

*Preliminary*

# Biennial Budget 2021-2022

*Improving* ○ *Transforming* ○ *Achieving*



**CITY OF LYNNWOOD**  
WASHINGTON



October 12, 2020



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**DATE:** October 12, 2020  
**TO:** City Council, City Employees, and Community Members  
**FROM:** Mayor Nicola Smith  
**RE:** **Preliminary Budget for 2021-2022**



- 
- Improving
  - Transforming
  - Achieving
- 

1  
2 Today, we take another large stride in our journey toward improving City services, transforming amidst  
3 rapid change, and achieving our community's strategic priorities. I offer you a thoughtful, responsive,  
4 and balanced Preliminary Budget for the years 2021 and 2022. Throughout the remainder of this budget  
5 process, I look forward to working with you, hearing your suggestions, and leading us to action on this  
6 important document. Thank you for the hard work undertaken to reach this point and thank you for  
7 your contributions during the weeks ahead.

8 As your Mayor, this is my fourth transmittal of the Preliminary Budget. Every budget is a challenging  
9 undertaking because of the opportunities and constraints unique to that time. This year has brought  
10 numerous challenges including the severe impacts of the COVID-19 pandemic; a rising call to action to  
11 address racial inequity and social justice; climate change and the devastating wildfires occurring along  
12 with west coast; transformation of retail markets; threats to regional employment centers; mental  
13 health, opioid addiction and chronic homelessness; a recessionary economy; and a divisive political  
14 climate stemming from America's federal government.

15 In the face of all this turmoil, Lynnwood remains strong, strategic, and resilient, and we have many  
16 attributes and advantages that are helping to keep our city steady. Our City Councilmembers are  
17 collaborative and dedicated. Our trained workforce brings excellence to work each day. Lynnwood  
18 residents donate thousands of volunteer hours to the City, our advisory boards, and to local community  
19 organizations. Housing in Lynnwood is more affordable than most communities in our region, and  
20 property tax and utility rates continue to be lower than our neighboring cities. Business activity in  
21 Lynnwood remains relatively strong, and our local small businesses are working diligently to continue to  
22 serve our community while adjusting to new safety requirements due to COVID-19. Sound Transit's  
23 Lynnwood Link Light Rail columns and guideways, rising into the air, are beacons for optimism.

24 I invite you to review this Preliminary Budget and discover how we will continue to pursue Lynnwood's  
25 Strategic Plan priorities while maintaining fiscal balance. It is an honor to serve and lead our dedicated

26 City staff, who have worked hard to adapt and succeed amidst the uncertainty of this pandemic. The  
 27 City Council is to be commended for adjusting to remote meetings, while still maintaining contact with  
 28 our community members. Lynnwood's Federal CARES Act monies have been used to support struggling  
 29 households and businesses. Lynnwood's Utility Billing Reduced Rates and Discounts are providing  
 30 meaningful assistance to community members in need. By working together, we have found ways to  
 31 overcome the financial downturn of 2020, minimize COVID-19 financial impacts, and prepare this  
 32 thoughtful Preliminary Budget for 2021-2022.

33 It is essential that despite our difficult economy, the Preliminary Budget maintains our focus on our  
 34 Strategic Plan priorities. Previous budget themes were: *Fix it, Refresh it, Grow it* (2015-2016); *Convene,*  
 35 *Converse and Collaborate* (2017-2018); and *Building Lynnwood's Future* (2019-2020). Our biennial  
 36 budgets have kept us moving on an intentional path forward. Now, more than ever, it is imperative that  
 37 the City continue to improve our services and methods of service delivery; transform to maximize our  
 38 effectiveness; and achieve our Strategic Plan priorities with intention. We will remain focused, nimble,  
 39 and driven.

40 This Preliminary Budget is a comprehensive fiscal and policy document in that it contains a six-year  
 41 financial forecast, Lynnwood's Strategic Plan, our Financial Policies, descriptions of funds, departments,  
 42 and programs based upon Budgeting for Outcome principles. The Table of Contents can help you  
 43 navigate the important information herein.

44 This Budget adheres to the standards of the Government Financial  
 45 Officers Association (GFOA), State Auditors Office (SAO), the Generally  
 46 Accepted Accounting Principles (GAAP), the Revised Code of Washington  
 47 (RCW), and the Lynnwood Municipal Code (LMC). Our past-two budgets  
 48 were honored with GFOA's Distinguished Budget Presentation Award.  
 49 Employing artful brevity, this Preliminary Budget has approximately 140  
 50 fewer pages than the 2019-2020 Budget. In order to conserve natural  
 51 resources and avoid COVID-19 transmission, this preliminary budget is  
 52 available electronically from the City's website ([www.Lynnwoodwa.gov](http://www.Lynnwoodwa.gov))  
 53 or a portable storage device upon request.



54 **Mission, Vision, and Values**

55 During 2019 and the first months of 2020, I assembled our department leaders to discuss our goals for  
 56 2021 and 2022. During those conversations, we developed a simple statement that captures the  
 57 essence of the City's mission and purpose:

58 *To enhance the quality of life for all community members*

59 This statement explains *why* the City exists, *why* City provides services, and *why* the City must remain  
 60 focused on providing services that are responsive to community needs. In addition to the above mission  
 61 statement, Lynnwood's Community Vision and Strategic Plan, 2018-2022 articulate our values and  
 62 priorities. This Preliminary Budget has been crafted to further these ideals and to achieve long-term  
 63 goals.

64 To provide guidance to our departments as they began developing workplans and budgets for 2021-  
 65 2022, I have relayed what I believe are Lynnwood's highest priorities for the next two years:

- 66 • Remain steadfast in monitoring revenues and expenditures during COVID-19. Provide  
 67 sustainable levels of service during and after this pandemic. This will include analysis of each

68 month's sales tax revenue by industry. Department spending will focus upon essential goods  
69 and services.

70 • We will support Sound Transit's ongoing construction of the Lynnwood Link infrastructure, with  
71 appropriate mitigation of adverse impacts. City staff will work closely with Sound Transit to  
72 avoid delays in construction and the initiation of passenger service.



Figure 1. In 2024, Sound Transit light rail service will connect Lynnwood, Seattle, Bellevue, and Sea-Tac International Airport

- Complete the design and secure funding for the expansion and renovation of the Community Justice Center (CJC). It is expected that \$60 million in bonds will be issued during 2021.
- Institute the changes needed to complete the transformation of the City's various permitting processes for buildings, land use, and associated infrastructure. These goals are the basis for formation of the new Development and Business Services Department (DBS).
- Secure a location and a conceptual design for an urban park in City Center.
- Determine whether City Hall will be relocated to City Center or remain at the existing campus. In concert with

86 Sno-Isle Libraries, develop long-term objectives for the Lynnwood Library building.

87 • Find new revenue sources to maintain and improve our transportation system, including funding  
88 for the Poplar Way Bridge over I-5. Securing State and Federal funds will be critical to this  
89 important transportation link. Meanwhile, during 2021, we await the Washington State  
90 Supreme Court's ruling on the challenge to Initiative 976 (I-976). This decision will determine  
91 whether revenue from Lynnwood's car tab fees must be refunded.

92 • It is important that we continue the efficiency improvements undertaken this year regarding city  
93 clerk functions. We can achieve new efficiencies in our services relating to City Council meeting  
94 materials, records management, etc.

95 • Remain steadfast in our commitment to being a safe, welcoming and equitable community for  
96 all people. Build on the knowledge of our GARE Team (Government Alliance for Racial Equity)  
97 and begin to implement policies and tools to remove barriers of systematic racism and create  
98 equitable access to city services and programs. As a commitment to this work, this Preliminary  
99 Budget includes my proposal to convert the vacant Intergovernmental Relations Coordinator  
100 position to a new Race and Social Justice Advisor role. This update is critical for the City. It is  
101 high time for the City to dedicate resources to help us address historical inequities and improve  
102 outcomes for all residents. By focusing on race and improving outcomes considering race,  
103 others in marginalized and intersectional groups will benefit.

104 • Relative to other communities in the Puget Sound region, ensure that Lynnwood remains  
105 affordable and attractive for residents and businesses. This will require that Lynnwood have  
106 ample housing of all types, our workers have access to living-wage jobs, regulations and fees  
107 don't disadvantage our businesses, and that our transportation network is efficient.









- 108 • Continue to build new and stronger partnerships with other agencies, non-profits, and groups to  
109 maximize support for our community. Many societal problems, such as homelessness, are  
110 regional issues and are beyond our capability/capacity to solve. We are fortunate that there are  
111 so many agencies and organizations who are eager pitch in to improve the quality of life here.  
112 Partnerships bring new expertise and resources that leverage our own.
- 113 • I want to continue to utilize a portion of General Fund monies to support the City's  
114 infrastructure. A fundamental purpose of local government is to build and maintain streets,  
115 parks, utilities, trails that are desired by the community, necessary for a thriving economy,  
116 protect public health and safety, and preserve the natural environment. Literally, infrastructure  
117 is the foundation of this community. For several years, the City of Lynnwood has utilized  
118 General Fund monies to support streets (Street Fund) and infrastructure (Capital Development  
119 Fund), and this Preliminary Budget continues that commitment.

120 **Community Vision**

121 As described in past my past budget messages and on the City's website, Lynnwood's [Community Vision](#)  
122 was adopted in 2009 and reaffirmed in 2015 and articulates the City's mission, vision, and values.

123 The Community Vision was developed by an ad hoc resident advisory board, and the group's insightful  
124 work has endured and remains relevant today.

Figure 2. Lynnwood's Community Vision (Summary)

	Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government. Our vision is...
	To be a welcoming city that builds a healthy and sustainable environment.
	To encourage a broad business base in sector, size and related employment, and promote high quality development.
	To invest in preserving and expanding parks, recreation, and community programs.
	To be a cohesive community that respects all citizens.
	To invest in efficient, integrated, local and regional transportation systems.
	To ensure a safe environment through rigorous criminal and property law enforcement.
	To be a city that is responsive to the wants and needs of our citizens.

125 **Strategic Plan, 2018-2022**

126 Department representatives forged the City's [Strategic Plan, 2018-2022](#) to confirm priorities and guide  
127 near-term decision-making. A summary of the Strategic Plan is provided below:



Figure 3. Strategic Plan, 2018-2022 (Summary)

<b>1</b>	Fulfill the community vision for the City Center and Lynnwood Link light rail.
<b>2</b>	Ensure financial stability and economic success.
<b>3</b>	Nurture operational and organizational excellence.
<b>4</b>	Be a safe, welcoming, and livable city.
<b>5</b>	Pursue and maintain collaborative relationships and partnerships.

128 **Approach to Budgeting**

129 The foundation of Lynnwood’s budget process consists of  
 130 detailed financial forecasts; Budgeting for Outcomes (BFO)  
 131 principles; sustainability; transparency; and alignment with  
 132 strategic objectives. BFO is also known as Priority-Based  
 133 Budgeting. Departments’ budgets were developed to  
 134 create *outcomes* the community desires. In August 2020,  
 135 when it was apparent that further expenditure reductions  
 136 were needed to balance the upcoming budget, directors  
 137 undertook a scoring exercise that compared department  
 138 services to eight criteria. Ultimately, departments elected  
 139 to share the burden of cost reductions rather than  
 140 completely eliminate one or more programs.

141 While the Preliminary Budget was being prepared, COVID-  
 142 19 loomed large. With the prospect of a severe economic  
 143 downturn, departments were instructed to curtail all non-  
 144 essential spending. A partial hiring freeze was instituted, as  
 145 was an incentive program for early retirement. The  
 146 austerity of 2020 was an important backdrop as we  
 147 planned for years 2021 and 2022.

148 One casualty of COVID-19 was a planned program of  
 149 concentrated training and hands-on assistance with  
 150 performance measures (outcome measures) and their  
 151 metrics. A Request for Proposals (RFP) was issued for  
 152 consultant services and the responses were impressive.  
 153 Stay Home, Stay Safe measures were imposed on the very  
 154 day the contract was to be signed for these consulting services. In the absence of third-party assistance,  
 155 and given the challenges of balancing the 2021-2022 Budget, our budget team incorporated  
 156 departments’ performance measures as written. As such, advancement of more-meaningful  
 157 performance measures has been put on hold.

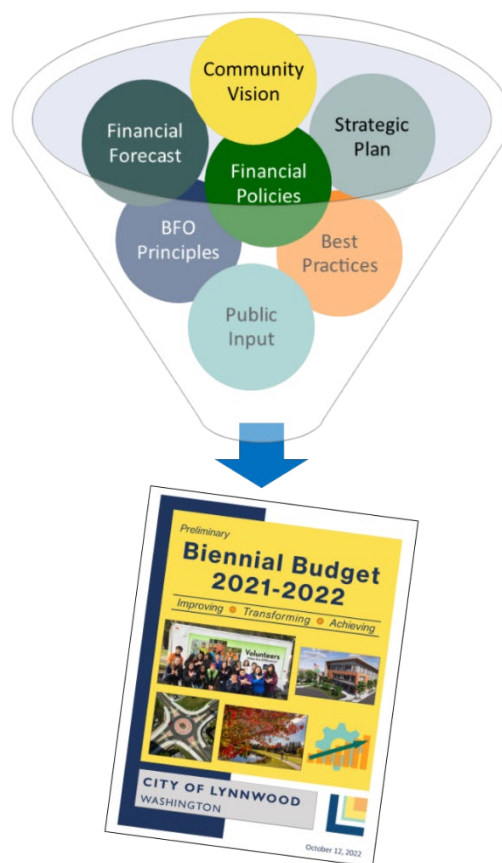
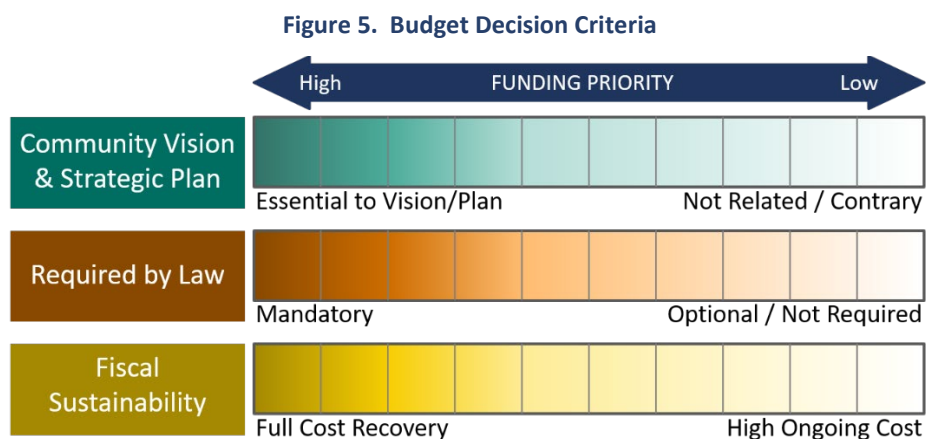


Figure 4. Ideal budget ingredients

158 Like the 2019-2020 Budget, this Preliminary Budget utilizes the following decisional criteria: 1.  
159 Consistency with strategic objectives; 2. Mandates verses optional; and 3) Fiscal sustainability. These  
160 assessments are provided for each BFO program (see department narratives). Priority-based budgeting  
161 focuses upon what is needed most *in the future*, but past budgets do provide important background  
162 information. Community services that are or can be better provided by other agencies or organizations  
163 need not be provided by the City. Conversely, some services are the sole responsibility of municipalities  
164 and cannot be relegated to others.

165 Considering budget proposals based upon Lynnwood's Community Vision and Strategic Plan has been  
166 instrumental in focusing our budget decisions. Before this lens was used, all suggestions, options, and  
167 initiatives of any kind were given equal weight. Now, it is our standard practice to relate all proposals  
168 for funding back to our mission, vision, and values. This Preliminary Budget does not fund any programs  
169 that score poorly in each of the three criteria.



170 **Community Outreach**

171 This budget process has included many approaches to inform and engage the community in the fiscal  
172 choices before us. These outreach measures include:

- 173 • Announcements in *Inside Lynnwood*
- 174 • Utility bill insert
- 175 • *Lynnwood eNews* messages
- 176 • Social media announcements
- 177 • Information on [www.Lynnwoodwa.gov](http://www.Lynnwoodwa.gov)
- 178 • Outreach to boards and commissions
- 179 • Publications in the Daily Herald
- 180 • Posting at City Hall

181 In addition, ongoing protests across America regarding racial equity and law enforcement have  
182 prompted written communications regarding those types of funding choices. All correspondence  
183 received by our budget team is forwarded to the City Council.



Figure 6. What Would Improve Your Neighborhood?

**Financial Forecast**

Financial forecasts and budgets apply to future years, and therefore require estimating and speculation regarding future events. For example, the City must estimate the public’s demand for land use and building permits, interest rates, and future City Council decisions relating to revenue. We don’t know how long COVID-19 will continue to threaten our health and livelihood, or the pace of economic recovery once we begin to recover from COVID-19 impacts. We don’t know when the Lynnwood Recreation Center will be able to resume full operations, or when the Senior Center can reopen. We don’t know how Snohomish County’s unemployment rate

200 (7.8% for August 2020) may change, and how consumers’ attitudes toward spending will manifest during  
 201 the next two years. Despite recent news regarding production of the 787, Boeing and associated  
 202 businesses remain a strong employer and economic engine for Snohomish County. Our financial  
 203 forecasts apply a conservative outlook to future revenues in order to minimize the chance of over-  
 204 estimating.

205 The financial forecast is provided in the Budget Overview section for the Preliminary Budget. For the  
 206 next biennium, we expect that revenues will be \$112,176,210, or 6.4%, less than the amount budgeted  
 207 for 2019-2020. To ensure a balanced budget, we have planned for an equivalent reduction in  
 208 expenditures. I offer a few highlights here.

209 Property Tax Revenue. In order to offer some relief to the community during this pandemic, I propose  
 210 that the property tax levy remain the same as the 2020 levy. The City determines the levy—the total  
 211 amount of money to be raised by the property tax. The Snohomish County Tax Assessor divides the levy  
 212 amount by the assessed value (AV) of all property in Lynnwood to determine the levy rate. Lynnwood’s  
 213 combined AV typically increases year over year because of new construction, inflation, and the demand  
 214 for housing. If the City Council agrees that the levy for 2021 not change from 2020, the owner of a  
 215 median-priced home in Lynnwood will have a \$3.75 reduction in the City’s portion of their annual  
 216 property tax.

217 The financial forecast looks several years beyond the 2021-2022 biennium. For 2022 and beyond, we  
 218 anticipate the need for incremental increases in the property tax levy to keep pace with inflation.  
 219 Because there is considerable new development in Lynnwood, a greater percentage of the annual levy  
 220 will be paid by owners of new buildings. Forecasted levy amounts through 2024 are shown below:

**Table 1. Forecasted Property Tax Levies**

2020	2021	2022	2023	2024
\$4,300,000	\$4,300,000	\$4,500,000	\$5,000,000	\$5,000,000

221 Retail Sales Tax Revenue. Lynnwood’s largest source of revenue is retail sales tax. Compared to other  
 222 taxes such as property tax, sales tax revenue is much more variable. Interest rates and consumer  
 223 confidence influence discretionary spending. We have been fortunate that through July 2020, sales tax

224 revenue is just 17.5% below budgeted amounts, which is much better than we estimated when COVID-  
 225 19 first flared across the U.S. We are hopeful that sales tax revenue during August-December will  
 226 continue this pattern. Our financial forecast applies 2020 sales tax revenue levels through 2021 and  
 227 anticipates some economic recovery during 2022. Snohomish County has been a leader in supporting  
 228 local businesses and employers. Most experts agree that economic recovery will be gradual once the  
 229 threat of COVID-19 has passed.

230 **General Fund Expenditures.** This Budget suggests \$112,176,210 in General Fund expenditures during  
 231 2021-2022, which is a reduction of \$7,786,102 (or 6.4%) from General Fund expenditures for 2019-2020.  
 232 It is imperative that expenditures do not exceed revenues.

233 Many economists expect this COVID-based recession to continue into or through the fourth quarter of  
 234 2021. Inflation, as measured by the Consumer Price Index (CPI), is trending relatively low. The 12-  
 235 month change in CPI-U for the Seattle area was 0.9 and 1.6 for June 2020 and August 2020,  
 236 respectively<sup>1</sup>. The rate of inflation affects the cost of employee labor and benefits, and the cost of  
 237 goods, equipment, and energy. It is reasonable to expect the rate of inflation to remain at a low level  
 238 until the threat of COVID-19 has passed. Many of the collective bargaining agreements expire at the end  
 239 of 2021 and employee compensation levels will need to be negotiated for 2022 and beyond.

240 Considering local, regional, and national economic conditions, we have made expenditure reductions  
 241 needed to “live within our means”. This Preliminary Budget for 2021-2022 is balanced, with General  
 242 Fund operating revenues (excluding transfers and one-time revenue) exceeding operating expenses by  
 243 \$5,342,600 for the biennium. This budget allocates most of this “surplus” to capital needs  
 244 (infrastructure).



Figure 7. Planned Criminal Justice Center

**Financial Policies and General Fund Reserves**

This Preliminary Budget is consistent with Lynnwood’s [Financial Policies](#) (provided in the Appendix), and no changes to the adopted Policies are suggested. Financial reserves are an important topic of the Policies, and discussion of General Fund financial reserves is appropriate here.

During 2020, the COVID-19 pandemic reduced City revenues (sales tax, recreation fees, etc.) by an estimated \$9.2 million. In response, I called for reductions in spending by all

257 departments, and this resulted in \$6.3 million cost savings for 2020. On July 13, 2020, with approval of  
 258 Resolution 2020-08, the City Council authorized the use of reserves to balance the General Fund at the  
 259 close of 2020. I supported this decision because it allowed the City to avoid deeper and more severe  
 260 budget cuts that would have resulted in the loss of employee talent and experience and a reduction in  
 261 service levels.

262 Resolution 2020-08 also confirms that the 2021-2022 Budget may have a General Fund reserves balance  
 263 less than the established goal of 2.5 months of average operating expenditures for 2020. Finance

<sup>1</sup> Consumer Price Index for All Urban Consumers for the Seattle Area, U.S. Bureau of Labor Statistics.

264 Director Sonja Springer has estimated the 2020 draw-down in General Fund reserves to be less than \$2  
265 million. The exact amount will not be known until the 2020 books are closed.

266 In order to create a balanced budget for the new biennium, departments were instructed to continue  
267 the cost saving measures instituted during 2020. These measures include curtailing the purchase of  
268 non-essential professional services and equipment; and limiting travel and training; and delaying the  
269 rehire of vacant employee positions. As mentioned above, departments  
270 responded dutifully with savings of \$6.9 million. As a result, I can provide you  
271 this balanced Preliminary Budget without more-severe cuts. This Preliminary  
272 Budget allows the City to reduce levels of service instead of eliminating some  
273 services altogether.



274 Lynnwood's Financial Policies provide a General Fund reserve target equivalent to 2.5 months of  
275 operating expenses for the previous year (\$9,256,000 for 2021 and \$9,464,000 for 2022). Global,  
276 national, and regional economic recovery from COVID-19 will be an issue long after the virus has been  
277 contained. As the General Fund has shrunk from pre-COVID levels, so does the accompanying reserve  
278 target. Even so, forecasted revenues during 2021-2022 will not be enough to replenish the General  
279 Fund reserve balance during that timeframe. Once we know the amount of reserves needed to balance  
280 the 2019-2020 Budget, we will devise a strategy to replenish General Fund reserves during the 2023-  
281 2024 biennium. Our six-year financial forecast indicate that revenues during 2023-2024 will allow for  
282 restoration of the General Fund reserve balance if expenditures remain modest.

283 **Changes from the 2019-2020 Budget**

284 The Preliminary Budget for 2021-2022 implements some long-term strategies to enhance how services  
285 are delivered. These changes will help us improve and transform in a rapidly changing world, and help  
286 the City achieve its strategic goals. The long-term organizational changes summarized below are  
287 proposed as measures to continually improve what we do.

**Table 2. Summary of Budget Changes Compared to 2019-2020**

Restructuring and Changes in Service	Net Change in Expense
Following consultant recommendations, numerous functions relating to buildings and land use have been merged to improve customer service and efficiencies. Community Development, Economic Development, and Public Works' permit review functions are now the Development and Business Services Department (DBS). Also, 9.5 net new personnel positions are proposed to enable DBS to deliver permit processing, long-range planning, inspection, and enforcement services needed by this growing community.	\$1,375,825
A city clerk program has been created within the Executive Department to better deliver related functions in a streamlined manner. In the past, city clerk-type services were dispersed amongst Administrative Services, Executive, and the Legislative Departments.	\$0
The cost of city attorney services has added to departments' budgets based upon historical patterns. Departments will now pay for legal services they use. This reduces the Legal Department budget and increases department's budgets equivalently, so there is no net impact upon the General Fund.	\$0
An Equity and Social Justice program has been created within the Executive Department to replace the former Intergovernmental Relations program. The vacant Intergovernmental Relations Coordinator position will not be filled and will be replaced by a new Race and Social Justice Advisor position.	\$0

288 As mentioned above, the Preliminary 2021-2022 Budget contains \$6.9 million in expenditure reductions  
289 to respond to an equivalent reduction in forecasted revenue. The reductions mainly consist of:

- 290 • Delaying the rehire of vacant employee positions
- 291 • Reducing employee training and travel
- 292 • Reducing the use of professional services
- 293 • Delaying purchase of non-essential equipment and supplies

294 These measures are considered temporary and are likely to be discontinued when revenues return to  
295 stable, post-COVID conditions. Our financial forecast indicates that our General Fund reserves can be  
296 restored by the end of 2024. In general, these reductions will affect our levels-of-service but not  
297 eliminate services altogether. For example, unfilled employee positions are dispersed throughout City  
298 departments, not concentrated in a particular workgroup. Some teams will have fewer team members  
299 and where this occurs, our ability to deliver services will be diminished. Department directors will  
300 provide additional detail during their presentations to the City Council and community (see schedule  
301 below).

302 **Upcoming Budget Process**

303 During the upcoming weeks, there will be several opportunities for community members to participate  
304 as the City Council learns more about this Preliminary Budget. Past public meetings, including a public  
305 hearing on September 28, 2020, have contributed to our work. The public is invited to view and  
306 participate in upcoming meetings, which are being conducted remotely due to COVID-19:

**Table 3. Upcoming Budget Meetings**

October 12, 2020	Mayor Smith presents the Preliminary 2021-2022 Budget to the City Council and the community.
October 19, 2020	Presentation of departments' budgets: Executive, Administrative Services, Legal, and Legislative Departments.
October 21, 2020	Presentation of departments' budgets: Development and Business Services, Fire, Information Technology, Human Resources, and Public Works Departments, Capital Funds.
October 26, 2020	Presentation of departments' budgets: Parks, Recreation and Cultural Arts, Police, Municipal Court.
November 2, 2020	Presentations/discussion as needed.
November 9, 2020	Second public hearing on the Preliminary 2021-2022 Budget. Public hearing on the property tax levy for 2021. City Council discussion.
November 16, 2020	Discussion as needed.
November 23, 2020	Adoption of 2021-2022 Budget and property tax levy for 2021.

307 **Conclusion**

308 During the COVID-19 pandemic, the City of Lynnwood has shown that public agencies can be nimble and  
309 swift. We have demonstrated that Lynnwood is resilient, agile, and responsive. Using common  
310 technology, the City Council has held extra public meetings to respond to COVID's challenges. Our  
311 departments implemented operational changes to avoid service interruptions and to keep the public  
312 and our employees safe. Our staff remained available to the public even as City facilities were closed.  
313 Streets have been maintained; public safety ensured, and our parks have been an important outlet for  
314 community members to recreate and recharge.

315 Our Parks, Recreation, and Cultural Arts Department (PRCA) has probably been the hardest hit by COVID-19's safety measures. PRCA employees are unflappable, and quickly adjusted programs, facilities, and services so that residents could recreate to the fullest extent allowed. The department responded with vigorous cleaning; check-in calls to senior center patrons; after-school and camp programs; and found ways to reopen the doors of the Recreation Center. Meanwhile, the Golf Course has had a banner year. Way to go!



Figure 8. Stay Healthy

We have learned and adapted so that our services to the community could continue without interruption. 70% of our employees have been working remotely throughout the pandemic and we are finding this to be an opportunity rather than an obstacle. The Information Technology Department (IT) has ensured employees can work remotely while safeguarding our network and data. The City's website was rebuilt to improve the public's access to forms, reports, and public records. Last month, our website received a 2020 Government Experience Award from the Center for Digital Government. Tasks that were conducted mostly in-person, such as applying for a building permit, are now handled remotely and more efficiently through technology. IT has implemented numerous safeguards to keep the City's network and data safe.

340 Lynnwood's utility rate discount and rebate programs have been vital in helping our households weather the COVID-19 storm. Our finance team continues to receive clean audits and receive awards for our financial reports and budget books. Finance director  
341 Sonja Springer has elevated the City's financial services and Lynnwood is now a regional model in  
342 accounting and budgeting. We wish her the best in her well-earned retirement.  
343

344 The restructuring of our permitting and building inspection services has been a major endeavor and is on the  
345 cusp of achievement. The  
346 recommendations of third-party  
347 experts are being implemented as  
348 we now create the Development  
349 and Business Services Department. I  
350 am excited to see the DBS team  
351 bring about positive change using a  
352 customer-first approach.  
353  
354



Figure 9. Planned Northline Village (Lynnwood Square Property)

355 Under new leadership, the City's  
356 Human Resources Department has grown its professional expertise and has helped create a welcoming  
357 and supportive workforce. We have made great progress towards creating a more equitable and  
358 inclusive workforce and workplace. In a short time, this department has truly advanced our work

359 towards equity and social justice. The City's participation in GARE will reap long-term benefits and our  
360 Diversity Equity and Inclusion Commission is highly engaged.

361 Lynnwood's Municipal Court continues to be a regional model for continuous improvement, by finding  
362 new ways to modernize and streamline service delivery and control costs. Individuals needing to come  
363 before the Court are referred to and treated as "customers". The public can resolve their cases using  
364 the internet, email, mail, telephone, and in-person—whichever is most convenient.

365 Our Public Works Department deserves praise for its ability to manage such a wide array of essential  
366 services and projects at relatively low expense. This team looks for the most advantageous blend of in-  
367 house talent and contracted services. Our streets and sidewalks carry an astonishing amount of local  
368 and regional traffic. Lynnwood's utilities and facilities are maintained in ways that achieve long-term  
369 value.

370 The Lynnwood Police Department continues to be a model for community-oriented policing, de-  
371 escalation, and workforce diversity. They maintain a steadfast commitment to serving with  
372 professionalism, vigilant and with community in mind. Our well-trained teams continue to demonstrate  
373 respect for all people and fairly enforce our laws.

374 Without a doubt, 2021 and 2022 will bring unforeseen challenges and opportunities to our community.  
375 Our City Council, advisory boards, and employees continually impress me with their tremendous talent,  
376 energy, resolve, and ingenuity. I am confident that Lynnwood will continue to move forward creating  
377 positive outcomes for all.



**1 Elected Officials:**

Nicola Smith	Mayor	Term Through Dec. 31, 2021
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City Council	Position	Term Through Dec. 31
Christine Frizzell, President	1	2021
Shannon Sessions, Vice President	7	2023
Julietta Altamirano-Crosby	5	2023
Ian Cotton	2	2021
George Hurst	6	2023
Ruth Ross	3	2021
Jim Smith	4	2023

**2 Appointed Officials:**

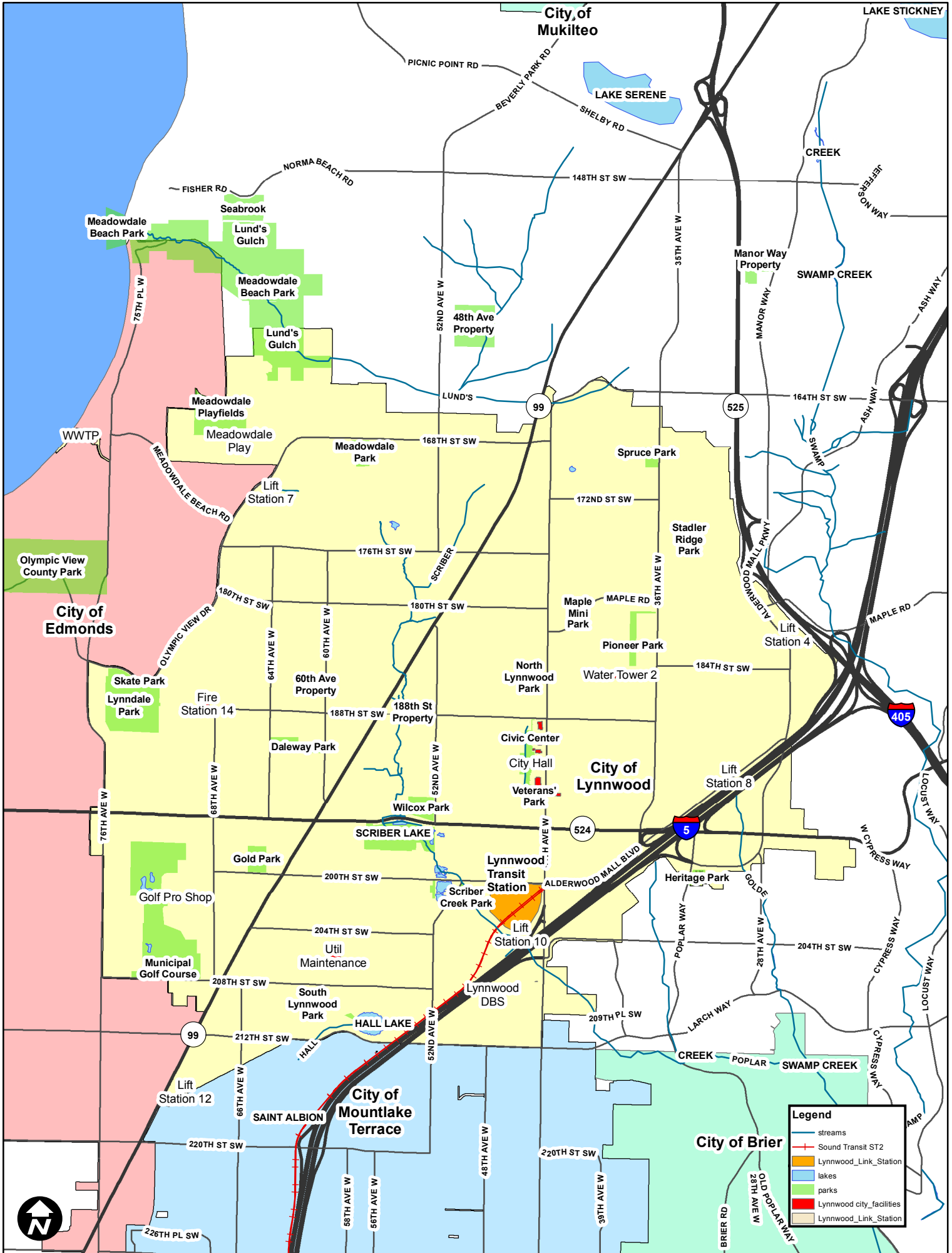
Official	Position	Department
Art Ceniza	City Administrator	Executive
Will Cena	Director	Information Technology
Evan Chinn	Director	Human Resources
William Franz	Director	Public Works
David Kleitsch	Director	Development and Business Services
Rosemary Larson	City Attorney*	Legal
Steven Moore	Judge*	Municipal Court
James Nelson	Chief	Police
Paulette Revoir	Administrator	Municipal Court
Lynn Sordel	Director	Parks, Recreation and Cultural Arts
Sonja Springer	Director	Administrative Services
Vacant	Fire Marshal*	Fire

\* Positions by contract or interlocal agreement (not City employees)

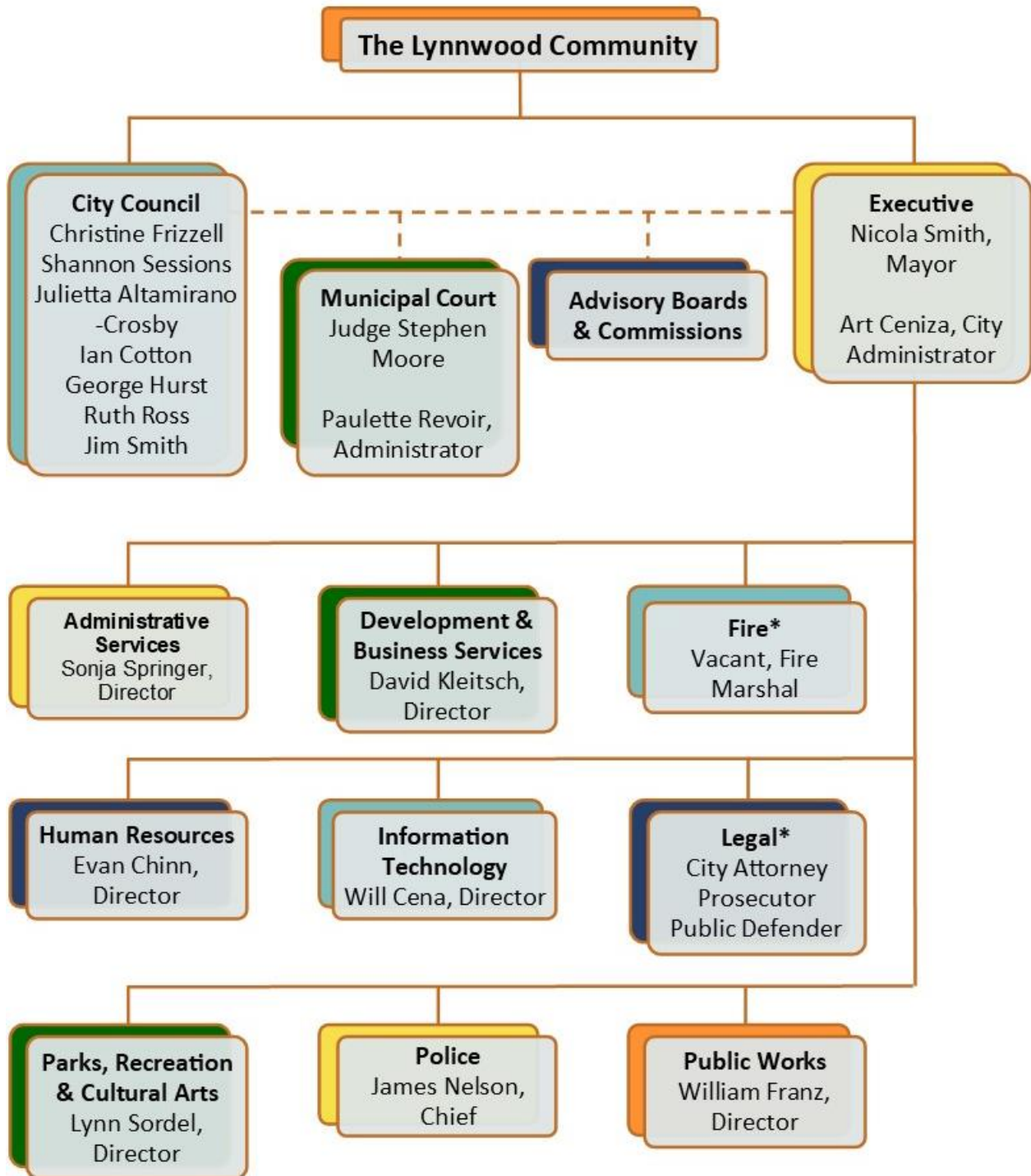
**3 Primary Budget Team:**

Janella Lewis	(425) 670-5142	jlewis@Lynnwoodwa.gov
Corbitt Loch	(425) 670-5406	cloch@Lynnwoodwa.gov
Sonja Springer	(425) 670-5141	sspringer@Lynnwoodwa.gov





# 2020 Organization Chart



\* Service provided by contract or interlocal agreement





# Strategic Plan, 2018-2022

Nicola Smith, Mayor

City Council:

Benjamin Goodwin, President

Shannon Sessions, Vice President

Ian Cotton

Christine Frizzell

George Hurst

Ruth Ross

Shirley Sutton



April 2, 2018

## Introduction and Purpose

The City of Lynnwood has an adopted vision statement, “Our Community Vision”, and numerous adopted plans that together articulate how Lynnwood will evolve in the years ahead. Those documents identify goals determined by the community to be important to Lynnwood’s future, but typically do not specify timeframes or relative priority.

This Strategic Plan is a compilation of priorities, objectives, and strategies determined by City leadership to be of the highest importance *for the years 2018-2022*. The Strategic Plan is highly correlated to Our Community Vision (see next page). In many instances, there are inter-relationships among the objectives and strategies, and many of the provisions relate to more than one priority.

## Top Priorities for 2018-2022

- 1. Fulfill the community vision for the City Center and Lynnwood Link light rail.**
- 2. Ensure financial stability and economic success.**
- 3. Nurture Operational and Organizational Excellence.**
- 4. Be a safe, welcoming, and livable city.**
- 5. Pursue and maintain collaborative relationships and partnerships.**

This Strategic Plan will prompt further discussion of outcomes, metrics, resources, and workplans needed to bring these aspirations to fruition. The goals outlined here will be important considerations as the biennial budgets for 2019-2020 and 2021-2022 are prepared. Our Community Vision, this Strategic Plan, and ongoing community input will support, inform, and guide Lynnwood’s Budgeting for Outcomes (BFO) process.

# Correlation Between Our Community Vision and Strategic Plan, 2018-2022

## 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 to be a welcoming city that builds a healthy and sustainable environment.

Our vision is to encourage a broad business base in sector, size and related employment, and promote high quality development.

Our vision is to invest in preserving and expanding parks, recreation, and community programs.

Our vision is to be a cohesive community that respects all citizens.

Our vision is to invest in efficient, integrated, local and regional transportation systems.

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

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

## Strategic Plan, 2018-2022

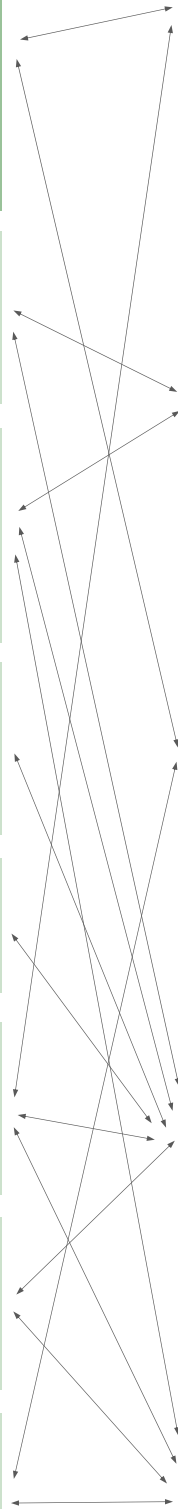
1. Fulfill the community vision for the City Center and Lynnwood Link light rail.

2. Ensure financial stability and economic success.

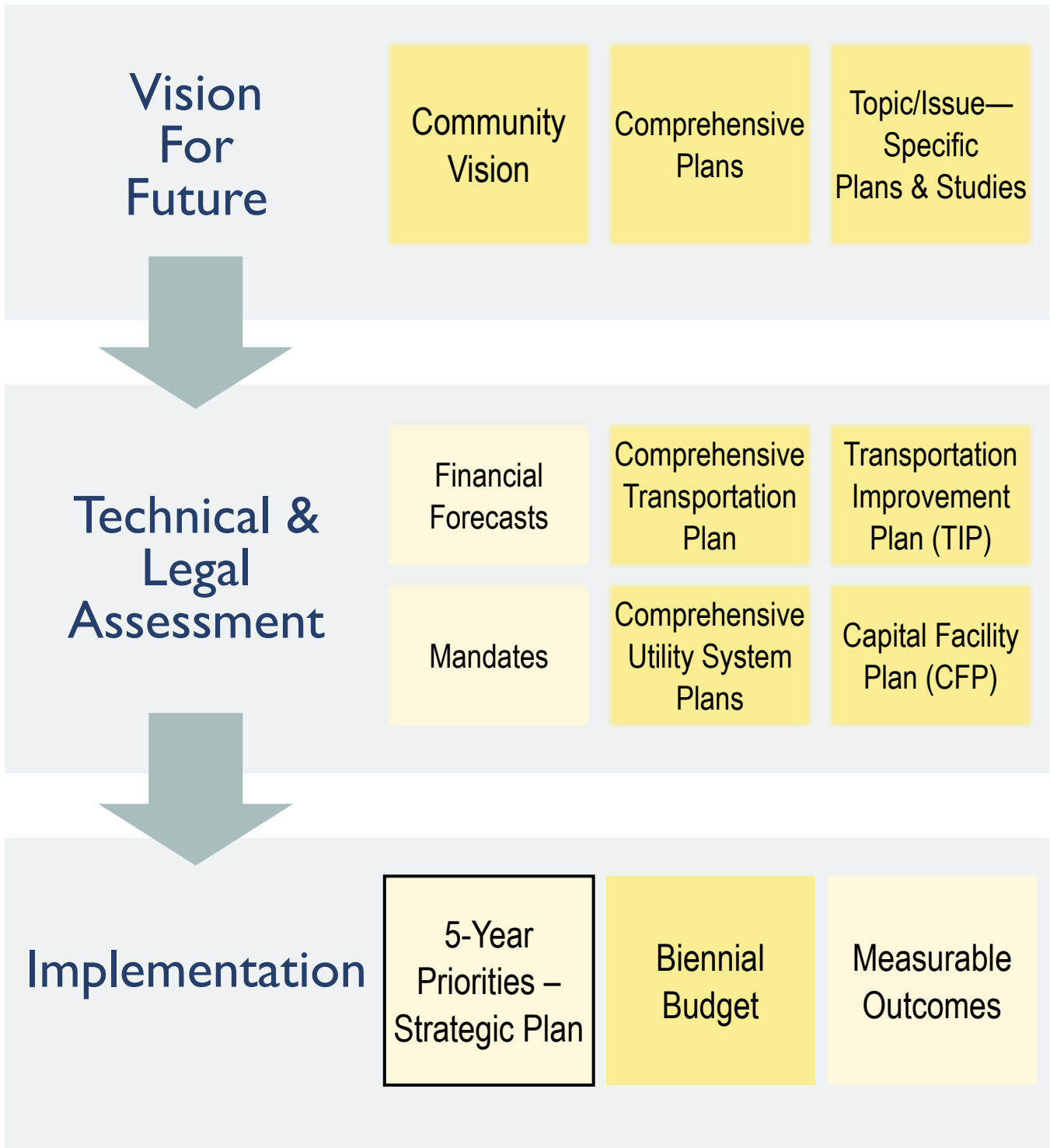
3. Nurture Operational and Organizational Excellence.


4. Be a safe, welcoming, and livable city.

5. Pursue and maintain collaborative relationships and partnerships.



# Strategic Planning - From Vision to Outcomes



 Includes Public Input

 Administrative Output



## Priority 1. Fulfill the community vision for the City Center and Lynnwood Link light rail.

### **Priority 1: Fulfill the community vision for the City Center and Lynnwood Link light rail.**

The City Center will be a mixed-use area that accommodates future population growth and economic vitality. Included within the Lynnwood Community Vision, the City Center Plan has been adopted by City Council; and incorporated into the Lynnwood Comprehensive Plan. Lynnwood Link light rail is a major catalyst for the City Center, and will support development in the Regional Growth Center as light rail is extended to the north.

#### **Objectives – City Center:**

1. Update the City Center Plan and supporting documents as required.
2. Implement City Center Project Priorities, Resolution No. 2014-15.
3. Engage private and public partnerships to implement the City Center Plan.

#### **Strategies – City Center:**

- A. Review and update City Center Environmental Impact Statement SEPA and Planned Action Ordinance based upon current and projected conditions; extend the study area of the environmental review and planned action ordinance to incorporate the entire regional growth center as recommended by Puget Sound Regional Council (PSRC) policies.
- B. Present to City Council for action the recommendations identified in the following source documents: City Center Implementation Strategies; Federal Transportation Administration (FTA) Urban Land Institute Technical Assistance Panel; and the Lynnwood Multimodal Accessibility Plan.
- C. Street Transportation Prioritization Projects: Complete 196<sup>th</sup> St. SW Improvement project (2018 – 2020); complete design of 42<sup>nd</sup> Ave. W. (2019-2020)
- D. Pedestrian Prioritization Projects: Complete City Center Park Master Plan update to finalize location and design of two parks within the City Center (Town Square Park and Village Green Park); and promenade street improvements (2018).
- E. Partnership Prioritization: Prepare space planning and conceptual design for public facilities within the City Center; implement Transit Oriented Development with the Lynnwood Link Extension (LLE).





## Priority 1. Fulfill the community vision for the City Center and Lynnwood Link light rail.

### Objectives – Sound Transit (ST):

4. Complete Lynnwood Link light rail to the City Center Station.
5. Plan for the extension of Sound Transit’s light rail system northward to Alderwood Mall vicinity and beyond to the north boundary of Lynnwood’s Municipal Urban Growth Area (MUGA). This segment is funded by the voter-approved measure known as ST3.

### Strategies – Sound Transit:

- A. Prepare and present for Council consideration the development agreement for LLE between Sound Transit and the City. (2018)
- B. Complete LLE project review and approvals. (2018 – 2024)
- C. Complete review and approvals for LLE project mitigations. (2018 – 2024)
- D. Prepare design and complete construction of LLE enhancements in partnership with Sound Transit (ST) funding. (44<sup>th</sup> underpass / 48<sup>th</sup> Street / Scriber Creek Trail); work with Community Transit to plan and implement the Bus Rapid Transit Orange Line (196th St. SW) in advance of LLE.
- E. Plan for the extension of ST3 light rail north within the PSRC Regional Growth Center; Lynnwood City Center to Alderwood West and Ash Way.

Co-Champions: Paul Krauss, David Kleitsch • Participants: Bill Franz, Lynn Sordel, Corbitt Loch





## Priority 2. Ensure financial stability and economic success.

### **Priority 2: Ensure financial stability and economic success.**

Good fiscal management is a critical component of a well-run organization and ability to meet goals on an ongoing, sustainable basis. The City’s vision includes the statement that the City should “be responsive to the wants and needs of our citizens.” A significant portion of the City’s revenues stem from retail sales tax, so the fiscal viability and the continuity of City services are reliant upon economic success throughout the community.

#### **Objective – Financial Sustainability:**

1. Develop a 2019-2020 Biennial Budget and Five Year Financial Forecast that maintain strong financial reserves through the next five years, and meet the reserve requirements called for by the City’s Financial Policies.

#### **Strategies – Financial Sustainability:**

- A. Continue to incorporate strategic planning and outcome-oriented budgeting to ensure the City’s expenditures and investments are fully aligned with the Community Vision and this Strategic Plan.
- B. Avoid increasing ongoing expenditures that are not financially sustainable and/or do not offer equivalent revenue generation or cost savings.
- C. Support the evolution of Alderwood Mall so it remains vibrant and successful as internet-based retail continues to flourish.
- D. Actively forecast and monitor sales tax revenue generated by local businesses, point of delivery transactions and Washington’s Marketplace Fairness Act.
- E. Assist and support the Police Department and Municipal Court to implement measures that minimize recidivism and jail costs.
- F. Pursue partnerships that offer cost efficiencies and service improvements.



## Priority 2. Ensure financial stability and economic success.

### Objective – Economic Success:

2. Pursue activities identified in the Economic Development Plan to achieve economic success.

### Strategies – Economic Success:

- A. Support and grow new and existing businesses using initiatives such as: a) identifying target sectors in high-growth business sectors; b) developing a business attraction and recruitment plan; c) creating a business outreach program to support local businesses and entrepreneurship; and d) identifying workforce needs, employment opportunities, and training gaps.
- B. Strengthen and communicate Lynnwood’s positive business climate through initiatives such as: a) continually improving transparency, efficiency and consistency in permitting and code compliance; b) reviewing internal processes and informational materials; and c) reinforcing customer service as a strategic objective and routinely monitor customer satisfaction.
- C. Prioritize high-quality development and infrastructure projects.
- D. Maximize development potential in the City Center, Regional Growth Center, Highway 99, South Lynnwood, and the College District.
- E. Measure outcomes related to new businesses created, city revenues generated, and jobs created/supported.
- F. Strengthen Lynnwood’s image and identity in the region through initiatives such as: a) continually promoting Lynnwood’s brand identity; b) promoting tourism, visitor spending, and hotel stays; and c) using public information and outreach to highlight positive change and emerging opportunities.



## Priority 2. Ensure financial stability and economic success.

### Objective - Infrastructure:

3. Build and maintain infrastructure needed to support planned growth and quality of life.

### Strategies - Infrastructure:

- A. Identify, create, and protect dedicated funding streams for infrastructure creation and maintenance/operations. Structure rates, fees, and regulations to have impactful growth contribute towards accommodation of growth. Aggressively pursue partnerships and grants to leverage City funds (see Priority 5).
- B. Regularly undertake comprehensive planning and analysis for each category of infrastructure (pavement, sidewalks, traffic signals, water, sewer, stormwater, buildings, parks, information services, and fleet). Utilize management systems that support sustainability, scheduled replacement of components, and that recognize the true cost of deferred maintenance. Emphasize planning and funding for infrastructure critical to achieving our Our Community Vision and adopted plans.
- C. Establish and maintain a multi-departmental oversight group. Maintain a rolling, six-year capital investment plan which coincides with biennial budgeting.
- D. Develop and utilize standards, policies, and procedures for infrastructure owned by other entities that is located within the City's right-of-way or upon City property. Develop comprehensive franchise policies and procedures. Review and update codes and plan review and inspection policies/procedures related to private utilities.

Co-Champions: Bill Franz, Sonja Springer • Participants: David Kleitsch, Paul Krauss, Drew Burnett, Corbitt Loch, Bill Franz, Lynn Sordel



# 3

## Priority 3. Nurture Operational and Organizational Excellence.

### Priority 3: Nurture Operational and Organizational Excellence.

Operational and organizational excellence are core, strategic foundations for Lynnwood. Encompassing all employees, executive leadership and City Council, operational and organizational excellence focus on Lynnwood’s workplace culture and operational quality, and directly link to Our Community Vision. Empowering an equitable and diverse workforce to utilize efficiencies and techniques will allow Lynnwood to lead the way as a regional model.

#### Objective:

1. Create, develop, and foster a culture of continuous process improvement.

#### Strategies:

- A. Using examples of recent efforts in Development & Business Services (DBS) and Public Works, identify existing processes and determine opportunities for improvement. Train and cross-train employees on interdepartmental processes, and monitor progress to measure success.
- B. Implement and improve online systems to enhance customer services. Identify and improve processes, then implement technologies to enhance and elevate customer experience. Key examples would be implementing online project planning, inspection and permitting applications.
- C. Provide timely and accessible training to all employees, with a focus on improved customer interaction and process efficiencies.
- D. Focus on eliminating waste from process and become a paperless City with a centralized record management system, and enabling easily accessible reports for data-driven decision making.

#### Objective:

2. Create, develop, and foster a customer service-centric, inclusive, and community-driven culture.

#### Strategies:

- A. Foster and grow our culture of having a lens towards equity and inclusion and embedding social justice into everything we do, from recruiting workforce talent, to selecting contractors and rewarding contracts, as well as public outreach.
- B. Improve the City’s web presence, utilizing a central, organized platform, focusing on two-way communication and easily searchable and accessible information for staff and citizens.



## Priority 3. Nurture Operational and Organizational Excellence.

### Objective:

3. Create a high-level building/facility strategy that addresses needs for Criminal Justice, Development and Business Services (DBS) and City Hall operations.

### Strategies:

- A. Identify current and future needs of all departments and develop an outline of the perfect scenario for the City to best serve our citizens.
- B. Work toward a unified vision of the future.

### Objective:

4. Nurture and invest in a diverse workforce, focusing on attracting and retaining talented individuals, and proactively planning for employee succession.

### Strategies:

- A. Identify and revise policies and practices that create unforeseen or unintentional barriers to recruiting and retaining an equitable and diverse workforce, and be the employer of choice to a new generation of workforce talent. Create opportunities for flexible work options and office environments that attract and retain top-tier talent, especially Generations X, Y and Z.
- B. Create competitive and leadership-supported processes for identifying potential leaders and executive management candidates, and implement mentoring and coaching programs that pair future leaders with current leaders from the community.
- C. Work closely with internal office construction and design teams to create office spaces and physical work environments that create more team-focused and inclusive work spaces, with a focus on office designs that attract workforce talent who desire open spaces that promote collaboration.
- D. Ensure that employees eligible for retirement within five years understand the significant and cherished value they bring to Lynnwood, as well as the importance of partnering closely with new employees to ensure valuable knowledge is shared and retained.

Co-Champions: Drew Burnett, Christine Scarlett • Participants: Sonja Springer, Corbitt Loch





## Priority 4. Be a safe, welcoming, and livable city.

### Priority 4. Be a safe, welcoming, and livable city.

This goal identifies and advocates for critical objectives and strategies to ensure a safe, livable and welcoming city. We take great pride in being safe and welcoming to citizens of all walks of life, a place where individuals, families and businesses have opportunities to prosper and contribute to a vibrant and distinctive community.

#### Objectives – Safe:

1. Create a community environment that has a real and perceived sense of safety and security.
2. Deliver high-quality public safety and other City services to ensure that our community is a desirable place to live, work, and play.
3. Develop traffic safety goals and objectives utilizing multi-disciplinary approaches to enforcement, education, and engineering.

#### Strategies – Safe:

- A. Maintain safe, accessible and attractive parks and public spaces that promote and incorporate public safety and security design elements. [Parks, Arts, Recreation & Conservation Plan (PARC Plan) Action 2.3.1]
- B. Actively manage the City's park and recreation assets through a regular schedule of maintenance and capital renewal (PARC Plan Policy 7.1)
- C. Enhance programming and resource linkage for inmates of the Lynnwood Jail, specifically for those inmates with mental health, substance abuse and/or unstable living situations to address underlying problems that lead to criminal behavior. [Americans with Disabilities Act (ADA), Lynnwood Police Dept. and Detention Study, and Washington Association of Sherriffs and Police Chiefs (WASPC) Accreditation Standards]
- D. Enhance our Police Assisted Addiction and Recovery Initiative (PAARI) efforts by leveraging Cops and Clergy resources to assist in transitioning those in need of services to available programs or service providers.
- E. Maintain a high level of public safety services that provide satisfactory response times and other key performance measures. [Lynnwood Police Dept. and Detention Study, Lynnwood Police Department (LPD) Annual report]
- F. Maintain and evaluate WASPC Accreditation Standard compliance. (WASPC Accreditation Standards)
- G. Stay abreast of current standards and best practices, and incorporate public safety measures when designing new and improved infrastructure projects.



## Priority 4. Be a safe, welcoming, and livable city.

- H. Coordinate City-wide on ADA requirements and incorporate standards when designing new and improved building/facility projects.
- I. Utilize a full range of public outreach methods to get input on projects and issues, and to provide education for enhanced public use of facilities.
- J. Maintain the City's Traffic Safety Committee comprised of representatives from multiple departments. Identify traffic safety concerns, explore multi-disciplinary approaches, and collaborate on implementation of solutions.

### Objectives – Welcoming:

1. Encourage and support active and ongoing participation by diverse community members in planning and decision-making. (PARC Plan Policy 13.1)
2. Enhance community relationships and engagement through continued development and improvement of information exchange mechanisms as well as opportunities for direct interaction with our diverse community.

### Strategies – Welcoming:

- A. Make identifying and improving neighborhoods a priority. [Economic Development (ED) Action Plan Goal 5.4]
- B. Support the formation of neighborhood advisory groups to create localized identity, improve communications with the City, and support efforts for residents and staff to collaboratively address neighborhood issues. [Healthy Communities (HC) Action Plan Goal 3 Action 1b]
- C. Acquire and initiate the master planning/development of Town Square Park in City Center. (PARC Plan Action 2.3.7)
- D. Create and support strong, vibrant, social networks that promote social interaction and community cohesiveness. (HC Action Plan Goal #3)
- E. Continue development, analysis, and improvement of existing public engagement opportunities such as National Night Out, Kids Police Camp, and Cops and Clergy. (LPD Annual Report, 2016, Matrix Police Dept. and Services Study, Resolution 2017-03, LPD Welcoming City and resource document)
- F. Through responsiveness, equality and transparency, enhance the public's understanding, trust, and confidence in Municipal Court processes and operations.



# 4

## Priority 4. Be a safe, welcoming, and livable city.

### Objectives - Livable:

1. Make Lynnwood a safe, attractive, and accessible place to live, work, learn, and play.
2. Ensure program and service delivery is equitable, inclusive, and accepting of all our community members.
3. Continue supporting the City's efforts to meet the needs of those dealing with homelessness, addiction, mental illness, abuse, aging, poverty, and veteran issues.

### Strategies - Livable:

- A. Improve Lynnwood's built environment to support and promote walking, biking, and other physical activity. (HC Action Plan Goal 1 Obj. 1)
- B. Develop a network of shared-use pedestrian and bicycle trails to enable connections within and between parks, neighborhoods, transit, public facilities/services, and regional trails. (PARC Plan Policy 12.1)
- C. Provide a variety of recreation services and programs that promote the health and well-being of residents of all ages and abilities. (PARC Plan Policy 1.1)
- D. Maintain and enhance Lynnwood's recreation and senior centers to provide opportunities for residents to connect, learn, and play. (PARC Plan Policy 1.3)
- E. Utilize creative placemaking and community engagement strategies for the redevelopment of parks, streets, plazas, and other community spaces.
- F. Improve communication and transparency by providing information in non-technical, modern formats. (LPD Annual Report 2016, Lynnwood Police Dept. and Detention Study, WASPC Accreditation Standards, Washington State Law)
- G. Enhance Lynnwood's multi-disciplinary, problem-based approach to complex community health and safety issues. The Police Department's Community Health and Safety Section will utilize current data and performance measures to best assist our community members. (LPD Annual Report 2016, Lynnwood Police Dept. and Detention Study, Resolution 2017-03)
- H. Apply problem-oriented policing strategies to new or evolving public safety issues that affect the community's quality of life. (Lynnwood Police Dept. and Detention Study)
- I. Utilize information from the Human Services Commission while creating strategies to foster partnerships, programs, and investments.

Co-Champions: Lynn Sordel, Tom Davis • Participants: Paulette Revoir, Art Ceniza, Kevin Zweber, Corbitt Loch





## Priority 5. Pursue and maintain collaborative relationships and partnerships.

### Priority 5. Pursue and maintain collaborative relationships and partnerships.

Collaboration and partnerships leverage the City's resources to achieve the greatest outcome possible, making new talent, expertise, and resources available to the City in a cost-effective way. The challenges facing Lynnwood are similar to challenges faced by neighboring communities, since many issues are social problems and initiatives that transcend municipal boundaries, and therefore are best addressed through collaboration. Partnerships keep Lynnwood in the forefront of the region and foster excellence through shared experience and expanded capability.

#### Objective:

1. Continue to strengthen the relationship and partnership between the City Council, Mayor, and Department Directors.

#### Strategy:

- A. Nurture a spirit of open dialogue and shared goal setting.

#### Objective:

2. Partner with other organizations to address problems that are beyond City resources to solve, such as chronic human service, public safety, and health issues.

#### Strategies:

- A. Utilize and contribute to public education and community outreach/engagement initiatives of partner entities, including South County Fire, Snohomish Health District, Verdant, Edmonds School District, etc.
- B. Coordinate with others to ensure rapid and effective response to emergencies and disasters. Achieve new economies of scale and enhanced public safety, advocate consolidation of the new Snohomish County Emergency 911 agency, and Snohomish Emergency Radio System Board. Participate in establishing service areas or districts for coordinated emergency management.
- C. Advocate equitable, County-sourced funding for the Snohomish Health District and for replacement of the countywide emergency radio system.



## Priority 5. Pursue and maintain collaborative relationships and partnerships.

### Objective:

3. Collaborate with organizations that enhance the City's long-term financial sustainability and economic success. (see Priority 2)

### Strategies:

- A. Engage existing and prospective partners where there is opportunity for advancement of the City's interests. Foster relationships at federal, state, regional, and local levels—and with public agencies, non-profit organizations, faith-based groups, for-profit corporations, and individuals.
- B. Utilize and contribute to advocacy efforts of partner entities, including Association of Washington Cities, Economic Alliance Snohomish County (EASC), Snohomish County Cities, Partner Lynnwood, etc.
- C. Seek and consider innovative partnerships that can provide new economies of scale, cost avoidance, and operational efficiencies. Before initiating new services or undertaking large capital improvement projects, explore opportunities for collaboration.

### Objective:

4. Provide the public with timely and accurate information on City news, services, initiatives and projects, so that they can be engaged and informed.

### Strategy:

- A. Use a variety of communication channels to message information so the right information is getting to the right people, so they can make informed decisions.

### Objective:

5. Strengthen relationships and partnerships with our diverse community by seeking to fully embrace and understand their wants and needs, i.e. greater equity opportunity across all segments of the population (big and small business, socio-economic, age, immigrants and communities of color, veterans, LGBTQ, etc.).

### Strategy:

- A. Establish a network of trusted messengers to facilitate communications and trust building between the City and our ethnic, faith, and other segmented communities.



## Priority 5. Pursue and maintain collaborative relationships and partnerships.

### Objective:

6. Continue to collaborate and partner with other government officials and agencies on issues of mutual interest, including the Lynnwood's legislative priorities and opportunities for funding or cost-sharing, i.e. capital, transportation and infrastructure projects.

### Strategy:

- A. Pursue state and federal funding for infrastructure needed to serve the population and employment growth planned for the Lynnwood Regional Growth Center.

Co-Champions: Art Ceniza, Julie Moore • Participants: Gina Israel, Kevin Zweber, Corbitt Loch



**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

## **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



	A	B	C	D	E	F	G
1	<b>2021-2022 PROPOSED BUDGET SUMMARY BY FUND</b>						
3	<b>FUND</b>	<b>BEGINNING FUND BALANCE</b>	<b>REVENUES &amp; OTHER SOURCES</b>	<b>TOTAL BEGINNING FUND BALANCE &amp; REVENUES &amp; OTHER SOURCES</b>	<b>EXPENDITURES &amp; OTHER USES</b>	<b>ENDING FUND BALANCE</b>	<b>TOTAL EXPENDITURES &amp; ENDING FUND BALANCE</b>
4	<b>GENERAL GOVERNMENT</b>						
5	011 General Fund	\$ 3,519,143	\$ 108,657,067	\$ 112,176,210	\$ 108,711,866	\$ 3,464,344	\$ 112,176,210
6	020 Econ Dev Infrastructure	11,084,048	2,300,000	13,384,048	9,500,000	3,884,048	13,384,048
7	098 Revenue Stabilization	4,671,099	-	4,671,099	402,883	4,268,216	4,671,099
8	101 Lodging Tax	829,670	2,889,189	3,718,859	3,046,960	671,899	3,718,859
9	104 Drug Enforcement	251,255	302,000	553,255	200,000	353,255	553,255
10	105 Criminal Justice Fund	2,082,154	1,725,901	3,808,055	3,568,328	239,727	3,808,055
11	110 Transportation Impact Fee	2,344,714	1,040,000	3,384,714	2,370,000	1,014,714	3,384,714
12	111 Street Operating	357,021	4,992,188	5,349,209	5,209,042	140,167	5,349,209
13	114 Cumulative Pk Res & Dev	77,239	22,500	99,739	26,000	73,739	99,739
14	116 Cumulative Art Reserve	50,478	52,000	102,478	30,000	72,478	102,478
15	121 Tree Reserve	277,816	50,000	327,816	45,000	282,816	327,816
16	144 Solid Waste Management	84,482	77,276	161,758	77,276	84,482	161,758
17	146 Affordable Housing	250	401,200	401,450	-	401,450	401,450
18	150 Transportation Benefit Dist.	4,188,817	5,365,000	9,553,817	9,026,464	527,353	9,553,817
19	180 Park Impact Fee Fund	2,450,353	5,023,800	7,474,153	5,900,000	1,574,153	7,474,153
20	203 General Govt Debt Service	-	4,000,000	4,000,000	3,997,354	2,646	4,000,000
21	223 Rec Center 2012 LTGO	111,901	3,313,026	3,424,927	3,313,625	111,302	3,424,927
22	510 Equipment Rental Reserve	6,271,016	3,176,291	9,447,307	3,034,124	6,413,183	9,447,307
23	511 Equipment Rental Oper	210,701	4,302,935	4,513,636	4,083,120	430,516	4,513,636
24	513 Lynnwood Shop Operations	134,937	243,000	377,937	283,300	94,637	377,937
25	515 Self Insurance Fund	331,489	1,610,310	1,941,799	1,710,310	231,489	1,941,799
26	520 Technology Reserve Fund	308	262,400	262,708	262,400	308	262,708
27	<b>Total General Govt. Funds</b>	<b>\$ 39,328,891</b>	<b>\$ 149,806,083</b>	<b>\$ 189,134,974</b>	<b>\$ 164,798,052</b>	<b>\$ 24,336,922</b>	<b>\$ 189,134,974</b>
28	<b>ENTERPRISE FUNDS</b>						
29	411 Utility Operations	20,120,867	54,356,413	74,477,280	57,569,311	16,907,969	74,477,280
30	412 Sewer/Water/Storm Capital	9,927,603	14,734,440	24,662,043	24,662,043	-	24,662,043
31	419 2010 Utility System Bonds	303,596	-	303,596	303,596	-	303,596
32	460 Golf Course	3,165,763	2,950,710	6,116,473	2,939,119	3,177,354	6,116,473
33	<b>Total Enterprise Funds</b>	<b>\$ 33,517,829</b>	<b>\$ 72,041,563</b>	<b>\$ 105,559,392</b>	<b>\$ 85,474,069</b>	<b>\$ 20,085,323</b>	<b>\$ 105,559,392</b>
34	<b>CAPITAL FUNDS</b>						
35	330 REET 2	3,575,598	1,670,000	5,245,598	5,233,495	12,103	5,245,598
36	331 REET 1	2,396,093	1,650,000	4,046,093	3,883,102	162,991	4,046,093
37	333 Capital Development	991,440	2,230,000	3,221,440	2,539,593	681,847	3,221,440
38	357 Other Gov Capital Improv	231,758	4,993,242	5,225,000	5,225,000	-	5,225,000
39	360 Transportation Capital Infr.	1,337,755	45,580,022	46,917,777	46,917,777	-	46,917,777
40	370 Facilities Capital Infr.	1,163,703	182,568	1,346,271	1,345,629	642	1,346,271
41	380 Parks & Recreation Capital	219,627	18,897,476	19,117,103	19,117,103	-	19,117,103
42	390 Public Safety Capital	-	61,908,000	61,908,000	60,000,000	1,908,000	61,908,000
43	<b>Total Capital Funds</b>	<b>9,915,974</b>	<b>137,111,308</b>	<b>147,027,282</b>	<b>144,261,699</b>	<b>2,765,583</b>	<b>147,027,282</b>
44	<b>TOTAL 2021-2022 PROPOSED BUDGET</b>	<b>\$ 82,762,694</b>	<b>\$ 358,958,954</b>	<b>\$ 441,721,648</b>	<b>\$ 394,533,820</b>	<b>\$ 47,187,828</b>	<b>\$ 441,721,648</b>









## General Fund Expenditures by Budgeting for Outcomes (BFO) Program

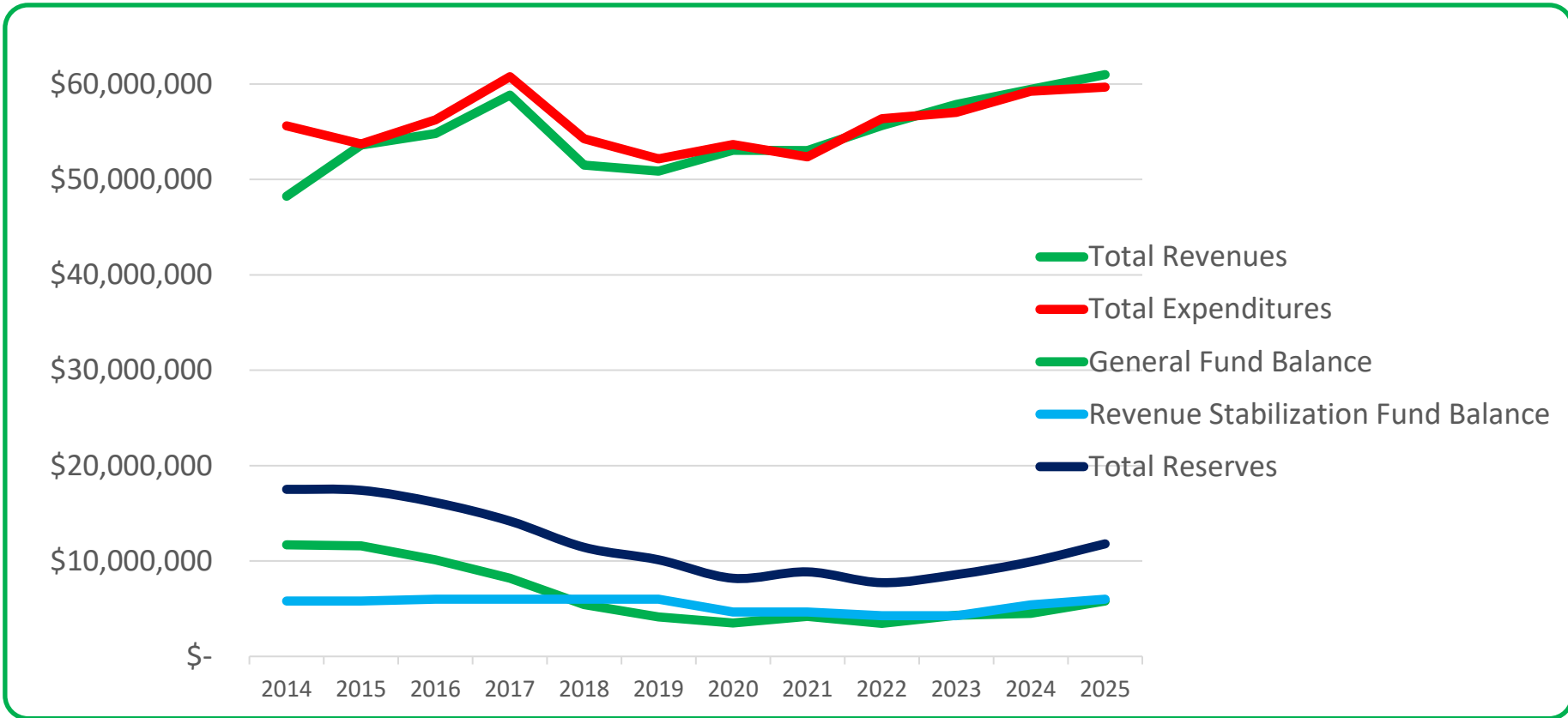
	A	B	C
1	Program Title	Responsible Department	2021-2022 Proposed Budget Amount
2	Accounting & Auditing	Administrative Services	\$ 2,632,058
3	Budget & Strategic Planning	Administrative Services	645,275
4	Procurement	Administrative Services	1,198,381
5	Records	Administrative Services	837,943
6	Treasury Services	Administrative Services	887,601
7	Utility Billing	Administrative Services	1,045,098
8		<b>Total - Admin Services</b>	<b>\$ 7,246,356</b>
9	Administration	Development & Business Services	\$ 2,261,299
10	Planning	Development & Business Services	1,915,820
11	Permits & Inspections	Development & Business Services	5,538,867
12	Economic Development	Development & Business Services	880,397
13	Sound Transit - Light Rail	Development & Business Services	1,000,000
14		<b>Total Development &amp; Business Services</b>	<b>\$ 11,596,383</b>
15	Executive Administration	Executive	1,186,191
16	Community Engagement	Executive	520,471
17	City Clerk	Executive	368,976
18	Equity and Social Justice	Executive	219,796
19		<b>Total Executive</b>	<b>\$ 2,295,434</b>
20	Fire Prevention	Fire	1,927,489
21		<b>Total Fire</b>	<b>\$ 1,927,489</b>
22	HR Operations	Human Resources	1,584,526
23	Employee Services	Human Resources	151,000
24	Labor Relations	Human Resources	90,000
25		<b>Total Human Resources</b>	<b>\$ 1,825,526</b>
26	IT Administration	Information Technology	1,137,500
27	Applications Management	Information Technology	1,621,576
28	Cyber Security	Information Technology	301,600
29	End User Support	Information Technology	691,998
30	Network & Systems Administration	Information Technology	1,158,497
31		<b>Total Information Technology</b>	<b>\$ 4,911,171</b>
32	City Attorney	Legal	35,000
33	Prosecuting Attorney	Legal	1,118,400
34	Public Defense	Legal	1,598,000
35		<b>Total Legal</b>	<b>\$ 2,751,400</b>



## General Fund Expenditures by Budgeting for Outcomes (BFO) Program

	A	B	C
1	Program Title	Responsible Department	2021-2022 Proposed Budget Amount
36	City Council	Legislative	\$ 877,072
37		<b>Total Legislative</b>	<b>\$ 877,072</b>
38	Court Administration	Municipal Court	722,018
39	Probation Services	Municipal Court	787,646
40	Case Processing	Municipal Court	1,325,909
41		<b>Total Municipal Court</b>	<b>\$ 2,835,573</b>
42	Non-Departmental (Includes Transfers)	Transfers	7,749,324
43		<b>Total Non-Department</b>	<b>\$ 7,749,324</b>
44	Administration	Parks, Recreation & Cultural Arts	1,315,369
45	Aquatics	Parks, Recreation & Cultural Arts	3,493,376
46	Park Operations	Parks, Recreation & Cultural Arts	3,240,928
47	62+ Programs	Parks, Recreation & Cultural Arts	1,005,211
48	Recreation Administration	Parks, Recreation & Cultural Arts	2,616,416
49	Healthy Communities	Parks, Recreation & Cultural Arts	839,466
50	Customer Service	Parks, Recreation & Cultural Arts	1,665,913
51	Recreation Programs	Parks, Recreation & Cultural Arts	2,366,313
52		<b>Total Parks, Rec &amp; Cultural Arts</b>	<b>\$ 16,542,992</b>
53	Traffic	Police	2,384,696
54	Police Patrol	Police	13,092,006
55	Special Operations	Police	1,430,794
56	Detention & Correction	Police	8,238,665
57	Police Administration	Police	6,921,455
58	Community Health & Safety & Animal Cntrl	Police	1,936,106
59	Planning, Training & Accreditation	Police	1,490,669
60	Criminal Investigations	Police	3,714,106
61	Records/Support Service	Police	1,640,907
62	Property/Evidence	Police	622,306
63	Emergency Operations	Police	137,593
64	SWAT (Special Weapons & Tactics)	Police	273,726
65		<b>Total Police</b>	<b>\$ 41,883,029</b>
66	Public Works Administration	Public Works	1,076,728
67	Project Engineering	Public Works	1,387,083
68	Buiding & Property Services	Public Works	3,423,632
69	Construction Management	Public Works	382,674
70		<b>Total Public Works</b>	<b>\$ 6,270,117</b>
71	<b>TOTAL GENERAL FUND EXPENDITURES:</b>		<b>\$ 108,711,866</b>

## General Fund Financial Forecast For the Years 2020-2025



**Forecast Assumptions Due to the Impact of COVID-19 on General Fund Revenues:**

Sales tax in 2020 is forecasted to decrease by 11.24% from 2019 actuals with no sales tax transferred to the EDIF Fund in 2020.

