council Position 6	0.0	0.0	0.0	0.0	0.0	0.0
Council Position 7	0.0	0.0	0.0	0.0	0.0	0.0
City Council	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**
Executive Assistant	1.0	1.0	1.0	1.0	1.0	1.0
Total	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**	**1.0**

Note: Members of the City Council are not City employees. Councilmembers receive compensation and health insurance benefits as prescribed by LMC 2.48.192-193.

1. Title: City Council Program No.: 01110000-01110800

2. Responsible Department(s): Legislative

3. Brief Description:

This program addresses all functions of the Legislative Department, which constitutes the Legislative Branch of the Lynnwood municipal government. The Department's budget is structured to account for: a) individual positions of the City Council (7); and b) City Council Administration, but the Department's many functions can be described as Budgeting For Outcomes program.

The City Council performs all legislative duties on behalf of the citizens of Lynnwood. Councilmembers are elected at-large, to four-year, staggered terms. Every two years, the City Council elects two of its members to serve as president and vice president.

The Administration division of the Legislative Department provides support services to the Council (scheduling, travel, meeting agendas, packets, etc.). Administrative staff are managed by the City Council, and receive support services from the executive branch (human resources, finance, information technology, etc.).

4. Program Outcomes:

Adoption of policy and legislation; approval of budgets and the authorization of revenues and expenditures; approval of contracts and agreements; acquire and dispose of property; provide for advisory bodies; and representation of the City before other agencies, entities, and the public.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

The role of the City Council is to represent, and act on behalf of citizens of this community. The City Council establishes policies, regulations, and budget authority as needed to advance near-term and long-term measures representing all aspects of Lynnwood's Community Vision. The City Council has the sole authority to adopt the Community Vision.

6. Mandatory v. Optional:

Lynnwood is a non-charter, Optional Municipal Code City governed by Title 35A RCW. State law requires that such bodies be governed by a body of elected officials.

Alternative Service Delivery Options:

In 1959, Lynnwood residents elected to incorporate as a municipal government, and to be governed by a non-partisan body consisting of seven persons elected from the community

at large. The Lynnwood electorate could alter the terms and make-up of the City Council, but would not be able to delegate Council responsibilities to another entity.

Administrative, support functions could be provided by another public agency, a professional service firm, or the Executive Branch.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Council Position 1	Legis.	NA	
Council Position 2	Legis.	NA	
Council Position 3	Legis.	NA	
Council Position 4	Legis.	NA	
Council Position 5	Legis.	NA	
Council Position 6	Legis.	NA	
Council Position 7	Legis.	NA	
Total Dedicated Staff			
Support Staff			
Executive Assistant	Legis.	1.0	
Total Support Staff		1.0	
Total Dedicated & Support Staff		1.0	

Note: Members of the City Council are not City employees. Councilmembers receive compensation and health insurance benefits as prescribed by LMC 2.48.192-193.

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 191,183	$ 196,434	$ 398,315	$ 418,226
2-Personnel Benefits	$ 137,145	$ 148,701	$ 305,975	$ 327,092
3-Supplies	$ 856	$ 1,455	$ 2,790	$ 3,600
4-Services	$ 34,167	$ 30,277	$ 153,292	$ 103,647
Total Department Expenditure	$ 363,351	$ 376,867	$ 860,372	$ 852,565

9. Offsetting Revenues: (if any)

	NA

10. Fiscal Sustainability - Net General Fund Cost of Program:

$852,565

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision City Council adopts and supports implementation of the Community Vision	◆	☐	☐
Degree Mandatory City Council functions are mandated by law, and legislative authority is reserved for the City Council.	◆	☐	☐
Degree Fiscally Sustainable The City Council determines appropriate levels of service, and revenue generation, and have sole authority to adopt budgets, impose taxes and authorize expenditures.	◆	☐	☐

12. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Percent of business meetings with opportunity for citizen comment.	100			
Number of applicants per opening for boards and commissions.	3			
Annual review of work plans of boards and commissions for relevance to the Community Vision.	1			
Number of oral reports per year provided by liaison to boards and commissions.	4			
Opportunities for citizen input on budget priorities.	3			
For each chapter of LMC, number of years since thorough review and update.	<10 years			

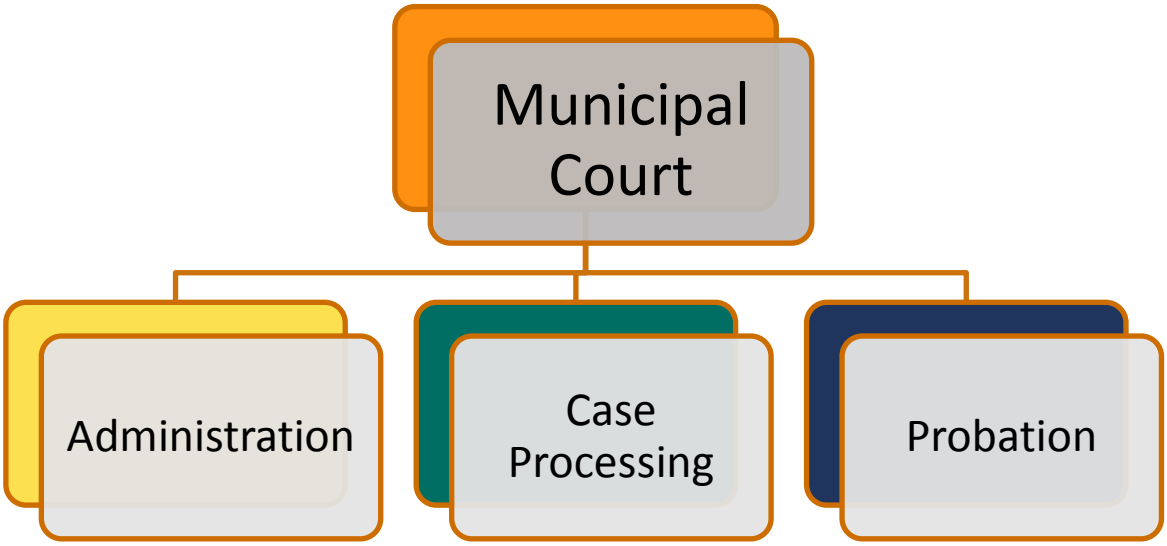
13. Implications of Funding Changes:

- ### A. Requests for additional funding:

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form submitted? ☐ Yes ◆ No

- ### B. Other Comments:

While urgent and unforeseen matters will require that the Council remain flexible and adaptable, it is appropriate that the Council continually pursue certain, foundational objectives.



Department Mission and Responsibilities:

The Municipal Court is the judicial branch of the City of Lynnwood. The Mission of the Municipal Court is to contribute to the quality of life in our community by fairly and impartially administering justice in such a manner that preserves both the dignity and rights of the defendants as well as the citizens of Lynnwood.

Highlights and Changes for 2017-2018:

Under the direction of Presiding Judge Stephen E. Moore, Lynnwood Municipal Court is utilizing available technology as a way to manage our ever increasing caseload. According to Caseload Reports published by the Administrative Office of the Courts, Lynnwood Municipal Court case filings have increased 180 % over the past 5 years. While our work load continues to increase, staffing resources have remained stagnant since January 2011. With the implementation of software that automates collections receipting and interpreter scheduling processes, coupled with a concentrated effort to refine our policies and procedures and our dedication to cross train staff, we have gained efficiencies in all of our court programs. Lynnwood Municipal Court is processing all case filings timely, efficiently, and in accordance with all applicable Statutes and Court Rules.

As we move forward into the 2017-2018 biennium we are looking at new ways to utilize available technology. Software programs are available that interface with the State Judicial Information System (JIS). They provide E-Forms, document and hearing synchronization, and calendar and scheduling capability. Utilizing this type of technology moves us closer to realizing our goal of becoming 100% paperless.

The court is requesting to combine our 2 vacant part-time positions into 1.0 FTE Legal Specialist. This position will be moved to the Court's Probation Program and will replace the 1.0 clerical

position that was eliminated in 2011 due to budget cuts. The Probation Department, consisting of 1.0 FTE Probation Supervisor and 1.0 FTE Probation Officer, has been operating under duress without clerical assistance for the majority of the past 5 years. 1,328 offenders are currently on probation with Lynnwood Municipal Court. This reclassification will result in a salary and benefits savings.

The City of Lynnwood funds 1 full-time Judicial Position. The most recent Judicial Estimate published by the Administrative Office of the Courts estimates Lynnwood Municipal Court's judicial need to be 1.53 FTE. Unfortunately, the current courthouse facility does not provide adequate space for additional judicial officers or court staff. In addition, it does not meet the Board of Judicial Administration Courthouse Public Safety Standards or provide adequate congregation space for jurors nor meeting space for attorney/client meetings.

Lynnwood Municipal Court values the partnerships we have established with Snohomish County Court District, Municipal Courts, and our judicial partners across the State. In June of 2016 a Search Warrant Call List was established by the Snohomish County District Court. Law Enforcement Officers from all over the County call this number, anytime of the day or night, when a search warrant requires judicial approval. Judge Moore participates in the call rotation. This collaboration of the Snohomish County Courts benefits not only the Lynnwood Police Department, but all Snohomish County Law Enforcement Agencies.

Another example of Court Collaboration is the Snohomish County Municipal Court Warrant Recall Program. This program provides defendants, who meet certain criteria, a process to quash their outstanding bench warrants at several Snohomish County Municipal Courts; Lynnwood, Everett, Edmonds, Marysville, or Monroe.

In conclusion, "Lynnwood Municipal Court exists to serve the community of Lynnwood. State law does not require that cities and town have their own courts; they are free to use state and county courts instead. Lynnwood chooses to have its own municipal court. Lynnwood has its own court because it is more convenient to the citizens in this community and because the council and mayor believe that justice is better served by a court in and for the city." *Judge Stephen E. Moore*

Highlights and Accomplishments During 2015-2016:

- Implemented CollectR for automated collection receipting.
- Implemented 1Lingua online Interpreter Scheduling Software.
- Implemented GR 31.1 Policies, Procedures, and Guidelines.
- Implemented AV Capture court recording software.
- Participation in Snohomish County Municipal Court Warrant Recall Program.
- Participation in Judicial On-Call Snohomish County Search Warrant Program.
- Continue used of LEAN concepts to revise policy and procedure for gained efficiency.
- Continued staff training, cross-training, and development.
- Implementation of Plain Paper Notices for printing of bench warrants and summons.

- Revised and updated online Staff Policy and Procedure Manual.
- 100% Clearance Rate.
- Continued enhancement of the court's website to meet our customer's needs.
- Implementation of file audit process to ensure the reliability and integrity of court records.

Department Budget History by Program:

Note: In instances where programs are not identified in past budgets, only the Department's total budget allocation is provided.

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
Court Administration	$ 997,407	$ 1,082,539	$ 2,317,143	$ 1,192,732
Court Probation Services	189,608	137,877	363,762	619,769
Criminal Case Processing	N/A	N/A	N/A	528,141
Infraction Case Processing	N/A	N/A	N/A	185,953
Photo Enforcement Case Processing	N/A	N/A	N/A	329,248
Total Department Expenditure	$ 1,187,015	$ 1,220,416	$ 2,680,905	$ 2,855,843

Department Personnel [Full-Time Equivalent (FTE)]:

Job Title	Number of FTE					
	2013 Actual	2014 Actual	2015 Actual	2016 Revised	2017 Projected	2018 Projected
Presiding Judge	1.0	1.0	1.0	1.0	1.0	1.0
Court Administrator	1.0	1.0	1.0	1.0	1.0	1.0
Court Operations Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Probation Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
Probation Officer	1.0	1.0	1.0	1.0	1.0	1.0
Legal Specialist	6.75	6.75	6.75	6.75	7.0	7.0
Data Entry Clerk	.50	.50	.50	.50	0	0
Clerk I	.15	.15	.15	.15	.15	.15
Total	12.4	12.4	12.4	12.4	12.15	12.15

12. Performance Measures: Criminal Case Processing

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Clearance Rate: Number of cases disposed of in comparison to the number of cases filed.	100%	136%		
Timely reporting of conviction data to DOL; 3-5 days.	100%	NA		
Monthly Collection Processing	12	12		

12. Performance Measures: Infraction Case Processing

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Clearance Rate: Number of cases disposed of in comparison to the number of cases filed.	100%	105%		
Timely reporting of conviction data to DOL; 3-5 days.	100%	NA		
Monthly Collection Processing	12	12		

12. Performance Measures: Photo Enforcement Case Processing

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Clearance Rate: Number of cases disposed of in comparison to the number of cases filed.	100%	100%		
Bi-Monthly Collection Processing	24	24		

12. Performance Measures: Administration

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Monthly remittance of fines, fees, and costs to the City Treasurer.	12	12		
Monthly audit of accounting functions.	12	12		
Bi-Monthly accounts payable review for refund of bail, overpayments and restitution payments.	24	24		
Reliability and Integrity of court files. The percentage of files that meet established standards for completeness and accuracy of content.	100%	NA		

12. Performance Measures: Probation Services

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Assess Risk for each offender placed on Active Probation	100%	100%		
Conduct Probation Orientation with offender within 2-3 weeks of sentencing/disposition date.	100%	NA		

1. Title: Court Administration **Program No.:** 01114000

2. Responsible Department(s): Municipal Court

3. Brief Description:

Under the direction of Presiding Judge Stephen E. Moore, Court Administration is responsible for all non-judicial functions of the Court. These include: development and coordination of programs and budget, strategic direction, development and implementation of policy and procedures, accounting management, case flow and jury management, project oversight, contracts, liaison with city departments, state and county agencies, human resources management, records management, and other responsibilities as required.

4. Program Outcomes:

See program description above.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Note:

The proposed program is aligned with the following Community Vision goals:

6. To ensure a safe environment through rigorous criminal and property law enforcement.

Lynnwood Municipal Court contributes to the City's safe environment by fairly and impartially administering justice.

4. To be a cohesive community that respects all citizens.

Lynnwood Municipal Court administers justice in a manner that preserves both the dignity and rights of the defendant as well as the citizens of Lynnwood. The overriding value that drives the Lynnwood Municipal Court is customer service.

7. To be a city that is responsive to the wants and needs of our citizens.

The Lynnwood Municipal Court is responsive to the needs of the citizens by offering many online services and providing exceptional customer service whether it be in person, on the telephone, or by e-mail communication

6. Mandatory v. Optional:

Mandatory by Court Rule, GR 29 (f). If the City provides court services to adjudicate misdemeanant citations issued by City officers of the law, administrative functions of the court cannot be delegated to either the executive or legislative branches of government.

Alternative Service Delivery Options:

Lynnwood Municipal Court exists to serve the community of Lynnwood. State law does not require cities or town to have their own courts; they are free to contract with the county or another jurisdiction. When this alternative was explored in the past it was determined that the City would increase its court services expenditure. Using 2015 caseload data published by the Administrative Office of the Courts, the City's court services expenditure budget would increase by approximately 38%.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Judge	Court	1.0	
Court Administrator	Court	1.0	
Court Operations Supervisor	Court	1.0	
Total Dedicated Staff		3.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		3.0	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 529,315	$ 589,188	$ 1,208,522	$ 448,870
2-Personnel Benefits	219,144	233,500	488,884	121,874
3-Supplies	15,081	8,248	19,960	29,641
4-Services	233,867	251,603	599,777	592,347
5-Intergovernmental Svcs				
6-Capital Outlay				
Total Department Expenditure	$ 997,407	$ 1,082,539	$ 2,317,143	$ 1,192,732

9. Offsetting Revenues: (if any)

Court Costs	$17,094.06
Interest Income	$223,578.61
	$240,672.67

10. Fiscal Sustainability - Net General Fund Cost of Program:

$952,059

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Efficient and equitable judicial services are paramount to the Community Vision	◆	☐	☐
Degree Mandatory Court services are mandatory. Alternative service delivery options are available.	◆	☐	☐
Degree Fiscally Sustainable Off-setting revenues are generated by this Program.	☐	◆	☐

12. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Monthly remittance of fines, fees, and costs to the City Treasurer.	12	12		
Monthly audit of accounting functions.	12	12		
Bi-Monthly accounts payable review for refund of bail, overpayments and restitution payments.	24	24		
Reliability and Integrity of court files. The percentage of files that meet established standards for completeness and accuracy of content.	100%	NA		

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form attached? ☐ Yes ◆ No

- **B. Other Comments:**

1. Title: Criminal Case Processing **Program No.:** 01114030

2. Responsible Department(s): Municipal Court

3. Brief Description:

The Lynnwood Municipal Court has exclusive original criminal jurisdiction over misdemeanor and gross misdemeanor violations of City Ordinances. Criminal violations are filed into the Court by the Lynnwood Police Department or the City's contracted Prosecuting Attorney. The Court is mandated by law to process criminal cases in accordance with applicable State Statutes and Court Rules. Caseload Reports published by the Administrative Office of the Courts indicate 2,379 criminal cases were filed by the City in 2015; 211 of which were charges of DUI or Physical Control. Presiding Judge Stephen E. Moore presided over 700 criminal calendars in 2015.

4. Program Outcomes:

Process all criminal matters filed with the Lynnwood Municipal Court in accordance with the United States and Washington State Constitutions, State Statutes, and Court Rules.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Note:

The proposed program is aligned with the following Community Vision goals:

6. To ensure a safe environment through rigorous criminal and property law enforcement.

1. "Become a benchmark city through technology." Lynnwood Municipal Court is utilizing current technology to automate various clerical tasks. This has enabled the Court to process our ever increasing caseload with existing resources.

2. "Increase police presence thorough more patrol and bike officers. "Increased police presence will increase Lynnwood Municipal Court's caseload.

4. To be a cohesive community that respects all citizens.

Lynnwood Municipal Court administers justice in a matter that preserves both the dignity and rights of the defendant as well as the citizens of Lynnwood. The overriding value that drives the Lynnwood Municipal Court is customer service.

7. To be a city that is responsive to the wants and needs of our citizens.

The Lynnwood Municipal Court is responsive to the needs of the citizens by offering many online services and providing exceptional customer service whether it be in person, on the telephone, or by e-mail communication.

6. Mandatory v. Optional:

United States Constitution – Article III Washington State Consitution - Article IV
RCW 3.5 LMC 2.19
GR – Rules of General Application
CrRLJ – Criminal Rules for Courts of Limited Jurisdiction
RALJ – Rules for Appeal of Decisions of Court of Limited Jurisdiction
ARLJ – Administrative Rules for Courts of Limited Jurisdiction

Alternative Service Delivery Options:

Lynnwood Municipal Court exists to serve the community of Lynnwood. State law does not require cities or towns to have their own courts; they are free to contract with the county or another jurisdiction. When this alternative was explored in the past it was determined that the City would increase its court services expenditure. Using 2015 caseload data published by the Administrative Office of the Courts, the City's court services expenditure budget would increase by approximately 38%.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Legal Specialist	Court	1.0	
Legal Specialist	Court	1.0	
Legal Specialist	Court	1.0	
Legal Specialist	Court	0.5	
Total Dedicated Staff		3.5	
Support Staff			
Clerk	Court	0.15	
Total Support Staff		0.15	
Total Dedicated & Support Staff		3.65	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	N/A	N/A	N/A	$ 344,985
2-Personnel Benefits	N/A	N/A	N/A	158,316
3-Supplies	N/A	N/A	N/A	13,140
4-Services	N/A	N/A	N/A	11,700
Total Department Expenditure	$ -	$ -	$ -	$ 528,141

9. Offsetting Revenues: (if any)

Criminal Fines and Fees	$642,400
	$642,400

10. Fiscal Sustainability - Net General Fund Cost of Program:

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Court services are relevant to goals of being, welcoming, safe, responsive, etc.	◆	☐	☐
Degree Mandatory Case processing services are mandatory. Alternatives for service delivery are available.	◆	☐	☐
Degree Fiscally Sustainable Off-setting revenues are generated by this Program.	◆	☐	☐

12. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Clearance Rate: Number of cases disposed of in comparison to the number of cases filed.	100%	136%		
Timely reporting of conviction data to DOL; 3-5 days.	100%	NA		
Monthly Collection Processing	12	12		

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form attached? ☐ Yes ◆ No

Note: A reduction in funding to court services may result in prioritization of caseload processing. Due to Statutory requirements and public safety concerns criminal case processing is the Court's first priority followed by infractions and then photo enforcement case processing.

- **B. Other Comments:**

1. Title: Infraction Case Processing **Program No.:** 01114040

2. Responsible Department(s): Municipal Court

3. Brief Description:

Infractions are minor traffic and non-traffic violations. Infractions are treated as civil cases for enforcement and adjudication. A Notice of Infraction may be issued by the Lynnwood Police Department or the City's contracted Prosecuting Attorney. Court Rule IRLJ 2.2(d) requires infractions be filed with the court. Infractions are issued for violations of City Ordinances and State Statutes. Caseload Reports published by the Administrative Office of the Courts indicate 8,028 infractions and 600 parking citations were filed with Lynnwood Municipal Court in 2015. Over 5,000 infraction hearings were held.

4. Program Outcomes:

Process all infractions filed with Lynnwood Municipal Court in accordance with the United States and Washington State Constitutions, State Statutes, and Infraction Rules for Courts of Limited Jurisdiction.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Note:

The proposed program is aligned with the following Community Vision goals:

6. To ensure a safe environment through rigorous criminal and property law enforcement.

1. "Become a benchmark city through technology." Lynnwood Municipal Court is utilizing current technology to automate various clerical tasks. This has enabled the court to process our ever increasing caseload with existing resources.

2. "Increase police presence thorough more patrol and bike officers. "Increased police presence will increase Lynnwood Municipal Court's caseload.

4. To be a cohesive community that respects all citizens.

Lynnwood Municipal Court administers justice in a manner that preserves both the dignity and rights of the defendant as well as the citizens of Lynnwood. The overriding value that drives the Lynnwood Municipal Court is customer service.

7. To be a city that is responsive to the wants and needs of our citizens.

The Lynnwood Municipal Court is responsive to the needs of the citizens by providing Mitigation and Contested Hearings by mail and Mitigation and Contested Hearings by e-mail.

6. Mandatory v. Optional:

United States Constitution – Article III Washington State Constitution - Article IV
LMC 2.19 RCW 3.5
GR – Rules of General Application
IRLJ - Infraction Rules for Courts of Limited Jurisdiction
RALJ – Rules for Appeal of Decisions of Court of Limited Jurisdiction
ARLJ – Administrative Rules for Courts of Limited Jurisdiction

Alternative Service Delivery Options:

Lynnwood Municipal Court exists to serve the community of Lynnwood. State law does not require cities or towns to have their own courts; they are free to contract with the county or another jurisdiction. When this alternative was explored in the past it was determined that the City would increase its court services expenditure. Using 2015 caseload data published by the Administrative Office of the Courts, the City's court services expenditure budget would increase by approximately 38%.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Legal Specialist	Court	1.0	
Total Dedicated Staff		1.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		1.0	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	N/A	N/A	N/A	$ 114,974
2-Personnel Benefits	N/A	N/A	N/A	61,230
3-Supplies	N/A	N/A	N/A	3,397
4-Services	N/A	N/A	N/A	6,352
5-Intergovernmental Svcs				
6-Capital Outlay				
Total Department Expenditure	$ -	$ -	$ -	$ 185,953

9. Offsetting Revenues: (if any)

Infraction Fines & Fees	$1,745,358
	$1,745,358

10. Fiscal Sustainability - Net General Fund Cost of Program:

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Court services are relevant to goals of being, welcoming, safe, responsive, etc.	◆	☐	☐
Degree Mandatory Case processing services are mandatory. Alternatives for service delivery are available.	◆	☐	☐
Degree Fiscally Sustainable Off-setting revenues are generated by this Program.	◆	☐	☐

12. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Clearance Rate: Number of cases disposed of in comparison to the number of cases filed.	100%	105%		
Timely reporting of conviction data to DOL; 3-5 days.	100%	NA		
Monthly Collection Processing	12	12		

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form attached? ☐ Yes ◆ No

Note: A reduction in funding to court services may result in prioritization of caseload processing. Due to Statutory requirements and public safety concerns criminal case processing is the Court's first priority followed by infractions and then photo enforcement case processing.

- **B. Other Comments:**

1. Title: Photo Enforcement Case Processing Program No.: 01114050

2. Responsible Department(s): Municipal Court

3. Brief Description:

The use of automated safety cameras for issuance of Notice of Infractions is authorized by Statute. Notice of Infractions issued by the Lynnwood Police Department are downloaded by ATS (Lynnwood's photo enforcement vendor) into the State Judicial Information System (JIS). Court Rule IRLJ 2.2(d) requires Notice of Infractions be filed with the Court. Photo Enforcement infractions are processed as parking citations and are the responsibility of the registered owner of the vehicle. The Infraction Rules for Courts of Limited Jurisdiction apply to photo enforcement infractions in the same manner as they do to traffic and non-traffic infractions. Caseload Reports published by the Administrative Office of the Courts indicate 33,378 photo enforcement infractions where filed into the Lynnwood Municipal Court in 2015 and 5,385 photo enforcement hearings were held.

4. Program Outcomes:

Process all photo enforcement infractions in accordance with the United States and Washington State Constitutions, State Statutes, and the Infraction Rules for Courts of Limited Jurisdiction.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Note:

The proposed program is aligned with the following Community Vision goals:

6. To ensure a safe environment through rigorous criminal and property law enforcement.

1. "Become a benchmark city through technology." Lynnwood Municipal Court is utilizing current technology to automate various clerical tasks. This has enabled the court to process our ever increasing caseload with existing resources.

2. "Increase police presence thorough more patrol and bike officers. "Increased police presence will result in an increase in Lynnwood Municipal Court's caseload.

4. To be a cohesive community that respects all citizens.

Lynnwood Municipal Court administers justice in a manner that preserves both the dignity and rights of the defendant as well as the citizens of Lynnwood. The overriding value that drives the Lynnwood Municipal Court is customer service.

7. To be a city that is responsive to the wants and needs of our citizens.

The Lynnwood Municipal Court is responsive to the needs of the citizens by offering many online services and providing exceptional customer service whether it be in person, on the telephone, or by e-mail communication.

6. Mandatory v. Optional:

United States Constitution – Article III Washington State Constitution - Article IV
RCW 3.5 RCW 46.63.170 RCW 46.63.075(2) LMC 2.19
RALJ – Rules for Appeal of Decisions of Courts of Limited Jurisdiction
GR – Rules of General Application
IRLJ - Infraction Rules for Courts of Limited Jurisdiction
ARLJ – Administrative Rules for Courts of Limited Jurisdiction

Alternative Service Delivery Options:

Lynnwood Municipal Court exists to serve the community of Lynnwood. State law does not require cities or towns to have their own courts; they are free to contract with the county or another jurisdiction. When this alternative was explored in the past it was determined that the City would increase its court services expenditure. Using 2015 caseload data published by the Administrative Office of the Courts, the City's court services expenditure budget would increase by approximately 38%.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Legal Specialist	Court	1.0	
Legal Specialist	Court	.50	
Total Dedicated Staff		1.50	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		1.50	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	N/A	N/A	N/A	$ 210,032
2-Personnel Benefits	N/A	N/A	N/A	93,496
3-Supplies	N/A	N/A	N/A	5,092
4-Services	N/A	N/A	N/A	20,628
Total Department Expenditure	$ -	$ -	$ -	$ 329,248

9. Offsetting Revenues: (if any)

Photo Enforcement Fines & Fees	$5,588,684.34
	$5,588,684.34

10. Fiscal Sustainability - Net General Fund Cost of Program:

N/A

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Court services are relevant to goals of being, welcoming, safe, responsive, etc.	◆	☐	☐
Degree Mandatory Case processing services are mandatory. Alternatives for service delivery are available.	◆	☐	☐
Degree Fiscally Sustainable Off-setting revenues are generated by this Program.	◆	☐	☐

12. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Clearance Rate: Number of cases disposed of in comparison to the number of cases filed.	100%	100%		
Bi-Monthly Collection Processing	24	24		

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form attached? ☐ Yes ◆ No

Note: A reduction in funding to court services may result in prioritization of caseload processing. Due to Statutory requirements and public safety concerns criminal case processing is the Court's first priority followed by infractions and then photo enforcement case processing.

- **B. Other Comments:**

1. Title: Probation Services **Program No.:** 1114100

2. Responsible Department(s): Municipal Court

3. Brief Description:

ARLJ 11.1 - "A misdemeanant probation department, if a court elects to establish one, is an entity that provides services designed to assist the court in the management of criminal justice and thereby aid in the preservation of public order and safety. This entity may consist of probation officers and probation clerks. The method of providing these services shall be established by the presiding judge of the local court to meet the specific needs of the court."

4. Program Outcomes:

Provide the court with thorough, accurate, and timely reports.

Refer offenders to appropriate treatment resources.

Hold offenders accountable for their behavior.

Enhance community safety and provide offenders with an experience that will lessen the likelihood of law violations in the future.

Assess each probationer and provide supervision at the designated classification level by assessing risk to the community.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

The proposed program is aligned with the following Community Vision goals:

6. To ensure a safe environment through rigorous criminal and property law enforcement.

Working collaboratively with law enforcement, victims' services coordinator, and treatment providers.

7. To be a city that is responsive to the wants and needs of our citizens.

Note: Promote community safety by conducting records checks for new law violations and reporting offender non-compliance to the Court.

4. To be a cohesive community that respects all citizens.

Hold probationers accountable for their behavior.

6. Mandatory v. Optional:

RCW 3.66.067 RCW 3.50.320 RCW 3.66.068 RCW 3.50.330 RCW 9.94A.535
ARLJ 11 - Misdemeanant Probation Departments
ARLJ 11.3 - "All positions, which are funded by statutory probation service fees, shall be limited to working with individuals or cases who are on probation. Any additional funds raised from statutory probation services fees beyond what is necessary to fund the positions in the probation department shall be used to provide additional levels of probation services."

Alternative Service Delivery Options:

A city or town may choose to contract with the district court or another city for court services; probation services would be provided by that court. Probation fee revenue previously collected and remitted to Lynnwood's General Fund would be collected by the court providing court/probation services. The probation fee revenue would be deposited into that jurisdiction's General Fund. The loss in General Fund revenue to the City of Lynnwood would be approximately $743,000 over the biennium. Court Rule provides that the method of providing probation services shall be established by the presiding judge.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Probation Supervisor	Court	1.0	
Probation Officer	Court	1.0	
Legal Specialist	Court	0.75	
Data Entry Clerk		0.5	
Total Dedicated Staff		3.25	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		3.25	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 135,944	$ 98,932	$ 289,630	$ 409,246
2-Personnel Benefits	50,872	36,278	69,332	193,480
3-Supplies	1,920	1,958	1,000	7,931
4-Services	872	709	3,800	9,112
Total Department Expenditure	$ 189,608	$ 137,877	$ 363,762	$ 619,769

9. Offsetting Revenues: (if any)

Probation Fees	$742,985
	$742,985

10. Fiscal Sustainability - Net General Fund Cost of Program:

ARLJ 11.3 provides that statutory probation service fees be used for probation services. Any additional funds raised from statutory probation services fees beyond what is necessary to fund the positions in the probation department shall be used to provide additional levels of probation services.

11. Executive's Assessment

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Probation services are relevant to goals of being, welcoming, safe, responsive, etc.	◆	☐	☐
Degree Mandatory Probation services are mandatory. Alternatives for service delivery are available.	◆	☐	☐
Degree Fiscally Sustainable Off-setting revenues are generated by this Program.	◆	☐	☐

12. Performance Measures:

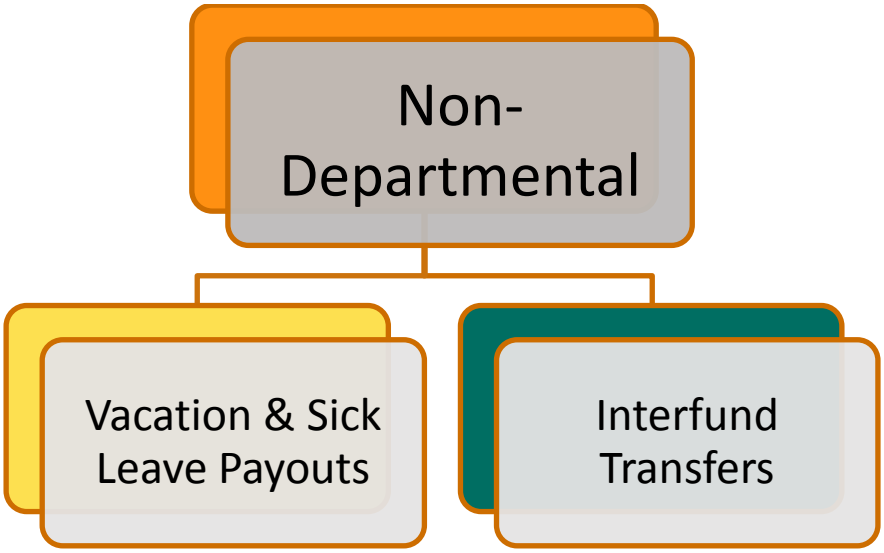
Measure	Target	Actual 2015	Actual 2017	Actual 2018
Assess Risk for each offender placed on Active Probation	100%	100%		
Conduct Probation Orientation with offender within 2-3 weeks of sentencing/disposition date.	100%	NA		

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form attached? ☐ Yes ◆ No

- **B. Other Comments:**



Departmental Mission and Responsibilities:

Prior to the development of the City's 2017-2018 budget, the Non Departmental area of the General Fund budget included funding for most all goods and services that were not controllable by the City. Among other things, these non-controllable costs included interlocal agreements with outside government agencies, such as Sno-Com that provides our 911 dispatch services. The Non Departmental budget also included all utility costs and citywide memberships. With the implementation of the Budgeting for Outcomes (BFO) budget methodology, these budgets are included in the programs and Department budgets that utilize these services.

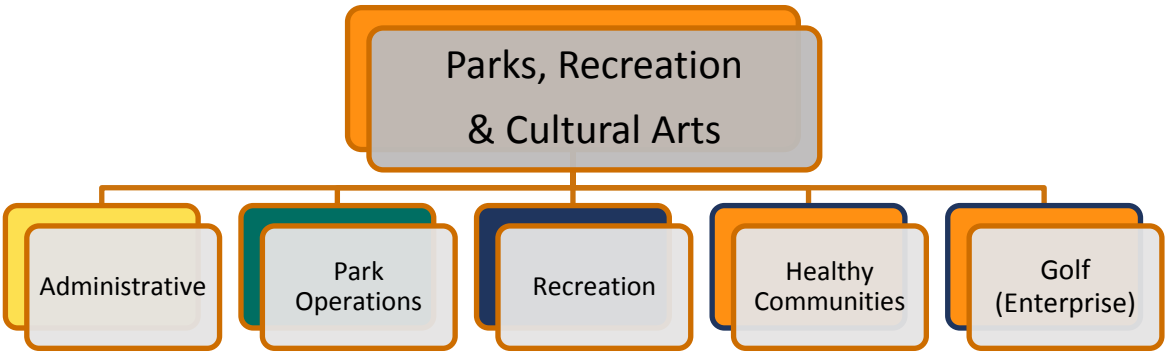
Highlights and Changes for 2017-2018:

In the future, there will be only two categories of expenditures included in the 2017-2018 Non Departmental budget: 1) funds for payout of accrued vacation and sick leave for long-term employees (when the payout would significantly affect a Department or Fund), and 2) monies for all interfund transfers from the General Fund (see table below).

It is difficult for a Department to estimate and budget for the payoff of long term employees' vacation and sick leave balances. Interfund transfers from the General Fund are fixed in nature due to bond payment schedules and are not easily translated into a program using the BFO methodology of budgeting.

Department Budget History by Program:

Description	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
Sick Leave/Vacation Payouts	$ 103,829	$ 65,495	$ 522,000	$ 200,000
LEOFF Retiree Benefits	780,722	862,670	1,604,807	-
Unemployment Claims	27,585	49,706	-	-
Utilities	315,962	291,689	693,808	-
Association Dues and Memberships	48,286	67,143	143,000	-
Election Costs	36,384	47,700	136,000	-
Other Services (Rentals, Audit Costs, etc.)	496,719	547,290	973,752	-
Interlocal Agreements (Snocom, SERS, etc.)	1,197,574	1,274,714	2,671,510	-
Total Operating Expenditures	**3,007,061**	**3,206,407**	**6,744,877**	**200,000**
Transfer to Revenue Stablization Fund	3,814,864	-	185,136	-
Transfer to Debt Service Funds	1,796,552	1,797,844	3,596,712	3,581,193
Transfer to Street Operations Fund	-	-	-	2,000,000
Transfer to Energy Conservation Fund	15,570	-	-	-
Transfer to Solid Waste Fund	-	-	-	20,000
Transfer to Capital Funds	408,000	1,664,469	1,925,723	2,200,000
Transfer to Golf Fund (Interfund Loan)	-	-	125,000	425,000
Transfer to Internal Service Funds (Fleet & Insurance)	1,306,533	-	-	-
Total Transfers	**7,341,519**	**3,462,313**	**5,832,571**	**8,226,193**
	$ 10,348,580	**$ 6,668,720**	**$ 12,577,448**	**$ 8,426,193**



Department Mission and Responsibilities:

Department mission: Lynnwood Parks, Recreation & Cultural Arts- creating a healthy community through people, parks, programs and partnerships.

Department vision: Parks, Recreation & Cultural Arts is part of Lynnwood's daily life and we shape the character of the community by:

- Providing stewardship of our resources
- Providing recreation opportunities for all ages
- Contributing to the City's economic vitality
- Promoting health and wellness
- Fostering social connections
- Embracing innovation
- Supporting staff professional development and excellence
- Engaging and responding to the changing needs of our community
- Creating a connected community
- Providing premier customer service
- Leaving a legacy for future generations

The Parks, Recreation & Cultural Arts (PRCA) Department provides a comprehensive system of facilities and programs to meet the parks and recreation needs of the community. The Department acquires, plans and develops parks and recreation facilities, operates and maintains parks and facilities, and provides a wide variety of affordable recreation activities and programs for all age groups.

The Department is comprised of four General Fund divisions and one Enterprise division:

- Administrative

- Parks Operations
- Recreation
- Healthy Communities
- Golf (Enterprise)

Highlights and Changes for 2017-2018:

PRCA has worked closely with our boards and commissions and the community to create four comprehensive/strategic plans that have been approved by Resolution by City Council. It is our intention to use these documents to advance our FY 17/18 priorities and services to the community. The Council approved plans are as follows:

1. 2016-2025 Parks, Arts, Recreation and Conservation Plan- Council approved on February 22, 2016
2. Healthy Communities Action Plan- Council Approved on May 9, 2016
3. Cultural Arts Plan- Approved by Council on June 27, 2016
4. Heritage And History Plan- Approved by Council on July 25, 2016

Highlights and changes for the department divisions are included below:

Administration

Staffing: Professional services for capital project planning

Program and operational changes: Contract for park planning (landscape design services for department capital projects)

Policy issues:

- Addressing social equity issues in all areas
- Revisit City alcohol policy to respond to increased community rental requests at Heritage Park and the Senior Center
- Establish Park Impact Fees to provide a dedicated funding source for new capital projects

Other important items:

- PARC Plan Implementation:
    - ADA Transition Planning (evaluate opportunity for fully-accessible park design)
    - Asset Management
- Town Square Park & City Center Project Implementation
- Contributing to Sustainability Planning (LID, green infrastructure)
- Role with City Center planning & projects
- Role with Sound Transit impacts including connectivity, multi-
- Modal shifts and mitigation to wetlands.

Healthy Communities

Staffing:

- Retain .75FTE program coordinator supporting arts, cultural, and heritage programs
- Add 1 FTE program coordinator for community event coordination and facilitation citywide

Program and operational changes:

- Re-establish Arts & Cultural Program activities
- Re-establish Citywide Events program activities (primarily using new facilitation model)

Policy issues:

- Social Determinates of Health data mapping and project identification/prioritization for underserved neighborhoods
- Healthy Communities Action Plan – policy initiatives
- Public Art funding philosophy

Park Maintenance and Operations

Staffing: Requesting additional 1 FTE in 2018 and fully funding four existing seasonal positions in 2017/2018.

Program and operational changes: Field attendants to move from Recreation to Park Maintenance.

Other important items:

- Deferred maintenance improvements as identified in the 2016 PARC plan
- Playground asset replacement plan for the playgrounds beginning in 2017
- An ADA audit to identify current park fixtures that need to be updated or modified to comply with current 2010 standards. Create a transition strategy to systematically address these items identified (a large number of these updates can be done in-house by park maintenance staff with implementation starting in 2017)
- Expansion of volunteer service program and park volunteer projects
- This work will be supported with deferred maintenance funding and additional staffing requests. The additional staffing will also support the expanded volunteer programing, special events and a number of other essential job functions.

Recreation Division

62+ Programs

- Expand operations of the Senior Center to 4:00 p.m. on weekdays and 9:00-1:00 on Saturdays.

Recreation Programs

- Add a Full Time Coordinator to increase focus on youth programs and services
- Re-instate Lynnwood teen Advisory Group (LTAG)
- Implement a Biddy Sports Program for 3- 5 year olds using school gyms and the Meadowdale Playfields (soccer, basketball and t-ball)

Customer Service

- Re-class existing Assistant Supervisor to Supervisor

Recreation Division

- Review existing scholarship program and seek new funding sources.
- Complete division program evaluation to create a comprehensive scorecard analysis and new fee policy and cost recovery ideas.
- Review Meadowdale Playfields rental policies, fees and charges and use agreements

The Parks & Recreation Board discussed the department highlights at its June 2016 meeting and identified and ranked its priorities (numbers by priorities indicate number of votes):

PRCA Priorities

- City Center Town Square Park (to serve as an important community event gathering space)

- Park Maintenance Staffing
- Registration System Replacement (preferably with a mobile app)
- Mobile Friendly Website
- Strategic Acquisitions for park expansion or new development (so that we don't "miss" opportunities, and to be leveraged, matched or used for creative solutions)
- Youth/Teen Development Programs
- Engage Youth in Conservation of Parkland (e.g. summer job program)
- Measure Outcomes Instead of Outputs
- Address Equity Gaps
- Address Silver Tsunami
- Landscape Design Support
- Community/Public Engagement

Citywide Priorities

- Cultural and Diversity Events (staff request)
- Promote Neighborhood Development
- Community/Public Engagement
- Continue Healthy Communities Initiatives

Highlights and Accomplishments During 2015-2016:

- Cross trained all recreation attendants to be able to work at the customer service desk or weight room. This has provided us improved efficiently to have additional staff support during peak times.
- Increased our hours of operations on Sunday by 3 hours.
- Doubled the capacity of our pool rentals on Sundays.
- Increased our focus on safety. We have started quarterly safety trainings for the department.
- Class registration revenue increase by 3.5% in 2015 to $1,280,396.
- Drop-in or annual pass use increased by 8% to 263,998 visits in 2015.
- Senior center celebrated its 20th birthday on August 20th, 2016.
- Renewed grants with Verdant Health for 3rd grade swim lessons and Move 60 teen program for another 3 years.
- Increased our number of campers at Kamp Kookamunga by 10% percent to 110 a week.
- Aquatics department produced 500 hours of programming a week on average in 2015.
- 62+ department produced 87 hours of programming a week on average in 2015.
- Recreation programs department produced 250 hours of programming a week on average in 2015.
- 62+ programs utilized 103 volunteers who donated 3,900 hours in 2015.
- Development and adoption of the 10-year Parks, Arts, Recreation and Conservation Comprehensive Plan
- Development and adoption of the 10-year Healthy Communities Action Plan
- Development and adoption Cultural Arts Plan
- Development and adoption of Heritage Strategic Plan
- Achievement of the AWC WellCity Award (2015 & 2016)
- Launched Lynnwood Walks – South County summer walking program partnership

- Developed and implemented a new, neighborhood mini-grant program, Love Your Block
- Cedar Valley Signal Box Wrap (public art pilot project)
- School residency at Cedar Valley Community School
- Launched new Youth Art Exhibit series at Rec Center
- Create and launched new City Hall Art Gallery
- Shakespeare in the Park summer series (sponsor funded)
- Successful community event partnerships for Afro-Latino Festival and Ubuntu Expose
- Latino Art Club (15/16 school year) and Artist Exhibit
- Overall maintenance and operation of over 389 acres of improved parks, athletic fields, trails, open space, related buildings and equipment within budget.
- Volunteer project coordination with several community groups including local boy and girl scout projects. Projects include the creation of an interpretive trail at Lynndale Park, trail restoration and bridge improvements at the Mesika Trail and the addition of several park benches.
- Park operations designed the Senior Center patio. Installing pavers and landscaping.
- Seal coating and repair of the civic center, library, police, and fire station parking lots. Park staff also lined and seal-coated several of the park parking lots.
- Park operations crews resurfaced and lined the 4 basketball courts at Lynndale Park.
- Maintenance and repair of athletic field lighting. Crews working 80 t0 100 feet in the air repair and replace field lighting at the Meadowdale athletic facilities.
- The establishment and management of a volunteer program trailer to accommodate large group projects working throughout the City of Lynnwood.
- Management of the park operations community service program where court ordered workers participated in the maintenance of our city parks.
- Service of over 300 park shelter reservations annually.
- Park operations staff renovated baseball field 1 at Lynndale Park including leveling the outfield, irrigation installation and fence improvements.
- Park staff redesigned and constructed the east outlook at Scriber Lake Park
- Maintenance and repair of athletic field lighting. Crews working 80-100 feet in the air repair and replace field lighting at the Meadowdale athletic facility.
- Partnered with the Parks & Recreation Foundation's Par 4 Kids Golf Tournament, generating contributions totaling $19,000 for the Recreation Benefit Fund
- Hosted annual Arbor Day celebrations and received the City's 16th and 17th annual Tree City USA awards
- Lynnwood Municipal Golf Course profitable in 2015 and anticipated to be so in 2016

Department Budget History by Program:

Note: In instances where programs are not identified in past budgets, only the Department's total budget allocation is provided.

