

## **CITY OF LAKE FOREST PARK**

17425 Ballinger Way NE | Lake Forest Park | WA

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## **Mayor's Preliminary 2025-2026 Biennial Budget**

*General Government, Utilities, Capital, and Enterprise Funds*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Lake Forest Park  
Washington**

For the Biennium Beginning

**January 01, 2023**

*Christopher P. Morill*

**Executive Director**

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Mayor  
Tom French

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Jon Lebo  
Semra Riddle  
Ellyn Saunders

## **2025/2026 Mayor's Biennial Budget Letter**

Honorable City Council:

It is my pleasure to present the administrations proposed 2025/2026 Budget. The proposed budget is balanced as required by law. Achieving this balance has only been possible through proposed increases to certain utility rates, the use of unallocated fund balance, utilization of the 2024 anticipated ending fund balance.

In the previous biennial budgeting process, the city council took commendable steps to close the gap between general fund expenditures and revenues. The Council's approval of a forward-thinking investment policy has also resulted in additional interest income. Regrettably, all that good and difficult work was quickly negated by inflation, significant increases in jail and dispatch expenditures and increases in necessary consultant services.

### **Revenue**

This city prides itself in providing a high level of service to its residents. Our police department, public works department and city hall staff all provide exemplary service to the elected officials and residents in a cost-effective manner. Rejecting the use it, or lose it, mentality, pursuing outside funding opportunities and being fiscally responsible have all contributed to the city's success in beating projections in maintaining a balanced budget.

However, despite all the good work by council and the administration, expenditures in the proposed 2025/2026 biennium outpace revenues by \$1.5M per year. Although this deficit is before rolling in the ending fund balance at the end of this biennium, which will reduce the deficit slightly, it is also before accounting for additional needs identified by the administration, and the increasing personnel costs to keep pace with the market in order to ensure retention and recruiting of a talented and dedicated staff.

The city council has effectively implemented all available councilmanic means of generating additional general fund revenue. With the cap on property tax revenue growth at one percent, the city council will need to determine if a measure will be placed on the November 2025 ballot to seek a modest voter-approved property tax increase to support ongoing city operations.

To support this effort, this past summer, the city council provided initial funding and authorized the administration to solicit consulting firms to assist in exploring what this request of the voters may entail. This proposed budget includes the funds necessary to support this consulting effort through the November 2025 election, should council determine this to be an appropriate request of the city's residents.

## **Multi-modal safety**

New traffic speed camera zones have been implemented in the city in 2024, facilitated by recent changes in state law, to ensure the safety of our residents and by penalizing those who do not obey the traffic laws within our borders. While safety and compliance with the law are the impetus behind the installation of these cameras, results from the red light and school zone cameras over the past decade have shown that there is a segment of the population unwilling to comply with our traffic laws. As such, it is anticipated that these new cameras will generate revenue that the city council could allocate toward active transportation, including pedestrian safety and multi-modal improvements as governed by state law.

The financial obligations of this new traffic camera revenue will pay for operations and maintenance of the new traffic camera functionality and staffing the police department and municipal court to effectively administer the increased citations. This will require up to two new positions in both the municipal court and police department. The Administration will be creating a new general fund sub fund, traffic safety fund 002, that will separately track all revenue and expenditures.

In the event that revenues exceed expenses within the traffic safety fund, the Administration is proposing to support active transportation improvement projects as required by State Statute. To ensure that these projects are delivered on budget and on schedule, the administration is requesting a dedicated project manager position, supported by these new revenues, be provisionally authorized by council.

The administration will bring monthly updates to the Budget and Finance committee regarding revenues and expenditures related to this camera program, allowing for dialogue as to when it is appropriate to move forward with filling the new position.

## **Storm Water**

The city council adopted the Stormwater Management Action Plan in March 2023 and hired a firm to carry out most of the actions needed to comply with Federal NPDES permitting requirements. In discussions with the outgoing Senior Project Manager and the hired firm, it has become apparent that to ensure permit compliance, and provide oversight of contracted services supporting this effort, a full-time stormwater coordinator position is needed.

This position is fully dedicated to stormwater activities, and as such, would be supported fully by stormwater fees. The city's current funding model calls for a 10% increase in stormwater fees each year to cover escalating costs of operations and maintenance. The addition of an employee in this department will require an additional 10% increase per year from 2025 forward.

## **Human Resources**

As the sole member of the department, the HR Director provides support city-wide for Benefits Administration & Wellness, WCIA & Risk Management, Employee Relations & Labor Relations/Contract Administration, Staffing & Recruitment, Compensation & Classification, Training, Employee Recognition and Other Projects & Duties. Over the past two years, due to a multitude of retirements and employees leaving for different job opportunities, the HR Director has worked with departments to recruit for and fill sixteen positions.

Looking forward in this tight labor market, there are several more retirements coming over the next few years, several positions remain open, the possibility of new positions to support traffic camera enforcement, multi-modal projects, and stormwater management, additional time and effort

will be required to fill these positions. For those reasons, the administration is requesting an additional 0.80 employee to support the HR Director.

To support cross training, continuity of operations, and to maintain a consistent work culture, the administration requests the opportunity to discuss with council the idea of the authorization to exceed the approved FTE count for a pre-authorized period to facilitate cross training between the outgoing and new employee.

The budget enhancement request for the new proposed part-time 0.8 human resources position for the next biennium is placed within the budgeted employment positions and salaries section of the Mayor's Preliminary Biennial Budget.

### **Personnel Requests Withheld**

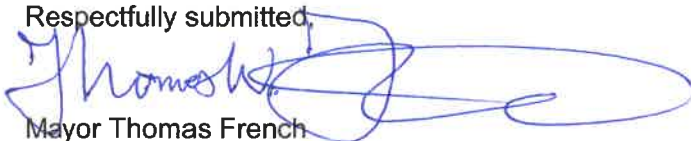
While the positions noted below could provide value to the city, to limit the increase of the deficit between general fund revenues and expenditures, and increasing utility fees too rapidly, the following are not included in this proposed budget.

- Continuation of "Plus" positions in the police department
- GIS manager
- Public Works manager
- Climate coordinator
- PD Traffic camera ticket reviewer

### **In Closing**

The staff and I sincerely appreciate the collaborative relationship the administration and council enjoy and look forward to a robust discussion regarding this proposed budget. Revenues won't support every need and priority in this biennium, but there are actions we can take together to move this city forward, continuing to provide the core services our residents deserve, and engaging in the discussion of what it takes to keep such a great city running so efficiently.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Thomas French", is written over a horizontal line. The signature is stylized with a large, sweeping loop at the end.

Mayor Thomas French

# OVERVIEW

## 2025-2026 PROPOSED BUDGET

- ☐ Budget Overview
- ☐ Community Profile
- ☐ Organizational Chart
- ☐ Financial Organizational Chart
- ☐ Financial Policies, Summary
- ☐ Budget Process
- ☐ Adopted 2025-2026 Biennial Budget Calendar

