

MACKENZIE.

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DESIGN REVIEW, CONDITIONAL USE PERMIT, SEPA

To

City of Lynnwood –
Community Development

For

City of Lynnwood Justice
Center

Dated

November 9, 2020

Project Number

2190259.02



MACKENZIE
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ATTACHMENTS

1. City Center Design Checklist
2. Traffic Impact Analysis, Perteet – November 6, 2020
3. Parking Memorandum, Perteet – November 6, 2020
4. Police Department and Detention Services Study was completed by Matrix Consulting Group, dated May 11, 2017.
5. Lynnwood Police Department Strategic Plan 2019-2023.
6. City of Lynnwood Strategic Plan 2018-2022.



I. PROJECT SUMMARY

Applicant:	Mackenzie 500 Union Street, Suite 410 Seattle, WA 98101
Owner:	City of Lynnwood PO Box 5008 Lynnwood, WA 98046
Site Address:	19321 44th Ave W Lynnwood, WA 98036
Assessor Site Acreage:	00740500110100 – 2.06 Acres <u>00372600500800 – 0.95 Acres</u> Total Site – 3.01 Acres
Zoning:	CC-C – City Center Core
Comprehensive Plan:	City Center
Adjacent Zoning:	North: RS-8: Residential 8,400 SQ FT Northwest portion: P-1: public East: CC-C: City Center Core South: CC-C: City Center Core West: P-1 public
Existing Structures:	Lynnwood Civic Justice Center (western portion)
Request:	Consolidated review for design review, conditional use permit and SEPA approval for a new 66,414 square foot justice center and a 70,450 square foot, 2 level parking structure.
Project Contact:	Michael Chen, Senior Planner Mackenzie 500 Union Street, Suite 410 Seattle, WA 98101 206-582-2573 mchen@mcknze.com

II. INTRODUCTION

Description of Request

The City of Lynnwood is planning to renovate and expand the existing Justice Center to accommodate expanded court functions as well as provide space for new programs and services. The City is also planning to construct a new building for the City’s Police Department and jail on the vacant site directly east of the existing Justice Center.

The consolidated processing of Design Review, Conditional Use Permit, and SEPA seeks an approval that will allow the City of Lynnwood to expand their Justice Center to serve the growing community.

Existing Site & Surrounding Land Use

The site consists of two (2) city-owned lots. The western lot is developed and serves as the existing Justice Center. The lot on the east is vacant and heavily vegetated.

The existing Justice Center is a two-story structure and was built in 1985. The footprint of the building is about 14,740 square feet. The first floor has a base floor area of about 14,573 SF. The second floor is about 8,965 SF. Parking wraps around the west tax lot and there is a small parking lot on the east side of the building.

The site is zoned City Center Core. Adjacent uses include residential and park uses to the north, a medical center to the east, retail and offices to the south, and park and library to the west.

TABLE III-1 SURROUNDING ZONING AND LAND USE		
	Zone	Land Use
Site:	City Center Core – (CC-C)	Police Station (West) and Vacant (East)
North:	Residential 8,400 SF – (RS-8)	Commercial - Attorney Office (NW corner) Residential
East:	City Center Core – (CC-C)	Commercial – Medical Center
South:	City Center Core – (CC-C)	Commercial – Retail Center (West) Office (East)
West:	Public – (P-1)	Park and Library

Description of Proposed Development

The City of Lynnwood is planning to renovate and expand the existing Justice Center to accommodate court and jail functions as well as provide space for new programs and services. The City is also planning to construct a new building for the City’s Police Department on the vacant site next to the existing Justice Center. The proposal also includes a two-level parking structure and landscaping improvements.

Aerial Image – Project Site



III. NARRATIVE & COMPLIANCE

Chapter 21.24 Conditional Use Permits

21.24.050 Procedure.

The issuance of any conditional use permit must be in accordance with procedures set forth in Process I, LMC 1.35.100 et seq. (Ord. 2020 § 12, 1994; Ord. 1789 § 4, 1990; Ord. 1530 § 2, 1986; Ord. 1425 § 1, 1984; Ord. 1358 § 5, 1983; Ord. 1151 § 7, 1980; Ord. 631 § 1, 1971; Ord. 522 § 2, 1969; Ord. 494 § 2, 1969)

Response: The proposed development and addition to the Lynnwood Justice Center intends to meet the provisions outlined within the City of Lynnwood Municipal Code and Comprehensive Plan. This standard is met.

21.24.100 Authority for issuance.

The hearing examiner may issue conditional use permits for any of the uses for which this title requires the obtaining of such permits, but not for any other use or purpose. In considering any conditional use permit, the hearing examiner shall prescribe any conditions that he/she deems to be necessary to or desirable for the public interest, and where appropriate may stipulate that the permit is temporary and establish an expiration date. However, no conditional use permit shall be granted unless it is found that:

- A. *The use for which such a permit is sought will not be injurious to the neighborhood or otherwise detrimental to the public welfare; and*
- B. *It will be in harmony with the general purpose of this title.*

The hearing examiner may allow relaxation of the development standards of this title if he/she finds that alternative amenities, improvements, proposed location of uses or structures, or other features incorporated into the proposal are in harmony with the general purpose of this title and would provide equal or better protection to the public interest than would the standards proposed to be relaxed. (Ord. 2441 § 8, 2003; Ord. 2020 § 12, 1994)

Response: The City of Lynnwood is planning to renovate and expand the existing Justice Center to accommodate court and jail functions as well as provide space for new programs and services. The City is also planning to construct a new building for the City's Police Department on the vacant site next to the existing Justice Center. The proposal also includes a parking structure and landscaping improvements. The proposed development will enhance the existing Lynnwood Justice Center by adding additional operational areas and provide more parking within the 2-story. The growing community within the City of Lynnwood has created a need for additional services to support the increasingly high density residential and commercial development within the City Center Core. This zone is intended to create a strong identity for the Lynnwood city center. Multiple uses are allowed in this zone including, commercial, office, retail, residential and civic uses. The zone also promotes attractive streetscapes and urban green spaces. The proposal will allow expanded operations at the Lynnwood Justice to serve the While the project is classified as a "Municipal Service" and permitted within the City Center Core Zone, adjacent residential community, and continue the use of the current Justice Center and Municipal Court. The existing public facility abuts a residential zone to the north, which requires the need for a conditional use permit for the renovation of the existing facility and addition of the jail and 2-story parking garage. The development will complement the surrounding civic uses and increase public welfare, by creating a safe and secure facility and increase service to the community and residential zones within the City of Lynnwood.

21.24.150 General criteria for issuance of conditional use permit.

In determining findings, the hearing examiner shall take into account the character and use of adjoining buildings and those in the vicinity, the number of persons residing or working in such buildings or upon

such land, traffic conditions in the vicinity, compliance with any special conditional use criteria for that specific use set forth in this chapter and all factors relevant to the public interest.

In case of rejection by the hearing examiner on any application processed, a six-month waiting period shall be necessary before reapplication. (Ord. 2441 § 8, 2003; Ord. 2020 § 12, 1994)

Response: The proposed project will enhance the current operations of the Lynnwood Justice Center within the City Center-Core along 44th Avenue West and 194th Street Southwest. The existing Justice Center shares the property with the Lynnwood Municipal court and is in close proximity to the Lynnwood Civic Center and Library across 44th Avenue. The proposed 2-story parking garage will share its parcel boundary with the local hospital. Other uses within the direct vicinity include retail, restaurants, law office, and single-family residential homes. Due to the growing population within the City of Lynnwood, additional service needs by the police are needed and therefore support the high-density infrastructure within the City Center Core. The new justice center building design and landscaping will reinforce the strong identity of the Lynnwood City Center.

The City Center Core Zone encourages access to and dense multi-modal transportation including an effort to support pedestrian movement and public transit service throughout the area. The Lynnwood Justice center currently has 111 employees and is anticipated to increase to 128 employees. Per the Transportation Impact Analysis prepared by Perteet, approximately 57 trips (31 new trips in the AM and 26 new trips in the PM) will be added to the existing development with the increase of employment and increased services at the Justice Center. As trip generation associated with the Police Department is expected to be similar to the trip potential of the existing buildings and uses, the transportation system is capable of safely supporting the proposed use.

The proposed Justice Center renovation and additional jail and the parking garage will have adequate lighting and security features to protect the facility and members of the community. The proposed Justice Center building will enhance public safety due to the nature of its use as a public safety service. The site is designed with safety and security in mind, significant glazing is proposed around the main entry vestibule, which provides additional surveillance of the street and pedestrian area adjacent to the main entry. The main entry is oriented toward the intersection of 194th Street Southwest and 44th Avenue West, not towards the existing residences along the northern boundary of the subject site; therefore, privacy will be maintained for adjacent residences north of the site.

Public outreach efforts and public meetings for the justice center renovation and expansion have been ongoing for the last several years. Below is an outline of the outreach methods and timeline of each event. The City of Lynnwood Police Department has established a website as part of its outreach efforts some the community can learn more about the project. <https://www.lynnwoodwa.gov/CJCproject>

Public Meeting - Council Actions to date:

- October 29, 2018 PD Budget presentation, which included request for 1.3 million dollars out of Fund 105 for design of the Community Justice Center.
- November 5, 2018 PD Concept Presentation of the Community Justice Center as part of Capital Facility update.
- February 20, 2019 PD Full Presentation of the Community Justice Center project.
- March 11, 2019 - Council Unanimous Letter of Support for Community Justice Center Project and partnership with the Community Health Center of Snohomish County.
- September 9, 2019 - Council awards contract for Community Justice Center Design to Mackenzie Architects.
- January 23, 2020 - Presentation of Community Justice Center Design process to Council Finance Committee.
- February 3, 2020 – Council Presentation – Pre-design options and Project Cost.

- February 27, 2020 – Council Finance Committee presentation on funding options.
- September 8, 2020 – Council Presentation – Schematic Design results, Budget amendment for 2020 design, Contract award review for Mackenzie.
- September 14, 2020 – Council approved budget amendment and contract aware from September 8 work session items.

Other External Presentations:

- Cops and Clergy. This group includes clergy from around the area from a very diverse group of religious institutions.
- Pre-Design: Working on this date – let me know if you need it.
- Schematic Design Completion: Sept 24, 2020 (over 40 participants via zoom)
- Community Health Center Board Meeting: March 12, 2019

Media:

- Lynnwood Times (4/13/2020): <https://lynnwoodtimes.com/2020/04/13/new-64-million-community-justice-center-to-be-complete-by-2023/> This article is a detailed look at the project to date.
- Lynnwood Times (9/16/2020): <https://lynnwoodtimes.com/2020/09/16/lynnwood-city-council-approves-additional-100000-for-community-covid-19-relief/> Article includes a few paragraphs on the CJC project.
- Lynnwood Today (6/14/2019): <https://lynnwoodtoday.com/2019-state-of-city-address-as-lynnwood-faces-inevitable-growth-mayor-stresses-community-resiliency/> Mayor public State of The City address includes the planned CJC project
- Lynnwood Today (Sept 12, 2019): <https://lynnwoodtoday.com/city-council-to-discuss-criminal-justice-center-funding-during-March-23-meeting/>
- Lynnwood Today (Feb 1, 2020): <https://lynnwoodtoday.com/council-to-discuss-proposed-housing-development-community-justice-center-city-hall-reader-board-at-Feb-3-work-session/>
- Lynnwood Today (Feb 8, 2020): <https://lynnwoodtoday.com/lynnwood-council-discusses-proposed-city-hall-message-board-reviews-community-justice-center-designs/>
- Lynnwood Today (March 14, 2020): <https://lynnwoodtoday.com/lynnwood-city-council-March-16-to-be-updated-on-future-community-justice-center-funding/>
- Lynnwood Today (March 21, 2020): <https://lynnwoodtoday.com/city-council-to-discuss-criminal-justice-center-funding-during-March-23-meeting/>
- Everett Herald: <https://www.heraldnet.com/news/lynnwood-envisions-48-million-expanded-civic-justice-center/>

This criterion is met.

21.24.200 Application, hearing and notice.

Application for a conditional use permit shall be made on forms prescribed by the city, and shall be accompanied by the following information; provided, that the community development director may waive any of these items, pursuant to LMC 1.35.015(A), upon request by the applicant and finding that the item is not necessary to analyze the application:

- A. *A site plan of the property, drawn to scale, showing existing natural features, existing and proposed grades, existing and proposed utility improvements, existing and proposed rights-of-way and improvements, and existing and proposed structures and other improvements, and particularly identifying the location of parking for the proposed use; this site plan shall also show*

structures, other improvements and natural features that are located within 50 feet of the project site; this information may be shown on several sheets if needed for readability;

Response: The design review plan set dated November 6, 2020 contains the site plan, existing conditions, clearing and grading, utility, building elevations, floor plan and landscape plans of the property has been provided in this development application. This standard is met.

B. A landscape plan, showing existing and proposed landscaping and fencing;

Response: A landscaping plan showing existing and proposed landscaping and fencing have been provided within the development application. This standard is met.

C. A vicinity map, showing the location of the site in relation to nearby streets and properties;

Response: A vicinity map, showing the location of the site in relation to nearby streets and properties has been provided with this development application. This standard is met.

D. A written summary of the proposal, including the goals of the proposal, the section(s) of this municipal code which require approval of the application, and the relationship of the arrangement of buildings and other structures, parking, and landscaping to those goals and to development and use of adjoining properties;

Response: A summary of the proposal, which will include the goals of the project, the sections of the municipal code that apply specifically to this project, and the design of the development will be provided within this narrative to show how the proposed project will enhance the current operation of the Lynnwood Justice Center and its compatibility of the development with adjacent uses within the City Center -Core zoning district.

E. A summary table of project statistics, including site area, building coverage, coverage by impervious surface, required and proposed parking, and similar data, as required, to evaluate conformance of the proposed project with city regulations;

Response: A summary table of project statistics, including site area, building coverage, coverage by impervious surface, required and proposed parking, and similar data will be provided in a later section of this narrative in response to Chapter 21.60 City Center-Core(CC) Zone municipal requirements. The summary of the project statistics can also be found on the coverpage of the design review plan set dated November 6, 2020.

F. A list of uses for which the conditional use permit is sought and the gross floor area or gross lot area that each use would occupy;

Response: A conditional use permit is sought after for the redevelopment of the Lynnwood Justice Center which includes a new 66,414 square foot justice center and a 70,450 square foot, 2 level parking structure and is described within the Chapter 21.60 City Center District (CC) Zone section of this narrative.

G. A written description of the proposed operation of the use, including hours of operation, number of employees, and any proposed storage or use of hazardous materials;

Response: A written description of the current use and the proposed development will be described within the Chapter 21.60 City Center District (CC) Zone section of this narrative. the Chapter 21.60 City Center District (CC) Zone section of this narrative.

H. A written statement addressing the decision criteria;

Response: Written findings addressing the decision criteria for project design review and conditional use permit will be described within this narrative. This standard is met.

I. A legal description of the property, including parcel number;

Response: A legal description of the property, including parcel number has been provided within the design review plan set dated November 6, 2020.

J. A statement to the effect that the applicant or applicants are the sole owners of the property;

Response: The City of Lynnwood is the sole owners of the property. A Title Report of the parcels has been provided with this development application.

K. Photographs of the site;

Response: Photographs of the site have been provided within this development application.

L. A completed SEPA checklist (for environmental review), unless the project is categorically exempt from SEPA review;

Response: A completed SEPA checklist and associated environmental studies has been provided as part of this application. This standard is met.

M. A list of other permits that are or may be required for development of the property (issued by the city or by other government agencies), insofar as they are known to the applicant;

N. A list of other city permits that are to be processed concurrently with this permit, pursuant to LMC 1.35.080;

Response: The proposed project will require the procurement of several permits issued by several local and state agencies. The following is a list of the permit required:

City of Lynnwood-

Project Design Review, Conditional Use Permit, SEPA Environmental Checklist, Site Grading and Utility Permits, Commercial Building Permit, Mechanical, Electrical and Plumbing Permits

WA Department of Ecology-
NPDES Permit

WA Department of Labor and Industries-
Elevator Permit

This standard is met.

O. Deposit funds or post bond for required fees and costs as set forth in Chapter 3.104 LMC;

Response: Deposit funds or post bond for required fees and costs are provided within this development application.

P. Exterior elevation of all existing and proposed structures;

Response: A comprehensive design review drawing set of exterior elevation have been provided for the proposed Justice Center and 2-story parking structure. This standard is met.

Q. A colors and materials board showing all proposed colors and materials;

Response: A color and materials board has been provided in this application. This standard is met.

R. If the project is to be developed or occupied in phases, a schedule for each phase;

Response: No phased development is proposed. This standard is met.

S. *A list of all development standards for which the applicant is requesting relaxation, pursuant to this section, and an explanation of the reason or justification for relaxation of each standard.*

Response: The proposed development will request a conditional use permit for the Justice Center and 2-story parking garage. No additional relaxation of development standards is being pursued.

A conditional use permit application shall be processed in accordance with the procedures set forth in Process I, LMC 1.35.100 et seq. (Ord. 2656 §§ 1, 2, 2006; Ord. 2441 § 8, 2003; Ord. 2242 § 9, 1999; Ord. 2075 § 3, 1996; Ord. 2020 § 12, 1994; Ord. 1630 § 5, 1988; Ord. 1135 § 5, 1980; Ord. 522 § 2, 1969; Ord. 494 § 2, 1969)

Response: Per LMC 21.73.020 siting or expansion of local essential public facilities. A conditional use permit shall be required as provided in this section before any local essential public facility may be located or expanded within the city of Lynnwood, regardless of the zoning district in which such facility is or is proposed to be located. Therefore, the proposed Justice Center and 2-story parking garage (Essential Public Facility) requires a Conditional Use Permit (Process I). When a proposal involves more than one application for the same property the component applications can be consolidated into one application package, to be reviewed through the highest-numbered procedure required. Therefore, the consolidated application package will be reviewed through a Process I decision that will include a public hearing and decision by the hearing examiner.

21.24.300 Expiration of conditional use permits.

Any conditional use permit which is issued and not utilized within two years from the effective date of the permit, or within such shorter period of time as may be stipulated by the hearing examiner, shall expire. In order for a conditional use permit to be considered as being utilized, there shall be submitted to the city, by the applicant for the permit, a valid building permit application including a complete set of plans in the case of a conditional use permit for a use which would require new construction; an application for a certificate of occupancy and business license in the case of a conditional use permit which does not involve new construction; or, in the case of an outdoor use, evidence that the site has been and is being utilized in accordance with the terms of the conditional use permit. After a use has been established in accordance with the terms of the conditional use permit, a lapse of one year during which the premises are not used for the purposes provided for in the permit shall cause the permit to expire and be of no further consequence. Any conditional use permit approved prior to the enactment of this chapter shall expire two years from the date of approval by the hearing examiner unless the permit has been utilized as provided in LMC 21.24.100 through this section. (Ord. 2824 § 3, 2010; Ord. 2441 § 8, 2003; Ord. 2020 § 12, 1994; Ord. 522 § 2, 1969; Ord. 494 § 2, 1969)

Response: This is understood.

21.24.310 Extension.

Upon application of the applicant or agent of record, the community development director may extend a conditional use permit, not to exceed one year, if:

- A. *Unforeseen circumstances or conditions necessitate the extension of the conditional use permit; and*
- B. *Termination of the conditional use permit would result in unreasonable hardship to the applicant, and the applicant is not responsible for the delay; and*
- C. *The extension of the conditional use permit will not cause substantial detriment to existing uses in the immediate vicinity of the subject property.*
- D. *Exception. Effective until June 1, 2010, the applicant or agent of record for any unexpired conditional use permit approval granted on or before the effective date of the ordinance codified in this section, or expired conditional use permit valid as of January 1, 2009, may submit a written application in the form of a letter with supporting documentation to the community development department requesting an additional one-time, one-year time extension. The*

extension for a currently unexpired conditional use permit shall be one year from the expiration date. The extension for an expired conditional use permit shall be valid for one year from the date of the retroactive extension approval. The director shall make a decision using the criteria set forth for extensions in this section. (Ord. 2824 § 4, 2010)

Response: No extension of the conditional use permit is anticipated to be pursued at this time. This does not apply.

21.24.400 Compliance with conditions of permit required.

The conditions of the permit shall be fully complied with, and upon failure to comply, the community development director may investigate and enforce the conditions of the conditional use permit in the same manner as an ordinance violation. The community development director may also initiate a hearing by the hearing examiner to determine the degree of noncompliance. Upon finding a substantial degree of noncompliance the hearing examiner may recommend to the city council that the permit be revoked. Should the hearing examiner recommend that the permit be revoked the city council shall consider the matter as though it were an appeal of the examiner’s decision in accordance with LMC 1.35.150 through 1.35.160. Continuation of the use after a permit has been revoked by the city council shall be considered an illegal occupancy and subject to each and every legal remedy available to the city. (Ord. 2441 § 8, 2003; Ord. 2020 § 12, 1994; Ord. 494 § 2, 1969)

Response: The proposed facility will comply with the provisions of the Lynnwood Municipal Code Chapter 21.24 Conditional Use Permit and Conditions of Approval appointed by the Hearing examiner. This standard is understood.

21.24.410 Secure community transition facility (SCTF).

A. *The siting of an SCTF in the city of Lynnwood requires the issuance of a conditional use permit in accordance with the provisions of this chapter and section. The siting process and criteria for essential public facilities eligible for common site review described in the Capital Facilities and Utilities element of the Lynnwood Comprehensive Plan is hereby adopted as an optional process that may be elected by the sponsor of an SCTF in addition to the conditional use permit process required by this section. In considering the concentration of essential public facilities in the site evaluation criteria described in the Capital Facilities and Utilities element of the Lynnwood Comprehensive Plan, the essential public facilities to be considered are those listed in RCW 71.09.250(8). Any mitigation required under the common siting process will not exceed those provided for by RCW Title 71.*

Response: The proposed development will solely support the existing Justice Center and Municipal Court. A Secure community transition facility, as defined as a “Secure community transition facility (SCTF)” means a residential facility, as defined in Chapter 71.09 RCW, for the housing of civilly committed and conditionally released sexually violent predators. (Ord. 2460 § 2, 2003)” Per Title 21 Zoning Definition Section 21.02.521. The proposed development and renovation of the existing Justice Center does not include elements of a secure community transition facility or programs of such. This standard does not apply.

B. *In addition to the requirements required of all conditional uses in this chapter, an SCTF shall also be subject to the following standards:*

1. *Siting shall be limited to locations zoned general commercial (CG), business/technical park (BTP), and light industrial (LI) and only in such zoned areas that are south of 208th Street SW, and west of 60th Avenue W.*

Response: The proposed development does not include elements of a “Secure community transition facility (SCTF). This standard does not apply.

2. *Siting Criteria.*
 - a. *Policy guidelines adopted by the Secretary of Social and Health Services for the State of Washington for the siting of an SCTF shall be considered when providing for the siting of secure community transition facilities.*
 - b. *The siting requirements set forth in RCW 71.09.285 through 71.09.340 shall be considered as minimum requirements and nothing therein shall prevent the imposition of any condition or cause for denial of a conditional use permit for an SCTF so long as the condition or cause for denial does not impose a requirement more restrictive than those specifically addressed in RCW 71.09.285 through 71.09.340.*

Response: The proposed development does not include elements of a “Secure community transition facility (SCTF). This standard does not apply.

3. *Conditional Use Permit Application Process. A conditional use permit application for an SCTF shall comply with all the permitting and procedural requirements pertaining to a conditional use permit under this chapter and the application thereof shall be accompanied by the following:*
 - a. *The siting process used for the SCTF, including alternative locations considered.*
 - b. *An analysis showing that consideration was given to potential sites such that siting of the facility will have no undue impact on any one racial, cultural, or socio-economic group, and that there will not be a resulting concentration of similar facilities in a particular neighborhood, community, jurisdiction, or region.*
 - c. *Proposed mitigation measures including the use of effective site buffering from adjacent uses.*
 - d. *A general description of the security plan for the facility and the residents.*
 - e. *Proposed operating rules for the facility.*
 - f. *A schedule and analysis of all public input solicited or to be solicited during the siting process.*

Response: The proposed development does not include elements of a “Secure community transition facility (SCTF). This standard does not apply.

4. *The city of Lynnwood will require expert assistance in reviewing the state’s SCTF application. The fee charged for the SCTF application shall be sufficient to pay for such expert assistance. (Ord. 2460 §§ 3, 4, 2003)*

Response: The proposed development does not include elements of a “Secure community transition facility (SCTF). This standard does not apply.

Chapter 21.60 City Center District (CC) Zone

21.60.050 Overall Purpose.

- A. *To create a distinct, strong identity for the city center, producing a heart for Lynnwood that is surrounded by solid neighborhoods.*
- B. *To provide opportunities to increase the city’s tax base, thereby helping to fund public improvements and public services.*
- C. *To encourage private and public investment, attract shoppers and visitors, and appeal to existing and new residents.*
- D. *To produce a concentration and a mixture of commercial, office, retail, residential, and civic uses within the city center.*
- E. *To develop a city center that supports pedestrian movement and use of public transit.*

F. To implement both the city's comprehensive plan and the city center subarea plan.

G. To promote attractive streetscapes and urban green spaces. (Ord. 2554 § 1, 2005)

Response: The remodel and expansion of the City of Lynnwood Justice Center will serve the needs of the growing community.

21.60.075 Relationship to rest of title.

The regulations in this chapter, together with the applicable regulations in the rest of this title and other titles of the Lynnwood Municipal Code, shall govern development and use of property in the city center zones. Where the regulations of this chapter conflict with or vary from regulations in other chapters or titles, the regulations in this chapter shall control.

A. *Exceptions. The following chapters of this title shall not apply in the city center:*

1. Chapter 21.06 LMC;
2. Chapter 21.12 LMC;
3. Chapter 21.14 LMC. (Ord. 2937 § 4, 2012; Ord. 2554 § 2, 2005)

Response: The proposed design of the new justice center will compile with the LMC chapters identified.

21.60.200 Zones established and described.

A. *City Center – Core (CC-C). This zone is envisioned to have the highest intensity uses, especially office buildings, residences, and hotels contained within high-rise buildings. Shops and restaurants would be located along key streets, particularly the principal pedestrian corridor, referred to as the “Promenade” in the city center subarea plan. A major public open space would anchor the zone. Over time, parking would be increasingly located within parking structures. The convention center is located in the northeast corner of this zone.*

Response: The proposed justice center will complement the uses planned in the City Center – Core.

B. *City Center – West (CC-W). This zone is envisioned to have a mixture of higher density housing, retail and restaurants, and some office buildings contained within mid-rise buildings. A public open space would anchor the zone. Over time, parking would be increasingly found within parking structures.*

Response: The proposed project is not located in CC-W.

C. *City Center – North (CC-N). This zone is envisioned to have a mixture of mid-rise office buildings and retail. Over time, parking would be increasingly found within parking structures. (Ord. 2937 § 6, 2012; Ord. 2554 § 4, 2005)*

Response: The proposed justice center will be multiple floors three (3) and contain a parking structure along the far east side of the project.

21.60.300 Uses prohibited in city center zones.

All uses shall be allowed in the city center zones unless specifically prohibited below:

A. *Prohibited in all city center zones:*

1. Adult establishments;
2. Billboards;
3. Industrial uses (excluding management, research and development, and sales operations);
4. Outdoor storage or display of materials and equipment (except during construction) except as provided for in subsection (A)(10) of this section;
5. Auto-oriented uses, including:
 - a. Vehicle washing;
 - b. Drive-throughs, including drive-up windows and drive-up kiosks, unless within an enclosed parking structure;

- c. *Vehicle repair;*
- d. *Battery exchange station (electric vehicles);*
- e. *Battery charging station (electric vehicle), Level 1, Level 2 or Level 3 (unless contained within an enclosed parking structure or attached to the exterior of a building containing a principal use);*
- f. *Gasoline service stations;*
- g. *Rental car agencies with outdoor fleet;*
- h. *Outdoor sales of boats, vehicles or equipment;*
- 6. *Sewage treatment plants;*
- 7. *Work release facilities;*
- 8. *Wrecking yards;*
- 9. *Secure community transition facilities;*
- 10. *Uses not contained within a building except:*
 - a. *Accessory outdoor dining;*
 - b. *Accessory outdoor display of merchandise up to a maximum of 200 square feet and where the display only occurs during business hours;*
 - c. *Temporary special events; or*
 - d. *Accessory outdoor recreation areas, in an amount not greater than the gross floor area of the principal use it serves, not to exceed one-half acre;*
- 11. *Self-service storage facilities;*
- 12. *Marijuana and marijuana-infused products retail sales, processing or production;*
- 13. *Medical marijuana collective gardens;*
- 14. *Dry cleaning and laundry plants (with the exception of dry cleaning and laundry, self-service and pick-up stations and incidental cleaning as an in-house service);*
- 15. *Outdoor commercial recreation and entertainment, including stadiums, race tracks, outdoor theaters, swimming pools, golf courses;*
- 16. *Overnight campgrounds;*
- 17. *Retail lumber yards;*
- 18. *Assembly of glass, light metal, plastic, electronic, electrical or wood parts, which are extracted, stamped, manufactured or shaped elsewhere, not precluding minor processes such as cutting or drilling;*
- 19. *Bottling or packaging plants (except as incidental to a brewery or winery);*
- 20. *Greenhouses, plant nurseries and agriculture;*
- 21. *Outdoor fresh fruit, vegetable or produce stands (except for temporary uses such as farmers markets or accessory to a principal use contained within a building);*
- 22. *Warehouses of 10,000 square feet or less;*
- 23. *Distribution centers;*
- 24. *Drive-in and drive-through restaurants;*
- 25. *Detached single-family or manufactured homes;*
- 26. *Detached wireless communication facilities (wireless attached facilities are allowed subject to LMC 21.46.110);*
- 27. *Supervised drug consumption facilities; and*
- 28. *Any other uses similar to those listed above or any other use determined by the community development director to be inconsistent with the intent of the city center zones as described in this chapter and the city center subarea plan. Appeals of the community development director's decision shall be processed as a Process II application (LMC 1.35.200).*

Response: The proposed justice center will require a conditional use permit.

- B. *Additionally, prohibited in the portion of the city center – core zone (CC-C) that is north of 194th St. SW:*
1. *Multifamily residential. (Ord. 3336 § 3, 2019; Ord. 3305 § 12, 2018; Ord. 3258 § 24, 2017; Ord. 3136 § 13, 2015; Ord. 2937 § 7, 2012; Ord. 2554 § 5, 2005)*

Response: The proposed justice center is a essential public facility. Therefore, this code section does not apply.

21.60.350 Use limitations.

- A. *Ground floor principal uses in all city center zones shall be occupiable space.*
1. *Exception. Structured parking may occupy the ground floor of a building; provided, that the parking does not occupy more than 40 percent of the ground floor space facing a street frontage. In such instances, the remaining portion of the building facing the street shall consist of occupiable space.*

Response: The entire length of the project is approximately 675 feet, this includes the existing building, proposed building and parking structure. The parking structure is approximately 237’ in length or 35% of the ground floor space facing a street frontage. The remaining portion of the building faces 194th Street SW will be occupiable space.

- B. *For buildings that directly front the Promenade Street, no less than 40 percent of the lineal frontage of any building shall be occupied by a permitted, nonresidential use. (Ord. 3336 § 4, 2019)*

Response: The justice center expansion is not located along a Promenade Street. This code criteria does not apply.

21.60.400 Basic development standards.

- A. *Height.*
1. *Minimum Building Height. The intent is that the city center zones accommodate dense urban form development. All new development shall be built to at least the minimum building height of three stories and no less than 30 feet; provided, that uses predominantly characterized as places of public assembly featuring auditoriums or meeting facilities, including but not limited to religious institutions, movie or performing arts theaters, symphony halls and convention facilities, shall have a minimum building height of 30 feet and no minimum story requirement. However, due to current economic conditions, in the first five years from the date of adoption of the ordinance codified in this chapter, this requirement is waived and, if conditions are not improved beyond this five-year period, the city council may extend this waiver further.*
 - a. *Exception. A single-story building shall be permitted adjacent to or within a park as identified by the City Center Parks Master Plan. Such structure shall be approved by a development agreement.*

Response: The proposed building is three (3) stories and no less than 30 feet, the project is located within 150 feet of residential zoned property. Section 2.b.i below applies.

2. *Maximum Building Height.*
 - a. *In the city center – core (CC-C) zone, the maximum building height shall be 350 feet, except as follows:*
 - i. *From the centerline of 196th St. SW north up to but not exceeding a distance of 360 feet, the maximum building height of any portion of a building shall be 240 feet.*
 - ii. *North of a line 360 feet north of the centerline of 196th St. SW, the maximum building height of any portion of a building shall be 130 feet.*

iii. *Notwithstanding the above subsections, the maximum height of any portion of a building 150 feet or less from a residential zone shall be 35 feet.*

b. *In the city center – west (CC-W) and city center – north (CC-N) zones, the maximum building height shall be 140 feet, except as follows:*

i. *The maximum height of any portion of a building 150 feet or less from a residential zone shall be 35 feet.*

Response: The proposed building will be three (3) stories, the proposed height of the building will be 34'-10 1/8", please see sheet G1.17 of the design review plan set for the building height calculations. This code criteria is met.

3. *Mechanical penthouses, stair/elevator overruns, and antennas shall be excluded from building height calculation, provided they are no more than 20 feet above the roof deck.*

Response: The new justice center will have a mechanical penthouse to screen the roof top HVAC units. The screens will be approximately 8 feet above the roof.

4. *Building height may be increased by up to 20 percent for a nonhabitable, architectural roofline element. This allowance does not apply within 150 feet from a residential zone or in the city center – core zone (CC-C) where the maximum height is less than 350 feet.*

Response: This code criteria does not apply, the subject site is within 150 feet from a residential zone.

B. *Setbacks.*

1. *From Streets.*

a. *To permit the widening of city center streets without creating nonconforming situations or the need to impact buildings, all buildings shall be located at the property line established by the future street right-of-way contained in Table 21.60.4 utilizing the fronting street for fire access except as permitted otherwise in this chapter, the city center design guidelines or unless there is or will be a building between such building and the future street right-of-way. In exceptions where buildings do not utilize the street for fire access, a circulating fire lane may be required.*

Response: We have confirmed the ultimate right of way width of 194th Street SW, no additional dedication is necessary. The proposed building will be adjacent to the code required 12 foot sidewalk along 194th Street SW. No dedication is required along 44th Ave W. The existing justice center will stay, no modifications to the building footprint are anticipated.

b. *Buildings may be set back from the street for the purpose of providing public plazas as a FAR bonus feature and as required by the city center design guidelines. The public plaza may exceed the minimum open space/public plaza size requirement provided in the design guidelines. Up to 30 percent of any building's street frontage per street may be set back from the setback line to accommodate a public plaza. Open space/public plaza space may be combined at intersections.*

Response: A open space/public plaza is proposed between the existing justice center and the new expansion. A FAR bonus is not anticipated.

c. *To allow buildings to be setback from wider streets, buildings along boulevard streets may be set back up to 17 feet from the property line established by the*

future street right-of-way provided in Table 21.60.4 subject to the following requirements:

- i. The boulevard street shall be utilized as the fire lane. No setback shall be allowed that would result in requiring a fire lane between the building and the street.
- ii. The setback shall be utilized only for open space/public plazas complying with subsection (B)(1)(b) of this section and the city center design guidelines.

Response: The proposed building will be situated directly behind the 12 foot sidewalk adjacent to 194th Street SW.

- 2. Interior Side. None required.
- 3. Interior Rear. None required.

Response: Interior side setbacks will be zero for the east property line. The parking structure is planned to be constructed adjacent to the property line. The existing justice center will remain and the setback will not change. Both the existing justice center and proposed expansion and parking structure will be setback approximately 25 feet from the rear property line to allow for 5 feet of code required ingress/egress and the 20 foot landscape buffer from residential zoned property.

C. Building Frontage.

- 1. Less Than 100 Feet of Frontage. The minimum building frontage length shall be less the space required to provide a drive aisle to service the site. If no drive aisle is provided the minimum frontage shall be 65 of percent the length of the abutting property line.
- 2. One Hundred Feet of Frontage or Greater. The minimum building frontage length shall be 70 percent of the length of the abutting property line. This length may be reduced at the discretion of the community development director to accommodate required fire access or drive aisles leading to parking areas.
- 3. Panhandle Lots and Landlocked Lots. Properties that only have access to a public or private right-of-way through a panhandle or have no property line adjacent to a public or private right-of-way are not required to provide building frontage.

Response: The new building expansion and parking garage structure account of nearly 100 percent of length of frontage abutting the property line along 194th Street SW.

D. Floor Area Ratio.

- 1. Basic Allowable Floor Area Ratio. The basic floor area ratio (FAR) of buildings in the city center shall be limited as shown in Table 21.60.1. The bonuses are described in subsection (D)(2) of this section.

Table 21.60.1: Floor Area Ratio (FAR)				
Maximum FAR		District		
		CC-C	CC-W	CC-N
Maximum allowable "as of right" for existing nonconforming sites and structures	Nonresidential	0.5	0.5	0.5
	Residential	1.0	1.0	1.0
Maximum allowable FAR "as of right" for new development	Nonresidential	2.0	2.0	2.0
	Residential	3.0	3.0	3.0
Maximum with bonuses	Nonresidential	8.0	3.0	3.0

	Residential	10.0	5.0	5.0
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Notes:

- a. Floor area is measured to the inside face of exterior walls.
- b. The following uses shall be excluded from floor area calculation:
 - Space underground (e.g., basements);
 - Space dedicated to parking;
 - Floor area devoted to rainwater collection;
 - Floor area devoted to gray water collection/storage/distribution;
 - Floor area devoted to waste recovery/separation;
 - Floor area devoted to service areas (such as storage areas, closets, and restrooms);
 - Balconies, patios, breezeways and decks without a solid cover;
 - Air spaces within buildings such as vaulted ceilings. More specifically, the floor area shall be counted as actual floor area only and not in the air spaces above;
 - Space used as FAR bonus feature (see Table 21.60.2);
 - Privately owned land area for the Promenade Walkway.
- c. Allowable FAR for nonresidential and residential uses shall be added together for the respective use types within a mixed use residential project, to provide for a combined FAR total.
- d. Hotels shall be considered nonresidential for the purpose of this chart.
- e. In situations where both conforming and nonconforming development are located on a site, the maximum FAR for conforming and nonconforming development may be combined, but each shall be limited to their respective FAR per Table 21.60.1. (For example, without bonus features, conforming development FAR maximum is 2.0; nonconforming FAR maximum is 0.5. Conforming development on the site may have a maximum FAR of 2.0; nonconforming maximum FAR of 0.5.)

Response: The maximum FAR for the project is 2.0, as currently proposed the FAR for both parcels is .65. Included in the FAR is the existing building and new building expansion, the parking structure is not included in the FAR calculations as the first level is below grade and the second level is at grade.

2. **FAR Bonus.** The FAR at a property may be increased above the amount permitted “as of right” shown in Table 21.60.1 by including any of the features listed in Table 21.60.2 into development of the property.

Table 21.60.2: Bonus Features Allowing Increased Floor Area Ratio		
Bonus Features	Feature Requirements	Additional Floor Area for Each Feature
LEED Silver or similar certification elements	Checklist stamped by the project architect illustrating LEED Silver or similar certification elements have been incorporated into project.	10 percent increase in total floor area for meeting LEED Silver certification standards (or similar) or above.
LEED Gold or similar certification elements	Checklist stamped by the project architect illustrating LEED Gold or similar certification elements have been incorporated into project.	25 percent increase in total floor area for meeting LEED Gold certification standards (or similar) or above.
LEED Platinum or similar certification elements	Checklist stamped by the project architect illustrating LEED Platinum or similar certification elements have been incorporated into project.	40 percent increase in total floor area for meeting LEED Platinum certification standards (or similar) or above.
Office use above the ground floor		2 sq. ft. of floor area for each sq. ft. of office use above the ground floor.
Parking, underground		2 sq. ft. of floor area for each sq. ft. of parking below grade.
Parking, structured		1 sq. ft. of floor area for each sq. ft. of structured parking above grade.
Public plaza	Provision of public plaza in excess of the requirement identified in the city center design guidelines.	5 sq. ft. of floor area for each sq. ft. of plaza above the amount required by the city center design guidelines.

<i>Promenade Walkway (along public right-of-way)</i>	<i>Portions or all of the Promenade Walkway that are adjacent to or near and parallel to the public right-of-way or are located within the public right-of-way. (Access easement dedication where on private property to the public must be recorded with approved maintenance provisions.) The Promenade Walkway must conform to the design guidelines.</i>	<i>5 sq. ft. of floor area for each sq. ft. of Promenade.</i>
<i>Promenade Walkway (bisecting large blocks)</i>	<i>Promenade Walkway providing a connection through a large block not adjacent to or in the public right-of-way. However, up to 5 percent of the project's Promenade Walkway (bisecting large blocks) can be adjacent to or within the public right-of-way and still receive 20 sq. ft. of floor area bonus. (Access easement dedication to the public must be recorded with approved maintenance provisions.) The Promenade Walkway must conform to the design guidelines.</i>	<i>0 sq. ft. of floor area for each sq. ft. of Promenade.</i>
<i>Residential use (single purpose building)</i>	<i>Residential development granted as bonus square footage cannot be used to achieve additional square foot bonus.</i>	<i>2 sq. ft. of floor area for each sq. ft. of residential use.</i>
<i>Residential use in vertically mixed-use building</i>	<i>Residential development granted as bonus square footage cannot be used to achieve additional square foot bonus.</i>	<i>4 sq. ft. of floor area for each sq. ft. of residential use if the development is vertical mixed use.</i>
<i>Street level retail</i>	<i>See definition (LMC 21.60.100(L)).</i>	<i>200 sq. ft. of floor area for each linear foot of retail frontage.</i>

Response: The proposed project will not request a FAR bonus.

3. *Change of Use and Continuation of Bonus.*
 - a. *FAR bonuses granted based on the use of the building (e.g., office use, residential use, street level retail) and use of an area (e.g., Promenade Walkway or public plaza) shall be acknowledged in a document recorded in a form acceptable to the city with the Snohomish County auditor's office. The document shall also reflect the requirement in subsection (D)(3)(b) of this section.*
 - b. *If a business, activity or feature that supported a FAR bonus under this section is terminated, that use shall either be replaced by another use or feature of the same type (as listed in Table 21.60.2) or by another use that qualifies for an equal (or greater) FAR bonus. Alternatively and only in the case of a bonus use terminating, the property owner may request approval of a substitute method to qualify for the FAR bonus. Such substitution shall be subject to the approval of the community development director, who shall approve the substitution if he/she finds that the proposed substitution complies with this section and chapter. Appeals of the community development director's decision shall be processed as a Process II application (LMC 1.35.200).*

Response: The project will not seek a change of use or continuation of use bonus.

E. *Parking Ratios. Notwithstanding Chapter 21.18 LMC, off-street parking shall be provided in conformance with Table 21.60.3 and the regulations in this subsection.*

Table 21.60.3: Required Off-Street Parkin (Excerpt)		
Use Type	Minimum	Maximum
<i>Retail, personal services and offices serving customers on site</i>	<i>3 stalls/1,000 gross floor area (gfa)</i>	<i>4 stalls/1,000 gfa</i>
<i>Offices, not serving customers on site</i>	<i>2 stalls/1,000 gfa</i>	<i>4 stalls/1,000 gfa</i>
<i>Institutional uses</i>	<i>20 percent less than required in Table 21.18.03</i>	<i>Same as required in Table 21.18.03</i>
<i>Places of assembly</i>	<i>20 percent less than required in Table 21.18.06</i>	<i>Same as required in Table 21.18.06</i>
<i>Other uses</i>	<i>20 percent less than required in Table 21.18.11</i>	<i>Same as required in Table 21.18.11</i>

Notes:

- 1. Parking requirements for permitted uses not listed in Table 21.60.3 shall be determined by a study of parking demand for that use.*
- 2. Uses sharing a common parking facility that is accessible to all respective uses may reduce the required number of stalls by 40 percent.*
- 3. Parking may be located off site, so long as it is within 1,000 feet of the property (measured along public sidewalks or walkways), is connected to the property by sidewalks or walkways, and is tied to the site by a contractual agreement that is filed with the city and deed of record at the county.*
- 4. All developments with more than 50 parking spaces shall provide a minimum of one dedicated and signed carpool/vanpool space. All developments with more than 100 parking spaces shall provide a minimum of two dedicated and signed carpool/vanpool spaces.*
- 5. The community development director may allow ratios higher than the maximums allowed if a parking demand study for a particular development indicates that additional parking is needed and a parking demand management program would not be effective. Appeals of the community development director’s decision shall be processed as a Process II application (LMC 1.35.200).*

Response: The proposed essential public facility does not have a prescribed parking ratio. Per the Perteeet parking memorandum dated November 2, 2020 parking demand analysis utilized details on the shift change policies/timings of the police department as well as the court operations. Based on the employee count for existing and anticipated growth the total parking demand of 152 stalls is needed at “peak” usage. Peak usage is during the shift change in tow one-hour periods. During these times, it is assumed staff patrol vehicles can utilize the public spaces. The proposed parking facility provides 127 stalls designated as “staff only” with an additional 29 stalls for public use for a total usable stall volume of 166 spaces.

F. *Bicycle Facilities.*

- 1. All nonresidential developments providing 20 or more parking stalls shall be required to provide at least one bicycle stall for every 20 vehicular parking stalls, up to a maximum of 20 bicycle stalls. Bicycle stalls may be storage lockers or bicycle racks/stands.*

Response: Based on the total parking stall count of 166 there is a requirement to provide 8 bicycle stalls. The proposal reflects 12 bicycle stalls, 6 stalls adjacent to the police station entry and 6 stalls adjacent to the court entrance. This code criteria is met.

- 2. Bicycle stalls shall be located either inside of a building or outside within 100 feet of a building entrance and shall be designed to allow either a bicycle frame or wheels to be locked to a structure attached to the pavement or to a structure. It is not necessary for all on-site bicycle stalls to be located in one central location. Bicycle stalls may be located within vehicular parking areas.*

Response: Bicycle stalls are located within 100 feet of an entrance and allow for a bicycle frame or wheels to be locked to a structure

3. *One indoor bicycle stall shall be provided for every four dwelling units in multifamily residential uses, with the exception of senior housing, unless individual garages are provided for every unit.*

Response: No residential units are proposed, this requirement does not apply.

G. *Service Areas.*

1. *Exterior service areas shall not be located within 30 feet of a residential-zoned property. Service areas include but are not limited to: loading docks, trash dumpsters, compactors, all equipment, dedicated parking or serving areas, refuse and recycling areas, and mechanical equipment areas.*

Response: Exterior service area such as trash enclosures will be located within the parking structure, mechanical equipment will be placed beyond 30 feet from residential property to the north.

2. *Exterior service areas shall be located within the dedicated parking areas.*

Response: Service areas will be located in the parking structure.

3. *All exterior refuse and recycling shall be enclosed on three sides within masonry walls with a minimum height of seven feet that shall match or complement the exterior materials of primary building(s) and be covered by a roof. Enclosure doors shall be provided and shall not be constructed of wood or chain link (with or without slats).*

Response: The trash enclosure which contains refuse and recycling located in the parking structure will be enclosed on three (3) sides with masonry walls that match the concrete walls of the parking structure. The enclosure doors will be constructed of vinyl chain link with slats.

H. *Fire Standards.*

1. *To eliminate private land devoted to fire lanes between the building and the right-of-way, all new development in the city center shall be constructed with sprinklers regardless of size. (Ord. 3336 § 5, 2019; Ord. 3192 § 8, 2016; Ord. 2937 § 8, 2012; Ord. 2554 § 6, 2005)*

Response: The new building and parking structure will be sprinklered.

21.60.450 Transitional rules.

In the portion of the city center – core district (CC-C) that is north of 194th St. SW, development of any property that adjoins a property zoned to a single-family residential zone shall comply with the transitional buffer regulations in LMC 21.08.400. The minimum building setback from a single-family residential property shall be 25 feet. (Ord. 2554 § 7, 2005)

Response: The new building and parking structure will be setback a minimum of 26 feet at the far northeast corner to approximately 33 feet at the midpoint of the side where the new building and existing building meet. A high buffer type of 20 feet is proposed along the entire northern property line as the subject site is adjacent to single family residential property.

21.60.475 Signs.

Signs in the city center zones shall comply with LMC 21.16.310 and other applicable sections of that chapter. Notwithstanding the regulations in Chapter 21.16 LMC, the following sign regulations apply in the city center zones:

- A. *Prohibited Signs. The following signs are prohibited in the city center zones:*

1. Pole signs.
2. Electronic changing message signs and changeable letter signs, except for entertainment, public transportation uses, places of assembly, and institutional uses with an occupancy load of 200 persons or greater.
3. Roof signs.
4. Cabinet signs for new development.

Response: Signage will be designed and permitted under a separate permit. The signage shown on the building elevations are for representation purposes only.

B. Monument Signs. Maximum height shall be eight feet.

Response: There is an existing monument sign at the corner of 194th Street SW and 44th Avenue W, no new monument signs are proposed.

C. Neon signs are permitted; however, outlining buildings or portions of buildings in neon is prohibited.

Response: No neon lighting for signage or building is proposed.

D. Window signs (signs located on the inside of a window so as to be easily and readily viewed from outside the window) may occupy up to 20 percent of the area of the window.

Response: Window signs are not proposed.

E. Nonconforming signs shall be governed by LMC 21.16.250, except that the structure, frame or support of an existing nonconforming pole sign or monument sign may be modified, provided:

1. Such modifications result in a sign that is more conforming; and
2. Such new or modified sign is located in the same location as the existing sign. (Ord. 2937 § 9, 2012)

Response: We do not believe there are any nonconforming signs on the existing justice center.

21.60.500 Street types.

Notwithstanding LMC Title 19 and other adopted street standards, development and redevelopment of streets in the city center shall comply with Table 21.60.4: Street Standards.

Table 21.60.4: Street Standards				
Design Standards	Boulevard	Collector Arterial	Grid Street	Promenade Street
Streets	44th Ave. W., 200th St. S.W./AMB, 196th St. S.W., 36th Ave. W.	194th St. S.W., 40th Ave. W.	42nd Ave. W.	198th St. S.W. (see definition for Promenade Street)
Right-of-way width	200th: 5 lanes: 99 feet 200th: 6 lanes: 110 feet 200th: 7 lanes: 121 feet 196th: 7 lanes: 111 feet 44th: 7 lanes: 111 feet 44th: 8 lanes: 122 feet 36th: 6 lanes: 97 feet 36th: 5 lanes: 85 feet	194th: 2 lanes with on-street parking: 73 feet 40th: 3 lanes without on-street parking: 76 feet	2 lanes with on-street parking: 77 feet	2 lanes with on-street parking: 73 feet
Parking lane	No parking	194th St. S.W.: Both	Both sides;	Both sides;

Table 21.60.4: Street Standards

		sides, 8 feet wide 40th Ave. W.: No parking	8 feet wide	7 feet wide
Sidewalks	Both sides, 12 feet wide, including 5-foot-wide zone for tree wells along the curb (plus 6" curb)	Both sides, 194th St. S.W.: 12 feet wide, including 5-foot-wide zone for tree wells along the curb (plus 6" curb) 40th Ave. W.: 16 feet wide, including 5-foot-wide zone for tree wells along the curb (plus 6" curb)	Both sides, 16 feet wide, including 5-foot-wide zone for tree wells along the curb (plus 6" curb)	Both sides, 16 feet wide, including 5-foot-wide zone for tree wells along the curb (plus 6" curb)
Curb and gutter	Both sides; 6" raised	Both sides; 6" raised	Both sides; 6" raised	Both sides; 6" raised (or rolled with decorative bollards for pedestrian safety)
Travel lanes and turning lanes (maximum #)	5 – 8	194th St. S.W.: 2 40th Ave. W.: 3	2	2
Travel lane width	11 – 12 feet	11 feet	14 feet	13 feet
Bicycle travel lane	44th Ave. W., 196th St. S.W., and 36th Ave. W.: No bicycle travel lane 200th St. S.W.: 5-foot on-street bicycle lanes (both sides)	5-foot on-street bicycle lanes (both sides)	No separate on-street bike lane. Incorporate sharrows in traffic lane of street section	No separate on-street bike lane. Incorporate sharrows in traffic lane of street section
Intersection curb	35-foot radius with no curb bulb extension along boulevard	35-foot radius at boulevard; 25-foot radius at all other with 6-foot curb bulb extension	35-foot radius at boulevard; 25-foot radius at all other with 6-foot curb bulb extension	35-foot radius at boulevard; 25-foot radius at all other with 6-foot curb bulb extension
Raised landscape median (width)	6 feet in left turn pocket areas; 18 feet at all other areas	None	None	None

Notes:

- a. Refer to city center design guidelines for access requirements.
- b. The public works director may, with the concurrence of the fire marshal, modify the street standards in Table 21.60.4 if the modification does not impact the function for those streets. Appeals of the public works director's decision shall be processed as a Process II application (LMC 1.35.200).

Response: Both frontage roads for the project (194th Street SW and 44th Avenue SW) are at their respective right of way widths. Frontage improvements along 194th Street SW include replacement of curb and gutters and a 12 foot sidewalk with landscape and street light improvements. 44th Avenue SW improvements include replacement and widening of the existing 5 foot sidewalk with a 7 foot sidewalk that transitions to 5 feet toward the northern property boundary (before the existing driveway).

21.60.600 Design review.

- A. *Design Guidelines.* The following structures and parking facilities permitted in the city center zones shall comply with the Lynnwood city center design guidelines (which are adopted by this reference as if fully set forth herein) and receive approval pursuant to Chapter 21.25 LMC, unless

otherwise specified in this chapter: for proposals in these zones, the citywide design guidelines shall be replaced with the city center design guidelines.

1. *Construction of any nonresidential structure or building with a gross floor area of more than 1,000 square feet.*
2. *Construction of any parking lot and/or parking structure with 20 or more stalls or paved parking area of 5,400 square feet or more.*
3. *Construction of any multiple-family residential structure.*

Response: The proposed expansion of the justice center and parking structure will comply with the City Center Design Guidelines, each criteria will be addressed further in this narrative under the heading “City Center Design Guidelines”.

- B. *Supersede. Applicable Lynnwood city center design guidelines shall supersede any development standards and requirements of this title and other titles of this code that may conflict, unless otherwise specified in this chapter.*

Response: Noted, the project has been designed to comply with Center City Design Guidelines, dated 2019. See attachment 1 – project design review checklist for each applicable design standard and how the project meets each criteria.

- C. *Gateways and Prominent Intersections. See city of Lynnwood zoning map to identify development project sites within a gateway or prominent intersection location. Such sites shall be subject to applicable gateway and/or prominent intersection design guidelines in the Lynnwood city center design guidelines. If any portion of a project site lies within a gateway or prominent intersection location, then the entire project shall comply with the applicable design guidelines.*

Response: The subject site is located at the intersection of 194th Street SW and 44th Avenue SW, although not an identified gateway or prominent intersection we will be maintaining the existing monument sign and enhancing the pedestrian experience at said intersection.

- D. *Compliance with Subarea Plan and Related Documents. For determining compliance with the comprehensive plan (that includes the city center subarea plan), as required by LMC 21.25.145(B)(3), an application for approval of structures and facilities under this section shall:*

1. *Demonstrate consistency and compatibility with the planned location and design of streets, as shown in the street protection ordinance, as amended. Where any locations and designs in this subsection (D)(1) conflict with the city center subarea plan, such locations and designs shall supersede the conflicting provisions of the city center subarea plan. (Ord. 2937 § 11, 2012; Ord. 2908 § 1, 2011; Ord. 2885 § 2, 2011; Ord. 2625 § 3, 2006; Ord. 2554 § 9, 2005)*

Response: The placement new building and frontage improvements are consistent with the City Center North subarea plan.

21.60.700 Nonconforming structures, sites and uses.

It is expected that much development within the city center will be as a result of renovations and expansions as much as entirely new development, especially in the years before 2015 or 2020. It is not the intent of the city to discourage such development, as new investment should enhance the image and appeal of the city center. However, it is also necessary to ensure that all forms of development contribute positively to the character and quality of the area. The general principle to be applied is that changes to nonconforming conditions should not increase the degree of the nonconformity, but rather move the site and its uses and buildings towards greater conformity. Given the location and configuration of current buildings, application of all design standards may not be possible or practical; however, every effort

should be made to comply with such standards for the portions of sites and buildings in proximity to the alterations being made. This section supersedes Chapter 21.12 LMC.

A. *Nonconforming Uses. Any prohibited uses legally existing at the time of the adoption of the ordinance codified in this chapter shall be considered "legal nonconforming uses." Such uses are not permitted to expand. Exterior landscaping, facade improvements, or interior upgrades are permitted.*

Response: The existing justice center was established as a legal use prior to the adoption of the City Center code, as such the facility is a legal nonconforming use. Per LMC 21.73.020 the site and expansion of the new justice center (considered an essential facility) requires a conditional use permit. See section above (Chapter 21.24) for compliance with the conditional use requirements.