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 3,294,631	$ 3,450,829	$ 6,926,565	$ 8,000,972
2-Personnel Benefits	1,145,394	1,228,714	2,692,696	3,075,804
3-Supplies	305,176	269,526	693,756	734,016
4-Services	1,490,274	1,443,470	3,646,500	3,569,510
5-Intergovernmental Svcs	67,321	69,998	122,755	163,200
6-Capital Outlay	128,019	16,000	162,000	-
Total Department Expenditure	$ 6,430,815	$ 6,478,537	$ 14,244,272	$ 15,543,502

Department Personnel [Full-Time Equivalent (FTE)]:

Job Title	Number of FTE					
	2013 Actual	2014 Actual	2015 Actual	2016 Revised	2017 Projected	2018 Projected
Director	1.00	1.00	1.00	1.00	1.00	1.00
Community Programs Supervisor	1.00	1.00	0.00	0.00	0.00	0.00
Deputy Director	0.00	0.00	1.00	1.00	1.00	1.00
Parks Planner	1.00	1.00	0.00	0.00	0.00	0.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Healthy Communities Coordinator	0.75	0.75	1.00	1.75	1.75	1.75
Park Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
Foreman	1.00	1.00	1.00	1.00	1.00	1.00
Lead Worker	1.00	1.00	1.00	1.00	1.00	1.00
Maintenance Worker II	3.00	3.00	3.00	3.00	3.00	3.00
Maintenance Worker I	3.00	3.00	3.00	3.00	3.00	3.00
Recreation Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Manager	0.00	0.00	1.00	1.00	1.00	1.00
Aquatics Supervisor	1.00	1.00	0.00	0.00	0.00	0.00
Aquatics Assistant Supervisor	3.50	3.50	3.50	3.50	3.50	3.50
Aquatics Senior Guard	3.48	3.48	4.00	4.00	4.00	4.00
Aquatics Lifeguard/WSI	3.10	3.10	4.00	4.00	4.00	4.00
Athletics Supervisor	1.00	1.00	0.00	0.00	0.00	0.00
Youth/Teen Supervisor "Rec Programs" in 17/18	1.00	1.00	1.00	1.00	1.00	1.00
Athletics Coordinator "Rec Programs" in 17/18	1.00	1.00	1.00	1.00	1.00	1.00
Fitness Coordinator "Rec Programs" in 17/18	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Specialist - PreSchool	0.00	0.00	0.00	1.00	1.00	1.00
Senior Center Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Senior Center Coordinator	1.00	1.00	1.50	1.50	1.50	1.50
Senior Center Clerk	1.00	1.00	1.00	1.00	1.00	1.00

Job Title	Number of FTE					
	2013 Actual	2014 Actual	2015 Actual	2016 Revised	2017 Projected	2018 Projected
Customer Service Assistant Supervisor	0.00	0.00	1.00	1.00	1.00	1.00
Customer Service Lead Clerk Specialist	2.00	2.00	2.00	2.00	2.00	2.00
Customer Service Clerk Specialist	1.00	1.00	2.00	2.00	2.00	2.00
Customer Service Clerk	1.50	1.50	0.00	0.00	0.00	0.00
	37.33	37.33	38.00	39.75	39.75	39.75
ESTIMATED Part Time FTE	35.50	37.25	38.50	35.00	37.50	37.50

Note: New positions requested in “Requests for Additional Funding” not included above.

1. Title: Parks & Rec Administration Program No.: 01150010

2. Responsible Department(s): Parks, Recreation & Cultural Art

3. Brief Description:

This program (division) is responsible for the leadership, development and operation of a comprehensive Parks, Recreation and Cultural Arts system.

4. Program Outcomes:

This includes administrative functions, strategic planning, outreach, long-range capital and program planning, development of partnerships with other agencies and non-profits, acquisition and development of properties, grant writing and monitoring for compliance, development of the biennial budget, develop policies, and establishment of performance measures and goals.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Parks and Recreation services and programs are an essential element to creating a vibrant and sustainable community. The Administrative Division is responsible for long-range capital and strategic planning to ensure levels of service development is conducted with citizen input.

The proposed program is aligned with the following Community Vision goals:

1. To be a welcoming city that builds a healthy and sustainable environment.

Our parks and our recreation programs welcome participation by all; our park maintenance and conservation efforts ensure high quality natural and recreation areas and preservation of natural areas.

3. To invest in preserving and expanding parks, recreation, and community programs.

The department is responsible for the leadership, development and operation of a comprehensive park, recreation and cultural arts system.

7. To be a city that is responsive to the wants and needs of our citizens.

The results of a statistically-valid citizen survey conducted in 2015 were used to form the policies, goals, and strategies adopted in the 2016-2025 PARC Plan which guides all PRCA Department Programs.

5. To invest in efficient, integrated, local and regional transportation systems.

Parks and Recreation Administration is directly involved with the securing and management of the Bike2Health project to connect more than 11 miles of regional bicycle facilities.

6. Mandatory v. Optional:

The PRCA Administrative Division is responsible for compliance with all local, state and federal rules and regulations including compliance with the Growth Management Act, Recreation Conservation Office, and other interlocal agreements.

Chapters 36.70A-C RCW – Growth Management Act requires comprehensive plans and development regulations of counties and cities include an "Open Space and Recreation" element to "retain open space, enhance recreational opportunities, conserve fish and wildlife habitat, increase access to natural resource lands and water, and develop parks and recreation facilities.

Chapter 2.32 LMC For the purpose of providing for the proper maintenance and operation of public parks, playgrounds, and other recreational facilities belonging to the city of Lynnwood, and to provide for the acquisition of land, structures, and other facilities for the park and recreational program of the city, there is hereby created and established a department of said city to be known as the municipal park and recreation department, hereinafter called "the department." This chapter is enacted to vest the administration of the park and recreation program in a municipal department.

Chapter 2.28 LMC provides the Division the responsibility to administer the Parks and Recreation Board: There is hereby established a parks and recreation board of the city of Lynnwood composed of seven members as hereinafter provided. The parks and recreation board is an advisory board of the city of Lynnwood, whose duties shall be to provide advice and recommendations to the mayor, city council, staff and other boards and commissions in the city of Lynnwood with regard to parks, open space and recreation services and programs for the city of Lynnwood and the city's urban growth.

Alternative Service Delivery Options:

Conceivably, this program's services could be provided through alternative service delivery options such as a professional services consultant contract, agreement(s) with other agencies or private providers or by voter approval of a metropolitan park district. Any consideration of these alternative service delivery options would require detailed analysis of near-term and long-term impacts. No such analysis has been conducted or is planned at this time.

61 **7. Program Staffing:**

Position	Dept.	FTE	Note
Dedicated Staff			
Director	Parks	1.0	
Deputy Director	Parks	1.0	Moved from Community Programs
Administrative Assistant	Parks	1.0	
Total Dedicated Staff		3.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		3.0	

62 **8. Program Cost (summary):**

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 145,236	$ 209,153	$ 498,383	$ 739,411
2-Personnel Benefits	32,880	67,060	119,829	247,790
3-Supplies	9,941	1,216	8,650	98,000
4-Services	42,240	130,388	500,458	103,009
6-Capital Outlay	112,019	N/A	132,000	N/A
Total Department Expenditure	$ 342,316	$ 407,817	$ 1,259,320	$ 1,188,210

63

64 **9. Offsetting Revenues:** (if any)

65 **10. Fiscal Sustainability - Net General Fund Cost of Program:**

66 $1,188,210

11. Executive's Assessment

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Administration is a support function to the many park and recreation programs, facilities and benefits.	◆	☐	☐
Degree Mandatory If there are recreation programs and facilities, administrative services are necessary. Alternatives for service delivery may be feasible.	☐	◆	☐
Degree Fiscally Sustainable Administrative services make other revenue-generating park programs and services possible.	◆	☐	☐

12. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Monthly Budget Monitoring	12	12		
Board/Commission Annual Reports	3	2		
Grants: securing, monitoring, reporting	2-5/year	1		
Process Interlocal and other Agreements	2-8/year	10		
Capital Projects - design, outreach, funding, construction management	1-4/year			

13. Implications of Funding Changes:

- ### A. Requests for additional funding:

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

Note: An additional funding request has been prepared for consultant services for park planning functions and for a reclassification of the department administrative assistant.

- ### B. Other Comments:

Budget for the Deputy Director's salary and benefit costs, as well as some additional related program funding expenses ($3,000 for schooling/conference fees and $1,500 in travel expenses), have been moved to Parks & Recreation Administration from Community Programs for this budget cycle. These budgetary amounts from 2015-2016 are included in the chart above.

The following increases are also included per allocations provided by IT: Object 531820: $56,700 for department-wide Microsoft Office subscription services. Object 535820: $31,650 for department-wide desktop PC and printer replacement per recommended schedule. Object 542070: $4,704 for cell phone and wireless devices. Object 542080:

$1,198 for internet services. Object 549030: $6,240 for department-wide printer supplies and maintenance.

1. Title: Park Operations **Program No.:** 01151100

2. Responsible Department(s): Parks, Recreation & Cultural Arts

3. Brief Description:

This division administers and is responsible for the effective operation and maintenance of over 389 acres of City parks, athletic fields, trails and other civic lands and open space. Staff works to preserve, maintain and enhance the community's investment in parks, while providing quality facilities for leisure and athletic experiences. Primary service lines include facility maintenance, turf management, landscape management, irrigation, new construction (replacement/renewal) and vandalism mitigation.

4. Program Outcomes:

Facility Maintenance - Daily visits to each facility with janitorial and trash service of 11 park restrooms, as well as routine inspection and repair as needed. Other responsibilities include upkeep and repair of sport courts, pathways and athletic field preparation. This service line includes the quarterly inspections and maintenance of 21 playgrounds and 9 picnic shelters. Note: This program is not responsible for maintenance of the Recreation Center.

Turf Management - Care and maintenance of 60 acres of manicured turf, which includes six natural turf sports fields and all municipal facilities. Turf management includes mowing, thatching, aeration, edging and fertilization. Turf restoration projects are needed at many locations due to heavy seasonal use; the recent drought has only compounded this need. The natural settling of soils creates sinkholes that need to be filled on an annual basis.

Landscape Management - Service and maintenance of landscapes not only within parks, but at all of the City's facilities and municipal buildings. Formal plantings require monthly maintenance, which includes pruning and extensive weed control. Informal or native plantings require quarterly visits and are located in less-visible areas. This service line reflects tree care within formal landscapes, in addition to 150 acres of maintained urban forest. These responsibilities consist of annual pruning, tree planting, hazard tree removal, restoration plantings and invasive plant removal.

Irrigation - Operate and maintain 30 individual irrigation systems throughout the city to include routine repairs, winterization, system design and installation. Water conservation is a priority for the Department, and the best tool for conservation is a well-maintained and monitored irrigation system. The current system is over 25 years old and obsolete with no replacement parts available; a replacement program for irrigation controls is ongoing.

New Construction - Address major renovations or renewal projects within City facilities, including replacement or additions of amenities, such as picnic tables, benches and park signs. With an aging park system, it is necessary to have resources available to renew and refresh facilities within City parks. Many of Lynnwood's parks were constructed in the 1970s and are in need of updating to comply with current ADA standards.

Vandalism - Repair and replacement of any asset damaged or defaced within the park system. For example, in 2015 this included large-scale damages to turf areas and athletic fields by unauthorized vehicles which take significant resources with little restitution. Graffiti has become more prevalent and is requiring additional labor hours. It is the Department's goal to remove graffiti immediately or within 24 hours of a report.

Other Maintenance Responsibilities - Examples of other responsibilities include several special events, and coordination of volunteer projects. Park volunteer opportunities have expanded over the last biennium and now include several large events as well as many small clean up events. We also support many Boy and Girl Scout service projects as well as an Adopt a trail and Garden program. Other services include ongoing equipment maintenance, seasonal lighting, storm or disaster clean-up, biannual floral plantings and the continued maintenance and management needs of the City's parks open space areas.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Parks and Recreation services and programs are an essential element to creating a vibrant and sustainable community.

The proposed program is aligned with the following Community Vision goals:

1. To be a welcoming city that builds a healthy and sustainable environment. 3. To invest in preserving and expanding parks, recreation, and community programs. 7. To be a city that is responsive to the wants and needs of our citizens.

Parks are the foundation for our community; they provide a public a place to enjoy the natural elements in an urban settings in addition to Public gathering places and numerous other active recreational activities. Lynnwood Parks have become a regional provider for active recreational use, many features draw participants from surrounding communities including the Spray parks, Interurban Trail, Meadowdale and Lynndale Playfields and the Amphitheater. Parks help to build a healthy community while providing a sustainable environment for future generations.

6. Mandatory v. Optional:

The Park Operations Program's work plan (activities and services) for 2017-2018 is guided by the following legislative actions:

Resolution 2016-04, approving the 10-year Parks, Arts, Recreation & Conservation Plan contains goals, policies, and tasks to provide leadership and staff resources to maintain the overall parks and recreation to the City's requirements.

Chapters 36.70A-70C RCW – Growth Management Act requires comprehensive plans and development regulations of counties and cities include an "Open Space and Recreation" element to "retain open space, enhance recreational opportunities, conserve fish and wildlife

habitat, increase access to natural resource lands and water, and develop parks and recreation facilities.

Chapter 2.32 LMC For the purpose of providing for the proper maintenance and operation of public parks, playgrounds, and other recreational facilities belonging to the city of Lynnwood, and to provide for the acquisition of land, structures, and other facilities for the park and recreational program of the city, there is hereby created and established a department of said city to be known as the municipal park and recreation department, hereinafter called "the department." This chapter is enacted to vest the administration of the park and recreation program in a municipal department.

Alternative Service Delivery Options:

Conceivably, this program's services could be provided through alternative service delivery options such as a professional services consultant contract, agreement(s) with other agencies or private providers or by voter approval of a metropolitan park district. Any consideration of these alternative service delivery options would require detailed analysis of near-term and long-term impacts. No such analysis has been conducted or is planned at this time

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Superintendent	Parks	1.0	
Foreman	Parks	1.0	
Leadworker	Parks	1.0	
Maintenance Worker II	Parks	4.0	
Maintenance worker I	Parks	3.0	
Seasonal Laborer	Parks	4.0	
Field attendant	Parks	4.0	
Total Dedicated Staff		18.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		18.0	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 633,283	$ 524,314	$ 1,196,774	$ 1,371,128
2-Personnel Benefits	263,860	231,799	578,261	632,397
3-Supplies	43,227	40,103	135,790	152,594
4-Services	221,656	210,973	441,818	531,240
6-Capital Outlay	N/A	N/A	30,000	N/A
Total Department Expenditure	$ 1,162,026	$ 1,007,189	$ 2,382,643	$ 2,687,359

9. Offsetting Revenues: (if any)

City of Edmonds reimbursement for 1/2 operating costs at Meadowdale Playfields	$140,000+
City of Edmonds funding for the operation of Lynndale Skate Park	$10,000
Heritage Park Partners reimbursement for 1/2 utility costs at their occupied facility.	$4,500
Facility rental fees- Park rental shelters / Athletic field rentals	Reflected in Recreation budget
	$154,000

10. Fiscal Sustainability - Net General Fund Cost of Program:

$2,503,359

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Abundant and well-maintained support healthy and sustainable communities.	◆	☐	☐
Degree Mandatory Park facilities are not required by law, but are generally accepted to fulfill an intrinsic, human need.	◆	☐	☐
Degree Fiscally Sustainable Park facilities generate relatively-small amounts of actual revenue, but may result in cost avoidance with regard to human behavior.	☐	☐	◆

98 **12. Performance Measures:**

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Mowing of over 60 acres of manicured turf. Mowing each site weekly or as needed during the growing season	25 visits to each park per year	20		
Capital renewal/ Deferred Maintenance	Work to accomplish deferred maintenance tasks identified in the2016-2025 PARC plan	See 2015 accomplishments		
Operate and maintain 30 individual irrigation systems throughout city parks /right-of-way's	Reduce water usage by detailed review and updating systems	Weekly visits May-September		
Upkeep of 11 park restrooms and Heritage Park Service daily and make repairs as needed	Daily 365	365 days a year		
Maintenance of 15 miles of park and corridor trails	Monthly inspections, cleaning and general maintenance as needed	12 visits per year		
Service and upkeep of 9 shelters available for special events or picnics	Empty trash clean BBQs and address any other maintenance needs for each rental	324 annual rentals service daily 365		
Maintenance of over 150 acres of urban forest. Annual inspection-including removal of hazard trees and preventative care	N/A	Trees planted 56 Trees pruned 325 Trees removed 22		
Support and planning of volunteer park projects and Adopt A Garden / Trail programs Local Scout projects and Community service Program	1500 hours each	25 Volunteer projects 965 hours 1200 Community Service hours		

13. Implications of Funding Changes:

Funding will allow for the department to address deferred maintenance items and allow for dedicated programing to accomplish the service goals as outlined in the 2016-2025 PARC plan.

- ## A. Requests for additional funding:

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

Note: As our responsibilities have grown over the 2015-2016 biennium making it difficult to maintain many of our maintenance programs to past standards. The department has added and expanded services without adding labor to support this growth resulting in an overall reduction in the service provided. For these reasons, the accompanying Attachments seek authorization to add 1.0 FTE maintenance worker to this program in 2018, as well as additional seasonal laborers for the biennium.

- ## B. Other Comments:

Park maintenance staff levels were reduced by 2.0 FTE during the financial crisis in 2011. In 2013 Stadler Ridge Park was completed while no additional labor was added to support operations. In the coming biennium additional responsibilities will include an additional picnic shelter and parking lot at Meadowdale Park, the renovation to Meadowdale Playfields, maintenance of 33rd AVE and the completion of the final missing link on the Interurban Trail.

1. Title: Aquatics — Program No.: 01154100

2. Responsible Department(s): Parks, Recreation & Cultural Arts

3. Brief Description:

This program is responsible for aquatic and safety training at the Lynnwood Recreation Center. This program is also charged with the responsibility of Maintenance, Operations, and Custodial of the Natatorium.

4. Program Outcomes:

The Aquatics Program can be defined with three words: "Safety, Fun, and Learning." Offering over 500 hours per week of programming and 103 hours of facility use weekly, this program area sees the heaviest demand in the Recreation Center. Each week we serve over 1,500 swimmers in our open swims, 1000 plus in our Learn to Swim Program, 350 Water Fitness participates, and some 30 birthday/party rentals severing some 300 children and their parents of the over 250,000 annually that use the Aquatic Center. Comprised of over 20,000 square feet of leisure space, the Recreation Center features a 25-yard, 6-lane lap pool with diving board, a warm-water wellness pool with ramp, four play pools including a beach, river, lake and whirlpool, two waterslides, two hot tubs and a sauna. With a focus on safety first, Aquatics puts its highest priority on swim lessons and participates in offering free swim lessons to all third graders in the Edmonds School District, as well as offers a robust health and safety program of emergency preparedness, CPR, lifeguarding and water safety classes. Aquatics staff maintain a number of the sanitation systems for our pools, and these responsibilities include daily chemicals checks, maintaining the gas chlorine system, pool filter maintenance, daily chemical adds and general natatorium custodial.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Note: Parks and Recreation services and programs are an essential element to creating a vibrant and sustainable community.

The proposed program is aligned with the following Community Vision goals:

1. To be a welcoming city that builds a healthy and sustainable environment.

The welcoming attitude of all the aquatic staff.

3. To invest in preserving and expanding parks, recreation, and community programs.

The operational maintenance and custodial work done by the aquatic staff.

4. To be a cohesive community that respects all citizens.

Social interactions and connections made every day on the pool deck.

7. To be a city that is responsive to the wants and needs of our citizens.

The variety of health and fitness classes offered in aquatics.

6. Mandatory v. Optional:

The Aquatic Program's work plan (activities and services) for 2017/2018 is guided by the following legislative actions:

- Lynnwood Resolution 2016-04, approving the 10-year Parks, Arts, Recreation & Conservation Plan contains goals, policies, and tasks to (1.1.1) Enhance the diversity of programs offered, focusing on programs that are in high demand or serve a range of users.
- Chapters 36.70A-C RCW, the Growth Management Act, requires comprehensive plans and development regulations of counties and cities include an "Open Space and Recreation" element to "enhance recreational opportunities, and develop parks and recreation facilities."
- WA RCW 36.70, the Growth Management Act requires comprehensive plans and development regulations of counties and cities include an "Open Space and Recreation" element to "retain open space, enhance recreational opportunities, conserve fish and wildlife habitat, increase access to natural resource lands and water, and develop parks and recreation facilities."

Chapter 2.32 LMC. For the purpose of providing for the proper maintenance and operation of public parks, playgrounds, and other recreational facilities belonging to the city of Lynnwood, and to provide for the acquisition of land, structures, and other facilities for the park and recreational program of the city, there is hereby created and established a department of said city to be known as the municipal park and recreation department, hereinafter called "the department." This chapter is enacted to vest the administration of the park and recreation program in a municipal department.

Chapter 246-260 WAC- Water recreation facilities. For the purpose of protecting the health, safety, and welfare of users of water recreational facilities. (WRF)

Alternative Service Delivery Options:

Conceivably, this program's services could be provided through alternative service delivery options such as a professional services consultant contract, agreement(s) with other agencies or private providers or by voter approval of a metropolitan park district. Any consideration of these alternative service delivery options would require detailed analysis of near-term and long-term impacts. No such analysis has been conducted or is planned at this time.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Recreation Manager	Parks	1.0	
Assist Supervisor	Parks	3.5	
Senior Guard	Parks	4.0	
Full time Lifeguard	Parks	4.0	
P/T Lifeguard/Swim Instructors	Parks	24.0	49,770 hr worked Annual by P/T
Total Dedicated Staff		36.5	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		36.5	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 1,149,089	$ 1,307,800	$ 2,340,466	$ 2,669,266
2-Personnel Benefits	384,891	451,094	925,246	1,022,112
3-Supplies	112,854	77,472	235,904	53,000
4-Services	32,195	40,606	81,924	50,769
Total Department Expenditure	$ 1,679,029	$ 1,876,972	$ 3,583,540	$ 3,795,147

9. Offsetting Revenues: (if any)

Registered Program	$1,500,000
Facility Usage/Drop-in Programs	$1,454,220
	$2,954,220

10. Fiscal Sustainability - Net General Fund Cost of Program:

Aquatics operates 77.5% cost recovery. This includes all custodial and facility operational cost for the Natatorium.

11. Executive's Assessment

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Aquatics programs support healthy and sustainable communities.	◆	☐	☐
Degree Mandatory Aquatics are not required by law, but are called for by Lynnwood's Community Vision and numerous adopted plans and policies.	☐	◆	☐
Degree Fiscally Sustainable Aquatics generate off-setting revenues.	◆	☐	☐

12. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Annual Swim Lessons	9,000	8,799		
Total # of Safety Class Certifications	575	485		
Maintain Filter/Sanitation Operations	Operate 99% of scheduled hours	96%		
Meet all Health Code & Financial Savings to the City	Natatorium Custodial 1,000 hours Part-Time Staffing annually	800 hours		
Run Mandatory Training and Meet all Health Codes to Operate a Safe Aquatics Program	3,000 hr. annually of Safety Training Lifeguards Swim Instructors	2,400 hours		

Note: The focus in Aquatics for the next Biennium will be on maintaining current levels of service while adding focused availabilities to the underserved and the ESL through Verdant and current staff.

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form submitted? ☐ Yes ◆ No

- **B. Other Comments:**

1. Title: Recreation Administration Program No.: 01154010

2. Responsible Department(s): Parks, Recreation & Cultural Arts

3. Brief Description:

Recreation Administration provides leadership of staff and management of resources, programs and facilities for the Recreation Division to provide effective and efficient recreation services to the public. Activities include budgeting and financial monitoring, direct oversight of program supervisors, employee training and development, internal and external marketing and communication, and management of projects and initiatives for the Department.

4. Program Outcomes:

The Recreation division provides recreation programs for all ages and manages recreation facilities including the Recreation Center, Senior Center, Cedar Valley Gym, Meadowdale Middle Gym and Meadowdale Playfields, so the community can participate in safe, fun and quality activities resulting in opportunities for fitness, social interaction, life-long learning, creativity and healthier living. The recreation administration division ensures that the residents of Lynnwood get a good return on their investment. This is accomplished through providing a variety of recreation programming for all ages. By charging an appropriate fee for an appropriate service. Monitoring of expenses and revenues to demonstrate good financial stewardship of city resources. 103 hours of facility availability at the recreation center and 35.5 hours of availability at our senior center. With over 750 hours of programming a week in the recreation center and over 110 hours of programming at the senior center.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Parks and Recreation services and programs are an essential element to creating a vibrant and sustainable community.

The proposed program is aligned with the following Community Vision goals:

3. To invest in preserving and expanding parks, recreation, and community programs.

The recreation administration section ensures that the budget allocated to our programs is used appropriately. This ensures that the residents of Lynnwood receive a good value for their investment in our programs.

7. To be a city that is responsive to the wants and needs of our citizens.

The recreation administration section consistently monitors customer feedback in the following ways, suggestion box, customer service email, and through social media sites. Evaluation of program offerings are consistently being evaluated and adjusted based on patron input and demand.

1. To be a welcoming city that builds a healthy and sustainable environment.

We provide programing for all ages, interests, and ability levels. We are a friendly place where everyone feels welcome.

6. Mandatory v. Optional:

Chapters 36.70A-C RCW– Growth Management Act requires comprehensive plans and development regulations of counties and cities include an "Open Space and Recreation" element to "retain open space, enhance recreational opportunities, conserve fish and wildlife habitat, increase access to natural resource lands and water, and develop parks and recreation facilities.

Chapter 2.32 LMC For the purpose of providing for the proper maintenance and operation of public parks, playgrounds, and other recreational facilities belonging to the city of Lynnwood, and to provide for the acquisition of land, structures, and other facilities for the park and recreational program of the city, there is hereby created and established a department of said city to be known as the municipal park and recreation department, hereinafter called "the department." This chapter is enacted to vest the administration of the park and recreation program in a municipal department.

Alternative Service Delivery Options:

Conceivably, this program's services could be provided through alternative service delivery options such as a professional services consultant contract, agreement(s) with other agencies or private providers or by voter approval of a metropolitan park district. Any consideration of these alternative service delivery options would require detailed analysis of near-term and long-term impacts. No such analysis has been conducted or is planned at this time.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Recreation Superintendent	Parks	1.0	
Total Dedicated Staff		1.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		1.0	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	N/A	$ 105,300	$ 205,417	$ 219,653
2-Personnel Benefits	1,116	41,133	72,688	92,280
3-Supplies	42,548	59,478	87,500	220,970
4-Services	614,056	658,295	1,576,357	1,957,924
5-Intergovernmental Svcs	67,321	69,998	122,755	163,200
Total Department Expenditure	$ 725,041	$ 934,204	$ 2,064,717	$ 2,654,027

9. Offsetting Revenues:

10. Fiscal Sustainability - Net General Fund Cost of Program:

$2,654,027

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Recreation programs support healthy and sustainable communities.	◆	☐	☐
Degree Mandatory Administrative services are necessary for the recreation programs called for by Lynnwood's Community Vision and numerous adopted plans and policies. Alternatives for service delivery may be feasible.	☐	◆	☐
Degree Fiscally Sustainable Recreation programs generate off-setting revenues.	◆	☐	☐

12. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Monthly Budget Monitoring	12	12		
Monthly Department performance numbers recording	12	12		
Perform quarterly safety drills for the recreation department	4	3		

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

- **B. Other Comments:**

With this biennial budget a large amount of money has been transferred from other sections and departments into this budget. This was done to more accurately reflect true costs of doing business. Moved budget allocations from aquatics, recreation programs, customer service, and 62+ program in the following line items into the recreation administration budget. Pool Chemicals, Pool Repairs/Maintenance supplies, Minor equipment, Furniture and Appliances for Senior Center and Recreation Center, Telephone, Internet, Rental fees, Repairs and Maintenance services, and Copy Machine and Printing Services. None of these transfers represent an increase beyond inflation to City previous approved expenditure levels. Fleet maintenance and software licensing costs where moved from other department budgets to the recreation administration budget this biennium. IT and Fleet provided these numbers that are reflected. It is assumed that their budgets will be reduced by the amount of increase to this budget.

1. Title: Customer Service — Program No.: 01154300

2. Responsible Department(s): Parks, Recreation & Cultural Arts

3. Brief Description:

The Customer Service division provides the public access to our department's diverse recreational offerings through program registrations, park and facility rentals, and counter service for drop-in activities and informational requests. This division is also charged with supporting our internal customers by managing all financial operations, managing our recreation software program, administering scholarships, and staffing four off-site facilities nights and weekends.

4. Program Outcomes:

The customer service program exists to aid the public in their recreational pursuits as outlined in Resolution 2016 – 04 PARC Plan, policy 1.3 states "Maintain and enhance Lynnwood's recreation and senior centers to provide recreational opportunities for residents to connect, learn, and play." In 2015, the Recreation center had 500,000 visitors come through the front doors, all of which were greeted by the Customer Service staff. Our staff booked and hosted almost 1,000 parties in 2015, processed 22,000 program registrations, sold over 6,000 passes and tendered 110,000 Point of Sale transactions. The Customer Service program also staffs the Recreation Center's weight room. Evening hours and on weekends, Customer Service staffs the Senior Center, Cedar Valley Gym, Meadowdale Middle Gym, and provides staffing for our community partner, Verdant's Wellness Center.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Parks and Recreation services and programs are an essential element to creating a vibrant and sustainable community.

The proposed program is aligned with the following Community Vision goals:

3. To invest in preserving and expanding parks, recreation, and community programs.

Customer Service's role is to provide customers a convenient, easy, and accurate way to participate in recreation programs.

7. To be a city that is responsive to the wants and needs of our citizens.

Customer Service staff are the eyes and ears of our department. They play an important role in providing programmers direct feedback from our customers on the services they would like to receive.

1. To be a welcoming city that builds a healthy and sustainable environment.

The Customer Service desk is the "reception desk" for all items recreation. We provide information for residents to enjoy the many parks in our community.

6. Mandatory v. Optional:

Chapter 36.70A-C RCW – Growth Management Act requires comprehensive plans and development regulations of counties and cities include an "Open Space and Recreation" element to "retain open space, enhance recreational opportunities, conserve fish and wildlife habitat, increase access to natural resource lands and water, and develop parks and recreation facilities.

Chapter 2.32 LMC. For the purpose of providing for the proper maintenance and operation of public parks, playgrounds, and other recreational facilities belonging to the city of Lynnwood, and to provide for the acquisition of land, structures, and other facilities for the park and recreational program of the city, there is hereby created and established a department of said city to be known as the municipal park and recreation department, hereinafter called "the department." This chapter is enacted to vest the administration of the park and recreation program in a municipal department.

Alternative Service Delivery Options:

Conceivably, this program's services could be provided through alternative service delivery options such as a professional services consultant contract, agreement(s) with other agencies or private providers or by voter approval of a metropolitan park district. Any consideration of these alternative service delivery options would require detailed analysis of near-term and long-term impacts. No such analysis has been conducted or is planned at this time.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Assistant Supervisor	Parks	1.0	
Customer Service Specialist (Lead)	Parks	2.0	
Customer Service Specialist	Parks	2.0	
Recreation Clerk	Parks	8.5	Recreation attendants - weight room, customer service desk, off-site facilities supervision
Total Dedicated Staff		13.50	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		13.50	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 407,631	$ 410,995	$ 704,949	$ 1,016,298
2-Personnel Benefits	136,412	136,996	329,149	343,310
3-Supplies	22,021	26,538	51,080	49,200
4-Services	4,573	80,349	193,150	182,713
Total Department Expenditure	$ 570,637	$ 654,878	$ 1,278,328	$ 1,591,521

9. Offsetting Revenues: (if any)

The Customer Service section handles all of the revenue collection for the department, however they are not directly responsible for any revenue creation. They play a supporting role for the department. The recreation department will generate approximately $2.8 million annually in gross revenue.

10. Fiscal Sustainability - Net General Fund Cost of Program:

$1,591,521

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Customer service is a support function to other programs.	◆	☐	☐
Degree Mandatory See assessment of programs.	☐	◆	☐
Degree Fiscally Sustainable Recreation programs generate off-setting revenues.	◆	☐	☐

12. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Annual Point of Sale Transactions	108,000	105,195		
Annual Program Registrations	30,000	32,814		
Annual Facility Rentals	2,400	2,470		
Annual Recreation Passes Sold	7,000	7,088		
Annual Customer Visits	265,000	263,998		

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

- **B. Other Comments:**

Part-Time staffing increases reflect increase in base salaries from a 2015 compensation study and shifting of staffing supervision from the previous Athletics/Fitness supervisor to Customer Service.

1. Title: Healthy Communities
Program No.: 01152010 (Healthy Communities), 01152101 (Events & Arts), 01152301 (Education), 01152303 (Wellness)

2. Responsible Department(s): Parks, Recreation & Cultural Arts

3. Brief Description:

The Healthy Communities Program is responsible for education, programming and events that relate to community and employee health and wellness, as well as community arts, culture, heritage, events and programs. This work is accomplished in collaboration with City Departments and community members to create healthy, connected communities in which to live, work and play.

4. Program Outcomes:

In 2016, City Council adopted by resolution the Healthy Communities Action Plan, the Cultural Arts Plan, and the Heritage Strategic Plan.

The primary outcomes of these plans are to:

1 – Establish policy, program and environmental changes that promote health and wellness.

2 – Support Universal access to diverse arts and community events that enrich Lynnwood's quality of life and economic vitality.

3 – Preserve and interpret the City's history, heritage and culture.

The diverse collection of services provided by the HC Program include:

- City Employee Wellness Program – this AWC Program provides an incentive (2% discount off all medical insurance premiums) for City's that earn the WellCity Award. This program has been administered by the Healthy Communities Coordinator for the past four years successfully achieving the WellCity Award annually.

- Healthy Communities Action Plan – this work plan includes work with an interdisciplinary team and community stakeholders to improve the built environment in a way that improves safety and encourages walking, biking, and social gatherings; improve access to healthy foods; and improves social connectivity. Programs include stakeholder meetings, community outreach, adopt programs, volunteer service projects, community garden management, walking programs, and education programs.

- Arts Commission – the PRCA Department is required by LMC to maintain this advisory body which includes properly managing agendas, minutes and public notices for meetings, and managing two surviving programs: Shakespeare in the Park, and City Hall Gallery Exhibits (formerly Library Gallery Exhibits).

- Public Art – The City is required by ordinance to maintain and Art Fund for acquisition and maintenance of City's Public Art Collection which contains more than 145 individual portable and permanent pieces with a fair market value of more than $1.1 million.

- Art Programming – while the Art Program is currently unfunded, staff with significant volunteer support from Arts Commissioners have maintained the free, summer Shakespeare in the Park performance series (sponsorship funded) and visual art exhibits. During 2016, staff supported a number of additional programs funded through the Mayor's Community Vision Initiative fund to support arts education, a signal box wrap, and new summer music festival partnership. These programs are included in an additional funding request to re-establish the Arts Program funding.

- Heritage Programming – staff are responsible for managing tenant leases and partnerships at Heritage Park, offering open houses, designing historic exhibits, and managing a volunteer docent program.

- History & Heritage Board – an interdisciplinary team under PRCA leadership work with this advisory board to promote cultural and historical events and attractions within Lynnwood, interpret and recognize significant historical sites, and serve as a local historical resource.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

The Healthy Communities Division manages a wide array of programs and project directly aimed at improving the City through infrastructure improvements, enhance civic health and social connectivity, and to be actively engaged with community members to enhance neighborhoods and community connectivity.

The proposed program is aligned with the following Community Vision goals:

1. To be a welcoming city that builds a healthy and sustainable environment. 3. To invest in preserving and expanding parks, recreation, and community programs.

Healthy Communities supports a suite of initiatives and programs working to establish policy, program and environmental change to create a healthier community to live, work and play. It is focused on improving access to physical activity and healthy foods as well as creating and supporting strong social networks.

4. To be a cohesive community that respects all citizens.

This division includes healthy communities initiatives and programs, arts programming, heritage programming community events, and development of partnerships with other agencies. All planning efforts have included input from citizens and stakeholders.

5. To invest in efficient, integrated, local and regional transportation systems.

Healthy Communities is involved in several transportation-related projects including Bike2Health, Interurban Trail Improvement Project, Safe Routes to School, and citywide safety planning.

7. To be a city that is responsive to the wants and needs of our citizens.

The results of a statistically-valid citizen survey conducted in 2015 were used to form the policies, goals, and strategies adopted in the 2016-2025 PARC Plan which guides all PRCA Department Programs.

6. Mandatory v. Optional:

The Healthy Communities Program's work plan (activities and services) for 2017-2018 is guided by the following legislative actions:

Chapters 36.70A-C RCW, the Growth Management Act requires comprehensive plans and development regulations of counties and cities include an "Open Space and Recreation" element to "retain open space, enhance recreational opportunities, conserve fish and wildlife habitat, increase access to natural resource lands and water, and develop parks and recreation facilities."

Resolution 2016-04, approving the 10-year Parks, Arts, Recreation & Conservation Plan contains goals, policies, and actions to bring residents together, encourage and amplify healthy lifestyles, and foster community pride, identity and livability.

Resolution 2016-07, approving the City of Lynnwood 10-year Healthy Communities Action Plan to establish policy, program and environmental changes that promote health and wellness.

Resolution 2016-11, approving the City of Lynnwood Cultural Arts Plan to support universal access to diverse arts and community events that enrich Lynnwood's quality of life and economic vitality.

Chapter 2.26 LMC provides the Division the responsibility to administer the Arts Commission: There is hereby established an arts commission of the city of Lynnwood composed of seven members as hereinafter provided. The arts commission is an advisory commission of the city of Lynnwood whose duties shall be to provide advice and recommendations to the mayor and city council in regards to the display of art in public places within the city of Lynnwood, means of furthering appreciation of art within the city, and to perform such other duties as the mayor may direct.

Resolution 2016-13, approving the City of Lynnwood Heritage Strategic Plan to preserve and interpret the City's history, heritage and culture.

Chapter 2.30 LMC provides the Division the responsibility to administer the History & Heritage Board: There is hereby established a history and heritage board of the city of Lynnwood composed of seven members as hereinafter provided. The history and heritage board is hereby declared to be an advisory board of the city of Lynnwood whose duties shall be to provide advice and recommendations to the mayor and city council in regard to historical, cultural, and

heritage recognition, promotion and preservation activities of historic sites, buildings, artifacts, and parks; partner on exhibits, events and operations of Heritage Park and the Interurban Trail; and to perform such other duties as the mayor or council may direct. The history and heritage board shall have the authority and perform all necessary duties in regard to designating properties to the city of Lynnwood historic landmark register.

Alternative Service Delivery Options:

Conceivably, this program's services could be provided through alternative service delivery options such as a professional services consultant contract, agreement(s) with other agencies or private providers or by voter approval of a metropolitan park district. Any consideration of these alternative service delivery options would require detailed analysis of near-term and long-term impacts. No such analysis has been conducted or is planned at this time.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Healthy Communities Coordinator	Parks	1.0	
Community Programs Coordinator	Parks	0.75	
Total Dedicated Staff		1.75	
Support Staff			
Deputy Parks Director	Parks	0.0	Leadership & Management of HC Division Team
Total Support Staff		0.0	
Total Dedicated & Support Staff		1.75	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 178,847	$ 150,954	$ 404,495	$ 260,005
2-Personnel Benefits	84,646	73,759	214,097	153,515
3-Supplies	21,573	5,102	33,776	38,660
4-Services	265,496	8,637	47,532	74,967
Total Department Expenditure	$ 550,562	$ 238,452	$ 699,900	$ 527,147

Note: 1) Deputy Director position moved from ORG 01152010 in 2017-2018 biennium; costs were removed from 2015-2016 original budget object 1. 2) MUNIS 1701 Projection included .75FTE limited-term position. 3) Services object line includes new IT allocations for internet and telephone services which total $4,576.

9. Offsetting Revenues: (if any)

AWC Well City Award – 2% discount of City medical insurance premiums annually (this is a discount in lieu of an expenditure)	$192,000
Community Event Sponsorship – Shakespeare in the Park	$10,000
HC Additional Funding Request – Sponsorship Revenue for volunteer programs and community events	$22,500
	$32,500

10. Fiscal Sustainability - Net General Fund Cost of Program:

$494,647
(When including estimated medical premium discount, net cost = $302,647)

11. Executive's Assessment

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Healthy Communities supports healthy and sustainable communities.	◆	☐	☐
Degree Mandatory This program is not required by law, but is called for by numerous adopted plans and policies.	☐	◆	☐
Degree Fiscally Sustainable This program's fiscal benefits are long-term, societal and indirect.	☐	☐	◆

12. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Manage Employee Wellness Program to earn annual WellCity Award, which earns the City a 2% medical premium discount	1/year	1		
Inventory, assess and maintain Public Arts Collection annually.	1/year	1		
Complete 10% of the Healthy Communities Action Plan's strategies and tactics	10%/biennium	NA		

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

Note: Request for Healthy Communities – action plan implementation, arts, culture, heritage and event programming.

- **B. Other Comments:**

Expenses include new IT allocations for internet and telephone services which total $8,465 for the biennium.

1. Title: Recreation Programs (formerly Youth Programs and Athletics/Fitness)

Program No.: 01154500

2. Responsible Department(s): Parks, Recreation & Cultural Arts

3. Brief Description:

This program is responsible for recreation programming for youth, fitness and recreation, and athletics/sports.

4. Program Outcomes:

Youth Programs provide opportunities for recreation, socialization, community involvement, leadership development and education for youth 18 years and younger. Programs include Kids Klub preschool, summer day camps, after school health programming for middle schoolers, family events, junior counselor training and enrichment programs, which are all focused to meet the diverse needs of the youth in our community.

Fitness and recreation encompasses all the recreation programming at the Recreation Center. Offered as a combination of staff-led and contractor-led, these programs provide opportunities for participants of all ages in a variety of recreational classes from special interest, dance and fitness. The Fitness and Recreation Program is responsible for programming in the weight room, fitness studio, classrooms and conference room for a total of 250 weekly programming hours.

Athletics/sports provide opportunities for participation in quality adult athletic leagues and youth sports camps including operating and scheduling two indoor gymnasiums and an outdoor athletic complex that consists of 3 softball fields and 2 multi-purpose soccer fields that are used for City-sponsored leagues, school district athletics and rentals by community athletic organizations. Softball adult athletic league play is conducted year-round for approximately 88 teams. Youth sports camps including football, soccer, and baseball are offered for children ages 5 - 13 provided by third-party contractors.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Parks and Recreation services and programs are an essential element to creating a vibrant and sustainable community.

The proposed program is aligned with the following Community Vision goals:

3. To invest in preserving and expanding parks, recreation, and community programs.

7. To be a city that is responsive to the wants and needs of our citizens.

The results of a statistically-valid citizen survey conducted in 2015 were used to form the policies, goals, and strategies adopted in the 2016-2025 PARC Plan which guides all PRCA Department Programs.

1. To be a welcoming city that builds a healthy and sustainable environment.

We provide programing for all ages, interests, and ability levels. We are a friendly place where everyone feels welcome.

6. Mandatory v. Optional:

The Recreation Program's work plan (activities and services) for 2017-2018 is guided by the following legislative actions:

Resolution 2016-04, approving the 10-year Parks, Arts, Recreation & Conservation Plan contains goals, policies, and tasks to provide facilities and programs that promote a balance of recreational opportunities for all age groups.

Chapters 36.70A-C RCW, the Growth Management Act requires comprehensive plans and development regulations of counties and cities include an "Open Space and Recreation" element to "enhance recreational opportunities, and develop parks and recreation facilities."

Chapters 36.70A-C RCW, the Growth Management Act requires comprehensive plans and development regulations of counties and cities include an "Open Space and Recreation" element to "retain open space, enhance recreational opportunities, conserve fish and wildlife habitat, increase access to natural resource lands and water, and develop parks and recreation facilities."

Alternative Service Delivery Options:

Conceivably, this program's services could be provided through alternative service delivery options such as a professional services consultant contract, agreement(s) with other agencies or private providers or by voter approval of a metropolitan park district. Any consideration of these alternative service delivery options would require detailed analysis of near-term and long-term impacts. No such analysis has been conducted or is planned at this time.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Recreation Supervisor	Parks	1.0	
Recreation Coordinator	Parks	2.0	
Recreation Specialist 4	Parks	1.0	
Part Time Rec Leaders, Rec Spec1,2,3 and 4	Parks	7.4	15,461 hours worked annually by part time staff
Grant Funded (Move 60 Teens)	Parks	1.84	3,833 hours for part time staffing
Total Dedicated Staff		13.2	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		13.2	

8. Program Cost (summary): Athletics and Youth/Teens:

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 558,665	$ 499,052	$ 1,108,186	$ 1,091,984
2-Personnel Benefits	143,263	126,181	192,748	315,718
3-Supplies	46,839	44,885	123,410	100,129
4-Services	218,922	212,890	577,079	477,109
Total Department Expenditure	$ 967,689	$ 883,008	$ 2,001,423	$ 1,984,940

Notes: Part-Time staffing increases reflect increase in base salaries from a 2015 compensation study, a combining of Org Codes 01154200 (Athletics/Fitness) and 01154500 (Youth Programs) into 01154500 (Recreation Programs), and a shift from contract instructors to part time staff.

9. Offsetting Revenues: (if any)

Registered Classes	1,340,4500
Facility Usage/Drop in Programs	727,110
$ Total for biennium	2,067,560

10. Fiscal Sustainability - Net General Fund Cost of Program:

11. Executive's Assessment

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Recreation programs support healthy and sustainable communities.	◆	☐	☐
Degree Mandatory Recreation programs are not required by law, but are called for by Lynnwood's Community Vision and numerous adopted plans and policies.	☐	◆	☐
Degree Fiscally Sustainable Recreation programs generate off-setting revenues.	◆	☐	☐

12. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Provide weekly Group Fitness Classes	35	27		
Provide 3 new Recreation Classes per quarter	12	10		
Provide 98% fill rate for Kamp Kookamunga	1,078	1,044		
Maintain 85% fill rate for Kids Klub Preschool	306	310		
Offer Nightwaves Program for local Middle School Students	4	4		
Offer Adult Softball Leagues for Men, Women and Co-ed.	100	86 Teams		

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

Requested additions include staffing request for 1 FTE for a Youth/Teen Coordinator with program costs related to additional teen programming and low income programming during non-school days and a revenue neutral biddy sports program.

- **B. Other Comments:**

1. Title: Recreation – Adults 62+ Program No.: 01154400

2. Responsible Department(s): Parks, Recreation & Cultural Arts

3. Brief Description:

This recreation division provides programming for people 62+ through the Lynnwood Senior Center (LSC).

4. Program Outcomes:

LSC is a community center engaging older adults in health, wellness, social and recreational opportunities. Programs are developed for people 62+, with those 61 and younger welcome to participate. Non-members are also welcome and served. Utilizing the 4,200 square foot LSC facility with 37.5 hours of weekly operation and three 15 passenger buses, 50 - 55 classes, trips, services, and activities are offered each week. LSC provides the framework and support for over 100 volunteers to engage with, and contribute to the community. LSC membership is more than 1,200 annually.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Parks and Recreation services and programs are an essential element to creating a vibrant and sustainable community.