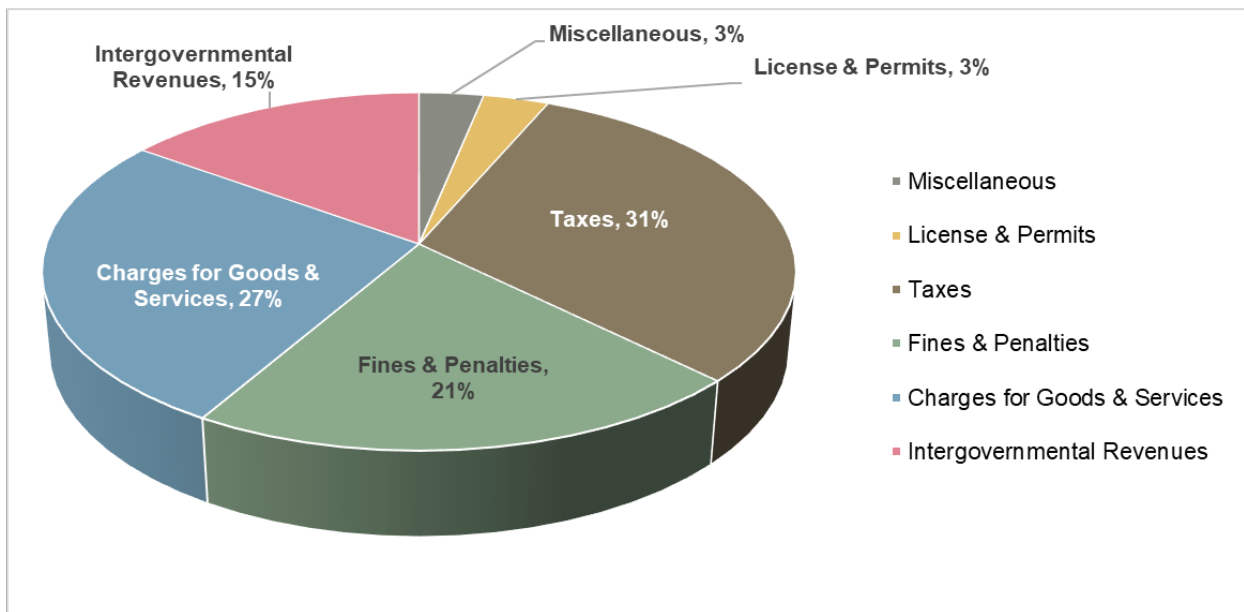
# BUDGET OVERVIEW

The Adopted 2025-2026 Biennial Budget (the Budget) is comprised of 18 funds with total budgeted revenues of \$59,727,331 and budgeted expenditures of \$45,611,295. The City is projected to begin the 2025-2026 biennium with a beginning fund balance of \$28,281,870 for all funds. The projected ending fund balance for the 2025-2026 biennium is \$27,650,544 for all funds. The 2025-2026 budget is aligned with, and makes investments in, the City's priorities. The budget is balanced consistent with the definition in the Comprehensive Financial Management Policies (Financial Policies). Also, the budget maintains fund balances in excess of the minimum fund balance targets found in the Financial Policies for all budgeted funds.

## BUDGETED REVENUES

Each of the City's revenues is categorized into one of six revenue types: taxes, licenses & permits, intergovernmental revenues, charges for goods & services, fines & penalties, and miscellaneous.

### *Citywide Revenues by Category, All Funds*



Taxes, which includes property and real estate taxes, sales tax, business tax, utility tax and franchise fees, among others, is projected to be the largest total revenue in the 2025-2026 budget with over \$18.4 million in revenue for the biennium. The second largest budgeted revenue type is charges for goods and services, with a budgeted value of over \$15.8 million. Charges for goods and services include utility revenues and other user fees. Fines and penalties are budgeted to be the third largest revenue source at just over \$12.5 million, this revenue is primarily attributable to traffic safety camera fines. Intergovernmental revenues are projected to be the fourth largest revenue source during the biennium budgeted at almost \$9 million of projected revenue; intergovernmental revenues are primarily state shared revenues and grants. Licenses and permits and miscellaneous revenues round out the revenue picture for the biennium with both

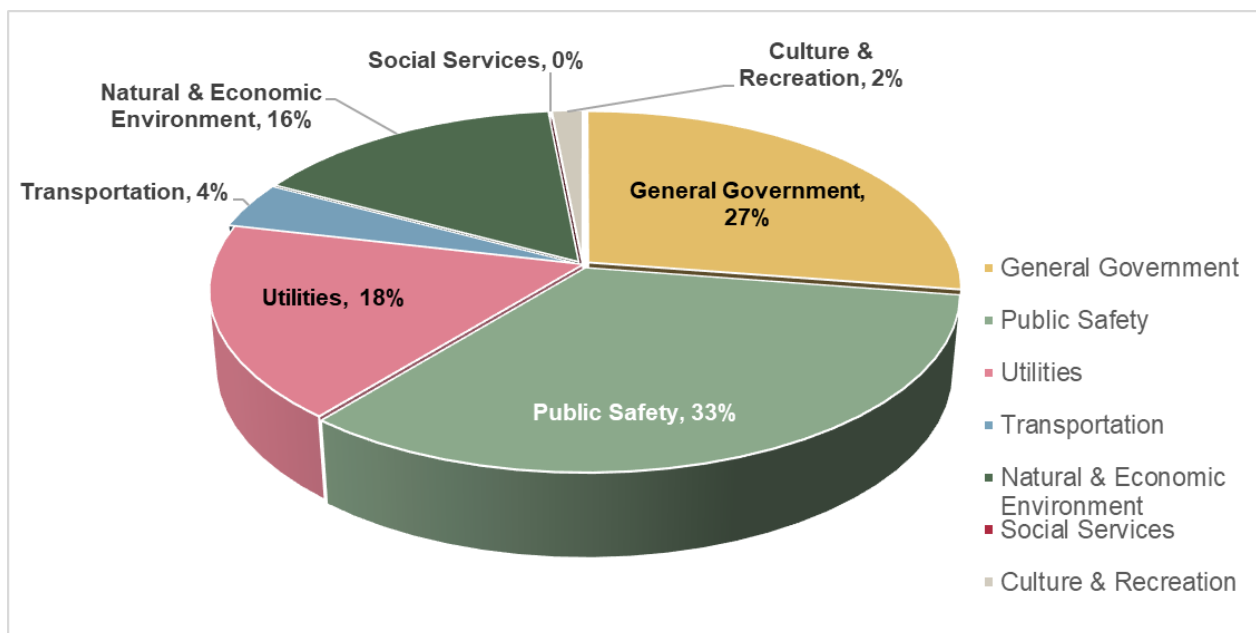
# BUDGET OVERVIEW

roughly projected at \$1.9 million, respectively. Revenue projections for the biennium are conservative for the 2025-2026 budget.

## BUDGETED EXPENDITURES

Each of the City's expenditures is classified into one of eight expenditure categories: general government, public safety, utilities, transportation, natural & economic environment, social services, culture & recreation, and miscellaneous. The largest spending category during the 2025-2026 biennium is public safety, with budget expenditures of over \$15 million. The second largest expenditure category is general government, with budgeted expenditures over \$12.5 million for the biennium. Next largest is utilities, with over \$8 million, followed by natural & economic environment at \$7.1 million. Transportation is budgeted at nearly \$1.9 million. Culture & recreation is budgeted slightly over \$690,000 and social services is budgeted at \$10,200. Miscellaneous expenditures are not budgeted in the 2025-2026 biennium.

*Citywide Expenditures by Category, All Funds*



Most operating expenditures are budgeted with inflationary related increases, with some exceptions like jail cost more than doubling from the previous budget, police dispatch contract significantly increasing and continued increasing surface water and sewer operating and capital costs. Overall, the City's expenditures are continuing to exceed the City's ongoing revenues even with the City Council implementing new revenue sources in the 2023-2024 Adopted Biennial Budget contributing to the General Fund and Transportation Benefit District (TBD) Fund.

# COMMUNITY PROFILE



## GEOGRAPHY

The City of Lake Forest Park is located in north King County, Washington, just north of Seattle city limits along the shore of Lake Washington. The City's proximity to the major urban center of Seattle does not, however, define its character. Lake Forest Park is a community known for streets that meander along creeks, a dense tree canopy, and a green natural landscape that give the City a tranquil suburban feel despite its proximity to Seattle.

Two highways travel through the City, SR 104 and SR 522, carrying thousands of commuters through the City daily, but do not significantly impact its character. The City is completely built out, meaning there are no unincorporated areas on or near its borders and very few undeveloped parcels in the City. Lake Forest Park shares borders with Seattle, Shoreline, Mountlake Terrace, Brier, and Kenmore. The City is approximately three and one-half square miles.

## COMMUNITY HISTORY

Lake Forest Park was founded as a planned residential community in the early 1900s. At the time, points north of Lake Forest Park along Lake Washington were accessible only by boat and Lake Forest Park was at the end of the road that traveled north from Seattle. By 1914 a road had been built all the way around Lake Washington and Lake Forest Park was no longer at the end of the road. Single family residential development continued in the area known as Lake Forest Park and in 1961 the area known as Lake Forest Park incorporated as a City. The City continued to grow over the subsequent decades as a result of development and annexations of unincorporated areas along the City's borders. The most recent annexations occurred in the 1990s and are likely the last of the annexations as there are no significant unincorporated areas along the City's borders.

## THE GOVERNMENT

Lake Forest Park utilizes the mayor-council form of government. This form of government is characterized by an elected Mayor, who is the chief executive of the executive branch of the local government. The Mayor is responsible for appointing department heads, those appointments are subject to confirmation by the City Council. The Mayor is responsible for the daily operations of the City.

The City Council is a seven-member elected body which is the legislative branch of government. City council members serve staggered four-year terms. The City Council is responsible for setting

# COMMUNITY PROFILE

City policy, adopting the biennial budget, and for establishing short- and long-range goals and plans.

The budget process is broken down into two distinct phases; phase one is the development of the Mayor's Proposed Budget, phase two is the council's deliberations on the budget. From a purely technical perspective, the two phases of the budget process are exclusive of one another. More about the budget process can be found in the section of this budget document titled "The Budget Process."