Sales tax in 2021 is forecasted to be 5% less than 2019 actuals through October, 2021.

Sales tax is forecasted to return to 2019 levels in November, 2021 through May 2022, and increase by 3-4% beginning in June 2022.

Admission taxes are forecasted assuming there is only 1 movie theatre operating in 2021 and reduced business from 2 theatres in 2022-2025.

Recreation and Parks revenues have been forecasted based on reduced usage due to closures brought on by COVID-19.

All other revenues are forecasted using historical and expected future trends.

Expenditures reported for 2014- 2019 are actuals, they decrease in 2021-2022 and then increase by 2% after 2022.

In 2020 it is estimated that the General Fund will need to use \$1.3 million of reserves, and another \$403K in 2022 due to reduced revenues.

All drawdown of reserves in 2020-2022 will be replenished in 2024-2025.

## City of Lynnwood General Fund Financial Forecast - 2020-2025

	A	M	N	O	P	Q	R	S	T	U
1		2017	2018	2019	2020	2021	2022	2023	2024	2025
2	DESCRIPTION	Actual	Actual	Actual	Projected with Covid Impacts	Proposed Budget	Proposed Budget	Projected	Projected	Projected
3	<b>BEGINNING FUND BALANCE</b>	\$ 10,134,924	\$ 8,190,691	\$ 5,430,869	\$ 4,125,559	\$ 3,519,143	\$ 4,190,027	\$ 3,464,344	\$ 4,306,257	\$ 4,500,926
4										
5	<b>Total Operating Revenues</b>	58,094,043	50,986,470	49,038,429	48,753,381	52,316,790	54,514,462	57,607,946	59,191,213	60,828,769
6										
7	Transfers In	\$ 192,000	\$ -	\$ 5,805	\$ 527,923	\$ 7,814	\$ 7,814	\$ 7,813	\$ -	\$ -
8	One Time Revenues - ST2	288,258	350,063	465,641	2,261,615	550,000	550,000	100,000	100,000	-
9	Other Non Operating Revenues	251,342	160,411	1,342,966	188,850	153,062	154,242	151,531	153,441	155,389
10	Transfer from Rev. Stabilization Fund/Reserves	-	-	-	1,328,901	-	402,883	-	-	-
11	<b>Total Revenues</b>	58,825,643	51,496,944	50,852,841	53,060,670	53,027,666	55,629,401	57,867,290	59,444,654	60,984,159
12										
13	<b>TOTAL REV &amp; OTHER SOURCES INC FUND BAL</b>	\$ 68,960,567	\$ 59,687,635	\$ 56,283,710	\$ 57,186,230	\$ 56,546,809	\$ 59,819,429	\$ 61,331,634	\$ 63,750,911	\$ 65,485,085
14										
15	<b>Total Operating Expenditures</b>	57,884,085	51,390,014	48,797,672	49,748,833	49,100,169	53,098,671	54,161,075	55,242,297	56,345,143
16										
17	<b>Operating Revenues over (under)</b>	\$ 209,958	\$ (403,544)	\$ 240,757	\$ (995,452)	\$ 3,216,621	\$ 1,415,792	\$ 3,446,871	\$ 3,948,916	\$ 4,483,627
18	<b>Operating Expenditures</b>									
19										
20	One-Time Expenditures - Sound Transit	\$ -	\$ -	\$ 465,641	\$ 2,261,615	\$ 500,000	\$ 500,000	\$ 100,000	\$ 100,000	\$ -
21	Transfer to Capital	1,100,000	1,100,000	1,100,000	-	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
22	Reimb/Transfer to Rev. Stabilization Fund	-	-	-	-	-	-	-	1,150,000	581,784
23	Transfers to Other Funds (Debt, Etc.)	1,785,791	1,766,752	1,794,838	1,656,638	1,656,613	1,656,413	1,656,488	1,657,688	1,657,350
24										
25	<b>TOTAL EXPEND &amp; OTHER USES</b>	\$ 60,769,876	\$ 54,256,766	\$ 52,158,151	\$ 53,667,086	\$ 52,356,782	\$ 56,355,084	\$ 57,017,563	\$ 59,249,985	\$ 59,684,277
26	<b>ENDING FUND BALANCES:</b>									
27	<b>General Fund Reserved For:</b>									
28	Reserves Per Financial Policy*	\$ 4,857,895	\$ 5,411,164	\$ 4,049,727	\$ 3,519,143	\$ 3,429,359	\$ 3,464,155	\$ 4,280,603	\$ 4,482,560	\$ 4,685,304
29	Unreserved	3,332,796	19,706	75,832	0	760,668	189	25,654	18,366	1,115,504
30	<b>ENDING FUND BALANCES - GEN FUND</b>	\$ 8,190,691	\$ 5,430,869	\$ 4,125,559	\$ 3,519,143	\$ 4,190,027	\$ 3,464,344	\$ 4,306,257	\$ 4,500,926	\$ 5,800,808
31	<b>TOTAL EXPEND &amp; ENDING FUND BALANCE</b>	\$ 68,960,567	\$ 59,687,635	\$ 56,283,710	\$ 57,186,230	\$ 56,546,809	\$ 59,819,428	\$ 61,323,821	\$ 63,750,911	\$ 65,485,085
32	<b>Revenue Stabilization Fund</b>	\$ 6,000,000	\$ 6,000,000	\$ 4,671,099	\$ 4,671,099	\$ 4,671,099	\$ 4,268,216	\$ 4,268,216	\$ 5,418,216	\$ 6,000,000
33	<b>TOTAL RESERVES:</b>	\$ 14,190,691	\$ 11,430,869	\$ 8,796,658	\$ 8,190,242	\$ 8,861,126	\$ 7,732,560	\$ 8,574,473	\$ 9,919,142	\$ 11,800,808
34	*Reserves per Adopted Financial Policy is 2 1/2 Months of the Previous Year's Operating Expenditures as reported in the CAFR, beginning in 2016.									
35	This includes the Revenue Stabilization Fund, which should be funded at \$6 million to meet the reserve requirements									

**City of Lynnwood General Fund Financial Forecast 2020-2025**

	A	N	Q	T	V	W	X	Y	Z	AA	AB
1											
2	<b>GENERAL FUND REVENUES</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Modified Budget</b>	<b>2020 Projected With COVID Impacts</b>	<b>2021 Proposed Budget</b>	<b>2022 Proposed Budget</b>	<b>2023 Projected</b>	<b>2024 Projected</b>	<b>2025 Projected</b>
3											
4	<b>BEGINNING FUND BALANCE</b>	\$ 10,134,924	\$ 8,190,691	\$ 5,430,869	\$ 5,962,407	\$ 4,125,559	\$ 3,519,143	\$ 4,190,027	\$ 3,464,344	\$ 4,306,257	\$ 4,500,926
5	<b>OPERATING REVENUES</b>										
6	General Property Tax	9,644,579	3,885,877	3,967,206	4,300,000	4,300,000	4,300,000	4,500,000	5,000,000	5,000,000	5,000,000
7	EMS Property Tax	2,272,228	2,323,234	23,839	-	-	-	-	-	-	-
8	Total Retail Sales Tax	20,749,419	21,014,172	22,556,266	24,453,852	20,020,065	21,640,426	23,044,533	23,966,314	24,924,967	25,921,966
9	Total Utilities Taxes	6,184,216	5,961,187	5,869,787	6,440,352	5,968,502	6,084,647	6,195,700	6,312,838	6,436,091	6,565,493
10	Total Gambling Tax	135,152	211,831	154,214	137,189	111,595	112,153	112,713	113,277	113,843	114,413
11	Admissions & Leasehold Taxes	682,148	923,335	705,753	745,093	169,477	412,199	624,188	642,730	661,827	681,494
12	Total Business & Other Licenses	3,066,097	2,879,145	1,836,596	3,148,337	3,816,220	3,290,478	3,317,870	3,345,525	3,373,445	3,401,633
13	Total Development Services	2,321,845	1,970,611	1,644,727	2,538,505	3,265,886	4,197,867	4,323,803	4,539,993	4,676,193	4,816,478
14	Total Recreation	2,932,131	3,119,510	2,873,626	3,370,878	1,093,088	2,812,450	2,812,450	2,896,824	2,983,728	3,073,240
15	Total Fines and Forfeitures	4,556,126	4,292,161	4,763,375	4,556,126	3,918,319	4,763,375	4,858,643	4,955,815	5,054,932	5,156,030
16	Total Franchise Fees	484,979	457,154	442,681	504,572	451,535	460,565	469,777	479,172	488,756	498,531
17	Total State Shared & Intergov	4,151,118	3,739,620	4,221,192	4,927,879	5,522,696	4,125,122	4,135,750	5,234,875	5,355,282	5,475,753
18	Total Transport Fees	769,891	(3,012)	3,483	-	-	-	-	-	-	-
19	Total Investment Interest	144,114	211,645	(24,316)	154,423	116,000	117,508	119,036	120,583	122,151	123,739
20	<b>Total Operating Revenue</b>	<b>58,094,043</b>	<b>50,986,470</b>	<b>49,038,429</b>	<b>55,277,207</b>	<b>48,753,381</b>	<b>52,316,790</b>	<b>54,514,462</b>	<b>57,607,946</b>	<b>59,191,213</b>	<b>60,828,769</b>
21	Transfers	192,000	-	5,805	874,810	527,923	7,814	7,813	-	-	-
22	Trfr from Rev Stabilization	-	-	-	-	1,328,901	-	402,883	-	-	-
23	One Time Revenue - ST2	288,258	350,063	465,641	2,261,615	2,261,615	550,000	550,000	100,000	100,000	-
24	Other Non Operating Revenues	251,342	160,411	1,342,966	297,901	188,850	153,062	154,242	151,531	153,441	155,389
25	Total Revenues	58,825,643	51,496,944	50,852,841	58,711,533	53,060,670	53,027,666	55,629,400	57,859,477	59,444,654	60,984,159
26	<b>TOTAL REV &amp; OTHER SOURCES</b>	<b>\$ 68,960,567</b>	<b>\$ 59,687,635</b>	<b>\$ 56,283,710</b>	<b>\$ 64,673,940</b>	<b>\$ 57,186,230</b>	<b>\$ 56,546,809</b>	<b>\$ 59,819,428</b>	<b>\$ 61,323,821</b>	<b>\$ 63,750,911</b>	<b>\$ 65,485,085</b>

**City of Lynnwood General Fund Financial Forecast 2020-2025**

	A	N	Q	T	V	W	X	Y	Z	AA	AB
27											
28	<b>GENERAL FUND EXPENDITURES</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Modified Budget</b>	<b>2020 Projected With COVID Impacts</b>	<b>2021 Proposed Budget</b>	<b>2022 Proposed Budget</b>	<b>2023 Projected</b>	<b>2024 Projected</b>	<b>2025 Projected</b>
29											
30	<b>OPERATING EXPENDITURES</b>										
31	Legislative	\$ 437,221	\$ 406,952	\$ 406,546	\$ 452,357	\$ 416,001	\$ 420,995	\$ 456,077	\$ 465,199	\$ 474,503	\$ 483,993
32	Executive	762,109	802,540	871,851	977,624	909,366	1,101,808	1,193,626	1,217,498	1,241,848	1,266,685
33	Municipal Court	1,304,682	1,325,287	1,291,421	1,491,866	1,376,433	1,361,075	1,474,498	1,503,988	1,534,068	1,564,749
34	Legal	1,559,286	1,842,041	1,713,925	1,741,300	1,634,729	1,320,672	1,430,728	1,459,343	1,488,529	1,518,300
35	Human Resources	816,615	784,652	778,378	995,441	929,527	876,252	949,274	968,259	987,624	1,007,377
36	Administrative Services	3,540,188	3,562,518	3,586,525	3,975,810	3,792,264	3,478,251	3,768,105	3,843,467	3,920,337	3,998,743
37	Information Services	2,428,431	2,143,051	2,375,484	2,585,789	2,468,808	2,357,362	2,553,809	2,604,885	2,656,983	2,710,122
38	Non-Departmental	212,386	82,022	-	1,762,000	1,762,000	97,617	97,617	100,000	100,000	100,000
39	Police	19,350,714	20,683,675	21,350,443	22,769,019	21,075,588	20,103,854	21,779,175	22,214,759	22,659,054	23,112,235
40	Fire	12,483,771	3,578,301	1,176,835	1,046,950	870,047	925,195	1,002,294	1,022,340	1,042,787	1,063,643
41	Parks & Recreation	7,195,305	8,137,174	8,019,155	8,955,940	6,929,434	7,940,636	8,602,356	8,774,403	8,949,891	9,128,889
42	Public Works	3,346,781	3,281,941	3,116,857	4,516,021	3,475,767	3,009,656	3,260,461	3,325,670	3,392,183	3,460,027
43	Street Oper Fund (Transfer Out)	1,000,000	1,000,000	1,045,450	1,060,900	945,450	1,020,533	1,020,533	1,040,943	1,061,762	1,082,997
44	Development Business Svc.	2,733,126	3,057,919	2,554,275	3,604,078	2,569,860	5,086,264	5,510,119	5,620,322	5,732,728	5,847,383
45	Economic Development	713,470	701,941	510,527	638,345	593,559	-	-	-	-	-
46	<b>Total Operating Expenditures</b>	<b>57,884,085</b>	<b>51,390,014</b>	<b>48,797,672</b>	<b>56,573,440</b>	<b>49,748,833</b>	<b>49,100,169</b>	<b>53,098,671</b>	<b>54,161,075</b>	<b>55,242,297</b>	<b>56,345,143</b>
47	<b>Oper Rev over (under) Oper Expi</b>	<b>\$ 209,958</b>	<b>\$ (403,544)</b>	<b>\$ 240,757</b>	<b>\$ (1,296,233)</b>	<b>\$ (995,452)</b>	<b>\$ 3,216,621</b>	<b>\$ 1,415,792</b>	<b>\$ 3,446,871</b>	<b>\$ 3,948,916</b>	<b>\$ 4,483,627</b>
48											
49	<b>EXPENDITURES, continued</b>										
50	One Time Expenditures - ST2	\$ -	\$ -	\$ 465,641	\$ 2,261,615	\$ 2,261,615	\$ 500,000	\$ 500,000	\$ 100,000	\$ 100,000	\$ -
51	Transfer to Capital Funds	1,100,000	1,100,000	1,100,000	1,100,000	-	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
52	Transfer to Revenue Stab Fund	-	-	-	-	-	-	-	-	1,150,000	581,784
53	Trfs to Other Funds (Debt, Etc.)	1,785,791	1,766,752	1,794,838	1,656,613	1,656,638	1,656,613	1,656,413	1,656,488	1,657,688	1,657,350
54	<b>TOTAL EXPEND &amp; OTHER USES</b>	<b>60,769,876</b>	<b>54,256,766</b>	<b>52,158,151</b>	<b>61,591,668</b>	<b>53,667,086</b>	<b>52,356,782</b>	<b>56,355,084</b>	<b>57,017,563</b>	<b>59,249,985</b>	<b>59,684,277</b>
55	<b>ENDING FUND BALANCES</b>										
56	<b>Reserved For:</b>										
57	Reserves per Financial Policy	\$ 4,857,895	\$ 5,411,164	\$ 4,049,727	\$ 3,519,143	\$ 3,519,143	\$ 3,429,359	\$ 3,464,155	\$ 4,280,603	\$ 4,482,560	\$ 4,685,304
58	Unassigned (GAP)	3,332,796	19,706	75,832	(436,871)	0	760,668	189	25,654	18,366	1,115,504
59	<b>ENDING FUND BALANCES</b>	<b>\$ 8,190,691</b>	<b>\$ 5,430,869</b>	<b>\$ 4,125,559</b>	<b>\$ 3,082,272</b>	<b>\$ 3,519,143</b>	<b>\$ 4,190,027</b>	<b>\$ 3,464,344</b>	<b>\$ 4,306,257</b>	<b>\$ 4,500,926</b>	<b>\$ 5,800,808</b>
60	<b>TOTAL EXPENDITURES, OTHER</b>	<b>\$ 68,960,567</b>	<b>\$ 59,687,635</b>	<b>\$ 56,283,710</b>	<b>\$ 64,673,940</b>	<b>\$ 57,186,230</b>	<b>\$ 56,546,809</b>	<b>\$ 59,819,428</b>	<b>\$ 61,323,821</b>	<b>\$ 63,750,911</b>	<b>\$ 65,485,085</b>
61	<b>USES &amp; FUND BALANCES</b>										
62											
63	<b>General Fund Ending Fund Balance</b>	<b>\$ 8,190,691</b>	<b>\$ 5,430,869</b>	<b>\$ 4,125,559</b>	<b>\$ 3,082,272</b>	<b>\$ 3,519,143</b>	<b>\$ 4,190,027</b>	<b>\$ 3,464,344</b>	<b>\$ 4,306,257</b>	<b>\$ 4,500,926</b>	<b>\$ 5,800,808</b>
64	<b>Revenue Stabilization Fund Balance</b>	<b>6,000,000</b>	<b>6,000,000</b>	<b>4,671,099</b>	<b>4,671,099</b>	<b>4,671,099</b>	<b>4,671,099</b>	<b>4,268,216</b>	<b>4,268,216</b>	<b>5,418,216</b>	<b>6,000,000</b>
65	<b>Total Ending Fund Balances</b>	<b>\$ 14,190,691</b>	<b>\$ 11,430,869</b>	<b>\$ 8,796,658</b>	<b>\$ 7,753,371</b>	<b>\$ 8,190,242</b>	<b>\$ 8,861,126</b>	<b>\$ 7,732,560</b>	<b>\$ 8,574,473</b>	<b>\$ 9,919,142</b>	<b>\$ 11,800,808</b>
66											
67	*Reserves policy: 2 1/2 Months of the Previous Year's Operating Expenditures per the CAFR (less the Street Operating Fund Transfer) beginning in 2016.										

**SUMMARY OF BUDGETED FULL-TIME EQUIVALENT (FTE) POSITIONS, 2017 – 2022**

The following table illustrates the number of regular full-time equivalents (FTEs) funded by the City between 2017 and 2020, and the proposed number of FTE's by department and Fund proposed in the Preliminary 2021-2022 Budget. For comparison, the number of FTE's funded by the 2009-2010 Budget is provided as reference to staffing levels before the Great Recession. The table also confirms the loss of Fire Department employees following voter approval of the Regional Fire Authority.

The table below does not include part-time and seasonal employees or volunteers.

Department (General Fund)	2009-2010	2017	2018	2019	2020	2021	2022	Change 2017-2022
ADMINISTRATIVE SERVICES	25.50	25.75	24.75	26.25	26.25	24.00	25.00	(0.75)
DEVELOPMENT & BUSINESS SVCS.	25.60	22.00	22.00	22.00	22.00	36.50	36.50	14.50
EXECUTIVE	3.00	4.50	4.50	4.75	4.75	6.00	6.00	1.50
FIRE	63.40	58.00	58.00	-	-	-	-	(58.00)
HUMAN RESOURCES	5.00	5.00	5.00	5.20	5.20	5.20	5.20	0.20
INFORMATION TECHNOLOGY	13.00	12.00	12.00	13.00	13.00	13.00	13.00	1.00
LEGISLATIVE	8.00	7.75	7.75	7.75	7.75	7.75	7.75	-
MUNICIPAL COURT*	12.50	12.15	12.15	12.00	12.00	11.00	11.00	(1.15)
PARKS & RECREATION	46.73	40.75	41.75	41.75	41.75	39.75	39.75	(1.00)
POLICE	117.00	103.00	107.00	107.00	107.00	107.00	107.00	4.00
PUBLIC WORKS	19.63	19.75	21.75	21.65	21.65	17.15	17.15	(2.60)
<b>SUBTOTAL GENERAL FUND</b>	<b>339.36</b>	<b>310.65</b>	<b>316.65</b>	<b>261.35</b>	<b>261.35</b>	<b>267.35</b>	<b>268.35</b>	<b>(42.30)</b>

Fund	2009-2010	2017	2018	2019	2020	2021	2022	Change 2017-2022
LODGING TAX FUND 101	-	1.00	1.00	1.00	1.00	0.50	0.50	(0.50)
DRUG ENFORCEMENT FUND 104	-	1.00	1.00	-	-	-	-	(1.00)
CRIMINAL JUSTICE FUND 105	-	2.00	2.00	-	-	1.00	1.00	-
STREET FUND 111	12.00	8.80	8.90	8.90	8.90	9.25	9.25	0.45
SOLID WASTE MGNT FUND 144	0.50	-	-	-	-	-	-	-
TRANS. BENEFIT DIST. FUND 150	-	-	-	0.20	0.20	0.20	0.20	0.20
PARKS & REC CAPITAL 380	-	-	-	1.00	1.00	1.00	1.00	1.00
UTILITIES FUND 411	34.00	42.45	42.45	44.45	44.45	47.20	46.70	4.25
GOLF FUND 460	7.00	-	-	-	-	-	-	-
CENTRAL STORES FUND 512	1.00	-	-	-	-	-	-	-
EQUIPMENT RENTAL OPS FUND 51:	4.00	7.00	7.00	7.00	7.00	5.50	5.50	(1.50)
<b>SUBTOTAL OTHER FUNDS</b>	<b>58.50</b>	<b>62.25</b>	<b>62.35</b>	<b>62.55</b>	<b>62.55</b>	<b>64.65</b>	<b>64.15</b>	<b>1.90</b>

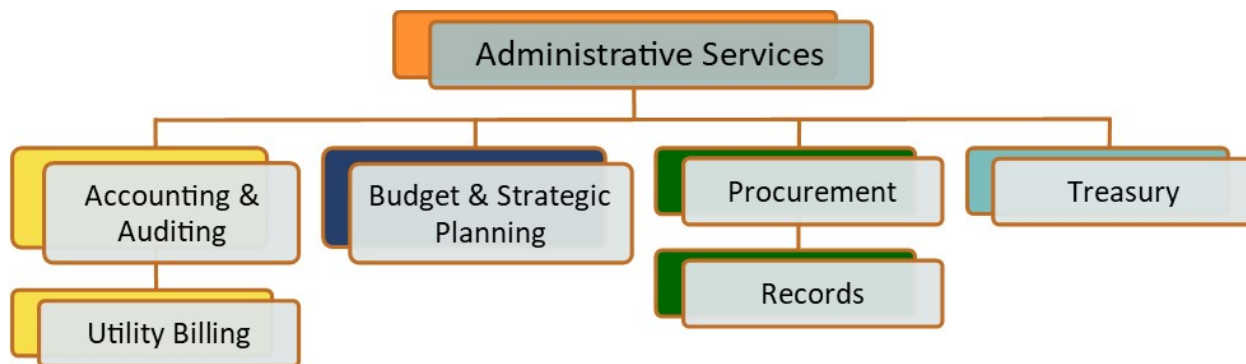
<b>GRAND TOTAL</b>	<b>397.86</b>	<b>372.90</b>	<b>379.00</b>	<b>323.90</b>	<b>323.90</b>	<b>332.00</b>	<b>332.50</b>	<b>(40.40)</b>
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\*Municipal Court includes the Judge who is not a city employee









1

2 **Department Mission and Responsibilities:**

3 The Administrative Services Department is responsible for accounting, the annual audit, budgets,  
 4 strategic planning, purchasing, accounts payable, payroll, billing for all services including utilities, debt  
 5 management, capital asset tracking, records management, and investment of public funds. This involves  
 6 coordinating the development of the City’s biennial budget and the preparation of the City’s annual  
 7 financial report and audit. The Administrative Services Department is a primary point of contact with  
 8 the community as it provides reception services at City Hall, facilitates business with vendors, utility  
 9 billing, and public records requests. Currently, city clerk/records and procurement functions are  
 10 overseen by the Executive Department.

11 **Highlights and Accomplishments During 2019-2020:**

- 12 • Created improved budget forms, instructions, communications, etc. for the 2021-2022 budget, with  
 13 continued use of Budgeting for Outcomes (BFO) principles, performance measures, etc. Developed  
 14 the City’s first BFO-based scoring tool for departments’ programs.
- 15 • Developed detailed financial analysis, policy alternatives, and facilitated the elimination of the  
 16 budget gap created by COVID-19.
- 17 • The City received clean audits for 2018 and 2019 from the State Auditor’s Office.
- 18 • In support to the Finance Committee and for other initiatives, prepared technical and policy  
 19 analysis on numerous topics, including B&O tax, business licensing, affordable housing funding,  
 20 fees, budgeting for outcomes, city attorney services, etc.
- 21 • Government Finance Officers Association (GFOA) Recognized Lynnwood's 2019-2020 Adopted  
 22 Biennial Budget with the Distinguished Budget Presentation Award.
- 23 • Lynnwood was awarded the Certificate of Achievement for Excellence in Financial Reporting from  
 24 the GFOA for its 2018 Comprehensive Annual Financial Reports (CAFR).
- 25 • Implemented the Munis Grants module, which assists with tracking and reporting of all grants  
 26 revenues and expenditures, including the Schedule of Expenditures of Federal Awards (SEFA).
- 27 • Implemented the Department’s portions of the new City website, increasing transparency and  
 28 access to City records and information. Enhanced services for Electronic Records Management  
 29 system (AX) to provide public access searching for self-serve records retrieval.
- 30 • Implemented changes to assist customers with paying their utility bills, including not charging late  
 31 penalties and no water shut offs during the COVID-19 pandemic.
- 32 • Improved forms and access for utility billing customers to apply for various low-income discount  
 33 and rebate programs.

- 34 • Established new City Clerk web pages, providing access to claim forms, administrative policies,  
35 records requests, contract opportunities, and more.
- 36 • Implemented a City Clerk pilot program to focus resources on City records, insurance and risk, and  
37 identify business process improvements.
- 38 • Completed biennium with no lawsuits, claims, or settlements regarding public records requests.
- 39 • Established an electronic bidding portal, to provide for online receipt of bids and proposals;  
40 supporting efficiency and ensuring operations during emergencies.
- 41 • Expanded City-wide use of Procurement Credit Card, offering greater efficiency and cash rebates  
42 generating additional revenues.
- 43 • The Community Budget Transparency module was replaced with Socrata, an updated and improved  
44 module.
- 45 • Dedicated an employee as part of a team of City employees that attended the Government Alliance  
46 for Race and Equity (GARE) year-long training to learn, research, and gather new skills and  
47 strategies aimed at creating more equitable City practices. The team has learned effective  
48 approaches for building the capacity of government to eliminate institutional and structural racism  
49 and advance racial equity.
- 50 • Reinstated mail delivery and pick up at City Hall, the Justice Center, and the DBS offices, increasing  
51 efficient use of resources, and reducing staff time in multiple departments.

**52 Highlights and Changes for 2021-2022:**

- 53 • Coordinate the work of the Mayor’s Strategic Planning Committee and update the five-year  
54 Strategic Plan, develop improved outcome measures, continue scoring of City programs and  
55 services, and other Budgeting for Outcome principles.
- 56 • Implement Munis Employee Travel and Expense module.
- 57 • Implement an improved utility billing on-line payment system to make it easier and more  
58 convenient for customers to pay their bills on-line.
- 59 • Evaluate the effectiveness and efficiency of all Department operations. Support the City Clerk pilot  
60 the recommended implementation.
- 61 • Enhance the professional credentials of staff, including providing training for three staff that are  
62 currently studying to pass their Certified Public Accounting (C.P.A.) exams.
- 63 • Continuous Munis business process improvements, including P card statement notifications, TCM  
64 client manager for online records, online utility billing system improvements, improve Accounts  
65 Payable and Procurement functions, etc.
- 66 • Streamline payroll time reporting for exempt employees.
- 67 • Update/rewrite multiple chapters of the Municipal Code, develop/update City policies and  
68 procedures to advance continuous improvement.
- 69 • Utilize a competitive selection process to evaluate and secure city attorney services.
- 70 • Utilize a competitive selection process to evaluate and secure city banking services.
- 71 • As called for by the Financial Policies, institute a “fiscal note” component to City Council meeting  
72 agendas.

- 73 • Expand Records and IT governance program to improve records and data management.
- 74 • Increase vendors paid electronically and receiving remittance electronically.

75 **Department Budget History by Program:**

Program	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Accounting and Auditing	\$ 1,242,628	\$ 1,437,520	\$ 2,813,122	\$ 2,632,058
Budget & Strategic Planning	411,305	409,759	851,389	645,275
Procurement	440,170	434,920	1,115,027	1,198,381
Records	404,277	359,759	836,914	837,943
Treasury Services	422,202	390,772	916,892	887,601
Utility Billing	595,262	493,600	1,000,445	1,045,098
Election Costs	46,674	60,195	112,000	-
<b>Total</b>	<b>\$ 3,562,518</b>	<b>\$ 3,586,525</b>	<b>\$ 7,645,789</b>	<b>\$ 7,246,356</b>

- 76
- 77 *-continued next page-*

78 **Department Personnel:**

Position	Number of Full-Time Equivalent (FTE)							
	2015	2016	2017	2018	2019	2020	2021	2022
Finance Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Manager-Accounting	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Supervisor-Finance-Payroll	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Sr. Finance Technician-Payroll	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Sr. Finance Specialist-Payroll	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Technician-Payroll	1.50	1.50	1.50	1.00	0.00	0.00	0.00	0.00
Finance Specialist-AP	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Technician-AP	1.00	0.50	0.50	0.00	0.00	0.00	0.00	0.00
Accountant-Capital Assets/Grants	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant-Dep. City Clerk	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00
Strategic Planner	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance Supervisor-Budget	1.00	1.00	0.00	0.00	0.00	1.00	0.00	1.00
Budget Coordinator	1.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00
Supervisor-Finance-Treasury	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Sr. Finance Technician-Treasury	2.00	2.00	2.00	2.00	2.50	2.50	2.50	2.50
Finance Technician-Treasury	0.50	0.50	0.50	0.50	0.00	0.00	0.00	0.00
Finance Specialist-Treasury	1.00	1.00	0.50	0.00	0.00	0.00	0.00	0.00
Accountant-Enterprise	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Accountant-Accounts Receivable	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Sr. Finance Technician Utility Billing	2.00	2.00	2.50	2.50	2.50	2.50	2.50	2.50
Manager-Purchasing & Contracts	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Supervisor-Finance-Procurement	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Buyer	2.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00
Procurement Specialist	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Sr. Finance Specialist-Records	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Support Services Technician-Records	1.00	1.00	1.00	1.00	1.00	1.00	0.75	0.75
Finance Technician-Records	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Office Assistant	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
<b>Total</b>	<b>25.25</b>	<b>25.75</b>	<b>25.75</b>	<b>24.25</b>	<b>26.25</b>	<b>26.25</b>	<b>24.00</b>	<b>25.00</b>

79

80 **Program: Accounting and Auditing** **Program No.: 01121000**

81 **1. Brief Description:**

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

86 **2. Program Outcomes:**

- 87 • Ensure the timely and accurate payment of City obligations to outside contractors and vendors.
- 88 • Timely payroll processing while complying with associated federal and state laws and mandates.

- 89 • Accurate complete and timely financial reporting the public, City Council and internal departments.
- 90 • Successful completion state audits over financial reporting, grant management, and accountability.
- 91 • Participation in the Certificate of Excellent in Financial Reporting Program offered by the
- 92 Government Finance Officers’ Association.

93 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Accounting & Auditing		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.		<input type="radio"/>	
2	Ensure financial stability & economic success.	<input type="radio"/>		
3	Nurture operational & organizational excellence.	<input type="radio"/>		
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.		<input type="radio"/>	

94  
95 **4. Alignment with Community Vision:**

Accounting & Auditing		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.			<input type="radio"/>	
To encourage a broad business base in sector, size and related employment, and		<input type="radio"/>		<input type="radio"/>
To invest in preserving and expanding parks, recreation, and community programs.			<input type="radio"/>	
To be a cohesive community that respects all citizens.				<input type="radio"/>
To invest in efficient, integrated, local and regional transportation systems.			<input type="radio"/>	
To ensure a safe environment through rigorous criminal and property law			<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.		<input type="radio"/>		

96  
97 **5. Equity Lens:**

98 This program promotes social equity in service delivery and/or enhances services to under-represented  
99 or under-served communities by ensuring compliance with terms and conditions in grants targeted to  
100 women and minority owned enterprises.

101 **6. Mandatory v. Optional:**

Accounting & Auditing		Yes	No	~
Mandatory?		<input type="radio"/>		
Viable alternatives for service delivery?			<input type="radio"/>	

102

103 **7. Program Personnel:**

Accounting & Auditing	FTE	Note
Director Finance	0.75	Shared w Budget & Strat. Plng.
Accounting Manager	0.50	Shared w Utility Billing
Finance Specialist	1.00	Accounts Payable
Accountant	1.00	Capital Asset/Grant Accountant
Accountant	1.00	Accounts Receivable Accountant
Finance Supervisor	1.00	Payroll
Senior Finance Specialist	1.00	Payroll
Senior Finance Technician	1.00	Payroll
Office Assistant	0.25	
<b>Total Program Personnel</b>	<b>7.50</b>	

104

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

Accounting & Auditing	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 674,220	\$ 802,303	\$ 1,523,715	\$ 1,345,669
Personnel Benefits	268,218	302,341	598,550	568,502
Supplies	9,102	5,375	18,300	6,100
Services	291,088	327,501	672,557	711,787
<b>Total Expense</b>	<b>\$ 1,242,628</b>	<b>\$ 1,437,520</b>	<b>\$ 2,813,122</b>	<b>\$ 2,632,058</b>
Revenue				
<b>Net Expense (General Fund)</b>	<b>\$ 1,242,628</b>	<b>\$ 1,437,520</b>	<b>\$ 2,813,122</b>	<b>\$ 2,632,058</b>

106

107 **9. Outcome Measures:**

Accounting & Auditing	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Financial Audit findings.	0	1	0		
Certificate of Achievement Award from GFOA.	1	1			
Timely submission of State Auditor Annual Filing.	1	1	1		
% of AP payments paid electronically.		24	30	24	

108

109 **Program: Budget and Strategic Planning** **Program No.: 01120100**

110 **1. Description:**

111 Budget: This program develops the City's biennial budget and monitors revenues and expenditures  
112 throughout the biennium. Financial forecasts and reports are prepared for the Finance Committee and  
113 City Council.

114 Strategic Planning: This program applies strategic planning principles to advance the goals of the  
115 Community Vision and Strategic Plan priorities. Legislation and policy analysis on emerging issues is  
116 provide to executive leadership, City Council, Finance Committee, etc.

117 **2. Program Outcomes:**

- 118 • Adopted biennial budget using inclusive and innovative processes, including Budgeting for  
119 Outcomes and Budgeting Through an Equity Lens.

- 120 • Tracking and analysis of labor costs.
- 121 • Advancement of continuous improvement across all departments.
- 122 • Preparation of budget amendments in response to changing conditions.
- 123 • Maintain Strategic Plan relevance and application.
- 124 • Legislation and policy analysis/development.

125 **3. Alignment with the Priorities of the Strategic Plan, 2018-2022:**

Budget & Strategic Planning		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light		<input type="radio"/>	
2	Ensure financial stability & economic success.	<input type="radio"/>		
3	Nurture operational & organizational excellence.	<input type="radio"/>		
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

127 **4. Alignment with the Goals of the Community Vision:**

Budget & Strategic Planning		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.		<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.			<input type="radio"/>	
To invest in preserving and expanding parks, recreation, and community programs.			<input type="radio"/>	
To be a cohesive community that respects all citizens.		<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.			<input type="radio"/>	
To ensure a safe environment through rigorous criminal and property law enforcement.			<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.		<input type="radio"/>		

129 **5. Equity Lens:**

130 Program staff participate as members of the Government Alliance for Race and Equity (GARE) cohort,  
 131 Race and Equity Advancing Lynnwood (REAL), and Lynnwood Employees Embracing Diversity (LEED), and  
 132 include racial equity as a criterion in evaluation of budget proposals. The program prepares some public  
 133 announcements in Spanish—which can invite Spanish-speaking persons to engage in the budget  
 134 process. Strategic planning initiatives support Lynnwood as a safe, welcoming, and livable city.

135 **6. Mandatory v. Optional:**

Budget & Strategic Planning	Yes	No	~
Budget- Mandatory?	<input type="radio"/>		
Strategic Planning- Mandatory?		<input type="radio"/>	
Budget- Viable alternatives for service delivery?		<input type="radio"/>	
Strategic Planning- Viable alternatives for service delivery?	<input type="radio"/>		

136

137 **7. Program Personnel:**

Budget & Strategic Planning	FTE	Note
Director Finance	0.25	Shared w Accounting & Auditing
Strategic Planner	0.80	Shared w Utility Billing for 2021
Supervisor - Budget	1.00	Vacant in 2021
<b>Total Program Personnel</b>	<b>2.05</b>	

138  
139 **8. Program Cost (summary):**

Budget & Strategic Planning	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 288,269	\$ 283,903	\$ 564,863	\$ 459,351
Personnel Benefits	107,046	115,303	226,763	153,458
Supplies	7,329	427	2,250	400
Services	8,661	10,126	57,513	32,066
<b>Total Expense</b>	<b>\$ 411,305</b>	<b>\$ 409,759</b>	<b>\$ 851,389</b>	<b>\$ 645,275</b>
Revenue				
<b>Net Expense (General Fund)</b>	<b>\$ 411,305</b>	<b>\$ 409,759</b>	<b>\$ 851,389</b>	<b>\$ 645,275</b>

140  
141 **9. Outcome Measures:**

Budget & Strategic Planning	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Financial forecasts submitted to the City Council.	2	3	1	4	
Detailed financial reports submitted to the City Council.	4	4	4	4	
GFOA Distinguished Budget Award per biennial budget (odd-number years).	1	na	1	na	
City Council review of Community Vision and Strategic Plan (per year).	1	1	1	1	

142  
143 **Program: Procurement** **Program No.: 01122100**

144 **1. Brief Description:**

145 This program provides contracting services for all departments and manages the P card program. This  
146 division develops and implements policies supporting diverse businesses and environmentally  
147 sustainable purchases. This program is funded the equivalent of one Buyer via transfer from the Utility  
148 Fund to the General Fund. The revenue generated by the P card programs exceeds the cost for the  
149 Procurement Specialist providing primary support for the program.

150 **2. Program Outcomes:**

- 151 • Contracts establish great pricing and reduced risks for purchases and ensures equitable access to  
152 city contracts for diverse business enterprises through transparent and fair contract awards.
- 153 • In this biennium, the staff will collaborate with the GARE team to establish new City Policies for  
154 the inclusion of a diverse group of businesses in contract prime and sub-contract awards.



- 155 • In the second half of the biennium, the Procurement Division will pursue an environmentally  
156 sustainable purchasing program to support the long term health of our community and savings to  
157 our City departments.

158 **3. Alignment with the Strategic Plan, 2018-2022:**

Procurement	High	Med.	Low
1 Fulfill the community vision for the City Center & Lynnwood Link light rail.		<input type="radio"/>	
2 Ensure financial stability & economic success.	<input type="radio"/>		
3 Nurture operational & organizational excellence.	<input type="radio"/>		
4 Be a safe, welcoming, & livable city.	<input type="radio"/>		
5 Pursue & maintain collaborative relationships & partnerships.		<input type="radio"/>	

159

160 **4. Alignment with Community Vision:**

Procurement	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.	<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.	<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.		<input type="radio"/>	
To invest in preserving and expanding parks, recreation, and community programs.		<input type="radio"/>	
To be a cohesive community that respects all citizens.	<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.		<input type="radio"/>	
To ensure a safe environment through rigorous criminal and property law enforcement.		<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.	<input type="radio"/>		

161

162 **5. Equity Lens:**

163 This program promotes social equity with outreach to businesses that are diverse through a variety of  
164 resources participating in conferences to meet and network with diverse businesses with EASC, MRSC,  
165 and OMWBE organizations, promoting a healthy marketplace in our region and in the state. The 2021  
166 programs includes proposing a Diverse Business Enterprise program to expand opportunities within the  
167 City contract or sub-contract awards.

168 **6. Mandatory v. Optional:**

Procurement	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?		<input type="radio"/>	

169

170 **7. Program Personnel:**

Procurement	FTE	Note
Manager-Purchasing & Contracts	0.50	Shared with Records
Supervisor-Finance	1.00	
Buyer	1.00	
Buyer	1.00	Funded by Utilities
Procurement Specialist	1.00	Funded by program revenue
<b>Total Program Personnel</b>	<b>4.50</b>	

171  
172 **8. Program Cost (summary):**

Procurement	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 254,947	\$ 270,474	\$ 720,184	\$ 840,361
Personnel Benefits	110,330	117,067	309,717	295,227
Supplies	7,291	9,199	5,700	2,200
Services	67,602	38,180	79,426	60,593
<b>Total Expense</b>	<b>\$ 440,170</b>	<b>\$ 434,920</b>	<b>\$ 1,115,027</b>	<b>\$ 1,198,381</b>
Revenue				
<b>Net Expense (General Fund)</b>	<b>\$ 440,170</b>	<b>\$ 434,920</b>	<b>\$ 1,115,027</b>	<b>\$ 1,198,381</b>

173  
174 **9. Outcome Measures:**

Procurement	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Purchases managed by Contract	95		89		
% of P Card transactions reconciled on time	100	87			

175  
176 **Program: Records** **Program No.: 01122200**

177 **1. Brief Description:**

178 Records and Archiving is charged with managing City records, including the responsibility for responding  
179 to requests for public records. Additionally, the Records and Archiving team is responsible for the U.S.  
180 mail and packages sent to and by City staff. The Records team is dedicated to the City Clerk pilot  
181 program while sustaining the diligent management of disclosure and archiving.

182 **2. Program Outcomes:**

183 Records and Archiving provides secure and accurate storage and timely disposition of records and  
184 disclosure of records in accordance with State law, City code, and best practices. This program manages  
185 the Gov QA system providing transparency and ease of access for records disclosure; the Application  
186 Extender electronic records management system providing archival and organizational tools for City  
187 records; and the Joint Legislative Audit and Review Committee (JLARC) reporting adopted by the  
188 legislature in 2017 (now an annual requirement). The outcome of this program is satisfied customers for  
189 records requests, organized and managed city record inventories, annual JLARC report, and the reliable  
190 receipt, distribution and sending of mail and packages. These services are critical to the successful  
191 operation of all City departments and offices.

192 **3. Alignment with the Strategic Plan, 2018-2022:**

Records	High	Med.	Low
1 Fulfill the community vision for the City Center & Lynnwood Link light rail.		<input type="radio"/>	
2 Ensure financial stability & economic success.	<input type="radio"/>		
3 Nurture operational & organizational excellence.	<input type="radio"/>		
4 Be a safe, welcoming, & livable city.	<input type="radio"/>		
5 Pursue & maintain collaborative relationships & partnerships.		<input type="radio"/>	

193  
194 **4. Alignment with Community Vision:**

Records	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.	<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.	<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.		<input type="radio"/>	
To invest in preserving and expanding parks, recreation, and community programs.		<input type="radio"/>	
To be a cohesive community that respects all citizens.	<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.		<input type="radio"/>	
To ensure a safe environment through rigorous criminal and property law		<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.	<input type="radio"/>		

195  
196 **5. Equity Lens:**

197 This program promotes social equity in service delivery and/or enhances services to under-represented  
198 or under-served communities by ensuring equal access to public information and records to encourage  
199 participation in City government.

200 **6. Mandatory v. Optional:**

Records	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?		<input type="radio"/>	

201  
202 **7. Program Personnel:**

Records	FTE	Note
Manager-Purchasing & Contracts	0.50	Shared with Procurement
Senior Records Specialist	1.00	
Support Services Tech	1.00	
Records Technician	0.75	
Total Program Personnel	3.25	

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

Records	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 235,670	\$ 235,456	\$ 493,935	\$ 502,375
Personnel Benefits	87,069	86,397	188,034	200,799
Supplies	5,800	9,836	7,300	6,550
Services	75,738	28,070	147,645	128,219
Total Expense	\$ 404,277	\$ 359,759	\$ 836,914	\$ 837,943
Revenue				
Net Expense (General Fund)	\$ 404,277	\$ 359,759	\$ 836,914	\$ 837,943

205 **9. Outcome Measures:**

Records	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Total of public records fines (\$/year).		0	0		
Accurate Mail delivery (%).					
Accurate Inventory of records center documents (%).					

208 **Program: Treasury Services** **Program No.: 01122510**

209 **1. Brief Description:**

210 This program ensures the proper receipting and handling of the City's liquid assets, cash, checks, credit  
211 cards and investments; ensures that the city is receiving the revenues it should be through the various  
212 revenue streams, and provides quality customer service to our citizens and staff.

213 **2. Program Outcomes:**

214 Through responsible, conscientious & trustworthy staff, policies and procedures, proper cash handling is  
215 maintained with accurate and accountable records and statements according to GAAP (Generally  
216 Accepted Accounting Principles) and BARS (Budgeting, Accounting and Reporting System).

217 Examples of some outcomes:

- 218 • Treasury handled over 27,850 transactions in 2019 through Munis Cashiering.
- 219 • In 2019, over 36,400 payments were processed through the lockboxes, and online payment portals.
- 220 • Daily record keeping, monitoring, and analysis of inflows and outflows of cash are performed to  
221 ensure the city is receiving the expected revenues.

222 **3. Alignment with the Strategic Plan, 2018-2022:**

Treasury	High	Med.	Low
① Fulfill the community vision for the City Center & Lynnwood Link light rail.		○	
② Ensure financial stability & economic success.	○		
③ Nurture operational & organizational excellence.	○		
④ Be a safe, welcoming, & livable city.	○		
223 ⑤ Pursue & maintain collaborative relationships & partnerships.		○	

224 **4. Alignment with Community Vision:**

Treasury	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.	<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.	<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.		<input type="radio"/>	
To invest in preserving and expanding parks, recreation, and community programs.			<input type="radio"/>
To be a cohesive community that respects all citizens.	<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.			<input type="radio"/>
To ensure a safe environment through rigorous criminal and property law enforcement.			<input type="radio"/>
To be a city that is responsive to the wants and needs of our citizens.	<input type="radio"/>		

225

226 **5. Equity Lens:**

227 This program promotes social equity in service delivery and/or enhances services to under-represented  
 228 or under-served communities by providing a welcoming and accepting environment for customers,  
 229 presenting signs and materials in multiple languages and providing translation services for customers of  
 230 whom English is not their first language.

231 **6. Mandatory v. Optional:**

Treasury	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?		<input type="radio"/>	

232

233 **7. Program Personnel:**

Treasury	FTE	Note
Supervisor-Finance	1.00	
Sr Finance Technician	2.50	
Total Program Personnel	3.50	

234

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

Treasury	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 266,429	\$ 237,220	\$ 546,557	\$ 544,384
Personnel Benefits	106,940	107,959	219,169	210,139
Supplies	7,457	9,930	18,400	12,790
Services	41,376	35,663	132,766	120,288
Total Expense	\$ 422,202	\$ 390,772	\$ 916,892	\$ 887,601
Revenue				
Net Expense (General Fund)	\$ 422,202	\$ 390,772	\$ 916,892	\$ 887,601

236

237 **9. Outcome Measures:**

Treasury	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Average number of days to post cash journals	1	na	1.5		
Annual % of accuracy of transactions and payments	100	na	99.4		
Annual % of Point of Sale location audits	100	80	100		

238

 239 **Program: Utility Billing** **Program No.: 01121200**

 240 **1. Brief Description:**

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

 244 **2. Program Outcomes:**

 245 Residents and businesses of the City receive timely and accurate bills for utility services provided by the  
 246 City by friendly customer service staff. Through the administration of five different utility rebate and  
 247 discount programs, the City helps to ensure affordable access to essential services.

 248 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Utility Billing	High	Med.	Low
① Fulfill the community vision for the City Center & Lynnwood Link light rail.			○
② Ensure financial stability & economic success.	○		
③ Nurture operational & organizational excellence.	○		
④ Be a safe, welcoming, & livable city.	○		
⑤ Pursue & maintain collaborative relationships & partnerships.	○		

249

 250 **4. Alignment with Community Vision:**

Utility Billing	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.	○		
To be a welcoming city that builds a healthy and sustainable environment.	○		
To encourage a broad business base in sector, size and related employment, and promote high quality development.		○	
To invest in preserving and expanding parks, recreation, and community programs.			○
To be a cohesive community that respects all citizens.	○		
To invest in efficient, integrated, local and regional transportation systems.			○
To ensure a safe environment through rigorous criminal and property law enforcement.			○
To be a city that is responsive to the wants and needs of our citizens.	○		

251

 252 **5. Equity Lens:**

 253 This program promotes social equity in service delivery and/or enhances services to under-represented  
 254 or under-served communities by providing a variety of discount and rebate programs targeting

255 low-income residents and providing translation services for customers of whom English is not their first  
256 language.

257 **6. Mandatory v. Optional:**

Utility Billing	Yes	No	~
Mandatory?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Viable alternatives for service delivery?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

259 **7. Program Personnel:**

Utility Billing	FTE	Note
Accounting Manager	0.50	Shared with Accounting and Auditing
Strategic Planner	0.20	Shared with Budget and Strategic Planning 2021
Accountant	1.00	Enterprise Accountant
Senior Finance Technician	2.50	Includes a half-time coordination for discount and rebate programs
<b>Total Program Personnel</b>	<b>4.20</b>	

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

Utility Billing	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 379,500	\$ 321,777	\$ 604,469	\$ 662,130
Personnel Benefits	173,895	146,368	306,964	305,368
Supplies	4,429	1,380	9,250	4,850
Services	37,438	24,075	79,762	72,750
<b>Total Expense</b>	<b>\$ 595,262</b>	<b>\$ 493,600</b>	<b>\$ 1,000,445</b>	<b>\$ 1,045,098</b>
Revenue				
<b>Net Expense (General Fund)</b>	<b>\$ 595,262</b>	<b>\$ 493,600</b>	<b>\$ 1,000,445</b>	<b>\$ 1,045,098</b>

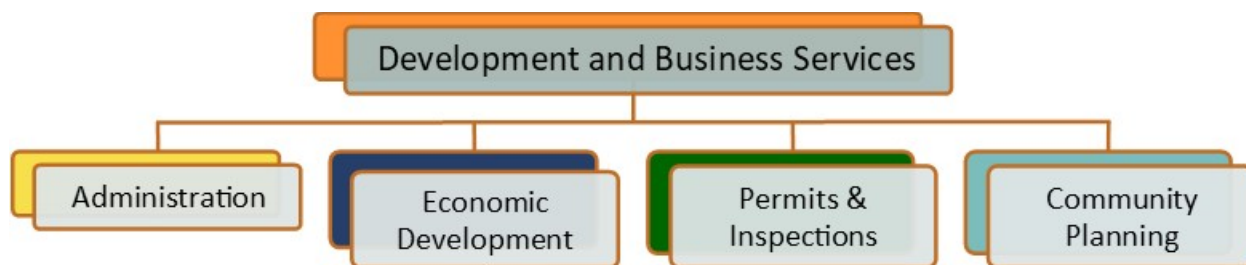
263 **9. Outcome Measures:**

Utility Billing	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Low Income Senior discounted rates	400	Not Avail	306	346*	
Low Income SNAP/TANF discounted rates	100	Not Avail	85	58*	
61+/Disabled Low Income Rebate	50	100	34	25	
Free/Reduced Lunch Rebate	100	48	45	In progress	
Multi-Family/Mobile Home Rebate	100	127	76	In progress	
* as of 10/1/2020					









1

2 **Department Mission and Responsibilities:**

3 The Development and Business Services (DBS) department is a newly formed department comprising  
4 the functions of Community Development, Economic Development, Public Works Development  
5 Engineering, and the Fire Marshal’s Office (South Snohomish County Fire and Rescue).

6 Mission: Through outstanding public service, proactive planning, and strong partnerships, we foster  
7 development of a vibrant community where people and businesses thrive.

8 Responsibilities:

- 9 • Building permit processing, plan review and inspection services
- 10 • Private infrastructure plan review and inspection
- 11 • Fire prevention plan review and inspection
- 12 • Code enforcement
- 13 • Current and long-range planning
- 14 • Land use and environmental review and permits
- 15 • Business recruitment and retention
- 16 • Private development facilitation
- 17 • Sound Transit facility planning, permitting and project coordination
- 18 • Tourism promotion

19 DBS Strategic Plan:

- 20 1. Create a positive culture for applicants
- 21 2. Build systems, processes, and codes to work smarter and more efficiently
- 22 3. Develop staff expertise and a culture to address Lynnwood’s future growth
- 23 4. Enhance quality of life through implementing the Lynnwood Comprehensive Plan
- 24 5. Attract businesses and development partners to succeed in Lynnwood

25 **Highlights and Accomplishments during 2019-2020:**

- 26 • Completed the DBS Process Review and Improvement Project Report by Strategic, Inc
- 27 • Regional Growth Center Development
  - 28 ○ Avalon @ Alderwood Mixed-Use
  - 29 ○ Lynnwood Place Mixed-Use

- 1       ○ Home Depot
- 2       ● City Center Development:
- 3       ○ Northline Village
- 4       ○ Kinect @ Lynnwood
- 5       ○ Hilton Garden Inn hotel
- 6       ● Sound Transit Light Rail
- 7       ○ ST2 Light Rail permitting and start of construction
- 8       ○ ST3 Preliminary Planning
- 9       ● Complete Interlocal Agreement with Community Transit on SWIFT BRT Orange Line
- 10      ● Review and select DBS permitting software system
- 11      ● Implement WA State Department of Revenue Business License Service program
- 12      ● Initiate Housing Action Plan
- 13      ● Initiate South Lynnwood Neighborhood Plan
- 14      ● Complete City Center Design Guidelines update
- 15      **Highlights and Changes for 2021-2022:**
- 16      ● DBS process improvements and organizational recommendations from Strategica, Inc.
- 17       ○ Purchase and Implement a permitting software system and online customer portal
- 18       ○ Ongoing improvements to DBS processes, organizational structure, and customer service
- 19      ● Review fees related to plan review, construction inspection services and land use permits
- 20      ● City Center Environmental Impact Study (EIS) update
- 21      ● Initiate Comprehensive Plan update
- 22      ● Housing Action Plan adoption and implementation
- 23      ● South Lynnwood Neighborhood Plan adoption and implementation
- 24      ● Complete business licensing transition to the WA State Business License Service
- 25      ● Attract new business and private investment to Lynnwood
- 26      ● Continued progress toward the completion of the Sound Transit Lynnwood Link Extension

1 **Department Budget History by Program:**

Program	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Comm Dev-Administration	\$ 831,665	\$ 664,533	\$ 2,235,144	\$ -
Comm Dev Planning	775,403	686,279	1,264,894	-
Comm Dev Permits & Inspections	1,450,851	1,203,463	3,482,727	-
Economic Development	669,155	510,527	1,227,586	-
Public Works Permits*	444,095	495,584	1,010,207	-
<b>Total</b>	<b>\$ 4,171,169</b>	<b>\$ 3,560,386</b>	<b>\$ 9,220,558</b>	<b>\$ -</b>

Sound Transit	32,786	465,641	2,727,256	-
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Program	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
DBS Administration	\$ -	\$ -	\$ -	\$ 2,261,299
DBS Planning	-	-	-	1,915,820
DBS Permits & Inspections	-	-	-	5,538,867
DBS Economic Development	-	-	-	880,397
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,596,383</b>

Sound Transit	-	-	-	1,000,000
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2 \*Prior to 2021-2022 the budget and actuals were in Public Works department

1 **Department Personnel:**

Position	Number of Full-Time Equivalent (FTE)							
	2015	2016	2017	2018	2019	2020	2021	2022
Director Development & Business Svcs	-	-	-	-	-	-	1.00	1.00
Director Community Development	1.00	1.00	1.00	1.00	1.00	1.00	-	-
Director Economic Development	1.00	1.00	1.00	1.00	1.00	1.00	-	-
DBS Manager	-	-	-	-	-	-	1.00	1.00
Business Support Analyst	-	-	-	-	-	-	1.00	1.00
Senior Administrative Assistant	-	-	-	-	-	-	1.00	1.00
Administrative Assistant	0.50	0.50	0.50	0.50	0.50	0.50	3.00	3.00
Sr Permit Tech (Business License Spec)	-	-	-	-	1.00	1.00	1.00	1.00
Economic Development Manager	-	-	-	-	-	-	1.00	1.00
Business Development Prgrm Manager	-	-	-	-	-	-	1.00	1.00
City Center Program Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Project and Tourism Manager ◊	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Planning Manager	-	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Planner	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Planner	2.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Planning Assistant	-	-	-	-	-	-	1.00	1.00
Deputy Director DBS	1.00	-	-	-	-	-	1.00	1.00
Building Official	1.00	1.00	1.00	1.00	1.00	1.00	-	-
Asst. Building Official	1.00	1.00	1.00	1.00	1.00	1.00	-	-
Permit Center Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Permit Technician	-	-	1.00	1.00	1.00	1.00	3.00	3.00
Permit Technician	2.50	3.00	2.00	2.00	2.00	2.00	-	-
Admin Asst./Permit Tech	1.00	1.00	1.00	1.00	-	-	-	-
Building Services Supervisor	-	-	-	-	-	-	1.00	1.00
Combination Building Inspector	1.00	1.00	3.00	3.00	2.00	2.00	4.00	4.00
Building Inspector	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00
Electrical Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Combo Electrical Inspector	-	-	-	-	1.00	1.00	1.00	1.00
Code Enforcement Supervisor	-	-	-	-	-	-	1.00	1.00
Code Enforcement Officer	2.00	2.00	2.00	2.00	2.00	2.00	1.00	1.00
Supervisor Dev Engineering Svcs	-	-	-	-	-	-	1.00	1.00
Senior Engineering Technician	-	-	-	-	-	-	1.00	1.00
Civil Engineer	-	-	-	-	-	-	1.00	1.00
Engineering Technician	-	-	-	-	-	-	1.00	1.00
<b>Total</b>	<b>20.50</b>	<b>20.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>36.50</b>	<b>36.50</b>

2 ◊ 0.5 FTE of this position is in the Lodging Tax Fund (Fund 101)

**Program: Administration** **Program No.: 01180000**

**1. Brief Description:**

The Administration Division includes the DBS Director and Administrative staff. The Director oversees all functions of DBS including Economic Development, Permits and Inspections, and Community Planning. The Administrative Division provides budget preparation and oversight, process improvement management, permit software implementation and support, business licensing services, and administrative support for all DBS divisions.

**2. Program Outcomes:**

- Progress toward achieving the Community Vision and Strategic Plan
- Efficient and consistent administrative and financial processes
- Fully implemented and well supported online permit software
- Effective training processes

**3. Program Outcomes and the Strategic Plan, 2018-2022:**

Administration		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.	○		
2	Ensure financial stability & economic success.	○		
3	Nurture operational & organizational excellence.	○		
4	Be a safe, welcoming, & livable city.	○		
5	Pursue & maintain collaborative relationships & partnerships.	○		

**4. Relation to Community Vision:**

Administration		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		○		
To be a welcoming city that builds a healthy and sustainable environment.		○		
To encourage a broad business base in sector, size and related employment, and promote high quality development.		○		
To invest in preserving and expanding parks, recreation, and community programs.			○	
To be a cohesive community that respects all citizens.		○		
To invest in efficient, integrated, local and regional transportation systems.		○		
To ensure a safe environment through rigorous criminal and property law enforcement.			○	
To be a city that is responsive to the wants and needs of our citizens.		○		

**5. Equity Lens:**

This program furthers social equity in service delivery and/or enhances services to under-represented or under-served communities through a customer service culture to address the needs of all community members.

1 **6. Mandatory v. Optional:**

Administration	Yes	No	~
Mandatory?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Viable alternatives for service delivery?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2  
3 **7. Program Personnel:**

Administration	FTE	Note
Director Community Development	1.00	
DBS Manager	1.00	
Senior Administrative Assistant	1.00	
Administrative Assistant	3.00	
Business Support Analyst	1.00	
Sr. Permit Technician	1.00	Business License Specialist
Total Program Personnel	8.00	

4  
5 **8. Program Cost (summary):**

Administration	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ -	\$ -	\$ -	\$ 1,250,200
Personnel Benefits	-	-	-	462,042
Supplies	-	-	-	26,620
Services	-	-	-	522,437
Total Expense	\$ -	\$ -	\$ -	\$ 2,261,299
Revenue				
Net Expense (General Fund)	\$ -	\$ -	\$ -	\$ 2,261,299

6  
7 **9. Outcome Measures:**

Administration	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Percentage of the online permit software system implemented	100	0	0		
Percentage of applicants satisfied with overall experience at DBS	85	67.3	85.4		

8  
9 **Program: Community Planning** **Program No.: 01181000**

10 **1. Brief Description:**

11 The Community Planning Division is responsible for managing Lynnwood's land use development  
12 approval process, SEPA review, the Lynnwood GMA Compliant Comprehensive Plan, developing special  
13 area plans, maintaining and applying Zoning and Subdivision Codes, reviewing Business Licenses, and  
14 staff support for the Planning Commission.

15 **2. Program Outcomes:**

- 16 • Initiate the City's mandatory Comprehensive Plan update in order to proactively plan for  
17 Lynnwood's growth

- 1 • Improve quality of life through timely review of land use applications for compliance with the
- 2 zoning and land use codes and design guidelines
- 3 • Perform needed code amendments to the zoning and subdivision codes to streamline land use
- 4 review processes

5 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Planning		High	Med.	Low
1	1 Fulfill the community vision for the City Center & Lynnwood Link light rail.	<input type="radio"/>		
2	2 Ensure financial stability & economic success.	<input type="radio"/>		
3	3 Nurture operational & organizational excellence.	<input type="radio"/>		
4	4 Be a safe, welcoming, & livable city.	<input type="radio"/>		
6	5 Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

7 **4. Relation to Community Vision:**

Planning		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.		<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.		<input type="radio"/>		
To invest in preserving and expanding parks, recreation, and community programs.			<input type="radio"/>	
To be a cohesive community that respects all citizens.		<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.			<input type="radio"/>	
To ensure a safe environment through rigorous criminal and property law enforcement.			<input type="radio"/>	
8	To be a city that is responsive to the wants and needs of our citizens.	<input type="radio"/>		

9 **5. Equity Lens:**

10 The Community Planning Division is committed to proactive planning centered around a lens of racial  
 11 equity. The Comprehensive Plan update offers an opportunity to focus the next eight years of planning  
 12 efforts of the City around racial equity. This includes ensuring that plans, policies, and land-use  
 13 regulations are not overly burdensome on under-represented or under-served communities.

14 This program furthers social equity in service delivery and/or enhances services to under-represented or  
 15 under-served communities through plans, policies, and land-use regulations that provide for community  
 16 benefit.

17 **6. Mandatory v. Optional:**

Planning		Yes	No	~
Mandatory?		<input type="radio"/>		
18	Viable alternatives for service delivery?		<input type="radio"/>	

1 **7. Program Personnel:**

Planning	FTE	Note
Planning Manager	1.0	
Senior Planner	2.0	
Planner	1.0	
Planning Assistant	1.0	
<b>Total Program Personnel</b>	<b>5.00</b>	

2  
3 **8. Program Cost (summary):**

Planning	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ -	\$ -	\$ -	\$ 750,682
Personnel Benefits	-	-	-	269,464
Supplies	-	-	-	23,110
Services	-	-	-	872,564
<b>Total Expense</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,915,820</b>
Revenue				
<b>Net Expense (General Fund)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,915,820</b>

4  
5 **9. Outcome Measures:**

Community Planning	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Average number of days of review time for Land Use Applications	75	60	87		
Number of sub-sections of code for which a code amendment is adopted- amendments shall fix inconsistencies or result in process improvement	20	29	42		
Adoption of long-range plans and policies	2	1	0		

6  
7 **Program: Permits & Inspections** **Program No.: 01182000**

8 **1. Brief Description:**

9 The Permit and Inspections Division includes Permit Services, Plan Review and Inspection Services,  
10 Development Engineering Services, Fire Prevention (South Snohomish County Fire and Rescue), and  
11 Code Enforcement. This division is responsible for the intake, review and issuance of all construction  
12 permits. This division ensures that construction in Lynnwood is safe, built according to plans and  
13 consistent with adopted State and local codes. Code Enforcement addresses a variety of nuisances and  
14 code violations that pose a threat to public safety, health and neighborhood stability.

15 **2. Program Outcomes:**

- 16 • Support for development of Lynnwood in a manner consistent with adopted City Plans
- 17 • Enforcement of State-mandated construction and life safety building codes
- 18 • Timely and customer-focused permit reviews and construction inspections
- 19 • Safe, healthy and attractive neighborhoods and properties free of impactful public nuisances



1 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Permits & Inspections		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.	<input type="radio"/>		
2	Ensure financial stability & economic success.	<input type="radio"/>		
3	Nurture operational & organizational excellence.	<input type="radio"/>		
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

2  
3 **4. Relation to Community Vision:**

Permits & Inspections		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.		<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.		<input type="radio"/>		
To invest in preserving and expanding parks, recreation, and community programs.				<input type="radio"/>
To be a cohesive community that respects all citizens.		<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.			<input type="radio"/>	
To ensure a safe environment through rigorous criminal and property law enforcement.		<input type="radio"/>		
To be a city that is responsive to the wants and needs of our citizens.		<input type="radio"/>		

4  
5 **5. Equity Lens:**

6 This program recognizes that providing good customer service tailored to our community promotes  
7 racial and social equity. As this division performs plan review, inspection, permitting and code  
8 enforcement, a dedication to racial and social equity will deliver customer service excellence and overall  
9 satisfaction. This includes ensuring that rules and regulations are not overly burdensome on under-  
10 represented or under-served communities.

11 This program furthers social equity in service delivery and/or enhances services to under-represented or  
12 under-served communities when undertaking permitting, plan review, project inspections, and code  
13 enforcement for community safety.

14 **6. Mandatory v. Optional:**

Permits & Inspections		Yes	No	~
Mandatory?		<input type="radio"/>		
Viable alternatives for service delivery?			<input type="radio"/>	

15

1 **7. Program Personnel:**

Permits & Inspections	FTE	Note
Deputy CD Director	1.00	
Permit Center Supervisor	1.00	
Senior Permit Technician	3.00	
Building Inspector	2.00	
Building Services Supervisor	1.00	
Electrical Inspector	1.00	
Combo Electrical Inspector	1.00	
Combination Building Inspector	4.00	
Code Enforcement Supervisor	1.00	
Code Enforcement Officer	1.00	
Supervisor Dev Engineering Svcs	1.00	Moved from Public Works Budget
Senior Engineering Technician	1.00	Moved from Public Works Budget
Civil Engineer	1.00	Moved from Public Works Budget
Engineering Technician	1.00	Moved from Public Works Budget
<b>Total Program Personnel</b>	<b>20.00</b>	

2  
3 **8. Program Cost (summary):**

Permits & Inspections	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ -	\$ -	\$ -	\$ 2,975,822
Personnel Benefits	-	-	-	1,239,854
Supplies	-	-	-	95,320
Services	-	-	-	1,227,871
<b>Total Expense</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,538,867</b>
Revenue				
<b>Net Expense (General Fund)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,538,867</b>

4  
5 **9. Outcome Measures:**

Permits & Inspections	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Percentage of commercial building plan reviews completed within 6 weeks	100	94	92		
Percentage of residential building plan reviews completed within 3 weeks	100	70	61		
Percentage of inspections performed next business day	100	97	96		
Average number of days between receipt of code enforcement complaint to initial inspection	2	2	2		

6

**Program: Economic Development** **Program No.: 01185000**

**1. Brief Description:**

Economic Development undertakes targeted activities, programs, and projects to improve Lynnwood’s economic well-being and quality of life by fostering development, diversifying the economy, creating and retaining jobs, and building the local tax base. The Economic Development Division is responsible for facilitating private development including City Center, Sound Transit Light Rail, business recruitment and development, and tourism promotion.

**2. Program Outcomes:**

- Implementation of the City Center Plan
- Design and construction of Sound Transit Lynnwood Link Light Rail
- High-quality development
- Business and employment growth

**3. Program Outcomes and the Strategic Plan, 2018-2022:**

Economic Development		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.	○		
2	Ensure financial stability & economic success.	○		
3	Nurture operational & organizational excellence.	○		
4	Be a safe, welcoming, & livable city.	○		
5	Pursue & maintain collaborative relationships & partnerships.	○		

**4. Relation to Community Vision:**

Economic Development		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		○		
To be a welcoming city that builds a healthy and sustainable environment.		○		
To encourage a broad business base in sector, size and related employment, and promote high quality development.		○		
To invest in preserving and expanding parks, recreation, and community programs.			○	
To be a cohesive community that respects all citizens.		○		
To invest in efficient, integrated, local and regional transportation systems.		○		
To ensure a safe environment through rigorous criminal and property law enforcement.				○
To be a city that is responsive to the wants and needs of our citizens.		○		

**5. Equity Lens:**

This program advances equity through partnerships, strong support for small minority-owned businesses, diversifying Lynnwood’s economy, and providing economic opportunities for all community members. The program promotes racial equity by ensuring economic development activities enhance the lives and opportunities of under-represented and under-served communities. This includes ensuring that economic development projects are not overly burdensome on under-represented or under-served communities.

1 This program furthers social equity in service delivery and/or enhances services to under-represented or  
2 under-served communities by supporting our diverse businesses and providing economic opportunity  
3 for our community members.

4 **6. Mandatory v. Optional:**

Economic Development	Yes	No	~
Mandatory?		<input type="radio"/>	
Viable alternatives for service delivery?		<input type="radio"/>	

6 **7. Program Personnel:**

Economic Development	FTE	Note
Business Development Manager	1.00	
City Center Program Manager	1.00	
Economic Development Manager	1.00	
Project Tourism Manager	0.50	Position shared with Lodging Tax Fund
	3.50	

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

Economic Development	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ -	\$ -	\$ -	\$ 417,068
Personnel Benefits	-	-	-	161,493
Supplies	-	-	-	13,950
Services	-	-	-	287,886
Total Expense	\$ -	\$ -	\$ -	\$ 880,397
Revenue				
Net Expense (General Fund)	\$ -	\$ -	\$ -	\$ 880,397

10 **9. Outcome Measures:**

Economic Development	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Number of outreach engagements with businesses, developers and organizations	10	12	8		
Number of outreach engagements, sales missions, familiarization tours with travel professionals, tour operators, and meeting and	3	3	2		
Number of agreements facilitating development	2	1	4		

12 **Program: Sound Transit – Light Rail** **Program No.: 01185010**

13 **1. Brief Description:**

14 The Economic Development Division works to facilitate the design and construction of the Sound Transit  
15 Lynnwood Link Extension to serve as a catalyst for City Center development and improve multi-modal  
16 transportation. The former Office of Economic Development (OED) negotiated an (this section needs to  
17 be clarified) development agreement with Sound Transit for the project; and a staffing agreement to  
18 reimburse the City or its costs for staff time, consultant services, and permit fees. This program

1 establishes a separate budget for tracking Lynnwood Link related consultant expenses and  
2 reimbursements from Sound Transit.

3 The Everett Link Extension and STRIDE I-405 BRT has been approved by the voters to extend light rail  
4 service north from the Lynnwood City Center Station to Everett via Paine Field. The Everett Link  
5 Extension (EvLE) requires programming for the possible impacts and opportunities for a West  
6 Alderwood Station and additional aerial guideway. A recent FTA Grant supports a collaborative  
7 approach to develop station area regulations in conjunction with Sound Transit, Snohomish County, and  
8 the City of Everett. Community Planning Division will review the planning of the Everett Link Extension  
9 and possible impacts to the Regional Growth Center for a preferred alignment. The Economic  
10 Development Division will support Everett Link Extension for continued redevelopment of the Regional  
11 Growth Center.

12 **2. Program Outcomes:**

- 13 • Completion of the Lynnwood Link Extension and City Center Station with service to Bellevue and  
14 Seattle
- 15 • Completion of the STRIDE I-405 BRT service to Burien via Bellevue
- 16 • DBS will collaborate on the development on station area regulations

17 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Sound Transit		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.	<input type="radio"/>		
2	Ensure financial stability & economic success.	<input type="radio"/>		
3	Nurture operational & organizational excellence.	<input type="radio"/>		
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

18  
19 **4. Relation to Community Vision:**

Sound Transit		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.		<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.			<input type="radio"/>	
To invest in preserving and expanding parks, recreation, and community programs.		<input type="radio"/>		
To be a cohesive community that respects all citizens.		<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.		<input type="radio"/>		
To ensure a safe environment through rigorous criminal and property law enforcement.			<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.		<input type="radio"/>		

20  
21 **5. Equity Lens:**

22 Improved transportation access provides the community with reliable access to economic opportunities  
23 in the region. Through Sound Transit investments individuals without personal transportation can  
24 conveniently reach major job centers. Access to living-wage jobs is vital to the stabilization of families in

1 the City of Lynnwood. This includes ensuring that the impacts of incoming transit is not overly  
2 burdensome on under-represented or under-served communities.

3 This program furthers social equity in service delivery and/or enhances services to under-represented or  
4 under-served communities by providing transportation options and access to economic opportunity that  
5 benefit our community members.

6 **6. Mandatory v. Optional:**

Sound Transit	Yes	No	~
Mandatory?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Viable alternatives for service delivery?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8 **7. Program Personnel:**

Sound Transit	FTE	Note
~	0.00	
Total Program Personnel	0.00	

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

Sound Transit	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ -	\$ -	\$ -	\$ -
Personnel Benefits	-	-	-	-
Supplies	-	-	-	-
Services	32,786	465,641	2,727,256	1,000,000
Total Expense	\$ 32,786	\$ 465,641	\$ 2,727,256	\$ 1,000,000
Revenue				
Net Expense (General Fund)	\$ 32,786	\$ 465,641	\$ 2,727,256	\$ 1,000,000

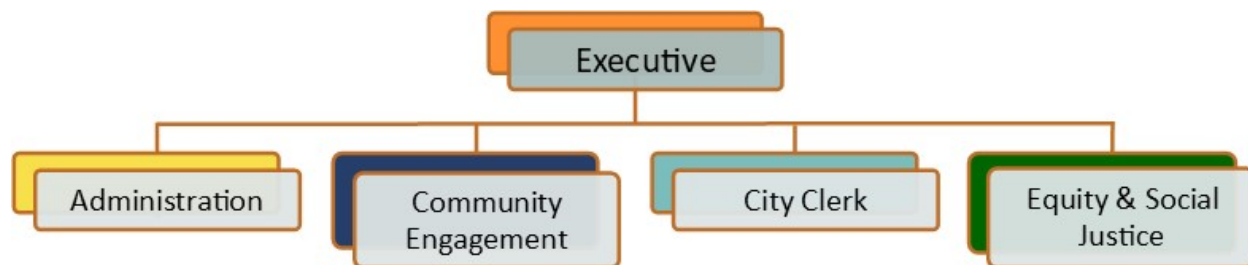
11 **\*\*Note:** This program serves to reimburse the City for costs related to the review of the Sound Transit Lynnwood  
12 Link project. An amendment to the staffing agreement authorized by Ordinance 3241 on December 15, 2016 is  
13 currently being negotiated.  
14

15 **9. Outcome Measures:**

16 None

17





1

2 **Department Mission and Responsibilities:**

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

9 **Highlights and Accomplishments 2019-2020:**

10 Executive Administration:

- 11 • In April 2019 held a joint summit on the city’s strategic priorities facilitated by former Snohomish  
 12 County Executive Bob Drewel that included the Mayor, Executive leadership staff, Lynnwood City  
 13 Councilmembers and Chairs of the city’s boards and commissions. The summit discussion resulted  
 14 in ideas to improve communication, strengthen interaction with the community and clarify what’s  
 15 strategically important to the city.
- 16 • Continued to work closely with city departments to oversee the implementation of the 2019-2020  
 17 budget as well as policies approved by the City Council.
- 18 • Continued to collaborate through “Partner Lynnwood” – a joint effort with Edmonds College,  
 19 Edmonds School District, WorkSource, WorkForce, Economic Alliance, Sno-Isle, the Lynnwood  
 20 Chamber and many more to serve as a catalyst to inspire collaboration in business, learning,  
 21 innovation and living.
- 22 • In May 2019 Mayor served as the Co-Chair of the Housing Affordability Regional Taskforce (HART)  
 23 alongside County Executive Dave Somers. Over a five-month period, HART reviewed housing  
 24 trends, conditions and existing programs. The result was the creation of a 5-year countywide  
 25 action plan.
- 26 • Concurrent with HART, collaborated with the City Council to hold a housing roundtable discussion  
 27 with housing professionals and stakeholders in the community that led to the creation of a city  
 28 Housing Policy Committee. In October 2019 the City was awarded a housing action planning grant  
 29 to fund the hiring of a consultant. Together with City staff the consultant will help the Committee  
 30 develop Lynnwood’s housing policies.
- 31 • Mayor continued to meet with community members during the Mayor’s weekly Community  
 32 Engagement meetings, met on a quarterly basis with members of the Senior Center, and met with  
 33 city employees as part of the Mayor’s “Coffee with the Mayor” initiative.
- 34 • The City’s federal lobbyist firm, Summit Strategies, coordinated a vital legislative trip to Washington  
 35 D.C. for a city delegation that included the Mayor, Public Works Director and City Engineer to  
 36 advocate for federal grant funding related to the Poplar Way I-5 overpass bridge project.
- 37 • In 2019 hosted the Mayor’s annual ‘State of the City’ address.