The proposed program is aligned with the following Community Vision goals:

3. To invest in preserving and expanding parks, recreation, and community programs.

LSC will maintain and retain current level of programming.

7. To be a city that is responsive to the wants and needs of our citizens.

LSC will continue to develop programs in response to participant input and feedback.

4. To be a cohesive community that respects all citizens.

LSC staff will continue to welcome people of all ages and cultures, and actively engage them in Center programs and social groups. LSC will continue to support volunteers who are learning English, and to partner with disability service provider agencies to create volunteer work opportunities for their clients.

6. Mandatory v. Optional:

The Lynnwood Senior Center's work plan (activities and services) for 2017/2018 is guided by the following legislative actions:

Resolution 2016-04, approving the 10-year Parks, Arts, Recreation & Conservation Plan contains goals, policies, and tasks to Policy 1.3--Maintain and enhance Lynnwood's recreation and senior centers to provide recreational opportunities, community services and opportunities for residents to connect, learn and play.

Washington RCW 36.70 – Growth Management Act requires comprehensive plans and development regulations of counties and cities include an "Open Space and Recreation" element to "retain open space, enhance recreational opportunities, conserve fish and wildlife habitat, increase access to natural resource lands and water, and develop parks and recreation facilities.

Chapter 2.32 LMC For the purpose of providing for the proper maintenance and operation of public parks, playgrounds, and other recreational facilities belonging to the city of Lynnwood, and to provide for the acquisition of land, structures, and other facilities for the park and recreational program of the city, there is hereby created and established a department of said city to be known as the municipal park and recreation department, hereinafter called "the department." This chapter is enacted to vest the administration of the park and recreation program in a municipal department.

Alternative Service Delivery Options:

Conceivably, this program's services could be provided through alternative service delivery options such as a professional services consultant contract, agreement(s) with other agencies or private providers or by voter approval of a metropolitan park district. Any consideration of these alternative service delivery options would require detailed analysis of near-term and long-term impacts. No such analysis has been conducted or is planned at this time.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Coordinator	Parks	0.75	Classes & Trips
Coordinator	Parks	0.75	Events & Outdoor Rec
Recreation Clerk Specialist	Parks	1.0	Front Desk
Recreation Supervisor	Parks	1.0	62+ Division Admin
Total Dedicated Staff		3.50	
Support Staff			
Total Support Staff		0.0	
Total Dedicated & Support Staff		3.50	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 221,880	$ 243,261	$ 467,895	$ 633,227
2-Personnel Benefits	98,326	100,692	260,678	268,682
3-Supplies	6,173	14,732	17,646	21,463
4-Services	91,136	101,376	228,182	221,779
6-Capital Outlay	16,000	16,000	N/A	N/A
Total Department Expenditure	$ 433,515	$ 476,061	$ 974,401	$ 1,145,151

Note: Staffing increases reflect increase in base salaries from a 2015 compensation study and errors in loading part-time staffing dollars in 2015-2016.

9. Offsetting Revenues: (if any)

10% of Rec Division shared revenue	270,000
	$270,000

10. Fiscal Sustainability - Net General Fund Cost of Program:

$875,151

11. Executive's Assessment

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Recreation programs support healthy and sustainable communities.	◆	☐	☐
Degree Mandatory Adult 62+ programs are not required by law, but are called for by Lynnwood's adopted plans and policies.	☐	◆	☐
Degree Fiscally Sustainable Adult 62+ programs generate off-setting revenues.	☐	◆	☐

12. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Volunteer Hours per year	7,800	7,799		
Outdoor Recreation participant miles per year: Hiking, biking, fishing, golfing, kayaking, river rafting, horseback riding, paddle boarding, snowsports & outdoor adventures (ziplining, etc)	4,300	4,327		
Program hours per year for classes, services, trips, events, activities (per 1,800 hours of operation)	4,500			
Registrations per year	11,000	10,808		

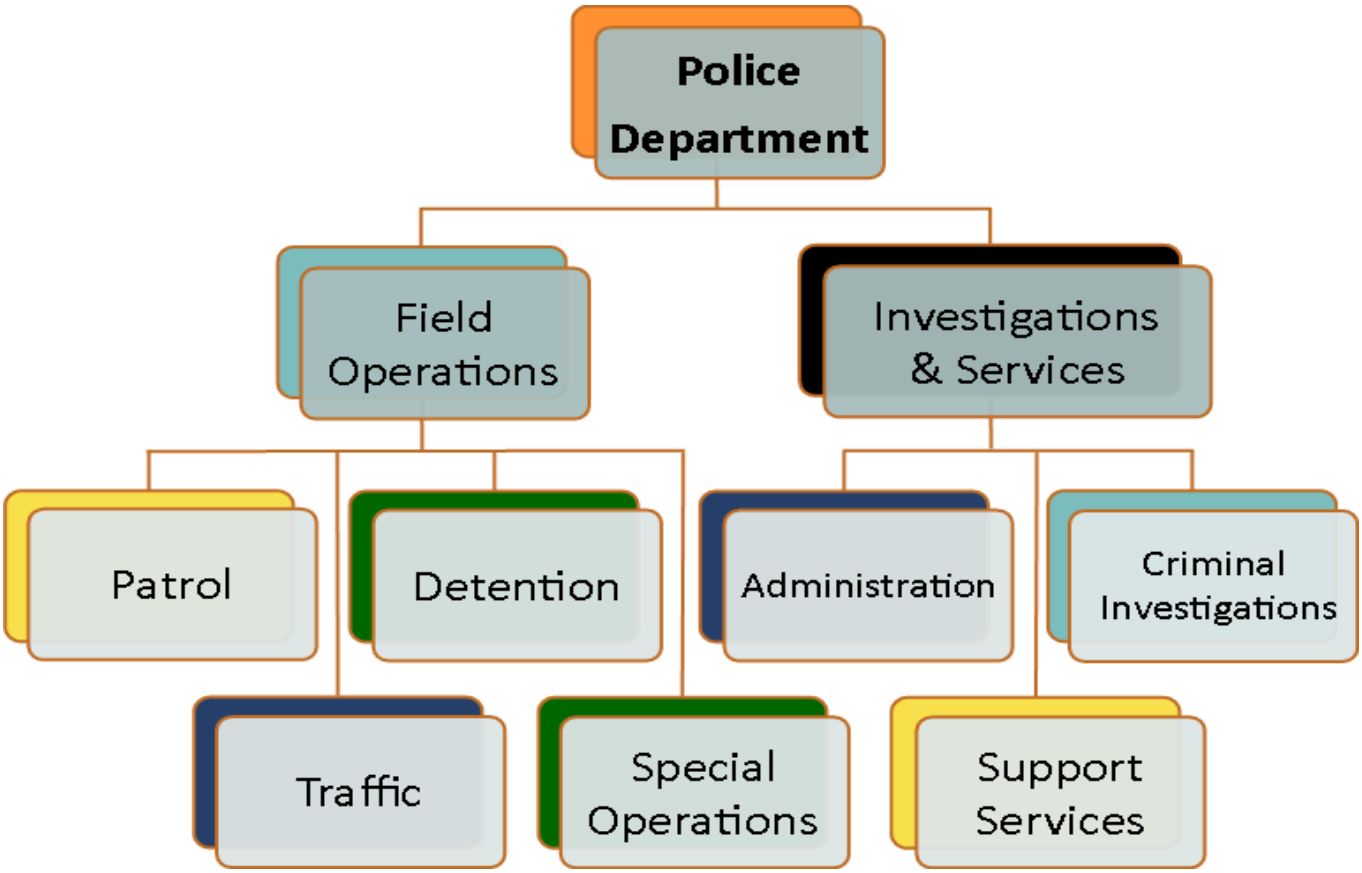
13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

Note: Part-time Recreation Specialist IV--Trip Assistant: $52,000 per biennium, ongoing.
Part-time Recreation Specialist II--Kitchen Operations: $12,175 per biennium, ongoing.
Part-time Recreation Attendant--Increased LSC operating hours: $11,310 per biennium, ongoing

- **B. Other Comments:**



Department Mission and Responsibilities:

The Mission of the Lynnwood Police Department is to provide proactive, competent, and effective public safety services to all persons, with the highest regard for human dignity through efficient and professional law enforcement and crime prevention practices.

Highlights and Changes for 2017-2018:

In the next biennium the Lynnwood Police Department will endeavor to accomplish:

- Enhanced community/business outreach efforts
- Implement interdepartmental Community Health & Safety Initiative
- Implementation of approved efficiency study recommendations
- Washington Association of Sheriffs and Police Chiefs accreditation
- Detention program/prisoner program enhancements
- Continue consolidation efforts (911, Narcotics, Radio System)

16
17

2017 - 2018 General Fund Budgetary Comparison

	Re-Allocated Expenses to Police	2017 - 2018
Evidence	Rent	313,315
Admin	IT	298,296
Admin	Tablet's/Fleet	69,930
Admin	SnoCom 911/SERS	1,803,016
Admin	DEM	90,289
Admin	Interfund Insurance	285,040
Admin	Claims & Deductibles	80,000
		2,939,886
	Difference in Salaries & Benefits from 2015-2016 Budget & Est 2017-2018 Budget (includes $882,500 LEOFF medical, new benefit formulas, and contractual salary increase	3,475,597
	Total of Re-allocated Expenses and Salary and Benefit increases to Police Budget	6,415,483
	2017-2018 Est Budget	39,687,085
	Less Total Above Expenses	(6,415,483)
	Difference of 2017-2018 Est Budget without Above Expenses	33,271,602
	2015-2016 Original Budget	(33,315,676)
	Difference	(44,074)
	Percent Decrease	(0.13)%
	2017-2018 Estimated Budget	39,687,085
	2015-2016 Original Budget	(33,315,676)
	Difference	6,371,409
	Percent Increase	19.12%

Department Budget History by Program:

Note: In instances where programs are not identified in past budgets, only the Department's total budget allocation is provided.

Program Titles	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed	Reallocations Note
Police Administration	1,315,463	1,333,904	2,695,228	7,267,216	LEOFF I, SERS, DEM, Partial IT, SNOCOM
CHSS (PD Only) & Animal Control	485,534	470,823	1,174,022	1,116,253	
Criminal Investigations	1,275,677	1,455,914	2,774,241	3,668,779	
South Snohomish County Narcotics Task Force (SSCNTF)	429,598	463,765	927,297	1,087,338	
Patrol	5,328,949	5,594,077	11,078,175	11,908,513	
Property/Evidence	192,038	195,357	518,062	731,622	Rent
Records/Support Services	609,562	657,520	1,414,662	1,656,521	
Special Operations	498,917	601,488	1,077,624	1,285,727	
SWAT (Special Weapons And Tactics	88,904	82,012	104,380	170,703	
Traffic	2,008,632	1,925,933	3,946,216	2,619,268	ATS
Planning, Training, Accreditation	558,930	544,181	1,089,635	1,332,693	
Detention and Corrections	2,753,705	2,926,350	6,516,134	6,842,452	
Total Department Expenditure	$15,545,908	$ 16,251,324	$ 33,315,676	$ 39,687,085	

Note: The 2017-2018 budget marks a significant change in the allocation of expenses for the Police Department. The above change in budget reflects $2,939,886 in reallocated expenses that had previously been carried in other budget areas. The 2017-2018 budgets also carries a $3,475,597 increase in salary and benefits over the 2015-2016 budget which is the result of contractual raises, increased benefit calculations, increased overtime benefit calculations and LEOFF medical for retired members ($882,500).

//

//

//

32 **Department Personnel [Full-Time Equivalent (FTE)]:**

Job Title	Number of FTE					
	2013 Actual	2014 Actual	2015 Actual	2016 Revised	2017 Projected	2018 Projected
Police Officer	49.0	49.0	49.0	49.0	49.0	49.0
Sergeant of Police	13.0	13.0	13.0	13.0	13.0	13.0
Commander of Police	4.0	4.0	4.0	4.0	4.0	4.0
Deputy Chief of Police	2.0	2.0	2.0	2.0	2.0	2.0
Chief of Police	1.0	1.0	1.0	1.0	1.0	1.0
Custody Officer	14.0	14.0	14.0	14.0	14.0	14.0
Custody Sergeant	2.0	2.0	2.0	2.0	2.0	2.0
Police Clerk	6.0	6.0	7.0	7.0	7.0	7.0
Records Manager	1.0	1.0	1.0	1.0	1.0	1.0
Evidence Technician	2.0	2.0	2.0	2.0	2.0	2.0
Animal Control Officer	1.0	1.0	1.0	1.0	1.0	1.0
Crime Prevention Specialist	2.0	2.0	2.0	2.0	2.0	2.0
Admin Assistant	1.0	2.0	2.0	2.0	2.0	2.0
Investigative Assistant	1.0	0.0	0.0	0.0	0.0	0.0
Crime Victim Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Totals	100.0	100.0	101.0	101.0	101.0	101.0

33

1. Title: Police Administration **Program No.:** 01130000

2. Responsible Department(s): Police

3. Brief Description:

The Police Administration includes Police Department management, command and administrative support. Specific responsibilities include: development and implementation of the mission and vision of the department, analyzing the law enforcement effort to gauge progress towards fulfilling the mission, developing and implementing policy, and overall management of the resource allocation of the department. Administrative support includes management of: hiring, backgrounds and internal investigations.

4. Program Outcomes:

The Police Administration develops and monitors the department's mission and vision in order to meet City Mission and Vision directives in conjunction with the mandates and best practices of the law enforcement function.

This program monitors compliance with policy and conducts administrative investigations that are generated both internally and externally. Additional monitoring is conducted through the comprehensive management review process of all programs, which has been on-going for several years. The goal of these reviews is to examine mission and vision drift, policy compliance, new efficiencies and best practices including examinations of how other entities perform similar functions. This program is also responsible for the internal audits of law enforcement funds and evidence audits.

This program is responsible for management of the hiring and background process for employees and contractors. This service is provided to other City departments including LMC mandated employee backgrounds and contract employee criminal history checks.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

This program takes the City and Community Vision and relates them to the Mission, Vision and Values of the department. This includes regular examination of the achievement of objectives in furtherance of this mission and vision and adjustment as necessary.

The proposed program is aligned with the following Community Vision goals:

4. To be a cohesive community that respects all citizens.

Note: The Police Administration manages the department's overall effort for community outreach. The Police Administration investigates citizen complaints and initiates its own review process on incidents (pursuits, collisions, use of force) to ensure accountability in order achieve the best result for our community.

6. To ensure a safe environment through rigorous criminal and property law enforcement.

The Police Administration continually examines the overall law enforcement effort to seek efficiency improvements in the law enforcement response to criminal activity and then implement change to improve that effort.

1. To be a welcoming city that builds a healthy and sustainable environment.

This program seeks to improve the relationship between the citizens and public to be a welcoming department. This program manages the Community Health and Safety Section and ultimately the volunteer effort where we connect citizen volunteers with the department.

7. To be a city that is responsive to the wants and needs of our citizens.

The management of the police department seeks to have the law enforcement effort operate in a manner that is responsive to the needs of our citizens. A sense of safety in our community is fundamental to the overall Community Vision.

6. Mandatory v. Optional:

LMC 2.36.020 - It shall be the duty of the police department to enforce all ordinances duly enacted and passed by the City Council, and to do all things necessary for the prosecution of offenders of the ordinances in a court of competent jurisdiction. (Ord. 38 § 2, 1959)

LMC 2.36.030 - The police department shall have a Police Chief, who shall be in general charge of the police department. The Police Chief shall be appointed by the Mayor, subject to a City Council confirmation process as defined in Chapter 2.06 LMC.

B. The Chief of Police shall, subject to the approval of the Mayor, promulgate such rules and regulations pertaining to the administration of the police department as he/she may deem necessary and proper. The Police Chief shall employ, subject to the approval of the Mayor, such additional personnel, including auxiliary police officers, as shall be necessary to perform the duties referred to in LMC 2.36.020.

Washington State Constitution - Article XI - General Police Power of Cities
RCW 35A.12.020 - Duty to Appointment Chief Law Enforcement Officer
RCW 41.12.050 - Civil Service Commission
RCW 43.101.200 - Peace Officer Certification – Requirements for background investigation and polygraph
RCW 35A.21.030 - Mandatory duties of code city officers

Federal Law and Regulations:
Title VII - Federal law that prohibits employers from discriminating against employees on the basis of sex, race, color, national origin and religion.

Brady v. Maryland -

> **Duty to Disclose:** The landmark decision of Brady v Maryland (1963) places an affirmative constitutional duty on a prosecutor to disclose exculpatory evidence to a defendant. This duty has been extended to police agencies through case law, requiring

law enforcement agencies to notify the prosecutor of any potential exculpatory information.

Alternative Service Delivery Options:

The duties of this program are integral to the overall Lynnwood Police Department. If the Lynnwood Police Department is to exist there needs to be commissioned management of that effort.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Police Chief	Police	1.0	
Deputy Chief	Police	2.0	
Police Commander	Police	0.7	Other duties - .3 Training, Planning and Accreditation.
Police Sergeant – Office of Professional Standards	Police	1.0	
Total Dedicated Staff		4.7	
Support Staff			
Admin Assistant	Police	2.0	
Total Support Staff		2.0	
Total Dedicated & Support Staff		6.7	

8. Program Cost (summary):

Police Adminstration	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 866,409	$ 884,053	$ 1,758,043	$ 1,841,015
2-Personnel Benefits	229,638	243,740	441,525	1,490,648
3-Supplies	3,235	11,443	4,448	113,239
4-Services	190,885	194,666	491,212	1,929,009
5-Intergovernmental Svcs	-			1,893,305
6-Capital Outlay	25,296			
Total Department Expenditure	$ 1,315,463	$ 1,333,902	$ 2,695,228	$ 7,267,216

Note: Increases in services, charges, interfund /intergovernmental all related to costs being reallocated to department through BFO process (Rent, Insurance, IT, Sno-Com, SERS, Deductibles, etc.). Increase in benefits are due to reallocation of LEOFF I medical costs for retirees.

9. Offsetting Revenues: (if any)

	NA

10. Fiscal Sustainability - Net General Fund Cost of Program:

$7,267,216

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision This program is fundamental to maintaining a safe community.	◆	☐	☐
Degree Mandatory The services provided by this program are mandatory. The current Criminal Justice and Legal Study will help inform whether alternative approaches to service delivery may be feasible.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue. Cost is significant. This program results in cost avoidance for the City and society.	☐	☐	◆

12. Performance Measures I:

Indicator	Goal	Result
Comprehensive management reviews of each program needs to be on-going. The following reviews have been completed: • 2009 Crime Scene Technician Program (CST) • 2009 Animal Control Unit • 2009 Traffic Section • 2010 Special Operations Section • 2010 Criminal Investigations Division • 2010 Canine Unit • 2011 Support Services Division • 2012 Patrol Division • 2015 Detention Division The Narcotics Task Force review was initiated in late 2015, but was pushed back due to organizational changes in the department as well as prep for the Budgeting for Outcomes process.	Complete one management review per year for 2017 and 2018. Initiate a 10 year re-examination cycle for these reviews with a goal of reviewing the CST Program, initially completed in 2009, in 2019.	These reviews provide ongoing in-depth examinations to ensure mission and vision alignment, efficient operation and an examination of best practices which ensure the best program functionality and product for the public.
Actionable intelligence for directed patrol and proactive enforcement and community information sharing.	Train an Admin. Assistant in New World Crime Analytics to provide data to the department and crime mapping for the public.	Utilize New World efficiently and effectively to provide real time data to improve law enforcement efforts.

Indicator	Goal	Result
City focus on collaborative efforts between departments.	Develop improved information exchange between the Police Department and other departments.	Many crime issues benefit from a holistic approach to developing response and solutions. Increased collaboration and information will result in more efficient and effective problem solving.
External review of the Police Department to assist in reviewing practices and in determining selections criteria for new Chief of Police.	Participate in external level-of-service and efficiency study in a collaborative manner with the steering committee and Matrix group.	Develop long term succession plan and best practices for the Police Department.
Citizen satisfaction surveys provide a valuable metric on perception of service for the citizen stakeholders.	Maintain an overall approval rating of at least 80%.	These surveys provide an opportunity for citizen engagement to determine where we are meeting expectations and where we can improve.

13. Performance Measures II:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Crime Rate Incidents Annually*	3,000 IBR	2,392 UCR		
Annual Person Crimes Clearance Ratio*	40%	60%		
Annual Property Crimes Clearance Ratio*	35%	37.3%		
Annual Citizen Satisfaction Ratio of Good or Excellent	85%	NA		
Annual Calls for Service (CFS)**	35,000	38,540		
Conduct Bi-Annual Evidence and Cash Fund Audits.	2	2		

Note: *In 2015 and all prior years we submitted crime/clearance data to the FBI utilizing Uniform Crime Reporting (UCR); new federal requirements mandate that we now submit crime data via Incident Based Reporting (IBR) so no true comparisons can be made 2016 to 2015. Beginning 2017 we will be able to gauge IBR against previous IBR.

14. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form attached? ☐ Yes ◆ No

- **B. Other Comments:**

1. Title: Community Health and Safety **Program No.:** 01130100

2. Responsible Department(s): Police Department

3. Brief Description:

This program is designed to coalesce the efforts of various City Departments to address the complex social, civil, criminal and health related issues using a collaborative, holistic and strategic approach. This collaborative effort will seek to partner with other regional groups seeking to address these same issues to make the service delivery and outcomes more cohesive and efficient.

4. Program Outcomes:

Traditional approaches to address community health and safety issues have resulted in independent efforts by City government and other service groups in the community. These approaches at times have duplicated effort or in some cases, unintentionally obstructed or conflicted with each other.

Recently, efforts have been underway in the City to enhance communication and collaboration interdepartmentally to address these issues. This process has identified additional City stakeholders as well as other community resources that are working towards improving the quality of life for the citizens of Lynnwood that all impact the overall effort of improving community health and safety.

This program is designed to serve as a linking pin between the various City departments to provide a forum for these departments to improve the overall efficiency of service delivery to the community. It provides an opportunity for identified members of each discipline to use their expertise to define and implement this service delivery in a more strategic, holistic and thus, more effective manner.

Outcomes for FY 2017-2018

- Highly functional, interdepartmental coordinating team collaborating on citywide community health and safety issues.
- Address chronic or persistent public safety, blight, code infractions or criminal offenses.
- Provide enhanced human service resources.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

This program's specific objectives are directly related to developing a vibrant community and enhancing citizen engagement to determine neighborhood needs for services as well as providing effective, compassionate services to a people in crisis.

The proposed program is aligned with the following Community Vision goals:

1. To be a welcoming city that builds a healthy and sustainable environment.

By utilizing an inter-department coordinating team the City will be more effective at building a healthy environment for our citizens. Improving the deployment of limited resources will allow the City to accomplish these goals in a strategic and sustainable manner.

7. To be a city that is responsive to the wants and needs of our citizens.

This holistic approach provides a much more effective mechanism for responding to the needs of our citizens across government rather than addressing individual problems without attempting to rectify underlying causes.

3. To invest in preserving and expanding parks, recreation, and community programs.

This program seeks to strategically analyze citizen need particularly in the area of access to services and recreation and to implement effective solutions to underserved populations.

6. To ensure a safe environment through rigorous criminal and property law enforcement.

This program includes enhanced public safety efforts through collaborative fire, police and code enforcement coordination to address civil and criminal law violations that impact or are the result of community health issues.

6. Mandatory v. Optional:

Alternative Service Delivery Options:

54

7. Program Staffing

Position	Dept.	FTE	Note
Dedicated Staff			
Police Sergeant	Police	1.0	Coordinating Team Member
Crime Prevention Specialist	Police	2.0	
Animal Control Officer	Police	1.0	
Code Enforcement Officer	Com. Dev.	1.6	80% of 2 FTE existing positions ORG #01182000.
Community Paramedic	Fire	0.5	0.5 Grant funded FTE ORG #01140000
Total Dedicated Staff		6.1	
Support Staff			
Senior Planner - Human Services Commission	Com. Dev.	0.25	0.25 FTE of existing 1.0 FTE Senior Planner dedicated to Human Service Commission and duties ORG #01181000
Coordinating Team Member - Strategist	Econ. Dev.	0.0	Dept. Director or designee
Coordinating Team Member - Strategist	Parks	0.0	Dept. Director or designee
Coordinating Team Member - Strategist	Pub. Wks.	0.0	Dept. Director or designee
Coordinating Team Member - Strategist	Com. Dev.	0.0	Dept. Director or designee
Coordinating Team Member - Strategist	Fire	0.0	Dept. Director or designee
Total Support Staff		0.25	
Total Dedicated & Support Staff		6.35	

8. Program Cost (summary):

Object Category	2013-14 Actuals	2015-16 Original Budget	2015-16 Amended Budget	2017-18 Requested Budget
1-Salaries and Wages				1,041,134
2-Benefits				451,272
3-Supplies				43,675
4-Services & Charges				138,639
5 Interlocal/Interfund				26,906
6.Capital Expenditures				7,500
Total Operating Expenditures				1,709,126
Additional Funding Requests Police Staffing				389,441
Additional Funding Requests South Lynnwood				160,000
Additional Funding Requests Youth Leadership				58,600
Additional Funding Requests Aging Program				18,000
Additional Funding Requests SHD Public Health				150,000
Total Expenditures				2,485,167

Note: Program includes the following costs from:
Objects 1-6: Salaries and Benefits from Police, Code Enforcement and Senior Planner

- Police (4 FTE) - Salary 685,173.00 / Benefits – 259,047.00
- Code Enforcement (1.6 FTE) 1- Salary 203,891.12 / Benefits - 124,306.79
- Human Services Senior Planner (.25FTE)– 37,105.24 / Benefits – 16,696.73
- Fire (.5 FTE) – Salary 114,965.50 / Benefits – 51,221.69

Object 4: Services & Charges Includes:

- Police: 104,906.22

$5,000 ORG#01151100.547040 Park Operations for trash removal, graffiti painting, and disposal of trash and vegetation for clean-up of homeless encampments and other related vagrant issues.

$20,000 ORG#11166 Street Operations for trash removal, graffiti painting, roadside trimming, and disposal of trash and vegetation, and for contractor paid clean-up of homeless encampments and other related sites.

9. Offsetting Revenues: (if any)

Community Paramedic (.5 FTE) - Verdant Grant Funded	51,221
Revenue - Aging Program	3,000
Fines/Forfeitures/False Alarm Response	30,000
	84,221

10. Fiscal Sustainability - Net General Fund Cost of Program:

$2,400,946

11. Performance Measures:

Indicator	Goal	Result
Cohesive strategic information and long term strategy in the area of community health and safety.	Provide data and citizen input to develop strategic initiatives and prioritization for this program.	Complete initial assessment and develop CH&S program strategy by end of 2017.
Cohesive and formal communication structure amongst City departments in the area of community health and safety.	Establishment of interagency team to effectively address community health and safety issues.	Formalize coordinating team, implementation of mechanisms for communication and examination of co-location opportunities
Outdated laws which limit response to address community health and safety issues.	Provide tools to allow actions in order to improve the quality of life for our citizens.	Complete Review and update of related LMC.
Cohesive and formal coordination with outside health and public safety entities.	More effective coordination of resources to provide cost effective services to the citizens in need.	Establish formal communication mechanisms through utilization of coordinating team efforts in pursuit of sustainable partnerships.
Continue current resource deployment for community health and safety services.	Provide services to citizens in this area utilizing current methodology while the Coordinating Team conduct strategic long term planning.	Maintain service levels for the citizens during the development of this program.
* Pending Additional Funding Requests		
Known acute issues in South Lynnwood area affecting community health and safety.	Enhanced quality of life for highly affected area of the City.	Conduct Economic and Neighborhood Revitalization Pilot

		Project in South Lynnwood.
Establish Youth & Teen Leadership Development Program & Offer non-school day recreational services to low-income youth.	Expand programs and access for Youths and Teens.	Offer monthly LTAG leadership program. Offer non-school day programming. Add Kids Night program at Rec Center. Expand Night Waves.
Provide working older adults aging mastery education program.	Provide better resources to our aging population.	Offer course 2x/year

Note: * See Additional Funding Requests.

12. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
# of Volunteers (CP/VIPS/Explorers)	85	85		
Annual Volunteer Hours Logged	13,000	12,697		
Child Car Seat Installations Annually	250	236		
Annual Citizen Academy Presentation	1	1		
Annual Code Enforcement (Caseloads/Amendments) Presentation to Council	1	0		
Monthly Code Enforcement Reports Disseminated	12	12		

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

Note: This program is requesting additional funding for the following services:
1 - Police Staffing
2 - South Lynnwood Revitalization Program
3 - Youth & Teen Leadership Development & Low-Income Youth Program Services (this request is split
50/50 between CH&S and Recreation Program budgets)
4 - Senior Center Aging Program
5 - Snohomish County Health District Funding Gap

1. Title: Criminal Investigations **Program No.:** 01130200

2. Responsible Department(s): Police Department

3. Brief Description:

The Criminal Investigations Division (CID) conducts follow-up investigations and pursues violators for prosecution and property recovery. This program is implemented through the specialized skills of the investigators assigned to person's crimes, property crimes, fraud, cold case investigation, computer forensics and cyber-crime. This effort is supported by a crime victim coordinator, who serves to connect victims with services and to guide and support them through the court process.

4. Program Outcomes:

Every case report taken by Patrol officers, other than traffic collisions, is reviewed by one of two detective sergeants. This case review includes examining each case to determine if follow up is needed, identify the priority of that follow-up, provide input on evidence retention as well as quality control review of the initial case report. The sergeants review all cases completed by the detectives in the same manner.

In 2015, the Criminal Investigations Division was assigned 1,147 cases for investigation and they cleared 1,060 of those cases. Due to staffing, CID carried one vacancy throughout 2015 and that vacancy remains at this time. This vacancy increases the workload on the other detectives. There is a correlation between workload and successful investigation. A detective operating a caseload of thirty cases or more is less effective in their overall effort than a detective who is operating with a case load below 20. Success in investigations is often directly related to timeliness of the effort combined with the time that the investigator is able to dedicate to that effort.

Due to staffing issues a service reduction was made in 2011. The majority of misdemeanor property crimes cases are no longer assigned for follow-up even when there are solvability factors present in the case that would have, in the past, resulted in assignment to a detective and subsequent follow up investigation. For example, if someone breaks into a citizen's vehicle and steals items that are under the felony threshold and there is information in the patrol investigation that identifies a potential suspect or lead to that suspect, but the patrol officer at the time of the incident is not able to follow that lead, the case is reviewed by a detective sergeant and not assigned.

In 2015, detectives made 150 physical arrests; these are arrests where the detective physically contacted, arrested and attempted to interview the suspect. These cases typically have the highest success rate in the recovery of any property and evidence as well as the best product for prosecution.

63% of their closed investigations resulted in criminal action. Other than physical arrest these closures primarily involve filing the case with the prosecutor's office for charging.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

The Criminal Investigations Program serves as an important piece of the overall public safety effort. This effort strives to increase the community's sense of safety and security which are foundational to a vibrant community.

The proposed program is aligned with the following Community Vision goals:

6. To ensure a safe environment through rigorous criminal and property law enforcement.

While the initial response to crime is vital, thorough investigation and documentation is the key to developing a case that is enforceable. The primary program responsible for the quality control of this effort is the Criminal Investigations Program. Detectives are responsible for following through on investigations to develop suspects and preparing cases in order for enforcement to take place.

7. To be a city that is responsive to the wants and needs of our citizens.

This program strives to diligently investigate criminal acts that have victimized our citizens. This effort includes recovering items that have been stolen from them, holding suspects accountable who have victimized them and through this enforcement removing the criminal element from the community to prevent new crimes against our citizens.

6. Mandatory v. Optional:

LMC 2.36.020 Enforcement duties - It shall be the duty of the police department to enforce all ordinances duly enacted and passed by the City Council, and to do all things necessary for the prosecution of offenders of the ordinances in a court of competent jurisdiction. (Ord. 38 § 2, 1959).

RCW 26.44.030 - Duty to investigate child abuse, neglect.

RCW 10.31.100 Arrest without Warrant – Specific mandates in regards to crimes of domestic violence. Other law enforcement arrest powers.

There are numerous Washington Association of Sheriffs and Police Chiefs (WASPC) accreditation standards that apply to investigations.

Alternative Service Delivery Options:

These duties can only be performed by commissioned law enforcement personnel. The Lynnwood Police Department already participates in partnerships as part of its investigative effort. These partnerships occur as needed and are collateral assignments. Examples include: SMART team (Countywide team of detectives who primarily investigate officer involved shootings), Secret Service Electronic Crimes Task Force, Joint Terrorism Task Force, FBI Safe Streets Task Force.

There is no another law enforcement entity that has the resources to pursue the day to day investigations for the City of Lynnwood. Each municipal and county investigative unit has a significant workload for the citizens they serve.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Property Crimes Detective	Police	4.0	
Property Crimes Detective Sergeant	Police	1.0	
Persons Crimes Detective	Police	3.0	Currently one funded vacancy
Persons Crime Detective Sergeant	Police	1.0	
Investigations Commander	Police	0.7	Assignments in other programs (.3 narcotics) - Collateral assignment as SWAT Commander
Narcotics Detective- TFO DEA	Police	1.0	LPD Detective Assigned to DEA (replacement for this detective is an officer paid out of Fund 104).
Total Dedicated Staff		10.7	
Support Staff			
Crime Victim Coordinator	Police	1.0	
Total Support Staff		1.0	
Total Dedicated & Support Staff		11.7	

8. Program Cost (summary):

Criminal Investigations	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 911,486	$ 1,017,143	$ 1,922,561	$ 2,480,767
2-Personnel Benefits	289,630	334,414	631,661	865,888
3-Supplies	15,708	16,047	14,222	54,679
4-Services	58,853	88,310	205,797	267,445
5-Intergovernmental Svcs	-	-	-	-
6-Capital Outlay	-	-	-	-
Total Department Expenditure	$ 1,275,677	$ 1,455,914	$ 2,774,241	$ 3,668,779

9. Offsetting Revenues: (if any)

10. Fiscal Sustainability - Net General Fund Cost of Program:

$3,668,779

82 **11. Executive's Assessment:**

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision This program is fundamental to maintaining a safe community.	◆	☐	☐
Degree Mandatory The services provided by this program are mandatory. The current Criminal Justice and Legal Study will help inform whether alternative approaches to service delivery may be feasible.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue, but the program's cost is significant.	☐	☐	◆

83

84 ## 12. Performance Measures I:

Indicator	Goal	Result
Individual detective caseloads at 30 or over result in less effective investigative effort. There is a correlation between the timeliness of investigative effort combined with the amount of available investigative time and the successful resolution of those cases.	Reach full staffing to distribute work and reduce individual case load to improve the timeliness of the investigative effort.	If full staffing can be achieved in 2017-18 detectives can effectively meet the 30 day case closure goal. This process will allow detectives to keep cases loads under 25 assigned cases on average.
Criminal enforcement action taken provides an overall metric for effectiveness of investigations.	Cases closed with criminal action taken are indicators that detectives are pursuing investigations to conclusion; delivering the best service to the victims of crimes.	Maintain the "Criminal enforcement action taken" statistics at 60% or higher annually.
Lack of analytics for crime data and trends. Lack of effective tools to provide crime data information to the public in a timely manner.	Utilize New World analytics to identify crime trends both for investigators and for the community.	Provide investigative linkage to detectives on crime trends. Provide up to date trends for community information and outreach with at least one intelligence led bulletin quarterly.

85 ## 13. Performance Measures II

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Assigned Cases Annually	1,150	1,147		
Cleared Cases Annually	1,100	1,060		
Physical Arrests Annually	175	150		
Potentially Solvable Cases Resulting in Criminal Enforcement Annually	65%	63%		
Criminal Charges by Arrest Annually	30%	30%		
Victim Services Coordinator Criminal Cases	400	436		

86 ## 14. Implications of Funding Changes:

87 - ### A. Requests for additional funding:

88 After adjusting for inflationary change, is this request an increase over the 2015-2016
89 allocation? ☐ Yes ◆ No Request for Additional Funding form attached? ☐ Yes ◆ No

90 - ### B. Other Comments:

1. Title: Detention and Corrections **Program No.:** 01135100

2. Responsible Department(s): Police

3. Brief Description:

The detention program is responsible for the safe, effective and efficient operation of the Lynnwood City Jail. The jail houses pre-trial and incarcerated inmates for the Lynnwood Municipal Court and to a lesser extent, contract inmates from other cities. The jail also houses new arrestees for the Lynnwood Police Department and agencies that contract with the jail for that purpose.

4. Program Outcomes:

The Lynnwood Jail typically operates at near maximum designed capacity (46 beds). In 2015 custody officers booked 3,001 inmates on 4,628 charges. While the jail operates at near capacity, it provides a safe and secure location for housing of inmates. The Lynnwood Jail has never had an escape from the facility nor any in-custody deaths. This is the direct result of the dedicated work of the staff assigned to the jail as well as operational and command supervision.

The detention program also provides direct and professional service to the Lynnwood Police Department. Officers who arrest a subject are able to remain within the City while they book their prisoner rather than traveling to Everett or Des Moines, which are the closest locations that accept City of Lynnwood misdemeanor inmates. This saves on staff time during transport and gets the officers back out into the City to respond to calls for service and conduct community policing efforts in a much timelier manner.

The detention division program also runs alternatives to incarceration. An inmate who is sentenced and is approved to serve their sentence outside of jail can utilize electronic home detention services at a cost to them or can perform community service. The electronic home detention program had inmates serve 2,067 days outside the jail during 2015, which generated $32,168 while saving space and expense in the jail for their housing.

A new addition to services in the jail was the implementation of the Jail Medical Program in 2015. This program greatly enhances the services to the inmates and significantly reduces the liability to the City. This program was important to implement in order to bring jail operations in compliance with State Law as well as to meet best practices.

The jail is currently working on attempting to enhance the access to services by inmates by partnering with Snohomish County Health's 211 program as well as developing collaborative efforts with the Community Health and Safety Section in an attempt to get inmates with mental health issues, substance abuse issues and those who are homeless linked up with services upon their release.

Members of the detention division are active in community outreach projects as well, to include Citizens Academy, Shop with a Cop, Cops and Kids and various other community outreach efforts.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

A part of the criminal justice system is the housing of people sentenced to crimes committed in the City of Lynnwood. The citizens and business communities who make up this vibrant City have the expectation of going about their daily lives free of criminal activity and expect action taken when they are victimized. The detention division serves as a key part of that action.

The proposed program is aligned with the following Community Vision goals:

6. To ensure a safe environment through rigorous criminal and property law enforcement.

Note: The detention program is a support mechanism for the efforts of the Police Department and the Court. The jail is a key component to allow the courts to hold people responsible for violations of criminal laws.

4. To be a cohesive community that respects all citizens.

Note: The dedicated professionalism of the officers in the program under the supervision of the sergeants and commander provide an environment that is respectful, safe and responsive to the needs of the citizens who are housed there. Those housed in the facility are citizens, who will in a short time be back in the community.

5. To be a city that is responsive to the wants and needs of our citizens.

Note: Citizens and businesses expect those who victimize them to be held accountable. This program is the primary means to accomplish that and it provides this service in a professional and compassionate manner.

6. Mandatory v. Optional:

RCW 39.34.180 - Legal requirement for the City to have incarceration options for misdemeanor offenders in their jurisdiction. This statute does not mandate that the City have a jail, but that is one option to meet this statute. Other options under this statute include contracting out that service.

If the City chooses to have a jail there are numerous laws and regulations that govern its operation.

RCW 9.94.680 - Alternatives to total confinement. This program is not required, but there are basic statutory regulations that guide the conversion of jail time to alternatives.

RCW 70.48.490 - Requires monitoring of inmate prescriptions by health care professional - Jail Medical program.

LMC 2.36.110 - Operation of Jail. The chief of police shall have charge and supervision of the Lynnwood municipal jail. The chief of police is authorized and directed to promulgate policies

and standards not inconsistent with the laws of the United States, the state of Washington, and the ordinances of the city, as deemed necessary or expedient for the operation of the jail, the protection of the inmates and staff, and to provide for the public health, safety, and welfare.

Alternative Service Delivery Options:

The closest alternative to the Lynnwood Jail for housing prisoners is the Snohomish County Jail. Jail fees there are high and oftentimes they will not accept inmates for housing due to high population or an individual determination for the inmate. The next closest alternative is the SCORE jail which is approximately an hour drive one way.

Alternatively a regional misdemeanor jail could be investigated; this would be a long term solution which would still require service provision in the short term. There have been efforts in the past to examine this issue in partnership with other cities, but those efforts stalled.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Custody Officer	Police	14.0	
Custody Sergeant	Police	2.0	
Commander	Police	1.0	
Total Dedicated Staff		17.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		17.0	

8. Program Cost (summary):

Detention and Corrections	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 1,261,035	$ 1,251,709	$ 2,497,979	$ 2,714,031
2-Personnel Benefits	554,242	547,310	1,197,446	1,273,749
3-Supplies	148,976	125,887	255,379	281,345
4-Services	108,739	166,094	537,330	593,327
5-Intergovernmental Svcs	645,723	835,350	2,028,000	1,980,000
6-Capital Outlay	34,989	-	-	-
Total Department Expenditure	$ 2,753,704	$ 2,926,350	$ 6,516,134	$ 6,842,452

Note: 5. Contract Fee's include contract housing fees for other facilities and contract Jail Medical fees.

88 **9. Offsetting Revenues:** (if any)

Electronic Home Detention	150,000
Community Service	15,000
Contract Housing	210,000
Inmate Phone System	40,000
	415,000

89 **10. Fiscal Sustainability - Net General Fund Cost of Program:**

90 6,427,452

91 **11. Executive's Assessment:**

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision This program is fundamental to maintaining a safe community.	◆	☐	☐
Degree Mandatory The services provided by this program are mandatory. The current Criminal Justice and Legal Study will help inform whether alternative approaches to service delivery may be feasible.	◆	☐	☐
Degree Fiscally Sustainable This program generates revenue. Cost is significant.	☐	☐	◆

92

93 ## 12. Performance Measures I:

Indicator	Goal	Result
Limited post release services for inmates to address underlying causes of recidivist behavior. The jail currently lacks programming services for inmates and there isn't an effective link with community resources for inmates upon release. These services are designed to provide opportunity for inmates to develop skills, provide opportunity for treatment and/or community resources to assist them in transitioning away from criminal activity or living situations that leave them with a lack of opportunity.	Build a day room/programming area to provide services to inmates. Utilize community resource centers, such as Verdant, to develop evaluation and programming for inmates. By end of 2018 have a strategic plan for programs offered to inmates - linking the Community Health and Safety Section, inmate kiosks and community partners in this effort.	By end of 2018 - Strategic plan for inmate programs including the number and type of programs, number of inmates served and a corollary impact on recidivist behavior for known repeat consumers of the Lynnwood Jail.
Loss of Snohomish County Co-Op service resulting in increased housing fees at the Snohomish County Jail.	Investigate and implement alternative cooperative transport options and better utilization of New World data to more readily identify inmates to be moved to Lynnwood.	Reduced 2017 contract jail housing costs at the Snohomish County Jail by 3% under the 2016 average.
Existing Jail Policy manual is out of date. Policy manuals must be consistently updated in order to address changes to case law and statutory requirements.	Implement completed policy manual in Power DMS and train staff by end of 1st quarter in 2017.	Improved policy direction to maintain compliance with new laws and best practices. Provide framework for jail accreditation process in 2019.
Lack of a formal inmate classification system.	Implement a formal classification system that meets WASPC standards and best practices by end of 2017.	Improved safety for inmates and staff and ensuring compliance with new developments in corrections practices and litigation (reduced liability).

94 ## 13. Performance Measures II

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Inmates Booked	3,000	3,001		
Electronic Home Detention (EHD) Participants	100	84		
EHD - Days Served	2,200	2,067		
Community Service (CS) Participants	125	111		
CS - Days Served	500	439		

14. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form submitted? ☐ Yes ◆ No

- **B. Other Comments:**

1. Title: South Snohomish County Narcotics Task Force (SSCNTF)
Program No.: 01130300

2. Responsible Department(s): Police

3. Brief Description:

The SSCNTF is a collaborative effort between the Mountlake Terrace Police Department, Edmonds Police Department and the Lynnwood Police Department. The task force attempts to reduce the availability of illegal drugs in our community through investigation and apprehension of drug traffickers in order to improve the quality of life for our citizens.

4. Program Outcomes:

The SSCNTF investigates illegal drug traffickers operating in the South Snohomish County area. These cases typically involve organized crime groups known as drug trafficking organizations (DTO's). In our area, these DTO's frequently have direct ties to major drug cartels operating out of Mexico. The illegal flow of drugs into our community typically originates with these cartels and primarily consists of heroin, methamphetamine and cocaine. There has been an increasing heroin epidemic in our region that is associated with other serious criminal activity especially burglary, theft and fraud, not to mention the devastation to lives of its users and their families.

Due to the complex nature of these investigations, the task force frequently partners with the Federal Drug Enforcement Administration (DEA) and currently has a DEA special agent assigned to the task force and a Lynnwood narcotics detective assigned to the DEA. These partnerships provide vital intelligence and investigative resources directly to our community. Cases that are adopted by the DEA bring significant financial and manpower resources to our area. Typically in those cases the DEA pays for the purchase of the illegal drugs in furtherance of the investigation and ultimately for the Title III wiretap process and prosecution. A single wiretap investigation requires hundreds of thousands of dollars to investigate, conduct, and prosecute. These are paid for by the DEA and the results directly benefit our community.

The task force has been the originating agency on numerous Title III wiretap cases over the past several years. A single investigation typically results in numerous federal indictments (illegal drug traffickers removed from our streets) as well as the seizure of large quantities of illegal drugs that were intended for distribution in our community. In addition to the criminal action taken, the task force receives revenue from seizures related to asset sharing. Asset sharing comes from State and Federal seizures of assets related to these investigations. Lynnwood receives 50% of all task force asset revenue with Edmonds and Mountlake Terrace each receiving 25%. The FTE costs for the task force sergeant position, currently Lynnwood sergeant, is split in thirds amongst the three participating agencies (see Table 10).

The task force is very minimally staffed. Undercover illegal drug purchases require several officers to conduct them safely. In most instances the suspects are armed and often have others acting as counter-surveillance looking for police officers. The detectives assigned to this task force carefully plan and brief each operation to ensure not only their own safety, but also the safety of the public. In 2015, the task force removed 46 guns from drug traffickers, including high-capacity assault rifles.