Lake Forest Park is considered a full-service local government as the City provides a full range of local government services including public safety, utilities, municipal court, and enterprise activities. Nearly all services are performed by employees, as opposed to contracted third parties. Operating departments of the City, in order of employee count, are as follows: Police, Public Works, Finance & IT, Municipal Services, Municipal Court, Planning, Executive & HR, and Building. The City employs approximately 60 employees.

## DEMOGRAPHICS<sup>1</sup>

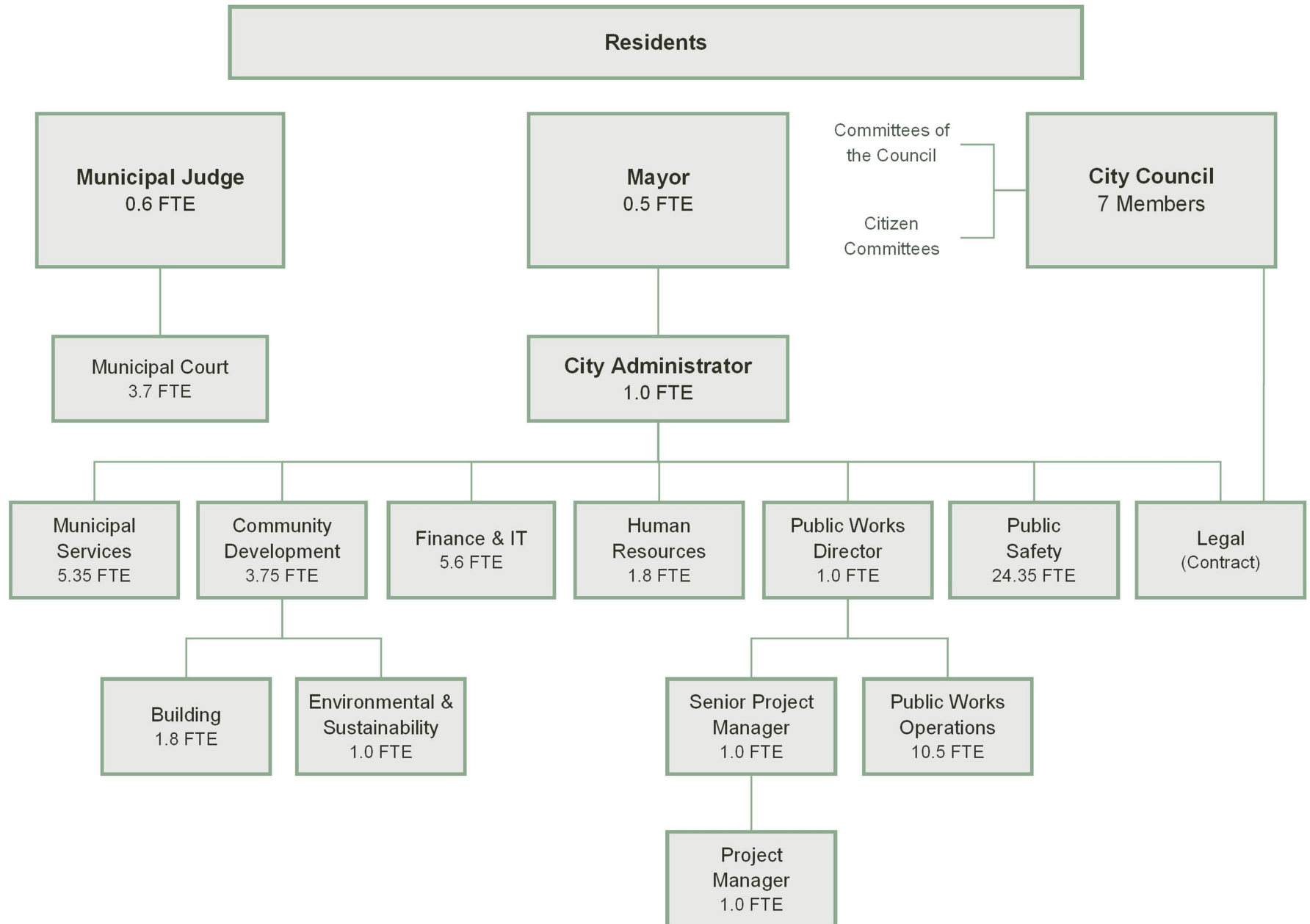
The 2020 Census found the population of Lake Forest Park to be 13,630, the adjusted 2022 population estimate is 13,462, which indicates a little over one percent decrease in one year. In 2022 4.1% of the Lake Forest Park population was under the age of 5 and 18.2% was over the age of 65, slightly over 75% of the population was between the ages of 5 and 64. 77.9% of the Lake Forest Park population identified as white in the 2020 census; 8.3% identified as Asian; almost 6% identified as two or more races; Hispanic, American Indian and Alaska Native, and Black or African American made up 3.3%, 0.3%, and 6.8% respectively. The 2022 Census counted 5,565 housing units in the City, nearly 79.7% of which were owner occupied. The 2022 median household income in Lake Forest Park was \$152,010.

### *Comparative Statistics, Neighboring Cities*

	<u>Brier</u>	<u>Kenmore</u>	<u>Lake Forest Park</u>	<u>Mountlake Terrace</u>	<u>Seattle</u>	<u>Shoreline</u>
Population, 2022 est.	6,560	23,914	13,462	21,286	737,015	58,608
Density (Population per Sq. Mile)	2,938	3,399	3,546	4,882	4,471	4,638
Housing Units	2,413	9,589	5,565	9,202	368,308	24,043
Owner Occupied Housing Unit Rate	92.0%	68.7%	79.7%	58.2%	43.8%	66.5%
Median Value of Owner Occupied Housing Units	790,900	803,000	874,200	561,100	924,200	711,500
Median Household Income	141,200	132,191	152,010	96,104	115,409	106,184
Percent in Poverty	3.6%	6.4%	3.2%	7.3%	10.1%	8.2%
Percent of 25 and Older with Bachelor's Degree or Higher	46.5%	58.0%	65.2%	41.3%	67.3%	52.4%
Total Retail Sales per Capita (2021)	1,855	3,609	2,999	4,594	8,809	5,299

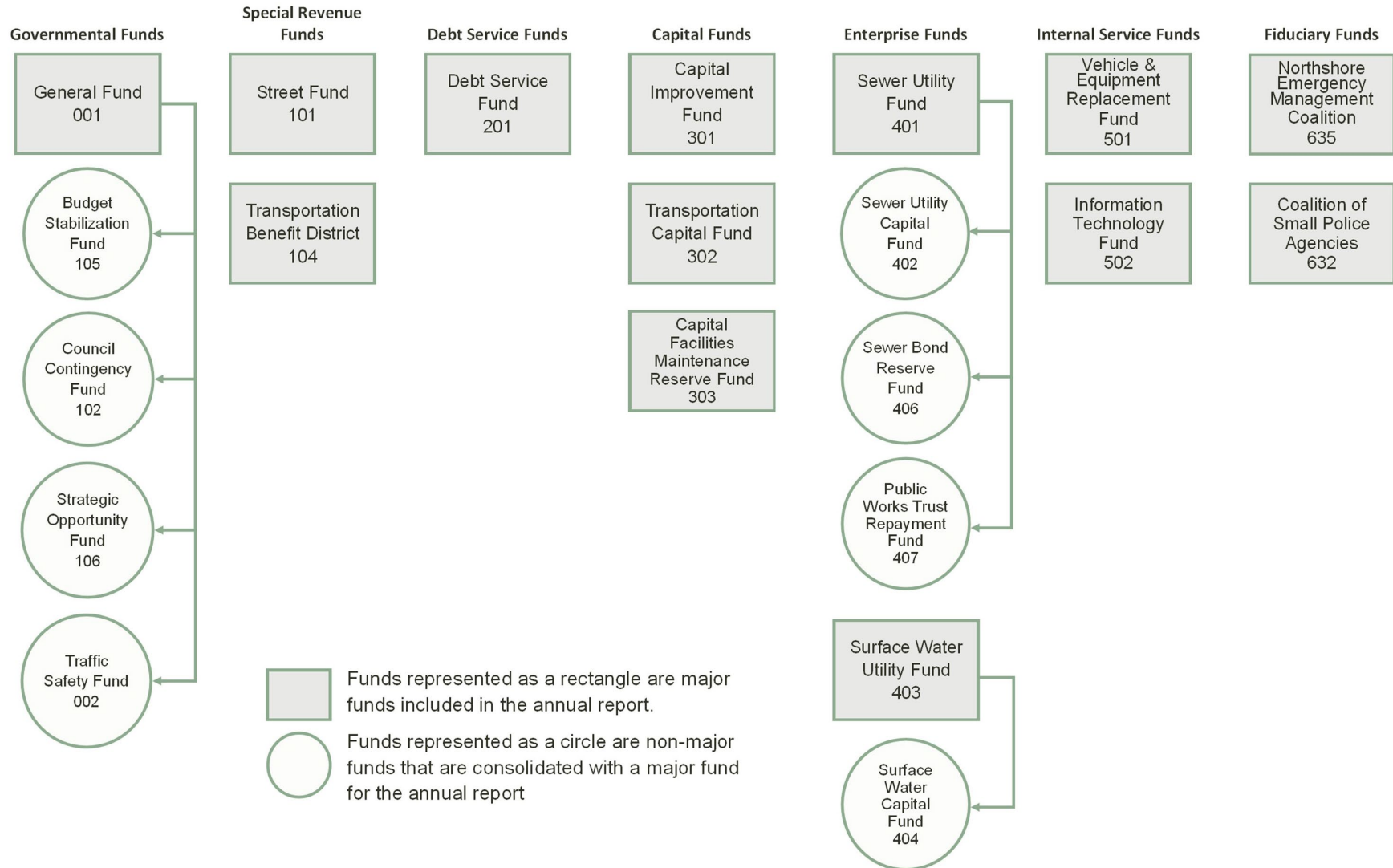
<sup>1</sup> Source of information is the United States Census Bureau [www.census.gov](http://www.census.gov)