- 38 • In 2019, became a member of the Government Alliance for Racial Equity (GARE). GARE represents  
39 a national network of governments working to achieve racial equity and advance opportunities for  
40 all. The City put together a cross-department team (Team REAL) of employees that completed a  
41 nine-month training program to help the City develop an action plan that supports Lynnwood’s  
42 equity and social justice priorities.
- 43 • Continued to support the efforts of an internal employee committee called. “Lynnwood Employees  
44 Embracing Diversity” (LEED) that advocates for making the City of Lynnwood a diverse, safe and  
45 welcoming work environment.
- 46 • With the retirement of the city’s Police Chief in July 2020, appointed a new Police Chief from within  
47 the organization, that was confirmed by the city Council. Also, in the summer of 2020, began the  
48 process to appoint a new Finance Director as the current Finance Director will be retiring at the end  
49 of 2020.
- 50 • At the end of 2019, launched the City Clerk Pilot project. The pilot project was the result of a  
51 detailed study and recommendation by Matrix, the consultant firm hired by the city to evaluate the  
52 city’s city clerk function against best practices.
- 53 • Conducted the review and transformation of the Development and Business Services group into a  
54 Department focused on service level improvements, improving customer service and helping  
55 streamline Lynnwood’s future development and growth.
- 56 • In January 2020, the Mayor was appointed to represent Lynnwood on two critical transportation  
57 boards; Community Transit and Sound Transit. Representation on these two boards is significant  
58 because it gives Lynnwood a voice and a vote on regional transportation decisions, especially as it  
59 relates to the current and future development of light rail and bus transportation in Lynnwood.
- 60 • Continued partnerships and collaborations with regional partners such as: Economic Alliance, South  
61 County Leadership CEO Round Table, Snohomish Cities and County Leadership, Edmonds College  
62 and Edmonds School District, Puget Sound Regional Council, Snohomish County City Managers and  
63 Administrators, Association of Washington Cities.
- 64 • Led by the Mayor and key emergency operations city staff, coordinated the citywide response to  
65 the 2020 COVID-19 pandemic that included weekly updates to the city council.
- 66 • Worked closely with the Finance Director to develop the city’s Preliminary Budget for the years  
67 2021-2022.
- 68 Community Engagement:
- 69 • Launched a new streamlined and service-based city website that is accessible and easy to navigate,  
70 creating a digital city hall. The City of Lynnwood was recently awarded a 2020 Government  
71 Experience Award from the Center for Digital Government for the new website.
- 72 • Conducted several targeted outreach campaigns to educate and inform our local community on  
73 major projects and initiatives such as the 36<sup>th</sup> Ave West Improvement Project and the South  
74 Lynnwood Neighborhood Project.
- 75 • Conducted targeted media outreach and engagement to land positive news stories about  
76 Lynnwood in our local news sources such as the Herald, Lynnwood Today, Lynnwood Times, and  
77 Seattle TV media outlets.
- 78 • Assisted the Diversity, Equity & Inclusion Commission with the ‘All Are Welcome’ initiative.



- 79 • Sponsored and participated in “Step Up: Understanding and Implementing Racial Equity”  
80 Conference at the Lynnwood Convention Center. Facilitated a workshop hosted by the Diversity,  
81 Equity & Inclusion Commission.
- 82 • Served on the City’s Emergency Operations Center Command Staff throughout the Coronavirus  
83 pandemic.
- 84 • Participated in the Regional Snohomish County Public Information Officers quarterly meetings.
- 85 • Partnered with the US Census Bureau and local agencies to promote a Complete Count 2020  
86 Census effort. As of October 1, 2020, Lynnwood’s self-response rate was 74%.
- 87 • Partnered with the NW Innovation Research Center on the Amazon Catalyst Project, soliciting ‘big  
88 ideas’ from Lynnwood residents on solutions and opportunities to address Lynnwood’s  
89 transportation needs.
- 90 • Public Affairs Officer continues to be a member of the Snohomish Multiple Agency Response Team  
91 (SMART) as a Public Information Officer, and responded to three officer involved incidents in 2019  
92 and four officer involved incidents in 2020. Duties include responding to the scene of an incident,  
93 providing on-scene information to the media, and providing media/community with weekly  
94 updates throughout the course of the investigation.
- 95 Intergovernmental Relations:
- 96 • Continued intergovernmental outreach to federal, state and county legislators – and strengthened  
97 relationships with state representatives from the 21st and 32nd districts.
- 98 • Developed Lynnwood’s legislative priorities and held legislative engagements in Council Chambers  
99 to discuss those priorities, funding opportunities and Lynnwood’s major projects.
- 100 • Participated in Olympia’s legislative sessions in 2019 and 2020 to advocate Lynnwood’s legislative  
101 priorities with a City delegation that included the Mayor, Councilmembers, and Executive staff.
- 102 • Continued to work with Summit Strategies as Lynnwood’s federal lobbyist to strengthen the city’s  
103 relationship and communication with congressional representatives and key federal agencies as  
104 part of the city’s strategy to access federal resources and assistance to support critical city  
105 infrastructure, transportation, economic and other priorities that Lynnwood cannot do alone.
- 106 • Collaborated with Economic Alliance Snohomish County (EASC) and Snohomish County Cities (SCC)  
107 in developing legislative priorities for Lynnwood and region.
- 108 • Sent letters of support for legislative initiatives that align with Lynnwood’s legislative priorities.
- 109 • In March 2020, the City Council approved a new sister city related program called the ‘Friendship  
110 City’ program. In September, the city of Chilpancingo De Los Bravo Guerrero, Mexico was named as  
111 Lynnwood’s first Friendship City.
- 112 • Created a South Snohomish County Veterans Resource Task Force.
- 113 • Continued to support the Hero’s Café, a monthly meeting for Veterans to come together for  
114 support and comradeship, in partnership with Verdant Health and local Veteran volunteers. Also  
115 supported various veteran’s events in the community.
- 116 • Was chosen as the City to display the Gold Star Family Monument which honors the families of  
117 servicemen and women who sacrificed their lives while serving in the military.

**118** City Clerk

- 119 • Instituted a pilot program for re-structuring the function of City Clerk. Using existing staff resources  
120 the project will conduct discovery and an assessment of processes to increase efficiencies, eliminate  
121 redundancies and present the Mayor with recommendations for creating a dedicated city clerk  
122 function that can be a model for the region.
- 123 • Provided continuity of public meetings through remote meetings technology, advanced access  
124 through online public comment and public hearings, and identified back up staffing options within  
125 the Council and Executive branches.
- 126 • Upgraded the City’s Electronic Records Management System (ERMS) providing a centralized storage  
127 system for permanent records and high demand records. Digitized over 10,000 new records to  
128 increase transparency and public access.
- 129 • Implemented an online portal for public research of commonly requested records. Providing access  
130 to City Council records and Development and Business Services records through the portal, while  
131 positioning Lynnwood to add new record sets in the future.
- 132 • Changed the City’s insurance provider to the Washington Cities Insurance Authority (WCIA), saving  
133 liability and property insurance premiums, increasing coverage, and providing risk reduction training  
134 programs to management and staff.
- 135 • Achieved goal of zero payouts for fine, lawsuits or settlement for records disclosure complaints for  
136 2019 and 2020 year to date.
- 137 • Established an online bidding portal and publication system which allows the City to conduct  
138 solicitations in compliance with local, state, and federal statutes during and after COVID-19  
139 restrictions, creating efficiencies, and providing better transparency and small business  
140 participation.
- 141 • Completed process improvements on City Council meeting minutes, consent agenda items, and  
142 voucher approvals.

**143 Highlights and Changes for 2021-2022:**

- 144 • Continue to oversee the city’s response to the COVID-19 pandemic.
- 145 • Continue preparation for the arrival of light rail transit service (Sound Transit’s Lynnwood Link) in  
146 2024 and advance infrastructure projects to improve transportation and traffic flow throughout  
147 Lynnwood.
- 148 • Establish City Clerk office and implement improved services
- 149 • Establish an equity and social justice program
- 150 • Develop a city housing policy
- 151 • Update the 2018-2022 Strategic Plan
- 152 • Continue to seek federal funding of Poplar Bridge project
- 153 • Continue Lynnwood’s commitment to being a safe, welcoming, and equitable community for all.
- 154 • Continue efforts to implement Lynnwood’s Community Vision.
- 155 • Support efforts to implement Lynnwood’s Strategic Plan, 2018-2022.
- 156 • Continue disaster and emergency preparedness awareness and training efforts.

- 157 • Continue advocacy of the highest priorities of the City Council and the community.
- 158 • Continue supporting the citywide effort to advance race and social equity plans and policies.
- 159 • Continue supporting the sister city program and new friendship city program.
- 160 • Continue working with the City Council and community on improving relations between the police
- 161 and communities of color.
- 162 • Build on community engagement through inclusive outreach strategies.
- 163 • Advocate Lynnwood’s interests at the County, State, and Federal levels.
- 164 • Continue working with the South Snohomish Veterans Task Force to work towards securing a
- 165 regional veterans center.
- 166 • Partner with other agencies and groups to address human service issues of regional concern such
- 167 as homelessness, affordable housing, and the opioid epidemic.

168 **Department Budget History by Program:**

Program	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Administration	\$ 520,524	\$ 561,635	\$ 1,076,452	\$ 1,186,191
Community Engagement	168,679	213,785	536,780	520,471
City Clerk	-	-	-	368,976
Equity and Social Justice	-	-	-	219,796
Intergovernmental Relations	113,338	96,430	268,485	-
Total	\$ 802,541	\$ 871,850	\$ 1,881,717	\$ 2,295,434

170 **Department Personnel:**

Position	Number of Full-Time Equivalent (FTE)							
	2015	2016	2017	2018	2019	2020	2021	2022
Mayor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
City Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00
Public Affairs Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Intergovernmental Relations Liaison	0.50	0.50	0.50	0.50	0.75	0.75	0.00	0.00
Race & Social Justice Advisor	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00
Executive Assistant	0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total	4.00	4.50	4.50	4.50	4.75	4.75	6.00	6.00

172 **Program: Administration** **Program No.: 01112000**

173 **1. Brief Description:**

174 This program provides leadership to all Departmental operations, manages day-to-day operations, and

175 works collaboratively with the City Council, other agencies, non-profit groups, and the general public.

176 **2. Program Outcomes:**

177 The Executive Administration, led by the Mayor, is responsible for the following major outcomes:

- 178 • Provide Executive Leadership to city departments to ensure the accomplishment of city priorities.
- 179 • Be accountable to the community and city council to ensure the wants and needs are addressed.

- 180 • Provide clear and concise communications to strengthen relationships internally and externally.
- 181 • Represent the City of Lynnwood in the region and nation on matters of importance to the City of
- 182 Lynnwood.
- 183 • Implement business process improvements for Development and Business Services and the City
- 184 Clerk program

185 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Administration		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.	<input type="radio"/>		
2	Ensure financial stability & economic success.	<input type="radio"/>		
3	Nurture operational & organizational excellence.	<input type="radio"/>		
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

186

187 **4. Relation to Community Vision:**

Administration		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.		<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.		<input type="radio"/>		
To invest in preserving and expanding parks, recreation, and community programs.		<input type="radio"/>		
To be a cohesive community that respects all citizens.		<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.		<input type="radio"/>		
To ensure a safe environment through rigorous criminal and property law enforcement.		<input type="radio"/>		
To be a city that is responsive to the wants and needs of our citizens.		<input type="radio"/>		

188

189 **5. Equity Lens:**

190 This program promotes social equity in our city’s services, programs, and policies and improves access to

191 services to under-represented or under-served communities by championing the efforts of the city’s

192 GARE Cohort (Government Alliance on Racial Equity), Team REAL (Racial Equity Advancing Lynnwood),

193 LEED (Lynnwood Employees Embracing Diversity), DEI Commission (Diversity, Equity Inclusion)and

194 through the creation of an Equity and Social Justice position to review city policy, plans, practices and

195 procedures.

196 **6. Mandatory v. Optional:**

Administration		Yes	No	~
Mandatory?		<input type="radio"/>		
Viable alternatives for service delivery?			<input type="radio"/>	

197

198 **7. Program Personnel:**

Administration	FTE	Note
Mayor	1.00	
City Administrator	1.00	
Executive Assistant	1.00	
Total Program Personnel	3.00	

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

Administration	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 322,933	\$ 318,093	\$ 652,428	\$ 721,274
Personnel Benefits	119,290	108,318	240,573	228,591
Supplies	6,920	18,332	6,600	9,200
Services	71,381	116,892	176,851	227,126
Total Expense	\$ 520,524	\$ 561,635	\$ 1,076,452	\$ 1,186,191
Revenue				
Net Expense (General Fund)	\$ 520,524	\$ 561,635	\$ 1,076,452	\$ 1,186,191

202 **9. Outcome Measures:**

Administration	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Oversee city response to covid-19 pandemic					
Restructure city clerk operations					
Establish an equity and social justice program					
Develop a city housing policy					
Update the 2018-2022 Strategic Plan					
Complete next phase of light rail project					
Seek federal funding for Poplar Bridge project					

<b>Program: Community Engagement</b>	<b>Program No.: 01112010</b>
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205 **1. Brief Description:**

206 The Community Engagement program budget is responsible for the oversight and execution of strategic  
 207 Citywide communications, notifications, marketing, emergency communications, media relations,  
 208 internal employee communications, and public affairs.

209 **2. Program Outcomes:**

210 It is the goal of the City of Lynnwood to provide meaningful and timely information to our residents, the  
 211 business community, city employees, and other interested community members to keep them up-to-  
 212 date and informed of critical city issues, services, projects and initiatives, community events, and city  
 213 happenings. City staff aims to communicate with a coordinated, equitable, and multi-faceted approach.  
 214 The ultimate goal is to provide the right information, to the right people, at the right time, so they can  
 215 make informed decisions. Through public affairs, collaboration and partnerships will help leverage our  
 216 city's resources to achieve the greatest possible outcome.

217 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Community Engagement		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.		<input type="radio"/>	
2	Ensure financial stability & economic success.		<input type="radio"/>	
3	Nurture operational & organizational excellence.	<input type="radio"/>		
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

218

219 **4. Relation to Community Vision:**

Community Engagement	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.	<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.	<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.		<input type="radio"/>	
To invest in preserving and expanding parks, recreation, and community programs.		<input type="radio"/>	
To be a cohesive community that respects all citizens.	<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.		<input type="radio"/>	
To ensure a safe environment through rigorous criminal and property law enforcement.		<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.	<input type="radio"/>		

220

221 **5. Equity Lens:**

222 This program promotes social equity in service delivery and enhances services to under-represented or  
 223 under-served communities by: a thoughtful approach to accessible messaging through the use of plain  
 224 language, a variety of communications platforms, the use of appropriate language translation and  
 225 interpretation, and authentic imagery that appropriately reflects our city’s population and intended  
 226 audience. The Community Engagement program is a critical partner in our city’s GARE team and our  
 227 commitment to be a safe, welcoming and equitable community for all.

228 **6. Mandatory v. Optional:**

Community Engagement	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?		<input type="radio"/>	

229

230 **7. Program Personnel:**

Community Engagement	FTE	Note
Public Affairs Officer	1.00	
Total Program Personnel	1.00	

231

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

Community Engagement	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 82,367	\$ 105,515	\$ 213,075	\$ 229,890
Personnel Benefits	34,683	44,390	97,780	94,813
Supplies	1,429	2,761	10,850	8,200
Services	50,200	61,119	215,075	187,568
Total Expense	\$ 168,679	\$ 213,785	\$ 536,780	\$ 520,471
Revenue				
Net Expense (General Fund)	\$ 168,679	\$ 213,785	\$ 536,780	\$ 520,471

233  
234 **9. Performance Measures:**

Community Engagement	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
New eNews subscribers (%)	5.0	18,184	18,478		
Engagement rate of eNews Bulletins (%)	35.0	40.2	39.5		
Number of Social Media Followers (%)	5.0	15,139	20,702		
Number of Visits to City Website	200,000	221,049	244,508		

235  
236 **Program: City Clerk** **Program No.: 01112030**

237 **1. Brief Description:**

238 A pilot program to re-establish the City Clerk function and office is underway. As a first step to that  
239 process one position and costs for elections services have been transferred to the Executive budget. The  
240 Interim City Clerk and remaining staff and expenses are budgeted in the Administrative Services  
241 Department during the discovery, assessment and reorganizational process. Strengthen accountability  
242 to the public through transparent information delivery and fair contracting practices.

243 **2. Program Outcomes:**

244 In 2021 the program is expected to deliver improved services in Council Agenda, recording and  
245 publishing meetings, pursuing closed captioning and translation of meetings. The Clerk's office is  
246 increasing self-search tools to provide access to both recent the historic Council records. In  
247 collaboration with IT, will in this budget provide Records Government for systems and networks,  
248 creating effective access for employees, officials and the public. This program continues to serve the  
249 public with records disclosure, protecting the City by thoroughly searching and providing complete  
250 records to the public. The City Clerk's office is providing management of the City insurance policies, and  
251 management of claims and lawsuits, and damages to City property. This team incorporates the  
252 Procurement and Records team from the Administration Services budget and delivers contracts and  
253 agreements to support City operations. The Clerk is assigned as the Liaison to the Board of Ethics.

254 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

City Clerk	High	Med.	Low
1 Fulfill the community vision for the City Center & Lynnwood Link light rail.			○
2 Ensure financial stability & economic success.		○	
3 Nurture operational & organizational excellence.	○		
4 Be a safe, welcoming, & livable city.	○		
5 Pursue & maintain collaborative relationships & partnerships.		○	

255

256 **4. Relation to Community Vision:**

City Clerk	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.	<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.	<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.			<input type="radio"/>
To invest in preserving and expanding parks, recreation, and community programs.			<input type="radio"/>
To be a cohesive community that respects all citizens.	<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.			<input type="radio"/>
To ensure a safe environment through rigorous criminal and property law enforcement.			<input type="radio"/>
To be a city that is responsive to the wants and needs of our citizens.	<input type="radio"/>		

257

258 **5. Equity Lens:**

259 This program promotes social equity in service delivery and/or enhances services to under-represented  
 260 or under-served communities by improving and maintaining accessibility to City Council meetings and  
 261 records, through outreach to diverse business partners and pursuing the implementation of a diverse  
 262 business program to assist historically underutilized businesses on City Contract.

263 **6. Mandatory v. Optional:**

City Clerk	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?		<input type="radio"/>	

264

265 **7. Program Personnel:**

City Clerk	FTE	Note
Deputy City Clerk	1.00	
Total Program Personnel	1.00	

266

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

City Clerk	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ -	\$ -	\$ -	\$ 120,388
Personnel Benefits	-	-	-	63,588
Supplies	-	-	-	-
Services	-	-	-	185,000
Total Expense	\$ -	\$ -	\$ -	\$ 368,976
Revenue				
Net Expense (General Fund)	\$ -	\$ -	\$ -	\$ 368,976

268



269 **9. Outcome Measures:**

City Clerk	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Establish city clerk office					
Conduct discovery on processes and services					
Identify best practices and implement improvements					

270

271 **Program: Equity and Social Justice** **Program No.: 01112040**

272 **1. Brief Description:**

273 City Resolution 2017-03 passed by the City Council on January 23, 2017 reaffirmed the city’s  
 274 commitment to be a safe, welcome and equitable community for all. The resolution further stated the  
 275 city’s commitment to ensure that city programs are accessible and open to all and that the city stands  
 276 with the community in opposing hate, violence and acts of intolerance. The position that leads this  
 277 program will perform a variety of outreach, administrative, analytical, and strategic operational duties in  
 278 support of this resolution and will lead projects, foster outreach and engagement, facilitate, and teach  
 279 on a variety of relevant topics across the organization enabling employees to incorporate the principles  
 280 of racial and social equity into everything they do for the City.

281 **2. Program Outcomes:**

- 282 • Serve as a coordinator for the City’s Racial Equity Action Plan and coordinate diversity, equity, and  
 283 inclusion efforts city-wide.
- 284 • Develop, coordinate and conduct training on race, equity; promote undoing of structural racism.
- 285 • Lead efforts to incorporate an equity lens in city programs, policies and procedure, and to  
 286 dismantle structural and institutional racism.
- 287 • Lead, inform, and influence systemic change to develop and implement culturally responsive  
 288 systems through educating, leading, and developing organizational policies and practices under the  
 289 supervision of the Public Information Officer.
- 290 • Promote and conduct inclusive outreach and engagement.
- 291 • Collaborate with Human Resources staff (e.g., HR Business Partners) and managers to encourage  
 292 the development and hiring of diverse employees reflective of the Lynnwood community through  
 293 policies, training, and talent management.
- 294 • Implement a welcoming climate in order to cultivate trust and sense of belonging.
- 295 • Coordinate with city staff to gather and analyze metrics and demographic data to promote equity in  
 296 service and program outcomes.
- 297 • Coordinate with stakeholder from across the city to develop organizational policies and practices.
- 298 • Coordinate, plan, and execute equity, diversity and inclusion initiatives and events.
- 299 • Coordinate with the Public Affairs Officer, create and manage equity, diversity and inclusion  
 300 content for the intranet, external site, and; contribute to the development of outward-facing  
 301 platforms.
- 302 • Convene and lead ongoing community connections that sustain equitable and inclusive practices.

- 303 • Coordinate and track sponsorships of diversity events and partnerships with strategically aligned
- 304 organizations; implement and execute diversity seminars, workshops, trainings, and other events
- 305 pertaining to DEI within the City for Lynnwood Employees Embracing Diversity and Team Real
- 306 (Racial Equity Advancing Lynnwood).
- 307 • Collect, track, and analyze industry-wide and organization specific diversity data; measure program
- 308 effectiveness against established goals and initiatives.
- 309 • Assist the Executive with other projects as assigned.
- 310 • Support the HR Manager with programs assignments and other HR related projects and duties,
- 311 including, EEO reporting, grant responses, and strategic planning and participation on city-wide
- 312 workgroups.

313 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Equity and Social Justice		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.	<input type="radio"/>		
2	Ensure financial stability & economic success.	<input type="radio"/>		
3	Nurture operational & organizational excellence.	<input type="radio"/>		
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

314

315 **4. Relation to Community Vision:**

Equity and Social Justice		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.		<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.			<input type="radio"/>	
To invest in preserving and expanding parks, recreation, and community programs.				<input type="radio"/>
To be a cohesive community that respects all citizens.		<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.				<input type="radio"/>
To ensure a safe environment through rigorous criminal and property law enforcement.			<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.		<input type="radio"/>		

316

317 **5. Equity Lens:**

318 This program promotes social equity in service delivery and/or enhances services to under-represented  
 319 or under-served communities by: being the champion for incorporating an equity lens in city programs,  
 320 policies and procedures and working towards developing a culturally responsive city government so that  
 321 we may better serve all Lynnwood community members.

322 **6. Mandatory v. Optional:**

Equity and Social Justice		Yes	No	~
Mandatory?			<input type="radio"/>	
Viable alternatives for service delivery?		<input type="radio"/>		

323

324 **7. Program Personnel:**

Equity and Social Justice	FTE	Note
Race & Social Justice Advisor	1.00	
<b>Total Program Personnel</b>	<b>1.00</b>	

325  
326 **8. Program Cost (summary):**

Equity and Social Justice	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ -	\$ -	\$ -	\$ 151,071
Personnel Benefits	-	-	-	68,725
Supplies	-	-	-	-
Services	-	-	-	-
<b>Total Expense</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 219,796</b>
Revenue				
<b>Net Expense (General Fund)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 219,796</b>

327  
328 **9. Outcome Measures:**

Equity and Social Justice	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021

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**Department Mission and Responsibilities:**

After the consolidation of the Lynnwood Fire Department and Fire District 1 on October 1, 2017, this Fire Department exists for budgetary purposes only. By law, the City retains authority/responsibility for the City’s Fire Marshal’s functions and obtains those services through an interlocal agreement with South Snohomish County Fire and Rescue (South County Fire).

The Fire Marshal Office (FMO) oversees fire prevention, which includes administration of the City’s Fire Code. This work includes Community Risk Reduction, building permit review, plan review, new and existing building inspections and fire investigations. Inspections include fire access, fire hydrant placement, fire alarm systems, emergency radio systems and fire suppression and sprinkler systems. South County Fire employees provide fire prevention services to the City of Lynnwood based upon International, State, and local codes and standards including industry best practices and professional acumen.

**Highlights and Accomplishments During 2019-2020:**

- Participated during assessment and analysis of permit review services and the organizational structure that supports those services.
- Supported design and permitting of Lynnwood Link light rail, including building demolition, plan review of infrastructure and site preparation.
- All FMO staff members are certified at different levels including Fire Inspector I, Fire Inspector II, Fire Plans Examiner, and Fire Investigator.

**Highlights and Changes for 2021-2022:**

- Implement and contribute to the service improvements called for during evaluation of permit review services, in collaboration with the new Development and Business Services (DBS) restructure.
- Support permitting and construction of Lynnwood Link light rail.
- Preparing for the rapid increase of vertical growth within the City.

**Department Budget History by Program:**

Program	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Fire - Marshall	\$ 28,984	\$ 19,985	\$ 45,317	\$ 27,489
Fire - RFA	3,549,317	818,669	1,891,125	1,900,000
Fire - GEMT Fee (one-time)	-	338,181	340,440	-
<b>Total Fire Prevenetion</b>	<b>\$ 3,578,301</b>	<b>\$ 1,176,835</b>	<b>\$ 2,276,882</b>	<b>\$ 1,927,489</b>

**Department Personnel:**

None. All staff are employees of South County Fire.

31 **Program: Fire Prevention** **Program No.: 01142000**

32 **1. Brief Description:**

33 Within the DBS, the Fire Marshal’s Office provides Fire Prevention services, including: Fire Code  
34 administration, plan review, construction and annual inspections, fire investigation services, public  
35 education, and emergency response planning. As a key member of the DBS workgroup, Fire Prevention  
36 works closely with City staff to deliver key public safety services to the community.

37 **2. Program Outcomes:**

38 Key deliverables include the services mentioned above. Public safety is a cornerstone of any vibrant  
39 community and the Fire Prevention program ensures that buildings and structures are safe for  
40 occupants and first responders, which supports public safety and economic vitality. Through  
41 partnership with City departments, Fire Prevention supports development of all construction projects  
42 including City Center, Light Rail, and the transformation of the Alderwood Mall area.

43 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Fire Prevention		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.	○		
2	Ensure financial stability & economic success.		○	
3	Nurture operational & organizational excellence.	○		
4	Be a safe, welcoming, & livable city.	○		
5	Pursue & maintain collaborative relationships & partnerships.	○		

45 **4. Relation to Community Vision:**

Fire Prevention		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		○		
To be a welcoming city that builds a healthy and sustainable environment.		○		
To encourage a broad business base in sector, size and related employment, and promote high quality development.				○
To invest in preserving and expanding parks, recreation, and community programs.				○
To be a cohesive community that respects all citizens.		○		
To invest in efficient, integrated, local and regional transportation systems.				○
To ensure a safe environment through rigorous criminal and property law			○	
To be a city that is responsive to the wants and needs of our citizens.		○		

47 **5. Equity Lens:**

48 This program benefits communities of color by striving to ensure homes and places of employment  
49 meet applicable safety standards. This is particularly meaningful in low-cost housing and where low-  
50 paying jobs are offered.

51 The FMO motto is “Treat everyone the same and be reasonable”.

52 Enforcement of basic life-safety building and housing standards can cause temporary disruptions in  
53 residents and occupants’ lives but are necessary to help prevent more catastrophic events. Often, staff  
54 can help to facilitate relocation of impacted residents/occupants.

55 **6. Mandatory v. Optional:**

Fire Prevention	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?	<input type="radio"/>		

57 **7. Program Personnel:**

58 None. All staff are employees of South County Fire.

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

Fire Prevention	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Supplies	\$ 361	\$ 3,075	\$ 4,500	\$ 3,000
GEMT Fees (one-time)	-	338,180	340,440	-
RFA Contracted Services	3,549,317	818,669	1,891,125	1,900,000
Services	28,623	16,911	40,817	24,489
Total Expense	\$ 3,578,301	\$ 1,176,835	\$ 2,276,882	\$ 1,927,489
Revenue	-	1,164,794	-	-
Net Expense (General Fund)	\$ 3,578,301	\$ 12,041	\$ 2,276,882	\$ 1,927,489

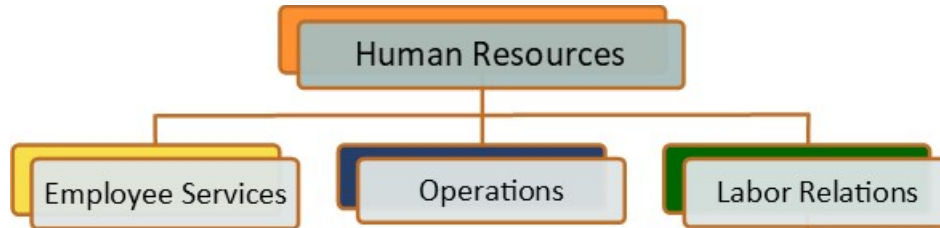
61 **9. Outcome Measures:**

62 None. Outcome measures specified by interlocal agreement and applicable law.









1

2 **Department Mission and Responsibilities:**

3 City of Lynnwood Human Resources provides strategic and practical Human Resources guidance,  
 4 delivers excellent service, embraces diversity, acts with respect, emphasizes collaboration, and creates a  
 5 welcoming environment where all contribute, develop and reach their full potential.

6 The Human Resources (HR) Department is an internal, full-service Human Resources Department,  
 7 providing human resource management and administration assistance to City departments, supervisors,  
 8 and employees. Our programs are designed to attract and retain a diverse, highly qualified, and  
 9 engaged City staff. HR Department’s responsibilities include the following:

- 10 • Employee and Labor Relations
- 11 • Recruitment, selection and onboarding
- 12 • Classification and compensation
- 13 • Employee benefits administration
- 14 • Employee professional development
- 15 • Employment policy administration and legal compliance
- 16 • Civil Service administration
- 17 • Workplace Safety/Safety Committee/Reporting and Compliance
- 18 • Diversity, Equity and Inclusion support (internal and Commission)
- 19 • Support Civil Service and Salary Commissions
- 20 • Strategic planning

21 **Highlights and Accomplishments During 2019-2020:**

- 22 • Adapted to significant changes due to Coronavirus, including implementing a Telework Policy (with  
 23 IT), face covering policy, administered leave, and kept employees up to date with relevant Safety  
 24 and Health information related to coronavirus.
- 25 • Adapted be able to conduct fully remote recruitment, selection, and onboarding processes.
- 26 • Successfully negotiated Teamsters and AFSCME collective bargaining agreements.
- 27 • Spearheaded training for directors, managers and supervisors on unconscious bias and using a  
 28 racial equity lens, training for directors and managers on unconscious bias.
- 29 • Administered 70+ recruitment processes.
- 30 • Conducted numerous classification and compensation position reviews of represented and non-  
 31 represented positions.
- 32 • Implemented several new policies including Paid Family Medical Leave and the Families First  
 33 Coronavirus Relief Act.

- 34 • Facilitated Supervisor Skills training with ongoing Supervisor meetings.
- 35 • Provided Labor Relations Training to City Council.
- 36 • Updated Civil Service rules and processes to better address marketplace challenges around  
37 recruitment speed and enhance flexibility and clarity in the rules.
- 38 • Expanded the HR Department recruitment outreach by participating in various job fairs and being  
39 present at testing sites.
- 40 • Refreshed Commercial Driver’s License supervisor training, policy, and procedures.
- 41 • Refreshed Safety Committee.
- 42 • Began online Performance Management and Learning system with full implementation in 2021.
- 43 • Implemented a Voluntary Separation, Shared Work, and Voluntary Furlough Programs.
- 44 • Will continue the process of creating the new Development and Business Services Department.
- 45 • Hosted an employee conversation about race with over 60 staff participating.

**46 Highlights and Changes for 2021-2022:**

47 The Human Resources Department will continue to provide excellent service and counsel to City  
48 departments and the City staff we serve despite budget challenges. The HR Department looks forward  
49 to providing outstanding core Human Resources services as well as to develop and implement citywide  
50 staff learning and development opportunities, cultural diversity initiatives and programs, even stronger  
51 recruitment and marketing capabilities, and an enhanced and engaging onboarding experience for new  
52 hires.

**53 Recruitment and Selection:**

- 54 • The Human Resources Department has the goal that the City of Lynnwood be viewed as a premier  
55 employer in the Puget Sound region. To do this, the department must continue to increase the  
56 communication and connection with our community and will need to be creative in this effort due  
57 to budget constraints.
- 58 • Research shows that a quality onboarding experience can improve employee retention by 25%.  
59 The Human Resources Department intends to update and modernize our new employee  
60 onboarding experience which will enhance how we welcome new employees to the City of  
61 Lynnwood and improve employee retention through an early introduction to the vision and mission  
62 of the city and the “why” we work in public service for the people who live, work, and play in  
63 Lynnwood.

**64 Cultural Diversity, Equity and Inclusion:**

- 65 • Continue to lead Race and Social Justice efforts through implementing our City Racial Equity Action  
66 Plan developed by our GARE Cohort/Team REAL (Racial Equity Advancing Lynnwood).
- 67 • Implement policy and procedure changes in hiring, onboarding, employee relations to further racial  
68 equity and intersectional equity.
- 69 • Continue to normalize the conversation about race and equity at the city.

**70 Labor Relations:**

- 71 • In 2019-2020, we contracted with Summit Law Group to lead our union contract negotiations. In  
72 the 2021-2022 budget, the cost of labor negotiation support is included.

73 Workplace Safety:

- 74 • The Safety Officer has been on board since June 2019 and we will continue to develop our
- 
- 75 Safety Program for the City. We look forward to fine tuning job hazard analysis, CDL program,
- 
- 76 Safety Training, and reporting.

 77 Professional Development:

- 78 • With the need for budget reductions, this is an area that will be reduced significantly. Employee
- 
- 79 learning and development, and coaching will be reduced or eliminated, presenting a potential
- 
- 80 for risk in employee relations and efficiency.
- 
- 81 • HR will implement new online Learning Management software – NeoGov Learn to assign,
- 
- 82 record, and administer training online. Previously training records were kept in paper files
- 
- 83 without a uniform way to track and assign training.

 84 Performance Management:

- 85 • Will implement NeoGov Perform, an online Performance Management system for employee
- 
- 86 review and coaching. Previously this was done on paper. This new system will be more efficient
- 
- 87 and effective for employee performance and development, and more efficient for managers and
- 
- 88 supervisors to write, document, and track.

 89 Professional Services:

- 90 • This is another area that will be reduced significantly. This may lead to delays in HR work as this
- 
- 91 money is used for training/coaching, legal advice, investigations of complex employee matters.

 92 **Department Budget History by Program:**

Program	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Employee Services	\$ 26,473	\$ 19,607	\$ 293,900	\$ 151,000
Operations	740,863	723,208	1,499,367	1,584,526
Labor Relations	8,881	15,100	123,000	90,000
Total	\$ 776,217	\$ 757,915	\$ 1,916,267	\$ 1,825,526

 94 **Department Personnel:**

Position	Number of Full-Time Equivalent (FTE)							
	2015	2016	2017	2018	2019	2020	2021	2022
Human Resources Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Human Resources Manager	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Human Resource Analyst Senior	0.0	0.0	0.0	1.0	1.0	1.0	0.0	0.0
Human Resource Analyst	2.0	2.0	2.0	1.0	1.0	1.0	2.0	2.0
Human Resource Safety Officer*	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0
Total	4.00	5.00	5.00	5.00	6.00	6.00	6.00	6.00

 96 **Program: Employee Services** **Program No.: 01118200**

 97 **1. Brief Description:**

 98 The Human Resources (HR) Department provides a full complement of services to all City of Lynnwood  
 99 Departments and staff. Currently the HR Department serves 294 regular full-time employees, nine  
 100 regular part-time employees and over 200 part-time/seasonal employees. Our services include

101 recruitment and onboarding, employee training and development, employee benefit administration,  
102 labor relations and negotiations, employee recognition, Civil Service administration, classification and  
103 compensation administration, safety programs, performance management and overall employee  
104 relations.

105 **2. Program Outcomes:**

106 The Human Resources Department Strategies and Operations program outcomes include:

- 107 • Recruiting and onboarding practices that are responsive, welcoming, equitable, and consistent to  
108 ensure that the City hires and retains a qualified and diverse workforce.
- 109 • Employee training and professional development programs that are cost-conscious, efficient,  
110 relevant, and educational to encourage employee professional development and engagement  
111 which will increase productivity and enhance City service delivery.
- 112 • Employee benefit administration for eligible City staff consisting of comprehensive yet cost-  
113 effective benefit packages that will attract, nurture, and retain employees.
- 114 • Employee recognition programs that honor City staff for their years of service as well as recognizing  
115 outstanding work product for both individuals and teams.
- 116 • Civil Service administration for our Police Department ensuring compliance with state and local law.
- 117 • Classification and compensation administration which allows the City to remain competitive in our  
118 marketplace with our recruitment and employee retention efforts as well as ensuring that our job  
119 specifications accurately reflect the necessary qualifications for successful job performance.
- 120 • Departmental succession plans that identify high potentials, support individual learning and  
121 development to become future leaders, and minimize the effect of the departure of an aging  
122 workforce.
- 123 • Safety programs that actively assess, address, and manage workplace safety issues so that we  
124 provide our employees a safe and healthy working environment.
- 125 • Employee performance management practices that are proactive, supportive, consistent, and  
126 policy/contract compliant to ensure that all City employees are treated fairly and equitably and that  
127 they understand the performance levels necessary not only to be successful in their current  
128 positions but what they can do to be prepared for promotional opportunities.
- 129 • Collaborate and negotiate with employee unions and administer applicable terms of collective  
130 bargaining agreements.
- 131 • Ensure that the workforce is diverse, and principles of equity and inclusion are instilled as a core  
132 value of our staff.

133 These HR services allow the Human Resources Department and the City of Lynnwood to develop  
134 partnerships and work collaboratively with City employees and City Departments resulting in the City's  
135 ability to attract and retain an engaged, well-trained, diverse, and high performing workforce who, in  
136 turn, will provide outstanding service to the Lynnwood Community.

137 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Employee Services		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.		<input type="radio"/>	
2	Ensure financial stability & economic success.	<input type="radio"/>		
3	Nurture operational & organizational excellence.	<input type="radio"/>		
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

138  
139 **4. Relation to Community Vision:**

Employee Services		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.		<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.				<input type="radio"/>
To invest in preserving and expanding parks, recreation, and community programs.			<input type="radio"/>	
To be a cohesive community that respects all citizens.		<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.				<input type="radio"/>
To ensure a safe environment through rigorous criminal & property law			<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.		<input type="radio"/>		

140  
141 **5. Equity Lens:**

142 This program promotes social equity in service delivery and/or enhances services to under-represented  
 143 or under-served communities by serving as one of the lead departments to advance equity through  
 144 leadership of training and learning on racial equity and the role of government in creating and removing  
 145 structural racism, ensuring recruiting, screening, and interviewing policy and procedures include best  
 146 practices in being unbiased and inclusive. HR continues to strive to serve all staff fairly and for a  
 147 workforce that reflects the diversity of the Lynnwood community. Failing to implement these measures  
 148 will continue inequities in employment and possibly income.

149 **6. Mandatory v. Optional:**

Employee Services	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?		<input type="radio"/>	

150  
151 **7. Program Personnel:**

Employee Services	FTE	Note
None	0.00	
Total Program Personnel	0.00	

152

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

Employee Services	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ -	\$ -	\$ -	\$ -
Personnel Benefits	-	-	-	-
Supplies	465	-	34,600	13,000
Services	26,008	26,718	259,300	138,000
Total Expense	\$ 26,473	\$ 26,718	\$ 293,900	\$ 151,000
Revenue				
Net Expense (General Fund)	\$ 26,473	\$ 26,718	\$ 293,900	\$ 151,000

154  
155 **9. Outcome Measures:**

Employee Services	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Customer Service - Days from Requisition to Posting	5				
Diversity & Equity - Percentage of panels that are diverse with race/gender	100				
Diversity & Equity - New hires reflect diversity of community we serve (percentage)	35				

157 **Program: HR Operations** **Program No.: 01118000**

158 **1. Brief Description:**

159 The HR Operations program includes the functions and resources required to not only manage the day  
160 to day activities within the Human Resources Department, but to continually cultivate a culture of  
161 learning and development, professionalism, collaboration, efficiency, creativity, and inclusion in the  
162 Human Resources Department.

163 **2. Program Outcomes:**

164 HR Operations outcomes include a Human Resources Department staffed by talented, committed,  
165 service-driven professionals who are dedicated to supporting and advancing the HR Department Mission  
166 and Vision, City Vision, and the priorities of the Strategic Plan.

167 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Operations	High	Med.	Low
1 Fulfill the community vision for the City Center & Lynnwood Link light rail.		○	
2 Ensure financial stability & economic success.	○		
3 Nurture operational & organizational excellence.	○		
4 Be a safe, welcoming, & livable city.	○		
5 Pursue & maintain collaborative relationships & partnerships.	○		

168

169 **4. Relation to Community Vision:**

Operations	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.	<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.	<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.			<input type="radio"/>
To invest in preserving and expanding parks, recreation, and community programs.		<input type="radio"/>	
To be a cohesive community that respects all citizens.	<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.			<input type="radio"/>
To ensure a safe environment through rigorous criminal & property law		<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.	<input type="radio"/>		

170

171 **5. Equity Lens:**

172 This program promotes racial and social equity in service delivery and/or enhances services to under-  
 173 represented or under-served communities by being a diverse and inclusive work group focused on  
 174 ensuring the Department and the city is a safe, welcoming city. The diverse department will strive to  
 175 infuse principles of racial and social equity in its policies, programs, and procedures. Ignoring inequities  
 176 and failing to create a culture of inclusion will have an adverse impact on communities of color that we  
 177 serve through our employees.

178 **6. Mandatory v. Optional:**

Operations	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?		<input type="radio"/>	

179

180 **7. Program Personnel:**

Operations	FTE	Note
Director Human Resources	1.00	
Human Resources Manager	1.00	
Human Resource Safety Officer	1.00	60% shared with Utility Fund and 20% shared with TBD Fund
Human Resource Analyst	2.00	
Administrative Assistant	1.00	
Total Program Personnel	6.00	

181

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

Operations	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 392,159	\$ 446,198	\$ 973,523	\$ 1,074,949
Personnel Benefits	139,116	201,185	419,714	409,448
Supplies	13,464	22,937	12,500	13,500
Services	196,125	66,239	93,630	86,629
Total Expense	\$ 740,864	\$ 736,559	\$ 1,499,367	\$ 1,584,526
Revenue				
Net Expense (General Fund)	\$ 740,864	\$ 736,559	\$ 1,499,367	\$ 1,584,526

183

184 **9. Outcome Measures:**

Operations	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Customer Service/Efficiency - Move to paperless onboarding documents and electronic signatures (percentage)	90				
Continous Learning- Percent of HR employees completing professional development training in their primary assignment area(s).	100				

185

Safety	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Peform Job Hazard Analysis Review and Documentation on 100% of relevent tasks.	100				
Create a culture of safety in the workplace and increase level of safety perception with a goal of becoming VPP certified. (Survey percent of agree or higher)	75				
Implement a number of safety programs to lead to better overall safety. (number)	2				

186

<b>Program: Labor Relations</b>	<b>Program No.: 01118400</b>
---------------------------------	------------------------------

187

188 **1. Brief Description:**

189 This program addresses labor relations expenses associated with negotiating and administering the  
190 collective bargaining agreements (CBA). The City works with four labor groups: AFSCME, Teamsters,  
191 Lynnwood Police Guild, and Lynnwood Police Management.

192 During 2019 - 2020, the City contracted with Summit Law for their labor relations expertise in  
193 negotiating the Teamsters and Police Guild labor agreements. We anticipate purchasing legal services  
194 for contract negotiations for the contracts that expire during the biennium (AFSCME 2021, Police Guild  
195 2021), as well as consulting with legal services when complex or unusual union contract negotiation, or  
196 administration issues arise.

197 **2. Program Outcomes:**

198 The outcomes include equitably negotiated union contracts, ratified in a timely fashion. Additionally, it  
199 allows the City to receive specialized legal counsel when navigating complex issues associated with  
200 CBAs. In turn, it is expected that the likelihood of time-consuming, expensive grievances and unclear or  
201 inefficient work rules will be minimized.

202 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Labor Relations		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.		○	
2	Ensure financial stability & economic success.	○		
3	Nurture operational & organizational excellence.	○		
4	Be a safe, welcoming, & livable city.	○		
5	Pursue & maintain collaborative relationships & partnerships.	○		

203



204 **4. Relation to Community Vision:**

Labor Relations	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.	<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.	<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.			<input type="radio"/>
To invest in preserving and expanding parks, recreation, and community programs.		<input type="radio"/>	
To be a cohesive community that respects all citizens.	<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.			<input type="radio"/>
To ensure a safe environment through rigorous criminal & property law		<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.	<input type="radio"/>		

205

206 **5. Equity Lens:**

207 This program promotes social equity in service delivery and/or enhances services to under-represented  
 208 or under-served communities by looking to evaluate contracts for language and policy that are not  
 209 inclusive or have a negative impact based on gender or race.

210 **6. Mandatory v. Optional:**

Labor Relations	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?		<input type="radio"/>	

211

212 **7. Program Personnel:**

Labor Relations	FTE	Note
None	0.00	
Total Program Personnel	0.00	

213

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

Labor Relations	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ -	\$ -	\$ -	\$ -
Personnel Benefits	-	-	-	-
Supplies	-	-	-	-
Services	17,315	15,100	123,000	90,000
Total Expense	\$ 17,315	\$ 15,100	\$ 123,000	\$ 90,000
Revenue				
Net Expense (General Fund)	\$ 17,315	\$ 15,100	\$ 123,000	\$ 90,000

215

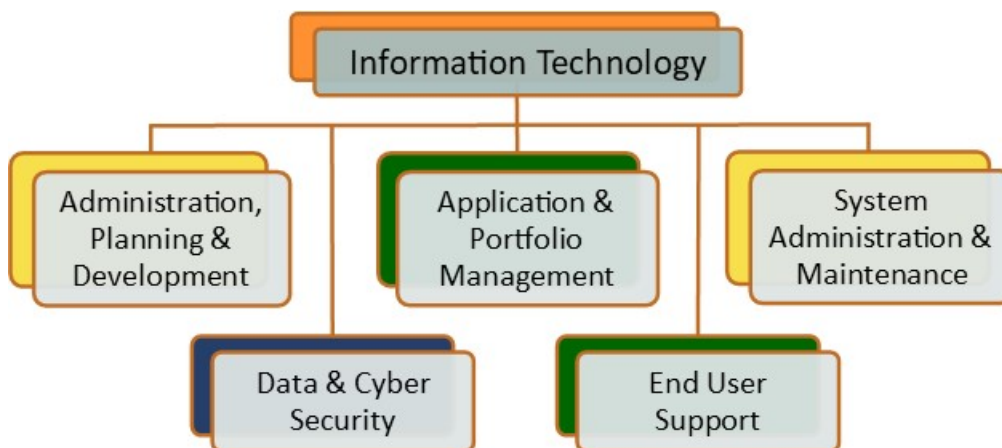
216 **9. Outcome Measures:**

Labor Relations	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Efficiency/Employee Relations - Maintain Percent of labor agreements successfully negotiated prior to expiration of previous CBA.	100	100	100		
Employee./Labor Relations- Reduce Number of Grievances by bargaining unit (annual)	5				

217

218





1

2 **Department Mission and Responsibilities:**

3 The Information Technology (IT) Department’s mission is a commitment to providing secure, proven  
 4 technology to enhance the operational effectiveness of employees and meet the needs of our  
 5 community. Our vision is to be a trusted technology partner empowering the business through  
 6 innovation and efficiency. To fulfill the mission and vision, the Department is responsible for all aspects  
 7 of managing and supporting the City’s network and telecommunications infrastructure. The scope of  
 8 these responsibilities encompasses enterprise applications such as the Enterprise Resource Planning  
 9 (ERP) and Permitting systems; computer hardware including servers, switches, workstations, and  
 10 printers; network security including remote system access, firewalls, intrusion detection, and antivirus  
 11 protection. The Department also provides technical assistance and training to City employees on the  
 12 proper and effective use of the City’s IT systems.

13 **Highlights and Accomplishments During 2019-2020:**

- 14 • Aging, end-of-life equipment was refreshed, including the City’s core switching devices, desktop  
 15 computers, and mobile devices.
- 16 • Updated and expanded remote connectivity tools and implemented Zoom video communication  
 17 tools for all City staff and conference rooms.
- 18 • Created a new City public website with new features such as online forms, expanded language  
 19 translation services, additional notification tools, and improved search capabilities.
- 20 • Implemented improvements to the City Disaster Recovery and Business Continuity plans, utilizing  
 21 local and cloud resources as well as adding redundancy to our public safety connections.
- 22 • Cybersecurity education and phishing tests performed, resulting in substantially increased  
 23 awareness for employees and better response to external Cybersecurity threats.
- 24 • Implemented new Cybersecurity measures to increase the overall protection and monitoring of the  
 25 City network. These measures also include protections connecting to cloud environments, mobile  
 26 devices, and email.
- 27 • Hired the City’s first Information Technology interns. We then promoted two of the interns to fill  
 28 vacant FTE positions.

29 **Highlights and Changes for 2021-2022:**

30 The 2021-2022 biennium will focus on Strategic Plan Priority 3, Nurturing Operational and  
31 Organizational Excellence, by focusing on continuous improvement of current systems and technology.  
32 The most significant projects in the Information Technology Department will be expanding the plans for  
33 Disaster Recovery resilience, developing comprehensive test Disaster Recovery scenarios, improving  
34 business continuity, developing strategies and roadmaps to support the City's current and future IT  
35 infrastructure demands, and building a robust Cybersecurity program. Additionally, the End User  
36 Support processes will be improved, greatly enhancing Information Technology's ability to address  
37 issues and prioritize tasks and projects efficiently.

38 Highlights of the Application Support division include upgrading the City's ERP system (accounting,  
39 human resources, payroll, purchasing), improving the City's Permitting and Licensing Application, and  
40 improving data management. The 2021-2022 biennium will focus on the continual improvement of  
41 current applications and technology to ensure City IT systems will be resilient and accessible in the event  
42 of a natural disaster or Cybersecurity event.

43 **Department Budget History by Program:**

Program	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Administration, Planning & Development	\$ 321,310	\$ 414,426	\$ 841,372	\$ 1,137,500
Data & Cyber Security	(215,419)	199,533	295,501	301,600
Application & Portfolio Management	953,913	958,399	2,099,927	1,621,576
End User Support	334,306	313,860	638,724	691,998
Systems Administration & Maintenance	748,941	489,266	1,368,768	1,158,497
Total	\$ 2,143,051	\$ 2,375,484	\$ 5,244,292	\$ 4,911,171

45 **Department Personnel:**

Position	Number of Full-Time Equivalent (FTE)							
	2015	2016	2017	2018	2019	2020	2021	2022
Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Project Manager	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0
Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Application Support Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Application Support Analyst	2.0	2.0	2.0	2.0	3.0	3.0	3.0	3.0
GIS Administrator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Database Administrator	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0
IT Systems Manager	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0
Network Engineer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Systems Engineer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Network/Computer Technician	2.0	2.0	2.0	2.0	0.0	0.0	0.0	0.0
Computer Support Specialist	0.0	0.0	0.0	0.0	3.0	3.0	3.0	3.0
Total	12.00	12.00	12.00	12.00	13.00	13.00	13.00	13.00

46

47 **Program: Administration, Planning & Development** **Program No.: 01123010**

48 **1. Brief Description:**

49 Manage the portfolio of Information Technology Department (IT) programs and services within resource  
50 and funding constraints, while ensuring the collection meets the City’s priorities. Monitor the  
51 performance of the overall portfolio of services and programs to ensure IT investments meet the City’s  
52 expectations. Ensure that adequate and sufficient IT-related capabilities such as people, processes, and  
53 technology are available to support business objectives effectively at an optimal cost. Stay up to date  
54 with IT trends, identify innovation opportunities, and plan how to use technology to achieve improved  
55 operational effectiveness and efficiency.

56 **2. Program Outcomes:**

57 Effective management of IT programs and services ensures technological investment improves the  
58 effectiveness and efficiency of City business functions. Strategic investments in technology can be  
59 beneficial to the public by making City resources more available, accessible, and improve citizen  
60 engagement.

61 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Administration, Planning & Development		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.		○	
2	Ensure financial stability & economic success.	○		
3	Nurture operational & organizational excellence.	○		
4	Be a safe, welcoming, & livable city.	○		
5	Pursue & maintain collaborative relationships & partnerships.		○	

63 **4. Relation to Community Vision:**

Administration, Planning & Development		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		○		
To be a welcoming city that builds a healthy and sustainable environment.		○		
To encourage a broad business base in sector, size and related employment, and promote high quality development.				○
To invest in preserving and expanding parks, recreation, and community programs.			○	
To be a cohesive community that respects all citizens.		○		
To invest in efficient, integrated, local and regional transportation systems.			○	
To ensure a safe environment through rigorous criminal and property law enforcement.			○	
To be a city that is responsive to the wants and needs of our citizens.		○		

65 **5. Equity Lens:**

66 This program promotes social equity in service delivery. It enhances services to under-represented or  
67 under-served communities through a commitment to staff training and decision making through an  
68 equity lens.

69 **6. Mandatory v. Optional:**

Administration, Planning & Development	Yes	No	~
Mandatory?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Viable alternatives for service delivery?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

71 **7. Program Personnel:**

Administration, Planning & Development	FTE	Note
Director	1.00	
Administrative Assistant	1.00	
Total Program Personnel	2.00	

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

Administration, Planning & Development	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 209,091	\$ 207,945	\$ 434,666	\$ 695,392
Personnel Benefits	84,165	85,337	180,142	245,950
Supplies	26,727	4,014	12,250	32,850
Services	1,327	93,605	214,314	163,308
Capital Outlay	150,762	23,525	14,501	-
Total Expense	\$ 472,072	\$ 414,426	\$ 855,873	\$ 1,137,500
Revenue				
Net Expense (General Fund)	\$ 472,072	\$ 414,426	\$ 855,873	\$ 1,137,500

75 **9. Outcome Measures:**

Administration, Planning & Development	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Overall Satisfaction with Department (%).	80		74		
Department Value Score (%).	80		72		
Satisfaction with IT innovation leadership (%)	50		63		

77 **Program: Data and Cyber Security** **Program No.: 01123080**

78 **1. Brief Description:**

79 Creating and maintaining information security roles and access privileges and performing security  
80 monitoring to minimize the business impact of operational information security vulnerabilities and  
81 incidents. Continually identify, assess, and reduce IT-related risk from external threats. Establish and  
82 maintain plans to enable IT to respond to incidents and disruptions to continue the operation of  
83 required IT services and assets.

84 **2. Program Outcomes:**

85 Every business unit within the City depends on computer systems for their daily operations. Protecting  
86 these systems from compromise, improper use, or external threats is essential to ensure successful City  
87 business operations.

88 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Data & Cyber Security		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.			○
2	Ensure financial stability & economic success.	○		
3	Nurture operational & organizational excellence.	○		
4	Be a safe, welcoming, & livable city.	○		
5	Pursue & maintain collaborative relationships & partnerships.	○		

89  
90 **4. Relation to Community Vision:**

Data & Cyber Security		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		○		
To be a welcoming city that builds a healthy and sustainable environment.		○		
To encourage a broad business base in sector, size and related employment, and promote high quality development.				○
To invest in preserving and expanding parks, recreation, and community programs.			○	
To be a cohesive community that respects all citizens.		○		
To invest in efficient, integrated, local and regional transportation systems.			○	
To ensure a safe environment through rigorous criminal and property law enforcement.			○	
To be a city that is responsive to the wants and needs of our citizens.		○		

91  
92 **5. Equity Lens:**

93 This program an internal-only technology service. It indirectly promotes social equity in service delivery.  
94 It enhances services to under-represented or under-served communities by supporting all other City  
95 operations.

96 **6. Mandatory v. Optional:**

Data & Cyber Security	Yes	No	~
Mandatory?	○		
Viable alternatives for service delivery?	○		

97  
98 **7. Program Personnel:**

Data & Cyber Security	FTE	Note
None	0.00	
Total Program Personnel	0.00	

99

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

Data & Cyber Security	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ -	\$ -	\$ -	\$ -
Personnel Benefits	-	-	-	-
Supplies	1,207	1,826	10,000	10,000
Services	(216,625)	197,707	285,501	291,600
Total Expense	\$ (215,418)	\$ 199,533	\$ 295,501	\$ 301,600
Revenue				
Net Expense (General Fund)	\$ (215,418)	\$ 199,533	\$ 295,501	\$ 301,600

101 **9. Performance Measures:**

Data & Cyber Security	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Mean Time To Resolve (MTTR) a reported security incident (hrs) - New in 2020	4				
Percent of End Users Current with IT Security training (%).	90	92	94		
Systems meeting COL security standards (%).	80	86	83		

102 **Program: Application & Portfolio Mgmt. Program No.: 01123020**

103 **1. Brief Description:**

104 Manage the City's suite of applications by determining each application's ability to provide value to the  
 105 City relative to its cost. Manage the selection and implementation of enterprise applications, off-the-  
 106 shelf software, and Software as a Service. Ensure the Information Technology Department (IT) provides  
 107 applications and services to maximize efficiency and maintain predictable levels of service to community  
 108 members. Manage the continual improvement and changes to the City's applications after  
 109 implementation.

110 **2. Program Outcomes:**

111 Every business unit within the City depends on computer systems for their daily operations. Choosing  
 112 the right applications and ensuring they operate efficiently and accurately are vital to sustaining day-to-  
 113 day business activities.

114 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Application & Portfolio Management		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.		○	
2	Ensure financial stability & economic success.	○		
3	Nurture operational & organizational excellence.	○		
4	Be a safe, welcoming, & livable city.	○		
5	Pursue & maintain collaborative relationships & partnerships.	○		



118 **4. Relation to Community Vision:**

Application & Portfolio Management	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.	<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.	<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.			<input type="radio"/>
To invest in preserving and expanding parks, recreation, and community programs.		<input type="radio"/>	
To be a cohesive community that respects all citizens.	<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.		<input type="radio"/>	
To ensure a safe environment through rigorous criminal and property law enforcement.		<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.	<input type="radio"/>		

119

120 **5. Equity Lens:**

121 This program promotes social equity in service delivery. It enhances services to under-represented or  
 122 under-served communities by advocating the use of an equity lens in the decision-making process of  
 123 acquiring, deploying, and maintaining software applications.

124 **6. Mandatory v. Optional:**

Application & Portfolio Management	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?		<input type="radio"/>	

125

126 **7. Program Personnel:**

Application & Portfolio Management	FTE	Note
Application Support Manager	1.00	
Application Support Analyst	3.00	
GIS Administrator	1.00	
Database Administrator	1.00	
Total Program Personnel	6.00	

127

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

Application & Portfolio Management	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 524,598	\$ 546,557	\$ 1,109,003	\$ 962,642
Personnel Benefits	238,963	225,541	478,824	422,434
Supplies	3,774	7,938	15,750	10,000
Services	186,578	178,363	496,350	226,500
Total Expense	\$ 953,913	\$ 958,399	\$ 2,099,927	\$ 1,621,576
Revenue				
Net Expense (General Fund)	\$ 953,913	\$ 958,399	\$ 2,099,927	\$ 1,621,576

129

130 **9. Performance Measures:**

Application & Portfolio Management	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Overall Customer Service Satisfaction (%)	80	82	85		
Service level agreement (SLA) commitments fulfilled (%) - New in 2020	90				
Application Support Value Delivery (%)	75	69	70		

131

132 **Program: End User Support** **Program No.: 01123070**

133 **1. Brief Description:**

134 Provide a timely and effective response to user requests and resolution of all types of incidents and IT  
 135 services. Restore standard service; record and fulfill user requests; and document, investigate,  
 136 diagnose, escalate, and resolve incidents. Identify and classify problems and their root causes and  
 137 provide timely resolution to prevent recurring incidents. Produce, maintain, and promote an IT service  
 138 catalog containing accurate information on all operational IT services.

139 **2. Program Outcomes:**

140 Every business unit within the City depends on computer systems for their daily operations. Ensuring  
 141 that employees have functional equipment is vital to sustaining day-to-day business activities.

142 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

End User Support	High	Med.	Low
1 Fulfill the community vision for the City Center & Lynnwood Link light rail.		○	
2 Ensure financial stability & economic success.	○		
3 Nurture operational & organizational excellence.	○		
4 Be a safe, welcoming, & livable city.	○		
5 Pursue & maintain collaborative relationships & partnerships.	○		

143

144 **4. Relation to Community Vision:**

End User Support	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.	○		
To be a welcoming city that builds a healthy and sustainable environment.	○		
To encourage a broad business base in sector, size and related employment, and promote high quality development.			○
To invest in preserving and expanding parks, recreation, and community programs.		○	
To be a cohesive community that respects all citizens.	○		
To invest in efficient, integrated, local and regional transportation systems.		○	
To ensure a safe environment through rigorous criminal and property law enforcement.		○	
To be a city that is responsive to the wants and needs of our citizens.	○		

145

146 **5. Equity Lens:**

147 This program is an internal-only technology service. It indirectly promotes social equity in service  
148 delivery. It enhances services to under-represented or under-served communities by supporting all  
149 other City operations.

150 **6. Mandatory v. Optional:**

End User Support	Yes	No	~
Mandatory?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Viable alternatives for service delivery?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

152 **7. Program Personnel:**

End User Support	FTE	Note
Computer Support Specialist	3.00	
Total Program Personnel	3.00	

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

End User Support	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 198,157	\$ 169,645	\$ 313,907	\$ 447,035
Personnel Benefits	87,132	67,098	116,605	191,713
Supplies	29,879	51,863	76,400	13,500
Services	19,138	21,690	124,062	39,750
Capital Outlays	-	3,564	7,750	-
Total Expense	\$ 334,306	\$ 313,860	\$ 638,724	\$ 691,998
Revenue				
Net Expense (General Fund)	\$ 334,306	\$ 313,860	\$ 638,724	\$ 691,998

156 **9. Performance Measures:**

End User Support	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Overall Customer Service Satisfaction (%)	80	86	92		
Service level agreement (SLA) commitments fulfilled (%) - New in 2020	90				
Average Age of Incidents (days)	3	2.4	2.2		

158 **Program: Systems Administration & Maintenance** **Program No.: 01123050**

159 **1. Brief Description:**

160 Manage the activities and operational procedures required to deliver IT services, including standard  
161 operating procedures and monitoring activities for the City's server, network, and telephony systems.  
162 Balance current and future needs for availability, performance, and capacity of IT systems and  
163 infrastructure through the forecast of future performance and capacity requirements. Manage City  
164 network assets through their life cycle to make sure they deliver value at optimal cost.

165 **2. Program Outcomes:**

166 Every business unit within the City depends on computer systems for their daily operations. Managing  
167 the back-end server, network, and telephony infrastructure, the City's enterprise and desktop systems  
168 run on is vital to sustaining day-to-day business activities.

169 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Systems Administration & Maintenance		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.		<input type="radio"/>	
2	Ensure financial stability & economic success.	<input type="radio"/>		
3	Nurture operational & organizational excellence.	<input type="radio"/>		
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.		<input type="radio"/>	

170

171 **4. Relation to Community Vision:**

Systems Administration & Maintenance		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.		<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.				<input type="radio"/>
To invest in preserving and expanding parks, recreation, and community programs.			<input type="radio"/>	
To be a cohesive community that respects all citizens.		<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.			<input type="radio"/>	
To ensure a safe environment through rigorous criminal and property law enforcement.			<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.		<input type="radio"/>		

172

173 **5. Equity Lens:**

174 This program an internal-only technology service. It indirectly promotes social equity in service delivery.  
175 It enhances services to under-represented or under-served communities by supporting all City  
176 operations.

177 **6. Mandatory v. Optional:**

Systems Administration & Maintenance	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?		<input type="radio"/>	

178

179 **7. Program Personnel:**

Systems Administration & Maintenance	FTE	Note
IT Systems Manager	0.00	
Network Engineer	1.00	
Systems Engineer	1.00	
Total Program Personnel	2.00	

180

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

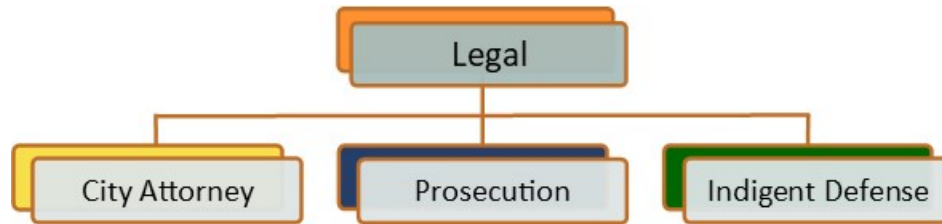
<b>Systems Administration &amp; Maintenance</b>	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 270,351	\$ 194,231	\$ 569,312	\$ 400,445
Personnel Benefits	105,972	72,660	226,529	135,512
Supplies	36,373	30,498	65,250	29,000
Services	185,482	191,877	493,176	593,540
Total Expense	\$ 598,178	\$ 489,266	\$ 1,354,267	\$ 1,158,497
Revenue				
Net Expense (General Fund)	\$ 598,178	\$ 489,266	\$ 1,354,267	\$ 1,158,497

 182  
 183 **9. Performance Measures:**

<b>Systems Administration &amp; Maintenance</b>	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Overall Customer Service Satisfaction (%)	80	87	88		
Service level agreement (SLA) commitments fulfilled (%) - New in 2020	90				
Local network, storage, server, and telephony resource uptime (%)	96	98	99		

 184  
 185



1

2 **Department Mission and Responsibilities:**

3 The mission of the Legal Department is three-fold: a) to advance and protect the City’s interests within  
 4 the parameters prescribed by law; b) to vigorously, justly, and efficiently prosecute those who commit  
 5 crimes in Lynnwood; and c) to provide adept legal representation to Lynnwood’s indigent defendants.  
 6 All legal services are provided by contracts with private law firms.

7 **Highlights and Accomplishments During 2019-2020:**

- 8 • City Council confirmed that the City should continue to contract for city attorney services rather  
 9 than establish an in-house legal department.
- 10 • Supported the City in responding to a multitude of legal issues raised by COVID-19.
- 11 • Drafted or reviewed and revised numerous interlocal agreements for City departments.
- 12 • Drafted or reviewed and revised numerous ordinances adopting or amending the City’s regulations,  
 13 including the City’s assumption of the Transportation Benefit District (TBD).
- 14 • Provided legal counsel at approximately 60 City Council and Transportation Benefit District (TBD)  
 15 meetings.
- 16 • Routinely advised all City departments, the executive office, City Council, and TBD on topics  
 17 including but not limited to open public meetings requirements, public records disclosure,  
 18 elections, public works contracting, purchasing, utilities and franchises, land use, code  
 19 enforcement, business licensing, and personnel.
- 20 • Assisted with negotiating purchase of various real properties, easements, and right-of-entry.
- 21 • Assisted with negotiating purchase of various real properties and easements, including commercial  
 22 properties along 196th Street SW.
- 23 • Prosecuted misdemeanor and gross misdemeanor cases and processed numerous drug forfeiture  
 24 actions.
- 25 • Ensured that indigent persons charged with misdemeanor and gross misdemeanor crimes received  
 26 fair representation in accordance with State requirements.

27 **Highlights and Changes Ahead For 2021-2022:**

- 28 • The existing contract with Inslee Best Doezie & Ryder (Inslee Best) for city attorney services expires  
 29 March 31, 2022.
- 30 • The existing prosecuting attorney contact with Zachor Thomas expires December 31, 2020.
- 31 • The existing public defender contract with Feldman & Lee expires July 1, 2021.
- 32 • City Attorney costs will be allocated to the departments and programs using these services  
 33 beginning in 2021, as this is more in line with Budgeting for Outcomes methodology.

34 **Department Budget History by Program:**

Program	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
City Attorney	\$ 472,664	\$ 320,178	\$ 667,654	\$ 35,000
Prosecution	546,125	559,200	1,116,000	1,118,400
Indigent Defense	823,252	834,547	1,565,000	1,598,000
Total	\$ 1,842,041	\$ 1,713,925	\$ 3,348,654	\$ 2,751,400

36 **Department Personnel:**

37 None.

38 **Program: City Attorney** **Program No.: 01116000**

39 **1. Brief Description:**

40 The city attorney provides legal counsel on a wide range of matters to the City Council, Mayor, and all  
41 departments. The city attorney attends business meetings of the City Council and supports  
42 Administration in the development and implementation of procedures and regulations.

43 **2. Program Outcomes:**

44 This program supports sound decision-making, advancement of strategic priorities, compliance with  
45 applicable regulations, and risk avoidance.

46 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

City Attorney		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.	<input type="radio"/>		
2	Ensure financial stability & economic success.		<input type="radio"/>	
3	Nurture operational & organizational excellence.	<input type="radio"/>		
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

48 **4. Relation to Community Vision:**

City Attorney		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.			<input type="radio"/>	
To encourage a broad business base in sector, size and related employment, and promote high quality development.				<input type="radio"/>
To invest in preserving and expanding parks, recreation, and community programs.				<input type="radio"/>
To be a cohesive community that respects all citizens.		<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.			<input type="radio"/>	
To ensure a safe environment through rigorous criminal and property law enforcement.			<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.		<input type="radio"/>		

49



50 **5. Equity Lens:**

51 This program promotes social equity in service delivery and/or enhances services to under-represented  
52 or under-served communities by supporting compliance with local, State, and Federal regulations  
53 relating to civil rights, non-discrimination, fair labor practices, etc. No unintended consequences are  
54 known. Legal standards typically advance equality rather than equity.

55 **6. Mandatory v. Optional:**

City Attorney	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?	<input type="radio"/>		

57 **7. Program Personnel:**

58 None.

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

City Attorney	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Supplies	\$ 97	\$ -	\$ 8,900	\$ -
Services	472,567	320,178	658,754	35,000
Total Expense	\$ 472,664	\$ 320,178	\$ 667,654	\$ 35,000
Revenue				
Net Expense (General Fund)	\$ 472,664	\$ 320,178	\$ 667,654	\$ 35,000

61 **9. Outcome Measures:**

62 Specified by contract.

63 **Programs: Prosecution & Indigent Defense** **Program No.: 01116100 & 01116200**

64 Note: These services are obtained through professional service contracts and are largely prescribed by  
65 law; program descriptions are combined here for brevity.

66 **1. Brief Description:**

67 This program includes: 1) Prosecuting Attorney, which provides criminal charges and prosecutorial  
68 services for certain types of crimes; and 2) Indigent Defense, which provides legal counsel to defendants  
69 eligible for assistance. In Lynnwood, these services are provided by private law firms via professional  
70 service agreements.

71 **2. Program Outcomes:**

72 This program supports Lynnwood's criminal justice functions by delivering prosecutorial and indigent  
73 defense services to persons charged with misdemeanor and gross-misdemeanor crimes. Outcomes  
74 include advancement of equal and ethical justice, balanced risk management, crime deterrence, and  
75 compliance with local, State and Federal requirements.

76 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Prosecution & Indigent Defense		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.			○
2	Ensure financial stability & economic success.		○	
3	Nurture operational & organizational excellence.	○		
4	Be a safe, welcoming, & livable city.	○		
5	Pursue & maintain collaborative relationships & partnerships.	○		

77  
78 **4. Relation to Community Vision:**

Prosecution & Indigent Defense		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		○		
To be a welcoming city that builds a healthy and sustainable environment.		○		
To encourage a broad business base in sector, size and related employment, and promote high quality development.				○
To invest in preserving and expanding parks, recreation, and community programs.				○
To be a cohesive community that respects all citizens.		○		
To invest in efficient, integrated, local and regional transportation systems.				○
To ensure a safe environment through rigorous criminal and property law enforcement.		○		
To be a city that is responsive to the wants and needs of our citizens.		○		

79  
80 **5. Equity Lens:**

81 These programs promote social equity in service delivery and/or enhances services to under-  
82 represented or under-served communities by supporting compliance with local, State, and Federal  
83 regulations relating to civil rights, non-discrimination, sentencing standards, etc. No unintended  
84 consequences are known. Legal standards typically advance equality rather than equity.

85 **6. Mandatory v. Optional:**

Prosecution & Indigent Defense	Yes	No	~
Mandatory?	○		
Viable alternatives for service delivery?	○		

86  
87 **7. Program Personnel:**

88 None.

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

Prosecution	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Services	\$ 546,125	\$ 559,200	\$ 1,116,000	\$ 1,118,400
Total Expense	\$ 546,125	\$ 559,200	\$ 1,116,000	\$ 1,118,400
Revenue	◇	◇	◇	◇
Net Expense (General Fund)	\$ 546,125	\$ 559,200	\$ 1,116,000	\$ 1,118,400

90 ◇ This program generates revenue as fines and forfeitures, but not appropriate for inclusion here.

Indigent Defense	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Services	\$ 823,252	\$ 834,547	\$ 1,565,000	\$ 1,598,000
Total Expense	\$ 823,252	\$ 834,547	\$ 1,565,000	\$ 1,598,000
Revenue	◊	◊	◊	◊
Net Expense (General Fund)	\$ 823,252	\$ 834,547	\$ 1,565,000	\$ 1,598,000

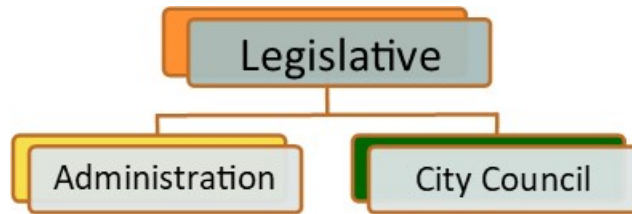
91 ◊ This program generates revenue as fines and forfeitures, but not appropriate for inclusion here.

92 **9. Outcome Measures:**

93 Determined by contract and applicable law.







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**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 seven-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 2019-2020:**

- Utilizing technological advancements, maintained meeting schedules and active, transparent governance during the COVID-19 pandemic.
- Closely monitored the financial conditions brought about by COVID-19, and supported numerous adjustments needed to resolve the gap between 2020 revenues and expenses.
- Assumed the roles and responsibilities of the Transportation Benefit District Board.
- Served as a member of the transitional South County Fire and Rescue Board of Commissioners.
- Represented the City on numerous regional boards, including Snohomish Health District, Community Transit, Sno-911, and Snohomish County Tomorrow.
- Supported the ongoing work of Lynnwood’s advisory boards and commissions.
- Changed the start time of City Council meetings.
- Engaged with Federal, State, and local elected officials to advance Lynnwood’s interests.
- Passed numerous resolutions and proclamations in support of important community causes.
- Approved several amendments to the Lynnwood Municipal Code to improve effectiveness and efficiency.
- Established a line of credit for the proposed development of housing for homeless students.
- Authorized the City to receive a portion of the State’s share of sales tax revenue for affordable housing initiatives.
- Approved frameworks for approval of development projects important to City priorities.
- Some indicators of Lynnwood’s “civic health” include:

Civic Health Indicators	2018	2019	2020	2021
Voting-age population registered to vote (all Lynnwood precincts)	67.5	68.4		
Voter turnout in general election during odd-numbered years (all	NA	41.8	NA	
Annual number of applicants for advisory boards	34	21		
Number of volunteer hours per year	15,506	17,579		

31 **Highlights and Changes for 2021-2022:**

32 During 2021-2022, the Legislative Department will consider and act upon numerous issues that will be  
33 critical to achieving Strategic Plan priorities. Examples include:

- 34 • Maintain financial stability by monitoring economic conditions and responding appropriately  
35 through knowledge.
- 36 • Proactively advance racial equity in all areas of civic governance.
- 37 • Approve project design, professional service contracts, and funding for the Community Justice  
38 Center.
- 39 • Participate in updating Lynnwood’s five-year Strategic Plan.
- 40 • Continued collaboration with Sound Transit to establish light rail commuter service.
- 41 • Consideration of strategic investment to advance the Lynnwood City Center.
- 42 • Collaboration with regional partners to leverage affordable housing sales tax revenue (SHB 1406)  
43 for the greatest good.
- 44 • Utilize technology to expand public access to and participation in City conversations.
- 45 • Consider and determine whether City Hall will remain on site or relocate to the City Center.
- 46 • Approve a City-wide housing policy for all income brackets.
- 47 • Approve a revision of zoning codes to align with revised housing policy.
- 48 • Continue monitoring of specific COVID-19 financial implications within the city governance, in the  
49 business community, and in our neighborhoods.
- 50 • Continued partnerships with surrounding municipalities to address concerns specific to South  
51 Snohomish County.