Illegal drug investigations are one component of an overall effort to reduce the access and demand for drugs like heroin. Heroin is an extremely addictive and destructive drug, which is very difficult to quit or to treat. There is a significant segment of our population who do not try this drug because of the potential criminal charges of doing so. Maintaining an enforcement effort and presence serves as a deterrent to both the demand side (users) and the supply side (dealers). Because of the horrific effects and extremely addictive nature of heroin, each person dissuaded from experimenting with it because of these enforcement efforts is one less person who will become an addict which saves our community from the resultant law enforcement, treatment and eventually medical costs associated with heroin addiction, not to mention the damage to that person and their loved ones.

Heroin is a major target for the task force due to the damage it inflicts on the users and our community. As other resources are starting to come to fruition in the area of drug treatment, it is vital to continue to protect our community from being an easy place to conduct drug transactions. Ideally, the efforts of education, treatment and enforcement will result in a decline in the demand for these damaging drugs. This aligns with the Public Safety and Human Services Alliance efforts that are underway currently county-wide.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Drug addiction, especially heroin and methamphetamine, tragically impact our citizens. It is difficult to find a single person who is not negatively impacted by illegal drugs. Reducing the availability of drugs as part of a larger strategy to combat their usage is an important element to providing a vibrant community.

The proposed program is aligned with the following Community Vision goals:

6. To ensure a safe environment through rigorous criminal and property law enforcement.

Illegal drug use in and of itself is very damaging. Associated with drug use is a litany of other criminal activity especially in the areas of property crimes conducted to support a drug addiction. Drug investigations often lead to the apprehension of suspects who are involved in other criminal activity.

6. Mandatory v. Optional:

There is no mandate to have a drug task force. The task force, however, serves as a force multiplier for illegal drug interdictions that impact our community. By combining resources, both local and federal, a limited number of personnel are able to conduct complex major drug investigations.

Alternative Service Delivery Options:

There are ongoing discussions in regards to combining the Snohomish Regional Drug and Gang Task Force with the South Snohomish County Narcotics Task Force. This would bring

together detectives from our agencies as well as the Snohomish County Sheriff's, Office. Marysville Police Department, Monroe Police Department and the Everett Police Department.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Narcotics Detective	Police	2.0	
Narcotics Sergeants	Police	.33	Shared cost with Mountlake Terrace and Edmonds PD.
Investigations Commander	Police	0.3	Other duties - .7 Criminal Investigations Commander, Also SWAT Commander
Total Dedicated Staff		2.63	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		2.63	

8. Program Cost (summary):

South Snohomish County Narcotics Task Force (SSCNTF)	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 312,138	$ 325,356	$ 632,014	$ 661,251
2-Personnel Benefits	100,663	120,484	216,948	259,845
3-Supplies	279	341	5,000	38,575
4-Services	7,018	8,071	54,335	108,466
5-Intergovernmental Svcs	9,500	9,513	19,000	19,200
6-Capital Outlay	-	-	-	-
Total Department Expenditure	$ 429,598	$ 463,765	$ 927,297	$ 1,087,337

9. Offsetting Revenues: (if any)

Federal/ State Asset Sharing - Revenue to Fund 104 – No impact to General Fund	$475,000
Reimbursement for 2/3 of Sergeant position to the General Fund	$213,231
	$688,231

10. Fiscal Sustainability - Net General Fund Cost of Program:

$399,106

86 ## 11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision This program is fundamental to maintaining a safe community.	◆	☐	☐
Degree Mandatory The services provided by this program are not mandatory, but provide an important societal service. The current Criminal Justice and Legal Study will help inform whether alternative approaches to service delivery may be feasible.	☐	◆	☐
Degree Fiscally Sustainable This program generates off-setting revenue.	◆	☐	☐

87 ## 12. Performance Measures I:

Indicator	Goal	Result
Heroin epidemic in the region.	Reduce the availability of heroin by prioritizing those investigations.	Increase in the seizure of heroin from the previous biennium that is meant for distribution to the City of Lynnwood, thus reducing the availability.
Heroin epidemic affecting other areas in the region.	Explore task force consolidation with the Regional Task Force.	Force multiplier for the City by increasing the availability of resources and the collaborative investigative effort to reduce the supply of heroin to our region while not increasing the City's budgetary contribution for the additional FTE's.
Effective partnership with the DEA.	Maintain a very collaborative relationship with the DEA by supplying a DEA Task Force Officer	Continue to bring federal resources to the City to provide manpower and financial assistance to these investigations.

88 ## 13. Performance Measures II:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Heroin Seized Annually (grams)	1,000	879		
Methamphetamine Seized Annually (grams)	7,000	6,474		

14. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form attached? ☐ Yes ◆ No

- **B. Other Comments:**

1. Title: Patrol **Program No.:** 01130400

2. Responsible Department(s): Police Department

3. Brief Description:

Patrol constitutes the largest Police Department program and serves as the face of the Department. Patrol is responsible for: response to emergency public safety incidents, response to community based calls for service, crime prevention efforts, traffic enforcement and informal community outreach through individual contacts and public presence (community policing).

4. Program Outcomes:

The Patrol program handled 46,914 incidents in 2015. Included in that number were 38,540 community based calls for service (911 calls). Calls for service continue to trend upwards at rate of approximately 4 to 5 percent annually. Calls for service vary widely and the demand for service varies widely as well. A call for a simple theft report typically only necessitates a single officer, whereas an in-progress violent crime may demand not only all available patrol resources but the resources of other police programs, other City Departments as well as mutual aid from other local law enforcement jurisdictions.

One key indicator of effective staffing that we examine is the response times for priority (emergency) calls for service and routine calls for service. Effective staffing allows the Patrol program to provide timely, direct customer service to the residents, business members and visitors to our community, who are in need of police services.

Another key metric is the amount of time officers are committed to responding to calls for service, balanced against the amount of time officers are uncommitted and able to conduct community policing efforts such as, interacting with citizens, conducting high visibility patrols to deter crime and for proactive time to address community problems. The uncommitted time factor is a key component of effective community policing efforts. Funding the patrol program directly correlates to these efforts with the most significant portion of this programs budget allocated to personnel costs.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

The Patrol program plays a vital role in the community vision by providing a safe and secure environment for the community. This program includes direct supervision of staff and command leadership to ensure adherence to Department standards as well as State and Federal law in order to ensure accountability in our actions.

The proposed program is aligned with the following Community Vision goals:

6. To ensure a safe environment through rigorous criminal and property law enforcement.

This program is responsible for the initial response to crime in our community. This response includes initial investigation and enforcement. In addition, this program conducts proactive patrol operations to deter criminal activity and to ensure community safety.

7. To be a city that is responsive to the wants and needs of our citizens.

This program provides 24-hour, direct service to the citizens by responding to calls for police services and working to ensure a safe environment. In addition, this program is a key component of effective community policing strategies.

1. To be a welcoming city that builds a healthy and sustainable environment.

In order for our City to be "healthy and sustainable", residents, visitors and the business community must have a sense of safety. This program is responsible for immediate response to community safety incidents and proactive patrolling efforts conducted in a professional manner. We strive to provide excellent customer service in these areas in order to provide a safe and welcoming environment.

6. Mandatory v. Optional:

The following Federal Laws/Regulations, State Laws, Municipal Codes, or Washington Association of Sheriffs and Police Chief's (WASPC) Accreditation Standards mandate actions by staff within this unit. They are as follows:

RCW 35A.21.030 - Mandatory Duties of Officers

LMC 2.36.020 Enforcement duties. It shall be the duty of the police department to enforce all ordinances duly enacted and passed by the city council, and to do all things necessary for the prosecution of offenders of the ordinances in a court of competent jurisdiction.

LMC 10.02.101 - Statutory provision adopted by reference.

RCW 10.31.100 - Arrest without a warrant - specific mandates related to domestic violence enforcement.

RCW 10.99.030 - This mandates enforcement and reporting of domestic violence crimes as well as providing victim assistance.

RCW 13.32A.086 - Mandatory juvenile runaway reporting.

RCW 26.44.030 - Mandatory reporting by police of suspected child abuse or neglect.

RCW 46.52.030 - Mandatory collision reporting.

RCW 10.14.100 - Mandatory service of court orders.

Washington Association of Sheriffs and Police Chiefs (WASPC) Accreditation Standards - Numerous standards directly attributable to Patrol Program.

Alternative Service Delivery Options:

Only Law Enforcement Officers commissioned by the State of Washington can fulfill the duties of the Patrol Program. The only alternative would be to contract out these services with another law enforcement agency. There are no agencies with sufficient resources that would be able to take on the call for service load of the City of Lynnwood.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Police Commander	Police	1.0	
Police Sergeant	Police	5.0	
Police Officer	Police	28.0	
Reserve Police Officer	Police	1.5	3 part-time reserve police officers
Police Chaplain	Police	0.5	1 part-time chaplain
Total Dedicated Staff		36.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		36.0	

8. Program Cost (summary):

Patrol	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 3,474,987	$ 3,652,551	$ 7,067,006	$ 7,363,816
2-Personnel Benefits	1,121,912	1,176,274	2,363,745	2,759,748
3-Supplies	212,360	109,930	364,614	573,359
4-Services	510,935	654,122	1,282,810	1,209,090
5-Intergovernmental Svcs	-	1,200	-	2,500
6-Capital Outlay	8,755	-	-	-
Total Department Expenditure	$ 5,328,949	$ 5,594,077	$ 11,078,175	$ 11,908,513

9. Offsetting Revenues: (if any)

	NA

10. Fiscal Sustainability - Net General Fund Cost of Program:

$11,908,513

11. Executive's Assessment

BFO Program Criteria	High	Medium	Low

Degree of Relevance to Community Vision This program is fundamental to maintaining a safe community.	◆	☐	☐
Degree Mandatory The services provided by this program are mandatory. The current Criminal Justice and Legal Study will help inform whether alternative approaches to service delivery may be feasible.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue. Cost is significant.	☐	☐	◆

79 ## 12. Performance Measures I:

Indicator	Goal	Result
Response time for Priority 1 (Emergency) Calls	Maintain timely response to address immediate threats to the community safety.	Maintain historical average response time of 2.6 minutes or less to emergency calls for service (Priority 1)
Improve ratio of committed v. uncommitted to time to improve community policing efforts. This ratio refers to the amount of time an officer is dedicated to calls for service during their shift versus the amount of time they have available to conduct high visibility patrolling efforts and informal citizen contacts as part of a community policing strategy. This can be accomplished by reaching full staffing in this program.	Allow officers more time for daily community policing outreach and proactive patrolling efforts.	Reduce committed time average to less than 60% by achieving full staffing in the Patrol Program.
Maintain positive citizen satisfaction ratings.	Utilization of Patrol Program to positively impact citizen satisfaction.	Receive at least 85% overall positive rating on surveys.
Effective crime scene processing - specifically on property crime cases.	Enhance solvability on criminal cases, specifically property crimes, in support of the City Visioning Statements.	Maintain one trained Crime Scene Technician per squad.
Effective utilization of Patrol staff at Community Outreach Events.	Improved communication efforts with the public as part of continued community policing efforts.	Patrol Division participation in at least one quarterly outreach event (i.e. Coffee with a Cop, K-9 demo etc.)
K-9 deployment plan needs improvement for K-9 coverage and improved patrol staffing	Move K-9 officers to squad based rotation schedule.	24 hour K-9 coverage and improved staffing on patrol squads to improve committed time ratio.

13. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Calls for Service (CFS) Annually*	35,000	38,540		
Patrol Drug Arrests Annually	700	693		
Arrests/Charges Annually	3,000	2,765		
DUI Arrests Annually	250	217		
Latent Cases Submitted Annually	100	76		
Identification Quality based on Submissions (AFIS/Comparison) Annual Ratio	50%	39%		

Note: *Due to a change to a new CAD/RMS (NWS) in late 2015 calls for service are calculated differently.

14. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form attached? ☐ Yes ◆ No

- **B. Other Comments:**

1. Title: Property/Evidence **Program No.:** 01130600

2. Responsible Department(s): Police

3. Brief Description:

The Property and Evidence Section processes all evidence and property in order to preserve the integrity of the evidence for the officers and the court. They serve the citizens by returning or disposing of property or evidence upon case disposition. Property officers not only maintain property and evidence, but they also provide storage and processing of other City records and surplus property.

4. Program Outcomes:

The Property and Evidence Section is responsible for the proper tracking and storage of all evidence entered by police officers. They also track disposal dates, disposal process and the recording of disposal. This section is charged with operating a secure facility that effectively stores evidence for use in court proceedings, including complete tracking of the chain of custody of each piece of evidence. The chain of custody process is vital to successful prosecution, our mechanisms provide excellent reporting on the chain of custody and therefore it is rare that there is a challenge to the process during a trial.

Property and Evidence officers are charged with the disposition of seized items and assets as directed by the Investigations Commander. In 2015, these officers processed $486,031 in seized funds by the Lynnwood Police Department and the South Snohomish County Narcotics Task Force. In 2015 evidence officers processed 7,203 pieces of evidence related to 4,098 new cases.

This program serves in a vital support role in support of the City's overall law enforcement effort.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

This program is designed to be transparent to the public and other entities. Personnel carefully track and document every piece of evidence between its entry to disposal and record the detailed history of each item to be provided as needed.

The proposed program is aligned with the following Community Vision goals:

6. To ensure a safe environment through rigorous criminal and property law enforcement.

This program serves in a support role of the overall law enforcement effort, but is vital to a successful enforcement effort.

6. Mandatory v. Optional:

Chapter 9.41 RCW- Firearms and Dangerous Weapons - special regulations for release and forfeiture of firearms.

Chapter 63.21 RCW - Lost and Found Property - Requires process for handling claims and disposal of property that has been lost and recovered.

Chapter 63.35 RCW - Regulates unclaimed property status.

Chapter 69.50 RCW - Uniform Controlled Substances Act - overall chapter on illegal drugs including regulations for handling and penalties for misuse.

Chapter 70.77 RCW – Fireworks laws – defines fireworks seizure and forfeiture.

Numerous WASPC Accreditation Standards apply to Property and Evidence function.

Alternative Service Delivery Options:

There are limited alternatives to this program. Property officers are employees of the City and are thoroughly backgrounded and screened to determine suitability for the position. There have been discussions in the past about regionalizing this effort; however each entity has a property room that allows for efficient operation by their staff.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Property and Evidence Technician	Police	2.0	
Support Services Manager	Police	0.2	
Total Dedicated Staff		2.2	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		2.2	

8. Program Cost (summary):

Property/Evidence	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 132,123	$ 132,249	$ 268,722	$ 259,899
2-Personnel Benefits	50,159	52,451	121,215	98,506
3-Supplies	4,183	3,503	4,128	9,970
4-Services	5,572	7,154	123,997	363,247
5-Intergovernmental Svcs	-	-	-	-
6-Capital Outlay	-	-	-	-
Total Department Expenditure	$ 192,037	$ 195,357	$ 518,062	$ 731,622

Note: Services and Charges increase due to re-allocation of expenses from other departments during the BFO program.

9. Offsetting Revenues: (if any)

	NA

10. Fiscal Sustainability - Net General Fund Cost of Program:

$731,622

11. Executive's Assessment

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision This program is fundamental to maintaining a safe community.	◆	☐	☐
Degree Mandatory The services provided by this program are mandatory. The current Criminal Justice and Legal Study will help inform whether alternative approaches to service delivery may be feasible.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue.	☐	☐	◆

57 ## 12. Performance Measures I:

Indicator	Goal	Result
Disposal process falling behind.	Timely disposal keeps the evidence process moving and reduces the need to store and track evidence after a determination of disposal has been approved.	Dispose of property within 45 days of disposal determination.
Lack of proficiency in New World Evidence module	Improve knowledge and efficient use of New World Software system.	More efficient work processes and full transition from redundant manual processes to processes that are fully integrated with New World Evidence module.
Timely transition from newly entered evidence in temporary storage to permanent storage reduces defense challenges to chain of custody issues.	Utilize New World chain of custody tracking system to effectively track and store evidence in a timely manner	Maintain a one business day (24 hour) transition of items in temporary storage to permanent storage in the Evidence facility.

58 ## 13. Performance Measures II:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
New Cases Processed Annually	4,000	4,098		
Total Pieces of Evidence Annually	7,100	7,203		

59 ## 14. Implications of Funding Changes:

60 - ### A. Requests for additional funding:

61 After adjusting for inflationary change, is this request an increase over the 2015-2016
62 allocation? ☐ Yes ◆ No Request for Additional Funding form attached? ☐ Yes ◆ No

63 - ### B. Other Comments:

1. Title: Records/Support Services **Program No.:** 01130700

2. Responsible Department(s): Police Department

3. Brief Description:

The Support Services Division is responsible for the management, maintenance and dissemination of accurate, detailed and timely police department records. The clerical staff works around the clock to support the police department and to respond to the citizens. This program also manages the public records access and fulfillment of requests.

4. Program Outcomes:

This program manages the police department records function. This includes: screening data for accuracy, merging records to develop complete case reports, and reporting data to State and Federal entities.

A key function of this program is to provide public access to records and to fulfill public records requests. Additional services include management of pet licensing services, public fingerprinting services, concealed weapon permit issuance and responding to questions from the public in person and over the phone.

The police clerks also assist the detention division by conducting prisoner searches on female inmates when there is no female custody officer available. Additionally, they provide services related to questions about inmate bail and the acceptance of bail bonds.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

The police clerks serve as the face of citizen engagement at the Police Department for those citizens who either call the department directly or come into the department for information or police service. They are also responsible for public records access which is a primary mechanism to ensure governmental accountability.

The proposed program is aligned with the following Community Vision goals:

7. To be a city that is responsive to the wants and needs of our citizens.

Citizens seeking assistance in person or over the phone depend on the police clerks to be responsive to those requests.

6. To ensure a safe environment through rigorous criminal and property law enforcement.

This program serves a vital support role to the law enforcement effort by managing police reports and records to ensure availability for prosecution and accurate data for analysis.

6. Mandatory v. Optional:

Chapter 42.56 RCW - Public Records Act

National Incident Based Reporting - Washington State agencies report crime statistics for national crime trending and response - formerly known as UCR (Uniform Crime Reporting) data.

Federal Prison Rape Elimination Act (PREA) - Prohibits cross gender searches in jails.

Chapter 40.14 RCW - Preservation and Destruction of Official Records.

Chapter 44.14 WAC - Records Retention.

Alternative Service Delivery Options:

This is a vital function for the police department. Certain functions are amenable to collaborative efforts such as Public Records Disclosure, records processing and records retention. Discussions have been underway mainly in the area of public records functions to develop potential interagency solutions.

The direct service aspect to the public and jail requires personnel assigned to that function or a significant change in service level.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Police Clerk	Police	7.0	
Support Services Manager	Police	0.8	
Total Dedicated Staff		7.8	
Support Staff			
Total Support Staff		0.0	
Total Dedicated & Support Staff		7.8	

8. Program Cost (summary):

Records/Support Services	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 423,932	$ 449,243	$ 1,018,869	$ 1,098,326
2-Personnel Benefits	171,022	176,092	366,052	462,381
3-Supplies	1,129	14,359	3,852	29,915
4-Services	13,479	17,826	25,889	65,899
5-Intergovernmental Svcs	-	-	-	-
6-Capital Outlay	-	-	-	-
Total Department Expenditure	$ 609,562	$ 657,520	$ 1,414,662	$ 1,656,521

Note: Increases in supplies/services and charges due to re-allocation of expenses from other departments during this BFO process.

9. Offsetting Revenues: (if any)

	NA

10. Fiscal Sustainability - Net General Fund Cost of Program:

$1,656,521

11. Executive's Assessment

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision This program is fundamental to maintaining a safe community.	◆	☐	☐
Degree Mandatory The services provided by this program are mandatory. The current Criminal Justice and Legal Study will help inform whether alternative approaches to service delivery may be feasible.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue.	☐	☐	◆

56 ## 12. Performance Measures I:

Indicator	Goal	Result
Public Records Disclosure process has resulted in fines.	Provide timely open access to public records and reduced expenses related to violations.	Improve Public Records Disclosure process to eliminate findings and successful claims.
Still developing proficiency in New World.	Improved efficiency and timeliness of records.	Identify training deficiencies and implement training indicated by the end of 2017.
Duties that diminish customer service to citizens.	Better customer service for the citizens and more job satisfaction for the clerks.	Reexamine work flow and duties to establish a clerk whose primary responsibility is service to citizen visitors.
Mandated NIBRS reporting & ACCESS audits.	Compliance with Federal and State requirements.	Meet all required deadlines (monthly & annually).

57 ## 13. Performance Measures II:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Reports Disseminated Annually	1,600	1,806		
Individuals Fingerprinted Annually	1,200	1,168		
Concealed Pistol Licenses Issued Annually	300	288		
Public Records Request Response Violations Annually	0	2		
Public Records Request Completed within Five Days Annually	90%	NA		
NIBRS reporting within Federal/State Requirements Monthly	100%	NA		

58 ## 14. Implications of Funding Changes:

59 - ### A. Requests for additional funding:

60 After adjusting for inflationary change, is this request an increase over the 2015-2016
61 allocation? ☐ Yes ◆ No Request for Additional Funding form submitted? ☐ Yes ◆ No

62 ### B. Other Comments:

1. Title: Special Operations **Program No.:** 01130800

2. Responsible Department(s): Police

3. Brief Description:

The Special Operations program provides street-level-emphasis enforcement in response to high incidence of criminal activity, or criminal activity not easily addressed by other units. Special Operations also develops and implements response strategies to reduce crime as determined by crime analysis, public input, police referral or other means.

4. Program Outcomes:

This program, known as the Special Operations Section (SOS), is the Department's primary response to criminal activity such as: gang activity, human trafficking and prostitution, violent and/or prolific offenders, problem neighborhood residences and spikes in crimes related to specific areas or other trends.

SOS is also responsible for address verification of Level 1 and Level 2 registered sex offenders living within the City of Lynnwood. Our City averages approximately 50 of these offenders. These offenders are typically checked semi-annually or at least annually to ensure that they are residing at the residence they are registered at. This effort is collaborative with the Snohomish County Sheriff's Office, who are in charge of sex offender registration.

SOS works in collaboration with the Community Health and Safety section (program) to address the criminal element in neighborhood specific efforts. SOS also works collaboratively with other local, State and Federal agencies.

In 2015, SOS made 160 new felony arrests, 145 new misdemeanor arrests and served 252 arrest warrants. They conducted 104 registered sex offender checks.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

SOS serves as a primary response to quality of life criminal activity that directly impacts our citizens. These activities include: gang activity and associated graffiti, prostitution – especially illegal massage parlor operations, and problem residences negatively impacting a neighborhood. These enforcement efforts improve the community in order for it to remain vibrant and engaged.

The proposed program is aligned with the following Community Vision goals:

6. To ensure a safe environment through rigorous criminal and property law enforcement.

SOS focuses on crime trends, especially spikes in criminal activity and quality of life criminal activity. These issues are often not amenable to investigation by officers dedicated to other

functions. SOS is often charged with apprehending the most prolific and dangerous criminals affecting our City.

7. To be a city that is responsive to the wants and needs of our citizens.

Issues such as: problem residences in neighborhoods, illegal massage parlor activity (prostitution) and LMC violations involved in bikini baristas generate significant citizen complaints, but are not amenable to one time or rapid response. These investigations take specialized skills and time to investigate. SOS is able to develop these cases in order meet the wants and needs of the citizens who are dealing with the issues they present.

6. Mandatory v. Optional:

RCW 9A.44.130 - Registered sex offenders.

LMC 2.36.030 Enforcement duties - SOS fills the gap of the standard law enforcement response to meet the "do all things necessary for the prosecution of offenders of the ordinances" portion of this Ordinance.

Alternative Service Delivery Options:

There are no other units with the staffing to fulfill these duties within the Lynnwood Police Department. SOS is very limited in staffing, but they have a great impact on the overall law enforcement effort. Collaborative efforts have been discussed with similar teams at other agencies, but each unit focuses on activities in their jurisdiction and each has to prioritize that effort. These units already work collaboratively on a case-by-case basis if the suspects being investigated affect both jurisdictions. They also share information related to crime trends and suspects.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Police Officer - SOS	Police	3.0	
Police Sergeant - SOS	Police	1.0	
Total Dedicated Staff		4.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		4.0	

8. Program Cost (summary):

Special Operations	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 316,782	$ 398,881	$ 676,946	$ 853,937
2-Personnel Benefits	107,380	126,933	238,016	292,748
3-Supplies	173	1,354	3,718	19,684
4-Services	74,582	74,320	158,944	119,358
5-Intergovernmental Svcs	-	-	-	-
6-Capital Outlay	-	-	-	-
Total Department Expenditure	$ 498,917	$ 601,488	$ 1,077,624	$ 1,285,727

9. Offsetting Revenues: (if any)

	NA

10. Fiscal Sustainability - Net General Fund Cost of Program:

$1,285,727

11. Executive's Assessment

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision This program is fundamental to maintaining a safe community.	◆	☐	☐
Degree Mandatory The services provided by this program are mandatory. The current Criminal Justice and Legal Study will help inform whether alternative approaches to service delivery may be feasible.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue. This program results in cost avoidance for the City and society.	☐	☐	◆

63 **12. Performance Measures I:**

Indicator	Goal	Result
Gang activity rising in the region.	Increased gang activity results in a response from rival gangs and these disputes often result in gun fire and other serious crimes. SOS's efforts result in a lower incidence of gang violence in Lynnwood.	Continue to work proactively to reduce gang presence through education and enforcement efforts. Provide at least one (1) gang training session internally on an annual basis.
Undetected Human Trafficking.	Human trafficking often impacts immigrants who have limited resources to find help which makes discovering these crimes difficult. Continued efforts by SOS can assisted this underserved population.	Evaluate incidence of human trafficking in the City of Lynnwood –especially related to organized prostitution activities. If analysis indicates human trafficking activity conduct at least one (1) sting operation based upon victim profile(s).
Internal survey indicated a desire for improved communication between SOS and other units.	Improved communication enhances the investigative capability of SOS and other units to make more efficient operations.	Develop ongoing communication mechanism within the department to improve information sharing. Have SOS attend one patrol roll call (per squad) on a quarterly basis.
Enforcement and Education are linked in effective effort of Special Operations. A metric based approach to measuring that effort can result in an effort that doesn't address the issue. For example, making more arrests that a previous year does not necessarily translate into effectively tackling a specific issue.	Utilize a problem based holistic approach coordinating efforts between proactive enforcement (SOS) and community outreach via the Community Health and Safety Section.	Develop and staff strategies that incorporate proactive enforcement with appropriate linkage to outreach efforts to combat gang issues. Initiate one strategic program in the schools to dissuade children from joining gangs.

64 **13. Performance Measures II:**

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Arrests Annually	600	589		
Registered Sex Offender Checks Annually	100	104		
Felony Narcotics Arrests Annually	100	70		

Firearm Seizures Annually	10	10		

14. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form submitted? ☐ Yes ◆ No

- **B. Other Comments:**

1. Title: SWAT (Special Weapons And Tactics) Program No.: 01130900

2. Responsible Department(s): Police Department

3. Brief Description:

The Lynnwood Police Department participates in a ten-agency collaborative effort known as North Sound Metro SWAT. This team responds to high-risk incidents that require specialized training and equipment to resolve potentially dangerous situations without loss of life or injury to officers, suspects or innocent citizens.

4. Program Outcomes:

North Sound Metro SWAT was formed by the merger of the South Snohomish County SWAT with several other teams that existed in neighboring jurisdictions. SWAT operations are low-frequency events that require significant training and manpower to conduct successfully. This team now has over 30 total SWAT operators, which provides appropriate staffing for effective response to rapidly unfolding, high-risk incidents. In 2015, this team conducted six operations all which ended without injury to the suspects, officers or innocent citizens.

The Lynnwood commitment to this team is six operators (collateral assignment) and one sergeant, which is less than what it was when the team existed as the smaller South Snohomish County SWAT team. Though the personnel commitment is lower than in the past, the team is significantly larger and serves as a resource to address incidents that occur in our city. SWAT is a collateral function of various officers selected through a structured process. Agencies such as Redmond, Kirkland and Bothell contribute similar numbers of staff to the operation. Assistant Team command currently resides in Edmonds and Kirkland. The SWAT team commander is a Lynnwood commander, but that position is going to be filled by another agency in early to mid-2017.

Lynnwood SWAT officers are also able to utilize their specialized training in their day-to-day roles and can be deployed for events that require tactical assistance but do not rise to the level of a full SWAT activation. These deployments provide a better tactical solution to these events with better results for both the officers and the suspects.

A component of SWAT is the crisis negotiation team. These members receive specialized training in hostage negotiations included practical exercises. Those skills are often called upon to assist with day-to-day incidents in Lynnwood, including working to effectively resolve encounters with mentally ill/suicidal subjects or others in crisis.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

SWAT provides critical response to low frequency but highly dangerous public safety emergency incidents. Their training and response is aimed at resolving the incident peacefully. Public safety is a primary function for government to provide a foundation for a vibrant community.

The proposed program is aligned with the following Community Vision goals:

6. To ensure a safe environment through rigorous criminal and property law enforcement.

SWAT is utilized in situations that require specialized tools, skills and training to maximize the potential for a safe outcome in an otherwise highly dangerous and volatile public safety incident.

6. Mandatory v. Optional:

The tools, skills, and tactics employed by SWAT are reviewed under a national best practices standard. It is important to the overall public safety mission to have a formalized team with administrative oversight to respond to these high liability incidents. Additionally, having SWAT members as part of the Lynnwood Police Department allows us to utilize their skills for more successful and effective operations in support of the daily law enforcement effort.

Alternative Service Delivery Options:

The only option would be to contract with another regional team. For the reasons listed above this would reduce the overall capability of the Lynnwood Police Department.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Police Officer - SWAT	Police	-	Collateral Assignment for 6 officers
Police Sergeant - SWAT	Police	-	Collateral Assignment
Police Commander - SWAT	Police	0.0	Collateral Assignment - This assignment is set to rotate to another agency by mid-2017
Total Dedicated Staff			
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		0.0	

8. Program Cost (summary):

SWAT (Special Weapons And Tactics)	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 42,554	$ 47,134	$ 48,400	$ 97,097
2-Personnel Benefits	12,447	15,001	8,200	16,506
3-Supplies	16,582	11,273	5,375	14,000
4-Services	13,950	8,604	22,405	23,100
5-Intergovernmental Svcs	3,371	-	20,000	20,000
6-Capital Outlay	-	-	-	-
Total Department Expenditure	$ 88,904	$ 82,012	$ 104,380	$ 170,703

Note: 2015-2016 Budgets did not allocate money to the correct program. Money existed in the budget but was allocated elsewhere.

9. Offsetting Revenues: (if any)

	NA

10. Fiscal Sustainability - Net General Fund Cost of Program:

$170,703

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision This program is fundamental to maintaining a safe community.	◆	☐	☐
Degree Mandatory The services provided by this program are mandatory. The current Criminal Justice and Legal Study will help inform whether alternative approaches to service delivery may be feasible.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue. Partnerships are used to leverage Lynnwood's resources.	☐	◆	☐

61 ## 12. Performance Measures:

Indicator	Goal	Result
Low frequency, high liability skill set that requires on-going training to maintain proficiency.	Having a legal defensible program providing effective service to our community.	Maintain annual training schedule and ensure attending in necessary training for each member's function.
Lack of training and exercises between member agency incident command and SWAT tactical command.	Consistent practices in these interagency operations to ensure the best process and resolution for the community.	Incorporate agency incident command in practical exercises based upon training in 2016.

62 ## 13. Performance Measures:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Annual Practical/Firearms Training Hours	1,500	1,456		
Hostage Negotiation Team Practical Scenario Sessions	4	4		

63 ## 14. Implications of Funding Changes:

64 - ### A. Requests for additional funding:

65 After adjusting for inflationary change, is this request an increase over the 2015-2016
66 allocation? ☐ Yes ◆ No Request for Additional Funding form submitted? ☐ Yes ◆ No

67 - ### B. Other Comments:

1. Title: Traffic

Program No.: 01131000

2. Responsible Department(s): Police

3. Brief Description:

The Traffic program is responsible for the promotion and provision of a safe transportation environment for motorists, pedal cyclists and pedestrians through education, engineering and enforcement.

4. Program Outcomes:

This program, known as the Traffic Section, is responsible for traffic enforcement, collision prevention and investigation, impaired driver enforcement, traffic control at civic functions, parades and processions, responding to high priority calls for service in support of the Patrol Division, responding to community traffic complaints, red light infraction review and traffic related training.

In 2015, the Traffic Section investigated 1,354 traffic collisions (average 3.7 per day), including three fatal traffic collisions and 27 pedestrian/cyclist involved traffic collisions. Traffic collision investigation involves specific tools, skills and training in order to be conducted effectively. These skills are applicable to determining cause in minor collisions as well as in preparing in-depth examinations of significant injury or fatal collisions.

Traffic officers are responsible for reviewing each red light and school zone enforcement camera violation to determine if an infraction should be issued. In 2015, traffic officers conducted over 44,000 photo enforcement reviews (average 121 per day). The time spent on these reviews equate to approximately .75 of an FTE annually.

Traffic section officers obtained approximately $39,000 in overtime funding via Washington State for DUI, speeding, seatbelt and pedestrian enforcement.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

The City of Lynnwood is a regional hub with significant traffic flow. The work of the Traffic Section strives to keep our vibrant community safe as they move within and through the City through effective education and enforcement of traffic laws.

The proposed program is aligned with the following Community Vision goals:

1. To be a welcoming city that builds a healthy and sustainable environment.

Our City relies upon effective ingress and egress for its residents, business members and visitors. The work of the Traffic Section is part the overall City strategy for efficient and sustainable traffic flow.

7. To be a city that is responsive to the wants and needs of our citizens.

The traffic section responds rapidly and efficiently to traffic collision and traffic hazards to address citizen need and to limit the disruption to their movement through the City.

6. Mandatory v. Optional:

There are not specific mandates to have a traffic section, but their specialized work is vital to an effective law enforcement effort. The traffic section is the Department's primary enforcement effort for Title 46 RCW.

Alternative Service Delivery Options:

The City of Lynnwood would have to contract out major collision investigations with another law enforcement agency. Commissioned personnel would have to be dedicated to red light review and there would be a lack of enforcement for traffic violations.

7. Program Staffing

Position	Dept.	FTE	Note
Dedicated Staff			
Police Officer - Traffic	Police	6.0	
Police Sergeant - Traffic	Police	1.0	
Total Dedicated Staff		7.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		7.0	

8. Program Cost (summary):

Traffic	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 778,849	$ 750,088	$ 1,565,986	$ 1,474,506
2-Personnel Benefits	283,145	297,835	596,159	628,017
3-Supplies	85,783	27,589	72,790	62,484
4-Services	860,855	850,421	1,711,281	454,261
5-Intergovernmental Svcs	-	-	-	-
6-Capital Outlay	-	-	-	-
Total Department Expenditure	$ 2,008,632	$ 1,925,933	$ 3,946,216	$ 2,619,268

48 **9. Offsetting Revenues:** (if any)

Grant funded overtime - expense comes out of Police Budget, reimbursement goes into 105. (Just for consideration - no net general fund effect to this program)	
Red light review is conducted by Traffic - Fines go to General Fund.– (Just for consideration – no net general fund effect to this program)	

49 **10. Fiscal Sustainability - Net General Fund Cost of Program:**

50 $2,619,268

51 **11. Executive's Assessment**

52

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision This program is fundamental to maintaining a safe community.	◆	☐	☐
Degree Mandatory Although not required by law, the services provided by this program are essential. The current Criminal Justice and Legal Study will help inform whether alternative approaches to service delivery may be feasible.	◆	☐	☐
Degree Fiscally Sustainable This program generates off-setting revenue.	☐	◆	☐

53

54 **12. Performance Measures I:**

Indicator	Goal	Result
Ongoing review of workload for photo enforcement.	Ongoing work in smaller portions prevents reviewer fatigue which results in a better product and timelier issuance of infractions within statutory requirements.	Maintain an active review effort to minimize backlog in review process. Maintain statutory requirement for reviews with no reviews falling outside of that requirement.
Education effort needs enhancement.	Better education effort will help inform the public to increase safety and adherence to statutes.	Have at least two (2) coordinated events that combine public safety message campaign with the enforcement effort (i.e. DUI or speed emphasis).
Collision Data interface lacking.	Develop a better mechanism for analyzing collision data.	Analyze collision data to provide directed enforcement and education for collision reduction.

13. Performance Measures II:

Measure	Target	Actual 2015	Actual 2017	Actual 2018
Total Roadway Collisions Annually	1,300	1,354		
Injury Collisions Annually	200	251		
Fatality Collisions Annually	0	3		
Photo Red Reviews Annually	45,000	44,041		
Infractions Issued Annually	6,000	5,587		
Conduct Six Grant Funded Traffic Emphases	6	6		

14. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form submitted? ☐ Yes ◆ No

- **B. Other Comments:**

1. Title: Planning, Training and Accreditation Program No.: 01131100

2. Responsible Department(s): Police

3. Brief Description:

The Planning, Training and Accreditation program (section) provides quality training on all aspects of police work, maintains accurate training records consistent with accreditation standards, and tracks all expenditures of training funds utilized by departmental staff. This section manages the police cadets and handles scheduling of all boards of review.

4. Program Outcomes:

This section processes all training requests for the department. Additionally, they plan and monitor the training of new staff and manage career-level certification programs for existing staff. In 2015, they managed 390 hours of roll call training, 442 daily training bulletins, 404 hours of defensive tactics, 1,166 hours of firearms training, and 9,868 hours of training in other areas.

This program oversees the Washington Association of Police Chiefs and Sheriffs (WASPC) accreditation process, which occurs every four years. The process involves an examination of policies, procedures and requires proof of compliance with those policies and procedures. WASPC has an accreditation committee that continually examines evolving standards of practices and regulation both within the state and nationally. They also develop new or revised accreditation standards in order to provide guidance to agencies. Because of the stringent nature of accreditation our agency has continually modified policies and practices and must continually exam our practices to ensure that we are complying with those policies and can document that compliance. This outside look assists the Department in meeting the vision statement of being an “accountable government” that is able to demonstrate their adherence to the ever-evolving statutory requirements and best practices.

The training officers also schedule and oversee all boards of review at the direction of the Chief of Police.

One officer serves as the department’s equipment and technology officer. This officer coordinates the purchase and replacement of equipment and serves as a clearinghouse for services throughout the department in order to keep officers equipped properly.

The cadet program serves in a support role for the entire department including conducting fingerprinting for the public.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

This program plays a vital role to providing transparent record keeping and in the boards of review process to ensure effective internal review of incidents to hold the department accountable to the public.

The proposed program is aligned with the following Community Vision goals:

6. To ensure a safe environment through rigorous criminal and property law enforcement.

This program serves in a support role for the entire law enforcement effort by managing the training function to ensure that officers have the training to more effectively address crime in our City.

6. Mandatory v. Optional:

WAC 139-05-300 - Basic training requirements for commissioned police officers and reserves.

Chapter 43.101 RCW (several sections) - Training Requirements.

This program is a key component to numerous accreditation standards.

Alternative Service Delivery Options:

The training of commissioned officers is mandated by RCW. This program manages the entire effort for the police department. There is no other group currently formed at another agency that could perform the work for the police department.

7. Program Staffing

Position	Dept.	FTE	Note
Dedicated Staff			
Police Officer - Training	Police	1.0	
Police Officer – Training/Technology	Police	1.0	
Police Sergeant - Training	Police	1.0	
Police Commander	Police	0.3	
Total Dedicated Staff		3.3	
Support Staff	Police	1.5	3 part time cadets
Total Support Staff		1.5	
Total Dedicated & Support Staff		4.8	

51 **8. Program Cost (summary):**

Planning, Training and Accreditation	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 325,197	$ 340,703	$ 613,307	$ 724,969
2-Personnel Benefits	106,712	109,329	184,025	255,462
3-Supplies	37,583	11,505	79,390	92,431
4-Services	89,438	82,644	212,913	259,831
5-Intergovernmental Svcs	-	-		-
6-Capital Outlay	-	-		-
Total Department Expenditure	$ 558,930	$ 544,181	$ 1,089,635	$ 1,332,693

52
53

54 **9. Offsetting Revenues:** (if any)

	NA

55 **10. Fiscal Sustainability - Net General Fund Cost of Program:**

56 $1,332,693

57 **11. Executive's Assessment**

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision This program is fundamental to maintaining a safe, welcoming, cohesive, and respectful community.	◆	☐	☐
Degree Mandatory The training services provided by this program are mandatory. Department accreditation is optional. It is not clear whether alternatives are available for services, or whether Lynnwood could provide training services to other agencies. The current Criminal Justice and Legal Study will help inform whether alternative approaches to service delivery may be feasible.	◆	☐	☐
Degree Fiscally Sustainable This program does not generates revenue. The benefits of cost avoidance are significant.	☐	◆	☐

58 ## 12. Performance Measures I:

Indicator	Goal	Result
No on-going policy questions via Daily Training Bulletins with new software.	Improved staff familiarity with policies for performance and liability mitigation.	Initiate and track on-going policy review and tests for staff.
Statutory requirement for minimum training for each officer annually.	Maintain statutory compliance for minimum training hours per officer.	Meet statutory requirement and ensure ongoing training to enhance the skills of staff.
Crisis intervention training still needed	More staff trained in techniques to recognize and more effectively work with those in crisis, especially those having a mental health crisis.	Have at least 75% of patrol staff trained in CIT by end of 2018.

59 ## 13. Performance Measures II:

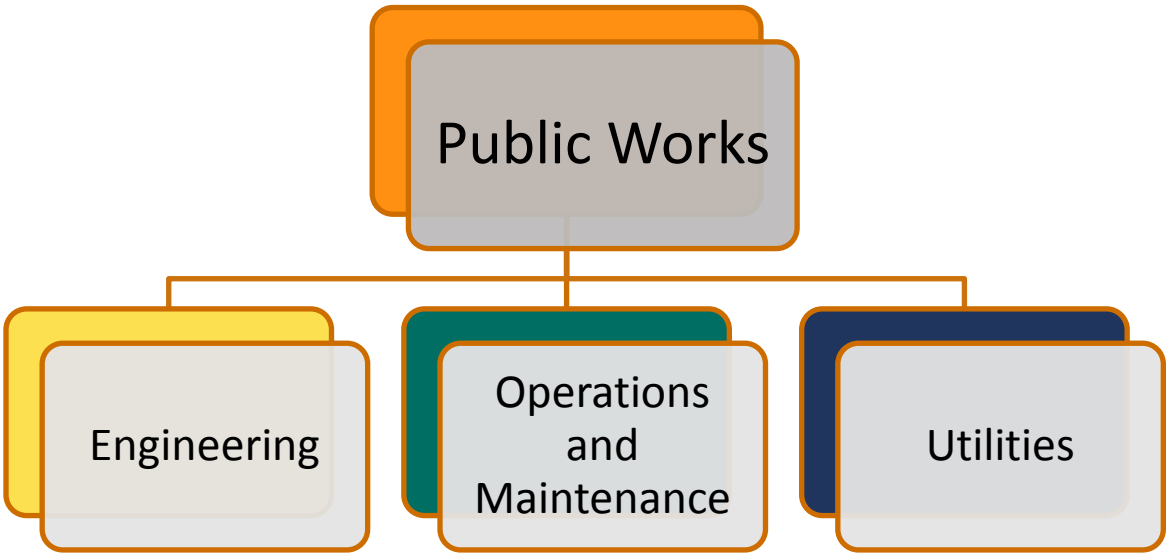
Measure	Target	Actual 2015	Actual 2017	Actual 2018
Total Training Hours Logged Annually	18,000	17,056		
Compliance with State mandated Annual 24-hour in-service Training Requirement	100%	100%		
Submission of Capital Assets and Small and Attractive Items Inventory Annually	1	1		
Conduct Six Firearms Qualification Courses Annually	6	6		
Complete Annual Use of Force/Pursuit Analysis Report	1	1		

60 ## 14. Implications of Funding Changes:

61 - ### A. Requests for additional funding:

62 After adjusting for inflationary change, is this request an increase over the 2015-2016
63 allocation? ☐ Yes ◆ No Request for Additional Funding form submitted? ☐ Yes ◆ No

64 - ### B. Other Comments:



Department Mission and Responsibilities:

The Public Works Department will efficiently develop, manage and operate the physical infrastructure that is the foundation of the City's health, safety, and welfare while enhancing the quality of life in our community.

Highlights and Changes for 2017-2018:

The Public Works Department is divided into two major divisions: 1) Engineering Services; 2) Operations and Maintenance.

Engineering Services is responsible for the following major programs:

General Fund

- Departmental administration
- Permit development review and inspection
- Project management for capital projects
- Construction management
- Buildings & Property Services

Operation and Maintenance is responsible for the following major programs:

- Fund 411 - Water Utility
- Fund 411 - Sewer Utility including WWTP
- Fund 411 - Storm Utility
- Fund 111 – Streets (partially funded by General Fund)
- Fund 144 - Solid Waste (partially funded by General Fund)
- Fund 511 - Maintenance of Equipment Rental
- Fund 513 - Joint Shop Operations

Public Works' main emphasis is on planning for, designing, operating and maintaining the City's physical infrastructure. This is done across many budgets, as listed above. The main challenge facing the Department is to have enough funds to adequately maintain our infrastructure. The Department has embraced high tech solutions to managing our systems (e.g. SCADA and our Traffic Management Center, and our use of Cartegraph and social media communication tools) and efficiencies to stretch our dollars as far as possible.

Major Accomplishments for 2015-16

- Completed several major transportation projects: 33rd Avenue West Extension (Costco road); 204th Street SW Improvements; 44th Avenue West Pavement Overlay; 184th Street SW Overlay
- Received over $25 million in state and federal transportation grants
- Purchased and preserved properties in the Hall Lake and Lunds Gulch drainage basins
- Made several critical utility infrastructure upgrades at the Wastewater Treatment Plant and Sewer Lift Station No. 16 and on 60th Avenue West
- Enacted an Interlocal Agreement with Fire District No. 1 for the City to supply mechanics services to their fleet
- Enhanced public outreach efforts through project e-mail blasts, web page project sites, and a new Public Works Twitter account
- Launched an Adopt-a-Street program
- With the addition of the Administrative Team, improved tracking and reporting of work orders in Fleet and Buildings, inventory tracking, and capital project tracking.

Highlights and Changes for 2017-2018:

The Department's General Fund budget programs are largely status-quo budgets with only changes due to inflation increases and re-distribution of items from the Non-Departmental budget (i.e. building utility charges, I.S. charges). There are several requests for increased funding in non-General Fund budgets as follows:

General Fund: There is one request for increased funding in the Building and Property Services program for a list of building improvement projects. There is another request that lists several needed general increases.

Fund 111, Traffic: Additional funding for part-time contract employee to assist with SCADA.

