

AGENDA

Lynnwood Planning Commission

Meeting

Thursday, July 9, 2020 — 6:30 pm
Online via Zoom

A. CALL TO ORDER – ROLL CALL

B. APPROVAL OF MINUTES

C. PUBLIC COMMENTS – (on matters not scheduled for discussion or public hearing on tonight's agenda) Note: Individuals wishing to offer a comment on a non-hearing agenda item, at the discretion of the Chair, may be invited to speak later in the agenda, during the Commission's discussion of the matter. Individuals wishing to comment on the record on matters scheduled for a public hearing will be invited to do so during the hearing.

D. PUBLIC HEARINGS

1. Capital Facilities Plan / Transportation Improvement Plan

E. WORK SESSION TOPICS

F. OTHER BUSINESS

1. Development and Business Services Process Improvements

G. COUNCIL LIAISON REPORT

H. PLANNING MANAGER'S REPORT

I. COMMISSIONERS' COMMENTS

J. ADJOURNMENT

The public is invited to attend and participate in this public meeting. Parking and meeting rooms are accessible to persons with disabilities. Upon reasonable notice to the City Clerk's office (425) 670-5161, the City will make reasonable effort to accommodate those who need special assistance to attend this meeting.

Joining Planning Commission via Zoom

How the Meeting Will Work

Virtual Planning Commission Meetings will be held via Zoom Webinar. The Community Development Department is hosting the meeting, the Lynnwood Planning Commission are the Panelists, and Lynnwood residents and members of the public – as well as City staff or guest presenters – are attendees. Webinar attendees do not interact with one another; they join in listen-only mode, and the host can unmute one or more attendees as needed.

Meeting Links and Numbers

- **Join from a PC, Mac, iPad, iPhone or Android device:**
 - Download the Zoom Client at: <https://zoom.us/download>.
 - Use Zoom Version 5.0.4 (25694.0524) or later.
 - Please click this URL to join. <https://lynnwoodwa.zoom.us/j/94892782907>
- **Or join by phone:** +1 253 215 8782
Webinar ID: 948 9278 2907

How to Provide Public Comments

The Community Development Department is accepting public comments on behalf of the Planning Commission via Email.

- **Email:** Please add the Planning Commission meeting date in the subject line or in body of the text message such as in the examples below.
 - Send Email to: planning@LynnwoodWA.gov
 - Subject Line: Public Comment for the 6/25/20 Planning Commission Meeting
- **Live Public Comment:** If you are unable to provide a written comment, you may join the webinar as an attendee to comment during the public comment period. Public participation guidelines are provided at the bottom of this page.

Participation Guidelines

Below are recommendations for attendees in meetings conducted via Zoom Webinar.

- **Identification:** Upon entering the webinar, please enter your name or other preferred identifier, so that the host can call on you during the public comment period.
- **Raise Hand (see link below for instructions):** You have the ability to virtually raise your hand for the duration of the webinar, but you will not be acknowledged and your mic will remain muted until you are called on during the public comment period.
<https://www.lynnwoodwa.gov/files/sharedassets/public/city-council/business-meeting-agendas/raising-hand-in-zoom.pdf>
- **Public Comment Period:** Use “Raise Hand” to be called upon by the host. The host will unmute your mic and you will have the ability to share your comment. Each speaker is allowed up to five (5) minutes.
- **Use headphones/mic** for better sound quality and less background noise.

**Topic: Capital Facilities Plan for
2021-2026****Agenda Item: D.1****Staff Report**

- ☒ Public Hearing
- ☐ Work Session
- ☐ Other Business
- ☐ Information
- ☐ Miscellaneous

Staff Contacts: Sadia Faiza, Public Works

Summary

The proposed Capital Facilities Plan (CFP) covers the next six years, 2021 – 2026. The projects are derived directly from the prior CFP and Transportation Improvement Program (TIP), 2020 – 2025, with minor modifications. Scheduling is determined by need and probable funding sources. All of the projects are based on the policies set forth in the City of Lynnwood Comprehensive Plan.

Action

The Planning Commission is requested to consider the proposed 2021 – 2026 six year CFP and forward a recommendation on to the City Council. The Commission's recommendation will be forwarded to the City Council for consideration and discussion at a future City Council Work Session. A City Council Public Hearing will also be scheduled followed by adoption of an ordinance at a City Council Business Meeting.

Background

The CFP is a six year plan of anticipated Capital projects (all Capital projects including TIP) with estimated costs and proposed methods of financing that is updated annually. The Washington State Growth Management Act requires jurisdictions fully planning under the GMA to include a CFP element in their comprehensive plans per RCW 36.70A.070(3). The capital facilities element is required before a jurisdiction can impose GMA impact fees. Other jurisdictions are required to have a capital facilities plan before imposing certain taxes, such as the real estate excise tax and to qualify for state funding for capital facilities.

A SEPA addendum has been issued to the 2015 Comprehensive Plan MDNS this year which is a non project action. Individual projects will be reviewed at time of implementation for permit and environmental requirements.

Attached to this staff report is the draft CFP for the 2021 – 2026 six-year year period. The CFP will be finalized after the City Council Public Hearing and Ordinance is passed. The CFP project list originates from prior planning efforts including but not limited to the following:

- City Center Street Master Plan
- Parks and Recreation Plan
- Water, Sewer, & Storm Comp Plans
- Non-motorized Transportation Plan
- Facilities Condition Assessment
- Citywide Program Goals/Objectives
- City/County/State/Federal Mandates

The proposed CFP document contains the following information:

- Memo from the Mayor to the City Council and Citizens of Lynnwood

- Draft Ordinance
- Introduction (high level summary of what a CFP is)
- Project List summary

The proposed CFP contains 128 projects with a 6-year total nearing \$396 Million
The CFP projects are grouped into four categories:

1. Police Administration
2. Information Technology
3. Public Works Administration
4. Parks, Recreation & Cultural Arts

Previous Planning Commission / City Council Action

N/A

Adm. Recommendation

Recommend a “Do Pass”

Attachments

- Proposed < Capital Facilities Plan (CFP) 2021 – 2026 >



CAPITAL FACILITIES PLAN

2021-2026



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Memorandum

Date: October 14, 2020

To: Lynnwood City Council

Citizens of Lynnwood

From: Nicola Smith, Mayor

Re: Capital Facilities Plan (CFP) 2021-2026

This is the CFP for the years 2021 through 2026. On October 14, 2019, Council adopted Ordinance No. ____ approving this plan. The CFP is a planning document that serves to coordinate the scheduling and funding needs for major projects undertaken by the City over the next six-year period. Projects defined in this 2021 – 2026 CFP, requires specific authorization and appropriation by the Council beyond the adoption of the 6-year TIP.

Individual project information is included.

The CFP is a planning document and it does not appropriate funds. The Council will be presented with Capital budgets for approval as a part of the budget. Those projects are a subset of the CFP. The CFP also makes it possible to apply for various project grants through state and federal agencies.

This plan provides a complete review of the needed capital projects in the city. It serves as a very important tool the community can use to help ensure the important capital facilities necessary for city services are maintained or developed as needed.

The long-range vision of the City's infrastructure is the result of a combined effort and input of City Council, Citizens, and City staff.

Special thanks to the departments of the city that helped make the development of this important capital program a meaningful effort.

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Ordinance



ORDINANCE NO. _____

**AN ORDINANCE ADOPTING THE CAPITAL FACILITIES PLAN
FOR THE CITY OF LYNNWOOD FOR THE PERIOD 2020
THROUGH 2025; AND PROVIDING FOR AN EFFECTIVE
DATE, SEVERABILITY, AND SUMMARY PUBLICATION.**

WHEREAS, the City of Lynnwood has adopted a Comprehensive Plan and has amended it in accordance with the requirements of Chapter 36.70A RCW (The Growth Management Act); and

WHEREAS, the Growth Management Act requires a Capital Facilities plan as mandatory element of the City's Comprehensive Plan; and

WHEREAS, the Growth Management Act (RCW 36.70A.130) allows the City to amend the Capital Facilities Element of the Comprehensive Plan concurrently with the adoption of the budget; and

WHEREAS, the Capital Facility Plan provides the six-year capital facility program for the Capital Facilities and Utilities Element of the City's Comprehensive plan;

WHEREAS, the City Council held a public hearing on October 14, 2019 on the Capital Facilities Plan provided for in this ordinance and determined that the Capital Facilities Plan in conjunction with the Capital Facilities and Utilities Elements are consistent with RCW 36.70A.070(3) and the Comprehensive Plan and are desirable and are in the public interest and welfare; and

WHEREAS, the City Council adopted Resolution 2003-16 establishing a Capital Project Authorization Process that identifies the approving ordinance (of the Capital Facilities Plan) as a plan of action wherein no final approval to proceed with specific projects is made; Projects defined in the 2020–2025 Capital Facilities Plan requires specific authorization and appropriation by the Council in a subsequent Budget approval, and

THE COUNCIL OF THE CITY OF LYNNWOOD, WASHINGTON, DO ORDAIN AS FOLLOWS:

SECTION 1: Capital Facilities Plan. That portion of the Comprehensive Plan entitled The Six Year Capital Facilities Plan (2019-2024): is hereby amended and replaced by "The Six Year

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Capital Facilities Plan (2020-2025)", which document is incorporated and adopted herein by reference. All projects in the Plan are approved for general "internal" planning purposes only, and specific authorization and appropriation by the Council of a capital project shall by ordinance and shall be required for each capital project of the city.

SECTION 2: Severability. If any section, subsection, sentence, clause, phrase or word of this Ordinance shall be held to be invalid or unconstitutional by a court of competent jurisdiction, such invalidity or unconstitutionality thereof, shall not affect the validity or constitutionality of any other section, subsection, sentence, clause, phrase or word of this Ordinance.

SECTION 3: Effective Date and Summary Publication. This Ordinance shall take effect and be in full force five (5) days after its passage, approval, and publication of an approved summary thereof consisting of the title.

PASSED BY THE CITY COUNCIL, the 14th day of October 2019.

APPROVED:

Nicola Smith, Mayor

ATTEST/AUTHENTICATED:

APPROVED AS TO FORM:

Sonja Springer, Finance Director

Rosemary Larson, City Attorney

FILED WITH ADMINISTRATIVE SERVICES: _____
PASSED BY THE CITY COUNCIL: _____
PUBLISHED: _____
EFFECTIVE DATE: _____
ORDINANCE NUMBER: _____

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Introduction

This Capital Facilities Plan (CFP) is an inventory of capital projects organized by Department/Program and consists of the following sections:

- Administrative Services – Information Services
- Park, Recreation & Cultural Arts Administration
 - Building & Property Services
 - Parks & Recreation
- Police Administration
- Public Works Administration
 - Building & Property Services
 - Street Projects
 - Utility Projects – Enterprise Funds
 - Sewer
 - Stormwater
 - Water

The Utility Projects are Enterprise Funds and have a dedicated funding source. Since these projects are all managed by the Public Works Department they are grouped by element (i.e. Water, Sewer, and Stormwater).

WHAT ARE CAPITAL FACILITIES AND WHY DO WE NEED TO PLAN FOR THEM?

Capital facilities are all around us. They are the public facilities we all use on a daily basis. They are our public streets and transportation facilities, our City parks and recreation facilities, our public buildings such as libraries and community centers, our public water systems that bring us pure drinking water, and the sanitary sewer systems that collect our wastewater for treatment and safe disposal. Even if you don't reside within the City, you use our capital facilities every time you drive, eat, shop, work, or play here.

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While a Capital Facilities Plan (CFP) does not cover routine maintenance, it does include renovation, major repair or reconstruction of damaged or deteriorating facilities. While capital facilities do not usually include furniture and equipment, a capital project may include the furniture and equipment associated with a newly constructed or renovated facility. Our CFP also includes the acquisition of major computer systems and personal computers, etc. Capital improvements that are included in the CFP are generally defined as those with a cost more than \$100,000 and with a useful life of at least five years. The CFP may also identify expenditures less than \$100,000 that are considered significant or may be necessary to meet distinct regulatory requirements.

All of these facilities must be planned for years in advance to assure that they will be available and adequate to serve all who need or desire to utilize them. Such planning involves determining, not only where the facilities will be needed, but when; and not only how much they will cost, but how they will be paid for.

The planning period for a CFP is six years. The adoption of the CFP does not include specific appropriation of funds. Such appropriation will come subsequently, by specific Council action and adoption of budget.

The CFP is an important link between the City's planning and budgetary processes, allowing us to determine the projects that are needed to achieve the goals of the Comprehensive Plan and assuring that we will have adequate funds to undertake these projects. It is an integral component of the City's twenty-year Comprehensive Plan and directly related to growth management implementation. New information and priorities are continually reviewed and annual amendments to the CFP must maintain consistency with all other elements of the Comprehensive Plan.

THE STATE GROWTH MANAGEMENT ACT, AND ITS EFFECT ON THE CAPITAL FACILITIES PLANNING PROCESS

In 1990, in response to the effect of unprecedented population growth and pressure on our State's environment and public facilities, the Washington State Legislature determined that "uncoordinated and unplanned growth, together with a lack of common goals expressing the public's interest in the conservation and the wise use of our lands, pose a threat to the environment, sustainable economic

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development, and the health, safety, and the high quality of life enjoyed by the residents of this state.” Further they found that “it is in the public interest that citizens, communities, local governments, and the private sector to cooperate and coordinate with one another in comprehensive land use planning.” The State of Washington Growth Management Act (GMA) was adopted by the Legislature in that year to address its concerns.

The GMA requires the City of Lynnwood and other high growth cities and counties to write, adopt and implement local comprehensive plans that will guide all development activity within their jurisdictions and associated Urban Growth Areas (UGA) over the next twenty years. Each jurisdiction is required to coordinate its comprehensive plan with the plans of neighboring jurisdictions, and unincorporated areas located within designated Urban Growth Areas must be planned through a joint process involving both the city and the county.

The GMA requires that comprehensive plans guide growth and development in a manner that is consistent with the following State planning goals:

- 1) Urban growth. Encourage development in urban areas where adequate public facilities and services exist or can be provided in an efficient manner.
- 2) Reduce sprawl. Reduce the inappropriate conversion of undeveloped land into sprawling, low-density development.
- 3) Transportation. Encourage efficient multimodal transportation systems that are based on regional priorities and coordinated with county and city comprehensive plans.
- 4) Housing. Encourage the availability of affordable housing to all economic segments of the population of this state, promote a variety of residential densities and housing types, and encourage preservation of existing housing stock.
- 5) Economic Development. Encourage economic development throughout the state that is consistent with adopted comprehensive plans, promote economic opportunity for all citizens of this state, especially for unemployed and for disadvantaged persons, promote the retention and expansion of existing businesses and recruitment of new businesses, recognize regional differences impacting

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economic development opportunities, and encourage growth in areas experiencing insufficient economic growth, all within the capacities of the state's natural resources, public services, and public facilities.

6) Property rights. Private property shall not be taken for public use without just compensation having been made. The property rights of landowners shall be protected from arbitrary and discriminatory actions.

7) Permits. Applications for both state and local government permits should be processed in a timely and fair manner to ensure predictability.

8) Natural resource industries. Maintain and enhance natural resource-based industries, including productive timber, agricultural, and fisheries industries. Encourage the conservation of productive forest lands and productive agricultural lands and discourage incompatible uses.

9) Open space and recreation. Retain open space, enhance recreational opportunities, conserve fish and wildlife habitat, increase access to natural resource lands and water, and develop parks and recreation facilities.

10) Environment. Protect the environment and enhance the state's high quality of life, including air and water quality, and the availability of water.

11) Citizen participation and coordination. Encourage the involvement of citizens in the planning process and ensure coordination between communities and jurisdictions to reconcile conflicts.

12) Public facilities and services. Ensure that those public facilities and services necessary to support development shall be adequate to serve the development at the time the development is available for occupancy and use without decreasing current service levels below locally established minimum standards.

13) Historic preservation. Identify and encourage the preservation of lands, sites, and structures that have historical or archaeological significance.

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I. THIS CAPITAL FACILITIES PLAN AS AN ELEMENT IN LYNNWOOD'S COMPREHENSIVE PLAN

The Growth Management Act requires inclusion of seven mandatory planning elements in each jurisdiction's comprehensive plan and suggests the inclusion of several optional elements. The mandatory elements are:

- 1) A capital facilities element, with a six-year plan for financing identified capital needs.
- 2) A land use element.
- 3) A housing element.
- 4) A utilities element.
- 5) A transportation element.
- 6) An economic development element.
- 7) A parks and recreation element.

Lynnwood's adopted Comprehensive Plan also includes elements for Cultural and Historic Resources, Environmental Resources, and Implementation.

II. CONCURRENCY AND LEVELS-OF-SERVICE REQUIREMENTS

The Growth Management Act requires jurisdictions to have capital facilities in place and readily available when new development occurs or a service area population grows. This concept is known as concurrency. Specifically, this means that:

- 1) All public facilities needed to serve new development and/or a growing service area population must be in place at the time of initial need. If the facilities are not in place, a financial commitment must have been made to provide the facilities within six years of the time of the initial need; and
- 2) Such facilities must be of sufficient capacity to serve the service area population without decreasing service levels below locally established minimum levels, known as levels-of-service.

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Levels-of-service are quantifiable measures of capacity, such as acres of parkland per capita, vehicle capacity of intersections, or water pressure per square inch available for the water system.

Minimum standards are established at the local level. Factors that influence local standards are citizen, City Council and Planning Commission recommendations, national standards, federal and state mandates, and the standards of neighboring jurisdictions.

The GMA stipulates that if a jurisdiction is unable to provide or finance capital facilities in a manner that meets concurrency and level-of-service requirements, it must either:

- (a) adopt and enforce ordinances which prohibit approval of proposed development if such development would cause levels-of-service to decline below locally established standards, or
- (b) lower established standards for levels-of-service.

III. DETERMINING WHERE, WHEN AND HOW CAPITAL FACILITIES WILL BE BUILT

In planning for future capital facilities, several factors have to be considered. Many are unique to the type of facility being planned. The process used to determine the location of a new park is very different from the process used to determine the location of a new sewer line. Many sources of financing can be used for certain types of projects. Once a project starts then the funding or financing sources will be identified. This capital facilities plan, therefore, is actually the product of many separate but coordinated planning documents, each focusing on a specific type of facility. Future sewer requirements are addressed via a sewer plan; parks facilities through a parks and recreation plan; urban trail facilities through a non-motorized transportation plan; storm drainage facility needs through storm water plans; water facility needs through a water plan; transportation needs through a transportation plan; and information systems through an information technology plan.

In addition, the recommendations of local citizens, the advisory boards, and the Planning Commission are considered when determining types and locations of projects. Some capital needs of the City are not specifically included in a comprehensive plan. Nonetheless, many of these projects are vital to the quality of life in Lynnwood. However, these projects do meet the growth management definition of capital facilities because of the nature of the improvement, its cost or useful life.

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IV. CAPITAL FACILITIES NOT PROVIDED BY THE CITY

In addition to planning for public buildings, streets, parks, trails, water systems, sewer systems, and storm drainage systems, the GMA requires that jurisdictions plan for 1) public school facilities, 2) solid waste (garbage) collection and disposal facilities. These facilities are planned for and provided throughout the UGA area by the Edmonds School District and the Snohomish County Department of Solid Waste, respectively. Each county and city must also provide a process for identifying and siting “essential public facilities” within our area. These could include major regional facilities that are needed but difficult to site, such as airports, light rail and bus facilities, state educational facilities, solid-waste handling facilities, substance abuse and mental health facilities, group homes and others. The City of Lynnwood has adopted a common siting process in the City’s Comprehensive Plan to guide decision-making on such facilities.

V. FUNDING SOURCES

Capital projects draw funding from many sources, depending on the type of project, the complexity, and the overall cost. For example, a large road improvement project may have 10 or more funding sources that could include, but not be limited to, state and federal grants, City general funds, Real Estate Excise Taxes, Transportation Benefit District Funds, Transportation Impact Fees, City Utility Funds for water, sewer, and/or storm upgrades, private utility contributions, and/or neighboring jurisdiction contributions. The complexity of the funding for large projects is one of the reasons why large capital projects can take many years to move from conception to completion. The following is a list of funding sources that will be used to pay for projects in this plan. Decisions on funding sources have already been made for projects that are funded, partially funded, or budgeted in the current biennium. Future projects are much more speculative to what type of funding will be utilized. Specific information on types of funding for each project is not included in this plan because that information is either more specifically contained in financial plans for each project or in the adopted budget, or the funding sources are not known or too speculative to list.

City General Funds: The City currently contributes general funds towards capital projects via the Capital Development Fund 333. This money can be used for any type of project. The City has also established

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the Economic Development Investment Fund (EDIF) that generates dollars from certain development projects that then can be used to reinvest in capital projects that support further economic development. There are requirements established by the program for qualifying for use of these funds.

City Utility Funds: The City's Water, Sewer, and Storm Utility Fund 411 generates customer rates that can be used for capital expenses related to Water, Sewer and Storm improvements. The City has also instituted a sewer connection charge that requires new growth to pay towards capital improvements that their growth requires. All utility projects listed in this plan are funded by these funds.

Real Estate Excise Taxes (REET): The City has implemented REET taxes on the sale of any real property in Lynnwood. These funds must be used pursuant to state law and can fund many types of City projects.

State and Federal Grants: There are various state and federal grant programs that the City must apply and compete for. These generally apply to transportation projects and parks projects, but can also occasionally include other types of projects. These amounts can vary widely, depending on the program. For example, the City received \$14.8 million dollars from the State of Washington towards our 196th Street SW Improvement Project.

Park Impact Fees: The City in 2018 adopted fees that new development must pay towards park needs created by the new demands of their development.

Transportation Impact Fees: The City requires new developments that create additional trips to pay towards transportation projects that mitigate for their new trips.

Transportation Benefit District (TBD): The City formed a TBD that generates funds from sales taxes as well as vehicle tab fees. These funds can be used towards transportation capital projects.