# CITY OF LAKE FOREST PARK ORGANIZATION CHART



# FINANCIAL ORGANIZATION CHART (FUND STRUCTURE)

The following chart displays the fund structure for Lake Forest Park and is organized by fund type. The fund structure is prescribed by the Washington State Budgeting and Reporting System (BARS) and bears no connection to the organizational structure.



# SUMMARY FINANCIAL MANAGEMENT POLICIES

The Summary Financial Management Policies is a brief summary of the financial policies adopted by the City Council that directs the work of the administration for financial matters. The Comprehensive Financial Management Policies (the Policies) is the detailed document of financial policies; some of the matters addressed in the comprehensive policy are absent in this summary. The complete Comprehensive Financial Management Policies document can be found in the appendix.



## POLICIES

### FUND ACCOUNTING AND THE BUDGET ACCOUNTING AND REPORTING SYSTEM

The City of Lake Forest Park (the City) utilizes the fund accounting method of accounting and keeps its books and records on the cash basis of accounting. The City utilizes the Budget and Accounting Reporting System for Cash Basis Entities (BARS) published by the Washington State Auditor's Office for accounting and reporting matters. The use of fund accounting and BARS for accounting and reporting are dictated by State Statute. Appropriate internal controls will be designed and maintained to ensure the safeguarding of City assets and the quality of reporting.

### LONG RANGE FINANCIAL PLANNING

The primary tool for long range financial planning is the six-year financial forecast that includes projected revenue and expense for six years beginning on the first day of the current biennium. The six-year financial forecast is updated every year during biennial budget development or during the mid-biennial budget review and adjustment. The policies dictate the use of prudent assumptions in the development and updating of the six-year financial forecast.

### BIENNIAL BUDGET DEVELOPMENT AND ADOPTION

The City adopts a biennial, or two-year, budget in even numbered years. Biennial budgets begin on odd numbered years. Budgets are developed at the line-item level of revenue and expense but are adopted at the fund level meaning that a single revenue and a single expense is adopted for each of the City's funds. The adopted budget includes a schedule of staff positions.

# SUMMARY FINANCIAL MANAGEMENT POLICIES

The City budget implements City Council adopted goals and policies, long-range plans, the service choices for the community and revenue allocation policies of the Council. The Mayor, working with his/her administration, develops a “Mayor’s Proposed Budget” that is presented to the City Council for consideration of changes and adoption. The City Council may make any changes to the Mayor’s Proposed Budget that the Council desires and ultimately the City Council is responsible for adopting the final biennial budget.

The Director of Finance is responsible for the management of the budget process and subsequent budget status reporting to departments and the City Administrator. Budget monitoring is the responsibility of all Department Directors and the City Administrator.

## FUND BALANCES AND RESERVES

The Policy establishes fund balance reserves for all of the City’s operating funds; for the purposes of the Policy operating funds are those with payroll expense. All operating funds have a minimum fund balance target of eight percent (8%) except as noted below.

- General Fund, 16%
- Street Fund, 16%
- Sewer Utility Fund, 16%
- Surface Water Utility, 16%

Minimum fund balance targets are calculated as a percentage of current year revenue, less identified one-time revenue. General Fund ending fund balance is calculated as the sum of ending fund balances in the General Fund, the Council Contingency Fund, and the Budget Stabilization Fund.

## REVENUES

The City will strive to maintain a diversified mix of revenues to provide for continuity and predictability of resources and to minimize the impacts of periodic economic cycles. Revenue forecasts will be prepared using prudent assumptions. One-time revenues will be identified during budget development and in the six-year financial forecast. Grant revenue will be included in future resources when staff determines that the revenue is likely to be received.

## EXPENDITURES AND CONTRACTS

Department Directors have primary responsibility for purchasing and expenditures for their respective departments in accordance with the adopted budget and purchasing policy. Purchasing and contracting rules and requirements are contained in the purchasing policy and related legislation.

# SUMMARY FINANCIAL MANAGEMENT POLICIES

Expenditures are reviewed by a member of the City Council prior to the payment being released to the vendor, except in the case of a “prepaid batch” and/or payroll. A prepaid batch is a batch of checks that are paid in advance of City Council review due to the Council’s meeting schedule. Amounts paid in a prepaid batch are subject to the same purchasing policy and staff approval process as a normal check batch.

## DEBT

Debt may be utilized to address short-term cash flow needs. Debt may also be used to finance significant capital or other obligations. The City Council is required to approve the issuance of debt. Debt will not be used to fund long-term revenue shortages.

## INVESTMENTS

The City will utilize the Washington State Local Government Investment Pool (LGIP) and the City’s Bank as its primary investment vehicles. Both accounts are considered short-term investments meaning the funds can easily be deposited or withdrawn. These two accounts do accrue interest at a minimal level.

The City recently updated the Comprehensive Financial Management Policy to expand the investment option for longer-term investments using government agency bonds to assist in diversifying the City’s cash. The change was made in response to a Council discussion around future resiliency.

All short-term and long-term investments fully comply with State law as allowable investments for City monies.

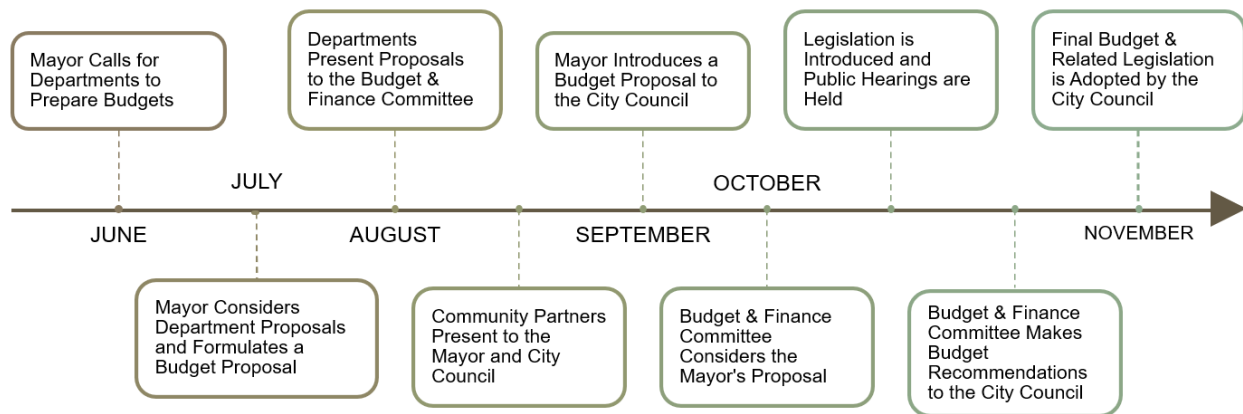
## ASSETS

Fixed assets are defined as land, buildings, equipment, and improvements to existing fixed assets costing more than \$5,000 and having a useful life in excess of one year. Assets with a value or cost under \$5,000, but more than \$300 are defined as small and attractive assets. A Fixed Asset Policy and a Small and Attractive Asset Policy maintain accountability for the City’s non-cash assets.

**COMPLETE COMPREHENSIVE FINANCIAL MANAGEMENT POLICIES** updated February 2020 – see appendix ([link](#))

# THE BUDGET PROCESS

The City adopts a biennial, or two-year, budget in even numbered years. Biennial budgets begin in odd numbered years. In the simplest form, the budget process can be divided into two distinct phases: development of the Mayor's proposed budget and development of the City Council's budget. In actuality there are many steps in the process. The following is a summary of the various steps of the budget process followed by a description of the process to amend a budget.