52 **Department Budget History by Program:**

Program	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
City Council	\$ 406,952	\$ 406,546	\$ 872,547	\$ 877,072
Total	\$ 406,952	\$ 406,546	\$ 872,547	\$ 877,072

54 **Department Personnel:**

Position	Number of Full-Time Equivalent (FTE)							
	2015	2016	2017	2018	2019	2020	2021	2022
City Council Positions 1-7 ◇	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Executive Assistant	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Total	7.75	7.75	7.75	7.75	7.75	7.75	7.75	7.75

55 ◇ Councilmembers are elected officials, not City employees.

56 **Programs: City Council and Legislative Support** **Program No.: 01110000-01110800**

57 **1. Brief Description:**

58 These two programs address all functions of the Legislative Department, which constitutes the  
59 Legislative Branch of the Lynnwood municipal government. The Department’s budget is structured to

60 account for: a) individual positions of the City Council (7); and b) City Council Administration. For  
61 simplicity, both programs are described here.

62 The City Council performs all legislative duties on behalf of the citizens of Lynnwood. Councilmembers  
63 are elected at-large to four-year terms. Every year, the City Council elects two of its members to serve  
64 as president and vice president. The Administration division of the Legislative Department provides  
65 support services and limited technical analysis to the Council (scheduling, travel, meeting agendas,  
66 packets, etc.). Administrative staff are managed by the City Council and receive support services from  
67 the executive branch (human resources, finance, information technology, etc.).

68 **2. Program Outcomes:**

69 Adoption of policy and legislation; approval of budgets and budget amendments; approval of contracts  
70 and agreements; acquire and dispose of property; authorize advisory bodies; and representation of the  
71 City before other agencies, entities, and the public.

72 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

City Council & Legislative Support		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.	<input type="radio"/>		
2	Ensure financial stability & economic success.	<input type="radio"/>		
3	Nurture operational & organizational excellence.	<input type="radio"/>		
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

74 **4. Relation to Community Vision:**

City Council & Legislative Support		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.		<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.		<input type="radio"/>		
To invest in preserving and expanding parks, recreation, and community programs.		<input type="radio"/>		
To be a cohesive community that respects all citizens.		<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.		<input type="radio"/>		
To ensure a safe environment through rigorous criminal and property law enforcement.		<input type="radio"/>		
To be a city that is responsive to the wants and needs of our citizens.		<input type="radio"/>		

76 **5. Equity Lens:**

77 In order to avoid or eliminate disparity in the delivery of city services, the City Council can consider the  
78 potential for unintended impacts upon communities of color. It is expected that agenda materials for  
79 City Council meetings will include an equity assessment.

80 **6. Mandatory v. Optional:**

City Council	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?		<input type="radio"/>	
Legislative Support	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?	<input type="radio"/>		

81  
82 **7. Program Personnel:**

City Council	FTE $\diamond$	Note
Council Positions 1-7	7.00	
Total Program Personnel	7.00	
$\diamond$ Councilmembers are elected officials, not City employees.		
Legislative Support	FTE	Note
Executive Assistant	0.75	
Total Program Personnel	0.75	

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

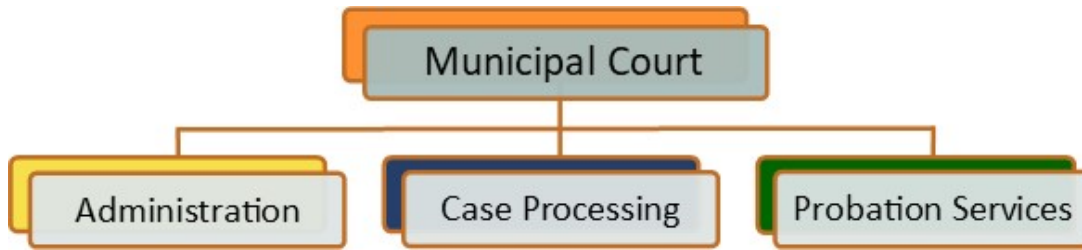
City Council	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 203,936	\$ 209,825	\$ 406,385	\$ 398,915
Personnel Benefits	158,522	154,765	329,554	371,309
Supplies	2,996	2,255	5,200	3,700
Services	41,498	39,702	131,408	103,148
Total Expense	\$ 406,952	\$ 406,547	\$ 872,547	\$ 877,072
Revenue				
Net Expense (General Fund)	\$ 406,952	\$ 406,547	\$ 872,547	\$ 877,072

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**Department Mission and Responsibilities:**

The Municipal Court is the judicial branch of the City of Lynnwood. Courts exist to provide an impartial forum for the resolution of disputes. This ensures the rule of law, the protection of individual rights and helps to create community safety. Lynnwood Municipal Court’s mission 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 Accomplishments During 2019-2020:**

- Continued used of LEAN concepts to revise policy and procedure for gained efficiency.
- Continued staff training, cross-training, and development.
- 101% Clearance Rate.
- 96% reliability and integrity of court records.
- As part of a City-Wide Project, the court’s website was redeveloped to meet customer’s needs and enhance access to justice.
- Application Extender and Probatum program upgrades.
- Collaborated with Purchasing to contract a new collection agency to recover delinquent fines and fees.
- Implementation of Zoom virtual courtroom in response to COVID-19.
- Continued expansion of paper light processes in case processing and probation programs.
- Participated in the Community Justice Center Project Design for the Municipal Court facility.
- March 2020 Fine & Fee Amnesty Program.
- Continued participation in Snohomish County Municipal Court Warrant Recall Program.
- Continued participation in Judicial On-Call Snohomish County Search Warrant Program.

**Highlights and Changes for 2021-2022:**

Under the direction of Presiding Judge Stephen E. Moore, Lynnwood Municipal Court continues to utilize available technology to manage our caseload and build the court’s future. We are focused on expanding paperless filing and virtual appearance options to our customers. In 2019, 45,985 cases were filed into the court, 47,690 cases were resolved, and over 18,000 hearings were held. As we enter the 2021-2022 biennium, we will be lacking adequate staffing and judicial resources. Workload challenges have strengthened our commitment to implementing process improvements. We believe in empowering our team to participate in developing processes that will result in the fair, timely, and efficient administration of justice.

The construction phase of the Community Justice Center project will potentially begin in the 2021-2022 biennium. The court looks forward to moving forward with this project as it will provide the security

35 and space needs we are lacking in our current courthouse facility. We look forward to working with city  
36 leadership to complete this project.

37 In conjunction with the Community Justice Center project, the court will be preparing to implement the  
38 State’s new case management system for courts of limited jurisdiction, Tyler Technology’s Odyssey. The  
39 State CMS project began in August of 2014, Court Administrator Revoir is the Chair of the Project  
40 Steering Committee.

41 **Department Budget History by Program:**

Program	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Administration	\$ 603,469	\$ 554,361	\$ 1,387,807	\$ 722,018
Probation Services	\$ 270,923	\$ 267,189	\$ 586,322	\$ 787,646
Case Processing	\$ 450,895	\$ 469,871	\$ 897,725	\$ 1,325,909
Total	\$ 1,325,287	\$ 1,291,421	\$ 2,871,854	\$ 2,835,573

43 **Department Personnel:**

Position	Number of Full-Time Equivalent (FTE)							
	2015	2016	2017	2018	2019	2020	2021	2022
Presiding Judge ◊	~	~	~	~	~	~	~	~
Court Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Operations Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Probation Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Probation Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Legal Specialist I	6.75	6.75	7.00	7.00	7.00	7.00	0.00	0.00
Legal Specialist II	0.00	0.00	0.00	0.00	0.00	0.00	6.00	6.00
Data Entry Clerk	0.50	0.50	0.00	0.00	0.00	0.00	0.00	0.00
Clerk I	0.15	0.15	0.15	0.15	0.00	0.00	0.00	0.00
Total	11.40	11.40	11.15	11.15	11.00	11.00	10.00	10.00

44 ◊ Presiding judge and judge pro tem are retained by contract and are not City employees

45 **Program: Court Administration** **Program No.: 01114000**

46 **1. Brief Description:**

47 Under the direction of Presiding Judge Stephen E. Moore, Court Administration is responsible for all  
48 non-judicial functions of the court. These include: development and coordination of programs and  
49 budget, strategic direction, development and implementation of policy and procedures, accounting  
50 management, case flow and jury management, project oversight, contracts, liaison with city  
51 departments, state and county agencies, human resources management, records management, and  
52 other responsibilities as required.

53 **2. Program Outcomes:**

54 See program description above.

55 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Administration		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.			<input type="radio"/>
2	Ensure financial stability & economic success.		<input type="radio"/>	
3	Nurture operational & organizational excellence.	<input type="radio"/>		
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

56  
57 **4. Relation to Community Vision:**

Administration		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.		<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.				<input type="radio"/>
To invest in preserving and expanding parks, recreation, and community programs.				<input type="radio"/>
To be a cohesive community that respects all citizens.		<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.				<input type="radio"/>
To ensure a safe environment through rigorous criminal and property law enforcement.		<input type="radio"/>		
To be a city that is responsive to the wants and needs of our citizens.		<input type="radio"/>		

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59 **5. Equity Lens:**

60 Courts exist to do justice, to guarantee liberty, to enhance social order, to resolve disputes, to maintain  
61 rule of law, to provide for equal protection, and to ensure due process regardless of race, gender, age,  
62 or socioeconomic status.

63 **6. Mandatory v. Optional:**

Administration	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?	<input type="radio"/>		

64  
65 **7. Program Personnel:**

Administration	FTE	Note
Presiding Judge ◊	~	
Court Administrator	1.00	
Court Operations Supervisor	1.00	
Total Program Personnel	2.00	

66

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

Administration	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 242,901	\$ 221,329	\$ 579,197	\$ 468,073
Personnel Benefits	92,213	83,064	222,364	150,377
Supplies	12,217	2,947	8,700	8,200
Services	256,138	247,021	577,546	95,368
Total Expense	\$ 603,469	\$ 554,361	\$ 1,387,807	\$ 722,018
Revenue				
Net Expense (General Fund)	\$ 603,469	\$ 554,361	\$ 1,387,807	\$ 722,018

68  
69 **9. Outcome Measures:**

Administration	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Monthly Remittance to City Treasurer	12	12	12		
Monthly Audit of Accounting Functions	12	12	12		
Audit of Court Records for Reliability & Integrity	100	95	96		

70  
71 **Program: Probation Services** **Program No.: 01114100**

72 **1. Brief Description:**

73 The Probation Services Program assists the court in the management of cases, pre and post sentence.  
74 The Probation Department of the court determines the defendant's risk to the community, evaluates  
75 appropriate treatment programs, oversees community agencies providing services and reports to the  
76 court, as directed by the presiding judge, or when judicial intervention is warranted. Serious offenses  
77 such as Driving Under the Influence (DUI) and Assault Domestic Violence are placed on active probation.  
78 Failure to comply with the court-imposed sentence may result in re-imposition of a suspended or  
79 deferred sentence.

80 Laws and Rules governing court:

81 Revised Code of Washington: RCW 3.66.067, RCW 3.50.320, RCW 3.66.068, RCW 3.50.330,  
82 RCW 9.94A.535

83 **2. Program Outcomes:**

84 Enhance community safety and provide offenders with an experience that will lessen the likelihood of  
85 law violations in the future.

86 Refer offenders to appropriate treatment resources.

87 Assess each probationer and provide supervision at the designated classification level by assessing risk  
88 to the community.

89 Hold offenders accountable for their behavior.

90 Provide the court with thorough, accurate, and timely reports.

91 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Probation		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.			<input type="radio"/>
2	Ensure financial stability & economic success.		<input type="radio"/>	
3	Nurture operational & organizational excellence.	<input type="radio"/>		
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

92  
93 **4. Relation to Community Vision:**

Probation		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.		<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.				<input type="radio"/>
To invest in preserving and expanding parks, recreation, and community programs.				<input type="radio"/>
To be a cohesive community that respects all citizens.		<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.				<input type="radio"/>
To ensure a safe environment through rigorous criminal and property law enforcement.		<input type="radio"/>		
To be a city that is responsive to the wants and needs of our citizens.		<input type="radio"/>		

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95 **5. Equity Lens:**

96 Courts exist to do justice, to guarantee liberty, to enhance social order, to resolve disputes, to maintain  
97 rule of law, to provide for equal protection, and to ensure due process regardless of race, gender, age,  
98 or socioeconomic status.

99 **6. Mandatory v. Optional:**

Probation	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?	<input type="radio"/>		

100  
101 **7. Program Personnel:**

Probation	FTE	Note
Probation Supervisor	1.00	
Probation Officer	1.00	
Legal Specialist II	1.00	
Total Program Personnel	3.00	

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

Probation	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 181,075	\$ 172,289	\$ 395,610	\$ 448,965
Personnel Benefits	73,564	80,867	160,095	208,460
Supplies	7,945	1,272	2,500	2,500
Services	8,339	12,761	28,117	127,721
Total Expense	\$ 270,923	\$ 267,189	\$ 586,322	\$ 787,646
Revenue ◊				
Net Expense (General Fund)	\$ 270,923	\$ 267,189	\$ 586,322	\$ 787,646

104  
105 **9. Outcome Measures:**

Probation	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
ACT Probation Risk Assessments	100	100	100		
Probation Orientation	100	100	100		

106  
107 **Program: Case Processing** **Program No.: 01114030**

108 **1. Brief Description:**

109 The Lynnwood Municipal Court has exclusive, original criminal jurisdiction over misdemeanor and gross  
110 misdemeanor violations of City Ordinances. Criminal, infraction, parking, and photo enforcement  
111 violations are filed into the court by the Lynnwood Police Department or the city's contracted  
112 prosecuting attorney. The court is mandated by law to process cases in accordance with applicable  
113 State Statutes and Court Rules.

114 Laws and Rules governing court:

- 115 • United States Constitution – Article III Washington State Constitution - Article IV
- 116 • RCW 3.5 LMC 2.19
- 117 • GR – Rules of General Application
- 118 • CrRLJ – Criminal Rules for Courts of Limited Jurisdiction \*
- 119 • IRLJ - Infraction Rules for Courts of Limited Jurisdiction
- 120 • RALJ – Rules for Appeal of Decisions of Court of Limited Jurisdiction
- 121 • ARLJ – Administrative Rules for Courts of Limited Jurisdiction

122 **2. Program Outcomes:**

123 Process all criminal, infraction, parking, and photo enforcement cases filed with the Lynnwood  
124 Municipal Court in accordance with the United States and Washington State Constitutions, State  
125 Statutes, and Court Rules.

**126 3. Program Outcomes and the Strategic Plan, 2018-2022:**

Case Processing		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.			<input type="radio"/>
2	Ensure financial stability & economic success.		<input type="radio"/>	
3	Nurture operational & organizational excellence.	<input type="radio"/>		
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

**127 4. Relation to Community Vision:**  
**128**

Case Processing		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.		<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.				<input type="radio"/>
To invest in preserving and expanding parks, recreation, and community programs.				<input type="radio"/>
To be a cohesive community that respects all citizens.		<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.				<input type="radio"/>
To ensure a safe environment through rigorous criminal and property law enforcement.		<input type="radio"/>		
To be a city that is responsive to the wants and needs of our citizens.		<input type="radio"/>		

**129 5. Equity Lens:**

130 Courts exist to do justice, to guarantee liberty, to enhance social order, to resolve disputes, to maintain  
 131 rule of law, to provide for equal protection, and to ensure due process regardless of race, gender, age,  
 132 or socioeconomic status.  
 133

**134 6. Mandatory v. Optional:**

Case Processing	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?	<input type="radio"/>		

**135 7. Program Personnel:**  
**136**

Case Processing	FTE	Note
Legal Specialist II	5.00	
Total Program Personnel	5.00	

**137**

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

Case Processing	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 291,431	\$ 297,384	\$ 575,412	\$ 643,927
Personnel Benefits	130,578	152,804	265,305	335,114
Supplies	15,116	1,863	6,300	2,650
Services	13,770	17,820	50,708	344,218
Total Expense	\$ 450,895	\$ 469,871	\$ 897,725	\$ 1,325,909
Revenue ◊				
Net Expense (General Fund)	\$ 450,895	\$ 469,871	\$ 897,725	\$ 1,325,909

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140 **9. Outcome Measures:**

Case Processing	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Clearance Rate	100	101	101		
Monthly Collection Processing	12	12	12		

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**Non-Departmental**

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**Mission and Responsibilities:**

The Non-Department account within the General Fund is used as a source of funds for a limited number of expenses unrelated to any department or program. Beginning with the 2017-2018 Biennial Budget, use of this fund has been minimized to purposes such as sizable payouts to separating, long-term employees as well as transfers to other funds. Prior to 2017-2018, this fund was used for matters such as Sno-Com 911 assessments, rent, lease and utility expenses, auditing services and LEOFF retirement benefits. These costs are now budgeted in the responsible departments' budgets as the City implemented Budgeting For Outcomes methodology in 2017-2018.

**Highlights and Accomplishments 2019-2020:**

- CARES Act funding grant revenues totaling \$1,782,000 were received in 2020 and \$1,562,000 of COVID-19 related expenditures that were covered under the CARES Act grant were charged to this budget. The remaining portion of the CARES Act funding of \$220,000 was received and expended out of the City's Technology Reserve Fund #520.

**Highlights and Changes For 2021-2022:**

- None.

**Non-Departmental Budget History:**

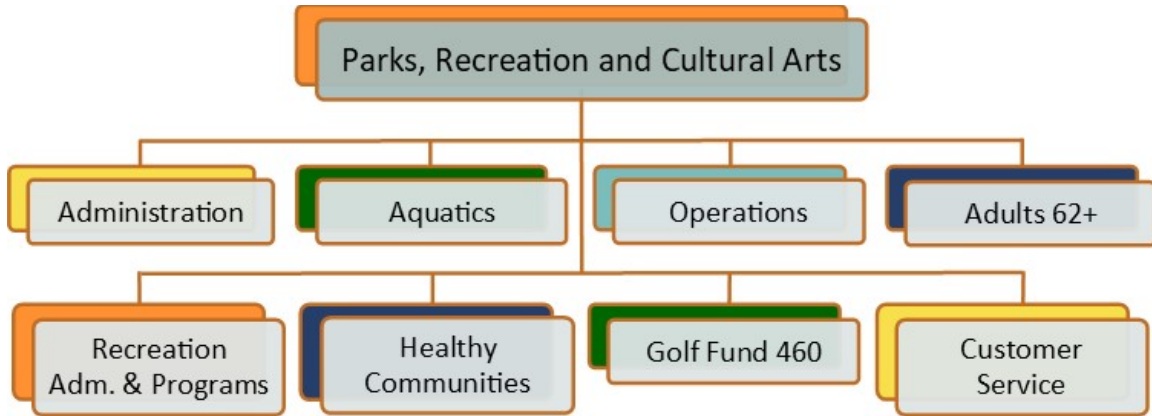
Description	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Sick leave/vacation payouts	\$ 82,022	\$ -	\$ 200,000	\$ 195,233
COVID-19 CARES Act expenses	-	-	1,562,000	-
<b>Total Operating Expenses</b>	<b>\$ 82,022</b>	<b>\$ -</b>	<b>\$ 1,762,000</b>	<b>\$ 195,233</b>
Transfer to Debt Service Funds	\$ 1,766,752	\$ 1,794,838	\$ 3,451,476	\$ 3,313,026
Transfer to Street Operating Fund	1,000,000	1,045,450	2,090,900	\$ 2,041,065
Transfer to Capital Funds	1,100,000	1,100,000	2,200,000	\$ 2,200,000
<b>Total Transfers</b>	<b>\$ 3,866,752</b>	<b>\$ 3,940,288</b>	<b>\$ 7,742,376</b>	<b>\$ 7,554,091</b>
<b>Total</b>	<b>\$ 3,948,774</b>	<b>\$ 3,940,288</b>	<b>\$ 9,504,376</b>	<b>\$ 7,749,324</b>

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

- None.







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2 **Department Mission and Responsibilities:**

3 Department mission: Lynnwood Parks, Recreation & Cultural Arts- creating a healthy community  
4 through people, parks, programs and partnerships.

5 Department vision: Parks, Recreation & Cultural Arts is part of Lynnwood’s daily life and we shape the  
6 character of the community by:

- 7 • Providing stewardship of our resources
- 8 • Providing recreation opportunities for all ages
- 9 • Contributing to the City’s economic vitality
- 10 • Promoting health and wellness
- 11 • Fostering social connections
- 12 • Embracing innovation
- 13 • Supporting staff professional development and excellence
- 14 • Engaging and responding to the changing needs of our community
- 15 • Creating a connected community
- 16 • Providing premier customer service
- 17 • Leaving a legacy for future generations

18 The Parks, Recreation & Cultural Arts (PRCA) Department provides a comprehensive system of facilities  
19 and programs to meet the parks and recreation needs of the community. The Department acquires,  
20 plans and develops parks and recreation facilities, operates and maintains parks and facilities, and  
21 provides a wide variety of affordable recreation activities and programs for all age groups.

22 The Department is comprised of four General Fund divisions and one Enterprise division:

- 23 • Administrative
- 24 • Park Operations
- 25 • Recreation
- 26 • Healthy Communities
- 27 • Golf (Enterprise)

**28 Highlights and Accomplishments During 2019-2020:**

- 29 • Celebrated 20<sup>th</sup> year recognition as a Tree City USA®.
- 30 • Completed design and permitting for South Lynnwood Park Renovation.
- 31 • Completed 30% design for Scriber Creek Trail Redevelopment and secured construction grant  
32 funding: \$2.5M Sound Transit and \$1M PSRC CMAQ.
- 33 • Replaced playgrounds at Spruce Park (2020) and Lynndale Skate Park (2020) and completed new  
34 Heritage Park Playground (2019).
- 35 • Heritage Park Water Tower Renovation, In progress.
- 36 • 40<sup>th</sup> Avenue Interurban Plaza completed (2019).
- 37 • Celebrated City's 60<sup>th</sup> Anniversary (2019).
- 38 • Launched and celebrated first and second annual EGGS-Plore art program.
- 39 • Collected first \$2M in park impact fees.
- 40 • Had two staff members join the City's inaugural GARE cohort.
- 41 • Joined the national 10-minute walk campaign and received \$40K National Recreation & Park  
42 Foundation grant to improve park access in Lynnwood.
- 43 • Seabrook Building Demolition (2020).
- 44 • Renewed grants with Verdant Health Commission which continued the Move 60! Teens and 3rd  
45 grade swim voucher activities.
- 46 • Awarded Conservation Futures Fund grant to acquire 4.5-acre McCrary Property in Lund's Gulch.

**47 Highlights and Changes for 2021-2022:****48 Administration:**

- 49 • Addressing race, social, and health equity issues in all areas.
- 50 • Studying park usage, park quality, and park access for Level-of-Service update of the PARC Plan.
- 51 • Continuation of partnership with Police Department to combat homelessness and opioid use.
- 52 • Finalizing Human Services needs assessment and policy direction.
- 53 • Creating a funding strategy to acquire Town Square Park property in City Center core.
- 54 • Continuing dialogue with Snohomish County Parks and Recreation concerning park acquisition and  
55 development in the unincorporated MUGA area.
- 56 • Managing Park Capital Program with Senior Park Planner to complete Scriber Creek Trail, South  
57 Lynnwood Neighborhood Park, Heritage Park, and Scriber Lake Park major improvements as well as  
58 work with Park Operations on systemwide deferred maintenance, ADA Transition Plan compliance,  
59 Veterans Park siting of Gold Star Families Memorial, and Rowe Park master plan update.

**60 Healthy Communities:**

- 61 • Coordination of city-hosted events including Volunteer Recognition Dinner (2022 only), Fair on  
62 44th, Shakespeare in the Park (reducing series), and Sandlot Cinemas as well as partner-hosted  
63 event by Coordinator reduced from full-time to regular part-time.

- 64 • Continued emphasis on park activation programs – particularly in South Lynnwood – to address  
65 social equity issues, increase access to physical opportunities, and strengthen community social  
66 connectedness. Program partnerships include Summer Meals and school-year meal distribution  
67 with ESD Foundation and Verdant partnerships for Meet Me at the Park series and South County  
68 Walks.
- 69 • Continued enhancement of outreach and engagement techniques - including pop-up engagements;  
70 partnership with non-profits; offering translation, interpretation, and closed captioning – with a  
71 focus on underserved communities such as South Lynnwood Park and creative placemaking  
72 projects.
- 73 • Continued effort to connect with creatives in our community through various art projects (e.g.  
74 signal box wraps, Love Lynnwood projects, Love Lynnwood sculpture and Eggs-plore).
- 75 • Continued leadership of employee wellness program and earning annual WellCity Award which  
76 provides the City with a 2% discount on health premiums.
- 77 • Determine sustainable future for Connection Calls Check-In Program serving high-risk, isolated  
78 community members and decreasing social services and emergency services demands.
- 79 • Complete Special Events Permitting process improvement and code updates.

80 Operations:

- 81 • Address deferred maintenance improvements as identified in the 2016-2025 PARC Plan.
- 82 • Replacement of playgrounds as identified in the asset replacement plan.
- 83 • Create a transition strategy to systematically address items identified in the parks and trails portion  
84 of the ADA Transition Plan (many of these updates can be done in-house by park maintenance staff  
85 but some require planning, design, and contractor labor).
- 86 • Management of volunteer service program and increasing park volunteer projects. Establishment  
87 of Friends of Scriber Lake park stewardship program.
- 88 • Add to the economic development of the community with comprehensive management of  
89 Meadowdale Playfields operations and staffing.
- 90 • Create a comprehensive inventory of park assets and condition in Cartograph (asset management).
- 91 • Build partnerships to support facility operations at Heritage Park, Gold Park, and Scriber Lake Park.
- 92 • Support the development and maintenance of streetscapes and street trees including newly  
93 completed 36<sup>th</sup> Avenue.

94 Recreation Division:

- 95 • Expand facility space dedicated for 62+ programs; use and demand for 62+ exercise is anticipated  
96 to increase over the next biennium due to changes in aging demographics and a growing  
97 population in Lynnwood.
- 98 • Budget reduction and savings for Aquatics; Monday through Friday shut down from 1pm to 5pm for  
99 2021-2022.
- 100 • Update policies and procedures.
- 101 • Use our new registration software system to its fullest capacity to improve the registration process  
102 and make it more efficient. Focus on City’s website as our primary marketing tool.
- 103 • Expansion of teen programming participation.

- 104 • Initiative 1433, approved by Washington voters in 2016, requires a statewide minimum wage of  
 105 \$12.00 in 2019, and \$13.50 in 2020. We rely heavily on our part-time non-benefited staff to  
 106 maintain our programming levels. The state mandated minimum wage is the primary driver of  
 107 budget increases.

108 PRCA Priorities:

- 109 • Restore Park Maintenance and Operations staffing back to pre-recession levels.  
 110 • Implement Human Services Commission program and policy priorities.  
 111 • Assess senior (62+) demographics, programmatic shifts, and space needs.  
 112 • Implement Recreation Center maintenance programs and interior improvements.  
 113 • Continue the implementation of park deferred maintenance projects.

114 **Department Budget History by Program:**

Program	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Administration	\$ 601,313	\$ 618,358	\$ 1,321,859	\$ 1,315,369
Aquatics	1,912,745	2,005,383	3,915,614	3,493,376
Park Operations	1,298,769	1,373,776	2,891,913	3,240,928
62+ Programs	548,383	585,834	1,177,988	1,005,211
Recreation Administration	1,402,884	1,101,103	2,785,055	2,616,416
Healthy Communities	428,839	400,948	881,703	839,466
Recreation Customer Service	877,693	895,393	1,845,868	1,665,913
Recreation Programs	1,066,549	1,038,360	2,441,088	2,366,313
Total	\$ 8,137,175	\$ 8,019,155	\$ 17,261,088	\$ 16,542,992

115

116 **Department Personnel:**

Position	Number of Full-Time Equivalent (FTE)							
	2015	2016	2017	2018	2019	2020	2021	2022
Dir-Park Recreation Culr Arts	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Healthy Communities Coordinator	1.00	1.75	1.75	2.75	2.75	2.75	2.75	2.75
Park Superintendent	1.00	1.00	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	1.00	1.00
Lead Worker	1.00	1.00	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	2.00	2.00
Maintenance Worker I	3.00	3.00	3.00	3.00	3.00	3.00	5.00	5.00
Recreation Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Aquatics Assistant Supervisor	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50
Aquatics Senior Guard	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Aquatics Lifeguard/WSI	4.00	4.00	4.00	4.00	4.00	4.00	3.00	3.00
Rec Programs Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Athletics Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	0.75	0.75
Fitness Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Youth/Teen Coordinator	-	-	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Specialist - PreSchool	-	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Center Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Center Coordinator	1.50	1.50	1.50	1.50	1.50	1.50	1.75	1.75
Senior Center Clerk	1.00	1.00	1.00	1.00	1.00	1.00	-	-
Customer Service Supervisor	-	-	1.00	1.00	1.00	1.00	1.00	1.00
Customer Service Assistant Supervisor	-	1.00	-	-	-	-	-	-
Customer Service Lead Clerk Specialist	2.00	2.00	2.00	2.00	2.00	2.00	1.00	1.00
Customer Service Clerk Specialist	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Total Regular Personnel	37.00	39.75	40.75	41.75	41.75	41.75	39.75	39.75
Estimated Part-Time & Seasonal FTE	38.00	39.75	39.75	39.75	49.66	49.66	45.71	45.71
Total	75.00	79.50	80.50	81.50	91.41	91.41	85.46	85.46

117

118 **Program: Parks & Rec Administration** **Program No.: 01150010**

119 **1. Brief Description:**

120 This program (division) is responsible for the leadership, development, and operation of a  
121 comprehensive Parks, Recreation and Cultural Arts system.

122 **2. Program Outcomes:**

123 This includes administrative functions, strategic planning, outreach, long-range capital and program  
124 planning, development of partnerships with other agencies and non-profits, acquisition and  
125 development of properties, grant writing and monitoring for compliance, development of the biennial  
126 budget, develop policies, and establishment of Outcome Measures and goals. This Program oversees  
127 the LMC authorized duties and responsibilities of the Parks Board and Human Services Commission.

128 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Administration		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.	<input type="radio"/>		
2	Ensure financial stability & economic success.	<input type="radio"/>		
3	Nurture operational & organizational excellence.	<input type="radio"/>		
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

129  
130 **4. Relation to Community Vision:**

Administration		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.		<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.			<input type="radio"/>	
To invest in preserving and expanding parks, recreation, and community programs.		<input type="radio"/>		
To be a cohesive community that respects all citizens.		<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.			<input type="radio"/>	
To ensure a safe environment through rigorous criminal and property law enforcement.				<input type="radio"/>
To be a city that is responsive to the wants and needs of our citizens.		<input type="radio"/>		

131  
132 **5. Equity Lens:**

133 This program promotes social equity in service delivery and/or enhances services to under-represented  
134 or under-served communities by analyzing equitable access to quality parks for all residents within a 10-  
135 minute walk of their home and equitable program access through recreation services.

136 **6. Mandatory v. Optional:**

Administration	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?		<input type="radio"/>	

137  
138 **7. Program Personnel:**

Administration	FTE	Note
Director	1.00	
Deputy Director	1.00	
Senior Administrative Assistant	1.00	
Total Program Personnel	3.00	

139



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

Administration	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 383,262	\$ 400,962	\$ 785,104	\$ 828,681
Personnel Benefits	131,693	137,030	275,423	278,591
Supplies	32,013	4,905	8,650	8,650
Services	54,345	75,462	252,682	199,447
Total Expense	\$ 601,313	\$ 618,359	\$ 1,321,859	\$ 1,315,369
Revenue				-
Net Expense (General Fund)	\$ 601,313	\$ 618,359	\$ 1,321,859	\$ 1,315,369

142 **9. Outcome Measures:**

Administration	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Budget Management: PRCA Total General Fund Budget under expends adopted annual budget. Y = 1, N=0	1	1	1		

144 **Program: Recreation Administration** **Program No.: 01154010**

145 **1. Brief Description:**

146 Recreation Administration provides leadership of staff and management of resources, programs and  
147 facilities for the Recreation Division to provide effective and efficient recreation services to the public.  
148 Activities include budgeting and financial monitoring, direct oversight of program supervisors and  
149 manager, employee training and development, internal and external marketing and communication,  
150 facilities management, and management of projects and initiatives for the Department.

151 **2. Program Outcomes:**

152 The Recreation division provides recreation programs for all ages and manages recreation facilities  
153 including the Recreation Center, Senior Center, Cedar Valley Gym, Meadowdale Middle Gym and  
154 Meadowdale Playfields, so the community can participate in safe, fun, and quality activities resulting in  
155 opportunities for fitness, social interaction, life-long learning, creativity, and healthier living. The  
156 recreation administration division ensures that the residents of Lynnwood get a good return on their  
157 investment. This is accomplished through providing a variety of recreation programming for all ages. By  
158 charging an appropriate fee for an appropriate service.

159 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Recreation Administration	High	Med.	Low
1 Fulfill the community vision for the City Center & Lynnwood Link light rail.			○
2 Ensure financial stability & economic success.	○		
3 Nurture operational & organizational excellence.	○		
4 Be a safe, welcoming, & livable city.	○		
5 Pursue & maintain collaborative relationships & partnerships.	○		

161 **4. Relation to Community Vision:**

Recreation Administration	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.	<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.	<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.			<input type="radio"/>
To invest in preserving and expanding parks, recreation, and community programs.	<input type="radio"/>		
To be a cohesive community that respects all citizens.	<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.			<input type="radio"/>
To ensure a safe environment through rigorous criminal and property law enforcement.			<input type="radio"/>
To be a city that is responsive to the wants and needs of our citizens.	<input type="radio"/>		

162

163 **5. Equity Lens:**

164 This program promotes social equity in service delivery and/or enhances services to under-represented  
 165 or under-served communities by removing barriers to participation. We partner with Verdant to  
 166 provide free 3<sup>rd</sup> grade swim lessons and teen afterschool programs. We administer a scholarship  
 167 program for low income residents. We hire many part-time staff that match the diversity of our  
 168 community. We have an incentive program to provide free lifeguard training.

169 **6. Mandatory v. Optional:**

Recreation Administration	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?	<input type="radio"/>		

170

171 **7. Program Personnel:**

Recreation Administration	FTE	Note
Recreation Superintendent	1.00	
Total Program Personnel	1.00	

172

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

Recreation Administration	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 111,894	\$ 115,531	\$ 227,616	\$ 230,261
Personnel Benefits	50,272	50,798	113,439	101,953
Supplies	228,154	141,024	348,160	346,584
Services	929,002	795,215	1,930,840	1,772,618
Intergovernmental Services	83,563	(1,465)	165,000	165,000
Total Expense	\$ 1,402,885	\$ 1,101,103	\$ 2,785,055	\$ 2,616,416
Revenue	-	-	-	-
Net Expense (General Fund)	\$ 1,402,885	\$ 1,101,103	\$ 2,785,055	\$ 2,616,416

174

175 **9. Outcome Measures:**

Recreation Administration	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Monthly Budget Monitoring	12	12	12		
Monthly Department performance numbers recording	12	12	12		
Perform quarterly safety drills for Recreation Department	4	3	3		

176

177 **Program: Recreation Programs** **Program No.: 01154500**

178 **1. Brief Description:**

179 Recreation Programs Division is responsible for the programming of activities and classes for all ages,  
180 including fitness, athletics, day camps, arts, and enrichment.

181 **2. Program Outcomes:**

182 Recreation Programs Division offers a robust menu of recreation classes, activities and family events for  
183 all ages at the Recreation Center, parks, Cedar Valley Community School, Meadowdale Middle School  
184 and Meadowdale Athletic Complex. We are responsible for programming in the weight room, fitness  
185 studio, classrooms, two indoor gymnasiums and an outdoor athletic complex that consists of three  
186 softball fields and two multi-purpose soccer fields and Lynndale Park. Implemented with a spirit of  
187 “Teamwork, Safety and Fun” we strive to add to the quality of life of our patrons and Lynnwood citizens.

188 For a total of 6,800 yearly programming hours, we provide an array of offerings such as: Kids Klub  
189 preschool (613 hours of classroom instruction for 3-5 year old’s), youth day camps (1,800+ campers a  
190 year), after school programming (220 students a year), family events (three events per year reaching  
191 700+ individuals), Teen leadership training (300 hours each summer), , dance instruction (six different  
192 styles of dance each week), art classes (painting, drawing, pastels, etc.), guitar lessons (190+ classes a  
193 year), foreign languages (190+ adult classes a year, large group fitness (31 classes a week), small group  
194 fitness (four per week) and personal training (as requested), facility rentals (3,800+ hours), tournaments  
195 (50+ per year) and much more. These programs are led by a combination of staff and contract  
196 instructors and focus on meeting the diverse needs/wants of our community.

197 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Recreation Programs		High	Med.	Low
<b>1</b>	Fulfill the community vision for the City Center & Lynnwood Link light rail.			○
<b>2</b>	Ensure financial stability & economic success.		○	
<b>3</b>	Nurture operational & organizational excellence.	○		
<b>4</b>	Be a safe, welcoming, & livable city.	○		
<b>5</b>	Pursue & maintain collaborative relationships & partnerships.	○		

198

199 **4. Relation to Community Vision:**

Recreation Programs	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.	<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.	<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.			<input type="radio"/>
To invest in preserving and expanding parks, recreation, and community programs.	<input type="radio"/>		
To be a cohesive community that respects all citizens.	<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.		<input type="radio"/>	
To ensure a safe environment through rigorous criminal and property law enforcement.			<input type="radio"/>
To be a city that is responsive to the wants and needs of our citizens.	<input type="radio"/>		

200

201 **5. Equity Lens:**

202 This program promotes social equity in service delivery and/or enhances services to under-represented  
 203 or under-served communities by: Breaking down financial barriers through free learning, in partnership  
 204 with Verdant, to offer our afterschool program for middle school students. Offering affordable day  
 205 camp and preschool programs-while featuring a scholarship program for low income residents.

206 **6. Mandatory v. Optional:**

Recreation Programs	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?	<input type="radio"/>		

207

208 **7. Program Personnel:**

Recreation Programs	FTE	Note
Recreation Supervisor	1.00	
Recreation Coordinator	2.75	
Recreation Specialist V	1.00	
Part Time Rec Leaders, Rec Specialist I, II, III and V	8.30	17,230 part-time hours per year
Grant Funded (Move 60 Teens)	1.86	3,865 part-time hours per year
Total Program Personnel	14.91	

209

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

Recreation Programs	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 633,233	\$ 638,492	\$ 1,466,754	\$ 1,473,340
Personnel Benefits	178,701	180,097	411,968	445,631
Supplies	76,157	51,285	106,578	87,492
Services	165,696	168,486	455,788	359,850
Capital Outlay	12,768	-	-	-
Total Expense	\$ 1,066,555	\$ 1,038,360	\$ 2,441,088	\$ 2,366,313
Revenue	-	-	-	2,443,260
Net Expense (General Fund)	\$ 1,066,555	\$ 1,038,360	\$ 2,441,088	\$ (76,947)

211

212 **9. Outcome Measures:**

Recreation Programs	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Program hours per year for classes, services, trips, events, activities.	6,000	6,638	6,809		
Registrations per year.	7,500	7,013	7,258		
Hours of Athletic Rentals	2,500	3,909	3,792		

213

214 **Program: Aquatics** **Program No.: 01154100**

215 **1. Brief Description:**

216 This program is responsible for aquatic and safety training at the Lynnwood Recreation Center. This  
217 program is also charged with the responsibility of Maintenance, Operations, and Custodial of the  
218 Natatoriums.

219 **2. Program Outcomes:**

220 The Aquatics Program can be defined with three words: "Safety, Fun, and Learning." Offering over 500  
221 hours per week of programming and 103 hours of facility use weekly, this program area sees the  
222 heaviest demand in the Recreation Center. Each week we serve over 1,500 swimmers in our open  
223 swims, 1000 plus in our Learn to Swim Program, 350 Water Fitness participates, and some 30  
224 birthday/party rentals severing some 300 children and their parents of the over 250,000 annually that  
225 use the Aquatic Center. Comprised of over 20,000 square feet of leisure space, the Recreation Center  
226 features a 25-yard, 6-lane lap pool with diving board, a warm-water wellness pool with ramp, four play  
227 pools including a beach, river, lake and whirlpool, two waterslides, two hot tubs and a sauna. With a  
228 focus on safety first, Aquatics puts its highest priority on swim lessons and participates in offering free  
229 swim lessons to all beginning level K-12 students in the Edmonds School District, as well as offers a  
230 robust health and safety program of emergency preparedness, CPR, lifeguarding, and water safety  
231 classes. Aquatics staff maintain several sanitation systems for our pools, and these responsibilities  
232 include daily chemicals checks, maintaining the gas chlorine system, pool filter maintenance, daily  
233 chemical adds and general natatorium custodial.

234 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Aquatics	High	Med.	Low
1 Fulfill the community vision for the City Center & Lynnwood Link light rail.			○
2 Ensure financial stability & economic success.	○		
3 Nurture operational & organizational excellence.	○		
4 Be a safe, welcoming, & livable city.	○		
5 Pursue & maintain collaborative relationships & partnerships.	○		

235

236 **4. Relation to Community Vision:**

Aquatics	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.	<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.	<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.			<input type="radio"/>
To invest in preserving and expanding parks, recreation, and community programs.	<input type="radio"/>		
To be a cohesive community that respects all citizens.	<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.			<input type="radio"/>
To ensure a safe environment through rigorous criminal and property law enforcement.			<input type="radio"/>
To be a city that is responsive to the wants and needs of our citizens.	<input type="radio"/>		

237

238 **5. Equity Lens:**

239 This program promotes social equity in service delivery and/or enhances services to under-represented  
 240 or under-served communities by: Promoting K-12 swim lesson voucher program; breaking down  
 241 financial bearers through free learning; being the most diverse work force employer within the city of  
 242 Lynnwood; and providing ESL translations for the city through a diverse part-time staff.

243 **6. Mandatory v. Optional:**

Aquatics	Yes	No	~
Mandatory?		<input type="radio"/>	
Viable alternatives for service delivery?	<input type="radio"/>		

244

245 **7. Program Personnel:**

Aquatics	FTE	Note
Recreation Manager	1.00	
Assist Supervisor	3.50	
Senior Guard	4.00	
Full time Lifeguard	3.00	
P/T Lifeguard/Swim Instructors	23.90	49,712 part time hours per year
Total Program Personnel	35.40	

246

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

Aquatics	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 1,390,253	\$ 1,465,246	\$ 2,806,803	\$ 2,502,335
Personnel Benefits	455,427	468,503	1,001,042	883,272
Supplies	25,363	29,648	53,000	53,000
Services	41,702	41,985	54,769	54,769
Total Expense	\$ 1,912,745	\$ 2,005,382	\$ 3,915,614	\$ 3,493,376
Revenue	-	-	-	2,570,240
Net Expense (General Fund)	\$ 1,912,745	\$ 2,005,382	\$ 3,915,614	\$ 923,136

248

249 **9. Outcome Measures:**

Aquatics	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Annual Swim Lessons.	9,000	10,263	10,157		
Total # of Safety Class Certifications.	575	1,167	1,372		
Maintain Filter/Sanitation Operations for % Scheduled Pool Hours.	99	98	98		
Annual Part-Time Staffing Hours to Meet all Health Code & Financial Savings to the City.	1,000	1,071	1,137		
Hours of Mandatory Training to Meet all Health Codes to Operate a Safe Aquatics Program.	3,000	2,874	3,189		

250

251 **Program: Recreation – Adults 62+ Program No.: 01154400**

252 **1. Brief Description:**

253 This Division provides programming for people 62+ through the Lynnwood Senior Center (LSC).

254 **2. Program Outcomes:**

255 LSC is a community center engaging older adults in health, wellness, social and recreational  
 256 opportunities. Programs are developed for people 62+, with those 61 and younger welcome to  
 257 participate. Non-members are also welcome and served. Utilizing the 4,200 square foot LSC facility  
 258 with 32.5 hours of weekly operation and three 15 passenger buses, 35-40 classes, trips, services, and  
 259 activities are offered each week. LSC provides the framework and support for over 75 volunteers to  
 260 engage with and contribute to the community. LSC membership is more than 90 annually.

261 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

62+ Programs		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.			○
2	Ensure financial stability & economic success.	○		
3	Nurture operational & organizational excellence.	○		
4	Be a safe, welcoming, & livable city.	○		
5	Pursue & maintain collaborative relationships & partnerships.	○		

262

263 **4. Relation to Community Vision:**

62+ Programs	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.	<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.	<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.			<input type="radio"/>
To invest in preserving and expanding parks, recreation, and community programs.	<input type="radio"/>		
To be a cohesive community that respects all citizens.	<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.			<input type="radio"/>
To ensure a safe environment through rigorous criminal and property law enforcement.			<input type="radio"/>
To be a city that is responsive to the wants and needs of our citizens.	<input type="radio"/>		

264

265 **5. Equity Lens:**

266 This program promotes social equity in service delivery and/or enhances services to under-represented  
 267 or under-served communities by providing social infrastructure accessible to all older adults to meet  
 268 needs for community connection. LSC has diverse volunteer representation currently including Chinese,  
 269 Japanese, Korean, Indian, Iranian, and Eritrean cultures. Event programming includes multicultural  
 270 celebrations, holidays, and food. Scholarships are available to assist lower income members. Staff  
 271 provide 96 hours per year to City-wide equity work through Team REAL.

272 **6. Mandatory v. Optional:**

62+ Programs	Yes	No	~
Mandatory?		<input type="radio"/>	
Viable alternatives for service delivery?	<input type="radio"/>		

273

274 **7. Program Personnel:**

62+ Programs	FTE	Note
Recreation Supervisor	1.00	
Coordinator	1.75	
P/T Trip Leaders	0.87	1,809 part-time hours per year
Total Program Personnel	3.62	

275

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

Adults 62+ Programs	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 298,383	\$ 308,624	\$ 618,714	\$ 527,575
Personnel Benefits	127,944	129,379	282,580	211,442
Supplies	12,942	8,294	27,879	27,879
Services	109,114	106,872	248,815	238,315
Capital Outlay	-	32,664	-	-
Total Expense	\$ 548,383	\$ 585,833	\$ 1,177,988	\$ 1,005,211
Revenue	-	-	-	563,600
Net Expense (General Fund)	\$ 548,383	\$ 585,833	\$ 1,177,988	\$ 441,611

277



278 **9. Outcome Measures:**

62+ Programs	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Volunteer Hours per year	5,850	7,465	5,889		
Outdoor Recreation participant miles per year: Hiking, Biking, fishing, golfing, kayaking river rafting, horseback riding, paddle boarding, snow sports & outdoor adventures	2,000	5,558	5,432		
Program hours per year for classes, services, trips, events, activities	3,100	5,627	4,952		
279 Registrations per year	5,150	11,998	12,124		

280 **Program: Park Operations** **Program No.: 01151100**

281 **1. Brief Description:**

282 This division administers and is responsible for the effective operation and maintenance of over 389  
283 acres of City parks, athletic fields, trails, open space, and city rights of way. Staff works to preserve,  
284 maintain, and enhance the community's investment in parks, while providing equitable access to quality  
285 facilities for leisure and athletic experiences. Primary service lines include facility maintenance, turf  
286 management, landscape management, irrigation, new construction (replacement/renewal), and  
287 vandalism mitigation.

288 **2. Program Outcomes:**

289 Facility Maintenance - Daily visits to each park with janitorial and trash service of 22 park restrooms, as  
290 well as routine inspection and repair as needed. Other responsibilities include upkeep and repair of  
291 sport courts, pathways and athletic field preparation and maintenance. This service line includes the  
292 quarterly inspection and maintenance of 21 playgrounds and 9 picnic shelters. Note: This program is  
293 not responsible for maintenance of the Recreation Center.

294 Turf Management - Care and maintenance of 60 acres of manicured turf, which includes six natural turf  
295 sports fields, Civic Campus and 3.8 miles along the Interurban Trail. Turf management includes mowing,  
296 thatching, aeration, edging and fertilization. Comprehensive turf management practices provide safe  
297 and welcoming areas for public gathering, pick-up sports, and socializing. During the COVID-19  
298 pandemic, these areas have shown to be a viable choice for social distancing while allowing for safe  
299 interactions with members of the community.

300 Landscape Management - Service and maintenance of landscapes not only within parks, but at all the  
301 City's facilities and municipal buildings. Formal plantings require monthly maintenance, which includes  
302 pruning and extensive weed control. Informal or native plantings require quarterly visits and are in less-  
303 visible areas. This service line reflects work conducted in city right of way in addition to parks. Park  
304 Operations oversee 150 acres of maintained urban forest. These responsibilities consist of annual  
305 pruning, tree planting, hazard tree removal, restoration plantings, and invasive plant removal.

306 Irrigation - Operate and maintain 31 individual irrigation systems throughout the city to include routine  
307 repairs, winterization, system design, and installation. Water conservation is a priority for the  
308 Department, and the best tool for conservation is a well-maintained and monitored irrigation system.  
309 The current system is over 25 years old and obsolete with no replacement parts available; a  
310 replacement program for irrigation controls is ongoing. Irrigation is critical to formalized plantings and  
311 long-term tree care. Routine watering during periods of seasonal drought, support plant health and  
312 reduce the frequency pesticide use.

313 New Construction - Address major renovations or renewal projects within City facilities, including  
 314 replacement or additions of amenities, such as picnic tables, benches, and park signs. With an aging  
 315 park system, it is necessary to have resources available to renew and refresh facilities within City parks.  
 316 Many of Lynnwood’s parks were constructed in the 1970s and need updating to comply with current  
 317 ADA standards. In this biennium several projects have been completed or are in the planning phase.  
 318 The department uses public data and neighborhood outreach results to identify parks that need to be  
 319 built or improved while working with community members to create projects that reflect community  
 320 input.

321 Vandalism - Repair and replacement of any asset mischievously damaged or defaced within the park  
 322 system. In the current biennium we have seen an increase in damage to facilities and graffiti throughout  
 323 the parks. Issues surrounding homelessness continue to have impacts on operations, such as the need  
 324 for more-frequent patrols of open space and heavily wooded park areas. Damages to facilities from  
 325 overnight camping, and drug use continue to be prevalent.

326 Other Maintenance Responsibilities - Examples of other responsibilities include several special events,  
 327 and coordination of volunteer projects. Park volunteer opportunities have expanded over the last  
 328 biennium and now include several large events as well as many small clean up events. We also support  
 329 many Boy and Girl Scout service projects as well as an Adopt a Garden program. Other services include  
 330 ongoing equipment maintenance, seasonal lighting, storm or disaster clean-up, biannual floral plantings  
 331 and the continued maintenance and management needs of the City’s parks and open space areas.

332 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Park Operations		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.			○
2	Ensure financial stability & economic success.	○		
3	Nurture operational & organizational excellence.	○		
4	Be a safe, welcoming, & livable city.	○		
5	Pursue & maintain collaborative relationships & partnerships.	○		

334 **4. Relation to Community Vision:**

Park Operations	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.	○		
To be a welcoming city that builds a healthy and sustainable environment.	○		
To encourage a broad business base in sector, size and related employment, and promote high quality development.		○	
To invest in preserving and expanding parks, recreation, and community programs.	○		
To be a cohesive community that respects all citizens.	○		
To invest in efficient, integrated, local and regional transportation systems.	○		
To ensure a safe environment through rigorous criminal and property law enforcement.		○	
To be a city that is responsive to the wants and needs of our citizens.	○		

336 **5. Equity Lens:**

337 This program promotes social equity in service delivery and/or enhances services to under-represented  
 338 or under-served communities by providing equal access to quality parks spread throughout the city.  
 339 Lynnwood parks are open to everyone and provide a diverse menu of recreational opportunities. There

340 is something for everyone from woodland walks to pick -up basketball games, to an off-leash dog area  
341 or free outdoor splashpads. Many of our parks are in socially diverse underserved communities and  
342 through outreach and programing we are committed to equality throughout our parks.

343 **6. Mandatory v. Optional:**

Park Operations	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?	<input type="radio"/>		

345 **7. Program Personnel:**

Park Operations	FTE	Note
Park Superintendent	1.00	
Foreman	1.00	
Leadworker	1.00	
Maintenance Worker II	2.00	
Maintenance worker I	5.00	
Seasonal Laborer	2.00	4,160 part-time hours per year
Field attendant	2.50	5,200 part-time hours per year
Total Program Personnel	14.50	

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

Park Operations	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 631,244	\$ 658,371	\$ 1,467,966	\$ 1,660,379
Personnel Benefits	310,189	290,586	658,760	744,531
Supplies	91,130	80,030	168,320	181,827
Services	266,206	344,789	596,867	654,191
Total Expense	\$ 1,298,769	\$ 1,373,776	\$ 2,891,913	\$ 3,240,928
Revenue	-	-	-	31,700
Net Expense (General Fund)	\$ 1,298,769	\$ 1,373,776	\$ 2,891,913	\$ 3,209,228

349 **9. Outcome Measures:**

Park Operations	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Annual visits to each park for mowing (60acres)	25	25	25		
Annual Deferred Maintenance projects	4	3	5		
Annual Irrigation systems maintained	30	30	31		
Annual Park Trail service visits ( 15 miles )	12	12	12		
Annual Shelter Rentals (9 Shelters)	1,000	960	960		
Annual Park Volunteer projects	5	8	4		
Annual Restroom service visits per Year (22restrooms)	365	365	365		
Trees planted in parks	35	183	22		
Hazard trees removed	25	35	30		

351 **Program: Healthy Communities Program No.: 01152010 (Healthy Communities), 01152101**  
 352 **(Events & Arts), 01152301 (HC Education/Outreach), 01152303 (Wellness)**

353 **1. Brief Description:**

354 The Healthy Communities Division is responsible for education, programming and events that relate to  
 355 community and employee health and wellness. Programs include community arts, culture, heritage,  
 356 events and activities such as park activations, mini grants, signal box wraps, and Fair on 44th. This work  
 357 is accomplished in collaboration with other City Departments, community members, and partners to  
 358 create a healthy, connected community in which to live, learn, work, and play.

359 **2. Program Outcomes:**

360 The primary outcomes of the City’s Healthy Communities Action Plan, the Cultural Arts Plan, and the  
 361 Heritage Strategic Plan are:

- 362 1. Establish policy, program and environmental changes that promote health, wellness, and  
 363 supportive social networks.
- 364 2. Support universal access to diverse arts and community events that enrich Lynnwood’s quality  
 365 of life and economic vitality.
- 366 3. Preserve and interpret the City’s history, heritage and culture.

367 The diverse collection of services and programs provided by the HC Division include:

- 368 • Healthy Communities Action Plan – this work plan includes work with an interdisciplinary team and  
 369 community stakeholders to improve the built environment in a way that improves safety and  
 370 encourages walking, biking, and social gatherings; improve access to healthy foods; and improves  
 371 social connectivity. Programs include park activation programs (e.g. Summer Meals and Meet Me  
 372 in the Park), community outreach, mini grants, volunteer service projects, community garden  
 373 management, walking programs, and education programs (e.g. Bike2Health).
- 374 • Arts Commission & Art Programming – the PRCA Department is required by LMC to maintain this  
 375 advisory body which includes properly managing agendas, minutes and public notices for meetings,  
 376 and managing programs including: Shakespeare in the Park (sponsorship funded), Gallery Exhibits,  
 377 Signal Wraps, Eggs-plore, Wine Walk, grant-funded programs, and partnering on art projects with  
 378 other agencies such as Sound Transit.
- 379 • Public Art – The City is required by ordinance to maintain an Art Fund for acquisition and  
 380 maintenance of City’s Public Art Collection which contains more than 145 individual portable and  
 381 permanent pieces with a market value of more than \$1.1 million.
- 382 • Heritage Programming – staff are responsible for managing tenant leases and partnerships at  
 383 Heritage Park, offering open houses, designing historic exhibits, and managing a volunteer docent  
 384 program for the trolley.
- 385 • History & Heritage Board – an interdisciplinary team under PRCA leadership work with this LMC  
 386 authorized advisory board to promote cultural and historical events and attractions within  
 387 Lynnwood, interpret and recognize significant historical sites, and serve as a local historical  
 388 resource.
- 389 • Community Events & Outreach – we plan, promote, and maintain the City’s existing hosted events  
 390 (e.g. Fair on 44th and Volunteer Recognition Dinner) and partner/sponsored events (e.g. Afro-  
 391 Latino Festival, Ubuntu, VFW events, etc.) as well as, enhancing community outreach through  
 392 Lynnwood Cares, Clean & Green, and neighborhood outreach events. We are leading a process  
 393 improvement kaizen of the Special Events Permitting process.

- 394 • City Employee Wellness Program – This program has been administered by the Healthy  
395 Communities Coordinator for the past seven years successfully earning an annual WellCity Award  
396 and medical insurance premium discount of 2%.

397 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Healthy Communities		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.			○
2	Ensure financial stability & economic success.		○	
3	Nurture operational & organizational excellence.	○		
4	Be a safe, welcoming, & livable city.	○		
5	Pursue & maintain collaborative relationships & partnerships.	○		

398

399 **4. Relation to Community Vision:**

Healthy Communities		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		○		
To be a welcoming city that builds a healthy and sustainable environment.		○		
To encourage a broad business base in sector, size and related employment, and promote high quality development.				○
To invest in preserving and expanding parks, recreation, and community programs.		○		
To be a cohesive community that respects all citizens.		○		
To invest in efficient, integrated, local and regional transportation systems.			○	
To ensure a safe environment through rigorous criminal and property law enforcement.				○
To be a city that is responsive to the wants and needs of our citizens.		○		

400

401 **5. Equity Lens:**

402 This program promotes social equity in service delivery and/or enhances services to under-represented  
403 or under-served communities by partnering with other governmental and non-profit agencies to provide  
404 access to food and services in our parks; by providing artist opportunities for small art projects to be  
405 showcased and featured locally; and supporting mental health and decreasing emergency services  
406 through connection call program.

407 **6. Mandatory v. Optional:**

Healthy Communities	Yes	No	~
Mandatory?		○	
Viable alternatives for service delivery?		○	

408

409 **7. Program Personnel:**

Healthy Communities	FTE	Note
Healthy Communities Coordinator	1.00	
Community Programs Coordinator	0.75	
Events & Outreach Coordinator	1.00	
Seasonal Laborer	0.10	240 part-time hours/year summer intern
Total Program Personnel	2.85	

410

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

Healthy Communities	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 212,720	\$ 225,682	\$ 429,605	\$ 443,674
Personnel Benefits	110,823	109,170	239,699	220,523
Supplies	24,992	16,980	40,450	31,366
Services	80,303	49,116	171,949	143,903
Total Expense	\$ 428,838	\$ 400,948	\$ 881,703	\$ 839,466
Revenue	28,262	21,125	21,125	50,000
Net Expense (General Fund)	\$ 400,576	\$ 379,823	\$ 860,578	\$ 789,466

412  
413 **9. Outcome Measures:**

Healthy Communities	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Earn Annual AWC WellCity Award (employee wellness program). Y=1, N=0	1	-	1		
Complete annual inventory and maintenance of Public Art Collection.	1	1	1	1	
Unearned Revenues (all sources: grants, donations, sponsorships, vendor fees)	15,000	22,587	22,125		

414  
415 **Program: Customer Service** **Program No.: 01154300**

416 **1. Brief Description:**

417 The Customer Service division provides the public access to our department’s diverse recreational  
 418 offerings through program registrations, park and facility rentals, and counter service for drop-in  
 419 activities and informational requests. This division is also charged with supporting our internal  
 420 customers by managing all financial operations, managing our recreation software program,  
 421 administering scholarships, and staffing four off-site facilities nights and weekends. This division is also  
 422 responsible for the quarterly development of the PRCA Department Recreational Guide that is mailed to  
 423 over 50,000 households in the area.

424 **2. Program Outcomes:**

425 The customer service program exists to aid the public in their recreational pursuits as outlined in  
 426 Resolution 2016 – 04 PARC Plan, policy 1.3 states, “Maintain and enhance Lynnwood’s recreation and  
 427 senior centers to provide recreational opportunities for residents to connect, learn, and play.” In 2019,  
 428 the Recreation center had over 500,000 visitors come through the front doors, all of which were greeted  
 429 by the Customer Service staff. Our staff booked and hosted over 1,000 parties in 2019, processed over  
 430 35,000 program registrations, sold over 7,000 passes and tendered 102,000 Point of Sale transactions.  
 431 The Customer Service program also staffs the Recreation Center’s weight room. Evening hours and on  
 432 weekends, Customer Service staffs the Senior Center, Cedar Valley Gym, and the Meadowdale Middle  
 433 School Gym for City of Lynnwood programs, and provides staffing for our community partner, Verdant’s  
 434 Wellness Center.

435 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Customer Service		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.			<input type="radio"/>
2	Ensure financial stability & economic success.	<input type="radio"/>		
3	Nurture operational & organizational excellence.	<input type="radio"/>		
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

436  
437 **4. Relation to Community Vision:**

Customer Service		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.		<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.				<input type="radio"/>
To invest in preserving and expanding parks, recreation, and community programs.		<input type="radio"/>		
To be a cohesive community that respects all citizens.		<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.				<input type="radio"/>
To ensure a safe environment through rigorous criminal and property law enforcement.				<input type="radio"/>
To be a city that is responsive to the wants and needs of our citizens.		<input type="radio"/>		

438  
439 **5. Equity Lens:**

440 This program promotes social equity in service delivery and/or enhances services to under-represented  
 441 or under-served communities by providing equal access to registrations via, walk-in, telephone, and  
 442 online services. We manage and disperse funds to low income and disabled population through the  
 443 Recreation Benefit Fund. Customer Service also manages the application of free swim lessons through  
 444 the swim lesson voucher program. Customer Service works with the Edmonds School District to provide  
 445 opportunities for the VOICE program, whose curriculum focuses on vocational training at community  
 446 work experience sites.

447 **6. Mandatory v. Optional:**

Customer Service	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?	<input type="radio"/>		

448  
449 **7. Program Personnel:**

Customer Service	FTE	Note
Supervisor	1.00	
Customer Service Specialist (Lead)	1.00	
Customer Service Specialist	2.00	
Recreation Clerk/Recreation Attendants (weight room, customer service desk, off-site facilities supervision)	7.15	15,321 part-time hours per year
Total Program Personnel	11.15	

450

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

Customer Service	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 544,084	\$ 567,673	\$ 1,185,205	\$ 1,064,656
Personnel Benefits	201,346	207,800	416,883	357,324
Supplies	33,246	29,433	58,140	58,640
Services	99,011	90,488	185,640	185,293
Total Expense	\$ 877,687	\$ 895,394	\$ 1,845,868	\$ 1,665,913
Revenue	-	-	-	-
Net Expense (General Fund)	\$ 877,687	\$ 895,394	\$ 1,845,868	\$ 1,665,913

452  
453 **9. Outcome Measures:**

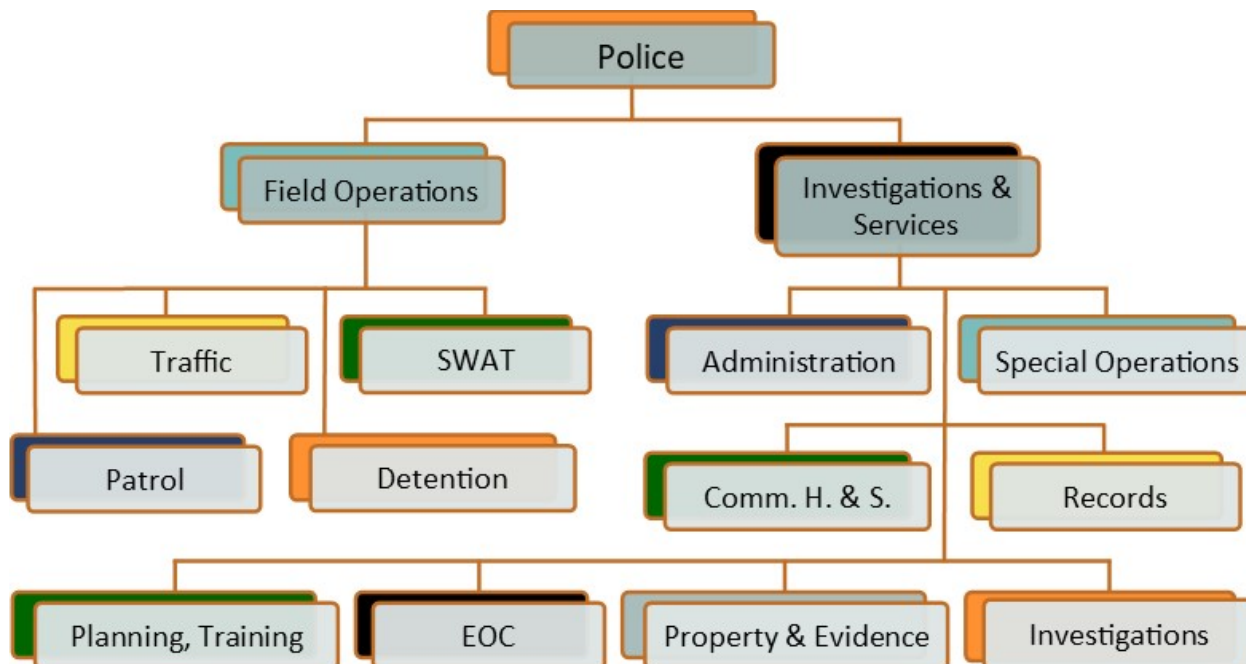
Customer Service	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Annual Point of Sale Transactions.	108,000	103,294	102,921		
Annual Program Registrations.	30,000	34,560	35,217		
Annual Customer Visits	265,000	264,398	267,634		

454

455







1

2 **Department Mission and Responsibilities:**

3 The Mission of the Lynnwood Police Department is to provide proactive, competent, and effective public  
 4 safety services to all persons, with the highest regard for human dignity through efficient and professional  
 5 law enforcement and crime prevention practices.

6 **Highlights and Accomplishments 2019-2020:**

- 7 • Community engagement outreach enhancement:
- 8 ○ Continued to build the Cops and Clergy program including large group meetings to  
 9 approximately 55 communities of faith on topics such as:
- 10 ▪ Overview of the Lynnwood Police Department
- 11 ▪ Police Use of Force
- 12 ▪ Lynnwood Community Justice Center
- 13 ▪ Unmanned Aerial Vehicle (UAV) Program
- 14 ▪ Law Enforcement Training and Community Safety Act (LETSCA) – review and  
 15 discussion
- 16 ▪ The last Cops and Clergy meeting for 2020 was in January. Additional meetings have  
 17 been postponed due to COVID-19
- 18 ○ Police Kids Camp with 35 local youth participants in 2019. Unfortunately, due to COVID-19 the  
 19 2020 Police Kids Camp was cancelled
- 20 ○ Continued development of Police Chiefs Community Advisory Committee
- 21 • Enhancements to the provision of professional law enforcement services such as:
- 22 ○ The Lynnwood Police Department was re-accredited in 2017 (100% compliance with 132  
 23 standards). We are currently working on preparation for the 2021 re-accreditation process

- 24 ○ Traffic Section Pedestrian Safety emphasis related to increased pedestrian fatalities– 268
- 25 contacts during pedestrian safety emphasis in October 2019
- 26 ● Implementation of enhanced de-escalation and persons in crisis response and planning
- 27 ○ Nearly all staff have been through 40-hour Crisis Intervention Training (CIT). State
- 28 requirement is 8 hours
- 29 ○ Researched and equipped every patrol vehicle with less lethal options and shields. Purchased
- 30 new tasers to provide operations personnel with additional less lethal options
- 31 ● Implementation of the 2019-23 Lynnwood Police Department Strategic Plan
- 32 ● Implemented jail medical services contract in January 2020 with the Community Health Center of
- 33 Snohomish County as part of continuing plan to introduce a continuity of care model and future
- 34 program enhancements to provide inmates with care options and linkage to community resources,
- 35 by partnering with an established community care provider
- 36 ● Selected a design firm for the Community Justice Center Project. Currently completing schematic
- 37 design process

### 38 **Highlights and Changes for 2021-2022:**

39 In the next biennium the Lynnwood Police Department will endeavor to accomplish:

- 40 ● Enhanced community/business outreach efforts
- 41 ● Continue with incremental goal and objective achievements as part of 2019-2023 Lynnwood Police
- 42 Department Strategic Plan
- 43 ● Complete the Community Justice Center design and construction. Estimated construction
- 44 completion in November 2022
- 45 ● Continued inter-departmental and regional collaboration
- 46 ● Continued implementation of crisis response improvement and strategies to include enhanced
- 47 defensive tactics, de-escalation and scenario-based training models

### 48 **Changes**

- 49 ● The 2021-2022 proposed includes significant budgetary reductions due to the financial impacts of
- 50 COVID-19 on our economy. The bulk of these reductions are accomplished as follows:
  - 51 ○ Reducing budget in jail medical services, jail food and jail supplies as the jail will not be
  - 52 operational when construction on the Community Justice Center starts in mid-2021
  - 53 (Note: if this project does not move to construction these costs will require a request for
  - 54 a budget adjustment)
  - 55 ○ Salary savings by holding several vacancies in order to meet budget as follows:
    - 56 ■ Detective (2021-2022) - One current vacancy, unfilled
    - 57 ■ Narcotics Sergeant (2021-2022) - Re-assign with no backfill (new vacancy due to
    - 58 retirement)
    - 59 ■ Narcotics Detective (2021-2022) - Re-assign vacancy with no backfill (new
    - 60 vacancy due to retirement)
    - 61 ■ Evidence Officer (2021-2022) - One new vacancy due to retirement
    - 62 ■ Police Clerk (2022) - Projected vacancy

- 63                   ▪ Animal Control Officer (2021-2022) - One current new vacancy due to
- 64                   retirement
- 65                   ▪ Jail Vacancy (2021-2022) - One current vacancy, unfilled
- 66                   ▪ Jail Vacancy (2021-2022 Court Security) - One current vacancy, unfilled
- 67                   ▪ Police Social Worker (2021-2022) - Forecasted vacancy
- 68                   ▪ Reserve Officer Position (2021-2022) - Once current vacancy, unfilled
- 69                   ○ Fleet replacement - expanding life of certain fleet vehicles
- 70                   ○ Vehicle Set-ups - Outsourcing vehicle set-up costs
- 71                   ○ Reducing Training Budget across all programs

72 **Department Budget History by Program:**

Program	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Traffic	\$ 1,134,770	\$ 1,171,444	\$ 2,254,190	\$ 2,384,696
Patrol	6,237,962	6,373,293	12,532,676	13,092,006
Special Operations	559,725	680,057	1,396,523	1,430,794
Detention & Corrections	3,890,922	4,159,809	8,846,604	8,238,665
Administration	3,997,278	3,506,278	7,160,720	6,921,455
Community, Health & Safety	850,586	1,197,544	2,373,339	1,936,106
Planning, Training & Accreditation	669,430	705,463	1,488,926	1,490,669
Criminal Investigations	1,619,455	2,153,222	4,833,487	3,714,106
Records & Support Services	808,534	816,114	1,703,900	1,640,907
Property & Evidence	372,171	391,098	794,853	622,306
Emergency Operations	68	60,384	144,874	137,593
SWAT	542,774	135,737	295,939	273,726
<b>Total</b>	<b>\$ 20,683,675</b>	<b>\$ 21,350,443</b>	<b>\$ 43,826,031</b>	<b>\$ 41,883,029</b>

73  
74 Note: The 2021-2022 budget directions included a budget target that was significantly lower than the budget the  
75 department was allocated 2019-2020. This budget reduction is significantly exacerbated by increased labor costs,  
76 that while relatively low percentage wise, in totality caused this to be a particularly difficult budget to produce.

77 In order to meet the budgetary restrictions, we are proposing holding 9 vacancies (inclusive of 3 officer vacancies).  
78 It is our intent to request these vacancies remain as approved full-time employees (FTE's), but with the  
79 understanding that we will not seek to fulfill these positions during this budget as outlined in the department  
80 overview. This is different than what occurred during the recession where the FTE positions were both unfunded  
81 and cut from the approved FTE list. It is our intent to re-allocate funds to these positions in the 2023-24 budget as  
82 part of the original budget process without having to go through a new funding request process.

83 It is also worth noting that this budget includes over \$450,000 in savings in jail costs under the assumption that the  
84 jail will not be functioning during the construction of the new Community Justice Center Project which is estimated  
85 as taking 18 months of the biennium. If that project does not proceed on schedule, we will need to request a budget  
86 amendment for fund jail medical, food and supplies.

**87 Department Personnel:**

Position	Number of Full-Time Equivalent (FTE)							
	2015	2016	2017	2018	2019	2020	2021	2022
Chief of Police	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Chief of Police	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Sergeant of Police	13.00	13.00	13.00	14.00	15.00	15.00	15.00	15.00
Commander of Police	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Police Officer	49.00	49.00	50.00	49.00	49.00	49.00	49.00	49.00
Custody Sergeant	2.00	2.00	2.00	4.00	4.00	4.00	4.00	4.00
Custody Officer	14.00	14.00	14.00	16.00	16.00	16.00	16.00	16.00
Police Clerk	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Records Manager	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00
Evidence Technician	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Animal Control Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Crime Prevention Specialist	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Police Mgmt Analyst - Senior	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Admin Assistant	2.00	2.00	2.00	2.00	1.00	1.00	1.00	1.00
Crime Victim Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Embedded Social Worker	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Total</b>	<b>101.00</b>	<b>101.00</b>	<b>103.00</b>	<b>107.00</b>	<b>107.00</b>	<b>107.00</b>	<b>107.00</b>	<b>107.00</b>

88

 89 Note: This table should not change, though some positions will be unfunded for all or part of the biennium. We  
 90 request approval to maintain those positions as part of our overall allocated FTE's.

**91 Program: Traffic**
**Program No.: 01131000**
**92 1. Brief Description:**

 93 The Traffic Program is responsible for the promotion and provision of a safe transportation environment  
 94 for motorists, pedal cyclists and pedestrians through education, engineering and enforcement.

**95 2. Program Outcomes:**

 96 This Program is responsible for traffic enforcement, collision prevention and investigation, impaired  
 97 driver enforcement, traffic control at civic functions, parades and processions, responding to high  
 98 priority calls for service in support of the Patrol Division, responding to community traffic complaints,  
 99 red light infraction review and traffic related training.

 100 In 2019, the Traffic Section investigated 1,273 traffic collisions, including two fatal traffic collisions.  
 101 Traffic collision investigation involves specific tools, skills and training in order to be conducted  
 102 effectively. These skills are applicable to determining cause in minor collisions as well as in preparing in-  
 103 depth examinations of significant injury or fatal collisions.

 104 Traffic officers are responsible for reviewing each red light and school zone enforcement camera  
 105 violation to determine if an infraction should be issued. In 2019, traffic officers conducted over 47,000  
 106 photo enforcement reviews (average 130 per day). The time spent on these reviews equate to  
 107 approximately .75 of an FTE annually.

 108 In 2017 the Traffic section was reduced by one FTE. That FTE position was transferred to the  
 109 Community Health and Safety section. This means that the collisions, red-light reviews, community

110 complaints, driver education, emphasis and enforcement efforts were spread amongst a reduced  
111 number of motor officers.

112 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Traffic		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.		<input type="radio"/>	
2	Ensure financial stability & economic success.		<input type="radio"/>	
3	Nurture operational & organizational excellence.		<input type="radio"/>	
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

113  
114 **4. Relation to Community Vision:**

Traffic		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.		<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.		<input type="radio"/>		
To invest in preserving and expanding parks, recreation, and community programs.		<input type="radio"/>		
To be a cohesive community that respects all citizens.		<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.		<input type="radio"/>		
To ensure a safe environment through rigorous criminal and property law enforcement.		<input type="radio"/>		
To be a city that is responsive to the wants and needs of our citizens.		<input type="radio"/>		

115  
116 **5. Mandatory v. Optional:**

Traffic		Yes	No	~
Mandatory?		<input type="radio"/>		
Viable alternatives for service delivery?			<input type="radio"/>	

117  
118 **6. Equity Lens:**

119 This program promotes social equity in service delivery and/or enhances services to under-represented  
120 or under-served communities by: fairly and impartially enforcing traffic laws and investigating vehicle  
121 collisions. This program also is charged with conducting emphasis operations to improve pedestrian  
122 safety, which has seen a spike in car versus pedestrian collisions in 2019/2020. Many of those who are  
123 homeless or underserved use our pedestrian walkways regularly and need to have safety when doing so.

124 **7. Program Personnel:**

Traffic	FTE	Note
Police Officer, Traffic	5.00	
Police Sergeant, Traffic	1.00	
Total Program Personnel	6.00	

125

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

Traffic	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 657,555	\$ 722,337	\$ 1,380,017	\$ 1,485,508
Personnel Benefits	242,877	234,147	522,344	559,713
Supplies	12,860	45,867	46,400	72,150
Services	221,478	169,093	305,429	267,325
Total Expense	\$ 1,134,770	\$ 1,171,444	\$ 2,254,190	\$ 2,384,696
Revenue				
Net Expense (General Fund)	\$ 1,134,770	\$ 1,171,444	\$ 2,254,190	\$ 2,384,696

127  
 128 **9. Outcome Measures:**

Traffic	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Total Roadway Collisions	1,000	1,454	1,273		
Photo Red Reviews	40,000	42,033	47,692		
Injury Collisions Investigated	200	278	261		
Fatality Collisions	0	1	2		
Grant Funded Traffic Emphases Performed	5	8	8		

129  
 130 **Program: Patrol** **Program No.: 01130400**

131 **1. Brief Description:**

132 Patrol constitutes the largest Police Department program and serves as the face of the Department.  
 133 Patrol is responsible for: response to emergency public safety incidents, response to community based  
 134 calls for service, crime prevention efforts, traffic enforcement and informal community outreach  
 135 through individual contacts and public presence (community policing).

