

Strategic Plan

2018-2022

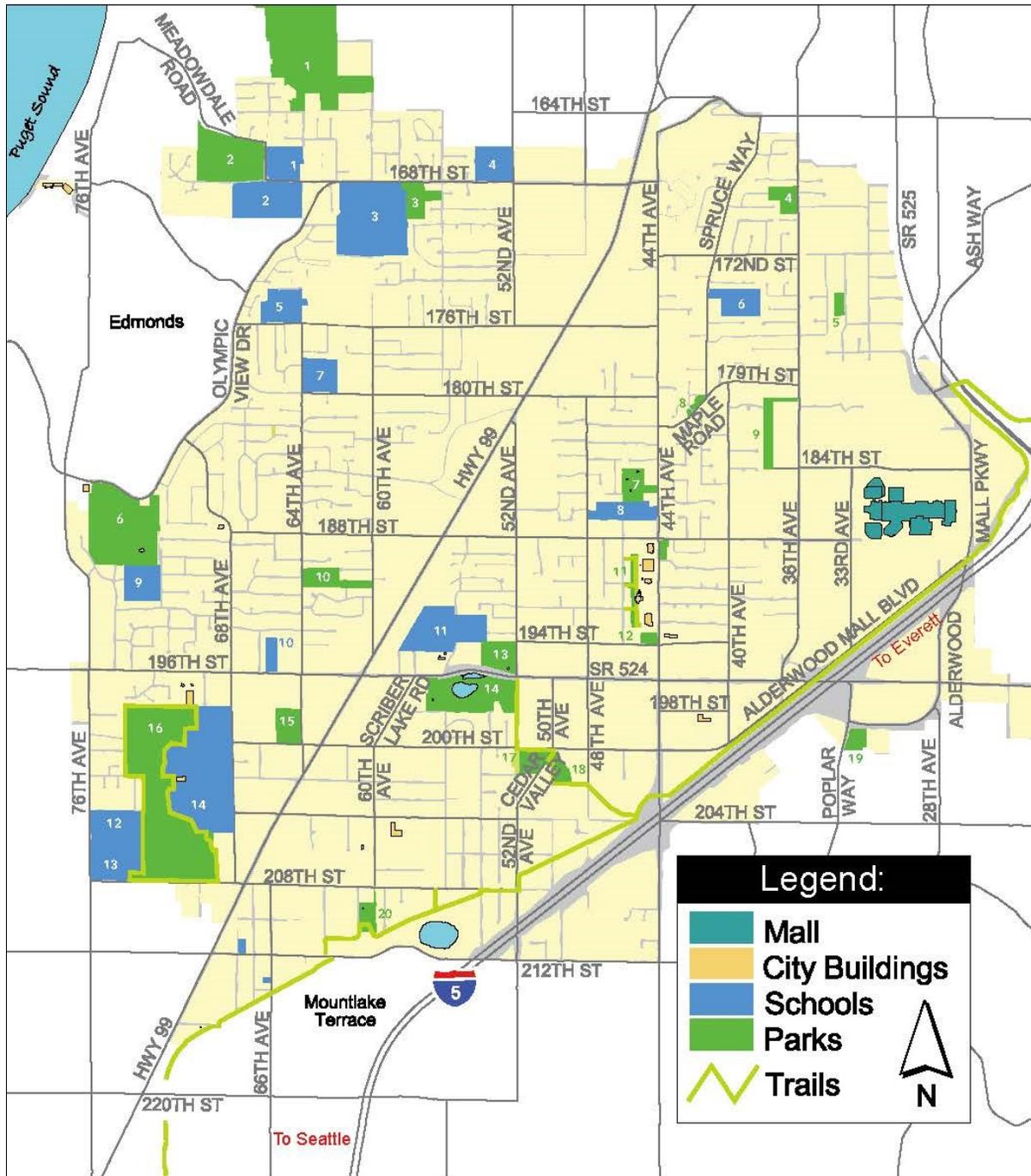


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CITY OF LYNNWOOD
WASHINGTON



City of Lynnwood



Legend:

- Mall
- City Buildings
- Schools
- Parks
- Trails

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|---|---|--|
| <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> 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 |
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Nicola Smith, Mayor

City Council:

Benjamin Goodwin, President

Shannon Sessions, Vice President

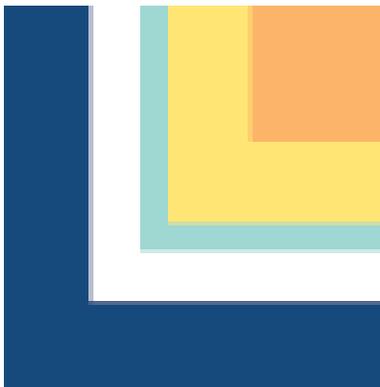
Ian Cotton

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

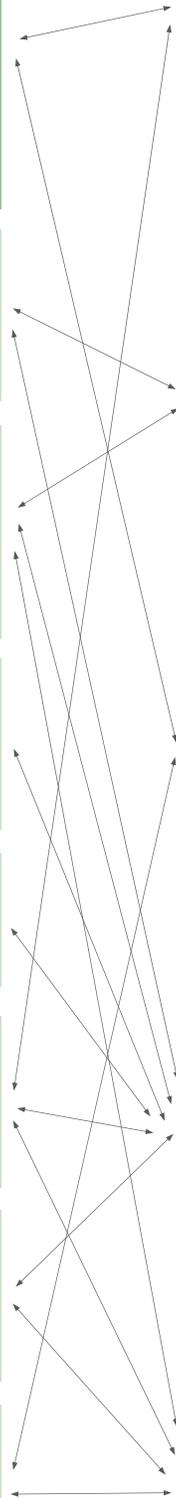
1. Fulfill the community vision for the City Center and Lynnwood Link light rail.

2. Ensure financial stability and economic success.

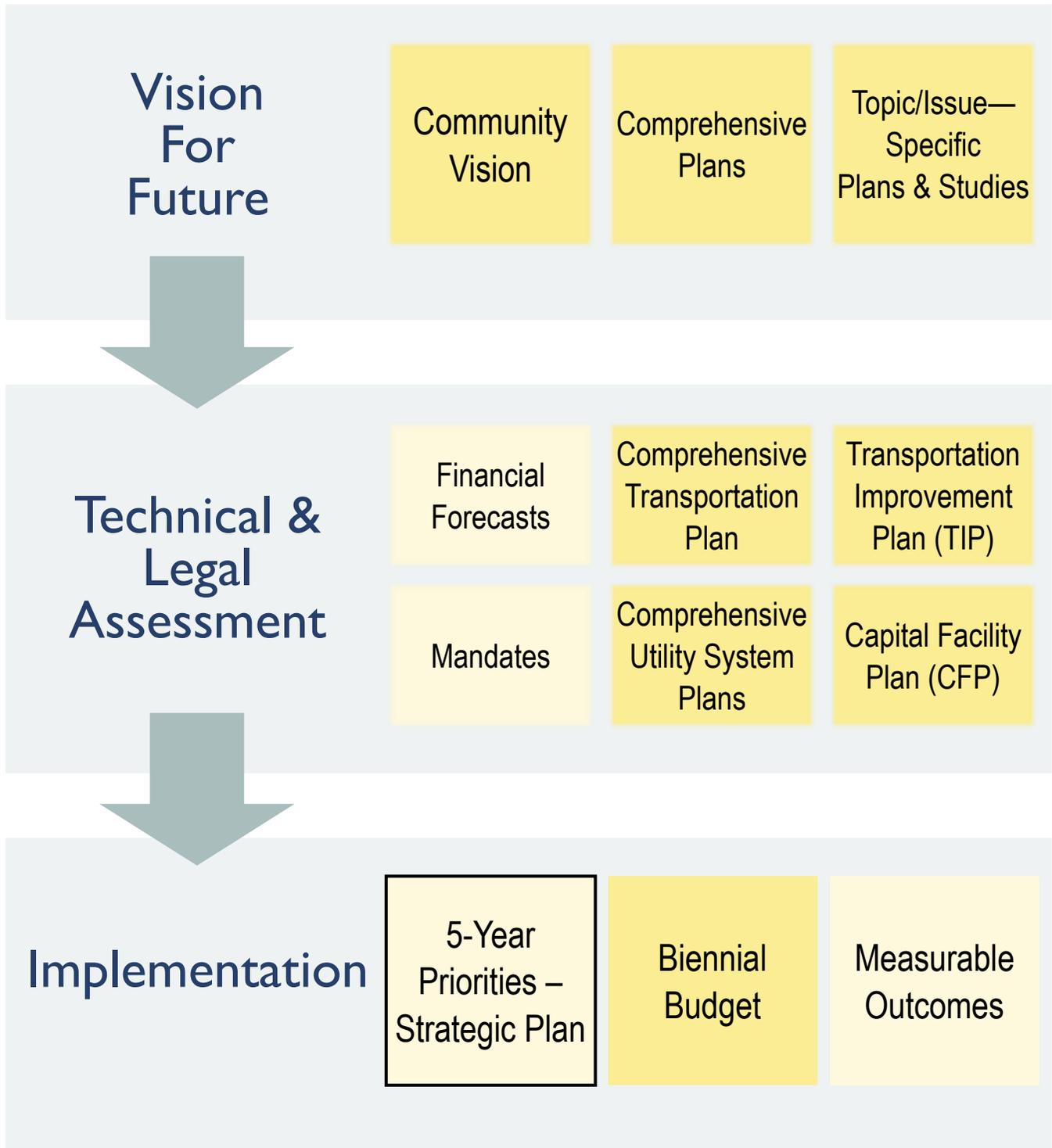
3. Nurture Operational and Organizational Excellence.

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

5. Pursue and maintain collaborative relationships and partnerships.



Strategic Planning - From Vision to Outcomes



 Includes Public Input

 Administrative Output



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

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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).

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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.

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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.

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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.

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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



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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.

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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.

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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.*