B. *Nonconforming Sites. Throughout the city center, there are many properties where site development existing at the time of the adoption of the ordinance codified in this chapter does not comply with the site design standards and guidelines in this chapter. Certain types of minor changes to existing site development would not trigger compliance with the development standards and design guidelines in this chapter, such as restriping of stalls, and new or altered signage or lighting or renovation of landscaping. Any other site improvements, exterior renovation or expansion of building footprints shall incorporate site design features that bring the site more into compliance with the standards of the city center design guidelines regardless of whether or not the site improvements, renovation, and/or expansion triggers the design review process requirement per LMC 21.60.600.*

Response: While the expansion of the justice center will meet the requirements of the City Center design guidelines the existing surface parking lot will be brought into compliance. Surface parking landscaping will be enhanced to meet code.

C. *Nonconforming Buildings. Throughout the city center, there are many buildings and other structures existing at the adoption of the ordinance codified in this chapter that do not comply with the building standards and guidelines in this chapter. In keeping with the general principle that changes to nonconforming conditions should not increase the degree of the nonconformity, but rather move the site and its uses and buildings towards greater conformity, the following shall apply:*

1. *Exterior renovation of buildings and structures shall not increase the degree of nonconformance.*
2. *All expansion of building footprints or increases in building height shall incorporate standards that bring the building more into compliance with the requirements of this chapter and the city center design guidelines regardless of whether or not the expansion is subject to the design review process requirement per LMC 21.60.600.*
3. *When practicable, as determined by the community development director, the expansion of building footprints shall locate towards the property line of the future street right-of-way as described in Table 21.60.4. Appeals of the community development director's decision shall be processed as a Process II application (LMC 1.35.200).*
4. *Compliance with standards shall be localized to the area of the building being altered. Particular emphasis shall be given to the provision of pedestrian amenities oriented towards the street. For example, if a building is expanded towards the street, elements such as building design features and transparency, parking lot landscaping and pedestrian connections to the sidewalk are expected to be accomplished.*
5. *For buildings that are demolished, the replacement structure shall be considered new development.*

Response: The exterior of the existing justice center will remain as is.

D. *Alternative Process for Compliance. The community development director may approve a plan and design for alteration of a nonconforming site or building that does not fully comply with the requirements of subsections (B) and (C) of this section if the director finds that the alternative plan and design provides overall a greater degree of compliance with the principles of this section (as stated above). Appeals of the community development director's decision shall be processed as a Process II application (LMC 1.35.200). (Ord. 2937 § 12, 2012; Ord. 2554 § 10, 2005)*

Response: We request the Community Development Director approve our plan that bring the existing site into compliance but the exterior of the existing justice center will remain as is.

21.60.800 Maximum amount of development in city center.

In no case shall the total amount of development (including all land uses) in the city center exceed 9.1 million square feet. (Ord. 2937 § 13, 2012; Ord. 2554 § 11, 2005)

Response: Noted, the expansion of the justice center will add 66,414 square feet to the City Center.

Chapter 21.73 Essential Public Facilities

21.73.010 Purpose Applicability.

A. *Essential public facilities are necessary and important in the provision of public systems and services. The city of Lynnwood already hosts, is planning to host, or borders on a number of essential public facilities, including, but not limited to, the following:*

1. *I-5.*
2. *Sound Transit/Community Transit – Transit Center.*
3. *Sound Transit light rail stations, parking facilities, tracks and related facilities.*
4. *State Route 525.*

Response: Code section does not apply.

B. *The purpose of this chapter is to implement the Growth Management Act and the Lynnwood comprehensive plan by establishing processes for the siting and expansion of essential public facilities in the city of Lynnwood as necessary to support orderly growth and delivery of public services. The city's goal in promulgating the regulations under this chapter is to ensure the timely, efficient and appropriate siting of EPFs while simultaneously identifying, analyzing, and mitigating adverse community and environmental impacts that may be created by such facilities. Nothing in this chapter should be construed as an attempt by the city to preclude the siting of essential public facilities in contravention of applicable state law. (Ord. 3126 § 3, 2015)*

Response: Comment noted.

21.73.020 Siting or expansion of local essential public facilities.

A. *A conditional use permit shall be required as provided in this section before any local essential public facility may be located or expanded within the city of Lynnwood, regardless of the zoning district in which such facility is or is proposed to be located.*

Response: The proposed expansion of the Lynnwood Justice Center will require a conditional use permit. The first subsection of this narrative provides our responses to the conditional use permit approval criteria as identified in chapter 21.24.

B. *A complete application for a conditional use permit for a local essential public facility shall include all items required under Chapter 21.24 LMC.*

Response: The first subsection of this narrative provides our responses to the conditional use permit approval criteria as identified in chapter 21.24.

C. *A conditional use permit for a local essential public facility shall be approved upon a determination that:*

1. *The project sponsor has demonstrated a need for the project, as supported by a detailed written analysis of the projected service population, an inventory of existing and planned comparable facilities, and the projected demand for the type of facility proposed;*

Response: The expansion of the City's justice center is necessary to meet the needs of the growing community. Several studies and reports were completed to demonstrate the need for the expansion to service the growing population. Studies include:

- A. Police Department and Detention Services Study was completed by Matrix Consulting Group, dated May 11, 2017.
- B. Lynnwood Police Department Strategic Plan 2019-2023.
- C. City of Lynnwood Strategic Plan 2018-2022.
- D. Pre-Design Study by Mackenzie

2. *The project sponsor has reasonably investigated alternative sites, as evidenced by a detailed explanation of site selection methodology, as verified by the city and reviewed by associated jurisdictions and agencies;*

Response: The existing site already accommodates the existing court, jail and police department. A portion of the site will be reutilized and the vacant parcel adjacent to the existing facility will be utilized for the project expansion. The location of the existing and proposed expansion is within the City's civil center campus. There are efficiencies in keeping all the community services adjacent to each other on the same property and within the civil center campus.

3. *The local essential public facility is not located in any residential zoning districts, except as provided in this subsection. If the land on which a local essential public facility is proposed is located in a residential zoning district, the applicant must demonstrate that there is no other feasible location for the facility and that the exclusion of the facility from the residential districts of the city would preclude the siting of all similar facilities anywhere within the city. If the applicant is able to make such a demonstration, the hearing examiner shall authorize the essential public facility to be located in the residential zoning district; and*

Response: The justice center is not located in a residential zoned district, the zoning for the subject site is City Center Central. The site is located adjacent to residential zoning (immediate to the north) and all development criteria for the transition between the two (2) zones will be implemented. Include the design of the building, taking the largest mass of the building and siting it to the further south away from the residential zone properties.

4. *The local essential public facility meets all provisions of this code for development within the zoning district in which it is proposed to be located. If a local essential public facility does not meet all such provisions, the applicant must demonstrate that compliance with such provisions would preclude the siting of all similar facilities anywhere within the city. If the applicant is able to make such a demonstration, the hearing examiner shall authorize the essential public facility to deviate from the provisions of this code to the minimum extent necessary to avoid preclusion.*

Response: The siting of the justice center meets all provisions of the chapter 21.73, the adoption of the city center code also considered the existing site and the proximity to the adjacent residential zone.

D. *The hearing examiner may approve, or approve with modifications, and impose reasonable conditions upon the local essential public facility in order to ensure that:*

1. *Necessary infrastructure is or will be made available to ensure safe transportation access and transportation concurrency;*

Response: The expansion of the justice center will generate a total of 57 peak AM/PM trips; transportation concurrency shall remain unchanged.

2. *Adequate service capacity is or will be made available to ensure that public agencies have the capacity to handle changes in the demand for public services that may occur as the result of the facility, including but not limited to insurance costs, public awareness and public education costs and that the facility will not adversely affect public safety;*

Response: The expansion of the justice center will provide enhanced public safety for the community and jail services for adjacent communities that choose to pay the City of Lynnwood for said services.

3. *Any and all probable significant adverse environmental impacts including, but not limited to, noise, air quality, habitat, soil quality and soil stability of neighboring properties and light pollution are adequately mitigated.*

Response: The siting and expansion of the justice center factors all the environmental impacts as addressed in the projects SEPA environmental checklist. A major consideration of the expansion also took into consideration the adjacent residential zoning. The natural topography of the site allows a majority of the justice center expansion to be constructed several feet below the finished floor elevation of the adjacent residential homes. All light fixtures on the justice center property and building will be placed to prevent light pollution to cross into residential zoned properties.

E. *The decision criteria set forth herein shall not be applied in such a manner as to preclude the siting or expansion of any local essential public facility in the city of Lynnwood. In the event that a local essential public facility cannot, by the imposition of reasonable conditions of approval, be made to meet the decision criteria in this section on the preferred site described in the proposal, the hearing examiner shall either:*

1. *Require the local essential public facility to be located on one of the investigated alternative sites, if the proposal can be reasonably conditioned to meet the decision criteria at the alternative site; or*

Response: The existing site already accommodates the existing court, jail and police department. A portion of the site will be reutilized and the vacant parcel adjacent to the existing facility will be utilized for the project expansion. The location of the existing and proposed expansion is within the City's civil center campus. There are efficiencies in keeping all the community services adjacent to each other on the same property and within the civil center campus.

2. *Approve the siting or expansion of the local essential public facility at the proposed site with such reasonable conditions of approval as may be imposed to mitigate the impacts of the proposal to the maximum extent practicable, if there is no available alternative site on which the decision criteria can be met. (Ord. 3126 § 3, 2015)*

Response: The siting and design of the justice center expansion factored a multitude of codes and guidelines including the Lynnwood zoning code, City Center Design Guidelines, Essential Public Facilities, Conditional Use Permit criteria, and the City's comprehensive plan. The proposed design of the essential facility minimizes the impacts to adjacent properties while balancing public dollars that will be used to construct the facility.

21.73.030 Siting and expansion of state and regional essential public facilities.

A. *A development agreement shall be required as provided by Chapter 21.29 LMC and this section before any state or regional essential public facility may be located or expanded within the city of Lynnwood. Any proposal for the siting or expansion of a state or regional essential public facility shall follow the procedures established by the LMC for the underlying land use permit, such as short subdivision, binding site plan, or project design review, prior to the public hearing for the development agreement. If the underlying permit ordinarily requires a public hearing, the public hearing required for the underlying permit shall be consolidated with the public hearing for the development agreement. Notice of the application and the required public hearing shall be given as required for the underlying permit and for development agreements. The siting process for a secure community transition facility shall be as provided by LMC 21.24.410.*

Response: Code section does not apply; the Lynnwood Justice Center is a local facility.

B. *If the land on which a state or regional essential public facility is proposed is located in a residential zoning district, the applicant shall have the burden to demonstrate that there is no other feasible location for the facility and that the facility is not expected to result in unmitigated significant adverse impacts. If the applicant is able to make such a demonstration, the hearing examiner shall authorize the essential public facility to be located in the residential zoning district.*

Response: Code section does not apply; the Lynnwood Justice Center is a local facility.

C. *State and regional essential public facilities shall meet all applicable provisions of the LMC. If a proposed state or regional essential public facility does not meet all such provisions, the applicant shall have the burden to demonstrate that compliance with such provisions would either preclude the siting of such facilities in the city, or would not result in the public benefit related to the provision. If the applicant is able to make such a demonstration, the development agreement may authorize the essential public facility to deviate from the provisions of this code to the minimum extent necessary.*

Response: Code section does not apply; the Lynnwood Justice Center is a local facility.

D. *The city council may approve, or approve with modifications, and impose reasonable conditions upon the state or regional essential public facility in order to ensure that:*

1. *Necessary infrastructure is or will be made available to ensure safe transportation access and transportation concurrency;*

Response: Code section does not apply; the Lynnwood Justice Center is a local facility and will be reviewed by the City's Hearing Examiner.

2. *Adequate service capacity is or will be made available to ensure that public agencies have the capacity to handle changes in the demand for public services that may occur as the result of the facility, including but not limited to insurance costs, public awareness and public education costs, and that the facility will not adversely affect public safety;*

Response: Code section does not apply; the Lynnwood Justice Center is a local facility.

3. *Any and all probable significant adverse environmental impacts including, but not limited to, noise, air quality, habitat, soil quality and soil stability of neighboring properties and light pollution are adequately mitigated.*

Response: Code section does not apply; the Lynnwood Justice Center is a local facility.

E. *The city council may not preclude the siting or expansion of a state or regional essential public facility, but may impose reasonable conditions in order to mitigate adverse impacts that may otherwise occur. (Ord. 3126 § 3, 2015)*

Response: Code section does not apply; the Lynnwood Justice Center is a local facility.

City Center Design Guidelines – 2019 update

City Center Site Design Standards

Response: Please see attached City Center Design checklist, attached as attachment 1.

Comprehensive Plan

Land Use

Land Use Goals Policies, and Strategies

Goal:

The scale, character, and configuration of land uses throughout Lynnwood will preserve and protect existing residential neighborhoods, protect environmentally sensitive areas, support physical activity and public health, minimize the threat of natural and manmade hazard, promote commerce and business, and accommodate population and employment growth

Land Use, General

Policy LU-3.

Comprehensive Plan land use designations are as provided by Table LU-3 below.

D. Mixed Use Land Use Designations (Excerpt)					D. Mixed Use Land Use Designations (Excerpt)
Abbr.	Designation	Primary Land Use	All Other Facades	Design	
CCTR	City Center	Multifamily dwellings, retail, office, service, food and drink, hospitality and entertainment uses.	As designated by the City Center Sub-Area Plan and the Comprehensive Plan Future Land Use Map.	Multi-story buildings with orientation to pedestrians. Compliance with City Center Design Guidelines.	

Response: The proposed development will enhance the current operations of the existing Lynnwood Justice Center at the site.

Policy LU-4.

Land use policies and regulations should:

A. Provide separation and/or buffering between incompatible land uses; and

B. Facilitate the co-location of dissimilar uses where desired and where compatibility can be achieved.

Response: The proposed project will enhance the current operations of the City’s justice center. The site is zoned City Center – Core and is adjacent to residential zoning. A 20 foot landscape buffer will be provided to buffer the justice center from the single-family residential property directly north.

Non-Residential Uses

Policy LU-34

Institutional and quasi-commercial land uses such as churches, childcare, group 38 homes, schools, and transit, utility and public facilities shall be allowed in 39 commercial areas.

Response: The justice center is considered an essential public facility and is sited in a commercial area.

Public Facilities

Policy LU-43.

The siting and design of public facilities should follow these guidelines:

- A. Public facilities should be located in their service area.*
- B. Facilities that serve a single neighborhood should be located in such neighborhoods. Siting and design decisions should support efficient and effective operations and maximize compatibility with the surrounding area.*
- C. Facilities that serve two or more neighborhoods should, where possible, be located near the common boundary(ies) of the neighborhoods.*
- D. Facilities that serve the entire City shall be easily accessible from all parts of the City and should minimize and then mitigate use-generated traffic or other impacts to residential neighborhoods.*
- E. Facilities that serve regional needs shall be located in close proximity to regional transportation systems (freeways, arterials, or major public transit lines); such facilities shall minimize and then mitigate use-generated traffic or other impacts 38 to residential neighborhoods.*
- F. Regional facilities shall also be located in close proximity to supporting services.*
- G. Public facilities serving regional needs should also be located near supporting or complementary uses and away from residential areas.*
- H. Public facilities should not generate unmitigated significant adverse impacts on the natural or built environment.*
- I. Public facilities visible from a public right-of-way should exhibit architectural detailing and similar design features that promote land use compatibility and community pride.*
- J. The siting and design of public facilities should not result in disproportionate impact upon a single segment of the community.*
- K. Essential public facilities should be regulated either as a permitted land use, or a use allowed with approval of a conditional use permit.*

Response: The expansion of the justice center meets all the policies listed below and will be permitted with approval of a conditional use permit.

Community Center

Urban Design

Goal 1: Form and Identity

Value urban design as one of the primary drivers for community cohesiveness and a stronger civic identity.

Response: The justice center design is like no other found within the City. The urban design of glazing, concrete, metals and wood like panels give the facility a strong civic identity.

Policy CC-1.1

Recognize the basic elements of urban form – neighborhoods, centers, corridors, employment centers and open spaces – all of which help define Lynnwood’s sense of place.

Response: The proposed development will provide a public plaza where visitors and employees can gather.

Policy CC-1.2

Ensure that land use and transportation decisions are consistent with zoning and design guidelines in order to improve the visual and functional character of the city.

Response: The justice center as an essential public facility is compatible within the City’s commercial zoning district.

Policy CC-1.3

The visual character of buildings shall be enhanced by means of architectural design and landscape elements to create a human scale and enhance and integrate visual character for the streetscape and abutting residential uses.

Response: The design of the new justice center provides architectural elements and landscape elements such as glazing, benches, planters, pedestrian hardscape elements to create an inviting human scale experience as visitors and employees utilize the facility.

Policy CC-1.4

Special design features and standards shall be employed to strengthen the urban character and identity of the community.

Response: The essential facility will provide the City’s Arts Commission an opportunity to provide a special design feature that will complement the justice center.

Policy CC-1.5

Attractive gateways shall be established at principal entry points to the City.

Response: The proposal is not located at an identified gateway.

Policy CC-1.6

Reconstruction of streets located within principal gateways shall incorporate high quality landscape and streetscape design and features.

Response: The proposal is not located within a principal gateway street.

Policy CC-1.7

The design and character of Lynnwood’s employment centers shall be improved through streetscape improvements, including landscaping and public amenities, signage, buffering and screening and continued investment in existing buildings.

Response: The essential facility will enhance the streetscape along 194th Street SW and 44th Avenue W. Streetscape design will include elements identified and recommended within the City Center Design Guidelines.

Policy CC-1.8

Ensure that all development abutting the freeway corridors includes special design features which provide an attractive entrance to the city and presents the city in an attractive manner (closely planted large plantings, unobtrusive signs, shielded lighting, terraced building mass).

Response: The proposed development is not adjacent to the freeway corridors.

Noise Pollution:

GOAL 5: Noise Pollution:

Reduce noise pollution due to commercial and industrial uses, as well as impacts from regional highways and local roads.

Response: The essential facility is an office building; noise levels will be consistent with other commercial uses within the City Center.

Policy CC-5.1

Protect residents from excessive roadway noise by requiring appropriate mitigation measures, such as landscaped buffers, noise attenuating walls and windows.

Response: Subject project is not adjacent to a freeway and the justice center noise levels are similar to an office development.

Policy CC-5.2

Mitigate potential noise pollution from new development on adjoining properties.

Response: Mechanical equipment located on the roof of the justice center will be visually screen and sound mitigation maybe designed into the screening depending on the specification of each mechanical unit (if such noise mitigation is necessary).

Policy CC-5.3

Maintain and administer building codes, regulations, and other applicable standards that mitigate noise impacts.

Response: Comment noted.

Policy CC-5.4

Enforce the City's noise emission standards.

Response: Comment noted, the design of the building will not exceed the City's noise emission standards.

Policy CC-5.5

Limit noise to levels that protect the public health and that allow residential, commercial and manufacturing areas to be used for their intended purposes through noise regulations.

Response: Section does not apply.

Policy CC-5.6

In city operations, reduce where possible, the use of noise-polluting equipment.

Response: Noise polluting equipment such as backup generators are designed into the parking structure to help mitigate any excessive noise levels when the generators are in use.

Policy CC-5.7 Support the use of technologies and engineering practices to lessen noise produced by traffic, aircraft, construction, and commercial and industrial facilities located near residential areas.

Response: Section does not apply.

Policy CC-5.8

Promote actions, such as equipment modifications and operational limits, that reduce noise from transportation modes, construction sites, industrial uses, and commercial 16 business establishments.

Response: Section does not apply.

Policy CC-5.9

Require buffering or other noise reduction and mitigation measures to reduce noise impacts from commercial and industrial areas on residential areas. Doors and windows, and any exterior mechanical equipment should be located or buffered to minimize noise impacts to surrounding properties.

Response: Noise polluting equipment such as backup generators are designed into the parking structure to help mitigate any excessive noise levels when the generators are in use. There are minimal doors and operable windows on the north elevation of the building adjacent to single family residential zoned property. The largest mass of the building has been located to the farthest south of the property to create a larger buffer for the residential areas.

Policy CC-5.10

Work with businesses and the community to provide education about the impacts of noise pollution on health and our quality of life.

Response: As a public essential facility the proposed building will serve as an example of how a commercial use can be designed to minimize noise pollution.

Policy CC-5.11

Building standards should be modified to require noise attenuating walls and windows to decrease noise impacts on adjacent residents.

Response: Mechanical equipment located on the roof of the justice center will be visually screen and sound mitigation maybe designed into the screening depending on the specification of each mechanical unit (if such noise mitigation is necessary).

IV. CONCLUSION

This application requests project design review and conditional use permit approval for the expansion of a 66,414 square foot police station and a 70,450 square foot, 2 level parking structure.

The development will provide the City of Lynnwood a purpose-built police department, re-imagined misdemeanor jail, and a remodeled court, which will allow us the necessary space and function to bring the best justice services to our community. At the same time, the project has been designed to meeting the center building design and landscaping will reinforce the strong identity of the Lynnwood City Center.

Based on the information presented and discussed in this narrative and the attached supporting plans and documentation, the proposed project meets the established standards and criteria and therefore merits approval.

Page No.	Item No.	Mandatory?	Guideline	Applicant Response Response shall describe compliance with requirement, identify any design departure requested and provide information to justify said departure.	City Approval?
SECTION I. CITY CENTER SITE DESIGN STANDARDS					
A. Curb Cuts and Access Control					
Intent: To ensure that curb cuts do not detract from the continuity and safety of pedestrians and other non-motorized users.					
6	1	M	Curb cuts shall be no wider than 30 feet at the property line, except where wider curb cuts are required to provide sufficient loading and service functions. The public works director may approve an alternative curb cut width in order to provide adequate loading and service functions.	The lower parking lot curb cut entering from 194th Street W is 24 feet wide at the property line. The existing curb cut exiting from the public parking lot onto 44th Ave W is 18 feet wide at the property line. The garage curb cut is 30 feet wide at the property line. Note that applying City Center Standard details to this project, the proposed driveways are flush with the sidewalk at the property line.	
6	2	M	Curb cuts shall be no closer together than 200 feet at the property line, unless the dimension of a property's frontage precludes such spacing.	500 feet separate the two proposed curb cuts along 194th Street SW.	
6	3	M	Curb cuts shall not be located along the Promenade Street, unless no other access to a property is available. The developer shall demonstrate that no other access is available. In such case, no more than one curb cut shall be permitted per development abutting the Promenade Street. Curb cuts should be the minimum width to accommodate access.	There are no Promenade Streets adjacent to the project site.	

6	4	M	Curb cuts along Boulevards shall be located a minimum of 150 feet from signalized intersections, 100 feet from unsignalized intersections. For all other City Center streets, curb cuts shall be located a minimum of 75 feet from an intersection. Left turn restrictions shall be imposed at curb cuts that do not meet these criteria.	New curb cuts are 190 feet from the intersection of 44th Avenue W and 194th Street SW and 500 feet from the intersection of 40th Avenue W and 194th Street SW. The new public parking curb cut along 194th Street SW is 250 feet from the future 42nd Ave W signalized intersection, while the garage entry curb cut is 195 feet from the intersection.
6	5	M	Curb cuts shall be approved by the public works director and shall be consolidated and shared through access agreements, where possible.	Noted, the City made attempts to provide a shared access driveway to the parking structure with the adjacent owner (Community Health Center of Snohomish County), but the adjacent owner did not want to participate in a shared access.
6	6		Curb cuts are not required to be setback from interior property lines.	Noted
6	7	M	Marked pedestrian crossings shall be provided for each curb cut to alert cars to the potential presence of pedestrians. Pedestrian crossings shall be constructed of material(s) and/or color(s) different from the curb cut pavement. Examples include brick pavers, stamped concrete, or colored asphalt. Painted crosswalks do not count toward this requirement.	Pedestrian crossings are per City Center Standards, and will be surfaced with stamped concrete.
B. Surface Parking Lot Location				
Intent: To ensure that surface parking lots are not the dominant visual element within the City Center and to create a pedestrian-friendly environment.				
7	I	M	Along the Promenade Street (198th Street SW), surface parking shall be located to the rear of a building. No surface parking shall be adjacent to the street.	Not Applicable, project is not located along a Promenade Street.

7	2	M	Along any public street other than the Promenade Street surface parking shall be located to the rear of a building but may be located to the side of a building if the building abuts a street and the parking is not located at any intersection. Parking lots shall not be located at intersections or within 150 feet of any intersection.	Not Applicable, project is not located along a Promenade Street.
7	3		For residential and hotel projects, a one-way drive aisle underneath a porte-cochere may be located between the building and the street. Temporary parallel parking spaces may be provided within these areas. In no case may these drive aisles exceed 30 feet in width. Drive aisles shall be screened with at least a 10-foot landscape buffer strip as detailed in Section I(D)2.	
C. Parking Lot Interior Landscaping				
Intent: To ensure that curb cuts do not detract from the continuity and safety of sidewalks. This section does not apply to parking structures.				
8	1	M	All landscaping shall comply with LMC 21.08.250 Landscape Applications, Installation and Maintenance Standards and LMC 21.08.300 General Landscape Standards.	Installation and maintenance shall comply with LMC 21.08.250 and parking lot landscaping is designed to comply with LMC 21.08.300
8	2	M	Surface parking lot landscaping shall reinforce pedestrian and vehicular circulation, including: a. Parking lot entrances. b. Ends of drive aisles. c. Defining pedestrian connection/walkways through parking lots	Parking lot landscaping is designed to reinforce pedestrian and vehicular circulation.
8	3	M	Interior parking lot landscaping shall be provided for parking lots providing more than 10 spaces in accordance with the following:	

			<p>a. For parking lots located in the side yard a minimum of 10 percent of the total square feet of the parking lot area shall be landscaped.</p> <p>b. For parking lots located in the rear yard a minimum of 5 percent of the total square feet of the parking lot shall be landscaped.</p>	<p>The existing surface parking lot on site (on the west side of the site) is located within the side yard. The total parking areas is 14,952 SF, total landscape area within parking is 1,347 SF. Total landscape area within parking is 9%</p>	
8	4	M	<p>Landscape areas next to a pedestrian connection/walkway shall be maintained and plant material selected to establish a clear pedestrian zone. Plant material shall be trimmed to allow safe passage for pedestrians. Tree branches overhanging the sidewalk shall be cleared from the ground to 8 feet above the pedestrian connection/walkway.</p>	<p>Plant material shall be maintained to ensure a safe pedestrian zone, trees shall be limbed to a 8' above finished grade in pedestrian areas.</p>	
8	5	M	<p>A setback shall be provided that allows space for all trees and shrubs where vehicle overhang extends into landscape areas.</p>	<p>Trees and shrubs are offset from parking areas to prevent conflicts with vehicle overhangs</p>	
8	6	M	<p>The number of trees required in the interior landscape area in parking lots shall be dependent upon the location of the parking lot in relation to the building and public right-of-way:</p> <p>a. Where the parking lot is located in the side yard and/or is visible from the public right-of-way, one tree for every six spaces shall be provided (1:6).</p> <p>b. Where the parking lot is located in the rear yard is not visible from the public right-of-way, one tree for every eight spaces shall be provided (1:8).</p>	<p>The parking lot on site is visible from the public right of way and has 39 parking stalls. 7 trees are required, 5 trees are proposed. The secure parking structured parking lot on the east side of the project will not have landscaping due to the post tension slab.</p>	
9	7		<p>Drought tolerant plants and/or plants native to the Pacific Northwest should be used. Temporary irrigation for plant establishment shall be provided.</p>	<p>Proposed plants are either native and/or climatized and suitable for use in the Pacific Northwest. All new planting will be irrigated through establishment at minimum.</p>	

9	8		All landscaped areas should be designed to minimize stormwater run-off by utilizing bioswales, rain gardens, filtration strips and other facilities where appropriate.	No above ground stormwater facilities are proposed for this site. Stormwater detention is addressed through below grade detention chambers and a below grade vault.
9	9		Pedestrian connection/walkways meeting provisions of that guideline may traverse required and/or optional landscape areas.	No traversing of pedestrian walkways are proposed due to the secure nature of the facility.
9	10	M	A landscape maintenance plan, identifying maintenance tasks and schedules, shall be submitted to the City for review.	Deferring landscape maintenance plan to submittal of construction permits.
D. Parking Lot Screening				
Intent: To soften the impact of surface parking on the streetscape. This section does not apply to parking structures.				
10	1	M	All landscaping shall comply with LMC 21.08.250 Landscape Applications, Installation and Maintenance Standards and LMC 21.08.300 General Landscape Standards.	Installation and maintenance shall comply with LMC 21.08.250 and parking lot landscaping is designed to comply with LMC 21.08.300
10	2	M	<p>When a parking lot abuts a public right-of-way or a neighboring property not within a City Center Zone, a 10-foot landscape buffer shall be placed between the parking lot and the back of sidewalk or property line. The landscape buffer shall be planted in accordance with the following:</p> <p>a. One large tree per 30 linear feet, one medium tree per 20 linear feet, one small tree per 15 linear feet</p> <p>b. Row of shrubs with a maximum height of 3 feet. Shrubs shall be planted in a continuous or staggered row to provide adequate screening. Walls, as detailed below, as provided below may be used in lieu or in addition to the shrub requirement.</p>	<p>The parking lot is within the City Center Zone and abuts a public right of way. The required sidewalk width does not allow for a 10' vegetated buffer. A 6' buffer is proposed and contains groundcover, 3' screening shrubs, and (4) large trees and (3) small trees to accommodate the 185' of parking lot frontage. A continuous row of shrubs with a maximum 3' height to provide adequate screening has been provided.</p>
10	3	M	When provided, walls for screening purposes shall comply with the following standards:	

			<p>a. Walls shall not exceed 3 feet in height. A screen treatment of non-vision-obscuring metal rail or similar treatment not to exceed 1 foot in height may be added to the maximum wall height.</p>	<p>Screening of the existing surface parking lot along the west side of the site will be provided by a 6' wide landscape strip. The parking structure along the east side of the project will be screened by a concrete wall with sections of decorative materials that are yet to be determined.</p>
			<p>b. Walls shall be constructed of masonry materials and include decorative patterns such as plinths or a soldier course.</p>	
			<p>c. Raised planter walls shall use the decorative materials described above and shall be planted with a minimum of 50 percent evergreen materials. Planter walls and plant materials shall not exceed a cumulative height of 3 feet.</p>	
<p>E. Fencing and Walls</p>				
<p>Intent: To provide regulations for appropriate fencing materials.</p>				
II	I	M	<p>The use of chain link fencing, wood fencing, razor ribbon, barbed wire, or similar materials shall be prohibited, unless otherwise permitted in this document.</p>	<p>An existing wood fence is present along much of the northern property line. For security purposes, a new 6' height black, vinyl-coated chainlink fence with black vinyl slats is proposed for installation directly south of the existing fence. Mature evergreen trees will be retained and new evergreen trees will fill in the gaps between existing trees, this will aid in softening the use of the proposed security fencing. No razer ribbon or barbed wire is proposed on this security fence.</p>
II	Table A		<p>Screening between CC and RS zones <u>Fence type:</u> Vision-Obscuring Fence or Wall <u>Maximum height:</u> 6 feet <u>Permitted materials:</u> Wood or Composite Wood, Masonry <u>Where permitted:</u> In the rear or side yard between a City Center-zoned property and a Residentially-zoned property</p>	

11		<p>Trash Enclosure Screening <u>Fence type:</u> Vision-Obscuring Fence or Wall <u>Maximum height:</u> 6 feet <u>Permitted materials:</u> Wood or Composite Wood, Masonry <u>Where permitted:</u> Around trash enclosures and street level mechanical units</p>		
11		<p>Street Level Residential Fencing <u>Fence type:</u> Non-Vision-Obscuring Fence <u>Maximum height:</u> 6 feet <u>Permitted materials:</u> Metal Rail, a 3-foot-tall masonry base and/or masonry posts are permitted <u>Where permitted:</u> When surrounding areas leading to individual residential units</p>		
11		<p>Dog Run Fencing <u>Fence type:</u> Non-Vision-Obscuring Fence <u>Maximum Height:</u> 4 feet <u>Permitted Materials:</u> Metal Rail, Vinyl Coated Chain Link <u>Where permitted:</u> Surrounding dog run areas and screened with evergreen shrubs no taller than 3 feet</p>		
11		<p>Vision Obscuring Wall <u>Maximum Height:</u> 3 feet <u>Permitted Materials:</u> Masonry, an additional 1 foot of metal rail may be added to the top <u>Where permitted:</u> Permitted in all situations</p>		

11		<p>Non-Vision-Obscuring Fence <u>Maximum Height:</u> 4 feet <u>Permitted Materials:</u> Metal Rail, a 3-foot-tall masonry base and/or masonry posts are permitted <u>Where permitted:</u> Permitted in all situations</p>		
12	2	<p>M No fencing shall be allowed within a site distance triangle. Site distance triangles shall be maintained at any intersection and any vehicular access point regardless of fencing or wall type.</p> <p>a. When adjacent to an intersection, the site distance triangle is defined as having two sides of 30 feet, measured along the property lines from the property corner at the street intersection, and a third side connecting the ends of the two aforementioned sides.</p> <p>b. When adjacent to a vehicular access point, the site distance triangle is defined as having two sides of 15 feet measured along the property lines from the property corner common to the subject and adjacent property, and a third side connecting the end points on the two aforementioned sides.</p>	No fencing is proposed within site distance triangles.	
F. Streetscape				
streets with vegetation.				
13	1	<p>M Street trees shall be provided in accordance with the descriptions associated with each street type:</p> <p>a. Boulevard (public): Street trees: Per City Center streetscape program, 35 feet on center, minimum of 2 inch caliper at time of planting</p>		

			<p>b. Promenade Street (public, 198th St SW): Street trees: Per City Center streetscape program, 25 feet on center, minimum of 3 inch caliper at time of planting</p>		
			<p>c. Collector Arterial and Grid Street (public): Street trees: Per City Center streetscape program, 25 feet on center, minimum of 2 inch caliper at time of planting.</p>	<p>194th is a collector arterial street and will have 2" caliper trees planted 30' on center, consistent with the City Center streetscape plan</p>	
13	2	M	<p>Sidewalks shall be cast in place concrete with broom finish and scoring every 4 feet and shining around dummy joints and regular joints or as required per the City Center Streetscape Program. Alternative sidewalk design concepts may be approved by the City Engineer.</p>	<p>Sidewalks are concrete with a 2'x2' saw cut scoring pattern per the City Center Streetscape Program. The paving will have a 1'x1' saw cut scoring pattern for 3'-5' from back of curb to help pedestrians navigate the sidewalk areas.</p>	
13	3	M	<p>Tree planting pits shall be covered by ADA compliant decorative cast iron tree grates per City Center streetscape program. An electrical outlet shall be provided for street tree lighting.</p>	<p>An ADA compliant cast iron tree grate has been selected from the city center streetscape program. An electrical outlet is included at each tree.</p>	
13	4	M	<p>Pedestrian scale decorative street lighting, no taller than 15 feet shall be provided at regular intervals. Lighting design should comply with the Illuminating Engineering Society of North America's Recommended Practices and Design Guidelines, latest editions and LMC 21.17 Outdoor Lighting Standards.</p>	<p>Pedestrian lighting is to be installed 60' o.c. per the city of Lynnwood City Center Streetscape Plan for Type 2 streetscapes.</p>	
13	5	M	<p>Cabinets and structures for traffic signals, utility connections and the like where needed in the public Right of Way shall be located within the tree well zone between the curb and sidewalk and not obstructing the walking path.</p>	<p>No new above grade utility or traffic structures are proposed within the tree well zone. An existing traffic cabinet exists along 194th Street W, which has been considered when developing the proposed sidewalk design.</p>	
13	6		<p>Transit shelters should not be considered as merely utilitarian structures but should convey a strong design identity and incorporate features such as artwork.</p>	<p>No transit shelters are proposed for this site, this requirement does not apply</p>	

G. Site Lighting

adjacent developments and residences and the night sky.

14	1	M	Lighting shall be provided throughout the site to provide a safe and comfortable atmosphere.	Lighting is proposed to be used in a number of applications throughout the plaza, around the building, and within the right of way.
14	2		All lighting should be shielded from the sky and adjacent properties and structures, either through exterior shields or through optics within the fixture.	A majority of site and right of way lighting will be shielded from the sky. The exceptions are for tree uplights, which will shield lighting while the canopy is filled out, and uplights for the flagpoles.
14	3		Accent lighting is encouraged but should be combined with functional lighting to highlight special focal points such as building/site entrances, public art and special landscape features.	Uplights are proposed for specimen trees within the plaza. Recessed lighting is proposed at the base of the plaza feature walls. Buildings will feature lighting around their primary entrances. Lighting has been considered and planned for coordination with artwork at the Coreten paneling along the secure parking wall abutting 194th Street W.
14	4		Lighting should contribute to and integrate with the overall character of the site architecture or other site features.	Site lighting has been designed to create an overall ambience that reinforces the architecture and site features while creating a welcoming space
14	5	M	Lighting in parking lots shall not exceed a maximum of 30 feet in height. Pedestrian scale lighting a maximum of 15 feet in height shall be provided throughout all Pedestrian Connections/Walkways.	Pedestrian scale lighting has a maximum height of 14'-6" to the luminaire.
14	6		Lighting design should comply with the Illuminating Engineering Society of North America's Recommended Practices and Design Guidelines, latest editions and LMC 21.17 Outdoor Lighting Standards, for each applicable lighting type (i.e. Parking Lot, Walkways, etc.).	The site lighting and fixtures specified for the project meet the codes identified for lighting design.

14	7	M	Lighting shall be shielded to prevent spillover into adjacent residential units. When adjacent to residential units, lighting should be located to have minimal impact on units.	Proposed lighting is placed to have minimal impacts on adjacent residential units. Additionally, evergreen shrubs and trees will further prevent light spillover.
H. Private Pedestrian Connections				
Intent: To ensure that the City Center is conducive to pedestrian circulation through a system of private walkways connected to public sidewalks.				
15	1	M	Walkways Connecting Building Entrances to Nearest Public Sidewalk. All major building entrances shall be connected with the nearest public sidewalk by a walkway that is a minimum of 10 feet wide and is separated from any adjacent parking stalls by a planting bed a minimum of 3 feet wide. Buildings set to the back of the sidewalk automatically meet this standard. The public works director may depart from this standard to decrease sidewalk width when appropriate.	The main walkway connection from the main entrance of the building is greater than 10 feet. A public plaza is proposed directly in front of the main building entrance to the new police station.
15	2	M	Walkways Through Surface Parking Lots. A walkway shall be provided through any surface parking lot with more than 30 stalls. Such walkways shall be a minimum of 10 feet wide and separated from any adjacent parking stalls by a planting bed at least 3 feet wide.	The proposed walkway from the new courthouse will direct pedestrians away from the surface parking lot and through the open space plaza where sidewalks will be a minimum of 10 feet and be as large as 20 feet.
15	3	M	Walkways Connecting Parcels. Walkways a minimum of 10 feet wide shall be provided that allow pedestrians to connect to all adjacent properties. These walkways shall connect to public sidewalks.	The site consist of two parcels, connectivity will be provided by a 12 foot sidewalk along the frontage of 194th Street. The proposed building and parking structure will encompass both parcels. Since the project is a secure police station no public pedestrian traffic will take place between parcels.

15	4	<p>When providing the Promenade Walkway the following standards are required to receive the floor area bonus per LMC Table 21.60.2.</p> <p>The Promenade Walkway shall extend east and north from the 198th Street SW Promenade Street (public) at 40th Avenue W. to connect to 194th Street SW as conceptually depicted by Figure 1. The Promenade Walkway shall be a minimum of 16 feet average width.</p> <p>Properties located between the Promenade Access Zones shall demonstrate the provision of the Promenade Walkway through the site, connecting to and from other parcels to create a linear or meandering path as conceptually depicted in Figure 1 and will be determined through the project design review process. The objective of the Promenade Walkway in the City Center-Core is to provide pedestrian connectivity centrally through large blocks as conceptually depicted in the City Center Sub-Area Plan. For areas where the Promenade Walkway is provided, but follows the public Right of Way or upgrades right of way with design elements and additional furnishings stipulated below, a different FAR Bonus amount shall be provided.</p>	<p>The proposed Lynnwood Justice Center is not located within the promenade walkway area/street.</p>	
16	5	<p>In the absence of a walkway on an abutting property, the walkway constructed should stub out to the property line which shall set the walkway connection location for the adjacent parcel.</p>	<p>A 12 foot walkway along 194th Street SW and 7 foot walkway along 44th Ave W will be provided to the property line of each respective street frontage.</p>	

16	6	M	Uniform type of pedestrian scale lighting shall be provided along the length of the walkway on an individual parcel.	Light bollards and inground light fixtures will provide pedestrian scale lighting within the public plaza. Pedestrian scale light fixtures will also accent the frontage sidewalk along 194th Street SW.
16	7	M	Walkways that are not raised sidewalks shall use special decorative paving such as decorative concrete, or pavers (not exposed aggregate) to distinguish them from vehicular drive aisles.	Walkways and sidewalks around the public plaza and frontage will be decorative concrete
16	8	M	At least two types of pedestrian amenities shall generally be provided in every 150 linear feet of walkway, such as: seating, trash receptacles, large pots or planters planted with year-round vegetation or landscape features, artwork, bicycle racks, inlaid pavement art, art and water features. Other amenities may be proposed that meet the intent of this guideline. Amenities may be clustered or provided along the walkway. Amenities shall be placed to provide a minimum of 6 feet of pedestrian clearance.	Benches and larger planter boxes are proposed at approximately 120 foot intervals along 194th Street SW.
16	9	M	The applicant shall submit a plan for the walkway to include a description of all landscaping; lighting; street furniture; paving color and materials; required amenities, relationship to building frontage; specific location of the walkway on the site and connection to other parcels, and the relationship to and coordination with any plaza.	Please see illumination site plan submitted with the design review package and cut sheets for light fixtures and furniture.
16	10		The entire walkway should be open and available to the public 24 hours a day, except as authorized for seasonal and other temporary activities such as farmer's markets or special event.	The walkways along 194th Street SW and 44th Ave W, as well as the public plaza will be open to the public 24 hours a day.

16	11	M	When Walkways Connecting Parcels are provided, the property owners shall execute a legally binding access agreement providing that the walkway is subject to a right of pedestrian use and access by the public. The agreement shall be in form and substance acceptable to the city and shall be recorded with Snohomish County. The obligations under the agreement shall run with the land.	No internal walkways connecting parcels are provided due to the security measured required for a police station.
16	12		Walkways should be designed with Crime Prevention Through Environmental Design (CPTED) standards.	The walkways along 194th Street SW, 44th Ave W and the public plaza have been design with CPTED standards.
16	13	M	Walkways shall be provided for the area of the site being developed. If the walkways will be completed in phases accompanying future phases of development, a conceptual phasing plan for all Pedestrian Connections / Walkways shall be provided.	Walkways are provided along the frontage and public plaza that connect both the existing justice center and the new police station.
I. Vehicular Connections				
safety and experience as the priority.				
17	1		Vehicular connections between properties should be provided between adjacent vehicular use areas. Opportunities for future connections should be provided.	Vehicular connections will not be provided as the new police station and parking structure will occupy both existing parcels, which are planned for consolidation.
17	2		Vehicular connections are encouraged along grid street alignments as detailed in the City Center Sub-Area Plan.	The location of the Lynnwood Justice Center is proposing two driveways along 194th Street SW and one driveway along 44th Ave W.
17	3	M	Vehicular connections shall be a maximum of two lanes, with a maximum 10 feet wide lane width or as needed per the building and/or fire code.	A new 24 foot wide vehicular connection will provide access to the justice center for the public parking lot along 194th Street W.

17	4	M	<p>No parking other than parallel or angled parking shall be allowed on vehicular connections. Parallel parking may be located on one or both sides of the vehicular connection and shall be a minimum of 8 feet in width per side. Angled parking may be on only one side of the vehicular connection or in an alternate configuration approved by the public works director upon demonstration that the parking will operate without adverse impact to pedestrians.</p>	<p>No parking is proposed along the vehicular connection drive isle.</p>	
17	5	M	<p>Pedestrians shall be protected from vehicles by sidewalk or by use of design elements such as decorative protective bollards, or large pots planted with year-round vegetation or similar equally effective treatment. Use of traffic calming features shall also be incorporated, including but not limited to curb extensions, speed tables, textured pavement, decorative pavers, and mini-roundabouts. Raised or flat cement concrete curb or curb and gutter are required on both sides of vehicular connections. Decorative storm drain covers should be provided. All storm drain covers shall be flush with the surrounding pavement and bicycle-friendly in design. In areas with flat curb, appropriate storm drainage features are required.</p>	<p>The existing parking lot is to remain. No additional features are planned. Pedestian protection is, however, planned at parking stalls adjacent to the new Court entry plaza.</p>	

17	6	M	<p>When vehicular connections between properties are provided the property owners shall use best efforts to execute a legally binding access agreement providing that the vehicular connection is subject to a right of vehicular use and access by the public. The agreement shall be in form and substance acceptable to the city and shall be recorded with Snohomish County. The obligations under the agreement shall run with the land.</p>	<p>Due to the security measures necessary for a justice center vehicular connections between adjacent property owners will not be provided.</p>
<p>J. Bicycle Facilities</p>				
<p>Intent: To provide bicycle stalls, storage and facilities and support reducing demand for parking.</p>				
18	1	M	<p>All bicycle stalls shall be located in secure locations that do not impede pedestrian or vehicular flow and shall be well lit for nighttime use.</p>	<p>Bicycle stalls/racks are proposed directly adjacent to the existing justice center (courthouse) and new police station entrance. Since the racks will be placed adjacent to each building, lighting from overhead canopies and building/site light fixtures will provide a well lit environment.</p>
18	2	M	<p>Design of the outdoor bicycle stalls shall compliment other pedestrian features and design of the building(s).</p>	<p>Outdoor bicycle stalls selection will be made to compliment proposed site design features and building material choices. Please see landscape plans and cut sheet for specific bike rack design.</p>
18	3	M	<p>A portion of the required bicycle stalls shall be installed within 200 feet of the primary entrance of the building and shall not impede pedestrian or vehicular traffic. Bicycle parking is encouraged near other public entrances.</p>	<p>All the required bicycle stalls will be located within 200 feet of the primary building entrances.</p>
18	4	M	<p>Bicycle stalls shall be U- or A-frame and permit bikes to be stored parallel to the rack to prevent parked bicycles from falling. Artistic and unique bicycle rack designs are encouraged.</p>	<p>Outdoor bicycle rack selection will be made with these parameters in mind. Selection of style will be made to compliment proposed site design features and building material choices.</p>

18	5		Bicycle stalls should be located throughout the site to serve different entrances, businesses, and overall cyclist needs.	Bicycle stalls are located at each building entrance.	
K. Open Space / Public Plazas					
Intent: To provide a variety of public spaces in association with individual buildings, so that, over time, there are numerous choices for gathering, meeting friends and associates, and enjoying good weather. These guidelines apply to open spaces and plazas as required below. Projects which include spaces intended to implement the vision of the City Center Parks Master Plan are not required to comply with this section.					
19	1	M	Every new building shall provide Open Space/Public Plazas in an amount at least equal to 1 percent of the sum of the square feet of building area and the square feet of site area. This requirement may be combined with the Promenade Walkway and/or Community Gateways and Prominent Intersection guidelines to meet both requirements.	The new/existing building/garage is to be 118,352 SF and the plaza is to be 6,493 SF. The plaza is approximately 5.5% of the overall building square footage.	
19	2	M	Open Space/Public Plazas shall abut and be no greater than 3 feet in elevation from the adjoining sidewalk and allow penetration of sunlight. Open Space / Public Plazas may include or consist of active recreation areas.	The proposed public plaza abuts, and is no greater than 3 feet in elevation from, the adjoining sidewalk. The proposed public plaza allows for the penetration of sunlight	
19	3	M	Open Space/Public Plazas shall include the following:	The plaza includes benches and sittable ledges, year round planting and specimen trees, as well as pedestrian scaled lighting. Benches and ledges in the proposed plaza are all custom and are to be constructed of concrete, those designated as benches are to have wood tops.	
			<ul style="list-style-type: none"> a. Benches. Ledges are also acceptable, as long as they are 15- to 18- inches in height. b. Planting, including specimen trees, shrubs and year-round plantings. c. Pedestrian scaled lighting. 		
19	4	M	Open Spaces/Public Plazas shall also include one of the following features:		

			<p>a. Public art.</p> <p>b. Water feature(s).</p> <p>c. Outdoor dining areas when abutting a ground-floor commercial storefront. See below Section I(K)9 for outdoor dining area requirements.</p> <p>d. Trellis and/or shelter.</p> <p>e. Other methods may be proposed that meet the intent of this guideline.</p>	<p>Public art is to be included on this project. The location is yet to be determined but is intended to be located along the south façade of the new structure at a centrally location and along the secure parking wall. The public art will be easily accessible from the plaza.</p>	
19	5	M	<p>Between 65 percent and 80 percent of the area of the space shall be hard surfaced.</p>	<p>The proposed plaza is 66% hard surfaced.</p>	
19	6	M	<p>All features provided shall be durable materials designed for outdoor public use.</p>	<p>All materials used are durable and designed for outdoor public use.</p>	
20	7		<p>Pedestrian areas should be designed with Crime Prevention Through Environmental Design (CPTED) standards.</p>	<p>CPTED principles were utilized for the design of pedestrian areas. A few elements include keeping proposed ground vegetation at a maximum of 2'-3' at mature height and keeping trees limbed at over 9' at mature height. This allow impeded sight lines through the public plaza. Lighting throughout the open space plaza is also proposed to keep the area well lit during the evenings.</p>	
20	8		<p>Open Space/Public Plazas are encouraged to be placed adjacent to other open spaces/public plazas on neighboring sites to increase the size and overall usability of said spaces. Sites should be designed to seamlessly transition so that there are no visual indicators spaces belong to different developments.</p>	<p>Adjacent properties do not have to transition the proposed plaza to and from. This requirement does not apply.</p>	

20	9	<p>Open Space/Public Plazas are encouraged to be designed to accommodate active uses such as outdoor dining areas or outdoor sales areas associated with adjacent commercial spaces or to accommodate events such as farmer’s markets. For an outdoor dining area to count toward the open space/public plaza requirement the following shall be met:</p>	
		<p>a. A 6-foot wide clear path of pedestrian travel is required adjacent to the outdoor dining area. This path of travel may not include any tree pits, sidewalk furniture or similar obstruction.</p> <p>b. Dining areas may be enclosed with a fence no taller than 42-inches in height. Fencing shall be detectable by a cane and of a contrasting color to warn visually-impaired persons of potential hazards in the path of travel.</p> <p>c. If provided, fencing shall be constructed of materials complementary to the adjacent development and of a permitted material. Elevated planters or large pots planted with year-round vegetation may be used if openings are secured with fencing or similar obstruction.</p> <p>d. Outdoor dining areas may not be used for storage. Storage of tables and chairs outside of hours of operation is permitted.</p> <p>e. Areas may not be enclosed with tents or similar temporary structures.</p>	<p>The property’s designated use is not associated with retail or dining activities.</p>

L. Community Gateways and Prominent Intersections

Intent: To mark key intersections within and around the edges of the City Center.

21		M	<p>The City Center Streetscape Plan provides requirements for the treatment of Gateways and Prominent Intersections. In addition to those requirements two of the following features shall be included:</p>		
			<p>a. Public art. b. Open Space / Public Plaza areas meeting Section I(K)(3) of this document. c. Water feature. d. Monument signage complying with size and setback requirements found in LMC 21.16 Signs. Such signs shall be constructed of masonry. Sign text or graphics shall be channel-letter or die cut or etched into the masonry. Such signs shall be externally illuminated with the exception of halo-lit text. e. Other methods may be proposed that meet the intent of this guideline.</p>	<p>The subject site/project is not located at a community gateway and prominent intersection. However there is an existing monument sign at the intersection of 194th Street SW and 44th Ave W for the Lynnwood Justice Center. Enhancements of an expanded sidewalk are proposed for said intersection.</p>	
21	2		<p>Gateway or Prominent Intersection features may also be combined with the Open Space/Public Plazas to meet both requirements.</p>		
21	3		<p>Corners of buildings may be setback from the property line to provide public plazas per Open Space / Public Plaza guidelines.</p>	<p>The subject site/project is not located at a community gateway and prominent intersection.</p>	
21	4	M	<p>Features used shall be oriented towards both pedestrians and vehicles along the street right-of-way.</p>		
21	5	M	<p>Features used shall not block vehicular sight distance requirements.</p>	<p>The subject site/project is not located at a community gateway and prominent intersection.</p>	
21	6		<p>Community Gateways and Prominent Intersections should be designed with Crime Prevention Through Environmental Design (CPTED) standards.</p>	<p>The subject site/project is not located at a community gateway and prominent intersection.</p>	

SECTION II. CITY CENTER BUILDING STANDARDS

A. Architectural Materials

Intent: To craft a vibrant and sustainable City Center using high-quality building materials.

25	I	M	Buildings shall be constructed of high-quality materials. Focus on using the highest-quality most aesthetically pleasing materials is placed on the frontage facades.
			a. Primary Material: Permitted and identified as a very high-quality material. May be used in any quantity to the façade to which they are applied. b. Secondary Material: Permitted but limited. Secondary materials may comprise no more than 30 percent of the street level façade to which they are applied. Secondary materials may comprise no more than 40 percent of any other facade to which they are applied. c. Accent Material: Permitted but very limited. Accent materials may comprise no more than 10 percent of the façade to which they are applied.

SEE ARCHITECTURAL MATERIALS TAB

B. Street Level: Building/Sidewalk Relationship

Intent: To ensure that the street level of buildings within the City Center frame and enliven the streets and sidewalks.

28	I	M	Within the City Center, buildings shall be oriented to the adjacent street rather than to a parking lot or structure. Buildings shall directly abut the back of the sidewalk (be located at the future Right-of-Way line per the LMC Table 21.60.4 Street Standards). When appropriate, landscaping areas may be located between the sidewalk and the building.
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The new building faces 194th Street W and abuts the landscaping next to the sidewalk.

28	2	<p>Buildings may be set back from the sidewalk for the purpose of providing articulation of a building façade, and/or usable public space that are primarily hardscaped in accordance with Table J.</p>	<p>There is less than 5' of landscaping is between the new building and sidewalk on 194th Street W.</p>
28	Table J	<p><u>Setback Feature:</u> Setback providing articulation A <u>Minimum Setback:</u> 2 ft. <u>Maximum Setback:</u> 10 ft.</p> <hr/> <p><u>Setback Feature:</u> Setbacks providing useable space such as - Outdoor dining areas - Public Plazas / Open Spaces - Forecourts A <u>Minimum Setback:</u> 10 ft. <u>Maximum Setback:</u> 20 ft.</p> <hr/> <p><u>Setback Feature:</u> Setbacks underneath a cantilevered upper story B <u>Minimum Setback:</u> - <u>Maximum Setback:</u> 10 ft.</p> <hr/> <p>A. At least 50 percent of the street level façade shall be at the future right-of-way line or edge of sidewalk if adjacent to a private right-of-way. B. The sidewalk shall extend to the edge of the building underneath setbacks allowed for cantilevered stories.</p>	<p>The setback feature varies between 4' 7 1/2" and 5' 5", which is between the 2' and 10' requirement.</p>
28	3	<p>M</p> <p>The street level of the building shall be located at the future Right-of-Way line established per Table 21.60.4 or at the edge of sidewalk if adjacent to a private right-of-way. Floors above the street level floor may be setback further than the street level floor. However, floors above the street level floor shall not be setback further than permitted in Section II(G) of this document.</p>	<p>The third level is setback 7' 7 1/4" further than levels 1 and 2.</p>

28	4	M	Design of buildings shall avoid requiring a fire lane between the building and the street.	There is not a fire lane between the new building and 194th Street W.
C. Street Level: Street-Facing Entrances				
Intent: To reinforce pedestrian activity and orientation and enhance liveliness of streets through building design.				
29	1	M	A minimum of one primary public entrance, as defined by LMC 21.03 Definitions, shall be located on a frontage facade. Public entrances are encouraged on all frontage facades.	<p>One entrance is on the west side near the existing court facility. This primary public entry into the new Police Facility portion of the building enters the public lobby and only publicly accessible portion of the building. Based on existing street grades, to allow for ADA accessibility and engage the new public plaza, the public entry does not enter directly from the frontage but just around the corner.</p> <p>This entry is very visible and prominent.</p>
29	2	M	Primary public entrances to buildings shall face the sidewalk and be oriented toward the sidewalk so that pedestrian access is clear and convenient. Primary public entrances shall be directly connected to the adjacent sidewalk.	The entrance on the west side connects to the adjacent sidewalk and is clear and convenient.
29	3	M	Primary public entrances shall be given a visually distinct architectural expression by two or more of the following elements. All other public entrances shall use one of the following elements.	

D. Street Level: Transparency

Intent: To ensure that sidewalks are lined with activities and visibility for pedestrians.