136 **2. Program Outcomes:**

137 The Patrol Program handled 46,353 incidents in 2019. Calls for service vary widely and the demand for  
 138 service varies widely as well. A call for a simple theft report typically only necessitates a single officer,  
 139 whereas an in-progress violent crime may demand not only all available patrol resources but the  
 140 resources of other police programs, other City Departments as well as mutual aid from other local law  
 141 enforcement agencies.

142 One key indicator of effective staffing that we examine is the response times for priority (emergency)  
 143 calls for service and routine calls for service. Effective staffing allows the Patrol Program to provide  
 144 timely, direct customer service to the residents, business members and visitors to our community, who  
 145 are in need of police services.

146 Another key metric is the amount of time officers are committed to responding to calls for service,  
 147 balanced against the time officers are uncommitted and able to conduct community policing efforts  
 148 such as, interacting with citizens, conducting high visibility patrols to deter crime and for proactive time  
 149 to address community problems. The uncommitted time factor is a key component of effective  
 150 community policing efforts. Funding the Patrol Program directly correlates to these efforts with the  
 151 most significant portion of the Program's budget allocated to personnel.

152 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Patrol	High	Med.	Low
1 Fulfill the community vision for the City Center & Lynnwood Link light rail.		<input type="radio"/>	
2 Ensure financial stability & economic success.	<input type="radio"/>		
3 Nurture operational & organizational excellence.	<input type="radio"/>		
4 Be a safe, welcoming, & livable city.	<input type="radio"/>		
5 Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

153

154 **4. Relation to Community Vision:**

Patrol	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.	<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.	<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.		<input type="radio"/>	
To invest in preserving and expanding parks, recreation, and community programs.		<input type="radio"/>	
To be a cohesive community that respects all citizens.	<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.		<input type="radio"/>	
To ensure a safe environment through rigorous criminal and property law enforcement.		<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.	<input type="radio"/>		

155

156 **5. Mandatory v. Optional:**

Patrol	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?		<input type="radio"/>	

157

158 **6. Equity Lens:**

159 This program promotes social equity in service delivery and/or enhances services to under-represented  
 160 or under-served communities by: providing service to all of our community in a fair and equitable  
 161 manner. Oftentimes those struggling due to mental illness, substance abuse and socio-economic  
 162 disadvantages come into contact with law enforcement at a higher rate than those who are not dealing  
 163 with similar challenges. It is incumbent on our patrol officers as the face of our department to provide  
 164 services in a manner that makes all feel welcome.

165 **7. Program Personnel:**

Patrol	FTE	Note
Police Commander	1.00	
Police Sergeant	6.00	
Police Officer	28.00	
Reserve Police Officer	1.50	3 part-time reserve officers - 1 unfunded for 2021-2022
Police Chaplain	0.50	
Total Program Personnel	37.00	

166

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

Patrol	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 3,991,897	\$ 4,288,494	\$ 8,251,376	\$ 8,917,798
Personnel Benefits	1,247,460	1,257,552	2,569,566	2,742,228
Supplies	332,192	233,661	496,300	450,000
Services	666,413	593,586	1,215,434	981,980
Total Expense	\$ 6,237,962	\$ 6,373,293	\$ 12,532,676	\$ 13,092,006
Revenue				
Net Expense (General Fund)	\$ 6,237,962	\$ 6,373,293	\$ 12,532,676	\$ 13,092,006

168  
169 **9. Outcome Measures:**

Patrol	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Calls for Service (CFS) Responded to	45,000	47,537	46,353		
DUI Arrests	150	223	192		
K-9 Team Arrests	100	113	116		
Narcan Applications - Opioid Overdose	5	6	13		
Latent Fingerprint Cases Submitted	50	57	67		

170  
171 **Program: Special Operations** **Program No.: 01130800**

172 **1. Brief Description:**

173 The Special Operations program provides street-level-emphasis enforcement in response to high  
174 incidence of criminal activity, or criminal activity not easily addressed by other units. Special Operations  
175 also develops and implements response strategies to reduce crime as determined by crime analysis,  
176 public input, police referral or other means.

177 **2. Program Outcomes:**

178 This program, known as the Special Operations Section (SOS), is the Department's primary response to  
179 criminal activity such as: gang activity, human trafficking and prostitution, violent and/or prolific  
180 offenders, problem neighborhood residences and spikes in crimes related to specific areas or other  
181 trends.

182 SOS is also responsible for address verification of Level 1 and Level 2 registered sex offenders living  
183 within the City of Lynnwood. Our City averages approximately 50 of these offenders. These offenders  
184 are typically checked semi-annually or at least annually to ensure that they are residing at the residence  
185 they are registered. This effort is collaborative with the Snohomish County Sheriff's Office, who are in  
186 charge of sex offender registration.

187 SOS works in collaboration with the Community Health and Safety section (program) to address the  
188 criminal element in neighborhood specific efforts. SOS also works collaboratively with other local, State  
189 and Federal agencies.



190 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Special Operations		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.			<input type="radio"/>
2	Ensure financial stability & economic success.	<input type="radio"/>		
3	Nurture operational & organizational excellence.		<input type="radio"/>	
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

191  
192 **4. Relation to Community Vision:**

Special Operations		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.		<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.			<input type="radio"/>	
To invest in preserving and expanding parks, recreation, and community programs.			<input type="radio"/>	
To be a cohesive community that respects all citizens.		<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.			<input type="radio"/>	
To ensure a safe environment through rigorous criminal and property law enforcement.			<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.		<input type="radio"/>		

193  
194 **5. Mandatory v. Optional:**

Special Operations		Yes	No	~
Mandatory?			<input type="radio"/>	
Viable alternatives for service delivery?		<input type="radio"/>		

195  
196 **6. Equity Lens:**

197 This program promotes social equity in service delivery and/or enhances services to under-represented  
 198 or under-served communities by: Our Special Operations Officers are charged with many law  
 199 enforcement efforts including being our primary investigators of human trafficking issues, to include  
 200 prostitution. Human trafficking victims are often disproportionality represented by members of under-  
 201 served communities.

202 **7. Program Personnel:**

Special Operations	FTE	Note
Police Officer-SOS	3.00	
Police Sergeant, SOS	1.00	
Total Program Personnel	4.00	

203

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

Special Operations	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 383,271	\$ 471,500	\$ 908,982	\$ 964,658
Personnel Benefits	107,921	131,953	299,161	322,131
Supplies	4,413	5,980	23,700	21,250
Services	64,120	70,624	164,680	122,755
Total Expense	\$ 559,725	\$ 680,057	\$ 1,396,523	\$ 1,430,794
Revenue				
Net Expense (General Fund)	\$ 559,725	\$ 680,057	\$ 1,396,523	\$ 1,430,794

 205 **9. Outcome Measures:**

Special Operations	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Arrests	350	431	455		
Registered Sex Offender Checks	80	90	88		
Firearms Seized (Illegal/Criminal Possession/Criminal Use)	6	12	7		

 206 **Program: Detention and Corrections** **Program No.: 01135100**

 207 **1. Brief Description:**

210 The Detention Program is responsible for the safe, effective and efficient operation of the Lynnwood  
 211 City Jail. The jail houses pre-trial and incarcerated inmates for the Lynnwood Municipal Court and to a  
 212 lesser extent, contract inmates from other cities. The jail also houses new arrestees for the Lynnwood  
 213 Police Department and agencies that contract with the jail for that purpose.

 214 **2. Program Outcomes:**

215 The Lynnwood Jail typically operates at near maximum designed capacity (46 beds). In 2019 custody  
 216 officers booked 2,565 inmates. While the jail operates at near capacity, it provides a safe and secure  
 217 location for housing of inmates. This is the direct result of the dedicated work of the staff assigned to  
 218 the jail as well as operational and command supervision.

219 The detention program also provides direct and professional service to the Lynnwood Police  
 220 Department. Officers who arrest a subject are able to remain within the City while they book their  
 221 prisoner rather than traveling to Everett or Des Moines, which are the closest locations that accept City  
 222 of Lynnwood misdemeanor inmates. This saves on staff time during transport and gets the officers back  
 223 out into the City to respond to calls for service and conduct community policing efforts in a timelier  
 224 manner.

225 The detention division program also runs alternatives to incarceration. An inmate who is sentenced and  
 226 is approved to serve their sentence outside of jail can utilize electronic home detention (EHD) services at  
 227 a cost to them or can perform community service. Due to significant staffing issues the EHD program  
 228 was reduced to referrals to outside vendors.

229 The jail is currently working to enhance the access to services by inmates in collaboration with the  
 230 Community Health and Safety Section in an attempt to get inmates with mental health issues, substance  
 231 abuse issues and those who are homeless linked up with services upon their release.

232 Members of the detention division are active in community outreach projects as well, to include Citizens  
 233 Academy, Shop with a Cop, Cops and Kids, Police Camp and various other community outreach efforts.

234 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Detention & Corrections		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.			<input type="radio"/>
2	Ensure financial stability & economic success.	<input type="radio"/>		
3	Nurture operational & organizational excellence.	<input type="radio"/>		
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

235

236 **4. Relation to Community Vision:**

Detention & Corrections		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community		<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.		<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and			<input type="radio"/>	
To invest in preserving and expanding parks, recreation, and community programs.			<input type="radio"/>	
To be a cohesive community that respects all citizens.		<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.			<input type="radio"/>	
To ensure a safe environment through rigorous criminal and property law			<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.		<input type="radio"/>		

237

238 **5. Mandatory v. Optional:**

Detention & Corrections		Yes	No	~
Mandatory?		<input type="radio"/>		
Viable alternatives for service delivery?		<input type="radio"/>		

239

240 **6. Equity Lens:**

241 This program promotes social equity in service delivery and/or enhances services to under-represented  
 242 or under-served communities by: As of January 2020, the Community Health Center of Snohomish  
 243 County (CHC), has taken over the medical services in our jail. CHC primarily serves those who face  
 244 barriers to health care and are a local resource for those who are underserved in our community.

245 **7. Program Personnel:**

Detention & Corrections	FTE	Note
Custody Officer	16	2 current vacancies, unfunded for 2021-2022
Custody Sergeant	4	
Commander	1	
Total Program Personnel	21.00	

246

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

Detention	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 1,506,451	\$ 1,701,040	\$ 3,379,457	\$ 3,365,078
Personnel Benefits	666,032	734,905	1,518,205	1,496,549
Supplies	192,066	160,859	376,000	145,354
Services	391,602	421,035	672,942	431,684
Intergovernmental Services	1,134,771	1,141,970	2,900,000	2,800,000
Total Expense	\$ 3,890,922	\$ 4,159,809	\$ 8,846,604	\$ 8,238,665
Revenue				
Net Expense (General Fund)	\$ 3,890,922	\$ 4,159,809	\$ 8,846,604	\$ 8,238,665

248  
249 **9. Outcome Measures:**

Detention	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Inmates Booked	2,500	2,682	2,565		
Electronic Home Detention Participants	100	0	134		
Electronic Home Detention Days Served	3,000	0	3,674		
Medically Assisted Therapy Initiated (initiated on limited basis in 2020)	30	0	0		

251 **Program: Police Administration** **Program No.: 01130000**

252 **1. Brief Description:**

253 The Police Administration Program includes Police Department management, command and  
 254 administrative support. Specific responsibilities include: development and implementation of the  
 255 mission and vision of the department, analyzing the law enforcement effort to gauge progress towards  
 256 fulfilling the mission, developing and implementing policy, and overall management of the resource  
 257 allocation of the department. Administrative support includes management of hiring, backgrounds and  
 258 internal investigations.

259 **2. Program Outcomes:**

260 The Police Administration develops and monitors the department’s mission and vision in order to meet  
 261 City Mission and Vision directives in conjunction with the mandates and best practices of the law  
 262 enforcement function.

263 This Program monitors compliance with policy and conducts administrative investigations that are  
 264 generated both internally and externally. Additional monitoring is conducted through the  
 265 comprehensive management review process of all programs, which has been on-going for several years.  
 266 The goal of these reviews is to examine mission and vision drift, policy compliance, new efficiencies and  
 267 best practices including examinations of how other entities perform similar functions. This Program is  
 268 also responsible for the internal audits of law enforcement funds and evidence audits.

269 This Program is responsible for management of the hiring and background process for employees and  
 270 contractors. This service is provided to other City departments including LMC mandated employee  
 271 backgrounds and contract employee criminal history checks.

272 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Administration		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.	<input type="radio"/>		
2	Ensure financial stability & economic success.	<input type="radio"/>		
3	Nurture operational & organizational excellence.	<input type="radio"/>		
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

273

274 **4. Relation to Community Vision:**

Administration		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community		<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.		<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and			<input type="radio"/>	
To invest in preserving and expanding parks, recreation, and community programs.			<input type="radio"/>	
To be a cohesive community that respects all citizens.		<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.			<input type="radio"/>	
To ensure a safe environment through rigorous criminal and property law			<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.		<input type="radio"/>		

275

276 **5. Mandatory v. Optional:**

Administration		Yes	No	~
Mandatory?		<input type="radio"/>		
Viable alternatives for service delivery?		<input type="radio"/>		

277

278 **6. Equity Lens:**

279 This program promotes social equity in service delivery and/or enhances services to under-represented  
 280 or under-served communities by reviewing and managing policy's with an eye towards reducing barriers  
 281 or disproportionately effecting those who are under-represented or under-served. Developing  
 282 recruiting strategies and practices to improve diversity and to remove barriers to employment.

283 **7. Program Personnel:**

Administration	FTE	Note
Police Chief	1.00	
Deputy Chief	2.00	
Police Commander	1.00	
Police Sergeant – Office of Professional Standards	1.00	
Police Mgmt Analyst - Senior	1.00	
Administrative Assistant	1.00	Reduced hours for 2021-2022
Total Program Personnel	7.00	

284

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

Administration	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 976,752	\$ 1,133,320	\$ 2,006,615	\$ 2,128,370
Personnel Benefits	787,185	630,452	1,416,665	1,364,015
Supplies	40,780	23,545	53,450	37,678
Services	1,104,629	969,287	2,232,713	2,218,242
Intergovernmental Services	1,087,932	749,674	1,451,277	1,173,150
Total Expense	\$ 3,997,278	\$ 3,506,278	\$ 7,160,720	\$ 6,921,455
Revenue				
Net Expense (General Fund)	\$ 3,997,278	\$ 3,506,278	\$ 7,160,720	\$ 6,921,455

286  
287 **9. Outcome Measures:**

Administration	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Crime Rate Incidents Annually (NIBRS/1,000 pop)	100	109	109		
Annual Calls for Service	42,000	47,537	46,353		
Bi-Annual Evidence and Cash Audits Performed	3	3	3		

288  
289 **Program: Community Health and Safety** **Program No.: 01130100**

290 **1. Brief Description:**

291 This Program is designed to coalesce the efforts of various City Departments and private entities to  
 292 address the complex social, civil, criminal and health related issues using a collaborative, holistic and  
 293 strategic approach. This collaborative effort will seek to partner with other regional groups seeking to  
 294 address these same issues to make the service delivery and outcomes more cohesive and efficient.

295 **2. Program Outcomes:**

296 Traditional approaches to address community health and safety issues have resulted in independent  
 297 efforts by City government and other service groups in the community. These approaches at times have  
 298 duplicated effort or in some cases, unintentionally obstructed or conflicted with each other.

299 Efforts have been underway in the City to enhance communication and collaboration  
 300 interdepartmentally to address these issues. This process has identified additional City departments as  
 301 well as other community resources that are working towards improving the quality of life for the citizens  
 302 of Lynnwood that all impact the overall effort of improving community health and safety.

303 This Program is designed to serve as a linking pin between the various City departments to provide a  
 304 forum for these departments to improve the overall efficiency of service delivery to the community. It  
 305 provides an opportunity for identified members of each discipline to use their expertise to define and  
 306 implement this service delivery in a more strategic, holistic and thus, more effective manner.

307 This Program now includes two officers, a community resource officer, an animal control officer and a  
 308 police social worker. The embedded social worker position is partially funded in a collaborative  
 309 agreement with the Edmonds Police Department.

310 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Community Health & Safety		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.		<input type="radio"/>	
2	Ensure financial stability & economic success.		<input type="radio"/>	
3	Nurture operational & organizational excellence.	<input type="radio"/>		
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

311

312 **4. Relation to Community Vision:**

Community Health & Safety	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community	<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.	<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and		<input type="radio"/>	
To invest in preserving and expanding parks, recreation, and community programs.		<input type="radio"/>	
To be a cohesive community that respects all citizens.	<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.		<input type="radio"/>	
To ensure a safe environment through rigorous criminal and property law		<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.	<input type="radio"/>		

313

314 **5. Mandatory v. Optional:**

Community Health & Safety	Yes	No	~
Mandatory?		<input type="radio"/>	
Viable alternatives for service delivery?		<input type="radio"/>	

315

316 **6. Equity Lens:**

317 This program promotes social equity in service delivery and/or enhances services to under-represented  
 318 or under-served communities by: one area of work that is performed by this program is intentional  
 319 outreach to those who are homeless or who may be dealing with mental health issues in our  
 320 community. This program attempts to develop a plan with these community members to link them with  
 321 resources to improve their living conditions.

322 **7. Program Personnel:**

Community Health & Safety	FTE	Note
Police Sergeant	1.00	
Police Officer	2.00	
Police Officer	1.00	School Resource Officer – Edmonds School District reimburses 50% of 10 months of salary and benefits and \$2,000 annually for vehicle.
Crime Prevention Specialist	2.00	
Animal Control Officer	1.00	
Police Social Worker	1.00	\$50,000 of salary and benefits reimbursed by Edmonds PD for shared work.
Total Program Personnel	8.00	

323

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

Community Health & Safety	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 551,867	\$ 788,498	\$ 1,531,982	\$ 1,283,691
Personnel Benefits	206,055	283,562	580,893	457,371
Supplies	23,265	22,984	49,100	45,300
Services	57,004	85,928	186,364	134,944
Intergovernmental Services	12,395	16,571	25,000	14,800
Total Expense	\$ 850,586	\$ 1,197,543	\$ 2,373,339	\$ 1,936,106
Revenue				
Net Expense (General Fund)	\$ 850,586	\$ 1,197,543	\$ 2,373,339	\$ 1,936,106

325  
326 **9. Outcome Measures:**

Community Health & Safety	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
# of Volunteers (CP/VIPS/Explorers)	80	88	88		
Annual Volunteer Hours	10,000	10,919	11,194		
Child Car Seat Installations (Volunteer)	100	103	114		
Annual Citizen Academy	1	1	0.75		
Field Engagement New Clients (CHSS Staff)	150	191	164		
Service Referrals	40	46	52		

327  
328 **Program: Planning, Training and Accreditation** **Program No.: 01131100**

329 **1. Brief Description:**

330 The Planning, Training and Accreditation Program provides quality training on all aspects of police work,  
331 maintains accurate training records consistent with accreditation standards, and tracks all expenditures  
332 of training funds utilized by departmental staff. This Program manages the police cadets and handles  
333 scheduling of all boards of review.

334 **2. Program Outcomes:**

335 This Program processes all training requests for the department. Additionally, they plan and monitor  
336 the training of new staff and manage career-level certification programs for existing staff. In 2019, they  
337 managed 15,818 hours of training for the department.

338 This program oversees the Washington Association of Police Chiefs and Sheriffs (WASPC) accreditation  
339 process, which occurs every four years. The process involves an examination of policies, procedures and  
340 requires proof of compliance with those policies and procedures. WASPC has an accreditation  
341 committee that continually examines evolving standards of practices and regulation both within the  
342 state and nationally. They also develop new or revised accreditation standards in order to provide  
343 guidance to agencies. Due to the stringent nature of accreditation our agency has continually modified  
344 policies and practices and must continually exam our practices to ensure that we are complying with  
345 those policies and can document that compliance. This outside look assists the Department in meeting  
346 the vision statement of being an “accountable government” that is able to demonstrate their adherence  
347 to the ever-evolving statutory requirements and best practices. The department was successfully  
348 reaccredited in 2017.

349 The training officers also schedule and oversee all boards of review at the direction of the Chief of  
350 Police.



351 One officer serves as the department’s equipment and technology officer. This officer coordinates the  
 352 purchase and replacement of equipment and serves as a clearinghouse for services throughout the  
 353 department in order to keep officers equipped properly.

354 The Cadet function serves in a support role for the entire department including conducting  
 355 fingerprinting for the public and also the park patrol program if staffing is available.

356 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Planning, Training & Accreditation		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.			○
2	Ensure financial stability & economic success.	○		
3	Nurture operational & organizational excellence.	○		
4	Be a safe, welcoming, & livable city.	○		
5	Pursue & maintain collaborative relationships & partnerships.	○		

357  
358 **4. Relation to Community Vision:**

Planning, Training & Accreditation		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community		○		
To be a welcoming city that builds a healthy and sustainable environment.		○		
To encourage a broad business base in sector, size and related employment, and			○	
To invest in preserving and expanding parks, recreation, and community programs.			○	
To be a cohesive community that respects all citizens.		○		
To invest in efficient, integrated, local and regional transportation systems.			○	
To ensure a safe environment through rigorous criminal and property law			○	
To be a city that is responsive to the wants and needs of our citizens.		○		

359  
360 **5. Mandatory v. Optional:**

Planning, Training & Accreditation		Yes	No	~
Mandatory?		○		
Viable alternatives for service delivery?			○	

361  
362 **6. Equity Lens:**

363 This program promotes social equity in service delivery and/or enhances services to under-represented  
 364 or under-served communities by: The training program is responsible for ensuring that our officers  
 365 receive appropriate training in all facets of police work, to include being responsible for managing  
 366 training in areas like implicit bias. There are numerous types of training that are focused on officer  
 367 wellness, understanding bias and crisis intervention strategies. All of these seek to provide officers with  
 368 the tools to most effectively perform their duties in a fair, impartial and empathetic manner.

369 **7. Program Personnel:**

Planning, Training & Accreditation	FTE	Note
Police Officer - Training	1.0	
Police Officer - Training/Technology	1.0	
Police Sergeant - Training	1.0	
Police Commander	0.0	The Admin Commander also manages this Program.
Cadet	2.0	4 part-time Cadets
<b>Total Program Personnel</b>	<b>5.00</b>	

370  
371 **8. Program Cost (summary):**

Planning, Training & Accreditation	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 368,982	\$ 438,674	\$ 827,566	\$ 868,136
Personnel Benefits	105,554	109,155	251,201	255,665
Supplies	77,800	53,210	144,200	118,250
Services	117,094	104,424	265,959	248,618
<b>Total Expense</b>	<b>\$ 669,430</b>	<b>\$ 705,463</b>	<b>\$ 1,488,926</b>	<b>\$ 1,490,669</b>
Revenue				
<b>Net Expense (General Fund)</b>	<b>\$ 669,430</b>	<b>\$ 705,463</b>	<b>\$ 1,488,926</b>	<b>\$ 1,490,669</b>

372  
373 **9. Outcome Measures:**

Planning, Training & Accreditation	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Total Training Hours	15,000	15,612	15,818		
Crisis Intervention Training Hours	500	702	642		

374  
375 **Program: Criminal Investigations** **Program No.: 01130200**

376 **1. Brief Description:**

377 The Criminal Investigations Division (CID) conducts follow-up investigations and pursues violators for  
 378 prosecution and property recovery. This Program is implemented through the specialized skills of the  
 379 investigators assigned to person's crimes, property crimes, fraud, cold case investigation, computer  
 380 forensics and cyber-crime. This effort is supported by a crime victim coordinator, who serves to connect  
 381 victims with services and to guide and support them through the court process.

382 This Program also manages narcotics investigations as the South Snohomish County Narcotics Task Force  
 383 was disbanded in 2018, which resulted in that program being removed from the police department  
 384 budgeting process. The investigative effort and supervision of narcotics detectives were transferred to  
 385 the Criminal Investigations Division.

386 **2. Program Outcomes:**

387 Every case report taken by Patrol officers, other than traffic collisions, is reviewed by one of two  
 388 detective sergeants. This case review includes examining each case to determine if follow up is needed,  
 389 identify the priority of that follow-up, provide input on evidence retention as well as quality control  
 390 review of the initial case report. The sergeants review all cases completed by the detectives in the same  
 391 manner.

392 Due to staffing, CID has been carrying one vacancy since 2015 and that vacancy remains at this time.  
 393 This vacancy increases the workload on the other detectives. There is a correlation between workload  
 394 and successful investigation. A detective operating a caseload of thirty cases or more is less effective in  
 395 their overall effort than a detective who is operating with a case load below 20. Success in  
 396 investigations is often directly related to timeliness of the effort combined with the time that the  
 397 investigator can dedicate to that effort.

398 Staffing reductions caused a service reduction which started in 2011. The majority of misdemeanor  
 399 property crimes cases are no longer assigned for follow-up even when there are solvability factors  
 400 present in the case that would have, in the past, resulted in assignment to a detective and subsequent  
 401 follow up investigation. For example, if someone breaks into a citizen’s vehicle and steals items that are  
 402 under the felony threshold and there is information in the patrol investigation that identifies a potential  
 403 suspect or lead to that suspect, but the patrol officer at the time of the incident is not able to follow that  
 404 lead, the case is reviewed by a detective sergeant and not assigned.

405 In 2018 the South Snohomish County Narcotics Task Force was disbanded, therefore that program has  
 406 been removed from the Police Department budget as a separate program. The narcotics investigators  
 407 have been assigned to the Snohomish Regional Drug and Gang Task Force, which is supervised by a  
 408 Snohomish County Sheriff’s employee. The Lynnwood personnel assigned are supervised by the  
 409 Investigations Commander under this program.

410 During that transition, one narcotics detective position was removed and assigned to the Community  
 411 Health and Safety Section. This move was consistent with Matrix recommendations and did not  
 412 increase the FTE count for the Police Department.

413 The remaining investigators have continued to work on the major drug trafficking organizations, who  
 414 continue to plague our community with illegal drugs including opioids. This effort is part of a multi-  
 415 pronged approach to the illegal drug problem, and specifically the opioid epidemic. Due to budget  
 416 constraints, we are proposing the removal of a narcotics sergeant and narcotics detective from the  
 417 Snohomish Regional Drug and Gang Task Force and re-assigning those personnel to the two vacancies  
 418 created by retirements without backfill.

419 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Criminal Investigations		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.	<input type="radio"/>		
2	Ensure financial stability & economic success.	<input type="radio"/>		
3	Nurture operational & organizational excellence.		<input type="radio"/>	
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

420

421 **4. Relation to Community Vision:**

Criminal Investigations	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community	<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.	<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and		<input type="radio"/>	
To invest in preserving and expanding parks, recreation, and community programs.		<input type="radio"/>	
To be a cohesive community that respects all citizens.	<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.		<input type="radio"/>	
To ensure a safe environment through rigorous criminal and property law		<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.	<input type="radio"/>		

422

423 **5. Mandatory v. Optional:**

Criminal Investigations	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?		<input type="radio"/>	

424

425 **6. Equity Lens:**

426 This program promotes social equity in service delivery and/or enhances services to under-represented  
 427 or under-served communities by: This program seeks to serve all equitably, including conducting  
 428 investigations in areas such as hate crimes against under-represented members of our community.

429 **7. Program Personnel:**

Criminal Investigations	FTE	Note
Property Crimes Detective	4.00	
Property Crimes Detective Sergeant	1.00	
Persons Crimes Detective	3.00	1 unfunded for 2021-2022
Persons Crime Detective Sergeant	1.00	
Investigations Commander	1.00	
Narcotics Sergeant	1.00	Unfunded for 2021-2022
Narcotics Detective	1.00	Unfunded for 2021-2022
Crime Victim Coordinator	1.00	
Total Program Personnel	13.00	

430

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

Criminal Investigations	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 1,102,772	\$ 1,487,713	\$ 3,237,149	\$ 2,596,532
Personnel Benefits	371,064	469,325	1,110,396	772,936
Supplies	35,008	24,915	90,300	66,350
Services	110,611	171,269	395,642	278,288
Total Expense	\$ 1,619,455	\$ 2,153,222	\$ 4,833,487	\$ 3,714,106
Revenue				
Net Expense (General Fund)	\$ 1,619,455	\$ 2,153,222	\$ 4,833,487	\$ 3,714,106

432

433 **9. Performance Outcomes:**

Criminal Investigations	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Assigned Investigations	600	802	717		
Cleared Investigations	600	919	771		
Physical Arrests	150	196	210		
Victim Services Coordinator Cases	1,200	1,698	1,429		

434

435 **Program: Records and Support Services** **Program No.: 01130700**

436 **1. Brief Description:**

437 The Records program is responsible for the management, maintenance and dissemination of accurate,  
438 detailed, and timely department records. Police clerks work around the clock to support the police  
439 department and to respond to citizen inquiries, including requests for public records.

440 **2. Program Outcomes:**

441 This Program manages police department records, which is essential to effective and transparent law  
442 enforcement. This includes: screening data for accuracy, merging records to develop complete case  
443 reports, and reporting data to State and Federal agencies.

444 A key function of this Program is to provide public access to records and to fulfill public records  
445 requests. Police records are sought for prosecution, defense, insurance claims, other agencies, civil  
446 complaints, etc. Other services include pet licensing, public fingerprinting, concealed weapon permits,  
447 and responding to questions from the public.

448 The police clerks also assist the detention division by conducting prisoner searches on female inmates  
449 when there is no female custody officer available. Additionally, staff provide services related to inmate  
450 bail.

451 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Records & Support Services		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.			○
2	Ensure financial stability & economic success.		○	
3	Nurture operational & organizational excellence.	○		
4	Be a safe, welcoming, & livable city.	○		
5	Pursue & maintain collaborative relationships & partnerships.	○		

452

453 **4. Relation to Community Vision:**

Records & Support Services	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community	○		
To be a welcoming city that builds a healthy and sustainable environment.	○		
To encourage a broad business base in sector, size and related employment, and		○	
To invest in preserving and expanding parks, recreation, and community programs.		○	
To be a cohesive community that respects all citizens.	○		
To invest in efficient, integrated, local and regional transportation systems.		○	
To ensure a safe environment through rigorous criminal and property law		○	
To be a city that is responsive to the wants and needs of our citizens.	○		

454

455 **5. Mandatory v. Optional:**

Records & Support Services	Yes	No	~
Mandatory?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Viable alternatives for service delivery?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

457 **6. Equity Lens:**

458 This program promotes social equity in service delivery and/or enhances services to under-represented  
 459 or under-served communities by: Records provides services to all members of our community. Having  
 460 staff available at the front desk to provide information directly is one way to serve those who may not  
 461 know how to navigate the website or who have barriers that prevent them from accessing digital  
 462 information. The clerks will assist all those who walk into the department for service and have access to  
 463 interpreter services as necessary for those who have a language barrier to service.

464 **7. Program Personnel:**

Records & Support Services	FTE	Note
Police Clerk	7.00	1 unfunded for 2022
Support Services Manager	1.00	This position also manages the Evidence Section. This position is currently filled by a Police Sergeant, consistent with the Matrix recommendation.
Total Program Personnel	8.00	

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

Records & Support Services	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 558,301	\$ 577,351	\$ 1,163,231	\$ 1,152,069
Personnel Benefits	233,671	226,095	482,803	442,766
Supplies	2,516	2,917	12,960	10,000
Services	14,046	9,751	44,906	36,072
Total Expense	\$ 808,534	\$ 816,114	\$ 1,703,900	\$ 1,640,907
Revenue				
Net Expense (General Fund)	\$ 808,534	\$ 816,114	\$ 1,703,900	\$ 1,640,907

468 **9. Outcome Measures:**

Records & Support Services	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Reports Processed	6,000	6,322	6,014		
Public Records Requests Fulfilled	2,000	2,521	2,445		
Community Members Fingerprinted	1,000	1,245	1,132		
Concealed Pistol Licenses Processed	250	430	346		

470 **Program: Property/Evidence** **Program No.: 01130600**

471 **1. Brief Description:**

472 The Property and Evidence Section processes all property and evidence in order to preserve the integrity  
 473 of the evidence for the officers and the court. They serve the citizens by returning or disposing of  
 474 property or evidence upon case disposition. Property officers not only maintain property and evidence,  
 475 but they also provide storage and processing of other City records and surplus property.

476 **2. Program Outcomes:**

477 The Property and Evidence Section is responsible for the proper tracking and storage of all evidence  
 478 entered by police officers. They also track disposal dates, disposal process and the recording of disposal.  
 479 This section is charged with operating a secure facility that effectively stores evidence for use in court  
 480 proceedings, including complete tracking of the chain of custody of each piece of evidence. The chain of  
 481 custody process is vital to successful prosecution. Our mechanisms provide excellent reporting on the  
 482 chain of custody and therefore it is rare that there is a challenge to the process during a trial.

483 We are proposing holding a vacant evidence officer position, which is vacant due to a 2020 retirement.  
 484 Holding that vacancy will result in prioritization of work. This will likely result in that section losing  
 485 ground in the evidence disposal process that they have spent the last few years getting in front of. This  
 486 position will need to be filled in the 2023-2024 budget to regain that ground over the following years.

487 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Property & Evidence		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.			○
2	Ensure financial stability & economic success.		○	
3	Nurture operational & organizational excellence.	○		
4	Be a safe, welcoming, & livable city.	○		
5	Pursue & maintain collaborative relationships & partnerships.	○		

488  
489 **4. Relation to Community Vision:**

Property & Evidence		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community		○		
To be a welcoming city that builds a healthy and sustainable environment.		○		
To encourage a broad business base in sector, size and related employment, and			○	
To invest in preserving and expanding parks, recreation, and community programs.			○	
To be a cohesive community that respects all citizens.		○		
To invest in efficient, integrated, local and regional transportation systems.			○	
To ensure a safe environment through rigorous criminal and property law			○	
To be a city that is responsive to the wants and needs of our citizens.		○		

490  
491 **5. Mandatory v. Optional:**

Property & Evidence		Yes	No	~
Mandatory?		○		
Viable alternatives for service delivery?			○	

492  
493 **6. Equity Lens:**

494 This program promotes social equity in service delivery and/or enhances services to under-represented  
 495 or under-served communities by: This is a support program for the entire department.

496 **7. Program Personnel:**

Property & Evidence	FTE	Note
Property & Evidence Technician	2.00	1 unfunded for 2021-2022
Total Program Personnel	2.00	

497

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

Property & Evidence	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 135,245	\$ 145,180	\$ 282,552	\$ 158,066
Personnel Benefits	51,803	56,731	113,837	45,877
Supplies	6,198	5,222	12,865	10,700
Services	178,925	183,965	385,599	407,663
Total Expense	\$ 372,171	\$ 391,098	\$ 794,853	\$ 622,306
Revenue				
Net Expense (General Fund)	\$ 372,171	\$ 391,098	\$ 794,853	\$ 622,306

500 **9. Outcome Measures:**

Property & Evidence	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
New Cases Processed	1800	2051	1956		
Total Evidence Items Received and Processed	6000	7455	6349		
Total Evidence Items Disposed of	6000	8232	6867		

502 **Program: Emergency Operations** **Program No.: 01130110**

503 **1. Brief Description:**

504 Funding for the City’s Emergency Operations Center (EOC) program was previously within the Lynnwood  
 505 Fire Department’s budget. The Lynnwood Fire Department has merged into the Regional Fire Authority,  
 506 but the need for an Emergency Operations Center program for the City still exists.

507 This is a City-wide Program that provides training for EOC staff and equipment for emergency  
 508 management operations. The purpose of the EOC is to organize the response to and manage local  
 509 emergencies, and to coordinate with local, county, state and federal partners. These incidents can  
 510 range from short-term situations such as a significant weather event, to long-term management of  
 511 major natural disasters such as an earthquake.

512 **2. Program Outcomes:**

513 This Program is designed to continually train, update and manage changing personnel and resources as  
 514 called for by the City’s emergency management plan. EOC personnel assess risks, mitigate  
 515 vulnerabilities, inventory damage, coordinate the emergency services of all departments, and plan for  
 516 prompt recovery.

517 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Emergency Operations	High	Med.	Low
1 Fulfill the community vision for the City Center & Lynnwood Link light rail.			○
2 Ensure financial stability & economic success.	○		
3 Nurture operational & organizational excellence.	○		
4 Be a safe, welcoming, & livable city.	○		
5 Pursue & maintain collaborative relationships & partnerships.	○		

518



519 **4. Relation to Community Vision:**

Emergency Operations	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community	<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.	<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and		<input type="radio"/>	
To invest in preserving and expanding parks, recreation, and community programs.		<input type="radio"/>	
To be a cohesive community that respects all citizens.	<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.		<input type="radio"/>	
To ensure a safe environment through rigorous criminal and property law		<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.	<input type="radio"/>		

520

521 **5. Mandatory v. Optional:**

Emergency Operations	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?		<input type="radio"/>	

522

523 **6. Equity Lens:**

524 This program promotes social equity in service delivery and/or enhances services to under-represented  
525 or under-served communities by: This is an emergency support program for the entire City.

526 **7. Program Personnel:**

Emergency Operations	FTE	Note
~	~	
Total Program Personnel	0.00	

527

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

Emergency Operations	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 53	\$ 6,893	\$ -	\$ 14,186
Personnel Benefits	15	1,816	-	3,955
Supplies	-	3,100	40,000	16,500
Services	-	-	8,000	2,000
Intergovernmental Services	-	48,575	96,874	100,952
Total Expense	\$ 68	\$ 60,384	\$ 144,874	\$ 137,593
Revenue				
Net Expense (General Fund)	\$ 68	\$ 60,384	\$ 144,874	\$ 137,593

529

530 **9. Outcome Measures:**

Emergency Operations	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
City EOC Training Sessions	3	6	6		

531

532 **Program: SWAT (Special Weapons and Tactics) Program No.: 01130900**

533 **1. Brief Description:**

534 The Lynnwood Police Department participates in a ten-agency collaborative effort known as North  
535 Sound Metro SWAT. This team responds to high-risk incidents that require specialized training and  
536 equipment to attempt to resolve potentially dangerous situations without loss of life or injury to  
537 officers, suspects or innocent citizens.

538 **2. Program Outcomes:**

539 North Sound Metro SWAT was formed by the merger of the South Snohomish County SWAT with several  
540 other teams that existed in neighboring jurisdictions. SWAT operations are low-frequency events that  
541 require significant training and manpower to conduct successfully. This team now has over 30 total  
542 SWAT operators, which provides appropriate staffing for effective response to rapidly unfolding, high-  
543 risk incidents.

544 The Lynnwood commitment to this team is six operators (collateral assignment) and one sergeant,  
545 which is less than what it was when the team existed as the smaller South Snohomish County SWAT  
546 team. Though the personnel commitment is lower than in the past, the team is significantly larger and  
547 serves as a resource to address incidents that occur in our city. SWAT is a collateral function of various  
548 officers selected through a structured process. Agencies such as Redmond, Kirkland and Bothell  
549 contribute similar numbers of staff to the operation.

550 Lynnwood SWAT officers are also able to utilize their specialized training in their day-to-day roles and  
551 can be deployed for events that require tactical assistance but do not rise to the level of a full SWAT  
552 activation. These deployments provide a better tactical solution to these events with better results for  
553 both the officers and the suspects.

554 A component of SWAT is the crisis negotiation team. These members receive specialized training in  
555 hostage negotiations included practical exercises. Those skills are often called upon to assist with day-  
556 to-day incidents in Lynnwood, including working to effectively resolve encounters with mentally  
557 ill/suicidal subjects or others in crisis.

558 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

SWAT		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.			○
2	Ensure financial stability & economic success.		○	
3	Nurture operational & organizational excellence.	○		
4	Be a safe, welcoming, & livable city.	○		
5	Pursue & maintain collaborative relationships & partnerships.	○		

559

560 **4. Relation to Community Vision:**

SWAT	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community	<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.	<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and		<input type="radio"/>	
To invest in preserving and expanding parks, recreation, and community programs.		<input type="radio"/>	
To be a cohesive community that respects all citizens.	<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.		<input type="radio"/>	
To ensure a safe environment through rigorous criminal and property law		<input type="radio"/>	

562 **5. Mandatory v. Optional:**

SWAT	Yes	No	~
Mandatory?		<input type="radio"/>	
Viable alternatives for service delivery?		<input type="radio"/>	

564 **6. Equity Lens:**

565 This program promotes social equity in service delivery and/or enhances services to under-represented  
 566 or under-served communities by: SWAT is a support program for police operations, however the skills  
 567 gained by the negotiators are utilized in other areas of their work. Those skills assist with intervening  
 568 with those dealing with mental health crisis, particularly those who have suicidal ideations.

569 **7. Program Personnel:**

SWAT	FTE	Note
Police Officer, SWAT	~	Collateral assignment for 6 Officers
Police Sergeant, SWAT	~	Collateral assignment for 1 Sergeant
Total Program Personnel	0.00	

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

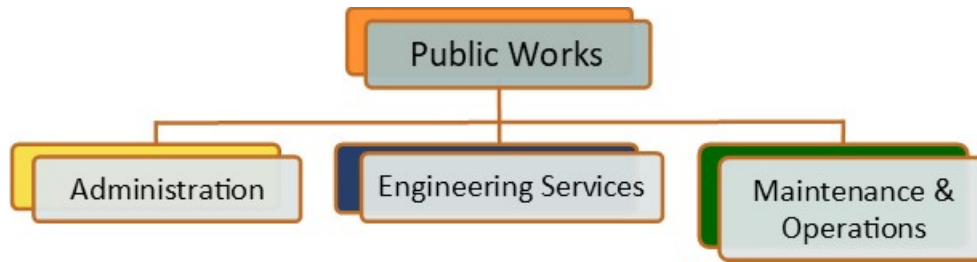
SWAT	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 370,463	\$ 84,249	\$ 152,927	\$ 174,805
Personnel Benefits	120,543	25,112	26,762	26,221
Supplies	11,439	13,720	71,100	40,000
Services	40,329	12,656	45,150	32,700
Total Expense	\$ 542,774	\$ 135,737	\$ 295,939	\$ 273,726
Revenue				
Net Expense (General Fund)	\$ 542,774	\$ 135,737	\$ 295,939	\$ 273,726

573 **9. Outcome Measures:**

SWAT	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Annual Practical Training Hours (Lynnwood Officers)	1500	1624	1624		
Hostage Negotiation Team Training Sessions	50	68	68		







1

2 **Department Mission and Responsibilities:**

3 The Public Works Department will efficiently develop, manage, and operate the physical infrastructure  
 4 that is the foundation of the City's health, safety, and welfare while enhancing the quality of life in our  
 5 community. Public Works' main emphasis is on planning for, designing, constructing, operating, and  
 6 maintaining the City's physical infrastructure. Functionally, the Public Works Department is divided into  
 7 three divisions: 1) Engineering Services; 2) Operations and Maintenance; and 3) Administration. Some  
 8 of these functions are not part of the General Fund. The BFO program narratives below focus upon  
 9 workgroups of the General Fund and to which BFO principles apply: Administration, Project  
 10 Engineering, Building and Property Services, and Construction Management.

11 **Major Accomplishments for 2019-2020:**

- 12 • Completed phases of several major transportation projects: 36th Avenue West construction  
 13 completed; 196th Street SW, finished design and right-of-way acquisition and bid construction  
 14 phase; Poplar Way Bridge, finished right-of-way acquisition and design of project.
- 15 • Received over \$7.25 million in state and federal transportation grants.
- 16 • Made several critical utility infrastructure upgrades at the Wastewater Treatment Plant, Sewer Lift  
 17 Stations Nos. 4, 8 and 10, water and sewer supply and collection systems, including installation of  
 18 new radio-read meters, and at the City's water tanks.
- 19 • Supported Council's adoption of new 6-year schedule of Utility Rates.
- 20 • Enhanced public outreach efforts through project e-mail blasts, web page project sites, and a new  
 21 Public Works Twitter account with over 950 followers.
- 22 • Completed analysis of the Fleet Funds 510, 511, and the shop rate and implemented  
 23 recommendations.
- 24 • Completed replacement of HVAC units on City Hall.
- 25 • Completed the third year of yearly pavement program with Transportation Benefit District funds.

26 **Highlights and Changes for 2021-2022:**

27 The Department's programs have been scrutinized for efficiencies and cost saving opportunities.  
 28 Several have been identified:

29 General Fund: (1) The Department has looked at the administration team and eliminated 3 FTEs of the 6  
 30 positions. This team provides a range of services across the entire Department and its 4 main work  
 31 locations. One position eliminated is the Meter Reader, as this position is no longer needed with the  
 32 addition of radio-read meters. (2) The Department has identified a cost saving measure by bringing our  
 33 contracted custodial services in-house. The addition of 3 custodial FTE's will result in a cost savings of  
 34 approximately \$80,000 a biennium. The City had struggled for years with finding a stable contract at a  
 35 reasonable price and an adequate level of service. The custodial service was outsourced after the Great  
 36 Recession when the City had 6 custodial staff on board. This plan proposes to hire 3 cleaning staff and

37 converts one of the existing Building and Property Services Maintenance Workers, of which there are  
38 currently 5, into a Custodial Lead position. (3) The Department has also proposed decreasing the  
39 number of General Fund Project Managers from 4 to 3. This results in a savings of \$220,000 per  
40 biennium.

41 **Impacts of Budget Reductions:**

- 42 • There will be a decrease in the level of service provided internally and externally. For example, the  
43 Public Works main phone line and email will go from having 7 to 4 staff available to respond to  
44 community questions and requests. And internal Public Works employees will see an increase in  
45 turnaround time for requested support. However, this is deemed an acceptable trade-off  
46 considering the economic challenges the City is facing with the COVID-19 pandemic.
- 47 • Having 3 custodians and one lead will result in a decrease in level of service in our buildings.  
48 Remember, that prior to the Great Recession the City had 6 custodial staff doing the same work.  
49 So, for example, office staff may need to do minor tasks such as taking out their own garbage, or  
50 picking up their floor, or dusting their surfaces, depending on the rotation of the custodians  
51 through the buildings. The other impact relates to the loss of one building maintenance worker to  
52 function as a lead custodian. The building maintenance workers do the day-to-day upkeep on our  
53 buildings and related system, do minor remodeling work, and do deeper cleaning. The reduction  
54 from 5 to 4 maintenance workers will result in less of that work done, and delays in how quickly  
55 requested work can be accomplished.
- 56 • Public Works currently has 4 FTE's that do general fund project management work. Impacts of  
57 COVID-19 to general fund revenues that fund capital programs as well as the loss of revenue due to  
58 I-976 in 2019 means that there may be fewer capital projects funded going forward, and therefore  
59 fewer managers needed. With less project management staff, however, it may not be possible to  
60 work on projects before their funding is procured. The effect of this position reduction will mean  
61 that several capital projects may have to be put on hold.

62 Fund 144, Solid Waste and Recycling: With the retirement of long-time contract employee in 2019, the  
63 Department has shifted workload of this mandatory program to the Administration team. In so doing,  
64 there is a cost savings of \$32,000 to the program which ultimately reduces the General Fund  
65 Contribution to the Fund.

66 Fund 411, Utilities: This is largely a status-quo budget with the changes that were made during the past  
67 biennium which included a detailed rate analysis and adoption of a new 6-year rate schedule.

68 Fund 111, Streets: This is largely a status-quo budget with the main change being the addition of a  
69 crack-sealing program for about \$100,000. With the loss of Transportation Benefit District funding and  
70 an anticipated reduction in pavement overlays as a result, a crack seal program is a much cheaper  
71 measure that can be taken yearly to extend the life of our pavement.

72 Fund 511, Fleet Operations: A major cost savings measure was identified related to how the City sets up  
73 new police vehicles upon purchase. The City has employed one technician to do this work. A contractor  
74 was identified that does this type of work exclusively and does so for many jurisdictions. The layoff of  
75 the technician at the beginning of 2021 and the use of the contractor is projected to save the Fund  
76 approximately \$400,000 over the biennium. What will be lost with this approach is the flexibility  
77 afforded to our fleet customers by having the staff person on site and available when adjustments are  
78 needed.

79 **Department Budget History by Program:**

Program	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Administration	\$ 460,157	\$ 462,989	\$ 1,235,997	\$ 1,076,728
Project Engineering	758,504	665,303	1,564,109	1,387,083
Building & Property Services	568,485	557,705	3,579,600	3,423,632
Permits	444,095	495,584	1,010,207	-
Construction Management	1,050,700	935,276	1,303,711	382,674
<b>Total</b>	<b>\$ 3,281,941</b>	<b>\$ 3,116,857</b>	<b>\$ 8,693,624</b>	<b>\$ 6,270,117</b>

80

81 **Department Personnel:**

Position	Number of Full-Time Equivalent (FTE)							
	2015	2016	2017	2018	2019	2020	2021	2022
Director	1.00	1.00	1.00	1.00	0.70	0.70	0.70	0.70
Deputy Dir, City Engr	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Deputy Dir, Ops & Maint	1.00	1.00	0.25	0.25	0.25	0.25	0.25	0.25
Public Works Manager, City Engr	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Public Works Manager	0.00	0.00	0.00	0.00	0.70	0.70	0.70	0.70
Admin. Supervisor	1.00	1.00	0.50	0.50	0.00	0.00	0.00	0.00
Admin Assistant PW	1.00	1.00	1.00	1.00	1.00	1.00	0.50	0.50
Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lead Maintenance Worker	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Maintenance Worker	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Resident Cap. Proj. Mgr.	0.00	0.00	1.00	1.00	1.00	1.00	0.00	0.00
Project Manager	3.00	3.00	2.00	1.00	1.00	1.00	3.00	3.00
Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00
Resident Engineer	1.00	1.00	1.00	2.00	2.00	2.00	1.00	1.00
Civil Engineer I	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Engineering Tech	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00
Engr. Tech I, Inspector	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00
Engr. Tech I	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Engr. Tech II, Coord.	1.00	1.00	1.00	2.00	2.00	2.00	0.00	0.00
Eng. Tech II, Inspector	0.00	0.00	0.00	1.00	1.00	1.00	0.00	0.00
Engr. Tech II	0.00	0.00	1.00	1.00	1.00	1.00	0.00	0.00
<b>Total</b>	<b>20.00</b>	<b>20.00</b>	<b>19.75</b>	<b>21.75</b>	<b>21.65</b>	<b>21.65</b>	<b>17.15</b>	<b>17.15</b>

82

83 **Program: Administration** **Program No.: 01161000**

84 **1. Brief Description:**

85 The purpose of this program is to provide overall management and administration of all aspects of the  
86 Public Works Department. Although contained in the Public Works portion of the budget, the staff  
87 included in this program are paid from the General Fund and the Utility Fund.

88 **2. Program Outcomes:**

- 89 • Balance effective work product output with transparency, while utilizing state-of-the-art tools  
90 and procedures to maximize efficiencies in resources.

- 91 • Manage the infrastructure of the City to the benefit of the community while mitigating future
- 92 costs related to this billion-dollar investment.
- 93 • Communicate effectively with the community via a wide range of media.

94 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Administration		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.	<input type="radio"/>		
2	Ensure financial stability & economic success.	<input type="radio"/>		
3	Nurture operational & organizational excellence.	<input type="radio"/>		
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

95  
96 **4. Relation to Community Vision:**

Administration		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.		<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.		<input type="radio"/>		
To invest in preserving and expanding parks, recreation, and community programs.			<input type="radio"/>	
To be a cohesive community that respects all citizens.		<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.		<input type="radio"/>		
To ensure a safe environment through rigorous criminal and property law enforcement.				<input type="radio"/>
To be a city that is responsive to the wants and needs of our citizens.		<input type="radio"/>		

97  
98 **5. Equity Lens:**

99 This program promotes social equity in service delivery and/or enhances services to under-represented  
 100 or under-served communities by ensuring that departmental services and communications target all  
 101 residents and are made available to non-English speakers. This program has a direct effect on the hiring  
 102 practices of the department which will be closely coordinated with best practices for inclusion of all  
 103 groups.

104 **6. Mandatory v. Optional:**

Administration	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?		<input type="radio"/>	

105  
106 **7. Program Personnel:**

Administration	FTE	Note
Director	0.70	
Deputy Dir/City Engineer	0.25	
Public Works Manager	0.70	
Total Program Personnel	1.65	Positions Shared with Utilities Fund

107



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

Administration	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 258,441	\$ 271,671	\$ 728,423	\$ 503,500
Personnel Benefits	75,702	80,602	262,492	145,610
Supplies	19,604	10,850	16,150	14,450
Services	106,410	99,866	228,932	360,168
Transfers Out	-	-	61,000	53,000
Total Expense	\$ 460,157	\$ 462,989	\$ 1,296,997	\$ 1,076,728
Revenue				
Net Expense (General Fund)	\$ 460,157	\$ 462,989	\$ 1,296,997	\$ 1,076,728

109  
110 **9. Performance Measures:**

Administration	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Number of Tweets per day. (average)	1	1	2		
Project/Construction ENews Updates sent.	75	111	94		

111  
112 **Program: Project Engineering** **Program No.: 01161100**

113 **1. Brief Description:**

114 The purpose of this program is to provide management of the City’s capital projects and programs,  
115 including projects funded by the City’s General Fund, grants, and the City’s Utility Fund. Project  
116 Managers also serve as liaisons to private consultants who perform most of the engineering design work  
117 for projects.

118 **2. Program Outcomes:**

119 Lynnwood’s team of Project Managers is currently managing a long list of projects and programs.

120 Examples of projects underway:

- 121 • 196th Street SW Improvements (City Center)
- 122 • Poplar Overpass
- 123 • Beech Road Improvements
- 124 • 188th Street SW Flood Wall
- 125 • Wastewater Treatment Plant improvements

126 Examples of programs administered by Project Managers:

- 127 • Yearly 6 Year Transportation Improvement Program
- 128 • Yearly Capital Facilities Plan and periodic comprehensive plan updates
- 129 • Paving Program
- 130 • Americans with Disabilities Act (ADA) Program
- 131 • Administer and apply for grants

132 Offsetting Revenues. Project Managers track their time on each project. Time and therefore costs  
 133 towards a City utility project (water, sewer, stormwater) is reimbursed to the General Fund. For 2019-  
 134 2020, this amount is estimated to be \$100,000.

135 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Project Engineering		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.	<input type="radio"/>		
2	Ensure financial stability & economic success.	<input type="radio"/>		
3	Nurture operational & organizational excellence.	<input type="radio"/>		
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.	<input type="radio"/>		

136

137 **4. Relation to Community Vision:**

Project Engineering		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.		<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.		<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.		<input type="radio"/>		
To invest in preserving and expanding parks, recreation, and community programs.			<input type="radio"/>	
To be a cohesive community that respects all citizens.		<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.		<input type="radio"/>		
To ensure a safe environment through rigorous criminal and property law enforcement.			<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.		<input type="radio"/>		

138

139 **5. Equity Lens:**

140 This program promotes social equity in service delivery and/or enhances services to under-represented  
 141 or under-served communities by applying an equity lens to project and program delivery to ensure that  
 142 under-served communities are represented by underlying data, community input, or other less obvious  
 143 criteria that go into deciding where resources are applied.

144 **6. Mandatory v. Optional:**

Project Engineering	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?		<input type="radio"/>	

145

146 **7. Program Personnel:**

Project Engineering	FTE	Note
Public Works Manager	1.00	
Administrative Assistant	0.50	Shared with Utilities Fund
Project Manager	2.00	
Civil Engineer	1.00	
Total Program Personnel	4.50	

147

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

Project Engineering	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 446,913	\$ 432,007	\$ 1,010,471	\$ 904,378
Personnel Benefits	236,071	165,817	454,349	373,866
Supplies	15,332	5,627	12,300	13,800
Services	60,188	61,852	86,989	95,039
Total Expense	\$ 758,504	\$ 665,303	\$ 1,564,109	\$ 1,387,083
Revenue				
Net Expense (General Fund)	\$ 758,504	\$ 665,303	\$ 1,564,109	\$ 1,387,083

149 **9. Performance Measures:**

Project Engineering	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Number of Projects/year.	7	14	16		
Grants funds received/year. (\$, thousands)	4,000	6,680	2,500		

151 **Program: Building and Property Services** **Program No.: 01163000**

152 **1. Brief Description:**

153 The purpose of this program of the Public Works Administrative Division is to operate and maintain the  
 154 City's 10 municipal buildings (see the list of buildings below).  
 155

156 **2. Program Outcomes:**

157 Following is the list of City municipal buildings operated and maintained by Building and Property  
 158 Services:

- 159 • City Hall
- 160 • Building and Property Services Shop
- 161 • Rec Center/Pools
- 162 • Justice Center/Court/Jail/Police Dept
- 163 • North Administrative Building/Senior Center
- 164 • Library
- 165 • Permit Center
- 166 • Lynnwood Maintenance Operation Center
- 167 • Off Site Evidence Building
- 168 • WWTP

169 The group also performs small-to-medium remodeling projects to City buildings. Examples are as  
 170 follows:

- 171 • Building of parts and machinery rooms in the Fleet Mechanics Shop
- 172 • New cubicles at the Lynnwood Operations and Maintenance Center (LOMC)
- 173 • Hall Lake Remodel including new lighting

- 174 • Addition of roof access stairs at city hall, improving safety of roof access for workers
- 175 • Upgrading of security systems at the LOMC and DBS
- 176 • Jail Cell remodel

177 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Building & Property Services		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.			<input type="radio"/>
2	Ensure financial stability & economic success.	<input type="radio"/>		
3	Nurture operational & organizational excellence.	<input type="radio"/>		
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.		<input type="radio"/>	

178

179 **4. Relation to Community Vision:**

Building & Property Services		High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.			<input type="radio"/>	
To be a welcoming city that builds a healthy and sustainable environment.		<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.			<input type="radio"/>	
To invest in preserving and expanding parks, recreation, and community programs.				<input type="radio"/>
To be a cohesive community that respects all citizens.		<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.				<input type="radio"/>
To ensure a safe environment through rigorous criminal and property law enforcement.			<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.		<input type="radio"/>		

180

181 **5. Equity Lens:**

182 This program promotes social equity in service delivery and/or enhances services to under-represented  
183 or under-served communities by providing welcoming spaces that are open and accessible to all.

184 **6. Mandatory v. Optional:**

Building & Property Services	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?	<input type="radio"/>		

185

186 **7. Program Personnel:**

Building & Property Services	FTE	Note
Supv-Building Ops/Maintenance	1.00	
Lead Maintenance Worker	2.00	
Maintenance Worker	3.00	
Total Program Personnel	6.00	

187

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

Building & Property Services	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 180,622	\$ 198,751	\$ 914,564	\$ 933,450
Personnel Benefits	91,396	90,213	509,910	443,774
Supplies	44,423	25,682	298,630	269,828
Services	252,044	243,059	1,856,496	1,776,580
Total Expense	\$ 568,485	\$ 557,705	\$ 3,579,600	\$ 3,423,632
Revenue				
Net Expense (General Fund)	\$ 568,485	\$ 557,705	\$ 3,579,600	\$ 3,423,632

189  
190 **9. Performance Measures:**

Building & Property Services	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Of approx. 90 Service Requests per month, Percent completed within 1 working day.	0.85	0.83	0.76		

191  
192 **Program: Construction Management** **Program No.: 01161300**

193 **1. Brief Description:**

194 The purpose of this program of the Public Works Engineering Division is to provide construction  
 195 management (CM) of City capital projects, including projects funded by the City’s General Fund, grants,  
 196 and the City’s Utility Fund. This program DOES NOT include inspection of private development, which is  
 197 instead handled by the Development and Business Services Department (DBS). Duties include  
 198 inspection of projects under construction and the processing the extensive paperwork necessitated by  
 199 construction contracts and grant agreements. Personnel also serve as liaisons to consultants hired to  
 200 provide construction management services during high-volume periods.

201 **2. Program Outcomes:**

202 Active construction projects in 2019-20 include:

- 203 • 36th Avenue West Improvements
- 204 • Sewer Lift Stations No. 4 and 8 improvements
- 205 • 2019 and 2020 Pavement Programs
- 206 • Watertank Modifications and Repairs Project
- 207 • 60<sup>th</sup> Avenue West Sanitary Sewer Line Repair
- 208 • Wastewater Treatment Plant repairs and upgrades

209 In 2020/21 the following list of Capital Projects are anticipated to be in construction:

- 210 • 196th Street SW Improvements
- 211 • Beech Road Improvements
- 212 • 2021-22 Annual Overlay Programs
- 213 • ADA Transition Plan Implementation - Wheelchair Ramps

- 214 • School Safety Projects
- 215 • Wastewater Treatment Plant Building Rehabilitation
- 216 • Scriber Creek Corridor Flood Reduction Projects
- 217 • Lift Station 10 Facility Flood Proofing
- 218 • Traffic Signal Rebuild, 196th Street SW and 64<sup>th</sup>/68th Avenue West

219 Outcomes include:

- 220 • Close oversight of construction projects.
- 221 • Adherence to critical grant requirements and contract specifications.
- 222 • Minimize or avoid risk and loss.
- 223 • Ensure accountability of designer/estimator.
- 224 • Projects completed on schedule.
- 225 • Projects completed within budget.
- 226 • Protect City’s interests during contract negotiation and dispute resolution.
- 227 • Extend City’s purchasing power through careful project management.

228 The Construction Management team tracks their time on each project. Costs towards a city utility  
 229 project (water, sewer, Stormwater) are reimbursed to the General Fund paying for a large portion of  
 230 salaries. This amount is estimated to be about \$1.1 million for the biennium.

231 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Construction Management		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.	<input type="radio"/>		
2	Ensure financial stability & economic success.	<input type="radio"/>		
3	Nurture operational & organizational excellence.	<input type="radio"/>		
4	Be a safe, welcoming, & livable city.	<input type="radio"/>		
5	Pursue & maintain collaborative relationships & partnerships.		<input type="radio"/>	

232  
 233 **4. Relation to Community Vision:**

Construction Management	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.	<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.	<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.	<input type="radio"/>		
To invest in preserving and expanding parks, recreation, and community programs.			<input type="radio"/>
To be a cohesive community that respects all citizens.	<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.		<input type="radio"/>	
To ensure a safe environment through rigorous criminal and property law enforcement.		<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.	<input type="radio"/>		

234

235 **5. Equity Lens:**

236 This program promotes social equity in service delivery and/or enhances services to under-represented  
237 or under-served communities by ensuring impacts to communities during construction are minimized  
238 for all groups.

239 **6. Mandatory v. Optional:**

Construction Management	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?	<input type="radio"/>		

241 **7. Program Personnel:**

Construction Management	FTE	Note
Project Manager	1.00	
Sr. Engineering Technician	2.00	
Engineer	1.00	
Engineering Technician	1.00	
Total Program Personnel	5.00	

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

Construction Management	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 292,637	\$ 224,879	\$ 780,476	\$ 205,357
Personnel Benefits	143,096	115,865	368,933	103,878
Supplies	118,541	47,429	32,200	8,900
Services	435,427	520,603	69,102	64,539
Total Expense	\$ 989,701	\$ 908,776	\$ 1,250,711	\$ 382,674
Revenue				
Net Expense (General Fund)	\$ 989,701	\$ 908,776	\$ 1,250,711	\$ 382,674

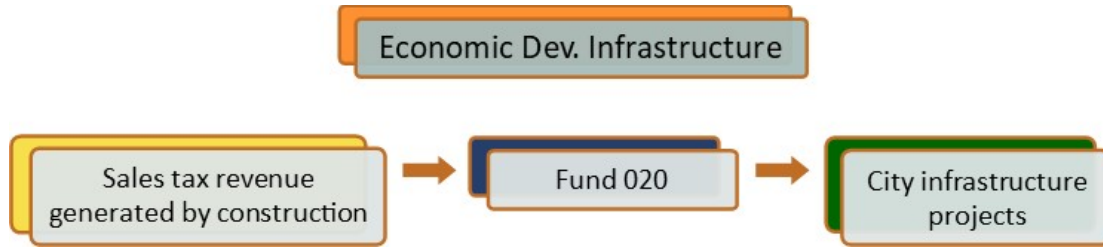
244 **9. Performance Measures:**

Construction Management	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Number of Capital Constr. Projects/year.	5	7	6		
Actual project cost not to exceed bid amount. (% over)	10	8	8		









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**1. Responsible Department(s):** Development and Business Services

**2. Brief Description and Purpose:**

On February 23, 2015, the Lynnwood City Council adopted Ordinance No. 3110 creating the Economic Development Infrastructure Fund (EDIF). The EDIF provides funding to address the purposes of the Economic Development Infrastructure Policy (EDIP), created pursuant to Resolution No. 2012-06 adopted by the 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.

**3. Highlights and Changes for 2021-2022:**

City Council adopted an Economic Development Action Plan in October 12, 2015, the Strategic Plan 2018-2022, and the City is preparing a Strategic Capital Plan of future infrastructure improvements. These documents serve to identify potential funding in 2021-2022 and beyond for analysis, design, and implementation of projects associated with the City Center, Sound Transit Light Rail, and strategic opportunities. Actual expenditures and transfers from the EDIF fund will be identified and approved through Capital Budgets and project-specific Financial Plans. Potential projects to be funded through EDIF include:

EDIF Transfers to Fund 360 Transportation:

- 196<sup>th</sup> St SW Improvement Project Construction \$1M
- 42<sup>nd</sup> Ave W ROW Acquisition \$2M
- Veteran’s Park Sidewalk Improvements \$500K
- 48<sup>th</sup> Ave W Sound Transit Improvements \$1M
- 44<sup>th</sup> Ave W Underpass Improvements \$1M

EDIF Transfers to Fund 357 Other Capital:

- Strategic opportunities \$4M

**4. Highlights and Accomplishments during 2019-2020:**

- Monitored revenues allocated to the EDIF.
- Identified potential projects that align with the Economic Development Infrastructure Policy Resolution No. 2012-06 that support related goals and priorities of the Community Vision, Strategic Plan and other economic development source documents.
- EDIF was used to assist in property acquisition for the 196<sup>th</sup> St SW Improvement project. This project benefits City Center and provides multi-modal transportation options.

- 35 • Identified EDIF as a potential bid contingency for the 196<sup>th</sup> St SW Improvement project. Anticipated  
36 bid and bid award in 2020.
- 37 • Due to the COVID-19 budget impacts, EDIF revenues were used to partially address the city's  
38 shortfall in sales tax revenues and the resulting budget gap.

39 **5. Fund Cost (summary):**

SOURCES & USES OF FUNDS	2018 Actual	2019 Actual	2020 Projected	2019-2020 Revised	2021-2022 Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ 5,628,577	\$ 9,444,064	\$ 10,559,048	\$ 9,444,064	\$ 11,084,048
<b>OPERATING REVENUES</b>					
Sales Tax	1,895,176	1,106,141	-	1,475,721	2,000,000
Building permits	1,219,690	348,252	-	1,410,000	-
Sale of Capital Asset	-	-	-	-	-
Investment Interest	135,621	315,591	150,000	100,000	300,000
<b>Total Revenues</b>	<b>3,250,487</b>	<b>1,769,984</b>	<b>150,000</b>	<b>2,985,721</b>	<b>2,300,000</b>
<b>OTHER FINANCING SOURCES</b>					
Transfer from LID 93 Fund	\$ -	\$ 375,000	\$ 375,000	\$ 750,000	\$ -
Transfer from Gen Govt Capital Fi	290,000	-	-	-	-
Transfer from Transportation Cap	275,000	-	-	-	-
<b>TOTAL OTHER FINANCING SOURCES</b>	<b>\$ 565,000</b>	<b>\$ 375,000</b>	<b>\$ 375,000</b>	<b>\$ 750,000</b>	<b>\$ -</b>
<b>TOTAL REVS &amp; OTHER SCRS</b>	<b>\$ 9,444,064</b>	<b>\$ 11,589,048</b>	<b>\$ 11,084,048</b>	<b>\$ 13,179,785</b>	<b>\$ 13,384,048</b>
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>OPERATING EXPENDITURES</b>					
Economic Development Program	-	-	-	-	-
<b>Total Operating Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Operating Revenues over (under)</b>					
<b>Operating Expenditures</b>	<b>\$ 3,250,487</b>	<b>\$ 1,769,984</b>	<b>\$ 150,000</b>	<b>\$ 2,985,721</b>	<b>\$ 2,300,000</b>
<b>OTHER FINANCING USES</b>					
Transfer to Gen Govt Capital Fund	\$ -	\$ -	\$ -	\$ 5,670,000	\$ 4,000,000
Transfer to Transportation Cap Fur	-	1,030,000	-	1,330,000	5,500,000
<b>TOTAL OTHER FINANCING USES</b>	<b>-</b>	<b>1,030,000</b>	<b>-</b>	<b>7,000,000</b>	<b>9,500,000</b>
<b>TOTAL EXPEND &amp; OTHER USES</b>	<b>\$ -</b>	<b>\$ 1,030,000</b>	<b>\$ -</b>	<b>\$ 7,000,000</b>	<b>\$ 9,500,000</b>
<b>ENDING FUND BALANCES</b>					
<b>Reserved For:</b>					
Economic Development Infrast.	9,444,064	10,559,048	11,084,048	6,179,785	3,884,048
<b>ENDING FUND BALANCES</b>	<b>\$ 9,444,064</b>	<b>\$ 10,559,048</b>	<b>\$ 11,084,048</b>	<b>\$ 6,179,785</b>	<b>\$ 3,884,048</b>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<b>\$ 9,444,064</b>	<b>\$ 11,589,048</b>	<b>\$ 11,084,048</b>	<b>\$ 13,179,785</b>	<b>\$ 13,384,048</b>

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**1. Responsible Department(s):** Administrative Services

**2. Brief Description and Purpose:**

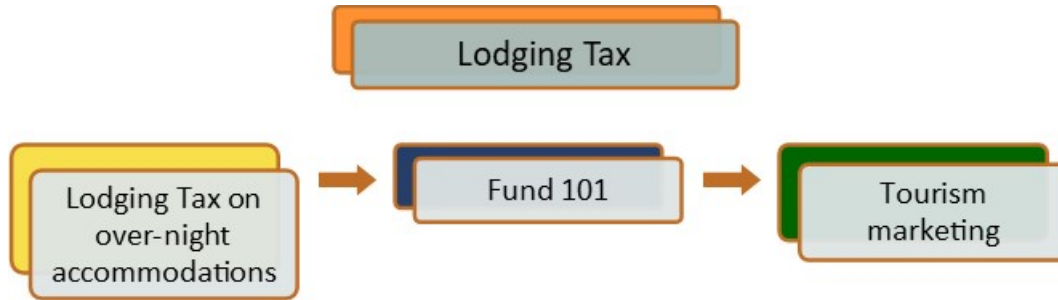
Revenue stabilization is used to account for: 1. Payment of approved expenditures in instances of cash flow shortage in the General Fund; 2. reserves for times when there is an unexpected shortage in tax revenue; 3. reserves for unique expenditures deemed necessary by the City Council; and 4. short-term, interfund loans. Lynnwood’s adopted Financial Policies provide guidance regarding fund balance and the use of this Fund.

**3. Fund History:**

SOURCES & USES OF FUNDS	2018 Actual	2019 Actual	2020 Projected	2019-2020 Revised	2021-2022 Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$6,000,000	\$6,000,000	\$6,000,000	\$4,671,099	\$4,671,099
<b>OPERATING REVENUES</b>					
Transfer From the General Fund	-	-	-	-	-
<b>Total Revenues</b>	-	-	-	-	-
<b>TOTAL REVS &amp; OTHER SCRS</b>	<b>\$6,000,000</b>	<b>\$6,000,000</b>	<b>\$6,000,000</b>	<b>\$4,671,099</b>	<b>\$4,671,099</b>
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>OTHER FINANCING USES</b>					
Transfer to the General Fund	-	-	1,328,901	-	402,883
Total Other Financing Uses	-	-	1,328,901	-	402,883
<b>TOTAL EXPEND &amp; OTHER USES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$1,328,901</b>	<b>\$ -</b>	<b>\$ 402,883</b>
<b>ENDING FUND BALANCES</b>					
<b>Reserved For:</b>					
<b>General Fund Reserves</b>	6,000,000	6,000,000	4,671,099	4,671,099	4,268,216
<b>ENDING FUND BALANCES</b>	<b>\$6,000,000</b>	<b>\$6,000,000</b>	<b>\$4,671,099</b>	<b>\$4,671,099</b>	<b>\$4,268,216</b>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<b>\$6,000,000</b>	<b>\$6,000,000</b>	<b>\$6,000,000</b>	<b>\$4,671,099</b>	<b>\$4,671,099</b>







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**1. Responsible Department(s):** Development and Business Services

**2. 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 for paying all or any part of the cost of tourism promotion, acquisition of tourism-related facilities, or operation of tourism-related facilities.

**3. Highlights and Changes for 2021-2022:**

The Lynnwood Tourism Advisory Committee / Lodging Tax Advisory Committee has the responsibility pursuant to Chapter 2.27 LMC to advise and provide recommendations to the City Council regarding the tourism work program and lodging tax fund expenditures. On September 10, 2020, the TAC / LTAC recommended approval of the tourism work program, budget, and lodging tax fund expenditures for FY2021-2022. The tourism strategic plan and lodging tax fund expenditures in the budget reflect the TAC / LTAC recommendations for FY2021-2022.

Due to the significant impact of COVID-19 on tourism, the FY2021-2022 budget significantly reduces expenditures to be mindful of the financial obligation to the Lynnwood Public Facilities District. Staff will continue monitoring lodging tax revenues and evaluate opportunities to adjust the work program as revenues increase.

**4. Fund History:**

Fund History	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
1-Salaries & Wages	\$ 74,480	\$ 77,888	\$ 155,273	\$ 98,036
2-Personnel Benefits	37,325	38,478	76,176	50,156
3-Supplies	1,718	116	1,150	100
4-Services	155,091	147,245	311,072	79,558
PFD Contractual Service	495,854	512,913	1,131,382	1,099,921
Pass Through Sno. County	749,192	779,160	1,589,486	1,719,189
<b>Total</b>	<b>\$ 1,513,660</b>	<b>\$ 1,555,800</b>	<b>\$ 3,264,539</b>	<b>\$ 3,046,960</b>

20 **5. Fund Cost (summary):**

SOURCES & USES OF FUNDS	2018	2019	2020	2019-2020	2021-2022
	Actual	Actual	Projected	Revised	Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ 1,124,101	\$ 1,151,905	\$ 1,266,951	\$ 1,151,905	\$ 829,670
<b>OPERATING REVENUES</b>					
Hotel/Motel Sales Tax	770,491	854,032	351,532	1,713,322	1,160,000
Pass Through - Snohomish County	749,192	779,160	749,192	1,589,486	1,719,189
Other Miscellaneous Revenues	-	-	-	-	-
Investment Interest	21,781	37,654	15,000	10,000	10,000
<b>Total Revenues</b>	<u>1,541,464</u>	<u>1,670,846</u>	<u>1,115,724</u>	<u>3,312,808</u>	<u>2,889,189</u>
<b>TOTAL REVS &amp; OTHER SCRS</b>	<b>\$ 2,665,565</b>	<b>\$ 2,822,751</b>	<b>\$ 2,382,675</b>	<b>\$ 4,464,713</b>	<b>\$ 3,718,859</b>
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>OPERATING EXPENDITURES</b>					
Economic Development Program	268,614	265,910	277,761	543,671	227,850
Contractual Payments to Lynnwood	495,854	510,730	526,052	1,131,382	1,099,921
<b>Total Operating Expenditures</b>	<u>\$ 764,468</u>	<u>\$ 776,640</u>	<u>\$ 803,813</u>	<u>\$ 1,675,053</u>	<u>\$ 1,327,771</u>
<b>Operating Revenues over (under)</b>					
<b>Operating Expenditures</b>	<b>\$ 776,996</b>	<b>\$ 894,206</b>	<b>\$ 311,911</b>	<b>\$ 1,637,755</b>	<b>\$ 1,561,418</b>
<b>OTHER FINANCING USES</b>					
Pass Through - Snohomish County	749,192	779,160	749,192	1,589,486	1,719,189
Total Other Financing Uses	749,192	779,160	749,192	1,589,486	1,719,189
<b>TOTAL EXPEND &amp; OTHER USES</b>	<u><b>\$ 1,513,660</b></u>	<u><b>\$ 1,555,800</b></u>	<u><b>\$ 1,553,005</b></u>	<u><b>\$ 3,264,539</b></u>	<u><b>\$ 3,046,960</b></u>
<b>ENDING FUND BALANCES</b>					
<b>Reserved For:</b>					
<b>Economic Development Infrast.</b>	1,151,905	1,266,951	829,670	1,200,174	671,899
<b>ENDING FUND BALANCES</b>	<u><b>\$ 1,151,905</b></u>	<u><b>\$ 1,266,951</b></u>	<u><b>\$ 829,670</b></u>	<u><b>\$ 1,200,174</b></u>	<u><b>\$ 671,899</b></u>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<u><b>\$ 2,665,565</b></u>	<u><b>\$ 2,822,751</b></u>	<u><b>\$ 2,382,675</b></u>	<u><b>\$ 4,464,713</b></u>	<u><b>\$ 3,718,859</b></u>

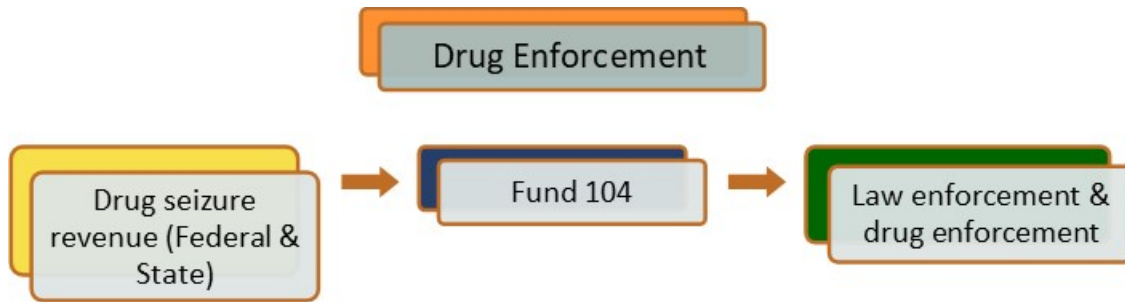
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 22 **6. Fund Personnel:**

Position	Number of Full-Time Equivalent (FTE)							
	2015	2016	2017	2018	2019	2020	2021	2022
Tourism Manager*	0.5	0.5	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	0.0	0.0
<b>Total</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>0.5</b>	<b>0.5</b>

\* 0.5 FTE of this position in the General Fund (Fund 011).