Fund 411, Utilities: New Electrician and re-class of a Lead Worker to a SCADA Technician and re-class of 2 Treatment Plant Operators to Lead Operators. Reclassification of an Engineering Tech Aide to Engineering Tech I.

Fund 511, Fleet Maintenance: Addition of an Engineering Office Aide and Mechanic to deal with increased workload from assuming Fire District No. 1 vehicle maintenance. Increase costs are paid for by the Fire District.

Department Budget History by Program:

Note: In instances where programs are not identified in past budgets, only the Department's total budget allocation is provided.

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 1,578,899	$ 1,348,518	$ 3,166,393	$ 3,630,234
2-Personnel Benefits	$ 611,134	$ 617,318	$ 1,183,858	$ 1,561,533
3-Supplies	$ 200,003	$ 177,633	$ 338,629	$ 251,060
4-Services	$ 306,384	$ 395,365	$ 858,553	$ 1,697,734
5-Intergovernmental Svcs	$ -	$ -	$ -	$ -
6-Capital Outlay	$ 58,314	$ 20,504	$ -	$ -
Total Department Expenditure	$ 2,754,734	$ 2,559,338	$ 5,547,433	$ 7,140,561

Department Personnel [Full-Time Equivalent (FTE)]:

Job Title	Number of FTE					
	2013 Actual	2014 Actual	2015 Actual	2016 Revised	2017 Projected	2018 Projected
General Fund						
Admininistration:						
Director	1	1	1	1	1	1
Deputy Dir., City Engr.	1	1	1	1	1	1
Deputy Dir., O&M	1.0	1.0	1.0	1.0	0.25	0.25
Admin. Asst.	1	1	0	0	0	0
Admin. Supervisor	0	0	1.0	1.0	0.5	0.5
Total Administration	**4**	**4**	**4**	**4**	**2.75**	**2.75**
Bldg. & Prop. Svcs.:						
Supervisor	1	1	1	1	1	1
Lead Maint. Worker	2	2	2	2	2	2
Maint. Worker	3	3	3	3	3	3
Total BPS	**6**	**6**	**6**	**6**	**6**	**6**
Project Management:						
Resident Cap. Proj. Mgr.	0	0	1	1	1	1
Project Manager	3	3	2	2	2	2
Engr. Tech. II /Civ. Engr. I	1	1	1	1	1	1
Office Aide	1	1	1	1	1	1
Total Project Mgmt.	**5**	**5**	**5**	**5**	**5**	**5**
Construction Mgmt:						
Resident Engineer	1	1	1	1	1	1
Engr. Tech II, Coord.	1	1	1	1	1	1
Engr. Tech I, Inspector	1	1	1	1	0	0

Job Title	Number of FTE					
	2013 Actual	2014 Actual	2015 Actual	2016 Revised	2017 Projected	2018 Projected
Total Const. Mgmt.	**3**	**3**	**3**	**3**	**2**	**2**
Permitting:						
Supervisor	1	1	1	1	1	1
Civil Engineer I	1	1	1	1	1	1
Engr. Tech II	0	0	0	0	1	1
Engr. Tech I	1	1	1	1	1	1
Total Permitting	**3**	**3**	**3**	**3**	**4**	**4**
TOTAL GEN. FUND 011	21.0	21.0	21	21	19.75	19.75
Fund 111, Streets:						
Operations:						
Supervisor	1	1	1	1	0.4	0.4
Foreman	1	1	1	1	0.4	0.4
Lead Worker	1	1	1	1	1	1
Maintenance Worker I	1	1	1	1	1	1
Maintenance Worker II	2	2	2	2	2	2
Total St. Operations	**6**	**6**	**6**	**6**	**4.8**	**4.8**
Traffic:						
Traffic Engineer	1	1	1	1	1	1
Project Manager			1	1	1	1
Lead Traffic Signal Tech	1	1	1	1	1	1
Traffic Signal Tech	2	2	1	1	1	1
Total Traffic						
TOTAL ST. FUND 111	10	10	10	10	8.8	8.8
Fund 411, Utilities						
Sewer Operations:						
Deputy Director, O&M	0	0	0	0	0.25	0.25
Admin	0	0	0	0	0.25	0.25
Foreman	1	1	1	1	1	1
Lead Worker	2	2	2	2	2	2
Maintenance Worker I	1	1	1	1	1	1
Maintenance Worker II	2	2	2	2	2	2
Engr. Tech 1/Pretreat	1	1	1	1	1.0	1.0
Engr. Tech Aide	0	0	0	0	0.35	0.35
WWTP Supervisor	1	1	1	1	1	1
WWTP Asst. Supv.	1	1	1	1	1	1
Lead WWTP Operator	0	0	0	0	2	2
WWTP Operator	8	8	8	8	7	7
WWTP Lab Tech	2	2	2	2	2	2

Job Title	Number of FTE					
	2013 Actual	2014 Actual	2015 Actual	2016 Revised	2017 Projected	2018 Projected
WWTP Electrician	0	0	0	0	1	1
Total Sewer	**19**	**19**	**19**	**19**	**21.85**	**21.85**
Water Operations:						
Deputy Director, O&M	0	0	0	0	0.25	0.25
Administrative Supv.					0.25	0.25
Supervisor	1	1	1	1	1.0	1.0
Lead Worker	1	1	2	2	1	1
Water Quality Lead	1	1	1	1	1	1
Maintenance Worker I	3	3	2	2	2	2
Maintenance Worker II	1	1	1	1	1	1
Engr. Tech Aide	1	1	1	1	0.35	0.35
Meter Reader	1	1	1	1	1	1
SCADA Tech	0	0	0	0	1	1
Total Water Ops.	**9**	**9**	**9**	**9**	**8.85**	**8.85**
Surface Water Ops:						
Deputy Director, O&M	0	0	0	0	0.25	0.25
Supervisor	1	1	1	1	1.6	1.6
Foreman	0	0	0	0	0.6	0.6
Lead Worker	2	2	2	2	2	2
Maintenance Worker I	2	2	2	2	2	2
Maintenance Worker II	2	2	2	2	2	2
Project Manager	1	1	1	1	1	1
Engr. Tech 1	1	1	1	1	2	2
Engr. Tech Aide	1.0	1.0	1.0	1.0	0.3	0.3
Total Surf. Water Ops.	**10**	**10**	**10**	**10**	**11.75**	**11.75**
TOTAL UTILITY 411	38	38	38	38	42.45	42.45
Fund 511, Fleet Mechan.						
Supervisor	1	1	1	1	1	1
Heavy Equip. Mech	2	2	2	3	4	4
Change Out Tech	1	1	1	1	1	1
Fleet Admin	0	0	0	0	1	1
Total Fleet Mechan.	**4**	**4**	**4**	**5**	**7**	**7**
TOTAL PUBLIC WORKS	73	73	73	74	78	78

1. Title: Administration **Program No.:** 01161000

2. Responsible Department(s): Public Works

3. Brief Description:

This program of the Public Works Department's Engineering Division Administration is to provide overall management and administration of all aspects of the Public Works Department. Although contained in the Public Works portion of the budget, the FTE's included in this program are paid for partly by both the general fund and utility funds. Wages by the Utility are either directly charged, or paid indirectly by overhead allocation.

4. Program Outcomes:

Progressive management of the Public Works Department balancing effective work product output with transparency and utilizing state-of-the-art tools and procedures to maximize efficiencies in resources. The ultimate goal of the department is to manage the infrastructure of the City to the benefit of the community while mitigating future costs related to this billion dollar investment.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Note:

The proposed program is aligned with the following Community Vision goals:

1. To be a welcoming city that builds a healthy and sustainable environment.

Public Works provides programs and projects that improve the City's infrastructure, and therefore our quality of life. Improvements to transportation, parks, and our utilities keep our citizens' and customers' quality of life at a high level.

5. To invest in efficient, integrated, local and regional transportation systems.

One major aspect of Public Works is that we provide for the overall management of transportation projects from planning through construction and operations and maintenance.

7. To be a city that is responsive to the wants and needs of our citizens.

The mission statement of the Department of Public Works reads: The Public Works Department will effectively and efficiently develop, manage, and operate the physical infrastructure that is the foundation of the City's health, safety and welfare while enhancing the quality of life in our community."

The Administrative program is responsible for overseeing all aspects of the Public Works Department.

6. Mandatory v. Optional:

Mandatory: Washington State law requires cities to have a City Engineer. In addition, the Federal Highway Administration (FHWA), requires WSDOT to determine whether or not, City's have the properly skilled staff, including Licensed Professional Engineering in the state of Washington, to manage projects that have federal funds. WSDOT has designated the City of Lynnwood as a "Certified Agency (CA)". Without CA status, the City would pay other CA agencies to manage our projects, at an extra cost in most cases.

Mandatory: Upkeep of the City's infrastructure is required either directly (i.e. Clean Water Act, MUTCD, federal, state and local laws, etc.) and also indirectly (i.e. maintaining and preserving the mega-investment the City has made into our publicly-owned systems).

Alternative Service Delivery Options:

The Public Works Department has the minimum number of administrative staff to carry out the Mission and Vision of the City.

7. Program Staffing

Position	Dept.	FTE	Note
Dedicated Staff			
Public Works Director	Pub. Wks.	1.0	
Deputy Dir/City Engineer	Pub. Wks.	1.0	
Deputy Dir/O&M	Pub. Wks.	0.25	
Administrative Supervisor	Pub. Wks.	0.5	
		0.0	
Total Dedicated Staff		2.75	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		2.75	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 406,520	$ 328,540	$ 755,871	$ 856,402
2-Personnel Benefits	131,768	98,107	256,720	291,256
3-Supplies	9,286	3,928	16,110	16,210
4-Services	102,409	106,585	267,554	154,357
5-Intergovernmental Svcs				
6-Capital Outlay				
Total Department Expenditure	$ 649,983	$ 537,160	$ 1,296,255	$ 1,318,225

9. Offsetting Revenues: (if any)

Utility Fund Allocation for positions	$1,298,000
	$1,298,000

10. Fiscal Sustainability - Net General Fund Cost of Program:

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Programs and services supported by the program are paramount to the Community Vision.	◆	☐	☐
Degree Mandatory As noted above, many of the programs and services supported by this program are required by law.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue, but does support grants and partnerships that result in cost savings.	☐	◆	☐

12. Performance Measures:

Measure	Target	Actual 2015
% of Perf. Evaluations completed within 90 days of due	100%	89%
Number of Tweets per day	1 tweet per day average	2 tweets per day average (2016 data)
Project/Construction ENews Updates sent	75	81

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

Note: No new staff are requested. General increases in program due to programmatic increases are listed in a separate form.

- **B. Other Comments:**

1. Title: Building and Property Services **Program No.:** 01163000

2. Responsible Department(s): Public Works

3. Brief Description:

This program of the Public Works Department's Engineering Division is to operate and maintain the City's 11 municipal buildings (see the list of buildings below).

4. Program Outcomes:

- Following is the list of City municipal buildings operated and maintained by Building and Property Services:
    - City Hall
    - Rec center/Pools
    - Fire Station 15
    - Fire station 14
    - Justice Center/Court /jail/Police Dept
    - North Administrative Building/ Senior Center
    - Library
    - Permit Center
    - Lynnwood Maintenance Operation Center
    - Off Site Evidence Building
    - WWTP
- The group also performs small to medium remodeling projects to City buildings. Examples are as follow:
    - Rebuilding Rec Center Locker Room Showers
    - City Hall's NEW Art Wall/Entryway
    - New Garbage Enclosure at City Hall
    - Rewiring Justice Center's 168 NEW internet lines
    - Rebuilding 2 of the 9 plex Hvac systems at City Hall
    - Office remodels

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Note: See responses below.

The proposed program is aligned with the following Community Vision goals:

7. To be a city that is responsive to the wants and needs of our citizens.

Note: This program provides the spaces that house the staff and programs for all of our city services. It also provides the spaces that are directly used by citizens and customers for public meetings, counter services, and a wide range of recreational services.

2. To encourage a broad business base in sector, size, and related employment, and promote high-quality development.

Note: In being a regional model, our buildings need to portray a high level of professionalism and environmental efficiency, but also be operated in a cost-effective manner.

6. Mandatory v. Optional:

Mandatory: It is not possible to offer City services without buildings. Certain components of this program are governed by federal and state law. For example, the Americans with Disabilities Act (ADA) requires buildings to be accessible. Building and fire codes set standards for buildings. Building and facility services are essential to City operations.

Alternative Service Delivery Options:

Consultant Services: The model Building and Property Services used more in the past was to hire private consultant/contractors for the larger and more complicated maintenance issues, such as work on HVAC units. Since that time, the group has been trained to do more of this work in-house and a large cost savings has been realized. It is necessary still to use contractor services for certain items, but a good balance has been reached.
The custodial services function was provided by a group of 6 FTEs prior to the 2008-2009 biennium. These services were outsourced to a private contractor resulting in a savings of $ 500,000 per biennium. The remaining work of the staff group is not as easy to replicate by private contractor, in fact we have found that we can provide these services at a much reduced cost than private contractor. At this time, we are not considering further shifts of full time staff to contracted services.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Supervisor	Pub. Wks.	1.0	
Lead Maintenance Worker	Pub. Wks.	2.0	
Maintenance Worker	Pub. Wks.	3.0	
Total Dedicated Staff		6.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		6.0	

58 **8. Program Cost (summary):**

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 389,358	$ 415,738	$ 828,190	$ 934,683
2-Personnel Benefits	176,593	201,977	322,142	479,795
3-Supplies	168,175	149,937	298,099	153,410
4-Services	167,866	217,384	550,829	1,425,296
5-Intergovernmental Svcs	-	-	-	-
6-Capital Outlay	58,314	20,504	-	-
Total Department Expenditure	$ 960,306	$ 1,005,540	$ 1,999,260	$ 2,993,184

59 **9. Offsetting Revenues:** (if any)

60 **10. Fiscal Sustainability - Net General Fund Cost of Program:**

61

62 **11. Executive's Assessment:**

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision This program supports all other City programs and services, and ensures City facilities are safe, welcoming, sustainable, etc.	◆	☐	☐
Degree Mandatory Building and property maintenance is an essential service. Alternatives for service delivery may be feasible.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue, but does support cost avoidance through regular maintenance and upkeep, and use of in-house trades.	☐	◆	☐

63

12. Performance Measures:

Measure	Target	Actual 2015
Of approx.. 90 Service Requests per month, Percent completed within 1 working day:	*85%*	85%

Note: Munis Work Order System has increased our efficiency in tracking and providing performance indicators. This has decreased our duplication and increased our accuracy and accountability.

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ◆ Yes ☐ No Request for Additional Funding form submitted? ◆ Yes ☐ No

Note: No new staff are requested. Additional, one-time funds are requested ($365,000) for various building repairs/renovations. The various facility projects are listed in a Request for Additional Funding form.

Note: This program is taking back ongoing building utility costs and rent/lease payments that were previously allocated to the Non-Departmental budget. The corresponding revenue to pay for these costs also has been added to the budget for the Building and Property Services program. These are not new expenses—only a reassignment from Non-Departmental to Building and Property Services.

- **B. Other Comments:**

1. Title: Construction Management (Capital Project Const. Mgmt.)
Program No.: 01161300

2. Responsible Department(s): Public Works

3. Brief Description:

This program of the Public Works Department's Engineering Division is to provide construction management of City capital projects, including projects funded by the City's General Fund, grants, and the City's Utility. This program DOES NOT include inspection of private developments by the Permits Center. Duties include inspection of projects underway and processing the extensive paperwork for each project. Personnel in this group also act as liaisons to private consultants who also perform these functions during high volume periods.

4. Program Outcomes:

Active construction projects in 2016 include:

- 60th Avenue W Sewer/Water/Storm/Street Rehabilitation Project
- Citywide Safety Project - Flashing Yellow Arrows
- Citywide Safety Project - Striping and Signage
- 212th Street SW Emergency Waterline Replacement Project
- 184th Street SW Pavement Overlay Project
- Lift Station 16 Facility
- Lift Station 16 Forcemain
- Wastewater Treatment Plant Emission Control Replacement Project
- Wastewater Treatment Plant Chlorination and Headworks Replacement Project
- Lift Station 4 to South of 184th Street SW Forcemain Project

In 2017/18 the following list of Capital Projects are anticipated to be in construction:

- Waterline Replacement Project (8 to 10 residential lines)
- 36th Avenue W Street Reconstruction - Maple Road to 164th Street SW
- 196th Street SW Street Widening - 48th Avenue W to 36th Avenue W
- Lift Station 4 - Facility Reconstruction
- Lift Station 4 - Forcemain and Gravity Line - 184th Street SW to Lift Station 8
- Lift Station 8 - Facility Reconstruction
- Lift Station 8 - Forcemain and Gravity Line - Lift Station 8 to Lift Station 10
- 2017 Annual Overlay Program
- 2018 Annual Overlay Program
- ADA Transition Plan Implementation - Wheelchair Ramps
- ADA Transition Plan Implementation - City Hall Men's Bathroom Remodel
- Wastewater Treatment Plant Building #1 Roof Rehabilitation
- Wastewater Treatment Plant Building #2 Roof Rehabilitation
- Scriber Creek Corridor Flood Reduction Projects
- Lift Station 10 Facility Flood Proofing

- Water Tank Safety Improvements
- Ash and Maple Way Flood Improvement Project (Snohomish County is Lead Agency)
- Interurban Trail South Segment and Utility Rehabilitation Project
- Recreation Center Parking Lot Expansion
- Golf Course Parking Lot Expansion
- Meadow Playfield Turf Replacement Project
- Bike2Health Striping and Signage Project

Outcomes include:

- Close oversight of construction projects.
- Adherence to critical grant requirements and contract specifications.
- Minimize or avoid risk and loss.
- Ensure accountability of designer/estimator.
- Projects completed on schedule.
- Projects completed within budget.
- Protect City's interests during contract negotiation and dispute resolution.
- Extend City's purchasing power through careful project management.

The Construction Management team tracks their time on each project. Time and therefore costs towards a city utility project (water, sewer, Stormwater) is reimbursed to the General Fund. For 2017-18 this amount is estimated at $150,000 for the biennium.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Note:

The proposed program is aligned with the following Community Vision goals:

1. To be a welcoming city that builds a healthy and sustainable environment.

Construction Management works with capital projects that improve the City's infrastructure, and therefore our quality of life. Improvements to transportation, parks, and our utilities keep our citizens' and customers' quality of life at a high level. These projects not only maintain the City's huge investments in infrastructure, but also provide the foundation for growth towards the City's vision.

5. To invest in efficient, integrated, local and regional transportation systems.

This program provides the management of transportation projects during the construction phase.

7. To be a city that is responsive to the wants and needs of our citizens.

In order to provide for our citizen's basic existing AND future needs (water, sewer, transportation, municipal buildings, etc.) we must plan for, maintain, and build new infrastructure. The Construction Management program oversees the construction of the very projects that do this.

6. Mandatory v. Optional:

Mandatory: 6-Year Transportation Improvement Plan (TIP). State Law requires cities to prepare, approve and submit a yearly TIP. Construction Management staff manages the construction of these projects.

Mandatory: Capital Facilities Plan (CFP): State law requires cities to prepare, approve and submit a yearly CFP. Construction Management staff manages the construction of these projects.

ADA Transition Plan: The Federal Government requires that all public ADA facilities be updated to current standards over a reasonable period of time (20 to 40 years).

Construction management is an essential component of capital infrastructure improvement. The service is mandatory.

Alternative Service Delivery Options:

Consultant Services: Public Works currently uses a blend of city staff and consultants to provide these services, based on the workload each year. Recent years have been busy necessitating the use of consultant services. The City Staff also act as liaisons between the City and the consultants. The City Staff also track the consultant's progress and costs and prepare items for Council approvals and other internal tracking. There is little more that could be turned over to a consultant in this process than already has been.

Other Public Jurisdictions: There really is no model that we are aware of where a city of our size uses an adjacent city or county to do their construction management work. Very small cities that only have one or two projects going at a time may have this as an option. Otherwise, the other jurisdiction would have to staff up accordingly and take on the risk of how to staff through changes in workload, etc. The result would be costly and probably save little, even if a "donor" jurisdiction could be identified.

Shift Cost of Construction Management to the Capital Budget: Most of the cost of construction management is included as project costs in capital budgets and not the General Fund. There are overhead costs and some personnel costs that cannot be directly charged to projects, however. It is probably not realistic, however, to fully recover all staff time and overhead from capital project budgets.

105 **7. Program Staffing**

Position	Dept.	FTE	Note
Dedicated Staff			
Resident Construction Engineer	Pub. Wks.	1.0	
Engineering Tech II	Pub. Wks.	1.0	
Total Dedicated Staff		2.0	
Support Staff			
Total Support Staff		0.0	
Total Dedicated & Support Staff		0.0	

106 **8. Program Cost (summary):**

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 68,732	$ 96,321	$ 338,508	$ 359,093
2-Personnel Benefits	28,313	53,941	77,148	140,967
3-Supplies	6,940	5,415	3,480	23,385
4-Services	4,638	3,028	11,800	19,860
5-Intergovernmental Svcs				
6-Capital Outlay				
Total Department Expenditure	$ 108,623	$ 158,705	$ 430,936	$ 543,305

107 **9. Offsetting Revenues:** (if any)

Transfers from Utilities Fund for staff time	$150,000
	$150,000

108 **10. Fiscal Sustainability - Net General Fund Cost of Program:**

109

110 **11. Executive's Assessment:**

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Projects and services supported by the program are paramount to the Community Vision.	◆	☐	☐
Degree Mandatory Proper management of infrastructure projects is required. Alternative service delivery may be feasible.	◆	☐	☐

Degree Fiscally Sustainable This program does not generate revenue, but does result in cost avoidance (during construction and long-term).	◆	☐	☐

12. Performance Measures:

Measure	Target	Actual 2015
Number of Capital Constr. Projects/year	3 to 7	10
Actual Project Cost above bid amount	*Less than 10%*	*8*

Note: The number of capital construction projects varies each year. This is dependent upon project funding from various sources to include the general fund, restricted funding such as REET 1 and REET 2, City Utility funds, and various grants. Historically projects are delivered, on average, at 8% over the bid award amount.

13. Implications of Funding Changes:

- ## A. Requests for additional funding:

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form attached? ☐ Yes ◆ No

Note: No new full time staff are anticipated in 2017-2018. However, the volume and type of projects will likely require the use of the consultants to support and deliver the construction projects for 2017-2018.

- ## B. Other Comments:

In order to maintain the billion dollars of infrastructure that the City has invested in, it is necessary to have capital projects that maintain, replace, and/or repair the systems.

1. Title: Public Works Permits **Program No.:** 01161200

2. Responsible Department(s): Public Works

3. Brief Description:

This program of the Public Works Department's Engineering Division is combined with the City-wide program that is housed in the Development and Business Services Center. Public Works permitting provides engineering plan review and construction inspection of the civil engineering components of private capital projects. The group also provides customer service to developers and citizens regarding development issues and also coordinates closely with other department's personnel in the Development and Business Services Center.

4. Program Outcomes:

The goal is to staff resources and supporting systems such that that applicants will receive their 1st comments, on average, within 5 weeks from the time of a complete application is submitted. In addition, the goal is that inspections called in for each morning would be made the same day. Permit applicants receive helpful and courteous customer service throughout the permit process. Applications for construction permits will be reviewed promptly and accurately. The inspection of land improvements will conducted in a professional, prompt, and courteous manner. New construction will be consistent with applicable regulations.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Permit and plans review is the opportunity for staff to ensure that private development projects are consistent with all codes and aligned with the City's vision.

The proposed program is aligned with the following Community Vision goals:

2. To encourage a broad business base in sector, size, and related employment, and promote high-quality development.

Developments are reviewed and inspected to meet minimum federal, state and local standards to ensure that development is high-quality.

7. To be a city that is responsive to the wants and needs of our citizens.

The primary function of this program is to ensure that development is planned, designed and built to meet the City's adopted minimum standards. Interactions with developers should be positive and supportive to foster good relationships and a good reputation in the region.

6. Mandatory v. Optional:

Mandatory: Lynnwood cannot allow development that does not meet laws, codes and other requirements. Private development construction requires that the City review proposed plans to ensure that the development meet minimum requires and standards as required by local, state, and federal building and development standards.

Alternative Service Delivery Options:

Consultant Services: The various departments in the Development and Business Services Center use consultant services currently to assist staff with spikes in workload. There is a balance of using such services that is cost-effective. Consultants have a very high mark-up on their labor (usually about three times their hourly salary) and so using consultants exclusively for these services would be very expensive. Using them for overflow is more economical than hiring staff for spikes in demand. Using consultants when agreed to be paid by developers for quicker turnaround is cost neutral.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Supervisor	Pub. Wks.	1.0	
Civil Engineer 1	Pub. Wks.	1.0	
Engineering Tech 2	Pub. Wks.	1.0	
Engineering Tech 1	Pub. Wks.	1.0	
Total Dedicated Staff		4.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		4.0	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 263,797	$ 231,650	$ 394,415	$ 638,079
2-Personnel Benefits	110,377	99,305	156,004	300,062
3-Supplies	1,842	4,385	2,910	33,665
4-Services	1,784	2,861	11,240	33,162
5-Intergovernmental Svcs				
6-Capital Outlay				
Total Department Expenditure	$ 377,800	$ 338,201	$ 564,569	$ 1,004,968

9. Offsetting Revenues: (if any)

Various Permits	1,100,000
Utility Allocation for positions	$61,000
Total Revenues	$1,161,000

10. Fiscal Sustainability - Net General Fund Cost of Program:

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low
Degree of Relevance to Community Vision Note: Programs and services supported by the program are paramount to the Community Vision.	◆	☐	☐
Degree Mandatory Permit review by nature is based upon regulations and requirements.	◆	☐	☐
Degree Fiscally Sustainable This program generates off-setting revenue.	◆	☐	☐

12. Performance Measures:

Measure	Target	Actual 2015
Number of Permits Per Year	500	539
Turnaround Time for 1st Submittal	5 weeks	6 to 8 weeks
Number of Projects Reviewed	300	316
Value of Infrastructure Added	$200,000	$177,645

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

- After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding submitted? ☐ Yes ◆ No

Note: In 2016, the volume of private development projects required the department to shift one Engineering Tech 2 from Construction Division to the Permit Division. The Construction Division is utilizing consultants on a project by project basis.

- **B. Other Comments:**

1. Title: Project Engineering: (Capital Project and Program Management)
Program No.: 01161100

2. Responsible Department(s): Public Works

3. Brief Description:

This program of the Public Works Department's Engineering Division is to provide management of the City's capital projects and programs, including projects funded by the City's General Fund, grants, and the City's Utility. Project Managers also act as liaisons to private consultants who perform the majority of the engineering design work for projects.

4. Program Outcomes:

Lynnwood's team of Project Managers currently are managing a list of 30 to 40 projects and 5 to 10 programs, whose entire project budgets amount to approximately $100,000,000.

Examples of projects underway:

- 196th Street SW Improvements (City Center)
- 36th Avenue West Improvements
- Poplar Overpass
- Bike to Health Project with Verdant and neighboring jurisdictions

Examples of programs administered by Project Managers:

- Yearly 6 Year Transportation Improvement Program
- Yearly Capital Facilities Plan update

This staff also drafts and administers grant applications.

Infrastructure planning. The Project Managers also manage efforts such as updates to Capital Facilities Plans, Comprehensive Plans, Rate Studies, and other Studies and Analyses.

Offsetting Revenues

Project Managers track their time on each project. Time and therefore costs towards a City utility project (water, sewer, Stormwater) is reimbursed to the General Fund. For 2017-2018, this amount is estimated at $150,000 for the biennium.

Our Project Management team is also responsible for writing grant proposals. Most grant proceeds go towards the capital costs of a project, which therefore do not offset General Fund operating costs. For the period of 2015-16 the City received approximately $27,121,000 in grants. On one project the City was able to match 5% of local funds with 95% of grants funds. On another project, the City was able to match 70% of local funds with 30% of grant funds.

Transportation Benefit District (TBD): The TBD pays staff time used for TBD purposes. Historically, this has amounted to approximately $25,000/year. A similar amount can be assumed over the 2017-18 biennium.

5. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Note:

The proposed program is aligned with the following Community Vision goals:

1. To be a welcoming city that builds a healthy and sustainable environment.

Project Management works with capital projects that improve the City's infrastructure, and therefore our quality of life. Improvements to transportation, parks, and our utilities keep our citizens' and customers' quality of life at a high level. These projects not only maintain the City's huge investments in infrastructure, but also provide the foundation for growth towards the City's vision.

5. To invest in efficient, integrated, local and regional transportation systems.

This program provides the management of transportation projects during the planning and design phases.

7. To be a city that is responsive to the wants and needs of our citizens.

In order to provide for our citizens' basic existing AND future needs (water, sewer, transportation, municipal buildings, etc.) we must plan for, maintain, and build new infrastructure. The Project Management program manages the very programs and projects that do this.

6. Mandatory v. Optional:

Mandatory: 6-Year Transportation Improvement Plan (TIP). State Law requires cities to prepare, approve and submit a yearly TIP. Project Management staff prepares the document and manages the process.

Mandatory: Capital Facilities Plan (CFP): State law requires cities to prepare, approve and submit a yearly CFP. Project Management staff prepares the document and manages the process.

Mandatory: Americans with Disabilities Act (ADA) Transition Plan: The Federal Government requires that all public ADA facilities be updated to current standards over a reasonable period of time (20 to 40 years).

Alternative Service Delivery Options:

The project managers provide oversight, coordination, facilitation, and project tracking. The Program uses consultants to do the subject matter expert analysis and design work. Depending on the complexity of the project, the consultants will have teams of 5 to 25 different people working on the project. Thus the current city business model to have project managers manage consultant teams is the most cost effective model at this time.

7. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Resident Engr/Capital Projects	Pub. Wks.	1.0	
Project Manager	Pub. Wks.	2.0	
Civil Engineer 1/Tech 2	Pub. Wks.	1.0	
Admin. Office Aide	Pub. Wks.	1.0	
Total Dedicated Staff		5.0	
Support Staff			
		0.0	
Total Support Staff		0.0	
Total Dedicated & Support Staff		0.0	

8. Program Cost (summary):

Program Title	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
1-Salaries & Wages	$ 450,492	$ 276,269	$ 849,409	$ 841,977
2-Personnel Benefits	164,083	163,988	371,844	349,453
3-Supplies	13,760	13,968	18,030	24,390
4-Services	29,687	65,507	17,130	65,059
Total Department Expenditure	$ 658,022	$ 519,732	$ 1,256,413	$ 1,280,879

9. Offsetting Revenues: (if any)

Utility Fund Allocation	$168,000
Transfer from Utilities for Project Management time	$150,000
Transfer from Transportation Benefit District	$50,000
	$368,000

10. Fiscal Sustainability - Net General Fund Cost of Program:

11. Executive's Assessment:

BFO Program Criteria	High	Medium	Low

Degree of Relevance to Community Vision This program supports many capital projects which are paramount to the Community Vision.	◆	☐	☐
Degree Mandatory Engineering and project management services are mandatory. Alternative service methods may be feasible.	◆	☐	☐
Degree Fiscally Sustainable This program does not generate revenue, but does support cost avoidance proper engineering and construction. This program secures grants and partnerships for expensive construction projects.	◆	☐	☐

12. Performance Measures:

Indicator	Goal	Result
Number of Projects/year	5 to 10	7
Grants Received/year	$4,000,000	$4,297,500

13. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? ☐ Yes ◆ No Request for Additional Funding form submitted? ☐ Yes ◆ No

- **B. Other Comments:**

1. Title: 020 Economic Development Infrastructure Fund

2. Responsible Department(s): Economic Development

3. Brief Description and Purpose:

On February 23, 2015 the Lynnwood City Council adopted Ordinance No. 3110 creating the Economic Development Infrastructure Fund (EDIF) within the LMC. The EDIF provides funding to address the purposes of the Economic Development Infrastructure Policy (EDIP), created pursuant to Resolution No. 2012-06 adopted by City Council on July 16, 2012. EDIP provides a framework and guidelines for Lynnwood to participate in the funding of public infrastructure and public facilities in support of the City's economic development. Pursuant to the EDIP, the City may use a variety of funding sources to finance public infrastructure and public facilities associated with economic development.

4. Highlights and Changes for 2017-2018:

City Council adopted an Economic Development Action Plan in October 12, 2015, and the City is preparing a Strategic Capital Plan for future infrastructure improvements. These documents serve to identify potential projects for funding in 2017-2018 and beyond. For 2017-2018 the planning and design of these projects will be initiated.

5. Highlights and Accomplishments during 2015-2016:

- Economic Development Infrastructure Fund (EDIF) created.
- Sale of remnant property to Edmonds School District to facilitate development of the City Center Apartments and Hilton Garden Inn. Sales proceeds allocated to EDIF.
- Costco Wholesale Warehouse opened in October 2015. Sales Tax Revenue Agreement approved by City Council; sales tax proceeds allocated to EDIF.
- Permit revenues from major projects and construction sales tax revenues allocated to EDIF.

6. Fund Cost (summary):

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Projected	2015-2016 Revised	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	$ -	$ 323,578	$ 1,953,697	$ 323,578	$ 3,600,223
OPERATING REVENUES					
Sales Tax		652,968	1,085,585	1,250,000	2,275,721
Building permits		925,176	630,000	1,500,000	1,410,000
Plan Check Fees		125,817	-	-	-
Other Miscellaneous Revenue		-	-	-	-
Sale of Capital Asset	332,000	-	-	-	-
Investment Interest		339	-	-	500
Total Revenues	332,000	1,704,300	1,715,585	2,750,000	3,686,221
TOTAL REVS & OTHER SCRS	**$ 332,000**	**$ 2,027,878**	**$ 3,669,282**	**$ 3,073,578**	**$ 7,286,444**
EXPENDITURES & OTHER USES					
OPERATING EXPENDITURES					
Economic Development Program	8,422	74,181	69,059	148,000	-
Total Operating Expenditures	$ 8,422	$ 74,181	$ 69,059	$ 148,000	$ -
Operating Revenues over (under) Operating Expenditures	**$ 323,578**	**$ 1,630,119**	**$ 1,646,526**	**$ 2,602,000**	**$ 3,686,221**
OTHER FINANCING USES					
Transfer to Gen Govt Capital Fund	-	-	-	-	370,000
Transfer to Transportation Cap Fund	-	-	-	-	630,000
Total Other Financing Uses	-	-	-	-	1,000,000
TOTAL EXPEND & OTHER USES	**$ 8,422**	**$ 74,181**	**$ 69,059**	**$ 148,000**	**$ 1,000,000**
ENDING FUND BALANCES					
Reserved For:					
Economic Development Infrast.	323,578	1,953,697	3,600,223	2,925,578	6,286,444
ENDING FUND BALANCES	**$ 323,578**	**$ 1,953,697**	**$ 3,600,223**	**$ 2,925,578**	**$ 6,286,444**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 332,000**	**$ 2,027,878**	**$ 3,669,282**	**$ 3,073,578**	**$ 7,286,444**

1. Title: 098 Revenue Stabilization Fund

2. Responsible Department(s): Administrative Services

3. Brief Description and Purpose:

Revenue stabilization is determined to include, funds for the payment of approved expenditures due to a cash flow shortage in the General Fund; reserves for an unexpected shortage in tax revenue receipts; reserves for expenditures deemed necessary by the City Council; and temporary short-term interfund loans. Expenditures can only be authorized by the City Council in the face of significant short-term budget shortfalls.

4. Fund History:

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Total Projected	2015-2016 Revised	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	$ 2,000,000	$ 5,814,864	$ 5,814,864	$ 5,814,864	$ 6,000,000
OPERATING REVENUES					
Trasnfer From the General Fund	3,814,864	-	185,136	185,136	-
Total Revenues	3,814,864	-	185,136	185,136	-
TOTAL REVS & OTHER SCRS	**$ 5,814,864**	**$ 5,814,864**	**$ 6,000,000**	**$ 6,000,000**	**$ 6,000,000**
EXPENDITURES & OTHER USES					
OTHER FINANCING USES					
	-	-	-	-	-
Total Other Financing Uses	-	-	-	-	-
TOTAL EXPEND & OTHER USES	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
ENDING FUND BALANCES					
Reserved For:					
Capital Project Funds	5,814,864	5,814,864	6,000,000	6,000,000	6,000,000
ENDING FUND BALANCES	**$ 5,814,864**	**$ 5,814,864**	**$ 6,000,000**	**$ 6,000,000**	**$ 6,000,000**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 5,814,864**	**$ 5,814,864**	**$ 6,000,000**	**$ 6,000,000**	**$ 6,000,000**

1. Title: Program Development Fund 099

2. Responsible Department(s): Administrative Services

3. Brief Description and Purpose:

This fund was created by Ordinance 2093 in 1996 to accumulate reserve funds until the City Council authorizes the use to initiate new City programs or stabilize General Fund revenue.

4. Fund History:

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Total Projected	2015-2016 Revised	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	$ 82,726	$ 65,627	$ 65,627	$ 65,627	$ 65,627
OPERATING REVENUES					
Investment Interest	72	-	-	-	-
Total Revenues	72	-	-	-	-
TOTAL REVS & OTHER SCRS	**$ 82,798**	**$ 65,627**	**$ 65,627**	**$ 65,627**	**$ 65,627**
EXPENDITURES & OTHER USES					
OPERATING EXPENDITURES					
Economic Development Program		-	-	-	-
Total Operating Expenditures	$ -	$ -	$ -	$ -	$ -
Operating Revenues over (under) Operating Expenditures	**$ 72**	**$ -**	**$ -**	**$ -**	**$ -**
OTHER FINANCING USES					
Transfer to Parks & Rec Capital Fund	-	-	-	-	65,000
Rental & Leases	17,171	-	-	-	-
Total Other Financing Uses	17,171	-	-	-	65,000
TOTAL EXPEND & OTHER USES	**$ 17,171**	**$ -**	**$ -**	**$ -**	**$ 65,000**
ENDING FUND BALANCES					
Reserved For:					
Capital Project Funds	65,627	65,627	65,627	65,627	627
ENDING FUND BALANCES	**$ 65,627**	**$ 65,627**	**$ 65,627**	**$ 65,627**	**$ 627**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 82,798**	**$ 65,627**	**$ 65,627**	**$ 65,627**	**$ 65,627**

1. Title: 101 Lodging Tax Fund

2. Responsible Department(s): Economic Development

3. Brief Description and Purpose:

Per RCW 67.28.181, revenue from lodging taxes must be credited to a special fund in the treasury of the municipality, (Fund 101). These funds must be used solely for the purpose of paying all or any part of the cost of tourism promotion, acquisition of tourism-related facilities, or operation of tourism-related facilities. This Fund implements Chapter 3.10 LMC.

4. Highlights and Changes for 2017-2018:

None

5. Fund History:

Fund Divisions / Components (if any)	2013 Actual	2014 Actual	2015 Actual	2015-2016 Revised	2017-2018 Proposed
Wages/Benefits	$56,928	$77,555	$ 69,037	$199,462	$229,664
Supplies	151	174	2,005	400	1,850
Services & Charges	88,503	153,266	131,420	272,328	337,910
PFD debt Service	427,728	440,560	453,777	921,167	977,266
Pass Through Sno County	615,782	640,412	666,028	1,358,700	1,360,000
Total Department Expenditure	$1,189,092	$1,311,967	$1,322,267	$2,752,057	$2,906,690

Note:

6. Program Staffing

Position	Dept.	FTE	Note
Dedicated Staff			
Tourism Manager	Econ. Dev.	0.5	
Admin Assistant	Econ. Dev.	0.5	
Total Dedicated Staff		1.0	
Support Staff			
Total Support Staff		0.0	
Total Dedicated & Support Staff		1.0	

7. Fund Cost (summary):

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Total Projected	2015-2016 Revised	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	$ 639,824	$ 697,726	$ 868,541	$ 697,726	$ 1,022,646
OPERATING REVENUES					
Hotel/Motel Sales Tax	728,714	827,054	917,867	1,358,700	1,694,150
Pass Through - Snohomish County	640,412	666,028	666,028	1,154,595	1,360,000
Other Miscellaneous Revenues	52	-	-	-	-
Investment Interest	691	-	-	2,010	-
Total Revenues	1,369,869	1,493,082	1,583,895	2,515,305	3,054,150
TOTAL REVS & OTHER SCRS	**$ 2,009,693**	**$ 2,190,808**	**$ 2,452,436**	**$ 3,213,031**	**$ 4,076,796**
EXPENDITURES & OTHER USES					
OPERATING EXPENDITURES					
Economic Development Program	594,000	656,239	750,000	1,193,895	1,546,790
Total Operating Expenditures	$ 594,000	$ 656,239	$ 750,000	$ 1,193,895	$ 1,546,790
Operating Revenues over (under) Operating Expenditures	**$ 775,869**	**$ 836,843**	**$ 833,895**	**$ 1,321,410**	**$ 1,507,360**
OTHER FINANCING USES					
Pass Through - Snohomish County	640,412	666,028	679,790	1,358,700	1,360,000
Transfer to General Fund	77,555	-		199,462	-
Total Other Financing Uses	717,967	666,028	679,790	1,558,162	1,360,000
TOTAL EXPEND & OTHER USES	**$ 1,311,967**	**$ 1,322,267**	**$ 1,429,790**	**$ 2,752,057**	**$ 2,906,790**
ENDING FUND BALANCES					
Reserved For:					
Economic Development Infrast.	697,726	868,541	1,022,646	460,974	1,170,006
ENDING FUND BALANCES	**$ 697,726**	**$ 868,541**	**$ 1,022,646**	**$ 460,974**	**$ 1,170,006**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 2,009,693**	**$ 2,190,808**	**$ 2,452,436**	**$ 3,213,031**	**$ 4,076,796**

Object Category	2013-14 Actuals: If Available	2015-16 Original Budget: If Available	2015-16 Amended Budget: If Available	2017-18 Requested Budget
1-2 Salaries/ Wages and Benefits	$134,483	$195,642	$195,642	$229,664
3-Supplies	$ 6,318	$ 16,120	$ 16,120	$1,850
4-Services & Charges	$206,969	$262,608	$262,608	$337,910
Total Operating Expenditures	$347,770	$474,370	$474,370	$559,424
One Time Expenditures				
PFD Debt Service	$868,288	$921,167	$921,167	$977,266
Total Expenditures	$1,216,058	$1,395,537	$1,395,537	$1,546,690

17 **8. Offsetting Revenues:** (if any)

Estimated Lodging Tax Distributions 2017-2018	$1,694,150
	$1,694,150

18 **9. Fund Personnel [Full-Time Equivalent (FTE)]:**

Job Title	Number of FTE					
	2013 Actual	2014 Actual	2015 Actual	2016 Revised	2017 Projected	2018 Projected
Tourism Manager	0.5	0.5	0.5	0.5	0.5	0.5
Administrative Assistant	0.5	0.5	0.5	0.5	0.5	0.5
	1.0	1.0	1.0	1.0	1.0	1.0

19

20

1. Title: 104 Drug Enforcement Fund

2. Responsible Department(s): Police Department

3. Brief Description and Purpose:

This fund receives revenue from drug related asset forfeiture – both federal and state. This fund serves as the holding place for task force seizures which are split between the participating agencies at the end of each year. The Police Department pays one (1) FTE salary out of this fund.

There are restrictions to expenditures on this fund that depend upon the source of the revenue. State seizure money can only be spent on drug related law enforcement expenses. Federal seizure money can be spent on law enforcement purposes only.

4. Highlights and Changes for 2017-2018:

None

5. Fund History:

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Total Projected	2015-2016 Revised	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	$ 496,429	$ 441,540	$ 532,278	$ 441,540	$ 317,938
OPERATING REVENUES					
Intergovernmental Revenues	17,000	189,882	20,000	-	400,000
HIDTA Task Force	-	-	10,000	-	-
DEA/OT Service Agreement	-	6,352	-	-	-
Drug Seizures	41,186	25,443	8,000	65,000	75,000
Interest	456	-	-	-	-
Total Revenues	58,642	221,677	38,000	65,000	475,000
OTHER FINANCING SOURCES					
Sale of Capital Assets	225	-	-	-	-
Other Financing Sources	225	-	-	-	-
TOTAL REVS & OTHER SCRS	**$ 555,296**	**$ 663,217**	**$ 570,278**	**$ 506,540**	**$ 792,938**
EXPENDITURES & OTHER USES					
OPERATING EXPENDITURES					
Law Enforcement Task Force					
Salaries & Wages	$ -	$ 54,128	$ 109,512	$ 20,000	$ 167,975
Personnel Benefits	-	4,720	35,082	-	51,656
Supplies	33,005	702	40,000	68,000	68,000
Services	30,496	18,354	27,746	46,100	68,600
Total Operating Expenditures	63,501	77,904	212,340	134,100	356,231
Operating Revenues over (under) Operating Expenditures	**$ (4,859)**	**$ 143,773**	**$ (174,340)**	**$ (69,100)**	**$ 118,769**
OTHER FINANCING USES					
Capital Expenditures	-	53,035	40,000	191,270	306,000
Transfer to General Fund	50,255	-	-	120,000	-
Total Other Financing Uses	50,255	53,035	40,000	311,270	306,000
TOTAL EXPEND & OTHER USES	**$ 113,756**	**$ 130,939**	**$ 252,340**	**$ 445,370**	**$ 662,231**
ENDING FUND BALANCES					
Reserved For:					
Drug Enforcement	441,540	532,278	317,938	61,170	130,707
ENDING FUND BALANCES	**$ 441,540**	**$ 532,278**	**$ 317,938**	**$ 61,170**	**$ 130,707**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 555,296**	**$ 663,217**	**$ 570,278**	**$ 506,540**	**$ 792,938**

Fund Divisions / Components (if any)	2013 Actual	2014 Actual	2015 Actual	2015- 2016 Revised	2017-2018 Proposed
Narcotics Task Force	$32,751	$63,501	$77,904	$ 134,100	$356,231
Capital Outlay	6,993	-0-	53,035	191,270	306,000
Transfers Out	13,908	50,255	-0-	120,000	-0-
Total Department Expenditure	$53,652	$113,756	$130,939	$445,370	$662,231

17 ## 6. Program Staffing

Position	Dept.	FTE	Note
Dedicated Staff			
Police Officer	*Police*	*1.0*	*Funded out of drug related asset forfeiture.*
Total Dedicated & Support Staff		*1.0*	

18 ## 7. Offsetting Revenues: (if any)

Intergovernmental Revenues	*$400,000*
Drug Seizures	*$75,000*
	$475,000

19

1. Title: 105 Criminal Justice Fund

2. Responsible Department(s): Police Department

3. Brief Description and Purpose:

The 105 fund revenue comes from criminal justice sales tax, federal and state criminal justice grants, and revenue from non-drug seizures. The fund is used to link grant revenue with grant purchases, purchase specific grant funded equipment (bulletproof vests, traffic enforcement equipment) and can be used for capital projects. Additionally, there is currently on employee salary being funded for a dedicated Police Department Information Services employee.