31	1	M	<p>The street level facades of buildings that are oriented to streets and the Promenade Walkway shall have transparent windows between an average of 2 feet and 10 feet above grade, starting no higher than 3 feet from grade, according to the following:</p> <p>a. Along the Promenade Street and Promenade Walkway a minimum of 60 percent transparency.</p> <p>b. Along Boulevards, Collector Arterials, and the Grid Street: a minimum of 40 percent transparency.</p> <p>c. Along Vehicular & Pedestrian Connections: a minimum of 20 percent transparency.</p>	<p>The street level facades contain transparency in storefront windows and other windows. See building elevations.</p>	
31	2	M	<p>To qualify as transparent, windows shall not be mirrored, spandrel glazed, blackout or dark tinted glass. No film or interior signs may be added to the glass to reduce transparency unless permitted by LMC 21.16 Signs. Shelving, walls or other obstructions may not be constructed to reduce transparency. Along Promenade Streets and Promenade Walkways up to 20 percent of the required transparency may be met using display windows. If used, display windows shall have a minimum depth of 2 feet.</p>	<p>Ground-level windows are glass is primarily transparent with interior transparent film (Blast guard) at the lobby and records office glazing. Glazing into office space off the plaza is designed to receive a semi-transparent frit to allow privacy without fully obscuring the views. Above ground plan windows at secure elements of the building that are restricted from use of vision glazing are designed with spandrel glazing to enhance the facade, while maintaining security.</p>	
31	3		<p>Exception to transparency requirements. Reductions in transparency by use of film or frosting may be granted by the community development director when the following uses, or similar uses, are located on the street level and demonstrate that those spaces demand an additional level of privacy based on the nature of the use. Film may be solid or patterned and shall not include any signage unless permitted by LMC 21.16 Signs.</p>		

			<p>a. Day-care, preschool, elementary, middle or junior high and high school uses.</p> <p>b. Gyms or fitness clinics if workout areas or locker rooms are located directly behind the windows.</p> <p>c. Medical or veterinary clinics if patient rooms or office spaces are located directly behind the windows.</p>	<p>The jail portion of the new building does not have ground-level transparency and is partially below grade. Records functions require heightened levels of privacy and glazing is semi-transparent with a fritted pattern. Evidence functions have been provided with glazing, however, the level of security requires these to be spandrel glazing.</p>	
31	4	M	<p>Where transparency is not required, the façade shall comply with the guideline entitled “Treating Blank Walls.”</p>	<p>The only portions of blank walls exist on the northern façade at the jail, where the façade is lower in nature, not visible from the street and partially below ground level.</p>	
31	5	M	<p>Commercial grade storefront windows shall be used on the street level.</p>	<p>Storefront windows are used on street level.</p>	
31	6		<p>Retractable glass doors, such as garage-style doors, are encouraged on the street level; especially on buildings which front parks, plazas, or open spaces.</p>	<p>Not applicable to the use.</p>	
<p>E. Street Level: Weather Protection</p>					
<p>Intent: To provide pedestrians with cover from rainfall with durable and aesthetically pleasing canopies thereby making the experience of walking during inclement weather more pleasant.</p>					
32	I	M	<p>Buildings that directly abut sidewalks and walkways shall provide canopies with a minimum width of 4 feet over the sidewalk or walkway to provide weather protection along a majority of the frontage. Canopies shall be a minimum of 8 feet above and maximum of 14 feet above the sidewalk or walkway. Canopies are not required when landscaped areas are provided between the building and edge of curb.</p>	<p>A large entry canopy is provided at the public entry into the building lobby.</p>	

32	2		<p>Canopies may be constructed of glass and/or metal steel. Transparent materials are encouraged to allow light to permeate to the pedestrian space below. Wood, fabric and plastic awnings may not be used to meet this guideline. Corrugated metal and metal standing seam awnings installed at an angle are not permitted.</p>	<p>Canopies are constructed of metal paneling.</p>		
32	3	M	<p>When opaque material is used, the underside of the canopy shall be light-colored and combined with lighting to increase security after dark.</p>	<p>The undersides of the canopies are clad with wood and have integrated lighting.</p>		
32	4	M	<p>Drainage of canopies shall be designed to minimize rain water on the sidewalk.</p>	<p>Canopies are designed to disperse rain water along the entirety of the canopy edge and eliminate concentrations of rain water onto the sidewalk.</p>		
32	5		<p>Overhead, pedestrian-oriented signs may be hung from canopies.</p>	<p>Extruded lettering is used on the canopies at both entrances.</p>		
32	6	M	<p>Café table umbrellas are permitted where outdoor dining tables are permitted but shall not replace provisions of this section.</p>	<p>Not Applicable</p>		
32	7		<p>Pedestrian lighting may be attached to canopies.</p>	<p>Integrated lighting will be part of the canopy design.</p>		
<p>F. Street Level: Details</p>						
<p>Intent: To emphasize the importance of the sidewalk level as a place of activity and visual interest.</p>						
33	I	M	<p>Ground-floor, frontage façades of commercial and mixed-use buildings along the Promenade Street (198th Street SW) and Promenade Walkway shall incorporate at least six types of the following elements, while buildings along Boulevards, Collector Arterials, and Grid Street, shall include at least four types of the following elements:</p>			

		<p>a. One medallion per 15 feet or inlaid masonry designs.</p> <p>b. Belt courses spanning the length of the facade.</p> <p>c. Plinths at least 2 feet in height for columns.</p> <p>d. Shallow recesses between 2 to 5 feet in depth.</p> <p>e. Awnings spanning at least 50 percent of the windows on that façade.</p> <p>f. Cornice spanning the entire length of the façade when upper stories are setback further than the street level floor.</p> <p>g. One pilaster at least every 20 feet.</p> <p>h. Kickplate for storefront windows.</p> <p>i. Projecting windowsills on each window on that facade.</p> <p>j. Decorative tilework covering at least 20 percent of the façade not dedicated to windows, entrances, and other required features.</p> <p>k. Pedestrian scale sign(s) painted on windows.</p> <p>l. Planter boxes planted with year-round vegetation cumulatively spanning at least 25 percent of the length of the façade.</p> <p>m. Other methods may be proposed that meet the intent of this guideline.</p>	<p>Not Applicable, the proposed project is not along a Promenade Street or Walkway.</p>		
<p>G. Middle Stories</p>					
<p>Intent: To create a distinct middle and guard against design monotony.</p>					
35	I	M	<p>Transparency. On frontage facades, stories located above the street level story and below the uppermost story shall provide windows which complement windows found elsewhere on the building. Window frames and trim shall be complementary in color, material and quality to the rest of the building. Windows shall be commercial grade.</p>	<p>Windows above ground level compliment the ground level windows. The same glazing types and metals are used. See building elevations.</p>	

35	2	M	<p>Balconies. When provided, balconies shall have a minimum depth of 2 feet. Juliet balconies are not permitted. Balconies should not be used for storage and should be designed to shield or minimize views of any item that may be stored. Materials that provide adequate shielding include frosted glass, perforated metal panels, or other treatments which demonstrate compliance.</p>	<p>The staff balcony on the east side is 10' 7 1/4" deep. The balcony materials match the building materials.</p>	
35	3	M	<p>Middle Story Details. For buildings four stories and greater middle story frontage facades shall incorporate two or more of the following features:</p>	<p>Not Applicable</p>	
			<ul style="list-style-type: none"> a. Shallow recesses between 2 and 5 feet in depth and which generally occur every 20 feet. b. Exclusive use of Frontage Façade Street Level Primary Materials (see Section II(A)). c. Façade transparency 50 percent or greater measured between 3.5 feet above the interior finished floor to the interior ceiling. d. Use of two or more permitted building materials. e. Rigid canopies over a significant portion of the windows. f. Oriel or bay windows. g. Balconies as provided in Section II(G)2 of this document. h. Louvres systems spanning a cumulative of the façade. i. Upper stories recessed between 10 to 20 feet from the street level story. j. Other methods may be proposed that meet the intent of this guideline. 		
<p>H. Upper Stories</p>					

Intent: To provide a distinct skyline within the City Center area.

35	I	M	Transparency. On frontage facades, the uppermost story shall provide windows which complement windows found elsewhere on the building. Window frames and trim shall be complementary in color, material and quality to the rest of the building. Windows shall be commercial grade.	Windows above ground level compliment the ground level windows. The same glazing types and metals are used. See building elevations.
35	2	M	Upper Story Details. Buildings between four to seven stories in height shall define the upper story on any frontage façade using two or more of the following features. Buildings eight stories or greater shall provide two of the following features on all sides. a. Change of materials or color from the stories below. b. A masonry belt course. c. Setting the uppermost story back 5 to 15 feet from the stories below. d. A series of bay or oriel windows if bay or oriel windows are not heavily utilized on the stories below. e. Balconies complying with II(G)2 of this document. If balconies are used on the stories below balconies on the uppermost story are encouraged to be offset, use different dimensions, utilize different materials, incorporate an overhang, or similar treatment. Juliet balconies are not permitted. f. Cornice on floor below. g. Clerestory or transom windows. h. Windows of a discernably larger or smaller from those used on the stories below. i. Other methods that may be proposed that meet the intent of this guideline.	Not Applicable

I. Roofline Expression

Intent: To create a skyline and built environment that is visually interesting.

36	I	M	<p>Buildings shall incorporate features that create a visually distinctive roof form. At least two of the following features shall be used:</p> <p>a. Terraced step backs, 8 feet or greater on average. b. Angled roof elements. c. Projecting cornice elements a minimum of one foot in height which span at least 50 percent of the façade. d. Cornice work with substantial overhangs of lighter color or different material from the adjacent wall and upper cornice. e. Trellises along the parapet which span at least 50 percent of the façade. f. Geometric Forms (dome, pyramid, etc.). g. Curved roofline. h. Exposed beams or support brackets. i. Height variations between building elements. j. Other methods may be proposed that meet the intent of this guideline.</p>	<p>The butterfly roof, third level setback, and variations in materials create a distinctive form. See building renderings.</p>	
36	2		<p>Rooftop decks spaces are encouraged. When provided, walls, fencing and/or railings visible from the street level shall complement the design and materials of the overall building.</p>	<p>Not Applicable</p>	
36	3	M	<p>Any solar panels visible from the street shall not produce a glare and shall be incorporated into the overall building design.</p>	<p>The building does not contain solar panels, but is solar panel ready. Future panels will not be visible from street.</p>	
<p>J. Treating Blank Walls</p>					
<p>Intent: To ensure that situations in which glass windows are not required, there are still features that add visual interest and variety to the streetscape.</p>					

37	I	M	<p>Where windows are not provided on walls (or portions of walls) longer than 30 feet on frontage facades or which are visible from the street at least four of the following types of elements shall be incorporated. Features shall create visual changes approximately every 15 feet or span most of the blank wall.</p>		
			<ul style="list-style-type: none"> a. Decorative masonry (but not plain concrete block). b. Concrete or masonry plinth at base of wall. c. Belt courses of a different texture, material and/or color. d. Projecting cornice. e. Projecting metal or glass canopy (standing seam awnings are not permitted). f. Decorative tilework. g. Medallions. h. Opaque or translucent glass windows. i. Artwork. j. Vertical articulation through use of pilasters, columns or the like. k. Lighting fixtures. l. Architectural recesses at least 1.5 feet in depth. m. Other methods may be proposed that meet the intent of this guideline. 	<p>Visual changes are created between the windows, metal panel, board formed concrete, and sculptural metal panel along the base of the building. See building elevations.</p>	
37	2	M	<p>On the Promenade Street and the Pedestrian Promenade Walkway where windows are not provided, no more than 10 feet unembellished surface shall be allowed.</p>	<p>Not Applicable</p>	
37	3	M	<p>Design departures for these features shall not waive the requirement to treat blank walls, but may approve other architectural or design treatments for the treatment of blank walls.</p>	<p>Not Applicable</p>	

K. Mechanical Screening

Intent: To conceal, to the greatest extent possible, equipment, dishes and other appurtenances located on the roofs of buildings or alternatively, to integrate them into the architecture.

38	1	M	All mechanical equipment located on or near the roof shall be contained within opaque parapet walls or placed behind (or within) roof forms. Plywood walls or chain-link fencing with slats are not acceptable forms of screening. Screening method shall be integrated into the architectural design of the building.	A mechanical roof screen with complimentary metal paneling is utilized at the Police roof to screen the mechanical units. The building structure itself screens mechanical units located on the Jail roof.
38	2	M	Efforts shall be made to locate communication equipment so that it is not visible from nearby streets. Equipment shall be concealed behind parapet walls if possible.	Communication equipment is anticipated to be located at the north side of the Police mechanical roof screen and not visible from the street
38	3	M	Penthouses for elevators and stairwells shall be designed to match the architecture of the rest of the building.	No penthouses are anticipated
38	4	M	Street level mechanical units shall be located to the rear or side of the building or within the building or parking structure.	The parking garage mechanical unit will not be visible.
38	5	M	Mechanical units that cannot be placed at the rear or side of the building shall be screened with landscaping or creative solutions such as art or similar treatment.	The emergency generator for the new facility is to be located behind a metal panel fence in the parking garage.
38	6	M	Street level mechanical units shall be placed to allow a straight pedestrian path. Placement shall not require pedestrians to alter paths to avoid mechanical units.	Not Applicable

L. Screening of Parking Structures

Intent: To reduce the visual impact of structured parking located above grade.

39	1	M	<p>Street level facades of parking levels shall be treated to appear more like floors, rather than open slabs with visible cars and ceiling lights. When transparency is required, methods below shall be provided in lieu of transparency. All openings shall be screened in compliance with the methods below. This may be accomplished by two or more types of the following methods:</p> <ul style="list-style-type: none"> a. Louvers. b. Expanded metal panels. c. Decorative metal grills. d. Spandrel (opaque) glass. e. Significant landscaping which uses a combination of trees and evergreen shrubs. f. Other methods may be proposed that meet the intent of this guideline. 	<p>The parking structure is primarily at or below street level grade. A secure wall is abutting the street level and is designed with board form concrete and Coreten metal paneling to compliment the building and provide a congruent façade. The wall is identified as one of three locations for public art.</p>	
39	2	M	<p>Free-standing parking structures shall incorporate the above features on portions of the façade above the ground level. At ground level, parking structures shall comply with Guidelines addressing Street Level Uses and Transparency, Weather Protection and Ground Level Details.</p>	<p>Level 1 of the parking is partially below grade.</p>	
39	3		<p>Parking structures are encouraged to be designed to accommodate reuse in the future. This can be done by providing level floors connected by ramps, appropriate interior heights, and other appropriate structural considerations.</p>	<p>Parking decks, due to grades are required to slope and are not planned for alternative future use.</p>	

K. Gateway Locations

Intent: To identify and highlight major entrances into the City Center.

40	I	M	<p>Within designated Prominent Intersection or Gateway Intersections (See Section II(L)), buildings shall incorporate architectural features that are bold and dramatic. One or more of the following features shall be used to establish prominent and gateway intersections.</p>	
			<ul style="list-style-type: none"> a. Tower forms at corners. b. Large entries. c. High bay lobbies. d. More intense color. e. Change of building materials. f. Primary public entrance at corner. g. Roof elements differing from those of the surrounding structure. h. Deep cornice overhangs supported by substantial beams or brackets. i. Additional transparency. j. Architectural forms balanced by pilasters or columns. k. Change in façade plane which orients building toward intersection or gateway. l. Unusual shapes or forms. m. Artwork, such as a sculpture or mural located on the building facade. n. Other methods may be proposed that meet the intent of this guideline. 	<p>The subject site/project is not located at a gateway intersection.</p>

Traffic Impact Analysis

Submitted to
City of Lynnwood

November 6, 2020



11/6/20

Lynnwood Justice Center



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1.0 INTRODUCTION

The City of Lynnwood is planning to construct a new Police building and to renovate their Court/Jail facility. A parking structure will be constructed on the east side of the property to accommodate police and court staff vehicles.

The proposed site is located on the east side of 44th Avenue NW between 192nd Place SW and 194th Street SW. Access to the site will be via a single driveway on 44th Avenue NW as well as two separate driveways on 194th Street SW, one close to the intersection of 44th Avenue NW and 194th Street SW and one to the east of the intersection adjacent to the Community Health Center of Snohomish County. A vicinity map of the project area is shown in Figure 1-1. The proposed site layout is shown in Figure 1-2. The two driveways close to the intersection are accessible to the public, and the third driveway east of the intersection will be restricted to Police/Jail and court staff.



Figure 1-1. Project Vicinity Map.

The site area where the new development is taking place is currently undeveloped, consisting mainly of forested landcover. The renovation portion of the project will take place within the boundaries of the current site limits. The relevant areas are broken out in Table 1-1.

Table 1-1. Justice Center Project Site Areas.

	Employees			Site Area (SF)			
	Police/Jail	Court	Total	Police/Jail	Government Office	Total	Beds (Jail)
Existing Facility	98	13	111	20,606	3,768	24,374	45
Proposed Facility	110	18	128	69,976	14,759	84,735	96
Total Increase	12	5	17	49,370	10,991	60,361	51

The Justice Center includes additional stalls via a planned parking structure that will replace the existing 25 car lot just east of the current parking structure.

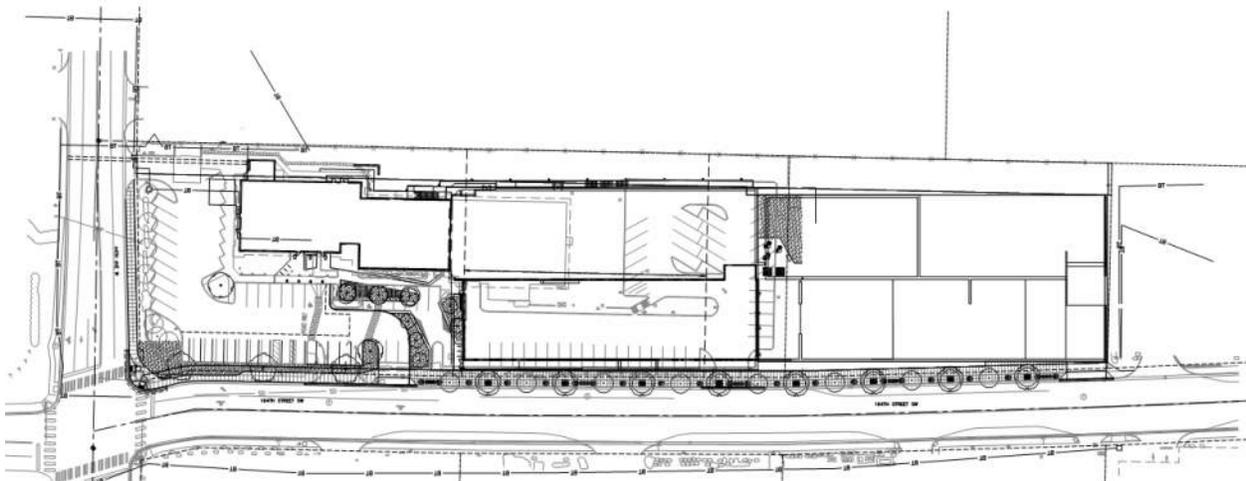


Figure 1-2. Project Site Plan.

2.0 METHODOLOGY

2.1 City Standards for Traffic Analysis

The City of Lynnwood Municipal Code Chapter 12.22, titled “Transportation Concurrency Management,” reviews transportation concurrency as it relates to the transportation component of the comprehensive plan. Specifically, the chapter provides guidance for new development areas, and when such developments trigger intersection capacity analyses for the arterial street network.

Section 12.22.180 of the Municipal Code, titled “Site access evaluation”, outlines requirements for when to conduct a traffic analysis for trips generated by the development project. The code reads

“...developments generating greater than 50 peak hour trips shall prepare a site access evaluation to include the site access to the arterial street system and any intersections on the arterial system within one-quarter mile of the site access.”

In accordance with this guidance, trip generation was used to determine if the additional trips generated by the Justice Center expansion meet the criteria for an intersection capacity analysis for the intersections within 0.25 miles of the site area.

2.2 Trip Generation Methodology

Trip generation for the Justice Center expansion/renovation for the AM and PM peak hour periods is based on the Institute of Transportation Engineers *Trip Generation Manual 10th Edition, Volume 2: Data (2017)*. Rates were selected for the AM and PM peak hour and applied to the relevant conditions for the facility.

3.0 EXISTING CONDITIONS

3.1 Existing Site Conditions

The proposed site for the Justice Center expansion is currently undeveloped land consisting of forested land directly north of 194th Street SW and just west of the Lynnwood Community Health Center. Two of the three driveways to the site connect to 194th Street SW. 194th Street SW is classified by Washington State Department of Transportation (WSDOT) as an Urban Major Collector. The street is a two-lane road, with parking lanes periodically spaced on both sides, and sidewalk along both sides for the between 44th Avenue W and 40th Avenue W. The road is marked with solid white edge lines and a double yellow centerline. The posted speed is 25 miles per hour (mph). The third driveway connects to 44th Avenue W, which is classified by WSDOT as an Urban Minor Arterial. 44th Avenue W is a four-lane road with a double yellow centerline and dashed white lane stripes north of 194th Street SW and a five-lane roadway with a two-way left turn lane south of 194th Street SW. The posted speed is 30 mph, which is reduced to 20 mph for a school zone approximately 1/3 of a mile north of the site. The intersection of 194th Street SW and 44th Avenue W is a signalized intersection with marked crosswalks along all approaches. There is protected-permissive phasing for all four approach directions.

Transit service in the vicinity of the site is Community Transit Route 112 which runs east/west along 194th Street SW west of 44th Avenue W, and north/south along 44th Avenue W north of 194th Street SW. The route 112 provides service from the Mountlake Terrace Transit Center to the Ash Way Park-and-Ride, with intermediate stops at the major hubs of the Lynnwood Transit Center and the Swamp Creek Park-and-Ride. Service is typically between 6:00 AM (7:00 AM on weekends) and 9:30 PM with one-hour headways on weekdays and weekends. Because of the land use, transit use for access to the proposed Justice Center is expected to be negligible.

4.0 JUSTICE CENTER TRIP ANALYSIS

4.1 Justice Center Trip Generation

The number of new trips generated by the Justice Center are calculated by using the Institute of Transportation Engineers (ITE) *Trip Generation Manual*. This manual contains a number of development types along with rates of trips generated based on various factors including floor space, number of employees, etc. The ITE *Trip Generation Manual* does not have a specific entry for either a police station or a court. The two generators that most closely match the proposed land use of the Justice Center are the Government Office Complex (land use 733) and the Prison (land use 571). The trip generation rates for the Government Office Complex are generated by employees and building gross floor area. Since much of the additional square footage of the project is attributed expanding the work areas of the court and jail areas, the employee rate of 0.83 trips per employee

during the AM peak hour (one hour between 7:00 and 9:00 AM) and 1.10 trips per employee during PM peak hour (one hour between 4:00 and 6:00 PM) was used. The increase in employees does not account for the increase in jail space, and therefore the generated prison rates were also used to account for additional trips related to the jail such as family member and attorney visits. The trip generation rates for a Prison are given in terms of building gross floor area, beds, occupied beds, and employees. To isolate jail related trips from the trips related to employees, beds were used for trip generation. The higher end of the rate range for Prison trip generation was used, since prisons are generally assumed to have longer occupancy periods than jails (i.e. more trips for more frequent bed occupant turnover). The bed rate of 0.30 trips per bed during the AM peak hour (one hour between 7:00 and 9:00 AM) and 0.13 trips per bed during the PM peak hour (one hour between 4:00 and 6:00 PM) was used. Using the proposed site elements given in Table 1-1 as well as the rates and entering/exiting percentages from the *Trip Generation Manual*, new project specific trips were generated (Table 4-1):

Table 4-1. 2023 Project Trip Generation Summary.

Land Use	Entering %	Exiting %	Trips per (unit)	Unit Used for Generation	Additional Units	Total Trips	Trips Entering	Trips Exiting
AM Peak Hour								
Government Office Complex (730)	89	11	0.83	Employees	17	15	13	2
Prison (571)	54	46	0.30	Beds	51	16	9	7
Total	N/A	N/A	N/A	N/A	N/A	31	22	9
PM Peak Hour								
Government Office Complex (730)	31	69	1.10	Employees	17	19	6	13
Prison (571)	10	90	0.13	Beds	51	7	1	6
Total	N/A	N/A	N/A	N/A	N/A	26	7	19

Due to the site conditions, all trips are assumed to be motor vehicles. This is a conservative approach as any non-motorized trips would result in less delay at the study intersections. An important distinction to make for this analysis is that the trips being generated are for the increase in site usage due to the development, not trips for the site as a whole. Existing trips for the existing site are assumed to be in the transportation system and, thus, are not included in this analysis.

5.0 CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

The results of the trip generation analysis show that the site development does not meet the city of Lynnwood standard for intersection capacity analysis. Thirty-one (31) new trips are projected in the morning peak hour and twenty-six (26) new trips are projected in the evening peak hour. The trigger for additional intersection analysis is more than fifty (50) trips generated in the PM peak. As noted above, twenty-six additional trips are generated in the evening peak. Therefore, no additional analyses are required.

MEMORANDUM

2707 Colby Avenue, Suite 900, Everett, WA 98201 | P 425.252.7700

To: Brett Hanson, Associate Principal, Mackenzie

From: Mike Hendrix, PE, PTOE
Tom Steckel, EIT

Date: November 9, 2020

Re: Lynnwood Justice Center Parking Analysis

**INTRODUCTION**

The Lynnwood Justice Center, located on the northeast corner of 44th Avenue W and 194th Street SW, is being expanded and remodeled to accommodate the additional needs of police and court staff. This work will include an addition of parking to accommodate the expansion. The City of Lynnwood requires a parking analysis to determine that the proposed parking is adequate for the facility.

This memorandum documents Perteet's evaluation of the planned parking improvements as well as the planned parking demand changes based on the facility.

EXISTING AND PROPOSED SITE DESCRIPTION

The site where the expansion will occur is currently undeveloped, consisting mainly of forested landcover. The renovation portion of the project will take place within the boundaries of the current site limits. See Figure 1 for the vicinity map.



Figure 1. Project Vicinity Map.

Parking Utilization Data

The existing and proposed parking facilities are outlined in Table 1.

Table 1. Justice Center Parking Spaces.

	Staff Parking Space	Public Parking Space	ADA Parking Space	Total Space Availability
Existing Facility	90	5	4	99
Proposed Facility	127	39	6	170
Total Increase	37	34	2	73

Table 1 indicates a *total* parking space availability of 170 stalls, an increase of 67 stalls over the existing facility condition. In conjunction with the available spaces, the projected facility vehicle composition was used to determine the total number of vehicles that need to use the facility compared to the existing vehicle composition.

MEMORANDUM

This information was provided by the City of Lynnwood and includes police and court vehicles. This information is shown in Table 2.

Table 2. Justice Center Staff Parking Vehicle Composition*

	Police Department			Court		Grand Total
	Police Department Official	Police Department Civilian Staff	Subtotal	Court Staff	Subtotal	
Existing Vehicle Composition	52	41	93	10	10	103
Proposed Vehicle Composition	59	46	105	14	14	119
Total Increase	7	5	12	4	4	16

* Vehicles stored off site are not included in this analysis.

This indicates a *total/staff* parking demand of 119 stalls during “peak” usage, in which is an increase of 16 stalls over the current condition. Per Table 1, the proposed parking facility provides 127 stalls designated as “staff only,” with an additional 39 stalls for public use, for a total usable stall volume of 166 spaces. In order to accurately assess the suitability of the proposed parking facility, the parking utilization was calculated based on the time when the stalls were occupied. This effort is described in the following section.

PARKING DEMAND ANALYSIS

Parking Utilization Data

Perteet received data on the court and police vehicle composition from the City as well as details on the shift change policies/timings of the Lynnwood Police Department. Perteet used this data to develop a histogram of the parking utilization over a 24-hour analysis period. In order to determine lot usage as accurately as possible, Perteet used the following assumptions:

- During patrol periods, roughly one-third of patrol vehicles are assumed to be in service and, thus, not utilizing the parking structure. This resulted in the following vehicles being in the field:
 - Five patrol vehicles
 - One K-9 vehicle
 - One traffic car
 - Two traffic motorcycles
 - One radar trailer
 - Two SOS vehicles
 - One UC car
 - One CHSS car
 - Three CID detective cars
 - One CID SGT car

MEMORANDUM

- One-third of vehicles that were likely specific to an individual were assumed to be parked off site (at home), consisting of:
 - Five patrol vehicles
 - One K-9 vehicle
 - Two traffic motorcycles
 - Two SOS vehicles
 - One CHSS car
 - Three CID detective cars
 - One CID SGT car

- Staff private vehicles are all parked onsite during work hours, assumed to be 6:00 AM - 7:00 PM.

To account for the parking due to court public vehicles (jury members, volunteers, etc.), Perteet used the Institute of Transportation Engineers' *Parking Generation Manual*, to determine the number of parking stalls for peak use. Specifically, we used land code 735- Judicial Complex. This has a parking rate of 3.02 spaces per 1,000 square feet of gross floor area for an urban location. The proposed court related area is 15,000 square feet. This results in a demand for 45 parking stalls. The parking structure includes 14 stalls for court staff and, therefore, this can be deducted from the 45 stalls required for the general public. This results in a need for 31 stalls for public use. Perteet conducted a further review of the Lynnwood City Code in addition to Snohomish County, neither of which provided any additional parking requirements.

Histogram Development

A histogram was developed in order to determine the maximum parking demand experienced by the lot at any one point in time. The histogram is shown in Figure 2.

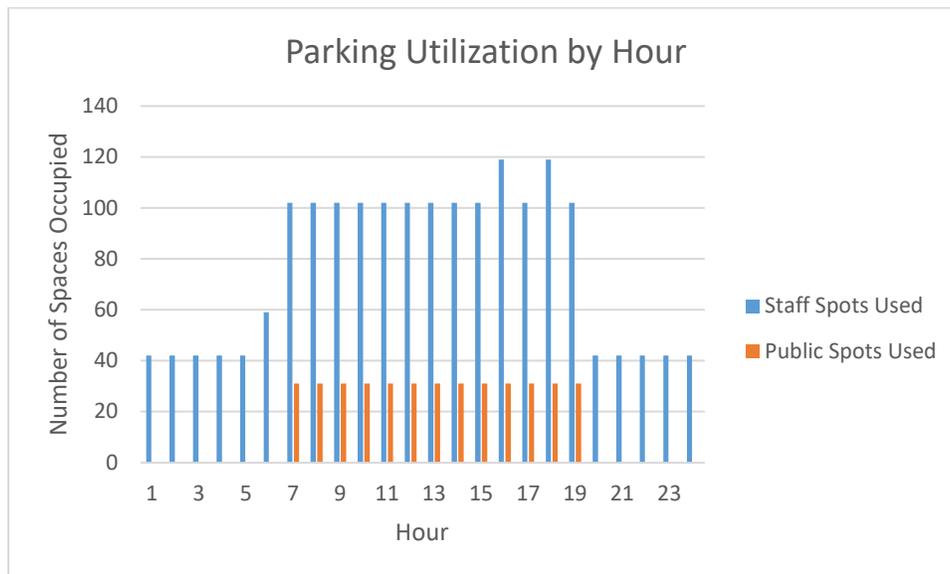


Figure 2. Parking Utilization Histogram.

MEMORANDUM

The maximum parking demand occurs between 3:00-4:00 PM and 5:00-6:00 PM during the afternoon shift change, with the parking utilization of 119 staff stalls and 31 public stalls. The total parking provided is 127 stalls for staff and 39 stalls for the public. As shown, the provided parking can accommodate the projected parking demand.

CONCLUSIONS AND RECOMMENDATIONS

The results of the parking analysis show that during the shift change in two one-hour periods, the parking demand is utilizing 150 total spaces (119 staff and 31 public). The proposed staff and public allocated parking spaces are in excess of the peak parking demand.

Lynnwood Police Department and Detention Services Study

LYNNWOOD, WASHINGTON

FINAL DRAFT



May 11, 2017

Presented to the City Council May 15, 2017

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1 Introduction

1. Introduction and Study Background

The Matrix Consulting Group was retained by the City of Lynnwood to conduct a criminal justice study involving Lynnwood Police Department (LPD) operations to include the detention facility. The intention of the study was to address the following key study objectives:

- To evaluate staffing and operations in each Police Department function.
- To evaluate if the needs of citizens are being met at appropriate levels of service.
- To ensure that operations and management contribute to the effective and efficient use of Police Department personnel.
- Where practical, to identify staffing and operations “best practices” in law enforcement.

This report presents the results of the study, providing an overview of current workloads and service levels, in addition to identifying a number of operational strengths and potential opportunities for service and staffing level adjustments.

The following introduction and executive summary provide a synopsis of the scope of work and overall context for the study, the methodologies used in evaluating the services of the department, and a summary of the recommendations made. The scope of work for the study included the following elements:

- A thorough review of police business practices conducted by LPD to include key operations such as patrol, detentions, investigations, traffic, specialized services and various administrative supporting services.
- An evaluation of staffing needs consistent with both analytical outcomes and framed by best practice approaches.

- Analytical determination of the most appropriate levels of service and service delivery in the City for key operations.
- Identification of key efficiency opportunities through changes in current practice. Such changes could include different service delivery approaches.

In order to conduct this Study, the Matrix Consulting Group project team engaged in the following activities:

- Interviewed senior executive City staff and Council to understand financial and human resources issues facing the City and LPD operations.
- Interviewed LPD management and supervision of all functional units within the department, as well as many other personnel with unique responsibilities in the organization.
- Collected detailed data describing operations, workload, deployment, scheduling, use of leave, etc.
- Developed a descriptive profile of LPD describing current operations, service levels, staffing, deployment, etc. This was reviewed by LPD management and supervision to ensure its accuracy and is included in the appendix.
- Conducted an anonymous employee survey to solicit opinion regarding LPD operations.

Collectively, these steps were intended to provide the project team with a full understanding of the current methods of service delivery by LPD, its operations and the environment within which Lynnwood services are provided. This approach is further intended to ensure that key participants have had relevant input into the study process.

2 Executive Summary

The analysis presented in this report is extensive, encompassing several LPD operational topics of interest, how LPD resources are managed in providing police services to the Lynnwood community, and other key issues resolution. The study's scope of work included, but was not limited to, the following:

- An analysis of patrol operations and staffing requirements in the context of key service level metrics such as proactive time and response time as well as based on the community profile (e.g. crime rates).
- An analysis and discussion of alternative approaches to enhancing LPD patrol services to include revised scheduling and deployment, traffic deployment adjustments and other operational alterations.
- An analysis of current detention services and alternative jail service delivery approaches.
- Inclusion of the insights from an anonymous employee survey.
- A discussion of key interest topics to include overtime, regional law enforcement participation, training efforts, and the like.

The following sections describe the report's key findings, conclusions and recommendations.

1. KEY FINDINGS AND CONCLUSIONS

In the course of a police department review and study the focus tends to be on the areas within the organization where opportunities exist or where change is needed. However, there are a number of positive attributes of the LPD Lynnwood Police Services operation that are acknowledged throughout this report. The City and Police Department desired a full assessment of LPD's staffing and operations and the impact on resources. Consequently, a variety of analyses was undertaken with respect to

improvement opportunities. This should not overshadow many of the significant accomplishments of LPD to include but not be limited to 96% of employees agree that LPD's approach to policing improves the quality of life in Lynnwood¹. The information should be used to better inform decision-making in the future. This is particularly true for law enforcement service areas that go beyond basic policing such as victim support units, specialized undercover units, dedicated enforcement efforts (e.g. traffic) or inter-department partnerships designed to address important social needs of the community.

The following summarizes key findings and conclusions noted in this report.

These are further detailed in Chapter's 3 through 6 in the report's body.

- LPD responds to a wide variety of calls designed to service the community, the vast majority of which are calls of a less serious nature. Lynnwood has a very manageable "persons crime" profile, yet has challenges with respect to property crime for a Washington community of its size. This backdrop lays the foundation for further information surrounding operational and staffing needs within the Department.
- Approximately 21,000 community generated calls for service occurred in a recent 12-month period reviewed. Priority 1 calls are minimal, on-scene handling time is adequate, and response times are particularly good for most calls for service, averaging less than 14 minutes.
- Patrol call for service workload patterns by time are particularly infrequent in the early morning hours with calls for service peaks taking place in the late afternoon and early evening. Unlike many departments, call for service workload is relatively balanced among different days of the week, with no real escalation over the weekend.
- Average call for service handling time and the number of patrol units responding is generally consistent with our findings in many other law enforcement agencies throughout the nation.
- Overall, LPD patrol proactivity at actual patrol staffing levels results in proactive time of 40%. While overall this is satisfactory, there are too many times during the day in which levels fall well below desired proactivity. Proactive calculations for 28 patrol officers (which reflects existing authorized staffing levels) reveal

¹ Based upon the employee survey.

48% proactivity is achievable—a desirable target. Similarly, however, there are several time periods in which proactivity falls below desirable standards.

- Ensuring LPD staff's patrol at a staffing level of 28 officers, in conjunction with changes in deployment strategy (e.g. revisions to how staff are scheduled over the 24-hour period on the 12-hour schedule), will result in very reasonable proactive time throughout the day, facilitating Lynnwood customer service.
- A variety of field and special investigation supporting services can be considered robust for a city of Lynnwood's size and demographic/geographic profile. The Traffic Section can be down-sized; the staffing levels of various specialty teams (narcotics, special operations, and community health and safety section) can be internally re-arranged around a more comprehensive problem-oriented policing approach. Net staffing levels may not change in all specialty units, but assignments could be revised, to include adoption of a School Resource Officer (SRO) program and other efforts dictated by focused problem-oriented policing for the community.
- The Criminal Investigations Bureau detectives can benefit from enhanced case management approaches. Overall detective staffing should be reduced by one.
- Most administrative support functions are appropriately staffed; however, the property and evidence operation can benefit from the addition of one (1) technician position.
- The Lynnwood Jail Facility has several issues, including:
 - Infrastructure shortcomings.
 - Some programmatic efforts fall short of best practice.
 - Cost recovery from other jurisdictions which house inmates in Lynnwood is below desirable levels.
- Additional LPD detention staff are necessary in the jail to operate it efficiently, safely and effectively. This includes the addition of several positions at an annual cost of approximately \$350,000.
- Overall LPD overtime expenditures are not an issue compared to various benchmarks. However, when examining overtime on a unit-by-unit basis, there are likely opportunities for better management of some overtime.
- LPD is a key (prime) partner in various regional law enforcement efforts. The chief should re-examine this level of participation and ensure it is consistent with meeting the needs of the Lynnwood community.

These key findings and conclusions, as well as other issue areas, are summarized in the following chapters.

2. SUMMARY OF RECOMMENDATIONS

Throughout this report the project team provides evaluation and analysis of the organization, operations and services provided by the LPD and, where appropriate, makes suggestions for improvements. The table below provides a summary list of all the recommendations, appearing in sequential order, in this report.

Recommendations

FIELD OPERATIONS – PATROL AND TRAFFIC

To ensure appropriate levels of proactive time, it is important to deploy 28 patrol officers and keep these positions filled; this is consistent with existing authorized staffing levels. Maintain existing authorized patrol staffing of four (4) sergeants.

To improve patrol operations and better balance proactive time, revise the patrol deployment approach as detailed in this report to include re-allocating patrol staff among different shifts, creating a “power shift.” and adjusting shift start times to meet “reasonable” work/life-balance expectations. Retain the 12-hour shift schedule and 3-days on/3-days off structure.

Lynnwood’s current K9 program is robust and should continue, but never exceed the existing deployment of four (4) K9s.

Establish a patrol minimum staffing level requirement in LPD policy. The minimum staffing level for Lynnwood should be three (3) or four (4) patrol officers, plus one sergeant, dependent upon the time of day. LPD policy would dictate patrol never operates below this minimum deployment.

Formally adopt internal assignment strategies whereby patrol vacancies are minimized. This would be accomplished through temporary personnel transfers from supporting units such as Traffic.

Maintain the existing balance of civilian and commissioned personnel deployed to Patrol and patrol supporting services.

Continue to work with SNOCOM dispatch, and review internal protocols, to identify any technical or operational issues contributing to lower Priority 1 Call for Service Response Time.

The City should provide some direction as to traffic-enforcement expectations for the community. Such direction will help drive dedicated traffic staffing levels.

Based on available data, dedicated traffic enforcement activities can be reduced from six (6) Traffic Officers to five (5) Traffic Officers with one (1) sergeant continuing to oversee the operation. Ideally, this sergeant should always be “Motor Certified.”

DETENTION SERVICES

Recommendations

To mitigate the highest risk associated with jail-court inmate transport at reasonable cost, install an additional door in the corridor that connects the jail to the steps that lead to the courtroom. This door should be secure at all times, and be equipped with a lock that disengages when emergency alarms are activated.

Continue the use of Electronic Home Monitoring and Community Service Programs.

Convert Detention Sergeants to 8-hour shift schedule with the 1st Shift Sergeant assigned to Sunday – Thursday, and the 2nd Shift Sergeant assigned Tuesday – Saturday.

Create the position of Transport Security Officer that works an 8-hour weekday shift.

A total of 18 custody officers, two (2) Sergeants, and one (1) Commander are required in the revised LPD Detention staffing plan. This is an increase of four (4) custody officers over current authorized levels; an estimated increase of \$347,880 in salary and benefits per year.

Lynnwood should evaluate the daily rate it charges for housing other municipalities' inmates, as their current contract rates are below the actual cost per bed. Propose going to a full cost recovery model.

Proceed with Scenario D – Modified Current Operations as it is the most fiscally viable option, resulting in an estimated savings of \$210,000 annually.

Continue to explore a regional facility with neighboring jurisdictions to determine the viability of this option.

INVESTIGATIONS AND SERVICES

Reduce detective staffing levels from the authorized staffing contingent of seven (7) detectives to the actual staffing level of six (6) detectives. Maintain two (2) sergeants who carry a modest caseload, have ancillary duties (e.g. digital forensics) and perform special projects.

Formalize the case screening process using a documented solvability factor methodology that includes a 12-point criteria checklist on all assigned detective cases.

Ensure a formal supplemental report is written every 45-days for each case investigated for increased case management accountability.

Work toward classifying 1-2 detectives as “property crime specialists” among existing staff and train accordingly. Assign nearly all of the pre-screened felonious burglary and auto thefts to these specialist staff.

Upon revision to the case management and case assignment approaches, revisit detective staffing level needs based on the tools provided in this report.

Maintain existing staffing levels in the Victim Services program. As practical, solicit VIPS to dedicate volunteer hours in support victim service advocacy efforts.

Formal problem-oriented policing approaches should frame staffing plans for LPD's specialized CHSS, SOS and Narcotics units. Adopt a formal problem-oriented policing approach for these units, further engaging the community and developing plans and reporting protocols as outlined by the Department of Justice's Office of Justice Programs abstract and described in this report.

Recommendations

Based on guidelines provided in this report, LPD executive management should devise a strategic staffing plan within the next six months to reconstitute staffing and supervision levels within the CHSS, SOS and Narcotics Units collectively deploying eleven (11) sworn and civilian staff. At minimum such revision should include one (1) School Resource Officer reporting to CHSS.

Maintain existing staffing levels in the Planning, Training, and Accreditation Section.

Maintain existing staffing levels in the Office of Professional Standards.

Maintain existing line staffing levels in Records Section of seven (7) staff.

Maintain existing sergeant direct supervision over Records and Property and Evidence while resolving various administrative and RMS issues of critical importance. Future special projects should include enhancing the Records Management Systems detective case management module and continuous improvement in Property and Evidence operations. Upon resolution of these initiatives, the supervision of Records should again be civilianized.

Add one (1) authorized evidence technician position increasing overall line staff to three (3) technicians. Estimated annual cost is \$77,000 in salary and benefits.

While overall LPD overtime expenditures are reasonable based on a four-year trend, there are overtime management opportunities that can be further explored at the LPD unit level (e.g. SOS, Narcotics, and SWAT). Explore alternative operational approaches which can influence overtime expenditures.

LPD executive management should include within their specialized unit strategic staffing plan effort a section within that discusses LPD's desired future level of regional law enforcement participation. This includes SWAT, the Narcotics Unit, and any additional personnel assigned to regional teams. This effort should be accomplished in the next six months.

LPD should better track K9 deployment to other jurisdictions and explore cost-sharing opportunities with regional partners for use of LPD K9 resources that go beyond infrequent mutual aid support.

The Planning, Training and Accreditation Section should perform a special project to revisit LPD's overall training program and fully describe the benefits and costs associated with the enhanced level of training effort provided to LPD staff. This should be approved by LPD executive management and performed within the next 6 months.

A more detailed description for each recommendation can be found in the body of the report. In closing, the net overall change in staffing levels is always of significant interest. As such, the following is noted:

- it is recommended that detention increases by four (4) authorized staff positions.
- LPD field-related services are decreased by one (1) officer (traffic).
- LPD detectives is reduced by one (1) position.

- Further internal operational direction is needed with respect to eleven (11) sworn and civilian specialty positions in three different units. In this re-organization one (1) SRO position should be deployed.
- One (1) additional civilian technician position is needed in Property and Evidence.

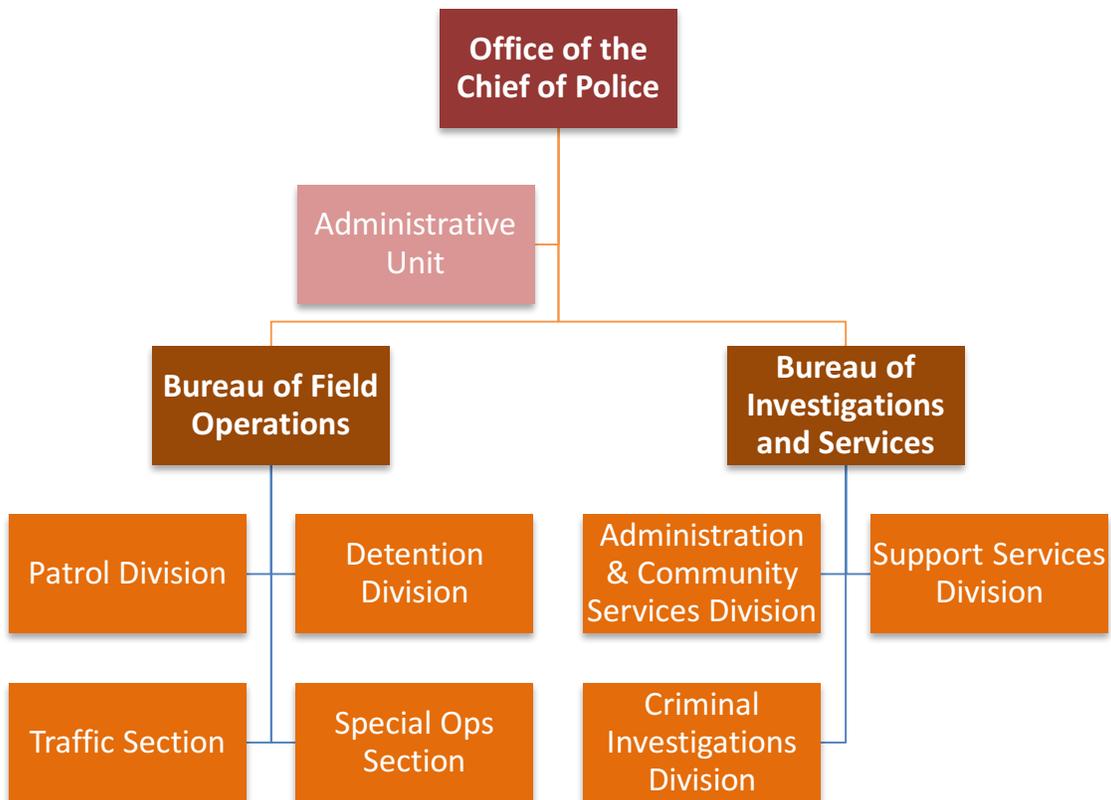
Overall, noted staffing reductions can likely be absorbed internally given present vacancies.

3 Overview of Lynnwood Police Department

This chapter presents an organizational overview of the Lynnwood Police Department (hereafter LPD or Department) providing a variety of police and detention (jail) services. A more detailed Profile of the Department, with specifics related to job positions and unit functions is located in the appendices of this report. This overview is intended to provide a baseline description of the LPD that provides a framework for findings, conclusions and recommendations in subsequent chapters.

(1) Organizational Structure

The organizational structure of the LPD is shown in the following diagram. The structure shows important reporting relationships and the functional areas under review in this study.



(2) Bureau of Field Operations - Patrol Workload Profile

One of the key workloads for patrol staff is community-generated calls for service (CFS). These reflect unique incidents whether one reporting party or ten different reporting parties are calling for service (e.g. traffic accident). One CFS may have multiple reporting parties. This CFS workload is a key (though not only) driver of staff resource needs in a police department.

(2.1) Calls for Service Information

The project team examined the most recent one-year period for CFS workload available from October 2015 through September 2016². The following tables and graphs denote various facts surrounding these CFS for the Department with information shown by Response Time (RT), Travel Time (TT), and average Handling Time (HT).

Calls for Service by Priority Level

Priority	# of CFS	Avg. RT ³	Avg. TT ⁴	Avg. HT ⁵
1	308	15.1	8.96	38.4
2	1,445	16.1	9.28	46.5
3	9,662	8.9	6.18	21.7
4	7,648	19.6	9.77	36.0
5	1,754	17.0	6.70	22.3
A	6	8.1	0.18	4.5
Total	20,823	13.9	7.88	28.8

² With respect to data in this report, the note 12-month range or data provided from 11/1/2015 to 10/31/2015 was generally used.

³ RT = Response time, or the time from when the call is first received by dispatchers to when the first unit arrives on scene.

⁴ TT = Travel time, representing difference between the timestamp when the first unit arrives on scene to the time that unit was dispatched.

⁵ HT = Handling time, or the time traveling to the scene plus on-scene response tasks with reporting party, victim, witnesses, etc.

Priority 1 calls for service represent the need for the most rapid police response whereas lower priority calls are less urgent. Priority 1 calls reflect such events as major collisions, robberies, etc. whereas lower priority calls represent a police response to suspicious circumstances, assisting citizens or outside agency, security checks, and a variety of other call types. As shown in the table above, the highest priority 1 and 2 calls take the most significant time for officers to handle, ranging from 38 to nearly 47 minutes for the primary officer responding. Notably, highest priority calls for service are minimal in Lynnwood, representing less than 1.5% of the total originating calls.

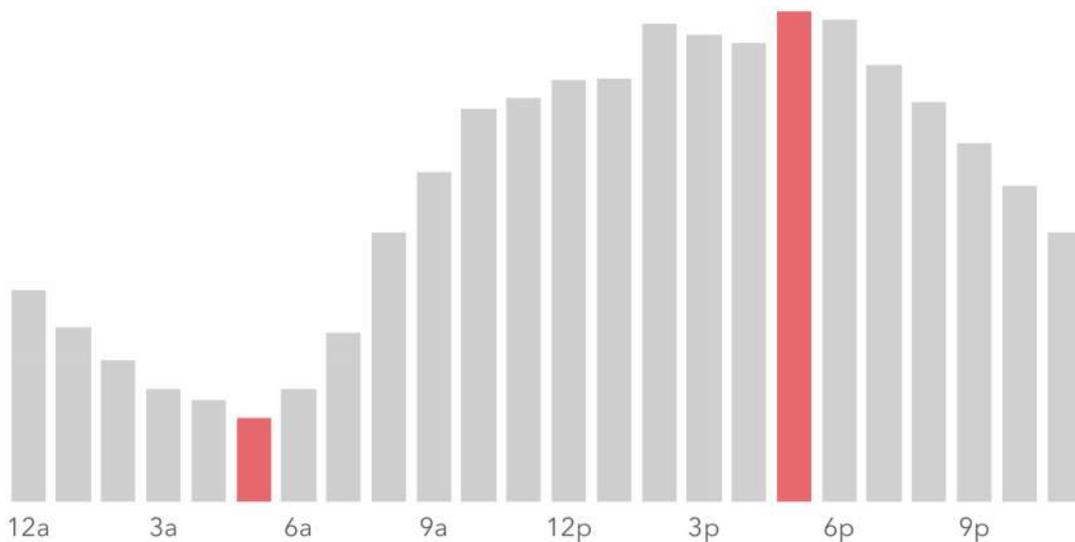
With respect to the types of CFS the Department handles, the following table reflects the top 10 most common call types over a 12-month period. It also shows the relative frequency in which these calls occur (darker is more frequent).

Most Common CFS Incident Types and Distribution by Time of Day								
Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
Suspicious	3,086	21.2						
911	2,740	3.2						
Theft	1,785	47.1						
Alarm	1,192	11.4						
Collision	1,029	37.6						
Disturbance	925	25.5						
Follow Up	892	27.8						
Welfare Check	813	23.5						
Civil	697	25.2						
Assist	659	22.8						
All Other Types	7,005	41.4						
Total	20,823	28.9						

Interestingly, the 10 most common CFS represent over approximately two-thirds of the call types received by LPD; the vast majority of which are lower priority calls. These call types are relatively self-explanatory with the exception of “911” which reflects a unit being dispatched to a location due to a “911 hang-up” but this unit is cancelled enroute the vast majority of times (as reflected by the 3.2 minute Handling Time) as dispatch is able to re-contact the reporting party.

When these calls for service occur is relatively common compared to other law enforcement counterparts throughout the nation. As shown in the CFS by time of day graphic below, calls are particularly infrequent in the early morning hours (with less than one per hour, by example, in the 5 am timeframe) with calls for service peaks taking place in the mid-to-late afternoon.

LPD – Calls for Service by Hour



(2.2) Crime Statistics

Crime statistics reflect another important factor in determining the necessity for staffing levels within a law enforcement agency. While there are a multitude of crime and community problems a police department can address, one of the key

responsibilities is preventing the occurrence of, and enforcing the laws surrounding, the most serious criminal offenses typically known as Part I Crimes.

The following tables show the frequency of Part I person crimes and property crimes in Lynnwood. Person crimes, which most consider the most serious offenses, are such incidents as homicide, robbery, aggravated and sexual assaults, and similarly egregious crimes against another. Property crimes are incidents such as burglaries, auto thefts, arson, and other similar events.

Lynnwood Part I Crimes, 2011-2015⁶

	2011	2012	2013	2014	2015	
Violent Crime	101	74	105	100	81	
Criminal homicide	1	0	1	0	1	
Rape	10	5	12	0	5	
Robbery	41	36	52	52	34	
Aggravated Assault	49	33	40	41	41	
Property crime	2,124	2,180	2,463	2,554	2,162	
Burglary	247	290	299	287	187	
Larceny-theft	1,751	1,703	1,950	2,073	1,822	
Motor vehicle theft	126	187	214	194	153	
Arson	4	5	6	5	2	
Part I Crimes Per 1,000	60.8					
5YR Violent Crime						▼ -20%
5YR Property Crime						▲ 2%

Part I crime occurrences throughout comparably-sized communities in Washington (those from 30,000 to 50,000 population) reveals Lynnwood ranks near the bottom in 2015 for overall crime rate, as shown in the table below.

⁶ Note that the uptick in the number of rapes from 2013 to 2014 is as a result of changes to the definition of the offense, and does not necessarily represent an increase in the number of occurrences. Furthermore in 2015 reporting practices changed overall, and thus year-over-year comparisons are not entirely accurate.

Community	Property / 1,000 Population	Person / 1,000 Population	Crime Rate / 1,000 Population
Pullman	8.6	1.0	9.6
Lake Stevens	21.4	2.1	23.5
Morgantown	21.3	2.6	23.9
University Place	22.9	2.1	25.0
Edmonds	25.7	1.5	27.2
Bothell	29.2	0.9	30.1
Issaquah	30.9	0.3	31.2
Des Moines	30.7	3.6	34.3
Wenatchee	34.4	1.6	36.0
Parkensburg	34.3	2.3	36.6
Lacey	36.1	2.1	38.2
Mount Vernon	41.6	2.2	43.8
Bremerton	41.6	5.3	46.9
Olympia	46.3	4.1	50.4
Walla Walla	47.8	5.5	53.3
Longview	52.1	3.9	56.0
Lynnwood	58.6	2.2	60.8
Puyallup	69.0	2.7	71.7

With respect to Lynnwood and crime, there are some particular areas of further note in the broader context of community safety.

- The national violent crime rate in 2015 was 3.8 / 1,000 population; Lynnwood falls notably below this margin. Lynnwood’s 2.2 violent crimes per 1,000 is also measurably below the state of Washington’s overall violent crime rate of 2.8 / 1,000 population.
- The national property crime rate in 2015 was 24.9 / 1,000 population; Lynnwood is well above this margin. Lynnwood’s 58.6 property crimes per 1,000 is also notably above the state of Washington’s overall property crime rate of 34.6 / 1,000 population.⁷
- With respect to the above cities, Lynnwood ranks 17th of 18 communities in overall crime rate, 10th of 18 in violent crime, and 17th of 18 in property crime. Interestingly Lynnwood has various crime issues related to theft, much of which could be linked to the regional mall. Excluding these Part I larcenies, and examining property crime rates for “higher profile” crimes such as Burglary and

⁷ <https://www.fbi.gov/contact-us/field-offices/seattle/news/press-releases/the-fbi-releases-2015-crime-statistics-for-washington-state>

Auto Theft, Lynnwood falls to 11th of 18 in comparison to the 30,000 to 50,000 community counterparts shown above.

In summary, Lynnwood's Part I crime rate per 1,000 population reveals encouraging results as well as areas of caution. Crime in 2015 was near the lowest rate in Lynnwood over the last five years. Compared to both national and state data, Lynnwood is particularly safe with respect to violent crime, yet suffers challenges related to property crime partially exacerbated by the regional mall which provides an obvious target for theft. These crime factors are one element in determining resource requirements in a law enforcement agency.

(3) Other LPD Services

While patrol services are typically the most visible and widely discussed service areas for law enforcement, there are a variety of other important services provided by police departments such as LPD. These include such important areas as detention services, criminal investigations, traffic enforcement, regional crime suppression programs and other community-service efforts. There are numerous LPD law enforcement functions that occur to protect the Lynnwood community, and these areas will be further discussed in the body of the report.