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

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2 **1. Responsible Department(s):** Police

3 **2. Brief Description and Purpose:**

4 This fund tracks two sources of revenue related to drug enforcement seizures. The first portion is  
5 federal equitable sharing. The source of these funds are seizures from federal illegal drug investigations  
6 that members of our agency partnered in the investigation. When the asset has been judicially  
7 forfeited, Lynnwood receives a portion of the proceeds based upon our participation level in the case.

8 The second source of funds are seizures conducted under the Washington State seizure laws for illegal  
9 drugs. These cases originate at all levels of the department (Patrol, Investigations and Special  
10 Operations). These used to include task force related seizures, but due to the dissolution of the South  
11 Snohomish County Narcotics Task Force, those seizures will not process to Lynnwood's Fund 104.

12 There are restrictions to expenditures on this fund that depend upon the revenue source. State seizure  
13 money can only be spent on drug-related law enforcement expenses. Federal seizure money can be  
14 spent on law enforcement purposes only. There is no supplanting and numerous detailed restrictions  
15 apply to each category.

16 **3. Highlights and Changes for 2021-2022:**

17 Reduced revenue estimates based upon dissolution of the task force. Numerous pending federal asset  
18 sharing cases that are still working through the federal court system.

19 *-continued next page-*

20 4. Fund History:

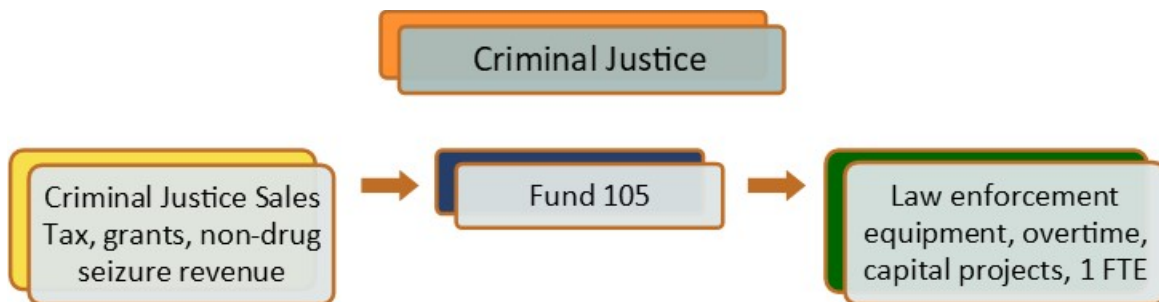
SOURCES & USES OF FUNDS	2018	2019	2020	2019-2020	2021-2022
	Actual	Actual	Projected	Revised	Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ 476,035	\$ 205,661	\$ 230,480	\$ 205,661	\$ 251,255
<b>OPERATING REVENUES</b>					
Intergovernmental Revenues	-	124,117	-	200,000	-
Drug Seizures	38,565	39,235	121,624	70,000	300,000
Interest	6,535	6,786	3,000	2,000	2,000
<b>Total Revenues</b>	<b>45,100</b>	<b>170,138</b>	<b>124,624</b>	<b>272,000</b>	<b>302,000</b>
<b>OTHER FINANCING SOURCES</b>					
Sale of Capital Assets	9,555	-	-	-	-
<b>Other Financing Sources</b>	<b>9,555</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL REVS &amp; OTHER SCRS</b>	<b>\$ 530,690</b>	<b>\$ 375,799</b>	<b>\$ 355,104</b>	<b>\$ 477,661</b>	<b>\$ 553,255</b>
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>OPERATING EXPENDITURES</b>					
<u>Law Enforcement Task Force</u>					
Supplies	\$ 158,209	\$ 84,670	\$ 79,466	\$ 56,000	\$ 75,000
Services	1,535	60,649	24,383	44,000	50,000
<b>Total Operating Expenditures</b>	<b>159,744</b>	<b>145,319</b>	<b>103,849</b>	<b>100,000</b>	<b>125,000</b>
<b>Operating Revenues over (under)</b>					
<b>Operating Expenditures</b>	<b>\$ (114,644)</b>	<b>\$ 24,819</b>	<b>\$ 20,775</b>	<b>\$ 172,000</b>	<b>\$ 177,000</b>
<b>OTHER FINANCING USES</b>					
Capital Expenditures	113,446	-	-	160,000	75,000
Transfer to Fund 105	51,839	-	-	-	-
<b>Total Other Financing Uses</b>	<b>165,285</b>	<b>-</b>	<b>-</b>	<b>160,000</b>	<b>75,000</b>
<b>TOTAL EXPEND &amp; OTHER USES</b>	<b>\$ 325,029</b>	<b>\$ 145,319</b>	<b>\$ 103,849</b>	<b>\$ 260,000</b>	<b>\$ 200,000</b>
<b>ENDING FUND BALANCES</b>					
<b>Reserved For:</b>					
<b>Drug Enforcement</b>	<b>205,661</b>	<b>230,480</b>	<b>251,255</b>	<b>217,661</b>	<b>353,255</b>
<b>ENDING FUND BALANCES</b>	<b>\$ 205,661</b>	<b>\$ 230,480</b>	<b>\$ 251,255</b>	<b>\$ 217,661</b>	<b>\$ 353,255</b>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<b>\$ 530,690</b>	<b>\$ 375,799</b>	<b>\$ 355,104</b>	<b>\$ 477,661</b>	<b>\$ 553,255</b>

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2 **1. Responsible Department(s):** Police

3 **2. Brief Description and Purpose:**

4 The 105 Fund revenue comes from criminal justice sales tax, federal and state criminal justice grants,  
5 and revenue from non-drug seizures. The fund is used to link grant revenue with grant purchases,  
6 purchase specific grant funded equipment (bulletproof vests, traffic enforcement equipment) and can  
7 be used for capital projects.

8 **3. Highlights and Changes for 2021-2022:**

9 In the 2019-20 budget process, Council approved \$1.3 million in funding for the Community Justice  
10 Center project. In 2019 Council awarded a design contract for \$1.04 million for phase 1 of the design  
11 process which included pre-design through schematic design. We will be presenting those results to  
12 Council in September of 2020. We will also be seeking a notice to proceed via remaining contract award  
13 for the completion of the design process through construction. This includes a request to approve the  
14 contract and funding \$1,555,270 for the remainder of 2020.

15 For the 2021-2022 budget we are requesting the funding of \$1,308,000 for this project. This will bring  
16 the total expenditure from FUND 105 for the Community Justice Center Project to \$4 million. There is  
17 also \$1 million budgeted to pay a portion of the debt service on the \$60 million bond issue that will be  
18 issued for the Community Justice Center in 2021.

19 *-continued next page-*

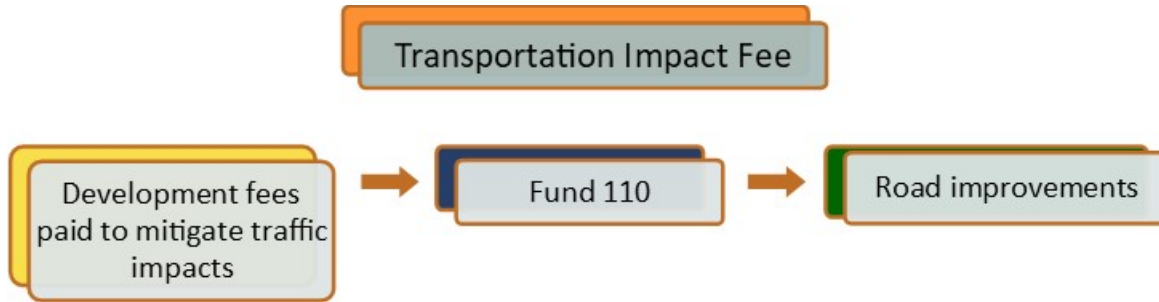
20 4. Fund History:

SOURCES & USES OF FUNDS	2018 Actual	2019 Actual	2020 Projection	2019-2020 Revised	2021-2022 Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$3,227,034	\$3,778,427	\$3,591,505	\$3,778,427	\$2,082,154
<b>OPERATING REVENUES</b>					
Criminal Justice Sales Tax	690,116	754,107	714,686	1,431,000	1,450,000
DOJ Bulletproof Vest Program	6,623	827	1,000	30,000	1,000
DOJ - COVID-19 Grant	-	-	37,845	37,845	-
Intergovernmental Revenues	4,828	44,157	22,594	-	30,000
Criminal Justice Grants	55,686	58,890	60,388	120,000	133,901
Edmonds School District (SRO)	59,320	-	-	-	-
City of Edmonds - Social Worker	51,327	1,651	-	-	-
Medical Assistance Program - DHHS	28,000	-	-	-	-
DUI Emergency Response	33,404	31,688	30,000	30,000	30,000
Sales of Merchandise	883	4,000	2,599	-	1,000
Donations	30,438	5,058	6,000	-	5,000
Investment Interest	67,222	123,245	50,000	80,000	75,000
<b>Total Revenues</b>	<u>1,027,847</u>	<u>1,023,623</u>	<u>925,112</u>	<u>1,728,845</u>	<u>1,725,901</u>
<b>OTHER FINANCING SOURCES</b>					
Sale of Capital Assets	-	592	3,370	-	-
Transfer from Fund 104	51,839	-	-	-	-
<b>Other Financing Sources</b>	<u>51,839</u>	<u>592</u>	<u>3,370</u>	<u>-</u>	<u>-</u>
<b>TOTAL REVS &amp; OTHER SCRS</b>	<u><b>\$4,306,720</b></u>	<u><b>\$4,802,642</b></u>	<u><b>\$4,519,987</b></u>	<u><b>\$5,507,272</b></u>	<u><b>\$3,808,055</b></u>
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>OPERATING EXPENDITURES</b>					
Salaries & Wages	166,239	2,894	100,000	137,014	209,643
Personnel Benefits	62,647	789	32,000	41,275	61,685
COVID-19 Expenses (DOJ Grant)	-	-	-	37,845	-
Supplies	157,757	64,076	66,000	321,650	318,000
Services	57,005	40,841	22,000	171,000	171,000
<b>Total Operating Expenditures</b>	<u>443,648</u>	<u>108,600</u>	<u>220,000</u>	<u>708,784</u>	<u>760,328</u>
<b>Operating Revenues over (under)</b>					
<b>Operating Expenditures</b>	<b>\$ 584,199</b>	<b>\$ 915,023</b>	<b>\$ 705,112</b>	<b>\$1,020,061</b>	<b>\$ 965,573</b>
<b>OTHER FINANCING USES</b>					
Capital Expenditures	84,293	5,839	619,161	625,000	500,000
Transfer to Debt Service Fund	-	-	-	-	1,000,000
Transfer to Public Safety Capital Fund	-	1,096,698	1,595,302	2,692,000	1,308,000
<b>Total Other Financing Uses</b>	<u>84,645</u>	<u>1,102,537</u>	<u>2,214,463</u>	<u>3,317,000</u>	<u>2,808,000</u>
<b>TOTAL EXPEND &amp; OTHER USES</b>	<u><b>\$ 528,293</b></u>	<u><b>\$1,211,137</b></u>	<u><b>\$2,434,463</b></u>	<u><b>\$4,025,784</b></u>	<u><b>\$3,568,328</b></u>
<b>ENDING FUND BALANCES</b>					
<b>Reserved For:</b>					
<b>Criminal Justice</b>	<u>3,778,427</u>	<u>3,591,505</u>	<u>2,082,154</u>	<u>1,481,488</u>	<u>239,727</u>
<b>ENDING FUND BALANCES</b>	<u><b>\$3,778,427</b></u>	<u><b>\$3,591,505</b></u>	<u><b>\$2,082,154</b></u>	<u><b>\$1,481,488</b></u>	<u><b>\$ 239,727</b></u>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<u><b>\$4,306,720</b></u>	<u><b>\$4,802,642</b></u>	<u><b>\$4,516,617</b></u>	<u><b>\$5,507,272</b></u>	<u><b>\$3,808,055</b></u>

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- 1
- 2 **1. Responsible Department(s):** Public Works
- 3 **2. Brief Description and Purpose:**
- 4 The Transportation Impact Fee Fund mission is to provide a partial funding source for growth-related
- 5 transportation projects, collecting fees from development projects that impact the City’s transportation
- 6 system. Monies from the Transportation Impact Fee Fund may be used only for capacity-related
- 7 projects identified in the July 2010 Transportation Impact Fee Rate Study or as amended.
- 8 **3. Highlights and Changes for 2021-2022:**
- 9 None. Transportation Impact Fee funds will continue to be used toward growth-related transportation
- 10 projects.
- 11 **4. Highlights and Accomplishments during 2019-2020:**
- 12 Funds in 2019-20 were used towards the following projects:
- 13
  - 36th Avenue West Improvements Project construction.
  - 196<sup>th</sup> Street SW Improvement Project, design and right-of-way acquisition.
- 14
- 15 *-continued next page-*

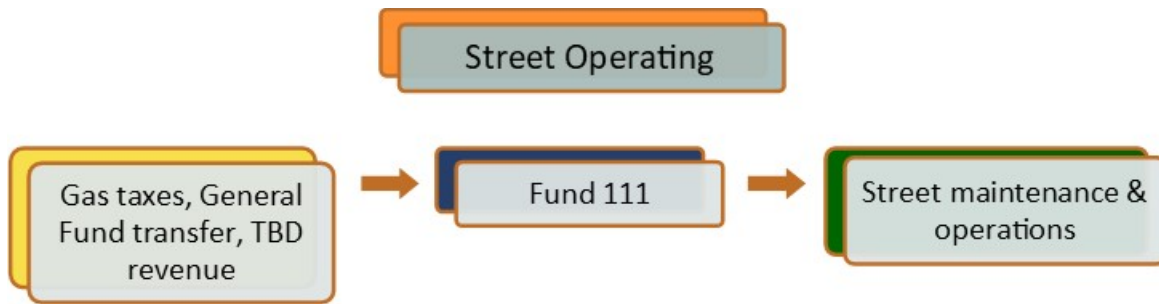
16 5. Fund Cost (summary):

SOURCES & USES OF FUNDS	2018 Actual	2019 Actual	2020 Projected	2019-2020 Revised	2021-2022 Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ 183,340	\$1,510,878	\$2,018,714	\$1,510,878	\$ 2,344,714
<b>OPERATING REVENUES</b>					
Transportation Impact Fees Revenue	1,576,837	442,720	300,000	1,000,000	1,000,000
TrIF Admin Fees	25,577	5,600	6,000	34,500	15,000
Transfer From 310 194th Ext. Project	18,299	-	-	-	-
Interest Income	20,068	59,516	20,000	9,000	25,000
<b>Total Revenues</b>	<u>1,640,781</u>	<u>507,836</u>	<u>326,000</u>	<u>1,043,500</u>	<u>1,040,000</u>
<b>TOTAL REVS &amp; OTHER SCRS</b>	<u><b>\$ 1,824,121</b></u>	<u><b>\$2,018,714</b></u>	<u><b>\$2,344,714</b></u>	<u><b>\$2,554,378</b></u>	<u><b>\$ 3,384,714</b></u>
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>OPERATING EXPENDITURES</b>					
Transfer to 360 Transportation Capiti	313,243	-	-	1,926,454	2,370,000
Transfers to Other Capital Projects	-	-	-	-	-
<b>Total Operating Expenditures</b>	<u>\$ 313,243</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$1,926,454</u>	<u>\$ 2,370,000</u>
<b>Operating Revenues over (under)</b>					
Operating Expenditures	<u>\$ 1,327,538</u>	<u>\$ 507,836</u>	<u>\$ 326,000</u>	<u>\$ (882,954)</u>	<u>\$ (1,330,000)</u>
<b>TOTAL EXPEND &amp; OTHER USES</b>	<u><b>\$ 313,243</b></u>	<u><b>\$ -</b></u>	<u><b>\$ -</b></u>	<u><b>\$1,926,454</b></u>	<u><b>\$ 2,370,000</b></u>
<b>ENDING FUND BALANCES</b>					
Reserved For: Transportation					
<b>ENDING FUND BALANCES</b>	<u><b>\$ 1,510,878</b></u>	<u><b>\$2,018,714</b></u>	<u><b>\$2,344,714</b></u>	<u><b>\$ 627,924</b></u>	<u><b>\$ 1,014,714</b></u>
<b>TOTAL EXPENDITURES, OTHER</b>					
<b>USES &amp; FUND BALANCES</b>	<u><b>\$ 1,824,121</b></u>	<u><b>\$2,018,714</b></u>	<u><b>\$2,344,714</b></u>	<u><b>\$2,554,378</b></u>	<u><b>\$ 3,384,714</b></u>

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2 **1. Responsible Department(s):** Public Works

3 **2. Fund Mission and Responsibilities:**

4 The Street Fund operates and maintains the City-owned portions of the transportation system which  
5 includes all components of our 300 lane miles of roads and associated sidewalks, signs, and our 65 traffic  
6 signals (Lynnwood owns 59 signals and operates another 6 for WSDOT).

7 **3. Highlights and Accomplishments during 2019-2020:**

8 • Changed out 80 luminaire heads with LED heads for energy savings.

9 • Converted 14 traffic signals to countdown pedestrian heads.

10 • Replaced 30 ped push buttons at traffic signals.

11 • Provided emergency service to City of Edmonds Traffic and [City of Mountlake Terrace](#).

12 • Added new garage building at LOMC.

13 • Set up a professional grade sign shop.

14 • Performed over 100 pavement repairs.

15 • Crack-sealed roadways for three-week period using 8 pallets of sealer.

16 • Installed 15,000 traffic buttons.

17 **4. Highlights and Changes for 2021-2022:**

18 The Street Fund is divided into two major divisions: 1) Traffic Management and Signal Operations; and  
19 2) Street Maintenance and Operations.

20 Traffic Engineering and Signal Operations are responsible for the following major programs:

21 • Monitors city's traffic signal system; adjusts timing to optimize traffic flow.

22 • Operates Traffic Network consisting of 65 traffic signals (59 Lynnwood, 6 WSDOT), fiber  
23 connections, cameras, workstations, servers and the Traffic Center at City Hall.

24 • Provide changes in signal operation functional requirements such as the need for pedestrian  
25 treatment, preemption, transit priority, queue jump, diversion and evacuation timing plan  
26 development and implementation.

27 • Perform and review Traffic capacity studies, Speed studies, Parking studies and Accident/crash  
28 studies. Maintain, operate, and optimize City's adaptive traffic signal system operation.

29 • Reviews capital development and private development projects and issues permits.

30 • Review Traffic Control plans and provide construction and operational support for city's capital  
31 improvement projects and sponsored events.

- 32 • Maintains infrastructure of traffic signal system and streetlights.
- 33 • Coordinate and communicate with citizens for signal and traffic operation concern.
- 34 • Provide public record request and support LPD for accident or other data support.
- 35 • Supports Lynnwood Police during live incidents and investigations.
- 36 Street Maintenance and Operations is responsible for the following major programs:
- 37 • Maintain roadway and signs for safety of users and aesthetics.
- 38 • Respond to citizen complaints and concerns.
- 39 • Ensure compliance with Federal and State regulations pertaining to transportation.
- 40 The Streets Division’s main emphasis is planning for, designing, operating, and maintaining the City’s  
41 physical transportation infrastructure. The main challenge facing the Department is to have enough  
42 funds to adequately maintain our infrastructure. The Division has embraced high-tech solutions to  
43 managing our systems (e.g. SCADA and our Traffic Management Center, and our use of Cartograph and  
44 social media communication tools), and other efficiencies to stretch our dollars as far as possible.
- 45 One evolving program relates to the requirements of the Americans with Disabilities Act (ADA). Public  
46 Works has been coordinating the City’s plan for compliance with these requirements that apply not only  
47 to streets, but to parks and facilities as well. Funding for this program has been severely constrained by  
48 the loss of Transportation Benefit District Funds due to the passage of I-976 as well as potential  
49 reductions in gas tax revenues due to the COVID-19 pandemic impacts.
- 50 *-continued next page-*

51 **5. Fund Budget History by Program:**

SOURCES & USES OF FUNDS	2018	2019	2020	2019-2020	2021-2022
	Actual	Actual	Projection	Revised	Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ 202,943	\$ 122,208	\$ 259,415	\$ 122,208	\$ 357,021
<b>OPERATING REVENUES</b>					
Motor Vehicle Fuel Tax	797,192	926,375	600,000	1,792,600	1,865,123
Right of Way Use Permits	119,549	174,842	75,000	256,250	300,000
Intergovernmental Revenues	7,922	4,050	4,050	25,000	25,000
Miscellaneous Revenues	3,776	4,715	-	-	-
Interest	1,962	(71)	600	1,000	1,000
<b>Total Revenues</b>	<b>930,401</b>	<b>1,109,911</b>	<b>679,650</b>	<b>2,074,850</b>	<b>2,191,123</b>
<b>OTHER FINANCING SOURCES</b>					
Sale of Capital Assets	\$ 1,596	\$ 122	\$ -	\$ -	\$ -
Transfer from General Fund	1,000,000	1,045,450	945,450	2,090,900	2,041,065
Transfer from TBD Fund	250,000	300,000	300,000	600,000	760,000
<b>Other Financing Sources</b>	<b>1,251,596</b>	<b>1,345,572</b>	<b>1,245,450</b>	<b>2,690,900</b>	<b>2,801,065</b>
<b>TOTAL REVS &amp; OTHER SCRS</b>	<b>\$ 2,384,940</b>	<b>\$ 2,577,691</b>	<b>\$ 2,184,515</b>	<b>\$ 4,887,958</b>	<b>\$ 5,349,209</b>
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>OPERATING EXPENDITURES</b>					
Transportation Administration	210,669	264,638	193,203	514,654	618,995
Transportation Services	70,234	85,684	27,812	172,849	85,706
Road Maintenance	762,779	701,833	573,710	1,268,211	1,682,672
Snow and Ice Control	6,788	9,650	-	39,000	39,000
Street Cleaning	16,717	3,661	6,857	-	-
Roadside Maintenance	5,625	15,175	-	46,000	113,500
Traffic Control	47,480	59,022	27,579	149,000	130,000
Traffic/Street Lights	541,775	500,265	263,804	874,967	870,823
Traffic Calming	-	-	-	50,000	50,000
Pedestrian Maintenance	390	1,447	-	6,000	3,600
Sidewalk Maintenance	-	-	-	16,000	30,000
ADA - Sidewalks	-	-	-	100,000	20,000
Pedestrian Maint/Traffic Contro	595,061	664,525	734,529	1,561,815	1,564,746
<b>Total Operating Expenditures</b>	<b>2,257,518</b>	<b>2,305,900</b>	<b>1,827,494</b>	<b>4,798,496</b>	<b>5,209,042</b>
<b>Operating Revenues over (under)</b>					
<b>Operating Expenditures</b>	<b>\$ (1,327,117)</b>	<b>\$ (1,195,989)</b>	<b>\$ (1,147,844)</b>	<b>\$ (2,723,646)</b>	<b>\$ (3,017,919)</b>
<b>OTHER FINANCING USES</b>					
Transportation Capital	5,214	12,376	-	-	-
<b>TOTAL EXPEND &amp; OTHER USES</b>	<b>\$ 2,262,732</b>	<b>\$ 2,318,276</b>	<b>\$ 1,827,494</b>	<b>\$ 4,798,496</b>	<b>\$ 5,209,042</b>
<b>ENDING FUND BALANCES</b>					
<b>Reserved For:</b>					
<b>Street Maintenance</b>	<b>122,208</b>	<b>259,415</b>	<b>357,021</b>	<b>89,462</b>	<b>140,167</b>
<b>ENDING FUND BALANCES</b>	<b>\$ 122,208</b>	<b>\$ 259,415</b>	<b>\$ 357,021</b>	<b>\$ 89,462</b>	<b>\$ 140,167</b>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<b>\$ 2,384,940</b>	<b>\$ 2,577,691</b>	<b>\$ 2,184,515</b>	<b>\$ 4,887,958</b>	<b>\$ 5,349,209</b>

52

53 **6. Fund Personnel:**

Position	Number of Full-Time Equivalent (FTE)							
	2015	2016	2017	2018	2019	2020	2021	2022
Supervisor	1.00	1.00	0.40	0.40	0.40	0.40	0.40	0.40
Foreman	1.00	1.00	0.40	0.40	0.40	0.40	0.75	0.75
PW Manager, O&M	0.00	0.00	0.00	0.10	0.10	0.10	0.10	0.10
Lead Worker	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maintenance Worker I	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maintenance Worker II	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Traffic Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lead Traffic Signal Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Traffic Signal Technician	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Total</b>	<b>11.00</b>	<b>11.00</b>	<b>8.80</b>	<b>8.90</b>	<b>8.90</b>	<b>8.90</b>	<b>9.25</b>	<b>9.25</b>

54

55 **Program: Street Maintenance and Operations**

56 **1. Brief Description:**

57 This program of the Public Works Department’s Maintenance and Operations Division is to operate and  
 58 maintain the City’s 300 lane miles of streets and associated systems. This also includes sidewalks, signs,  
 59 pavement markings and pavement surfaces. This program does not include the capital component of  
 60 reconstruction of existing worn pavement or sidewalks or construction of new street facilities. Note:  
 61 Though not directly in the General Fund, the Street Fund does receive General Fund monies for a  
 62 portion of its revenue. The other main contributor are State gas tax funds and the Transportation  
 63 Benefit District. Ideally, staff recommends that the TBD funds should be spent on capital replacement  
 64 (i.e. pavement overlays) and not daily operations.

65 **2. Program Outcomes:**

- 66 • Maintain roadway and signs for safety of users and aesthetics.
- 67 • Respond to citizen complaints and concerns.
- 68 • Ensure compliance with state and federal regulations pertaining to transportation.

69 **3. Relation to Strategic Plan, 2018-2022:**

Street Operations & Maintenance		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.		○	
2	Ensure financial stability & economic success.		○	
3	Nurture operational & organizational excellence.	○		
4	Be a safe, welcoming, & livable city.	○		
5	Pursue & maintain collaborative relationships & partnerships.	○		

70



71 **4. Relation to Community Vision:**

Street Operations & Maintenance	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.	<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.	<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.		<input type="radio"/>	
To invest in preserving and expanding parks, recreation, and community programs.			<input type="radio"/>
To be a cohesive community that respects all citizens.	<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.	<input type="radio"/>		
To ensure a safe environment through rigorous criminal and property law enforcement.			<input type="radio"/>
To be a city that is responsive to the wants and needs of our citizens.	<input type="radio"/>		

72  
73 **5. Equity Lens:**

74 This program promotes social equity in service delivery and/or enhances services to under-represented  
75 or under-served communities by ensuring that streets and rights-of-way receive equivalent maintenance  
76 and upkeep. Safe travel by pedestrians, bicyclists, transit riders, etc. amongst automobile traffic ensures  
77 all community members have a high level of mobility.

78 **6. Mandatory v. Optional:**

Street Operations & Maintenance	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?		<input type="radio"/>	

80 **7. Program Personnel:**

Street Operations & Maintenance	FTE	Note
Supervisor	0.40	
Foreman	0.75	
PW Manager, O&M	0.10	
Lead Worker	1.00	
Maintenance Worker I	1.00	
Maintenance Worker II	2.00	
Total Program Personnel	5.25	

82 **8. Program Cost:**

Street Ops. & Maintenance	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 386,514	\$ 403,191	\$ 841,741	\$ 904,097
Personnel Benefits	157,661	166,140	318,983	400,483
Supplies	110,082	171,695	308,600	351,750
Services	418,555	339,615	571,390	883,543
Total Expense	\$ 1,072,812	\$ 1,080,641	\$ 2,040,714	\$ 2,539,873
Revenue	1,120,922	1,211,515	2,040,714	2,539,873
Net Expense	\$ (48,110)	\$ (130,874)	\$ (0)	\$ (0)

83

84 **9. Outcome Measures:**

Street Maintenance & Operations	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Number of potholes filled per year	100	90	250		
Number of gallons of lane striping applied per year.	1,000	1,100	1,100		
Number of miles swept per year.	5,000	5,000	5,000		

85

86 **Program: Traffic Management and Signal Operations**

87 **1. Brief Description:**

88 This program of the Public Works Department’s Maintenance and Operations Division is to provide  
89 maintenance and operations of the City’s traffic systems, including 65 traffic signals, traffic cameras, fiber  
90 connections, and Traffic Management Center. Traffic engineering is also provided in this program.

91 **2. Program Outcomes:**

92 Traffic Engineering:

- 93 • Monitors city’s traffic signal system. Adjusts timing to optimize traffic flow.
- 94 • Reviews capital development and private development projects and issues permits
- 95 • Signal Technicians.
- 96 • Maintains infrastructure of traffic system:
  - 97 ○ 65 traffic signals
  - 98 ○ 9,000 miles of fiber optic strands
  - 99 ○ 500+ detection and surveillance cameras
  - 100 ○ 600 hosted devices on Traffic and SCADA networks
  - 101 ○ Traffic Management Center
  - 102 ○ Manage city’s traffic signals to optimize efficiency and minimize congestion

103 **3. Program Outcomes and the Strategic Plan, 2018-2022:**

Traffic Management & Signal Operations		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.	○		
2	Ensure financial stability & economic success.	○		
3	Nurture operational & organizational excellence.	○		
4	Be a safe, welcoming, & livable city.	○		
5	Pursue & maintain collaborative relationships & partnerships.	○		

104

105 **4. Relation to Community Vision:**

Traffic Management & Signal Operations	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.	<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.	<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.		<input type="radio"/>	
To invest in preserving and expanding parks, recreation, and community programs.			<input type="radio"/>
To be a cohesive community that respects all citizens.	<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.	<input type="radio"/>		
To ensure a safe environment through rigorous criminal and property law enforcement.		<input type="radio"/>	
To be a city that is responsive to the wants and needs of our citizens.	<input type="radio"/>		

106  
107 **5. Equity Lens:**

108 This program promotes social equity in service delivery and/or enhances services to under-represented  
109 or under-served communities by ensuring that traffic responses and calming measures are answered  
110 and implemented without influence by more privileged neighborhoods and that systems to safely move  
111 pedestrians, bicycles and cars are implemented fairly for all groups.

112 **6. Mandatory v. Optional:**

Traffic Management & Signal Operations	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?		<input type="radio"/>	

113  
114 **7. Program Personnel:**

Traffic Management & Signal Oper.	FTE	Note
Traffic Engineer	1.00	
Project Manager	1.00	
Lead Traffic Signal Technician	1.00	
Traffic Signal Technician	1.00	
Total Program Personnel	4.00	

115  
116 **8. Program Cost:**

Traffic Mgmt. & Signal Ops.	2018 Actual	2019 Actual	2019-2020 Budget	2021-2022 Budget
Salaries & Wages	\$ 424,924	\$ 415,927	\$ 875,969	\$ 852,733
Personnel Benefits	173,089	165,486	363,346	356,013
Supplies	200,887	268,225	624,400	539,900
Services	385,806	375,621	844,067	870,523
Capital Outlay	5,214	12,376	50,000	50,000
Total Expense	\$ 1,189,920	\$ 1,237,635	\$ 2,757,782	\$ 2,669,169
Revenue	1,264,018	1,366,176	2,847,244	2,809,336
Net Expense	\$ (74,098)	\$ (128,541)	\$ (89,462)	\$ (140,167)

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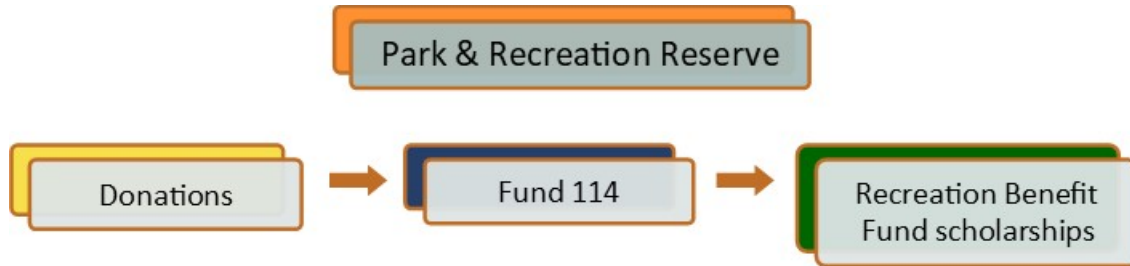
118 **9. Outcome Measures:**

Traffic Management & Signal Operations	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021
Traffic Signal PM Inspections per month	63	47	63		
Traffic Signal Critical Component Failure	5	1	2		

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**1. Responsible Department(s):** Parks, Recreation & Cultural Arts

**2. Brief Description and Purpose:**

Created in 1986 by Ordinance 1554, this fund's purpose is to account for donations, gifts, or contributions from persons or corporations and interfund transfers, for park/recreation purposes. This fund is used for accumulating funds for: 1. The Recreation Benefit Fund, which covers registration fees for recreation classes for children from low income households and for disabled individuals; 2. the Senior Benefit Fund, which covers registration fees for recreation classes for seniors from low-income households. This Fund allows these disadvantaged persons to participate in activities to improve their health and fitness, have social connections, and learn new things.

**3. Highlights and Changes for 2021-2022:**

No changes are anticipated.

**4. Program Personnel:**

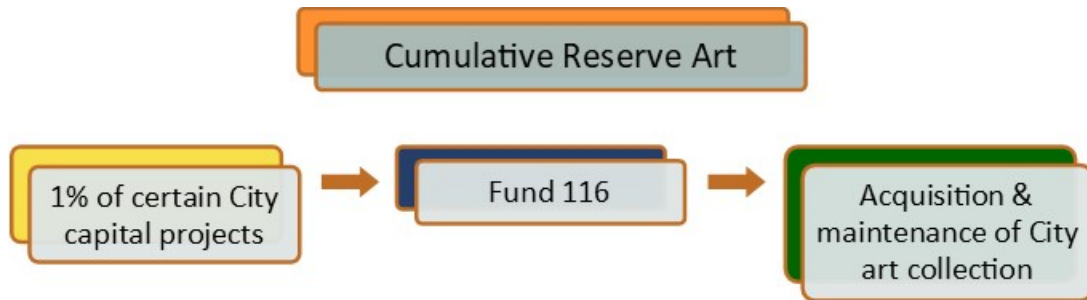
None.

**5. Fund History:**

SOURCES & USES OF FUNDS	2018 Actual	2019 Actual	2020 Projected	2019-2020 Revised	2021-2022 Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ 70,666	\$ 74,718	\$ 77,239	\$ 74,718	\$ 77,239
<b>OPERATING REVENUES</b>					
Rec Benefit Funds	\$ 11,732	\$ 12,172	\$ 1,000	\$ 26,000	\$ 20,000
Interest Income	1,356	2,357	1,000	1,000	2,500
<b>Total Revenues</b>	<u>\$ 13,088</u>	<u>\$ 14,529</u>	<u>\$ 2,000</u>	<u>\$ 27,000</u>	<u>\$ 22,500</u>
<b>TOTAL REVS &amp; OTHER SCRS</b>	<u><b>\$ 83,754</b></u>	<u><b>\$ 89,247</b></u>	<u><b>\$ 79,239</b></u>	<u><b>\$ 101,718</b></u>	<u><b>\$ 99,739</b></u>
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>OPERATING EXPENDITURES</b>					
Recreation Benefit Program	\$ 9,036	\$ 12,008	\$ 2,000	\$ 26,000	\$ 26,000
<b>Total Operating Expenditures</b>	<u>\$ 9,036</u>	<u>\$ 12,008</u>	<u>\$ 2,000</u>	<u>\$ 26,000</u>	<u>\$ 26,000</u>
<b>Operating Revenues over (under)</b>					
Operating Expenditures	\$ 4,052	\$ 2,521	\$ -	\$ 1,000	\$ (3,500)
<b>TOTAL EXPEND &amp; OTHER USES</b>	<u><b>\$ 9,036</b></u>	<u><b>\$ 12,008</b></u>	<u><b>\$ 2,000</b></u>	<u><b>\$ 26,000</b></u>	<u><b>\$ 26,000</b></u>
<b>ENDING FUND BALANCES</b>					
<b>Reserved For:</b>					
<b>ENDING FUND BALANCES</b>	<u>\$ 74,718</u>	<u>\$ 77,239</u>	<u>\$ 77,239</u>	<u>\$ 75,718</u>	<u>\$ 73,739</u>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<u><b>\$ 83,754</b></u>	<u><b>\$ 89,247</b></u>	<u><b>\$ 79,239</b></u>	<u><b>\$ 101,718</b></u>	<u><b>\$ 99,739</b></u>







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**1. Responsible Department(s):** Parks, Recreation & Cultural Arts

**2. Brief Description and Purpose:**

Created in 1990 by Ordinance 2759, this fund's purpose is for acquisition and maintenance of the City's art collection. There are over 20 site-specific, outdoor art projects on the civic campus and in various parks, and over 100 portable art pieces in the City's collection with a total value of more than \$1.1 million (2015 appraisal).

Revenue sources for the Cumulative Reserve Art Fund include:

- One percent (1%) of the budget of certain municipal construction projects contributes to this fund.
- Gifts to the City.
- When municipal projects do not contribute a minimum of \$15,000 per year, and when funds are available, LMC 3.14.040A calls for an annual contribution of City funds to achieve the \$15,000 threshold. This contribution has only been made three times since 2001 in which 15 years were eligible.

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.

The last significant 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. Since that time, three municipal construction projects have generated a contribution to the Art Fund totaling \$30,036 (Meadowdale Playfields renovation, Justice Center switch update, and the Golf Course parking lot expansion). Annual maintenance of the collection was suspended for several years. Two pieces in the collection were repaired in 2014. The first round of cleaning and regular maintenance of the collection was completed in 2016. This Fund is administered by the Healthy Communities Division. This Fund is managed by the Deputy Director while maintenance, rotations, commissions and acquisitions are the responsibility of the Community Programs Coordinator.

**3. Highlights and Changes for 2019-2020:**

None.

**4. Fund Personnel [Full-Time Equivalent (FTE)]:**

None.

31 5. Fund History:

SOURCES & USES OF FUNDS	2018 Actual	2019 Actual	2020 Projected	2019-2020 Revised	2021-2022 Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ 47,453	\$ 48,402	\$ 49,878	\$ 48,402	\$ 50,478
<b>OPERATING REVENUES</b>					
Transfers from Capital Projects	-	-	\$ -	\$ 50,000	\$ 50,000
Transfer from General Fund	-	-	-	-	-
Interest Income	949	1,566	600	1,000	2,000
<b>Total Revenues</b>	<u>949</u>	<u>1,566</u>	<u>600</u>	<u>51,000</u>	<u>52,000</u>
<b>TOTAL REVS &amp; OTHER SCRS</b>	<u>\$ 48,402</u>	<u>\$ 49,968</u>	<u>\$ 50,478</u>	<u>\$ 99,402</u>	<u>\$ 102,478</u>
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>OPERATING EXPENDITURES</b>					
Art Projects	\$ -	\$ -	\$ -	\$ 30,000	\$ -
Services	-	-	-	20,000	15,000
<b>Total Operating Expenditures</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 50,000</u>	<u>\$ 15,000</u>
<b>Operating Revenues over (under)</b>					
Operating Expenditures	\$ 949	\$ 1,566	\$ 600	\$ 1,000	\$ 37,000
<b>OTHER FINANCING USES</b>					
Capital Expenditures	-	90	-	-	15,000
Total Other Financing Uses	-	90	-	-	15,000
<b>TOTAL EXPEND &amp; OTHER USES</b>	<u>\$ -</u>	<u>\$ 90</u>	<u>\$ -</u>	<u>\$ 50,000</u>	<u>\$ 30,000</u>
<b>ENDING FUND BALANCES</b>					
Reserved For:					
<b>ENDING FUND BALANCES</b>	<u>\$ 48,402</u>	<u>\$ 49,878</u>	<u>\$ 50,478</u>	<u>\$ 49,402</u>	<u>\$ 72,478</u>
<b>TOTAL EXPENDITURES, OTHER</b>					
<b>USES &amp; FUND BALANCES</b>	<u>\$ 48,402</u>	<u>\$ 49,968</u>	<u>\$ 50,478</u>	<u>\$ 99,402</u>	<u>\$ 102,478</u>

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**1. Responsible Department(s):** Public Works

**2. Brief Description and Purpose:**

Revenue 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.

**3. Highlights and Changes for 2021-2022:**

None.

**4. Fund Personnel:**

None.

**5. Fund History:**

SOURCES & USES OF FUNDS	2018 Actual	2019 Actual	2020 Projected	2019-2020 Revised	2021-2022 Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ 211,797	\$ 217,465	\$ 293,816	\$ 217,465	\$ 277,816
<b>OPERATING REVENUES</b>					
Tree & Clearing Permits	16,691	99,480	4,000	30,000	50,000
Contribution from the General Fur	-	-	-	-	-
<b>Total Revenues</b>	<u>16,691</u>	<u>99,480</u>	<u>4,000</u>	<u>30,000</u>	<u>50,000</u>
<b>TOTAL REVS &amp; OTHER SCRS</b>	<u>\$ 228,488</u>	<u>\$ 316,945</u>	<u>\$ 297,816</u>	<u>\$ 247,465</u>	<u>\$ 327,816</u>
<b>EXPENDITURES &amp; OTHER USES</b>					
Trees	11,023	23,129	20,000	55,000	45,000
<b>Total Operating Expenditures</b>	<u>\$ 11,023</u>	<u>\$ 23,129</u>	<u>\$ 20,000</u>	<u>\$ 55,000</u>	<u>\$ 45,000</u>
<b>Operating Revenues over (under)</b>					
Operating Expenditures	\$ 5,668	\$ 76,351	\$ (16,000)	\$ (25,000)	\$ 5,000
<b>TOTAL EXPEND &amp; OTHER USES</b>	<u>\$ 11,023</u>	<u>\$ 23,129</u>	<u>\$ 20,000</u>	<u>\$ 55,000</u>	<u>\$ 45,000</u>
<b>ENDING FUND BALANCES</b>					
<b>Reserved For:</b>					
Replacement Trees	217,465	293,816	277,816	192,465	282,816
<b>ENDING FUND BALANCES</b>	<u>\$ 217,465</u>	<u>\$ 293,816</u>	<u>\$ 277,816</u>	<u>\$ 192,465</u>	<u>\$ 282,816</u>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<u>\$ 228,488</u>	<u>\$ 316,945</u>	<u>\$ 297,816</u>	<u>\$ 247,465</u>	<u>\$ 327,816</u>

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**1. Responsible Department(s):** Public Works

**2. Brief Description and Purpose:**

The mission of the Solid Waste Division 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.

The Solid Waste Division also provides coordination between citizens and businesses and the solid waste providers in the area. The City of Lynnwood no longer has an interlocal agreement with the City of Edmonds to jointly fund a shared staff person. The work is now done internally by the Public Works Administration Team. A state grant pays a small portion of the staff’s salaries. The match to the state grant comes from a General Fund transfer.

**3. Highlights and Accomplishments during 2019-2020:**

Reconfigured program to offer more accessible and goal-oriented tasks. Obtained DOE grant with improved milestones and goals. Included in goals, were partnering in events that resulted in over 5 ½ tons of paper shredding and 300 pounds of Styrofoam recycling. The grant also included installing water bottle fillers in many of the city buildings providing an alternative to one-use water bottles. Recycling fliers were updated and distributed, along with an updated website to increase education in the community.

**4. Highlights and Changes for 2021-2022:**

Staff will continue to provide public education and awareness on waste reduction, recycling, composting, household hazardous waste and related issues, through outreach to schools, businesses, and households. Staff will continue to host recycling events and provide opportunities by partnering with other departments and agencies throughout the City.

**5. Program Outcomes and the Strategic Plan, 2018-2022.**

Solid Waste Management		High	Med.	Low
1	Fulfill the community vision for the City Center & Lynnwood Link light rail.			○
2	Ensure financial stability & economic success.		○	
3	Nurture operational & organizational excellence.	○	○	
4	Be a safe, welcoming, & livable city.	○		
5	Pursue & maintain collaborative relationships & partnerships.	○		

26 **6. Relation to Community Vision:**

Solid Waste Management	High	Med.	Low
The City of Lynnwood will be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government.	<input type="radio"/>		
To be a welcoming city that builds a healthy and sustainable environment.	<input type="radio"/>		
To encourage a broad business base in sector, size and related employment, and promote high quality development.			<input type="radio"/>
To invest in preserving and expanding parks, recreation, and community programs.			<input type="radio"/>
To be a cohesive community that respects all citizens.	<input type="radio"/>		
To invest in efficient, integrated, local and regional transportation systems.			<input type="radio"/>
To ensure a safe environment through rigorous criminal and property law enforcement.			<input type="radio"/>
To be a city that is responsive to the wants and needs of our citizens.	<input type="radio"/>		

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28 **7. Equity Lens:**

29 This program promotes social equity in service delivery and/or enhances services to under-represented  
 30 or under-served communities by: 1. Creating recycling and solid waste education and information in  
 31 multiple languages, and making it available in many different formats and locations; 2. Hosting and  
 32 partnering to create multiple FREE recycling opportunities open to all in different locations of the City;  
 33 and 3. Sponsoring clean-up of areas used by the homeless population.

34 **8. Mandatory v. Optional:**

Solid Waste Management	Yes	No	~
Mandatory?	<input type="radio"/>		
Viable alternatives for service delivery?	<input type="radio"/>		

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36 9. Fund History:

SOURCES & USES OF FUNDS	2018 Actual	2019 Actual	2020 Projected	2019-2020 Revised	2021-2022 Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ 26,551	\$ 67,454	\$ 81,982	\$ 67,454	\$ 84,482
<b>OPERATING REVENUES</b>					
Intergovernmental Grant	9,460	12,821	6,000	35,250	24,276
Contribution from the General Fun	61,000	26,500	26,500	53,000	53,000
<b>Total Revenues</b>	<u>70,460</u>	<u>39,321</u>	<u>32,500</u>	<u>88,250</u>	<u>77,276</u>
<b>TOTAL REVS &amp; OTHER SCRS</b>	<u>\$ 97,011</u>	<u>\$ 106,775</u>	<u>\$ 114,482</u>	<u>\$ 155,704</u>	<u>\$ 161,758</u>
<b>EXPENDITURES &amp; OTHER USES</b>					
Operating Expenditures	29,557	24,793	30,000	108,147	77,276
<b>Total Operating Expenditures</b>	<u>\$ 29,557</u>	<u>\$ 24,793</u>	<u>\$ 30,000</u>	<u>\$ 108,147</u>	<u>\$ 77,276</u>
<b>Operating Revenues over (under)</b>					
Operating Expenditures	\$ 40,903	\$ 14,528	\$ 2,500	\$ (19,897)	\$ -
<b>TOTAL EXPEND &amp; OTHER USES</b>	<u>\$ 29,557</u>	<u>\$ 24,793</u>	<u>\$ 30,000</u>	<u>\$ 108,147</u>	<u>\$ 77,276</u>
<b>ENDING FUND BALANCES</b>					
Reserved For:					
<b>ENDING FUND BALANCES</b>	<u>\$ 67,454</u>	<u>\$ 81,982</u>	<u>\$ 84,482</u>	<u>\$ 47,557</u>	<u>\$ 84,482</u>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<u>\$ 97,011</u>	<u>\$ 106,775</u>	<u>\$ 114,482</u>	<u>\$ 155,704</u>	<u>\$ 161,758</u>

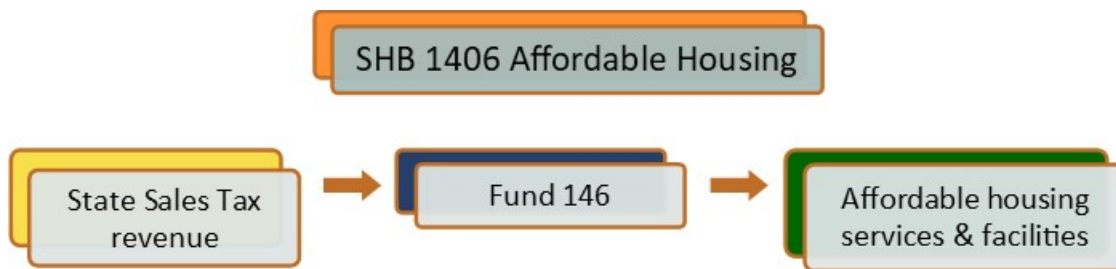
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38 10. Outcome Measures:

Solid Waste Management	Target	Actual 2018	Actual 2019	Actual 2020	Actual 2021

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**1. Responsible Department(s):** Development and Business Services

**2. Brief Description and Purpose:**

The 2019 State Legislature passed the Encouraging Investments in Affordable and Supportive Housing Act (SHB 1406). SHB 1406 allows cities and counties to receive a portion of the State’s share of sale and use tax (sales tax) revenue. The sales tax collected is deducted from the State’s portion of tax. It does not increase tax rates. On May 26, 2020, Lynnwood City Council adopted Ordinance 3357, which authorized the City to receive SHB 1406 revenue and created Special Revenue Fund 146.

For this purpose, Lynnwood receives 0.0073% of taxable retail sales in Lynnwood, up to an annual maximum distribution cap, based on FY 2019 taxable retail sales, of \$196,819.21. Funds will fluctuate dependent on each years’ actual sale and use tax (sales tax) revenue. This revenue source is authorized through the year 2039.

Per SHB 1406, Lynnwood may use the tax credit revenue for the following affordable and supportive housing purposes:

1. Acquisition, construction, and renovation of affordable housing and facilities providing supportive housing services.
2. Ongoing operation and maintenance of affordable housing and supportive housing facilities.
3. Rental assistance to low-income tenants.

For each of these purposes, the assistance must be for households at or below 60% of area median income. Participating jurisdictions can pool their tax credit revenue for eligible projects as desired. Each year, Lynnwood must report how the tax credit revenue was expended. Funds received may be carried forward to future years.

**3. Highlights and Changes for 2021-2022:**

- This is a new special revenue fund. Lynnwood started receiving funds in Q3 2020.

**4. Program Personnel:**

None.

27 **5. Fund History:**

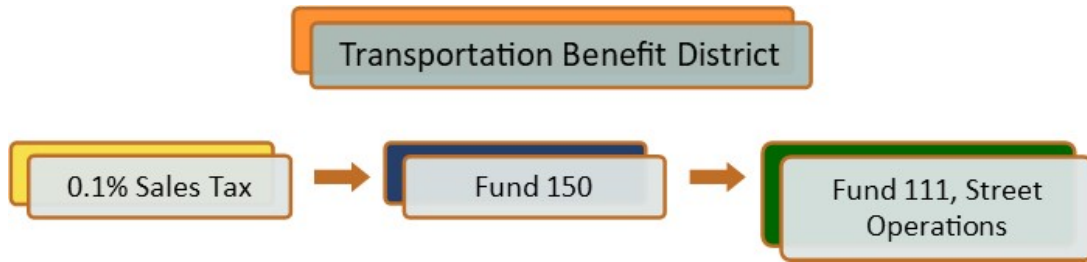
SOURCES & USES OF FUNDS	2018 Actual	2019 Actual	2020 Projected	2019-2020 Revised	2021-2022 Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ -	\$ -	\$ -	\$ -	\$ 250
<b>OPERATING REVENUES</b>					
State Sales Tax	-	-	250	-	400,000
Investment Interest	-	-	-	-	1,200
<b>Total Revenues</b>	-	-	250	-	401,200
<b>TOTAL REVS &amp; OTHER SCRS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250</b>	<b>\$ -</b>	<b>\$ 401,450</b>
<b>EXPENDITURES &amp; OTHER USES</b>					
Operating Expenditures	-	-	-	-	-
<b>Total Operating Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Operating Revenues over (under)</b>					
Operating Expenditures	\$ -	\$ -	\$ 250	\$ -	\$ 401,200
<b>TOTAL EXPEND &amp; OTHER USES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ENDING FUND BALANCES</b>					
<b>Reserved For:</b>					
<b>ENDING FUND BALANCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250</b>	<b>\$ -</b>	<b>\$ 401,450</b>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250</b>	<b>\$ -</b>	<b>\$ 401,450</b>

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- 2 **1. Responsible Department(s):** Public Works
- 3 **2. Brief Description and Purpose:** The Transportation Benefit District was created in 2010. This Fund
- 4 pays for a portion of the City’s Street Fund 111 and the City’s Safety Officer. It also pays for a
- 5 portion of the City’s pavement program, miscellaneous transportation projects, new sidewalks, and
- 6 sidewalk maintenance and ADA upgrades, and rebuild of the City’s traffic signals.
- 7 **3. Highlights and Changes for 2021-2022:** This is the first biennium in which the Transportation
- 8 Benefit District (TBD) is contained within the City’s budget and not a separate fund. The
- 9 passage of I-976 in 2019 resulted in the loss of vehicle tab fees amounting to over
- 10 \$1,200,000 per year in lost revenue. The constitutionality of this Initiative is under
- 11 challenge and awaiting a decision by the Washington State Supreme Court. In addition,
- 12 revenue impacts from the Coronavirus pandemic to the sales tax which contributes 0.1
- 13 percent towards the TBD will also result in decreases in programs funded by these dollars.
- 14 **4. Highlights and Accomplishments during 2019-2020:** The TBD funded yearly paving work,
- 15 upgrades to the City’s traffic signals, paid for one-half of the City’s Safety Officer,
- 16 contributed funds towards the construction of the 36<sup>th</sup> Avenue West Improvement Project,
- 17 funded school safety studies and sidewalk project designs, and contributed funds to the
- 18 City’s Street Fund 111.
- 19 *-continued next page-*

20 **5. Fund History:**

SOURCES & USES OF FUNDS	2018 Actual	2019 Actual	2020 Projection	2019-2020 Revised	2021-2022 Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$1,772,523	\$2,546,387	\$3,354,818	\$ 4,926,371	\$ 4,188,817
<b>OPERATING REVENUES</b>					
Public Transportation Sales Tax	3,191,049	2,774,522	2,374,000	4,800,000	5,340,000
TBD Vehicle Fees	1,241,953	1,152,211	1,148,255	1,200,000	-
Interest	31,984	57,917	17,000	25,000	25,000
<b>Total Revenues</b>	<b>4,464,986</b>	<b>3,984,650</b>	<b>3,539,255</b>	<b>6,025,000</b>	<b>5,365,000</b>
<b>OTHER FINANCING SOURCES</b>					
Transfer from	-	-	-	-	-
<b>Other Financing Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL REVS &amp; OTHER SCRS</b>	<b>\$6,237,509</b>	<b>\$6,531,037</b>	<b>\$6,894,073</b>	<b>\$10,951,371</b>	<b>\$ 9,553,817</b>
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>OPERATING EXPENDITURES</b>					
Transportation Administration	2,702	29,434	61,831	737,514	57,479
<b>Total Operating Expenditures</b>	<b>2,702</b>	<b>29,434</b>	<b>61,831</b>	<b>737,514</b>	<b>57,479</b>
<b>Operating Revenues over (under)</b>					
<b>Operating Expenditures</b>	<b>\$4,462,284</b>	<b>\$3,955,216</b>	<b>\$3,477,424</b>	<b>\$ 5,287,486</b>	<b>\$ 5,307,521</b>
<b>OTHER FINANCING USES</b>					
Return Vehicle Tab Fees to State	\$ -	\$ -	\$ -	\$ -	\$ 1,300,000
Transfer to Street Operating Fund 111	250,000	300,000	300,000	600,000	760,000
Transfer to Transportation Capital Fund	3,306,420	2,846,785	2,343,425	9,423,649	6,908,985
Transfer To Utility Capital Fund 412	132,000	-	-	-	-
<b>TOTAL EXPEND &amp; OTHER USES</b>	<b>\$3,691,122</b>	<b>\$3,176,219</b>	<b>\$2,705,256</b>	<b>\$10,761,163</b>	<b>\$ 9,026,464</b>
<b>ENDING FUND BALANCES</b>					
<b>Reserved For:</b>					
Outstanding Encumbrances	-	-	-	-	-
<b>Street Maintenance</b>	<b>2,546,387</b>	<b>3,354,818</b>	<b>4,188,817</b>	<b>190,208</b>	<b>527,353</b>
<b>ENDING FUND BALANCES</b>	<b>\$2,546,387</b>	<b>\$3,354,818</b>	<b>\$4,188,817</b>	<b>\$ 190,208</b>	<b>\$ 527,353</b>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<b>\$6,237,509</b>	<b>\$6,531,037</b>	<b>\$6,894,073</b>	<b>\$10,951,371</b>	<b>\$ 9,553,817</b>

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**1. Responsible Department(s):** Parks, Recreation & Cultural Arts

**2. Brief Description and Purpose:**

The Park Impact Fee Fund mission is to provide a partial funding source for growth-related park acquisition and development projects by collecting fees from development projects that impact the city’s public parks and recreation facilities. No positions are funded from this Fund. Monies from the Park Impact Fee Fund may be used only for projects that add capacity and have been identified in City’s adopted Capital Facilities Plan.

**3. Highlights and Changes for 2021-2022:**

Park Impact Fees were implemented in June 2018 and phased in at 80% of the rate study’s rates through the end of 2019. Fees are calculated at date of complete building permit application but not paid until permit issuance. Due to this lag, collection of fees in 2018 and 2019 were not reflective of the anticipated fee collection outlined in the Rate Study, estimated at \$2.5 million annually though actual collections will vary depending on development activity.

**4. Highlights and Accomplishments during 2019-2020:**

On January 1, 2020, the City began assessing 100% of Rate Study fees for all projects with application dates after January 1. Through the first six months of 2020, the City has collected just over \$2 million in park impact fees.

*-continued next page-*

20 5. Fund History:

SOURCES & USES OF FUNDS	2018 Actual	2019 Actual	2020 Projected	2019-2020 Revised	2021-2022 Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ -	\$ 51,622	\$ 184,353	\$ 51,622	\$ 2,450,353
<b>OPERATING REVENUES</b>					
Park Impact Fees Revenues	49,122	125,477	2,500,000	2,000,000	5,000,000
Park Impact Administrative Fees	2,500	5,750	12,000	2,500	15,000
Interest Income	-	1,504	7,000	500	8,800
<b>Total Revenues</b>	<u>51,622</u>	<u>132,731</u>	<u>2,519,000</u>	<u>2,003,000</u>	<u>5,023,800</u>
<b>TOTAL REVS &amp; OTHER SCRS</b>	<u>\$ 51,622</u>	<u>\$ 184,353</u>	<u>\$ 2,703,353</u>	<u>\$ 2,054,622</u>	<u>\$ 7,474,153</u>
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>OPERATING EXPENDITURES</b>					
Transfer to Parks Capital Fund	-	-	253,000	2,000,000	5,900,000
<b>Total Operating Expenditures</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 253,000</u>	<u>\$ 2,000,000</u>	<u>\$ 5,900,000</u>
<b>Operating Revenues over (under)</b>					
Operating Expenditures	\$ 51,622	\$ 132,731	\$ 2,266,000	\$ 3,000	\$ (876,200)
<b>TOTAL EXPEND &amp; OTHER USES</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 253,000</u>	<u>\$ 2,000,000</u>	<u>\$ 5,900,000</u>
<b>ENDING FUND BALANCES</b>					
Reserved For: Parks					
<b>ENDING FUND BALANCES</b>	<u>\$ 51,622</u>	<u>\$ 184,353</u>	<u>\$ 2,450,353</u>	<u>\$ 54,622</u>	<u>\$ 1,574,153</u>
<b>TOTAL EXPENDITURES, OTHER</b>					
<b>USES &amp; FUND BALANCES</b>	<u>\$ 51,622</u>	<u>\$ 184,353</u>	<u>\$ 2,703,353</u>	<u>\$ 2,054,622</u>	<u>\$ 7,474,153</u>

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**1. Responsible Department(s):** Administrative Services

**2. Brief Description and Purpose:**

The General Government Debt Service Fund was created with the adoption of the 2019-2020 Biennial Budget. This Fund is used to make loan and/or debt service payments for purchases made for General Government purposes.

**3. Highlights and Changes for 2021-2022:**

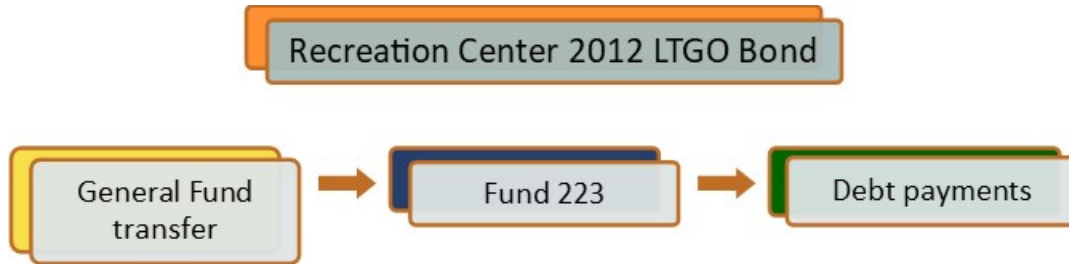
New, bonded debt is expected for the Community Justice Center. The amount of the bond issue is expected to generate \$60 million of bond proceeds that will be deposited in the Public Safety Capital Fund #390 to pay for the construction of the Community Justice Center.

**4. Fund Financial Summary**

SOURCES & USES OF FUNDS	2018 Actual	2019 Actual	2020 Projected	2019-2020 Revised	2021-2022 Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ -	\$ -	\$ -		\$ -
<b>REVENUES</b>					
Transfer from Crim Justice Fund 105					1,000,000
Transfer from REET 1 Fund 331	-	-	-	500,000	3,000,000
Transfer from REET 2 Fund 330	-	-	-	500,000	-
<b>Total Revenues</b>	-	-	-	1,000,000	4,000,000
<b>TOTAL REVS &amp; OTHER SCRS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ 4,000,000</b>
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>OPERATING EXPENDITURES</b>					
<b>Total Operating Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operating Revenues over (under)</b>					
<b>Operating Expenditures</b>	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 4,000,000
<b>OTHER FINANCING USES</b>					
GO Bond Interest	-	-	-	306,700	3,994,354
GO LT Debt Principal	-	-	-	679,700	-
Debt Service Fees				13,600	3,000
<b>Total Other Financing Uses</b>	-	-	-	1,000,000	3,997,354
<b>TOTAL EXPEND &amp; OTHER USES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ 3,997,354</b>
<b>ENDING FUND BALANCES</b>					
<b>Reserved For:</b>					
<b>Debt Service</b>	-	-	-	-	2,646
<b>ENDING FUND BALANCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,646</b>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ 4,000,000</b>







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2 **1. Responsible Department(s):** Administrative Services

3 **2. Brief Description and Purpose:**

4 The 2012 LTGO Bonds Fund 223 was authorized by Ordinance 2934 to redeem the 2008 Long-term  
5 General Obligation Bonds Anticipation Note (Ordinance 2745) that provided funds for the renovation,  
6 improvement and expansion of the City of Lynnwood Recreation Center. The 2012 General Obligation  
7 debt bond issue totaled \$24,955,000, is callable in December 2022, and matures in 2037.

8 Annual principal payments range from \$285,000 to \$1,595,000 with interest rates varying from 2% to  
9 4%, paid semi-annually.

10 **3. Highlights and Changes for 2021-2022:**

11 The final payment due and maturity date for the 2012 LTGO bonds is December 2037. During 2022,  
12 financial analysis will be undertaken to assess the feasibility of refinancing this bond.

13 **4. Fund Financial Summary:**

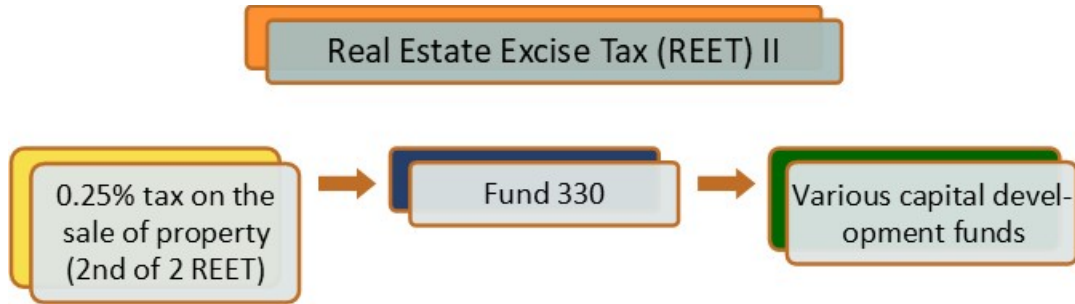
SOURCES & USES OF FUNDS	2018	2019	2019-2020	2020	2021-2022
	Actual	Actual	Revised	Projected	Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ 137,947	\$ 110,701	\$ 111,276	\$ 111,276	\$ 111,901
<b>REVENUES</b>					
Transfer from General Fund	1,628,117	1,656,638	3,313,276	1,656,638	3,313,026
<b>Total Revenues</b>	<u>1,628,117</u>	<u>1,656,638</u>	<u>3,313,276</u>	<u>1,656,638</u>	<u>3,313,026</u>
<b>TOTAL REVS &amp; OTHER SCRS</b>	<u>\$ 1,766,064</u>	<u>\$ 1,767,339</u>	<u>\$ 3,424,552</u>	<u>\$ 1,767,914</u>	<u>\$ 3,424,927</u>
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>OPERATING EXPENDITURES</b>					
<b>Total Operating Expenditures</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operating Revenues over (under)</b>					
<b>Operating Expenditures</b>	\$ 1,628,117	\$ 1,656,638	\$ 3,313,276	\$ 1,656,638	\$ 3,313,026
<b>OTHER FINANCING USES</b>					
GO Bond Interest	845,363	821,063	1,617,076	796,013	1,487,425
GO LT Debt Principal	810,000	835,000	1,695,000	860,000	1,825,000
Bond Fees	-	-	1,200	-	1,200
<b>Total Other Financing Uses</b>	<u>1,655,363</u>	<u>1,656,063</u>	<u>3,313,276</u>	<u>1,656,013</u>	<u>3,313,625</u>
<b>TOTAL EXPEND &amp; OTHER USES</b>	<u>\$ 1,655,363</u>	<u>\$ 1,656,063</u>	<u>\$ 3,313,276</u>	<u>\$ 1,656,013</u>	<u>\$ 3,313,625</u>
<b>ENDING FUND BALANCES</b>					
<b>Reserved For:</b>					
<b>Debt Service</b>	110,701	111,276	111,276	111,901	111,302
<b>ENDING FUND BALANCES</b>	<u>\$ 110,701</u>	<u>\$ 111,276</u>	<u>\$ 111,276</u>	<u>\$ 111,901</u>	<u>\$ 111,302</u>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<u>\$ 1,766,064</u>	<u>\$ 1,767,339</u>	<u>\$ 3,424,552</u>	<u>\$ 1,767,914</u>	<u>\$ 3,424,927</u>

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**1. Responsible Department(s):** Administrative Services

**2. Brief Description and Purpose:**

This fund was established in 2006 by Ordinance 2612 to support the levy of an additional one-quarter of one percent (0.25%) excise tax on the sale of real property within the City of Lynnwood. The revenues are used to fund capital projects. Revenue received from REET II are deposited into this fund and become available for transfer to capital project funds according to the City’s adopted capital plans.

**3. Highlights and Changes for 2021-2022:**

REET II Funds were used towards several transportation projects and towards general upgrades to City municipal buildings.

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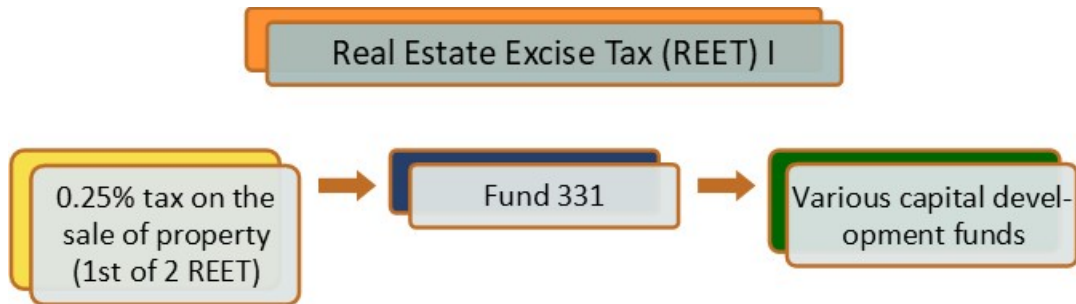
14 **4. Fund Financial Summary:**

SOURCES & USES OF FUNDS	2018	2019	2020	2019-2020	2021-2022
	Actual	Actual	Projected	Revised	Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ 1,396,660	\$ 2,741,162	\$ 2,875,598	\$ 2,741,162	\$ 3,575,598
<b>REVENUES</b>					
REET 2nd 1/4% Tax	1,776,776	1,246,402	660,000	2,200,000	1,600,000
Investment Interest	39,320	89,595	40,000	40,000	70,000
<b>Total Revenues</b>	<u>1,816,096</u>	<u>1,335,997</u>	<u>700,000</u>	<u>2,240,000</u>	<u>1,670,000</u>
<b>OTHER FINANCING SOURCES</b>					
Transfer from Roadway Surfacing Fund	-	-	-	-	-
Transfer from 204th/SR 99 Fund	-	-	-	-	-
<b>TOTAL OTHER FINANCING SOURCES</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>TOTAL REVS &amp; OTHER SCRS</b>	<u>\$ 3,212,756</u>	<u>\$ 4,077,159</u>	<u>\$ 3,575,598</u>	<u>\$ 4,981,162</u>	<u>\$ 5,245,598</u>
<b>OTHER FINANCING USES</b>					
Transfer to Street Fund 111	-	-	-	-	-
Transfer to Debt Service	-	-	-	500,000	-
Transfer to Transportation Cap Fund	96,594	901,561	-	3,225,000	3,051,554
Transfer to Facilities Capital Fund	-	300,000	-	300,000	182,568
Transfer to Parks & Rec Capital Fund	64,900	-	-	293,000	1,999,373
Transfer to Utility Capital Fund	310,100	-	-	-	-
Total Other Financing Uses	<u>471,594</u>	<u>1,201,561</u>	<u>-</u>	<u>4,318,000</u>	<u>5,233,495</u>
<b>TOTAL EXPEND &amp; OTHER USES</b>	<u>\$ 471,594</u>	<u>\$ 1,201,561</u>	<u>\$ -</u>	<u>\$ 4,318,000</u>	<u>\$ 5,233,495</u>
<b>ENDING FUND BALANCES</b>					
<b>Reserved For:</b>					
<b>Capital Projects</b>	<u>2,741,162</u>	<u>2,875,598</u>	<u>3,575,598</u>	<u>663,162</u>	<u>12,103</u>
<b>ENDING FUND BALANCES</b>	<u>\$ 2,741,162</u>	<u>\$ 2,875,598</u>	<u>\$ 3,575,598</u>	<u>\$ 663,162</u>	<u>\$ 12,103</u>
<b>TOTAL EXPENDITURES, OTHER</b>					
<b>USES &amp; FUND BALANCES</b>	<u>\$ 3,212,756</u>	<u>\$ 4,077,159</u>	<u>\$ 3,575,598</u>	<u>\$ 4,981,162</u>	<u>\$ 5,245,598</u>

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- 2 **1. Responsible Department(s):** Administrative Services
- 3 **2. Brief Description and Purpose:**
- 4 This fund was established in 1982 by Ordinance 1271 to support the levy of one-quarter of one percent
- 5 (0.25%) excise tax on the sale of real property within the City of Lynnwood. The revenues are used to
- 6 fund capital projects. Revenue received from REET I are deposited into this fund and become available
- 7 for transfer to capital project funds according to the City’s adopted capital plans.
- 8 **3. Highlights and Changes for 2021-2022:**
- 9 REET I funds will be used towards several transportation projects as well as to pay a portion of the debt
- 10 service associated with the bond issue for the construction of the Community Justice Center.

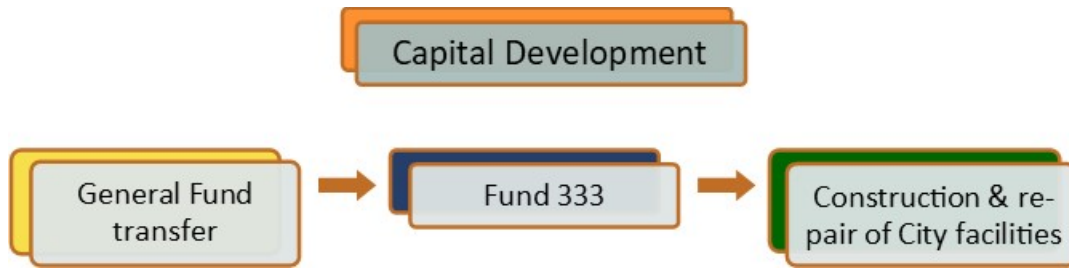
11 **4. Fund Financial Summary:**

SOURCES & USES OF FUNDS	2018	2019	2020	2019-2020	2021-2022
	Actual	Actual	Projected	Revised	Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ 1,033,331	\$ 1,801,825	\$ 2,312,968	\$ 1,801,825	\$ 2,396,093
<b>REVENUES</b>					
REET 1st 1/4% Tax	1,776,776	1,246,402	660,000	2,200,000	1,600,000
Investment Interest	22,858	63,299	32,000	40,000	50,000
<b>Total Revenues</b>	<b>1,799,634</b>	<b>1,309,701</b>	<b>692,000</b>	<b>2,240,000</b>	<b>1,650,000</b>
<b>OTHER FINANCING SOURCES</b>					
Transfer from Traffic Signals Fund	60,015	-	-	-	-
<b>TOTAL OTHER FINANCING SOURCES</b>	<b>60,015</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL REVS &amp; OTHER SOURCES</b>	<b>\$ 2,892,980</b>	<b>\$ 3,111,526</b>	<b>\$ 3,004,968</b>	<b>\$ 4,041,825</b>	<b>\$ 4,046,093</b>
<b>OTHER FINANCING USES</b>					
Transfer to Street Operations Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to Transportation Cap Fund	1,091,155	102,500	-	-	883,102
Transfer to Parks & Rec Capital Fund	-	124,650	608,875	700,000	-
Transfer to Facilities Capital Infrastru	-	571,408	-	1,949,153	-
Transfer to Debt Service Fund 203	-	-	-	-	3,000,000
Transfer to Debt Service	-	-	-	500,000	-
Total Other Financing Uses	1,091,155	798,558	608,875	3,149,153	3,883,102
<b>TOTAL EXPEND &amp; OTHER USES</b>	<b>\$ 1,091,155</b>	<b>\$ 798,558</b>	<b>\$ 608,875</b>	<b>\$ 3,149,153</b>	<b>\$ 3,883,102</b>
<b>ENDING FUND BALANCES</b>					
<b>Reserved For:</b>					
<b>Capital Projects</b>	<b>1,801,825</b>	<b>2,312,968</b>	<b>2,396,093</b>	<b>892,672</b>	<b>162,991</b>
<b>ENDING FUND BALANCES</b>	<b>\$ 1,801,825</b>	<b>\$ 2,312,968</b>	<b>\$ 2,396,093</b>	<b>\$ 892,672</b>	<b>\$ 162,991</b>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<b>\$ 2,892,980</b>	<b>\$ 3,111,526</b>	<b>\$ 3,004,968</b>	<b>\$ 4,041,825</b>	<b>\$ 4,046,093</b>

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**1. Responsible Department(s):** Public Works

**2. Brief Description and Purpose:**

This fund was established in 1996 by Ord. 2093 to receive monies appropriated from time to time, funds allow, 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, design costs, 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 Capital Budget.

During 2019-2020, these funds were used for upgrades to City buildings and parks, and to analyze Americans with Disabilities Act (ADA) facilities owned by the City, as well as other similar improvements. The 2017-2018 and 2019-2020 budgets both provided for contributions of \$2,200,000 from the General Fund. However, due to the financial impacts of the COVID-19 pandemic, the 2019-2020 transfer will be reduced by \$1,300,000 to preserve General Fund stability and thereby minimize potential use of Revenue Stabilization funds.