4. Highlights and Changes for 2017-2018:

Potential additional revenue - includes funding for a School Resource Officer (RSO). 50% will be funded by the Edmonds School District and 50% by the City of Lynnwood during the nine (9) month school year.

5. Fund History:

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Projection	2015-2016 Revised	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	$ 1,051,332	$ 1,698,507	$ 2,277,556	$ 1,698,507	$ 2,695,560
OPERATING REVENUES					
Criminal Justice Sales Tax	549,861	579,186	580,000	1,025,415	1,194,800
DOJ Bulletproof Vest Program	-	4,762	4,000	3,000	9,000
Intergovermental Revenues	6,994	10,121	10,000	16,000	-
Criminal Justice Grants	120,721	73,919	80,000	82,000	85,000
Edmonds School District (SRO)	-	-	-	-	76,465
US Secret Service TEOAF	-	-	-	6,000	-
Disaster Preparation Service	30,787	29,577	30,000	54,000	-
Sales of Merchandise	739	-	500	-	-
Forfeited Property	1,107	(35)	-	10,000	-
Investment Interest	1,273	-	-		-
Total Revenues	711,482	697,530	704,500	1,196,415	1,365,265
OTHER FINANCING SOURCES					
Sale of Capital Assets	2,001	-	-	-	-
Other Financing Sources	2,001	-	-	-	-
TOTAL REVS & OTHER SCRS	**$ 1,764,815**	**$ 2,396,037**	**$ 2,982,056**	**$ 2,894,922**	**$ 4,060,825**
EXPENDITURES & OTHER USES					
OPERATING EXPENDITURES					
Salaries & Wages	181	41,496	55,178	-	305,042
Personnel Benefits	35	18,931	36,318	-	156,335
Supplies	28,973	31,198	80,000	207,000	236,300
Services	10,817	2,689	90,000	43,400	145,376
Total Operating Expenditures	40,006	94,314	261,496	250,400	843,053
Operating Revenues over (under) Operating Expenditures	**$ 671,476**	**$ 603,216**	**$ 443,004**	**$ 946,015**	**$ 522,212**
OTHER FINANCING USES					
Capital Expenditures	26,302	24,167	25,000	120,000	340,550
Transfer to General Fund 011	-	-	-	93,000	-
Transfer to Public Safety Capital Fund	-	-	-	-	500,000
Transfer to Fund 201 Bonds Fund	-	-	-	306,168	-
Total Other Financing Uses	26,302	24,167	25,000	519,168	840,550
TOTAL EXPEND & OTHER USES	$ 66,308	$ 118,481	$ 286,496	$ 769,568	$ 1,683,603
ENDING FUND BALANCES					
Reserved For:					
Criminal Justice	1,698,507	2,277,556	2,695,560	2,125,354	2,377,222
ENDING FUND BALANCES	**$ 1,698,507**	**$ 2,277,556**	**$ 2,695,560**	**$ 2,125,354**	**$ 2,377,222**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 1,764,815**	**$ 2,396,037**	**$ 2,982,056**	**$ 2,894,922**	**$ 4,060,825**

1. Title: 110 Transportation Impact Fee Fund

2. Responsible Department(s): Public Works Department

3. Brief Description and Purpose

The Transportation Impact Fee Fund mission is to provide a partial funding source for growth-related transportation funding projects, collecting fees from development projects that impact the city's transportation system. No positions are funded from this Fund. Monies from the Transportation Impact Fee Fund may be used only for projects that have been identified in the July 2010 Transportation Impact Fee Rate Study.

Highlights and Changes for 2017-2018:

None.

4. Highlights and Accomplishments during 2015-2016:

- Funds in 2015-16 were used towards the following projects:
    - City Center Street, 42nd Avenue West, Design
    - 36th Avenue West Improvements Project, Design and Right of Way
    - Poplar Bridge, Design and Right of Way

5. Fund Cost (summary):

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Total Projected	2015-2016 Revised	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	**$ 364,641**	**$ 436,477**	**$ 260,717**	**$ 436,477**	**$ -**
OPERATING REVENUES					
Transportation Impact Fees Revenues	596,419	126,947	270,996	872,000	600,000
Transfer From the General Fund	-	-	-	-	-
Interest Income	9,266	7,293	2,136	653	-
Total Revenues	605,685	134,240	273,132	872,653	600,000
TOTAL REVS & OTHER SCRS	**$ 970,326**	**$ 570,717**	**$ 533,849**	**$ 1,309,130**	**$ 600,000**
EXPENDITURES & OTHER USES					
OPERATING EXPENDITURES					
Transfer to Transportation Cap Fund	-	-	-	-	500,000
Transfer to 308 Street Capital Project	-	160,000	-	160,000	-
Transfer to 310 194th Ext. Capital Projec	-	150,000	-	150,000	-
Transfer to 317 36th 35th Street Capital	-	-	-	-	-
Transfer to 318 204th SR99 Capital	405,608	-	405,608	405,608	-
Transfer to 324 Poplar Way Ext. Capital	-	-		-	-
Transfer to 355 33rd Ave Ext. Capital	128,241	-	128,241	128,241	-
Transfers to Other Capital Projects	-	-	-	100,000	-
Total Operating Expenditures	$ 533,849	$ 310,000	$ 533,849	$ 943,849	$ 500,000
Operating Revenues over (under) Operating Expenditures	**$ 71,836**	**$ (175,760)**	**$ (260,717)**	**$ (71,196)**	**$ 100,000**
TOTAL EXPEND & OTHER USES	**$ 533,849**	**$ 310,000**	**$ 533,849**	**$ 943,849**	**$ 500,000**
ENDING FUND BALANCES					
Reserved For: Transportation					
ENDING FUND BALANCES	**$ 436,477**	**$ 260,717**	**$ -**	**$ 365,281**	**$ 100,000**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 970,326**	**$ 570,717**	**$ 533,849**	**$ 1,309,130**	**$ 600,000**

1. Title: 111 Street Operating Fund

2. Responsible Department(s): Public Works

3. Brief Description and Purpose:

The Street Fund operates and maintains the City-owned portions of the transportation system which includes all components of our 300 lane miles of roads and associated sidewalks and signs and our 61 traffic signals.

4. Highlights and Changes for 2017-2018:

This is largely a status-quo budget. Staff has been working to provide an acceptable level of service with a constrained budget. A major effort is underway by our Traffic Engineer and Project Manager to coordinate traffic flows along the City's busiest routes including 196th Street SW and SR 99.

14 Note: *Optional.* Click here to enter text.

15 **5. Program Staffing**

Position	Dept.	FTE	Note
Dedicated Staff			
Supervisor	Pub. Wks.	0.4	
Foreman	Pub. Wks.	0.4	
Lead Worker	Pub. Wks.	1.0	
Maintenance Worker 1	Pub. Wks.	1.0	
Maintenance Worker 2	Pub. Wks.	2.0	
Traffic Engineer	Pub. Wks.	1.0	
Project Manager	Pub. Wks.	1.0	
Lead Traffic Signal Tech	Pub. Wks.	1.0	
Traffic Signal Tech	Pub. Wks.	1.0	
Total Dedicated Staff		8.8	
Support Staff			
Total Support Staff		0.0	
Total Dedicated & Support Staff		8.8	

6. Fund Cost (summary):

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Projection	2015-2016 Revised	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	$ 282,729	$ 109,052	$ 252,419	$ 109,052	$ 100,000
OPERATING REVENUES					
Property Tax	262,481	487,975	480,000	960,000	-
Sales Tax	313,862	500,000	500,000	1,000,000	-
Motor Vehicle Fuel Tax	741,588	764,905	750,000	1,459,560	1,603,370
Right of Way Use Permits	132,536	130,501	130,000	244,000	250,000
Intergovernmental Revenues	2,539	37,754	20,000	-	-
Miscellaneous Revenues	2,244	(1,698)	-	-	-
Interest	67	-	-	-	-
Total Revenues	1,455,317	1,919,437	1,880,000	3,663,560	1,853,370
OTHER FINANCING SOURCES					
Sale of Capital Assets	$ 383	$ -	$ -	$ -	$ -
Transfer from General Fund	-	-	-	-	2,000,000
Transfer from Utility Constr Fund	-	-	-	-	-
Transfer from TBD Fund	80,000	150,000	150,000	345,720	500,000
Transfer from REET 2	-	87,500	12,500	100,000	-
Transfer from REET 1	-	87,500	12,500	100,000	-
Other Financing Sources	80,383	325,000	175,000	545,720	2,500,000
TOTAL REVS & OTHER SCRS	**$ 1,818,429**	**$ 2,353,489**	**$ 2,307,419**	**$ 4,318,332**	**$ 4,453,370**
EXPENDITURES & OTHER USES					
OPERATING EXPENDITURES					
Transportation Administration	120,342	141,727	143,323	203,334	317,271
Transportation Services	66,081	148,900	193,446	327,715	188,808
Road Maintenance	274,015	364,760	268,352	953,804	1,041,718
Snow and Ice Control	23,125	1,120	44,475	54,000	40,700
Street Cleaning	56,643	31,878	124,535	221,044	-
Roadside Maintenance	95,363	77,493	30,989	21,400	38,400
Traffic Control	106,123	70,719	31,698	168,000	326,243
Traffic/Street Lights	477,685	550,822	505,412	941,478	1,441,652
Traffic Calming	-	-	50,000	50,000	-
Pedestrian Maintenance	2,899	6,709	1,704	6,000	9,600
Sidewalk Maintenance	106,754	168,897	208,847	31,000	21,000
Pedestrian Maint/Traffic Control	380,347	538,045	491,628	1,187,505	944,747
Total Operating Expenditures	1,709,377	2,101,070	2,094,409	4,165,280	4,370,139
Operating Revenues over (under) Operating Expenditures	**$ (254,060)**	**$ (181,633)**	**$ (214,409)**	**$ (501,720)**	**$ (2,516,769)**
OTHER FINANCING USES					
Transfer To 128 Paths & Trails	-	-	69,010	69,010	-
Transfer to 513 Operations Fund	-	-	44,000	44,000	37,400
Total Other Financing Uses	-	-	-	-	-
TOTAL EXPEND & OTHER USES	$ 1,709,377	$ 2,101,070	$ 2,207,419	$ 4,278,290	$ 4,407,539
ENDING FUND BALANCES					
Reserved For:					
Street Maintenance	109,052	252,419	100,000	40,042	45,831
ENDING FUND BALANCES	**$ 109,052**	**$ 252,419**	**$ 100,000**	**$ 40,042**	**$ 45,831**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 1,818,429**	**$ 2,353,489**	**$ 2,307,419**	**$ 4,318,332**	**$ 4,453,370**

7. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? For example, is this a new program or is an increase in staffing proposed?

◆ Yes ☐ No

Note: Part-time help is needed to manage the Supervisory Control and Data Acquisition (SCADA) network which connects infrastructure across Public Works, including the traffic system. A request for $50,000 for assistance has been included.

1. Title: 114 Cumulative Park Reserve & Development Fund

2. Responsible Department(s): Parks, Recreation & Cultural Arts

3. Brief Description and Purpose:

Created in 1986 (Ordinance 1554, LMC 3.12.010), this fund's full name is "Park Properties/Facilities and Recreation Services Reserve Fund." Its purpose is to provide the opportunity for persons or organizations wishing to participate by donating funds for the acquisition and development of park and recreational facilities and recreation programs.

This fund was established for the purpose of accumulating funds for Recreation Benefit Fund, which provides for payment of recreation class registration fees for children from low income families and those who are permanently disabled, and for Senior Benefit Fund, for payment of class registration fees for senior adults on fixed incomes, so that they can participate in activities to improve their health and fitness, have social connections and learn new things.

4. Highlights and Changes for 2017-2018:

None

5. Program Staffing

There is no program staffing.

6. Fund Cost (summary):

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Total Projected	2015-2016 Revised	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	**$ 120,929**	**$ 130,399**	**$ 88,806**	**$ 130,399**	**$ 38,331**
OPERATING REVENUES					
Rec Benefit Funds	-	11,153	10,245	40,000	26,000
Sponsorship	9,342	8,053	4,500	-	-
Interest Income	128	-	-	-	-
Total Revenues	9,470	19,206	14,745	40,000	26,000
TOTAL REVS & OTHER SCRS	**$ 130,399**	**$ 149,605**	**$ 103,551**	**$ 170,399**	**$ 64,331**
EXPENDITURES & OTHER USES					
OPERATING EXPENDITURES					
Randy Terlicker Memorial School				3,000	
Recreation Benefit Program	-	60,799	65,220	134,286	26,000
Total Operating Expenditures	$ -	$ 60,799	$ 65,220	$ 134,286	$ 26,000
Operating Revenues over (under) Operating Expenditures	**$ 9,470**	**$ (41,593)**	**$ (50,475)**	**$ (94,286)**	**$ -**
TOTAL EXPEND & OTHER USES	**$ -**	**$ 60,799**	**$ 65,220**	**$ 134,286**	**$ 26,000**
ENDING FUND BALANCES					
Reserved For:					
ENDING FUND BALANCES	**$ 130,399**	**$ 88,806**	**$ 38,331**	**$ 36,113**	**$ 38,331**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 130,399**	**$ 149,605**	**$ 103,551**	**$ 170,399**	**$ 64,331**

7. Offsetting Revenues: (if any)

Anticipated Donations	*26,000.00*
	$26,000.00

1. Title: 116 – Cumulative Reserve Art Fund

2. Responsible Department(s): Parks, Recreation & Cultural Arts

3. Brief Description and Purpose:

Created in 1990 (Ordinance 2759, LMC 3.14), this fund's full name is "Cumulative Reserve Art Fund." Its purpose is to provide for the acquisition and maintenance of the city's public art collection. Over 20 site-specific, outdoor art projects on the city campus, and in various parks, and over 100 portable art pieces are in the City's collection. In addition, the fund is used to maintain the art collection.

Revenue sources to the Art Fund include:

1) One percent (1%) of the budget of certain municipal construction projects contributes to this fund. Public art creates a welcoming and beautiful environment for our citizens and visitors. Art has a proven positive effect on economic development. The fund also provides for the important functions of maintaining these valuable public assets in good shape.

   Authorization and/or appropriations for municipal construction projects shall include an amount equal to one percent (1%) of the total project cost, which exclude revenue bonds and grants, shall be deposited in the Art Fund at the time of contract award.

2) Revenue for this fund may also come from any gift or contribution from persons or organizations wishing to further the acquisitions of objects of art.

3) A minimum annual contribution of $15,000 (to make up the difference of revenue received from municipal projects) if the revenue is available for this purpose.

4. Highlights and Changes for 2017-2018:

The current balance of Fund 116 is $20,416.12. The last revenues posted to the fund was 1% of the construction of the Recreation Center Modernization and Expansion Project. Those funds were used for two public art commissions, 3 Drops, and the reflexology path. No additional revenues have been provided to the Art Fund since 2009. Annual maintenance of the collection was suspended for a number of years. Two pieces in the collection were repaired for damage in 2014. The first round of cleaning and regular maintenance of the collection is planned for 2016.

This Fund is administered by the Healthy Communities Division of the Department. The Request for Additional Funding for the Healthy Communities Program includes an annual revenue contribution of $15,000 for acquisition (per Ordinance) and an additional annual contribution of $10,000 to properly maintain the public art collection valued at more than $1.1 million.

5. Fund History:

Fund Divisions / Components (if any)	2014 Actual	2015 Actual	2016 Actual	2016 Revised	2017-2018 Proposed
116 – maintenance	$3,994	$2,121	$5,879	$5,879	$20,000
116 – acquisition					$30,000
Total Department Expenditure	$3,994	$2,121	$5,879	$5,879	$50,000

Note: Current Fund Balance = $20,416.12. Anticipated 2016 expenditures = $5,000. Proposed maintenance spending for 17/18 = $20,000 (but need revenue to be approved from the Healthy Communities Program additional funding request). Healthy Communities Program – additional request includes $15,000 annual deposit established by ordinance for acquisition.

6. Program Staffing

Position	Dept.	FTE	Note
Dedicated Staff			
Program Coordinator	*Parks*	*.33*	*Limited-term position responsible for inventory, maintenance and acquisition of public art. Request for position to be extended.*
Total Dedicated Staff		*0.33*	
Support Staff			
Deputy PRCA Director	*Parks*	*0.0*	*Administer Fund*
Total Support Staff		*0.0*	
Total Dedicated & Support Staff		*0.33*	

7. Fund Cost (summary):

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Total Projected	2015-2016 Revised	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	**$ 26,504**	**$ 22,537**	**$ 20,416**	**$ 22,537**	**$ 13,772**
OPERATING REVENUES					
Revenues		-	-	8,000	91,750
Interest Income	27	-	-	-	-
Total Revenues	27	-	-	8,000	91,750
TOTAL REVS & OTHER SCRS	**$ 26,531**	**$ 22,537**	**$ 20,416**	**$ 30,537**	**$ 105,522**
EXPENDITURES & OTHER USES					
OPERATING EXPENDITURES					
Services	3,994	2,121	6,644	5,879	50,000
Total Operating Expenditures	$ 3,994	$ 2,121	$ 6,644	$ 5,879	$ 50,000
Operating Revenues over (under) Operating Expenditures	**$ (3,967)**	**$ (2,121)**	**$ (6,644)**	**$ 2,121**	**$ 41,750**
TOTAL EXPEND & OTHER USES	**$ 3,994**	**$ 2,121**	**$ 6,644**	**$ 5,879**	**$ 50,000**
ENDING FUND BALANCES					
Reserved For:					
ENDING FUND BALANCES	**$ 22,537**	**$ 20,416**	**$ 13,772**	**$ 24,658**	**$ 55,522**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 26,531**	**$ 22,537**	**$ 20,416**	**$ 30,537**	**$ 105,522**

8. Offsetting Revenues: (if any)

Annual Revenue Contribution of $15,000 set by ordinance	*$30,000*
Revenue Contribution for maintenance	*$20,000*
	$50,000

9. Fund Personnel [Full-Time Equivalent (FTE)]:

Job Title	Number of FTE					
	2013 Actual	2014 Actual	2015 Actual	2016 Revised	2017 Projected	2018 Projected
Program Coordinator				.33	.33	.33
				.33	.33	.33

Note: *Optional.* Click here to enter text.

10. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? For example, is this a new program or is an increase in staffing proposed?

☐ Yes ☒ No

Note: *Annual revenue contributions have not been made for more than 6 years and regular maintenance of the public art collection was suspended due to the recession*

Is a Request for Additional Funding form attached? ☐ Yes ☒ No

- **B. Other Comments:**

Revenues for this Fund are part of the additional funding request for the Healthy Communities Program.

1. Title: 121 Tree Fund

2. Responsible Department(s): Public Works Department

3. Brief Description and Purpose:

All the money in the tree fund comes from permit and tree removal fees. There is no general fund revenue in this fund. When a developer removes a tree, they are required to replant. The number of replacement trees depends on the size and quantity of trees removed. After development, if the site cannot sustain the number of required replacement trees, a fee is paid for each tree that is not replaced. That fee goes into the Tree Fund, which is used to purchase trees at various locations around the City. Private homeowners can apply for a tree voucher, and purchase trees with money from this fund.

Highlights and Changes for 2017-2018:

None.

4. Highlights and Accomplishments during 2015-2016:

- Purchased and planted approximately 447 trees (thus far) for 2015 – 2016.

5. Program Staffing

Position	Dept.	FTE	Note
Dedicated Staff			
Engineering Technician Aide	PW	0.1	Not funded from this fund.
Total Dedicated Staff		0.1	

6. Fund Cost History (summary):

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Total Projected	2015-2016 Revised	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	**$ 118,298**	**$ 90,622**	**$ 56,940**	**$ 90,622**	**$ 107,255**
OPERATING REVENUES					
Tree & Clearing Permits	37,379	10,024	124,332	30,000	30,000
Contribution from the General Fund	-	-	-	-	-
Total Revenues	37,379	10,024	124,332	30,000	30,000
TOTAL REVS & OTHER SCRS	**$ 155,677**	**$ 100,646**	**$ 181,272**	**$ 120,622**	**$ 137,255**
EXPENDITURES & OTHER USES					
Transfer to Park Acq Capital Fund	-	30,000	30,000	30,000	-
Transfer to 33rd Ave Exten Fund	45,485	-	-	-	-
Trees	19,570	13,706	44,017	44,000	60,000
Total Operating Expenditures	$ 65,055	$ 43,706	$ 74,017	$ 74,000	$ 60,000
Operating Revenues over (under) Operating Expenditures	**$ (27,676)**	**$ (33,682)**	**$ 50,315**	**$ (44,000)**	**$ (30,000)**
TOTAL EXPEND & OTHER USES	**$ 65,055**	**$ 43,706**	**$ 74,017**	**$ 74,000**	**$ 60,000**
ENDING FUND BALANCES					
Reserved For:					
Replacement Trees	90,622	56,940	107,255	46,622	77,255
ENDING FUND BALANCES	**$ 90,622**	**$ 56,940**	**$ 107,255**	**$ 46,622**	**$ 77,255**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 155,677**	**$ 100,646**	**$ 181,272**	**$ 120,622**	**$ 137,255**

Note: The additional $30k BUDGET Expenditure in 2015 was to assist in the purchase of Seabrook Property.
Tree & Clearing Permits increased to date to $104,332 due primarily to new development.

1. Title: 128 Paths &Trails Improvement Fund

2. Responsible Department(s): Public Works Department

3. Brief Description and Purpose:

Under Chapter 47.30 RCW, cities whose annual income from motor vehicle fuel tax exceeds $100,000 must establish and maintain paths and trails for pedestrians, equestrians or bicyclists as a part of streets, roads and highways. The Paths and Trails Reserve Fund helps to serve this purpose.

The amount the City expends annually must be at least one-half percent (1/2%) of the total amount of funds received from the motor vehicle fund according to the provisions of RCW 45.68.100. In lieu of expending the funds each year; however, a city or county may set aside such funds into a financial reserve account or a special reserve fund to be held for this specific purpose provided it is expended within ten years.

4. Fund Cost (summary):

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Total Projected	2015-2016 Revised	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	**$ -**	**$ 469,381**	**$ 244,771**	**$ 469,381**	**$ 8,852**
OPERATING REVENUES					
Grant - Bikeline Project	245,390	111,290	86,000	1,092,837	1,006,837
Pass Thru Grant Snohomish County	224,610	-	-	-	-
Total Revenues	470,000	111,290	86,000	1,092,837	1,006,837
Other Financing Sources	-	-	-	-	-
TOTAL REVS & OTHER SCRS	**$ 470,000**	**$ 580,671**	**$ 330,771**	**$ 1,562,218**	**$ 1,015,689**
EXPENDITURES & OTHER USES					
Paths & Trails	-	111,290	86,000	1,092,837	1,006,837
Pass Thru Grant Snohomish County		-	235,919	-	-
Other Miscellanous Expneses	619	-	-	-	-
TOTAL OPERATING EXPENDITUI	$ 619	$ 111,290	$ 321,919	$ 1,092,837	$ 1,006,837
Operating Revenues over (under) Operating Expenditures	**$ 469,381**	**$ -**	**$ (235,919)**	**$ -**	**$ -**
TOTAL EXPEND & OTHER USES	**$ 619**	**$ 111,290**	**$ 321,919**	**$ 1,092,837**	**$ 1,006,837**
ENDING FUND BALANCES					
Reserved For:					
Outstanding Encumbrances	$ -	$ 224,610	$ -	$ -	$ -
ENDING FUND BALANCES	**$ 469,381**	**$ 244,771**	**$ 8,852**	**$ 469,381**	**$ 8,852**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 470,000**	**$ 356,061**	**$ 330,771**	**$ 1,562,218**	**$ 1,015,689**

1. Title: 144 Solid Waste Management Fund

2. Responsible Department(s): Public Works Department

3. Brief Description and Purpose:

The Solid Waste Management Mission is to provide public education and awareness on waste reduction, recycling, composting, household hazardous waste and related issues, through outreach to schools, businesses and households.

Solid Waste Management Fund 144

The Solid Waste Division provides coordination between citizens and businesses and the solid waste providers in the area. The City of Lynnwood participates in the interlocal agreement with the City of Edmonds to fund a shared staff person who works with and provides educational opportunities to citizens in all areas of proper solid waste disposal, including recycling, hazardous waste disposal, composting and waste prevention. A state grant also pays a portion of the staff person's salary.

Recycling is an on-going task with efforts currently being made with multi-family properties and commercial businesses to encourage the use of recycle services as an integral part of their solid waste management. Work also includes a program with the area restaurants and other food service establishments on commercial organics collection for their food wastes.

Highlights and Changes for 2017-2018:

- Will provide public education and awareness on waste reduction, recycling, composting, household hazardous waste and related issues, through outreach to schools, businesses, and households.

4. Highlights and Accomplishments during 2015-2016:

- The voucher style Spring Cleanup was used again in 2015 and 2016 with great success. For example in 2016, 520 vouchers for $20 were given out for a single trip to the refuse transfer station. 339 (or 65%) redeemed the vouchers at a total cost of $6,604. This program allows the City to help residents keep their properties (as well as the City) clean with a program that controls costs.

5. Fund Financial Summary:

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Total Projected	2015-2016 Revised	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	**$ 86,063**	**$ 66,584**	**$ 43,245**	**$ 66,584**	**$ 28,765**
OPERATING REVENUES					
Intergovernmental Grant	22,691	23,241	24,500	39,200	46,550
Contribution from the General Fund	-	-	-	-	20,000
Total Revenues	22,691	23,241	24,500	39,200	66,550
TOTAL REVS & OTHER SCRS	**$ 108,754**	**$ 89,825**	**$ 67,745**	**$ 105,784**	**$ 95,315**
EXPENDITURES & OTHER USES					
OPERATING EXPENDITURES	42,170	46,580	38,980	90,000	88,000
Total Operating Expenditures	$ 42,170	$ 46,580	$ 38,980	$ 90,000	$ 88,000
Operating Revenues over (under) Operating Expenditures	**$ (19,479)**	**$ (23,339)**	**$ (14,480)**	**$ (50,800)**	**$ (21,450)**
TOTAL EXPEND & OTHER USES	**$ 42,170**	**$ 46,580**	**$ 38,980**	**$ 90,000**	**$ 88,000**
ENDING FUND BALANCES					
ENDING FUND BALANCES	**$ 66,584**	**$ 43,245**	**$ 28,765**	**$ 15,784**	**$ 7,315**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 108,754**	**$ 89,825**	**$ 67,745**	**$ 105,784**	**$ 95,315**

1. Title: 202 2009 Limited Tax GO Refunding Bond Fund

2. Responsible Department(s): Administrative Services

3. Brief Description and Purpose:

The Limited Tax General Obligation Bonds, Series 2009A for $660,000 was issued for the purchase of software, equipment for police vehicles, and golf course equipment. Series 2009A Bonds were paid off in December 2013. Refunding Bonds Series 2009B for $3,980,000 were issued in April 2009 and were issued to refund the City's outstanding Limited Tax General Obligation Bonds, 1998. The final maturity date for the 2009B bonds is December, 2017.

The bonds were issued pursuant to Ordinance 2780 in April, 2009. The annual principal payment remaining on the 2009A bonds totals $330,000 with interest rates varying from 3% to 4% paid semi-annually.

4. Highlights and Changes for 2017-2018:

The final payment due and maturity date for the 2009A bonds is December, 2017.

5. Fund Financial Summary:

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Total Projected	2015-2016 Revised	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	$ 28,067	$ 28,888	$ 28,400		$ 28,888
REVENUES					
Transfer from General Fund	337,621	346,162	341,288	687,450	343,800
Investment Interest	-	-	-	-	-
Total Revenues	337,621	346,162	341,288	687,450	343,800
TOTAL REVS & OTHER SCRS	**$ 365,688**	**$ 375,050**	**$ 369,688**	**$ 687,450**	**$ 372,688**
EXPENDITURES & OTHER USES					
OPERATING EXPENDITURES					
Total Operating Expenditures	$ -	$ -	$ -	$ -	$ -
Operating Revenues over (under) Operating Expenditures	**$ 337,621**	**$ 346,162**	**$ 341,288**	**$ 687,450**	**$ 343,800**
OTHER FINANCING USES					
GO Bond Interest	46,800	36,650	25,800	62,450	13,200
GO LT Debt Principal	290,000	310,000	315,000	625,000	330,000
Total Other Financing Uses	336,800	346,650	340,800	687,450	343,200
TOTAL EXPEND & OTHER USES	**$ 336,800**	**$ 346,650**	**$ 340,800**	**$ 687,450**	**$ 343,200**
ENDING FUND BALANCES					
Reserved For:					
Debt Service	28,888	28,400	28,888	-	29,488
ENDING FUND BALANCES	**$ 28,888**	**$ 28,400**	**$ 28,888**	**$ -**	**$ 29,488**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 365,688**	**$ 375,050**	**$ 369,688**	**$ 687,450**	**$ 372,688**

1. Title: 215 800 MHZ Debt Service Fund

2. Responsible Department(s): Administrative Services

3. Brief Description and Purpose:

This fund was established to pay the principal and interest due on the long-term debt for the City's portion of the Snohomish County Emergency Radio System (SERS) Interlocal Agreement.

Snohomish County issued limited tax general obligations bonds in 1999 for SERS and refunded them in 2005 and again in 2015. At the beginning of 2017 Lynnwood's share of the remaining principal amount due on the bonds is $366,075 with the final principal payment of $131,587 due in 2019.

4. Highlights and Changes for 2017-2018:

The final payment due and maturity date for the SERS bonds is December, 2019.

5. Fund Financial Summary:

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2015-2016 Revised	2016 Total Projected	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	$ 15,508	$ 11,748	$ -	$ 10,638	$ 23,802
REVENUES					
Transfer from General Fund	137,834	140,965	281,786	140,821	266,818
Investment Interest	-	-	-	-	-
Total Revenues	137,834	140,965	281,786	140,821	266,818
TOTAL REVS & OTHER SCRS	**$ 153,342**	**$ 152,713**	**$ 281,786**	**$ 151,459**	**$ 290,620**
EXPENDITURES & OTHER USES					
OPERATING EXPENDITURES					
Total Operating Expenditures	$ -	$ -	$ -	$ -	$ -
Operating Revenues over (under) Operating Expenditures	**$ 137,834**	**$ 140,965**	**$ 281,786**	**$ 140,821**	**$ 266,818**
OTHER FINANCING USES					
GO Bond Interest	33,669	28,353	50,909	23,511	31,160
GO LT Debt Principal	107,925	101,410	230,877	104,146	234,488
Transfer to General Fund	-	12,312	-	-	-
Total Other Financing Uses	141,594	142,075	281,786	127,657	265,648
TOTAL EXPEND & OTHER USES	**$ 141,594**	**$ 142,075**	**$ 281,786**	**$ 127,657**	**$ 265,648**
ENDING FUND BALANCES					
Reserved For:					
Debt Service	11,748	10,638	-	23,802	24,972
ENDING FUND BALANCES	**$ 11,748**	**$ 10,638**	**$ -**	**$ 23,802**	**$ 24,972**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 153,342**	**$ 152,713**	**$ 281,786**	**$ 151,459**	**$ 290,620**

1. Title: 223 Recreation Center 2012 LTGO Bonds Fund

2. Responsible Department(s): Administrative Services

3. Brief Description and Purpose:

The 2012 LTGO Bonds Fund 223 was authorized by Ordinance 2934 to redeem the 2008 Long-term General Obligation Bonds Anticipation Note (Ordinance 2745) that provided funds for the renovation, improvement and expansion of the City of Lynnwood Recreation Center. The 2012 General Obligation debt bond issue totaled $24,955,000 and matures in December 2037.

Annual principal payments range from $285,000 to $1,595,000 with interest rates varying from 2% to 4%, paid semi-annually.

4. Highlights and Changes for 2017-2018:

The final payment due and maturity date for the 2012 LTGO bonds is December, 2037.

5. Fund Financial Summary:

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2015-2016 Revised	2016 Total Projected	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	$ 106,693	$ 109,176	$ -	$ 109,780	$ 109,178
REVENUES					
Transfer from General Fund	1,321,096	1,310,717	2,627,478	1,316,761	2,970,575
Investment Interest	-	-	-	-	-
Total Revenues	1,321,096	1,310,717	2,627,478	1,316,761	2,970,575
TOTAL REVS & OTHER SCRS	**$ 1,427,789**	**$ 1,419,893**	**$ 2,627,478**	**$ 1,426,541**	**$ 3,079,753**
EXPENDITURES & OTHER USES					
OPERATING EXPENDITURES					
Total Operating Expenditures	$ -	$ -	$ -	$ -	$ -
Operating Revenues over (under) Operating Expenditures	**$ 1,321,096**	**$ 1,310,717**	**$ 2,627,478**	**$ 1,316,761**	**$ 2,970,575**
OTHER FINANCING USES					
GO Bond Interest	893,613	885,113	1,757,478	872,363	1,704,376
GO LT Debt Principal	425,000	425,000	870,000	445,000	1,265,000
Transfer to General Fund		-			
Total Other Financing Uses	1,318,613	1,310,113	2,627,478	1,317,363	2,969,376
TOTAL EXPEND & OTHER USES	**$ 1,318,613**	**$ 1,310,113**	**$ 2,627,478**	**$ 1,317,363**	**$ 2,969,376**
ENDING FUND BALANCES					
Reserved For:					
Debt Service	109,176	109,780	-	109,178	110,377
ENDING FUND BALANCES	**$ 109,176**	**$ 109,780**	**$ -**	**$ 109,178**	**$ 110,377**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 1,427,789**	**$ 1,419,893**	**$ 2,627,478**	**$ 1,426,541**	**$ 3,079,753**

1. Title: 330 Real Estate Excise Tax (2nd ¼%)

2. Responsible Department(s): Administrative Services

3. Brief Description and Purpose:

This fund was established in 2006 by Ordinance 2612 to levy the additional one-quarter of one percent excise tax on the sale of real property within the City of Lynnwood. The revenues are used to fund capital projects. All real estate excise tax revenues from the 2nd ¼% are deposited into this fund. Funds are then transferred to the Capital Development, Transportation Capital, Facilities Capital, Parks and Recreation Capital and the Other Governmental Capital Project Funds to fund capital improvement projects and to fund interest and principal payments on outstanding capital debt.

4. Highlights and Changes for 2017-2018:

A detailed list of the funded capital improvement projects are included in the various Capital Funds' Fund Overviews.

5. Fund Financial Summary:

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Total Projected	2015-2016 Revised	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	$ 969,714	$ 357,801	$ 1,200,246	$ 357,801	$ 282,933
REVENUES					
REET 2nd 1/4% Tax	698,190	929,945	900,000	1,800,000	1,900,000
Investment Interest	1,014	-	-	-	-
Total Revenues	699,204	929,945	900,000	1,800,000	1,900,000
TOTAL REVS & OTHER SCRS	**$ 1,668,918**	**$ 1,287,746**	**$ 2,100,246**	**$ 2,157,801**	**$ 2,182,933**
OTHER FINANCING USES					
Transfer to Street Fund 111	-	87,500	12,500	100,000	-
Transfer to Transportation Cap Fund	-	-	-	-	1,025,000
Transfer to Facilities Capital Fund	-	-	-	-	200,000
Transfer to Parks & Rec Capital Fund	-	-	-	-	950,000
Transfer to Construction Funds	-	-	914,713	914,713	-
Transfer to Park Acq & Dev Fund	-	-	409,419	409,419	-
Transfer to Olympic View Dr Fund	178,531	-	-	-	-
Transfer to Traffic Signals Fund	134,521	-	-	-	-
Transfer to Roadway Sufacing Fund	379,043	-	480,681	480,618	-
Transfer to Sidewalks/Ped Imp Fund	165,082	-	-	-	-
Transfer to 204th/SR 99 68th Fund	453,940	-	-	-	-
Total Other Financing Uses	1,311,117	87,500	1,817,313	1,904,750	2,175,000
TOTAL EXPEND & OTHER USES	**$ 1,311,117**	**$ 87,500**	**$ 1,817,313**	**$ 1,904,750**	**$ 2,175,000**
ENDING FUND BALANCES					
Reserved For:					
Capital Projects	357,801	1,200,246	282,933	253,051	7,933
ENDING FUND BALANCES	**$ 357,801**	**$ 1,200,246**	**$ 282,933**	**$ 253,051**	**$ 7,933**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 1,668,918**	**$ 1,287,746**	**$ 2,100,246**	**$ 2,157,801**	**$ 2,182,933**

1. Title: 331 Real Estate Excise Tax (1st ¼%) Fund

2. Responsible Department(s): Administrative Services

3. Brief Description and Purpose:

This fund was established in 1982 by Ordinance 1271 to levy one-quarter of one percent excise tax on the sale of real property within the City of Lynnwood. The revenues are used to fund capital projects. All real estate excise tax revenues from the 1st ¼% are deposited into this fund. Funds are then transferred to the Capital Development, Transportation Capital, Facilities Capital, Parks and Recreation Capital and the Other Governmental Capital Project Funds to fund capital improvement projects and to fund interest and principal payments on outstanding capital debt.

4. Highlights and Changes for 2017-2018:

A detailed list of the funded capital improvement projects are included in the various Capital Funds' Fund Overviews.

5. Fund Financial Summary:

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Total Projected	2015-2016 Revised	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	$ 1,410,559	$ 1,126,487	$ 1,126,487	$ 1,126,487	$ 1,105,004
REVENUES					
REET 1st 1/4% Tax	698,190	929,945	900,000	1,800,000	1,900,000
Investment Interest	1,559	-	-	-	-
Total Revenues	699,749	929,945	900,000	1,800,000	1,900,000
TOTAL REVS & OTHER SOURCES	**$ 2,110,308**	**$ 2,056,432**	**$ 2,026,487**	**$ 2,926,487**	**$ 3,005,004**
OTHER FINANCING USES					
Transfer to Street Fund 111	-	87,500	12,500	100,000	-
Transfer to Transportation Cap Fund	-	-	-		1,030,000
Transfer to Parks & Rec Capital Fund	-	-	-	-	1,100,000
Transfer to Construction	-	-	-	31,574	-
Transfer to Citywide Safety Proj Fund	-	270,702	334,002	604,702	-
Transfer to Park Acq & Dev Fund	-	489,267	50,000	539,267	-
Transfer to Poplar Way Bridge Fund	-	63,344	-	63,344	-
Transfer to Traffic Signals Fund	261,743	-	-	-	-
Transfer to 196th Improvements Fund	-	-	72,000	72,000	-
Transfer to Roadway Sufacing Fund	478,680	-	279,031	279,031	-
Transfer to Interurban Trail Fund	243,398	-	126,300	126,300	-
Transfer to Justice Center Imp Fund	-	109,830	47,650	157,480	-
Total Other Financing Uses	983,821	1,020,643	921,483	1,973,698	2,130,000
TOTAL EXPEND & OTHER USES	**$ 983,821**	**$ 1,020,643**	**$ 921,483**	**$ 1,973,698**	**$ 2,130,000**
ENDING FUND BALANCES					
Reserved For:					
Capital Projects	1,126,487	1,035,789	1,105,004	952,789	875,004
ENDING FUND BALANCES	**$ 1,126,487**	**$ 1,035,789**	**$ 1,105,004**	**$ 952,789**	**$ 875,004**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 2,110,308**	**$ 2,056,432**	**$ 2,026,487**	**$ 2,926,487**	**$ 3,005,004**

1. Title: 333 Capital Development Fund

2. Responsible Department(s): Public Works

3. Brief Description and Purpose:

This fund was established in 1996 by Ord. 2093 to receive monies appropriated or budgeted from time to time, and monies from the General Fund not required for current year operation, to create a reserve fund for capital improvements.

Funds may be accumulated to cover items such as construction, alteration, or repair of any public building, or the making of any public improvement, including acquisition of real property services, construction costs, as well as providing a source for matching funds for federal and state grants and interlocal agreements. Such expenditures are appropriated in the City's Strategic Investment Plan.

4. Fund Financial Summary:

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Total Projected	2015-2016 Revised	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	$ 815,792	$ 773,347	$ 641,584	$ 773,347	$ 648,348
OPERATING REVENUES					
Investment Interest	805	-	-	-	-
Total Operating Revenues	805	-	-	-	-
OTHER FINANCING SOURCES					
Transfer From the General Fund	-	137,500	162,500	300,000	2,200,000
TOTAL REVS & OTHER SCRS	**$ 816,597**	**$ 910,847**	**$ 804,084**	**$ 1,073,347**	**$ 2,848,348**
OTHER FINANCING USES					
Transfer to Traffic Signal Fund 309	43,250	-	-	-	-
Transfer to Park Acquisition & Dev	-	119,263	-	200,000	-
Transfer to Center Parking Lot Dev.	-	150,000	-	150,000	-
Transfer to General & Capital Fund	-	-	75,000	150,220	-
Transfer to Playfield Fund	-	-	80,736	80,736	-
Transfer to Other Govt Cap Proj Fund	-	-	-	-	150,000
Transfer to Transportation Capital Fund	-	-	-	-	968,000
Transfer to Facilities Capital Fund	-	-	-	-	750,000
Transfer to Parks & Rec Capital Fund	-	-	-	-	980,000
Total Other Financing Uses	43,250	269,263	155,736	580,956	2,848,000
TOTAL EXPEND & OTHER USES	**$ 43,250**	**$ 269,263**	**$ 155,736**	**$ 580,956**	**$ 2,848,000**
ENDING FUND BALANCES	**$ 773,347**	**$ 641,584**	**$ 648,348**	**$ 492,391**	**$ 348**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 816,597**	**$ 910,847**	**$ 804,084**	**$ 1,073,347**	**$ 2,848,348**

1. Title: 357 Other General Government Capital Improvements

2. Responsible Department(s): Public Works

Economic Development and Other Departments

3. Brief Description and Purpose:

The purpose of this Capital Fund is for other general government infrastructure projects such as neighborhood improvements, strategic investments, economic development, computer systems upgrades, computer technology upgrades and related, software and/or hardware projects such as document management systems.

4. Highlights and Changes for 2017-2018:

The City has efforts underway (i.e. Economic Development Infrastructure Policy, City Center Plan, Federal Transit Administration Transit Oriented Development (TOD) Program, and SHARP 2) that will inform strategic investments in the 2017-18 biennium and beyond. Funding has been allocated to identify capital requirements associated with these efforts.

5. City Revenue Sources for 2017-18:

Revenue Funds	2017-2018 Proposed
Fund 333: Capital Development	150,000
Fund 020: Economic Development Investment Fund (EDIF)	370,000
Total Fund Expenditures	520,000

NOTE: On July 16, 2012, City Council adopted Resolution No. 2012-06 which created the Economic Development Investment Policy for public infrastructure and public facilities associated with economic development. This policy included provisions for the City to establish an EDIP Fund to help fund such infrastructure and facilities. On February 23, 2015, City Council adopted Ordinance No. 3110 creating an Economic Development Infrastructure Fund as authorized by Resolution No. 2012.06, LMC Chapter 3.106. Monies have been accumulating in this fund since its creation for the purposes identified by resolution and ordinance, and are projected to total approximately $6,000,000 by the end of the 2017-18 biennium. In 2017-18, $1,000,000 of EDIF funds are proposed to be programmed (in Capital Budget Fund 357, General Government and Strategic Investment; and Fund 360, Transportation Capital Infrastructure) for analysis, design, and implementation of projects associated with the City Center, Sound Transit Light Rail, and strategic opportunities. A fund balance at the end of the 2017-18 Biennium is projected to be $5,000,000. This fund balance will be reserved and programmed in subsequent biennia for EDIP eligible projects.

6. Other Comments (List of Projects for 2017-2018):

Project Name	Phase	Total Project Cost (Estim.)	Non-City Funds to Date	City Funds to Date	2017-2018 City Funds Proposed	2017-2018 Non-City Funds Proposed	2017-2018 Total Proposed Total
EDIF: Strategic Opportunities	Study/ Const	370,000	0	0	370,000	0	370,000
Neighborhood Revitalization Plan/ So. Lynn	Const	Unknown			150,000	0	150,000
Total Fund Expenditures					520,000		520,000

Title: 360 Transportation Capital Fund

Responsible Department(s): Public Works Department

1. Brief Description and Purpose:

This Capital Fund is focused on building streets, bridges, sidewalks, bike lanes, non-motorized transportation facilities, transit, and related improvements.

2. Highlights and Changes for 2017-2018:

Project are identified in the annual updates to the 6 year Transportation Improvement Plan (TIP). Several major road projects will continue, either in construction or design/right-of-way. This includes the 36th Avenue W Street Reconstruction project, the 196th Street SW widening project, the Poplar Overpass project, and the City Center 42nd Avenue West Grid Street project. One main emphasis in this capital transportation budget are projects that set the stage for continued development of the City Center as well as the arrival of Sound Transit light rail in 2023. These projects are the leading edge of a 4-biennium plan that is currently under development.

17 ## 5. City Revenue Sources for 2017-18:

Revenue Funds	2017-2018 Proposed
Fund 020: Economic Development Investment Fund	$630,000
Fund 110: Transportation Impact Fees	500,000
Fund 150: Transportation Benefit District	1,500,000
Fund 330: REET 2	1,025,000
Fund 331: REET 1	1,030,000
Fund 333: Capital Development	968,000
Fund 411: Utilities	560,000
Non-City Funds, Grants	7,637,508
Total Fund Expenditures	$13,850,508

18 ## 6. Other Comments (List of Projects for 2017-2018):

Project Name	Phase	Total Project Cost (Estim.)	Non-City Funds to Date	City Funds to Date	2017-2018 City Funds Proposed	2017-2018 Non-City Funds Proposed	2017-2018 Proposed Total
36th Ave. W. Improvements, ST2003056A	Const	14,125,968	4,922,826	2,423,900	3,000,000	4,000,000	7,000,000
196th St. SW. Improvements, ST2003068A	Const	24,276,533	21,594,000	692,525	750,000	1,240,008	1,990,008
Multi-Choice Corridors Update, 201600101	Study	Unknown	Ongoing	Ongoing	150,000	0	150,000
44th Ave. W. Underpass Improvements, 201400166	Const	415,000	0	0	415,000	0	415,000
City Ctr. Priorities/FTA-Sharps Grant,	Study	Unknown	0	0	250,000	0	250,000
42nd Ave. W. Grid Street Improvements, 200800105	Design	16,150,000	0	160,000	205,000	1,297,500	1,502,500
ST2 Project Analysis & Partnership,	Study/ Design	Unknown	0	0	408,000	0	408,000
Gateway Monument Markers at City Entrances,	Const	160,000	0	0	160,000	0	160,000
Wayfinding Plan-City Arterials,	Const	100,000	0	0	100,000	0	100,000
Paving Program, ST1997031A	Const	$4M/year	Ongoing	Ongoing	375,000	0	375,000

ADA Transition Plan, 2001600100	Study	Unknown	Ongoing	Ongoing	100,000	0	100,000
Transportation Comp Plan Update,	Study	N/A	Ongoing	Ongoing	75,000	0	75,000
Poplar Way Bridge, ST2006088A	ROW	36,013,100	2,952,898	559,219	225,000	1,100,000	1,325,000
Total Fund Expenditures					6,213,000	7,637,508	13,850,508

19

1. Title: 370 – Facilities Capital Infrastructure Fund

2. Responsible Department(s): Public Works Department

3. Brief Description and Purpose:

The purpose of this Capital Fund is for city building and/or remodel projects and for ongoing capital maintenance necessary to keep up the buildings into the future.