Other Jurisdiction Funds: Occasionally a capital projects is shared with or somehow benefits a partner agency. Examples of this could be the Cities of Mountlake Terrace or Edmonds, Snohomish County, Verdant Health District, or our transit agencies. These funds are particular to that project.

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Project List (2021-2026)

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City of Lynnwood Six Year CFP List 2021-2026						PLANNED EXPENSES (\$ in thousand)						
Project Title & Location	Project Number	Department	Project Year Identified	Location	Funding Status	2021	2022	2023	2024	2025	2026	Project Total Expense
Police Administration Projects												
New Justice Facility	PD2004004A	Police Administration	2004	Police Station	P*	1,000	24,000	24,000	0	0	0	49,000
Development of a new Community Justice Center which consists of a new police department, parking structure, jail addition and court remodel. The Community Justice Center will be placed on the existing Civic Justice Center site and utilize the City owned acre located directly east (adjacent) to current site. The Police Department has a study and pre-design concept which was refreshed and completed in late 2018. The department has been approved for design services on this project, which are underway, and are funded in the Police Department Budget for 2019-20. This infrastructure improvements are necessary to house current and future staff as well as to develop programmatic enhancements that have been conceptually presented to City Council and involve a partnership with Community Health Center of Snohomish County. The jail addition is necessary to meet best practices standards, ADA requirements and standards for State accreditation. The current facility does not meet these standards. The City Executive's Office, City Council and Community Health Center have all offered support in writing for this project. This project has been presented to Council and the design funding has been approved in the 2019-20 City Budget.												

<p>Additionally, the City has worked with PFM financial advisors to present funding discussions and options to the Council Finance Committee for construction of the facility.</p> <p>The priority for this project is "High". The level of service for our community is significantly impacted, especially in the area of service to those who are living with drug and alcohol substance abuse disorder, mental health issues or who lack resources. Our community partner, Community Health Center of Snohomish County, is also relying upon this partnership to expand their services in Lynnwood for those who face barriers to healthcare. The space needs in the police department, jail and court all impact the ability to programmatically enhance these services for our community.</p>							
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Information Technology Projects												
Email Storage Increase - State Records Compliance	BP2008039A	Information Technology	2008	N/A	F							
<p>Upgrade of equipment and software to allow for Email storage capacity was purchased in 2008. Phase II - eDiscovery proposed for 2013. Cataloging, Indexing, Retention, and retrieval system for all electronic media. Mandated by State Electronic Records RCW.</p> <p>This is necessary to meet the State Records Compliance requirements. This is a major project estimated at \$150,000. This has been delayed due to budgetary constraints, but the data requests continue to strain the existing systems and will inhibit the spirit of the law which requires a reasonable effort in response. Fines can be levied for noncompliance.</p> <p>Provide quick and reasonable retrieval of electronically stored documents. State mandated RCW's determined electronic records to be retained in accordance with State retention rules per agency and retention category. The city has been scanning paper to electronic documents and saving email documents for retention and retrieval since 2008. This system needs to be expanded and search capabilities enhanced to incorporate the increasing volume of stored documents. A centralized single system will be utilized to provide storage, backup, and safe management of these regulated files. Although there are retention dates and documents will be purged at different intervals, there are other documents that are for perpetuity. Ongoing maintenance and storage will be an ever-present factor. The current system was implemented in 2008 as a three year stop gap measure to address email collection and retention. That window has passed and the structure of retention has grown. A comprehensive application and proper storage allotments need to be provisioned to handle the ever-growing business needs of document control, retention, and retrieval.</p> <p>This is a compliance requirement from the State of Washington RCW's, Electronic Records Retention.</p> <p>It should be noted that the State continues to lay new public record retention requirements on Cities . Recent additions now include many new Information Technology retention requirements including network access, metadata retention and others. This has the opportunity to seriously impact our storage requirements. The Capital Budget has been adjusted to reflect these new requirements</p> <p>Recent decision by the Supreme Court of the State of Washington (in re: O'Neill v City of Shoreline) has impacted our document retention, storage and e-discovery processes and requirements. With the need to now store and provide "metadata" to all public records requests the need to implement our e-Discovery and Storage solutions to comply with State law has become critical.</p>						0	60	40	40	20	20	180

CityWide Wireless Project	BP2008031A	Information Technology	2008	City wide	P*							
<p>Design and implement a City wireless network that will provide 24/7 ancillary network connectivity to all Public Safety Vehicles and City Field Operations Staff. This project will expand the City 's network infrastructure to utilize private access points to provide Police, Fire, Bldg. Inspectors, and other Field Workers with direct high-speed connectivity while outside of City Facilities. This communications link will provide asset management and increase staff productivity and efficiencies by providing them access to City applications and other government agencies like NCIS, CJIS, 911 Dispatch, Hospitals, and other data sources including the Internet. This internal structure would be independent of public influence of congestion, cost increases, service loss, and business conflicts.</p> <p>Our City staff need access to these applications while in the field to increase efficiency and have access to critical data while on job sites or when responding to emergency situations. This system will enhance Public Safety access to NCIS database, CJIS database and other city provisioned services that will enhance the first responders and other city support staff’s ability to respond more effectively.</p> <p>Information Services Strategic Emergency Support Plan</p> <p>This will increase the level of service offered to our citizens.</p> <p>This will require a funding source.</p>						0	288	150	250	250	250	1,188

IT Plan: Service Enhancements (Issues, Upgrades, Improvements)	BP2005021C	Information Technology	2005	City wide	P*							
<p>This funding is scheduled to address a wide variety of technology requests and service enhancements from all departments. Included is funding for:</p> <ul style="list-style-type: none"> - Web Improvements: E-Gov Transaction Services Enhancements, Streaming Video, Citizen Service Requests - Expand wireless network access locations amongst city owned sites. - Fire 15 Intelligent classroom upgrades. - Storage Expansion for continued growth and retention - Network Infrastructure enhancements replacements. <p>This wide variety of technology requests are department driven, and will enhance their service delivery to our citizens, local businesses and anyone who does business with our City. Without a centralized funding approach, each department will ask for individual funding, or expand their budget requests to include the necessary funding, and we will lose management and oversight of the projects.</p> <p>Ongoing Information Technology Plan and Technology Adjustments</p> <p>As the adoption of technology continues expand, our citizens, customers and staff come to expect this level of service from their local government. A forward-looking community will proactively provide these services before they are demanded by the public.</p> <p>E-gov services, along with other enhanced services such as Citizen Service Requests, E-Bill payment and further Wireless Network Access, when implemented, will require regular maintenance and support. An estimation of these fees is not to exceed\$ 50,000 per year.</p>						100	100	100	100	100	100	600

IT Plan: Desktop Infrastructure Supporting Reliable City Operations	BP2005021B	Information Technology	2005	City wide	F*							
<p>The IT Plan calls for annually replacing 1/3 of the Departmental Desktop PC's to include Police/Fire mobile terminals required to support City Public Services and Day-to-Day Department Operations. The majority of the City's desktop infrastructure was acquired in the initial 2000 IT Plan. The City is currently licensed and uses the Microsoft suite platform for Operating System and Office Business Application. It's essential that the City deploy and maintain current levels of the operating system and applications. Industry compatibility and security measures require us to remain current and enable us to communicate and collaborate with other government agencies and the general public.</p> <p>Continual advances in software capability require corresponding investments in desktop hardware. Desktop software is only supported by manufacturers for a limited period of time. Without software support security enhancements and corrections are no longer available, which increases the City's vulnerability to digital threats.</p> <p>Ongoing Information Technology Refresh Plan</p> <p>These upgrades are required to continue the current Level of Service that the City and Departments depend on to carry-out their public mission. These are started being implemented in 2007 and are continuing to be implemented.</p> <p>Please note that the replacement plan has been adjusted to accommodate a 3-year refresh cycle. This more closely matches industry best practices and maximizes the value of the equipment. Information Technology is also considering adopting a software as a service (SaaS) model for desktop office applications. SaaS applications are based on annual subscriptions and are the direction the IT industry has been heading for a number of years. Some of the systems used by the City are already using this model or will be as software manufacturers change their business models.</p>						0	150	150	150	150	150	750

Technology Disaster Recovery Project	200900139	Information Technology	2009	City wide	P							
<p>The City has invested significantly in the rebuilding of our IT Infrastructure. The City also sits in a heavy weather zone that from time to time causes power outages and other potentially damaging occurrences. This project is to design and build our disaster recovery system so that the City can withstand and continue to operate in case of a significant event that would otherwise interrupt business and public safety needs both in first responder as well as rapid business response. The City also invested in our EOC Center in 2009, this project moved Lynnwood into a disaster management center and allows for a technology smart environment, allowing operations like networking, telecommunications and accounting activities and the ability to be maintained in operational mode during such events. This enhancement will provide and include a remote site that is 30 miles away and will include a backup and emergency operations facility and providing reduced but functional business services.</p> <p>To maintain continuity of business and communications during significant emergency events. First responder support, city emergency notification center, emergency support services, public response and communications. This will expand to allow for a rapid government emergency response and to provide to the public sector, continued services for conducting city business services during emergency events. Service such as permits, planning, and most normal payment processing. Ongoing support and maintenance. This includes EOC laptop refresh and AV system upgrade.</p>						0	55	15	15	15	15	115
Fiber Network Expansion	200900140	Information Technology	2011	City wide	P							
<p>Currently the City Network is 100% Fiber Backbone. This is a very high-speed network architecture that eliminates connection or choke points for City network traffic. Currently our network architecture is "point to point" this was Phase I of our infrastructure redesign. Phase II is to build a "mesh" architecture into our network design. This will enable redundancy and continuity of service into the network backbone. If one segment fails or is disabled, the upgraded architecture will reroute other, diverse paths, and maintain service connections to all City Facilities.</p> <p>To maintain continuity of operations during network disabling events and provide a technology platform for growth, ease new technology adoption, and enhanced productivity. Enterprise network continuity and structural integrity. Provisioning secured and redundant access to 911 services and normal calling infrastructure and increased ability to expand to video conferencing and other future technologies that will be required to maintain a business continuity with other agencies and businesses. Provide high bandwidth inter-connectivity between city buildings and outside sources.</p>						0	175	115	125	50	50	515

Public Works Administration Projects - Building Projects												
General Repairs and Capital Maintenance of All Municipal Buildings	201000146	Public Works Administration	2010	City Buildings	P*	500	500	500	500	500	500	3,000
<p>This project provides a yearly pool of funds necessary for ongoing capital upkeep of the City 's municipal buildings. Detailed analysis is underway justifying yearly funding needs to provide for preventative maintenance and repair of unanticipated breakdowns in infrastructure.</p> <p>Former Project number BP2006029A.</p> <p>In 2011, the City conducted a facilities assessment of eight city-owned buildings to determine the condition of each and to provide recommendations as to anticipated maintenance requirements. Their report, finalized in 2012, provides a long-range prioritized list of building deficiencies with an estimated cost to repair in 2012 dollars. It became a comprehensive planning document for the Building and Property Services division of Public Works. An update to this plan is in process starting in 2020.</p> <p>The costs set forth in these reports, adjusted for inflation, provide the basis for the funds requested for capital upkeep of City buildings in the 6-year Capital Facilities Plan.</p> <p>Maintenance of existing infrastructure has been identified in Community Visioning and City Council priorities of government.</p>												
City Municipal Complex Parking and Safety Enhancements	201200163	Public Works Administration	2013	City wide	P*	150	1,500	0	0	0	0	1,650
<p>Originally, the plan was to design & build an approximately 30-stall parking lot on vacant land north and west of the Lynnwood Recreation Center. This plan has been broadened to include improvements throughout the complex with no design decided upon to date.</p> <p>This parking lot expansion would provide overflow parking during peak use hours at the Lynnwood Recreation Center</p>												

City Buildings Space Needs Analysis	201700101	Public Works Administration	2017	City Hall Campus	F*	0	0	0	0	0	0	0
A municipal buildings space needs analysis needs to be completed to look at how the City will provide space to its employees and functions as the City develops over the next 2 to 10 years and beyond. Considerations include the pending lease expiration on the Annex Building that houses our permitting functions and the future location of the Police Evidence facility. Input from ongoing studies around the City Center will be considered. Work is ongoing.												
City Center Building Remodel	201800101	Public Works Administration	2018	City wide	N	0	300	500	500	500	0	1,800
Pending the outcome of the Municipal Buildings Space Needs Analysis started in 2017 there are anticipated needs to remodel municipal building spaces. Depending on that analysis, the building(s) may or may not be located in the City Center area. Work is ongoing.												
Municipal Buildings: ADA Upgrades	201900107	Public Works Administration	2019	City wide	P*	50	50	50	50	50	50	300
Minor remodels and enhancements of facilities to meet Americans with Disabilities Act (ADA) requirements. This program will meet Federal Requirements.												
Regional Veterans Hub	202000001	Public Works Administration	2020	Unknown	N	400	400	0	0	0	0	800
The proposal is to acquire an estimated 2,500 square ft. building for the use of a regional veterans hub that would staff a future 1.5 FTE and provide work space of City-contracted human service providers, including a gathering space to serve veterans and their families. The preferred location would be accessible to public transportation. The regional veterans center has been a Mayor's initiative since 2015, led by the South Snohomish Veterans Task Force and recently supported by the Human Services Commission. Acquisition of the building would be with public and private funding opportunities.												

Edmonds School District Homeless Students Housing Facility	202000002	Public Works Administration	2020	Unknown	P*	50	50	0	0	0	0	100
The proposal is to build Edmonds School District Homeless Students Housing Facility. The funding of this project will come from Verdant Health District, City of Edmonds, Edmonds school district, AHA, HASCO, Snohomish County, housing hope, YWCA, Premera, Swedish and Hospital, and/or other partners.												

Public Works Administration Projects – Water Projects												
44th Ave Missing water main Link Install	202100001	Public Works Administration	2020	44th Ave W	F	0	0	0	0	500	0	500
Installing missing link of water main on 44th Avenue.												
Automatic Water Meters	201900120	Public Works Administration	2017	City wide	F*	2,000	0	0	0	0	0	2,000
Replace traditional style mechanical water meters with automatic, radio read meters. The automatic water meters are more accurate and eliminate the need for field read water meters. The project will improve water tracking and efficiency.												
Rebuild Pressure Reducing Water Valve No. 2	201900123	Public Works Administration	2017	40th Ave W at approximately 19500 block	F*	320	0	0	0	0	0	320
Improving and rebuilding pressure reducing valve #2, leading to construction of the recommendation. This valve station currently is in a confined space with inadequate space for maintenance and poor ventilation leading to increased corrosion. Valve function is critical for the needs of the City Center.												
Water Main Replacement	WA200605 0A	Public Works Administration	2006	City wide	P*	1,000	1,000	1,000	1,000	1,000	1,000	6,000
Annual watermain replacement program of 4" undersized mains and deteriorated steel mains based on yearly analysis of repair. There exist many dead-end, 4" watermain serving various cul-de-sacs throughout the City. Maintenance records and the comp plan will be consulted to determine the most appropriate sequence for upgrading these undersized mains to 6" or 8" mains.												
Water Storage Tank Upgrades	200900137	Public Works Administration	2009	Water Storage Tanks	F*	600	0	0	500	500	0	1,600

<p>Repair or replace the roof on the City's 3-million gallon water reservoir and seismic upgrades. Paint above ground 2.77 MG steel storage tank (inside and outside) in accordance with its life cycle maintenance schedule. This project will also add safety railings and platforms to the tanks as needed to bring the tanks to current codes. Paint above ground 3.0 MG steel storage tank (inside and outside) in accordance with its life cycle maintenance schedule.</p> <p>The tank structure needs to be repaired to maintain its functionality, extend its useful life, and maintain safe conditions. The project has been split into phases and is partially complete.</p>							
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Public Works Administration Projects – Sewer Projects

WWTP: Renovate Building No.1 and 2	200500135	Public Works Administration	2005	Wastewater Treatment Plant	F*							
Building No. 2 is a prefabricated steel structure at the WWTP. The building is showing signs of serious corrosion due to the damp and corrosive atmosphere found in the building. A structural analysis and report have been conducted to assess the condition of the building and to determine what renovations are needed to extend the useful life of the building. The project is scheduled for construction starting in 2020.						300	0	0	0	0	0	300
Lift Station No. 4 Relocation	201000144	Public Works Administration	2010	18200 block Alderwood Mall Parkway	P*	0	0	0	0	0	3,000	3,000
Rebuild/relocate Sanitary Sewer Lift Station No. 4. Lift Station 4 is at capacity.												
Lift Station No. 10 Flood Protection	201600102	Public Works Administration	2016	46 th Avenue West north of I-5	F*							
Sanitary Sewer Lift Station #10 is located between the Lynnwood Transit Center to the North and I-5 to the south. It is located within the 100-year flood plain of Scriber Creek, just upstream of the culvert conveyance of Scriber Creek under I-5. The finished floor elevation of the station is located 6" above the 100-year flood plain elevation. Since its construction in 1993, Lift Station #10 has experienced several flooding events that have presented recurring risks to the necessary ongoing operation of the lift station. Lift Station #10 is a critical facility that supports Alderwood Mall, Lynnwood City Center, commercial business and multi-family residential corridors along 196th Street SW (SR 524) and 200th Street SW, and the surrounding area. A flood protection analysis was performed in 2014. Lift Station infrastructure protection is currently in design that will protect the lift station above the finish floor elevation.						500	0	0	0	0	0	500

Lift Station No. 10 Sewer Pump Improvements	201900108	Public Works Administration	2013	46 th Avenue West north of I-5	F*	1,500	0	0	0	0	0	1,500
Install new sewer pumps including required electrical and building modifications, modify the wet well pump intakes (pre-rotation basin), improve pump removal system (longer hoist beam) including required building modifications, evaluate a piped inlet system to reduce off-gassing produced by the free-fall/turbulent flow at the Influent Splitter Box, install wetwell fresh air exchange and odor control system updates (potential blower motor upsize including electrical and carbon canister). The project is necessary due to the amount of rags coming into the pump station, and the problems they cause.												
New Storage Building at Lift Station No. 16	201900110	Public Works Administration	2018	19400 block 56 th Ave W	F*	600	0	0	0	0	0	600
Additional space is needed for the water and sewer department due to constraints at the LOMC. This building will provide much needed storage and parking.												
WWTP: Fiber Optic Installation	201900118	Public Works Administration	2017	76th Ave W to the Wastewater Treatment Plant (WWTP)	F	500	0	0	0	0	0	500
The WWTP currently leases fiber optic communications from a 3rd party. This project would install approximately 1/4 mile of fiber optic from existing City owned fiber into the treatment plant, eliminating the need to lease communications from others. Increased communication reliability to the WWTP is key for this project.												
WWTP: Equipment Replacement	SE1997004 A	Public Works Administration	1997	Wastewater Treatment Plant	P*	1,000	1,000	1,000	1,000	1,000	1,000	6,000
The treatment facility operates using a substantial amount of mechanical equipment, all of which is subject to failure. Equipment and equipment components are replaced as necessary for proper plant operation. The project will replace equipment on an annual basis due to wear. (Ongoing Project)												

Infiltration/Inflow Analysis/Corrections	SE1999021 A	Public Works Administration	1999	City wide	P							
Locations where storm or groundwater leak into the sanitary sewer system are hard to find and result in excess flows in the system. Wet and dry weather flows are compared by using flow monitoring equipment to locate general areas that may need repair. Television inspection reveals specific problem areas for correction. This project is for analysis of the sewer system. The project works towards the elimination of storm and ground water from entering into the sanitary sewer. This is a continuing program as the system ages and requires more maintenance.						0	500	500	1,000	1,000	0	3,000
Lift Station No. 8: Replacement	SE2005049 A	Public Works Administration	2005	3105 Alderwood Mall Boulevard	F*	1,000	0	0	0	0	0	1,000
Secure a new, larger site and replace Sanitary Sewer Lift Station No. 8 with a new lift station. Lift Station No. 8 services Alderwood Mall and the surrounding area and will soon reach capacity. The project includes purchase of a larger site and construction of Forcemain #8. The project is currently under construction.												
Sewer Line Replacement	SE2006053 A	Public Works Administration	2006	City wide	P*	500	500	500	500	500	0	2,500
Annual Sewer Line Replacement Program to repair and replace failing sewer lines. As the infrastructure ages, sewer lines fail. These need to be repaired or replaced to assure efficient operation of the sewerage system and to protect groundwater from contamination. Near Term Projects are needed to support Lift Stations 4 and 8 replacement.												
WWTP Hillside Slope Assessment	201900121	Public Works Administration	2018	Wastewater Treatment Plant	F*	126	0	0	0	0	0	126
Investigation by a geotechnical engineer to evaluate the hillside on the north side of the WWTP. The City has identified a need to acquire some of the property, and a study is needed to address steep geologically hazardous slopes, as well as the stability of the hillside for the benefit of the property												

owners at the top of the hill. The project is necessary to acquire property needed for WWTP.												
Scriber Creek Sewer Replacement	202000003	Public Works Administration	2020	LS 16 to MH 4-185	F	0	1,500	1,500	0	0	0	3,000
Scriber Creek Sewer trunk line needs replacement from Lift station 16 north to Manhole 4-185. Analysis and observation show this main to flow full most of the time. Upsizing is needed.												
WWTP Incinerator Replacement	202000004	Public Works Administration	2020	Wastewater Treatment Plant	P*	0	0	500	500	10,500	10,000	21,500
The WWTP incinerator is aging and will need replacement. The incinerator burns the sludge generated by the primary and secondary clarifiers. The current incinerator and the supporting systems continually suffer breakdowns and plugging. Issues of capacity as well as design need to be addressed and a replacement, which may include different technologies will be considered.												
48th Ave W Main Upsizing - Phase 1	202100002	Public Works Administration	2020	48th Ave W	F	0	400	0	0	0	0	400
Upsizing Sewer main.												
49th Ave W Main Upsizing - Phase 2	202100003	Public Works Administration	2020	49th Ave W	F	0	0	0	0	400	0	400
Upsizing Sewer main.												
52nd Ave/196th St Swer Main Replacement	202100004	Public Works Administration	2020	52nd Ave/196th St	F	0	0	0	0	500	500	1,000
Replacement of water main.												