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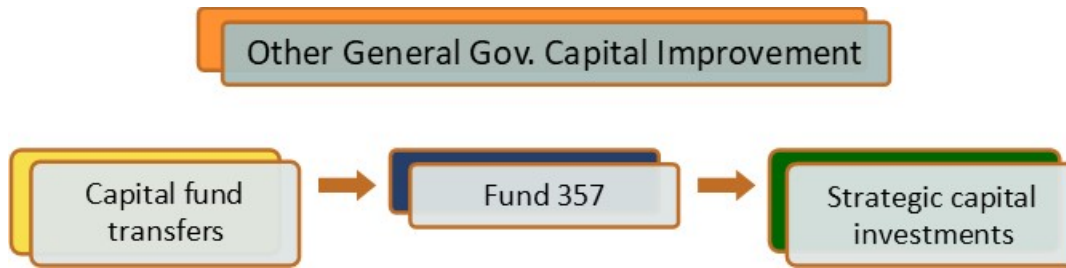
17 **3. Fund Financial Summary:**

SOURCES & USES OF FUNDS	2018	2019	2020	2019-2020	2021-2022
	Actual	Actual	Projected	Revised	Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ 412,420	\$ 961,917	\$1,441,224	\$ 961,917	\$ 991,440
<b>OPERATING REVENUES</b>					
Investment Interest	545	41,166	20,000	-	30,000
<b>Total Operating Revenues</b>	<u>545</u>	<u>41,166</u>	<u>20,000</u>	<u>-</u>	<u>30,000</u>
<b>OTHER FINANCING SOURCES</b>					
Transfer From the General Fund	1,100,000	1,100,000	-	2,200,000	2,200,000
Transfer From Facilities Capital Infr	-	-	-	-	-
<b>Other Financing Sources</b>	<u>1,100,000</u>	<u>1,100,000</u>	<u>-</u>	<u>2,200,000</u>	<u>2,200,000</u>
<b>TOTAL REVS &amp; OTHER SCRS</b>	<u><b>\$1,512,965</b></u>	<u><b>\$ 2,103,083</b></u>	<u><b>\$1,461,224</b></u>	<u><b>\$ 3,161,917</b></u>	<u><b>\$ 3,221,440</b></u>
<b>OTHER FINANCING USES</b>					
Transfer to Park Acquisition & Dev	-	-	-	-	-
Trfr to General Fund (Covid)	-	-	200,000	-	-
Transfer to Other Govt Cap Proj Fund	-	132,710	250,000	400,000	993,242
Transfer to Transportation Capital Fu	-	-	-	39,000	845,948
Transfer to Facilities Capital Infrastr	151,048	393,362	-	1,441,781	-
Transfer to Parks & Rec Capital Fund	400,000	135,787	19,784	1,258,219	700,403
<b>Total Other Financing Uses</b>	<u>551,048</u>	<u>661,859</u>	<u>469,784</u>	<u>3,139,000</u>	<u>2,539,593</u>
<b>TOTAL EXPEND &amp; OTHER USES</b>	<u><b>\$ 551,048</b></u>	<u><b>\$ 661,859</b></u>	<u><b>\$ 469,784</b></u>	<u><b>\$ 3,139,000</b></u>	<u><b>\$ 2,539,593</b></u>
<b>ENDING FUND BALANCES</b>	<u><b>\$ 961,917</b></u>	<u><b>\$ 1,441,224</b></u>	<u><b>\$ 991,440</b></u>	<u><b>\$ 22,917</b></u>	<u><b>\$ 681,847</b></u>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<u><b>\$1,512,965</b></u>	<u><b>\$ 2,103,083</b></u>	<u><b>\$1,461,224</b></u>	<u><b>\$ 3,161,917</b></u>	<u><b>\$ 3,221,440</b></u>

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**1. Responsible Department(s):** Public Works, Economic Development, and others.

**2. 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.

**3. Highlights and Changes for 2021-2022:**

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 2021-2022 biennium and beyond. Funding has been allocated to identify capital requirements associated with these efforts. The City is pursuing several opportunities related to capital projects and developments for which funds have been budgeted. Funds from the Economic Development Infrastructure Program (EDIP) have also been budgeted to take advantage of opportunities in property acquisition or development in the City Center, or if a large grant match is needed for the BUILD grant application for the Poplar Way Bridge. Finally, EDIP funds may also be needed to contribute to the City match for construction grants for the 196<sup>th</sup> Street SW Improvement Project.

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20 **4. Fund Financial Summary:**

SOURCES & USES OF FUNDS	2018	2019	2020	2019-2020	2021-2022
	Actual	Actual	Projection	Revised	Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ 437,315	\$ 127,134	\$ 70,263	\$ 127,134	\$ 231,758
<b>CAPITAL REVENUES</b>					
Loan Proceeds	-	-	-	4,000,000	-
Interest	-	-	-	-	-
<b>Total Revenues</b>	-	-	-	<b>4,000,000</b>	-
<b>OTHER FINANCING SOURCES</b>					
Transfer from Capital Development Fund	-	132,710	250,000	400,000	993,242
Transfer from Economic Development Investment	-	-	-	5,670,000	4,000,000
<b>Other Financing Sources</b>	-	<b>132,710</b>	<b>250,000</b>	<b>6,070,000</b>	<b>4,993,242</b>
<b>TOTAL REVS &amp; OTHER SCRS</b>	<b>\$ 437,315</b>	<b>\$ 259,844</b>	<b>\$ 320,263</b>	<b>\$ 10,197,134</b>	<b>\$ 5,225,000</b>
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>CAPITAL EXPENDITURES</b>					
EDIF: Strategic Opportunities	-	-	-	5,000,000	4,000,000
EDIF: Eligible Strategic Land Acquisition	-	-	-	670,000	-
Network and Server Infrastructure	-	-	-	-	250,000
Gateway Sign Program	-	-	-	150,000	250,000
Regional Growth Center Action Plan	-	-	-	-	300,000
City Center Sub Area Plan/EIS	-	-	-	-	150,000
So. Lynnwood Improvement Project	20,181	69,995	88,505	350,000	275,000
Rodeo Inn Purchase	-	119,586	-	4,000,000	-
<b>Total Capital Expenditures</b>	<b>20,181</b>	<b>189,581</b>	<b>88,505</b>	<b>10,170,000</b>	<b>5,225,000</b>
<b>Capital Revenues over (under)</b>					
<b>Capital Expenditures</b>	<b>\$ (20,181)</b>	<b>\$ (189,581)</b>	<b>\$ (88,505)</b>	<b>\$ (6,170,000)</b>	<b>\$ (5,225,000)</b>
<b>OTHER FINANCING USES</b>					
Transfer to Economic Development Investment	290,000	-	-	-	-
<b>Total Other Financing Uses</b>	<b>290,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPEND &amp; OTHER USES</b>	<b>\$ 310,181</b>	<b>\$ 189,581</b>	<b>\$ 88,505</b>	<b>\$ 10,170,000</b>	<b>\$ 5,225,000</b>
<b>ENDING FUND BALANCES</b>					
<b>Reserved For:</b>					
<b>Other Govtl Capital Improvements</b>	<b>127,134</b>	<b>70,263</b>	<b>231,758</b>	<b>27,134</b>	<b>-</b>
<b>ENDING FUND BALANCES</b>	<b>\$ 127,134</b>	<b>\$ 70,263</b>	<b>\$ 231,758</b>	<b>\$ 27,134</b>	<b>\$ -</b>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<b>\$ 437,315</b>	<b>\$ 259,844</b>	<b>\$ 320,263</b>	<b>\$ 10,197,134</b>	<b>\$ 5,225,000</b>

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22 NOTE: On July 16, 2012, City Council adopted Resolution 2012-06 creating the Economic Development Investment  
 23 Policy (EDIP), including provisions to establish an EDIP Fund for public infrastructure and public facilities associated  
 24 with economic development. On February 23, 2015, City Council adopted Ordinance 3110 creating an Economic  
 25 Development Infrastructure Fund (EDIF) as authorized by Resolution No. 2012-06 (codified as Chapter 3.106 LMC).  
 26 In 2017-2018, \$290,000 of EDIF funds were transferred to Capital Budget Fund 357 for analysis, design, and  
 27 implementation of projects associated with the City Center, Sound Transit Light Rail, and strategic opportunities.  
 28 These funds were not expended in the 2017-18 biennium and were transferred back to the EDIF fund for future  
 29 strategic opportunities.

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2 **1. Responsible Department(s):** Public Works

3 **2. Fund Mission and Responsibilities:**

4 This capital fund is focused on building streets, bridges, sidewalks, bike lanes, non-motorized  
5 transportation facilities, transit, and related improvements.

6 **3. Highlights and Accomplishments during 2019-2020:**

7 The 2019-2020 budget included significant activity and dollars spent on several notable transportation  
8 projects and initiatives including the 36th Avenue West Improvement Project, Yearly Road Overlay  
9 projects, finishing of design and right-of-way acquisition for the 196th Street SW Improvement project,  
10 as well as several multi-modal studies.

11 **4. Highlights and Changes for 2021-2022:**

12 Projects are identified in the annual updates to the 6-year Transportation Improvement Plan (TIP).  
13 Several major road projects will continue into 2021-2022. These include the 196<sup>th</sup> Street SW  
14 Improvement, the Poplar Way Bridge, Beech Road Extension, and the City Center 42nd Avenue West  
15 Grid Street. One main emphasis in this capital transportation budget are projects that support  
16 continued development of the City Center and the arrival of Lynnwood Link light rail (2024). This budget  
17 also includes projects that repair and replace the City's infrastructure (pavement, sidewalks and traffic  
18 signals), address the Americans with Disabilities Act (ADA) requirements, and enhance the safety and  
19 functionality of our roadways for all modes of travel.

20 **5. Fund Summary:**

SOURCES & USES OF FUNDS	2018 Actual	2019 Actual	2020 Projection	2019-2020 Revised	2021-2022 Adopted
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ 6,414,239	\$ 6,723,434	\$ 6,020,837	\$ 15,708,445	\$ 1,337,755
<b>CAPITAL REVENUES</b>					
Grant Revenue	9,594,424	3,637,459	2,629,198	38,028,341	25,460,433
Rent Revenue		9,614	46,791		
Interest	-	-	-	-	-
<b>Total Revenues</b>	<b>9,594,424</b>	<b>3,647,073</b>	<b>2,675,989</b>	<b>38,028,341</b>	<b>25,460,433</b>
<b>OTHER FINANCING SOURCES</b>					
Transfer from Capital Development	-	-	-	39,000	845,948
Transfer from EDIF	-	1,030,000	-	1,330,000	5,500,000
Transfer from REET 1	1,091,155	102,500	-	-	883,102
Transfer from REET 2	96,594	901,561	-	3,225,000	3,051,554
Transfer from Transportation Impac	313,243	-	253,236	1,926,454	2,370,000
Transfer from TBD Fund	3,306,420	2,846,785	2,343,425	8,205,000	6,908,985
Transfer from Utilities	-	-	-	-	560,000
Transfer from Old Fund Roadway Su	1,184	-	-	-	-
Transfer from Old Fund 196th Projec	276,604	-	-	-	-
Transfer from Old Fund 36th Project	257,170	-	-	-	-
Transfer from Old Fund Poplar Proje	56,248	-	-	-	-
Transfer from Old Fund Interurban	138	-	-	-	-
<b>Other Financing Sources</b>	<b>5,398,756</b>	<b>4,880,846</b>	<b>2,596,661</b>	<b>14,725,454</b>	<b>20,119,589</b>
<b>TOTAL REVS &amp; OTHER SCRS</b>	<b>\$ 21,407,419</b>	<b>\$ 15,251,353</b>	<b>\$ 11,293,487</b>	<b>\$ 68,462,240</b>	<b>\$ 46,917,777</b>

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22 ~continued next page~

SOURCES & USES OF FUNDS	2018 Actual	2019 Actual	2020 Projection	2019-2020 Revised	2021-2022 Adopted
<b>CAPITAL EXPENDITURES</b>					
196th St SW Improvements	5,194,375	1,363,470	2,132,333	19,729,502	24,545,086
36th Ave W Improvements	4,073,207	5,277,093	3,127,522	19,336,644	-
42nd Ave. W. Grid Street Improve	-	17,988	10,000	1,547,500	6,800,000
44th Ave. W. Underpass Improve	-	2,288	1,200	555,672	1,600,000
City Center Promenade Street Impr	-	-	-	-	200,000
48th Ave W Bike and Ped Improve	-	-	-	200,000	1,300,000
ADA Evaluation & Transition Plan	31,277	458	65,000	97,515	-
Beech Road Improvements	139,578	117,831	341,000	2,700,691	2,665,348
Citywide Multimodal, Safe Routes, :	47,360	130,711	269,289	864,329	1,300,000
Citywide Sidewalk and Walkway an	-	13,524	256,476	700,000	1,200,000
ESD 72nd Ave W Repave Project	60,000	-	-	-	-
Gateway Monument Markers at City	2,607	-	-	-	-
Interurban Trail South Segment	2,004,311	86,343	-	128,202	-
Multi-Choice Corridors Update	-	-	-	260,000	-
Pavement Preservation & Rehab	2,772,890	1,868,022	2,631,978	6,443,142	5,000,000
Pavement Assessment	-	-	-	-	75,000
Poplar Way Extension Bridge	23,367	349,654	928,728	11,276,644	1,542,343
SR99/SR524 Adaptive Signals Project	16,912	19	-	-	-
ST2 Project Analysis & Partnership	-	-	-	2,500,000	-
Traffic Modeling On-Call	43,101	-	-	-	-
Traffic Signal Rebuild Program	-	3,115	121,885	600,000	590,000
33rd Traffic Signal	-	-	70,321	-	-
Wayfinding Plan-City Arterials	-	-	-	100,000	100,000
<b>Total Capital Expenditures</b>	<b>14,408,985</b>	<b>9,230,516</b>	<b>9,955,732</b>	<b>67,039,841</b>	<b>46,917,777</b>
<b>Capital Revenues over (under)</b>					
<b>Capital Expenditures</b>	<b>\$ (4,814,561)</b>	<b>\$ (5,583,443)</b>	<b>\$ (7,279,743)</b>	<b>\$ (29,011,500)</b>	<b>\$ (21,457,344)</b>
<b>OTHER FINANCING USES</b>					
Transfer to EDIF	275,000	-	-	-	-
<b>Total Other Financing Uses</b>	<b>275,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPEND &amp; OTHER USES</b>	<b>\$ 14,683,985</b>	<b>\$ 9,230,516</b>	<b>\$ 9,955,732</b>	<b>\$ 67,039,841</b>	<b>\$ 46,917,777</b>
<b>ENDING FUND BALANCES</b>					
<b>Reserved For:</b>					
Outstanding Encumbrances	8,985,011	-	-	-	-
<b>Transportation Capital Infrastructure</b>	<b>6,723,434</b>	<b>6,020,837</b>	<b>1,337,755</b>	<b>1,422,399</b>	<b>-</b>
<b>ENDING FUND BALANCES</b>	<b>\$ 15,708,445</b>	<b>\$ 6,020,837</b>	<b>\$ 1,337,755</b>	<b>\$ 1,422,399</b>	<b>\$ -</b>
<b>TOTAL EXPENDITURES, OTHER</b>					
<b>USES &amp; FUND BALANCES</b>	<b>\$ 30,392,430</b>	<b>\$ 15,251,353</b>	<b>\$ 11,293,487</b>	<b>\$ 68,462,240</b>	<b>\$ 46,917,777</b>

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24 **6. Fund Personnel [Full-Time Equivalent (FTE):**

25 None.







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2 **1. Responsible Department(s):** Public Works

3 **2. Brief Description and Purpose:**

4 The City’s buildings and facilities are used by our citizens or support the staff and functions that produce  
 5 City services. It is important that buildings and facilities not only serve our citizens by providing safe,  
 6 comfortable spaces but also be maintained in order to extend their useful life and protect our public  
 7 investment. The purpose of this capital fund is for city building and/or remodel projects and for ongoing  
 8 capital maintenance.

9 **3. Highlights and Changes for 2021-2022:**

10 Projects include Americans with Disabilities Act (ADA) and safety upgrades, various capital repair and  
 11 maintenance projects, capital replacements, and regular assessment of the City’s 11 buildings.

12 *-continued next page-*

13 **4. Fund Summary:**

SOURCES & USES OF FUNDS	2018	2019	2020	2019-2020	2021-2022
	Actual	Actual	Projection	Revised	Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ 591,747	\$ 375,765	\$ 1,578,104	\$ 497,422	\$ 1,163,703
<b>CAPITAL REVENUES</b>					
Grant Revenue	-	-	-	-	-
Interest	-	-	-	-	-
<b>Total Revenues</b>	-	-	-	-	-
<b>OTHER FINANCING SOURCES</b>					
Transfer from Capital Developmen	151,048	393,362	-	1,241,781	-
Transfer from REET 1	-	571,408	-	1,949,153	-
Transfer from REET 2	-	300,000	-	300,000	182,568
<b>Other Financing Sources</b>	<b>151,048</b>	<b>1,264,770</b>	<b>-</b>	<b>3,490,934</b>	<b>182,568</b>
<b>TOTAL REVS &amp; OTHER SCRS</b>	<b>\$ 742,795</b>	<b>\$1,640,535</b>	<b>\$ 1,578,104</b>	<b>\$ 3,988,356</b>	<b>\$ 1,346,271</b>
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>CAPITAL EXPENDITURES</b>					
City Buldings Space Needs Analysi	-	-	68,633	200,000	-
City Municipal Complex Parking an	-	-	-	1,650,000	-
Municipal Buildings: ADA Upgrade	-	-	-	75,000	250,000
Municipal Buildings Capital Maint	-	29,932	258,797	950,000	535,629
General Repair and Capital Maint	-	-	86,971	900,000	560,000
Programmed Architectural Services	367,030	32,499	-	121,657	-
<b>Total Capital Expenditures</b>	<b>367,030</b>	<b>62,431</b>	<b>414,401</b>	<b>3,896,657</b>	<b>1,345,629</b>
<b>Capital Revenues over (under)</b>					
<b>Capital Expenditures</b>	<b>\$ (367,030)</b>	<b>\$ (62,431)</b>	<b>\$ (414,401)</b>	<b>\$ (3,896,657)</b>	<b>\$ (1,345,629)</b>
<b>OTHER FINANCING USES</b>					
Transfer to Capital Development F	-	-	-	-	-
Total Other Financing Uses	-	-	-	-	-
<b>TOTAL EXPEND &amp; OTHER USES</b>	<b>\$ 367,030</b>	<b>\$ 62,431</b>	<b>\$ 414,401</b>	<b>\$ 3,896,657</b>	<b>\$ 1,345,629</b>
<b>ENDING FUND BALANCES</b>					
<b>Reserved For:</b>					
Outstanding Encumbrances	-	-	-	-	-
<b>Facilities Capital Infrastructure</b>	<b>375,765</b>	<b>1,578,104</b>	<b>1,163,703</b>	<b>91,699</b>	<b>642</b>
<b>ENDING FUND BALANCES</b>	<b>\$ 375,765</b>	<b>\$1,578,104</b>	<b>\$ 1,163,703</b>	<b>\$ 91,699</b>	<b>642</b>
<b>TOTAL EXPENDITURES, OTHER</b>					
<b>USES &amp; FUND BALANCES</b>	<b>\$ 742,795</b>	<b>\$1,640,535</b>	<b>\$ 1,578,104</b>	<b>\$ 3,988,356</b>	<b>\$ 1,346,271</b>

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**1. Title: 380 Parks & Recreation Capital Infrastructure Fund**

**2. Responsible Department(s):** Parks, Recreation & Cultural Arts

**3. Brief Description and Purpose:**

The purpose of this Capital Fund is for the construction, improvement, or capital maintenance of City parks, trails, open space and related facilities.

**4. Highlights and Changes for 2021-2022:**

The Parks Department have done detailed analysis and public outreach through the Parks, Arts, Recreation & Conservation Plan (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. A major component of the PARC Plan is maintenance of existing facilities. In 2019, capital dollars were utilized to hire a limited-term Maintenance Worker (ended 2019) to complete portions of this important work. In 2020, capital dollars were used to hire a Senior Park Planner (limited, three-year term).

**5. Fund Personnel:**

Job Title	Number of FTE				
	2018 Actual	2019 Actual	2020 Revised	2021 Projected	2022 Projected
P&R Maintenance	-	1.00	-	-	-
Senior Park Planner	-	-	1.00	1.00	1.00
<b>Total P&amp;R Capital Infrastructure</b>	-	1.00	1.00	1.00	1.00

*-continued next page-*

18 6. Fund Cost (summary):

SOURCES & USES OF FUNDS	2018 Actual	2019 Actual	2020 Projection	2019-2020 Revised	2021-2022 Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ 469,485	\$ 458,204	\$ 422,887	\$ 490,519	\$ 219,627
<b>REVENUES</b>					
Grant Revenue	554,741	410,336	675,209	5,908,900	10,297,700
Interest	-	-	-	-	-
<b>Total Revenues</b>	<u>554,741</u>	<u>410,336</u>	<u>675,209</u>	<u>5,908,900</u>	<u>10,297,700</u>
<b>OTHER FINANCING SOURCES</b>					
Transfer from Capital Development	400,000	135,787	19,784	1,258,219	700,403
Transfer from Park Impact Fees	-	-	88,000	2,000,000	5,900,000
Transfer from Program Developmer	17,500	-	-	-	-
Transfer from REET 1	-	124,650	608,875	700,000	-
Transfer from REET 2	64,900	-	-	293,000	1,999,373
Transfer from Hardware/Software L	938	-	-	-	-
<b>Other Financing Sources</b>	<u>483,338</u>	<u>260,437</u>	<u>716,659</u>	<u>4,251,219</u>	<u>8,599,776</u>
<b>TOTAL REVS &amp; OTHER SCRS</b>	<u><b>\$1,507,564</b></u>	<u><b>\$ 1,128,977</b></u>	<u><b>\$1,814,755</b></u>	<u><b>\$ 10,650,638</b></u>	<u><b>\$ 19,117,103</b></u>
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>CAPITAL EXPENDITURES</b>					
City Center Parks Master Plan Upda	30,712	-	-	-	-
Deferred Park Maintenance and Ca	54,157	184,560	192,940	400,000	400,000
Golf Course Improvements	-	-	-	-	200,000
Heritage Park Phs. 3 Water Tower	-	13,970	86,030	363,700	411,700
Heritage Park Playground	-	113,847	-	-	-
Interurban Trail Improvements	39,273	-	-	-	-
Interurban Trail Design	-	-	-	-	200,000
McCrary Acquisition	-	-	173,350	-	-
Meadowdale Playfields	790,033	-	-	-	-
Parks ADA Upgrade	-	-	75,000	100,000	100,000
Park Impact Fee Project	2,250	-	-	-	-
Park Planner - Labor	-	-	125,000	-	300,403
Rec Center Refresh: Capital Upgrad	-	-	-	250,000	250,000
Rowe Park Development	-	-	-	50,000	150,000
Scriber Creek Trail Improvement PH	113,235	271,490	516,025	870,043	6,800,000
Scriber Lake Park Renovation	-	-	15,000	25,000	2,414,750
Seabrook Heights Demolition	-	-	100,000	100,000	100,000
Senior Center/Teen Center Expansi	-	-	-	150,000	250,000
South Lynnwood Park Renovation	19,700	122,223	119,133	3,300,472	2,240,250
Veteran's Park Upgrade	-	-	-	-	300,000
Town Square Park Acquisition and	-	-	68,000	4,450,000	5,000,000
<b>Total Capital Expenditures</b>	<u>1,049,360</u>	<u>706,090</u>	<u>1,470,478</u>	<u>10,059,215</u>	<u>19,117,103</u>
<b>Revenues over (under)</b>					
Capital Expenditures	\$ (494,619)	\$ (295,754)	\$ (795,269)	\$ (4,150,315)	\$ (8,819,403)
<b>OTHER FINANCING USES</b>					
Transfer to REET 1			124,650		
<b>TOTAL EXPEND &amp; OTHER USES</b>	<u>\$1,049,360</u>	<u>\$ 706,090</u>	<u>\$1,595,128</u>	<u>\$ 10,059,215</u>	<u>\$ 19,117,103</u>
<b>ENDING FUND BALANCES</b>					
<b>Reserved For:</b>					
Parks & Recreation Capital	458,204	422,887	219,627	591,423	-
<b>ENDING FUND BALANCES</b>	<u>\$ 458,204</u>	<u>\$ 422,887</u>	<u>\$ 219,627</u>	<u>\$ 591,423</u>	<u>\$ -</u>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<u><b>\$1,507,564</b></u>	<u><b>\$ 1,128,977</b></u>	<u><b>\$1,814,755</b></u>	<u><b>\$ 10,650,638</b></u>	<u><b>\$ 19,117,103</b></u>

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**1. Title: 390 Public Safety Capital Fund**

**2. Responsible Department(s):** Police with support from Public Works

**3. Brief Description and Purpose:**

The purpose of this capital fund is for construction, improvements or capital maintenance of Public Safety buildings.

**4. Highlights and Changes for 2021-2022:**

The Lynnwood Community Justice Center project has been under way since March of 2018. The project started with an examination of the significant space needs of the Lynnwood Police Department, Jail and Lynnwood Municipal Court. Prior space needs studies in 1999, 2004 and 2009 each concluded that the facility was significantly undersized and lacked functionality.

One particular area that is impacted by these space deficiencies is the function and linkage between court, jail and police department when it comes to the provision of services for justice-involved members of our community, many of whom have the most need and vulnerability in areas such as access to medical care, mental health services and behavioral health treatment options. The lack of these services often co-occur and have linkage to continued interaction with our community justice system.

These discussions and opportunities for improvement have been interwoven in the BFO process, strategic planning, and police presentations to Council. Over the past two years City Council has received presentations, progress updates and approved the selection of a design firm and awarding of the design contract. Mackenzie architects completed their programming examination and have test fit our site with design options. Included in that process is ongoing cost and funding analysis for this project.

The new Community Justice Center Design process has completed schematic design and with Council’s approval is currently in design development, working towards construction documents. The design process thus far has been funded via transfer of funds from FUND 105 to FUND 390 as approved by the City Council.

During the 2021-22 budget, we are scheduled to complete the design and constructions documents, issue \$60 million in bonds (contingent on Council approval), solicit bids and begin construction in June 2021. The current project schedule has the new police department, jail and parking structure complete in the 3<sup>rd</sup> quarter of 2022 with occupancy by November 2022 as which time the existing police department will be remodeled for the Court.

For 2021-2022, Fund 390 is where the remainder of the 4 million dollars from FUND 105 (\$1,308,000) for this project as well as the \$60 million dollars in bond proceeds will be deposited to fund the completion of the Community Justice Center Project.

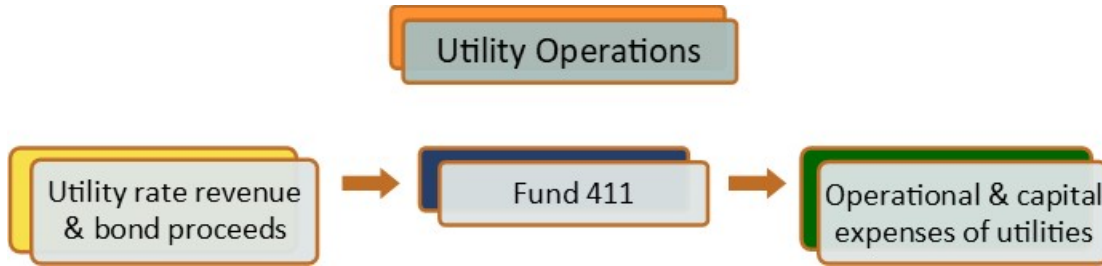
36 **5. Fund Summary:**

SOURCES & USES OF FUNDS	2018 Actual	2019 Actual	2020 Projection	2019-2020 Revised	2021-2022 Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ -	\$ -	\$ 795,146	\$ -	\$ -
<b>REVENUES</b>					
Interest	-	-	-	-	600,000
<b>Total Revenues</b>	-	-	-	-	600,000
<b>OTHER FINANCING SOURCES</b>					
GO Bond Proceeds	-	-	-	-	60,000,000
Transfer from Police Fund 105	-	1,096,698	1,595,302	2,692,000	1,308,000
<b>Other Financing Sources</b>	-	1,096,698	1,595,302	2,692,000	61,308,000
<b>TOTAL REVS &amp; OTHER SCRS</b>	<b>\$ -</b>	<b>\$ 1,096,698</b>	<b>\$ 2,390,448</b>	<b>\$ 2,692,000</b>	<b>\$ 61,908,000</b>
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>CAPITAL EXPENDITURES</b>					
New Justice Facility	-	301,552	2,390,448	2,692,000	60,000,000
<b>Total Capital Expenditures</b>	-	301,552	2,390,448	2,692,000	60,000,000
<b>Operating Revenues over (under)</b>					
Operating Expenditures	\$ -	\$ (301,552)	\$ (2,390,448)	\$ (2,692,000)	\$ (59,400,000)
<b>OTHER FINANCING USES</b>					
<b>TOTAL EXPEND &amp; OTHER USES</b>	<b>\$ -</b>	<b>\$ 301,552</b>	<b>\$ 2,390,448</b>	<b>\$ 2,692,000</b>	<b>\$ 60,000,000</b>
<b>ENDING FUND BALANCES</b>					
Reserved For:					
Public Safety Capital Infrastructure	-	795,146	-	-	1,908,000
<b>ENDING FUND BALANCES</b>	<b>\$ -</b>	<b>\$ 795,146</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,908,000</b>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<b>\$ -</b>	<b>\$ 1,096,698</b>	<b>\$ 2,390,448</b>	<b>\$ 2,692,000</b>	<b>\$ 61,908,000</b>

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2 **1. Responsible Department(s):** Public Works

3 **2. Brief Description and Purpose:**

4 This enterprise fund pays for the operations and maintenance activities for Lynnwood’s combined utility  
 5 fund, including: Stormwater Operations, Water & Sewer Operations, the Wastewater Treatment Plant  
 6 (WWTP), and Stormwater Engineering. No General Fund monies support this fund as all revenues come  
 7 from customer utility rates. The capital expenditures necessary to maintain the utility are included in  
 8 Fund 412, Sewer/Water/Storm Capital Infrastructure. These programs are highly regulated by Federal  
 9 and State agencies.

10 **Highlights and Changes for 2021-2022:**

11 The Utilities are each periodically analyzed and planned for accordingly in their separate comprehensive  
 12 plans. These plans are required by Federal and/or State statutes. In 2019, Public Works implemented  
 13 our periodic utility rate study which culminated in the Council’s adoption of a 6-year rate schedule for  
 14 the three utilities. The full cost of operations was accounted for in the rate model and are fully funded  
 15 by the rate schedules. Several positions were added in the utility as provided in the 2019-2020 Budget,  
 16 analyzed in the 2019 rate analysis, and authorized by the City Council. All these positions are included  
 17 now in the 2021-2022 budget. Staff is monitoring the revenue impacts from COVID-19 and will adjust as  
 18 needed as those effects become better understood.

19 The Utility is made up of the three separate utilities that include Wastewater, Water, and Surface Water  
 20 utilities.

21 **Wastewater Operations:**

22 **Brief Description:**

23 This program maintains and operates the wastewater collection and treatment infrastructure including  
 24 collection mains, manholes, lift stations, and a wastewater treatment plant (WWTP). This program also  
 25 includes a sewer pretreatment program, video pipe inspection, utility location, and customer service.  
 26 The conveyance system for wastewater (pipes, manholes, and pump stations) are maintained in order to  
 27 safely carry away wastes to the City's WWTP. Wastewater main and lateral breaks and plugs are  
 28 repaired as they occur. Problem mains are routinely cleaned to prevent plugging. Video inspection of  
 29 mains are performed to help prioritize capital repairs and replacements, and to help property owners  
 30 diagnose blockages in laterals. The WWTP treats an average of 4 to 5 million gallons of sewage daily.

31 **Highlights and Accomplishments during 2019-20:**

- 32 • The WWTP performed approximately 9,900 water samples in 2019, including quality control  
 33 samples. The program also performed 3340 sludge samples necessary for the incineration process.
- 34 • The WWTP added a much-needed Operator-in-Training position.
- 35 • 37 sewer line breaks were repaired in 2019.
- 36 • Pump Station 8 is currently under construction and should be online before the end of 2020.

**37 Highlights and Changes for 2021-2022:**

38 We will be undergoing a WWTP Facilities plan evaluating all processes and capacity of our WWTP for the  
39 next 20-30 years. Additionally, the existing WWTP metal building over the primary clarifiers has become  
40 unstable and will be removed and replaced with an upgraded covered structure (not a full building).

41 Other plans include replacing portions of the clarifiers, constructing a better turn-around for delivery  
42 vehicles, and painting the remaining buildings.

43 Significant upgrades to Pump Station 10 will occur, including replacing the electric motors and pumping  
44 elements, and making the facility flood-proof. In 2021, we will begin updates to our wastewater  
45 comprehensive plan.

**46 Utility - Water Operations:****47 Brief Description:**

48 This program maintains and operates the drinking water delivery infrastructure including transmission  
49 mains, distribution mains, storage reservoirs, meters, valves, hydrants, and pressure reducing valves.  
50 This program also provides water quality testing, utility locating, a water cross-connection program, and  
51 customer service. Water flow into the city distribution system is monitored and adjusted to minimize  
52 purchase costs and maximize water quality. Pipes, tanks, valves, hydrants, and blow-offs are regularly  
53 exercised and/or serviced to assure operability. Leaks in mains and laterals are repaired as soon as they  
54 are detected. A small booster station is operated and maintained to provide acceptable pressure to the  
55 highest neighborhood in town. Water in the system is routinely sampled and tested for Coliform  
56 bacteria and several chemical substances.

**57 Highlights and Accomplishments during 2019-2020:**

- 58 • Performed 60 Coliform samples per month, increasing to 70 per month in July 2020.
- 59 • Performed 32 THM (disinfection byproduct) samples (4 per quarter, increasing to 8 per quarter in  
60 June 2020).
- 61 • Completed 173 water service repairs, and 37 service replacements.
- 62 • Completed 11 water main repairs.
- 63 • Upgraded the earthquake shutoff valves at the water tanks.
- 64 • Decreased our water loss (unaccounted for water) to 11.5%.

**65 Highlights and Changes for 2021-2022:**

66 A program to replace the City's 8,000-plus water meters with radio-read technology is underway and  
67 will be fully implemented during the 2021-2022 biennium. This will allow for a much broader interface  
68 for customers with their water use data and should help those who wish to enhance their conservation  
69 or control their water bills through careful consumption. In trying to further decrease our water loss  
70 (target <10%), we will be conducting a water audit to identify areas of loss and improvement.

71 In 2020, we purchased new equipment to institute a program of water line replacements, instead of  
72 water line repairs. This will provide improved customer service and reduce costs in the long run by  
73 replacing sub-standard pipe (requiring frequent repair) with updated material that has a longer service  
74 life. We will also be targeting replacement of at least 1-2 leaking steel water mains per year, to be  
75 conducted by staff in-house, as we have new employees (hired in 2020) with the knowledge to do so.

76 In 2021, Pressure Reducing Station (PRV) 2 will be replaced, which controls water pressure to significant  
77 portions of the City Center.

78 **Program - Surface Water Utility Operations**

79 **Brief Description:**

80 This program maintains and operates the surface/storm water collection infrastructure including  
 81 collection pipes, catch basins, detention ponds, sedimentation vaults, ditches, and stream channels.  
 82 This program also includes Surface Water Engineering which includes engineering, review and inspection  
 83 of capital project erosion control plans, inspection of private stormwater facilities, education, and  
 84 customer service. Stormwater is collected from streets and private property and conveyed through  
 85 public and private ditches and pipes to the city's lakes and streams. Some conveyance routes include  
 86 stormwater retention (long term), detention (short term), and treatment (typically vegetated swales or  
 87 canister filters). Catch basins are vacuumed regularly to reduce the amount of silt and contaminants  
 88 getting into our surface waters. Collapsed pipes and laterals are repaired as soon as they are detected.  
 89 Water in the system is routinely sampled and tested for pollutants.

90 **Highlights and Accomplishments during 2019-2020:**

- 91 • Removed approximately 40 hazardous trees.
- 92 • Inspected and cleaned 2,301 catch basins in 2019, and 2,425 to-date during 2020.
- 93 • Responded to several flooding areas during the December 2019 flood event.
- 94 • Completed the construction of the Environmental Education Center at Halls Lake, and successfully  
 95 raised 30,000 Coho salmon for release into Halls Lake.
- 96 • Updated FEMA compliant floodplain regulations.
- 97 • Adopted updated Stormwater Comprehensive Plan.

98 **Highlights and Changes for 2021-2022:**

99 The Environmental and Surface Division is scheduled to add another position beginning in 2021  
 100 (approved in the 2019 – 2020 budget cycle) to meet the increasing requirements of the NPDES Phase II  
 101 Municipal Stormwater Permit. The need for his position is driven by the increase in inspections required  
 102 to for compliance with this permit.

103 New stormwater regulations will be required to be adopted during this biennium, which will affect  
 104 development standards, water quality and quantity treatment, and inspection frequency.

105 Stormwater Operations will be taking delivery of a new vactor truck, allowing the City to remain in  
 106 compliance with cleaning requirements. Additionally, the Operations division will be installing drainage  
 107 infrastructure in three neighborhoods that experience flooding.

108 In 2020, design began on three significant flood alleviation projects along the Scriber Corridor, including  
 109 a flood wall at the 188th crossing, raising a section of old SW 196th St near the access to Park View  
 110 Plaza, and providing better treatment of stormwater entering Scriber Lake. Additionally, we hope to be  
 111 able to install an advance warning sign along 44th Avenue near Embassy Suites, warning drivers of water  
 112 over the road when it floods.

113 **Fund Summary:**

SOURCES & USES OF FUNDS	2018 Actual	2019 Actual	2020 Projection	2019-2020 Revised	2021-2022 Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
Total Beginning Fund Balance	18,396,869	11,348,817	14,899,788	11,348,818	20,120,867
<b>OPERATING REVENUES</b>					
Water Service	6,818,937	7,358,857	7,653,211	15,217,784	16,237,054
Sewer Service	10,767,597	11,533,384	11,977,420	22,787,346	25,355,987
Sewer Connection Fees	71,920	44,560	1,600,000	2,242,651	3,202,400
Storm Service	3,892,395	4,181,897	4,307,354	8,432,194	9,006,247
Investment Interest	306,396	327,313	151,000	300,000	306,545
Capital Contributions	222,685	102,041	108,674	-	220,000
Grant and Other Revenues	76,353	21,926	13,963	-	20,180
<b>Total Operating Revenue</b>	<b>22,156,283</b>	<b>23,569,978</b>	<b>25,811,622</b>	<b>48,979,975</b>	<b>54,348,413</b>
<b>OPERATING EXPENDITURES</b>					
Debt Service on Revenue Bonds	1,140,606	1,554,114	5,256,495	6,810,609	7,964,576
Purchased Water	2,169,596	2,344,472	1,955,528	4,300,000	4,300,000
Water	3,029,265	3,471,518	3,582,664	7,054,182	6,738,627
Sewer	4,969,278	5,011,676	2,500,000	5,463,275	8,299,895
WWTP	4,471,521	3,987,511	4,250,000	7,484,877	8,511,697
Storm	2,794,038	2,972,199	2,284,135	5,256,334	6,410,076
R&M - All Utilities	2,448	9,453	500	-	-
<b>Total Operating Expenditures</b>	<b>18,576,752</b>	<b>19,350,943</b>	<b>19,829,322</b>	<b>36,369,277</b>	<b>42,224,871</b>
<b>Operating Revenues over (under)</b>					
Operating Expenditures	\$ 3,579,531	\$ 4,219,035	\$ 5,982,300	\$ 12,610,698	\$ 12,123,542
<b>OTHER FINANCING SOURCES</b>					
Transfer from 2010 Utility Bond Fu	104,810	-	-	-	303,596
Gain (Loss) on Surplus Assets	(232)	44,186	5,000	-	8,000
Revenue Bond Proceeds	22,988,959	-	-	-	-
<b>Other Financing Sources</b>	<b>23,093,537</b>	<b>44,186</b>	<b>5,000</b>	<b>-</b>	<b>311,596</b>
<b>TOTAL REVENUES &amp; OTHER SOURCES</b>	<b>63,646,689</b>	<b>34,962,981</b>	<b>40,716,410</b>	<b>60,328,793</b>	<b>74,780,876</b>
<b>CONSTRUCTION PROJECTS:</b>					
Water/Sewer/Storm Capital	109,684	144,700	193,421	106,281	200,000
<b>TOTAL CONSTRUCTION PROJECTS</b>	<b>109,684</b>	<b>144,700</b>	<b>193,421</b>	<b>106,281</b>	<b>200,000</b>
<b>OTHER FINANCING USES</b>					
Transfers to Util's Debt Service Fu	4,087,252	567,550	572,800	1,140,350	-
Transfer to Transportation Capital	-	-	-	-	560,000
Transfer to Utility Capital Fund	29,865,168	-	-	15,062,453	14,584,440
<b>TOTAL OTHER FINANCING USES</b>	<b>33,952,420</b>	<b>567,550</b>	<b>572,800</b>	<b>16,202,803</b>	<b>15,144,440</b>
<b>TOTAL EXPENDITURES &amp; OTHER USES</b>	<b>\$ 52,638,856</b>	<b>\$ 20,063,193</b>	<b>\$ 20,595,543</b>	<b>\$ 52,678,361</b>	<b>\$ 57,569,311</b>
Outstanding Encumbrances	\$ 340,984	\$ -	\$ -	\$ -	\$ -
<b>ENDING FUND BALANCES</b>	<b>\$ 11,348,817</b>	<b>\$ 14,899,788</b>	<b>\$ 20,120,867</b>	<b>\$ 7,650,432</b>	<b>\$ 17,211,565</b>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<b>63,987,673</b>	<b>34,962,981</b>	<b>40,716,410</b>	<b>60,328,793</b>	<b>74,780,876</b>

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115 **Fund Personnel:**

Position	Number of Full-Time Equivalent (FTE)							
	2015	2016	2017	2018	2019	2020	2021	2022
Director	-	-	-	-	0.30	0.30	0.30	0.30
Deputy Director, O&M	-	-	0.75	0.75	0.75	0.75	0.75	0.75
PW Mgr, O&M	-	-	-	0.90	1.20	1.20	1.20	1.20
Admin Supv	-	-	0.50	0.50	-	-	-	-
Administrative Assistant	-	-	-	-	-	-	1.00	1.00
Asset Management Administrator	-	-	-	-	-	-	1.00	1.00
Project Manager	1.00	1.00	1.00	1.00	-	-	1.00	1.00
Foreman	1.00	1.00	1.60	1.60	1.60	1.60	1.25	1.25
Water Quality Lead	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lead Worker	6.00	6.00	5.00	5.00	5.00	5.00	5.00	5.00
Supervisor Utility Maintenance	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Supervisor Development Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Supervisor Street Maintenance	-	-	0.60	0.60	0.60	0.60	0.60	0.60
Supervisor Treatment Plant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maintenance Worker I Street	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Maintenance Worker II Street	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Maintenance Worker I Utility	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Maintenance Worker II Utility	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Senior Engineering	-	-	-	-	1.00	1.00	2.00	2.00
Sr. Engineering Technician	-	-	-	-	1.00	1.00	1.00	1.00
Senior Support Services Tech	-	-	-	-	1.00	1.00	-	-
Engr. Tech 1/Pretreat	1.00	1.00	1.00	1.00	-	-	-	-
Engr. Tech 1	1.00	1.00	2.00	2.00	2.00	2.00	1.00	1.00
Engr. Tech Aide	2.00	2.00	1.00	1.00	-	-	-	-
Meter Reader	1.00	1.00	1.00	1.00	1.00	1.00	0.50	-
SCADA Tech	-	-	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Supervisor WWTP	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lead Operator WWTP	-	-	2.00	2.00	2.00	2.00	2.00	2.00
WWTP Operator I	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
WWTP Operator II	4.00	4.00	4.00	3.00	3.00	3.00	3.00	3.00
WWTP Operator III	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
WWTP Operator IV	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
WWTP Operator in Training	-	-	-	-	1.00	1.00	1.00	1.00
Pump Station Operator	-	-	-	-	-	-	1.00	1.00
WWTP Lab Tech	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Electrician WWTP/Utilities	-	-	1.00	1.00	1.00	1.00	1.00	1.00
Sr. Engineering Technician - DBS*	-	-	-	-	1.00	1.00	1.00	1.00
Safety Officer - HR **	-	-	-	-	0.60	0.60	0.60	0.60
<b>TOTAL UTILITY 411</b>	<b>38.00</b>	<b>38.00</b>	<b>42.45</b>	<b>42.35</b>	<b>45.05</b>	<b>45.05</b>	<b>47.20</b>	<b>46.70</b>

\* Managed by Development Business Services

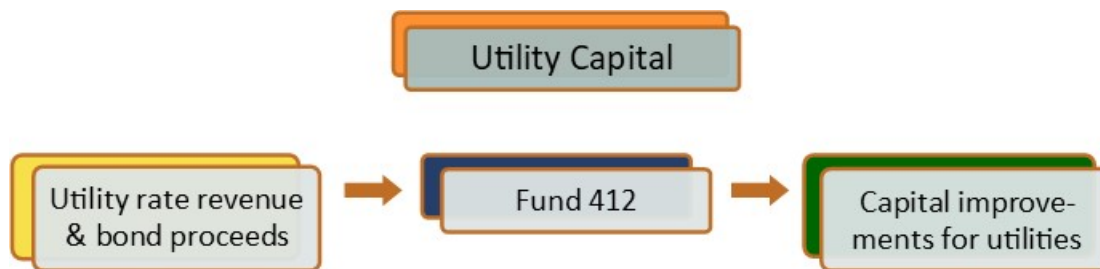
\*\* Managed by Human Resources

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2 **1. Responsible Department(s):** Public Works

3 **2. Brief Description and Purpose:**

4 This capital fund is for the construction of Sewer/Water/Storm facilities as identified in adopted  
5 facility plans.

6 Prior to 2017, both the operating and capital funds were budgeted and accounted for in Utilities  
7 Fund 411. In the 2017-2018 Budget, capital funds related to Utilities were budgeted and  
8 accounted for in this Fund 412.

9 **3. Highlights and Changes for 2021-2022:**

10 The Utility continues the process of catching up with infrastructure capital maintenance after  
11 years of deferred maintenance during the 1990's to mid- 2000's. Multiple bond sales have  
12 occurred over past years to fund a long list of utility capital improvements. The big projects for  
13 2021-2022 include multiple projects at the Wastewater Treatment Plant including work on two  
14 buildings that will have roofs replaced. Certain water lines in the city will be replaced including  
15 lines in 196<sup>th</sup> Street SW that will be replaced along with the road project. Meters will continue  
16 to be replaced city-wide to provide automatic read technology. Flood improvements will be  
17 pursued in the Scriber Creek basin.

18 This long list of projects will result in improvements made to existing and worn infrastructure.  
19 The level of resources necessary to maintain these systems is assumed to decrease as crews  
20 currently must spend much time and effort maintaining the aging/failing infrastructure. For  
21 example, projects that reduce flooding will result in less crew time dealing with floods and their  
22 aftermath. Automatic meter reading technology will greatly reduce meter reading hours.

23 *-continued next page-*

24 **4. Fund Financial Summary:**

SOURCES & USES OF FUNDS	2018 Actual	2019 Actual	2020 Projected	2019-2020 Revised	2021-2022 Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	<b>\$ 1,085,114</b>	<b>\$ 24,871,602</b>	<b>\$21,104,765</b>	<b>\$ 24,871,602</b>	<b>\$ 9,927,603</b>
<b>OTHER FINANCING SOURCES</b>					
Transfer from 2010 Utility System Re	\$ 166,842	\$ -	\$ -	\$ -	\$ -
Transfer from REET (330 & 331)	310,100	-	-	-	-
Transfer from TBD (150)	132,000	-	-	-	-
Transfers In from Utility Fund	8,591,650	149,136	-	15,062,453	14,584,440
Investment Interest	158,575	797,678	187,469	17,000	150,000
2018 Bond Proceeds	21,273,518	-	-	-	-
<b>Total Other Financing Sources</b>	<b>30,632,685</b>	<b>946,814</b>	<b>187,469</b>	<b>15,079,453</b>	<b>14,734,440</b>
<b>TOTAL REVS &amp; OTHER SOURCES</b>	<b>\$ 31,717,799</b>	<b>\$ 25,818,416</b>	<b>\$21,292,234</b>	<b>\$ 39,951,055</b>	<b>\$ 24,662,043</b>
<b>CONSTRUCTION PROJECTS:</b>					
LS #10 Flood Protection - Constructio	4,379	-	-	566,500	441,500
LS #10 Trash Pump	-	-	250,000	1,339,000	1,214,000
Sewer Line Replacement Program	-	-	250,000	2,090,900	-
Sewer Storage Building (LS #16 site)	63,142	165,776	26,023	146,518	200,000
Sewer Vac Truck	-	-	-	-	300,000
WWTP Building Repairs	-	-	-	3,575,000	3,941,778
76th Ave W Fiber to WWTP	-	-	-	-	500,000
196th Ave Improvements Utility Porti	-	-	-	2,945,900	3,750,000
Bus Barn Main Replacement	-	-	600,000	-	-
48th Sewer Line-200th Waterline Im	-	875	1,093,000	1,269,192	-
60th Ave Sewer Repair	-	-	79,431	-	1,100,000
Scriber Creek Main (188th to 196th) F	-	-	-	-	1,500,000
WWTP Repairs-Blower Upgrade	-	-	-	-	1,000,000
WWTP Facility Plan	-	-	500,000	-	250,000
Sewer Comp Plan	-	-	-	304,500	400,000
WWTP Primary Clarifiers Rebuild	-	-	-	-	1,200,000
Water Tank Modification/Repair-De	791,943	3,366	150,000	632,913	1,050,000
Water Comp Plan	62,700	64,987	20,754	102,346	200,000
Automatic Meter Reading Program	-	-	3,554,530	3,554,530	1,719,765
Rebuild PRV #2	-	2,134	40,000	318,270	260,000
Waterline Replacement Program	149,136	161	400,000	1,060,900	2,500,000
Poplar Way/33rd Extension Phase I I	-	-	1,030,000	1,030,000	-
Ash Way & Maple Road - Constructio	2,560,750	24,428	22,400	2,378,588	-
188th St SW Flood Wall	-	224	350,000	389,600	500,000
Stormwater Comp Plan Update	-	-	100,000	58,710	-
Raise Old 196th St SW	-	-	250,000	474,933	370,000
Remove Structures at Scriber Lake In	-	-	250,000	337,170	300,000

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26 *-continued next page-*

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**CONSTRUCTION PROJECTS (CONTINUED)**

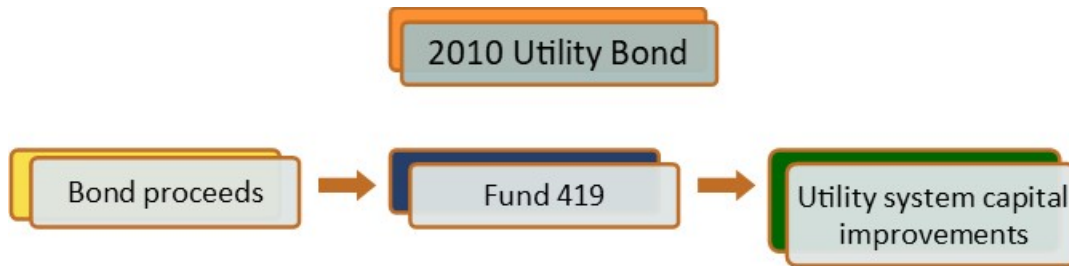
SOURCES & USES OF FUNDS	2018 Actual	2019 Actual	2020 Projected	2019-2020 Revised	2021-2022 Proposed
Culvert Replacements (3 Locations)	-	-	-	305,539	500,000
188th St SW Off-Channel Storage	-	-	-	-	565,000
Annual Rehab & Replacement Progr	-	-	-	-	200,000
Street Edge Runoff Treatment - Hill I	-	-	-	-	200,000
Golde Creek Pond Retrofit	-	-	-	-	200,000
180th St. SW Bioretention Swale	-	-	-	-	200,000
Strategic Opportunities	-	-	-	209,090	100,000
Lift Station 10 Improvements	-	3,314	39,343	-	-
Lift Stations 4 & 8, Proj 2 - Piping Cor	4,626,876	122,963	4,368	881,618	-
Lift Stations 4 & 8, Proj 3 - Piping Cor	226,855	3,262,927	7,851	3,591,234	-
Lift Stations 4 & 8, Proj 4 - Facility Co	279,988	1,043,941	2,346,931	6,903,788	-
LS #10 Wet Well Modifications	1,242	-	-	-	-
Water & Wastewater Modeling On-C	9,403	-	-	-	-
WWTP Hillside Slope Assessment	40,897	16,990	-	170,573	-
Biosolids Incinerator Controls	1,527	-	-	-	-
Energy Utility Conservation Projects	214,711	54	-	-	-
Beech Road Cosmos Upsizing	-	-	-	406,000	-
Scriber Lake WQ Management Plan	-	-	-	51,500	-
Storm Rehab and Replacement Prog	-	-	-	209,090	-
Utility Rate Study 2016	13,405	-	-	-	-
Various Repair/Replacement Projec	-	-	-	1,015,000	-
WWTP & Pump Station Infrastructure	-	1,511	-	-	-
WWTP Conveyor	-	-	-	666,500	-
Beech Road Improvements Utility Pc	-	-	-	175,000	-
New Pipe Project	-	-	-	1,545,000	-
Pavement Preservation and Rehabil	-	-	-	46,000	-
<b>TOTAL CONSTR PROJECTS</b>	<b>\$ 9,046,954</b>	<b>\$ 4,713,651</b>	<b>\$11,364,631</b>	<b>\$ 38,751,402</b>	<b>\$ 24,662,043</b>
<b>OTHER FINANCING USES</b>					
Transfer to Interurban Trail-F360	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to 36th Ave Improvements	-	-	-	-	-
Transfer to 196th Ave Improvement:	-	-	-	-	-
Transfer to Poplar Way/33rd Extens	-	-	-	-	-
<b>Total Other Financing Uses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPEND &amp; OTHER USES</b>	<b>\$ 9,046,954</b>	<b>\$ 4,713,651</b>	<b>\$11,364,631</b>	<b>\$ 38,751,402</b>	<b>\$ 24,662,043</b>
<b>ENDING FUND BALANCES</b>					
<b>Reserved For:</b>					
Outstanding Encumbrances	2,200,757	-	-	-	-
Designated/Reserved - Constructio	22,670,845	21,104,765	9,927,603	1,199,653	-
<b>ENDING FUND BALANCES</b>	<b>24,871,602</b>	<b>21,104,765</b>	<b>9,927,603</b>	<b>1,199,653</b>	<b>-</b>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<b>\$ 33,918,556</b>	<b>\$ 25,818,416</b>	<b>\$21,292,234</b>	<b>\$ 39,951,055</b>	<b>\$ 24,662,043</b>

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**1. Responsible Department(s):** Administrative Services

**2. Brief Description and Purpose:**

The 2010 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 Utilities’ long-term debt.

In order to take advantage of historically low rates in 2020 to save approximately \$800,000 in interest expense, in October 2020 the 2010 Utility Bond was refinanced with a new 2020 Bond issue.

**Fund Financial Summary:**

SOURCES & USES OF FUNDS	2018 Actual	2019 Actual	2020 Projected	2019-2020 Revised	2021-2022 Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ 885,337	\$ 582,287	\$ 296,778	\$ 296,778	\$ 303,596
<b>REVENUES</b>					
Transfer from Utility Fund 411	567,046	567,550	579,618	1,140,350	-
<b>Total Revenues</b>	<u>567,046</u>	<u>567,550</u>	<u>579,618</u>	<u>1,140,350</u>	<u>-</u>
<b>TOTAL REVS &amp; OTHER SCRS</b>	<b>\$ 1,452,383</b>	<b>\$ 1,149,837</b>	<b>\$ 876,396</b>	<b>\$ 1,437,128</b>	<b>\$ 303,596</b>
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>OTHER FINANCING USES</b>					
<b>Interfund Loan to Recreation Fund</b>					
Furniture & Equipment					
Revenue Bond Interest	281,491	242,550	232,800	475,350	-
Revenue Bond Principal	315,000	325,000	340,000	665,000	-
Transfer to Utility Fund 411	273,605	285,509	-	-	303,596
Total Other Financing Uses	<u>870,096</u>	<u>853,059</u>	<u>572,800</u>	<u>1,140,350</u>	<u>303,596</u>
<b>TOTAL EXPEND &amp; OTHER USES</b>	<b>\$ 596,491</b>	<b>\$ 567,550</b>	<b>\$ 572,800</b>	<b>\$ 1,140,350</b>	<b>\$ -</b>
<b>ENDING FUND BALANCES</b>					
<b>Reserved For:</b>					
Outstanding Encumbrances	-	-	-	-	-
<b>Debt Service - Bond Covenants</b>	<u>582,287</u>	<u>296,778</u>	<u>303,596</u>	<u>296,778</u>	<u>-</u>
<b>ENDING FUND BALANCES</b>	<b>\$ 582,287</b>	<b>\$ 296,778</b>	<b>\$ 303,596</b>	<b>\$ 296,778</b>	<b>\$ -</b>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<b>\$ 1,178,778</b>	<b>\$ 864,328</b>	<b>\$ 876,396</b>	<b>\$ 1,437,128</b>	<b>\$ -</b>







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2 **1. Responsible Department(s):** Parks, Recreation & Cultural Arts (PRCA)

3 **2. Brief Description and Purpose:**

4 Lynnwood’s 76-acre, 18-hole golf course is operated for year-round play and is maintained at a high  
 5 level to ensure great playing conditions and to encourage a high volume of users. The Pro Shop provides  
 6 clothing and equipment sales, lessons and clinics, and tournament play. The City has a lease agreement  
 7 with Edmonds College (EdC) to use the acres housing the back nine holes. This lease was set to expire in  
 8 2021 but was renegotiated by PRCA and EdC. Under the new terms, the course now makes a flat rent  
 9 payment of \$48,000 annually.

10 The Lynnwood Municipal Golf Course operates as an enterprise fund overseen by the PRCA Department  
 11 and includes the operation and maintenance of the Golf Course and the Pro Shop by a third-party  
 12 operator. In 2014, the City turned over the day-to-day management of the course operations  
 13 (maintenance and pro shop responsibilities) to Premier Golf Centers, LLC. Premier and the City have a  
 14 management agreement in place which runs through the end of 2024.

15 Primary Service Lines:

- 16 • Green Fee Revenue
- 17 • Food & Beverage
- 18 • Golf Cart Rental
- 19 • Tournaments & Special Events
- 20 • Club and Pull Cart Rental

21 **3. Highlights and Changes for 2021-2022:**

22 Under the professional guidance from Premier Golf, the Golf Course continued its exceptional  
 23 performance, finishing 2019 3% higher than 2018’s record revenues. Golf rounds in the Seattle market  
 24 were up 2.2% in 2019 versus 2018. The Golf Course posted strong earnings in golf rounds (up 4% with  
 25 47,394 rounds played) while other revenue categories such as golf cart rentals and food and beverage  
 26 also posted strong earnings. In summary, 2019 proved to be the best performance in the past decade.

27 Premier’s affinity rewards program also contributes to the course’s success. This program continues to  
 28 help retain customers by rewarding their loyalty, providing strong incentives to play along with certain  
 29 discounts that have great appeal. It also attracts other golfers to experience the Lynnwood product.  
 30 Management also created ads in a variety of social media outlets which contributed additional  
 31 revenues.

32 The investment in the parking lot expansion and improvements to the irrigation system have  
 33 contributed to the success of the operation. Course conditions have greatly improved, and more  
 34 deferred maintenance projects will be implemented in 2021-2022. Some cart path work and the  
 35 replacement of the primary well pump will be at the top of the list. Water conservation is an important  
 36 goal for the course and the pump will also save money.

37 Additionally, in 2021-2022 Premier will focus on improvements to the food and beverage operation.  
 38 Plans to renovate the interior Pro Shop to include a “café” experience are already underway. Upon  
 39 completion, the food menu will expand to include freshly prepared food items that should appeal to our  
 40 customers. The interior space will also accommodate our men and ladies’ club activities.

41 In 2019, the Lynnwood Parks and Recreation foundation hosted its 10th annual Par 4 Kids event which  
 42 raised nearly \$10,000 for the department’s Recreation Benefit Fund scholarship program.

43 In summary, the Golf Course is performing at a very high level and the future looks very bright.

44 **4. Fund Personnel [Full-Time Equivalent (FTE)]:**

45 None.

46 **5. Fund Summary:**

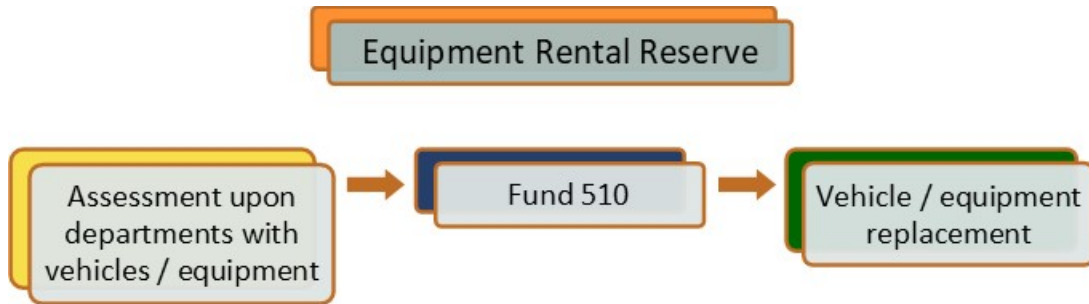
SOURCES & USES OF FUNDS	2018	2019	2020	2019-2020	2021-2022
	Actual	Actual	Projected	Revised	Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING NET POSITION</b>	\$ 2,971,587	\$ 3,026,625	\$ 3,065,463	\$ 216,546	\$ 3,165,763
<b>OPERATING REVENUES</b>					
Charges for Services	1,130,234	1,159,873	1,200,000	2,690,361	2,558,075
Equipment Rentals	160,242	177,411	180,000	338,729	386,635
Other Revenues	1,228	7,931	1,300	1,000	-
Investment Interest	4,072	5,759	5,000	5,000	6,000
<b>Total Revenues</b>	<u>1,295,776</u>	<u>1,350,974</u>	<u>1,386,300</u>	<u>3,035,090</u>	<u>2,950,710</u>
<b>TOTAL REVS &amp; OTHER SCRS</b>	<u><b>\$ 4,267,363</b></u>	<u><b>\$ 4,377,599</b></u>	<u><b>\$ 4,451,763</b></u>	<u><b>\$ 3,251,636</b></u>	<u><b>\$ 6,116,473</b></u>
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>OPERATING EXPENDITURES</b>					
Services	1,145,981	1,224,282	1,200,000	2,540,173	2,571,095
Intergovernmental	6,139	6,159	6,000	9,750	12,000
<b>Total Operating Expenditures</b>	<u>1,152,120</u>	<u>1,230,441</u>	<u>1,206,000</u>	<u>2,549,923</u>	<u>2,583,095</u>
<b>Operating Revenues over (under)</b>					
<b>Operating Expenditures</b>	<b>\$ 143,656</b>	<b>\$ 120,533</b>	<b>\$ 180,300</b>	<b>\$ 485,167</b>	<b>\$ 367,615</b>
<b>OTHER FINANCING USES</b>					
Depreciation	59,531	50,911	50,000	106,000	80,200
Debt Service	29,087	30,784	30,000	278,448	275,824
Total Other Financing Uses	<u>88,618</u>	<u>81,695</u>	<u>80,000</u>	<u>384,448</u>	<u>356,024</u>
<b>TOTAL EXPEND &amp; OTHER USES</b>	<u>\$ 1,240,738</u>	<u>\$ 1,312,136</u>	<u>\$ 1,286,000</u>	<u>\$ 2,934,371</u>	<u>\$ 2,939,119</u>
<b>ENDING NET POSITION</b>	<u><b>\$ 3,026,625</b></u>	<u><b>\$ 3,065,463</b></u>	<u><b>\$ 3,165,763</b></u>	<u><b>\$ 317,265</b></u>	<u><b>\$ 3,177,354</b></u>
<b>TOTAL EXPENDITURES, OTHER USES &amp; NET POSITION</b>	<u><b>\$ 4,267,363</b></u>	<u><b>\$ 4,377,599</b></u>	<u><b>\$ 4,451,763</b></u>	<u><b>\$ 3,251,636</b></u>	<u><b>\$ 6,116,473</b></u>

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**1. Responsible Department:** Public Works

**2. 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 replacement of the City's vehicles and equipment. The Public Works Department took over management of the Fund in 2018 while Administrative Services continues to provide the fiduciary accounting of the Fund. The Public Works Department's Fleet Program also provides maintenance services under Fund 511.

**3. Highlights and Accomplishments during 2019-2020:**

Public Works had the FCS Group perform an analysis of the Fleet Replacement and Operations systems to verify fleet practices, cash balances, and the plan forward. This analysis showed that the two funds, 511, Fleet Operations and Maintenance, and 510, Equipment Rental Reserve had sufficient funds to meet current and future operational and replacement needs. The analysis confirmed that the replacement rates being used were adequate to meet future replacement costs across the fleet. The analysis also created a best practices spreadsheet for tracking and forecasting city replacements.

In 2019-2020, the Equipment Rental Reserve Fund replaced several vehicles and other equipment:

- 12 Police Department vehicles, including 4 traffic motorcycles, 6 patrol vehicles, 1 admin vehicle, new laptops for all vehicles, and 1 community health and safety vehicles.
- One Community Development Ford Explorer.
- 15 Public Works vehicles and equipment, including 9 trucks, a sewage pump, 3 SUV's, a mower, and a trailer.
- Two Parks, Recreation and Cultural Arts vehicles and equipment, including a bus and tractor.

*-continued next page-*

24 **4. Fund Summary:**

SOURCES & USES OF FUNDS	2018 Actual	2019 Actual	2020 Projected	2019-2020 Revised	2021-2022 Budget
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ 3,261,697	\$ 4,120,066	\$ 5,360,709	\$ 4,120,066	\$ 6,271,016
<b>OPERATING REVENUES</b>					
Charges For Services	1,437,020	1,682,732	1,638,807	3,195,998	2,957,873
Interest Income	45,524	115,342	40,000	50,000	50,000
Other Miscellaneous Revenue	-	-	-	-	-
<b>Total Operating Revenues</b>	<b>1,482,544</b>	<b>1,798,075</b>	<b>1,678,807</b>	<b>3,245,998</b>	<b>3,007,873</b>
Sales of Capital Assets	\$ 1,447	\$ 141,914	38,000	\$ 168,418	\$ 168,418
<b>TOTAL REVS &amp; OTHER SCRS</b>	<b>\$ 4,745,688</b>	<b>\$ 6,060,054</b>	<b>\$ 7,077,516</b>	<b>\$ 7,534,482</b>	<b>\$ 9,447,307</b>
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>OPERATING EXPENDITURES</b>					
Operating Expenditures	69,782	208,302	3,500	438,100	-
<b>Total Operating Expenditures</b>	<b>\$ 69,782</b>	<b>\$ 208,302</b>	<b>\$ 3,500</b>	<b>\$ 438,100</b>	<b>\$ -</b>
<b>Operating Revenues over (under)</b>					
<b>Operating Expenditures</b>	<b>\$ 1,412,762</b>	<b>\$ 1,589,773</b>	<b>\$ 1,675,307</b>	<b>\$ 2,807,898</b>	<b>\$ 3,007,873</b>
<b>OTHER FINANCING USES</b>					
Capital Expenditures	555,840	491,044	803,000	1,963,152	2,359,124
Interfund Loan to Fund 511	-	-	-	900,000	675,000
Total Other Financing Uses	555,840	491,044	803,000	2,863,152	3,034,124
<b>TOTAL EXPEND &amp; OTHER USES</b>	<b>\$ 625,622</b>	<b>\$ 699,345</b>	<b>\$ 806,500</b>	<b>\$ 3,301,252</b>	<b>\$ 3,034,124</b>
<b>ENDING FUND BALANCES</b>	<b>\$ 4,120,066</b>	<b>\$ 5,360,709</b>	<b>\$ 6,271,016</b>	<b>\$ 4,233,230</b>	<b>\$ 6,413,183</b>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<b>\$ 4,745,688</b>	<b>\$ 6,060,054</b>	<b>\$ 7,077,516</b>	<b>\$ 7,534,482</b>	<b>\$ 9,447,307</b>

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26 *-continued next page-*

27 **5. Other Comments:**

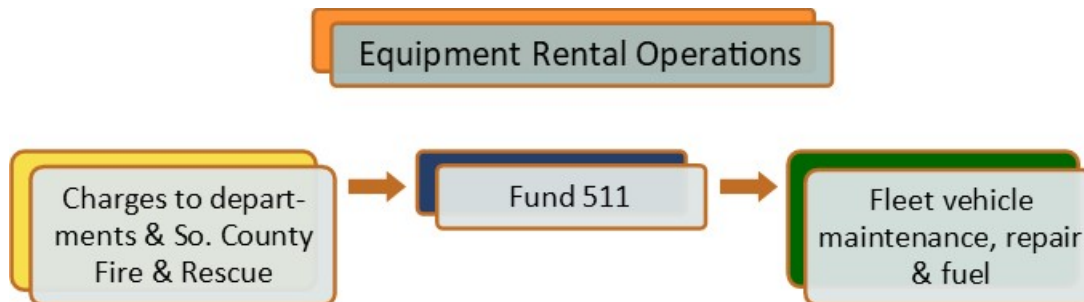
28 The vehicle/equipment replacement funding is ongoing and expenditure levels will vary from year to  
 29 year depending on replacement schedules. Below is a schedule of vehicle replacement by year of  
 30 purchase:

Deaprtment Code:	Division	Vehicle Code	Acquisition Year	Make	Model	Estimated Year of Replacement	Estimated Replacement Cost
660	Streets	M52	1998	Striping	Machine	2021	96,148.00
700	Sewer	T88	1998	GMC	Sewervan	2021	338,917.00
540	Recreation	303	2005	Ford	E450	2021	65,520.00
660	Streets	105	2005	Chevy	4500	2021	77,251.00
510	Park Maintenance	138	2006	Chevy	Dump	2021	71,479.00
630	Bldg & Properties	139	20006	Chevy	1500	2021	45,104.00
306	Evidence	135	2006	Chevy	EXP	2021	39,408.00
680	Water	200	2008	Ford	F250	2021	49,326.00
662	Traffic	221	2009	Chevy	Trailblazer	2021	35,665.00
680	Water	205	2009	International	7500	2021	510,259.00
650	Fleet	230	2009	Ford	F150	2021	40,453.00
302	CID	295	2014	Ford	Interceptor	2021	55,182.00
304	Patrol	294	2014	Ford	Interceptor	2021	54,777.00
351	Jail	288	2014	Ford	Taurus	2021	38,878.00
310	Traffic	317	2015	H-D	Electra	2021	38,269.00
310	Traffic	320	2015	H-D	Electra	2021	38,269.00
304	Patrol	351	2017	Chevy	Tahoe	2021	83,406.00
680	Water	163	2007	CAT	420E	2022	145,634.00
540	Recreation	222	2009	Chevy	MINI	2022	69,854.00
302	CID	306	2015	Ford	Taurus	2022	46,280.00
304	Patrol	315	2015	Ford	Interceptor	2022	58,698.00
311	Training	296	2015	Chevy	Tahoe	2022	57,339.00
304	Patrol	363	2017	Ford	Interceptor	2022	58,698.00
304	Patrol	356	2018	Ford	Interceptor	2022	58,698.00
304	Patrol	368	2018	Ford	Interceptor	2022	58,698.00
310	Training	365	2018	H-D	FLHPI	2022	39,800.00
310	Training	366	2018	H-D	FLHPI	2022	39,717.00
							2,311,727.00

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**1. Responsible Department(s):** Public Works

**2. Brief Description and Purpose:**

Fund 511 pays for the Fleet mechanics who service Lynnwood’s vehicles and equipment as well as one-half of an accountant in Administrative Services and one-half of an administrative position in the Public Works Department. This fund also pays for motor fuel costs. All revenue comes from direct charges to the departments for maintenance, repairs, and fuel, and South County Fire and Rescue (SCF). No direct allocation of General Funds is made to this Fund.

**3. Highlights and Accomplishments for 2019-2020:**

Public Works had the FCS Group perform an analysis of the Fleet Replacement and Operations systems to verify fleet practices, cash balances, and the plan forward. This analysis showed that the two funds, 511, Fleet Operations and Maintenance, and 510, Equipment Rental Reserve had sufficient funds to meet current and future operational and replacement needs. The analysis confirmed that the method of operating Fleet as a cost recovery was valid. 100% of the Fleet mechanic’s work is covered in the shop rate that is billed out to City and South County Fire customers. The cost recovery model includes the full labor costs of the mechanics team, one-half of an administrative support position, and one-half of an accountant as well as building and utility charges.

In 2020, the mechanics began process improvements to improve safety, communication, and organization. Improvements that have been implemented include a new parts area, machinery area that is separate and keeps the grinding material isolated from the bays, work-in-progress boards, and expected professionalism standards.

In 2021-2022 the position of Electronic Change Out Technician will be eliminated, and the work outsourced. This position performed the set-up work on new police vehicles. The total savings for vehicle setup during the 2021-2022 biennium is estimated to exceed \$400,000.

*-continued next page-*

26 **4. Fund Summary:**

SOURCES & USES OF FUNDS	2018	2019	2020	2019-2020	2021-2022
	Actual	Actual	Projected	Revised	Budget
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ 90,750	\$ 184,676	\$ 272,920	\$ 184,676	\$ 210,701
<b>OPERATING REVENUES</b>					
Charges For Services - City	581,263	631,899	720,000	973,700	1,582,935
Charges For Services - RFA	694,631	738,974	693,550	1,500,000	2,100,000
Other Miscellaneous Revenue	(6,771)	(26,283)	4,231	-	-
<b>Total Operating Revenues</b>	1,269,123	1,344,590	1,417,781	2,473,700	3,682,935
Interfund Loan from Fund 510	645,000	950,000	850,000	-	620,000
<b>TOTAL REVS &amp; OTHER SCRS</b>	<b>\$ 2,004,873</b>	<b>\$ 2,479,266</b>	<b>\$ 2,540,701</b>	<b>\$ 2,658,376</b>	<b>\$ 4,513,636</b>
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>OPERATING EXPENDITURES</b>					
Operating Expenditures	1,465,197	1,561,347	1,380,000	2,652,350	3,408,120
<b>Total Operating Expenditures</b>	<b>\$ 1,465,197</b>	<b>\$ 1,561,347</b>	<b>\$ 1,380,000</b>	<b>\$ 2,652,350</b>	<b>\$ 3,408,120</b>
<b>Operating Revenues over (under)</b>					
<b>Operating Expenditures</b>	<b>\$ (196,074)</b>	<b>\$ (216,757)</b>	<b>\$ 37,781</b>	<b>\$ (178,650)</b>	<b>\$ 274,815</b>
<b>OTHER FINANCING USES</b>					
Payback Interfund Loan from Fund 5	355,000	645,000	950,000	620,000	675,000
Capital Expenditures	-	-	-	-	-
<b>Total Other Financing Uses</b>	355,000	645,000	950,000	620,000	675,000
<b>TOTAL EXPEND &amp; OTHER USES</b>	<b>\$ 1,820,197</b>	<b>\$ 2,206,347</b>	<b>\$ 2,330,000</b>	<b>\$ 3,272,350</b>	<b>\$ 4,083,120</b>
<b>ENDING FUND BALANCES</b>	<b>\$ 184,676</b>	<b>\$ 272,920</b>	<b>\$ 210,701</b>	<b>\$ (613,974)</b>	<b>\$ 430,516</b>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<b>\$ 2,004,873</b>	<b>\$ 2,479,266</b>	<b>\$ 2,540,701</b>	<b>\$ 2,658,376</b>	<b>\$ 4,513,636</b>

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28 **5. Fund Personnel:**

Job Title	Number of FTE					
	2016	2017	2018	2019	2020	2021
	Actual	Actual	Actual	Revised	Projected	Projected
Supervisor	1	1	1	1	1	1
Heavy Equip. Mech	3	4	4	4	4	4
Change Out Tech	1	1	1	1	0	0
Fleet Admin	0	1	1	1	1	1
<b>Total Fleet Fund 511</b>	<b>5</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>6</b>

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- 2 **1. Responsible Department(s):** Public Works
- 3 **2. Brief Description and Purpose:**
- 4 This fund pays the bills at the Lynnwood Maintenance and Operations Center (LOMC), and funds repair
- 5 and minor upgrades for the facility. The revenue for this fund is in the form of transfers from the Public
- 6 Works divisions housed at the LOMC: Streets Operations; Stormwater Operations; Water & Sewer
- 7 Operations; and Fleet Operations. No direct allocation of General Funds is made to this fund.