4. Highlights and Changes for 2017-2018:

Projects include City Council Chambers safety upgrades, study dollars to analyze municipal building space needs as existing leases at the Permit Center and Police Evidence facilities must be either renewed or ended, and funds for capital replacements of our 11 municipal buildings.

5. City Revenue Sources for 2017-18:

Revenue Funds	2017-2018 Proposed
Fund 330: REET 2	200,000
Fund 333: Capital Development	750,000
Total Fund Expenditures	950,000

6. Other Comments (List of Projects for 2017-2018):

Project Name	Phase	Total Project Cost (Estim.)	Non-City Funds to Date	City Funds to Date	2017-2018 City Funds Proposed	2017-2018 Non-City Funds Proposed	2017-2018 Total Proposed Total
City Center Building Remodel	Des/ Const	300,000	0	0	300,000	0	300,000
City Buildings Space Needs Analysis	Study	200,000	0	0	200,000	0	200,000
Municipal Buildings Capital Maintenance Program, 20100146	Const	Ongoing	0	Ongoing	300,000	0	300,000
City Hall Renovations, (Safety), 201400165	Const	150,000	0	0	150,000	0	150,000
Total Fund Expenditures					950,000		950,000

1. Title: 380 Parks & Recreation Capital Infrastructure Fund

2. Responsible Department(s): Parks & Recreation Department

3. Brief Description and Purpose:

The purpose of this Capital Fund is for the construction or improvement to City parks, trails, open space and related facilities.

4. Highlights and Changes for 2017-2018:

The Parks Department have done detailed analysis and public outreach through their PARC plan and have coordinated efforts with other departments to meet the city-wide vision. Project prioritization and vetting by public processes have led to the following list of projects.

5. City Revenue Sources for 2017-18:

Revenue Funds	2017-2018 Proposed
Fund 199: Program Development	65,000
Fund 330: REET 2	950,000
Fund 331: REET 1	1,100,000
Fund 333: Capital Development	980,000
Fund 460: Golf/General Fund Loan	550,000
Non-City Funds, Grants	1,175,216
Total Fund Expenditures	4,820,216

6. Other Comments (List of Projects for 2017-2018):

• Project Name	Phase	Total Project Cost (Estim.)	Non-City Funds to Date	City Funds to Date	2017-2018 City Funds Proposed	2017-2018 Non-City Funds Proposed	2017-2018 Proposed
Meadowdale Playfields, 200900118	Const	5,322,371	2,450,000	347,155	2,250,000	275,216	2,525,216
Scriber Creek Trail Redevelopment, 201500107	Design	6,500,000	0	0	225,000	900,000	1,125,000
Rowe Park Development, PK2001039B	Plan	1,020,000	0	0	20,000	0	20,000
Golf Course Parking Lot, 201200151	Const	550,000	0	0	550,000	0	550,000
Parks Master Plan Update	Plan	Ongoing	0	0	50,000	0	50,000
Interurban Trail Improvements, PK1998021A	Const	480,000	0	0	150,000	0	150,000
Deferred Park Maintenance and Capital Renewal, PK2000034A	Ongoing	Ongoing	0	0	400,000	0	400,000
Total Fund Expenditures					3,645,000	1,175,216	4,820,216

Project Notes:

Design for the Meadowdale Playfields Renovation began in 2016 and will be completed in 2017.

Rowe Park Master Plan Update: $20K
Updating master plan in preparation to apply for 2018 RCO grant cycle

Interurban Trail Improvements: $150K
Upgrades to Trail per Master Plan Improvements Prioritization

City Center Parks Master Plan Update: $50K
Updating master plan in anticipation of park land acquisition and 2018 RCO grant cycle

Deferred Maintenance & Capital Renewal (PARC Plan): $400K
Small capital projects addressing deferred maintenance need and required ADA improvements identified in the 2016 adopted PARC Plan.

1. Title: 390 Public Safety Capital Infrastructure Fund

2. Responsible Department(s): Police and/or Fire Department with support from Public Works.

3. Brief Description and Purpose:

The purpose of this Capital Fund is for Public Safety building and/or remodel projects.

4. Highlights and Changes for 2017-2018:

Necessary jail additions and remodels are needed to include open air/light areas.

5. City Revenue Sources for 2017-18:

Revenue Funds	2017-2018 Proposed
Fund 105: Public Safety	500,000
Total Fund Expenditures	500,000

6. Other Comments (List of Projects for 2017-2018):

Project Name	Phase	Total Project Cost (Estim.)	Non-City Funds to Date	City Funds to Date	2017-2018 City Funds Proposed	2017-2018 Non-City Funds Proposed	2017-2018 Total Proposed Total
Jail Remodel Updates, PD20150001	Const	500,000	0	0	500,000	0	500,000
Total Fund Expenditures					500,000		500,000

1. Title: Fund 411 Utility Operations

2. Responsible Department(s): Public Works

3. Brief Description and Purpose:

This enterprise fund pays for the operations and maintenance activities for Lynnwood's combined utility, including: Stormwater Operations, Water & Sewer Operations, including the Wastewater Treatment Plant (WWTP), and Stormwater Engineering. No General Funds support this fund as all revenues come from ratepayer fees. Separate program funds also follow for the 3 programs in the Utility: Water, Sewer, and Stormwater.

4. Highlights and Changes for 2017-2018:

See the separate forms for the 3 programs in the Utility. Beginning in 2017, utility capital funds will be budgeted and accounted for in the new Utility Capital Fund 412. Prior to 2017 the operating and capital funds were combined and accounted for in Utilities Fund 411. Utilities operation and maintenance costs are accounted in Fund 411. In 2017, the remaining unspent bond funds from the 2015 Utility Revenue Bond issue will be transferred to the Utilities Capital Project Fund 412 as well as the revenue bond proceeds from the 2017 Utility Revenue bond issue.

5. Fund Financial Summary:

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Projected Actual	2015/2016 Revised Budget	2017/2018 Proposed
REVENUES AND OTHER SOURCES:					
Total Beginning Fund Balance	21,559,287	22,105,735	39,527,746	22,105,735	28,212,777
OPERATING REVENUES					
Water Service	5,210,836	5,712,145	6,094,322	9,597,600	12,908,305
Sewer Service	9,089,430	9,464,678	9,862,354	18,235,766	18,758,218
Storm Service	2,984,121	3,106,621	3,356,097	5,438,634	6,745,096
Investment Interest	16,200	15,320	46,500	26,500	60,062
Special Assessment - Capital	11,752	12,000	12,000	-	
Capital Contributions	810,969	107,980	320,000	-	
Grant and Other Revenues	170,000	-	160,000	120,000	202,418
Total Operating Revenue	**18,293,308**	**18,418,744**	**19,851,273**	**33,418,500**	**38,674,099**
OPERATING EXPENDITURES					
Debt Service on Revenue Bonds	1,016,062	1,015,163	2,717,066	1,703,304	7,494,226
Purchased Water	1,802,575	1,923,563	2,058,212	4,050,000	4,000,000
Water	2,308,925	2,697,043	2,845,336	6,308,199	5,316,328
Sewer	6,750,691	7,300,351	7,519,362	12,455,584	6,512,555
WWTP			-	-	6,740,713
Storm	1,979,738	2,846,423	2,860,655	5,892,982	5,395,165
R&M - All Utilities	919,219	753,933	918,514	1,760,467	
Total Operating Expenditures	**14,777,210**	**16,536,476**	**18,919,145**	**32,170,536**	**35,458,987**
Operating Revenues over (under) Operating Expenditures	**$ 3,516,098**	**$ 1,882,268**	**$ 932,128**	**$ 1,247,964**	**$ 3,215,112**
OTHER FINANCING SOURCES					
Transfer from other funds	-	-	-	-	53,665
Sale of Surplus Assets	2,313	1,038	1,878	-	-
Note Anticipation Proceeds		8,000,000	-	8,000,000	-
Revenue Bond Proceeds	-	24,075,000	-	25,000,000	17,700,000
Other Financing Sources	2,313	32,076,038	1,878	33,000,000	17,753,665
TOTAL REVENUES & OTHER SOURCES	**39,854,908**	**72,600,517**	**59,380,897**	**88,524,235**	**84,640,541**
CONSTRUCTION PROJECTS:					
TOTAL CONSTRUCTION PROJECTS	**2,971,963**	**8,536,295**	**12,248,975**	**28,291,884**	**-**
OTHER FINANCING USES					
Payment of Anticipation Note		8,000,000		8,000,000	
Transfers to other funds					149,800
Transfer to Capital Fund 412					42,771,883
TOTAL EXPENDITURES & OTHER USES	**$ 17,749,173**	**$ 33,072,771**	**$ 31,168,120**	**$ 68,462,420**	**$ 78,380,670**
ENDING FUND BALANCES	**$ 22,105,735**	**$ 39,527,746**	**$ 28,212,777**	**$ 20,061,815**	**$ 6,259,871**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	39,854,908	72,600,517	59,380,897	88,524,235	84,640,541

6. Fund Personnel [Full-Time Equivalent (FTE)]:

Job Title	Number of FTE					
	2013 Actual	2014 Actual	2015 Actual	2016 Revised	2017 Projected	2018 Projected
Water & Sewer Ops						
Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Admin	1.00	1.00	1.00	1.00	1.00	1.00
Workers	13.00	13.00	12.00	12.00	12.00	12.00
WWTP						
Supervisors & Lab Techs	4.00	4.00	4.00	4.00	4.00	4.00
Operators	8.00	8.00	8.00	8.00	9.00	9.00
Stormwater Ops						
Supervisor	0.50	0.50	0.50	0.50	0.50	0.50
Workers	6.50	6.50	6.50	6.50	6.50	6.50
Stormwater Engineering						
Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Engineer	1.00	1.00	1.00	1.00	1.00	1.00
Techs	2.00	2.00	2.00	2.00	2.00	2.00
	38.00	38.00	37.00	37.00	38.00	38.00

7. Implications of Funding Changes:

- **A. Requests for additional funding:**
- After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? For example, is this a new program or is an increase in staffing proposed?
  ◆ Yes ☐ No
- Note: To more effectively manage the daily maintenance work at the WWTP, two of the Operator positions are being upgraded to Lead. In the Stormwater Engineering group, the Tech Aide is being upgraded to a Tech 1 due to the type of work that is required by that position.
- Is a Request for Additional Funding form submitted? ◆ Yes ☐ No

1. Title: Utility - Wastewater Operations

2. Responsible Department(s): Public Works

3. Program No.: Fund 411

4. Brief Description:

This program maintains and operates the wastewater collection and treatment infrastructure including collection mains, manholes, lift stations, and a wastewater treatment plant (WWTP). This program also includes a sewer pretreatment program, video pipe inspection, utility location, and customer service. Note: This budget is for the Utility, which is an enterprise fund outside of the City's General Fund. All revenues come from customer rates.

5. Program Outcomes:

The conveyance system for wastewater (pipes, manholes, and lift stations) are maintained in order to safely carry away wastes to the City's Wastewater Treatment Plant (WWTP).
Wastewater main and lateral breaks and plugs are repaired as they occur.
Problem mains are routinely cleaned to prevent plugging.
Video inspection of mains is performed to help prioritize capital repairs and replacements, and to help property owners diagnose plugging in laterals.
Manholes are inspected and repaired to keep out ground water.
Lift stations are maintained and repaired to keep wastewater flowing to the treatment plant.
The WWTP separates wastewater solids from the liquid. Solids are dewatered and incinerated.
The water processed out of the wastewater stream is disinfected and released in Puget Sound.

6. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Note: Providing cost effective sewer collection and treatment services is vital for the everyday livability and long-term sustainability of Lynnwood and its environment.

The proposed program is aligned with the following Community Vision goals:

1. To be a welcoming city that builds a healthy and sustainable environment.

Note: Providing non-interrupted collection and treatment of wastewater from homes and businesses is critical for the environment and public health.

2. To encourage a broad business base in sector, size, and related employment, and promote high-quality development.

Note: Providing non-interrupted and affordable collection and treatment of wastewater is critical to all businesses, especially the many restaurants and hotels in Lynnwood.

7. To be a city that is responsive to the wants and needs of our citizens.

Note: Responding to property owner plugs and helping them determine if the issue is on the private-side or the city-side is critical to all of our customers.

7. Executive's Assessment of Relevance to Community Vision:

☐ Not Relevant to Community Vision ☐ Somewhat Relevant to Community Vision ☐ Highly Relevant to Community Vision

Note:

8. Mandatory v. Optional:

Mandatory. By law, sewage must be collected and safely conveyed and treated. Collection and treatment of wastewater is highly regulated by the Washington State Department of Ecology. The DOE specifies the types and frequencies of testing for the WWTP lab. They review our standards and practices and they review significant changes to the process.

Alternative Service Delivery Options:

Contract Services: The work done for this program is completed by a group of workers represented by the Teamsters and AFSCME. Any change in working conditions would require bargaining. Contract maintenance is difficult for managing emergency incidents, in that the contractor may not keep personnel always on-site. That being said, work done by contractors generally costs comparable to city crew work as such work requires payment at prevailing wages.

Other Public Jurisdictions: The use of a model where a city of our size uses an adjacent city or county to do their wastewater maintenance work is theoretically possible, but would be a major undertaking to create based on union issues raised above, other contractual issues, as well as construction of the necessary infrastructure to convey flows to the adjacent jurisdiction. In addition, no major reductions in cost from such a model could be expected as other jurisdictions pay similar wages to employees and overhead charges would also be added.

57 **9. Executive's Assessment of Mandatory v. Optional:**

☐ Optional Program ☐ Somewhat Mandatory ☐ Mandatory Program

58 Note:

☐ Alternative Service Delivery Options Available ☐ Alternative Service Delivery Options Somewhat Available ☐ No Alternative Service Delivery Options

59 Note:

60 **10. Program Staffing**

Position	Dept.	FTE	Note
Dedicated Staff			
Supervisor	Pub. Wks.	1.0	
Foreman	Pub. Wks.	1.0	
Lead Worker	Pub. Wks.	2.0	
Maintenance Worker 1	Pub. Wks.	1.0	
Maintenance Worker 2	Pub. Wks.	2.0	
Asst. Supv/WWTP	Pub. Wks.	1.0	
Treatment Plant Operator 1-4	Pub. Wks.	7.0	
Lab Technician	Pub. Wks.	2.0	
WWTP Electrician	Pub. Wks.	1.0	New position request
Pretreatment Coord. Tech 1		1.0	
Lead WWTP Operators		2.0	
Deputy Director/ O&M		0.25	
Administrative Supv.		0.25	
Engr. Tech Aide		0.35	
Total Dedicated Staff		21.85	
Support Staff			
Total Support Staff		0.0	
Total Dedicated & Support Staff		20.85	

61 **11. Offsetting Revenues:** (if any)

Utility rates pay all costs	

62 **12. Fiscal Sustainability - Net General Fund Cost of Program:**

63 No net cost to General Fund

13. Executive's Assessment of Fiscal Sustainability:

☒ Little or No Net Cost ☐ Somewhat Sustainable ☐ Net Cost is Significant

Note:

14. Performance Indicators:

Measure	Target	Actual 2015
# of problem mains cleaned / year	756	756
# of permit violations / year	Zero	2

Note:

15. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? For example, is this a new program or is an increase in staffing proposed?

◆ Yes ☐ No

Note: Electrician position proposed.

Is a Request for Additional Funding form attached? ◆ Yes ☐ No

16. Attachments: (if any)

A. Request for additional funding - Electrician

1. Title: Utility - Surface Water Operations

2. Responsible Department(s): Public Works

3. Program No.: Fund 411

4. Brief Description:

This program maintains and operates the surface/storm water collection infrastructure including collection pipes, catch basins, detention ponds, sedimentation vaults, ditches, and stream channels. This program also includes Surface Water Engineering which includes engineering, review and inspection of capital project erosion control plans, inspection of private stormwater facilities, education, and customer service. NOTE: This budget is part of the Utility Fund, which is an enterprise fund and not a part of the City's General Fund. All revenues come from customer rates.

5. Program Outcomes:

Stormwater is collected from streets and private property and conveyed through public and private ditches and pipes to the city's lakes and streams.
Some conveyance routes include stormwater retention (long term), detention (short term), and treatment (typically vegetated swales or canister filters).
Catch basins are vacuumed regularly to reduce the amount of silt and contaminants getting into our surface waters.
Collapsed pipes and laterals are repaired as soon as they are detected.
Water in the system is routinely sampled and tested for coliform bacteria and several chemical substances.
The program must comply with all federal and state regulations.

6. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Note: The City's stormwater system is a direct link from how we conduct our lives and properties to our living environment (i.e. streams, lakes, wetlands, and Puget Sound). This program is critical for the protection of our environment.

The proposed program is aligned with the following Community Vision goals:

1. To be a welcoming city that builds a healthy and sustainable environment.

Note: Helping to reduce silt and contaminants getting the City's surface water is critical for the environment and public health.

2. To encourage a broad business base in sector, size, and related employment, and promote high-quality development.

Note: Lynnwood is experiencing substantial development and all new projects must meet stringent stormwater detention and treatment criteria. They all need reliable conveyance to send their stormwater to the Puget Sound.

7. To be a city that is responsive to the wants and needs of our citizens.

Note: The City works closely with any private property owner that has privately owned stormwater infrastructure, helping to keep their systems cleaned and operating.

Executive's Assessment of Relevance to Community Vision:

☐ Not Relevant to Community Vision ☐ Somewhat Relevant to Community Vision ☐ Highly Relevant to Community Vision

Note:

7. Mandatory v. Optional:

Mandatory: The City falls under the National Pollutant Discharge Elimination System (Clean Water Act) permit that requires a long list of mandatory programmatic elements.

Alternative Service Delivery Options:

Contract Services: The work done for this program is completed by a group of workers represented by the Teamsters and AFSCME. Any change in working conditions would require bargaining. Contract maintenance is difficult for managing emergency incidents, in that the contractor may not keep personnel always on-site. That being said, work done by contractors generally costs comparable to city crew work as such work requires payment at prevailing wages.

Other Public Jurisdictions: The use of a model where a city of our size uses an adjacent city or county to do their surface water maintenance work is theoretically possible, but would be a major undertaking to create based on union issues raised above and other contractual issues. In addition, no major reductions in cost from such a model could be expected as other jurisdictions pay similar wages to employees and overhead charges would also be added.

58 **8. Program Staffing**

Position	Dept.	FTE	Note
Dedicated Staff			
Supervisor	Pub. Wks.	1.60	
Foreman	Pub. Wks.	0.60	
Project Manager	Pub. Wks.	1.00	
Lead Worker	Pub. Wks.	2.00	
Maintenance Worker 2	Pub. Wks.	2.00	
Maintenance Worker 1	Pub. Wks.	2.00	
Engineering Technician	Pub. Wks.	2.00	
Deputy Director/O&M	Pub. Wks.	0.25	
Engineering Tech Aide	Pub. Wks.	0.30	
Total Dedicated Staff		11.75	
Support Staff			
Total Support Staff		0.0	
Total Dedicated & Support Staff		11.75	

59 **9. Offsetting Revenues:** (if any)

Utility rates fund the entire program	

60 **10. Fiscal Sustainability - Net General Fund Cost of Program:**

61 There is no cost to the General Fund from this program.

62 **11. Performance Indicators:**

Measure	Target	Actual 2015
# of catch basins cleaned / year	1800	2478
# of ponds mowed / year	36	36
# of illicit discharges discovered / year	Zero	14 in 2015

63

1. Title: Utility - Water Operations

2. Responsible Department(s): Public Works

3. Program No.: Fund 411

4. Brief Description:

This program maintains and operates the drinking water delivery infrastructure including transmission mains, distribution mains, storage reservoirs, meters, valves, hydrants, and pressure reducing valves. This program also provides water quality testing, utility locating, a water cross-connection program, and customer service. Note: This budget is in the Utility Fund and is not a part of the City's General Fund. All revenues come from customer rates.

5. Program Outcomes:

Water flow into the city distribution system is monitored and adjusted to minimize purchase costs and maximize water quality.
Pipes, tanks, valves, hydrants, and blow-offs are regularly exercised and/or serviced to assure operability.
Leaks in mains and laterals are repaired as soon as they are detected.
A small booster station is operated and maintained to provide acceptable pressure to the highest neighborhood in town.
Water in the system is routinely sampled and tested for coliform bacteria and several chemical substances.

6. Relation to Community Vision:

Our Community Vision: The City of Lynnwood will be regional model for a sustainable, vibrant community with engaged citizens and an accountable government.

Note: Clean available drinking water is a basic need of any community.

The proposed program is aligned with the following Community Vision goals:

1. To be a welcoming city that builds a healthy and sustainable environment.

Note: Providing clean and safe drinking water at an affordable price is critical to public health.

2. To encourage a broad business base in sector, size, and related employment, and promote high-quality development.

Note: Lynnwood's large restaurant sector relies on reliable delivery of clean and safe drinking water.

6. To ensure a safe environment through rigorous criminal and property law enforcement.

Note: Providing fire hydrants that are always ready for use is critical to the effectiveness of the Fire Department.

7. To be a city that is responsive to the wants and needs of our citizens.

Note: Providing clean and safe drinking water, responding to leaks in the distribution system, and responding to questions is very important to our customers.

7. Mandatory v. Optional:

Mandatory: Water is a necessity of life. Delivery of drinking water is highly regulated by the Washington State Department of Health (DOH). The DOH specifies the number and timing of water quality samples that are taken. They review our standards and practices and they perform a field survey of our operations every five years.

Alternative Service Delivery Options:

Contract Services: The work done for this program is completed by a group of workers represented by the Teamsters. Any change in working conditions would require bargaining. Contract maintenance is difficult for managing emergency incidents, in that the contractor may not keep personnel always on-site. That being said, work done by contractors generally costs comparable to city crew work as such work requires payment at prevailing wages.

Other Public Jurisdictions: The use of a model where a city of our size uses an adjacent city or county to do their water maintenance work is theoretically possible, but would be a major undertaking to create based on union issues raised above and other contractual issues. In addition, no major reductions in cost from such a model could be expected as other jurisdictions pay similar wages to employees and overhead charges would also be added.

8. Program Staffing:

Position	Dept.	FTE	Note
Dedicated Staff			
Supervisor	Pub. Wks.	1.00	
Deputy Director/O&M	Pub. Wks.	0.25	
Administrative Supervisor	Pub. Wks.	0.25	
Water Quality Lead	Pub. Wks.	1.00	
Lead Worker	Pub. Wks.	1.00	
Maintenance Worker 2	Pub. Wks.	1.00	
Maintenance Worker 1	Pub. Wks.	2.00	
SCADA Technician	Pub. Wks.	1.00	
Engineering Tech Aide	Pub. Wks.	0.35	
Meter Reader	Pub. Wks.	1.00	
Total Dedicated Staff		8.85	
Support Staff			
Total Support Staff		0.0	
Total Dedicated & Support Staff		8.85	

9. Offsetting Revenues: (if any)

Utility rates pay for entire program.	

10. Fiscal Sustainability - Net General Fund Cost of Program:

There is no cost to the City's General Fund.

11. Performance Measures:

Measure	Target	Actual 2015
# of valves exercised / year	2300	2300
# of hydrants flushed / year	1750	1750

12. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? For example, is this a new program or is an increase in staffing proposed?

◆ Yes ☐ No

Is a Request for Additional Funding form attached? ◆ Yes ☐ No

1. Title: 412 Sewer/Water/Storm Capital Infrastructure

2. Responsible Department(s): Public Works Department

3. Brief Description and Purpose:

This capital fund is for the construction of Sewer/Water/Storm projects.

Prior to 2017 both the operating and capital funds were budgeted and accounted for in Utilities Fund 411. In 2017, capital funds related to Utilities will be budget and accounted for in Fund 412.

4. Highlights and Changes for 2017-2018:

The Utility continues the process of catching up with infrastructure capital maintenance after years of deferred maintenance in the 1990's to mid- 2000's. The big projects for 2017/18 include the reconstruction of Lift Station #4 and Lift Station #8. Two buildings at Treatment Plant will have roofs replaced. Specific water lines in the city will be replaced. The City is in partnership with Snohomish County to reconstruct Ash & Maple Road so that it has a higher level of flood protect.

5. City Revenue Sources for 2017-18:

Revenue Funds	2017-2018 Proposed
Utility Funds (Fund 411 and/or unspent existing Bond Sale Funds)	25,071,883
Revenue Bond Issued in 2017	17,700,000
Total Fund Expenditures	42,771,883

18 **6. List of Capital Projects Funded in 2017-2018:**

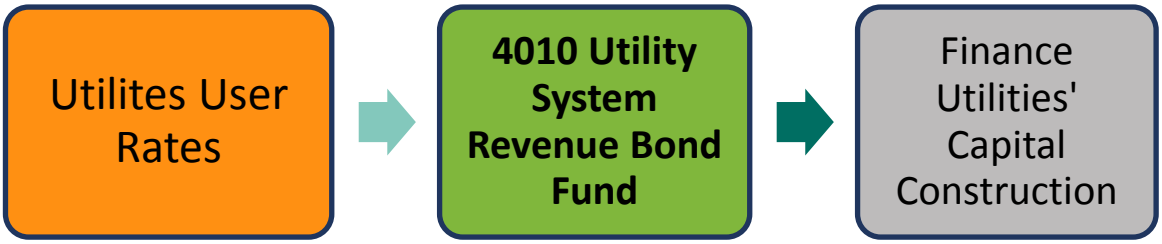
Project Name	Phase	2017-2018 Proposed
LS #10 FLOOD PROTECTION 2013, #_____	Design	7,933
LS #10 FLOOD PROTECTION - Construction	Construction	500,000
LS #10 Wetwell, #_____	Construction	500,000
Lift Station 4 & 8 - Design Phase, 201000144 and SE2005049A	Design	971,778
Lift Station 4 - Facility Design Additional Costs	Design	45,000
LS 4 - ROW Vacation/BLA	ROW	30,000
Lift Station 4 - Facility Construction	Construction	2,900,000
Lift Station 4 - Facility to 184th - Construction	Construction	517,000
Lift Station 4 - 184th to Lift Station 8 - Construction	Construction	1,890,000
LS 8 - Property Acquisition	ROW	185,000
Lift Station 8 - Facility - Construction	Construction	3,600,000
Lift Station 8 - Facility to 40th Ave W - Construction	Construction	4,900,000
Lift Station 8 - 40th Ave W to Lift Station 10 - Construction	Construction	2,385,000
Interurban Trail Project (South Segment)	Transfer Out to Fund 350	26,426
Interurban Trail Project (South Segment) - Construction	Transfer Out to Fund 350	207,000
WWTP BUILDING REPAIRS, SE2005042A and 200500135	Design	163,611
WWTP BUILDING REPAIRS - Construction	Construction	3,150,000
WWTP Aeration Basin Replacement	Construction	3,000,000
SCADA Phase 2 System Modification, SE2005045A	Design	81,272
Ash Way & Maple Road – Design, SD2006020A	Design	282,613
Ash Way & Maple Road - Construction	Construction	4,200,000
Scriber Creek Flood Reduction Study Phase 2, 201200162	Design	78,681
Scriber Creek - Design Phase of Project(s) Est., 200900121-125	Design	376,000
Scriber Creek Flood Reduction - Construction	Construction	3,000,000
36th Ave W - Construction Phase	Transfer Out to	864,000

Project Name	Phase	2017-2018 Proposed
	Fund 360	
196 Improvemts/48-37th Ave W	Transfer Out to Fund 360	390,309
Poplar Way/33rd Ave Extension Phase I	Transfer Out to Fund 360	327,735
WATER TANK MODIFICATION/REPAIRS – Construction, 200900137	Construction	1,800,000
2015 Waterline Replacement Program - Design Phase, WA2006050A	Design	122,525
2015 Waterline Replacement Program-Construction	Construction	2,780,000
Automatic Meter Reading Program, #_____	Construction	1,240,000
Sewer I & I - Lining Pipe Restoration Program, SE1999021A	Construction	100,000
Master Meters (2 systems), #_____		50,000
2016/2017 Storm Comp Plan Update, #_____	Design	250,000
WWTP HILLSIDE SLOPE ASSESSMENT, #_____	Design	100,000
WWTP PROPERTY ACQUISITION, #_____		50,000
Capital Projects-Emergencies		1,700,000
Total Fund Expenditures		42,771,883

19

1. Title: 417 2008 Utility System Revenue Bond Fund

2. Responsible Department(s): Administrative Services



3. Brief Description and Purpose:

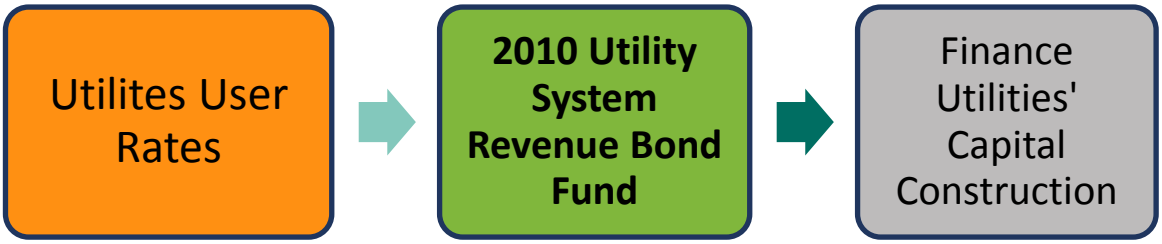
The 2008 Utility System Improvement and Refunding Bonds were issued and authorized to advance refund the City's outstanding 2008 – Water and Sewer Revenue and Refunding Bonds, part of the cost of carrying out a portion of the plan for utility additions, as well as, to pay for administrative and issuance costs. This fund pays the principal and interest on the City's long-term revenue debt.

4. Fund Financial Summary:

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Total Projected	2015-2016 Revised	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	$ 115,688	$ 24,578	$ 37,304	$ 24,578	$ 37,354
REVENUES					
Transfer from Utility Fund 411	448,433	448,200	447,700	895,900	895,900
Total Revenues	448,433	448,200	447,700	895,900	895,900
TOTAL REVS & OTHER SCRS	**$ 564,121**	**$ 472,778**	**$ 485,004**	**$ 920,478**	**$ 933,254**
EXPENDITURES & OTHER USES					
OTHER FINANCING USES					
Revenue Bond Interest	284,543	170,474	172,650	355,900	309,050
Revenue Bond Principal	255,000	265,000	275,000	540,000	585,000
Total Other Financing Uses	539,543	435,474	447,650	895,900	894,050
TOTAL EXPEND & OTHER USES	**$ 539,543**	**$ 435,474**	**$ 447,650**	**$ 895,900**	**$ 894,050**
ENDING FUND BALANCES					
Reserved For:					
Debt Service	24,578	37,304	37,354	24,578	39,204
ENDING FUND BALANCES	**$ 24,578**	**$ 37,304**	**$ 37,354**	**$ 24,578**	**$ 39,204**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 564,121**	**$ 472,778**	**$ 485,004**	**$ 920,478**	**$ 933,254**

1. **Title:** 419 2010 Utility System Revenue Bond Fund

2. **Responsible Department(s):** Administrative Services



3. Brief Description and Purpose:

The 2008 Utility System Improvement and Refunding Bonds were issued and authorized by Ordinance 2718. The proceeds were used to advance refund the City's outstanding 2008 – Water and Sewer Revenue and Refunding Bonds, part of the cost of carrying out a portion of the plan for utility additions, as well as, to pay for administrative and issuance costs. This fund pays principal and interest on the City's long-term revenue debt.

Fund Financial Summary:

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Total Projected	2015-2016 Revised	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	$ 883,784	$ 884,523	$ 885,263	$ 884,523	$ 885,330
REVENUES					
Transfer from Utility Fund 411	567,554	566,846	566,180	1,133,026	1,134,263
Total Revenues	567,554	566,846	566,180	1,133,026	1,134,263
TOTAL REVS & OTHER SCRS	**$ 1,451,338**	**$ 1,451,369**	**$ 1,451,443**	**$ 2,017,549**	**$ 2,019,593**
EXPENDITURES & OTHER USES					
OTHER FINANCING USES					
Revenue Bond Interest	281,815	276,106	271,113	548,025	514,263
Revenue Bond Principal	285,000	290,000	295,000	585,000	620,000
Total Other Financing Uses	566,815	566,106	566,113	1,133,025	1,134,263
TOTAL EXPEND & OTHER USES	**$ 566,815**	**$ 566,106**	**$ 566,113**	**$ 1,133,025**	**$ 1,134,263**
ENDING FUND BALANCES					
Reserved For:					
Debt Service - Bond Covenants	884,523	885,263	885,330	884,524	885,330
ENDING FUND BALANCES	**$ 884,523**	**$ 885,263**	**$ 885,330**	**$ 884,524**	**$ 885,330**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 1,451,338**	**$ 1,451,369**	**$ 1,451,443**	**$ 2,017,549**	**$ 2,019,593**

1. Title: 460 Golf Course Fund

2. Responsible Department(s): Parks, Recreation & Cultural Arts

3. Brief Description and Purpose:

Lynnwood's 76-acre, 18-hole Golf Course is operated for year-round play and is maintained at a high level to ensure safe playing conditions at all times and encourage a high volume of users. The Pro Shop provides clothing and equipment sales, lessons and clinics, and tournament play. The City has a lease agreement with Edmonds Community College to use the acres housing the back nine holes. This lease is set to expire in 2021 and is currently being renegotiated. Under the current terms, the course is required to share 50% of the net profits with the college.

The Golf Course is an Enterprise Fund within the PRCA Department and includes the operation and maintenance of the Golf Course and the Pro Shop by a third-party operator. In 2014, the City turned over the day-to-day management of the course operations (maintenance and pro shop responsibilities) to Premier Golf Centers, LLC of Seattle.

Premier and the City have a management agreement in place which runs through the end of 2018.

Primary Service Lines

- Rounds
- Food & Beverage
- Tournaments & Special Events
- Golf cart rentals

4. Highlights and Changes for 2017-2018:

The Golf Course is moving forward on two key critical issues. First, the expansion of the long standing parking lot issues which will allow Premier to market the business more effectively. It is anticipated the new parking lot will be completed in the spring of 2017 adding 53 spaces for the course. Premier will then begin to market the course more aggressively. Secondly, the Premier team will begin to initiate a complete makeover of the Pro Shop interior. A total makeover will add more of a welcoming environment and provide some badly needed food and beverage improvements including the creation of a café which will serve hamburgers and other light fare that the golfers have desired for a long time.

Fund Financial Summary:

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Projected	2015-2016 Revised Budget	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	$ (858)	$ 138,686	$ 289,487	$ 138,686	$ 601,182
OPERATING REVENUES					
Charges for Services	997,358	1,079,845	1,245,922	2,614,500	2,595,823
Equipment Rentals	115,386	134,864	155,829	246,400	323,501
Other Revenues	963	1,074	525	-	-
Total Revenues	1,113,707	1,215,783	1,402,276	2,860,900	2,919,324
OTHER FINANCING SOURCES					
Transfers/Loan from General Fund 011	-	-	125,000	125,000	425,000
Sale of Capital Assets	-	-	-	-	-
Other Financing Sources	-	-	125,000	125,000	425,000
TOTAL REVS & OTHER SCRS	**$ 1,112,849**	**$ 1,354,469**	**$ 1,816,763**	**$ 3,124,586**	**$ 3,945,506**
EXPENDITURES & OTHER USES					
OPERATING EXPENDITURES					
Salaries & Wages	30,742	-	-	-	-
Personnel Benefits	35,333	-	-	-	-
Supplies	12,415	-	-	-	-
Services	864,915	1,057,202	1,081,246	2,696,888	2,438,472
Intergovernmental	5394	5721	3939	222,162	9,750
Total Operating Expenditures	948,799	1,062,923	1,085,185	2,919,050	2,448,222
Operating Revenues over (under) Operating Expenditures	**$ 164,908**	**$ 152,860**	**$ 317,091**	**$ (58,150)**	**$ 471,102**
OTHER FINANCING USES					
Capital Expenditures	-	-	-	-	100,000
Debt Service	25,364	2,059	5,396	254,000	279,489
Transfer To Capital Project Fund 380	-	-	125,000	125,000	425,000
Total Other Financing Uses	25,364	2,059	130,396	379,000	804,489
TOTAL EXPEND & OTHER USES	$ 974,163	$ 1,064,982	$ 1,215,581	$ 3,298,050	$ 3,252,711
ENDING FUND BALANCES	**$ 138,686**	**$ 289,487**	**$ 601,182**	**$ (173,464)**	**$ 692,795**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 1,112,849**	**$ 1,354,469**	**$ 1,816,763**	**$ 3,124,586**	**$ 3,945,506**

5. Offsetting Revenues: (if any)

Green Fees	*$2,215,000*
Sale of Merchandise	*$139,049*
Food & Beverage Sales	*$241,774*
Cart Rental	*$323,501*
	$2,919,324

6. Fund Personnel [Full-Time Equivalent (FTE)]:

Job Title	Number of FTE					
	2013 Actual	2014 Actual	2015 Actual	2016 Revised	2017 Projected	2018 Projected
Pro Shop Supervisor	1.00	0.00	0.00	0.00	0.00	0.00
Pro Shop Assistant	0.90	0.00	0.00	0.00	0.00	0.00
Equipment Technician	1.00	1.00	0.00	0.00	0.00	0.00
Foreman	1.00	0.00	0.00	0.00	0.00	0.00
Maintenance Worker II	1.00	1.00	0.00	0.00	0.00	0.00
	4.9	2.0	0	0	0	0

Note: Premier Golf Centers, Inc. took over management of the course maintenance mid-year 2014. Staffing reflects City staffing through May 2014.

1. **Title:** 510 Equipment Rental Reserve Fund

2. **Responsible Department:** Administrative Services

3. **Brief Description and Purpose:**

The Equipment Rental Reserve is an internal service fund used to provide for the accumulation of revenues (reserves) which allows for the maintenance and replacement of the City's vehicles and equipment. The Administrative Services Department serves as the fiduciary manager of the Fund, and the Public Works Department's Fleet Program provides maintenance and replacement services.

4. **Highlights and Changes for 2017-2018:**

In 2017-2018, the Equipment Rental Reserve Fund will be replacing several vehicles along with the associated equipment, lighting and communications equipment:

- 15 Police Department vehicles, including five traffic motorcycles, four patrol vehicles, two special operations vehicles , an animal control van and three criminal investigation vehicles
- 6 Fire Department vehicles including three emergency medical service vehicles, two command vehicles and a training truck
- 11 Public Works vehicles and equipment, including six trucks, paving equipment, street striping equipment, a sewer van and two trailers
- 5 Parks, Rec & Cultural Arts vehicles and equipment, including youth programs vehicle, a tractor, a flatbed truck, a dump truck and field controllers

3. Fund Financial Summary:

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Total Projected	2015-2016 Revised	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	$ 3,621,206	$ 4,067,894	$ 3,918,445	$ 4,067,894	$ 4,317,790
OPERATING REVENUES					
Charges For Services	1,019,027	1,180,166	1,200,500	2,493,721	3,716,851
Interest Income	3,386				
Other Miscellaneous Revenue		243		-	85,000
Total Operating Revenues	1,022,413	1,180,409	1,200,500	2,493,721	3,801,851
Sales of Capital Assets	$ 222,339	$ 189,869	91,032	$ -	$ -
TOTAL REVS & OTHER SCRS	**$ 4,865,958**	**$ 5,438,172**	**$ 5,209,977**	**$ 6,561,615**	**$ 8,119,641**
EXPENDITURES & OTHER USES					
OPERATING EXPENDITURES					
Operating Expenditures	73,538	127,229	101,051	171,674	351,900
Total Operating Expenditures	$ 73,538	$ 127,229	$ 101,051	$ 171,674	$ 351,900
Operating Revenues over (under) Operating Expenditures	**$ 948,875**	**$ 1,053,180**	**$ 1,099,449**	**$ 2,322,047**	**$ 3,449,951**
OTHER FINANCING USES					
Capital Expenditures	724,526	1,392,498	791,136	3,069,002	2,439,000
Total Other Financing Uses	724,526	1,392,498	791,136	3,069,002	2,439,000
TOTAL EXPEND & OTHER USES	**$ 798,064**	**$ 1,519,727**	**$ 892,187**	**$ 3,240,676**	**$ 2,790,900**
ENDING FUND BALANCES	**$ 4,067,894**	**$ 3,918,445**	**$ 4,317,790**	**$ 3,320,939**	**$ 5,328,741**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 4,865,958**	**$ 5,438,172**	**$ 5,209,977**	**$ 6,561,615**	**$ 8,119,641**

4. Offsetting Revenues: (if any)

Assessment upon Departments with vehicles (per vehicle and equipment basis)	3,716,851
	$3,716,851

- **B. Other Comments:**

The vehicle/equipment replacement funding is ongoing and expenditure levels will change from year to year depending on the replacement schedule.

2017	List of Vehicles to be Purchased						
Dept	Div	Fleet #	Year	Make	Model		
PD	SOS	224	2009	DODGE	CHARGER	42,000.00	
PD	CID	225	2009	DODGE	CHARGER	37,000.00	
PD	SOS	226	2009	DODGE	CHARGER	42,000.00	
PD	CID	236	2010	FORD	TAURUS	37,000.00	
PD	CID	237	2010	FORD	TAURUS	37,000.00	
PD	Patrol	260	2013	CHEVY	TAHOE	47,000.00	
PD	Traffic	264	2013	H-D	FLHPI	20,000.00	
PD	Traffic	270	2013	H-D	FLHPI	20,000.00	
PD	Traffic	271	2013	H-D	FLHPI	20,000.00	
PD	Traffic	272	2013	H-D	FLHPI	20,000.00	
PD	Traffic	273	2013	H-D	FLHPI	20,000.00	
PD	Comm Healt	New				42,000.00	
PD	Comm Healt	New				42,000.00	
FD	Admin	167	2007	FORD	EXPEDITION	54,000.00	
FD	Admin	170	2007	FORD	EXPEDITION	54,000.00	
FD	EMS	218	2009	INTL	EMS Unit	190,000.00	
FD	EMS	219	2009	INTL	EMS Unit	190,000.00	
PRCA	Rec	114	2005	CHEVY	1500	32,000.00	
PW	Streets	105	2005	CHEVY	4500	60,000.00	
PW	Streets	119	2005	CHEVY	DUMP	75,000.00	
PW	Streets	M52	1998	STRIPING	MACHINE	75,000.00	
PW	Utilities	M44	1995	TRENCH	RESC	12,000.00	
PW	Utilities	M49	1997	GORMAN	RUPP	37,000.00	
CD	Inspections	New	2017	Ford	F150	35,000.00	
CD	Inspections	New	2017	Ford	F150	35,000.00	
PRCA	Park Maint	T15	1995	FORD	F350	42,000.00	
PRCA	Park Maint	ER&R		Field Controllers			22,000.00
PRCA	Park Maint	ER&R		Ford	1620 Tractor	50,000.00	
						1,367,000.00	**22,000.00**

2018	List of Vehicles to be Purchased						
Dept	Div	Fleet #	Year	Make	Model		
PD	Patrol	282	2014	CHEVROLET	CAPRICE	42,000.00	
PD	Patrol	283	2014	CHEVROLET	CAPRICE	42,000.00	
PD	Patrol	286	2014	FORD	INTERCEPTOR	42,000.00	
PD	Animal Cont	232	2009	CHEVROLET	EXPRESS	30,000.00	25,000.00
FD	EMS	249	2010	FORD	MEDIC	195,000.00	
FD	Training	198	2008	FORD	F250	37,000.00	
PRCA	Maint	138	2006	CHEVY	DUMP	45,000.00	
PW	Streets	133	2006	CHEVY	DUMP	45,000.00	
PW	Streets	M63	1998	PRO	PAVE	45,000.00	
PW	Utilities	137	2006	FORD	F250	37,000.00	
PW	Utilities	142	2006	CHEVY	3500	45,000.00	
PW	Utilties	130	2006	CHEVY	3500	75,000.00	
PW	Utilities	T88	1998	GMC	SEWERVAN	200,000.00	75,000.00
CD	Inspections	New	2018	Ford	F150	35,000.00	
CD	Inspections	New	2018	Ford	F150	35,000.00	
						950,000.00	**100,000.00**

1. Title: 511 Equipment Rental Operations Fund - Fleet

2. Responsible Department(s): Public Works

3. Brief Description and Purpose:

Fund 511 pays for the Fleet mechanics who service Lynnwood's vehicles and equipment. This fund also pays for motor fuel costs. All revenue comes from direct charges to the departments for maintenance, repairs, and fuel. No direct allocation of General Funds occur for this Fund.

4. Highlights and Changes for 2017-2018:

At the beginning of 2016 Lynnwood Fleet Operations began maintaining the vehicles belonging to Fire District 1. It was estimated that this extra workload could be handled by an additional 1.5 mechanic FTE. At the start of 2016 Fleet Operations hired one mechanic. After six months, it is apparent that with the FD1 work, and growth in Lynnwood's own fleet, that an additional mechanic is needed. One half-time tech aide position was also added with the FD1 work and is requested to be made permanent with this budget.