48th Ave W Main Upsizing - Phase 1	202100002	Public Works Administration	2020	48th Ave W	F	0	400	0	0	0	0	400
Upsizing Sewer main.												
49th Ave W Main Upsizing - Phase 2	202100003	Public Works Administration	2020	49th Ave W	F	0	0	0	0	400	0	400
Upsizing Sewer main.												
52nd Ave/196th St Sewer Main Replacement	202100004	Public Works Administration	2020	52nd Ave/196th St	F	0	0	0	0	500	500	1,000
Replacement of water main.												

Public Works Administration Projects – Storm Water Projects												
Funding for Strategic Opportunities to Improve the Stormwater Management Program	201900114	Public Works Administration	2018	City wide	P*	107	110	114	118	122	126	695
Unanticipated opportunities arise throughout the year which may be advantageous for the City. These may include property and easement acquisitions, participating in public / private partnerships, infrastructure improvements, etc. This would program some money to allow the City to take advantage of these unforeseen opportunities when they present themselves.												
188th Street SW Flood Wall	201900117	Public Works Administration	2019	55 th Ave W	P*	320	0	0	0	0	0	320
Construct about 200 linear feet of a short, approximately 1.5-ft. high concrete wall along the north side of 188th St SW to reduce the frequency of roadway overtopping and provide additional flood storage upstream. 188th St SW currently overtops during a 10-year storm event. The project was identified and evaluated as part of the Scriber Creek Corridor Management Plan, 2016.												
Annual Storm System Rehabilitation and Replacement	201900113	Public Works Administration	1998	City wide	P*	100	100	100	100	100	100	600
Annual repair of damaged and worn catch basins, stormwater pipe, and other stormwater infrastructure. Drainage infrastructure gets damaged and broken and can cause flooding and be hazardous. Identified originally in the Stormwater Comprehensive Plan, 1998.												
Scriber Creek Culvert	200900121	Public Works Administration	2009	191st Street SW	P*	0	0	0	0	117	569	686

Replacement 191st Street SW												
Replace existing 48-inch diameter culvert with a 42-foot long, 8-by-5-foot precast concrete 3-sided culvert that accommodates fish passage. Improved public safety, increased flow conveyance capacity, improved instream habitat, and improved fish passage. Scriber Creek overtops 191st St SW in a 20-year recurrence interval flood event, disrupting traffic, endangering motorists and pedestrians, and causing flooding damage to adjacent properties. This culvert also contributes to flooding of the roadway and single-family residences at 190th Street. Project to be included or modified upon conclusion of study identified in CFP #201200162 (Scriber Creek Flood Reduction Study: SR-99 to Scriber Lake).												
Scriber Creek Culvert Replacement 190th Street SW	200900124	Public Works Administration	2009	190th Street SW	P*	292	292	292	292	138	292	1,598
Replace existing 6-by-4-foot precast concrete box culvert with a 46-foot long, 10-by-4-foot precast concrete 3-sided culvert that accommodates fish passage. Scriber Creek overtops 190th Street SW in a 10-year recurrence interval flood event, disrupting traffic, endangering motorists and pedestrians, and causing flooding damage to adjacent properties. Project to be included or modified upon conclusion of Scriber Creek Flood Reduction Study: SR-99 to Scriber Lake CRP # 201200162												
Scriber Creek Culvert Replacement 189th Street SW	200900125	Public Works Administration	2009	189th Street SW	P*	0	0	0	0	122	292	414
Replace Existing 42-inch diameter culvert with a 42-foot long, 12'-4"-by-7'-9" corrugated metal pipe arch that accommodates fish passage. Scriber Creek overtops 189th Street SW in a 10-year recurrence interval flood event, disrupting traffic, endangering motorists and pedestrians, and causing flooding damage to adjacent properties. Project to be included or modified upon conclusion of study identified in CFP#201200162 (Scriber Creek Flood Reduction Study: SR-99 to Scriber Lake).												
Street Edge Runoff	200900131	Public Works Administration	2009	Hall Lake Basin	N	0	250	0	0	0	0	250

Treatment Retrofits												
Installation of compost-amended soil, small trees, shrubs, and ground cover in roadside swales, and decreasing street width (e.g., impervious area) within the existing right-of-way at various locations. Nutrient and metals loading to Hall Lake and downstream water bodies from urban development in the watershed. 2009 Surface Water Management Comprehensive Plan Project #WQ-2.												
Golde Creek Stormwater Pond Retrofit	200900132	Public Works Administration	2009	Golde Creek Stormwater Pond	P	200	0	0	0	0	0	200
Conversion of a drainage ditch along the south side of Alderwood Mall Parkway between 28th Avenue and Poplar Way to a bioretention swale. Sedimentation in Golde Creek due to runoff from urban development in the watershed. Potential source of fecal coliform bacteria in Swamp Creek downstream (which has a TMDL for fecal coliform bacteria). 2009 Surface Water Management Comprehensive Plan Project # WQ-3A.												
180th St. SW Bioretention Swale	200900134	Public Works Administration	2009	180th St. SW Bioretention Swale	P	0	75	162	0	0	0	237
Installation of compost-amended soil, small trees, shrubs, ground cover, and permeable pavement walkway within the existing right-of-way way. Stormwater runoff from urban development transports sediment, oil and heavy metals into Scriber Creek. 2009 Surface Water Management Comprehensive Plan Project #WQ-4.												
Removal of Diversion Structure and Oil/Water	202000005	Public Works Administration	2020	Scriber Creek and 196 th vicinity	P*	0	0	93	315	0	0	409

Separator downstream of 196th Street SW												
Remove the diversion structure downstream of 196th Street SW that currently backs up water for an ineffective oil/water separator and incorporate necessary fish passage improvements to the existing 196th Street SW culverts, such as a fish passage weir or boulder riffle, to provide minimum water depths for fish passage and channel bed stability downstream of the culverts. Remove the oil/water separator downstream of 196th Street SW and replace it with an alternative stormwater treatment type that meets current stormwater regulations and code requirements.												
Parkview Plaza Culvert Replacement	202000007	Public Works Administration	2020	Parkview Plaza at 195 th and Scriber Creek	P	0	129	413	0	0	0	542
Replace driveway and culvert to Parkview Plaza (Lighthouse Diving Center) by replacing the existing 60-inch diameter culvert with a 12.5-ft wide by 5.5-ft high concrete box culvert, and by raising the bank on the west side of the culvert. The Parkview Plaza culvert is undersized. The culvert overtops in the 100-year event and contributes to flooding at Old 196th Street. The backwater created by this undersized culvert encourages Scriber Creek to jump its banks and flood Old 196th Street.												
Scriber Creek Culvert Replacement at Casa Del Rey Condominiums Driveway	202000008	Public Works Administration	2020	Casa Del Rey Condominiums at 195 th and	P	0	0	133	662	0	0	795

				Scriber Creek								
<p>Replace the existing combination of angled twin 42-inch diameter concrete and CMP culverts with one flow-aligned 12.5-ft wide by 5.5-ft tall precast 3-sided concrete culvert. The inlets and outlets of these culverts are askew from the north-south alignment of the creek, and about halfway across the street, they take a sharp approximate 90-degree bend. Scriber Creek overtops the driveway in a 100-year recurrence interval flood event, endangering motorists and pedestrians and causing flooding damage to adjacent properties and several condominium residences.</p> <p>The replaced culvert provides a 100-year level of protection from flooding, resulting in improved public safety, increased flow conveyance capacity, improved instream habitat, and improved fish passage.</p>												
Stormwater Storage (188th St SW)	202000009	Public Works Administration	2020	Scriber creek in the 188 th St Vicinity	P*	115	450	0	0	0	0	565
<p>Maximize flood storage and floodplain reconnection within the City-owned vacant property located north of 188th Street SW. This improvement would include excavating portions of the property to create new wetlands and also provide flood storage.</p>												
Installation of small berms	202000010	Public Works Administration	2020	Eunia Plaza and Flynn's Carpets vicinity at about 186 th and SR 99	P	0	0	0	61	216	0	277

<p>Berm open channel segments of Scriber Creek between driveway culverts near Flynn's Carpets, the Old Buzz Inn, and Eunia Plaza to protect low-lying areas of adjacent properties.</p> <p>Backflow prevention and a pipe extension (potentially to Scriber Creek at north end of City Park Property north of 188th St) to collect runoff from low parking areas would be required.</p> <p>Scriber Creek overtops its banks in the 10-year event causing flooding of adjacent business parking lots and access.</p>												
Stormwater Infrastructure Management Plan	202000013	Public Works Administration	2020	City wide	N	107	110	0	0	0	0	217
Develop a work plan that the City can follow to properly map and manage their stormwater infrastructure as a systematic, progressive, and prioritized program for rehabilitating or replacing infrastructure as it reaches the end of its design life. The plan will spread out and normalize capital infrastructure replacement expenditures over time.												
44th Avenue Flood Notification Signage	202000014	Public Works Administration	2020	20700 block 44 th Ave W	F	0	43	154	0	0	0	197
The Scriber Creek crossing of 44th Avenue West occasionally is inundated with floodwaters during large storms. This project will construct automatic signs that deploy when the road is flooded to warn motorists that there is water on the roadway.												
Pipe Detention Site 19-1	202000015	Public Works Administration	2020	Site 19-1, 75 th Avenue West and 196 th Street SW	P	0	0	850	0	0	0	850
Add a storm water detention system to detain and slowly release storm water runoff into the 196th system.												

Copper Ridge Pond Site 20-1	202000016	Public Works Administration	2020	Site 20-1, 196 th Street SW near 70 th Place West	P	0	0	0	25	0	0	25
Retrofit the existing Copper Ridge stormwater detention system outlet structure to maximize storage capabilities.												
Blue Ridge Pond Site 22-1	202000017	Public Works Administration	2020	Site 22-1, 71 st Avenue West at 186 th Street SW	P	0	0	0	25	0	0	25
Retrofit the existing detention system outlet structure to maximize storage capabilities.												
Pipe Detention Site 26-1	202000018	Public Works Administration	2020	Site 26-1, 74 th Avenue West near 192 nd Place West	P	0	0	0	300	0	0	300
Add a stormwater detention facility to control runoff for the benefit of the downstream system.												
44th Avenue W. roadway raising at Scriber Creek crossing (Phase 2)	SD2003017 B	Public Works Administration	2003	20700 block 44 th Ave W	N	0	0	0	0	5,550	0	5,550

This project is the second phase of the completed project SD2003017A. The existing roadway has experienced substantial settlement due to poor underlying soils. Scriber Creek has experienced substantial sediment accumulation resulting in a higher creek profile. As a result, roadway flooding occurs during high storm events and is expected to increase in frequency as roadway settlement and creek siltation continues. The first phase of the project installed beaming and a pump. Phase two will raise the existing roadway. A separate project is also included that would install an automatic warning sign during flooding. Raising roadway is necessary to alleviate seasonal flooding. 2009 Surface Water Management Comprehensive Plan Project #FL-5.												
Raise Old 196th Street SW	202000006	Public Works Administration	2020	Vicinity of 56 th Ave W	P*	370	0	0	0	0	0	370
Raise the low portions of Old 196th Street roadway about 1 foot to elevation 342 ft (NAVD 88 vertical datum) starting near the west end of the bridge that provides pedestrian access to Wilcox Park. This project would also raise the access driveways for the Great Floors and Parkview Plaza buildings to meet the new elevation of Old 196th Street. Raising the roadway would improve access to Parkview Plaza and provide protection from roadway overtopping during the 100-year event, and improved public safety.												
Neighborhood Traffic Calming Program	200800103	Public Works Administration	2008	City wide	F*	50	50	50	50	50	50	300
Institute a City-wide Neighborhood Traffic Calming Program to address traffic issues on local streets and to afford continued protection to neighborhoods.												
Removal of structures at Sciber Lake Inlet	202000005	Public Works Administration	2020	Scriber Lake	F	245	0	0	0	0	0	245
Remove structures ar Scriber Lake Inlet design and construction.												
180th St SW LID Retrofits	202000006	Public Works Administration	2020	180th St SW	F	200	0	0	0	0	0	200
LID retrofits.												
44th Ave Flood Notification Sign	202000007	Public Works Administration	2020	44th Ave	F	50	0	0	0	0	0	50

Installing notification sign.							
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Public Works Administration Projects – Transportation Projects												
City Center: New Road - 42nd Ave W	200800105	Public Works Administration	2008	Alderwood Mall Blvd	P*	730	16,610	22,337	5,727	0	0	45,404

				to 194 th Street SW								
<p>Construct a new road from Alderwood Mall Blvd. to 194th St SW to provide access to adjacent buildings, to distribute traffic, and to shorten blocks to facilitate pedestrian traffic.</p> <p>This roadway is part of an integrated package or transportation improvements needed to support the development of the City Center to the urban densities envisioned for the Urban Centers designated in the PSRC's Vision 2040.</p> <p>The project has received a federal grant for design work.</p>												
33rd Ave W Extension	200800108	Public Works Administration	2008	33 rd Ave W to 184 th St SW	N							
<p>This project will realign 33rd Ave to the new intersection at 33rd Ave W and 184th St SW (the intersection constructed to access Costco).</p> <p>This project will likely be funded by a combination of local funds, grants, and a possible contribution by Alderwood Mall.</p> <p>The road will provide a much needed second route to the western side of Alderwood Mall from the north. It will allow traffic to by-pass the intersection of 184th St SW and Alderwood Mall Parkway which is at capacity much of the time. This extension will also become critical when the Poplar Bridge extension is completed which connects to 33rd Avenue West to the south.</p> <p>This project was one of the projects identified in the City Center Access Study.</p>						0	0	0	220	550	2,430	3,200
City Center: New Road - 194th St SW	200900101	Public Works Administration	2009	40 th Street SW to 33 rd Avenue West	N	0	0	0	0	5300	10800	16100

<p>Construct a new road from 40th Ave W to 33rd Ave W to provide access to adjacent buildings, to distribute traffic, and to shorten blocks to facilitate pedestrian traffic.</p> <p>This project will provide access and internal circulation to the City Center area. It will also provide for and encourage the pedestrian traffic desired in the City Center.</p> <p>This project is part of an integrated package of transportation improvements needed to support the development of the City Center to the urban densities envisioned for the Urban Centers designated in the PSRC's Vision 2040.</p>												
City Center Gateway: I-5/44th Ave W Underpass Improvements	201400166	Public Works Administration	2014	I-5/44th Ave W	P*	345	2,308	0	0	0	0	2,654
<p>Improve the pedestrian access and gateway of the Interstate 5 underpass along 44th Ave. W. The City Center Streetscape Plan, Gateway Concept provides conceptual design and improvements at this designated gateway area.</p> <p>The underpass is a gateway into the City Center. These gateways are designated to present a positive image to the community. Improving this gateway area will increase pedestrian accessibility and improve the image of Lynnwood and its City Center.</p> <p>This project ranked # 3 for City Center pedestrian projects to pursue in City Council Resolution 2014-15.</p>												
Wayfinding Plan, City Arterials	201700102	Public Works Administration	2018	City wide	P*							
<p>Wayfinding signs are proposed to link important community and business locations and provide directional assistance to arterial travelers.</p>						0	100	0	0	0	0	100
Gateway Monument Markers	201800102	Public Works Administration	2019	City wide	P*	0	160	160	160	160	160	800
<p>The City's "Welcome to Lynnwood" signs need refreshing and updating.</p>												

Traffic Signal (28th Ave W & AMB)	202000020	Public Works Administration	2020	28th Ave W & AMB	N	0	100	0	0	246	1,118	1,464
This intersection has been identified as a future location for a signalized intersection. It is anticipated that future growth will increase traffic at the location and that warrants will be met in the future justifying the improvement.												
Maple Rd Improvement	202000019	Public Works Administration	2020	36 th Ave W to 44 th Ave W	N	0	0	173	1,764	0	0	1,937
This old county section of road has missing curb, gutter, and sidewalks and is in need of reconstruction.												
Roundabout /Traffic Signal (48th Ave W & 188th St SW)	202000021	Public Works Administration	2020	48th Avenue West & 188th Street SW	N	0	0	104	640	0	0	744
This intersection has been identified as a future location for a signalized intersection. It is anticipated that future growth will increase traffic at the location and that warrants will be met in the future justifying the improvement.												
Traffic Signal (66th Ave & 212th St)	202000022	Public Works Administration	2020	66th Avenue West & 212th Street SW	N	0	0	104	640	0	0	744
This intersection has been identified as a future location for a signalized intersection. It is anticipated that future growth will increase traffic at the location and that warrants will be met in the future justifying the improvement.												
Turn Lanes (City of Edmonds - 212th St SW & Hwy 99)	202000023	Public Works Administration	2020	City of Edmonds - 212th St SW & Hwy 99	N	0	0	3,260	0	0	0	3,260

The City of Edmonds requested that we put this project on our CFP. It is adjacent to Lynnwood and Lynnwood may participate depending on the design. This project would install turn lanes at this intersection to relieve congestion.												
Traffic Signal (52nd Ave W & 208th St SW)	202000024	Public Works Administration	2020	52nd Ave W & 208th St SW	N	0	0	0	100	400	0	500
This intersection has been identified as a future location for a signalized intersection. It is anticipated that future growth will increase traffic at the location and that warrants will be met in the future justifying the improvement.												
Traffic Signal (52nd Ave W & 204th St SW)	202000025	Public Works Administration	2020	52nd Ave W & 204th St SW	N	0	100	400	0	0	0	500
This intersection has been identified as a future location for a signalized intersection. It is anticipated that future growth will increase traffic at the location and that warrants will be met in the future justifying the improvement.												
Traffic Signal (48th Ave W & 194th St SW)	202000026	Public Works Administration	2020	48th Ave W & 194th St SW	N	0	100	400	0	0	0	500
This intersection has been identified as a future location for a signalized intersection. It is anticipated that future growth will increase traffic at the location and that warrants will be met in the future justifying the improvement.												
School Safety Improvements	201900124	Public Works Administration	2018	City wide	P*	50	0	0	0	0	0	50
Added per Council request Sept 24, 2018 during budget discussions. Concerns from residents near schools, particularly Lynndale Elementary, prompted the need for a study of conditions surrounding schools. Area of												

concern include traffic patterns and available safe walk routes. The study identified various potential improvements to be considered for implementation.												
48th Ave W Bike and Ped Improvements	2016001010	Public Works Administration	2016	Lynnwood Transit Center to 194 th	P*	0	0	300	300	300	2,000	2,900
Project will enhance this critical pedestrian and bicycle connection between the Lynnwood Transit Center and transit service along 196th Street SW. It will also provide an improved connection between the transit center and the neighborhoods to the north. A partnership with Sound Transit is anticipated for the project.												
City Center (46th Ave W)	202000027	Public Works Administration	2020	46th Ave W	N	0	0	0	3,300	7,800	8,500	19,600
This new City Center roadway would connect 196th Street SW through private properties to the signalized 46th Intersection at 200th Street SW that is the future entrance to the Light Rail Station. Talks are underway with the property owner who would construct a portion of the roadway.												
City-Wide Sidewalk and Walkway Program	ST1997018A	Public Works Administration	1997	City wide	P*	500	500	500	500	500	500	3,000
Construct new asphalt shoulders, walkways or sidewalks to those roads. Included on the City's Pedestrian Skeleton System. This program is designed to fill in those areas lacking continuous sidewalks. Per the 2015 Transportation Element, The Pedestrian Skeleton consists of 104 miles, of which 85 miles or 82% is complete today. The project supports Transportation Element of policy T-4.1. This program will require a policy discussion with City Council to determine appropriate allocations. Project is ongoing as funds are available.												
Pavement Management Program	ST1997031A	Public Works Administration	1997	City wide	P*	1,725	1,725	1,725	1,725	1,725	1,725	10,350

<p>Repair or reconstruct and overlay the City's streets as recommended by the analysis in the pavement management system.</p> <p>The maintenance program to resurface or rebuild City streets is necessary to improve their rideability and, their useful life span, and avoid the cost that comes with the degradation of infrastructure if it is not kept up appropriately.</p> <p>The sources of funds for this yearly effort include Transportation Benefit District funds. Funding at lower levels would result in deferred maintenance and a deterioration in the condition of the street surface and significantly increased costs of repair in the future.</p> <p>Project is ongoing.</p>												
New Road: Maple Road Extension	ST1998036 A	Public Works Administration	1998	32nd Ave W to Alderwood Mall Parkway (near Costco)	N	0	0	173	1,764	0	0	1,937
<p>Construct a new road. The project schedule is dependent on development occurring along the proposed route of the road. The project would also allow the re-configuration of the traffic signal just west of Alderwood Mall Parkway on Maple Road to provide more queue space and reduce congestion.</p> <p>The funding would be participation by adjacent landowners at time of development and dedication of right -of-way as a condition of development.</p>												
Expanded Road: 52nd Ave W	ST1999041 A	Public Works Administration	1999	168th St SW to 176th St SW	N	0	0	0	236	176	2,537	2,949
<p>Install sidewalks and associated widening to make this a three-lane facility with bike lanes.</p> <p>This project will provide needed pedestrian facilities along this section of 52nd Avenue W.</p> <p>This project will require grant and local funding.</p>												

Traffic Signal Rebuild Program	ST2002044 A	Public Works Administration	2002	City wide	P*							
<p>This program will systematically rebuild Lynnwood's aging traffic signal inventory. Lynnwood owns and operates about 65 traffic signal that vary in age from recently built to decades old. This program will inventory and analyze all components of the system and lay out a plan for replacement of needed components as they age and reach the end of their working life. The City first began installing signals in the 1970's which means many signals have reached the end of their expected life. The normal life for internal signal equipment is 10 to 20 years. The normal life for housing and supports is 15 to 25 years. Furthermore, parts are no longer available for some of the older signals.</p> <p>Funding for this program comes from the Transportation Benefit District, but not enough funds are available to fully fund the program. Ongoing replacement of aging traffic signals will minimize breakdowns and maintain safety in traffic flow throughout the City.</p>						300	300	100	100	100	100	1,000
Intersection Improvements (52nd & 176th)	ST2002052 A	Public Works Administration	2002	52nd Ave W and 176th St SW	N							
<p>Future project to build a roundabout or a fully actuated signal with mast arm supports, illumination, and telemetry interconnect. This signal will improve both access and safety at this intersection. Anticipated funding to be from grants and local match. Staff has made channelization modifications over the past decade at this location to enhance safety. This is another location that staff is monitoring to ascertain when growth and conditions warrant the installation.</p>						0	0	0	0	45	462	507