## PHASE ONE: DEVELOPMENT OF THE MAYOR'S PROPOSED BUDGET

### Step One: The Budget Calendar

The budget process kicks off with the budget calendar. The Administration works with the Budget and Finance Committee to draft a budget calendar which assigns dates to each milestone in the budget process.

### Step Two: Mayor Communicates Budget Priorities and Calls for Department Budget Requests

The Administration begins the budget process with the consideration of budget priorities; those priorities are subsequently communicated to departments. Next, the City Administrator instructs department heads to prepare a budget request for their respective department for the biennium. The Finance Department works with departments to prepare preliminary revenue estimates. Step Two is completed in late May to allow a month for department budget preparation.

### Step Three: Department Presentations to the Budget Team

The third step of the budget process is department presentations to the administration's budget team; the budget team consists of the Mayor, City Administrator, and Finance Director. This step of the process occurs when the Mayor is considering department budget proposals; department presentations help to inform the Mayor's decisions about the budget and occurs in July.

# THE BUDGET PROCESS

## Step Four: Creation of the Mayor's Proposed Budget

Next, the Mayor communicates to the Finance Department what to include in the Mayor's Proposed Budget. The Finance Department prepares the Mayor's Proposed Budget and begins the exercise of balancing the budget. Step four occurs in the August timeframe. The Mayor's Proposed Budget is presented to City Council Members during a council meeting in September with a presentation by the City Administrator and Finance Director.

## Step Five: Mayor's Proposed Budget and Public Hearings on Budget Related Legislation

Step five of the budget process is the Mayor's presentation of the Mayor's Proposed Budget to the City Council at an open public meeting. Historically, public hearings on the proposed property tax levy, utility rates, and fees schedule have also been scheduled for the same open public meeting.

The City Council's deliberations on the budget officially start immediately after the Mayor releases his/her proposed budget. It should be noted that the Council is generally gathering data and considering the budget in advance of the official release of the Mayor's Proposed Budget.

## PHASE TWO: DEVELOPMENT OF THE CITY COUNCIL'S BUDGET AND BUDGET ADOPTION

### Step Six: Studying the Mayor's Proposed Budget and Information Gathering

The second phase of the budget process kicks off with the City Council, sitting as the Budget and Finance Committee, studying the Mayor's proposed budget, asking questions, and gathering information. The Budget and Finance Committee also solicits feedback and information from the community in the form of public hearings. The Budget and Finance Committee schedules a meeting for public comment prior to the start of Council deliberations in late September.

### Step Seven: Budget and Finance Committee Makes Budget Recommendations to the City Council

After review of the Mayor's Proposed Budget, consideration of the City Council's priorities and goals, and input from the community, the Budget and Finance Committee makes budget recommendations to the City Council.

### Step Eight: City Council Deliberations, Finalize the Council's Budget

At this point the City Council works with Finance Department staff to create a final version of the budget and prepares the budget for adoption. Final public hearings must occur before the City Council calls for a vote on the budget.

# THE BUDGET PROCESS

## Step Nine: Budget Adoption

The final step of the budget process is for the City Council to call for a vote to adopt the budget. The budget is adopted by majority vote of the City Council. Final public hearings and votes on the property tax levy rate, utility rates, and the fee schedule generally occur around the same time as the budget but are technically subject to different timelines. The Biennial Budget is anticipated to be adopted mid-November.



## AMENDING A BUDGET

Budgets are developed based on a set of predictions about the future. A City budget is a living document and, since it is impossible to know what will happen in the future, adjustments to the adopted budget are frequently required once the budgetary period is underway. A formal change to an adopted budget is known as a budget amendment. An example is when a City receives a grant award. Budgets are adopted at the fund level, as opposed to the line-item or department level, therefore budget amendments are also made at the fund level.

Budget amendments originate with the Administration (the Mayor and staff) and must be passed by a majority of the City Council at an open public meeting. Budget amendments do not require public hearings and do not have specific timelines associated with them. However, it is best practice to formally amend a budget before an expenditure is allocated (amend before you spend). A budget amendment must be passed before the last day of the budgetary period to become effective for that adopted fiscal period.

**City of Lake Forest Park  
Budget Calendar, 2025-2026 Biennium**

<u>Date</u>		<u>Description</u>	<u>Time</u>	<u>Meeting Type</u>
7-Jun-24	Friday	Call for Department Budget Requests Issued by Administration	-	N/A
8-Jul-24	Monday	Department Budget Requests Due to Administration	-	N/A
11-Jul-24	Thursday	Administration Reviews Department Proposals	-	N/A
11-Jul-24	Thursday	Discuss Draft Budget Calendar for 2025-2026 for future adoption	6:00 PM	Special Work Session, Open to the Public
18-Jul-24	Thursday	Budget 101 & Finalize Budget Calendar for 2025-2026 Biennial Budget	6:00 PM	Budget & Finance Meeting, Open to the Public
23-Jul-24	Tuesday	Department Presentations to Mayor, City Administrator, & Finance Director		N/A
25-Jul-24	Thursday	Department Presentations to Mayor, City Administrator, & Finance Director (Continued)		N/A
5-Aug-24	Monday	<i>Community Partners (Human Services) Presentations 1 of 2</i>	6:00 PM	<i>Special Work Session, Open to Public</i>
8-Aug-24	Thursday	Revenue & Expenditure Fiscal Year End Projections for 2023-2024 Biennium Adopt Budget Calendar	6:00 PM	Work Session, Open to the Public
12-Aug-24	Monday	<i>Community Partners (Human Services) Presentations 2 of 2</i>	6:00 PM	<i>Special Work Session, Open to Public</i>
15-Aug-24	Thursday	Budget & Finance Meeting: Cancelled Due to WCMA Conference	-	Budget & Finance Meeting, CANCELLED
19-Aug-24	Monday	Capital Improvement Projects	6:00 PM	Committee of the Whole, Open to Public
12-Sep-24	Thursday	Mayor's Proposed Budget Presented to City Council	7:00 PM	City Council Meeting, Open to the Public
19-Sep-24	Thursday	Mayor's Proposed Revenue Projection Overview	6:00 PM	Budget & Finance Meeting, Open to Public
23-Sep-24	Monday	Detailed Department Presentations of Mayor's Proposed Budget	6:00PM	Committee of the Whole, Open to the Public
26-Sep-24	Thursday	Continued Department Presentations of Mayor's Proposed Budget	6:00 PM	Special Work Session, Open to Public
30-Sep-24	Monday	<i>Public Comment After the Mayor's Proposed 2025-2026 Biennial Budget is presented &amp; City Council Budget Deliberations and Recommendations</i>	6:00 PM	<i>Special Council Meeting, Open to the Public</i>
3-Oct-24	Thursday	City Council Budget Deliberations and Recommendations	6:00 PM	Special Work Session, Open to Public
10-Oct-24	Thursday	Continued City Council Budget Deliberations and Recommendations	6:00 PM	Work Session, Open to the Public
17-Oct-24	Thursday	City Council Budget Deliberations and Recommendations	6:00 PM	Budget & Finance Meeting, Open to Public
24-Oct-24	Thursday	Public Hearings - Property Tax Levy, Rates, and Budget Related Items	7:00 PM	City Council Meeting, Open to the Public
7-Nov-24	Thursday	<i>Final Public Hearings on Property Tax Levy, Rates, and Budget Related Items Adoption of Budget, Property Tax Levy, Rates, and all Budget Related Items</i>	7:00 PM	<i>City Council Special Meeting, Open to the Public</i>

# FINANCIAL AND EMPLOYMENT INFORMATION

## 2025-2026 PROPOSED BUDGET

- ☐ Consolidated Financial Schedule
- ☐ Revenue Forecast
- ☐ Schedule of Fund Balances
- ☐ Debt
- ☐ Budgeted Positions and Salary Schedule

# CONSOLIDATED FINANCIAL SCHEDULE

The consolidated financial schedules display the budget in a format consistent with the Budgeting, Accounting, and Reporting System (BARS) and is consistent with the presentation of financial information in the City's annual financial statements.



The data presentation included in these schedules combines revenue and expenditure budget data into broad categories and/or functional areas allowing readers to see the budget data in a format that is easily understood at a glance. Similarly, the separate funds, or accounting entities, of the city are also consolidated based on fund type for ease of understanding. Fund categories are found in columns; revenue and expenditure information is found in rows.