(4) Summary of Overview

The data indicate that Lynnwood's crime rate is falling overall, and the city does not suffer from serious persons-crime problems such as robberies, rapes and homicides; Lynnwood is comparatively safe in this regard evaluated against national and state crime rates. The City does, however, have issues related to property crimes, particularly in comparison to Washington peers, Washington state crime averages, and national property crime averages.

LPD responds to a wide variety of calls designed to service the community, the vast majority of which are calls of a less serious nature. This backdrop lays the foundation for further information surrounding operational and staffing needs within the Department. The information reflects important baseline data that provide guidance in helping to determine the staffing needs and operational requirements of LPD now and in the foreseeable future.

4 Bureau of Field Operations Analysis – Patrol & Traffic

This chapter focuses on patrol-related services duties and responsibilities beginning with patrol operations that are provided by the LPD. The workload information utilized in this section was obtained through interviews with Department management and supervisory personnel, City staff discussions, data provided by LPD and the City, and a review of documents and information from the Department's and their partners' varied information systems (e.g. SNOCOM Computer-aided Dispatch records).

1. OVERVIEW OF THE PATROL STAFFING ANALYTICAL MODEL.

While it would be useful to identify a 'golden rule' of law enforcement staffing needs, there is no single right answer. The utilization of various comparative measures does not adequately provide for a comprehensive evaluation of field staffing needs, nor should it be used as the primary basis for a local government to measure the effectiveness of law enforcement services. While it is somewhat common practice to suggest law enforcement resource needs based upon the number of commissioned staff per thousand population, the Matrix Consulting Group does not use a "per capita" or "per 1,000" ratio as an analytical tool in assessing field staffing needs, for the following important reasons:

- Ratios do not consider the seriousness of the workload levels of the jurisdictions being compared. For example, the crime rate is not considered in any comparative analysis of workloads, specifically, the number of serious crimes in a community (e.g. homicide, rape, robbery, aggravated assault, burglary, motor vehicle theft, and larceny).
- Ratios do not consider a jurisdiction's approach to alternative service delivery or "differential law enforcement response." The use of civilian personnel (or lack

thereof) to handle community-generated calls for service and other workloads has great potential to impact the staffing levels of commissioned personnel. The level / level / number of civilians (i.e. community service officers, telephone reporting, online services, etc.) can be used to maximize the efficiency and effectiveness of commissioned personnel.

- Ratios do not consider the differences in service levels provided or philosophies with which a jurisdiction may deliver law enforcement services (e.g. community-oriented or problem-oriented policing, a reactive versus proactive approach, the utilization of other regional law enforcement resources in solving problems or providing back-up to patrol, etc.). These variables result in an inability to accurately compare the necessary number of field patrol personnel through a ratio or per-capita analyses.
- Ratios do not consider other differences which have an impact on regular patrol staffing needs such as the existence of special enforcement / support units as well as operational approaches (e.g. the use of field citations versus transported arrests, manual versus automated field reporting systems, and whether patrol officers are expected to follow-up on certain investigations).
- Ratios do not take into account geographic, meteorological and topographical differences (e.g., square miles of a service area) and other response impediments which can impact patrol staffing needs.
- Ratios do not take into account changing population characteristics, such as jurisdictions with a significant exodus of commuters, college towns with large seasonal fluctuations in population, resort locales, or smaller communities adjoining large metropolitan areas with significant crime problems.

Although these ratios are interesting, they do not provide a comprehensive measure of staffing needs for a specific community, nor should policymakers use them as a basis to make decisions regarding patrol staffing. The project team's approach is supported by the *International Association of Chiefs of Police (IACP)* that views officer per thousand ratios as "totally inappropriate as a basis for staffing decisions"⁸.

For these numerous reasons, the project team does not use "per capita" or "per 1,000 residents" ratios as a way for our clients to measure effectiveness in providing law enforcement services, or as a determinant in developing staffing needs. While per

⁸ International Association of Chiefs of Police, Patrol Staffing and Deployment Study, 2004, document 7218.

capita staffing has some comparative value year-to-year over the short-term, it can also become misleading over mid and longer-term timeframes. As the complexion of a community shifts and the delivery of patrol and police services change, per capita data become erroneous. Given the shortcomings of per-capita analysis, the project team's analysis of LPD patrol staffing considered the need for a balance of community-generated workloads and the availability of proactive time to perform proactive policing. The following subsections describe this analytical process.

(1) The Analysis of Patrol Resource Requirements Should Be Based on Actual Workloads Handled and Appropriate Targets of Proactive Patrol, as Well as Other Factors.

The Matrix Consulting Group utilizes methods in which the number of police field personnel required is based on an analysis of the unique workloads and service level requirements of a community. In order to evaluate these resources and staffing issues, the project team conducted a data collection and analytical effort focusing on the following:

- Determining community generated calls for service workloads to the level of detail necessary to understand the work volume and the time required to handle such work.
- The field resources used to handle calls for service and proactive workloads based on officer availability levels.
- Deployment and scheduling patterns utilized by the LPD.
- Consideration for self-initiated police activities and targeting a sufficient amount of time beyond community generated calls for service, otherwise known as "reactive" workload. This time can then be utilized to perform proactive or community-oriented policing services (e.g. special enforcement of community-based problems, building checks, neighborhood patrol, etc.).
- Maintaining a deployment that would help reduce risk and maintain officer safety levels.

Field law enforcement services represent one of the areas of law enforcement operations in which staffing can be substantively quantified based on service levels desired. Several factors determine the level of patrol staffing required in a community, including:

- The community generated call for service demand by time of day, and day of week.
- How officers are utilized in the field, how they are scheduled, and in what manner they are deployed (e.g. one-person versus two-person patrol cruisers).
- How calls for service are managed by a law enforcement agency. Many policing agencies throughout the United States “manage” lower priority calls for service in a number of ways. What these methods of handling calls for service have in common is that they free up the time of trained, professional commissioned staff from handling lower priority routine calls so that more of their available time can be spent on calls requiring a higher level of expertise and training.
- The level of service desired by the community. This reflects the amount of “proactive” time, or “unobligated” time a community desires and how they wish it to be spent. This is a significant factor and primary driver impacting required patrol staffing levels. Unobligated time involves time not spent handling community generated calls for service and reflects proactive time for which an officer is available for community policing, directed or preventive patrol, self-initiated activity (i.e. observations, including suspicious pedestrians or vehicles, etc.), and other approaches for addressing crime problems, quality of life issues, etc.

The project team has employed a model based on these decision points in evaluating officer field staffing for the LPD in terms of workload, service levels, and overall operations. The following section identifies and discusses the various characteristics and elements of the field staffing model, and how reactive and proactive (unobligated) time is calculated.

(2) Key Workload and Data Elements Utilized in the Patrol Staffing Model.

One of the primary responsibilities of a patrol officer is the responding to and handling community generated calls for service. Further, workload related to these calls

for service, including reports, arrests / bookings, back-up assistance to another patrol officer on a call, etc., as well as the associated times for these activities, are primary responsibilities of the officer. These elements are foundational in developing the total field staffing levels required based on desired services levels. These elements are further discussed in the following sub-sections.

(2.1) Patrol Workloads – Calls for Service.

The first critical data element required to analyze field resources is to document the primary workloads handled by patrol officers. As stated, one of the primary responsibilities of officers to respond to community generated calls for service (CFS). These calls certainly do not represent all workload, however, such as officer-initiated events, officer observations in the field resulting in a contact, traffic stops, investigative follow-up, administrative time or other activities reflected in Computer-Aided Dispatch (CAD) or other records. CFS, as typically defined, *represent contacts from the community, generally via E 9-1-1 telephone and 7-digit telephone calls ultimately resulting in one dispatched incident regardless of the number of patrol units sent.* It is critical to understand this fundamental definition in order to comprehend how future analyses are performed in this report.

Community generated calls for service **are not** intended to reflect all workload that patrol officers perform. In fact, many law enforcement agencies define “calls for service” as any relevant law enforcement incident, whether initiated by the community or an officer. Irrespective of how any law enforcement agency defines their CFS, the model discussed below relies exclusively on the definition provided and accepted by the IACP. In sum, it must be understood that CFS responses, as defined, are the primary

driver for patrol staff evaluation. While self-initiated activities and similar work performed by officers as a consequence of community contact (e.g. e-mail) are all vitally important, community generated calls for service response is the primary core business of a law enforcement agency and should serve as the basis for staffing levels of commissioned officer positions.

(2.2) Calls for Service Profile.

Our project team has calculated the community-generated workload of the Department by analyzing incidents records in the computer aided dispatch (CAD) database provided to our project team. The following table displays the total number of calls for service handled by patrol units by hour of day and day of week from November 1, 2015 to October 31, 2016. Note that this does not include thousands of CAD incidents which reflect officer-initiated activities (e.g. traffic stop). These are exclusively community-generated calls for service as defined herein.

Calls for Service by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	93	84	86	65	84	81	94	587
1am	112	41	50	77	66	63	74	483
2am	83	62	35	57	49	37	69	392
3am	53	49	37	53	32	29	58	311
4am	43	43	39	37	33	30	56	281
5am	38	36	30	34	30	36	29	233
6am	23	50	61	57	41	46	35	313
7am	54	85	55	65	79	74	58	470
8am	56	126	130	114	118	114	87	745
9am	82	152	144	130	143	144	118	913
10am	132	143	173	141	166	173	163	1,091
11am	149	159	172	158	140	197	147	1,122
12pm	154	180	167	173	167	168	160	1,169
1pm	151	173	189	159	150	189	165	1,176
2pm	193	214	189	168	176	203	185	1,328
3pm	160	201	178	185	170	226	176	1,296
4pm	150	196	185	203	180	175	185	1,274
5pm	183	198	195	197	207	223	160	1,363
6pm	217	195	202	183	164	207	171	1,339
7pm	174	182	163	168	189	171	165	1,212
8pm	138	167	156	159	160	180	149	1,109
9pm	108	169	136	140	141	146	153	993
10pm	107	135	133	128	114	128	130	875
11pm	90	114	85	96	109	114	140	748
Total	2,743	3,154	2,990	2,947	2,908	3,154	2,927	20,823

As noted in an earlier chapter, calls for service vary significantly throughout the day, with the most active time block from 2 p.m. through 6 p.m. Unlike many other law enforcement agencies, the weekend period is not excessively busy compared to weekday counterparts. As shown in the table below, there are some seasonal

fluctuations but nothing of significance that warrants changed deployment approaches based upon the time of year.

Calls for Service by Month

Month	# of CFS	Seasonal +/-
Jan	1,652	
Feb	1,468	-8.4%
Mar	1,649	
Apr	1,733	
May	1,830	+4.2%
Jun	1,859	
Jul	1,944	
Aug	1,967	+7.9%
Sep	1,708	
Oct	1,726	
Nov	1,577	-3.7%
Dec	1,710	
Total	20,823	

These data suggest the following:

- Patrol staffing levels do not need to consider seasonal fluctuations to any significant degree other than perhaps vacation/leave management to the greatest degree allowable.
- Patrol staffing levels generally do not need to consider daily fluctuations in workload as CFS are equitably distributed throughout the week.
- Patrol staffing levels need to consider workload variations by time of day as there is a particularly significant CFS variance dependent upon the hour of day. There is nearly six-times the CFS workload at 5 p.m. as there is at 5 a.m.

(2.3) Calls for Service Time Commitments.

Each call for service represents a certain amount of workload, much of which is not captured within just the CFS handling time of the primary unit. The following table

presents the various factors which also must be considered when determining the workload time investment associated with each CFS.

Factors Used to Calculate Total Patrol Workload

Community-Generated Calls for Service

Data obtained from an export of CAD data covering a period of an entire year that has been analyzed and filtered in order to determine the number and characteristics of all community-generated activity handled by patrol officers.

The calculation process used to develop this number has been summarized in previous sections. Compared with Lynnwood's population, the rate of call generation is higher than the typical norm.

Calculated from LPD data: 20,823 community-generated call for service

Primary Unit Handling Time

The time used by the primary unit to handle a community-generated call for service, including time spent traveling to the scene of the incident and the duration of on-scene time. For each incident, this number is calculated as the difference between 'call cleared' time stamp and the 'unit dispatched' time stamp.

In the experience of the project team, the average handling time is typically between 30 and 42 minutes in agencies where time spent writing reports and transporting/booking prisoners is *not* included within the recorded CAD data time stamps. At 28.8 minutes of handling time overall, LPD is slightly below the average.

Calculated from LPD data: 28.8 minutes of handling time per call for service

Number of Backup Unit Responses

The total number and rate of backup units responding to community-generated calls for service. This number often varies based on the severity of the call, as well as the geographical density of the area being served.

The resulting rate of backup responses can also be expressed as a ratio of the total number of backup unit responses to the number of calls. As such, the rate includes any additional backup units beyond the first.

Calculated from LPD data: 0.47 backup units per call for service

Backup Unit Handling Time

The handling time for backup units responding to calls for service is typically calculated using the same process that was used for primary units, taking the time from when the call was cleared to when the unit was dispatched. The results of these calculations are then developed into averages for each hour and day of the week.

However, as the CAD data did not include separate time stamps for each unit assigned to the call, the average *primary* unit handling time was taken at each hour and day of the week and multiplied by a factor of 0.75 – a normative value based on the experience of the project team.

Estimated/calculated from LPD data: 21.6 minutes of handling time per backup unit

Number of Reports Written

The total number of reports and other assignments relating to calls for service that have been completed by patrol units, estimated at one report written for every three calls for service. This includes any supporting work completed by backup units.

In this case, the number has been calculated from data, where it was possible to determine that a total of 7,008 reports were written in the year of data used, equating to a rate of 0.34 reports per call for service.

Calculated from LPD data: 0.34 reports written per call for service

Time Per Written Report

Based on the number of community-generated calls for service, this number constitutes an important factor of the total workload handled by patrol units in responding to calls for service. It is often the case that units are cleared from a call in the CAD system before they complete any assignments or other tasks relating to a call.

Respondents to the employee survey estimated that it took them an average of 42 minutes to write a non-arrest report, and 53 minutes for an arrest report. Based on the proportion of calls that involve the completion of an arrest report, these figures equate to an average of 47 minutes overall for reports.

Based on responses to the employee survey: 47 minutes per written report

Number of Jail Transports/Bookings

The number of arrests made that involve transport to and booking at a jail, assuming

that this time is not captured within the call handling time. At 3,228 total jail transports/bookings over an entire year of data, this represents a rate of about 0.16 bookings per call for service.

Calculated from LPD data: 0.16 jail transports/bookings per call for service

Time Per Jail Transport and Booking

The time that officers spend in the process of completing a jail transport and booking before they become available and in-service again. This number varies primarily based on local factors, such as the proximity of the jail and processing time once at the facility.

When asked in the employee survey about how much time it typically takes to transport and book a prisoner, respondents estimated an average of 59 minutes.

Based on responses to the employee survey: 59 minutes per jail transport and booking

Total Workload Per Call for Service

By combining the factors that have been calculated for primary and backup unit handling time, reporting writing time, and jail transport/booking time, the resulting number represents the average number of minutes of workload each call for service generates.

The product of multiplying this value by the calls for service total at each hour and day of the week is the number of hours of community-generated workload handled by patrol units – equating to approximately 22,173 total hours over the entire year of data.

Calculated from previously listed factors: 63.9 total minutes of workload per call for service

The table above shows the various time commitments associated with the “average” call for service. Interestingly, the employee survey which requested anonymous information on such workload aspects as “average report writing time” and “average jail processing time” resulted in outcomes extremely close to normative values used by the project team when such information is not readily available.

The variety of call for service data described above are used in patrol staff

modeling based on proactive time availability as discussed in the following sub-sections.

(3) Proactive Time Calculations Provide Guidance as to Patrol Staffing Requirements.

Proactive time is calculated through an analytical approach that examines the community-generated workload handled by patrol units, as well as the staffing levels of patrol in order to produce a realistic estimation of the Department's staffing needs at targeted service levels. Proactive enforcement addresses all other workloads that are not in response to a community-generated call for service. These include such important services as officer self-initiated activity: proactive or preventive patrol, investigative follow-up, traffic enforcement, pedestrian stops, foot patrols, etc. It is critical to recognize that all self-initiated activity falls within an "uncommitted time" category. All police departments should have clearly defined uses for uncommitted time. Officers should know what they are expected to do with time between calls for service.

According to the *International Association of Chiefs of Police (IACP)*:

Police agencies should consciously choose a policing style, recognizing that modifications have direct effect on staffing requirements. Agencies coping with budget constraints can choose to reduce uncommitted, prevention-focused time, thus expanding the time committed to response to calls. This strategy reduces patrol staffing requirements, which may risk public safety. Alternatively, agencies can choose to be more proactive, allocating, for example, 40%, 45%, or 50% to of each officer's time to crime prevention, problem solving, community relations, and other proactive activities. This strategy intensifies (increases) manpower requirements. The IACP management survey staff prefers this more proactive approach to policing.⁹

Typically, less than 30% net proactive time available to patrol staff results

⁹ IACP Patrol Staffing and Deployment Study

in inefficient bundling of available time – i.e., uncommitted time comes in intervals too short to be effectively used by field personnel. Often field personnel will run from call-to-call and low proactive time can impact overall response time to the community. **Proactive time of more than 50% generally results in less than efficient use of community resources**, as it is difficult to effectively manage field patrol personnel with this level of uncommitted time. There are important exceptions, however, to these ratios that can be impacted by such issues as officer safety requirements, response time needs, etc. For example, small agencies with a small contingent of field staff and large service areas must have high levels of proactive time, often in the 60%+ range, to address response time, officer safety, and other performance-related issues. In sum, law enforcement agencies, unless of the smallest size, should typically have available from 40% to 50% proactive time to conduct efforts beyond CFS response; those agencies falling outside of this range may have opportunities for operational and/or staffing changes.

Overall, the goal of the modeling and analysis is to accurately model patrol staffing needs based on proactive time targets, recognizing that other ancillary factors impacting patrol staffing levels do come into play. Reiterating from IACP, “Police agencies should consciously choose a policing style, recognizing that modifications have direct effect on staffing requirements.” In summary then, the following bullet points identify the key elements of effective provision of field patrol services and the linkage to proactive time:

- Effective municipal law enforcement requires a field patrol force which is designed and managed to be flexible in providing both reactive and proactive response to law enforcement issues in the community.

- This requires that the department balance personnel, resources and time to handle both of these types of law enforcement. Generally, between 50% and 60% of the time in a community should be spent handling all of the elements of reactive patrol. The remaining 40% to 50% should be spent on specific proactive patrol activities, other self-initiated tasks or community policing activities.
- When an Officer has a block of time available (e.g. during a slow day), the activities planned/conducted during this time should be part of a Patrol plan and not left unstructured and random. Effectively addressing issues in the community requires tasks be accomplished as part of a plan – addressing specific problems in pre-determined ways. The plans should be overseen by management but planned and accomplished at the Officer/Sergeant or “squad” and shift level.
- Any effective proactive approach to patrol requires that information be managed formally and that a formal effort be put into evaluating that information. This evaluation should lead to specific actions to address issues/problems in a community. In addition, attempts to address problems should be evaluated formally to determine if the efforts made have been effective.

These basic elements represent the primary ingredients of effective and efficient municipal field law enforcement in the United States in the 21st century.

(3.1) Proactive Time is Impacted by Officer Net Annual Availability. This is an Important Factor in Staffing Analysis.

A critical workload element to determine staffing requirements is the amount of annual time available for field personnel to perform their work. A typical patrol officer is scheduled for 2,080 regular hours per year; however, these employees perform core business duties well below this figure due to scheduled and unscheduled leave, administrative requirements, etc. The table, which follows, provides the calculation of the “net availability” of police officers in patrol based on data abstracted from source documents provided to the project team. Where data was not available, estimates are provided based on other national law enforcement agency averages. The project team defines net availability as the number of hours that an officer (or any other employee) is available to perform their key roles and responsibilities after the impact of leaves and

administrative responsibilities have been subtracted from their gross 2,080 scheduled hours of work.

Factors Used to Calculate Net Availability Per Officer

Work Hours Per Year

Total number of scheduled work hours for patrol officers, without factoring in leave, training, or anything else that takes officers away from normal on-duty work. This forms the base number from which other availability factors are subtracted from. Given LPD works the 12-hour shift, baseline hours are slightly higher for the year.

Base number: **2,190 scheduled work hours per year per officer**

Typical Scheduled Leave Hours (subtracted from total work hours per year)

Includes all types of scheduled leave to include vacation, compensatory time, Kelly days, holidays, etc. – anything that would cause officers that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

Calculated **-251 hours of scheduled leave per year**

Unscheduled Leave Hours (added back to total work hours per year)

Typically leave that is not easily scheduled in advance, to include sick time, bereavement, and other similar leave categories.

Calculated **-54 hours of unscheduled leave per year**

On-Duty Court Time (subtracted from total work hours per year)

The total number of hours that each officer spends per year while on-duty attending court, including transit time. While not specifically available for on-duty time, a review of court overtime allows us to extrapolate results and estimates that we believe are satisfactory for patrol officer attendance at Court. This is an average for all personnel despite court time for many (given shift deployment) is accomplished on overtime as opposed to on-duty time. We have erred on the side of conservatism for this calculation.

Calculated estimate – **8.5 hours of on-duty court time per year**

On-Duty Training Time (subtracted from total work hours per year)

The total number of hours spent per year in training that are completed while on-duty and not on overtime. The LPD is one of the most aggressive policing agencies with respect to training both on and off-duty, and as such this factor is notably higher than seen in many other public safety organizations. Different training resources were used to calculate this number; all data was very close to the resultant shown below.

Calculated estimate – 110 hours of on-duty training time per year

Administrative Time (subtracted from total work hours per year)

The total number of hours per year spent completing administrative tasks while on-duty, including shift briefing, meal breaks, vehicle inspection and fueling, lavatory breaks, supervision interface, and various other activities that occur while on-shift. Administrative time often lengthens as shift length increases. LPD is on the 12-hour shifts for most staff.

The number is calculated as an estimate by multiplying 90 minutes of time per shift times the number of shifts actually worked by officers in a year – after factoring out the shifts that are not worked as a result of leave being taken.

Estimated -236 hours of administrative time per year

Net Availability

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total *net available hours* for officers – the time in which they are available to work after accounting for all leave, on-duty training and court time, and administrative time. The resultant is compared to annual net availability seen in various law enforcement operations to ensure credibility and should typically fall with 1,550-1,750 hours per year per officer. Practically, this number changes every year based on actual experience.

Calculated by incorporating the previously listed factors from the base number of work hours: 1,531 net available hours per officer

(3.2) Proactivity by Key Time Periods for 28 Patrol Officers.

Based on the data provided previously with regard to calls for service workloads, time required on calls, officer net availability and shift schedules provided to the project team, the following tables show proactive time availability based on the modeling exercise based on 28 patrol officers which is the fully authorized patrol staffing levels

and related patrol units being fielded on scheduled shifts. This will be compared to actual staffing levels in the following pages:

Calculation of Patrol Proactivity – 28 Patrol Officer Staffing Levels¹⁰

Calculation Factor	Value
Total Patrol Net Available Hours	42,867
Total Patrol Workload Hours	– 22,173
Resulting # of Uncommitted Hours	= 20,694
<i>(Divided by total net available hours: 42,867)</i>	
Overall Proactivity Level	= 48.3%

Patrol Proactivity by Hour and Weekday (28 Patrol Officer Staffing Level)

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am–6am	4.9	76%	80%	84%	81%	84%	85%	77%	81%
6am–10am	4.9	76%	57%	56%	65%	61%	65%	72%	65%
10am–2pm	4.9	41%	32%	31%	36%	39%	32%	34%	35%
2pm–6pm	4.9	29%	12%	24%	14%	28%	12%	28%	21%
6pm–10pm	4.9	30%	24%	34%	32%	29%	28%	37%	30%
10pm–2am	4.9	59%	60%	62%	55%	64%	62%	48%	58%
Overall	4.9	52%	44%	48%	47%	51%	47%	49%	48%

Proactive time calculations are based on a few basic assumptions that might not completely mirror reality. By example, based on the CFS time calculations, it assumes reports and arrests/bookings are equally distributed throughout the 24/7 cycle. This, of course, is extremely unlikely, as arrests and reports ebb and flow dependent upon several variables. Also note that the proactive time calculation assumes that meals and

¹⁰ This excludes the Traffic Section.

administrative duties are equally distributed and provided throughout a shift. However, these activities are likely put on hold or eliminated in entirety until, by example, a CFS backlog can be handled. As shown in the table above, the 2 p.m. to 6 p.m. timeframe shows very low proactive time, and while this is thematically correct overall, the calculated percentages are likely lower than reality as it is unlikely administrative and meal times are consistently conducted during this period.

In addition to these caveats, certain concessions must be made in modeling to reveal the most relevant data. These include the following that ultimately result in a proactive time model that may be slightly different than experienced.

- Periodically the Traffic Officers will be a direct CFS responder, based on field workload requirements, instead of performing traffic-centric functions. The model currently does not include the Motor Officer as a CFS responder. If the instances in which the Motor Officers were deployed as a call-for-service unit could be easily inserted in the model, this resource availability would increase the overall amount of proactive time available.
- Similar to Motors, the staff of the Special Operations Section (SOS) is also in the field as street-level proactive enforcement, but will respond to CFS as workload requirements dictate. These three (3) additional officers and a sergeant are not included in the CFS model; if their CFS handling were able to be easily calculated, the resource availability would increase the overall amount of proactive time available.
- The model does not include overtime backfills. While the model is built on average annual net hour availability, there are periodic instances in which absenteeism patterns actually require patrol staff to deploy on overtime to ensure sufficient field resources. The model does not capture this occurrence. It should be noted that such inclusion typically only impacts proactive time by a few positive percentage points overall; however, if incorporated into the model resource availability would increase the overall amount of proactive time available.

The blocks of proactive time shown above often coincide with important characteristics associated with calls for service events that occur in a number, though

not all, communities. As shown in the table above, the 2 p.m. to 6 p.m. timeframe is particularly busy with various CFS activities associated with a “commuter community” and “destination site” (e.g. the regional mall). Conversely, twelve hours later the 2 a.m. to 6 a.m. timeframe shows very high proactive time levels which are the result of only 3.3 calls for service per day during this four-hour time block.

In sum, based on the proactive time modeling for a fully staffed LPD patrol force based on 28 patrol officers which reflects current authorized staffing levels, the average proactive time is 48%, ranging from an average of 21% to 81% dependent upon the time-blocks noted in the table above. Consequently, LPD authorized patrol staffing levels are certainly adequate overall to address service levels needs in Lynnwood given an average of 48% proactivity; there are however, certain challenges that occur during certain times of the day that would need to be addressed operationally and as further discussed later in this report.

The following information on actual patrol staffing levels at LPD portrays a different picture.

(3.3) Proactivity by Key Time Periods for 24 Patrol Officers.

While building proactive time models based on authorized staffing is informative, law enforcement is typically not able to operate at full staffing levels due to vacancies. At the time of Department profiling in November 2016, there were four (4) vacant (more accurately, unassigned) patrol officer positions due to the following:

- One (1) Officer was in the Field Officer Training (FTO) program and is not counted as an assigned/dedicated patrol officer position.
- One (1) Officer was in the police academy.

- One (1) Officer candidate was awaiting attendance at the police academy.
- One (1) Officer was in an acting role, operating as one of the four Field Sergeants.

Vacancies can have a particularly important impact on law enforcement agencies of smaller size. Where large metropolitan police departments can more easily accommodate some level of vacancy due to the overall large staffing contingent that can be fielded, short-staffing can become problematic in smaller operations. This vacancy rate, reflected in the fewer patrol net available hours to work with, has a notable impact on LPD’s proactive time characteristics. This is shown in the following tables which demonstrate proactive time availability developed from the modeling exercise and based on actual patrol staffing levels and patrol units being fielded on scheduled shifts.

Calculation of Patrol Proactivity – 24 Patrol Officer Staffing Levels

Calculation Factor		Value
Total Patrol Net Available Hours		36,743
Total Patrol Workload Hours	–	22,173
Resulting # of Uncommitted Hours	=	14,570
		<i>(Divided by total net available hours: 36,743)</i>
Overall Proactivity Level	=	39.7%

Patrol Proactivity by Hour and Weekday (24 Patrol Officer Staffing)

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am-6am	4.2	71%	77%	81%	78%	81%	82%	74%	78%
6am-10am	4.2	72%	50%	48%	60%	55%	59%	68%	59%
10am-2pm	4.2	31%	21%	19%	26%	28%	21%	23%	24%
2pm-6pm	4.2	17%	-3%	11%	0%	16%	-3%	16%	8%
6pm-10pm	4.2	19%	11%	23%	20%	17%	16%	26%	19%
10pm-2am	4.2	52%	53%	56%	47%	57%	56%	39%	51%
Overall	4.2	44%	35%	40%	38%	42%	38%	41%	40%

The same basic assumptions noted previously apply here. As shown above, despite the overall proactivity which is satisfactory at 40%, there are a number of time blocks in which proactive time falls well below the minimum 30% proactive time benchmark. Indeed, the entire 12-hour period from 10 a.m. to 10 p.m. shows marginal as well as negative proactive time (the latter as a consequence of modeling as described earlier). These issues would be exacerbated in the spring and summer months and partially mitigated in the fall and winter. Any impressions of “running from call to call” by LPD staff are well-founded during day and evening periods.

(3.4) Survey-based Impressions of Patrol Staffing Adequacy.

During the course of the engagement an anonymous employee survey was developed asking a variety of questions with respect to LPD operations. The survey results are detailed in the appendices of the report. There are, however, particular observations of relevance from exclusively field-based staff that are noteworthy with respect to the proactive time outcomes noted previously. The following results are informative with (SA) being Strongly Agree and (SD) Strongly Disagree.

Statement	SA	A	D	SD	No Opinion
The amount of proactive time available to patrol allows us to address problems in the community.	3%	21%	55%	15%	6%
The amount of proactive time available to patrol allows us to perform adequate investigative follow-up.	0%	21%	53%	26%	0%
We have the staff we need to perform effectively in the field.	3%	18%	62%	18%	0%
We have the staff we need to perform safely in the field.	3%	24%	62%	12%	0%

The survey results showed strong disagreement as to the availability of proactive time and the patrol staffing impacts on effective and safe operations. The proactive time analysis for actual staffing levels corroborates these opinions, whereas a full contingent of patrol staff would suggest otherwise.

(3.5) Patrol Staffing Outcomes from Proactive Time Modeling.

Proactive time modeling as one key tool for patrol staff modeling indicates there are no overall patrol officer staffing issues at the LPD at authorized staffing levels—48% overall proactive time is more than reasonable for a community of Lynnwood’s profile which includes potential for mutual aide, a smaller geographic footprint of 7.9 square miles, and a community that does not suffer from significant and dangerous felonious crimes such as homicide, rape and robbery. Despite this, there are certain times of the day that can benefit from operational and deployment changes. Importantly, there are noteworthy staffing issues at the “actual” patrol staffing levels that have been recently fielded.

Addressing these patrol staffing issues is a key to patrol operational efficiency and effectiveness. And while this proactivity information reflects the key characteristic for the adequacy of patrol staffing levels, there are other considerations that should

ultimately determine overall patrol staff resource needs.

2. PATROL STAFFING CONSIDERATIONS BEYOND PROACTIVE MODELING.

The follow sections describe other considerations for patrol staffing levels beyond proactive time models. Moreover, further employee survey results, many with positive opinions, provide an additional backdrop of informative data.

Statement	SA	A	D	SD	No Opinion
Back-up units are available for high priority calls.	9%	74%	18%	0%	0%
Our patrol area (e.g. beats) structure helps facilitate effective field resource deployment.	3%	65%	15%	9%	9%
Our response time to high priority calls is appropriate.	29%	62%	3%	0%	6%
Our response time to lower and medium priority calls is appropriate.	12%	56%	24%	3%	6%
Our traffic enforcement efforts are adequate.	12%	79%	6%	0%	3%
Officer interaction with citizens at calls, traffic and pedestrian stops is professional.	71%	29%	0%	0%	0%

The above responses are taken into consideration with respect to the following analyses.

(1) Consideration for Officer Safety Issues Can Have an Important Impact on Staffing Requirements.

As detailed previously, the availability of sufficient proactive time to perform typical patrol officer duties and responsibilities is a primary driver in developing staffing levels. Implied in these staffing levels are sufficient resources for officer safety.

(1.1) There is Sufficient Officer Back-up in the Lynnwood Area to Help Facilitate Officer Safety.

Police officer(s) back-up on various call types or incidents is particularly relevant to help address potential officer safety needs and determine staffing requirements. Employee survey results are ambiguous whereby 74% of field respondents disagreed

they had the staff to perform safely in the field, but 83% confirmed they had back-up units available for high priority calls.¹¹ The average community generated call for service has 1.47 Lynnwood Police units responding, infinitesimally below the benchmark “ideal” of 1.50 police units per call. And these units are generally within closer proximity given the city’s footprint is less than 8 square miles. As noted elsewhere in this report, Lynnwood is a safer community with respect to felonious crimes against persons and potentially higher-risk domestic violence call average less than two-per-day.

In conclusion, based on the community profile, reasonable back-up rate, and other data, LPD has at their disposal adequate authorized patrol resources thereby mitigating many officer safety issues in the field.

(2) Response Times are Appropriate in Lynnwood.

Response time, as outlined in the introductory chapter, reflects an important service level metric, although its overall relevance to crime apprehension and suppression is in question. Law enforcement agencies throughout the nation report response times as they are perceived important.

Response time (RT) is generally considered from the caller’s perspective; that is, the time from which the caller initiates the call to arrival of the unit on scene. Travel time (TT) is also used, reflecting the time a patrol unit receives a dispatch directive to arrival on-scene. Significant differences in these two times can reflect a variety of issues. The following table reflects RT and TT by priority for the twelve-month period reviewed.

¹¹ While this report will not delve into detail regarding sociological issues, this result may be the outcome of recent national law enforcement and community events and resulting tensions / fears.

Calls for Service Response Time by Priority Level¹²

Priority	# of CFS	Avg. RT	Avg. TT
1	308	15.1	9.0
2	1,445	16.1	9.3
3	9,662	8.9	6.2
4	7,648	19.6	9.8
5	1,760	17.0	6.7
Total	20,823	13.9	7.9

In general, the average response time of LPD patrol personnel is **13.9 minutes** regardless of priority. This should be considered an overall customer-oriented response characteristic for the community. An issue of importance to the community should be the responsiveness to Priority 1 calls which are infrequent but of the highest urgency. Police responsiveness should ideally fall in the 4-5 minute range and not more than seven (7) minutes from actual telephone call receipt to police arrival. These are call that can have life and/or immediate property risks and thus a rapid response is warranted. Both travel time (9 minutes average) and the resulting dispatch time (over 6 minutes) results in a response time of over 15 minutes. This is not a staffing issue but an operational issue of some type for LPD and/or regional dispatch that should be resolved in the near-term.

3. EXPLORING STAFFING AND DEPLOYMENT ADJUSTMENTS THROUGH AN ANALYSIS OF VARIED PATROL OPERATIONAL PRACTICES.

LPD workload and many other quantitative data are clear with regard to patrol services: there is presently no need to expand staffing beyond existing authorized patrol staff resources based on a variety of metrics. This is substantiated by the

¹² A different dataset indicated Priority 1 travel time averaged 4.4 minutes. It was indicated there were issues with regard to response time data that have since been resolved. The overall impact, however, on these data is unknown although most information, excluding Priority 1, appears reasonable and relevant.

following findings and conclusions:

- While Lynnwood has some property crime issues exacerbated by the benefits and disadvantages associated with a regional mall, overall evidence suggests that Lynnwood is a safer community. Approximately 1.5 violent crimes per week occur in Lynnwood—approximately 60% of the national average.
- Average proactive time is quite satisfactory at authorized staffing levels; there are, however, opportunities to improve the daily/hour proactive time availability through operational adjustments.
- While Priority 1 response time to the few hundred annual calls for service is challenged and should be addressed internally and with regional dispatch, overall response time to calls for service is very good, averaging less than 15 minutes regardless of call priority.
- Patrol back-up rate is reasonable, averaging approximately 1.5 patrol units per call. Given this, officer safety cannot be objectively considered a serious issue for LPD.
- Employees have a favorable attitude toward many aspects of patrol service delivery to include patrol back-up availability, response times, traffic enforcement, and geographic deployment structure. Staff overwhelmingly agrees LPD provides effective services to the community as demonstrated by the following employee survey results.

Statement	SA	A	D	SD	No Opinion
Overall, we provide a high level of service to the community.	54%	46%	0%	0%	0%
Our approach to policing improves the quality of life in Lynnwood.	53%	43%	1%	0%	2%
We deal with law enforcement issues in the community effectively when they arise.	41%	53%	0%	0%	6%
“Community policing” is a high priority for the department.	31%	52%	5%	0%	12%
Our department has a positive relationship with the community.	37%	58%	0%	0%	5%

The following sub-sections discuss key conclusions and recommendation for addressing Lynnwood patrol services delivery through staffing and operational changes.

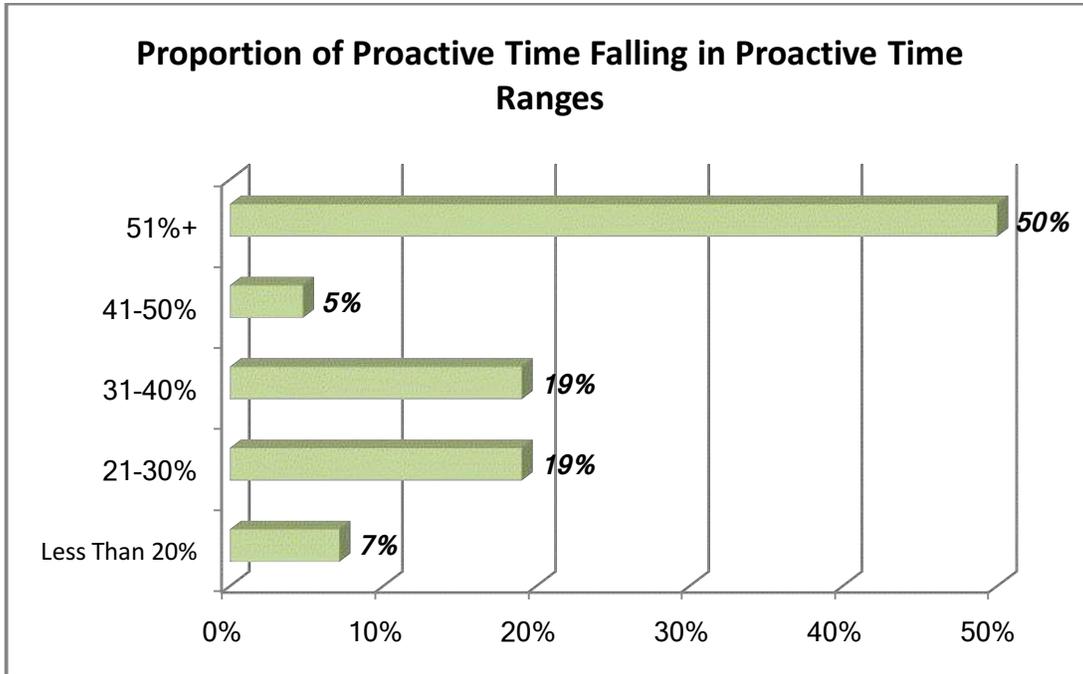
(1) Major Adjustments Can be Made to the Lynnwood PD Patrol Schedule to Better Facilitate Field Deployment.

There is a total of four (4) patrol shifts. Each patrol shift is led by a Sergeant and

includes a total of seven (7) authorized officers. Patrol is assigned to 12-hour shift schedules that work three days on and three days off; this days-off structure is currently a Memorandum of Understanding obligation. Patrol shifts are from 0600-1800 hours and 1800-0600 hours. While the majority of officers are scheduled to work this shift schedule, some officers will work a staggered shift to provide additional staffing during busy hours. Two officers can be assigned to work 0800-2000 hours and two officers assigned to 1600-0400 hours. However, actual staffing levels often preclude shift officers to these “overlap” shifts.

The patrol deployment approach of LPD which includes the total number of patrol officers by shift, the actual shift schedules used, and the shift start times, is an important driver in the amount of proactive time that is available by time of day and day of week. The three-day on, three-day off schedule does not allow for scheduling different resources by day of week to accommodate fluctuating workload. Fortunately, Lynnwood does not have significantly changing workload patterns during the week, irrespective of weekday or weekend.

Based on existing deployment practices, LPD’s proactive time result for authorized staffing levels is 48% overall, but fluctuates significantly as shown in the graphic below.



As shown, more than one-quarter of major time periods over the course of a week have 30% or less proactive time available. As discussed previously, in a community like Lynnwood less than 40% of proactive time can be problematic for service delivery, officer safety, and the like. Importantly and reiterating, these low proactive time periods are occurring at the busiest times of the day between 10 a.m. and 10 p.m.

To address these issues the project team evaluated a variety of shift schedules. Based on this analysis we have devised an approach that re-deploys staffing among different shifts, creates a “power shift,” adjusts shift start times to meet “reasonable” work/life-balance expectations, yet retains the 12-hour shift schedule and 3-days on/ 3-days off structure. The following table profiles the revised deployment approach.

LPD Recommended Revised Shift Structure to Improve Proactive Time Distribution

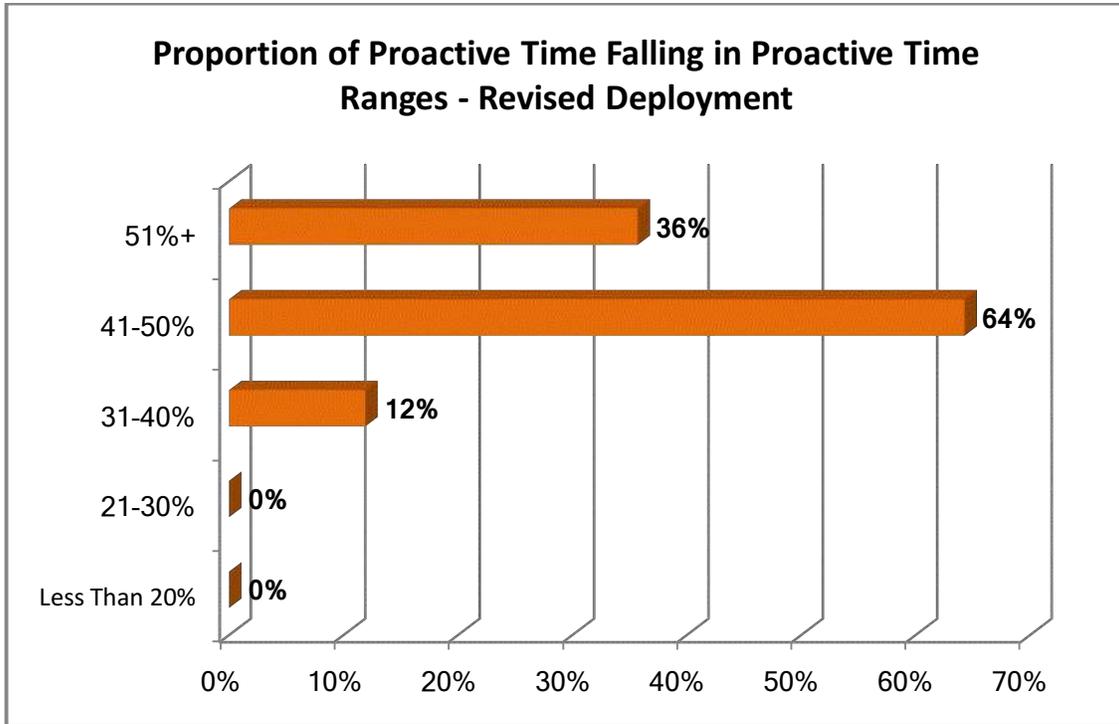
Team	Shift Type	Shift Times	# Officers	# Sergeants
Team A	Days	0900-2100 hrs	6	1
Team B	Days	0900-2100 hrs	6	1
Team C	Nights	2100-0900 hrs	5	1
Team D	Nights	2100-0900 hrs	5	1
Team E	Power	1100-2300 hrs	3	0
Team F	Power	1100-2300 hrs	3	0
Total Staff			28	4

The above table reflects a rather dramatically different deployment approach for authorized staff, shifting away from teams balanced at seven officers each, definitively deploying a power shift, and adjusting shift start and end times. The results of this effort result in the same overall proactive time levels of 48% at authorized staffing, but show far different results by time block and day of week.

Patrol Proactivity by Hour and Weekday, Revised Deployment (28 Patrol Officer Staffing)

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am-6am	3.5	66%	72%	77%	74%	77%	79%	68%	73%
6am-10am	3.7	68%	44%	42%	54%	49%	54%	64%	53%
10am-2pm	5.8	49%	42%	40%	45%	47%	42%	41%	45%
2pm-6pm	6.3	45%	32%	41%	33%	44%	31%	44%	39%
6pm-10pm	6.1	44%	39%	47%	46%	43%	42%	49%	44%
10pm-2am	4.0	48%	51%	54%	44%	55%	53%	34%	49%
Overall	4.9	52%	44%	48%	47%	51%	47%	49%	48%

The above schedule results in the following distribution of proactive time which can be juxtaposed against the previous graphic.



As shown by the above graphic, the “higher risk” proactive time ranges at 30% or less have been completely eliminated, while excessive proactive time exceeding 50% has been reduced to some degree. Consequently, the provided shift deployment strategy is highly recommended to better facilitate customer service and operational safety in the field.

(2) Officer Net Availability is Reasonable.

Increasing patrol work capacity through enhancing the overall annual available work hours for each staff member is one approach to augmenting patrol. Given LPD’s current operational protocols, there are only modest potential opportunities for improvement in this area given patrol officers’ net availability is presently at 70% after various leave, other net hour subtractions, etc. This proportion is generally the “floor” of net availability whereby the litmus test for potential net availability issues is when work hours fall outside the 70% to 80% range. With respect to LPD, scheduled and

unscheduled leave appear reasonable. At issue is the level of in-house training time which is discussed in further detail later in this report.

(3) LPD Cannot Benefit from Additional Differential Police Response.

“Differential police response” generally focuses on civilian staff taking the place of commissioned personnel and responding to lower priority incidents in a variety of fashions. This frees patrol officers up to perform additional duties and responsibilities that require commissioned presence and capabilities. LPD currently has a variety of civilian supporting positions ranging from Animal Control Officer to crime prevention specialists. While differential police response is progressive, taking full advantage is typically limited to moderate-sized to larger police departments where commissioned staff positions can be effectively replaced by non-commissioned staff. LPD has no such luxury to further replace commissioned staff with civilians given the smaller commissioned contingent in Lynnwood, particularly given they are progressive with respect to civilianization currently. There are insufficient tasks of a low priority nature that can cost-effectively replace additional commissioned staff with civilian personnel. Consequently, further civilianization is not an option for LPD to enhance patrol or other field support functions.

(4) Lynnwood Must Consistently Staff a Patrol Contingent of 28 Officers on a Revised Deployment Strategy to Provide the Most Appropriate Services.

Throughout the analysis it has been made very clear that the existing authorized patrol staffing level of 28 patrol officers would provide quite satisfactory proactive time under a revised deployment approach to conduct effective call for service response and other law enforcement community policing activities. At issue is addressing patrol vacancies, which can occur with regularity given LPD turnover. From 2013-16 there

were 37 LPD personnel that left the organization of which 50% were commissioned personnel. This averages more than four (4) commissioned staff per year, and while this is only an approximate 6% per year turnover rate, these vacancies (as with many law enforcement agencies) are typically incurred in patrol. Indeed, based on the vacancy rate incurred in Patrol at the time of this study, four (4) patrol officer positions were vacated.

While this vacancy rate might be reasonably absorbed in large policing agencies, it is extremely difficult to address these challenges in a smaller patrol force like Lynnwood. This has been demonstrated in prior proactive time tables for actual staffing levels in patrol. While overall proactive time of 40% can be considered adequate in some law moderate to larger law enforcement agencies, this is not the case for smaller agencies particularly with wide variance by time of day or day of week.

(5) LPD's K9 Program is Effective; However, There Are Relevant Expenses Incurred to Operate a Unit of This Size.

LPD has established an operational approach whereby various specialty assignments have been dedicated to each of the four existing patrol shifts. This includes one K9 (dog) Officer per shift plus an officer trained as a Crime Scene Technician (CST) as well as a separately trained drug-recognition expert. These positions also serve as primary call for service responders. This deployment approach is consistent with a team-based patrol philosophy that is considered effective in a number of law enforcement agencies throughout the nation.

With respect to K9's, as with some other specialized operations in LPD discussed throughout this report, the number of K9's deployed is robust for a city the size and profile of Lynnwood. Nevertheless, there are a variety of benefits associated

with having a K9 partner. In the first six-months of 2016 the following performance metrics for the four K9's was reported (beyond core CFS responses).

K9 Deployment Statistics – First 6-months 2016

	Deployments	Arrests
Dog 1	65	38
Dog 2	23	11
Dog 3	43	12
Dog 4	29	10
Total K9	160	71
Annualized	320	142

As shown above, the K9 contingent was responsible for a variety of specialized deployments to include tracking; building searches; vehicle searches; area searches; narcotics, evidence, vehicle exterior and other sniffing; etc. Such efforts resulted in a variety of arrests as shown. Importantly, these efforts were accomplished with well-trained handlers and dogs. In recent WSPCA certification for the dogs, LPD K9's scored from 98-100 on various testing categories.

While the successes above are noteworthy, at issue is the relative cost for the benefits achieved, particular in the context of the overall (larger) size of the K9 contingent at LPD. In the same six-month period, over 430 hours were dedicated exclusively to K9 training activities performed both on-shift time and, as required, overtime. This equates to over 860 hours per year or an average of 215 hours per annum for each K9 Officer. These hours, of course, exclude any other types of training performed by these officers.

Effective patrol deployment requires that the staffing levels, partially represented by the K9 Officers, be retained at authorized staffing levels. This does not necessarily mean that such officers must deploy with a K9 partner. As stated, while there are

obvious advantages to both the handling officer and to each shift having access to a K9, the additional operational costs related to training, overtime, and lost officer availability are not irrelevant despite the various additional deployment and arrest performance gained as shown in the prior table. Overall however, the benefits of a team-based K9 approach with one handler on each shift, in conjunction with their performance, suggests that the current LPD K9 contingent is satisfactory though should not grow in size.

(6) Develop Formal Minimum Staffing Levels for Patrol.

LPD currently has no formal policy-driven minimum staffing level for patrol, instead relying on individual team sergeants and/or management to determine daily patrol staffing requirements based on judgment. A minimum staffing level is best-practice for law enforcement agencies, demonstrating a commitment to a certain level of patrol field support thereby justifying overall patrol staffing level requirements, overtime expenditures, facilitating appropriate scheduled leave (e.g. vacation), etc.

Based on workload patterns and revised recommended deployment strategies, the following minimum staffing levels should be formally memorialized:

- 9 a.m. to 11 p.m. – Four (4) officers plus one (1) sergeant (or acting position). Five total.
- 11 p.m. to 9 a.m. – Three (3) officers plus one (1) sergeant (or acting position). Four total.

These minimum staffing levels establish the “floor” for operational expectations, and should never fall below this level. Reiterating, this is not the ideal or desired staffing level, only that which should be worked in patrol on an infrequent basis.

(7) Prioritize Core Patrol Staffing Over Specialized Support Services.

The core of any law enforcement agency that fields a patrol contingent is providing security and safety to the community through an effective patrol response. All other services, despite their importance, can be considered ancillary to this responsibility. As such, staffing patrol should be philosophically considered the highest priority over supporting services. LPD has a variety of support services that should be temporarily drawn from in the event of longer term vacancies in patrol. These include, but are not limited to:

- Traffic Section currently composed of six (6) officers and one (1) sergeant.
- One (1) quartermaster police officer.
- One (1) of three officers in the Special Operations Section.

In summary, in order to facilitate an authorized staffing contingent in patrol, LPD should consider transferring police officers from the above assignment areas as a temporary, as-needed solution. This will, of course, impact the operations of the specialized units that would have to be accommodated by the Department. Nevertheless, such accommodation should be preferable to a short-staffed patrol force given negligible staffing losses can have important consequences on field service levels.

Recommendations:

To ensure appropriate levels of proactive time, it is important to deploy 28 patrol officers and keep these positions filled; this is consistent with existing authorized staffing levels. Maintain existing authorized patrol staffing of four (4) sergeants.

To improve patrol operations and better balance proactive time, revise the patrol deployment approach as detailed in this report to include re-allocating patrol staff among different shifts, creating a “power shift.” and adjusting shift start times to meet “reasonable” work/life-balance expectations. Retain the 12-hour shift schedule and 3-days on/3-days off structure.

Lynnwood's current K9 program is robust and should continue, but never exceed the existing deployment of four (4) K9s.

Establish a patrol minimum staffing level requirement in LPD policy. The minimum staffing level for Lynnwood should be three (3) or four (4) patrol officers, plus one sergeant, dependent upon the time of day. LPD policy would dictate patrol never operates below this minimum deployment.

Formally adopt internal assignment strategies whereby patrol vacancies are minimized. This would be accomplished through temporary personnel transfers from supporting units such as Traffic.

Maintain the existing balance of civilian and commissioned personnel deployed to Patrol and patrol supporting services.

Continue to work with SNOCOM dispatch, and review internal protocols, to identify any technical or operational issues contributing to lower Priority 1 Call for Service Response Time.

4. ANALYSIS OF THE TRAFFIC SECTION.

The overarching and primary mission of traffic enforcement is reducing the occurrence of death and injury related to vehicular accidents. To that end, minimizing both fatal and injury accidents should be a core business responsibility of any law enforcement agency intent on preserving life and property. The formal mission of LPD's Traffic Section is, "The mission of the Lynnwood Police Department Traffic Section is to promote and provide a safe transportation environment to motorists, pedal cyclists, and pedestrians through education, engineering, and enforcement to improve the quality of life of our citizens." Currently LPD deploys one (1) Sergeant and six (6) officers to conduct traffic-related duties and responsibilities.

Research by the Northwestern University Traffic Safety Institute suggests that there is a correlation between accidents, driving under the influence of alcohol, and the ability to enforce traffic laws and generate citations. In brief, as hazardous citations and driving while intoxicated arrests go up, injury and fatal accidents generally go down.

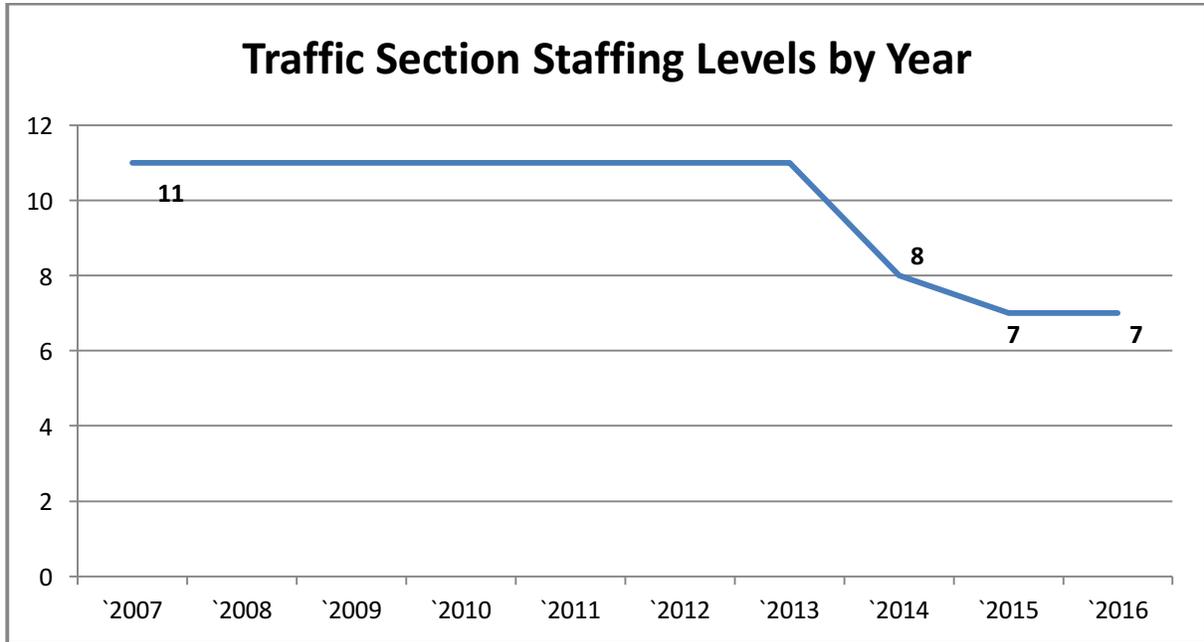
Consequently, a Traffic Enforcement Index (TEI) was developed by the Traffic Safety Institute. While further research over the years has somewhat eroded the underpinnings of the TEI, weakening the correlation, it nevertheless provides a benchmark from which to start and thus is used as an analytical tool. The TEI is a performance indicator of traffic enforcement capabilities and potential issues, which suggests that the ratio of injury/fatal accidents to the number of moving citations plus the number of DUI arrests should be, at the lowest, in the 1:25 range and ideally 1:40 or better.