City Center: Expanded Road: 196th St SW (SR- 524)	ST2003068 A	Public Works Administration	2003	48th Ave W to 37th Ave W	F*							
<p>The additional capacity is needed to keep projected City Center traffic flowing at an acceptable LOS during the afternoon peak hour. The project was identified in the City Center traffic analyses and is necessary to shorten traffic delays caused by future growth.</p> <p>The project is fully funded through state and federal grants, and local match funds. The project is expected to be bid in late 2019 with two seasons of construction to start in 2020.</p> <p>This project is part of the integrated package of transportation improvements needed to support the development of the City Center to the urban densities envisioned for the Urban Center designation in Vision 2040.</p>						12,600	12,600	2,100	0	0	0	27,300
Expanded Roadway: 200th St SW	ST2003069 A	Public Works Administration	2003	64th to Scriber Lk Rd	N							
<p>Widen 200th Street SW to accommodate growth, especially in the City Center. This project is part of the integrated package of transportation improvements needed to support the development of the City Center to the urban densities envisioned for the Urban Center designation in PSRC's Vision 2040.</p> <p>This project will provide an alternative route to 196th St SW.</p>						0	0	0	0	0	500	500
City Center: Expanded Road: 200th St SW	ST2005076 A	Public Works Administration	2005	48th Ave W to 40th Ave W	N							
<p>Widen 200th St SW from three lanes to 5/7 lanes with bike lanes and wide sidewalks and turning lanes at the 44th Ave W/200th St SW intersection. This project will provide an alternative East/West route to 196th St SW. The intersection improvements will improve traffic flow through this area for auto, freight and buses.</p> <p>This project is part of an integrated package of transportation improvements needed to support the development of the City Center to</p>						0	0	1,000	5,000	2,600	2,800	11,400

the urban densities envisioned for the Urban Center designation in Vision 2040.												
City-Wide Sidewalk and Walkway Program - ADA Ramps	ST2006018 B	Public Works Administration	2006	City wide	P*	127	127	127	127	127	127	762
<p>Add ADA compliant handicap ramps to street corners.</p> <p>The City is required by Federal law to make all city facilities ADA (Americans with Disabilities Act) compliant.</p> <p>This program will require a policy discussion with Council to determine appropriate allocations. Presently, the Transportation Benefit District funds this project and work is ongoing.</p>												
City-Wide Sidewalk and Walkway Program - Operations and Maintenance	ST2006018 C	Public Works Administration	2006	City wide	P*	50	50	50	50	50	50	300
<p>Funds are made available for City street crews to perform light capital repair of existing sidewalks.</p> <p>Assure the safety of pedestrians. The Transportation Benefit District currently provides funding for this project.</p> <p>Project is on-going as funds are made available.</p>												
Poplar Extension Bridge	ST2006088 A	Public Works Administration	2006	33rd Ave W to Poplar Way	P*	3200	15000	15000	3800	0	0	37000
<p>This project will construct a bridge across I-5 to connect Poplar Way with 33rd Ave W.</p> <p>This project was the second highest priority project identified by the City Center Access Study. The project will provide a more direct route to</p>												

<p>northbound I-5 at Poplar Way and will alleviate congestion along Alderwood Mall Parkway and along 196th St SW.</p> <p>This project ranked number #4 for City Center transportation projects to pursue in City Council Resolution 2014-15.</p> <p>Project has secured \$3.2M in grants for design and \$3.05M for right of way. These phases are nearing completion. The City is actively pursuing state and federal funds for the construction phase of the project that exceeds \$30 million.</p>												
Beech Road Improvements	ST2006092 A	Public Works Administration	2006	18700 block to Maple Road	P*	3,300	0	0	0	0	0	3,300
<p>This project will construct two extensions of Beech Road.</p> <p>This project will provide much needed additional access and circulation to the properties located east of Alderwood Mall Parkway along I-5 as they develop/redevelop.</p> <p>These extensions will likely be funded by a combination of Developer contributions, mitigation fees, grants and local funds.</p>												
North Link LRT Extension	202000028	Public Works Administration	2020	Lynnwood to Everett	N	0	0	0	0	0	0	0
<p>Lynnwood will be heavily involved in the planning and design of this critical transportation improvement that will cut directly through Lynnwood's urban growth area.</p>												

Parks, Recreation & Cultural Arts Projects												
Lynnwood Golf Course Pro Shop Renovations	201200152	Parks, Recreation & Cultural Arts	2012	Golf course	N	200	0	0	0	0	0	200
<p>Development of a food and beverage indoor dining service in the Golf Course Pro -Shop. Project is identified in the approved 2012-2016 LMGC Business Plan.</p> <p>This project would remodel the Pro Shop with a snack bar area that would provide indoor dining and beverage service, an expanded menu and allow for increased hours of operation. Project would provide revenue from increased sales, increased hours of operation and increased of rounds of golf.</p> <p>Consistent with goals and objectives stated in Parks and Recreation Element of the Lynnwood Comprehensive Plan that provide improvements to promote public safety, security, accessibility, and respond to community needs.</p> <p>Park improvements enhance level of service to park users.</p>												
South Lynnwood Park Improvements	201300155	Parks, Recreation & Cultural Arts	2013	208th St SW and 61st st Ave W	p*	0	3,295	0	0	0	0	3,295
<p>Replace play equipment and improve accessibility to park developed in 1978.</p> <p>Improvements are needed to provide a safe and accessible recreation space for the neighborhood.</p> <p>Improvements meet objectives stated in the Parks and Recreation Comprehensive Plan and the Comprehensive Plan - high quality design to promote public safety, security and ADA accessibility and response to community needs.</p> <p>Park improvements enhance level of service to park users.</p>												
Recreation Center	201500102	Parks, Recreation	2019	Recreation Center	N	0	250	0	0	0	0	250

Covered Walkway		n & Cultural Arts										
Weather shelter to cover front walkway for swim line patrons.												
Senior Center / Teen Center Expansion	201500103	Parks, Recreation & Cultural Arts	2015	Senior Center	p*	150	0	1,500	0	0	0	1,650
Remodel and/or expansions in an existing City building or off-site lease space to accommodate expanded youth, teen, senior, and community programs.												
Meadowdale Playfields LED Lighting	201500104	Parks, Recreation & Cultural Arts	2019	66th Ave W and 168th St SW	N							
Meadowdale Playfields were constructed in 1989 and currently the lights are HID 1000-watt metal halide and high pressure sodium bulbs. This project will design and convert the original lighting system to the more efficient LED lighting technology. Improvements will reduce annual maintenance and utility costs while increasing overall lighting, improve safety, and reduce light spillover pollution. Consistent with goals and objectives stated in Parks and Recreation Element of the Lynnwood Comprehensive Plan that provide improvements to existing facilities to promote public safety, security and respond to the community needs. Park improvements enhance level of service to park users. This project will help to support the community need for lighted sport facilities. Meadowdale Playfields is a joint facility; additional funding may be available from Edmonds School District and/or City of Edmonds.						0	0	0	0	0	1,750	1,750
Park Central (Wilcox Park Improvements)	201500105	Parks, Recreation &	2015	Wilcox Park	N	0	0	0	0	0	150	150

		Cultural Arts										
Wilcox Park and nearby area pedestrian and park improvements. Redesign and redevelop play areas and sport court to incorporate a connecting trail from the Park to Cedar Valley Community School. Improvements will include new fencing, ADA improvements, updated play areas, and new sport court area.												
Tunnel Creek Trail	201500106	Parks, Recreation & Cultural Arts	2015	Edmonds School District property off 33rd PL W across from Costco	N	0	0	0	0	0	200	200
Formalize existing social trails. Safety improvements, signage, and ROW acquisition.												
Scriber Creek Trail Improvements	201500107	Parks, Recreation & Cultural Arts	2015	from Wilcox Park to Transit Center	P*	600	1,200	2,500	1,100	2,500	1,300	9,200
Replacement of the current trail with an elevated trail designed to allow for seasonal flooding. The elevated trail will provide additional viewing opportunities of the wetland and include interpretive signage. The 1.5-mile trail begins at the transit center and runs north to Scriber Lake Park. The current trail is seasonally under water and in need of major renovation. An elevated walkway will allow for seasonal flooding while providing year-round recreation opportunity and improved pedestrian and bicycling access to the transit center. Consistent with goals and objectives stated in Parks and Recreation Element of the Lynnwood Comprehensive Plan that provide improvements to existing facilities to promote public safety, security and respond to the community needs. Park improvements will enhance the level of service to park and trail users. This project will meet an expressed community need in Lynnwood. This project may qualify for mitigation funding as part the Lynnwood Link light rail project.												

Park Signage	201900102	Parks, Recreation & Cultural Arts	2021	17 park locations around the city	N							
<p>Development of a park signage program that would replace all park entrance and ancillary signs to reflect the City's branding program. With the recent adoption of Lynnwood's branding program, this is an opportune time to revitalize the park signage program. The 2010 Branding Report recommends an inventory of existing City signage, and creation of a plan for all signage within 5 years. Existing signs in the park system would be replaced, some of which are over 40 years old, with signs that reflect Lynnwood's brand. The City's brand identity would be integrated into the new signs which would identify each park and celebrate the neighborhood it supports.</p> <p>Consistent with goals and objectives stated in Parks and Recreation Element of the Lynnwood Comprehensive Plan that provide improvements to promote public safety, security, accessibility, and respond to community needs.</p> <p>Park improvements enhance level of service to park users.</p>						0	0	50	0	0	0	50
Alderwood Transition Area mini park	201900103	Parks, Recreation & Cultural Arts	2017	Near Alderwood Mall	N							
<p>Develop a mini-park along Interurban Trail to serve new residential development in Alderwood Transition Area.</p> <p>Identified as an amenity improvement in the Interurban Trail Master Plan 2018 update to help serve a LOS deficit in the Alderwood Transition Area.</p> <p>Consistent with goals and objectives stated in Parks and Recreation Element of the Lynnwood Comprehensive Plan that provide improvements to promote public safety, security, accessibility, and respond to community needs for active recreation opportunities.</p> <p>Increase level of service for underserved neighborhood and to maintain 3.5-acres/1000.</p>						0	0	250	0	0	0	250
ADA Park Upgrades	201900104	Parks, Recreation	2019	City wide	P*	0	100	100	100	100	0	400

		n & Cultural Arts										
<p>ADA park upgrades such as pathways/walkways, restrooms, playground ramps, etc. to bring all parks up to compliance with Title II of the ADA requirements.</p> <p>ADA park upgrades identified in 2018 ADA Self-Assessment and prioritized in the Transition Plan.</p> <p>Consistent with goals and objectives stated in Parks and Recreation Element of the Lynnwood Comprehensive Plan that provide improvements to promote public safety, security, accessibility, and respond to community needs for active recreation opportunities.</p> <p>Meet or exceed the requirements of Title II of ADA.</p>												
Veterans Park Redevelopment	202000101	Parks, Recreation & Cultural Arts	2019	44th Ave W and Veterans way	N	0	250	0	0	0	0	250
<p>Acquisition of property for City Center parks per the City Center Parks Master Plan, completed in 2007. Acquisition and development proposed to be coordinated with the Lynnwood Square developer, negotiated through a development agreement.</p> <p>Goals and objectives of Lynnwood Comprehensive Plan and Parks and Recreation Comprehensive Plan support park site acquisition and development to ensure that all city residents are well served.</p> <p>Village Green ranked # 3 for City Center partnership projects to pursue in City Council Resolution 2014-15.</p> <p>Consistent with goals and objectives stated in Parks and Recreation Element of the Lynnwood Comprehensive Plan that provide improvements to promote public safety, security, accessibility, and respond to community needs for active recreation opportunities.</p> <p>Because characteristics and social patterns for City Center residents are expected to be different from the city as a whole, the LOS standard will be unique to the City Center. A parks level of service of 5 acres per 1000 population has been proposed.</p>												

Seabrook Heights Demolition	201900106	Parks, Recreation & Cultural Arts	2020	6716 Fisher Road	F*	0	0	50	0	0	0	50
Demolition of two residential structures situated on the parcels acquired with the Seabrook Heights Conservation Futures acquisition. The two residential structures remaining on the Seabrook Heights property are significantly damaged and vandalized and do not support restoration. They are recommended for removal to reduce risk and liability of structures to allow public access to the sites. Consistent with goals and objectives stated in Parks and Recreation Element of the Lynnwood Comprehensive Plan that provide improvements to promote public safety, security, accessibility, and respond to community needs for active recreation opportunities. Increase level of service for underserved neighborhood and to maintain 3.5-acres/1000.												
Lund's Creek Park Development	200900117	Parks, Recreation & Cultural Arts	2009	6026 156th St SW, Edmonds	N	0	0	0	0	0	0	0
Environmental education center												
Heritage Park, Phase III - Water Tower Renovation	PK1997015 C	Parks, Recreation & Cultural Arts	1997	Heritage Park	F*	364	0	0	0	0	0	364

<p>Renovation of the 1917 Demonstration Farm water tower. Exterior renovation completed in 2008. This phase will complete interior renovation, installation of water tank facade, site and utility improvements, and allow for public use of the structure.</p> <p>Interior renovation is needed to allow public use of the building, which will provide community meeting space, programs and exhibits that interpret the agricultural heritage of Lynnwood.</p> <p>Consistent with goals and objectives stated in Parks and Recreation Element of the Lynnwood Comprehensive Plan that provide improvements to promote public safety, security, accessibility, and respond to community needs, and to identify, protect and preserve significant historical artifacts, facilities and sites.</p> <p>Park improvements enhance level of service to park users. This project will meet an expressed community need in Lynnwood.</p> <p>\$400,000 needed to complete interior renovation, installation of water tank facade and site /utility improvements. Potential for 1/3 WSHS Heritage Capital Projects Fund grant in 2019 with 2/3 community match (1/2 city match and 1/2 in-kind services). Funds needed only for construction. Design completed.</p> <p>Completed Exterior Renovation:</p> <p>\$85,294 "Prior" funds - 2005 grant from the WSHS Heritage Capital Projects Fund</p> <p>\$174,000 - matching funds from Real Estate Excise Tax, approved by City ordinance in August 2006</p> <p>\$30,086 - reprogrammed funds from Parks Maintenance Shop roof to cover shortfall and contingency.</p>												
Lynndale Park Renovation, Phase IV	PK1997017 B	Parks, Recreation & Cultural Arts	1997	Lynndale Park	N	0	250	6,000	0	0	0	6,250

<p>Phase IV includes rehabilitation of the central play area according to the 2001 Central Play Area Master Plan, which includes a tot lot, ADA improvements, improved circulation, picnic facilities, volleyball courts and landscaping.</p> <p>The park's central play area, originally developed in 1968, is heavily used by the community, summer camp and recreation programs, and is in need of renovation. The project will also improve park circulation and ADA access. Development of a tot lot will help support City day camp programs and neighborhood use.</p> <p>The Central Play Area Master Plan was completed in 2000 and is consistent with the Lynndale Park Master Plan. Consistent with goals and objectives stated in Parks and Recreation Element of the Lynnwood Comprehensive Plan that provide improvements to promote public safety, security, accessibility, and respond to community needs.</p> <p>Park improvements enhance level of service to park users.</p>												
Daleway Park Renovation, Phase II	PK1997020 B	Parks, Recreation & Cultural Arts	1997	Daleway Park	N	0	75	175	0	0	0	250
<p>Phase II includes addition of a picnic shelter and improvements to drainage in large lawn area.</p> <p>Drainage improvements to the front lawn area would improve safety and expand usage of the space. A reservable picnic shelter is needed to serve the neighborhood.</p> <p>The project is consistent with the approved 1997 Daleway Park Master Plan. Consistent with goals and objectives stated in Parks and Recreation Element of the Lynnwood Comprehensive Plan that provide improvements to promote public safety, security, accessibility, and respond to community needs.</p> <p>Park improvements enhance level of service to park users.</p>												
Interurban Trail Improvements	PK1998021 A	Parks, Recreation & Cultural Arts	1998	City wide	N	0	0	300	150	0	600	1,050

<p>Provide signage, trailheads and historic markers, and improve landscaping along Lynnwood 's 3.8-mile portion of the Regional Interurban Trail. To enhance trail users' experience and provide a safer route along the Interurban Trail. Trailheads with landscaping, benches and amenities will serve as rest stops and add to the comfort of all users. Directional and regulatory signage will be improved. The history of the Interurban Railway will be told with signage placed along the trail at the historic Interurban stations.</p> <p>Improvement of the Interurban Trail has been a Parks Board priority for many years, but it has yet to be funded. The Interurban Trail has been developed through Shoreline, Edmonds, Mountlake Terrace, Lynnwood, and Snohomish County to Everett.</p> <p>The project is consistent with the goals and objectives of the Comprehensive Plan, the Parks and Recreation Element, the Interurban Trail Landscape Plan and AASHTO trail standards, to promote public safety, security and ADA accessibility and response to community's needs. This project ranked # 4 for City Center pedestrian projects to pursue in City Council Resolution 2014-15.</p> <p>Park improvements enhance level of service to park users. Trail enhancement would increase trail use by providing a more attractive and interesting travel route.</p> <p>Potential WWRP or LWCF grant.</p> <p>Improvements to the City Center trailhead (40th Ave W / Alderwood Mall BLVD) planned for 2016 as master concept for future trailhead improvements.</p>												
South Lund's Gulch Trail Development	PK199802 3C	Parks, Recreation & Cultural Arts	2022	Gulch Trail	N	0	0	0	400	0	0	400

<p>Development of trailhead at the south end of Lund's Gulch (parking, picnic area, restrooms, kiosk), and 3/4-mile soft surface hiking trail into Lund's Gulch with bridge crossing at Lund's Creek. Trail will connect with existing trail system in county owned Meadowdale Beach Park. Trail development will require consultant design, engineering and permitting for development in sensitive areas.</p> <p>Project would provide Lynnwood residents with direct physical access to Lund 's Gulch, Lund's Gulch Creek, and the Salish Sea. Residents have rated the need for trail access to natural areas high on community surveys. First section of trail was developed in 2004 with REI volunteers. Neighborhood meetings and coordination with Snohomish County Parks were held in 2007. City has preserved 98 acres of open space adjacent to Meadowdale Beach Park, but there is no public access into south end of gulch.</p> <p>Consistent with goals and objectives stated in Parks and Recreation Element of the Lynnwood Comprehensive Plan that provide improvements to promote public safety, security, accessibility, and respond to community needs to preserve and provide public access to natural resources in public ownership.</p> <p>Park and trail improvements enhance level of service to park users to meet adopted level of service of .25 miles/ 1,000 residents.</p>												
Scriber Creek Trail, Master Plan (aka Center to Sound Trail)	PK1998025 A	Parks, Recreation & Cultural Arts	1998	City wide	N	0	150	2,500	0	0	0	2,650

<p>Master planning for the improvements and northern extension of the Scriber Creek Trail from the Lynnwood Transit Center through Scriber Lake to Lund's Gulch, creating a north-south Class bicycle/pedestrian corridor through Lynnwood for recreation and commuter use.</p> <p>This project would provide a north-south trail corridor, a Class I bicycle/pedestrian trail, that would link parks, open space, neighborhoods, schools, businesses and shopping in Lynnwood.</p> <p>The project is consistent with goals and objectives in the Parks & Recreation Element in the Lynnwood Comprehensive Plan, the Lynnwood Transportation Business Plan and AASHTO trail development standards, to promote public safety, security and ADA accessibility and response to community's needs.</p> <p>There is currently a deficit of trails in Lynnwood. Extension of trail would increase trails level of service and access to the Transit Center and future Link Light Rail Station.</p> <p>This project is included in Lynnwood's Transportation Business Plan and Non-motorized Skeleton System Development. Extension of the trail will need a full alignment study and coordination with Public Works floodplain projects.</p> <p>Potential Washington Wildlife and Recreation Program (WWRP) or Land and Water Conservation Fund (LWCF) grant</p> <p>Potential Sound Transit mitigation project.</p>												
Scriber Creek Trail Extension, Acquisition (aka Center to Sound Trail)	PK1998025 B	Parks, Recreation & Cultural Arts	2021	City wide	P*	0	0	0	500	500	500	1,500

<p>Master planning for the extension of Scriber Creek Trail northward through the city from Scriber Lake Park to Lund 's Gulch, creating a north-south bicycle corridor through Lynnwood for recreation and commuter use. Missing links along the existing trail from the Transit Center to Scriber Lake Park would be completed with the trail improved to a Class I bicycle/pedestrian trail.</p> <p>This project would provide a north-south trail corridor, a Class I bicycle/pedestrian trail, that would link parks, open space, neighborhoods, schools, businesses and shopping in Lynnwood.</p> <p>The project is consistent with goals and objectives in the Parks & Recreation Element in the Lynnwood Comprehensive Plan, the Lynnwood Transportation Business Plan and AASHTO trail development standards, to promote public safety, security and ADA accessibility and response to community's needs.</p> <p>Park and trail improvements enhance level of service to park users to meet adopted level of service of .25 miles/ 1,000 residents.</p>												
Scriber Creek Trail Extension, Development (aka Center to Sound Trail)	PK1998025 C	Parks, Recreation & Cultural Arts	1998	City wide	P*	0	0	0	0	0	1,000	1,000