# CONSOLIDATED FINANCIAL SCHEDULE

City of Lake Forest Park							
Consolidated Financial Schedule, Mayor's Proposed Budget							
For the Biennium Ending December 31, 2026							
	Fund Type						
	General	Special Revenue	G.O. Debt Service	Capital	Enterprise / Utility	Internal Service	Total
Beginning Cash and Investments <sup>1</sup>							
Fund Balance	\$ 9,912,822	\$ 2,027,184	\$ -	\$ 4,643,011	\$ 7,209,152	\$ 2,076,269	\$ 25,868,438
Fund Balance	\$ 2,413,432	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,413,432
Total Beginning Cash and Investments	\$12,326,254	\$ 2,027,184	\$ -	\$ 4,643,011	\$ 7,209,152	\$ 2,076,269	\$28,281,870
Operating Revenues							
Taxes	\$ 15,675,747	\$ 1,461,328	\$ -	\$ 1,300,000	\$ -	\$ -	\$ 18,437,075
License and Permits	\$ 1,348,902	\$ 565,000	\$ -	\$ -	\$ 30,000	\$ -	\$ 1,943,902
Intergovernmental Revenues	\$ 1,113,456	\$ 499,893	\$ -	\$ 4,213,393	\$ 3,155,000	\$ -	\$ 8,981,742
Charges for Goods and Services	\$ 1,691,451	\$ -	\$ -	\$ -	\$ 12,482,784	\$ 1,690,538	\$ 15,864,772
Fines and Penalties	\$ 12,583,240	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,583,240
Miscellaneous Revenue	\$ 852,100	\$ 104,000	\$ -	\$ 376,000	\$ 512,500	\$ 72,000	\$ 1,916,600
Total Operating Revenues	\$33,264,896	\$ 2,630,221	\$ -	\$ 5,889,393	\$ 16,180,284	\$ 1,762,538	\$59,727,331
Nonoperating Revenues							
Debt Proceeds	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ 2,000,000
Transfers-In	\$ 500,000	\$ 295,000	\$ -	\$ 1,350,000	\$ 818,000	\$ -	\$ 2,963,000
Custodial Activities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Nonoperating Revenues	\$ 500,000	\$ 295,000	\$ -	\$ 3,350,000	\$ 818,000	\$ -	\$ 4,963,000
Total Revenues	\$33,764,896	\$ 2,925,221	\$ -	\$ 9,239,393	\$ 16,998,284	\$ 1,762,538	\$64,690,331
	\$ -			\$ -	\$ -	\$ -	
Operating Expenditures							
General Government	\$ 10,186,305	\$ 399,209	\$ -	\$ 722,885	\$ 1,105,810	\$ 103,105	\$12,517,314
Public Safety	\$ 15,257,380	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,257,380
Utilities	\$ -	\$ -	\$ -	\$ -	\$ 8,102,153	\$ -	\$ 8,102,153
Transportation	\$ -	\$ 1,654,351	\$ -	\$ 12,000	\$ -	\$ 248,000	\$ 1,914,351
Natural and Economic Environment	\$ 3,654,020	\$ -	\$ -	\$ -	\$ 3,465,443	\$ -	\$ 7,119,463
Social Services	\$ 10,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,200
Culture and Recreation	\$ 690,433	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 690,433
Total Operating Expenditures	\$29,798,338	\$ 2,053,560	\$ -	\$ 734,885	\$ 12,673,406	\$ 351,105	\$45,611,295
Nonoperating Expenditures							
Debt Service	\$ 15,700	\$ -	\$ -	\$ -	\$ 240,805	\$ -	\$ 256,505
Capital Expenditures	\$ 648,500	\$ -	\$ -	\$ 9,328,357	\$ 6,144,000	\$ 370,000	\$16,490,857
Transfers Out	\$ 595,000	\$ 800,000	\$ -	\$ 750,000	\$ 818,000	\$ -	\$ 2,963,000
Custodial Activities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Uses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Nonoperating Expenditures	\$ 1,259,200	\$ 800,000	\$ -	\$ 10,078,357	\$ 7,202,805	\$ 370,000	\$19,710,362
Total Expenditures	\$31,057,538	\$ 2,853,560	\$ -	\$ 10,813,242	\$ 19,876,211	\$ 721,105	\$65,321,657
Increase (Decrease) in Cash and Investments	\$ 2,707,357	\$ 71,661	\$ -	\$ (1,573,849)	\$ (2,877,928)	\$ 1,041,433	\$ (631,326)
Ending Cash and Investments							
Fund Balance	\$ 6,819,619	\$ 2,098,845	\$ -	\$ 3,069,162	\$ 4,331,224	\$ 3,117,702	\$19,436,552
Fund Balance	\$ 8,213,992	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,213,992
Total Ending Cash and Investments	\$15,033,611	\$ 2,098,845	\$ -	\$ 3,069,162	\$ 4,331,224	\$ 3,117,702	\$27,650,544

<sup>1</sup> Beginning cash and investments are estimates, actual results may vary from the amounts contained in this schedule.

# REVENUE

## REVENUE POLICY

The City's Revenue Policy (the Policy) states that the City will strive to maintain a diversified mix of revenues to provide for continuity and predictability of resources and to minimize the impacts of periodic economic cycles.

The Policy continues that where the City has authority to set fees and charges, all such fees and charges should be adjusted to reflect inflation and cost of services and should be reviewed and reported to the Finance Committee on a periodic basis.

With respect to grant revenue, the policy states that grant revenue shall be included in the financial forecasts and biennial budgets when it is deemed likely by staff that the City will receive the grant award. Should planned or budgeted grant revenue not be received, offsetting expenditure reductions shall be implemented or alternative revenue sources shall be identified.

## REVENUE FORECAST DEVELOPMENT

The City forecasts revenue for each line item of revenue expected to be received during the biennium. Each revenue is forecasted using one of three forecasting methods: the application of trend analysis, utilization of trusted economists' estimates, and actual amounts pledged by the funding agencies or programs.



### Trend Analysis

Trend analysis is a method used to predict what will happen in the future based on what has happened in the past. The use of trend analysis begins by removing unusual or one-time events from prior period results. Next, an average of the prior period results is calculated, that average is the starting point for the forecast for future periods. If unusual, or one-time, events are expected in the upcoming periods, those items are added in; the result is the projected amount for the upcoming period. Trend analysis is used to forecast many types of revenue the City receives including utility taxes, permit fees, and revenue from franchise agreements.

### Economists' Estimates

Many of the City's revenues projections are calculated by applying forecasts established by trusted sources to the City's data. King County and the City of Seattle publish a variety of forecasts established by their economists on a periodic basis. Since the City of Lake Forest Park is located within King County and borders the City of Seattle, Lake Forest Park can expect to have a similar experience as those entities. As such, staff utilizes the estimates established by those trusted economists to forecast several revenue sources. However, staff also considers factors that are unique to the City of Lake Forest Park in its forecasts of these items.

# REVENUE

## Projections Based on Actuals

Several of the City's revenue sources are received from other governmental agencies, including the State of Washington. In many cases, the funding agency publishes the amount that the City will receive in advance of making payment of those amounts. When the funding agency publishes the amount of the future payment as either a lump sum, or an amount that is based on a known value, like population, the City refers to this type of projection as "actual". An example is Liquor Profits that are distributed by the State to cities based on population. The City forecasts Liquor Profit Revenue by multiplying the per capita distribution amount by the published population of Lake Forest Park, the result is the forecasted Liquor Profit Revenue.

The schedules on the following pages display revenue projections for the biennium and includes a column labeled "Method". The method column indicates which projection method described in the preceding narrative was used to project the revenue for the biennium; "T" represents trend analysis, "E" represents economists' estimates, and "A" represents projections based on actuals.

## GENERAL FUND

### TAXES

General Fund taxes account for approximately 62% of General Fund revenue. The largest tax received is property tax which accounts for 46% of General Fund revenue. Another significant tax is sales/use tax which accounts for almost 23% of General Fund revenues. The Council recently adopted utility taxes on the Sewer and Surface Water funds.

Description	Method		
		<u>2023-2024 Projected</u>	<u>2025-2026 Budget</u>
<u>GENERAL FUND</u>			
TAXES			
Property Tax	T	\$ 6,902,329	\$ 7,161,227
Sales and Use Tax	T	\$ 3,452,342	\$ 3,560,204
Affordable/Supportive Housing	A	\$ 20,643	\$ 21,000
Local Criminal Justice / State	T	\$ 998,157	\$ 1,013,338
Business Tax	A	\$ 784,482	\$ 830,000
Solid Waste Collection Tax	T	\$ 301,682	\$ 315,386
Utility Tax	T	\$ 919,579	\$ 946,916
Sea. City Light Contract Fee	T	\$ 1,025,100	\$ 1,083,956
Utility Tax Sewer	A	\$ 401,567	\$ 480,112
Utility Tax Surface Water	A	\$ 187,264	\$ 220,800
Leasehold Excise Tax	A	\$ 432	\$ -
Admission Tax	T	\$ 39,097	\$ 42,808
TOTAL TAXES		\$ 15,032,674	\$ 15,675,747

# REVENUE

## LICENSE AND PERMIT REVENUES

General Fund licenses and permits account for approximately 5% of General Fund revenues. Construction and development permits are the largest revenue source in this revenue category and account for approximately 43% of license and permit revenue and 9.6% of total General Fund revenue. Other significant revenues in this category include utility franchise fees (excluding electric utility franchise fees) and business license fees.