Based on recent 12-months of data provided by LPD, the following table is shown:

Lynnwood Traffic Enforcement Index (TEI) Data

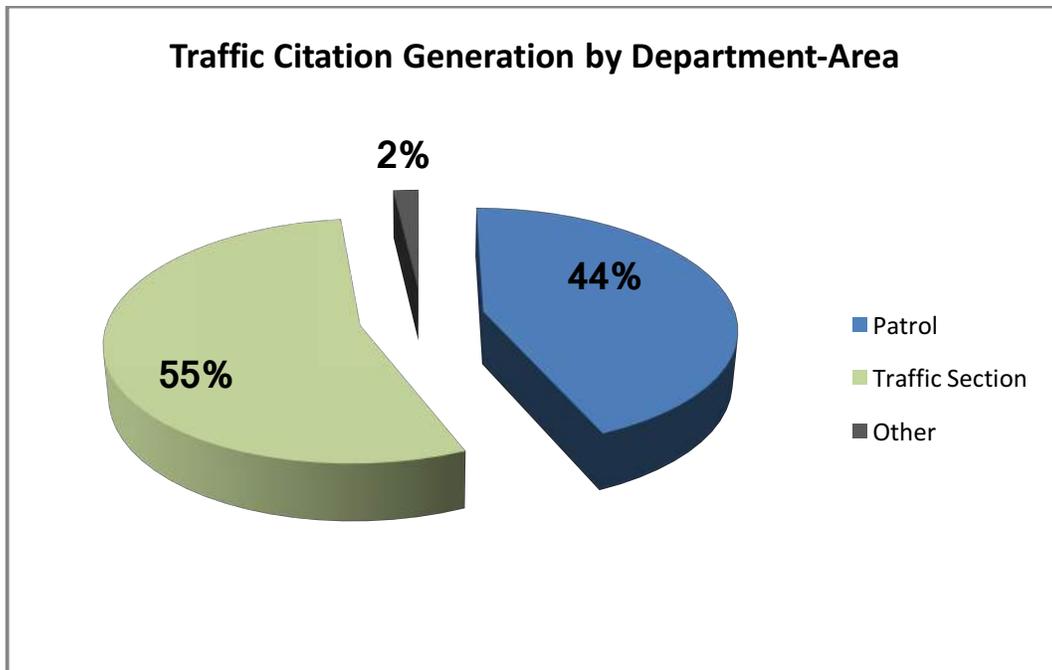
Activity	Number of Activities
Hazardous Citations & DUI Arrests	7,245
Fatal and Injury Accidents	65
TRAFFIC ENFORCEMENT INDEX:	1:111

The 1:111 TEI is well above the TEI best practices standard of 1:40+, illustrating a strong emphasis on traffic enforcement in the Lynnwood community. Indeed, this TEI is one of the highest Traffic Enforcement Indexes the project team has seen nationally, potentially indicative of an over-emphasis in traffic enforcement activities. Philosophically, Lynnwood has had a history of stressing traffic-related efforts as shown by the below graph showing the Traffic Section staffing levels for the last decade.

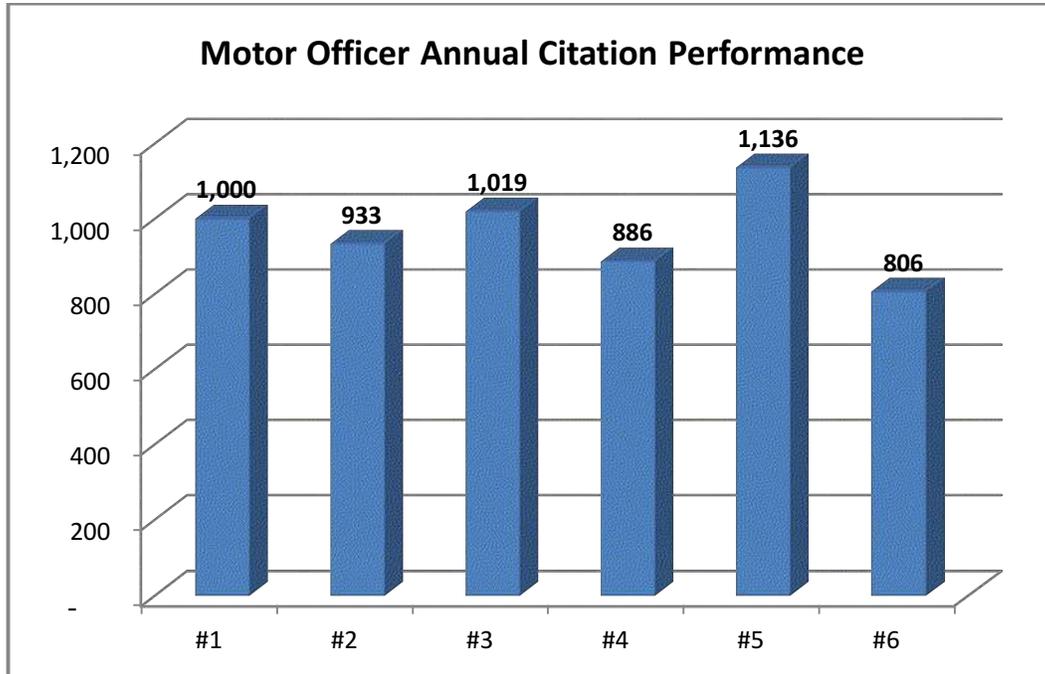


As shown above, LPD had a very large staffing contingent for several years of 11 total sworn positions. Similar to the TEI, at this staffing level this would be one of the largest Traffic Sections that the project team has seen for a community of Lynnwood’s size. In the last few years, the Traffic Section has been downsized to its lowest staffing levels since calendar year 2000.

The Matrix Consulting Group has found that in many agencies a dedicated traffic unit’s outputs can have a significant impact on the TEI. This is due to the fact that most traffic units are responsible for a good portion of the citations generated for the jurisdiction, often exceeding 50% of all citations written by a department. This is the approximate performance of the Traffic Section compared to the rest of the Department as shown in the chart below. This demonstrates that, overall, the Traffic Section performs their role effectively relative to their LPD patrol peers.



The expected performance of a Traffic Unit dedicated exclusively to directed enforcement and citation/warning development is approximately one per deployed hour. Traffic citations in the data provided, to include hazardous and non-hazardous citations, totaled 5,581 in the year's period. Based on the number of shifts deployed, this reflects approximately 6.5 citations daily per Traffic Officer per 10-hour shift. Production by officer is generally equivalent, as shown in the graph below.



This performance may be perceived as below various benchmarks for Motor Officers; however, the Traffic Section also conducts a variety of other duties. These officers also respond to all traffic accidents and investigate serious accidents. Further, officers are responsible for photo enforcement review. This includes reviewing all red light violation photos and determining if an infraction occurred, and reviewing all photo speed zone cameras. The Traffic Section and light duty officers spend significant time review photo red enforcement photographs. Washington law requires an officer has to review photos in order to “charge” the driver. The magnitude of the effort is captured in the following table, below.

Photo Red Light Review Data

Photo Red Light Review	2015	2016¹³	2016 Annualized
Violations Approved	34,331	23,808	35,712
Violations Rejected	10,269	6,667	10,000
Total # of Violations Reviewed	44,600	30,475	45,712
Total Hours Logged	1,244.3	741.8	1112.8

As shown, based on net availability, this photo red light review represents approximately three-quarters time for one Traffic Section staff position.

Maintaining Motor Officer skill-sets requires additional time investments to include quarterly qualifications and state qualifications. Officer time can be further committed as assigned staff perform as instructors, taking away from other core duties and responsibilities. The totality of these efforts impacts availability to be in the field.

(1) Fundamentally, Specialized Traffic Enforcement is a Policy-decision, Driven in Part by Community Expectation, Fiscal Realities and Other Variables.

In 2014, Lynnwood's Community Livability Report ranked "criminal activity" and "traffic calming" as two of the highest six potential neighborhood issues worthy of attention. Traffic calming is defined as the use of physical design and other measures (e.g. traffic enforcement) to improve safety for motorists, pedestrians and cyclists. It aims to encourage safer, more responsible driving and potentially reduce traffic flow. Clearly, based on the community survey, police protection to include traffic enforcement is ranked highly.

Notwithstanding the foregoing, the data suggest that the existing Lynnwood Traffic Section is robust, despite being downsized over the last decade. The TEI is one of the highest the project team has seen, potentially indicative of overly assertive traffic

¹³ January 1 – September 1

enforcement activities. Furthermore, for a city of Lynnwood's size, the Traffic Section still remains one of the largest units in the nation we have experienced. Ultimately the degree to which the City wishes to enforce traffic laws, thereby influencing accident frequency, will help dictate the level of Traffic Officer staffing which should be deployed. This is both a fiscal and service-level decision. Nevertheless, our analysis suggests that the Traffic Unit downsizing is practical.

It is impractical for the Traffic Officers to be on Motors for 12-hour shifts given the fatiguing nature of these shifts combined with this assignment type; consequently, they should remain on the 10-hour shift. Overlap Wednesdays should be used to focus efforts on Photo Red Light review tasks. Consideration should be given to deploying the Traffic Unit during these slightly modified time frames:

- Team A and B Day Shift – 0700 – 1700 hours (4/10 shift plan)
- Team E and F Power Shift – 1100 – 2100 hours (4/10 shift plan)

In summary, the project team recommends reducing the Traffic Unit from six (6) officers to five (5) officers while retaining existing sergeant supervision. Given the totality of data, the size of this unit should be adequate to perform the variety of duties noted herein at reasonable service levels to maintain traffic and accident enforcement and traffic accident reduction efforts in Lynnwood. It should be noted that despite modest downsizing of the Traffic Unit, overall traffic enforcement efforts should remain an important responsibility of both Traffic Officers and patrol staff in key traffic supporting roles.

Recommendations:

Within the context of traffic-related information provided in this report, the City should provide some direction as to traffic-enforcement expectations for the Lynnwood community. Such direction will help drive dedicated traffic staffing levels.

Based on available data, dedicated traffic enforcement activities can be reduced from six (6) Traffic Officers to five (5) Traffic Officers with one (1) sergeant continuing to oversee the operation. Ideally, this sergeant should always be "Motor Certified."

5 Bureau of Field Operations Analysis - Detentions

As part of the operational and staffing study for the Lynnwood Police Department, the project team conducted an in-depth analysis of the Lynnwood Detention Center's operations. Jails are typically one of the most expensive facilities to operate and maintain, therefore it is important for each jurisdiction to have a full understanding of the total costs associated with operating such a facility.

This chapter focuses on the issues, findings, conclusions, and recommendations regarding the staffing and scheduling of resources in the jail. Additionally, an analysis of jail workload trends, and alternative operational models were developed for consideration by the project steering committee.

Lynnwood Police Department operates a misdemeanor jail facility that is located in the Lynnwood Civic Justice facility. The jail has an operational capacity of 46 beds including space for 12 female and 34 male inmates. In addition to housing inmates in Lynnwood, the Police Department utilizes an Electronic Home Detention and Community Services program. To augment longer sentences and to provide increased medical and mental health services to incarcerated inmates Lynnwood has housing contracts with Chelan, Okanogan, Yakima, and Snohomish counties, the SCORE facility in Seattle, and Sunnyside City Jail. Interestingly, despite using these contracts Lynnwood also houses inmates from other local municipalities. Currently, the municipalities of Bothell, Brier, Edmonds, Lake Forest Park, Mill Creek, Mountlake Terrace, and Woodway have housing agreements with Lynnwood.

At the onset of this study, the project team reviewed applicable state regulations and laws related to local detention centers and found that current staffing levels meet or

exceeded the minimum requirements in state statute. Additionally, it should be noted that the State of Washington does not provide detention facility inspections. Alternatively, the project team utilized the American Correctional Association *Performance-Based Standards for Adult Local Detention Facilities, Fourth Edition* when applying standards, along with the consultant's previous experience.

1. THE CURRENT JAIL FACILITY WAS ASSESSED AND SEVERAL ISSUES WERE IDENTIFIED.

The project team toured the Lynnwood Jail facility while on site in September 2016. While this study is not a jail operational or facility assessment, there were several operational and facility issues the project team noticed that are worthy of mention. The Lynnwood Civic Justice Center was constructed in 1985 and includes the jail located on the first floor of the facility. The Lynnwood Jail is a misdemeanor facility that may house inmates sentenced up to one year. The jail houses adult inmates in five dormitory style housing units that each include a small dayroom with tables and chairs. Jail staff conduct scheduled and periodic checks for each housing unit, process the intake and discharge of inmates (booking and release), as well as facilitate inmate visitations.

Other functional areas that were observed included the intake and release area. Due to the small volume of individuals housed in Lynnwood's custody, the intake and release area is combined. The current design allows for an open booking area, adjacent to secure holding if needed. This open booking area design concept has recently become standard practice in the industry. Adjacent to the intake and release area is the corridor leading to the housing units, and in the opposite direction a corridor leading to medical, visitation, and staff work areas.

While the jail may meet some best practice in design and operations, there are several best practices that are not meet. The following table provides a summary of several best practices and potential issue areas. Following the table is corresponding narrative that provides in greater detail of the identified issues.

Performance Target	Lynnwood Meets	Issue Area
Lynnwood Jail Facility		
Proper site and sound separation between juvenile and adult arrestees in booking area?		√
Are Facilities operated with a well-defined fixed-post staffing plan that details each post, hours of operation, appropriate classification and rank, etc.?	√	
Do positions in the fixed-post staffing plan provide for adequate security for staff and inmates?		√
Does facility staffing allow for rapid response to fights, medical emergencies and other incidents?	√	
Sufficient rovers are in the fixed-post staffing plan so that other fixed-posts are not asked to leave their assignment for a high priority incident or need.		√
Correctional officers are provided with adequate physical and cognitive skill training to meet the operational philosophy of the Jail?	√	
A shift schedule is in place that efficiently covers posts and enhances recruitment and retention efforts.	√	
Inmate labor crews are used in areas such as food services, laundry, janitorial and other services to reduce facility operating costs?	√	
Inmate services focus on rehabilitative and life skill programming, versus a strictly correctional setting?		√
Medical screening is provided before arrestees are admitted to the jail?		√
Medical care is provided to inmates 24-hours per day?		√
Physical recreation opportunities are provided both indoors and outdoors?		√
Inmates are provided regular access to natural light?		√
The Jail has sight and sound separation for Juvenile and Adults?		√

Areas that the Lynnwood jail does not meet best practice or newer requirements include site and sound separation between adults and juveniles, recreational opportunities, natural light into inmate cells or housing units, incorporation of direct or podular remote supervision of inmates, or the ability to provide inmate programs. These are addressed in the sections below.

(1) Juvenile Processing

Federal Law, most recently modified when Prison Rape Elimination Act (PREA) standards were enacted, mandates that juveniles shall not be confined in a jail or holding facility unless that confinement is separate from sight and sound of adult inmates. Currently the Lynnwood facility does not have separate holding areas for juveniles. This requires all adult inmates be placed in lock down when a juvenile is arrested and brought to the jail for processing. Once the juvenile is booked, they are placed in a visitation booth until they are transferred to a juvenile facility. The juvenile holding areas (visitation booths) are not in close proximity to the booking area and staff, and thus the juvenile is monitored via close circuit television and with periodic checks. The additional checks and necessity of placing all adult inmates in lock down during the booking and release process creates an operational burden and increased liability on staff to perform these duties.

(2) Inmate Wellness

The *American Correctional Association* recommends that each inmate have access to a minimum of two square feet of natural light, and that a minimum of 15 square feet of indoor and outdoor recreation area should be made available for each

inmate that has access to that area¹⁴. Industry best practice includes the opportunity for recreation inside during periods of inclement weather and outdoor recreation all other times. Currently, the Lynnwood jail does not provide inmates access to any natural light, nor does it have the space to allow for physical recreational opportunities, except the ability to walk around each small dayroom. Compounding these issues is the limited opportunity for inmate service programs due to the lack of space the facility provides.

Additionally, it is important for inmates to have access to medical care. Up until 2015, medical care was provided by the Lynnwood Fire Department. In mid 2015, the jail contracted with a medical service provider for their inmate medical care. While a nurse is now assigned to the jail five days per week they still do not meet best practice standards which call for a nurse to be on duty around the clock to provide medical screening of arrestees. To mitigate this gap in medical screening, Lynnwood has strict protocols for arresting officers requiring that any arrestees that they suspect of having significant medical (or mental health) issues be taken directly to a hospital or to another facility such as the SCORE Facility. Ideally, the jail would incorporate 24-hour medical coverage; however the current process is effective, as any questionable inmates are diverted to facilities that can provide necessary care.

While proper medical care is important, the psychological and physical well-being of inmates must also be addressed. Best practices dictate that inmate programs should be provided to those individuals who are incarcerated for an extended period of time. Currently, the Lynnwood does not provide rehabilitative services or other inmate programs to individuals incarcerated in the jail. Considering this is a misdemeanor

¹⁴ Performance-Based Standards for Adult Local Detention Facilities, Fourth Edition. Standard 4-ALDF-1A-16, and 4-ALDF-5C-02.

facility where the typically length of stay for individuals is 7 days, finding suitable program offerings is difficult as many rehabilitative type programs require several weeks or months to complete. In place of offering these programs locally, Lynnwood attempts to house inmates that are sentenced for an extended period of time in contract facilities where increased recreational and inmate programs and services exist.

Overall, the Lynnwood jail has gaps in their operations when it comes to providing inmate program and services opportunities in-house, but does send sentenced inmates to other facilities in order to provide better inmate programs and services. Overall, the current jail design does not allow for recreational opportunities or access to natural light.

(3) Physical and Operational

In addition to touring the jail facility, the project team also toured the courtroom and the route used to move inmates to and from the courtroom. While a separate study is being conducted by the National Center for State Courts on court operations, there were several “jail-centric” operational concerns identified, most notably the transport route between the jail and the courtroom. Currently inmates are escorted by a Custody Officer to and from the courtroom through a hallway and stairwell. While this route is semi-secure its design and layout present several challenges to jail staff.

In the stairwell, there are blind corners that prevent the constant supervision of inmates by staff, as well as a door at the base of the stairway that has immediate access to the exterior of the facility. While this door to the exterior is locked from the outside, and is only accessible by staff, it does have push bar exit capabilities and it

would be very easy for an inmate to attempt to escape. Even an unsuccessful escape attempt poses a threat to the safety of jail staff, or other inmates.

At the top of the stairwell, in the hallway, there are several doors that lead directly to staff areas. While on site, the project team observed these hallway doors to be either unlocked or left open, thus potentially allowing access to these areas by inmates.

It is recommended by the project team that an additional door be installed in order to make this a secure corridor (e.g. a door that has a delay opening mechanisms, except during activation of emergency alarms).

In addition to the concerns noted above, there is no secure route to and from the courtroom for inmates with disabilities. Currently an officer must escort a disabled inmate from the jail, through the public lobby, up the elevator, through the courtroom lobby and into the courtroom. Lynnwood's facility was constructed prior to the passage of the American's With Disability Acts in 1990, meaning they are currently in compliance with federal law, however this current practice creates several operational and security issues.

Security outside the courtroom is conducted by the Court Security Officer (CSO). The CSO is responsible for general security of the public during court proceedings as well as for the screening of the public, via a magnetometer (metal detector), prior to entry into the courtroom. The project team noted that the courtroom security screening station is located in the courtroom vestibule and its position limits the security officers' line of sight into the adjoining lobby making it difficult to proactively monitor the area for potential threats while conducting security screenings.

Best practices for court operations includes three zones of separation, one for staff, one for the public, and one for inmates. Due to the physical size of the small municipal courtroom, the project team recognizes the challenge in providing three zones of separation and highlights these for consideration should the courtroom be renovated.

The issues identified in this section of the report should be considered when considering staffing and operational changes. Additionally, if the jail or courtroom areas were to be renovated, these concerns should be addressed during the design phase of the project.

Recommendation:

To mitigate the highest risk associated with jail-court inmate transport at reasonable cost, install an additional door in the corridor that connects the jail to the steps that lead to the courtroom. This door should be secure at all times, and be equipped with a lock that disengages when emergency alarms are activated.

2. OPERATIONAL ANALYSIS OF THE JAIL.

In order to better understand the demands placed on jail staff, the project team analyzed the historic workload trends for the Lynnwood Jail. These workload indicators include jail admissions, average daily population, average length of stay, and alternative to incarceration programs. These historical data trends provide insight into the daily operation of the facility and can have a significant impact on staffing. For example, if the facility population exceeds the number of beds in the facility, then there is an implication on transport needs, etc. The following sections will provide an analysis on historic jail data and trends, followed by a section on staffing requirements.

(1) The Number of Jail Admissions Remained Steady from 2011 to 2016, with the Exception of 2015.

The processing (booking) of a new admission into the jail is one of the most time-consuming aspects for staff, as such it is one of the key indicators of workload placed on jail staff. The following table shows jail admissions from 2011 to 2016.

2011 – 2016 Jail Admissions

	2011	2012	2013	2014	2015	2016	11 - 16 Avg
Admissions	4,129	4,269	4,065	4,047	3,001	3,982	3,916

As shown in the table above, jail admissions were steady from 2011 through 2014, and saw a significant decrease in 2015. However, admissions rebounded in 2016 and was close to the six-year historic average of 3,916 annually.

(2) The Average Daily Population of Lynnwood Inmates Was Relatively Stable in 2014 and 2015, While the Average Length of Stay Has Increased.

Other key indicators of jail workload are the Average Daily Population (ADP), and Average Length of Stay (ALOS) both of which greatly influence the daily operational demands of a detention facility. It is important to note the relationship between these three variables.

Average Daily Population

Only two years of ADP data was provided, and is presented in the following table. Please note this number includes all inmates that are under *jurisdictional custody* of Lynnwood, including those individuals housed in contract facilities, and those inmates housed in Lynnwood from other jurisdictions.

2014 and 2015 Average Daily Population (ADP)

	2014	2015
ADP	59.0	57.5

As the table shows, the ADP decreased slightly in 2015 when compared to 2014. A drop-in ADP was to be expected considering the number of admissions dropped significantly in 2015. It is important to note that the ADP is significantly higher than the rated capacity of the Lynnwood jail, and that these inmates are housed outside of Lynnwood.

Additional data was provided by the Police Department. In March 2017, the number of inmates housed locally in Lynnwood included almost an even split between pretrial and sentenced inmates (19 pre-trial versus 20 sentenced). This number does not take into account those individuals housed in contract facilities.

Average Length of Stay (ALOS)

The average length of stay is calculated by the following formula: $ALOS = (ADP \times 365 \text{ days}) / \text{Annual Admissions}$. The ALOS was calculated for the two years that ADP data was provided. The following table presents the ALOS calculations.

2014 and 2015 Average Length of Stay (ALOS)

	2014	2015
ALOS	5.3	7.0

As presented in the table, the ALOS has seen a 31% increase between 2014 and 2015. The increase in ALOS was to be expected considering that the annual admissions fell approximately 25% between 2014 and 2015, while the ADP only dropped 3%. The historic data shows a strong correlation between admissions and

ADP. Overall, Lynnwood's ALOS is very low when compared to other local jails across the United States. This is expected as the Lynnwood only houses misdemeanants.

Ideally, it is best to analyze larger data sets to understand the relationships between admissions, ADP, and ALOS. While only analyzing two years of ADP and ALOS (and five years of Admissions), there are several possible reasons why trends are declining. Admissions and ADP may be declining while ALOS is increasing because more low level offenders are being diverted to alternatives to incarceration or programs, officers are writing more citations versus arrests, judges are sentencing offenders to longer terms, less crimes are being committed (or solved), or criminals are committing more serious offenses and thus receiving felony charges. These are all suppositions and further analysis would be needed to identify a definitive reason why this downward trend exists. Regardless, it is recommended that the LPD continuously undertake a yearly analysis of jail trends as part of a broader criminal justice review. This annual review may provide more insight as to why the population and ALOS fluctuate. In sum, ADP decreased slightly in 2015 (2.5%), while the average length of stay increased nearly 31%.

(3) Lynnwood Utilizes Contracted Bedspace In Other Jurisdictions to House Their Inmates.

As referenced in the introduction of this chapter, Lynnwood contracts with five other jails to house their inmates. While Lynnwood's jail facility adequately serves inmates for short periods of times, it is not ideal for extended stays. The jail can only provide limited inmate programming, medical, and mental health services that individuals who are incarcerated for periods longer than a week may require. In order to

better serve these individuals and to free up beds in the jail, Lynnwood contracts with outside agencies.

When analyzing the use of contract facilities, there are three data sets that were reviewed. These data sets include: number of bed days; number of inmates; and annual housing cost. Each of these is discussed in greater detail in the following paragraphs.

The first data set analyzed was the number of bed days that were utilized since 2014. This includes an aggregate of the total number of days that a Lynnwood inmate was housed in a facility other than Lynnwood's jail.

2014 – 2016 Out of Jurisdiction Bed Days

	2014	2015	2016
Chelan County Jail	1,332	1,738	274
Okanogan County Jail	0	0	0
SCORE	1,541	2,913	2,955
Snohomish County Jail ¹	4,070	3,921	5,500
Sunnyside City Jail	92	155	215
Total	7,035	8,727	8,944

¹ Includes inmates housed on Lynnwood warrants, but arrested by other agencies.

Based on the historic data, all facilities were used, with the exception of Okanogan County. Overall, there has been an increase in the use of bed days since 2014. From 2014 to 2016, the number of out of jurisdiction bed days has ranged from 7,035 to a high of 8,944, with an average of 8,235 bed days per year.

The second set of data analyzed included the number of inmates that were housed out of jurisdiction. This data set is important because it creates additional workload on custody officers who are responsible for transporting inmates to these other facilities (Snohomish County and SCORE). The greater the number of inmates housed out of jurisdiction results in increased transport trips and ultimately higher

operating costs. The following table presents the number of inmates housed in other facilities.

2014– 2016 Out of Jurisdiction Number of Inmates

	2014	2015	2016
Chelan County Jail	95	80	14
Okanogan County Jail	0	0	0
SCORE	205	307	306
Snohomish County Jail ¹	N/a	N/a	777
Sunnyside City Jail	5	7	9
Total	305	394	1,106

¹ Includes inmates housed on Lynnwood warrants, but arrested by other agencies.

Corresponding with the number of out of jurisdiction bed days, the number of inmates housed in other facilities has increased. While the summary table shows a large increase each year, Snohomish County data was not provided from 2014 - 2015 and accounts for approximately 2/3 of the total number of inmates in 2016. The 3-year average for Lynnwood inmates housed in contract facilities is 346, excluding Snohomish County. While the number of bed days and number of inmates have increased, there is a strong correlation between the two. The number of bed days and inmates peaked in 2015, when removing Snohomish County. In 2016 It should be noted that the highest number of out of jurisdiction inmates are being housed at the two facilities that are the closest to Lynnwood (Snohomish County Jail, and SCORE).

The third data set analyzes the housing and booking cost (if applicable) associated with housing Lynnwood inmates in other facilities. Please note this does not account for any transportation or staff related cost.

2014 – 2016 Out of Jurisdiction Housing and Booking Cost

	2014	2015	2016
Chelan County Jail	\$86,645	\$112,710	\$17,810
Okanogan County Jail	\$0	\$0	\$0
SCORE	\$230,562	\$361,335	\$310,275
Snohomish County Jail	\$350,534	\$407,513	\$625,003
Sunnyside City Jail	\$2,371	\$6,510	\$9,030
Total	\$670,112	\$888,068	\$962,118

As similar with the previous two data sets in this section, housing related cost have increased since 2014 from approximately \$670,112 to a high of \$962,118 in 2016. As expected, associated housing cost show a strong correlation with the number of bed days.

Additionally, in February 2016 the Snohomish County Jail cancelled the cooperative transport agreement with the Lynnwood Jail. Lynnwood attempted to negotiate a contract with Snohomish County, but they advised that they were not able to conduct the cooperative transport even at a fee. The result is inmates with Lynnwood warrants now do not get dropped off at the Lynnwood Jail, but rather are transported to the Snohomish County Jail directly. These inmates typically end up being booked into the Snohomish County jail significantly increasing the number of inmates and corollary charges, resulting in significantly increasing the contract housing costs in 2016.

In summary, the number of inmates housed out of jurisdiction, the number of bed days and associated fees have continued to increase since 2014. These trends were expected, as they correlate with the increase in average length of stay.

(4) The Number of Bed Days Utilized and Revenue Generated by Housing Other Municipalities Inmates Has Increased since 2011.

Interestingly, despite the City of Lynnwood contracting for additional bed space with outside facilities it houses inmates for other local municipalities in their facility.

These jurisdictions include: Bothell; Brier; Edmonds; Lake Forest Park; Mill Creek; Mountlake Terrace; and Woodway. In order to fully understand this practice, the project team reviewed data from 2011 through 2016. The following tables summarize the number of bed days that other agencies housed their inmates in Lynnwood and the associated revenue collected.

2011 – 2016 Other Municipalities' Bed Days

Jurisdiction	2011	2012	2013	2014	2015	2016
Bothell	349	456	317	730	826	838
Edmonds	488	563	627	506	264	132
Mountlake Terrace	561	442	881	725	750	753
Brier	6	47	10	79	3	12
Woodway	0	109	23	1	2	1
Mill Creek	171	188	96	102	150	209
Lake Forest Park	138	24	20	26	68	94
Total	1,713	1,829	1,974	2,169	2,063	2,039

2011 – 2016 Other Municipalities' Revenue

Jurisdiction	2011	2012	2013	2014	2015	2016
Bothell	\$24,987	\$36,301	\$24,815	\$56,948	\$63,467	\$55,486
Edmonds	\$19,563	\$19,988	\$28,739	\$20,841	\$12,725	\$5,617
Mountlake Terrace	\$38,251	\$31,512	\$62,607	\$52,221	\$55,743	\$54,693
Brier	\$570	\$1,795	\$772	\$4,312	\$212	\$725
Woodway	\$0	\$4,886	\$1,378	\$95	\$190	\$95
Mill Creek	\$13,852	\$14,293	\$7,186	\$6,652	\$10,135	\$12,297
Lake Forest Park	\$8,394	\$1,915	\$1,258	\$2,168	\$5,179	\$7,143
Total	\$105,616	\$110,690	\$126,755	\$143,236	\$147,650	\$136,056

As presented in the two tables above, there has been an overall increase in the number of bed days and associated revenue. Both bed days and revenue peaked respectively in 2014 and 2015.

While it is interesting that Lynnwood is sending their inmates to other facilities, while others are sending their arrestees to Lynnwood, there is a notable difference in the type of inmates. Lynnwood transfers inmates to other facilities who are either sentenced for longer terms, or individuals who have medical or mental illness that

cannot be effectively treated in Lynnwood. The jurisdictions sending arrestees to Lynnwood are smaller local municipalities and their arrestee (or inmate) is being held on a misdemeanor charge and is either released shortly after booking or is awaiting arraignment. Data was not provided on the average length of stay for other jurisdictional inmates, but the standard practice is to only admit those individuals with low level offenses and individuals who will likely be released quickly or have a low bond amount after arraignment. The practice of housing very short term inmates for neighboring jurisdictions does impact the availability of bed space for Lynnwood inmates since the ADP is greater than the jail's rated capacity, however based on the snap shot data provided in March 2017, it was determined that on average Lynnwood houses three inmates daily from these other jurisdictions. In summary, the number of bed days that other jurisdictions have utilized in the Lynnwood Jail range from a low of 1,713 to a high of 2,169 days, with a six-year average of 1,938 bed days per year.

(5) Review of LPD Alternatives to Incarceration.

The Lynnwood Jail utilizes an Electronic Home Detention (EHD) program as an alternative to secure confinement of inmates. Inmates that are eligible for EHD are rigorously screened for incorporation into the program and must be low level offenders. The use of EHD is typically more cost effective, than incarcerating an offender in a secure facility. The EHD program utilizes GPS monitoring of the offender's movements and allows these individuals to live in the community and continue with their employment and education. In order to participate in EHD, the participant is required to pay a \$20 daily fee.

In conjunction with the EHD program, low level offenders may be eligible to participate in community service as a means to serve their sentence. Participants in community service provide labor to either the City of Lynnwood or other non-profit organizations in Lynnwood. Services provided may include landscape maintenance, building repairs, roadside clean up, serving at the local food bank, etc. Participants in the community service program must pay a one-time fee of \$30.

The following table presents historic alternatives to incarceration participation and subsequent revenue.

Historic Alternative to Incarceration Participation

Type	2012	2013	2014	2015
EHD Participants	290	234	170	84
EHD Day Served	5,316	5,695	4,090	2,067
EHD Net Revenue	\$63,683	\$73,941	\$65,051	\$32,168
Community Service Participants	290	261	107	111
Community Service Days Served	1,451	1,236	567	439
Community Service Net Revenue	\$14,040	\$7,830	\$3,210	\$5,040
Total Participants	580	495	277	195
Total Days Served	6,767	6,931	4,657	2,506
Total Revenue	\$70,450	\$80,872	\$69,708	\$34,674

As presented in the previous table, the number of participants and number of days served has significantly decreased since 2012. The number of participants in 2015 was approximately one-third of what it was in 2012.

There are several possible reasons why the number of participants in alternative to incarceration programs has declined. When speaking with staff, they indicated that the staff person assigned to EHD in the jail is occasionally pulled from these duties on a regular basis to cover court security, transport duties, or serve in other capacities in the jail. This was particularly an issue in 2015 when there were multiple custody officer vacancies. Reasons may include, offenders are committing more serious offenses,

repeat offenders who are not deemed eligible, offenders are placed in treatment programs, and alternative and treatment programs are having a positive effect and recidivism rates are lower.

It should be noted that there are several diversion programs in the Snohomish and King County areas that may influence the current and future criminal justice operations. These programs include but are not limited to the Snohomish County Pre-Prosecution Diversion Program, the King County Law Enforcement Assisted Diversion, and even the new social service assistant program provided by the Lynnwood Police Department. While many of these programs are in their infancy, data from other programs across the United States shows these, and similar alternatives to incarceration programs, to be effective in reducing recidivism for participants.

Overall, the Lynnwood Police Department should continue to explore alternative to incarceration programs, and dedicate a staff member to oversee them. Alternative to incarceration programs are a more cost effective way of sentencing offenders, and potentially provide them with the tools to return to society in a positive and productive manner. While the historic data for alternative programs has trended downward overall, this should not hinder participation in these programs as the average daily population is still over the rated capacity for the jail. The use of these programs helps eliminate bed days served in the jail and provides for the opportunity of increased revenue derived from the housing for local municipalities or reduced costs associate with contract bed space. In summary, LPD use of electronic home detention and community service programs as alternatives to incarceration has decreased while Initiatives in the region to

divert offenders from secure detention facilities has increased. Lynnwood should continue to work with these regional programs and divert offenders when applicable.

Recommendations:

Continue the use of Electronic Home Monitoring and Community Service Programs

Continue working with the municipal court to develop parameters for participation in alternative programs and identify additional criteria that allow for increased cite and release, or book and release programs.

3. ANALYSIS OF DEPLOYMENT AND CURRENT FIXED-POST SECURITY STAFFING REQUIREMENTS

A fixed-post position is an assignment that is typically deployed every day, irrespective of workload. It is essentially a duty-assignment for staff members that must be filled on a 24-hour/day, 7-day/week, and 365-days/year basis. However, there are some fixed operational support post within the jail that do not require 24/7 coverage. The jail currently deploys three Custody Officers on each shift, which are supplemented by the EHD Coordinator or Court Security Officer during weekdays.

Due to the relatively small number of jail staff, all Custody Officers are cross-trained to perform all duty assignments in the jail, including booking and release functions, inmate supervision in the housing unit, escorting inmates to municipal court, supervision of inmates while in the courtroom, and the transport of inmates to other facilities.

Based on our observations, interviews with jail staff, and analysis of historical jail data, the project team has concluded that there are opportunities to modify the staffing plan in order to more effectively and efficiently operate the jail. However, it should be

noted that proposed staffing plans are based on current operations, which include housing inmates in Lynnwood's jail along with housing inmates in six (6) other facilities.

(1) Shift Schedules Vary for All Jail Staff and is Dependent on Responsibility and Rank.

The jail's current command structure is comprised of a Jail Commander, two (2) Sergeants, 14 Custody Officers, an Electronic Home Detention (EHD) Coordinator, and a Court Security Officer.

Custody Officers work a 3/12 shift schedule comprised of three consecutive days on followed by three days off, similar to the schedule that patrol officers work. Shift schedules are from 0600-1800 hours and 1800-0600 hours with a total of three Custody Officers (CO) assigned to each shift. Custody Officer's duties include the supervision of inmates, booking and releasing inmates, escorting inmates to and from municipal court, and transporting inmates to and from other detention facilities.

Jail Sergeants work a 4/10 shift schedule with a fixed four-day work week, followed by three days off. Jail operations are overseen by a Jail Commander whose assigned to a traditional 5/8 work schedule consisting of 0800-1700 hours with weekends off.

In addition to Custody Officers and Sergeants, there are two additional posts within the jail, the Electronic Home Detention (EHD) Coordinator and Court Security Officer. The EHD Coordinator is responsible for administering the electronic home detention program which provides an alternative to secure incarceration for inmates. The EHD Coordinator works 0730–1730 hours Tuesday through Friday.

The Court Security Officer, who is responsible for screening the public before entrance into the court, works weekdays between 0730 and 1730 hours Monday

through Thursday. When not needed in their primary roles both of these positions supplement staffing in the jail. Typically, the Animal Control Officer or EHD Coordinator supplements the Court Security Officer on Friday or during other absences.

(2) Staffing Levels Are Supplemented by The Use of Overtime.

In addition to working the normal three day on and three day off schedule, staff were required to work overtime in order to fill vacancies and to provide transport trips after normal shift hours. Based on the data provided by the Police Department, jail staff worked a total of 2,501 hours of overtime in 2015. Based on the median hourly rate of a Step III custody officer, jail overtime cost approximately \$115,000 in 2015. Data was captured on the type of overtime hours worked and the following table presents the results.

2015 Overtime Hours by Type

Category	Hours
Holiday	568
Shift Coverage	1,451
Training	159
Regular	161
Other	162
Total	2,501

As shown in the table above, a total of 2,501 hours of overtime were required to cover jail operations in 2015, which is equivalent to almost two full time custody officer salaries. Representing these hours as a percentage, 58% of the overtime hours were dedicated solely to shift coverage, while 23% of the hours were dedicated to the coverage of holiday leave. While overtime cannot be completely eliminated in a jail, this is a significant usage of overtime for a unit comprised of only 17 employees. By

incorporating a proper relief factor into assessing staffing needs, the number of overtime hours worked should decrease when all positions are filled.

(3) A Custody Sergeant is Not Scheduled to Work 24 Hours A Day or 7 Days Per Week. The Scheduling Approach Needs Adjustment.

As discussed in the previous section, there is a total of two Sergeants assigned to the jail both working a 4/10 work schedule. One Sergeant is assigned to work during the day (1st Shift) and the other during the evening (2nd Shift). The 1st Shift Sergeant is scheduled to work Monday – Thursday, while the 2nd Shift Sergeant is scheduled Tuesday – Friday. This scheduling model creates several issues.

First and most importantly, is the lapse in supervision during the weekend, which is typically the busiest times for a jail. This lapse in supervision leaves jail staff working the majority of the weekend with no direct supervision, and additionally means each shift has a three day period where no direct supervisor is on duty. Oversight of the jail during this time becomes the responsibility of the Patrol Sergeant on duty. As observed by the project team on other engagements, the highest number of bookings typically occurs on Friday and Saturday evenings. While the 2nd shift Sergeant scheduled to work Friday evening is beneficial, a modified schedule would provide better coverage.

Second, the lack of a Sergeant on duty for three days each week can be problematic when it comes to proper supervision of Custody Officers, particularly for new officers. Furthermore, based on the Custody Officer's schedule, occasionally there is a gap of one shift cycle, where a Sergeant does not work the same shift as one of their squads. This provides inadequate supervision of staff and may prevent Sergeants from effectively managing and training officers for extended periods of time.

While the project team did not review admission data by day or time of the week, it is recommended that the jail capture and review quarterly admission and release data for the purpose of identifying increased staffing coverage if needed and to determine peak and low volume times.

Industry best practices for supervisory span of control are between approximately six and ten direct reports per supervisor. Currently, the 1st Shift Sergeant is responsible for supervision of eight officers, and the 2nd Shift Sergeant provides supervision of a total of six officers, which is well within this best practice standard. This highlights that gaps in supervision of jail staff are not due to a lack of Sergeants, but due to scheduling.

In order to more effectively supervise employees and to provide additional support when admissions are typically higher, the project team recommends two scheduling changes. First, Sergeants should transition to an 8-hour shift, which in turn distributes supervision over five days per week. The second change would be adjusting the schedule that Sergeants work. The 1st Shift Sergeant should work Sunday – Thursday, 0800 hrs – 1600 hrs, and the 2nd Shift Sergeant work Tuesday – Saturday, 1700 hrs – 0100 hrs. The new shift schedule will allow a Sergeant to be present in the jail 7-days a week, provide better coverage when admissions are typically higher, and allow the 1st Shift Sergeant to better schedule and prepare for Monday's court proceedings on Sunday. The shift from a 10-hour shift to an 8-hour shift may require changes to the current employee contracts and thus may not be implemented until January 1, 2019.

Recommendation:

Convert Detention Sergeants to 8-hour shift schedule with the 1st Shift Sergeant assigned to Sunday – Thursday and the 2nd Shift Sergeant assigned Tuesday – Saturday.

(4) The Position of Transport and Security Officer Should be Created to Provide Dedicated Transportation Service and In-Custody Courtroom Security.

After review of the average daily population data and the number of inmates housed in contract facilities, the project team determined there is a significant operational burden for transporting inmates to and from these facilities. The current practice is to assign the inmates transport duties to one of the Custody Officers, and during this time the jail is left short staffed. While the Snohomish County jail and the SCORE facilities are relatively close to Lynnwood, 13 miles and 31 miles respectively, actual transport times may take a significant amount of time due to traffic, especially during morning and evening commute times. It should be noted that Lynnwood is not responsible for transporting inmates to Chelan, Okanagan, Sunnyside, or Yakima facilities.

The majority of inmates in Lynnwood's custody are classified as low level offenders; additionally, the low volume of offenders housed in other facilities means the typical transport trip involves three or fewer inmates. Based on these facts, the project team recommends the creation of one (1) full time Transport and Security Officer (TSO) position in addition to current jail staff.

The TSO would have two primary responsibilities. The first is as the jail transport officer where he would be responsible for transporting Lynnwood inmates to and from contract facilities, medical appointments, or applicable court appearances. In addition

to transport duties, the transport officer would be responsible for completing extradition paperwork, and be responsible for arranging all transport related functions. In the scenario where there are no transports or paperwork, the transport officer may supplement staff in the jail or courtroom.

Secondly, the TSO would be responsible for inmate supervision during in-custody hearings. Currently, in-custody hearings take approximately 1 to 1.5 hours to complete, occasionally lasting longer, and are scheduled for specific times during weekdays. Due to the scheduled nature of the hearings the Transport Officer can arrange transport trips to accommodate providing in-custody security during these proceedings. This will provide much needed security support in the courtroom and will allow custody officers to more effectively supervise inmates in the jail and process paperwork that results from the court proceedings.

In order to provide the most effective service, the transport officer would work an 8-hour shift, weekdays. When necessary, such as for a high security inmate or a high number of inmates needing transport, a second officer could be scheduled.

The implementation of this position will help Lynnwood maintain adequate staffing levels within the jail during these transport times and provide additional security during court proceedings.

Members of the Police Department command staff stated that they are considering working with other regional agencies to develop a regional inmate transportation system. If regional agencies were able to consolidate transport trips to SCORE, this may impact the overall need for transport duties for the TSO. Should this collaboration with regional partners be successful Lynnwood could evaluate the benefit

of keeping the TSO position or vacate the position and return the staff member assigned to this role back to Custody Officer, preferably as attrition allows.

Recommendation:

Create the position of Transport and Security Officer that works an 8-hour weekday shift. Duties will include the transporting of inmates to and from other facilities, other related transport duties, and in-custody courtroom security.

(5) Minimum Custody Officer Staffing Levels Should Be Established.

Currently, the Lynnwood Jail has not incorporated a minimum custody officer staffing level into the Departments' adopted policy and procedures. Based on current operations three custody officers are assigned to work in the jail on each shift. While not documented, the practice has included a minimum of two custody officers, or other custody staff (Sergeants, Commander, Court Security) to backfill vacant posts in order to meet the two-person threshold. Subsequently, when two custody officers are operating the jail, if a transport trip is needed, patrol staff is utilized to transport inmates, which adversely effects patrol staffing levels.

Based on the current size and operation of the Jail, it ideal for a minimum of three custody officers be assigned to all shifts, however the project team recognizes this may be difficult under existing staffing levels. Taking into account current operational policy and staffing it is recommended that the Jail establish a minimum staffing threshold of three (3) Custody Officers during the day, and two (2) during the overnight shifts. This minimum staffing level should be formally adopted and incorporate it into the Department's policies.

Recommendation:

Established minimum Custody Officer staffing levels of three during the day shift and two during the night shift. Preferably staffed with three custody officers on duty on all shifts.

(6) The Staffing Plan Does Not Take into Account a Shift Relief Factor.

In order to properly staff one 12-hour shift, 24-hours a day for an entire year the post would require more than a minimum of two officers to account for their respective days off during the week. A two-officer minimum does not take into account any times when officers are on vacation, call in sick, in training, etc. The additional staff needed to cover these leave vacancy gaps is the “shift relief factor.”

The current staffing configuration does not have a relief factor built into the number of staff needed to effectively staff each fixed post per shift. The impact of not accounting for a relief factor has resulted in occasionally pulling staff from the EHD and Court Security roles to backfill positions in the jail, or to provide inmate transport. Pulling of staff from these positions can cause a ripple effect, where the role of court security is backfilled by the Animal Control Officer, or a part time officer at least one day per week, resulting in additional overtime for staff to adequately cover all assigned shifts.

For these reasons a shift relief factor will be utilized in the Net Availability Calculations applied to the revised staffing plans.

4. RECOMMENDED STAFFING LEVELS BASED ON NET AVAILABILITY AND CURRENT OPERATIONS.

In order to accurately represent staffing needs, it is first necessary to develop an accurate representation of the various factors impacting the “net availability” of jail staff. Net availability is the amount of time personnel is available to work their scheduled

shifts after considering annual leave, sick leave, training time and other factors making the individual unavailable to cover a shift, i.e. the number of hours in which they are able to report to their respective post or assignment. Beginning with the total number of annual work hours for Custody Officers utilizing a 12-hour shift schedule (2,190 hours), we have used a combination of calculations made from the provided personnel data, to determine the average number of available hours per custody officer.

The following factors are considered in these calculations:

- **Work Hours per Year** - Total number of scheduled work hours for Custody Officers, without factoring in leave, training, or anything else that takes officers away from normal on-duty work. This forms the ‘base number’ from which other availability factors are subtracted from.

Base number: 2,190 scheduled work hours per year

- **Total Leave Hours** - Includes all types of leave, as well as injuries and military leave – anything that would cause an officer normally scheduled to work on a specific day to be absent. This category includes vacation, sick, and holiday compensatory time. As a result, this category excludes on-duty training, administrative time, and “other” undefined times. This was calculated using aggregate data provided by the Police Department.

Calculated from leave data: - 245 average hours of leave per year

- **On-Duty Training Time** - The total number of hours spent per year while completing training. The number is based on the average hours officers dedicated to annual training, and as above is also subtracted from total work hours per year.

Averaged: - 40 average hours of on-duty training time per year

- **Other Time** - The total number of hours per year spent completing other task that may be identified as light duty, military duty, bereavement leave, “Kelly Time,” and time not captured in other areas. Again, this is subtracted from total work hours per year.

Averaged: - 78 average hours of other time per year

- **Net Availability** - Total number of hours remaining after accounting for all leave, as well as on-duty training, and other time as noted above. This is calculated by subtracting each of these factors from the total number of scheduled work hours.

*Calculated from previously listed factors: **1,827 net available hours per custody officer.***

The following table outlines this calculation process, displaying how each availability factor contributes to the overall rate at which officers are available to work. It should be noted that aggregate leave data was provided to the project team, and that no delineation was made between rank or position types (e.g. EHD, Court Security, Sergeant).

Jail Staff Net Availability	
Category	Hours
Total # Hours Worked	2,190
Avg Vacation Hours	122
Avg Holiday Comp Hours	33
Avg # of Sick Leave Hours	89
Avg # Training Hours	40
Avg # Other Hours	78
Total Hours Off	363
Total Hours Available	1,827

The average net availability for custody officers is 1,827 hours. This figure was used in our analysis to estimate total staff needed to properly cover each post.

- (1) To Cover the Revised Staffing Plan and Incorporating Net Availability, The Jail and Court Security Functions Require a Total of 18 Custody Officers, 2 Sergeants, and 1 Commander (21 Staff Total).**

As previously stated, the current number of 14 full time Custody Officers does not incorporate staffing requirements based upon the net available hours to work per year and does not provide an accurate picture of true staffing needs. By incorporating a net availability factor into the staff model, a total of 21 staff are required to effectively and efficiently operate the jail, provide for inmate transport, and court security. When determining staffing needs it was assumed that the current positions and responsibilities covered by the rank of Sergeant and Commander would not be backfilled.

When incorporating the net availability into the staffing plan, it allows for adequate coverage of posts even when staff are on vacation, sick leave, or participating in in-service training and mitigates the need to utilize alternative approaches (e.g. significant overtime) to address staffing needs.

The fixed post staffing plan calls for three Custody Officers posts during the day (1st) and night (2nd) shift, along with one Sergeant assigned to each shift. The positions of EHD Coordinator and Court Security Officer would remain, and be augmented by the recommended Transport and Security Officer position. As with current practice the operation of the jail and court security would be the responsibility of a Commander.

Based on the revised fixed-post staffing plan discussed in the previous paragraph, the number of annual work hours needed to cover all fixed posts on each shift was calculated. The following table reflects the number of positions by unit that is required based on the net annual work hour calculations for fixed-posts provided previously. The following table represents the staffing needs based on shifts.

Summary of Staff by Squad and / or Position

Shift / Position		Custody Officer	Sergeant	Staffing Changes
1st Shift	Squad A	4	1	+ 1 (CO)
	Squad B	4		+ 1 (CO)
2nd Shift	Squad C	3.5	1	+ 1 (CO)
	Squad D	3.5		
Transport & Security Officer		1		+ 1 (CO)
EHD Coordinator		1		
Court Security		1		
Commander		1		
		Total Staff:	21	+ 4 (CO)

As shown in the table, a total of 21 positions are needed to operate the jail, when incorporating a relief factor. This includes assigning four Custody Officers to each day

squad (or shift). However, based on the total staff needs a total of seven Custody Officers would be assigned to 2nd shift, with one officer fluctuating between C and D squads in order to provide relief or work a flex schedule to provide support during busier times. In addition, one officer is assigned to Transport, and EHD, and to Court Security. Relief for these non-jail posts would come from the Custody Officers that are working during first shift. The proposed changes to the staffing plan are summarized as follows:

- A total of 18 Custody Officers is four more than current authorized levels.
- Four (4) custody officers are assigned to each 1st shift squad, an increase of one above current authorized staffing levels. Additionally, three (3) custody officers would be assigned to each 2nd shift squad, with an additional custody officer floating between both squads. Minimum staffing levels per shift will be three custody officers for 1st shift, and two for 2nd shift. When incorporating net availability, this results in the need for four (4) custody officers to cover three (3) post.
- The position of Transport Officer was created to handle all transport related functions, and in-custody courtroom security.
- One (1) Court Security Officer is needed to provide screening at the public entrance to the court room. In custody inmate supervision will be provided by the Transport Officer when applicable.
- The positions of Transport Officer, Court Security, and EHD Coordinator, will be backfilled by a custody officer on 1st Shift, when required.

In short, under the revised staffing model a total of 18 custody officers are required to properly staff the jail.

In order to fully understand the fiscal impact of increasing authorized staffing levels, the project team estimated the annual increase in cost. The increased staffing cost was calculated using the annual salary of the Step III Confinement Officer salary range for 2016 as provided by the Police Department. This annual salary for a Step III Confinement Officer is \$60,520. In addition to base salary, the cost of providing

employee benefits was added. Based on the proposed 2017 / 2018 budget document for Detention, total employee benefits were 43.7% of the total salary and wage costs in 2015. When annual salary and benefits are combined, the estimated annual cost per custody officer is \$86,970. For the four new custody officers, it is estimated that salary and benefits will cost Lynnwood an additional \$347,880 annually.

Recommendation:

A total of 18 custody officers, two (2) Sergeants, and one (1) Commander are required in the revised LPD Detention staffing plan. This is an increase of four (4) custody officers over current authorized levels; an estimated increase of \$347,880 in salary and benefits per year.

5. THE TOTAL COST OF THE CURRENT OPERATION WAS DETERMINED.

As part of this study, the project team was tasked with determining the total financial obligation of operating a jail. The purpose of this task was to determine if Lynnwood is charging other jurisdictions the appropriate daily rate, and to ultimately prepare alternative to current operational philosophies. The following three subsections look at the operational cost associated with current jail operations.

(1) The Daily Cost Per a Bed Was Determined for the Lynnwood Jail.

As part of the jail analysis, the project team looked at the operational cost for the Lynnwood Jail. The operational cost of any detention facility includes many factors including utilities, maintenance, personnel, supply cost, etc. For this analysis, the project team reviewed the proposed 2017-2018 budget for the jail and analyzed the 2015 actual hard cost presented in this budget document. The following table shows salaries and wages, benefits, supplies, contract inmate programs and services cost. Operational cost such as maintenance, utilities, fuel, and capital expenditures were

excluded. This figure does not take into account the costs associated with housing inmates in other facilities.

2015 Itemized Jail Cost (Custodial Only)

Type	Cost
Salaries and Wages ¹	\$1,104,449
Personnel Benefits	\$547,310
Supplies	\$125,887
Services	\$166,094
Total	\$1,943,740

¹ Does not include EHM or Court Security positions

In 2015, the total cost to operate the jail was a little less than two million dollars, with the majority of the expense going towards staffing related cost. It should be noted that the salaries and wages number does not include the EHM and Court Security officer positions.

When looking at jail cost, one way to analyze the financial obligation is to determine the cost per inmate. The average daily population for inmates housed specifically in the Lynnwood jail was unknown. Considering the ADP for Lynnwood exceeds the jails rated capacity, the project team calculated the average daily cost per jail bed. This calculation was determined by taking the 2015 annual operating cost (as presented above) and dividing it by 365 days to determine the daily operating cost (\$5,325) and dividing the daily cost by 46 beds to determine the daily bed cost. The results of this calculation indicate that in 2015, it cost the City of Lynnwood \$115.76 per bed, each day to operate the jail. Currently Lynnwood charges \$85 per bed, per day for other jurisdictions, which only covers 74% of the daily per bed operating costs. Lynnwood does charge a booking fee of \$10 for each inmate booked into their jail, however this does little to offset the actual per bed costs. Considering the daily bed

rates charged by the nearest two jail facilities, Snohomish County and SCORE, and the fact that the local agencies using the Lynnwood jail do so for short term incarceration, Lynnwood should consider increasing their daily bed rate and their booking fee, to cover actual cost.

Recommendation:

Lynnwood should evaluate the daily rate it charges for housing other municipalities' inmates, as their current contract rates are below the actual cost per bed. Ideally, Lynnwood should institute a full cost recovery rate that is charged to other municipalities.

(2) The Cost Associated with Contract Housing Was Calculated.

The rated capacity for the Lynnwood Jail is 46 beds; anytime that the number of inmates in Lynnwood's custody exceeds 46, they are required to be housed out of jurisdiction. Historically, the Lynnwood Jail is continuously over capacity requiring inmates be housed at contract facilities on an ongoing basis. In order to house all inmates that they are responsible for, the City spends significant time, resources, and money to house inmates in other jurisdictions. While the cost of housing an inmate in another facility is a fixed daily fee, other operational expenses are not. These other operational expenses include the amount of time staff spend transporting inmates (including overtime cost), vehicle capital cost, maintenance and operating expenses. In addition to these costs the City must rely on the potential limited availability of beds at these contract facilities which varies based on their own local populations.

Transportation of inmates removes custody officers from the jail or removes patrol officers from the road, thus preventing them from working their assigned duties and causes increased wear and tear on city vehicles. In order to fully understand the fiscal impact on the City, the project team calculated these ancillary expenses for

transporting inmates to Snohomish County and SCORE. The transportation of inmates to and from Chelan, Okanogan, Sunnyside, or Yakima facilities is provided by the contracting agencies.

In order to calculate these expenses, the project team looked at the number of miles, and estimated drive times, to SCORE and Snohomish County from the Lynnwood jail. The estimated time to complete the trip was determined based on the drive time and assuming it would take 30 minutes to transfer custody of the inmate to or from the contract facility. For the purposes of this analysis the cost of each trip was calculated using the federal IRS mileage rate of \$0.54 per mile. This rate is designed to accurately estimate the cost of gas and maintenance for City vehicles per mile. Additionally, the hourly rate of a Step III custody officer, including the average cost of benefits, of \$41.82 were included. This hourly rate was used utilized to calculate personnel cost associated with each transport trip. The following table presents the estimated mileage and cost associated with each transport trip to contract facilities.