<p>Extension of Scriber Creek Trail from Scriber Lake Park northward to Lund's Gulch, and improvements to existing trail from the Transit Center through Scriber Lake Park to 196th St SW. The length of the trail will be improved to a Class I bicycle/pedestrian trail creating a north-south bicycle corridor through Lynnwood for recreational and commuter use. This project would provide a 1.5-mile Class I bicycle/pedestrian trail that would link the Interurban Trail, Transit Center and future City Center development with Lynnwood parks, neighborhoods and retail and commercial centers.</p> <p>The project is consistent with goals and objectives in the Parks & Recreation Element in the Lynnwood Comprehensive Plan, the Lynnwood Transportation Business Plan and AASHTO trail development standards, to promote public safety, security and ADA accessibility and response to community's needs.</p> <p>Improvements to trail will increase level of service to users and provide a north -south non-motorized corridor through Lynnwood.</p> <p>Phase I: 196th St SW to 188th St SW utilizes storm drainage property.</p> <p>Phase II: to begin after ped bridge constructed over HWY 99 and acquisitions complete.</p> <p>Potential WWRP or LWCF grant.</p>												
Strategic Acquisitions	PK1998031 A	Parks, Recreation & Cultural Arts	1998	City wide	N	0	300	300	300	300	300	1,500

<p>Acquisition of property for new active park facilities - mini parks, neighborhood parks and community parks adjacent parcels for park expansion, and preservation of natural areas in Lynnwood. This project would provide funding when acquisition opportunities arise to purchase park land.</p> <p>More community, neighborhood and mini parks are needed in both the City to meet the recreational needs of underserved neighborhoods and make up the current deficit in the level of service for Core Parks.</p> <p>Opportunities to acquire strategically located parcels adjacent to existing city-owned parcels will serve to expand parking lots, improve access points, or preserve natural areas.</p> <p>Goals and objectives of Lynnwood Comprehensive Plan and Parks and Recreation Element support park site acquisition and development to ensure that all residents of the City and the MUGA are well served.</p> <p>Recommended LOS for Core Parks is 5 acres per 1000 population. There is currently a deficit of active parks in Lynnwood and the annexation areas.</p> <p>Fund for acquisition strategic properties to meet deficit, beginning in 2017.</p>												
188th St Mini Park Development	PK1999033 A	Parks, Recreation & Cultural Arts	2023	Property on 188th near HWY 99	N	0	200	0	0	350	0	550
<p>Development of 1-acre mini park on upland portion of City-owned storm drainage mitigation area to serve the adjacent neighborhood.</p> <p>Provide a mini park with play equipment, trails and landscaping in an underserved neighborhood.</p> <p>Consistent with goals and objectives stated in Parks and Recreation Element of the Lynnwood Comprehensive Plan that provide improvements to promote public safety, security, accessibility, and respond to community needs for active recreation opportunities.</p> <p>Increase level of service for underserved neighborhood and to maintain 3.5-acres/1000.</p>												
Deferred Park Maintenance & Capital Renewal	PK2000034 A	Parks, Recreation &	2000	City wide	P*	300	300	300	300	300	300	1,800

		Cultural Arts										
<p>Dedicated funding for renovation of park sites and playgrounds at existing City parks, to replace equipment and to meet ADA accessibility & safety standards for public playgrounds.</p> <p>General park conditions and existing equipment are reviewed and recommendations are made annually. Renovation is necessary to comply with safety standards, Americans with Disabilities Act and for repair and replacement of outdated play equipment. ADA requires all playgrounds over 20 years old be renovated for accessibility.</p> <p>Renovation of existing park facilities is a high priority of the Parks and Recreation Board. Consistent with goals and objectives stated in Parks and Recreation Element of the Lynnwood Comprehensive Plan that provide improvements to promote public safety, security, accessibility, and respond to community needs.</p> <p>Renovation of parks will improve level of service for users.</p> <p>Dedicated fund for necessary park renovation and repair and deferred maintenance.</p>												
Rowe Park Development	PK2001039 B	Parks, Recreation & Cultural Arts	2001	Rowe Park	P*	0	50	0	1,000	0	0	1,050

<p>Construction of a new 2.39-acre neighborhood park that will serve all ages and abilities. Master Plan completed in 2004 through public process, includes accessible recreation elements integrated throughout forested site, with a meandering series of accessible paths, a playground, outdoor exercise equipment, an informal play lawn, flower gardens, picnic areas and restrooms and parking.</p> <p>To provide a park that serves the neighborhood families, senior housing, a senior care facility and a church. The primary focus of development will be to provide a park that includes amenities that are accessible for users of all ages and abilities, including disabled individuals. Although all of Lynnwood 's parks strive to be accessible, Rowe Park will feature low impact exercise equipment, level walking trails and serene garden spaces, as well as active play equipment.</p> <p>This park is very important to the neighborhood and they have been anxiously looking forward to it since they participated in the master planning process in 2004. Consistent with goals and objectives stated in Parks and Recreation Element of the Lynnwood Comprehensive Plan that provide improvements to promote public safety, security, accessibility, and respond to community needs.</p> <p>Development would help meet the LOS for neighborhoods in the northwest quadrant of the city.</p> <p>Proposed WWRP grant in 2016, funding available in 2017. Master Plan was completed in 2008.</p>												
Scriber Lake Park Renovation, Phase II	PK2003046 C	Parks, Recreation & Cultural Arts	2003	Scriber Lake	N	250	300	500	500	500	0	2,050

<p>Phase II renovation will focus on improvements to the NE and SE corners of the park to improve access and expand parking. NE corner will include the 196th St SW entry and frontage improvements, entry signage and wayfinding elements. The sinking and worn trails will also be replaced, and security issues will be addressed by thinning/removing overgrown and invasive vegetation, opening up vistas within the park for surveillance.</p> <p>This project will improve primary entrances to the park. Currently the SW corner is the only vehicular entry and prone to illegal activities, and the NE corner is the primary pedestrian entrance. Improvements to these areas will serve to draw the public into the park, increase park use and discourage unwanted activities. This phase will develop both active and passive recreational activities per the 2005 Master Plan, which will increase the diversity of park users and create a safer more enjoyable environment for park users.</p> <p>Consistent with goals and objectives stated in Parks and Recreation Element of the Lynnwood Comprehensive Plan that provide improvements to promote public safety, security, accessibility, and respond to community needs.</p> <p>Consistent with goals and objectives stated in Parks and Recreation Element of the Lynnwood Comprehensive Plan that provide improvements to promote public safety, security, accessibility, and respond to community needs.</p> <p>Grants proposed in 2020. Phase III in 2023.</p>												
Scriber Lake Park Renovation, Phase III	PK2003046D	Parks, Recreation & Cultural Arts	2023	Scriber Lake	N	0	0	0	0	0	1,000	1,000

<p>Phase III renovation will address the NW corner of the park and crosswalk improvements at the intersections of 196th St. and Scriber Lake Road and 52nd Ave. Streetscape enhancements along 196th St from Scriber Lake Rd to the NW entrance will include sidewalk improvements and street tree planting. The NW corner of the park will include an inviting pedestrian entrance from 196th St and new community gathering and performance spaces, including the Community Glade, Forest Canopy Walk, Northwest Medicinal Garden, Native Plant Community Collection and the Drumlin Amphitheater/Outdoor Classroom, per the 2005 Master Plan. This phase will also enhance the 200th St. pedestrian/bicycle entrance.</p> <p>Crosswalk improvements at the intersections of 196th St. and Scriber Lake Road and 52nd Ave will provide pedestrians a safer access to the park with more visible crossings. Improvements to the overgrown and uninviting NW corner entrance will draw people into the park, increase park use and discourage unwanted uses. The 200th St entrance is an important connection to the Scriber Creek Trail and the Lynnwood Transit Center.</p> <p>Consistent with goals and objectives stated in Parks and Recreation Element of the Lynnwood Comprehensive Plan that provide improvements to promote public safety, security, accessibility, and respond to community needs for active recreation opportunities. Park improvements enhance level of service to park users.</p>												
Off-Leash Dog Area - Development	PK2004052 B	Parks, Recreation & Cultural Arts	2004	Olympic View Dr & homeview Dr	N	0	100	0	0	0	0	100

<p>Development of a .5 to 1 acre off-leash dog area in Lynnwood or the annexation area, to include a perimeter fencing, bag and disposal receptacles, surfacing, water access and signage. Neighborhood planning meetings would be scheduled.</p> <p>Local dog owners have expressed a need for an off-leash dog area in or near Lynnwood. The nearest off-leash dog park is in Mountlake Terrace. Consistent with goals and objectives stated in Parks and Recreation Element of the Lynnwood Comprehensive Plan that provide parks that respond to community's needs. There has been strong support for this project by Lynnwood residents.</p> <p>Park development raises the level of service to all park users.</p>												
Town Square Park Acquisition & Development	PK2005059 A	Parks, Recreation & Cultural Arts	2005	City Center	P*	6,000	0	1,000	0	0	5,000	12,000
<p>Acquisition of property for Town Square Park per the City Center Parks Master Plan, completed in 2007.</p> <p>Public parks and plazas are proposed as the City's initial investments in the City Center to attract private development. It is important to identify the locations, general size and nature of these spaces, and begin development prior to private investment in the City Center.</p> <p>Goals and objectives of Lynnwood Comprehensive Plan and Parks and Recreation Comprehensive Plan support park site acquisition and development to ensure that all city residents are well served.</p> <p>Town Square Park ranked # 1 to pursue in City Council Resolution 2014-15.</p> <p>Because characteristics and social patterns for City Center residents are expected to be different from the city as a whole, the LOS standard will be unique to the City Center. A parks level of service of 5 acres per 1000 population has been proposed.</p> <p>Funding sources to be determined. Possible funding sources include grants, LID's, mitigation fees, developer contributions, bonds.</p> <p>Proposed acquisition costs per 2005 City Center Projects Costs Assumptions:</p> <p>Town Square - \$7,800K</p>												

Recreation Center Refresh	PK20200101	Parks, Recreation & Cultural Arts	2017	Recreation Center	P*	0	0	150	0	100	0	250
<p>Replacement or installation of recreation toys and equipment such as playground update, aquatic toys and features, and other amenities for drop-in play.</p> <p>The renovated recreation center opens in 2011 with an average monthly usage of 45,000 visitors and a year-round, daily operation which causes natural wear and tear on equipment.</p> <p>Consistent with goals and objectives stated in Parks and Recreation Element of the Lynnwood Comprehensive Plan that provide improvements to promote public safety, security, accessibility, and respond to community needs for active recreation opportunities.</p>												
Off-Leash Dog Area Development	PK2004052B	Parks, Recreation & Cultural Arts	2004	Olympic View Dr & homeview Dr	N	0	0	500	0	250	0	750
Development of off-leash dog area east of HWY 99												
Doc Hageman Park Development, Phase I	PK2002041C	Parks, Recreation & Cultural Arts	2004	Dog Hageman park	P	0	20	1,000	0	0	0	1,020

<p>1st phase of development for this MUGA-serving, neighborhood park. This park site was acquired in the MUGA for future development of a neighborhood park.</p> <p>Consistent with goals and objectives stated in Parks and Recreation Element of the Lynnwood Comprehensive Plan that provide improvements to promote public safety, security, accessibility, and respond to community needs for active recreation opportunities.</p> <p>Increase level of service for underserved neighborhood and to maintain 3.5-acres/1000.</p>												
Lund's Gulch Open Space Preservation, Phase IV	200900116	Parks, Recreation & Cultural Arts	2009	Land's Gulch	P	145	0	500	0	0	0	645
<p>Future acquisition of 4.45-acre McCrary Property (164th St SW) and 4.76-acre McKinley property (Fisher Road) with Conservation Future's grants. Property acquisition in Lund's Gulch is to continue the City's preservation of this highly sensitive ecological area and protection of Lund's Gulch Creek. These sites are also strategic to future trail development in Lund's Gulch.</p> <p>Consistent with goals and objectives stated in Parks and Recreation Element of the Lynnwood Comprehensive Plan that provide improvements to promote public safety, security, accessibility, and respond to community needs for active recreation opportunities.</p> <p>Increase level of service for underserved neighborhood and to maintain 3.5-acres/1000.</p>												
Golf Course Safety Netting	PK20200102	Parks, Recreation & Cultural Arts	2019	Golf Course	F	2,500	0	0	0	5,000	0	7,500

Replacement of safety netting around Hole #13. Need to replace aged netting to prevent ball damage on private property. Consistent with goals and objectives stated in Parks and Recreation Element of the Lynnwood Comprehensive Plan that provide improvements to promote public safety, security, accessibility, and respond to community needs for active recreation opportunities.												
Recreation Center Phase II	BP2006023 B	Parks, Recreatio n & Cultural Arts	2006	Recreation Center	N	0	0	250	0	0	0	250
Design for Phase II expansion of the Recreation/Community Center planning, design, construction												
											Total	396211



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**Topic: Development and Business
Services Process Review and
Improvement Project****Staff Report**

- ☐ Public Hearing
- ☐ Work Session
- ☒ Other Business
- ☐ Information
- ☐ Miscellaneous

Staff Contact: David Kleitsch, Economic Development Director / Interim Community Development Director

Background

The City of Lynnwood has undertaken efficiency studies of various city departments. These efforts have included Administrative Services, Fire, Information Technologies, Municipal Courts, Police, and Public Works. These efforts support Council's directive to advance Budgeting for Outcomes and the goal to provide operational efficiencies.

In November 2017, Mayor Smith convened a team of department directors to address process improvements and customer service within Community Development. This team included the Executive Office, and department directors from Community Development, Economic Development, Public Works, Administrative Services, Information Technologies, Human Resources, and the South Snohomish County Regional Fire Authority.

In 2018, this effort was expanded to include the four functions collocated at Development & Business Services (DBS): Community Development; Economic Development; Public Works Development Engineering; and Fire Prevention. Two independent assessments were completed regarding the quality of customer service and the work culture at DBS. These reports identified the need for improvement. During 2018 DBS also conducted a visioning exercise and developed a mission statement.

In February 2019, work began in earnest on various activities to address DBS customer service and process improvements. At that time, a hiring freeze for DBS Departments was put in place. New hiring was deferred until completion of the efficiency study unless it was necessary to fill an essential position.

Strategica was selected in August 2019 to undertake the DBS Process Review and Improvement Project and the project was initiated in September 2019. The project is now complete. With the completion of the efficiency study and the significant increase in planning and development activity, the hiring of essential positions has been initiated.

A presentation to Council of Strategica's report was made on July 6, 2020.

Policy Considerations

Should Lynnwood continue on course to address the process improvements and customer service focus for Development & Business Services?

DBS process improvements and a customer service focus are fundamental to the Lynnwood Community Vision and the Lynnwood Strategic Plan 2018-2022. Specifically:

- The goals for DBS process improvements and customer service support the Community Vision for: a sustainable, vibrant community with engaged citizens and an accountable government; a welcoming city that builds a healthy and sustainable environment; and high quality, sustainable development, and design.
- Improving DBS serves to implement the Lynnwood Strategic Plan 2018-2022 by championing Priority 1, City Center and Lynnwood Link Light Rail; Priority 2, Financial Stability and Economic Success; and Priority 3, Operational and Organizational Excellence.

Strategica Study: DBS Process Review and Improvements Project

Strategica, Inc., has been contracted by Lynnwood to conduct an efficiency study on the organizational structure and processes for (DBS). The four City functions that are co-located at include:

- Community Development (Planning, Plan Review and Inspections, and Permitting)
- Economic Development
- Fire Prevention (South Snohomish County Regional Fire Authority)
- Public Works (Development Services for private development)

Strategica has evaluated and provided recommendations regarding DBS. The following components are included in the Process Review and Improvements Report:

- DBS Strategic Plan
- Organizational structure and staffing needs
- Future permitting process system
- Process improvements

Please refer to the Council agenda packets referenced below for background information.

- March 11, 2019: Presentation on Development & Business Services Process Improvements and Customer Service.
- September 3, 2019: Update on Development & Business Services Process Improvements and Customer Service
- February 18, 2020: Status Report on Development & Business Services Process Improvements and Customer Service.
- June 15, 2020. Update o Development & Business Services Process

Improvement and Customer Service Project Path to Completion

Briefing to Executive	February 24, 2020
Briefing to DBS Directors	Feb 24 / March 4, 2020
COVID-19 Delay	March 23 / June 8, 2020
Briefing to DBS Management Team	June 4, 2020
Briefing to Executive	June 8, 2020
Briefing to DBS All-Hands	June 12, 2020
Update to City Council	June 15, 2020
Briefing to Executive Leadership Team	June 23, 2020
Presentation to Council	July 6, 2020
Presentation to Planning Commission	July 9, 2020

Next Steps

The next step in this efficiency study will be implementation. Strategica's activities, findings and recommendations will inform the course of action. Staff will then bring specific actions to Council for consideration.

Attachments

1. Strategica Report



***City of Lynnwood
Development & Business Services***

***Process Review and
Improvement Project***

Final Report

June 19, 2020



Process Review and Improvement Project

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I. Executive Summary

The City of Lynnwood has undertaken an efficiency study for process and organization improvements at Development & Business Services (DBS). DBS consists of four independent departments:

- Community Development Department (Administration, Planning, Permitting and Inspections)
- Office of Economic Development (Economic Development and Tourism)
- Public Works (Development Engineering), and
- Fire Marshal's Office (South Snohomish County Fire)

This efficiency study has been undertaken in response to negative feedback regarding services provided at DBS.

Background

The City has been reviewing the organizational management structure of DBS, functional processes, and the customer service culture since 2017. This effort is a work in progress. To help expedite the process, the firm of Strategica, Inc. was retained in the summer of 2019 to evaluate the structure of DBS, formulate a new strategic plan, and improve the automated systems and processes of the various functions.

Lynnwood has a Community Vision, adopted by City Council in 2009 and reaffirmed in 2015, to be a regional model for a sustainable, vibrant community with engaged citizens and an accountable government. In 2018, a Strategic Plan covering the period of 2018 to 2022 was prepared to compile priorities, objectives and strategies deemed to be of the highest importance. The top priorities for 2018-2022 are:

Process Review and Improvement Project

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

The situation at DBS was seen as an impediment to achieving the Community Vision and implementing the Strategic Plan.

DBS Strategic Plan

While the City has a Community Vision and a Strategic Plan, DBS itself was operating without a strategic plan. Although the management and staff at DBS were operating with apparent strategic goals in mind, they were not articulated or necessarily aligned with the broader City vision. To address this situation, Strategica, Inc. first worked with DBS managers and then sought input from staff on documenting the strategic plan direction for DBS. Five DBS strategic goals evolved from this process:

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

The entire DBS Strategic Plan was documented on one page so that DBS staff can quickly instill a unified direction and incorporate these goals into their daily activities. These goals will be achieved and supported by specific strategies and tactics. The DBS Strategic Plan can be viewed in **Appendix A** and associated performance measures for tracking progress are found in **Appendix B**.

Organizational Structure

In the summer of 2019, the organizational structure of DBS reflected an organization in transition. Nearly a third of the staff positions were either filled in an interim status, vacant, on leave, or staff were working out of class. This was due to significant turnover during the first half of 2019.

The organizational structure was also characterized by hard siloes, whereby the various functions within DBS involved in the core processes of handling development, building permit applications and business services were placed in separate City departments with no overall management of the processes.

In addition, DBS had not evolved its portfolio of skills and expertise to reflect an increasingly mixed-use urban environment that included more complicated projects. This evolution will become more critical in the future as Lynnwood becomes integrated into the Sound Transit light rail system and transit-oriented development (i.e., more dense, mixed-use development, pedestrian oriented) comes on line. In addition, the structure of DBS lacked sufficient administrative support or management/technical support.

The recommended DBS organizational structure (shown in Appendix C) resolves these problems and achieves unified command over all DBS functions, especially core building permit processing. The new structure reflects the strategic goals of DBS and clearly shows where accountability for these goals is placed within the organization. The new structure strengthens functional areas critical to the future growth of Lynnwood, and addresses the issues of staff vacancies, interim appointments and staff working out-of-class. Finally, the new organization structure adds critically needed managerial and technical support positions. This new structure reflects a net addition of 7 positions to DBS.

Permitting Process System

The existing permitting process system, was originally installed 11 years ago. It has never been fully implemented and has been incorrectly used over the years by staff that was insufficiently trained. The

Process Review and Improvement Project

importance of a permit processing system to track the “life-cycle” of a permit is critical to organizational efficiency. The City should either re-install the system from scratch or evaluate and install a different software product through an open procurement process.

The most important feature in any future permitting process system is a workflow function that expedites and tracks planning cases, the processing of permit applications, business licenses and code enforcement cases. In addition, peripheral software applications such as electronic plan review, an online public portal, mobile inspection tools, geographic information system (GIS), and digital document storage should be part of the selected enterprise permitting system.

The most critical process at DBS is the processing of building permits given the volume of permits and fees involved. New processes should be implemented and facilitated by a new permitting system that features parallel reviews, workflow technology, digital plans and drawings, and automated tools for inspections.

Code Compliance Activities

The Community Vision and Strategic Plan speak to the quality and character of Lynnwood. Achieving these priorities can be supported through code enforcement. While DBS does a good job of achieving compliance for most cases, there needs to be new procedural and legal tools for dealing with serious conditions such as derelict houses and junk cars. In addition, with 43% of the City’s housing stock consisting of rental units, Lynnwood needs to design and implement a program for ensuring that these housing units are safe, meet code and do not deviate or detract from community standards.

Achieving Planning and Policy Outcomes

In the effort for efficient processing of building permits, effective planning and economic development functions may be overshadowed. There is a big difference between efficiently processing applications and achieving the goals and policies of the Community Vision and the Strategic Plan. While tracking

Process Review and Improvement Project

desired outcomes to be achieved through policies and development agreements is essential, specific performance measures and efficiencies are not as easily identified as with permit processing. Achieving the successful implementation of plans, policies, and related projects, however, should be tracked in the permit process system to monitor and evaluate progress.

The following pages present the findings and recommendations for the Development and Business Services efficiency study prepared by Strategica, Inc.