5. Fund Financial Summary:

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Projected	2015-2016 Revised	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	$ (742,124)	$ (84,403)	$ 2,808	$ (84,403)	$ 236,989
OPERATING REVENUES					
Reimbursement from Other Funds	1,113,684	1,258,229	1,604,441	2,862,670	2,152,292
Fire District One Services	-	97,608	-	225,000	600,000
Other Miscellaneous Reveneue	9,816	35,784	-	-	-
Total Revenues	1,123,500	1,391,621	1,604,441	3,087,670	2,752,292
OTHER FINANCING SOURCES					
Transfer from General Fund	720,000	-	-	-	-
Sale of Capital Assets	1,088	-		-	
Other Financing Sources	721,088	-	-	-	-
TOTAL REVS & OTHER SCRS	**$ 1,102,464**	**$ 1,307,218**	**$ 1,607,249**	**$ 3,003,267**	**$ 2,989,281**
EXPENDITURES & OTHER USES					
OPERATING EXPENDITURES					
Fleet Accounting Services	$ -	$ 86,485	$ 93,436	$ 179,921	$ 2,840
Equipment Repairs & Maintenance	1,186,867	1,217,925	1,276,824	2,494,749	2,449,510
Total Operating Expenditures	$ 1,186,867	$ 1,304,410	$ 1,370,260	$ 2,674,670	$ 2,452,350
Operating Revenues over (under) Operating Expenditures	**$ (63,367)**	**$ 87,211**	**$ 234,181**	**$ 413,000**	**$ 299,942**
OTHER FINANCING USES					
Transfer to Operations Fund 513	-	-	-	28,000	44,800
Total Other Financing Uses	-	-	-	28,000	44,800
TOTAL EXPEND & OTHER USES	$ 1,186,867	$ 1,304,410	$ 1,370,260	$ 2,702,670	$ 2,497,150
ENDING FUND BALANCES					
Reserved For:					
Designated/Reserved - Fleet	(84,403)	2,808	236,989	300,597	492,131
ENDING FUND BALANCES	**$ (84,403)**	**$ 2,808**	**$ 236,989**	**$ 300,597**	**$ 492,131**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 1,102,464**	**$ 1,307,218**	**$ 1,607,249**	**$ 3,003,267**	**$ 2,989,281**

6. Offsetting Revenues: (if any)

Fire District No. 1 Interlocal Agreement	$350,000
	$350,000

7. Fund Personnel [Full-Time Equivalent (FTE)]:

Job Title	Number of FTE					
	2013 Actual	2014 Actual	2015 Actual	2016 Revised	2017 Projected	2018 Projected
Shop Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Heavy Equipment Mech.	2.00	2.00	2.00	3.00	4.00	4.00
Veh. Equip. Service Tech	1.00	1.00	1.00	1.00	1.00	1.00
Tech Aide	0.00	0.00	0.00	0.50	1.00	1.00
	4.00	4.00	4.00	5.50	7.00	7.00

Note:

8. Implications of Funding Changes:

- **A. Requests for additional funding:**

After adjusting for inflationary change, is this request an increase over the 2015-2016 allocation? For example, is this a new program or is an increase in staffing proposed?

◆ Yes ☐ No

Note: Based on the increased work from Fire District 1 and the growth of Lynnwood's fleet, one mechanic and one-half FTE tech aide are requested. FD1 funds will pay for 60-70% of the mechanic and all of the tech aide.

Is a Request for Additional Funding form attached? ◆ Yes ☐ No

1. Title: 513 Lynnwood Shop Operations Fund

2. Responsible Department(s): Public Works

3. Brief Description and Purpose:

This fund pays the utility bills at the Lynnwood Maintenance and Operations Center (LOMC), and also funds repair and minor upgrades for the facility. The revenue for this fund is transferred from the Public Works divisions that are housed at the LOMC: Streets Operations, Stormwater Operations, Water & Sewer Operations, and Fleet Operations. No direct allocation of General Funds occur to this fund.

4. Fund Financial Summary:

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Total Projected	2015-2016 Revised	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	$ 52,917	$ 42,014	$ 202,158	$ 42,014	$ 214,110
OPERATING REVENUES					
Charges For Services	205,840	205,840	208,540	-	-
Interlocal Agreement-Fire District 1	-	30,000	-	30,000	-
Other Miscellaneous Revenue	-	-	-	-	-
Total Operating Revenues	205,840	235,840	208,540	30,000	-
OTHER FINANCING SOURCES					
Transfer From the Street Fund	-	30,000	25,000	69,010	37,400
Transfer From the Utilities Fund	-	-	88,193	290,193	149,800
Transfer From the Equipment Rntl Oper Fund		-	18,428	46,428	44,800
TOTAL REVS & OTHER SCRS	**258,757**	**307,854**	**542,319**	**477,645**	**446,110**
EXPENDITURES & OTHER USES					
OPERATING EXPENDITURES					
Personnel	108,996	-	-	-	-
Supplies	10,618	12,524	27,529	28,000	15,000
Services	97,129	92,337	180,287	188,848	196,500
Capital Expenditures	-	835	120,393	10,000	20,000
Total Operating Expenditures	216,743	105,696	328,209	226,848	231,500
Operating Revenues over (under) Operating Expenditures	**$ (10,903)**	**$ 130,144**	**$ (119,669)**	**$ (196,848)**	**$ (231,500)**
OTHER FINANCING USES					
Total Other Financing Uses	$ -	$ -	$ -	$ -	$ -
TOTAL EXPEND & OTHER USES	**$ 216,743**	**$ 105,696**	**$ 328,209**	**$ 226,848**	**$ 231,500**
ENDING FUND BALANCES	**$ 42,014**	**$ 202,158**	**$ 214,110**	**$ 250,797**	**$ 214,610**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 258,757**	**$ 307,854**	**$ 542,319**	**$ 477,645**	**$ 446,110**

1. Title: Fund 515 Self Insurance Fund

2. Responsible Department(s): Administrative Services

3. Brief Description and Purpose:

This fund accounts for collecting all insurance costs from within city department's budgets, paying for: professional services, insurance premiums, claims, defense costs, investigation costs and judgments. The fund does not assess any overhead costs and pays no administrative type expenses.

The program includes insurance for claims and judgments (including costs) above the deductible. A third party claims administrator assisted by staff reports investigates all claims. The claims adjustor recommends a disposition on the claim. A quarterly review includes department personnel, the Mayor's office, Finance staff, and City Council members.

The primary sources of revenue for this biennial budget are from internal services charges, investment income, and other sources such as insurance subrogation recovery.

4. Fund Financial Summary:

SOURCES & USES OF FUNDS	2014 Actual	2015 Actual	2016 Total Projected	2015-2016 Revised	2017-2018 Proposed
REVENUES AND OTHER SOURCES:					
BEGINNING FUND BALANCES	$ (503,631)	$ 82,827	$ 68,918	$ 82,827	$ 129,738
OPERATING REVENUES					
Charges For Services	616,247	794,556	695,000	1,507,342	1,680,749
Other Miscellaneous Revenue	6,242	43,215	54,820	-	12,000
Total Operating Revenues	622,489	837,771	749,820	1,507,342	1,692,749
Transfer From the General Fund	$ 515,000	$ -	$ -	$ -	$ -
TOTAL REVS & OTHER SCRS	**$ 633,858**	**$ 920,598**	**$ 818,738**	**$ 1,590,169**	**$ 1,822,487**
EXPENDITURES & OTHER USES					
OPERATING EXPENDITURES					
Insurance and Claims	551,031	851,680	689,000	1,507,342	1,583,000
Total Operating Expenditures	$ 551,031	$ 851,680	$ 689,000	$ 1,507,342	$ 1,583,000
Operating Revenues over (under) Operating Expenditures	**$ 71,458**	**$ (13,909)**	**$ 60,820**	**$ -**	**$ 109,749**
TOTAL EXPEND & OTHER USES	**$ 551,031**	**$ 851,680**	**$ 689,000**	**$ 1,507,342**	**$ 1,583,000**
ENDING FUND BALANCES	**$ 82,827**	**$ 68,918**	**$ 129,738**	**$ 82,827**	**$ 239,487**
TOTAL EXPENDITURES, OTHER USES & FUND BALANCES	**$ 633,858**	**$ 920,598**	**$ 818,738**	**$ 1,590,169**	**$ 1,822,487**

LYNNWOOD WASHINGTON

Financial Policies

Revised November 10, 2014, Resolution 2014-20
Revised May 9,2011, Resolution 2011-06
Revised April 11, 2005, Resolution 2005-04
Revised April 15, 2003, Resolution 2003-06
Adopted August 14, 2000, Resolution 2000-12

The safekeeping, proper use and management of the City resources are a very serious responsibility. This task shall be conducted within the City of Lynnwood in such a way that the City shall be fully accountable to the public for its fiscal activities. A spirit of openness and transparency shall be the context of the City's financial management program policies.

Table of Contents **Page**

Application and Use of Financial Management Policies 1
General Financial Policies and City Programs and Services 2
Reserve Fund Policies 2
1. Reserve Funds 2
2. Development Funds 3
General Budgeting Policies 4
General Reporting Policies 4
General Revenue Policies 5
1. General Revenues 5
2. Fees 5
3. Utility Rates 6
Expenditure Policies 7
Debt Management Policies 8
Balancing the Operating Budget 9
Financial Management/Strategic Forecasting Policies 10
1. Long Term Forecasting Policies 10
2. Budgeting, Planning and Forecasting 11
Capital Asset Acquisition, Maintenance, Replacement and Retirement 12

Application and Use of Financial Management Policies

It is the intent of the City Council to utilize and reference these policies in decisions and other actions with financial ramifications for the City. Also, these policies shall be put into effect by adherence to the Long Term Financial Plan. And, it is anticipated that good financial management will include regular review, amendment, and adjustment of the Long Term Financial Plan. This section outlines examples of when and how these policies will be specifically utilized.

1. Review of Financial Management Policies:

   A. A Mid-Year Financial Review will be held each year in accordance with LMC 2.72.050.

   B. The Financial Management Policies shall be reviewed as part of the Mid-Year Financial Review. This review shall provide for any recommended changes to the policies by the Mayor or members of the Lynnwood City Council.

2. Preliminary Budget to include reference to Financial Management Policies

   A. The City shall prepare a Preliminary Budget in accordance with LMC 2.72.110.

   B. The Preliminary Budget shall include an assessment of it conformance to the Financial Management Policies and an explanation if there are areas of non-conformance.

   C. The budget message shall include references as to how the Financial Management Policies were used to develop recommendations for balancing the budget.

General Financial Policies and City Programs and Services

The City will maintain the fiscal integrity of its operating, debt service, and capital improvement budgets which provide services and maintain certain public facilities, streets and utilities. It is the City's intent to maintain fiscal integrity while providing a level of public goods and services that is within the city's fiscal capacity.

Reserve Fund Policies

Adequate reserve levels are a necessary component of the City's overall financial management strategy and key factor in external agencies' measurement of the City's financial strength. The City's available reserves are made up of an amount which is not expected to be expended (reserve funds) and an amount that is intended to be invested for the betterment of the community (development funds).

1. Reserve Funds

   A. It is the policy of the City to maintain general governmental reserves and cash balances for general government at two levels and shall be made up of two components: the Revenue Stabilization Fund #198 and the General Fund Unencumbered Fund Balance (Cash Flow Balance):

      1) General Fund Unencumbered Fund Balance to provide for adequate operating cash and cover receivables until they are collected:

a. The City's General Fund shall maintain an unassigned fund balance of at least the amount equivalent to the average of two month's expenses in the prior fiscal year.

b. Achieving and maintaining this balance is the highest priority over developing and maintaining other general fund reserves.

c. The restricted reserves are intended to protect the city from major economic downturns and similar adverse financial conditions.

   i. It will be the goal of the City to maintain a Revenue Stabilization Fund at a level to cover at least two months operations in the General Fund which is equivalent to $9,000,000 in 2011.

   ii. Since these reserves are not currently available the city will seek to build gradually to this goal reaching a target of $5,000,000 in 2016.

   iii. Any general fund unencumbered ending balance by the end of the biennium in excess of $4,000,000 shall be transferred by the City Council to the Revenue Stabilization fund #198 until the target in policy in (c)(ii) above is achieved.

d. The City will review the unrestricted General Fund balance and Revenue Stabilization Fund amount each July. To the extent that the City's audited financial statements identify a General Fund balance in excess of the target, the excess shall be allocated by the City Council, pursuant to these polices.

2. Development Funds

A. The City shall maintain a Program Development Fund as defined in LMC 3.51. The use of any funds within the Program Development Fund shall be as defined by the Lynnwood Municipal Code.

B. The City will maintain a Capital Development Fund #333 to provide funding for the six year Capital Facilities Plan, less proprietary fund projects as defined by LMC 3.50. The use of any funds within the Capital Development Fund shall be as defined by the Lynnwood Municipal Code. Once the policy targets for unencumbered reserves is achieved [Reserve Fund Policy 1(A)(1)(c)(i) and (ii) above] the city shall set aside at least $1.1 million per year for capital development (an amount equivalent to the savings to the city generated by the public vote annexing city into the Sno-Isle library district).

C. Contributions to development funds will be made from available funds as identified in the "Mid-Year Financial Review" pursuant to LMC 2.72.050, or during

the budget process. The Finance Director shall make a recommendation to the Council with regard to transfers to reserve funds as a part of that report. The Council, by motion (and amending the budget by ordinance as necessary) shall authorize the transfers as the Council shall determine to be appropriate at that time.

3. In accordance with RCW 41.16.050, the City shall maintain a Firemen's Pension Fund to record all monies received from taxes on fire insurance premiums received from the state, contributions made by firefighters (before the inception of LEOFF I) and interest earned on the investment of these funds. These funds are used to cover benefits payable to members (or to their survivors) who retired prior to March 1, 1970 or who were active on that date.

4. All expenditures drawn from reserve accounts shall require prior Council approval unless previously specifically authorized by the City Council for expenditure in the budget.

General Budgeting Policies

1. These Financial Policies shall be used to frame major policy initiatives and be summarized in the budget document.

2. The biennial budget proposal and amendments of each department shall be based on the mission, goals and objectives of the department. Each budget request shall include an analysis of how the proposal furthers the department's mission, goals and objectives, and how the proposal relates to past activities and accomplishments.[1]

3. The budget should provide for adequate maintenance of capital assets.

4. The budget process shall be consistent with and integrated with long term forecasting and on-going financial reporting.

General Reporting Policies

1. The finance department shall prepare on-going financial reports that show and monitor actual performance in various expenditures and revenues with the adopted budget and planning forecasts.

   A. The reporting system shall include a financial analysis of the overall financial status of the City and of its key funds, including, but not limited to, an analysis of ALL available financial resources.

   B. This analysis should discuss the current financial status, and the immediate and longer-term future financial status.

[1] This policy reflects the request by Councilmember Simmonds that budget proposals follow the approach used by Economic Development.

C. A complete analysis shall be prepared quarterly with monthly updates.

General Revenue Policies

1. General Revenues

A. To the extent possible, a diversified and stable revenue system will be maintained to shelter public services from short-run fluctuations in any one revenue source. Trends analyzing the dependence on distinct revenue sources shall be included in the budget documents for consideration by the Council.

B. Revenue forecasts (see below Financial Management/Strategic Forecasting Policies) for major revenues (those which represent at least 10% of the General Fund) will present “conservative”, “optimistic” and “best estimates” forecasts and the rationale for each. The forecasts shall be based on the best information available at the time and references to the sources of information used in the estimates will be made available.

C. Revenue forecasts will assess the full spectrum of resources that can be allocated for public services. Each year the Council shall review potential sources of revenue as part of the budget process.

D. Short-term (anticipated less than one year) economic downturns and temporary gaps in cash flow: Expenditure reductions or restrictions may be imposed. Council may approve a contribution from the Revenue Stabilization Fund or interfund loans to address temporary downturns in City revenues. Interfund loans may be utilized to cover temporary gaps in cash flow.

E. Long-term (greater than one year) revenue downturns: Deficit financing and borrowing to support on-going operations is not the policy of the City as a response to long-term revenue shortfalls. Revenue forecasts will be revised. Expenses will be reduced to conform to the revised long-term revenue forecast or revenue increases will be considered.

F. All potential grants shall be carefully examined for matching requirements. Some grants may not be accepted if the local matching funds cannot be justified. Grants may also be rejected if programs must be continued with local resources after grant funds are exhausted.

2. Fees

A. The City shall develop and maintain a comprehensive list of all fees and charges.

1) The fees and charges should be thoroughly reviewed utilizing a rate analysis approach in connection with each biennial budget.

2) Fees shall be reviewed by general type as described below:

i) Development-related fees (land use, building and property, fire marshal's office and engineering fees) shall be governed by ordinance; adjusted for inflation and periodically subjected to a comprehensive rate analysis. Development-related permitting fees should be based on recovering the costs of managing the fee system.

ii) Regulatory Fees (such as those related to Title 5 of the LMC) shall be governed by ordinance and reviewed with each biennial budget process and when appropriate as the regulatory conditions change. As may be permitted by law, these fees may be used for generating city revenues in addition to recovering the costs of the regulatory system.

iii) Recreation and parks use fees shall be set within a range by the Director of Parks, Recreation and Cultural Arts as provided for by ordinance. A review of the fee ranges shall be conducted with the biennial budget.

iv) General fees (such as rental rates, copy charges, and other miscellaneous fees) shall be reviewed each year at the Mid-Year Financial review or during the budget and/or amendment process. These services should charge fees to assist in making these services self supporting.

v) Enterprise Funds (Utilities and Golf Course) Fees shall be set at a level necessary to support the costs of services in the fund and to maintain long-term financial stability. To insure that the enterprise funds remain self-supporting, rate structures will fully fund the direct and indirect costs of operations, capital plant maintenance, debt service, depreciation, and reasonable system extensions.

3. Utility Rates

A. Utility Fund Revenue and Rates

1) The City will conduct a comprehensive third party expert analysis updating our rate structure, on a three year cycle.

2) The revenues of the utilities should provide adequate resources to provide for the proper operation of the related programs, servicing of related debt at prescribed levels, maintenance of the capital plant, and adequate reserves.

3) Utility rates shall be set utilizing the following guidelines:

i) The rate structure should encourage consumers to conserve natural resources while providing a stable and predictable revenue base for the proper management of the utility.

ii) The rates shall strive to be equitable among the classes (general types) of ratepayers.

iii) The revenue target of the utility rates should maintain a minimum of 1.5 times the debt service payments for the utility in each ensuing year.

(a) Rates should be set using an assumption of 95% of the average water consumption for the five previous years.

(b) A complete rate analysis, when finished, shall be included with the proposed preliminary budget, if not already adopted by separate ordinance.

Expenditure Policies

1. The City will only propose operating expenditures that can be supported from on-going operating revenues as projected in the City's long range forecast (described in the Financial Management/Strategic Forecasting Policies section below). Before the City undertakes any agreements that would create fixed on-going expenses, the cost implications of such agreements will be fully determined for current and future years with the aid of strategic financial planning models as descried in Financial Management/Strategic Forecasting Policies below . Capital expenditures may be funded from one-time revenues, but the operating budget expenditure impacts of capital expenditures will be reviewed for compliance with this policy provision.

   A. Operating revenues are those revenues that recur regularly on an annual basis, excluding revenues that may be available only on a one time basis such as revenues derived from land sales, bond proceeds,

2. Department heads are responsible for managing their budgets within the total appropriation for their department.

3. The City will maintain expenditure categories according to state statute and administrative regulation as described in the State Auditor's Budgetary, Accounting, and Reporting System (BARS).

4. The City will assess funds for services provided internally by other funds. The estimated direct and indirect costs of service will be budgeted and charged to the fund performing the service. Interfund service fees charged to recover these costs will be recognized as revenue to the providing fund. A review of the method for determining the amount of the interfund assessment will be reviewed at least every 3 years.

5. Emphasis is placed on improving individual and work group productivity rather than adding to the work force. The City will invest in technology and other efficiency tools

to ensure high productivity. The City will hire additional staff only after the need of such positions has been demonstrated and documented.

6. All compensation planning and collective bargaining will focus on the total cost of compensation which includes direct salary, health care benefits, pension contributions, training allowance, and other benefits of a non-salary nature which are a cost to the City.

7. The Enterprise Funds expenditures shall be fully supported by their own rates, fees, and charges and not subsidized by the General Fund. The Enterprise Funds shall pay their share of overhead costs and services provided by the General Fund.

Debt Management Policies

1. The City shall adopt policies to guide the issuance and management of debt.

   A. The City may issue interfund loans consistent with LMC 3.90.

   B. All professional service providers (underwriters, financial advisors, bond insurers, etc.) selected in connection with the City's debt issues will be selected in accordance with the City's procurement policies. In most cases this will require a request for proposal process.

   C. The term of long-term debt issued will not exceed the life of the projects financed. Current operations will not be financed with long-term debt.

   D. The City shall maintain an open line of communication with the rating agencies (Moody's and Standard and Poors), informing them of major financial events in the City as they occur. The Comprehensive Annual Report (CAFR) shall be distributed to the rating agencies and The National Recognized Municipal Information Repository Securities (NRMIRS) within 30 days of SOA approval of the following year of the CAFR. The CAFR shall include all secondary market disclosure required by the SEC.

      (1) The City shall strive to maintain current credit ratings in the future. The current credit ratings are: General Obligation - A1 with Moodys Investor's Service and A+ with Standard and Poors. Revenue Bonds are A with Moodys Investor's Service and AA with Standard and Poors. City bond ratings are found each year in the notes to the financial statements in the Comprehensive Annual Financial Report.

   E. As part of the debt policy, the City will use debt ratios based on debt per assessed value, debt per capita, and debt per capita as a percentage of per capita income as guides. These ratios will assist in guiding amounts that the City will permit in debt issuance.

F. Assessment bonds will be issued in place of general obligation bonds, where possible, to assure the greatest degree of public equity and flexibility for City finances.

G. The City will comply with all statutory debt limitations imposed by the Revised Code of Washington (RCW). The City of Lynnwood debt will not exceed an aggregated total of 7.5% of the assessed valuation of the taxable property within the City. Compliance with state law and this policy shall be documented each year in the city's Comprehensive Annual Financial Report.

H. The following individual percentages (as defined in state law) shall not be exceeded in any specific debt category:

General Debt	2.5% of assessed valuation
Utility Debt	2.5% of assessed valuation
Open Space and Park facilities	2.5% of assessed valuation

I. No debt shall be issued for which the City is not confident that a sufficient, specifically identified revenue source is available for repayment. The Finance Director shall prepare an analytical review for this purpose prior to the issuance of any debt.

J. Credit enhancements shall be considered with a cost/benefit analysis for each long term bond issue.

K. Reserve accounts shall be maintained as required by bond ordinances and where deemed advisable by the City Council. The city shall structure such debt service reserves so that they do not violate IRS arbitrage regulations.

Balancing the Operating Budget

1. It is the policy of the City of Lynnwood to adopt structurally-balanced budgets.

   A. A structurally-balanced budget shall mean:

      1) On-going expenditures shall be provided for by anticipated on-going revenue.

         i) On-going expenditures do not include

            (1) "One-time" items such as capital outlay, projects or studies.

            (2) Allocations to other funds dependent on general revenues sufficient to balance dependent budgets (i.e.: Street Fund, Solid Waste Fund).

         ii) Anticipated on-going revenues may include:

(1) Recurring revenue such as taxes, fees, etc.

(2) A reasonable amount of resources remaining unspent from the previous year's budget based on historical experience and an assessment of the current budget.

(3) A portion of the unencumbered fund balance above the minimum levels established by this policy.

(4) Transfers of recurring revenues from other funds. For example, property tax revenues from the Emergency Medical Services Fund #120 or sales tax revenues from the Criminal Justice Fund #105, etc.[2]

B. The Mayor shall submit a balanced Preliminary Budget proposal as provided for in LMC 2.72.110.

1) The Mayor's budget proposal shall balance all city funds.

2) The transfers between funds shall be clearly illustrated.

3) The use any proposed new revenues from proposed new fees or taxes should be clearly illustrated.

C. The anticipated amounts of city reserves (as described in this policy) should be clearly illustrated for each fund.

1) The reserve estimates shall be provided for the beginning and the end of the Preliminary Budget period (beginning and ending fund balances).

Financial Management/Strategic Forecasting Policies

1. Long Term Forecasting Policies

A. As a part of each budget or amendment process, the City will prepare both expenditure and revenue projections for the next six years. Projections will also include estimated costs for capital improvements.

- Each forecast shall include three alternative Revenue Forecasts as described in General Revenue Policies above page 7.

- Each forecast shall include alternative expenditure forecasts based on different policy and economic assumptions regarding the potential growth of costs.

[2] This is included because of recent confusion regarding the character of transfers into the general fund.

- The expenditure forecast used for planning purposes (designated the planning forecast) shall be based on and be constrained by the "best estimate" revenue forecast.

B. The Planning Forecast shall:

- Incorporate plans for specific increasing reserves and specific fund balances.

- Include revenue streams as may be appropriate to support capital projects in accordance with the city's Capital Facilities Plan and Strategic Investment Plan Component.

- Serve as the basis for any decision making that could affect long-term trends and financial needs.

C. Both six-year forecasts shall be updated semi-annually to keep the forecasts current for the purpose of on-going decision making.

- Each update of the forecast shall include an analysis of current revenue and expenditure trends and the implications of those trends over the forecast period. This analysis shall identify significant economic or other factors that may affect the growth of revenues and expenditures over the forecast period.

- Each update of the financial forecast shall compare current trends of revenue and expenditure growth a with the planning forecast.

- Each update shall identify various budget and other fiscal decisions that will be needed within the forecast period to keep forecasted expenditures within anticipated revenues based on actual expenditure and revenue trends.

2. Budgeting, Planning and Forecasting

A. All financial decisions shall be within the context of the long-range planning forecast and other related long-range plans (Capital Facilities Plan / Strategic Financial Plan). Staff shall provide a review of the implications of budgetary and other fiscal proposals on these long-range forecasts and plans. Staff shall include a "fiscal note", in a format to be provided by the Finance Director and approved by the Council, with each action item on the council agenda. If no note is deemed necessary, the agenda cover sheet shall so state.

B. The budget shall be developed consistent with state law and in a manner which encourages early involvement with the public and City Council as provided for in LMC 2.72.030. A calendar of events related to budget development shall be presented to the City Council in the 1st quarter of each year.

C. The budget will integrate into Capital Facilities Plan (CFP) and Strategic Financial Plan (SFP). The budget shall be consistent with the current year of the CFP and SFP. Budget planning activities shall be based on the next year of the SFP.

D. Assumptions used in the CFP and SFP will be noted and defined.

E. Basis of long-range planning will be results oriented. In accordance with LMC 2.72 and LMC 2.70 and Resolution 2000-03, the City shall strive to illustrate the output from CFP and SFP expenditures.

F. The Forecasts develop under these policies shall be incorporated into the adopted long-term financial plan which shall be periodically updated and reviewed consistent with the updating of the forecasts as set forth under these policies.

Capital Asset Acquisition, Maintenance, Replacement and Retirement

1. The City shall annually develop a Capital Facilities Plan (CFP) as defined and required by RCW 36.70A.070 which is consistent with the Capital Facilities Element of the City Comprehensive Plan annually at a time established by the City Council.

2. Such plan shall include all projects to maintain public capital facilities required to maintain service levels at standards established by the City Council. The plan shall include a complete inventory and analysis of building conditions including the extent and estimated costs regarding maintenance, remodel and replacement of buildings. This plan shall be reviewed in the mid-year financial review.

3. The proposed CFP may include for consideration such other projects as requested by the City Council or Mayor.

4. Funding for capital projects shall be classified as to source (general government, enterprise or other) within the plan.

   A. The extent to which funds exist for each project shall be described in the plan.

   B. The plan shall integrate with the Proposed Preliminary Budget (LMC 2.72.110) in that funds required for the projects recommended for the ensuing budget period shall be identified in the Preliminary Budget.

   C. The CFP shall include a recommended level of funding from general revenues in order to provide for “on-going” projects (as defined in the CFP).

5. The plan shall be for a period of six years as required by state law (GMA).

6. With the exception of “on-going projects”, each project shall be described such that development phases are delineated as separate stages of the project. Examples include land acquisition, design and construction. “On-going projects” represent annual capital programs such as street overlay, sidewalk expansion or traffic signal rebuild.

7. An estimate for the operating budget impact of each proposed project shall be identified and incorporated into the City Strategic Financial Plan.

8. The CFP shall be approved by ordinance annually. The approving ordinance shall constitute a plan of action wherein no final approval to proceed with specific projects is made, but requires specific authorization and appropriation (by ordinance in the form of a budget amendment or financial plan for each project) by the Council in a manner as the Council shall determine.

9. The adopted CFP shall constitute the City’s long-range financial plan for capital expenditures and shall be consistent with the City Strategic Financial Plan.

GLOSSARY OF BUDGET TERMS

The following are definitions for common terms found in budget summary statements, as well as an explanation of financial terms found in this budget document.

ACCOUNT. A chronological record of public funds showing receipts, disbursements, and the balance.

ACCRUAL BASIS of accounting is used in proprietary (enterprise and internal service) funds. Under it, transactions are recognized when they occur. Revenues are recognized when earned and expenses are recognized when incurred. "When" cash is received or distributed is not a determining factor.

AD VALOREM. A tax imposed on the value of property.

ADOPTED BUDGET. The financial plan adopted by the City Council which forms the basis for appropriations.

ANNEXATION. The incorporation of land into an existing city with a resulting change in the boundaries of that city.

APPROPRIATION. An authorization made by the City Council that permits officials to incur obligations against and to make expenditures of governmental resources.

ARBITRAGE. The investment of bond proceeds at a higher yield than the coupon rate being paid on the bonds.

ASSESS. To establish an official property value for taxation purposes.

ASSESSED VALUATION. The estimated value placed upon real and personal property by the County Assessor as the basis for levying property taxes.

B.A.R.S. The State of Washington prescribed Budgeting, Accounting, and Reporting System manual for which compliance is required for all governmental entities in the State of Washington.

BASIS OF ACCOUNTING. A term used to refer to when revenues, expenditures, expenses, and transfers – and the related assets and liabilities – are recognized in the accounts and reported on the financial statements. It relates to the timing of the measurements made, regardless of the nature of the measurement, on either the cash or accrual method.

BASIS OF BUDGETING. The City's governmental functions and accounting systems are organized and controlled on a fund basis. The accounts within the funds are maintained on a modified accrual basis for governmental, expendable trust, and agency funds. Revenues are recognized when measurable and available as current assets. Expenditures are generally recognized when the related services or goods are received and the liability is incurred. Proprietary funds are accounted for on the full accrual basis of accounting.

BASIS POINTS. A basis point refers to the measure of the yield to maturity of an investment calculated to four decimal places. A basis point is 1/100th of 1 percent (.01 percent).

BENCHMARK. A quantifiable performance level used to assess the extent to which program objectives are being obtained.

BENEFITS. Employer contributions paid by the City as part of the conditions of employment. Examples include health/dental insurance, state public employees retirement system, city retirement system, and employment security.

BOND (Debt Instrument). A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to pay for specific capital expenditures.

BUDGET. A plan of financial operation embodying an estimate of expenditures for a given period and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceilings under which the City and its departments operate.

BUDGET AMENDMENT. A change to a budget adopted in accordance with State law. A budget may be amended to increase expenditures/expenses at the fund level by ordinance without public notice or public hearing requirements, when unanticipated revenues occur or emergencies exist (RCW 35A.33.080 and 35A.33.120). The Mayor is authorized to make budget amendments between organizations of the same fund, as long as there is no change in the total budget for that fund.

BUDGET CALENDAR. The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

BUDGET GUIDELINES. The City's guidelines with respect to revenue, debt, budget, and organization management as these relate to the City's ongoing ability to provide services, programs, and capital investment.

BUDGET MESSAGE. A message prepared by the Mayor explaining the annual proposed budget, articulating the strategies and budget packages to achieve the City's goals, and identifying budget impacts and changes.

BUDGET PROCESS. The process of translating planning and programming decisions into specific financial plans.

C.D.B.G. Community Development Block Grant.

CAPITAL BUDGET. A plan of proposed capital expenditures and the means of financing them. The capital budget is enacted as part of the Adopted Budget, which includes both operating and capital outlays.

CAPITAL EXPENDITURES. Expenditures made to acquire, reconstruct, or construct major fixed or capital assets. A capital asset must exceed $5,000 in cost and have an expected useful life expectancy of at least 3 years. A fixed asset is a tangible object of long-term character which will continue to be held or used, such as land, buildings, machinery, furniture, and other equipment. For purposes of this definition, a "fixed asset" includes a group of items purchased together that will be used "for a single purpose" and could not be used effectively by themselves.

CAPITAL FACILITIES PLAN. A capital facilities plan includes an inventory of existing facilities, a forecast of future needs, proposed locations, capacities for new or expanded facilities, and a financing plan. The financing plan outlines the costs, revenues, and time schedules for each capital improvement project. In compliance with the Growth Management Act legislation within the State of Washington, the City is preparing such a plan.

CAPITAL IMPROVEMENT PROGRAM. A plan for capital expenditures to be incurred each year over a period of five or more future years setting forth each capital project, identifying the expected beginning and ending date for each project, the amount to be expended in each year, and the method of financing those expenditures.

CAPITAL OUTLAY. A budget category for items having a value of $1,000 or more and having a useful economic lifetime of more than one year.

CARRYOVERS. Carryovers result from timing of project completion. The final expenditures need to be rebudgeted to provide an appropriation from one fiscal year to the next in order to accomplish the purpose for which the funds were originally budgeted. Carryovers generally involve projects rather than line item expenditures.

CASH BASIS OF ACCOUNTING. The method of accounting that records revenues only when they are actually received and expenditures only when cash is paid.

CASH MANAGEMENT. The process of managing monies for the City to ensure operating cash availability and safe investment of idle cash.

CERTIFICATES OF PARTICIPATION. A certificate of participation represents a divided share of a lease that is assigned or marketed to investors. These debt instruments typically represent general obligation debt but can also be issued by enterprises.

CITY DEPARTMENT. A major administrative and financial division of resources and responsibilities within the City organization. Departments include: 1) City Council, 2) Mayor, 3) City Attorney, 4) Community Services, 5) Planning and Community and Economic Development, and 6) Public Works.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR). The official annual financial report of the City prepared in conformity with GAAP. The annual report is audited by The State Auditor's Office.

CONSUMER PRICE INDEX (CPI). A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living, i.e., economic inflation.

CONTINGENCY. A budgetary reserve set aside for emergencies or unforeseen expenditures for which no other budget exists.

COUNCIL GOALS. Statements of direction, purpose, or intent based on the needs of the community, generally to be completed within a specified time period.

COUNCILMANIC BONDS. Councilmanic bonds refer to bonds issued with the approval of the Council, as opposed to voted bonds, which must be approved by vote of the public. Councilmanic bonds must not exceed 1.5% of the assessed valuation.

CUSTOMER. The recipient of a product or service provided by the City. Internal customers are usually City departments, employees, or officials who receive products or services provided by another City Department. External customers are usually citizens, neighborhoods, community organizations, businesses, or other public entities who receive products or services provided by a City Department.

DEBT SERVICE. Payment of interest and repayment of principal to holders of the City's debt instruments.

DEBT SERVICE FUND. A fund to account for payment of principal and interest on general obligation and other City-issued debt.

DEPARTMENT MISSION. Objectives that address each of the department's major activities, but are not broader than the department's scope of work. These objectives relate back to Council goals or its vision and strategies.

DEPRECIATION. (1) Expiration in the service of life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence. (2) That portion of the cost of a capital asset, which is charged as an expense during a particular period.

DIVISION MISSION. Objectives that address each of the division's major activities, but that are not broader than the division's scope of work. These objectives relate back to either the Department Mission, to Council goals, or Council's vision and strategies.

ENCUMBRANCES. Obligations in the form of purchase orders or contracts that are chargeable to an appropriation and for which a part of the appropriation is reserved. Obligations cease to be encumbrances when paid or when the appropriation expires at the end of the fiscal year.

ENTERPRISE FUND. A fund type used to account for operations that are financed or operated in a manner similar to private business enterprise where the intent of the governing body is that costs of providing goods and services be recovered primarily through user charges.

EXPENDITURES/EXPENSES. Where accounts are kept on the modified accrual basis (expenditures) or accrual basis (expenses) of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

FIDUCIARY FUNDS. The City uses fiduciary funds to assist in accounting for assets held under trust or agency agreements. These funds include 1) agency funds that account for resources where the City acts solely as an agent in collecting and dispensing monies, and 2) expendable trust funds that account for resources where the City acts as a formal or informal trustee for restricted fund users. For agency funds, no fund balance is maintained and no appropriations are necessary. These funds are accounted for on a modified accrual basis. The City's Deferred Compensation Fund is an agency fund that accounts for monies withheld from employees under deferred compensation plans and the fund's earnings and investments.

Trust funds may be expendable and use modified accrual accounting for a specific project or service, or they may be non-expendable and use an accrued basis of accounting to focus on the ongoing retention of earnings. The City's trust fund is expendable and accounts primarily for the City of University Place Retirement Plan and donations for a specific purpose.

FISCAL YEAR. A 12-month period to which the annual operating budget applies. At the end of the period, the City determines its financial position and the results of its operations. The Fiscal Year is January 1 through December 31 for local governments in Washington.

FULL FAITH AND CREDIT. A pledge of the general taxing power for the repayment of the debt obligation (typically used in reference to bonds).

FUND. An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives. See the Budget by Fund section for specific fund category purposes and descriptions.

FUND BALANCE. The excess of an entity's assets over its liabilities. A negative fund balance is sometimes called a deficit. An undesignated fund balance reflects historical receipts less historical expenditures in non-proprietary funds. Since all designated and reserved resources have been removed or deducted in arriving at the year-end undesignated fund balance, this value is available for budgetary appropriation.

FTE, Full-Time Equivalent. The ratio of a position in comparison to the amount of time a regular, full-time employee normally works in a year. A full-time employee (1.00 FTE) is paid for 2,080 hours a year. Positions budgeted to work less than full-time are expressed as a percent of full-time. For example, a .5 FTE budgeted position will work 1,040 hours.

GAAP, Generally Accepted Accounting Principles. Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of the City.

GASB, Governmental Accounting Standards Board. The authoritative accounting and financial standard setting body for governmental entities.

GENERAL FUND. This fund accounts for the financial operations of the City, which are not accounted for in any other fund. Principal sources of revenue are property taxes, franchise fees, state shared revenues, licenses, permits, and charges for services. Primary expenditures in the General Fund are made for police and fire protection, building development and planning, parks, and City Council.

GENERAL OBLIGATION. Bonds for which the full faith and credit of the insuring government are pledged for bonds payment.

GIS, Geographical Information System. A mapping application currently being accessed through Pierce County, this application can be used for site plan review, counter support, citizen education and notification, environmental analysis, land use inventories, to produce presentation maps and maps for public distribution and as a tool to aid in decision making regarding CIP projects, creating a street maintenance program, and to inventory and maintain storm drainage systems and other public improvements.

GOAL. A long-range statement of broad direction, purpose, or intent, based on the needs of the community.

GRANT. A cash award given for a specified purpose. The two major forms of Federal and State grants are block, and discretionary or categorical. Block grants are awarded primarily to general purpose governments, are distributed to them according to formulas established in the law, and can be used for any locally determined activities that fall within the functional purpose of the grant as stated in the law. Discretionary or categorical grants can be used only for a specific purpose and usually are limited to narrowly defined projects or activities.

GROWTH MANAGEMENT. Legislation enacted in 1990 by the State Legislature requiring that all jurisdictions in the larger counties adopt new comprehensive plans by the end of 1993. This legislation was enacted due to enormous growth experienced in the State and a lack of uniform guidance for related development. This Act further specified that all plans conform to a broad set of guidelines of both the parent county and neighboring jurisdictions. Eight specific elements, including concurrency, are required to be included in every comprehensive plan. Concurrency requires that

infrastructure be available at the same time as new development.

IMPACT FEES. Fees charged to developers to cover, in whole or in part, the anticipated cost of improvements borne by the City that will be necessary as a result of the development.

INPUT. A resource, monetary or non-monetary, that is used in delivering a program or service, such as hours of labor and numbers of bricks.

INTERFUND SERVICES. Payments for services rendered made by one City department or fund to another. Internal Service Fund billings are included in this category. However, these billings also include equity transfers to internal service funds in support of "first time" asset acquisitions. See Internal Service Charge.

INTERFUND TRANSFERS. Contributions from one City fund to another in support of activities of the receiving fund. Loans are not included.

INTERGOVERNMENT. Services purchased from other government agencies, normally including types of services that only government agencies provide.

INTERNAL SERVICE CHARGE. A charge from an Internal Service Fund to an operating fund to recover the cost of service or overhead.

INTERNAL SERVICE FUNDS. These funds are used to account for services provided by City Departments to other City Departments for which they pay an internal service charge.

LABOR. Internal and contracted personnel.

LEVEL OF SERVICE. Used generally to define the existing services, programs, and facilities provided by the government for its citizens. Level of service in any given activity may be increased, decreased, or remain the same, depending on the needs, alternatives, and available resources.

LEVY. The total amount of taxes or special assessments imposed by the City.

LID, Local Improvement District. A local improvement district is composed of properties benefiting from a specific capital improvement project, such as a sewer line extension.

LINE ITEM. An expenditure description at the most detailed level. Objects of expenditure are broken down into specific items, such as printing.

MAINTENANCE. The act of keeping capital assets in a state of good repair. It includes preventative maintenance, normal periodic repairs, replacement of parts or structural components, and other activities needed to maintain the asset so that it continues to provide normal services and achieves its optimum life.

MISSION. A short description of the scope and purpose of a City Department. It specifies what the Department's business is.

MODIFIED ACCRUAL BASIS of accounting is used in governmental fund types (general, special revenue, debt service, and capital project funds). Under it, revenues and other financial resource increments are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures are generally recognized when they are incurred (bring forth a liability).

NET INTEREST COST. This is the traditional method of calculating bids for new issues of municipal (NIC) securities. It is computed as either: (a) Dollar Cost: total scheduled coupon payments + bid discount (- bid premium), or (b) Interest Rate: total scheduled coupon payments + bid discount (- bid premium) divided by bond year dollars. Bond year dollars is the sum of the number of years each bond in an issue is scheduled to be outstanding multiplied by its par value.

OBJECT OF EXPENDITURE. See "Object."

OBJECT. As used in expenditure classification, this term applies to the type of item purchased or the service obtained (as distinguished from the results obtained from expenditures). Examples are personnel services, supplies, and services and charges.

OPERATING REVENUES. Those revenues received within the present fiscal year.

ORDINANCE. The method by which the appropriation of the budget is enacted into law by the Council per authority of the State statutes.

OUTPUT. A quantifiable product made or activity undertaken to achieve a desired result, such as miles of roads swept.

PERS, the Public Employees Retirement System. A State of Washington-defined benefit pension plan to which both employee and employer contribute.

PERFORMANCE INDICATOR. A quantifiable performance level used to assess the extent to which program objectives are being obtained.

PLAN. A list of actions that management expects to take. A plan is a basis for allocating the organization's resources to deal with opportunities and problems present in the environment.

PROGRAM. A group of related activities to accomplish a major service or core business function for which the City is responsible. A program is typically part of a division within a department.

PROGRAM ACTIVITY. A broad function or a group of similar or related services/activities, having a common purpose.

PROJECTIONS. Estimates of outlay, receipts, or other amounts that extend several years into the future. Projections generally are intended to indicate the budgetary implications of continuing or proposing programs and policy for an indefinite period of time.

PROPOSED BUDGET. The budget proposed by the Mayor to the City Council for review and approval.

PROPRIETARY FUNDS. Recipients of goods or services pay directly to these funds. Revenues are recorded at the time services are provided, and all expenses incurred in earning the revenues are recorded in the same period. As a result, there is a direct cause and effect relationship between revenue and expenses in these funds.

RATINGS. In the context of bonds, normally an evaluation of credit-worthiness performed by an independent rating service.

REFUNDING. The redemption of an obligation on or before its maturity in order to reduce the fixed interest charge or to reduce the amount of fixed payment.

RESERVE. An account used to indicate that a portion of fund equity is legally restricted for a specific purpose.

RESIDUAL EQUITY TRANSFER. Nonrecurring or nonroutine transfers of equity between funds.

RESOURCES. Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.

RETAINED EARNINGS. An equity account reflecting the accumulated earnings of a proprietary (internal service or enterprise) fund. In this budget document, the balance derived excludes asset depreciation expenditures. When depreciation is charged to user organizations, as in internal service funds, the cash balance remaining (ending retained earnings) therefore represents the asset replacement reserve being accumulated.

REVENUE. Income received by the City in support of a program or services to the community. It includes such items as property taxes, fees, user charges, grants, fines and forfeits, interest income, and miscellaneous revenue. See Operating Revenue.

REVENUE ESTIMATE. A formal estimate of how much revenue will be earned from a specific revenue source for some future period - typically a future fiscal year.

SALARIES AND WAGES. Amounts paid for personnel services rendered by employees in accordance with rates, hours, terms, and conditions authorized by law or stated in employment contracts. This category also includes overtime, temporary help, and car allowances.

SELF-INSURED. The retention of a risk of loss arising out of the ownership of property or some other cause, instead of transferring that risk to an independent third party through the purchase of an insurance policy. It is accompanied by the setting aside of assets to fund any related losses. The City currently is not self-insured.

SERVICES AND CHARGES. Services acquired from and fees/payments made to vendors. These include printing, professional services, travel and training, communications, public utility services, repair/maintenance, and insurance premiums.

SPECIAL REVENUE FUNDS. These funds account for revenue derived from specific tax or other earmarked revenue sources which are legally restricted to finance particular functions or activities.

STATE SHARED REVENUE. Revenues received from the State of Washington from sources like the liquor tax, and MVET.

STRATEGY. An approach to using resources within the constraints of the environment in order to achieve a set of goals. An organization formulates a strategy based on the environment, and states the goals, objectives, and how it is going to meet the objectives through tactics to guide its core business functions.

SUPPLIES. Items used to deliver services, such as office supplies, short-lived minor equipment with no material value, periodicals, and books and generic computer software.

TAX. Compulsory charge levied by a government to finance services performed for the common benefit.

TAX LEVY. Total amount of ad valorem tax certified by the City.

TAX RATE. The amount of tax stated in terms of units per $1,000 of assessed value of taxable property. The tax rate is the result of dividing the tax levied by the assessed value of the taxing district.

TIC: True Interest Cost. The rate necessary to discount the amounts payable on the respective principal and interest maturity dates to the purchase price received for bonds. TIC computations consider the time value of money.

UNAPPROPRIATED ENDING FUND BALANCE. An amount set aside in the budget to be used as a cash carryover to the next year's budget to provide needed cash flow until other money is received. No expenditures can be made from the Unappropriated Ending Fund Balance during the fiscal year in which it is budgeted.

UNDERWRITER. An individual or organization that assumes a risk for a fee (premium or commission).

USER FEES. The payment of a fee for direct receipt of a public service by the person benefiting from the service.

VISION. An objective that lies outside the range of planning. It describes an organization's most desirable future state.

WORKLOAD MEASURE. A tracking indicator that shows the amount of work performed by the division.