Transportation Cost Estimates (by Contract Facility)

Facility	Miles Driven (Roundtrip)	Cost Per Mile	Trip Cost (Equipment)	Time (Hours)	Avg Hourly Cost (CO)	Personnel Cost (per trip)	Total Cost Per Trip
SCORE	64	\$0.54	\$35	2.25	\$41.82	\$94	\$129
Snohomish County	28	\$0.54	\$15	1.60	\$41.82	\$67	\$82

As shown in the table above, the estimated cost per trip is \$82 to Snohomish County, and \$129 per trip to SCORE when including personnel costs. Not surprising, Snohomish County has the cheapest transportation cost considering it is closer than SCORE.

In addition to the estimated transportation cost, the average daily rate and booking fee (if applicable) is a driving force in the out of jurisdiction housing cost. The following table shows the contract daily rate and any applicable booking fees.

Daily Housing Rate

Facility	Daily Bed Rate	Booking Fee
Chelan	\$65	n/a
Okanogan	\$52	n/a
SCORE	\$108.72	n/a
Sunnyside	\$60 (\$42 after 7 days)	n/a
Yakima	\$57.20	n/a
Snohomish General Pop	\$93.50	\$115
Snohomish Medical	\$140	\$115
Snohomish Mental Health	\$212	\$115

The daily housing rates range from a low of \$52 to a high of \$109 for general population inmates. This is a broad range of housing rates. While the project team did not get into the details of the services provided, the SCORE facility is accredited by the National Commission on Correctional Health Care and provides a very high level of mental and medical care of inmates, and is known regionally for this level of care. Accordingly, staff indicated they send individuals who need additional medical or mental health services to the SCORE facility. It should be noted that Snohomish County is the only contracted facility that charges a one-time booking fee of \$115 to cover the processing of inmates into their facility. Additionally, Snohomish County has instituted a no acceptance policy for inmates that test positive for drug use, have preexisting medical or mental health conditions. This recent policy change has resulted in Lynnwood housing fewer inmates in Snohomish County, and housing more inmates at SCORE.

Overall, the two primary factors that drive the cost of housing an inmate in facilities other than Lynnwood, are the daily housing rate and associated transportation costs when applicable. While Snohomish County is the closest facility to Lynnwood, it's daily rate is the second highest among contracted facilities, and charges a one-time booking fee, where more distant facilities have lower daily rates and do not charge a booking fee.

(3) The Total Cost of Current Operations Was Determined.

In order to fully understand the finance impact of current operations, the project team determined the total operational cost of the jail in 2016. As noted earlier, Lynnwood is not responsible for transporting inmates to facilities in Chelan, Okanogan, Yakima, or Sunnyside, thus transportation costs discussed below only include Snohomish County and SCORE.

The total cost was calculated by taking the hard-operational cost, and adding the transport costs, with the exception of the staffing component as presented above. Personnel cost were excluded as they are incorporated in the cost of running the jail. Historically, overtime may have been used to supplement transport duty responsibilities, but based on the review of overtime usage, this transport overtime is not captured. Transport costs were determined by the parameters previously discussed. The following transport and housing costs were associated with outsource housing contracts in **2016**.

2016 Contract Housing and Transport Related Cost

	# Inmates Housed Out	# of Transport Trips ¹	Cost Per Trip	Total Transport Cost	Housing Cost
Chelan County Jail	N/a	N/a	N/a	N/a	\$112,710
SCORE	306	306	\$35	\$10,710	\$361,335
Snohomish County Jail	777	777	\$15	\$11,655	\$407,513
Sunnyside City Jail	N/a	N/a	N/a	N/a	\$6,510
Total	1,083	1,083		\$22,365	\$888,068
Total Cost:					\$910,433

¹ Only includes trip to drop off inmate at contract facilities. Inmates are released directly from contract facility.

As shown in the previous table the total cost associated with housing contracts, less personnel costs, in 2016 was \$910,433.

The following table presents the operational cost, less the contract transportation costs above, associated with operating the jail in 2015. Data from 2015 was used as this was the most recent data available.

2015 Itemized Jail and Court Security Cost

Type	Cost
Salaries and Wages ¹	\$1,251,709
Personnel Benefits	\$547,310
Supplies	\$125,887
Services	\$166,094
Total	\$2,091,000

¹Includes EHM & Court Security positions

When adding the itemized jail cost (\$2,091,000), and the transport and contract housing cost (\$910,433) the total cost to house all inmates that were jurisdictionally detained by Lynnwood, was estimated at \$3,001,433 in 2016. This cost of operation does not take into account any fees that the jail collected from housing other jurisdiction's inmates or fees paid into alternative to incarceration programs. In 2015 Lynnwood collected \$147,650 in revenue from housing other municipalities' inmates,

and collected an additional \$34,674 in from the EHM and Community Service programs. These revenues offset the cost of jail operations in 2015 by \$182,324, reducing the overall cost to the City of Lynnwood to **\$2,818,809**. *It should be noted that this cost is different than the actual numbers presented in the 2017 / 2018 budget documents, as this cost incorporated salaries, benefits, supplies, services, transport cost, as well as revenues to determine the true total cost of the current operation.*

6. ALTERNATIVE SCENARIOS WERE DEVELOPED TO DETERMINE JAIL OPERATIONAL RECOMMENDATIONS.

As part of this project, the project team was tasked with providing a recommendation on future operational approaches for jail related services in the City of Lynnwood. The project team compared the current approach of operating a jail and utilizing contract housing versus two scenarios of shuttering the jail and housing all inmates in contract facilities.

This section of the report will explore five different operational approaches to providing jail services. The five scenarios presented as A through E are:

- A.** Current operational approach of operating the jail, supplemented by contract housing. Including incorporating the staffing changes recommended earlier in this report.
- B.** Housing all inmates in Snohomish County.
- C.** Housing all inmates in the six facilities that Lynnwood currently contracts with, and operating a 24-hour holding facility to process intakes and releases.
- D.** Continue operating Lynnwood Jail, and continue housing inmates in contract facilities with the exception of Snohomish County, with a greater emphasis of housing pretrial inmates in SCORE.
- E.** Partnering with other regional municipalities and constructing a regional jail.

In order to develop applicable comparisons, the project team utilized 2016 data from the jail. The following are the “scenario assumptions” utilized in the development of the four operational scenarios A through D presented below:

- Total Admissions: 3,982
 - Average Length of Stay: 7.0 days
 - Transport trips were calculated at 100% of admissions. While some efficiencies will be made by transporting multiple inmates, this help incorporates the unknown number of medical and court related trips.
 - All inmate transport trips include 1 officer.
 - All inmates will be released at their facility of incarceration, including at contract facilities. No inmates will be transported back to Lynnwood by Lynnwood personnel for release.
 - All arraignment hearings for inmates housed in other facilities would be conducted via video conference with Lynnwood Municipal Courts, and any associated fees are excluded from cost estimates.
 - In scenarios where the Lynnwood jail is closed, alternative to incarceration programs would not be the responsibility of the City of Lynnwood.
 - Admissions from other municipalities’ inmates in Lynnwood’s jail was included in the total number of admissions as the number of admissions from these jurisdictions was unknown.
 - In Scenario C (inmates housed in six contract facilities), Lynnwood would operate an intake processing and 24-hour holding facility. Resulting in the need for 13 custody and transport officers, and one Sergeant.
 - Scenarios which include operating the Lynnwood Jail (Scenario A and D), incorporate staffing changes discussed earlier in this report.
 - All scenarios include one court security officer post, and is included in the applicable cost estimates.
- (1) Scenario A: Status Quo Operation of Lynnwood Jail While Incorporating Recommended Staffing Changes.**

Scenario A is based on maintaining the current operational approach of housing inmates in the Lynnwood Jail and utilizing contract housing when the population exceeds the rated capacity. Additionally, this scenario incorporates the recommended staffing increases made earlier in this chapter. When incorporating the scenario assumptions discussed previously, the estimated operating cost of the Lynnwood Jail in 2016 is \$3,001,433. Utilizing this figure and then accounting for the costs associated with the recommended staffing changes provided in section 5.1, the cost of operating the jail increases to \$3,349,313.

This scenario has several pros and cons, and are presented in the following table.

Pros	Cons
<ul style="list-style-type: none"> • No changes in current operational approach. • Shorter commute for arresting officers, resulting in a faster return to patrol activities. • Only responsible for transporting to Snohomish and SCORE facilities. • Contract housing rates are significantly lower at 4 of the 6 contract facilities than is the operational cost at the Lynnwood Jail. 	<ul style="list-style-type: none"> • Facility lacks many best practices (natural light, recreations, inmate programs, juvenile and adult separation). • Current facility is undersized. • Limited expansion capabilities at current location. • Maintenance on an aging facility. • Relying on multiple facilities to provide bedspace. • Need to hire 4 additional staff. • Increased liability of operating a jail. • Snohomish County has recently limited the type of inmates they will accept, resulting in the need to house more inmates at SCORE. • The Transportation Cooperative was eliminated in 2016, thus increasing cost for Lynnwood when compared to historical trends. • Different daily housing rates for each facility and within each facility (Snohomish)

In order to meet inmate housing needs, the current facility will need to increase the number of available beds or continue to use contract housing. To meet current bedspace needs without contract housing, the current facility would need to be expanded or a new jail will need to be constructed. If the current jail is remodeled and

expanded, or a new facility is constructed, the design should address the operational issues discussed in the beginning of this chapter.

In order to proceed with this option, some of the next steps may include a combination of the following:

- Negotiate long term contracts for bedspace with existing contract housing facilities.
- Explore additional options for contract housing locations.
- Consider limiting bedspace for other municipalities in Lynnwood's Jail.
- Perform a jail needs assessment study to determine future ADP and develop a corresponding spatial needs analysis. Develop design schematics for an expanded or new jail to determine the cost of remodeling, expansion, or new construction.

Overall, this scenario does not change the current operational philosophy, but does incorporate recommended staffing changes. This scenario estimates the operating cost at \$3,349,313.

(2) Scenario B – Contract Housing in Snohomish County.

Scenario B is calculated based on the assumption that all of Lynnwood's inmates are housed in the Snohomish County Jail, and that arresting officers would transport an arrestee directly to the Snohomish County facility. This option depends entirely on negotiating an extended housing agreement with Snohomish County and in addressing several restrictive policies discussed below.

While Snohomish County has the capacity to house additional inmates, they have several policies in place that would prevent Lynnwood from housing misdemeanor inmates there. Primarily these policies center around not accepting misdemeanor inmates that test positive for illegal drugs, or have medical and / or

mental illness issues. The Bureau of Justice Statistics has published several studies regarding inmate use of illegal drugs, and or reporting the existence of medical or mental conditions. In their 2015 study, the Bureau reported that approximately 40% of local jail inmates identify having a chronic medical condition¹⁵. Additionally, their 2006 study indicated that 64% of jail inmates in the United States have a mental health problem, while 21% had recent mental health symptoms¹⁶. In this same study, it was reported that 62% of inmates in jails that identified as having mental health issues also reported using drugs within the previous month. Based on these two studies, it is clear that a significant portion of arrestees would be denied admittance to Snohomish County and their housing would have to be addressed. Despite these challenges the project team proceeded to analyze this scenario as it is the closest facility to Lynnwood.

In order to determine if this option was feasible, the project team reviewed annual reports from the Snohomish County Sheriff's Office to determine rated capacity and recent ADP of their jail. After our review, it appears that the Snohomish County Jail has adequate capacity to house Lynnwood's inmates. Further, the project team contacted the Sheriff's Office, and verified that at the time of this report there is adequate room in their jail to house the 50 additional inmates needed to meet Lynnwood's needs.

Despite arresting officers transporting arrestees directly to the Snohomish County Jail, a transport officer would still be required to transport inmates to court appearances, medical appointments, etc. Taking these transport needs into account and utilizing the scenario assumptions discussed earlier the cost of housing all of

¹⁵ *Medical Problems of State and Federal Prisoners and Jail Inmates, 2011-12, 2015* Maruschak, Berzofsky, and Unangst, RTI International.

¹⁶ *Mental Health Problems of Prison and Jail Inmates, 2006* James and Glaze, Bureau of Justice Statistics.

Lynnwood’s inmates in Snohomish County was calculated. The following table presents the estimated cost for housing inmates in Snohomish County.

Scenario B – Snohomish County Estimated Cost

	2015	Cost
Inmate Admission	3,982	
Booking Fee	\$115.00	\$457,930
Daily Housing Cost (General Population) ¹	\$93.50	\$1,954,664
Daily Housing Cost (Medical) ¹	\$140.00	\$195,118
Daily Housing Cost (Mental Health) ¹	\$212.00	\$1,181,858
Transport Cost	\$15.00	\$59,730
Salary & Benefits ¹	\$86,970.00	\$173,940
	Total Cost:	\$4,023,240

¹ Assumes 75% of inmates housed in general population, 5% of inmates housed in medical, and 20% in mental health.

² Based on average salary and benefits for a Step III custody officer.

The estimated total cost of housing all inmates in the Snohomish County Jail is \$4,023,240 based on 2016 data.

There are several pros and cons associated with housing all inmates in Snohomish County; they are presented in the following table:

Pros	Cons
<ul style="list-style-type: none"> • Reduces staffing to one transport officer, and one court security officer. • Transfer liability of the jail to Snohomish County. • Reduce in person municipal court hearings. • Have additional space in Lynnwood Civic Justice Building for expansion. • Police Officers could easily transport arrestees to Snohomish County, as they currently do with some felony arrests. • Inmates would be released at the Snohomish County jail, thus no return trip for release in Lynnwood is required. 	<ul style="list-style-type: none"> • Snohomish County has limited ability to house medical and mental health inmates when compared to the SCORE facility. • Reliant on available bedspace in Snohomish County. • If arresting officer transports to Snohomish County Jail, it may have an impact on the availability of officers in the field at current staffing levels. • Still requires a transport officer to transport Lynnwood’s inmates to court appearances, medical appointments, etc. • Challenges for conducting video hearings. Currently, it is difficult to conduct hearings during regular scheduled appearances, with a limited number of inmates in Snohomish County. • Currently, not viable based on current Snohomish County policy of restricting admittance of inmates with medical and mental issues, or those individuals who test positive for drug use. • Conditions affecting admissions can change on a daily basis and are subjective to Snohomish County decisions.

In order to proceed with this option, possible next steps would include:

- Negotiate a long-term housing contract with Snohomish County. That includes allowing for inmates with medical, mental health, and drug use to be housed in Snohomish County.
- Revise patrol officer deployment to minimize effects of transporting arrestees to the Snohomish County Jail.
- Repurpose the jail to a holding facility for municipal court operation.

Theoretically, this scenario seems like a very viable solution and would have several benefits to the City of Lynnwood. However practically, this option is not feasible due to several areas of concern.

- The current policies in place at the Snohomish County Jail would present significant operations issues for the City of Lynnwood and would need to be addressed.

- It would be a greater challenge to conduct video arraignments based the current design of the Snohomish County video court area.
- Based on discussions with staff and our analysis the estimated cost of this option is \$4,023,240 which is significantly higher than Scenario A.

In conclusion, then, this option is not feasible.

(3) Scenario C – Housing Inmates with the Six Current Contract Facilities.

Scenario C was developed under the premise that all inmates would be housed in one of the six facilities for which Lynnwood has existing contracts. As Snohomish County precludes those individuals who have medical, mental, or drug related issues, has the second highest daily rate, and also charges a booking fee, the project team found it prudent to explore scenarios incorporating the use of less expensive contract facilities. Scenario C utilizes the previously stated assumptions, and distributes the number of inmates to be housed with each of the six contract facilities based on approximately the same percentage of their current use. It should be noted that during the project, Lynnwood started housing inmates in Yakima County, which is included in this scenario even though they did not house inmates in 2016. Following are the estimated percentage of inmates housed in each facility:

- Snohomish County: 30%
- SCORE: 50%
- Chelan County: 0%
- Sunnyside: 8%
- Okanogan County: 2%
- Yakima County: 10%

In addition to housing inmates in these facilities, Lynnwood would have to operate a 24-hour holding facility, unless all inmates were booked at the Snohomish County Jail or the SCORE facility, and then transported to other contract facilities. It is assumed in this scenario that Lynnwood would convert their facility to a 24-hour holding facility in order to process intakes and releases. The staffing requirements for this scenario include two, 24-hour posts in the holding facility, one transport post, a Sergeant, and one court security post. When incorporating a net availability factor, as discussed earlier in the staffing analysis section of this report, 13 custody and court security officers and one Sergeant would be required for a total of 14 jail personnel.

The following table presents the estimated cost of outsourcing Lynnwood's inmates based on the above percentages.

Scenario C Estimated Cost

	Admit	# of Transport Trips ¹	Cost Per Transport Trip	Total Trip Cost	Daily Housing Cost	Total Housing Cost ²	Total Cost
Snohomish County	1,195	1,195	\$15	\$17,919	\$93.50	\$919,245	\$937,164
SCORE	1,991	1,991	\$35	\$69,685	\$108.72	\$1,515,231	\$1,584,916
Chelan County	0	N/a	N/a	N/a	\$65.00	\$0	\$0
Sunnyside	319	N/a	N/a	N/a	\$60.00	\$133,795	\$133,795
Okanogan County	80	N/a	N/a	N/a	\$52.00	\$28,989	\$28,989
Yakima County	398	N/a	N/a	N/a	\$57.20	\$159,439	\$159,439
Salary & Benefits ³							\$1,232,128
						Total Cost:	\$4,076,431

¹ Only includes trip to drop off inmate at contract facilities. Inmates are released directly from contract facility.

² Includes \$115 booking fee for Snohomish County

³ Based on average salary and benefits for a Step III custody officer, Sergeant pay is based on Step II annual salary of \$70,646. When incorporating benefits this total cost is \$101,518 annually.

The estimated total cost for Scenario C is \$4,076,431.

There are several challenges associated by utilizing contract housing in six facilities. Foremost, relying on this many facilities to provide required housing will be a logistical challenge. It may be difficult to coordinate transport trips to and from this many facilities effectively due to the fact that Lynnwood is relying on these other agencies to pick up inmates, with the exception of Snohomish County and SCORE facilities. To be as efficient as possible inmates sentenced to longer terms would need to be housed in the Chelan, Sunnyside, Yakima and Okanogan facilities thus reducing the required number of trips.

Presented in the following table is a summary of the various pros and cons for Scenario C:

Pros	Cons
<ul style="list-style-type: none"> • Ability to send medical and mental health inmates to an accredited facility (SCORE). • Utilizes lower cost contract facilities. • Lynnwood is only responsible for transporting to Snohomish County and SCORE. 	<ul style="list-style-type: none"> • Operate a 24-hour holding / booking facility. • 45% of inmates will need to be booked and released in Lynnwood. * Total staffing requirement is 9 higher than the Snohomish County Option. • Maintain the existing jail facility. * Will have more in-person arraignment hearings. * Police officers may not take arrestee to correct facility. * Inmates may not be transported to Chelan, Sunnyside, Okanogan, and Yakima facilities when convenient to the City of Lynnwood. • Different daily housing rates for each facility and within each facility (Snohomish) • Option is the most expensive.

Overall, Scenario C had the highest estimated operational cost, although it is only \$50,000 higher than Scenario B. In addition to its high cost, this scenario presents operational challenges as Lynnwood would need to convert the current jail into a 24-hour holding facility for the processing of inmates before they are transferred to a contract facility.

(4) Scenario D – Modified Current Operations

During the course of this project, the project team had multiple discussions with Police Department and City personnel to review several operational scenarios. During these discussions, the Police Department discussed several possible changes with respect to housing inmates in the Snohomish County Jail, housing of other inmates in Lynnwood's jail, increasing the number of inmates in SCORE, and the possibility of creating a regional transport service. In order to develop a modified scenario that includes the continued operation of the Lynnwood Jail, the following parameters were developed:

- Lynnwood would no longer verify warrants for individuals incarcerated in the Snohomish County Jail that are held on other charges or warrants until they are to be released. This would result in Lynnwood transporting from Snohomish County Jail upon the inmate's release and booking in the Lynnwood jail (or contracted facilities). Based on a three-month snap shot (December 2016 – February 2017), a monthly average of 28 inmates were housed in Snohomish County on Lynnwood charges but were not arrested by Lynnwood. Based on the 2016 data, a monthly average of 65 Lynnwood charged inmates were housed in Snohomish County. Resulting in only 43% of inmates housed in Snohomish County on Lynnwood charges but NOT arrested by Lynnwood officers.
- Lynnwood would transfer most individuals arrested by its officers and housed in the Snohomish County Jail to the SCORE facility. This, in conjunction with the previous bullet point, would practically eliminate contract housing in Snohomish County and would result in approximately 443 additional inmates being housed at SCORE versus Snohomish County.
- Assume that Lynnwood would continue to transport all inmates to the SCORE facility.

The following table presents the estimated cost of housing Lynnwood's inmates in Lynnwood with contract housing in Chelan, Sunnyside, Okanogan, and SCORE facilities. This estimate is based on 2016 data, housing in Yakima County was not included.

Scenario D Estimated Cost

	# Inmates Housed Out	# of Transport Trips ¹	Cost Per Trip	Total Transport Cost	Housing Cost
Chelan County Jail	14	N/a	N/a	N/a	\$17,810
SCORE	718	718	\$35	\$25,123	\$647,416
Snohomish County Jail			\$15	\$0	
Sunnyside City Jail	9	N/a	N/a	N/a	\$9,030
Total	741	718		\$25,123	\$674,256
Total Contract Housing Cost:					\$699,379
2015 Itemized Lynnwood Jail Operating Cost:					\$2,091,000
Recommended Staffing Changes Cost:					\$347,880
Total Estimate Operational Cost:					\$3,138,259

¹ Only includes trip to drop off inmate at contract facilities. Inmates are released directly from contract facility.

The estimated cost of the modified current operation scenario is \$3,138,259. This cost is approximately \$200,000 lower than the status quo estimate (Scenario A). These financial savings are based largely on the premise that Lynnwood would no longer confirm warrants for arrestees by other agencies, thus reducing their contract housing bill at Snohomish County. Additional savings are found by Lynnwood transitioning inmates from Snohomish County to SCORE which does not charge a booking fee while their housing rates are comparable.

This scenario has several pros and cons, and are presented below.

Pros	Cons
<ul style="list-style-type: none"> • No changes in current operational approach. • Only responsible for transporting inmates to SCORE. • Reduce financial liability of paying to housed inmates arrested by other agencies, but who have outstanding Lynnwood warrants. • Reduce the risk of having inmates rejected by contract facilities. • Consistent daily rates at all facilities. 	<ul style="list-style-type: none"> • Facility lacks many best practices (natural light, recreations, inmate programs, juvenile and adult separation). • Current facility is undersized. • Need to hire 4 additional staff. • Limited expansion capabilities at current location. • Continued maintenance cost associated with an aging facility. • Relying on multiple facilities to provide bedspace. • Increased liability of operating a jail. • Need to negotiate long term housing contracts.

In order to proceed with this option, some of the next steps may include a combination of the following:

- Implement a policy to stop verifying warrants and holds for those individuals being held at the Snohomish County Jail.
- Negotiate long term contracts for bedspace with existing contract housing facilities.
- Transition the majority of Lynnwood's arrestees currently housed at Snohomish County Jail to the SCORE facility.
- Consider limiting bedspace for other municipalities in Lynnwood's Jail.
- Perform a jail needs assessment study to determine future ADP and develop a corresponding spatial needs analysis. Develop design schematics for an expanded or new jail to determine the cost of remodeling, expansion, or new construction.

Overall, this scenario does not change the current operational philosophy of the Lynnwood Jail, but does incorporate significant procedures for inmates housed in Snohomish County. This scenario estimates the operating cost at \$3,138,259.

(5) Scenario E - Regional Consolidation

Currently, the Lynnwood Jail houses misdemeanor inmates from six neighboring municipalities. Although, these numbers are relatively small, these agencies are participating in regional sharing of services. In speaking with staff, they informed the project team that there have been on and off again discussions over the past 15 years about exploring the possibility of constructing and operating a regional jail. While there are no baseline cost estimates for per bed cost, generally jails are more cost-efficient with increasing size as a consequence of economies-of-scale. This efficiency is also influenced by the operational philosophy and subsequent design of the facility.

When considering the possibility of a regional jail, there are many unknowns that must be taken into account. These unknowns include which agencies will participate in a regional facility, the number of beds needed, the location, who is responsible for its operation, and how to pay for construction and operational expenses of a new facility. With so many unknown variables the project team was not able to develop a cost comparison for a regional consolidation effort; however, the project team has outlined the next steps for Lynnwood and other agencies to consider should they explore the construction of a consolidated regional jail:

- Determine potential municipalities that would like to be a part of a regional jail.
- Create a steering committee with appropriate representatives from possible regional partners.
- Conduct a jail needs assessment to determine the number of inmates to be housed in a regional jail. Additionally, develop a business plan in order to address the operating structure for all involved agencies.
- Complete an architectural spatial program to determine the estimated size of a consolidated facility in order to broadly estimate construction cost.
- Determine the location of facility and associated cost with purchasing property to locate a jail.
- Finalize an agreement with municipalities who will participate in a regional jail, to determine financial obligations.
- Design the new facility based on the operational approach agreed upon.
- Begin construction on a new facility.
- During construction, develop a transition and activation plan, and begin the hiring and training of officers who will operate the facility in advance its opening.

By undertaking the first seven of the bulleted next steps discussed above, Lynnwood and others would have an idea of the financial burdens associated with constructing and operating a regional jail and can determine their interest in

participating in a regional jail partnership. By creating a regional misdemeanor jail facility, it will help guarantee bed space for Lynnwood and other municipalities, while subsequently eliminating their reliance on available beds in contract facilities.

(6) Conclusion

The previous section of the report outlined five possible options for providing detention related services for the City of Lynnwood. Four of these options were developed with estimated operational costs for comparison purposes. The following table summarizes the estimated total cost of the three options presented. The regional facility was excluded from this table, as costs were not determined.

Summary of Estimated Costs

Scenario	Estimated Cost
Scenario A - Status Quo + Staffing Recommendations	\$3,349,313
Scenario B - Snohomish County	\$4,023,240
Scenario C - Contract Housing	\$4,076,431
Scenario D - Modified Current Operation	\$3,138,259

Based on the scenarios presented in this report, the lowest estimated cost for housing all of Lynnwood’s inmates is Scenario D – Modified Current Operation. This approach reduces the operational cost by approximately \$200,000 when compared to current operations (Scenario A). When comparing the two options that outsource all inmates (Options B and C), both have costs of approximately \$900,000 more than the current operating approach. While Option B – Snohomish County was approximately \$50,000 less than housing in multiple contract facilities, it is the least feasible option of all the scenarios due to the issues discussed.

Based on the scenarios analyzed, the project team recommends that Lynnwood proceed with Scenario D and modify its current operational approach.

Considering the age of the current Lynnwood jail and the inability to meet some best practices as discussed at the beginning of this chapter, it would be prudent for Lynnwood to explore renovating and expanding its current facility or conduct a study with neighboring jurisdictions about the possibility of a regional facility. Even when incorporating the capital cost associated with a regional facility, the daily bed rate per inmate may be lower due to economy of scale in a regional facility.

Regardless of which scenario recommendation Lynnwood ultimately chooses, they should immediately change their policy on warrant confirmations, opting to delay confirmation until the inmate is about to be released from Snohomish County. This change will result in immediate cost savings.

Recommendations:

Proceed with Scenario D – Modified Current Operations as it is the most fiscally viable option, resulting in an estimated savings of \$210,000 annually.

Continue to explore a regional facility with neighboring jurisdictions to determine the viability of this option.

6 Bureau of Investigations and Services Analysis

This chapter focuses on the Bureau of Investigations and Services. It should be noted that the Special Operations Section currently assigned to the Bureau of Field Operations is included in this chapter given its specialized enforcement emphasis.

1. OVERVIEW OF CRIMINAL INVESTIGATIONS DIVISION (CID) ANALYSIS.

The evaluation of staffing levels required by criminal investigations (CID) is more difficult than evaluating patrol staffing levels because, unlike these field services, subjective and qualitative determinants of workload and work practices are more important. Factors making analyses difficult include:

- Approaches used to screen, assign, and monitor cases vary among law enforcement agencies.
- What is actually investigated varies by agency. The extent to which agencies assign misdemeanor level property crime cases to detectives and other staff varies. Also, the extent to which patrol performs preliminary investigation varies widely and impacts detective caseloads.
- Work practices vary tremendously among agencies, relating to interviewing techniques, mix of telephone and in-person interviews, use of computer technologies, and the time devoted to clerical tasks.
- The nature of the caseload is also a critical factor to consider when examining quantitative factors relating to investigative activity. Each case is different in terms of leads, suspect description, and other available information. The way information in a single case combines with information on other cases also impacts investigative actions.
- Finally, the nature of the community itself is a factor in evaluating investigative workload and staffing needs. Citizen expectations translate into service levels impacting detectives in terms of what is investigated and how investigations are conducted.

Unlike patrol, investigative workload cannot be easily and convincingly converted

into quantitative methodologies to arrive at required staffing levels. Investigative staffing requirements need to be examined from a variety of perspectives in order to obtain an overall portrait of staffing issues, case handling issues, and philosophies that have an impact on staffing needs. Despite these caveats, investigative workload and resulting staffing requirements can employ a series of indicators to determine the extent to which core investigative staffing and general workload is appropriate. Various research by our firm and others has been done with respect to efficiency and effectiveness metrics for investigative services. These research efforts are summarized in the following matrix.

Approaches Employed in Determining Investigative Staffing

In the mid-1980's police researcher Elliott Gribble (Gribble) identified the average hours per major case type required to perform a complete investigative effort. These excluded major initiatives such as homicide investigations but included common felonious criminal investigations such as burglary, robbery, aggravated assault, etc. Average work hours range from approximately 3 hour to 9 hours dependent upon the case type. While investigative approaches have changed in the last three decades, this information nevertheless serves as one data source for analysis.¹⁷

In 2007 police researcher William Prummell (Prummell) built on the original work of Gribble to re-evaluate the efficacy of the estimates. Based on his research, despite advancements in technology the profile of investigative efforts had changed such that average time for cases took longer than Gribble's original research. Further, Prummell researched more case types, including homicide (estimated average time to investigate: 147 hours). In summary, based on Pummel's research efforts, cases were taking from two-to-five times longer to investigate compared to the 1980's.¹⁸

Even more recent, various police organizations such as the non-profit Police Executive Research Forum (PERF) has considered other approaches such as average case hours required based on type and complexity of case (ranging from Contact Only to Typical to More Complex). Time required ranges significantly based on case sophistication and does not necessarily align well with the previous research. Nevertheless, it does recognize well that different robbery cases (by example bank robbery) can take different amounts of time (ranging, based on PERF estimates, from 1-60 hours). This research recognizes that workload can be within a range with minimum and maximum efforts generally needed.¹⁹

Based on these metrics and others, the Matrix Consulting Group has devised an approach where conclusions are drawn in the context of how investigative resources are used in a law enforcement agency. These comparative measures used to help

¹⁷ Allocation of Personnel: Methodology for Required Staffing of Detectives, Gribble, 1985, page 4.

¹⁸ Allocation of Personnel: Investigations, Prummell, 2007, page 3.

¹⁹ Austin Police Department Study, PERF, 2012, page 38.

determine staffing, efficiency and effectiveness are summarized in the following table:

Comparative Measures for Investigations

Comparative Measures	Comparative Industry Patterns
Case Clearance for Part I Crimes.	The Uniform Crime Report provides data on average case clearance by major crime type. Case clearance is recognized as one element of effectiveness with respect to case investigations; however, it has shortcomings as subsequently described.
Active cases assigned to “property” crimes Detectives (e.g., burglary/theft).	15 to 20 active cases per month based on a survey of dozens of law enforcement agencies performed by the Matrix Consulting Group over many years. Recent research in California and elsewhere suggests this range has been reduced to 12-15 cases as the complexity of evidence collection and testing has increased the overall time required to investigate a case.
Active cases assigned to “person” crimes Detectives.	8 to 12 active cases per month based on the same survey. 3 to 5 active cases for complex person crimes such as felony assault (shootings) to include homicides. Domestic Violence (DV) cases vary widely dependent upon State mandates that result in varied workloads. Some DV Units can handle 20 to 30 cases per detective per month, whereas others can only handle DV caseloads typically attributed to the “felonious person crimes.” For the same evidentiary reasons noted previously, person crime caseloads are often being lowered to 6-8 cases per month.
Active cases assigned to sex crimes.	Because of the sophisticated and sensitive nature of sex crimes, these specialized person crime cases have a lower active case range of 5-7 cases per month.
Active cases assigned to White Collar Crimes Detectives (e.g., fraud).	These have a broader range due to their varied complexity, from 10 to 20 active cases per month unless they are particularly difficult (e.g. embezzlement or high value) in which case the range is closer to 8-12 per month.
Active cases assigned to “generalist” crimes Detectives.	12 to 15 active cases per month based on the Matrix survey. Because of the sophisticated evidence-related processing noted previously, a lower range can result in 9-12 cases per month.

Comparative Measures	Comparative Industry Patterns
<p>Average hours dedicated to crime investigations by type of crime.</p>	<p>Different studies over the past 30 years (Prummell; Gribble) have attempted to estimate an average number of hours worked for each investigation per crime type. These include:</p> <ul style="list-style-type: none"> • Burglary: 6-12 hours. (PERF 0.5-40) • Robbery: 9-30 hours. (PERF: 1-60) • Aggravated Assault/Battery: 4-25 hours. • Homicide: 147 hours (PERF: 2-220)
<p>Maximum Investigations that Can be Handled</p>	<p>Varied data from different sources has developed benchmarks based on the sophistication of certain crime types and the extensive time investment often required. A key example is one benchmark suggesting a single detective could handle no more relevant caseload than five (5) homicides annually.</p>

These different metrics are used to inform the analytical efforts described in the following sections.

(1) Uniform Crime Reporting Data is an Indicator That LPD has No Understaffing Issues in Investigations.

In part, an investigative operation can be evaluated by the ability of a law enforcement agency to effectively address criminal cases, with the ultimate outcome resulting in an arrest, prosecution and incarceration of felonious offenders. Criminal cases are ultimately cleared through these arrests, or other means, and thus a *clearance rate* is generated. This clearance rate is considered one effectiveness measure of detective operations and may illustrate various potential staffing issues.

One approach to evaluating the outcome of investigative services or investigative effectiveness is to benchmark case clearances versus standard performance. It should be noted, the FBI cautions against using any UCR data for comparative purposes as suggested by the following excerpt from their website:

There are many variables affecting crime and the reporting thereof including the demographic differences between jurisdictions, the level of training received by agency personnel in UCR, report writing variations, and technology.

“The FBI discourages ranking agencies on the sole basis of UCR data.”

“The data user is, therefore, cautioned against comparing statistical data of individual reporting units from cities, counties, metropolitan areas, states, or colleges or universities solely on the basis on their population coverage or student enrollment. Until data users examine all the variables that affect crime in a town, city, county, state, region, or college or university, they can make no meaningful comparisons.”

“Ranking agencies based solely on UCR data has serious implications. For example, if a user wants to measure the effectiveness of a law enforcement agency, these measurements are not available. As a substitute, a user might list UCR clearance rates, rank them by agency, and attempt to infer the effectiveness of individual law enforcement agencies. This inference is flawed because all the other measures of police effectiveness were ignored.”

“The UCR clearance rate was simply not designed to provide a complete assessment of law enforcement effectiveness. In order to obtain a valid picture of an agency’s effectiveness, data users must consider an agency’s emphases and resources; and its crime, clearance, and arrest rates; along with other appropriate factors.”

Given the above caution, it is important to note that we utilize UCR data only as one element in an overall review of investigative services. Because the project team’s intentions are to always use as many variables as possible when making an assessment, UCR clearance data can prove informative. The following table provides case clearance information for Lynnwood in comparison to the noted benchmarks.

LPD Part I Case Clearance Rates Compared to Benchmarks

Part I Offense	LPD 2015	US 2015
Criminal Homicide	100% ²⁰	62%
Robbery	56%	29%
Assault	78%	54%
Burglary	19%	13%
Larceny	44%	22%
Motor Veh. Theft	7%	13%

As shown by the table above, LPD detectives overall have exceptional clearance rates depending on crime type. This case clearance rate information, as a single metric, showed Lynnwood compares favorably in nearly all instances when evaluated against the national averages. The project team does not believe clearance rates solely

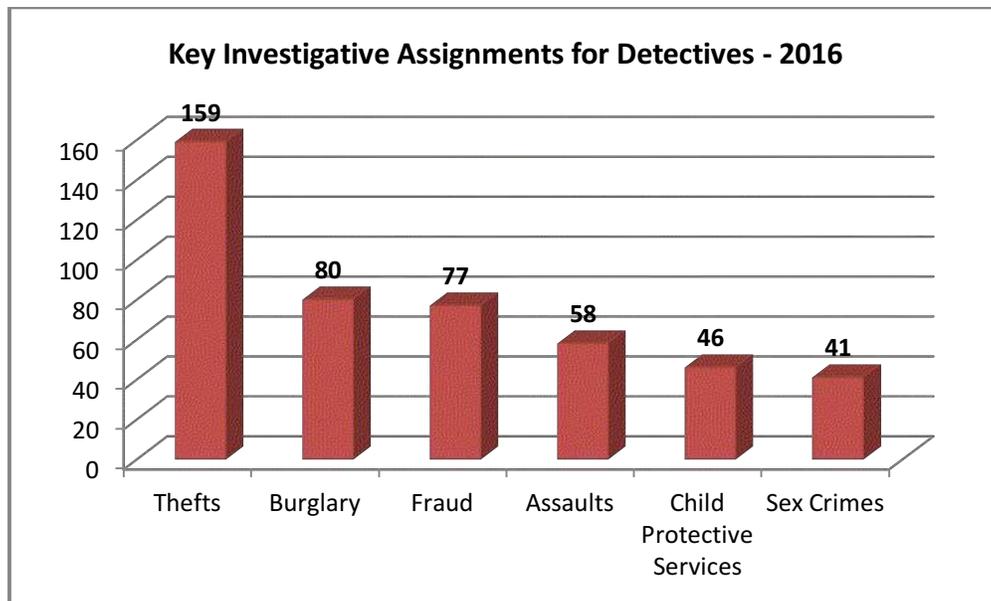
²⁰ There was only one (1) Homicide in Lynnwood in 2015.

reflect potential staffing issues; they also reflect the variety of methods in which investigative services are conducted. As such, given the various outcomes associated with LPD case clearance, there is no evidence to suggest that there is an investigative understaffing issue given the case clearance performance. These data and observations will, however, be used in a broader context of evaluation as discussed in the following sections.

(2) LPD Detectives Have Various Case Management Issues That Impact Staffing Level Analysis.

There are currently seven (7) authorized detectives assigned to Lynnwood’s criminal investigations. These include three (3) detectives emphasizing person crimes, three (3) detectives emphasizing property crimes, and one (1) detective that shares workload in both investigative areas. Currently one position is vacant.

A review of the key case types reveals interesting case assignment and case management strategies as shown in the following graph:



The above six “case types” represent 56% of all cases assigned to detectives; notably, some of these cases are misdemeanors (e.g. simple assault and thefts).

Caseload tracking is complex in the existing system given crime types are recorded under categories that are too discreet. While the project team recognizes some of this is due to apparent mandated coding requirements, our familiarity with this records software in other law enforcement agencies indicates further streamlining is practical. During our review of caseload information, 234 different crime types were entered for detective assignment. This is illustrated by the total number of “burglary” codes (31) shown in totality in the above graph and reflected in the following table.

31 Case Codes for Burglary in LPD Case Management System

Burglary/Breaking and Entering:
Burglary/Breaking and Entering: Destruction/Damage/Vandalism:
Burglary/Breaking and Entering: Destruction/Damage/Vandalism: All Other Offenses:
Burglary/Breaking and Entering: Destruction/Damage/Vandalism: Drug Equipment Violations: Liquor Law Violations: All Other Offenses:
Burglary/Breaking and Entering: Destruction/Damage/Vandalism: Liquor Law Violations:
Burglary/Breaking and Entering: Drug Equipment Violations:
Burglary/Breaking and Entering: Drug Equipment Violations: Driving Under the Influence: Not Reportable:
Burglary/Breaking and Entering: Drugs/Narcotics Violations: All Other Offenses:
Burglary/Breaking and Entering: Fraud - Credit Card/ATM:
Burglary/Breaking and Entering: Fraud - False Pretenses/Swindling/Con Games: Stolen Property Offense (Receiving, etc.): Destruction/Damage/Vandalism: Not Reportable:
Burglary/Breaking and Entering: Identity Theft: Stolen Property Offense (Receiving, etc.): Drug Equipment Violations: Not Reportable:
Burglary/Breaking and Entering: Motor Vehicle Theft:
Burglary/Breaking and Entering: Not Reportable:
Burglary/Breaking and Entering: Stolen Property Offense (Receiving, etc.):
Burglary/Breaking and Entering: Theft - All Other:
Burglary/Breaking and Entering: Theft - All Other: Destruction/Damage/Vandalism:
Burglary/Breaking and Entering: Theft - All Other: Destruction/Damage/Vandalism: All Other Offenses:
Burglary/Breaking and Entering: Theft - All Other: Destruction/Damage/Vandalism: Not Reportable:
Burglary/Breaking and Entering: Theft - Shoplifting:
Burglary/Breaking and Entering: Theft - Shoplifting: Stolen Property Offense (Receiving, etc.):
Burglary/Breaking and Entering: Theft from Building:
Burglary/Breaking and Entering: Theft From Building: Destruction/Damage/Vandalism:

Burglary/Breaking and Entering: Theft From Building: Identity Theft:
Burglary/Breaking and Entering: Theft From Building: Theft - All Other:
Burglary/Breaking and Entering: Theft From Coin-Operated Machine: Destruction/Damage/Vandalism:
Burglary/Breaking and Entering: Theft From Motor Vehicle: Destruction/Damage/Vandalism:
Burglary/Breaking and Entering: Theft From Motor Vehicle: Theft of Motor Vehicle Parts/Accessories: Destruction/Damage/Vandalism:
Burglary/Breaking and Entering: Theft of Motor Vehicle Parts/Accessories:
Burglary/Breaking and Entering: Theft of Motor Vehicle Parts/Accessories: Destruction/Damage/Vandalism:
Burglary/Breaking and Entering: Violation of Protection/No Contact Orders:
Burglary/Breaking and Entering: Weapon Law Violations: All Other Offenses: Not Reportable:

As illustrated by the above list of codes just for burglaries, the method in which the case management system has been implemented makes it very difficult to easily gather relevant information to track and manage case information.

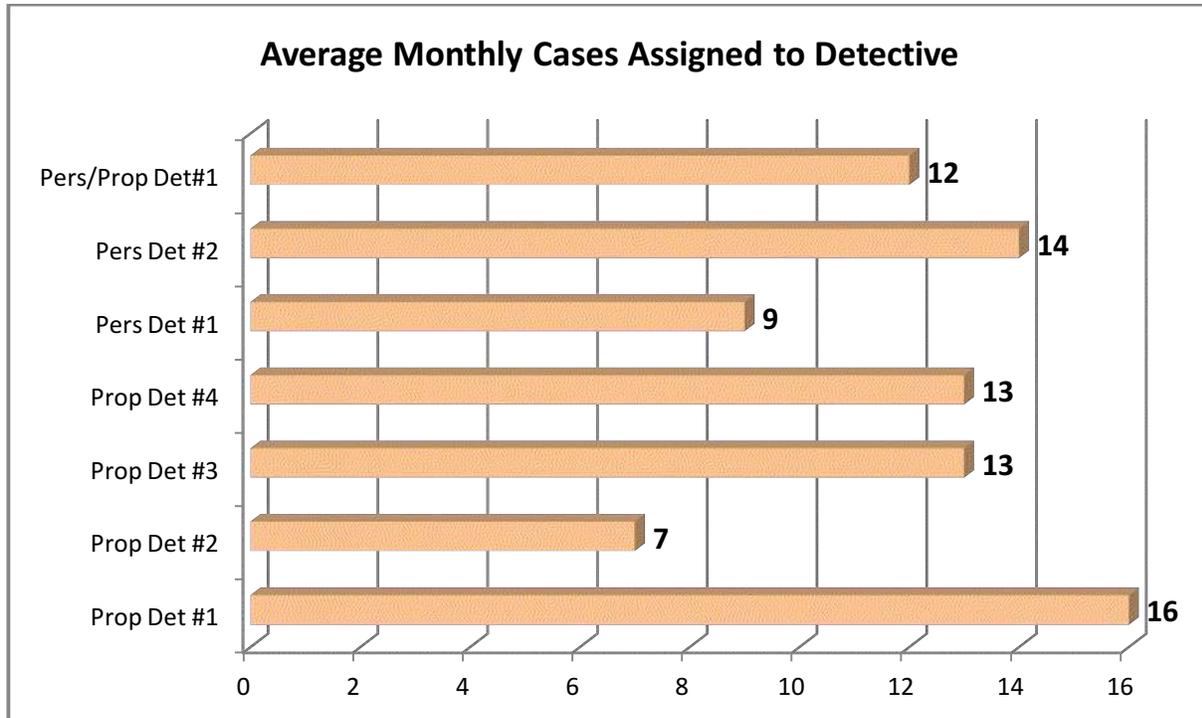
LPD detective sergeants appear to be screening “unworkable” cases effectively in the absence of a documented or software-assisted process, suspending 89% of all cases they review (and not assigning to a detective). While LPD detectives do a reasonable job in many instances of closing or inactivating solved/unworkable cases, having done so for 82% of the cases in the 12-month period reviewed, there are real difficulties managing the open caseloads. At the time of our data collection, 195 cases were open of which the average length such cases had been open was 144 days (approximately 4.75 months). This average reflects difficulty managing caseloads, as the average case should not be open for longer than 30-45 days. This delay reflects issues related to staffing and/or case management, with our analysis suggesting it is the latter as opposed to the former.

In sum, data suggest LPD can revise case management approaches to better assign, manage and track cases based on “seriousness” or “solvability.” This will be discussed further in this section. Managing this workload is problematic as reflected by shortcomings in case management coding as well as the length of time cases have

been open. Consequently, these factors complicate an investigative staffing analysis, though findings and conclusions can be based on other performance factors.

(3) LPD Detective Staffing can be Reduced from Authorized to Actual Levels.

The following chart shows the average number of monthly cases assigned to the detective by detective specialty²¹.



As shown above, case assignments range from 7 to 16 per month. This case range is varied but overall balanced with few exceptions. Furthermore, despite the detective specializations (Property versus Person), the cases assigned data reveal that detectives have caseloads in both areas and thus are truly generalist investigators. The assignments can be compared to the benchmark caseload information discussed earlier in the report, with a few clarifying caveats. The following table provides a comparison.

²¹ Monthly cases were based on number of months detectives worked over the year period. One detective (#4) worked only six months, creating a vacancy in the CID.

LPD Assigned Case Assigned versus Active Case Benchmarks

Detective Type	Active Cases Monthly Benchmark Range	LPD Assigned Cases Monthly Range
Persons Crime	6-12 cases	9-14 cases
Property Crime	12-20 cases	7-16 cases
Generalist	9-15 cases	7-16 cases

While the data above is informative there are a few important clarifications needed with respect to commonly misunderstood case-related nomenclature—specifically the difference between assigned cases, open cases, and active cases.

- An **assigned case** is any case type that is provided to a detective or officer with the expectation that case follow-up work will be conducted. The table above reflects average monthly cases assigned to each detective.
- An **open case** is any case that has not been officially closed through arrest, exhaustion of leads, or other reasons for inactivation or suspension. Cases can languish in a detective’s case file for a variety of reasons to include overworked caseloads, ineffective case management, or other issues.
- An **active case** is any case that is actively worked by the detective whereby actual case follow-up is conducted regularly. Active cases are worked every month with some reasonable efforts undertaken. Active cases, with the exception of the most difficult, are often closed within 30-45 days of assignment. The table above shows benchmarks for the number of active cases that a detective should be able to work.

With regard to the explanations, the table shows, therefore, a difference in LPD assigned cases versus active case benchmarks. The current case management system does not track active cases, only those that are open; and obviously an open case is not necessarily an active case. Based on the totality of data available, LPD detectives are likely modestly overstaffed at authorized levels given the following findings:

- Part I case clearance rates are very good, and indicative of an investigative operation that is certainly not suffering for “short-staffing” issues.

- The current case management methods assign a number of misdemeanor cases to detectives; some of the cases LPD assigns to detective staff would not be assigned in other law enforcement agencies to detectives but rather patrol officers or suspended by sergeants due to limited solvability, low dollar value, etc.
- The types of open cases in the case management database reflect cases that have very likely not been regularly worked. The average case which has been open 4.75 months demonstrates a backlog that has not been effectively worked despite assigned cases falling within the active case range shown in the table above.
- Assigned cases to LPD detectives are within or slightly below the benchmarks for active cases that a typical detective can handle. Assigned cases to a detective are usually partially or notably below the active caseload carried; consequently, LPD detectives are likely carrying overall smaller active caseloads than national benchmarks would suggest.
- Two (2) CID sergeants carry a modest caseload; however, this should be considered appropriate given their supervisor duties have been overall minimized given the supervision-to-staff of 2-to-7 is very low, thereby allowing time for investigative support, special projects and ancillary duties.

In sum, the totality of data suggest that the current detective authorized staffing level of seven (7) detectives can be formally reduced to the existing actual staffing level of six (6) detectives. This can be further supported by significantly revising the existing case management process.

(4) LPD Should Adopt Formalized Investigative Case Management Practices to Improve Investigative Services and Substantiate Future Staffing Needs.

The current approach by which LPD manages Lynnwood cases can be improved. There are presently no formal guidelines with respect to what should be investigated and what cases should be screened. Case management coding is excessive. There are far too many open cases languishing beyond a 45-day benchmark. There are opportunities for operational case management changes that can better facilitate case management that will ultimately impact the ability to justify existing

and future staffing levels.

(4.1) The Department Should Formalize the Case Screening Process Using Solvability Factor and Priority Status Methodologies.

In order to ensure consistency and help prioritize work for investigative follow-up, a formal case screening checklist with relevant solvability factors should be adopted. This is consistent with progressive case management philosophies as well as with the Commission on Accreditation for Law Enforcement Agencies (CALEA) case-screening system criteria (Section 42.1.2).

Based on the project team's review of various case screening processes in use in varied law enforcement settings, we believe that the following 12-point check-list, in conjunction with a Priority Status methodology, should be considered for adoption.

(4.2) The Solvability Factor Methodology

The use of solvability factors is consistent with CALEA's Section 42.1.2 which states, "The agency uses a case-screening system and specifies the criteria for continuing and/or suspending an investigative effort." This screening can take several forms. In the course of our research, the project team believes the following twelve-point process is most practical. If a crime report has any one of the solvability factors noted, it should be assigned for investigative follow-up. The twelve points are:

- Witnesses to the crime;
- Knowledge of the suspect's name;
- Knowledge of where the suspect can be located;
- Reasonable description of suspect;
- Identification of suspect possible;
- Property with traceable, identifiable characteristics, marks or numbers;

- Existence of a significant modus operandi;
- Presence of significant physical evidence;
- Reasonable description of the suspect's vehicle;
- Positive results from a crime scene evidence search;
- Belief that crime may be solved with publicity and/or reasonable additional investigative effort; and
- Strong possibility and/or opportunity for anyone, other than the suspect, to have committed the crime.

These solvability factors should be incorporated into a formal case screening process whereby the above list, or some derivative, is used as a "cover sheet" on all cases to determine whether it is an assignable case to a Detective or Patrol Officer for investigative follow-up. For those cases requiring follow-up, the suggested prioritization, as discussed subsequently, should be noted on the cover sheet.

Effective case screening allows for the bulk of investigative resources to be dedicated to solvable cases, thereby allowing time to focus on solving and clearing major crime activities. Case screening based on formal solvability factors and the implementation of a formalized process is a best management practice that should be adopted by LPD.

(4.3) The Prioritization Methodology

Once a case has been screened for solvability, based on those solvability factors checked, as well as a review of the qualitative case circumstances, the case should be prioritized for work based on the following seven-priority rating. Prioritization of workload has clearly been widely adopted in patrol services throughout the nation through call priority classifications, but is used in a lesser capacity in other law

enforcement arenas. The project team believes case prioritization is an effective management tool to augment case screening. The seven-priority rating includes:

- **Priority 1** – Felony Crime with In-custody suspect or excellent chance of arrest.
- **Priority 2** – Misdemeanor Crime with In-custody suspect or excellent chance of arrest.
- **Priority 3** – Felony Crime with reasonable chance of arrest.
- **Priority 4** – Felony Crime with limited chance of arrest.
- **Priority 5** – Misdemeanor Crime with reasonable chance of arrest.
- **Priority 6** – Misdemeanor Crime with limited chance of arrest.
- **Priority 7** – Courtesy phone call based on no solvability factors.

This priority system can be modified to meet the unique needs of LPD; however, the concept should be used as a framework for prioritizing workload, thereby focusing detective resources on the most important cases. A 1-7 Priority should be assigned on all case screening cover sheets as noted previously.

(4.4) The Department Should Require Formal 45-day Supplemental Reports.

Without a formalized feedback mechanism to determine case progress, it is nearly impossible to fully understand the workloads associated with each detective. Currently LPD is not requiring detective staff to provide formal supplemental reports on a consistent basis. This should be resolved, with formal 45-day supplemental reports mandated for each case assigned, with 45-day follow-ups until the case is closed. This write-up does not necessarily need to be extensive, just summarizing investigative efforts conducted and why the case remains open (or is recommended for closure). These supplemental can be memorialized in the CMS and should be reviewed by supervision to determine case progress and potential case suspension.

(4.5) Re-visit the Approach to Detective Specialization.

As noted in the introduction of this report, Lynnwood does have some property crime related issues. As such, the concept of investigative specialization should be embraced further. A review of case assignments shows that a further emphasis by a discreet number of detectives on property crimes such as burglaries could prove valuable. Re-emphasizing case specialization in certain instances should be pursued.

In sum, LPD should revisit exactly what and how cases are assigned to detectives in the context of a new case management approach and expected service delivery to the community. With robust case management tools and more stringent guidelines in place to effectively track and manage each detective's active caseloads, staff can become more efficient and staffing levels can ultimately be determined based on the LPD executive team's approach to investigative service delivery. The philosophy of what types of crimes will be investigated (e.g. level of felonies versus misdemeanors) to what level of customer service is provided (e.g. all victims receive contact from a detective regardless of case solvability) ultimately drives staffing level requirements assuming all detective staff are productive within benchmark standards. Once internal case management efforts have been improved, LPD should revisit detective staffing needs based on the tools provided in this report.

Recommendations:

Reduce detective staffing levels from the authorized staffing contingent of seven (7) detectives to the actual staffing level of six (6) detectives. Maintain two (2) sergeants who carry a modest caseload, have ancillary duties (e.g. digital forensics) and perform special projects.

Formalize the case screening process using a documented solvability factor methodology that includes a 12-point criteria checklist on all assigned detective cases.

Formalize a detective caseload prioritization system as part of the case screening process using a 7-priority system as a framework.

Ensure a formal supplemental report is written every 45-days for each case investigated for increased case management accountability.

Work toward classifying 1-2 detectives as “property crime specialists” among existing staff and train accordingly. Assign nearly all of the pre-screened felonious burglary and auto thefts to these specialist staff.

Upon revision to the case management and case assignment approaches, revisit detective staffing level needs based on the tools provided in this report.

2. VICTIM SERVICES IS AN IMPORTANT COMMUNITY PROGRAM.

Victim Services is composed of one (1) civilian Crime Victim Coordinator. The Coordinator provides victim assistance services to person crime victims to include domestic violence, assault and others. The Coordinator provides advocacy work helping victims navigate the criminal justice and support systems available. Victim services in any law enforcement organization that fields such a unit is considered a best-practice community engagement effort; consequently, staffing levels are largely driven by budget and community perception of need. Given Lynnwood has a “lower” persons crime rate than national averages, and given the size of the community, one Coordinator position is typically satisfactory. However, as opportunity permits and when practical, the Crime Victim Coordinator should regularly solicit assistance from the Volunteer in Police Service (VIPS) members to determine potential opportunities to support the LPD victim services advocacy efforts.

Recommendation:

Maintain existing staffing levels in the Victim Services program. As practical, solicit VIPS to dedicate volunteer hours in support victim service advocacy efforts.

3. REVISIT SPECIALIZED INVESTIGATIVE ASSIGNMENT STAFFING IN THE CONTEXT OF OVERALL COMMUNITY SERVICE DELIVERY.

Proactive investigative functions are more difficult to evaluate than are 'reactive' case handling investigations described previously. In brief, the allocation of staff resources to these types of functions is generally a policy decision driven by law enforcement executives based on perceived community need. As such, the staffing level within specialized units is framed by the police chief's executive team judgment that should be guided by certain principles and data elements to help determine adequate unit size and staffing. There is no precise formula to evaluate the level of staff resources a community should allocate to these enforcement efforts because:

- Proactive investigations are, by their very nature, discretionary. These investigations relate to a community's values to address a wide variety of problems.
- Dedicated proactive investigative units are found in agencies which have the resources for such specialized full-time activities and which are committed to addressing important quality of life issues.
- The caseloads of proactive investigative units are typically different from the kinds of caseloads handled by core investigative units. Caseloads for proactive investigative units are long-term oriented, rely on specific problem identification and varied targeting techniques. Results, then, need to be measured differently than for traditional case handling investigators – clearance rates and active cases are not a useful measure for proactive investigations.
- Proactive investigations are often regional in nature, and therefore can periodically rely on the support of other additional local, State and Federal agencies in higher profile cases.