8 **3. Fund Summary:**

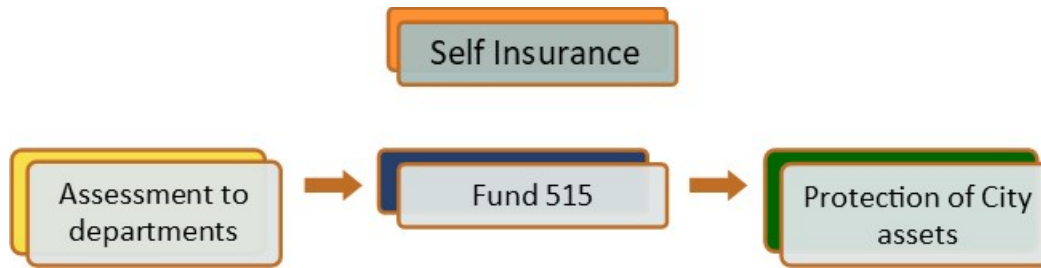
SOURCES & USES OF FUNDS	2018	2019	2020	2019-2020	2021-2022
	Actual	Actual	Projected	Revised	Budget
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ 161,183	\$ 157,783	\$ 153,243	\$ 157,783	\$ 134,937
<b>OPERATING REVENUES</b>					
Charges For Services - Interfund	115,750	117,500	117,500	235,000	243,000
Other Miscellaneous Revenue	-	-	4,194	-	-
<b>Total Operating Revenues</b>	<b>115,750</b>	<b>117,500</b>	<b>121,694</b>	<b>235,000</b>	<b>243,000</b>
<b>OTHER FINANCING SOURCES</b>					
<b>TOTAL TRANSFERS</b>	-	-	-	-	-
<b>TOTAL REVS &amp; OTHER SCRS</b>	<b>276,933</b>	<b>275,283</b>	<b>274,937</b>	<b>392,783</b>	<b>377,937</b>
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>OPERATING EXPENDITURES</b>					
Operating Expenditures	119,150	106,440	140,000	210,000	243,300
<b>Total Operating Expenditures</b>	<b>119,150</b>	<b>106,440</b>	<b>140,000</b>	<b>210,000</b>	<b>243,300</b>
<b>Operating Revenues over (under)</b>					
Operating Expenditures	\$ (3,400)	\$ 11,060	\$ (18,306)	\$ 25,000	\$ (300)
<b>OTHER FINANCING USES</b>					
Capital Expenditures	-	15,600	-	25,000	40,000
Total Other Financing Uses	\$ -	\$ 15,600	\$ -	25,000	\$ 40,000
<b>TOTAL EXPEND &amp; OTHER USES</b>	<b>\$ 119,150</b>	<b>\$ 122,040</b>	<b>\$ 140,000</b>	<b>235,000</b>	<b>\$ 283,300</b>
<b>ENDING FUND BALANCES</b>	<b>\$ 157,783</b>	<b>\$ 153,243</b>	<b>\$ 134,937</b>	<b>\$ 157,783</b>	<b>\$ 94,637</b>
<b>TOTAL EXPENDITURES, OTHER</b>					
<b>USES &amp; FUND BALANCES</b>	<b>\$ 276,933</b>	<b>\$ 275,283</b>	<b>\$ 274,937</b>	<b>\$ 392,783</b>	<b>\$ 377,937</b>

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**1. Responsible Department(s):** Administrative Services

**2. Brief Description and Purpose:**

This fund accounts for collecting insurance assessments from all departments--and in turn paying for: professional services; insurance premiums; claims; defense costs; investigation costs; and judgments. The fund does not assess charges for overhead or administration.

The program includes insurance for claims and judgments (including costs) above specified deductible(s). A third-party, claims administrator (assisted by staff) investigates all claims. The claims adjustor recommends a disposition for each claim.

The primary sources of revenue for this biennial budget are from internal services charges, investment income, and other sources such as insurance subrogation recovery. While the fund needs the budget authority for the payment of the insurance services, all costs are all allocated to the departments and other funds with revenues and most expenditures netting to zero.

**3. Fund Financial Summary:**

SOURCES & USES OF FUNDS	2018	2019	2020	2019-2020	2021-2022
	Actual	Actual	Projected	Revised	Proposed
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>	\$ 164,270	\$ 170,182	\$ 331,489	\$ 170,182	\$ 331,489
<b>OPERATING REVENUES</b>					
Charges For Services	-	-	-	1,680,749	1,600,310
Insurance Recoveries	2,636	-	-	12,000	10,000
Investment Interest	3,276	6,452	-	-	-
<b>Total Operating Revenues</b>	<u>5,912</u>	<u>6,452</u>	<u>-</u>	<u>1,692,749</u>	<u>1,610,310</u>
Transfer From the General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL REVS &amp; OTHER SCRS</b>	<u><b>\$ 170,182</b></u>	<u><b>\$ 176,634</b></u>	<u><b>\$ 331,489</b></u>	<u><b>\$ 1,862,931</b></u>	<u><b>\$ 1,941,799</b></u>
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>OPERATING EXPENDITURES</b>					
Insurance	-	-	-	1,746,000	1,600,310
Attorney's Fees	-	-	-	10,000	10,000
Judgments and Claims	-	1,542	-	100,000	100,000
Prior Period Adjustment	-	(156,397)	-	-	-
<b>Total Operating Expenditures</b>	<u>\$ -</u>	<u>\$ (154,855)</u>	<u>\$ -</u>	<u>\$ 1,856,000</u>	<u>\$ 1,710,310</u>
<b>Operating Revenues over (under)</b>					
<b>Operating Expenditures</b>	<u>\$ 5,912</u>	<u>\$ 161,307</u>	<u>\$ -</u>	<u>\$ (163,251)</u>	<u>\$ (100,000)</u>
<b>TOTAL EXPEND &amp; OTHER USES</b>	<u><b>\$ -</b></u>	<u><b>\$ (154,855)</b></u>	<u><b>\$ -</b></u>	<u><b>\$ 1,856,000</b></u>	<u><b>\$ 1,710,310</b></u>
<b>ENDING FUND BALANCES</b>	<u><b>\$ 170,182</b></u>	<u><b>\$ 331,489</b></u>	<u><b>\$ 331,489</b></u>	<u><b>\$ 6,931</b></u>	<u><b>\$ 231,489</b></u>
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	<u><b>\$ 170,182</b></u>	<u><b>\$ 176,634</b></u>	<u><b>\$ 331,489</b></u>	<u><b>\$ 1,862,931</b></u>	<u><b>\$ 1,941,799</b></u>







1

2 **1. Responsible Department(s):** Information Technology & Administrative Services

3 **2. Brief Description:**

4 This fund accounts for an assessment upon all departments--and in turn, pays for the scheduled  
 5 replacement of desktop computers, laptops, and similar devices. Such replacements will occur  
 6 approximately every four years. This approach supports employee productivity (minimal equipment  
 7 downtime and the ability to apply innovation). It also allows the Information Technology Department  
 8 (IT) to achieve other priorities (employee hardware will require less maintenance). The fund does not  
 9 assess charges for overhead or administration. Furthermore, this program will allow departments to  
 10 avoid expenditure "spikes" and instead contribute one-quarter of equipment replacement each year.  
 11 Cellular telephones and tablets are not included in this replacement program.

12 **3. Fund Summary:**

SOURCES & USES OF FUNDS	2018 Actual	2019 Actual	2020 Projected	2019-2020 Revised	2021-2022 Budget
<b>REVENUES AND OTHER SOURCES:</b>					
<b>BEGINNING FUND BALANCES</b>			\$ 202,192	\$ -	\$ 308
<b>OPERATING REVENUES</b>					
Charges For Services - Interfund	-	118,876	118,876	237,752	262,400
Investment Interest	-	2,097	1,800	3,897	-
<b>Total Operating Revenues</b>	-	120,973	120,676	241,649	262,400
<b>OTHER FINANCING SOURCES</b>					
CARES ACT Funding			220,000	220,000	
Transfer From Fund 224		150,000	-	150,000	-
<b>TOTAL TRANSFERS</b>	-	150,000	220,000	370,000	-
<b>TOTAL REVS &amp; OTHER SCRS</b>	-	270,973	542,868	611,649	262,708
<b>EXPENDITURES &amp; OTHER USES</b>					
<b>OPERATING EXPENDITURES</b>					
Operating Expenditures	-	68,781	172,560	241,341	-
<b>Total Operating Expenditures</b>	-	68,781	172,560	241,341	-
<b>Operating Revenues over (under)</b>					
Operating Expenditures	\$ -	\$ 52,192	\$ (51,884)	\$ 308	\$ 262,400
<b>OTHER FINANCING USES</b>					
Capital Expenditures	-	-	150,000	150,000	262,400
CARES Act Expenditures	-	-	220,000	220,000	-
Total Other Financing Uses	\$ -	\$ -	\$ 370,000	150,000	\$ 262,400
<b>TOTAL EXPEND &amp; OTHER USES</b>	\$ -	\$ 68,781	\$ 542,560	391,341	\$ 262,400
<b>ENDING FUND BALANCES</b>	\$ -	\$ 202,192	\$ 308	\$ 220,308	\$ 308
<b>TOTAL EXPENDITURES, OTHER USES &amp; FUND BALANCES</b>	\$ -	\$ 270,973	\$ 542,868	\$ 611,649	\$ 262,708

13



**ATTACHMENT A  
RESOLUTION 2019-10**

## Financial Policies

Legislative History

Revised November 12, 2019, Resolution 2019-10  
 Rewrite April 10, 2017, Resolution 2017-07  
 Revised November 28, 2016, Resolution 2016-19  
 Reformatted 11/20/2015  
 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

Lynnwood’s Community Vision articulates core values and norms that include fiscal sustainability, accountability, economic vibrancy, and transparency. The safekeeping, proper use and management of the City resources are essential to responsible and responsive public service and governance. Standards and best practices for the management of City resources are set forth by entities which include the Internal Revenue Service, State Legislature, State Auditor’s Office (SAO), Department of Revenue, Government Financial Officers’ Association (GFOA), Government Accounting Standards Board (GASB), and the Lynnwood Municipal Code (LMC). Lynnwood’s Financial Policies (Policies) support and augment those provisions, so that all fiscal decisions and actions adhere to and implement each of these objectives.

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## **1. Application and Administration**

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- A. 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 should include regular review, amendment, and adjustment of the Long Term Financial Plan. This section outlines examples of when and how these policies should be utilized.
- B. The use of “shall” indicates the City’s intent to closely adhere to the stated policy. The use of “should” or “may” indicates a preferred approach. These policies serve to guide the City Council while enabling flexibility for the Council to respond to specific circumstances.
- C. Review of Financial Policies:
  - i. The Financial Policies should be reviewed with the review of the Second-Quarter Financial Report. This review may include recommended changes to the Policies.
  - ii. This section should not preclude the review and amendment of the Financial Policies at other times, as deemed necessary by the City Council.

## **2. General Policies**

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- A. The City shall maintain the fiscal integrity of its operating, debt service, and capital improvement budgets. 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.

## **3. Budgeting: General**

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- A. These Financial Policies shall be used to guide major policy initiatives and shall be incorporated or summarized in the adopted biennial budget document.
- B. The City of Lynnwood shall prepare and adopt a biennial budget in accordance with Chapter 35A.34 RCW, Chapter 2.72 LMC, and these Policies. Fiscal years shall begin on January 1<sup>st</sup> and conclude on December 31<sup>st</sup>.
- C. For clarity, the budget document required by RCW 35A.34.070 and LMC 2.72.030 shall be referred to as the “proposed preliminary budget”, and the budget document required by RCW 35A.34.080-100 and LMC 2.72.040 shall be referred to the “Preliminary Budget”.
- D. Pursuant to the opinion of the Municipal Research and Services Center (MRSC) published on October 30, 2015, the City shall conduct a minimum of two public hearings on the Preliminary Budget, and a minimum of one public hearing fixing the final budget. One of the two public hearings required for the Preliminary Budget may be the public hearing required for the property tax levy.
- E. The Preliminary Budget shall include reference to these Financial Policies, including:
  - i. An assessment of its conformance to the Financial Policies and an explanation if there are areas of non-conformance.

- 1        ii.    References as to how the Financial Policies were used to develop recommendations  
2            for balancing the budget.
  
- 3        F.    The proposed preliminary budget, Preliminary Budget, adopted budget, and the mid-  
4            biennial modification of the adopted budget shall be based upon, and consistent, with:
  - 5            i.     The Community Vision.
  - 6            ii.    Performance management/measurement techniques and principals set forth by  
7                the Mayor.
  - 8            iii.    The method of Budgeting for Outcomes (BFO), also known as Priority-Based  
9                Budgeting, as indicated in Resolution 2015-05.
  
- 10       G.    General Fund budget requests in the Preliminary Budget and the mid-biennial  
11            modification shall include a written assessment of:
  - 12            i.     How the proposal is consistent with and furthers the Community Vision.
  - 13            ii.    Whether the service or program is mandatory (required by law) or discretionary  
14                (optional), and whether the service or program can be achieved through other  
15                means.
  - 16            iii.    The degree to which the service or program is fiscally sustainable.
  
- 17       H.    The budget should provide for adequate maintenance of capital assets.
  
- 18       I.    The budget process shall be consistent with and integrated with long-term forecasting  
19            and ongoing financial reporting.
  
- 20       J.    It is the policy of the City of Lynnwood to adopt structurally-balanced budgets.
  - 21            i.     A structurally-balanced budget shall mean:
    - 22                a.    Ongoing expenditures shall be provided for by anticipated ongoing revenue.
    - 23                b.    Ongoing expenditures do not include:
      - 24                    (1) “One-time” items such as capital outlay, projects or studies.
      - 25                    (2) Allocations to other funds dependent on general revenues sufficient to  
26                        balance dependent budgets (i.e.: Street Fund, Solid Waste Fund).
  - 27            ii.    Anticipated ongoing revenues may include:
    - 28                a.    Reoccurring revenue such as taxes, fees, etc.
    - 29                b.    A reasonable amount of resources remaining unspent from the previous year’s  
30                    budget based on historical experience and an assessment of the current budget.
    - 31                c.    A portion of the unencumbered fund balance above the minimum levels  
32                    established by this policy.
    - 33                d.    Reoccurring transfers from other funds.
  
- 34       K.    The Mayor shall submit a balanced Preliminary Budget.

- 1           a. The Mayor’s budget proposal shall balance all city funds.
- 2           b. The transfers between funds shall be clearly illustrated.
- 3           c. The use any proposed new revenues from proposed new fees or taxes should be
- 4               clearly illustrated.
- 5       L. The anticipated amounts of reserves should be clearly illustrated.
- 6           a. The reserve estimates shall be provided for the beginning and the end of the
- 7               Preliminary Budget period (beginning and ending fund balances).
- 8       M. The budget shall be developed consistent with State law and in a manner which
- 9           encourages early involvement with the public and City Council as provided for by
- 10           Chapter 2.72 LMC.
- 11       N. The budget shall integrate into Capital Facilities Plan (CFP) and Strategic Financial Plan
- 12           (SFP). The budget shall be consistent with the current year of the CFP and SFP.
- 13           Budget planning activities shall be based on the next year of the SFP.
- 14       O. The budget shall provide an account for one-time expenditures associated with an
- 15           employee’s end of employment. The Finance Director may establish administrative
- 16           procedures specifying the conditions under which such funds may be expended.

17 **4. Financial Forecasts**

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- 18       A. As a part of each biennial budget process, the City shall prepare six-year expenditure
- 19           and revenue forecasts for the City’s principal operating and capital funds.
- 20           i. Revenue forecasts for major revenues (those which represent at least 10% of the
- 21               General Fund) should include “conservative”, “moderate”, “optimistic” forecasts and
- 22               the assumptions used for each. The forecasts shall be based on the best
- 23               information available and should reference assumptions and data sources.
- 24           ii. Revenue forecasts should include all sources of revenue.
- 25           iii. Forecasts shall include alternative expenditure scenarios, based on different policy
- 26               and economic assumptions.
- 27       B. Financial Forecasts shall:
  - 28           i. Incorporate plans for reserves and specific fund balances.
  - 29           ii. Include revenue streams as may be appropriate to support capital projects in
  - 30               accordance with the city’s Capital Facilities Plan and Strategic Investment Plan
  - 31               Component.
  - 32           iii. Serve as a basis for decision making that may affect long-term trends and financial
  - 33               needs.
- 34       C. All financial decisions shall be within the context of the long-range planning forecast and
- 35           other related long-range plans (Capital Facilities Plan / Strategic Financial Plan). Staff
- 36           shall provide a review of the implications of budgetary and other fiscal proposals on
- 37           these long-range forecasts and plans. Staff shall include a “fiscal note”, in a format to be
- 38           provided by the Finance Director and approved by the Council, with each action item on



1 the council agenda. If no note is deemed necessary, the agenda cover sheet shall so  
2 state.

3 D. Assumptions used in the CFP and SFP shall be noted and defined.

4 E. Basis of long-range planning shall be outcome oriented. In accordance with Chapters  
5 2.70 and 2.72 LMC, and Resolution 2000-03, the City shall strive to illustrate the output  
6 from CFP and SFP expenditures.

7 F. The forecasts developed under these policies shall be incorporated into the adopted  
8 Long-Term Financial Plan which shall be periodically updated and reviewed consistent  
9 with the updating of the financial forecasts as set forth by these policies.

10 **5. Reserves**

---

11 A. Reserves, General Fund

12 i. Adequate reserve levels are a necessary component of the City's overall financial  
13 management strategy and key factor in external agencies' measurement of the City's  
14 financial strength. Collectively, the adopted budget should include General Fund  
15 reserve balances equaling not less than 2.5 months of the operating expenditures of  
16 the prior fiscal year. The reserves specified by this policy consist of the aggregate  
17 total of the General Fund Unassigned Fund Balance and the Revenue Stabilization  
18 Fund balance.

19 ii. The purpose of the General Fund Unassigned Fund Balance is to provide for  
20 adequate operating cash and to cover receivables until they are collected. Achieving  
21 and maintaining this unassigned fund balance is the highest priority over developing  
22 and maintaining other general fund reserves.

23 iii. The purpose of the reserves of the Revenue Stabilization Fund is to help protect the  
24 city from major economic downturns and other unanticipated, adverse financial  
25 conditions.

26 iv. City Council authorization shall be required for expenditure of Unassigned Fund  
27 Balance or Revenue Stabilization Fund Balance.

28 B. Reserves, Enterprise Funds

29 i. Adequate reserve levels are a necessary component of the overall financial  
30 management strategy for enterprise funds such as utilities, and a key factor in  
31 external agencies' measurement of the City's financial strength.

32 ii. City Council authorization shall be required for expenditure of Enterprise Fund  
33 Reserves.

34 iii. Utility Operating Fund.

35 a. The purpose of Utility Operating Fund reserves is to provide for adequate  
36 operating cash and to cover receivables until they are collected.

37 b. The reserve balance target for the Water Utility is the amount equivalent to 90  
38 days of operating expenses.

- 1           c. The reserve balance target for the Sewer Utility (wastewater) is the amount  
2           equivalent to 45 days of operating expenses.
- 3           d. The reserve balance target for the Storm Utility (stormwater) is the amount  
4           equivalent to 30 days of operating expenses.
- 5       iv.    Utility Capital Fund.
- 6           a. The purpose of Utility Capital Fund reserves is to provide funding for  
7           emergency repairs, unanticipated capital expenses, and project cost  
8           overruns.
- 9           b. The reserve balance target for the Water Utility is the amount equivalent to  
10          1% of all Original Asset Values.
- 11          c. The reserve balance target for the Sewer Utility (wastewater) is the  
12          amount equivalent to 2% of all Original Asset Values.
- 13          d. The reserve balance target for the Storm Utility (stormwater) is the amount  
14          equivalent to 1% of all Original Asset Values.
- 15       v.    Golf Fund.
- 16           a. The reserve balance target for the Golf Fund is the amount equivalent to 30 days  
17           of operating expenses.

## **6. Reporting: General**

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- 19       A. The Administrative Services Department shall prepare financial reports that show and  
20       monitor actual performance in various expenditures and revenues with the adopted  
21       budget and planning forecasts.
- 22           i. The reporting system shall include a financial analysis of the overall financial status  
23           of the City and of its key funds, including, but not limited to, an analysis of all  
24           available financial resources.
- 25           ii. This analysis should discuss the current financial status, and the immediate and  
26           longer-term future financial status.
- 27           iii. A complete analysis shall be prepared quarterly with monthly updates.
- 28           iv. Quarterly financial reports shall include a summary of Departments' progress  
29           regarding the performance measures set forth in the adopted budget.

## **7. Revenues: General**

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- 31       A. To the extent possible, diversified and stable sources of revenue shall be maintained to  
32       shelter public services from downward fluctuations in any one revenue source. Periodic  
33       financial reports shall include trend analysis of the City's primary sources of revenue.
- 34       B. All potential grants shall be carefully examined for matching requirements. Some grants  
35       may not be accepted if the local matching funds cannot be justified. Grants may also be  
36       rejected if programs must be continued with local resources after grant funds are  
37       exhausted.

## 8. Revenues: Fees and Charges

---

- 1 A. The City shall develop and maintain a comprehensive schedule of fees and charges.
- 2
- 3 i. The fees and charges should be reviewed in connection with each biennial budget.
- 4 ii. Fees shall be reviewed by general type as described below:
- 5 a. Development-related fees (land use, building and property, fire marshal's office
- 6 and engineering fees) shall be established by ordinance; adjusted for inflation
- 7 and periodically subjected to a comprehensive rate analysis. Development-
- 8 related fees should be based on recovering costs of permitting and inspection
- 9 services.
- 10 b. Regulatory Fees (such as those related to Title 5 LMC) shall be established by
- 11 ordinance. As may be permitted by law, these fees may be used for generating
- 12 city revenues in addition to recovering costs of the regulatory services.
- 13 c. Recreation and parks use fees shall be set by the Director of Parks, Recreation
- 14 and Cultural Arts within ranges established by ordinance.
- 15 d. General fees (such as rental rates, copy charges, and other miscellaneous fees)
- 16 shall be established by ordinance. These services should charge fees to assist
- 17 in making these services self-supporting.
- 18 e. Enterprise Funds (Utilities and Golf Course) fees shall be set by ordinance, and
- 19 set at a level necessary to support the costs of services in the fund and to
- 20 maintain long-term financial stability. To insure that the enterprise funds remain
- 21 self-supporting, fee and rate structures shall fully fund the direct and indirect
- 22 costs of operations, capital plant maintenance, debt service, depreciation, and
- 23 reasonable system extensions. See "Revenues: Utility Rates" below for
- 24 additional provisions.

## 9. Revenues: Utility Rates

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- 26 A. Every three years, the City shall conduct a comprehensive, third-party, expert analysis of
- 27 utility rates.
- 28 B. Revenues generated by utilities should provide adequate resources to provide for proper
- 29 operation of the related programs, servicing of related debt at prescribed levels,
- 30 maintenance of the capital plant, and adequate reserves.
- 31 C. Utility rates shall be set utilizing the following guidelines:
- 32 i. The rate structure should encourage consumers to conserve natural resources while
- 33 providing a stable and predictable revenue base for the proper management of the
- 34 utility.
- 35 ii. The rates shall strive to be equitable among the classes (general types) of
- 36 ratepayers.
- 37 iii. The revenue target of the utility rates should maintain a minimum debt service
- 38 coverage ratio (DSCR) of 1.5. DSCR is a financial formula that equals net operating
- 39 income divided by annual debt service.

- 1 iv. Rates should be set using an assumption of 95% of the average water consumption
- 2 for the five previous years.
- 3 v. A complete rate analysis, when finished, shall be included with the proposed
- 4 preliminary budget, if not already adopted by separate ordinance.

5 **10. Expenditures: General**

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- 6 A. The City shall authorize only those ongoing, operating expenditures that may be
- 7 supported by ongoing operating revenues. Before the City undertakes any agreements
- 8 that would create fixed, ongoing expenses, the cost implications of such agreements
- 9 shall be fully determined for current and future years with the aid of strategic financial
- 10 planning models as described in Financial Management/Strategic Forecasting Policies.
- 11 Capital expenditures may be funded from one-time revenues, but the operating budget
- 12 expenditure impacts of capital expenditures shall be reviewed for compliance with this
- 13 policy provision.
- 14 i. Operating revenues are those revenues that recur regularly on an annual basis,
- 15 excluding revenues that may be available only on a one time basis such as revenues
- 16 derived from land sales, bond proceeds, etc.
- 17 B. Department heads are responsible for managing their budgets within the total
- 18 appropriation for their department.
- 19 C. The City shall maintain expenditure categories according to state statute and
- 20 administrative regulation as described in the State Auditor's Budgetary, Accounting, and
- 21 Reporting System (BARS).
- 22 D. The City shall assess funds for services provided internally by other funds. The
- 23 estimated direct and indirect costs of service shall be budgeted as an expense to the
- 24 fund receiving or benefiting from the service, and the cost of the service shall be
- 25 recognized as revenue to the providing fund. A review of the method for determining the
- 26 amount of the interfund assessment shall be reviewed periodically.
- 27 E. Emphasis shall be placed on improving productivity, workplace innovation, program
- 28 evaluation, and alternative means of service delivery rather than adding to the work
- 29 force. The City shall invest in technology and other efficiency tools to ensure high
- 30 productivity. The City may hire additional staff only after the need of such positions has
- 31 been demonstrated and documented, including assessment of alternative measures,
- 32 such as contracting for professional services and partnering with other
- 33 agencies/organizations.
- 34 F. All compensation planning and collective bargaining shall focus on the total cost of
- 35 compensation which includes direct salary, health care benefits, pension contributions,
- 36 training allowance, and other benefits of a non-salary nature which are a cost to the City.
- 37 G. Enterprise Funds expenditures shall be fully supported by their own rates, fees, and
- 38 charges, and not subsidized by the General Fund. The Enterprise Funds shall pay their
- 39 share of overhead costs and services provided by the General Fund.

40 **11. Contingency Planning and Responding to Revenue Downturns**

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- 41 A. Short-term (anticipated less than one year) economic downturns and temporary gaps in
- 42 cash flow: Expenditure reductions or restrictions may be imposed. Expenditures from
- 43 the General Fund Unassigned Fund Balance, the Revenue Stabilization Fund, or

1 interfund loans may be used with City Council approval to address short-term downturns  
2 in City revenues. The City Council may authorize interfund loans to cover short-term  
3 gaps in cash flow.

4 B. Long-term (greater than one year) revenue downturns: Revenue forecasts shall be  
5 revised. When long-term revenue downturns are likely, the following guidelines for  
6 addressing the revenue shortfall shall be considered.

7 i. Deficit financing (borrowing) should not be considered as an appropriate fiscal  
8 response.

9 ii. Prior to increasing taxes and/or fees to achieve a balanced budget, the City should  
10 evaluate opportunities to reduce one-time and/or ongoing expenses.

11 iii. Rather than instituting “across the board” reductions, Budgeting for Outcomes  
12 principles and criteria should be utilized to reduce/discontinue certain levels of  
13 service, or delay/discontinue certain projects.

14 C. Periodic financial reports prepared by the Administrative Services Department shall be  
15 utilized to monitor forecasted, budgeted, and actual revenues and expenditures.

16 D. In instances when combined, actual sales and use tax revenue for the previous two  
17 quarters is less than the revenue received during the same period of the previous year,  
18 the Mayor shall put forth to the Finance Committee a proposed budget amendment that  
19 responds to the under-performance of revenues.

20 i. The Mayor’s proposed budget amendment shall include an updated financial  
21 forecast and a written description of the anticipated changes to performance  
22 measures, program outcomes, and levels of service.

23 ii. This policy shall not preclude the Mayor from initiating corrective action pursuant to  
24 his/her administrative authorities prior to action by the City Council.

25 iii. The recommendation(s) of the Mayor and Finance Committee shall be forwarded to  
26 the City Council.

27 **12. Investments**

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28 A. The City of Lynnwood shall invest its funds in a manner that:

29 i. Provide the highest investment return consistent with a high degree of security.

30 ii. Meet the daily cash flow demands of the City.

31 iii. Conform to all state statutes and local ordinances governing the investment of public  
32 funds.

33 B. At the discretion of the Finance Director, cash may be invested separately by fund or be  
34 commingled into a common investment portfolio and earnings from such portfolio  
35 distributed monthly.

36 C. These policies supersede Resolution 2009-11 and apply to all financial assets of the  
37 City, except: assets held in escrow in order to defease refunded debt; and retirement  
38 funds managed by others such as the State or ICMA.

- 1 D. Investments shall be made with judgment and care, considering the probable safety of  
2 the capital as well as the probable income to be derived.
- 3 E. The primary objectives, in priority order, of the City's investment activities shall be as  
4 follows:
- 5 i. Legality: The City's investments shall be in compliance with all statutes governing  
6 the investment of public funds and the provisions of all applicable bond ordinances.
- 7 ii. Safety: Investments of the City shall be undertaken in a manner that seeks to  
8 ensure the preservation of capital in the overall portfolio. To attain this  
9 objective, diversification is required in order that potential losses on individual  
10 securities do not exceed the income generated from the remainder of the  
11 portfolio.
- 12 iii. Liquidity: The City's investment portfolio shall remain sufficiently liquid to enable  
13 the City to meet all operating requirements, which might be reasonably anticipated.  
14 The City shall maintain adequate liquidity by maintaining a minimum balance in the  
15 Local Government Investment Pool (LGIP). Any short-term borrowings require  
16 Council approval regarding securities lending and reverse transactions.
- 17 iv. Return on Investment: The City's investment portfolio shall be designed with the  
18 objective of attaining a market rate of return throughout budgetary and economic  
19 cycles, taking into account the City's investment risk constraints and the cash  
20 flow characteristics of the portfolio.
- 21 v. Local Institutions: Local institutions shall be given preference when they are, in  
22 the judgment of the Finance Director, competitive with other institutions.
- 23 F. The Finance Director is authorized to undertake transactions regarding the investment of  
24 City funds. By written memorandum, the Finance Director may delegate authority to a  
25 single City employee.
- 26 G. The Finance Director shall establish and maintain procedures/internal controls to  
27 implement this investment policy. Procedures shall cover topics such as: safekeeping,  
28 Public Securities Association (PSA) repurchase agreements, wire transfer agreements,  
29 collateral/depository agreements, conflict of interest, and banking service contracts.
- 30 H. The Finance Director shall maintain a list of financial institutions authorized to provide  
31 investment services to the City of Lynnwood. In addition, a list shall also be maintained  
32 of approved security broker/dealers selected by credit worthiness, who maintain an  
33 office in the State of Washington. These may include "primary" dealers or regional  
34 dealers that qualify under US Securities and Exchange Commission Rule 15c3-1  
35 (uniform net capital rule). No public deposit shall be made except in a qualified public  
36 depository as established by State law.
- 37 I. The City may invest in any of the securities identified as eligible investments as  
38 defined by RCW 35A.40.050. In general, these consist of:
- 39 i. Investment deposits (certificates of deposits) with qualified public depositories as  
40 defined in Chapter 39.58 RCW.
- 41 ii. Certificates, notes or bonds of the United States, or other obligations of the United  
42 States or its agencies, or of any corporation wholly owned by the government of the  
43 United States whose securities carry full faith and credit guarantees.

- 1       iii.   Obligations of government-sponsored corporations which are eligible as collateral for  
2       advances to member banks as determined by the Board of Governors of the Federal  
3       Reserve System. (These include but are not limited to, Federal Home Loan Bank  
4       notes and bonds, Federal Farm Credit Bank consolidated notes and bonds, and  
5       Federal National Mortgage Association notes.)
- 6       iv.   Prime bankers' acceptances purchased on the secondary market.
- 7       v.   Repurchase agreements for securities above, provided that the transaction is  
8       structured so that the City obtains ownership and control over the underlying  
9       securities. A master repurchase agreement between the City and the bank or  
10      dealer must be on file prior to any repurchase agreement transaction.
- 11      vi.   The Washington Local Government Investment Pool.
- 12      J.   Collateralization shall be on repurchase agreements to anticipate market changes  
13      and provide a level of security for all funds; the collateralization level shall be 102%  
14      of market value of principal and accrued interest.
- 15      i.   The City shall limit collateral to the obligations of the United States Government and  
16      its agencies.
- 17      ii.   Collateral shall be held by an independent third party with whom the entity has a  
18      current custodial agreement (except certificates of deposits). A clearly marked  
19      evidence of ownership (safekeeping receipt) must be supplied to the entity and  
20      retained.
- 21      iii.   Certificates of deposit shall be delivered to and held by the Finance Director.
- 22      K.   All securities transactions, including collateral for repurchase agreements, entered  
23      into by the City shall be conducted on a delivery-versus-payment (DVP) basis.  
24      Securities shall be held by a third-party custodian designated by the City Investment  
25      Committee and evidenced by safekeeping receipts listing the specific instrument,  
26      rate, maturity and other pertinent information.
- 27      L.   The City shall diversify its investments by security type and institution in manner that  
28      manages overall portfolio risk, attains market-average rates of return, and precludes  
29      current cash flow issues. To achieve these purposes, investment of City funds  
30      should not exceed the percentages specified below:

Investment Security Type	Max. Percent of City Portfolio
US Federal Agency Securities	50
Certificates of Deposits (within PDPC)	50
General Obligation Bonds of State and Local Government	20
Repurchase Agreements	10
Banker's Acceptance	10
US Treasury Securities	100
Washington State Local Government Investment Pool	100

- 31      M.   The City shall attempt to match its investments with anticipated cash flow requirements.  
32      Unless matched to a specific cash flow, the City shall not directly invest in securities  
33      maturing more than five (5) years from the date of purchase.
- 34

- 1 N. The City's reserve funds may be invested in securities not to exceed ten (10) years if  
2 the maturity of such investments is made to coincide as nearly as possible with the  
3 expected use of funds.
- 4 O. The City's investment portfolio shall be designed to obtain a market-average rate of  
5 return, taking into account the City's investment risk constraints and cash flow needs.
- 6 P. The City's investment strategy is dynamic. Securities shall be purchased and sold as  
7 appropriate to best meet the needs of the City. The Finance Director may trade  
8 securities before maturity if it is in the best interest of the City to do so.
- 9 Q. The basis used by the City to determine whether market yields are being achieved shall  
10 be the Average US Treasury Note Rate that corresponds to the average life of the  
11 investments.
- 12 R. The Finance Director shall report on investment activity and returns in quarterly  
13 financial reports and the CAFR. Monthly financial reports should denote changes in  
14 market value and investment income.

### 15 **13. Debt and Debt Management**

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- 16 A. The City may issue interfund loans consistent with Chapter 3.90 LMC.
- 17 B. All professional service providers (underwriters, financial advisors, bond insurers, etc.)  
18 selected in connection with the City's debt issues shall be selected in accordance with  
19 the City's procurement policies.
- 20 C. The term of long-term debt issued shall not exceed the life of the projects financed.  
21 Ongoing operational expenses shall not be financed with long-term debt.
- 22 D. The City shall maintain an open line of communication with the rating agencies (Moody's  
23 and Standard and Poors), informing them of major financial events in the City as they  
24 occur. The Comprehensive Annual Report (CAFR) shall be distributed to the rating  
25 agencies and The National Recognized Municipal Information Repository Securities  
26 (NRMIRS) within 30 days of State Auditor's Office (SAO) approval of the CAFR. The  
27 CAFR shall include all secondary market disclosure required by the SEC.
  - 28 i. The City shall strive to maintain or exceed favorable credit ratings as follows:
    - 29 a. General Obligation: A1 with Moodys Investor's Service and A+ with Standard  
30 and Poors.
    - 31 b. Revenue Bonds: A with Moodys Investor's Service and AA with Standard and  
32 Poors.
- 33 E. As part of the debt policy, the City shall use debt ratios based on debt per assessed  
34 value, debt per capita, and debt per capita as a percentage of per capita income as  
35 guides. These ratios may assist in guiding amounts that the City may authorize in debt  
36 issuance.
- 37 F. Assessment bonds shall be issued in place of general obligation bonds, where possible,  
38 to assure the greatest degree of public equity and flexibility for City finances.
- 39 G. The City of Lynnwood debt shall not exceed an aggregated total of 7.5% of the assessed  
40 valuation of the taxable property within the City. Compliance with state law and this



- 1 policy shall be documented each year in the city's Comprehensive Annual Financial
- 2 Report (CAFR).
- 3 H. The following individual percentages (as defined in state law) shall not be exceeded in
- 4 any specific debt category:
  - 5 i. General Debt: 2.5% of assessed valuation
  - 6 ii. Utility Debt: 2.5% of assessed valuation
  - 7 iii. Open Space and Park facilities: 2.5% of assessed valuation
- 8 I. No debt shall be issued for which the City is not confident that a sufficient, specifically
- 9 identified revenue source is available for repayment. The Finance Director shall prepare
- 10 an analytical review for this purpose prior to the issuance of any debt.
- 11 J. Credit enhancements shall be considered with a cost/benefit analysis for each long-term
- 12 bond issue.
- 13 K. Reserve accounts shall be maintained as required by bond ordinances and where
- 14 deemed advisable by the City Council. Debt service reserves shall conform to IRS
- 15 arbitrage regulations.

#### 16 **14. Capital Funds: General**

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- 17 A. The City shall maintain a Capital Development Fund #333 to provide funding for the six-
- 18 year Capital Facilities Plan, less proprietary fund projects as defined by Chapter 3.50
- 19 LMC. The use of any funds within the Capital Development Fund shall be as defined by
- 20 the Lynnwood Municipal Code. Once the policy target for General Fund reserves is
- 21 achieved [see Reserves above] the City shall set aside at least \$1.1 million per year for
- 22 capital development (an amount equivalent to the savings to the City generated by the
- 23 public vote annexing city into the Sno-Isle Library District).
- 24 B. Contributions to development funds shall be made from available funds as identified
- 25 during the biennial budget process or the mid-biennial budget modification. The Finance
- 26 Director shall make a recommendation to the Council with regard to transfers to reserve
- 27 funds as a part of that report. The Council, by motion (and amending the budget by
- 28 ordinance as necessary) shall authorize the transfers as the Council shall determine to
- 29 be appropriate at that time.

#### 30 **15. Capital Planning and Asset Management**

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- 31 A. The City shall annually develop a Capital Facilities Plan (CFP) as defined and required
- 32 by RCW 36.70A.070 which is consistent with the Capital Facilities Element of the City
- 33 Comprehensive Plan.
- 34 B. Such plan shall include all projects to maintain public capital facilities required to
- 35 maintain service levels at standards established by the City Council. The plan shall
- 36 include a complete inventory and analysis of building conditions including the extent and
- 37 estimated costs regarding maintenance, remodel and replacement of buildings. This
- 38 plan shall be reviewed in the mid-year financial review.
- 39 C. The proposed CFP may include for consideration such other projects as requested by
- 40 the City Council or Mayor.

- 1 D. Funding for capital projects shall be classified as to source (general government,  
2 enterprise or other) within the plan.
- 3 i. The extent to which funds exist for each project shall be described in the plan.
- 4 ii. The plan shall integrate with the Proposed Preliminary Budget (LMC 2.72.110) in that  
5 funds required for the projects recommended for the ensuing budget period shall be  
6 identified in the Preliminary Budget.
- 7 iii. The CFP shall include a recommended level of funding from general revenues in  
8 order to provide for “ongoing” projects (as defined in the CFP).
- 9 A. The plan shall be for a period of six years as required by state law (GMA).
- 10 B. With the exception of “ongoing projects”, each project shall be described such that  
11 development phases are delineated as separate stages of the project. Examples  
12 include land acquisition, design and construction. “Ongoing projects” represent annual  
13 capital programs such as street overlay, sidewalk expansion or traffic signal rebuild.
- 14 C. An estimate for the operating budget impact of each proposed project shall be identified  
15 and incorporated into the City Strategic Financial Plan.
- 16 D. The CFP shall be approved by ordinance annually. The approving ordinance shall  
17 constitute a plan of action wherein no final approval to proceed with specific projects is  
18 made, but requires specific authorization and appropriation (by ordinance in the form of  
19 a budget amendment or financial plan for each project) by the Council in a manner as  
20 the Council shall determine.
- 21 E. The adopted CFP shall constitute the City’s long-range financial plan for capital  
22 expenditures and shall be consistent with the City Strategic Financial Plan.

## 23 **16. Other Funds**

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- 24 A. The City shall maintain a Program Development Fund as defined in Chapter 3.51 LMC.  
25 The use of any funds within the Program Development Fund shall be as defined by the  
26 Lynnwood Municipal Code.
- 27 B. In accordance with RCW 41.16.050, the City shall maintain a Firemen’s Pension Fund to  
28 record all monies received from taxes on fire insurance premiums received from the  
29 state, contributions made by firefighters (before the inception of LEOFF I) and interest  
30 earned on the investment of these funds. These funds are used to cover benefits  
31 payable to members (or to their survivors) who retired prior to March 1, 1970 or who  
32 were active on that date.

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## 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 1/100<sup>th</sup> 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 employee’s 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.

**BUDGETING FOR OUTCOMES (BFO).** Process for preparing an organization's budget. BFO is nearly synonymous with "Priority-Based Budgeting", "Outcome-Oriented Budgeting", and "Priorities of Government". This approach focuses upon outputs and results, and allocates funding to achieve those outputs and results deemed to be the highest priority. Contrary to traditional, line-item budgeting, a BFO budget is not developed from the allocations of the previous budget, but instead upon the total amount of revenue available for expenditure, and the outputs and results that should be achieved during the budget period.

**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 re-budgeted 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 districts.

**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

Budgeted Full Time Salaries by Dept - 2021-2022  
Listed by Fund Allocated To Dept

	A	B	C	D	E	F	G
1	Position Description	Group/BU Description	Fund	Dept Name	FTE	2021 Salary	2022 Salary
2	COUNCIL MEMBER	COUNCIL	011	10-Legislative	1.00	19,800	15,726
3	COUNCIL MEMBER	COUNCIL	011	10-Legislative	1.00	19,800	19,800
4	COUNCIL MEMBER	COUNCIL	011	10-Legislative	1.00	19,800	15,726
5	COUNCIL MEMBER	COUNCIL	011	10-Legislative	1.00	19,800	19,800
6	COUNCIL MEMBER	COUNCIL	011	10-Legislative	1.00	22,200	18,126
7	COUNCIL MEMBER	COUNCIL	011	10-Legislative	1.00	19,800	19,800
8	COUNCIL MEMBER	COUNCIL	011	10-Legislative	1.00	19,800	19,800
9	EXECUTIVE ASSIST	GSO	011	10-Legislative	0.75	57,548	59,367
10				<b>LEGISLATIVE</b>	<b>7.75</b>	<b>198,548</b>	<b>188,145</b>
11	MAYOR	MAYOR	011	12-Executive	1.00	124,104	126,586
12	ASST CITY ADMINISTRATOR	GSO	011	12-Executive	1.00	164,070	172,827
13	EXECUTIVE ASSISTANT TO MAYOR	GSO	011	12-Executive	1.00	78,684	82,548
14	PUBLIC AFFAIRS OFFICER	GSO	011	12-Executive	1.00	115,856	117,021
15	DEPUTY CITY CLERK	GSO	011	12-Executive	1.00	59,501	63,491
16	<b>RACE &amp; SOCIAL JUSTICE COORD*</b>	<b>GSO</b>	<b>011</b>	<b>12-Executive</b>	<b>1.00</b>	<b>73,570</b>	<b>77,501</b>
17				<b>EXECUTIVE</b>	<b>6.00</b>	<b>615,785</b>	<b>639,974</b>
18	DIR-COURT ADMINISTRATOR	GSO	011	14-Municipal Court	1.00	154,170	155,709
19	SUPV-PROBATION	GSO	011	14-Municipal Court	1.00	85,597	87,922
20	SUPV-COURT OPERATIONS	GSO	011	14-Municipal Court	1.00	80,912	85,218
21	PROBATION OFFICER	AFSCME	011	14-Municipal Court	1.00	69,736	74,698
22	LEGAL SPECIALIST	AFSCME	011	14-Municipal Court	1.00	68,058	70,096
23	LEGAL SPECIALIST	AFSCME	011	14-Municipal Court	1.00	68,058	70,096
24	LEGAL SPECIALIST	AFSCME	011	14-Municipal Court	1.00	62,192	66,634
25	LEGAL SPECIALIST	AFSCME	011	14-Municipal Court	1.00	64,600	69,174
26	LEGAL SPECIALIST	AFSCME	011	14-Municipal Court	1.00	67,040	70,096
27	LEGAL SPECIALIST	AFSCME	011	14-Municipal Court	1.00	55,354	59,288
28				<b>MUNICIPAL COURT</b>	<b>10.00</b>	<b>775,717</b>	<b>808,931</b>
29	DIR-HUMAN RESOURCES	GSO	011	18-Human Resources	1.00	171,122	172,827
30	HUMAN RESOURCES MANAGER	GSO	011	18-Human Resources	1.00	127,400	128,669
31	ADMINISTRATIVE ASSISTANT	GSO	011	18-Human Resources	1.00	62,300	65,364
32	HUMAN RESOURCE ANALYST	GSO	011	18-Human Resources	1.00	85,597	87,922
33	HUMAN RESOURCE ANALYST	GSO	011	18-Human Resources	1.00	75,458	79,157
34	SAFETY OFFICER	GSO	011	18-Human Resources	0.20	19,153	19,344
35				<b>HUMAN RESOURCES</b>	<b>5.20</b>	<b>541,030</b>	<b>553,283</b>
36	DIR-FINANCE	GSO	011	20-Administrative Services	1.00	160,493	169,063
37	STRATEGIC PLANNER	GSO	011	20-Administrative Services	1.00	154,170	156,366
38	BUDGET SUPERVISOR	GSO	011	20-Administrative Services	1.00	-	105,348
39	MGR-ACCOUNTING	GSO	011	20-Administrative Services	1.00	108,868	114,712
40	ACCOUNTANT-A/R	AFSCME	011	20-Administrative Services	1.00	85,717	88,296
41	ACCOUNTANT-UTILITIES	AFSCME	011	20-Administrative Services	1.00	78,057	83,285
42	ACCOUNTANT-CAPITAL ASSET/GRANT	AFSCME	011	20-Administrative Services	1.00	81,336	87,122
43	FINANCE SPECIALIST-A/P	AFSCME	011	20-Administrative Services	1.00	73,486	75,691
44	SR FINANCE TECHNICIAN-UTILITY BILL	AFSCME	011	20-Administrative Services	1.00	73,486	75,691
45	SR FINANCE TECHNICIAN-UTILITY BILL	AFSCME	011	20-Administrative Services	0.50	34,794	37,123
46	SR FINANCE TECHNICIAN-UTILITY BILL	AFSCME	011	20-Administrative Services	1.00	69,588	74,246
47	MGR-PURCHASING & CONTRACTS	GSO	011	20-Administrative Services	1.00	154,170	141,544
48	FINANCE SUPERVISOR-PURCHASING	GSO	011	20-Administrative Services	1.00	140,150	117,021
49	BUYER	AFSCME	011	20-Administrative Services	1.00	79,394	81,786
50	BUYER	AFSCME	011	20-Administrative Services	1.00	79,394	81,786
51	PROCUREMENT SPECIALIST	AFSCME	011	20-Administrative Services	1.00	62,187	66,645
52	SR FINANCE TECHNICIAN-RECORDS	AFSCME	011	20-Administrative Services	1.00	78,203	81,786
53	RECORDS TECHNICIAN	AFSCME	011	20-Administrative Services	0.75	40,342	43,212

Budgeted Full Time Salaries by Dept - 2021-2022

Listed by Fund Allocated To Dept

	A	B	C	D	E	F	G
1	Position Description	Group/BU Description	Fund	Dept Name	FTE	2021 Salary	2022 Salary
54	SUPPORT SERVICES TECH	AFSCME	011	20-Administrative Services	1.00	58,614	60,382
55	FINANCE SUPERVISOR-TREASURY	GSO	011	20-Administrative Services	1.00	96,249	101,000
56	SR FINANCE TECHNICIAN-TREASURY	AFSCME	011	20-Administrative Services	1.00	73,486	75,691
57	SR FINANCE TECHNICIAN-TREASURY	AFSCME	011	20-Administrative Services	1.00	66,946	71,396
58	SR FINANCE TECHNICIAN-TREASURY	AFSCME	011	20-Administrative Services	0.50	30,212	32,365
59	FINANCE SUPERVISOR-PAYROLL	GSO	011	20-Administrative Services	1.00	115,856	117,021
60	SR FINANCE SPECIALIST-PAYROLL	AFSCME	011	20-Administrative Services	1.00	64,262	68,557
61	SR FINANCE TECHNICIAN-PAYROLL	AFSCME	011	20-Administrative Services	1.00	73,486	75,691
62	OFFICE ASSISTANT	PART TIME	011	20-Administrative Services	0.25	3,000	3,000
63	<b>ADMINISTRATIVE SERVICES</b>				<b>25.00</b>	<b>2,135,946</b>	<b>2,285,826</b>
64	DIR-INFORMATION TECHNOLOGY	GSO	011	23-Information Technology	1.00	144,622	152,339
65	APPLICATIONS SUPPORT MANAGER	GSO	011	23-Information Technology	1.00	126,720	132,954
66	ADMINISTRATIVE ASSISTANT	AFSCME	011	23-Information Technology	1.00	73,486	75,691
67	APPLICATION SUPPORT ANALYST	AFSCME	011	23-Information Technology	1.00	100,027	103,022
68	APPLICATION SUPPORT ANALYST	AFSCME	011	23-Information Technology	1.00	100,027	103,022
69	APPLICATION SUPPORT ANALYST	AFSCME	011	23-Information Technology	1.00	87,559	93,427
70	COMPUTER SUPPORT SPEC	AFSCME	011	23-Information Technology	1.00	69,494	74,153
71	COMPUTER SUPPORT SPEC	AFSCME	011	23-Information Technology	1.00	64,262	68,557
72	COMPUTER SUPPORT SPEC	AFSCME	011	23-Information Technology	1.00	64,262	68,557
73	DATABASE ADMINISTRATOR	AFSCME	011	23-Information Technology	1.00	87,856	94,127
74	GIS ADMINISTRATOR	AFSCME	011	23-Information Technology	1.00	98,503	103,022
75	NETWORK ENGINEER	AFSCME	011	23-Information Technology	1.00	91,068	97,161
76	SYSTEMS ENGINEER	AFSCME	011	23-Information Technology	1.00	92,456	99,070
77	<b>INFORMATION TECHNOLOGY</b>				<b>13.00</b>	<b>1,200,342</b>	<b>1,265,102</b>
78	POLICE CHIEF	GSO	011	30-Police	1.00	192,629	194,563
79	DEP POLICE CHIEF	PMG NON UI	011	30-Police	1.00	158,400	162,614
80	DEP POLICE CHIEF	PMG UNION	011	30-Police	1.00	160,846	162,614
81	POLICE MGT. ANALYST SENIOR	GSO	011	30-Police	1.00	87,462	92,120
82	ADMINISTRATIVE ASSISTANT	GSO	011	30-Police	1.00	46,926	47,654
83	ANIMAL CONTROL OFFICER	POL SUP NF	011	30-Police	1.00	-	-
84	COMMUNITY SUPPORT SPEC/SW	GSO	011	30-Police	1.00	-	-
85	CRIME PREVENTION SPEC	POL SUP NF	011	30-Police	1.00	73,445	74,256
86	CRIME PREVENTION SPEC	POL SUP NF	011	30-Police	1.00	73,445	74,256
87	EVIDENCE TECHNICIAN	POL SUP NF	011	30-Police	1.00	-	-
88	EVIDENCE TECHNICIAN	POL SUP NF	011	30-Police	1.00	69,186	71,737
89	VICTIM SERVICES COORDINATOR	GSO	011	30-Police	1.00	79,082	79,872
90	CONFINEMENT SERGEANT	POL CWFRD	011	30-Police	1.00	86,674	87,630
91	CONFINEMENT SERGEANT	POL CWFRD	011	30-Police	1.00	86,674	87,630
92	CONFINEMENT SERGEANT	POL CWFRD	011	30-Police	1.00	86,674	87,630
93	CONFINEMENT OFFICER	POL CWFRD	011	30-Police	1.00	73,445	74,256
94	CONFINEMENT OFFICER	POL CWFRD	011	30-Police	1.00	73,445	74,256
95	CONFINEMENT OFFICER	POL CWFRD	011	30-Police	1.00	73,445	74,256
96	CONFINEMENT OFFICER	POL CWFRD	011	30-Police	1.00	73,445	74,256
97	CONFINEMENT OFFICER	POL CWFRD	011	30-Police	1.00	73,445	74,256
98	CONFINEMENT OFFICER	POL CWFRD	011	30-Police	1.00	-	-
99	CONFINEMENT OFFICER	POL CWFRD	011	30-Police	1.00	73,445	74,256
100	CONFINEMENT OFFICER	POL CWFRD	011	30-Police	1.00	73,445	74,256
101	CONFINEMENT OFFICER	POL CWFRD	011	30-Police	1.00	72,633	74,256
102	CONFINEMENT OFFICER	POL CWFRD	011	30-Police	1.00	68,416	71,060
103	CONFINEMENT OFFICER	POL CWFRD	011	30-Police	1.00	70,554	73,152
104	CONFINEMENT OFFICER	POL CWFRD	011	30-Police	1.00	70,554	73,400
105	CONFINEMENT OFFICER	POL CWFRD	011	30-Police	1.00	68,416	71,060

Budgeted Full Time Salaries by Dept - 2021-2022

Listed by Fund Allocated To Dept

	A	B	C	D	E	F	G
1	Position Description	Group/BU Description	Fund	Dept Name	FTE	2021 Salary	2022 Salary
106	CONFINEMENT OFFICER	POL CWFRD 011		30-Police	1.00	70,554	73,152
107	CONFINEMENT OFFICER	POL CWFRD 011		30-Police	1.00	-	-
108	CONFINEMENT OFFICER	POL CWFRD 011		30-Police	1.00	73,445	74,256
109	POLICE COMMANDER	PMG NON UI011		30-Police	1.00	141,086	142,646
110	POLICE COMMANDER	PMG UNION 011		30-Police	1.00	141,086	142,646
111	POLICE COMMANDER	PMG UNION 011		30-Police	1.00	141,086	142,646
112	POLICE COMMANDER	PMG UNION 011		30-Police	1.00	138,946	142,646
113	POLICE SERGEANT	POL OFSGFR 011		30-Police	1.00	112,882	114,130
114	POLICE SERGEANT	POL OFSGFR 011		30-Police	1.00	112,882	114,130
115	POLICE SERGEANT	POL OFSGFR 011		30-Police	1.00	112,882	114,130
116	POLICE SERGEANT	POL OFSGFR 011		30-Police	1.00	112,882	114,130
117	POLICE SERGEANT	POL OFSGFR 011		30-Police	1.00	112,882	114,130
118	POLICE SERGEANT	POL OFSGFR 011		30-Police	1.00	112,882	114,130
119	POLICE SERGEANT	POL OFSGFR 011		30-Police	1.00	112,882	114,130
120	POLICE SERGEANT	POL OFSGFR 011		30-Police	1.00	112,882	114,130
121	POLICE SERGEANT	POL OFSGFR 011		30-Police	1.00	111,675	114,130
122	POLICE SERGEANT	POL OFSGFR 011		30-Police	1.00	112,882	114,130
123	POLICE SERGEANT	POL OFSGFR 011		30-Police	1.00	112,882	114,130
124	POLICE SERGEANT	POL OFSGFR 011		30-Police	1.00	112,882	114,130
125	POLICE SERGEANT	POL OFSGFR 011		30-Police	1.00	112,882	114,130
126	POLICE SERGEANT	POL OFSGFR 011		30-Police	1.00	112,882	114,130
127	POLICE SERGEANT	POL OFSGFR 011		30-Police	1.00	112,882	114,130
128	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
129	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
130	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
131	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
132	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
133	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
134	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
135	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
136	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
137	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
138	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
139	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
140	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
141	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
142	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
143	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
144	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
145	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	-	-
146	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
147	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
148	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
149	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
150	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
151	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
152	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
153	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
154	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
155	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
156	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
157	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720

\*New Positions

Budgeted Full Time Salaries by Dept - 2021-2022  
Listed by Fund Allocated To Dept

	A	B	C	D	E	F	G
1	Position Description	Group/BU Description	Fund	Dept Name	FTE	2021 Salary	2022 Salary
158	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
159	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
160	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
161	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
162	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	92,810	96,720
163	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	94,613	96,720
164	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	94,613	96,720
165	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	94,613	96,720
166	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	91,361	95,286
167	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	91,361	95,286
168	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	-	-
169	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	88,502	90,293
170	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	87,789	92,413
171	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	94,613	96,720
172	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	82,672	88,403
173	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
174	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
175	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
176	POLICE OFFICER	POL OFSGFR 011		30-Police	1.00	95,659	96,720
177	POLICE CLERK FT	POL SUP NF 011		30-Police	1.00	63,606	64,314
178	POLICE CLERK FT	POL SUP NF 011		30-Police	1.00	63,606	-
179	POLICE CLERK FT	POL SUP NF 011		30-Police	1.00	63,606	64,314
180	POLICE CLERK FT	POL SUP NF 011		30-Police	1.00	63,606	64,314
181	POLICE CLERK FT	POL SUP NF 011		30-Police	1.00	63,606	64,314
182	POLICE CLERK FT	POL SUP NF 011		30-Police	1.00	63,606	64,314
183	POLICE CLERK FT	POL SUP NF 011		30-Police	1.00	55,883	57,915
184				<b>POLICE</b>	<b>106.00</b>	<b>9,354,206</b>	<b>9,438,644</b>
185	DIR-PARK RECREATION CULTR ARTS	GSO	011	50-Parks & Recreation	1.00	189,925	191,818
186	DEP DIR-PARK/REC/CULTURAL ARTS	GSO	011	50-Parks & Recreation	1.00	140,150	141,544
187	ASST SUPERVISOR RECREATION	GSO	011	50-Parks & Recreation	0.50	43,524	43,961
188	ASST SUPV-RECREATION	GSO	011	50-Parks & Recreation	1.00	87,048	87,922
189	ASST SUPV-RECREATION	GSO	011	50-Parks & Recreation	1.00	78,684	82,548
190	ASST SUPV-RECREATION	GSO	011	50-Parks & Recreation	1.00	72,346	75,912
191	SR ADMINISTRATIVE ASSISTANT	AFSCME	011	50-Parks & Recreation	1.00	85,717	88,296
192	SUPERINTENDENT-PARK MAINTAINCE	GSO	011	50-Parks & Recreation	1.00	115,856	117,021
193	SUPERINTENDENT-RECREATION	GSO	011	50-Parks & Recreation	1.00	115,856	117,021
194	RECREATION MANAGER	GSO	011	50-Parks & Recreation	1.00	105,290	106,350
195	RECREATION SUPERVISOR	GSO	011	50-Parks & Recreation	1.00	95,763	96,720
196	RECREATION SUPERVISOR	GSO	011	50-Parks & Recreation	1.00	95,763	96,720
197	RECREATION SUPERVISOR	GSO	011	50-Parks & Recreation	1.00	95,763	96,720
198	RECREATION COORDINATOR	GSO	011	50-Parks & Recreation	0.75	59,311	59,904
199	RECREATION COORDINATOR	GSO	011	50-Parks & Recreation	0.75	59,311	59,904
200	RECREATION COORDINATOR	GSO	011	50-Parks & Recreation	0.75	59,311	59,904
201	RECREATION COORDINATOR	GSO	011	50-Parks & Recreation	1.00	79,830	80,621
202	RECREATION COORDINATOR	GSO	011	50-Parks & Recreation	1.00	79,082	79,872
203	RECREATION COORDINATOR	GSO	011	50-Parks & Recreation	1.00	68,555	71,938
204	RECREATION COORDINATOR	GSO	011	50-Parks & Recreation	1.00	62,989	66,113
205	RECREATION COORDINATOR	GSO	011	50-Parks & Recreation	1.00	71,500	75,017
206	CUSTOMER SERVICE SPECIALIST	GSO	011	50-Parks & Recreation	1.00	60,008	60,611
207	CUSTOMER SERVICE SPECIALIST	GSO	011	50-Parks & Recreation	1.00	59,021	60,611
208	FT RECREATION SPECIALIST IV	GSO	011	50-Parks & Recreation	1.00	54,517	55,058
209	LEAD WORKER	TEAMSTERS	011	50-Parks & Recreation	1.00	80,850	83,283

Budgeted Full Time Salaries by Dept - 2021-2022

Listed by Fund Allocated To Dept

	A	B	C	D	E	F	G
1	Position Description	Group/BU Description	Fund	Dept Name	FTE	2021 Salary	2022 Salary
210	LEAD CUSTOMER SERVICE SPEC	GSO	011	50-Parks & Recreation	1.00	65,374	66,019
211	FOREMAN	TEAMSTERS	011	50-Parks & Recreation	1.00	88,067	90,709
212	MAINTENANCE WORKER I	TEAMSTERS	011	50-Parks & Recreation	1.00	60,486	62,296
213	MAINTENANCE WORKER I	TEAMSTERS	011	50-Parks & Recreation	1.00	60,486	62,296
214	MAINTENANCE WORKER I	TEAMSTERS	011	50-Parks & Recreation	1.00	54,683	58,989
215	MAINTENANCE WORKER I	TEAMSTERS	011	50-Parks & Recreation	1.00	54,683	58,989
216	MAINTENANCE WORKER I	TEAMSTERS	011	50-Parks & Recreation	1.00	50,752	54,995
217	MAINTENANCE WORKER II	TEAMSTERS	011	50-Parks & Recreation	1.00	74,152	76,378
218	MAINTENANCE WORKER II	TEAMSTERS	011	50-Parks & Recreation	1.00	74,152	76,378
219	SENIOR GUARD	GSO	011	50-Parks & Recreation	1.00	59,021	60,611
220	SENIOR GUARD	GSO	011	50-Parks & Recreation	1.00	60,008	60,611
221	SENIOR GUARD	GSO	011	50-Parks & Recreation	1.00	48,630	51,210
222	SENIOR GUARD	GSO	011	50-Parks & Recreation	1.00	52,014	54,578
223	LIFEGUARD/WSI II	GSO	011	50-Parks & Recreation	1.00	41,394	42,515
224	LIFEGUARD/WSI II	GSO	011	50-Parks & Recreation	1.00	35,003	36,728
225	LIFEGUARD/WSI II	GSO	011	50-Parks & Recreation	1.00	35,003	36,728
226				<b>PARKS &amp; RECREATION</b>	<b>39.75</b>	<b>3,029,878</b>	<b>3,105,419</b>
227	DIR-PUBLIC WORKS	GSO	011	60-Public Works	0.70	132,947	134,272
228	DEP DIR-PUBLIC WORKS	GSO	011	60-Public Works	0.25	42,780	43,207
229	PUBLIC WORKS MANAGER	GSO	011	60-Public Works	1.00	140,150	141,544
230	PUBLIC WORKS MANAGER	GSO	011	60-Public Works	0.70	79,559	83,781
231	ADMIN ASSISTANT - PW	AFSCME	011	60-Public Works	0.50	33,473	35,698
232	SUPV-BUILDING OPS/MAINTENANCE	GSO	011	60-Public Works	1.00	105,290	106,350
233	LEAD MAINTENANCE WORKER	GSO	011	60-Public Works	1.00	79,082	79,872
234	FACILITIES WORKER	GSO	011	60-Public Works	1.00	65,374	66,019
235	FACILITIES WORKER	GSO	011	60-Public Works	1.00	54,249	56,939
236	LEAD CUSTODIAN*	GSO	011	60-Public Works	1.00	49,873	52,320
237	CUSTODIAN*	GSO	011	60-Public Works	1.00	35,672	36,026
238	CUSTODIAN*	GSO	011	60-Public Works	1.00	35,672	36,026
239	CUSTODIAN*	GSO	011	60-Public Works	1.00	35,672	36,026
240	PROJECT MANAGER	AFSCME	011	60-Public Works	1.00	98,346	104,921
241	PROJECT MANAGER	AFSCME	011	60-Public Works	1.00	94,576	100,906
242	PROJECT MANAGER	AFSCME	011	60-Public Works	1.00	108,035	111,280
243	CIVIL ENGINEER	AFSCME	011	60-Public Works	1.00	79,394	81,786
244	ENGINEER	AFSCME	011	60-Public Works	1.00	103,834	111,280
245	SR ENGINEERING TECHNICIAN	AFSCME	011	60-Public Works	1.00	81,179	86,614
246	SR ENGINEERING TECHNICIAN	AFSCME	011	60-Public Works	1.00	85,717	88,296
247	ENGINEERING TECHNICIAN	AFSCME	011	60-Public Works	1.00	75,185	80,238
248	LEAD FACILITIES WORKER	GSO	011	60-Public Works	1.00	79,082	79,872
249				<b>PUBLIC WORKS-GF</b>	<b>20.15</b>	<b>1,695,141</b>	<b>1,753,273</b>
250	DIRECTOR DBS*	GSO	011	80-Development & Business Services	1.00	189,925	191,818
251	ADMIN ASSISTANT-DBS	AFSCME	011	80-Development & Business Services	1.00	69,588	74,246
252	ADMIN ASSISTANT-DBS*	AFSCME	011	80-Development & Business Services	1.00	-	-
253	ADMIN ASSISTANT-DBS*	AFSCME	011	80-Development & Business Services	1.00	-	-
254	BUSINESS SUPPORT ANALYST*	AFSCME	011	80-Development & Business Services	1.00	64,100	91,603
255	BUILDING INSPECTOR	AFSCME	011	80-Development & Business Services	1.00	84,416	88,296
256	BUILDING INSPECTOR	AFSCME	011	80-Development & Business Services	1.00	75,060	80,082
257	BUILDING SERVICE SUP*	GSO	011	80-Development & Business Services	1.00	44,481	93,766
258	BUSINESS DEV MANAGER*	GSO	011	80-Development & Business Services	1.00	-	-
259	CITY CNTR PROG MGR	GSO	011	80-Development & Business Services	1.00	91,268	95,800
260	CIVIL ENGINEER	AFSCME	011	80-Development & Business Services	1.00	72,271	77,138
261	CODE ENFORCEMENT OFF	AFSCME	011	80-Development & Business Services	1.00	81,179	86,614

\*New Positions

Budgeted Full Time Salaries by Dept - 2021-2022  
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	A	B	C	D	E	F	G
1	Position Description	Group/BU Description	Fund	Dept Name	FTE	2021 Salary	2022 Salary
262	CODE ENFORCEMENT SUP*	GSO	011	80-Development & Business Services	1.00	-	-
263	COMBO BLDG INSPECT	AFSCME	011	80-Development & Business Services	1.00	92,602	95,389
264	COMBO BLDG INSPECT	AFSCME	011	80-Development & Business Services	1.00	84,301	89,942
265	COMBO BLDG INSPECT*	AFSCME	011	80-Development & Business Services	1.00	-	21,200
266	COMBO BLDG INSPECT*	AFSCME	011	80-Development & Business Services	1.00	-	21,200
267	COMBO ELECT INSPECTR	AFSCME	011	80-Development & Business Services	1.00	79,019	84,656
268	SENIOR ADMIN ASST*	AFSCME	011	80-Development & Business Services	1.00	83,221	88,296
269	DBS MANAGER*	GSO	011	80-Development & Business Services	1.00	88,810	124,779
270	DEPUTY DBS DIRECTOR	GSO	011	80-Development & Business Services	1.00	145,381	152,530
271	ECONOMIC DEV MANAGER*	GSO	011	80-Development & Business Services	1.00	118,414	124,779
272	ELECTRICAL INSPECTOR	AFSCME	011	80-Development & Business Services	1.00	92,602	95,389
273	ENGINEERING TECH	AFSCME	011	80-Development & Business Services	1.00	67,850	72,696
274	PERMIT CENTER SUP	GSO	011	80-Development & Business Services	1.00	81,786	86,154
275	PLANNER	AFSCME	011	80-Development & Business Services	1.00	82,430	88,296
276	ASSISTANT PLANNER*	AFSCME	011	80-Development & Business Services	1.00	-	33,675
277	PLANNING MANAGER	GSO	011	80-Development & Business Services	1.00	118,414	124,779
278	PROJ & TOURISM MGR	GSO	011	80-Development & Business Services	0.50	47,607	49,949
279	SENIOR ENGINEERING	AFSCME	011	80-Development & Business Services	1.00	85,717	88,296
280	SENIOR PLANNER	AFSCME	011	80-Development & Business Services	1.00	91,068	97,161
281	SENIOR PLANNER	AFSCME	011	80-Development & Business Services	1.00	85,467	91,603
282	SR PERMIT TECHNICIAN	AFSCME	011	80-Development & Business Services	1.00	79,394	81,786
283	SR PERMIT TECHNICIAN	AFSCME	011	80-Development & Business Services	1.00	79,394	81,786
284	SR PERMIT TECHNICIAN	AFSCME	011	80-Development & Business Services	1.00	72,271	77,138
285	SR PERMIT TECHNICIAN	AFSCME	011	80-Development & Business Services	1.00	73,382	78,666
286	SUPV-DEV SERVICES	GSO	011	80-Development & Business Services	1.00	113,928	117,021
287				<b>DEVELOPMENT &amp; BUSINESS SERVICES-GF</b>	<b>36.50</b>	<b>2,635,346</b>	<b>2,946,529</b>
288	PROJECT AND TOURISM MANAGER	GSO	101	85-Economic Development	0.50	47,607	49,949
289				<b>ECONOMIC DEVELOPMENT-LODGING TAX FUND</b>	<b>0.50</b>	<b>47,607</b>	<b>49,949</b>
290	CONFINEMENT SERGEANT	POL CWFRD	105	30-Police	1.00	86,674	87,630
291	PUB AFF & COM MANAGE	GSO	105	30-Police	1.00	102,086	107,557
292				<b>POLICE-CRIMINAL JUSTICE FUND</b>	<b>2.00</b>	<b>188,760</b>	<b>195,187</b>
293	PUBLIC WORKS MANAGER	GSO	111	60-Public Works	0.10	14,015	14,154
294	PROJECT MANAGER	AFSCME	111	60-Public Works	1.00	108,035	111,280
295	SUPV-STREET MAINTENANCE	GSO	111	60-Public Works	0.40	36,507	38,320
296	FOREMAN	TEAMSTERS	111	60-Public Works	0.75	66,050	68,032
297	MAINTENANCE WORKER I	TEAMSTERS	111	60-Public Works	1.00	53,604	58,989
298	MAINTENANCE WORKER II	TEAMSTERS	111	60-Public Works	1.00	65,842	72,218
299	MAINTENANCE WORKER II	TEAMSTERS	111	60-Public Works	1.00	63,524	68,498
300	ENGINEER/TRAFFIC	GSO	111	60-Public Works	1.00	127,400	128,669
301	LEAD WORKER	TEAMSTERS	111	60-Public Works	1.00	80,850	83,283
302	LEAD TRAFFIC SIGNAL TECH	AFSCME	111	60-Public Works	1.00	92,602	95,389
303	TRAFFIC SIGNAL TECHNICIAN	AFSCME	111	60-Public Works	1.00	79,394	81,786
304				<b>PUBLIC WORKS-STREET FUND</b>	<b>9.25</b>	<b>787,823</b>	<b>820,618</b>
305	SAFETY OFFICER	GSO	150	60-Public Works	0.20	19,153	19,344
306				<b>PUBLIC WORKS-TRANSPORATION BENEFIT DISTRICT FUND</b>	<b>0.20</b>	<b>19,153</b>	<b>19,344</b>
307	PROJECT MANAGER	AFSCME	380	50-Parks & Recreation	1.00	98,346	104,921
308				<b>PARKS &amp; RECREATION-CAPITAL INFRASTRUCTURE FUND</b>	<b>1.00</b>	<b>98,346</b>	<b>104,921</b>
309	SAFETY OFFICER	GSO	411	18-Human Resources	0.60	57,458	58,032
310				<b>HUMAN RESOURCES-UTILITY FUND</b>	<b>0.60</b>	<b>57,458</b>	<b>58,032</b>
311	DIR-PUBLIC WORKS	GSO	411	60-Public Works	0.30	56,976	57,546
312	DEPUTY DIR PW	GSO	411	60-Public Works	0.75	128,340	129,621
313	PUBLIC WORKS MANAGER	GSO	411	60-Public Works	0.90	126,135	127,390

\*New Positions

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1	Position Description	Group/BU Description	Fund	Dept Name	FTE	2021 Salary	2022 Salary
314	PUBLIC WORKS MANAGER	GSO	411	60-Public Works	0.30	34,098	35,907
315	ADMIN ASSIST - PW	AFSCME	411	60-Public Works	0.50	33,473	35,698
316	ADMIN ASSIST - PW	AFSCME	411	60-Public Works	0.50	32,189	34,341
317	<b>ASSET MANAGEMENT ADM*</b>	<b>AFSCME</b>	<b>411</b>	<b>60-Public Works</b>	<b>1.00</b>	<b>85,592</b>	<b>91,708</b>
318	ASST SUPV-TR PLANT	GSO	411	60-Public Works	1.00	105,290	106,350
319	PROJECT MANAGER	AFSCME	411	60-Public Works	1.00	94,577	100,906
320	ELECTRICIAN	TEAMSTERS	411	60-Public Works	1.00	91,395	94,141
321	SUPV-STREET MAINT	GSO	411	60-Public Works	0.60	54,761	57,480
322	FOREMAN	TEAMSTERS	411	60-Public Works	0.25	22,017	22,677
323	FOREMAN	TEAMSTERS	411	60-Public Works	1.00	90,147	92,789
324	MAINTENANCE I STREET	TEAMSTERS	411	60-Public Works	1.00	60,486	62,296
325	MAINTENANCE I STREET	TEAMSTERS	411	60-Public Works	1.00	50,952	56,326
326	MAINTENANCEII STREET	TEAMSTERS	411	60-Public Works	1.00	74,152	76,378
327	MAINTENANCEII STREET	TEAMSTERS	411	60-Public Works	1.00	65,842	72,218
328	MAINTENANCEII STREET	TEAMSTERS	411	60-Public Works	1.00	70,440	77,938
329	SR ENGINEERING TECH	AFSCME	411	60-Public Works	1.00	85,717	88,296
330	ENGINEERING TECH	AFSCME	411	60-Public Works	1.00	70,574	75,142
331	LAB TECHNICIAN	AFSCME	411	60-Public Works	1.00	75,315	80,674
332	LAB TECHNICIAN	AFSCME	411	60-Public Works	1.00	85,717	88,296
333	LD TRMNT PLANT OPER	TEAMSTERS	411	60-Public Works	1.00	93,621	96,429
334	LD TRMNT PLANT OPER	TEAMSTERS	411	60-Public Works	1.00	93,621	96,429
335	LEAD WORKER STREETS	TEAMSTERS	411	60-Public Works	1.00	80,850	83,283
336	LEAD WORKER STREETS	TEAMSTERS	411	60-Public Works	1.00	83,138	85,571
337	LEAD WORKER UTILITY	TEAMSTERS	411	60-Public Works	1.00	83,138	85,571
338	LEAD WORKER UTILITY	TEAMSTERS	411	60-Public Works	1.00	83,138	85,571
339	LEAD WORKER UTILITY	TEAMSTERS	411	60-Public Works	1.00	75,773	81,050
340	LEAD WORKER UTILITY	TEAMSTERS	411	60-Public Works	1.00	78,256	85,571
341	MAINTENANCE I UTILITY	TEAMSTERS	411	60-Public Works	1.00	54,956	60,341
342	MAINTENANCE I UTILITY	TEAMSTERS	411	60-Public Works	1.00	56,035	60,341
343	MAINTENANCE I UTILITY	TEAMSTERS	411	60-Public Works	1.00	50,752	54,995
344	MAINTENANCEII UTILITY	TEAMSTERS	411	60-Public Works	1.00	73,995	77,938
345	MAINTENANCEII UTILITY	TEAMSTERS	411	60-Public Works	1.00	64,269	70,450
346	METER READER/ASST	AFSCME	411	60-Public Works	0.50	31,512	-
347	OPERATOR IN TRNG	TEAMSTERS	411	60-Public Works	1.00	53,622	57,720
348	PUMP STATION OPERATO	TEAMSTERS	411	60-Public Works	1.00	82,033	86,362
349	SCADA TECHNICIAN	TEAMSTERS	411	60-Public Works	1.00	73,771	80,351
350	SENIOR ENGINEERING	AFSCME	411	60-Public Works	1.00	85,717	88,296
351	SENIOR ENGINEERING	AFSCME	411	60-Public Works	1.00	70,491	75,504
352	SUPV-DEV SERVICES	GSO	411	60-Public Works	1.00	100,394	105,348
353	SUPV-TREATMENT PLANT	GSO	411	60-Public Works	1.00	115,856	117,021
354	SUPV-UTILITY MAINT	GSO	411	60-Public Works	1.00	95,215	99,898
355	TRMNT PLANT OPER I	TEAMSTERS	411	60-Public Works	1.00	76,835	79,144
356	TRMNT PLANT OPER II	TEAMSTERS	411	60-Public Works	1.00	82,222	84,698
357	TRMNT PLANT OPER II	TEAMSTERS	411	60-Public Works	1.00	82,222	84,698
358	TRMNT PLANT OPER II	TEAMSTERS	411	60-Public Works	1.00	82,222	84,698
359	TRMNT PLANT OPER III	TEAMSTERS	411	60-Public Works	1.00	85,426	87,984
360	TRMNT PLANT OPER IV	TEAMSTERS	411	60-Public Works	1.00	89,170	91,853
361				<b>PUBLIC WORKS-UTILITIES</b>	<b>45.60</b>	<b>3,772,435</b>	<b>3,911,233</b>
362	SR ENGINEERING TECH	AFSCME	411	80-Development & Business Services	1.00	84,416	88,296
363				<b>HUMAN RESOURCES-UTILITY FUND</b>	<b>1.00</b>	<b>84,416</b>	<b>88,296</b>
364	SUPV-AUTOMOTIVE SHOP	GSO	511	60-Public Works	1.00	105,290	106,350
365	SUPPORT SERV TECH	AFSCME	511	60-Public Works	0.50	32,189	34,341

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366	MECHANIC-HEAVY EQUIPMENT	AFSCME	511	60-Public Works	1.00	85,717	88,296
367	MECHANIC-HEAVY EQUIPMENT	AFSCME	511	60-Public Works	1.00	72,950	78,192
368	MECHANIC-HEAVY EQUIPMENT	AFSCME	511	60-Public Works	1.00	92,602	95,389
369	MECHANIC-HEAVY EQUIPMENT	AFSCME	511	60-Public Works	1.00	82,430	86,614
370				<b>PUBLIC WORKS-FLEET</b>	<b>5.50</b>	<b>471,178</b>	<b>489,182</b>
371				<b>GRAND TOTAL</b>	<b>335.00</b>	<b>27,709,115</b>	<b>28,721,888</b>