II. What Work Was Done

This project was begun in August 2019 as the result of changes at Development & Business Services (DBS). DBS had acquired a negative reputation in the business and development community for heavy-handed regulation, slow turnaround times and unhelpful customer service. In February 2019, staff turnover at DBS provided the opportunity to install new management, and mandate process improvements and organizational change. Several new hires were made at DBS in an effort to improve the level of customer service, make Lynnwood a friendlier place to do business while staying faithful to the Lynnwood Municipal Code, and fulfilling regulatory responsibilities. Lynnwood sought the advice of outside experts in organizational development, process improvement and permitting systems to make impactful changes at DBS. This report is the product of that effort. The recommendations contained herein will result in a more efficient, mission-driven organization that helps to fulfill the policy objectives of City leaders.

III. What should be the DBS Strategy?

A strategic plan is a plan for achieving impactful changes in an organization whether those changes be improved products, services, improved financial performance, policy goals realized, etc. All of these outcomes should result in achieving the mission of an organization. Strategies are different from tactics in that strategies have higher payoffs and bigger benefits that are directed at bigger problems or opportunities. Tactics, in contrast, are designed to achieve specific strategies and are more immediate in time. All organizations have a strategic plan whether it's explicit and written down or is just a general, unspoken understanding of what needs to be done to achieve the mission. It is easier to communicate and track performance of a well thought out and documented strategic plan, which is what Strategica, Inc. was asked to do at DBS.

The future strategy of DBS will be driven by attention to building a positive culture for staff and applicants; building new and enhanced permitting systems, processes and codes; build up skills and staffing to respond to address future growth patterns in Lynnwood; and attracting new development and business partners

What was the existing strategy at DBS?

DBS did not have a documented strategic plan in August 2019 when Strategica, Inc. started this project. In 2018, initial efforts were made by DBS staff to document a strategy. Some goals were documented for each operating unit within DBS but no strategies or tactical-level actions were defined.

A DBS mission statement dating from 2018 was documented by Community Development in the City budget:

"We strive to ensure our City is the safest, most livable and sustainable community in the region"

Process Review and Improvement Project

This mission statement is limited in perspective and does not embrace a future for process improvements and customer service through proactive change.

The City itself does have a strategic plan that has been in place since 2018 which includes several vision statements and strategic priorities that involve DBS. These statements and priorities are incorporated into the DBS strategic plan that was created as part of this project.

Performance measures and targets to achieve the 2018 DBS mission statement are included in the biennial City budget but are not monitored on an ongoing basis. These measures and targets are separated by DBS departments. In addition, very little data is available for effective monitoring and management of DBS processes and outcomes. The current permit processing system is not configured to easily and consistently generate this data and cannot generate reliable management information for monitoring performance and mission achievement. These factors prevent regular assessments of efficiencies and effectiveness.

What problems or opportunities were identified for DBS that a strategic plan would address?

Based on interviews with DBS staff, City officials, and members of the development and business community, Strategica, Inc. identified several key issues that should be addressed by a strategic plan and the other components of this Process Review and Improvement Project. Key issues and opportunities requiring a strategic-level response included:

- An outdated, error-prone, user unfriendly permitting system that had not been properly configured when originally installed in 2012, had never been fully implemented and put into production, and in which the DBS staff had lost confidence.
- A longstanding reputation of DBS for poor customer service, long turnaround times for permits, non-responsiveness and heavy-handed regulation, which had become a hindrance to attracting new investment into the City.

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- Although the City had begun a well-received organizational revamp at DBS that included hiring new managers, transitioning from the less helpful managers and staff, and changing attitudes and customer service standards, there remained vacant positions, staff working out of class, and managers in interim appointments that needed to be addressed. In addition, the City has been undergoing significant redevelopment and is poised to be further transformed by the impending arrival of Sound Transit light rail. DBS does not have all the technical or professional expertise to handle this change. Outdated zoning designations, land use codes, development standards, and code enforcement do not match the emerging development that is occurring.

What is going to be the DBS strategic response to these problems and opportunities?

DBS managers met in December 2019 and developed a strategic plan that incorporated these five strategic goals:

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

From these goals, specific strategies were defined to drive implementation of the goals. DBS staff were given an opportunity to review the draft plan and suggest enhancements prior to adoption of the DBS strategic plan. The full plan can be viewed in **Appendix A**. It is a focused one-page document identifying the most important DBS goals and strategies.

How will DBS know if the mission and strategic plan are realized?

DBS managers have adopted a roster of performance measures to monitor strategic implementation and operational efficiency. These measures include:

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Measures of efficiency such as turnaround times:

- Response time to customer calls and email inquiries
- Plan review and inspection turnaround times
- Code enforcement case resolution time

Outcome measures such as:

- Permit applicant satisfaction index (an existing measure)
- Percent of City area covered by improved design guidelines
- Value of construction and public infrastructure in designated development zones

The entire roster of performance measures can be viewed in **Appendix B**

Recommendation III.1 – Continue to implement the new strategic plan (**Appendix A**) by making it part of managerial goal setting and performance review criteria, ongoing DBS managerial meetings, reporting to City Council and the Mayor, and monthly DBS All-Hands meetings.

Recommendation III.2 – Initiate the daily, monthly, semi-annual and annual monitoring of DBS performance using the measures in **Appendix B**. Ensure that configuration of a new permitting system include reporting tools and queries that generate regular, periodic data to populate the measures. Use the measures as part of managerial goal setting and performance review criteria.

IV. How should DBS be organized and how many staff will be needed in the future?

In this section, the structure of DBS is examined, recommendations to streamline and focus the structure are offered and, using data-driven empirical models, we identify how many staff will be needed in the future to accomplish the goals and work of DBS.

The structure of any organization is a key tool to achieving the organization's mission. In this light, the organizational structure should be thought of in the same way as the permit process systems, policies, work processes, strategies, and the staff; all of these are tools or enablers for mission achievement. A well-designed structure should clearly delineate accountability for the organization's strategic goals, facilitate easy communication between staff, and facilitate efficient work processes and transfers of information.

In this section, we examine the structure of DBS, offer recommendations to streamline and focus the structure and, using data-driven, empirical models, we identify how many staff will be needed in the future to accomplish the goals and work of DBS.

What is the Current Structure of DBS?

The current structure of DBS is consistent with an organization that has been undergoing rapid and significant changes and turnover. Several long-term staff transitioned out of DBS in early 2019 leading to several vacancies, unfilled management positions, interim appointments and managers and staff working out of class. In addition, DBS is not a unified City department with unified command over all the staff, processes, and policies. Rather, it is modeled more like an agency with separate departments responsible for various functions. Specifically, as of November 2019:

The DBS management structure reflects significant recent turnover, a high percentage of unfilled positions and interim appointments, and a lack of unified command. Although the current management is working hard to rectify these problems, the City should adopt a sweeping reorganization and staff right-sizing.

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- 28% of the organization had been impacted by turnover.
- Of 6 mid-management positions at DBS; 2 were vacant, 1 was filled on an interim basis and 3 were filled permanently. Management vacancies still exist for the Permit Counter (the main point of contact with the public) and the Planning unit (which is filled on an interim basis).
- Of 36 total positions in DBS, 10 were vacant, serving as interim status, or on leave. There have been some new hires since April 2019.
- The DBS structure is characterized by siloes and the apparent chief executive of DBS, who leads Community Development and Economic Development, does not have direct managerial control over certain parts of the organization. The Public Works staff (that review private infrastructure development permits) and the Fire Prevention staff (that review fire building permit applications) report to outside entities: the Public Works Department, and the South Snohomish County Fire and Rescue Regional Fire Authority, respectively. Thus, there is no unity of command within DBS. Proposals for bringing the private development review function of Public Works under the control of DBS are being discussed. However, the Interlocal Agreement between the City and the Fire Authority memorializes this dis-unity of command for fire prevention services.
- All DBS staff except for 1 are engaged in line activities (i.e., involved directly with core DBS functions). There are only two management or admin support positions and one of those was on leave until recently. The other admin support position reports to the Fire Authority.
- Until recently, technical specialties in the planning unit reflected a suburban built environment rather than an urban built environment (e.g., high densities, multi-modal transportation, more complex design and construction techniques that are typically associated with transit oriented development or TOD).
- Staff resources are primarily focused on plan review and inspection; with limited resources provided to planning, policy, economic development, and business support services.

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- The structure features narrow spans of control (ratio of subordinates to manager) throughout DBS except at the Permit Center where it is 1:5; elsewhere it is 1:4 or less.
- There is currently no structure or staffing at DBS that analyzes the financial, budgetary or management operations or permit systems of the agency and assists top management. Consequently, these crucial tasks are done inconsistently.

What are the Current Staffing Levels at DBS?

Current staffing levels for all departments that comprise DBS were established in the City's 2019-2020 Adopted Biennial Budget at 36 funded positions, no change from 2018. No empirically or data-based staffing model was in use for determining optimal staff levels based on workloads, performance or policy goals. The use of overtime is minimal within DBS although, as mentioned before, several funded positions have been vacant for quite some time. As an example of the amount of turnover experienced within DBS, 20 different people (not positions) worked on permit review and inspection functions (including Public Works and Fire Authority) during the 2019 calendar year, however, as of February 2020, only 13 of those remain with DBS.

Strategica developed a workload and staffing forecast model that looked at historical workloads, how staff spend their time, and forecasted population growth to determine optimal staffing levels. In the future, as a new permitting system is configured and put into production, there should be sufficient performance data (specifically permit and inspection turnaround times) to refine this model to accurately forecast staffing needs in DBS in the future.

The proposed structure for DBS eliminates siloes, focuses accountability for strategic goals, consolidates managerial control over all DBS functions and critical processes, adds technical and managerial support positions and adds skill sets that will be necessary to address future development trends in Lynnwood.

Recommendation IV.1 – Implement a new organizational structure that will have the following features:

- Unity of command for all DBS functions (including those handled by Public Works and the Fire Authority),

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- Pinpoint accurate accountability for the strategic goals embedded in the recommended strategic plan,
- Reasonable spans of control
- Elimination of the hard siloes that currently exist in DBS,
- Sufficient staffing of the right type and expertise to guide the community planning (i.e., long term) efforts of the City,
- Sufficient admin support for line staff and management,
- Unified, seamless, consolidated and close-up oversight of the key work processes at DBS (e.g., application intake to Certificate of Occupancy and everything that happens in-between),
- Sufficient staffing to address planning, policy, economic development, and business development services.
- Permanent appointments for the current management positions filled on an interim basis,
- A strengthened and expanded code enforcement function, and
- Two positions dedicated to management, financial and budget analysis and permit system applications support for DBS.

This recommended structure is shown in **Appendix C**. Specific implementing actions include:

- 1) Create new positions and hire for:
 - a) Planning Technician (needs new classification as well)
 - b) Management analyst
 - c) Applications Analyst

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- d) Deputy Director, Permitting Services (designate this person as Building Official)
 - e) Two Combo Plans Reviewer/Inspector
 - f) Two admin assistant or Sr. Finance Spec positions
 - g) One Business Development Manager
- 2) Reclassify/Rename positions:
- a) Rename Building Official to Deputy Director, Permitting Services
 - b) Rename Planning Manager to Community Planning Manager
 - c) Rename Economic Development Director to Economic Development Manager
 - d) Reclassify one existing permit tech position as an Administrative Assistant
- 3) Fill currently budgeted positions for:
- a) Permit Counter Supervisor
 - b) Senior Planner (w/ 50% Transportation Focus)
 - c) One code enforcement officer
- 4) Eliminate positions:
- a) Existing vacant Assistant Building Official (funding used for new Deputy Director, Permitting Services)
 - b) Existing contract inspector (use funds for a permanent position)
- 5) Transfer supervisory responsibility to the Deputy Director, Permitting Services:
- a) Private development public works (renamed Development Engineering). This should be facilitated by executing an Inter-Departmental Agreement between Public Works and

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DBS. The Public Works Director has prepared a draft agreement that serves as a good model.

- b) Fire Marshall permitting staff. This should be facilitated by amending the existing Interlocal Agreement, Exhibit A, Section I.A so that the Director of DBS as delegated by the City will “Direct the management and supervision of personnel performing the Services” provided by the Fire Authority.
- c) Explore co-locating DBS with other city departments to achieve organizational adjacencies and efficiencies.

Recommendation IV.2 – Based on the strategic and policy needs of the City and DBS and the results obtained from the Workload and Staffing Forecasting Model, right size the staffing level of DBS by creating and filling a net of 7 new positions within DBS as follows:

- 1) Create positions and hire for:
 - a) Planning Technician (needs new classification as well)
 - b) Management analyst
 - c) Applications Analyst
 - d) Deputy Director, Permitting Services (option to designate this person the Building Official)
 - e) Two Combo Plans Reviewer/Inspector
 - f) Two admin assistant or Senior Finance Spec positions
 - g) Business Development Manager
- 2) Eliminate two existing positions:

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- a) Existing vacant Assistant Building Official (funding used for new Deputy Director, Permitting Services)
- b) Existing contract inspector (use funds for a permanent position)

Recommendation IV.3 – Analyze the staffing needs of DBS in the future using the Workload and Staffing Forecasting tool developed by Strategica. This model (an Excel-based tool) was provided to DBS staff in March 2020. The model should be updated annually with the population growth projections for the City.

The model calculates workloads and staffing requirements for the permit review and inspection and permit counter areas based on those population projections. In future years, time-based performance data from the new permitting system should be analyzed to calculate permitting turnaround times (based on the recommended performance measures from this report). The Workload and Staffing model can be modified so that the difference between current and targeted turnaround times can be programmed into the model and staffing needs can be calculated to close the gap (if any) between those current and targeted performance levels. The City may need to contract with a consultant to re-program the model for those purposes.

Staffing needs for planning, policy, economic development, and business development are not easily measured by a data-driven workload and staffing forecast tool. These functions serve to attain outcomes and benchmarks that achieve the community vision and strategic goals. The regular assessment of outcomes and benchmarks related to the community vision and strategic goals will track progress and serve to determine the resources required.

V. What should be the future permit software system of DBS?

This chapter covers the permit process systems of DBS. The permit process system is the backbone of the organization that should track all activity and transactions from over-the-counter permits to long range community planning products that are implemented over years. In addition, this chapter discusses key peripheral applications. Topics covered include:

- Status of the current system and what to do about it
- Secure, On-line Public Portal
- Automated Review Routing and Electronic Plan Review
- Mobile Field Inspection Applications
- Digital Document Storage
- Geographic Information Systems (GIS)
- Network Infrastructure

The existing enterprise permitting system, the EnerGov system, was originally installed 11 years ago and has never been fully implemented and has been misused over the years by under-trained staff. The City should either re-install EnerGov from scratch or install a different software product through an open procurement process.

What is the Status of the Current Enterprise Permitting System Used at DBS?

The City has been using the EnerGov permit management system from Tyler Technologies for eleven years. EnerGov was originally installed to replace Accela PERMITS Plus, a legacy system that was no longer supported by the vendor. EnerGov is a server-based product hosted at the City Hall data center and managed by the City's Information Technology Department.

The EnerGov installation does not serve the needs of DBS. The following reasons lead to this conclusion:

- Staff who implemented EnerGov are no longer with the City and much of the background rationale and information about configuration decisions and design have been lost through staff changes over the years.

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- Some application types were never implemented (such as Development Agreements); and others have not been fully configured. For example, the workflow feature, a crucial element of a functional permitting system, has never been fully configured or put into production mode. For practical purposes, the EnerGov system is mostly functioning as a card file and word processor to generate and archive permits.
- Some design elements retained from PERMITS Plus impose extra work on DBS staff. For example, Building Permits must be entered as an EnerGov “plan” application type, after which separate “permit” cases (e.g., a building permit) are created for issuance and inspection. This situation is complex, confusing, and inefficient.
- Training on EnerGov for DBS staff has been inconsistent and incomplete, especially for new hires.
- City IT provides one staff person to support EnerGov via a system of support tickets submitted to IT to request changes and address issues with the software. DBS staff report that response times from City IT on many issues is slow and the backlog of tickets is approximately 300 items. A ticket list this extensive is more typical of a system in the first year or two of implementation, not a mature installation.
- DBS staff and IT efforts to reconfigure and improve EnerGov were hobbled a year ago, when a key DBS staffer left temporarily on extended leave.
- There is a deep lack of trust of EnerGov among DBS staff, given the lack of training, periodic software crashes, slow performance, gaps in functionality, and backlog of support issues.
- Historical data is severely corrupted due to null records, forced transactions, and general misuse of the system.

Recommendation V.1 - The City should scrap the existing EnerGov permitting process system configuration and either rebuild the EnerGov system (including permit, license, land use application and code enforcement configuration as a new installation to incorporate more complete and efficient processes needed by DBS in today’s business

environment), **OR** the City should replace the existing EnerGov system with a new permit system that can provide the required functionality. The choice to rebuild or replace should be based on evaluation of proposals and demos from vendors under Request For Proposal (RFP) 3178, currently in procurement. The design of application types, workflow processes, fees, forms, and other system configuration elements should follow the structured requirements outline in **Appendix E**. The City should retain change management or configuration services familiar with the selected software to install and configure the software to match the structured requirements shown in **Appendix E**, and to train DBS staff on proper use of the software. The DBS application support position will assist in this process and the on-going use of the system.

Peripheral applications that should support the permitting process system are discussed below.

Secure, On-line Public Portal

A permit system that provides a secure, on-line, public portal, available 24/7 will provide customers with access for submitting applications, checking status, paying fees, uploading and downloading documents, printing permit forms, scheduling inspections, and other tasks. An effective, self-service portal also substantially reduces staff time needed to process applications, compared to interacting with customers at the permit counter on many applications.

EnerGov includes a Customer Self-Service (CSS) on-line portal capability and can be configured to accommodate any permit, license or plan application. The City has configured and made available on CSS several simple application types that don't require plan submittal and review. Recently, however, the ability to submit applications via this portal was suspended on CSS because:

- Applicants became confused and chose the wrong application type at the start, requiring DBS staff to manually back out erroneous applications and refund fees.

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- Applicants sometimes created duplicate contact records for contractors, electricians, plumbers, and other licensed trades people who were already in the system, again requiring DBS staff to manually clean up contact records.

CSS continues to allow customers to check application status, pay fees, and schedule inspections.

Recommendation V.2 - The future enterprise permitting system should include a secure, on-line public portal that allows customers to perform all required tasks associated with the entire lifetime of an application, from beginning of an application through final approval, as described in RFP 3178 and as shown in scripts for vendor demos (see **Appendix D**). Particularly important for achieving the City's goal of going paperless, is the ability to upload/download digital plans and other documents for projects of any size, via the portal, instead of submitting paper plans and documents. Accommodations should also be made for "mom and pop" applicants, who have no ability to create digital plans. This may be achieved by providing a PC kiosk at DBS and scanning small paper plans for a nominal fee.

Automated Review Routing and Electronic Plan Review

Virtually all applications for permits, business licenses, and land use approvals, plus certain code enforcement cases, require routing plans, drawings or other submitted documents to one or more departments within the city, and occasionally to outside agencies, such as Snohomish PUD, Alderwood Water, and the Snohomish County Health Department. The only exception is certain minor "over-the-counter" permits (e.g., certain plumbing permits) that don't require plan submittal.

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EnerGov supports automating the routing of plans and documents to reviewing personnel (a concept known as workflow) but it has been only partially implemented. As a result, most staff continue to use their own tracking spreadsheets, paper logs sheets, and clipboards to track which reviews are required, who has signed off, and when a permit is ready to issue. These paper logs, clipboards and spreadsheets defeat a key purpose of using a permitting process system, which is to expedite the flow of documents, facilitate faster turnaround times, and keeping applications from falling through the cracks.

After tracking reviews with external spreadsheets, Microsoft Word documents, and paper logs, DBS staff update the application status after the fact in EnerGov. These workarounds slow the issuance process, consume large amounts of staff time shuffling paper in a sequential review process, and result in a highly siloed environment separating departments. More efficient parallel (i.e., simultaneous) review of plans by multiple departments is rendered impossible because paper plans are available to only one reviewer at any given time.

DBS recently installed Bluebeam, an electronic plan review application that allows reviewers to examine and mark up plans and drawings without resorting to paper documents. EnerGov supports interaction with Bluebeam electronic plan review software, but only a few reviewers perform reviews in Bluebeam. Such digital plans are received as email attachments and manually loaded as documents into EnerGov. Most plan review is still done on paper plan sets. This process is inefficient and does not take full advantage of electronic permitting capabilities. While a few DBS staff are proficient in using Bluebeam from previous jobs, most staff have received little or no training in Bluebeam.

The most important feature in any future enterprise permitting system is a workflow function that expedites and tracks the processing of permit applications, planning cases, business licenses and some code enforcement cases.

Recommendation V.3 – Ensure that the future permitting process system supports automated notification, review routing, and electronic plan review as required in RFP 3178 and demonstrated per the scripts for vendor demos (see **Appendix D**). The system should be configured to include standard automated routings and plan review steps (Workflow) that allow

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multiple departments and reviewers to simultaneously review and mark up plans and other digital documents submitted through the portal. The system should allow:

- adding and deleting routing steps as needed to handle unusual review situations.
- automated consolidation of markups, comments, corrections, and notes into a single correction or comment letter or memo to be sent electronically via the portal to contacts associated with the application.
- each reviewer to apply and “burn in” digital approval stamps and other notations to appropriate pages in the electronic plans and documents.
- applicants to download marked-up and approved versions of digital plans and documents through the portal.
- applicants to upload requested corrected plans and other submittals at the correct stage of the review process.
- insertion and/or replacement of single PDF plan pages into multipage plan sets.

DBS staff need to be thoroughly trained in working with automated review routing and whichever electronic plan review software is selected.

Mobile Field Inspection Applications

Providing connected software for inspectors to do their work in the field is essential to the success of the future permitting process system. The City currently uses EnerGov IG Connect field inspection software on Apple iPads. Inspection requests from applicants and contractors are made on the CSS portal or in the main EnerGov program, after which they are assigned and downloaded each day to each inspector’s iPad. Inspectors can pull up a given inspection request, note corrections, approve or fail an inspection, capture digital signatures of the inspector and recipient of the inspection, and send an automated email with inspection results to the contractor and other contacts in minutes from the field.

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This reduces the amount of office work an inspector must do at the end of the day and customers appreciate getting inspection results quickly.