(1) LPD Specialty Deployments.

LPD deploys two “investigative specialty” units; these units are presently being overseen in different organizational bureaus. These include the South Snohomish County Narcotics Task Force and the Special Operations Section (SOS). The following briefly summarizes these units’ roles and responsibilities.

The South Snohomish County Narcotics Task Force (Narcotics Unit) has been developed as a regionalized unit composed of one LPD (1) Sergeant and three (3) detectives as well as a partnering police department Edmonds who provides one (1) staff member. The Unit is designed to undertake narcotics investigations impacting south Snohomish County with emphasis on mid-level and above distributors. Regular contact occurs with the DEA, the Department’s Special Operations Section, as well as the Snohomish Regional Gang and Drug Task Force.

The Special Operations Section (SOS) serves as street level enforcement for high-risk offenders and fugitives as well as performs activities related to gangs and vice enforcement. It is composed of one (1) Sergeant and three (3) officers. SOS works in conjunction with Patrol and CIB to apprehend dangerous suspects; SOS also deploys to hot spot crime areas to provide proactive law enforcement activities and conducts Registered Sex Offender field checks. Works in conjunction with several multi-agency regional task forces (e.g. Sheriff) and SWAT.

The two units represent a total of eight (8) sworn positions which reflects approximately 11.5% of the total LPD authorized commissioned staffing level. As suggested previously, LPD operates some robust specialty units to include Traffic and K9, and these two investigative specialty units are no exception. The proportion of sworn staff dedicated to these efforts (nearly 1-in-9) is large for a law enforcement agency of this size. Nevertheless, as noted previously, such staffing levels are dictated by Department executives based upon community expectation and the guidance of the City leadership.

(2) Improved Performance Reporting for SOS and the Narcotics Unit Should Help Establish Staffing Levels.

Importantly, staffing decisions for specialty units should be driven by information that demonstrates outcomes associated with unit performance and the overall cost. With respect to the latter, the Narcotics Unit’s regional efforts result in many cost off-

sets. According to the City’s *2017-18 Budget Program Description*, the Narcotics Unit costs are off-set by inter-agency payments and various assets sharing totaling approximately 63% of the unit’s operating costs. There are, however, no substantive performance reports on this regional unit. Alternately, the SOS is funded by the City (with some grant funding provided), although some modest performance metrics exist as summarized below.

2016 Special Operations Section Performance Indicators (Jan-Jun)

Key Performance Indicator	Result
Felony Arrests	56
Misdemeanor Arrests	49
Warrant and other Arrests	143
Registered Sex Offender Checks	35
Money Seized	\$1,360
Guns Seized	8
Staff-days Worked	243
Activities Performed Per Staff Day ²²	1.2

As shown above, each officer of the SOS is able to perform an average of 1.2 key activities (e.g. arrests) per work day. At issue is whether this level of performance is deemed adequate for the continuation of such a specialized unit.

Because staffing levels often become an outcome of performance, the effectiveness of proactive investigative units needs to focus more on the process of targeting problems in the community and making assigned staff accountable for results. In brief, proactive investigative units require close scrutiny given their unique roles, and they must have established performance expectations. To that end, the Narcotics Unit and SOS should report upon the following performance factors:

²² Data provided by LPD although Activities Performed per Staff Day is project team calculation.

Best Management Practices Performance Review for Special Investigations

Performance Target	Reporting Criteria
Are decisions made at the appropriate level?	Major initiatives are documented and approved by the supervisors in a Tactical Action Plan format. These should be approved by upper management.
Clearly defined mission that focuses on both street level as well as large-scale interdiction.	Mission influences work direction. Guiding principles are noted in the respective Tactical Action Plans.
Internal systems and performance measures have been designed to provide for internal accountability.	The Units provides quarterly performance reports relative to output metrics that foster accountability.
Internal systems provide for clear accountability and tracking of property/evidence.	In association with Property and Evidence, clear protocols are in place and reported upon.
Interaction with local, state, federal and international agencies is performed.	The Units are involved in several cooperative efforts and task forces and output and outcome measures are reported upon.
The unit is located off-site from the main department. Secured and trackable/auditable storage on-site for narcotics, money, weapons, other contraband, is available for use in undercover work	Secured facilities are in place and periodically audited for security.
Asset seizure funds are regularly audited by an external entity.	Audit trails are in place to ensure the appropriate use of asset seizure funds.

LPD has adopted only a few of these practices, and thus there are opportunities for further improvement related to tracking and reporting upon Narcotics Unit and SOS outputs and outcomes. This information should help drive specialty unit staffing decisions that include not only these units but help inform staffing decisions for other problem-oriented units as discussed further below.

4. THE SOS, NARCOTICS UNIT, AND COMMUNITY HEALTH AND SAFETY SECTION’S STAFFING AND MISSION SHOULD BE REVISITED IN THE CONTEXT OF A DEPARTMENT-WIDE PROBLEM ORIENTED POLICING PHILOSOPHY.

Any special enforcement activity such as the SOS and Narcotics Unit should be

tyed to mitigating “community harm” as a result of these enforcement efforts. LPD also has recently deployed a progressive Community Health and Safety Section (CHSS) designed to address important community issues that continue to become relevant in the 21st century. The Community Health and Safety Section is responsible for leveraging relationships in the community (e.g. Verdant Public Hospital District) including community outreach and public education. This includes being a liaison with community groups and businesses. The Section performs engagement with homeless, transient, and other disadvantaged groups to educate and provide service opportunities to these individuals. Emphasis is also on blight, community development efforts, and code enforcement activities, with one City code enforcement officer participating, in partnership, on this team. The overall size of this team to perform these kinds of community service duties is small given roles and responsibilities and includes:

- One (1) Sergeant overseeing all programs and personnel.
- Two (2) civilian specialists that perform various crime prevention and volunteer management efforts including coordination of Volunteers in Public Safety (VIPS) program, citizen patrols, and Explorer Post Program. These volunteers, however, do not have time to fully support the desired public safety efforts associated with the CHSS’s overall mission.
- One (1) Animal Control officer performing these duties in addition to parking enforcement and back-filling court security. This position also does not have time to help focus on larger community issues beyond day-to-day activity response.
- In the past, LPD had as School Resource Officer contingent to resolve youth issue in partnership with the school district, this program no longer exists or is staffed.

According to the *2016 2nd and 3rd Quarter Reports on the CHSS* submitted to the City, “CHSS serves has a highly mobile and initiative-based unit that is designed to address complex social, civic, criminal and health-related issues using a collaborative

interdepartmental approach. In order to address many complex issues CHSS encounters quickly and effectively, the relationships between different stakeholders in the community must be strong.” While the intention of the CHSS is obviously very relevant, this intention cannot be delivered effectively with the staffing levels and attendant assignments currently performed.

(1) Staffing Levels in Specialty Units Should be Strategically Developed Around POP Principles.

While LPD deploys these variety of specialized units, such deployments do not consistently reflect an overall planned approach with respect to problem-oriented policing (POP). These proactive efforts should be more definitive, and directed activities consistently developed around key goals and objectives linked to desired outcomes. These can include specific CHSS endeavors to address continuing community problems; directed patrol activities such as drug sales/use suppression; panhandling enforcement; property crime preventive patrol; school zone speed enforcement; or other critical problem-oriented policing initiatives identified by LPD that is presently desired by the community and can best be served by specialized efforts.

The specialized efforts of CHSS, the Narcotics Unit and the SOS should be more formalized and indeed revisit in the broader context of what the LPD wishes to achieve in the context of problem-oriented policing The problem-oriented programmatic philosophy is summarized in the following abstract by the Department of Justice.²³

²³ Community and Problem-oriented Policing Abstract, USDOJ, October 2010, pg. 4-5.

Problem-Oriented Policing – Department of Justice Office of Justice Programs Summary

Problem-oriented policing is a department-wide strategy aimed at solving persistent community problems. Police identify, analyze, and respond to the underlying circumstances that create incidents. The theory behind it is that underlying conditions create problems. Thus, officers use the information gathered in their responses to incidents, together with information obtained from other sources, to get a clearer picture of the problem. The traditional conceptual model of problem solving, known as SARA, follows these four steps:

Scan. Identify problems and prioritize them incorporating community input.

Analyze. Study information about offenders, victims, and crime locations.

Respond. Implement strategies that address the chronic character of priority problems by thinking “outside the box” of traditional police enforcement tactics and using new resources that were developed by the city to support problem-solving efforts.

Assess. Evaluate the effectiveness of the strategy through self-assessments to determine how well the plan has been carried out and what good has been accomplished.

This process provides for a fresh uninhibited search for alternative responses. Some examples of alternative solutions include:

- Target hardening (i.e., reducing opportunities)
- Changes in government services
- Provision of reliable information to residents
- Specialized training for police officers
- Use of community resources
- Increased regulation
- Changes in city ordinances or zoning

In summary, the process represents a new way of looking at the police function. It is a way of thinking about policing that stresses the importance of the end product rather than the means. It overlaps with Community-oriented Policing in that the community is often involved in defining the problems and identifying interventions.

Problem-oriented policing activities require important due diligence efforts as well as appropriate staffing levels. In brief, the allocation of staff resources to these types of functions requires additional strategizing to ensure resources are not expended unwisely. There is no formula to evaluate the level of staff resources a community should allocate to these problem-oriented enforcement efforts; it is definitively a strategic effort on the part of the LPD to determine what staff resources should be devoted to these efforts and how they should be applied.

In summary, the LPD currently has three specialized units dedicated to problem-oriented efforts—the CHSS, the SOS and the regional Narcotics Unit. These units

overall deploy a number of staff to include three (3) sergeants, six (6) officers, and three (3) civilians. The executive management of the LPD should revisit the staff levels of these units in the broader context of formalized problem-oriented policing, using the SARA framework defined in the DOJ abstract above, as well as other efforts, to strategically develop a specialized unit staffing plan that mitigates community harm, focuses more on the process of targeting problems in the community and making assigned staff accountable for results, and developing problem-oriented policing initiatives that require close scrutiny given the unique objectives that can change as community needs and expectations fluctuate. To that end, the following guidance can be provided with respect to specialty program staffing efforts.

- The overall total LPD staffing profile dedicated to the noted specialty efforts is three (3) sergeants and nine (9) line sworn and civilian line staff; this is significant for a department the size of Lynnwood. The totality of staffing should be reviewed closely.
- Evidence suggests the CHSS is understaffed while the SOS and Narcotics Unit are devoting some staffing resources to regional and other efforts that might be better re-allocated to address different internal Lynnwood problems.
- Lynnwood has no current School Resource Program which is very unusual for a community of Lynnwood's profile. Information from the *National Crime Prevention Council* is clear with respect to the crime prevention benefits of a School Resource Officer (SRO) position, "Security or police presence at schools helps to reduce (prevent) opportunities for unwitnessed crimes. The presence of school resource police or security officers reduces fear of crime and violence among students, faculty, and staff."²⁴ Furthermore, the *National Center for Mental Health Promotion and Youth Violence Prevention* see SROs in promoting crime prevention through, "Advising administrators on how to decrease risks and opportunities for problem behaviors."²⁵ LPD should have at least one (1) and potentially two (2) SROs deployed as part of their specialized efforts and problem-oriented policing solutions.

²⁴ <http://www.ncpc.org/topics/school-safety/strategies/strategy-school-resource-officers>

²⁵ <http://www.ncjfcj.org/sites/default/files/SRO%20Brief.pdf>

In summary, under new LPD leadership the Department must take a strategic look at current specialized assignments and related staffing allocations in order to fully address the community problems best suited for specialty units such as the CHSS, SOS and Narcotics Unit.

Recommendations:

Formal problem-oriented policing approaches should frame staffing plans for LPD's specialized CHSS, SOS and Narcotics units. Adopt a formal problem-oriented policing approach for these units, further engaging the community and developing plans and reporting protocols as outlined by the Department of Justice's Office of Justice Programs abstract and described in this report.

Based on guidelines provided in this report, LPD executive management should devise a strategic staffing plan within the next six months to reconstitute staffing and supervision levels within the CHSS, SOS and Narcotics Units collectively deploying eleven (11) sworn and civilian staff. At minimum, such revision should include one (1) School Resource Officer reporting to CHSS.

5. OTHER ADMINISTRATION AND COMMUNITY SERVICES DIVISION UNITS ARE APPROPRIATELY STAFFED.

Beyond the CHSS, the Community Services Division has the Planning, Training and Accreditation Section (PTAS) and the Office of Professional Standards. The duties and responsibilities of these units are provided in the Profile in the appendix of this report. One core responsibility of the PTAS is accreditation renewal every four years through the Washington Association of Sheriff and Police Chiefs (WASPC). While such accreditation can be considered "voluntary," the project team believes some formal law enforcement accreditation is a best-practice endeavor, whether through national CALEA or state agencies such as WASPC. Importantly, accreditation is only one of several duties performed by PTAS.

A review of these units indicates that overall staffing levels are appropriate to perform the variety of task undertaken by these staff. As such, no staffing changes are

warranted.

Recommendations:

Maintain existing staffing levels in the Planning, Training, and Accreditation Section.

Maintain existing staffing levels in the Office of Professional Standards.

6. THE SUPPORT SERVICES DIVISION CAN BENEFIT FROM STAFFING ALTERATIONS.

The following sections review the two units within Support Services—the Records Section and Property and Evidence.

(1) Records Section Review.

The Records Section consists of one (1) management position and seven (7) records clerk. The Records Section processes all police reports and serves as the initial point of contact for police department visitors at the front counter or via the telephone. Records reviews all police reports for accuracy, scans, processes and merges files in the RMS, and handles all requests for copies of police reports. Staff maintain FBI NIBRS database and process all public records requests related to the police department. As needed, clerks will provide information support to officers (e.g. data lookup) and will periodically serve as matron in jail to perform body searches of female inmates.

Production metrics for the Records Section are somewhat minimal, although this is not unusual for a public safety agency. According to LPD during data collection efforts, “We have no recording mechanism for measuring the work time spent for number of phone calls handled, front counter contacts made, supply ordering, pat down or strip searches of female prisoners brought into the jail, ACCESS validations, and

reports disseminated to other police departments.” Metrics that do exist include processing 406 Gun permits over the course of a year, merging 7,688 case reports, and processing/scanning 1,607 accident reports.

The Records Section currently operates 7-days per week, providing comprehensive coverage for LPD staff and the community. As such, a staffing contingent of seven (7) clerical personnel is adequate for a police department the size of Lynnwood. Some modest time will be freed performing “matron duties” if the jail is closed as discussed in this report.

With respect to supervision, a civilian manager has been replaced temporarily with a Sergeant. While the project team is generally a proponent of civilianization for these positions, the existing sergeant has proven invaluable in resolving several Records and administrative-related issues to include Records Management System difficulties. The sergeant should continue in this role until resolution of various issues, at which time the manager position should be civilianized.

Recommendations:

Maintain existing line staffing levels in Records Section of seven (7) staff.

Maintain existing sergeant direct supervision over Records and Property and Evidence while resolving various administrative and RMS issues of critical importance. Future special projects should include enhancing the Records Management Systems detective case management module and continuous improvement in Property and Evidence operations. Upon resolution of these initiatives, the supervision of Records should again be civilianized.

(2) Property and Evidence Unit

Property and Evidence is staffed by two (2) technician positions. All staff manage warehouse property perform such key duties as evidence intake, personal property release, property purge, firearms processing, database update, monthly statistics

preparation, interface with officers, detectives and courts, etc. Property and Evidence is only one of two LPD operational units that has not increased at all in size since 1995.

An internal review of property and evidence conducted in summer 2016 revealed a variety of issues.²⁶ While these are unnecessary to detail in this report, such issues are exacerbated by current staffing levels which have not changed in over 20 years. Consequently, to better operate LPD Property and Evidence, an additional technician position is warranted to help facilitate various tasks to include effective disposal of unneeded property and evidence.

Recommendation:

Add one (1) authorized evidence technician position increasing overall line staff to three (3) technicians. Estimated annual cost is \$77,000 in salary and benefits.

7. OTHER LPD ISSUES IDENTIFIED AS IMPORTANT.

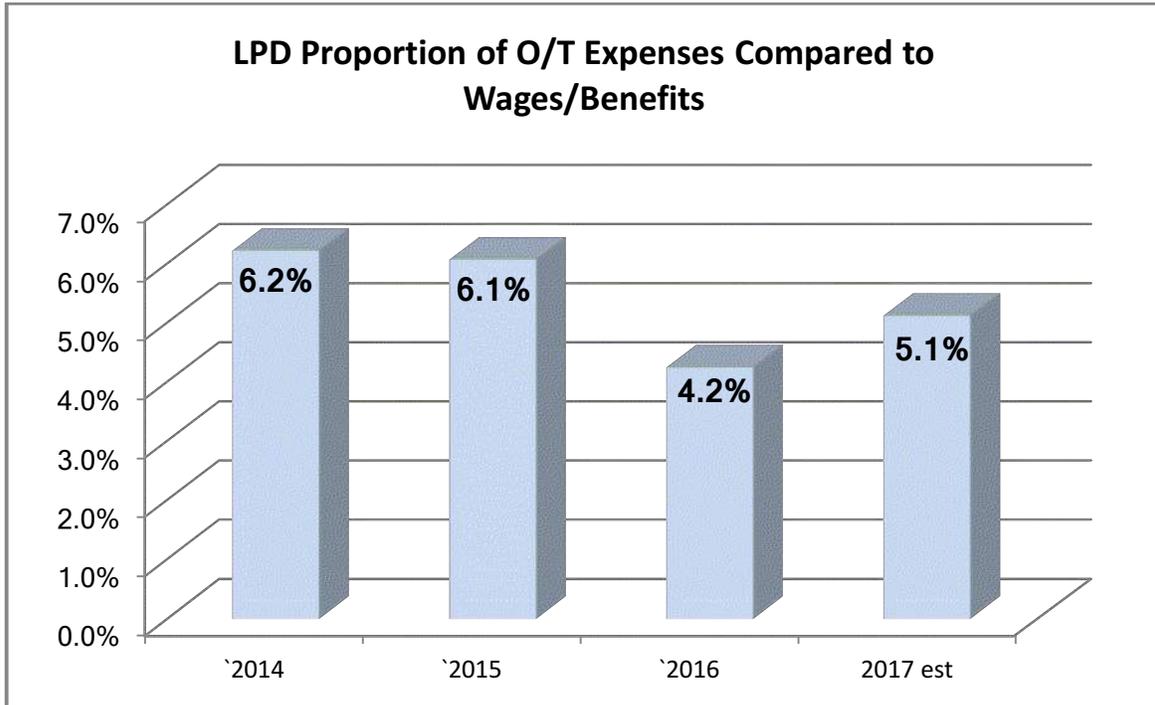
During the course of the engagement we were asked specifically to address various topics by both City representatives and LPD staff. While many of them have been review in previous sections of the report, the following topics reflect areas of further interest.

(1) LPD Overtime.

Public safety overtime is often a significant annual budgetary expense. Over several years overtime expenses nationally have been exacerbated due to the “Great Recession,” lost public safety positions and the need to back-fill some staff with overtime. Efforts are further complicated by the need to use back-filling overtime to address vacant positions now as a consequence of national public safety recruitment efforts which are lacking due to candidate pools.

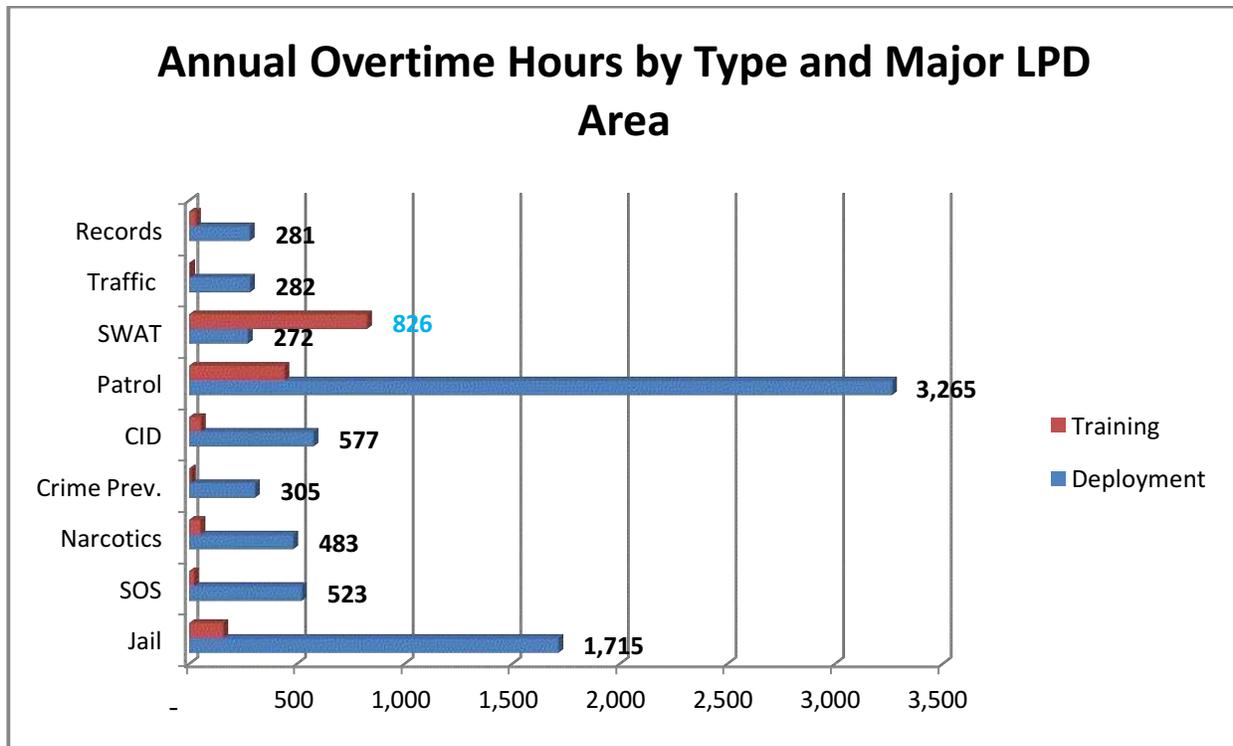
²⁶ Interoffice memorandum, Evidence Facility Inventory, 6/23/16

An important litmus test for public safety overtime usage is does it exceed 10% of salaries / wages and personnel benefits. LPD easily passes this benchmark as reflected in the graph below:



The information above reflects encouraging signs relative to overall Department overtime expenditures. LPD does not approach the “ceiling” for which overtime expenditures may be problematic. Indeed, the overall average of 5.6% for the four-years noted is well below the benchmark for concern.

Despite the positive overall overtime attributes, there may be issues associated with specific operational areas in LPD that use overtime. The following graphic shows key overtime usage by various areas for deployment-related coverage and training.



With respect to the above, the following observations are made.

- Overtime for Patrol and Jail reflects necessities associated with deployment coverage, likely attributed to vacancies, leave coverage, etc. Such overtime coverage expenses could be reduced if authorized staffing levels were maintained.
- While not necessarily exorbitant, overtime coverage for SOS, Narcotics, and Crime Prevention should be closely monitored as these specialty efforts must be closely managed in all aspects.
- While SWAT call-out (deployment costs) for a regional team of up to six members is reasonable, the important training costs associated with maintaining a SWAT team are noteworthy.

In sum, LPD overall does not suffer from overtime issues compared to national law enforcement peers; in fact, collectively overtime is reasonable. Nonetheless, overtime management opportunities can be further explored at the LPD unit level, whereby certain operational decisions can and should influence overtime expenditures.

Recommendation:

While overall LPD overtime expenditures are reasonable based on a four-year trend, there are overtime management opportunities that can be further explored at the LPD unit level (e.g. SOS, Narcotics, and SWAT). Explore alternative operational approaches which can influence overtime expenditures.

(2) LPD Regional Law Enforcement Participation.

As noted earlier in this report, the participation in “specialized law enforcement efforts” is often a Department’s executive management decision based on City guidance and perceived community need. As a result, developing staffing levels associated with such participation is not often abundantly clear. As with vice, narcotics, special field enforcement teams, and other efforts, similar participation in regionalized efforts requires close scrutiny as to benefits and costs. With regard to LPD regionalized efforts, the following illustrative observations are made.

- North Sound Metro SWAT is a regionalized special weapons and tactics team composed of ten member agencies. The LPD Commander assigned over this Division is the SWAT regional commander. SWAT is staffed with 35 members working for various agencies with this as an ancillary assignment. It includes 10 hostage negotiators, 6 snipers and various support personnel. Lynnwood PD contributes 6 staff to the SWAT team (excluding the Commander). At issue is the leadership and participation effort of Lynnwood given SWAT is a ten member agency and LPD contributes approximately one-fifth of the staffing. As shown previously, overtime expenditures for deployment and training exceed 1,100 hours per year. This participation also creates temporary vacancies in LPD’s core services.
- As previously discussed, the South Snohomish County Narcotics Task Force is a regionalized unit yet LPD currently contributes 80% of the staff. While discussions are on-going to expand the participation in this unit to include other agencies and the associated resources, this has not yet come to fruition. The question posed earlier in the report surrounds if this is the best use of resources in the context of local problem-oriented policing.
- The four K9 officers are not part of any regional team, yet are apparently called out with regularity to other jurisdictions in a mutual aide capacity. There

presently is no readily available data to determine the frequency of this call-out. Because K9 officers are also primary call for service responders, it is possible this mutual aide may be burdensome to the Lynnwood community. As such, there should be exploration of potential cost-sharing with reimbursements provided to the City.

In summary, regionalized law enforcement participation deserves the same strategic examination as specialized units. To that end, LPD executive-level strategic planning should be performed in the near-term to determine LPD's future regional enforcement efforts.

Recommendations:

LPD executive management should include within their specialized unit strategic staffing plan effort a section within that discusses LPD's desired future level of regional law enforcement participation. This includes SWAT, the Narcotics Unit, and any additional personnel assigned to regional teams. This effort should be accomplished in the next six months.

LPD should better track K9 deployment to other jurisdictions and explore cost-sharing opportunities with regional partners for use of LPD K9 resources that go beyond infrequent mutual aid support.

(3) LPD Training Efforts.

Our project team is strong proponents of public safety training. However, the amount of training should always be subject to strong internal guidance. With regard to LPD, annual training on overtime exceeds 1,600 hours in addition to the average 110 hours of on-duty training for patrol officers as identified in the net availability calculations shown in a prior chapter. This level of on-duty training is one of the highest levels seen nationally by our project team. This level of overtime and in-service training performed on regular hours deserves a close review, particularly given training efforts can be impacted by other organizational decisions associated with specialty and regional participation. The Planning, Training and Accreditation Section (PTAS) should perform a

special project to revisit LPD's training program, fully articulating the benefits and costs associated with this level of training effort.

Recommendation:

The Planning, Training and Accreditation Section should perform a special project to revisit LPD's overall training program and fully describe the benefits and costs associated with the enhanced level of training effort provided to LPD staff. This should be approved by LPD executive management and performed within the next 6 months.

Appendix A – Descriptive Profile of the Lynnwood Police Department

The City of Lynnwood engaged the Matrix Consulting Group to conduct a Police Department Study for the Lynnwood Police Department (LPD). During this initial study phase, our project team has conducted research and spent time on-site to gather a variety of information to complete the engagement. The first interim deliverable is a descriptive profile. The appendices, which follows, provides a descriptive profile of LPD for use within the Study. The purpose of the descriptive profile is to document the project team's understanding of the organizational structure of the LPD including staffing levels, services provided, and key roles and responsibilities. Data contained in the profile were developed based on the work conducted by the project team to date, including:

- Interviews with management and other supervisory staff (through sergeant level) in the LPD.
- Collection of various data describing organization and staffing patterns, service levels, etc. Our data collection efforts are ongoing in this regard.
- Review of various documents and reports which the LPD forwarded to the project team.

This descriptive profile does not attempt to recapitulate all organizational and operational facets of the Department. By example, duties and responsibilities and tasks performed are not at the job description level. Rather, the profile reflects a summary of our understanding of the organization, which is foundational for issues identification and analysis as part of the study. The structure of this descriptive profile is as follows:

- Generalized Scope of Services for key LPD functional areas.
- Authorized Full-time Equivalent Positions (FTEs) dedicated to specific

operational areas.

- Summaries of programs, services and core tasks performed by staff within the LPD work units.
- Functional organizational charts showing organizational structure.

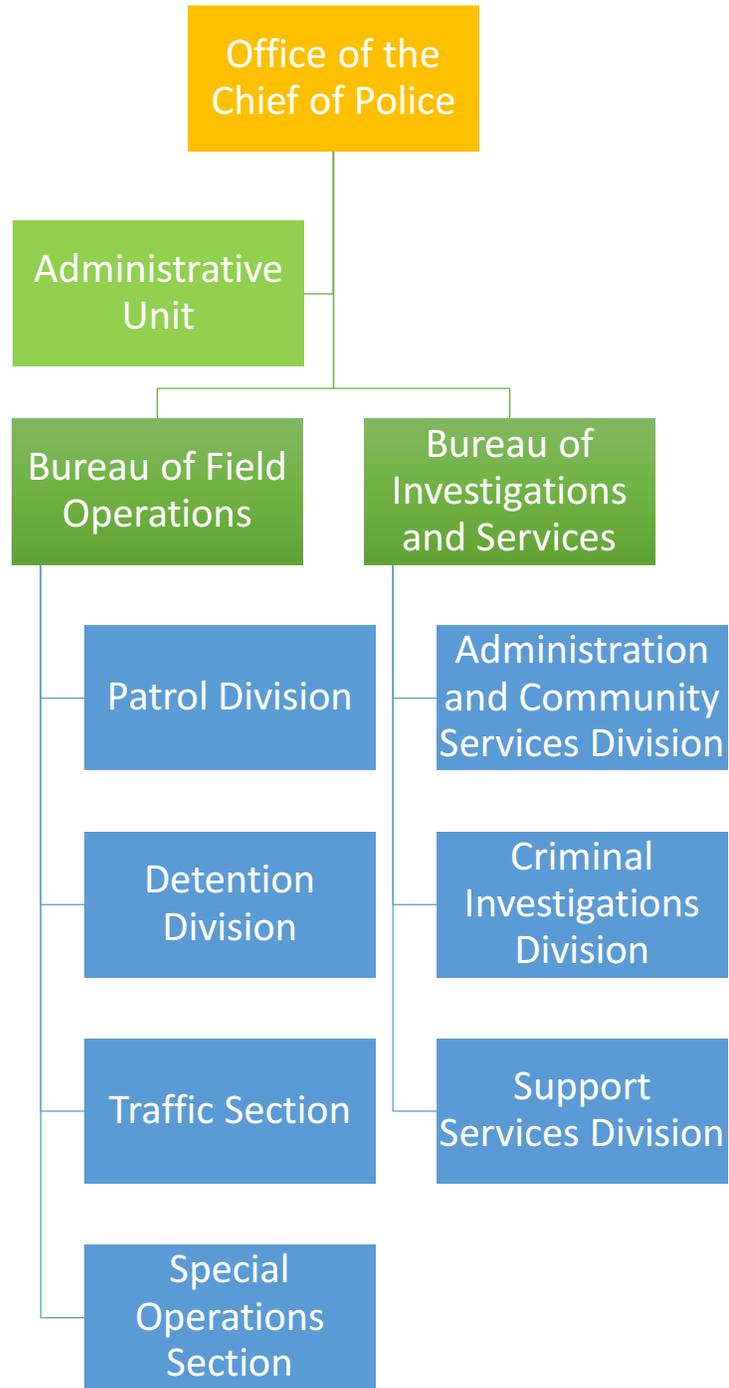
The profile is descriptive only – there are no findings, conclusions nor recommendations to be found in this interim report. This profile has been reviewed for accuracy and completeness by the Steering Committee and ultimately LPD management staff. It serves as a factual basis for the project team’s understanding of the LPD organization, staffing and operations.

The table below provides authorized staffing by major area followed by an organizational chart of the Lynnwood Police Department by major function; more detailed organizational charts will be provided in individual sections.

Unit	Executive Management²⁷	Sergeant	Officer / Detective	Civilian	TOTAL
Office of the Chief	3	0	0	2	5
Field-based Operations	1	7	38	0	46
Detention Operations (non-commissioned)	1	2	14	0	17
Administration & Community Svc.	1	3	2	3	9
Investigations	1	3	10	1	15
Support Services	1	0	0	9	10
Commissioned Staff	7	13	50	-	70
Total Staff	8	15	64	15	70

²⁷ Executive Management is Chief, Deputy Chief or Commander.

Lynnwood Police Department Organization Chart



1. OFFICE OF THE CHIEF OF POLICE

The Office of the Chief of Police provides the overall leadership, guidance, management, and administration of Department personnel and the services for which it provides. The Office includes a Chief and two Deputy Chiefs.

Key Programs and Services:	
Functional Area	Description of Services
Office of the Chief of Police	<p>The Office regularly interfaces with the community, City executive leadership, City Council, City departments, and other public safety partners throughout the region. It is composed of the executive leadership and key administrative support services of the police department as shown below. The Office provides administrative oversight, strategic direction and decision making of the Department.</p> <p>The Office is comprised of one Chief and two Deputy Chiefs. One Deputy Chief is responsible for the Bureau of Field Operations and the other Deputy Chief is responsible for Bureau of Investigations and Services.</p> <p>The Administrative Unit, as part of the Office of the Chief, is composed of two (2) support personnel providing a variety of services to executive management as well as the rest of the LPD. This includes a broad suite of supporting services to include administrative support, clerical work, special project efforts, and other duties and responsibilities for the executive leadership and LPD staff.</p> <p>There are presently no vacancies in the Chief's Office.</p>

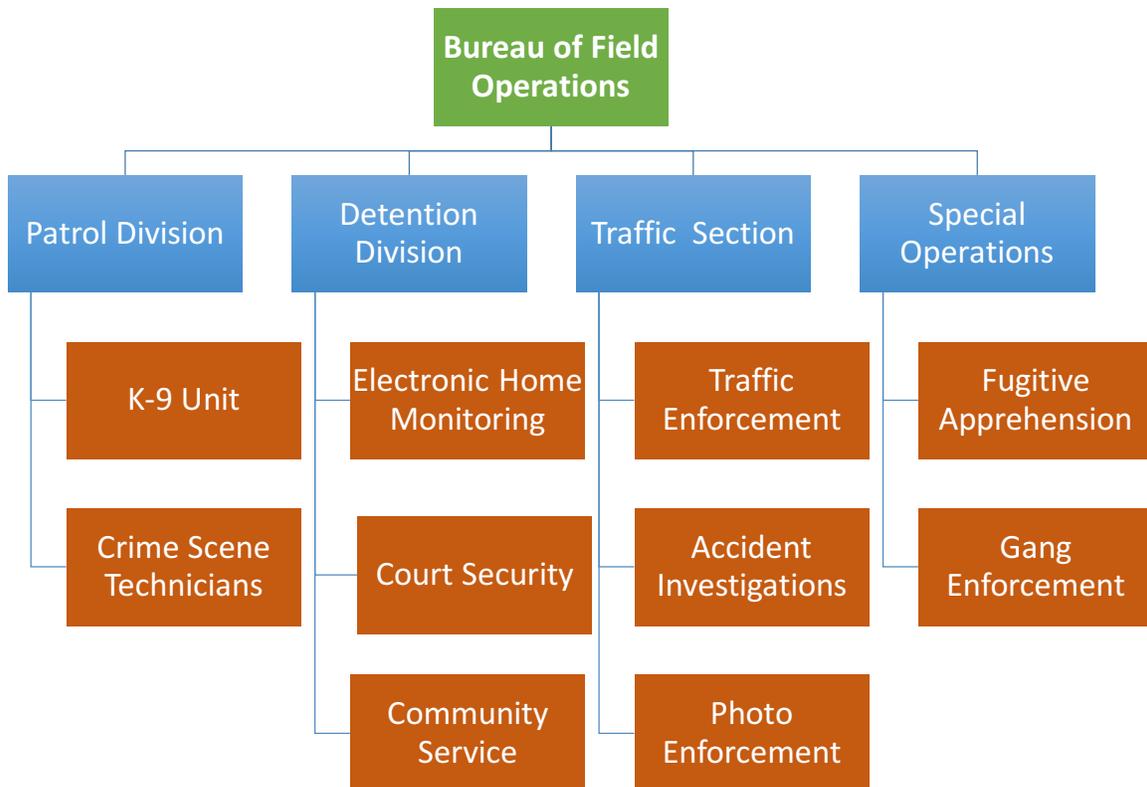
Authorized Positions for Chief's Office

Unit	Chief	Deputy Chief	Officer	Civilian
Office of the Chief of Police	1	2		
Administrative Unit				2
Total	1	2		2

2. BUREAU OF FIELD OPERATIONS

This Bureau is one of the two bureaus in the Police Department. There are four major functional areas in this Bureau – Patrol Division, Detention Division, Traffic Section, and Special Operations Section. The two divisions are each led by a Commander, and the two sections are each led by a Sergeant. The following is the functional organizational chart of the Bureau of Field Operations.

Bureau of Field Operations Organizational Structure



The tables below provide a summary of job tasks, responsibilities, as well as the authorized staffing level.

Key Programs and Services:	
Functional Area	Description of Services
Patrol Division	<p>The Division and specialized field sections are overseen by a Commander providing managerial oversight of these operations.</p> <p>Patrol provides core patrol related functions for Lynnwood, including response to community generated calls for service, self-initiated activity, administrative functions, and other field duties related to police services. Oversight of the Patrol Division is by a Commander.</p> <p>Each patrol shift is assigned a K-9 unit, drug recognition expert (DRE), and crime scene technician (CST). These specialty staff are regular officers that are trained in these areas.</p> <p>A minimum of one officer on each shift is trained in crime scene evidence collection. This officer serves as a crime scene technician for their respective shift for major evidence collection efforts.</p> <p>An Administrative Sergeant assigned to Patrol manages scheduling, facilitates in-service training, QCs payroll (OT recordings), develops quarterly patrol statistics for Chief's office, provides background investigation support, if necessary, back-fills patrol sergeants, and performs other duties as required.</p> <p>There is a total of four patrol shifts. Each patrol shift is led by a Sergeant and includes a total of seven officers. Patrol is assigned to 12-hour shift schedules that work three days on and three days off. Patrol shifts are from 0600-1800 hours and 1800-0600 hours. While the majority of officers are scheduled to work this shift schedule, some officers work staggered shifts to provide additional staffing during busy hours. Two officers are assigned to work 0800-2000 hours and two officers assigned to 1600-0400 hours. Given actual staffing levels, however, based on leave patterns, these coverage shifts are often not filled.</p> <p>Patrol is divided into three patrol divisions (or beats). An officer is assigned to each division, and additional officers provide support. There is no official minimum complement of officers per shift.</p>
Special Operations Section	<p>Special Operations serves as street level enforcement for high-risk offenders and fugitives as well as performs activities related to gangs and vice enforcement. Works in conjunction with Patrol and Investigations to apprehend dangerous suspects. Also deploy to hot spot crime areas to provide proactive law enforcement activities. Team conducts Registered Sex Offender field checks. Works in conjunction with several multi-agency regional task forces (e.g. Sheriff) and SWAT. Officers also assist in responding to calls for service, as necessary.</p> <p>Team is led by a Sergeant and includes three (3) officers.</p> <p>The SOS has one (1) vacancy.</p> <p>Officers are assigned to 12-hour shift schedule with three days on and three days off, and are on-call as needed.</p>

Key Programs and Services:	
Functional Area	Description of Services
Traffic Section	<p>The Traffic Section provides traffic related enforcement, impaired driver enforcement, collision investigations, traffic complaint investigations, and photographic review and enforcement. Traffic officers also assist in responding to calls for service.</p> <p>Officers in this unit are trained in a multitude of investigative areas. Each officer has different certifications, these certifications include collision investigations, technical investigations, and collision reconstruction. Officers respond to all traffic accidents and investigate if necessary (hit and run, fatal accidents, etc)</p> <p>Officers are responsible for photo enforcement review. This includes reviewing all red light violation photos and determining if an infraction occurred, and reviewing all photo speed zone cameras.</p> <p>Team is led by a Sergeant and includes six (6) traffic officers. Officers patrol on motorcycles, except during snow and icy conditions. Unit is fully staffed, with no vacancies.</p> <p>Officers work four, 10-hour shifts per week. With four days on and three days off. All staff work on Wednesday, which is utilized for training. Shifts are either 0700-1700 or 1000-2000 hours.</p>

Key Programs and Services:	
Functional Area	Description of Services
Detention Division	<p>The Division is overseen by a Commander, providing managerial oversight of the Division.</p> <p>The Detention Division provides for the safe and secure housing of pre-trial and post adjudicated adult inmates in the Lynnwood City Jail. Detention staff is responsible for the processing and releasing individuals from the jail, transportation to and from other detention facilities, and municipal courtroom security. Juveniles may be processed at the jail, but are not housed in the facility. The jail also provides an electronic home detention (EHD)/ community services programs as an alternative to incarceration program, however, this program is not always offered depending on staffing in the jail.</p> <p>The Court Security Officer is responsible for court room security and public screening. This post is backfilled by the animal control officer or other custody officers. Custody officers are responsible security of in-custody defendants.</p> <p>Custody officers are responsible for the transporting of individuals to and from the Lynnwood City Jail. This includes individuals arrested and held on Lynnwood charges at the Snohomish County Jail. Officers also transport inmates to contract facilities and to and from court hearings.</p> <p>Jail staff is comprised of a Commander, two sergeants, and (14) custody officers. Included in the custody officers is the electronic home detention officer and court security officer.</p> <p>Currently, two custody officers are conducting their field training, and should be released for full duty in December 2016; this will result in zero vacancies.</p> <p>Custody officers work 12-hour shifts with three days on and three days off. Shift schedules are 0600-1800 and 1800-0600 hours. Sergeants work four, 10-hour shifts, with one assigned to day shift (0600-1600 hours) and one to night shift (1800-0400 hours). Three custody officers are assigned to each shift. Electronic Home Detention/Community Services and Court Security work 0730-1730 hours, weekdays. Please note that Court Security is only in the courtroom during court proceedings and assists in the jail all other times.</p> <p>Medical Services are provided by outside contractor during weekdays and supplemented by the Lynnwood Fire Department as needed.</p>

Authorized Positions for Bureau of Field Operations

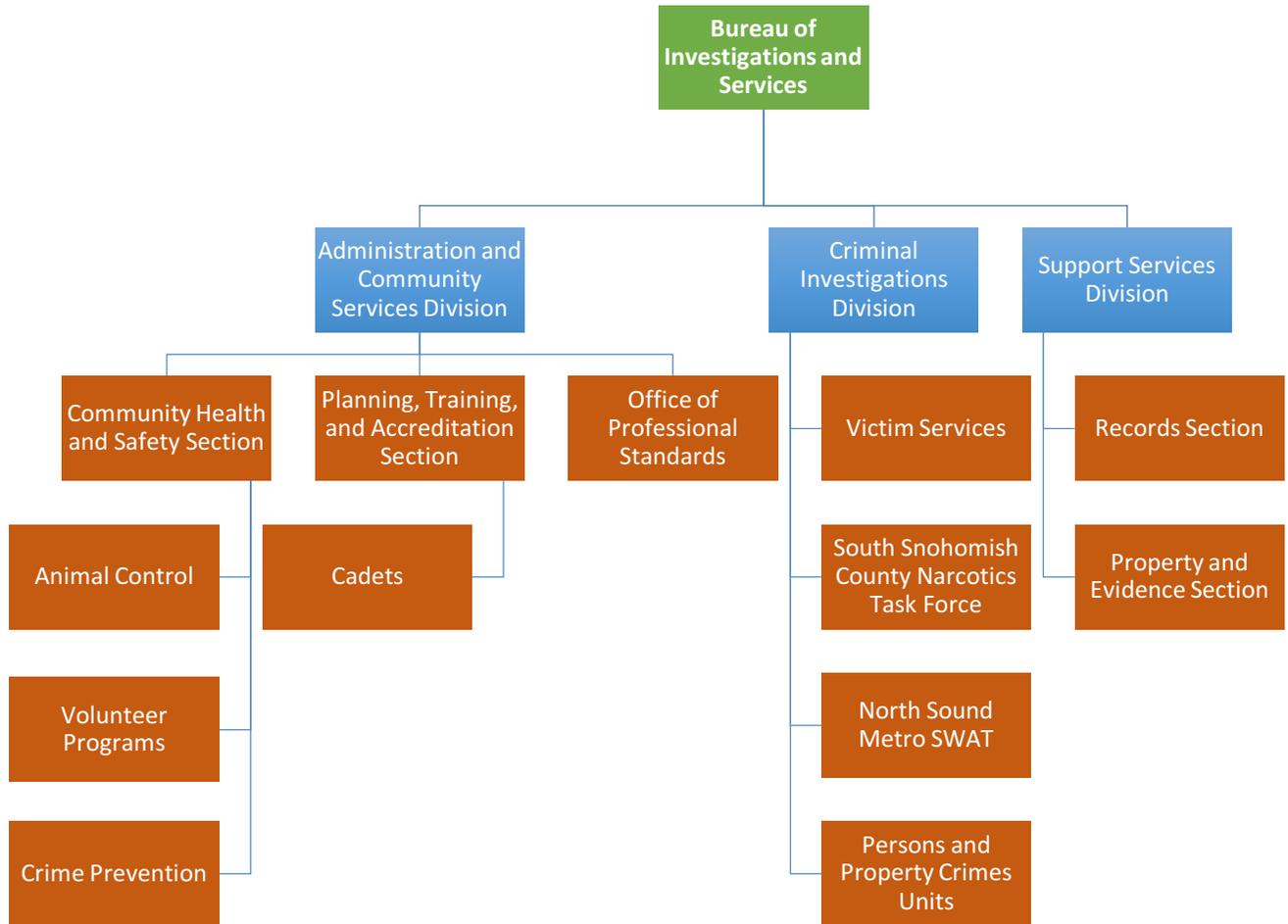
Unit	Commander	Sergeant	Officer	Civilian
Patrol Division	1	5*	28*	
Traffic Section		1	6	
Special Operations Section		1	4	
Detention	1	2	14**	
Total	2	9	52	0

* One Officer is Acting Patrol Sergeant at time of this Profile, 1 officer in FTO program, 1 officer is at academy, and 1 officer is awaiting to attend the academy. ** These are Custody Officers, as opposed to Police Officers.

3. BUREAU OF INVESTIGATIONS AND SERVICES

The Bureau of Investigations and Services is comprised of the Criminal Investigations Division, Administration and Community Services Division, and Support Services/Records Division. Criminal Investigations Division includes Criminal Investigations, South Snohomish County Narcotics Task Force, Victim Services, and North Sound Metro SWAT. Administration and Community Services Division includes Community Health and Safety Section, Planning/Training/Accreditation Section, and the Office of Professional Standards. These two divisions each have a commander providing oversight. Support Services include the Records Section and Property and Evidence Section in which a sergeant currently serves as acting manager, until a new civilian manager is hired. The following is a functional organizational chart of the Bureau of Investigations and Services.

Bureau of Investigation and Services Organizational Structure



1. Administration and Community Services Division

The Administration and Community Services Division is responsible for Administration, Planning, Training, Accreditation, Community Health and Safety, and Office of Professional Standards. These functional areas provided a wide range of operations from the recruitment and retention of staff, management of fleet and facilities, building community relationships, and investigations of complaints. This Division is led by a Commander.

Key Programs and Services:	
Functional Area	Description of Services
Administration & Community Services Division	<p>The Administration and Community Services Division is overseen by a Commander who provides managerial oversight to three department “sections” emphasizing special enforcement activities and internal professional operations. Numerous managerial responsibilities to include Accreditation Manager for LPD, IA investigations of sergeants and above as well as supports background investigations and audits, as necessary.</p>
Community Health and Safety Section	<p>The Community Health and Safety Section is responsible for leveraging relationships in the community (e.g. Verdant Public Hospital District) including community outreach and public education. This includes being a liaison with community groups and businesses. The Section performs engagement with homeless, transient, and other disadvantaged groups to educate and provide service opportunities to these individuals. Emphasis is also on blight, community development efforts, and code enforcement activities (one City code enforcement officer participates on this team).</p> <p>Two (2) Specialist positions perform various crime prevention and volunteer efforts. Tasks includes coordination of Volunteers in Public Safety (VIPS) program, citizen patrols, and Explorer Post Program. Crime prevention efforts include block watch management, graffiti teams, citizens’ academy, crime-free multi-housing project, etc.</p> <p>If the School Resource Officer program is reinstated, this program would likely become part of Community Health and Safety.</p> <p>The one (1) animal control officer is part of this section. In addition to animal control response duties, other assigned duties include parking enforcement and backfill of court security.</p> <p>Section is comprised of one sergeant, one animal control officer, and two other civilian employees along with the use of dozens of (approximately 90) volunteers.</p> <p>This Section currently has no vacancies.</p>

Key Programs and Services:	
Functional Area	Description of Services
Planning, Training, and Accreditation Section	<p>Planning, Training, and Accreditation Section is overseen by a Sergeant responsible for the in-service training, cadet program, processing new employees, special projects, quartermaster, and maintaining agency accreditation through Washington Association of Sheriff and Police Chiefs (WASPC).</p> <p>Sergeant serves as the Public Information Officer for the Police Department in conjunction with the Deputy Chief of Bureau of Field Operations.</p> <p>The one (1) training officer organizes, schedules, and facilitates six sessions of in-house Police Skills Refresher (PSR) each year, which includes a minimum of 24 hours of training per officer. In-service training includes a minimum of three (up to six) firearm qualification sessions per year. Training is responsible for supervision of cadets/police recruits before and during they attend either the Basic Law Enforcement or Correction Officer academies. Cadets perform numerous functions throughout the department while awaiting an academy slot.</p> <p>All new employees for the Police Department are processed and oriented through this section. This includes employee orientation, field training coordination, and equipping the employee with new equipment.</p> <p>One (1) officer is assigned to perform quartermaster duties, and also is responsible for maintaining all equipment, vehicles, and police facilities. This includes responsibility for implementation and maintenance of all technology related equipment.</p> <p>Section is responsible for maintaining accreditation through WASPC; reaccreditation is every four years.</p> <p>Staffing for the section includes one sergeant, and two officers. Staff may include cadets/police recruits throughout the year. Currently, there are no vacancies within section.</p>
Office of Professional Standards	<p>The Office of Professional Standards is responsible for pre-employment background screenings (city-wide), policy review and development of standards, and internal and community complaint investigations. Performs audits in evidence, drug destruction, K-9 drug, money, and juvenile holding audits.</p> <p>Staffed by one sergeant, with no current vacancies.</p>

Authorized Positions for Administration and Community Services Division

Unit	Commander	Sergeant	Officer	Civilian
Administration	1			
Community Health and Safety Section		1		3
Planning, Training, and Accreditation Section		1	2	
Office of Professional Standards		1		
Total	1	3	2	3

2. Criminal Investigations

The Criminal Investigations Division oversees various investigative and special enforcement functions to include regionalized teams. These areas include in-house criminal investigative efforts, regionalized narcotics enforcement and regionalized SWAT, and victim assistance efforts. This Division is led by a Commander.

Key Programs and Services:	
Functional Area	Description of Services
Narcotics	<p>The South Snohomish County Narcotics Task Force (Narcotics Unit) has been developed as a regionalized unit composed of one (1) Sergeant, three (3) detectives as well as a partnering police department Edmonds who provides one staff member. Mountlake Terrace has had a long-term vacancy in the unit.</p> <p>Narcotics is designed to undertake narcotics investigations impacting south Snohomish County with emphasis on mid-level and above distributors. Regular contact with the DEA, the Department’s SOS Unit as well as the Snohomish Regional Gang and Drug Task Force.</p> <p>Operates 1200-2200 Tuesday through Friday (flex hours).</p> <p>There is presently no LPD vacancies but as noted, Mountlake Terrace is no longer participating at this time, but have indicated they will participate when staffing levels allow.</p>

Key Programs and Services:	
Functional Area	Description of Services
Criminal Investigations	<p>Criminal investigations is composed of a Property Crimes Unit and a Persons Crime Unit.</p> <p>The property crimes unit is composed of 3.5 detectives who investigate many Part I property crimes to include all burglary cases (with residential and commercial assigned regardless of solvability), felony theft, auto theft, elder abuse and various financial crimes. All detectives are generalist but the half-assigned detective typically focuses on financial crimes. The unit is overseen by a sergeant who screens cases and may re-assign a case back to Patrol for follow-up. The sergeant carries a small caseload, most often follow-up from the County Attorney's Office.</p> <p>The persons crimes unit is composed of 2.5 detectives who investigate Part I person crimes to include assault, robbery, sex crimes, homicide, domestic violence, and related. The unit is overseen by a sergeant who screens and assigns cases to both detectives and back to patrol. The sergeant carries a small caseload specifically related to runaway juveniles and missing persons, and toxicity death investigations. The sergeant is also a trained digital forensics specialist and operates the Department's digital forensics lab, providing support to various Snohomish law enforcement agencies excluding the Sheriff and city of Everett.</p> <p>Criminal investigations has one (1) detective assigned to a Seattle-area DEA Task Force. This assignment results in 20% of any asset forfeiture funds obtained on cases this staff works.</p> <p>Property and person crime detectives have ancillary duties to include membership in various regional task forces such as the Snohomish Multiple Agency Response Team (SMART—for officer involved shootings or in-custody deaths); the Regional Intelligence Group; Child Abduction Response Team (I-CART); and others.</p> <p>There is presently 1 vacancy in Person Crimes.</p>
Victim Services	<p>Victim Services is composed of one (1) civilian Crime Victim Coordinator. The Coordinator provides victim assistance services to person crime victims to include domestic violence, assault and others. The Coordinator provides advocacy work helping victims navigate the criminal justice and support systems available. Based on relationships developed, may provide criminal tips to investigative personnel.</p> <p>This is a full-time position with no vacancy.</p>
SWAT	<p>North Sound Metro SWAT is a regionalized special weapons and tactics team composed of ten member agencies. The LPD Commander assigned over this Division is the SWAT regional commander. SWAT is staffed with 35 members working for various agencies with this an ancillary assignment. It includes 10 hostage negotiators, 6 snipers and various support personnel. Lynnwood PD contributes 6 staff to the SWAT team (excluding the Commander).</p>

Authorized Positions for Criminal Investigations Division

Unit	Commander	Sergeant	Detective	Civilian
Criminal Investigation	1	2	7	
Victim Services				1
Narcotics		1	3	
SWAT	See footnote ²⁸			
Total	1	3	10	1

3. Support Services Division

Support Services is responsible for a variety of administrative and support services provided to the police department and the community. The functional areas include Records and Property and Evidence.

Key Programs and Services:	
Functional Area	Description of Services
Records Section	<p>The Records Section consists of an acting manager, presently one (1) sergeant position on a temporary basis, and seven (7) records clerk. The Records Section processes all police reports and serves as the initial point of contact for police department visitors at the front counter or via the telephone. Records reviews all police reports for accuracy, scans, processes and merges files in the Records Management System, and handles all requests for copies of police reports. Staff maintain FBI NIBRS database. Staff process all public records requests related to the police department.</p> <p>As needed, clerks will provide information support to officers (e.g. data lookup) and will periodically serve as matron in jail to perform body searches of female inmates.</p> <p>Staff work various shifts but typically 7-days per week to cover front counter from 8am-5pm and other support shifts all on the 4-day / 10-hour shift program.</p> <p>There is one vacancy at this time (Records Manager).</p>

²⁸ 35 member 10-agency regional effort with 6 sworn personnel from LPD who have this as an ancillary assignment (six assigned excludes Commander).

Key Programs and Services:	
Functional Area	Description of Services
Property and Evidence	<p>Property and Evidence is overseen by the sergeant and is staffed by two (2) technician positions. All staff manage warehouse property perform such key duties as evidence intake, personal property release, property purge, firearms processing, database update, monthly statistics preparation, interface with officers, detectives and courts, etc.,</p> <p>There are presently no vacancies in this section.</p>

Authorized Positions for Support Services Division

Unit	Commander	Sergeant	Officer	Civilian
Records Section		0.75		7
Property and Evidence		0.25		2
Total		1		9

Appendix B – Results of the Police Department Employee Survey

The City of Lynnwood engaged the Matrix Consulting Group to conduct a level-of-service analysis of police and jail services, as part of the City's overall Criminal Justice and Legal Study (CJL Study). The scope of work includes a Lynnwood Police Department (LPD) employee opinion survey. A survey was distributed to all LPD staff in November 2016 during the initial study phase to gauge their opinion on a number of topics related to operations and the department's potential for improvement.

1. INTRODUCTION TO THE STRUCTURE OF THE SURVEY AND RESPONDENT DEMOGRAPHICS.

The survey was divided into four sections.

- In the first section, respondents provided demographic information regarding their position, rank, tenure, and assignment area in the first section.
- The second section asked respondents to indicate their level of agreement regarding several statements about department-wide staffing and operations. Respondents, except those assigned to the Office of the Chief, were then directed to the third section with questions specific to their assignment area.
- The third section asked Detention, Field Services Sections, and Investigations and Services staff to respond with their level of agreement to several statements about the staffing and.
- The fourth and final section allowed all staff to identify departmental strengths and opportunities, expand on any of their previous responses, and provide additional input in a narrative form.

A total of 90 responses were received after being emailed to all 100 LPD staff in November 2016. A response rate of 90% is extremely high for an employee survey, indicating a high level of interest in the study and its results.