Description	Method		
		<u>2023-2024 Projected</u>	<u>2025-2026 Budget</u>
<u>GENERAL FUND</u>			
LICENSES AND PERMITS			
Cable Television Franchise Fee	T	\$ 386,209	\$ 392,930
Business Licenses	T	\$ 176,210	\$ 171,700
Construction Permits	T	\$ 441,553	\$ 462,000
Land Use Permits	T	\$ 94,771	\$ 120,000
Plumbing Permits	T	\$ 70,643	\$ 40,150
Mechanical Permits	T	\$ 133,843	\$ 90,200
Concealed Weapon Permit / City	T	\$ 4,390	\$ 4,800
Credit Card Fee	T	\$ 16,932	\$ 16,000
Other Licenses / Permits	T	\$ 47,266	\$ 51,122
TOTAL LICENSES AND PERMITS		\$ 1,371,817	\$ 1,348,902

# REVENUE

## INTERGOVERNMENTAL REVENUES

Intergovernmental revenues account for over 4% of General Fund revenues and is comprised of revenues received from other governments, primarily the State of Washington. Major revenues in this category include shared liquor and marijuana tax revenues received from the State of Washington.

	Method		
Description		2023-2024 Projected	2025-2026 Budget
GENERAL FUND			
INTERGOVERNMENTAL REVENUES			
Bulletproof Vest Partnership	A	\$ 5,523	\$ 5,000
Less than Lethal - Dept. of Commerce	A	\$ 796	\$ -
Fed Pass - WASPC Traffic Safety		\$ 51,300	\$ -
EMPG Grant	E	\$ 42,357	\$ 44,000
WASPC Behavioral Health Grant	A	\$ 20,851	\$ -
WAAOC Interpreter Grant	A	\$ 4,415	\$ 2,500
WAAOC Blake Reimbursement	A	\$ 42,716	\$ -
Traffic Safety Comm. Grant	A	\$ 990	\$ -
DOC State GMA Comp Plan Grant	A	\$ 137,142	\$ 525,000
Multimodal Transportation City	E	\$ 35,197	\$ 35,288
Criminal Justice - Population	E	\$ 9,700	\$ 10,999
CJ - Special Programs	E	\$ 35,141	\$ 38,496
Marijuana Excise Tax Distrib.	A	\$ 45,511	\$ 46,555
DUI Distribution	T	\$ 2,429	\$ 3,000
Liquor Excise Tax	A	\$ 190,766	\$ 180,379
Liquor Board Profits	A	\$ 208,637	\$ 210,570
Local Hazardous Waste Grant	A	\$ 19,875	\$ 11,670
KC Waste Reduction Recycling	A	\$ 28,165	\$ -
KC Waterworks Grant	A	\$ 4,408	\$ -
TOTAL INTERGOVERNMENTAL		\$ 885,920	\$ 1,113,456

# REVENUE

## CHARGES FOR GOODS AND SERVICES

Charges for goods and services is a category of revenue that accounts for the recovery of costs associated with providing certain services. Services that generate revenue for this category include finance/accounting, human resources, and Information Technology services provided by the General Fund to other funds of the City. Charges for those services are accounted for in this category and comprise under 7% of General Fund revenue. Revenue received for passport processing is accounted for in this category and accounts for approximately 29% of charges for goods and services revenue.

	Method		
Description		<u>2023-2024 Projected</u>	<u>2025-2026 Budget</u>
<u>GENERAL FUND</u>			
CHARGES FOR GOODS AND SERVICES			
Court Administrative Fees	-	\$ 2,521	\$ 1,000
Interfund Svc. From Fund Surface Water	T	\$ 177,158	\$ 185,210
Interfund Svc. From Fund Sewer Utility	T	\$ 350,481	\$ 372,180
Interfund Svc. From Fund Streets	T	\$ 145,236	\$ 175,556
Interfund Svc. From Fund Transportation Capital	T	\$ 64,779	\$ 66,909
Interfund Svc. From Capital Improvement	T	\$ 8,672	\$ 9,300
Interfund Svc. From Replacement Fund	T	\$ 7,867	\$ 8,105
NSF Fees		\$ 4,440	\$ 2,800
Development Tech. Surcharge	T	\$ 59,368	\$ 60,000
Printing Copies		\$ 2,268	\$ 2,400
Police Services OT		\$ 261,536	\$ 250,000
Notary Services	T	\$ 2,710	\$ 3,000
Passport Revenue	T	\$ 409,933	\$ 487,182
Adult Probation Services	T	\$ 48,997	\$ 40,000
Television/Cable Sub. Fee	T	\$ 14,032	\$ 15,000
Support Service From TBD	T	\$ 5,901	\$ 4,809
Animal Control Reimbursement	T	\$ 6,939	\$ 8,000
TOTAL CHARGES FOR GOODS & SERVICES		\$ 1,572,838	\$ 1,691,451

# REVENUE

## FINES AND PENALTIES

The City accounts for its fines and penalties in this category. The largest single revenue in this category is Traffic Safety Camera Fines, which account for approximately 96% of the revenue. Other revenues accounted for in this category include fines and penalties levied by the Lake Forest Park Municipal Court for infractions, fines, and penalties issued within the City limits.

	Method		
Description		<u>2023-2024 Projected</u>	<u>2025-2026 Budget</u>
<u>GENERAL FUND</u>			
FINES AND PENALTIES			
Other Civil Penalties	T	\$ 592	\$ 550
Traffic Infraction Penalties	T	\$ 150,703	\$ 140,090
Traffic Safety Camera Fines	T	\$ 4,379,645	\$ 4,381,800
Local/JIS Account	T	\$ 2,822	\$ 5,000
School Safety Speed		\$ 50	\$ -
Legislative Assessment	T	\$ 3,203	\$ 4,500
Civil Parking Infraction Penalties	T	\$ 2,894	\$ 3,300
DUI Fines	T	\$ 8,563	\$ 8,000
Other Crim.Traffic Misdemeanor	T	\$ 20,891	\$ 22,500
Emergency Services		\$ 420	\$ 550
Other Crim. Non-Traffic Fines	T	\$ 10,459	\$ 7,500
Court Fines & Forfeits	T	\$ 10,705	\$ 9,450
TOTAL FINES AND PENALTIES		\$ 4,590,947	\$ 4,583,240

# REVENUE

## MISCELLANEOUS REVENUES

The miscellaneous category includes revenues that are not classified elsewhere and includes interest income. The miscellaneous revenue category accounts for under 3% of the General Fund. The City recently diversified the investment portfolio to include government agency bonds with the goal of providing a more predictable and sustainable interest income for the current and future budgets.

	Method		
Description		<u>2023-2024 Projected</u>	<u>2025-2026 Budget</u>
<u>GENERAL FUND</u>			
MISCELLANEOUS REVENUE			
Investment Interest	T	\$ 656,567	\$ 603,000
Sales Tax Interest-State Treas	T	\$ 14,694	\$ 16,000
Turner (Lakefront) Rent	A	\$ 8,000	\$ -
Facility Rental Fees	A	\$ 300	\$ 600
Donations	-	\$ 7	\$ -
Donations-Public Safety	-	\$ 30,510	\$ -
City Forestry Account	T	\$ 31,734	\$ 10,000
Sales of Surplus		\$ -	\$ 3,000
P-Card Rebate	A	\$ 25,871	\$ 26,000
Forfeits / Asset Seizure	T	\$ 2,000	\$ 1,000
State Opioid Settlement		\$ 76,299	\$ 30,000
Police Miscellaneous Revenue	-	\$ 16,190	\$ -
Miscellaneous Court Fees	T	\$ 492	\$ 500
Miscellaneous Revenue	A	\$ 210	\$ 5,000
Transfer from ARPA 107 Fund		\$ 998,000	\$ -
Insurance Recoveries		\$ 2	\$ -
Insurance Recoveries - Capital Assets	-	\$ 4,033	\$ -
TOTAL MISCELLANEOUS		\$ 1,864,907	\$ 695,100