Some inspectors have had the following issues with IG Connect:

- At locations with poor or no cell service, inspectors cannot complete inspections. When cell service is available, previously unrecorded results may not be updated correctly in the main database.
- Contractors often request additional inspections while meeting with an inspector at the job site, but inspectors cannot add new inspections in the field, on top of those previously scheduled for the day.

Recommendation V.4 – Ensure that the mobile field inspection component of the future enterprise permitting system replicates capabilities used by DBS inspectors today and include capabilities as required in RFP 3178 and demonstrated per the scripts for vendor demos (see **Appendix D**). In particular, the future system should include two important capabilities to remedy issues with the existing system:

- Ability to work reliably and update accurately in areas with poor or no cell service, by automatically storing results and updating the back-end database when a cell connection is available.
- Ability to add new inspections while out in the field.

Digital Document Storage

DBS staff create, access, file, and store thousands of pages of plans, specs, reports, memos, and other documents while processing applications and permits. Most large-format plan drawings are still handled in paper form during the review process, with plan storage on shelves and in bins or file cabinets. After finalizing a permit, one set of approved plans is boxed with other plans and sent to

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records management at City Hall for scanning, indexing, and archiving on the Application Xtender document management system. Reports, memos, spreadsheets, and other small-format Microsoft Office documents created during application processing are stored by individuals who have to remember to manually upload files to department network share drives and/or local hard drives.

This fragmented storage of both large- and small-format documents requires additional staff time to handle paper, risks loss of key documents stored in department network share drives, and risks losing track of documents stored on local hard drives.

Archiving only a portion of a file's documents on Application Xtender requires the additional cost and time to scan paper and could make potentially important documents unavailable in the future.

Recommendation V.5 – The future permitting process should support cloud-based document storage capabilities associated with all permit and application types as required in RFP 3178 and demonstrated per the scripts for vendor demos (see **Appendix D**). The future system should facilitate easy saving of all large- and small-format documents from within an application workflow, instead of saving to a network shared or local hard drives. This will encourage saving critical documents in this centralized location. Records Management may choose to selectively download certain digital documents to Application Xtender for public records requests **OR** members of the public conducting record searches for permit information could access permit information directly from the future enterprise permitting system via the on-line portal or other portal user interface.

Geographic Information Systems (GIS)

Considerable GIS technology and data layers are potentially available to DBS staff, through extensive existing ESRI licenses of both ArcGIS Pro desktop and ArcGIS Online. Details are included in **Appendix E**. Planning staff are the primary users of GIS data and use GIS to review locations associated with Planning

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applications, produce vicinity maps, and generate lists for mailing labels for public notices. Despite the wealth of available GIS software and data, DBS staff utilization of GIS is extremely low. It has been hampered for months by periodic crashes loading ArcGIS Pro on HP laptops recently acquired for Planning staff. Recent investigations suggest a time-out problem with a legacy ArcSDE server and not the laptops themselves. GIS is supported by only one individual in IT.

Recommendation V.6 – The future permitting process system should support GIS capabilities associated with all permit, license, and application types and code enforcement as required in RFP 3178 and demonstrated per the scripts for vendor demos (see **Appendix D**). These capabilities should include:

- generating mailing labels, hearing notice postcards, and lists of properties within a certain radius of a land use application.
- Creating ad hoc polygon boundaries of multiple parcels (and fragments of parcels) associated with complex projects. This would allow identifying permits, land-use applications and their requirements related to complex project boundaries by clicking and drilling down from a map.
- Providing public access to up-to-date GIS data in a “What’s in my Neighborhood?” portal page.

Network Infrastructure

The City's network infrastructure is vital for any future permitting process system to function in a fast, reliable manner. This network infrastructure currently includes:

- One gigabit/sec (GB) fiber connects all buildings across the city.
- Each workstation is equipped with a 1GB network interface card; each network closet has a new Cisco Meraki GB switch.

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- Wave Communications currently provides a 1GB internet connection with a secondary internet connection through Frontier Communications at City Hall. IT is transitioning that Frontier service to a second discreet WAVE internet service, allowing a transition to the backup internet without changing external IP addresses. That project is scheduled to be completed by late spring.
- A single Cisco model 4150 core network switch at City Hall has become a bottleneck for network traffic with the addition of additional security and traffic cameras, VOIP traffic, and other hardware requiring substantial bandwidth. This has resulted in complaints from DBS staff about slow network response using EnerGov and dropped calls on the agency phone system.
- Two new Cisco model 9500 core switches with substantially increased capacity are scheduled for installation when the hardware arrives from the manufacturer (in China).
- The change from the internally-hosted EnerGov system to a potential cloud-based system will increase demands for bandwidth, especially for electronic plan documents retrieved from cloud-based storage.

Recommendation V.7 – The City’s IT Department should constantly monitor network traffic and bandwidth demand from the new permitting process system, set automatic notifications to IT staff when issues occur, and quickly make repairs and adjustments at the core switches and other hardware to maintain bandwidth for DBS. In the event that a cloud-based permitting system is chosen, network performance recommendations from the software vendor should be provided and maintained for all DBS users

VI. How should work processes be improved?

This chapter discusses the key work processes of DBS and ways to make these processes more efficient, reduce turnaround times, achieve better outcomes and realize the strategic goals of DBS that address work processes. The chapter covers these processes:

- End-to-end permit intake, routing, review, inspection and finalizing
- Paperless Parallel Processing with Electronic Plan Review
- Field Inspection Hardware/Software
- Development Agreements
- Land-Use Application Processing
- Long-Range Planning
- Business Licensing
- Code enforcement for derelict houses
- Code enforcement for junk vehicles
- Rental unit registration and inspection

End-to-end Integration of Permit intake, routing, review, inspection and finalizing

DBS should provide for “life-cycle” review of permit applications from initial intake, through application review, final approvals, and archiving. End-to-end processing integration should encompass everything from customers being able to submit any type of application using a self-service on-line portal, through automated routing to staff who need to review, comment, and approve, to public hearings where required, to issuance of the permit or approval back to the applicant via the portal, to scheduling and managing inspections and final approvals in the field. Integration should also document projects approvals that arise through development agreements and impact fee requirements. Such integration should help to remedy the currently siloed, sequential series of largely manual workflows in DBS, supplemented by manually updated spreadsheets, Word documents, and

The most critical process is the processing of building permits given the volume of permits and fees involved. New processes should be implemented, facilitated by a new permitting system that feature parallel reviews, workflow technology, and using digital plans and drawings, and automated tools for inspections.

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paper log sheets, with the permit system serving as little more than an electronic “card file” system to record a few key dates and actions after the fact.

Partial, incomplete efforts have been made to achieve end-to-end integration in EnerGov, using the EnerGov Customer Self-Service (CSS) public portal for application submittal on the front end and IG Connect field inspections at the end of the process. Application submittal using CSS has been postponed due to applicant confusion in choosing the correct application type and creation of duplicate contact records. IG Connect functions moderately well, except when cell service is poor or non-existent.

Recommendation VI.1 – In considering an RFP for a future permitting process system, the City should look for the best end-to-end integration suite of tools offered by a vendor. Where a vendor’s solution incorporates some third-party products and services (such as electronic plan review, report writers, GIS, field inspection software, cashiering, etc.) that link with a vendor’s main system, seamless integration is particularly important. One example to consider is how well a third-party electronic plan review application integrates with a) the on-line portal to send and receive digital drawing files, b) automated creation and sending of correction notices, and c) storage of digital documents related to the permit or land-use application.

Paperless Parallel Processing with Electronic Plan Review

In order to speed up reviews, all types of permits, licenses, and applications that require reviews by multiple agencies and staff should be reviewed in parallel, allowing multiple reviewers to perform their review tasks simultaneously. However, the current process features each reviewer looking at paper plans and drawings before handing them on to the next reviewer. Using paper makes it impossible to achieve parallel reviews which are much quicker and efficient. Instead of marking up paper, modern electronic plan review software allows all staff to access the same set of digital plans and other documents to add digital markups, corrections, notes, and stamps. A modern system should also expedite issuance of correction letters and incorporating updated plans and drawings.

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In addition to building permits, all planning and land-use applications should use this technology to review digital plans, consultant reports, staff reports, hearing decisions, and other documents. Furthermore, it is imperative that all DBS staff in Building, Planning, FMO, Public Works, Business Licensing, Economic Development, and Code Enforcement have thorough training to become as proficient in the use of the electronic plan review software as they are with Microsoft Word and email.

Recommendation VI.2 – Make sure that the following key functionality is integrated with the future permitting process system, to facilitate parallel, paperless processing:

1. Self-service on-line portal to allow applications to be filed along with managing the submittal of digital plans and documents
2. Automated routing for staff review to keep the review process moving
3. Electronic plan review app to allow simultaneous review and mark-up of digital plans
4. Markups and corrections noted on the digital plans should automatically flow into correction letters that are automatically emailed to the applicant
5. The system should send an automated correction letter to the applicant and allow the applicant to retrieve the marked-up plans through the on-line portal. The applicant should resubmit, via the portal, only the pages from the plan set that have been corrected, and the system should facilitate inserting the corrected pages into the full plan set for the next round of plan review. The system should automatically assign a version number to plans used in each round of plan review

Field Inspection Hardware/Software

Virtually all types of permits, licenses, land-use applications, and code enforcement require field inspections to verify compliance with codes and conditions of approval as a project is built out or violations are resolved. Inspections prescribed by approval of a permit or land-use application are

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typically requested by contractors and applicants using the on-line public portal. Ad hoc inspections may be performed at any time by staff to check on-going compliance.

Speedy posting of complete, accurate inspection results immediately from the field benefits contractors by alerting them to required corrections and allowing work to move ahead quickly when each stage of inspection is approved. Inspectors also benefit by completing each inspection at the job site, with little or no follow-up or paperwork to be done at the end of the day.

Recommendation VI.3 – Acquire, install and implement a field inspection application and associated hardware that is compatible with the future permitting process system. Field inspection hardware should be compatible with the Cisco Meraki Mobile Device Management (MDM) standard adopted by IT. The field inspection software should accommodate a range of inspection tasks across the six main groups of the DBS organization: Building, Fire Marshal, Public Works, Planning applications, Business Licensing, and Code Enforcement. The system should be able to schedule prescribed inspections for Building, Fire, Planning and Public Works, plus ad hoc inspections not requested by the applicant for all groups.

Development Agreements

DBS Economic Development staff pursue policies and projects that address the vision and strategic goals of the community. Development Agreements are negotiated agreements between the City and a developer to clarify both the scope and timing of new development and to provide a consolidated approval framework for large projects. No fees are collected by the City, under the assumption that increased tax revenue from the development will more than offset the lost permit revenue.

Development Agreements (DAs) are currently done manually, on paper and with Microsoft Word and Excel, with no data entered in EnerGov and no system workflow to assist processing. The final negotiated Development Agreement is recorded on the subject property with the Snohomish County

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Auditor's Office. This memorializes the agreed-upon duties and responsibilities of both parties and is intended to transfer the requirements to new owners in the event the property is sold.

DAs may interact with other land-use approvals over wide areas of the project for years or decades to come. It is imperative that they be tracked in the future permitting system so their provisions may be easily accessed during future application review. Staff do not consistently monitor long-term compliance with the provisions of individual Development Agreements but should do so in the future using timed reminders programmed in the permitting system.

Development Agreements often span multiple parcels and encompass multiple street addresses; they should be mapped in GIS so staff can locate and drill down into the provisions from a map, even if addresses and parcel boundaries change in the future.

Recommendation VI.4 – Tracking Development Agreements would enable identification and tracking of outcomes achieved. The following should be included as an application type in the future permit processing system:

1. Include automated workflow with electronic plan review to speed up review and approval,
2. Include links to GIS (linked to polygonal geographical project extents) to map the potentially complex assemblage of parcels and addresses encompassed by the DA,
3. Incorporate on-line document storage to allow present and future staff full access to all documents (including the final recorded agreement) to track requirements and compliance during the lifetime of the DA, and
4. Include the ability to set alerts for site visits, conditions of approval with specific follow-up dates, and periodic inspections scheduled in the future system.

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Land-Use Application Processing

Requirements for processing land-use applications, holding hearings, and issuing decisions are governed by the Lynnwood Municipal Code (LMC). The LMC sets forth six decision-making processes (note that the LMC no longer defines a “Process V” so that number is skipped in the following text):

- Process I – Public Hearing and decision by Hearing Examiner
- Process II – Administrative decisions appealed to the Hearing Examiner
- Process III – Administrative permits review process
- Process IV – Decision by City Council after Review by Planning Commission
- Process VI – Appeals of administrative decisions to the Hearing Examiner
- Process VII – Appeals of decisions by the Hearing Examiner to City Council

Noticing, hearing, and decision requirements in the LMC are slightly different from one decision-making process to another, complicating staff work in processing applications. For example, the hearing notice for a Process I (Hearing Examiner) application must be sent at least 20 days prior to the hearing, but the Notice of Impending Decision for a Process III (administrative) application must be sent only 14 days before. Process I notices must be mailed to property owners within 300 feet, but Process III notices must be sent to 300-foot radius property owners and to occupants/tenants of multiple-tenant buildings and mobile home parks within the same radius as well.

Planning staff have identified potential changes to the LMC to create more common procedural requirements, while still preserving the existing tiers of review (Administrative, Hearing Examiner, Planning Commission, and City Council).

LMC 1.35.080 provides for process consolidation of two or more applications, where the applications would follow different processes if done separately. For example, a Short Plat is normally a Process III admin decision, but if a Variance is required (Process I – Hearing Examiner), the combined application would be heard by the Hearing Examiner.

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Efficiencies should be identified and implemented to improve the process for applicants and the community.

Recommendation VI.5 - Retain a code consultant to work with Planning staff on potential changes to the LMC. Strategica also recommends that the implementation of the future permitting system not be held up waiting for LMC code changes to be made. In our experience, code changes sometimes take much longer than originally anticipated and most modern permit software systems have configuration tools that allow changing workflow processes that may result from any likely code changes.

Recommendation VI.6 – Configure the future permitting system so that application combinations are entered as separate applications, grouped as a “project” in the system, with the higher-process application designated as the primary application.

Long-Range Planning

Planning functions in DBS include both “current planning” (review of land-use applications) and “long-range planning” (preparation and maintenance of area and neighborhood plans, critical areas, transportation planning, and other activities that are not site-specific). While most of the focus of the permit processing system is on applications handled in current planning, DBS should track long-range planning policies and projects in the permitting process system. Like permit applications, long-range planning policies and projects involve multiple reviewers, production of documents, scheduling of meetings and hearings, and occur within project boundaries (such as neighborhoods and critical areas) that can be delineated in GIS. Being able to view and drill down into a long-range planning projects on a map would enrich decision making and help avoid possible conflicts where future land-use applications and permits fall within that planning project boundary.

Often overshadowed by the rush to churn out building permits, effective long range planning can be the difference between just another anonymous suburb and a place with unique amenities and character. Long range planning products should be processed and tracked the same as building permits in the new enterprise permitting system.

Recommendation VI.7 – Long-Range Planning should be included as an application type in the new system to provide staff with the same automated tools as they use for processing land-use applications and permits. Automated workflow should be used to track and schedule staff reviews, meetings, preparation of documents and reports for neighborhood, Planning Commission, and City Council hearings. The boundaries of the long-range planning project should be mapped in GIS, and all documents should be stored electronically for present and future staff to access. Because this would be an internal application type, no application would be available to the public on the on-line portal. This process would enable identification and tracking of outcomes achieved by adopted plans and policies.

Business Licensing

Starting in November 2019, the State Legislature mandated that all Washington municipalities process business license applications, issuances, and renewals on the Business License System (BLS) developed and operated by the State Department of Revenue (DOR). This mandate has provided some efficiencies for the customer and the licensing process. However, there are aspects of the licensing system that should be improved or that resulted in additional work for DBS staff:

- Instead of routing regulatory business license reviews electronically to affected city departments, routing is done manually using a spreadsheet and email.
- DBS must monitor reports from the State BLS system for licensees that are paid late and send a letter or invoice to collect a late fee, as is presently done on 551 accounts as of 2/7/2020. The State does not collect such late fees for the City.
- DBS must manually send out Occupancy Fee letters and invoices to collect alcohol fees from full-service restaurants because they are not included in BLS.
- DBS manually monitors accounts on the State termination report (115 account terminations at present) to see if the businesses are actually terminated or still doing business in Lynnwood.

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- DBS must follow up on 3,726 accounts that the State shows as doing business in Lynnwood that have never filed for a City business license before.
- DBS must follow up on 380 accounts that have not renewed their business license through BLS.
- BLS customer service to businesses at times is not very helpful, referring calls back to the City.

The City has become the de-facto fee collection agency for the DOR because the State does not attempt to collect any overdue business license fees. If a business fails to renew on BLS, the State sends two reminder notices, but if the business fails to respond, the State simply closes the account and refers the account to the City for collection. Also, the City is responsible for collection of all other regulatory non-State-related fees for businesses such as garbage collection, establishments serving alcohol, and body scrub parlors. The City must follow up by verifying if the business is still open and send collection letters for overdue amounts.

After three months on the State program, it is apparent that revenues are down primarily because the State prorates City license renewal due dates to coincide with the business license fee due dates on the State licenses. This process does not coincide with how Lynnwood previously issued business licenses on an annual basis making it more difficult to forecast and budget City fee revenue.

Lynnwood is evaluating other cities to learn from their experience and identify best practices. For example, Kirkland has seen a revenue loss after the first three months due to proration and sending of collection letters. They also have the same equivalent license volume administered. However, Kirkland has 1.5 staff FTEs for business license administration which is 0.5 FTE greater than Lynnwood. Kirkland's collection ordinance also allows them to go back and collect delinquent fees for three prior years plus penalties and one year forward. This process has resulted in over one million dollars of additional collections. Lynnwood could collect close to \$500,000 if similar changes were implemented.

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There is currently no automated way to update Business Licensing records in EnerGov, based on changes in BLS. Without hand-keyed manual updates, data in EnerGov will become increasingly out of date and less reliable.

Recommendation VI.8 To maintain up-to-date information on licensed businesses in Lynnwood, the City should pursue periodic data updates of license data from BLS and create methods to import BLS data into the future permitting process system.

Recommendation VI.9 The City should implement changes to the LMC and department procedures to allow back billing for unpaid fees and penalties for up to three years back.

Recommendation VI.10 Ensure that the future permitting system includes a business license module to register all businesses in the City of Lynnwood, independently of licensing under the State BLS. This would include downloading BLS data to keep the Lynnwood data up to date, automated routing for departments to review new applications, and billing capabilities for following up on unpaid renewals and additional fees for businesses such as garbage collection, establishments serving alcohol, and body scrub parlors.

Recommendation VI.11 As reliable licensing volume data is available, DBS should budget for sufficient staff to handle manual processing tasks associated with business licensing tasks not handled by the State BLS.

Code Enforcement

The code enforcement unit within DBS is currently comprised of one staffed Code Enforcement Officer (CEO) position and one additional vacant CEO position. The unit closes approximately 500 cases per year although that number varies from year to year. The majority of cases are investigated, mitigated and closed within 180 days. As of February 2020, 8 cases (comprising 13 separate violations) had been open beyond 180 days. Of these 13 outstanding violations, 6 were for

The DBS code enforcement does a good job of achieving compliance for most cases but needs new procedural and legal tools for dealing with derelict houses and junk cars.

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houses that were unsafe to occupy or junked vehicles on private property but visible from the street. The oldest case (a derelict house) has been on the books for more than three years. Despite the best efforts of the Code Enforcement unit, these cases linger due to uncooperative property owners or difficulties in finding responsible parties.

In some of the outstanding derelict house cases, the responsible property owners were recently deceased, and the heirs are difficult to track down or are not cooperative or competent. In some junk vehicle cases, it can also be difficult to track down registered vehicle owners to obtain cooperation in removing the vehicles or the property owners may not agree to remove the vehicle. Usually, these junk vehicles have some scrap value and once title is made available, it is relatively easy to have them towed away and sold. But if the vehicle is on private property and title is not available, it requires the cooperation of the property owner in the absence of a warrant.

Legal remedies are available to the City to mitigate these conditions; however, these remedies are difficult to undertake since they often require a warrant from Snohomish County Superior Court. Thus far, the Code Enforcement unit has not been able to obtain adequate legal support from the resources currently available. The current code enforcement process relies on informal persuasion and fines to motivate compliance, which is eventually effective in most cases. However, for the most egregious cases, more intensive methods, including legal discovery tools and litigation, are required.

If the City opts to improve the code enforcement process, further study will be needed to identify specific recommendations, which may include additional staffing to handle the informal persuasion code enforcement tactics while other staff are following up with more egregious violations and litigated cases.

In the same way that “life-cycle” permit processing integration can help expedite permits and land-use applications, Code Enforcement can benefit from such integration. This would involve the public using the on-line portal to enter complaints (anonymously or not); automated workflow among code

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enforcement officers, planners, inspectors, and other staff; creation of routine forms such as the Notice of Violation; tracking inspections and site visits; maintaining lists of property owners, tenants, complainants, property managers, etc.; and keeping an extemporaneous log of everything that's transpired with the violation, in the event that stronger civil and/or criminal actions must be taken.

Rental Unit Regulation

The City should also address the fact that 43% of the housing stock in Lynnwood are rental properties (this includes apartments). Cities with such high proportions of rental units are adopting rental unit registry and inspection programs to maintain their housing stock and property values and ensure that rental units are maintained to code and incorporate life safety measures such as smoke and carbon monoxide detectors. Tenants are often hesitant to report code violations for fear of landlord retribution. A proactive registry and inspection program addresses this problem by making inspection mandatory rather than just based on complaints.

Recommendation VI.12 – The City should hire and fill the existing vacant Code Enforcement Officer position and assign each officer geographically-based territories (e.g., South Lynnwood, North Lynnwood).

Recommendation VI.13 The City should choose a software solution that supports Code Enforcement with the ability to receive complaints via the on-line portal, conduct automated workflow and creation of routine notices, enter inspection results and site visits in the field, and track all the parcels, addresses, and people involved with code enforcement cases.