The tables below display the responses of survey participants to the first section on respondent demographics.

POSITION TYPE		
Position Type	Responses	% Response
Sworn	72	80%
Civilian	18	20%
TOTAL	90	100%
Sworn Rank	Responses	% Response
Officer	52	72%
First-line Supervisor (Sergeant)	13	18%
Lieutenant or Higher	7	10%
No Response	18	20%
TOTAL	90	100%
Civilian Position Type	Responses	% Response
Line Staff	16	94%
Supervisor or Manager	1	16%
TOTAL	17	100%
YEARS OF SERVICE		
Years of Service	Responses	% Response
0-5 Years	28	31%
6-10 Years	12	13%
11-20 Years	32	36%
More than 20 Years	18	20%
TOTAL	90	100%
ASSIGNMENT AREA		
Area	Responses	% Response
Office of the Chief	4	4%
Bureau of Field Operations – Field Services Sections	43	48%
Bureau of Field Operations – Detention	14	16%
Bureau of Investigations and Services	29	31%
TOTAL	90	100%

2. MOST EMPLOYEES BELIEVE THAT THEY ARE PROVIDING A HIGH LEVEL OF SERVICE TO THE COMMUNITY.

The second section of the survey asked respondents to indicate their level of agreement with 15 statements. The response options were “strongly agree” (SA), “agree” (A), “disagree” (D), “strongly disagree” (SA), or “no opinion”. A color-coded average score (on a 1-4 scale, with strong disagreement assigned as 1 and strong agreement assigned as 4) has been provided for each statement. The color-coding is relative to the average scores in a table with the green spectrum reflective of stronger

levels of agreement and the red spectrum less agreement. For those questions providing an average weighting on the 1-4 scale, anything above 2.50 leans towards agreement while averages less than 2.50 leans toward disagreement. Of note, “no opinion” responses were not included in the weighted average calculations. As seen in the following tables, the darker shades of yellow and green have a stronger rate of agreement, while the darker shades of red have a stronger level of disagreement. For example:

Weighted Averages Scale						
4.0 - 3.5	3.5 - 3.0	3.0 - 2.5	2.5 - 2.0	2.0 - 1.5	1.5 - 1.0	1.0 - 0.0

For the purpose of analysis, the statements are categorized by subject: overall service to the community, staff resources and operations, coordination of services, management, training and career development.

(1) While Most Agree LPD Provides a High Level of Overall Service to the Community, Some Have Negative Opinions About LPD’s Community Policing Efforts.

The statements in the following table address the overall service provided to the community.

OVERALL SERVICE TO THE COMMUNITY MULTIPLE CHOICE RESPONSES						
Statement	SA	A	D	SD	No Opinion	Average (1-4)
Overall, we provide a high level of service to the community.	54%	46%	0%	0%	0%	3.54
Our approach to policing improves the quality of life in Lynnwood.	53%	43%	1%	0%	2%	3.53
We deal with law enforcement issues in the community effectively when they arise.	41%	53%	0%	0%	6%	3.44
“Community policing” is a high priority for the department.	31%	52%	5%	0%	12%	3.30
Our community policing approach has changed as a result of recent national law enforcement events.	19%	29%	28%	0%	24%	2.89

Our department has a positive relationship with the community.	37%	58%	0%	0%	5%	3.39
My department has kept pace with the changing needs of the community.	18%	60%	4%	1%	17%	3.14

All respondents agree that LPD provides a high level of service to the community overall, more than half of which strongly agree. Opinions about specific aspects of service to the community are positive in general but sometimes to lesser degrees. The following findings on police service delivery include:

- 96% of respondents agree that LPD’s approach to policing improves the quality of life in Lynnwood, though one respondent disagrees.
- There is no disagreement amongst respondents that LPD deals with community law enforcement issues effectively and has a positive relationship with the community; a small percentage, however, 6% and 5% respectively, have no opinion.
- Less than half of respondents (48%) agree that LPD’s community policing approach has changed as a result of recent national law enforcement events, 28% of respondents disagree, and 24% have no opinion.
- More than four-in-five (83%) of respondents agree that community policing is a high priority for the department. Five percent (5%) disagree and 12% had no opinion.

In summary, survey respondents have overwhelmingly positive responses regarding police service delivery to the community. With regard to changes in community policing approaches as a consequence of recent national events, the opinion is split, with only one-in-two respondents believing the approach as shifted.

(2) Many Respondents Consider Sworn Staff Resources to be Inadequate, Civilian Resources to be Adequate, and the Use of Volunteer Programs to be Good.

The statements in the following table address the resources available to sworn and civilian staff and LPD’s use of volunteer programs. Responses regarding staff resources

have been further segmented by position type (sworn or civilian) to provide more insight.

STAFF RESOURCES AND OPERATIONS						
Statement	Position Type	SA	A	D	SD	No Opinion
Sworn staff resources are adequate to meet the law enforcement needs of Lynnwood.	Sworn	3%	28%	56%	9%	4%
	Civilian	7%	27%	20%	0%	47%
	BOTH	4%	28%	49%	7%	12%
Civilian staff resources are adequate to meet the law enforcement needs of Lynnwood.	Sworn	4%	37%	34%	3%	22%
	Civilian	13%	47%	20%	0%	20%
	BOTH	6%	39%	31%	2%	22%
Our department makes good use of volunteer programs.	BOTH	47%	42%	1%	0%	10%

Attitudes about the adequacy of staff resources are mixed with civilian resources being viewed as more adequate than sworn resources.

- 65% of sworn staff either disagree or strongly disagree that they have adequate resources.
- Only 20% of civilian staff disagree that civilian staff has adequate resources to meet law enforcement needs, while 37% of sworn staff disagree.
- 89% of all staff agrees that LPD makes good use of volunteer programs.

The majority of sworn staff do not agree that they have the adequate sworn resources to meet law enforcement needs. On the other hand, the majority of civilian staff do agree that they have adequate civilian resources. The resources of individual LPD units are discussed in later sections.

(3) Staff Express Positive Opinions Regarding Working Relationships Internally and Externally.

The statements in the following table address the coordination of services externally with regional enforcement efforts and internally between line staff and management.

COORDINATION OF SERVICES MULTIPLE CHOICE RESPONSES						
Statement	SA	A	D	SD	No Opinion	Average (1-4)
Our department does a good job of partnering in regional enforcement efforts.	18%	49%	12%	2%	18%	3.01
The working relationships between LPD line staff and management are generally positive.	6%	66%	18%	1%	8%	2.84

Nearly three-in-four (72%) agree the working relationships between line staff and management are positive although approximately one-fifth (19%) disagree. 67% of staff agree that LPD has done a good job at partnering in regional enforcement efforts, yet 15% disagreed with a larger 18% having no opinion.

(4) Respondent's Have Generally Favorable Responses Regarding Various Management-related Issues.

The statements in the following table address aspects of management, including scheduling and planning, policies and procedures, innovation, expectations, and accountability.

MANAGEMENT MULTIPLE CHOICE RESPONSES						
Statement	SA	A	D	SD	No Opinion	Average (1-4)
Policies and procedures are clearly defined and provide appropriate direction and guidance.	19%	63%	11%	4%	4%	3.01
Our department does a good job of planning and scheduling work.	5%	51%	28%	10%	6%	2.55
Our department is innovative.	7%	55%	17%	1%	20%	2.85
The department's expectations for my work performance are clear to me.	22%	69%	6%	1%	2%	3.14
Employees at all levels of the organization are held accountable for their actions.	11%	52%	15%	7%	15%	2.78

The majority of respondents agree that policies, procedures, and expectations are clearly communicated but some have reservations about innovation, accountability, and planning and scheduling.

- Policies and procedures are clearly defined, providing appropriate direction and guidance according to 82% of respondents.
- 91% of respondents agree that LPD’s expectations for their work performance are clear to them.
- 62% agree that LPD is innovative, 20% have no opinion, and 18% disagree.
- While most (63%) respondents agree that employees are held accountable for their work, nearly one-quarter of them disagree to this statement.
- The management-related question viewed least favorably is in regard to planning and scheduling work. While more than half (56%) agree that the LPD does a good job in this area, more than one-third (38%) disagree with this statement.

Responses indicate employees are informed about policies, procedures, and expectations but see some issues with the scheduling and planning of work.

(5) Though Most Believe They Have Been Trained Well, Only Staff Who Have Served Over Ten Years Feel Promotional Opportunities Are Sufficient.

The statements in the following table address training and promotional opportunities.

TRAINING AND CAREER DEVELOPMENT MULTIPLE CHOICE RESPONSES						
Statement	SA	A	D	SD	No Opinion	Average (1-4)
I receive the appropriate training to do my job well.	13%	70%	13%	1%	2%	2.98
There are sufficient promotional opportunities in this department.	4%	42%	24%	11%	19%	2.48

Training is considered to be appropriate with only modest indications of opportunity for improvement. The majority of respondents (83%) agree that they receive appropriate training to do their jobs well, yet 14% disagree and 2% have no opinion. Though 46% of employees agree and 36% disagree that promotional opportunities are

sufficient, employees disagree on average when weighting the 19% of no opinion responses.

4. FIELD SERVICES SECTIONS FEEL THEY LACK THE PROACTIVE TIME, RESOURCES, AND STAFF NEEDED TO MEET LAW ENFORCEMENT NEEDS.

The survey asked Field Services Sections staff (Patrol Division, Traffic Section, and Special Operations) to indicate their level of agreement with seventeen (17) statements. For the purpose of analysis, the statements are categorized by subject: level of services, staffing and operations, and coordination of services.

(1) Field Services Staff Believe They Do Not Have Enough Proactive Time.

The statements in the following table discuss proactive time, call response times, traffic enforcement, and animal control.

LEVEL OF SERVICES MULTIPLE CHOICE RESPONSES						
Statement	SA	A	D	SD	No Opinion	Average (1-4)
The amount of proactive time available to patrol allows us to address problems in the community.	3%	21%	55%	15%	6%	2.15
The amount of proactive time available to patrol allows us to perform adequate investigative follow-up.	0%	21%	53%	26%	0%	1.97
Our response time to high priority calls is appropriate.	29%	62%	3%	0%	6%	3.26
Our response time to lower and medium priority calls is appropriate.	12%	56%	24%	3%	6%	2.82
Our traffic enforcement efforts are adequate.	12%	79%	6%	0%	3%	3.06
Our animal control services provided by Lynnwood are adequate.	9%	53%	32%	3%	3%	2.71
Officer interaction with citizens at calls, traffic and pedestrian stops is professional.	71%	29%	0%	0%	0%	3.65

According to the majority of field services staff, proactive time to address community problems and follow-up on investigations are lacking. Additionally, room to improve response times to medium and lower priority calls is indicated. Traffic

enforcement efforts and animal control services are considered to be adequate, and there are positive sentiments in regard to citizen interaction.

- Staff does not think they have enough proactive time to adequately address community problems (70%) or follow-up on investigations (79%).
- Response times to high priority calls are considered to be appropriate by 91% of staff. On the other hand, only 68% consider response times to be appropriate for lower and medium priority calls.
- 90% of Field Services Sections staff consider LPD traffic enforcement efforts to be adequate. Additionally, 100% regard officer and citizen interaction at traffic and pedestrian stops as professional.
- 62% of Field Services Sections staff agree that LPD provided adequate animal control services, while 35% disagree.

The results of this section indicate that Field Services staff are most concerned about time-related service aspects: proactive time to address community problems and follow-up on investigations, and response times to medium and lower priority calls.

(2) The Majority of Staff Think Patrol Staff Resources Are Inadequate, and That There Is Not Enough Staff to Perform Effectively and Safely in the Field.

The statements in the following table discuss Field Services staffing, resources, and operations.

STAFFING AND OPERATIONS MULTIPLE CHOICE RESPONSES						
Statement	SA	A	D	SD	No Opinion	Average (1-4)
Patrol staff resources are adequate to meet the law enforcement needs of Lynnwood.	3%	29%	47%	18%	3%	2.20
Our patrol area (e.g. beats) structure helps facilitate effective field resource deployment.	3%	65%	15%	9%	9%	2.70
Back-up units are available for high priority calls.	9%	74%	18%	0%	0%	2.92
We have the staff we need to perform effectively in the field.	3%	18%	62%	18%	0%	2.06
We have the staff we need to perform safely in the field.	3%	24%	62%	12%	0%	2.22
Jail services provided for the inmates are appropriate.	9%	50%	12%	0%	29%	2.96

The depth and quality of patrol's investigative efforts is adequate.	9%	68%	9%	3%	12%	2.94
We have sufficient specialized field units (e.g. SWAT, SOS) to handle most community issues that arise.	15%	59%	15%	9%	3%	2.82

Most field services respondents consider staffing and staff resources to be deficient, while they hold mostly positive views about investigations, and specialized services. Key points include:

- 80% think LPD does not have enough staff to perform effectively in the field and 74% think there are not enough to perform safely.
- Patrol staff resources are deemed as inadequate by 65%.
- 68% agree that the structure of LPD patrol areas helps facilitate effective field resource deployment.
- Back-up units are available for high priority calls according to 83% of staff.
- 78% consider the depth and quality of patrol's investigative efforts to be adequate.

In summary, there is some dichotomy in responses as patrol staff generally believes they do not have sufficient staff to perform safely and effectively but they do indicate that they can conduct quality investigative efforts and have sufficient back-up to higher priority calls.

(3) Jail and Investigative Support to Patrol is Generally Perceived Positively.

The statements in the table below address jail services provided to field services and coordination between patrol and detectives.

COORDINATION OF SERVICES MULTIPLE CHOICE RESPONSES						
Statement	SA	A	D	SD	No Opinion	Average (1-4)
Jail services provided to field services are appropriate.	12%	62%	15%	0%	12%	2.94
Investigative coordination between patrol and detectives is adequate.	0%	59%	29%	0%	12%	2.68

Jail services provided to field services are widely considered to be appropriate, with only 15% of respondents in disagreement and none in strong disagreement. While the majority (59%) of staff agree that investigative coordination between patrol and detectives is adequate, there is a reasonable percentage that disagree (29%).

5. MOST DETENTION STAFF FEEL STAFFING LEVELS ARE INADEQUATE AND SEE A LACK OF INMATE MENTAL HEALTH SERVICES.

The survey asked Detention staff to indicate their level of agreement with 14 statements. For the purpose of analysis, the statements are categorized by subject: inmate services and facilities, staffing and operations, coordination with patrol, training and career development.

(1) Detention Respondents Feel Mental Health, Substance Abuse, and Rehabilitation Programs and Services Available to Inmates Are Inadequate.

The statements in the table below address inmate programs, services, facilities, and needs.

INMATE SERVICES AND FACILITIES MULTIPLE CHOICE RESPONSES						
Statement	SA	A	D	SD	No Opinion	Average (1-4)
We do a good job of providing rehabilitation programs for our inmates.	0%	7%	64%	29%	0%	1.79
There are adequate mental health services to meet the needs of inmates.	0%	14%	50%	36%	0%	1.79
There are adequate medical services for the inmates.	7%	50%	36%	7%	0%	2.57
There are adequate programs and services for inmates with substance abuse problems.	7%	29%	43%	21%	0%	2.21
Our internal inmate classification system is effective to house residents in the "right location."	7%	71%	21%	0%	0%	2.86
Our jail facility is well-maintained.	23%	54%	23%	0%	0%	3.00

Mental health services and rehabilitation programs are widely viewed as inadequate. Conversely, Detention staff agree that the physical needs of inmates are met.

- LPD does not do a good job at providing rehabilitation programs for inmates according to 93% of respondents.
- 86% of Detention staff disagree that mental health services meet inmate needs.
- Only 36% of staff agree that there are adequate programs and services for inmates with substance abuse problems.
- Although 57% of staff agree that inmate medical services are adequate, 43% disagree.
- 78% of Detention staff agree that LPD’s internal inmate classification system effectively houses residents in the “right” location.
- Most Detention staff (77%) agree that the jail facility is well-maintained, but 23% still disagree.

The results of this section indicate room for improvement for all addressed aspects of inmate services. Detention staff respondents think rehabilitation, mental health, and substance abuse programs and services available to inmates are deficient. Some staff also determined that medical services are inadequate. The internal inmate classification system and maintenance of the jail facility are not perceived as major concerns.

(2) Detention Staff Have Concerns Regarding Various Jail Operations.

The statements in the table below address Detention staffing and operations questions.

DETENTION STAFFING AND OPERATIONS MULTIPLE CHOICE RESPONSE						
Statement	SA	A	D	SD	No Opinion	Average (1-4)
My shift operates with the appropriate number of staff.	0%	0%	64%	36%	0%	1.64
Our staff assignment strategy contributes to inmate safety.	7%	50%	36%	7%	0%	2.57
We have sufficient positions throughout the facility to perform our jobs safely.	0%	14%	50%	36%	0%	1.79
In the event of serious inmate-related issues, "back-up" will be timely.	0%	43%	14%	14%	29%	1.71

Our shift schedule leads to the effective operations of the jail facility.	7%	64%	29%	0%	0%	2.79
We have adequate access to first line supervision.	14%	64%	14%	7%	0%	2.86

- 100% of Detention staff disagree that their shift operates with the appropriate number of staff.
- 86% of staff do not agree that LPD Detention has sufficient positions to perform their jobs safely. Interestingly, the 14% who agree have served between six and ten years.
- 43% of Detention staff disagree that staff assignment strategy contributes to inmate safety.
- While 43% of Detention staff agree that “back-up” will be timely in the event of serious inmate-related issues, they disagree on average after weighting the 29% with no opinion.

The results from this section indicate Detention staff are uncomfortable with the number of detention staff deployed. Furthermore, a substantial amount of staff does not agree that staff assignment strategy contributes to inmate safety and that “back-up” will be timely.

(3) Detention Staff Generally Agree They Have a Good Relationship with Patrol Officers.

The statement in the table below addresses the how Detention staff view their relationship with patrol officers.

COORDINATION WITH PATROL MULTIPLE CHOICE RESPONSES						
Statement	SA	A	D	SD	No Opinion	Average (1-4)
We have a good relationship with patrol officers that use our facility.	14%	71%	7%	7%	0%	2.93

85% of Detention staff agree that they have a good relationship with patrol officers that use their facility, 7% disagree, and 7% strongly disagree.

(4) The Level of Training is an Issue for One-in-Four Detention Staff.

The following statement in the table below addresses practical detention training.

DETENTION STAFF TRAINING MULTIPLE CHOICE RESPONSES						
Statement	SA	A	D	SD	No Opinion	Average (1-4)
I receive the on-going practical detention training needed to keep my skill levels high.	0%	71%	21%	7%	0%	2.64

71% of Detention staff agree that they receive the on-going practical detention training to keep their skills high, 21% disagree, and 7% strongly disagree.

6. DISPARATE OPINIONS WERE REGISTERED REGARDING VARIOUS LPD SUPPORTING SERVICES.

Respondents belonging to the Bureau of Investigations and Services (Administration and Community Services, Criminal Investigations, and Support Services Divisions) were asked to indicate their level of agreement with 13 statements specific to their assignment area. For the purpose of analysis, the statements are categorized by subject: level of services, staffing and operations, coordination with field services.

(1) Internal and External Customer Service are Generally Perceived Positively.

The statements in the following table address the effectiveness and adequacy of various services provided by Investigations and Services.

INVESTIGATIONS AND SERVICES LEVEL OF SERVICES MULTIPLE CHOICE RESPONSES						
Statement	SA	A	D	SD	No Opinion	Average (1-4)
We provide effective investigative services to the community.	32%	57%	4%	0%	7%	3.31
We provide effective crime prevention efforts to the community.	21%	71%	0%	0%	7%	3.23
Our animal control services provided by Lynnwood are adequate.	7%	50%	18%	0%	25%	2.86
Our current Records processing helps ensure I have timely information to do the job.	7%	46%	32%	0%	14%	2.71

The majority of Investigations and Services staff agree that they provide effective investigative services and crime prevention efforts to the community. Feelings about the

adequacy of animal control services and the efficiency of the current Record processing are positive on average, yet some respondents hold negative views.

- There is no disagreement about the effectiveness of crime prevention efforts provided to the community.
- 89% of Investigations and Services staff agree that investigative services provided to the community are effective.
- Only 18% of Investigations and Services staff disagree that animal control services are adequate, with no strong disagreement, while 57% of respondents agree or strongly agree.
- 53% agree that current Records processing helps to ensure they have timely information to do the job. 32% still disagree, although there is no one in strong disagreement.

The results of this section show that respondents have positive opinions about services provided by Investigations and Services. However, a third of respondents feel current Records processing does not help to ensure they have timely information.

(2) Respondents Have a Wide Range of Opinions About Staffing Dependent Upon the Service Area.

The following statements address Investigations and Services staffing and operations.

INVESTIGATIONS AND SERVICES STAFFING / OPS MULTIPLE CHOICE RESPONSES						
Statement	SA	A	D	SD	No Opinion	Average (1-4)
We have sufficient specialized field units (e.g. SWAT) to handle most community issues that arise.	14%	68%	4%	4%	11%	3.04
Records staffing is sufficient to meet most internal needs.	0%	43%	25%	0%	32%	2.63
Records staffing is sufficient to meet most external customer service needs.	0%	14%	43%	7%	36%	2.11
Our new records management software has improved our efficiency and effectiveness.	4%	14%	50%	18%	14%	2.04
Property and Evidence is staffed adequately to ensure timely and effective processing.	0%	36%	25%	7%	32%	2.42

Important supporting services, such as training, professional standards, etc., are adequately staffed.	7%	61%	18%	4%	11%	2.80
We have sufficient staffing in detectives to effectively manage our assigned caseloads.	0%	4%	54%	29%	14%	1.71

The respondents view Detective staffing and Records staffing to meet external needs as insufficient. The adequacy of Property and Evidence and other supporting services have mixed responses. Although specialized field units are believed to be adequately staffed by the majority, a handful of these survey respondents disagree.

- Opinions of the adequacy of Property and Evidence staffing are divided. 36% agree that staffing is adequate to ensure timely and effective processing, 25% disagree, and 7% strongly disagree.
- Supporting services, such as training and professional standards, are considered to be adequately staffed by 68% of staff. 18% still disagree and 4% strongly disagree
- An 82% majority of Investigations and Services staff agree that LPD possesses sufficient specialized field units to handle most community issues.

Key points in summary: most consider Detective and Records staffing to be insufficient.

Additionally, staff thinks the new records management system has not improved their efficiency and effectiveness.

(3) Respondents See Patrol-related Investigations as Satisfactory.

The statements in the table below address coordination between Patrol and Investigations from the perspective of Investigations respondents.

COORDINATION BETWEEN INVESTIGATIONS AND PATROL MULTIPLE CHOICE RESPONSES						
Statement	SA	A	D	SD	No Opinion	Average (1-4)
Investigative coordination between patrol and detectives is adequate.	4%	61%	14%	4%	18%	2.78
The depth and quality of patrol's investigative efforts is adequate.	4%	54%	21%	4%	18%	2.70

The results of this section indicate that respondents, on average, view coordination with Patrol as positive with some room for improvement. 65% of Investigations and Services

staff agree or strongly agree that the investigative coordination between Patrol and Detectives is adequate, 14% disagree, and 4% strongly disagree. 58% of Investigations and Services staff agree that the depth and quality of Patrol's investigative efforts are adequate, while 25% disagree.

7. NARRATIVE RESPONSES

The survey's final section asked respondents to answer open-ended questions about LPD in their words. A generalized summary of responses is provided below.

(1) Strengths

The first open-ended question asked respondents what they feel the greatest strengths of LPD are. The themes in the table below were most prominent throughout responses. The right column indicates the percent of responses following the corresponding theme in the left column. A single response may contain multiple themes.

LPD STRENGTHS	
Response	% Response
Service to community and community relations	35%
Proactive law enforcement	27%
Training and career development	26%
Staff dedication and commitment	21%
Professionalism	27%
Leadership	18%
Having specialty units	13%
Having jail facilities	6%
Relations between or within departments	11%
Equipment	11%
Innovation	8%
Other	3%

The dominant theme present in responses identifies service to community and community relations as LPD's greatest strengths. Proactive law enforcement, professionalism, training and career development, staff dedication and commitment, and leadership accounted for a substantial portion of responses. To a lesser extent,

having specialty units and jail facilities, relations between or within units, equipment, and innovation were mentioned.

(2) Opportunities for Improvement

The second open-ended question asked respondents to express what they felt are the greatest opportunities for improvement in LPD. The themes in the table below were most prominent throughout responses. The right column indicates the percent of responses following the corresponding theme in the left column. A single response may contain multiple themes.

LPD OPPORTUNITIES FOR IMPROVEMENT	
Response	% Response
Communication	5%
Community outreach	8%
Facilities	19%
Jail facilities	8%
Jail operations	5%
New World	8%
Organizational culture	32%
Promotional opportunities	10%
Resources	6%
Scheduling and planning	22%
Staffing levels	44%
Utilization of technology	6%
Training	8%
Other	5%

Staffing levels, organizational culture, scheduling and planning, and facilities were the most common themes among responses. Several responses expressed the need for more promotional opportunities, community outreach, training, and better jail facilities. A handful of replies conveyed frustration with the New World system. Communication, jail operations, resources, and the utilization of technology were also mentioned.

8. BROAD CONCLUSIONS BASED ON NARRATIVE AND FORCED-CHOICE QUESTIONS.

Staffing levels, scheduling and planning, and facilities are consistently pointed out in the multiple-choice statement and narrative responses as things LPD should reconsider. Responses explicitly identify staffing of patrol, detention, records, and detectives to be of primary interest. Better scheduling and planning and the security and safety of facilities were raised as opportunities for improvement many times. The majority of narrative responses attribute the causes for various issues to the recession and the subsequent lack of resources. Despite the noted opportunities, many respondents stated LPD staff can do a lot with little.

Satisfaction with overall service to the community, organizational culture, and promotional opportunities generally increase with length of tenure. 81% of respondents agreed that the changes in department leadership have brought overall positive change to LPD. The majority of narrative responses indicate overwhelming approval of the direction LPD is taking. Most negative narrative responses were about a reluctance to change as opposed to need to change.

According to respondents, staffing levels, scheduling and planning, facilities, organizational culture, and promotional opportunities have room for improvement. Regardless, all respondents agree that LPD provides a high level of service to the community overall. Importantly, 82% of respondents plan to make a career at LPD.

LYNNWOOD POLICE DEPARTMENT



STRATEGIC PLAN 2019-2023



Lynnwood Police Department
19321 44th Avenue West
Lynnwood, WA 98036

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About Lynnwood, Washington

Founded in 1959, the City of Lynnwood is a diverse community located in the heart of south Snohomish County. Lynnwood is the ideal gateway to virtually everything the North Puget Sound has to offer. Nestled between the Olympic Mountains to the west and the Cascade Mountains to the east, Lynnwood is conveniently located, just 16 miles north of Seattle where Interstate 5 and 405 merge.

To learn more about why Lynnwood is the City where you can get *A great deal more!*

visit:
<http://www.lynnwoodwa.gov>

Type of Government:

Council—Mayor

Year Incorporated:

1959

Population:

38,092

Snohomish County:

801,633

Washington State:

7.38 Million

Our Mission

The Mission of the Lynnwood Police Department is to provide proactive, competent, and effective public safety services to all persons, with the highest regard for human dignity through efficient and professional law enforcement and crime prevention practices.

Our Vision

Our vision is to be recognized by our community as a major factor in determining and ensuring the quality of life in Lynnwood. We desire to be viewed as a leader in the law enforcement community; an organization that is committed to innovation and positive change in our endeavor to continually improve the quality of our service.

Our Values

Professionalism

Committed to professional development while providing ethical, proficient, and respectful service.

Vigilance

Keeping the community safe through proactive and tenacious pursuit of violators of the law.

Community

Cultivating positive interactions by fostering trust; and partnering with citizens to create a high quality of life.

A Message from the Chief

I am proud to present the Lynnwood Police Department's 5-year Strategic Plan. This plan, covering 2019 through 2023, will guide us through a time of anticipated significant change in our City.

In line with our *Mission, Vision* and *Values*, our organization engaged in an employee-driven approach in the development of this guiding document. This is evident in the make-up of the five sub-committees and the methodology used throughout this process.

Through this deliberative process, the Strategic Plan has identified five specific goals to help guide and focus our agency throughout the next five years. These goals are: 1) Ensure a High Quality of Life for Our Community, 2) Embrace and Integrate Technology Throughout the Agency to Include Increased Utilization of Intelligence Led Policing Inputs, 3) Enhance Organizational Culture, 4) Strengthen Communications, and 5) Explore Programs to Reduce Recidivism.

The Lynnwood Police Department is a Washington State Accredited Public Safety Agency and we take pride in that recognition. Our employees understand that this recognition is reflective of their commitment to be an agency that strives to engage in the very best public safety practices in our profession.

As we progress into the next five years, we will continuously evaluate our performance and realign our actions as necessary to ensure we are meeting our own expectations as well as the expectations of our community. I am confident that this 2019-2023 Strategic Plan will be a positive contribution in that important effort.



Tom Davis | Chief of Police
Lynnwood Police Department

A handwritten signature in black ink that reads "Thomas J. Davis Jr.".

Tom Davis, Chief of Police

PROFESSIONALISM - VIGILANCE - COMMUNITY

Background

This strategic planning process was a new endeavor for your police department. Past plans were made in a business plan format which was updated periodically by the command staff without significant input from other internal or external sources.

In the past few years your department has gone through significant developments, which provided an excellent opportunity to revisit the mechanism of our planning process and to determine what we hoped to accomplish through the creation of a new plan.



Background

Recent significant changes:

- The completion of an external comprehensive police department study, which was initiated in 2015, by the Matrix Group. This study was completed and delivered to the Mayor and City Council in mid – 2017.
- The retirement of the police chief, who had been serving for 21 years.
- The hiring of a new police chief in 2016.
- The conversion to a completely new records management system, which coincided with the change from UCR (Uniform Crime Reporting) to NIBRS (National Incident Based Reporting System) crime data metrics.



Contemporaneous with the initiation of the Matrix study, an internally led process for revisiting our mission and values was undertaken. Commander

Wes Deppa led a group representing a wide cross-section of the department through this process. The result was a slightly modified mission statement and the creation of new values.

These changes have all taken place and the department has had time to stabilize under a new leader, Chief Tom Davis, with a new direction. The next natural step in moving the department forward is the development of this strategic plan.

PLAN DEVELOPMENT PROCESS

The development of the plan was initiated in April 2018. The format for the plan and selection of how



the committees would be formed, was determined in a series of command level meetings.

It was determined that there would be five subcommittees who would gather information and provide input to the main strategic planning committee. All of these committees would be comprised of a diverse cross section of the department and each would be tasked with gathering information from internal and external sources.



STRATEGIC PLAN CORE COMMITTEE

Committee Members:

- Deputy Chief Jim Nelson (Chair)
- Sergeant Chris Breault
- Clerk Anna Ananko
- Detective Bill Koonce
- CHHS Officer Denis Molloy
- SOS Officer Zach Olesen
- Custody Officer Sara Varela
- Each Sub-committee chair (5)

Sub-Committees

⇒ DATA, TRENDS AND FORECAST



Committee Members:

- Commander Chuck Steichen (Chair)
- Records Manager Jerome Riener
- Sergeant Frank Axtman
- Senior Police Management Analyst Connie Galer
- Custody Officer Matt Keller
- Traffic Officer Stephen Showalter

⇒ QUALITY OF LIFE ISSUES

Committee Members:

- Sergeant Coleman Langdon (Chair)
- Sergeant David Harris
- Officer Ron Moore
- Social Worker Ashley Dawson
- Crime Prevention Specialist Nic Li
- Traffic Officer Ryan McQuoid

⇒ CRIME RESPONSE/ ENFORCEMENT

Committee Members:

- Commander Rodney Cohnheim (Chair)
- Custody Sergeant Sam Escudero
- Sergeant Patrick Fagan
- Custody Sergeant Tim Fasnacht
- Sergeant Jason Valentine
- Detective Jackie Arnett
- Officer George Bucholtz
- Officer Brady Galloway
- Clerk Laura Winston

⇒ COMMUNITY OUTREACH / ENGAGEMENT

Committee Members:

- Commander Wes Deppa (Chair)
- Clerk Vicki Gears
- Detective Frazer Kennedy
- Communications Manager Julie Moore
- Administrative Assistant Donna Teachworth
- Officer Charles Thayer
- Police Chief's Advisory Committee Member Wally Webster

⇒ EMPLOYEE WELLNESS/ RETENTION/HIRING/CULTURE

Committee Members:

- Commander Sean Doty (Chair)
- Sergeant Curtis Zatylny
- Officer Michael Beckstead
- Custody Officer Lance Lindgren
- Chaplain Dale Schlack
- Clerk Holli Ware
- Crime Prevention Specialist Lisa Wellington



Sub-Committee Process

SUB-COMMITTEE INPUTS



Once the committees were formed, an initial meeting with all of the committee chairs was held to identify committee objectives and to ensure that each subcommittee understood that their work needed to align with:

- Council Visioning Statements
- City Vision
- City Strategic Goals and Objectives
- Lynnwood Police Department Mission, Vision and Values

Committee members were also asked to think outside of their own committee input, by gathering input from internal and external sources as appropriate. Basic concepts such as SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis were discussed as ways to frame the examination.

The sub-committees initiated their work in mid-July 2018 with a deadline of October 15, 2018 for presentations. Each committee used a variety of inputs in their analysis. These included:

- Survey information
 - ◇ Internal surveys 2016—Matrix Study
 - ◇ Internal survey 2018—Strategic plan
 - ◇ External survey 2018—Community Health and Safety Section
 - ◇ Jail Inmate Survey 2018—Strategic Plan
- Presidents Task Force on 21st Century Policing Recommendations

- Lynnwood Police Department and Detention Services Study (Matrix Consulting Group 2017)
- Interviews with Key City Staff
 - ◇ Finance projections — Director Springer
 - ◇ Infrastructure Growth Projections— Director Kleitsch
- City Demographic Data and Trends
 - ◇ Population trends
 - ◇ Race/Gender demographics
 - ◇ Socio-economic indicators
- LPD Crime and Activity Data
 - ◇ Calls for service
 - ◇ Case Reports
 - ◇ Arrests
 - ◇ Bookings
 - ◇ Traffic Safety and Enforcement Data
 - ◇ Department Comparative Crime Data
 - ◇ Regional Comparative Data

On November 1, 2018 each subcommittee presented their work to the core strategic planning committee during a full day offsite retreat.

Each presentation included strategic goals and objectives for consideration. This retreat offered an excellent forum for significant discussion about the information presented and the establishment of goals.

Goal Development

After the full day retreat, the core committee was asked to consider each presentation and the proposed goals in order to engage in a future goals discussion.

On November 26, 2018 a half-day retreat took place to further develop the goals and objectives. This process included input from the entire strategic planning committee, who were able to come to consensus on five strategic goals. The committee also discussed objectives to further the achievement of the proposed goals.

The following pages will outline the department's strategic goals and objectives, define timeframes for these examinations and assign responsibility to specific staff members for this work.



Strategic Plan Goals

Through the aforementioned strategic planning retreats, the following goals were developed by the strategic planning committee to help guide and provide focus for the department throughout the next five years:



Goal 1: Ensure a High Quality of Life for Our Community



Goal 2: Embrace and Integrate Technology Throughout the Agency to Include Increased Utilization of Intelligence Led Policing Inputs.



Goal 3: Enhance Organizational Culture



Goal 4: Strengthen Communication



Goal 5: Explore Programs to Reduce Recidivism

The following pages outline the objectives and strategies that the strategic planning group identified as mechanisms to accomplish each goal. The strategies include the assignment of responsibility to particular department members for managing the process and for monitoring progress. It is the responsibility of the assigned manager to ensure that the work on each strategy progresses and to seek any necessary extension if the work can not be completed in the identified timeframe.



Strategic Plan Goal 1: Ensure a High Quality of Life for Our Community



Strategic Goal 1 Objectives and Strategies



1.1	Objective 1: Create Safe Transit Environment	Assign To	Timeline
1.1.1	Collect, evaluate and utilize collision data to conduct quarterly traffic emphasis incorporating Traffic and Patrol. Utilize traditional media and social media for information and education on these emphasis efforts.	Traffic Sergeant	1 Year
1.1.2	Create additional educational opportunities for traffic safety demonstrations (such as bike safety, pedestrian safety, construction area safety).	Traffic Sergeant	1 Year
1.1.3	Host annual education at local high school related to impaired driving and distracted driving.	SRO	1 Year
1.1.4	Use data and Bureau of Field Operations feedback to host semi-annual meeting with traffic engineers to develop strategies for improved traffic safety through engineering.	Patrol Commander	1 year
1.1.5	Utilize data to develop monthly directed and non-directed traffic enforcement areas for officers.	Traffic Sergeant	1 year
1.2	Objective 2: Increase Responsiveness to Community Needs and Expectations	Assign To	Timeline
1.2.1	Continue use of community surveys to determine, strategize and address the community's feeling of safety.	CHSS Sergeant	1 Year
1.2.2	Use data metrics and internal communication to identify problem locations or hotspots to allow a multi-disciplinary approach to develop solutions	Patrol /Admin/ CID Cmdr's/ Records Manager	Ongoing
1.2.3	Use social media/networking to solicit citizen information regarding quality of life issues and develop two-way feedback loop to ensure that there is follow up.	Communications Manager (if filled)	2 Year
1.3	Objective 3: Foster meaningful Relationships and Build Trust Through Active Community Engagement	Assign To	Timeline
1.3.1	Create and Maintain formal (programmatic) community networks such as Cops and Clergy, Police Chief's Community Advisory Committee, Volunteer programs.	Admin. Commander	2 Year
1.3.2	Actively explore and create community partnerships with local medical/mental health resources, community groups, non-governmental organizations (NGO's) and government organizations.	Support Services Deputy Chief	5 Year
1.3.3	Enhance, participate, host and/or lead community events such as Police Camp, Coffee with a Cop, Citizen's Academy, Fair on 44 th .	CHSS Sergeant	5 Year

Strategic Plan Goal 1: Ensure a High Quality of Life for Our Community



Strategic Goal 1 Objectives and Strategies



1.4	Objective 4: Enhance Major Incident Response and Preparedness	Assign To	Timeline
1.4.1	Continue to develop City's Emergency Operations Center (EOC) capabilities through continued education, drills and equipment.	EOC Manager	3 Year
1.4.2	Create, maintain and train community emergency response team (CERT) program. Incorporate CERT with EOC drill and faith-based community training.	CHSS Sergeant	2 Year
1.4.3	Enhance supervisor and line officer skills, abilities and equipment for major incident response to include active shooter and natural disaster drills.	Training Sergeant	5 year

1.5	Objective 5: Effectively contribute to the overall community effort of developing a response to the homelessness and opioid epidemic	Assign To	Timeline
1.5.1	Continue to develop assertive engagement strategies with our community members struggling with homelessness, substance use disorder utilizing intentional non-crisis interactions to develop long term solutions.	Admin. Commander	2 Year
1.5.2	Establish more effective, accurate and actionable data related to homelessness and substance abuse disorder in our community. Use data to assist with informing policy for the City.	CHSS Sergeant	1 Year
1.5.3	Develop and utilize community and inter-departmental partnerships to enhance the Department's response to homelessness and substance abuse disorder through further development of the Compassions with Boundaries approach.	Admin. Commander	5 Year



Strategic Plan Goal 2: Embrace & Integrate Technology Throughout the Agency to Include Increased Utilization of Intelligence Led Policing Inputs.



Strategic Goal 2 Objectives and Strategies



2.1	Objective 1: Update, Standardize and Simplify Current Forms by Discipline	Assign To	Timeline
2.1.1	Form small committees for each workgroup to go through all existing shared drives to standardize all forms, purge all other forms and reorganize remaining forms.	Commanders by assignment	2 Year
2.1.2	After completion of 2.1.1—Have all other historical drives purged with any necessary archiving of past info, such as photographs or items that need retention per open records act, with dates for destruction.	Records Manager	5 Year (initiated after 2.1.1)
2.1.3	After completion of 2.1.1—Have all past forms removed from employee personal drives and have one repository with tracked revision dates for all forms.	Records Manager	5 Year (initiated after 2.1.1)
2.2	Objective 2: Develop Real Time Crime Information and Effective Dissemination Processes	Assign To	Timeline
2.2.1	Utilize New World Analytics along with mapping or GIS data to develop tools for analyzing crime by date, time, type and location	Records Manager	2 Year
2.2.2	Form small committee to determine effective display of real time crime data in patrol squad room. Present cost proposal when completed.	Patrol Commander	1 Year
2.2.3	Develop internet portal for supervisors and management to quickly access real time crime data with the goal of developing strategies to reduce crime.	Records Manager	1 Year
2.2.4	Integrate real time crime data into effective external communication mechanisms for our community. To include, crime mapping availability via website available to the public.	Communication Manager (if filled)	2 year
2.3	Objective 3: Utilize Digital Analytics to Improve Intelligence Led Policing Inputs for Effective Management	Assign To	Timeline
2.3.1	Analyze resource levels and deployment based upon workload analysis and adjust deployment as appropriate. Utilize this data to provide input on staffing requests through the budgeting process.	Deputy Chief of Operations	2 Year
2.3.2	Use analytics to inform targeted enforcement operations	CID Commander	1 Year
2.3.3	Incorporate digital analytics into monthly reports on activity and response. Provide supervisors these analytics to assist in their monitoring of work and staffing requests as appropriate.	Deputy Chiefs	2 Year
2.3.4	Utilize analytics to develop, manage and track performance measures with a focus on the budgeting for outcomes process and the relation of those measures with crime rate and enforcement effort impact.	Deputy Chiefs	3 Year

Strategic Plan Goal 3: Enhance Organizational Culture



Strategic Goal 3 Objectives and Strategies



3.1	Objective 1: Develop a robust recruiting effort to compete in the marketplace to ensure we are attracting the most qualified and engaged candidates from a diverse group of applicants.	Assign To	Timeline
3.1.1	Analyze and improve our marketing strategies to ensure our recruiting message is resonating with today's applicants.	Communications Manager (if filled)	2 Year
3.1.2	Examine our hiring standards and practices to ensure that there are no unintended barriers to hiring for all members of our diverse community.	Admin. Commander	2 Year
3.1.3	Develop our relationships with our local colleges to explore engagement opportunities and/or internship programs.	Admin. Commander	1 Year
3.1.4	Host training events and enhance the reach of LPD trainers to represent the department with potential lateral applicants.	Training Sergeant	4 year
3.2	Objective 2: Analyze and Improve Employee Retention	Assign To	Timeline
3.2.1	Develop retention plan to include professional and career development goals to inform training, work rotations and job satisfaction with a focus on generational expectations.	Support Services Deputy Chief	3 Year
3.2.2	Examine a formal mentorship program in the organization and present recommendation to command.	Training Sergeant	2 Year
3.2.3	Seek improvement of Performance Evaluation instrument to make it more relevant to development and performance.	Patrol Commander	3 Year
3.3	Objective 3: Enhance Holistic Approach to Employee Wellness	Assign To	Timeline
3.3.1	Incorporate a workout facility that can effectively accommodate over 100 employees as part of the new facility design.	Support Services Deputy Chief	4 Year
3.3.2	Examine and re-vamp Peer Support Program and ensure it is available to all staff.	Supervisor assigned to Peer Support	2 Year
3.3.3	Develop a formal employee wellness program that incorporates mindfulness and employee health with a focus on the specific challenges in law enforcement.	Admin. Commander	5 Year

Strategic Plan Goal 3: Enhance Organizational Culture



Strategic Goal 3 Objectives and Strategies

3.4	Objective 4: Enhance, Monitor and Develop Effective Systems to Improve Organizational Environment	Assign To	Timeline
3.4.1	Enhance organizational communication on internal news such as commendations, jobs well done, accomplishments.	Admin. Assistant	2 Year
3.4.2	Conduct employee surveys on an annual basis focused on employees' sense of workplace satisfaction.	Support Services Deputy Chief	2 Year
3.4.3	Examine opportunities to find family-friendly events that are not linked to formal events.	Admin. Assistant	2 Year
3.4.4	Assess and continually seek to enhance a culture of respect and understanding for all our employees paying particular attention to our intentional effort to ensure we are honoring equity and inclusion for all.	Admin. Commander	1 year



Strategic Plan Goal 4: Strengthen Communication



Strategic Goal 4 Objectives and Strategies



4.1	Objective 1: Develop strategies to enhance two-way communication with our community	Assign To	Timeline
4.1.1	Gather information about what sources our community uses to both receive and to provide information to our department.	Communications Manager (if filled)	2 Year
4.1.2	Gather information from our community about what type of information they would like to receive from us.	Communications Manager (if filled)	2 Year
4.1.3	Use information from 4.1.1 and 4.1.2 to develop a communication plan aimed at enhancing external communication with our community.	Communications Manager (if filled)	2 Year
4.2	Objective 2: Improve Analysis of Communication Based Upon Community Need	Assign To	Timeline
4.2.1	Utilize data analytics to frame specific messages based upon crime data – such as burglary prevention when there is an increase in burglaries.	Investigations Commander	2 Year
4.2.2	Utilize data analytics for targeted communication with specific groups based upon crime data – such as certain groups being targeted for crime.	Communications Manager (if filled)	3 Year
4.2.3	Use data analytics to inform messages for community events conducted by the City.	Communications Manager (if filled)	4 Year
4.3	Objective 3: Enhance Inter and Intra Department Communication	Assign To	Timeline
4.3.1	Develop effective, modernized internal communication mechanisms that are sustainable and provide value to staff.	Communications Manager (if filled)	3 Year
4.3.2	Develop sustainable communication mechanisms with other City departments to provide information about what the department is doing and also to learn what information may assist them in their functions.	Communications Manager (if filled)	4 Year
4.3.3	Develop effective top-down communication within the department to provide context to management actions, decisions and initiatives.	Support Services Deputy Chief	2 Year

Strategic Plan Goal 5: Explore Programs to Reduce Recidivism



Strategic Goal 5 Objectives and Strategies



5.1	Objective 1: Explore development of jail programming aimed at addressing the underlying causes of criminal activity	Assign To	Timeline
5.1.1	Develop baseline study and use comparative studies to determine most prevalent causes of criminal behavior at the misdemeanor level.	Detention Commander	1 Year
5.1.2	Develop programmatic options aimed at a new facility and community partnerships for substance abuse treatment with linkage to out of custody care.	Detention Commander	2 Year
5.1.3	Develop programmatic options aimed at a new facility and community partnerships for mental health treatment with linkage to out of custody care.	Detention Commander	3 Year
5.1.4	Develop programmatic options aimed at new facility and community partnerships for life skills training with linkage to out of custody resources.	Detention Commander	3 Year
5.2	Objective 2: Partner with the Court to Investigate and Develop Alternatives to Traditional Court Processes	Assign To	Timeline
5.2.1	Study leading causes for justice involved individuals violating the conditions of release.	Operations Deputy Chief	2 Year
5.2.2	Use data from 5.2.1 to determine if resource allocation, such as free HIV testing at the department, or free assessments may reduce returns to court for these violations and reduce new crimes.	Operations Deputy Chief	4 Year
5.2.3	Work with Court on rehabilitative court concepts such as mental health or drug court.	Operations Deputy Chief	3 Year
5.2.4	Examine restorative justice options such as community court, youth court – diversion prior to formal charging for certain crimes.	Support Services Deputy Chief	3 Year
5.3	Objective 3: Develop Out of Custody Services Aimed at Reducing Recidivism	Assign To	Timeline
5.3.1	Examine post incarceration follow-up service linkage	CHSS Police Social Worker	3 Year
5.3.2	Examine victim-offender mediation for lower level criminal behavior	Victim Service Coord.	3 Year
5.3.3	Use data to analyze and determine best resources to programmatically partner with an outward facing CHSS Community Center if the new Community Justice Center moves forward.	CHSS Police Social Worker	5 Year



LYNNWOOD
WASHINGTON

POLICE



LYNNWOOD
WASHINGTON

A great deal more

Strategic Plan

2018-2022

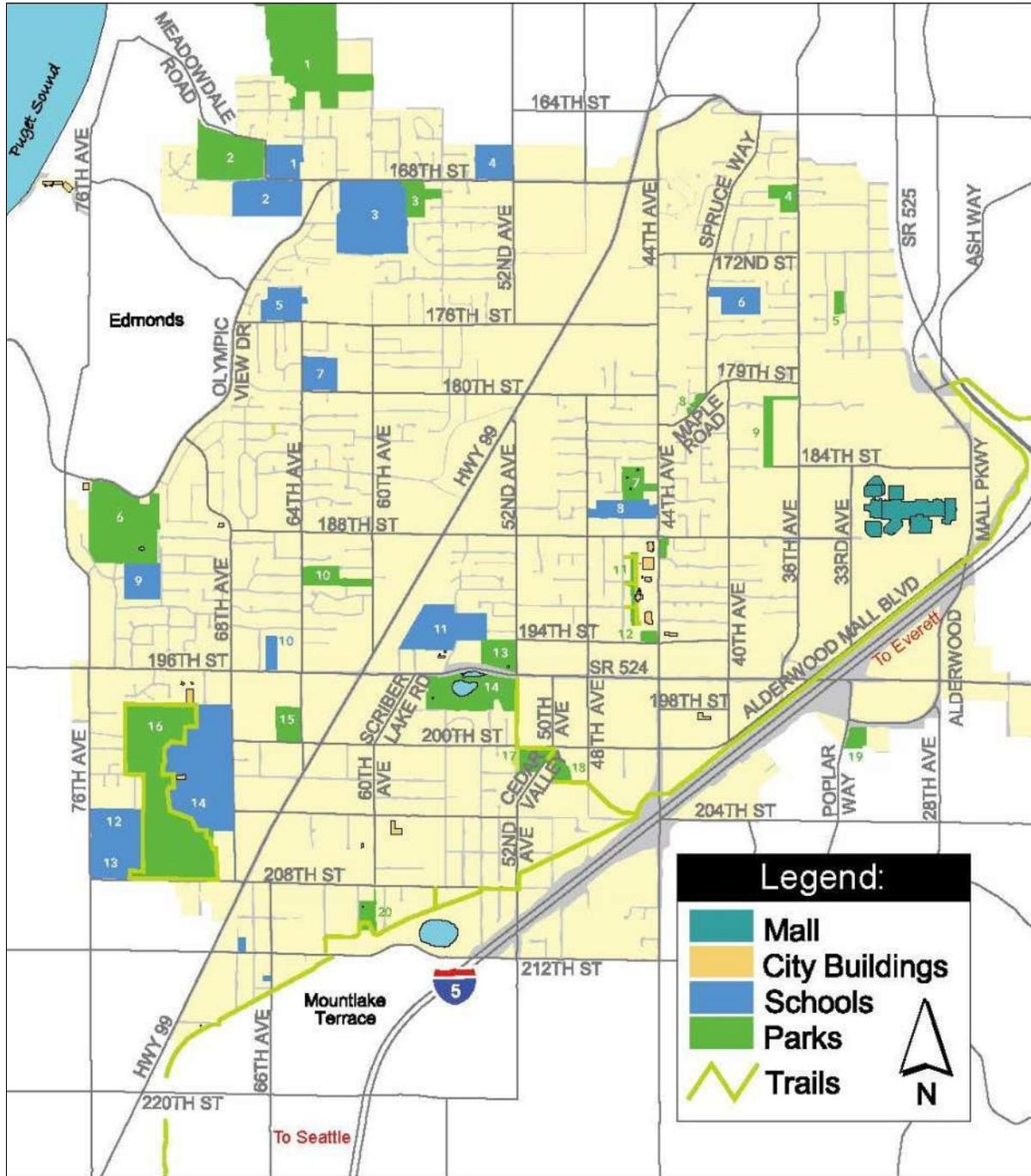


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CITY OF LYNNWOOD
WASHINGTON



City of Lynnwood



- 1 Meadowdale Elementary
- 2 Meadowdale Middle School
- 3 Meadowdale High School
- 4 Beverly Elementary
- 5 St Thomas More
- 6 Spruce Elementary
- 7 Snohomish Co. Christian
- 8 Lynnwood Elementary
- 9 Lyndale Elementary
- 10 Soundview School
- 11 Cedar Valley Community School

- 12 College Place Elementary
- 13 Terrace Park School
- 14 Edmonds Community College
- 1 Meadowdale Beach Park
- 2 Meadowdale Playfields
- 3 Meadowdale Park
- 4 Spruce Park
- 5 Stadler Ridge Park
- 6 Lynndale Park & Skate Park
- 7 North Lynnwood Park
- 8 Maple Mini Park

- 9 Pioneer Park
- 10 Daleway Park
- 11 Mesika Trail & open space
- 12 Veterans Park
- 13 Wilcox Park
- 14 Scriber Lake Park
- 15 Gold Park
- 16 Lynnwood Municipal Golf Course
- 17 Sprague Pond Mini Park
- 18 Scriber Creek Park
- 19 Heritage Park
- 20 South Lynnwood Park

Nicola Smith, Mayor

City Council:

Benjamin Goodwin, President

Shannon Sessions, Vice President

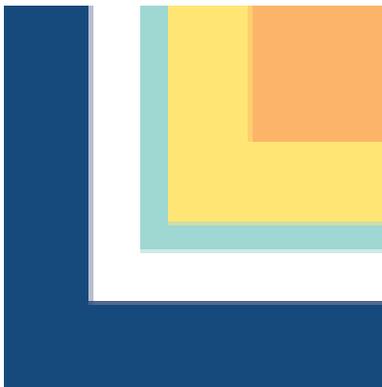
Ian Cotton

Christine Frizzell

George Hurst

Ruth Ross

Shirley Sutton



Introduction and Purpose

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

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

Top Priorities for 2018-2022

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

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

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

Our Community Vision

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

Our vision is to be a welcoming city that builds a healthy and sustainable environment.

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

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

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

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

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

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

Strategic Plan, 2018-2022

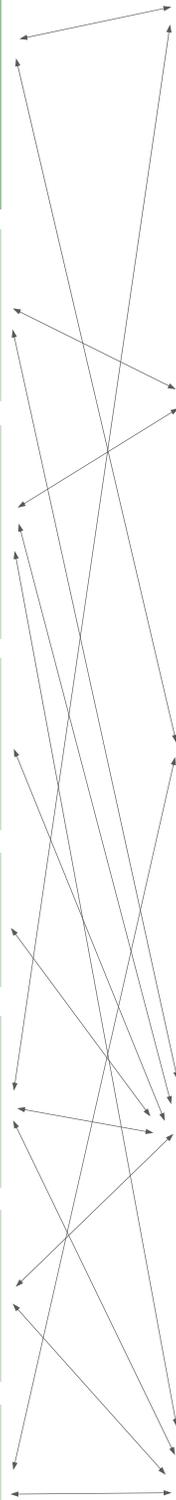
1. Fulfill the community vision for the City Center and Lynnwood Link light rail.

2. Ensure financial stability and economic success.

3. Nurture Operational and Organizational Excellence.

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

5. Pursue and maintain collaborative relationships and partnerships.



Strategic Planning - From Vision to Outcomes

Vision
For
Future

Community
Vision

Comprehensive
Plans

Topic/Issue—
Specific
Plans & Studies

Technical &
Legal
Assessment

Financial
Forecasts

Comprehensive
Transportation
Plan

Transportation
Improvement
Plan (TIP)

Mandates

Comprehensive
Utility System
Plans

Capital Facility
Plan (CFP)

Implementation

5-Year
Priorities –
Strategic Plan

Biennial
Budget

Measurable
Outcomes

 Includes Public Input

 Administrative Output



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

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

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

Objectives – City Center:

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

Strategies – City Center:

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

-continued-



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

Objectives – Sound Transit (ST):

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

Strategies – Sound Transit:

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

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





Priority 2. Ensure financial stability and economic success.

Priority 2: Ensure financial stability and economic success.

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

Objective – Financial Sustainability:

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

Strategies – Financial Sustainability:

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

-continued-



Priority 2. Ensure financial stability and economic success.

Objective – Economic Success:

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

Strategies – Economic Success:

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

-continued-



Priority 2. Ensure financial stability and economic success.

Objective - Infrastructure:

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

Strategies - Infrastructure:

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

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



3

Priority 3. Nurture Operational and Organizational Excellence.

Priority 3: Nurture Operational and Organizational Excellence.

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

Objective:

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

Strategies:

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

Objective:

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

Strategies:

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

-continued-



Priority 3. Nurture Operational and Organizational Excellence.

Objective:

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

Strategies:

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

Objective:

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

Strategies:

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

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





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

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

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

Objectives – Safe:

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

Strategies – Safe:

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

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

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

Objectives – Welcoming:

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

Strategies – Welcoming:

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

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

Objectives - Livable:

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

Strategies - Livable:

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

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





Priority 5. Pursue and maintain collaborative relationships and partnerships.

Priority 5. Pursue and maintain collaborative relationships and partnerships.

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

Objective:

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

Strategy:

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

Objective:

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

Strategies:

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

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Priority 5. Pursue and maintain collaborative relationships and partnerships.

Objective:

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

Strategies:

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

Objective:

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

Strategy:

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

Objective:

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

Strategy:

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

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Priority 5. Pursue and maintain collaborative relationships and partnerships.

Objective:

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

Strategy:

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

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



Our Community Vision

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

Our vision is...

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

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

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

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

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

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

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Our Community Vision

To be a cohesive community that respects all citizens.

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

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

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

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

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

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

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

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