Recommendation VI.14 – Strengthen the process for mitigating derelict houses to include a stronger litigation component and a new cost recovery procedure under the authority of [RCW 35.80](#). This would include:

1. Retain contract legal services focused on code enforcement to initiate litigation on difficult derelict house cases to obtain abatement warrants through Snohomish County Superior Court to mitigate the blight (i.e., demolition).
2. Recover the abatement cost (typically demolition which can amount to \$50,000 or more) through a Special Assessment on the property to recover the costs through property tax collections, or a tax foreclosure and sale if necessary. [RCW 35.80.030 \(1\)\(h\)](#) provides that:

“...amount of the cost of such repairs, alterations or improvements; or vacating and closing; or removal or demolition by the board or officer, shall be assessed against the real property upon which such cost was incurred...”

And that

“...county treasurer shall enter the amount of such assessment upon the tax rolls against the property for the current year...”

[RCW 35.80.030](#) also specifies the due process protections that may be afforded the property owner. If adopted into ordinance by the City, these protections will require the City to serve notice to all interested parties ([RCW 35.80.030 \(1\)\(c\)](#)) of the violation and an order to mitigate (up to and including demolition).



This unoccupied house on 200th St SW is literally collapsing, constitutes a blight and a safety hazard and needs to be demolished

3. Provide additional due process protection to property owners by utilizing the City's contracted hearing examiner to hear appeals to abatement orders.

Recommendation VI.15 – Expedite the process to remove junk vehicles that incorporates issuance of the initial infraction within 30 days of initial contact with the property owner. Second infractions should be issued after 60 days of initial contact if the vehicles have not been removed.

Recommendation VI.16 – Implement a Rental Unit Registry (RUR) program in the City for purposes of encouraging preventive maintenance of rental units, protecting the interest of vulnerable tenants (e.g., low income, disabled) that may be resistant to lodging complaints with their landlords, and maintaining the housing stock and property values in the City. The RUR should be administered by the Code Enforcement Unit of Development and Business Services and should incorporate the following features:

- 1) **Scope of Program.** The program should apply to any housing unit available for long term rental. Exemptions may include short-term rental (Air BNBs), hotels & motels, government-owned or subsidized rental housing (Section 8), owner-occupied rental housing (e.g. owner lives in one-half of a duplex or the property owner rents out a room), and properties built within the past five years.
- 2) **Rental Unit Registration.** Registration should be renewed annually. A detailed process and fee study is warranted to ensure the fees are accurate and defensible.
- 3) **Registration requirements.** The registration should include contact info to identify the property owner and insurer. For property owners located out-of-state, the registration should require a Snohomish County contact that will accept legal notices and Notices of Violations. Registration should require a property owner to agree to expedited authority of the City to abate nuisances and blight with less due process (e.g., hearing officer appeal is final) and at owner's expense, and that all outstanding code violations be cured before annual certificate is issued. The registration certificate should include an inspection guide listing

With 43% of the City's housing stock rented out, the City needs to design and implement a program for ensuring that these housing units are safe, meet code and do not deviate or detract from community standards.

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criteria used in quadrennial inspections. Finally, the Certificate cannot be transferable if the property is sold.

- 4) **Inspections.** Inspections should be required within a specific term, such as every four years, and accelerated to annually for rental units with violation history of 5 or more violations in any one calendar year. Inspections should be noticed beforehand to both the property owner and the tenant so a property owner has a chance to clean up potential problems.
- 5) **Inspections Fees.** The initial inspection should be free to encourage compliance. If violations are found that need to be corrected and re-inspected, fees could be charged.
- 6) **Initial Inspections.** At the RUR program inception, DBS should assign all registered units to four zones. Each zone should be inspected during one of the first four years. DBS could also phase it in by age of building – oldest units first, or properties with a history of code violations. An inspection and new registration should also be triggered by a change in ownership.
- 7) **Mitigation.** A property owner should be given specific timelines to correct both non-life threatening and life-threatening violations. A follow-up inspection should be scheduled based on the highest-scoring (most serious) violation (30 days if no life-threatening violations).
- 8) **Program staffing.** Rough estimates show that the program would require approximately 2,000 inspections per year. Assuming an inspector could handle 4 to 6 inspections per day, this would require 1.5 to 2 inspector FTEs. An additional FTE may be required to handle the administrative tasks of registrations, accounting, processing violations, etc. for a total FTE count of 2.5 to 3. The exact number of positions should be determined once program specifications are finalized.

Appendix A – Adopted 2020-22 DBS Strategic Plan

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Goal 1 – Create a positive service culture for applicants

Tactics

- a. Hire and retain people with a customer service mentality
- b. Simplify (or communicate simply) our processes so applicants can understand them
- c. Provide customer service training for DBS staff
- d. Provide recognition and rewards for good customer service
- e. Shorten turnaround times (while still meeting our regulatory responsibilities)
- f. Define and track customer service metrics

Goal 2 – Build systems, processes and codes to work smarter and more efficient

Tactics

- a. Implement a new user-friendly, DBS-wide permitting system that facilitates accurate data, 24/7 access and workflow data sharing
 - 1. Align work processes with the capabilities and functions of the new system
 - 2. Streamline permit types and supporting processes
 - 3. Obtain continuous training in the software functionality for DBS staff
- b. Streamline and untangle our codes and regulations
 - 1. Eliminate duplicative sections and resolve conflicts
 - 2. Modernize regulations to address projected development patterns
 - 3. Make it easy for applicants and businesses to access and understand
 - 4. Streamline the zoning code

Goal 3 – Develop staff expertise and a culture to address Lynnwood's future growth

Tactics

- a. Identify the expertise, qualifications and skills we need
- b. Determine how many staff we need and hire up to that level

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- c. Create an organizational structure that promotes accountability for results and fosters a cohesive, positive culture
- d. Train our people in customer service and technical expertise for their success
- e. Update and/or create new job descriptions that match DBS needs
- f. Provide staff the flexibility to work with applicants to identify solutions and solve problems
- g. Track performance to ensure accountability to our mission and strategy

Goal 4 – Enhance quality of life through implementing the Lynnwood Comprehensive Plan

Tactics

- a. Track implementation of the current Comprehensive Plan
- b. Gear up for the 2023 update of the Comprehensive Plan and make it simpler and more accessible
- c. Develop plans through meaningful public engagement
- d. Implement fair and equitable code enforcement
 - 1. Build a system allowing us to expeditiously process the tougher cases

Goal 5 – Attract businesses and development partners to succeed in Lynnwood

Tactics

- a. Explore and adopt programs to promote new business formation and expansion
- b. Partner with the Lynnwood Chamber and other business organizations for economic vitality
- c. Change public perception on how friendly it is to do business in Lynnwood
- d. Promote tourism, visitor spending and hotel stays
- e. Prioritize and facilitate development of projects for community benefit
 - 1. Quantify and communicate the benefit to the community

Appendix B – Recommended Performance Measures

Performance Measures

Org Unit/Measure	data source	calculation method	Trigger event	Terminal event	reporting frequency	responsible party	Purpose or strategy link
Permit Counter							
1 Average calendar days between final inspection and closeout	energov or replacement	subtract julian date of final inspection from closeout date for all permits closed out during month. Calc mean of all elapsed times	final inspection logged	permit closed out	monthly	permit counter supervisor	shorten turnaround times
2 Average calendar days between plan submittal and completeness check	energov or replacement	subtract julian date of submittal from completeness check for all plans deemed complete during month. Calc mean of all elapsed times	plans submitted	completeness check	monthly	permit counter supervisor	shorten turnaround times
3 Average call hold time	ACD	Calc mean of all hold times on incoming calls during the day	incoming call	call answered	daily	permit counter supervisor	positive service culture
4 Average time to respond to emails	?	subtract julian date of email received from date of response for all email responses during month. Calc mean of all elapsed times	email received	email answered	daily	permit counter supervisor	positive service culture
Code Enforcement							
5 Average calendar days, complaint to initial inspection	energov or replacement	subtract julian date of complaint received from initial inspection date for all complaints received during month. Calc mean of all elapsed times	complaint logged	initial inspection logged	monthly	Building Official	expeditious processing of code enforce cases
6 Average calendar days, Initial inspection to forced compliance	energov or replacement	subtract julian date of initial inspection from closure date for all forced cases closed during month. Calc mean of all elapsed times	initial inspection logged	forced compliance case closed	monthly	Building Official	expeditious processing of code enforce cases
7 Average calendar days, Initial inspection to voluntary compliance	energov or replacement	subtract julian date of initial inspection from closure date for all voluntarily resolved cases closed during month. Calc mean of all elapsed times	initial inspection logged	voluntary compliance case closed	monthly	Building Official	expeditious processing of code enforce cases
8 Percentage of cases resolved through forced compliance	energov or replacement	# of forced compliance cases closed during month divided by all informal+voluntary+forced cases closed during the month	N/A	forced compliance case closed	monthly	Building Official	fair & equitable code enforcement
9 Percentage of cases resolved through voluntary compliance	energov or replacement	# of voluntary compliance cases closed during month divided by all informal+voluntary+forced cases closed during the month	N/A	voluntary compliance case closed	monthly	Building Official	fair & equitable code enforcement
10 Percentage of cases resolved through informal measures (door hangars, etc.)	energov or replacement	# of informally resolved compliance cases closed during month divided by all informal+voluntary+forced cases closed during the month	N/A	informally resolved case closed	monthly	Building Official	fair & equitable code enforcement
11 # of cases unresolved longer than 365 days	energov or replacement	subtract julian date of initial complaint or observation from current date. Sum # of cases where elapsed time is greater than 365	initial inspection logged	N/A	monthly	Building Official	expeditious processing of code enforce cases

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Org Unit/Measure	data source	calculation method	Trigger event	Terminal event	reporting frequency	responsible party	Purpose or strategy link
Plan Review & Inspection (building/public works/fire)							
12 Average # of calendar days from plan submittal to completion of all reviews by Department (building, public works, FMO)	energov or replacement	subtract julian date of plan submittal from date of last finished review for the cycle for all applications where all reviews are complete during month. Calc mean of all elapsed times	plans submitted & logged into system	last review completed per cycle	monthly	Building Official/ PW supervisor/ Fire Marshal	shorten turnaround times (while meeting regulatory reqts)
13 Average # of calendar days per review (review assigned to correction letter/pass) by Department (building, public works, FMO)	energov or replacement	subtract julian date of plan submittal from date of each finished review for all applications where at least one review was completed during month. Calc mean of all elapsed times	review assigned	each review completed	monthly	Building Official/ PW supervisor/ Fire Marshal	shorten turnaround times (while meeting regulatory reqts)
14 Development: Average calendar days from request to inspection: Commercial (by Department (building, public works, FMO))	energov or replacement	subtract julian date of inspection request from date of inspection for all completed commercial inspections during month. Calc mean of all elapsed times	inspection request received	inspection results logged in	monthly	Building Official/ PW supervisor/ Fire Marshal	shorten turnaround times (while meeting regulatory reqts)
15 Development: Average calendar days from request to inspection: Residential (by Department (building, public works, FMO))	energov or replacement	subtract julian date of inspection request from date of inspection for all completed residential inspections during month. Calc mean of all elapsed times	inspection request received	inspection results logged in	monthly	Building Official/ PW supervisor/ Fire Marshal	shorten turnaround times (while meeting regulatory reqts)
16 # of plan review cycles by Department (building, public works, FMO)	energov or replacement	sum the number of review cycles for each application sorted by reviewing department	review assigned	review completed	monthly	Building Official/ PW supervisor/ Fire Marshal	shorten turnaround times (while meeting regulatory reqts)

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Org Unit/Measure	data source	calculation method	Trigger event	Terminal event	reporting frequency	responsible party	Purpose or strategy link
Planning							
17 Average # of calendar days to issue notice of complete application or request for additional information	energov or replacement	subtract julian date of application received from date of notice of complete application/request for additional info issued for all applications where a notice was issued during month. Calc mean of all elapsed times	Application received	Notice of complete application request for add'l info issued	quarterly	Planning Manager	RCW 36.70B.070
18 Average # of calendar days to post public notices	energov or replacement	subtract julian date of notice of complete application from date of public notice posting for all applications where a public notice was posted during month. Calc mean of all elapsed times	Notice of Complete Application issued	Public notice posted	quarterly	Planning Manager	shorten turnaround times (while meeting regulatory reqts)
19 Average # of calendar days to send first round of comments to applicant	energov or replacement	subtract julian date of public notice posted from date comment letter was sent to applicant for all applications where comments were received. Calc mean of all elapsed times.	Public notice posted	Comments sent	quarterly	Planning Manager	shorten turnaround times (while meeting regulatory reqts)
20 Average # of calendar days to issue notice of decision	energov or replacement	subtract julian date of conclusion of testimony or notice of impending decision from date of notice of decision issued for all applications where a notice was issued during month. Calc mean of all elapsed times	conclusion of testimony (hearing examiner) or notice of impending decision (admin cases)	Notice issued	quarterly	Planning Manager	RCW 36.70B.080
21 Average # of round of comments sent to applicant	energov or replacement	Divide total number of rounds of comments by the number of applications receiving comments	decision made		quarterly	Planning Manager	statistical

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Org Unit/Measure	data source	calculation method	Trigger event	Terminal event	reporting frequency	responsible party	Purpose or strategy link
Business licensing							
22 Average # of calendar days between application and submittal of approval to WA DOR	State system	subtract julian date of license application from date approved application submitted to DOR for all licenses submitted to DOR during month. Calc mean of all elapsed times	Application received	Approved application logged into DOR system	monthly	Building Official	shorten turnaround times (while meeting regulatory reqts)
23 Average # of calendar days between regulatory license application and approval	energov or replacement	subtract julian date of regulatory license application from date approved for all licenses approved during a selected time period. Calc mean of all elapsed times	Application received	Approved license	As needed	Building Official	shorten turnaround times (while meeting regulatory reqts)
Economic Development							
24 applicant satisfaction index	survey monkey tool	% of applicants expressing target level of overall satisfaction	N/A	N/A	semi-annual	Econ Dev Director	positive service culture

Input/Output Measures

DBS Input/Output Measures - Proposed			
Org Unit/Measure	data source	reporting frequency	responsible party
Permit Counter			
1 # of plan submittals by permit type	energov or replacemnt	monthly	permit counter supervisor
2 # of counter visits	TBD	daily	permit counter supervisor
3 # of phone call	ACD	daily	permit counter supervisor
Code Enforcement			
4 # of complaints	energov or replacemnt	monthly	Building Official
5 # of inspections	energov or replacemnt	monthly	Building Official
6 # of cases closed	energov or replacemnt	monthly	Building Official
Plan Review & Inspection (building/public works/fire)			
7 # of plans reviewed by permit type	energov or replacemnt	monthly	Building Official
8 # of reviews by permit type	energov or replacemnt	monthly	Building Official
9 # of inspections by permit type	energov or replacemnt	monthly	building Official
10 # of permits issued by type	energov or replacemnt	monthly	building Official
11 # of review hours by permit type	energov or replacemnt	monthly	building Official

DBS Input/Output Measures - Proposed			
Org Unit/Measure	data source	reporting frequency	responsible party
Planning			
12 # of projects that use planned action ordinance	TBD	Annual	Planning Manager
13 # of formal partnership contacts (e.g., ST, AHA, HART, Edmonds School District)	TBD	Annual	Planning Manager
14 Amount/types of public outreach for projects	TBD	Annual	Planning Manager
15 # of public notices issued	energov or replacemnt	quarterly	Planning Manager
16 # of notices of decision issued	energov or replacemnt	quarterly	Planning Manager
17 # of complete applications received (RCW 36.70B.080)	energov or replacemnt	quarterly	Planning Manager
18 # of of complete applications received during the year for which a notice of final decision was issued before the deadline established	energov or replacemnt	quarterly	Planning Manager
19 # of applications received during the year for which a notice of final decision was issued after the deadline	energov or replacemnt	quarterly	Planning Manager
20 # of applications received during the year for which an extension of time was mutually agreed upon by the applicant and the city	energov or replacemnt	quarterly	Planning Manager
21 # of notices of decision issued	energov or replacemnt	quarterly	Planning Manager
Business licensing			
22 # of license applications received	State system	monthly	Building Official

Planning Outcome Measures

Org Unit/Measure	reporting frequency	responsible party	Purpose or strategy link
Planning Outcome Measures			
1 # of subsections of code changes proposed to Council that promote development and allow for greater flexibility	Annual	Planning Manager	remove unnecessary development obstacles and allow greater innovation in design and construction
2 % of City area overlaid by new or improved design guidelines	Annual	Planning Manager	Encourage design for all development within the City that promotes a sense of place
3 # of City road miles overlaid by streetscape standards	Annual	Planning Manager	Encourage design for all development within the City that promotes a sense of place
4 % of City area overlaid by new or improved sub-Area plans	Annual	Planning Manager	Encourage design for all development within the City that promotes a sense of place
5 # of subsidized and # of market-rate units approved	Annual	Planning Manager	Encourage the development of affordable housing for all income levels
6 % of eligible development utilizing MFTE	Annual	Planning Manager	?
7 % of population and employment growth specified by the Countywide Planning Policies occurring within designated Lynnwood Regional Growth Center and Highway 99	Annual	Planning Manager	?

Economic Development Outcome Measures and Benchmarks

Org Unit/Measure		reporting frequency	responsible party	Purpose or strategy link
Economic Development/Tourism Outcome Measures				
1	Marketing impressions per dollar	Annual	ED Manager	Promote tourism, visitor spending and hotel stays
2	valuation of construction and public infrastructure in City Center	Annual	City Center Manager	Track City Center development goals
3	Tourism	Annual	ED Manager	Track tourism metrics
4	Development agreements	Annual	ED Manager	Track DA requirements
5	Policy Implementation	Annual	ED Manager	Track policy/plan achievements

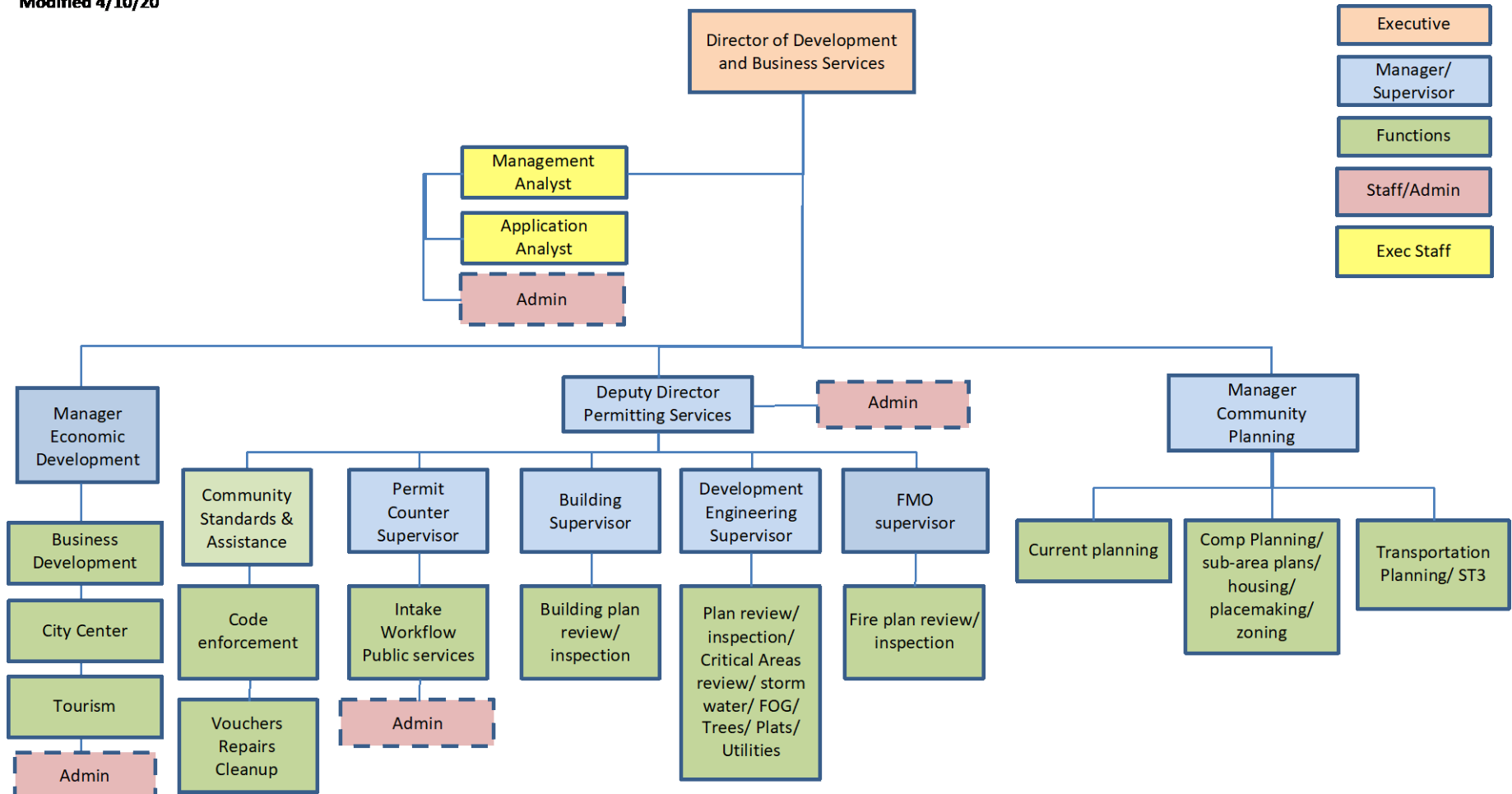
Appendix C – Recommended DBS Organizational Structure

Recommended DBS Organizational Structure – Functional Chart

Lynnwood DBS
Proposed functional structure
Created 2/3/20
Modified 4/10/20

Development and Business Services

Position boxes are shown as representations only and not as the actual number of positions.



Recommended DBS Organizational Structure – Position Chart

Lynnwood DBS
Proposed structure showing
positions/classifications
Created 2/3/20
Modified 4/10/20