# REVENUE

## GENERAL FUND: NON-MAJOR (SUB) FUNDS

Description	Method		
		<u>2023-2024 Projected</u>	<u>2025-2026 Budget</u>
<u>TRAFFIC SAFETY FUND</u>			
Traffic Safety Camera Fines	T	1,044,000	\$ 8,000,000
Investment Interest		10,000	\$ 40,000
TOTAL		1,054,000	8,040,000
<u>COUNCIL CONTINGENCY FUND</u>			
Investment Interest	T	51,962	\$ 44,000
TOTAL		\$ 51,962	44,000
<u>BUDGET STABILIZATION FUND</u>			
Investment Interest	T	23,048	\$ 18,500
TOTAL		\$ 23,048	\$ 18,500
<u>STRATEGIC OPPORTUNITY FUND</u>			
Recreation & Cons. State Grant Lake Front Prop	-	1,080,000	\$ -
Investment Interest	T	238,673	\$ 54,500
Transfer from Fund (301) Capital Imp Fund		600,000	\$ 500,000
TOTAL		\$ 1,918,673	\$ 554,500

# REVENUE

## STREET FUND

Street Fund revenues are made up mainly of three revenue sources: right-of-way permits for construction purposes; fees paid for the use of the City owned right-of-way by utilities operating in the city; and amounts received from the State for gas tax distributions. Right-of-way construction revenue accounts for approximately 6% of total Street Fund revenue, Right-of-way utility franchise accounts for approximately 34% of total Street Fund revenue; and gas tax revenue accounts for approximately 35% of total Street Fund revenue. The transfer from the General Fund supports the Street Lights and accounts for slightly under 21% of the Street Fund revenue. Interest income and other miscellaneous revenues account for the remainder of the Street Fund revenue.

Description	Method		
		<u>2023-2024 Projected</u>	<u>2025-2026 Budget</u>
<u>STREET FUND</u>			
ROW Permits - Construction	T	\$ 94,081	\$ 90,000
ROW Rev. / Utility Franchise	T	\$ 485,000	\$ 475,000
Gas Taxes (MVET Cities)	A	\$ 500,191	\$ 499,893
Investment Interest	T	\$ 61,593	\$ 50,000
Transfer From Gen. Fund (001)	A	\$ 491,000	\$ 295,000
TOTAL		\$ 1,631,864	\$ 1,409,893

# REVENUE

## TRANSPORTATION BENEFIT DISTRICT FUND

The Transportation Benefit District Fund is primarily funded from a council voted vehicle tab fee for residents. The vehicle tab fees directly funds the City's Capital Road Overlay and ADA (Americans with Disabilities Act) Ramp Program. Currently, the City partners with King County to stretch all funds collected with the buying power of the King County's road maintenance division.

Description	Method		
		<u>2023-2024 Projected</u>	<u>2025-2026 Budget</u>
<u>TRANSPORTATION BENEFIT DISTRICT</u>			
TBD Vehicle Fees-State	T	\$ 1,008,967	\$ 1,058,659
TBD Vehicle Fees-Sales Tax .1%		\$ 316,834	\$ 402,669
Investment Interest	T	\$ 62,748	\$ 54,000
TOTAL		\$ 1,388,549	\$ 1,515,328

# REVENUE

## CAPITAL IMPROVEMENT FUND

Approximately 60% of Capital Improvement Fund revenue comes from Real Estate Excise Tax (REET) from home sales within the City limits estimated for the upcoming biennium at \$650,000. The other approximately 40% comes from the King County Parks Levy and investment interest earned on the cash balance.

	Method		
Description		<u>2023-2024 Projected</u>	<u>2025-2026 Budget</u>
<u>CAPITAL IMPROVEMENT FUND</u>			
Real Estate Excise Tax I	T	\$ 712,667	\$ 650,000
Recreation & Conservation State Grant		\$ 231,832	\$ 270,000
King County Parks Levy	T	\$ 299,318	\$ 308,000
Investment Interest	T	\$ 159,253	\$ 140,000
TOTAL		\$ 1,403,071	\$ 1,368,000

# REVENUE

## TRANSPORTATION CAPITAL FUND

The Transportation Capital Fund has budgeted revenues of over \$7.5 million dollars for the Mayor's Preliminary 2025-2026 Budget. A significant portion of the revenues received by the Transportation Capital Fund are project related one-time grants. In the Mayor's Preliminary 2025-2026 Budget one-time project revenues consist of \$2.87 million in grant funds from the State Transportation Improvement Board (TIB) and \$601,120 from the Washington State Department of Transportation (WSDOT). The project being funded is a Roundabout at State Route 104 and 40<sup>th</sup> Place NE. Real Estate Excise Tax (REET) is expected to generate revenue of \$650,000 during the biennium. The Transportation Benefit District contracts with the Transportation Capital Fund to provide annual overlay services; this transaction generates \$800,000 of revenue during the biennium. City Council previously increased the vehicle license fee by \$10 and implemented a sales tax of 0.1% dedicated to pedestrian and roadway improvements.

	Method		
Description		<u>2023-2024 Projected</u>	<u>2025-2026 Budget</u>
<u>TRANSPORTATION CAPITAL FUND</u>			
Real Estate Excise Tax II	T	\$ 712,667	\$ 650,000
WSDOT Grants RAB	-	\$ 17,261	\$ 601,120
State Transportation Improvment Board RAB	-	\$ 157,015	\$ 2,878,367
Department of Commerce	A	\$ 60,189	\$ -
LFP Water District for RAB	A	\$ -	\$ 155,905
Interfund Svc From Surface Water	T	\$ 28,006	\$ -
Investment Interest	T	\$ 192,812	\$ 177,000
Public Works GO Loan RAB	-	\$ -	\$ 2,000,000
Transfer From General Fund (001) for Street Imp.		\$ 300,000	\$ -
Transfer From Traffic Safety Fund (302)		\$ 150,000	\$ 300,000
Transfer From TBD (104) Overlay/ADA Ramps	A	\$ 800,000	\$ 800,000
TOTAL		\$ 2,417,949	\$ 7,562,393

# REVENUE

## CAPITAL FACILITIES MAINTENANCE FUND

The capital facilities maintenance fund is primarily funded by interfund transfers from the capital improvement fund which is primarily Real Estate Excise Tax (REET) revenue. The remaining revenue is generated by interest income.

Description	Method		
		<u>2023-2024 Projected</u>	<u>2025-2026 Budget</u>
<u>CAPITAL FACILITIES MAINTENANCE FUND</u>			
Investment Interest	T	\$ 70,902	\$ 59,000
Trans. From Capital Fund	A	\$ 300,000	\$ 250,000
TOTAL		\$ 370,902	\$ 309,000

# REVENUE

## SEWER UTILITY FUND & SEWER CAPITAL FUND

The Sewer Utility Fund is funded by charges to customers for sewer service. Sewer utility charges provide almost 93% of the sewer fund revenue. Charges include late fees and other charges related to sewer connections. The sewer utility also earns interest on the daily cash balance in the fund.

The Sewer Capital Fund is funded through a transfer from the Sewer Utility Fund; therefore, the utility charges are funding operations and maintenance in addition to funding future infrastructure capital needs. Both funds accrue interest income on the current cash balances.

Description	Method		
		<u>2023-2024 Projected</u>	<u>2025-2026 Budget</u>
<b><u>SEWER UTILITY FUND</u></b>			
Licenses and Permits	T	\$ 30,000	\$ 30,000
Utility Charges	T	\$ 7,306,288	\$ 8,001,871
Sewer Service Charge - Utility Tax		\$ 395,706	\$ 480,112
Late Charges - Utility Bills	T	\$ 52,754	\$ 50,000
Investment Interest	T	\$ 79,381	\$ 65,000
Sewer Certificate Fee	T	\$ 700	\$ 1,000
<b>TOTAL</b>		<b>\$ 7,864,830</b>	<b>\$ 8,627,984</b>
<b><u>SEWER CAPITAL FUND</u></b>			
Investment Interest	T	\$ 222,115	\$ 201,000
Interfund Loan from Strat. Opp (106) Interest		\$ 47,777	\$ -
Interfund Loan from Strat. Opp (106) Lake Front	-	\$ 877,206	\$ -
Transfer From Sewer Fund	A	\$ 250,000	\$ 250,000
<b>TOTAL</b>		<b>\$ 1,397,097</b>	<b>\$ 451,000</b>
<b><u>SEWER BOND RESERVE FUND</u></b>			
Investment Interest	T	7,567	\$ 6,000
<b>TOTAL</b>		<b>\$ 7,567</b>	<b>\$ 6,000</b>
<b><u>PUBLIC WORKS TRUST FUND REPAYMENT FUND</u></b>			
Excise Tax Revenue	T	\$ 55,532	\$ 56,500
Connection Charges	T	\$ 60,102	\$ 50,000
Investment Interest	T	\$ 42,335	\$ 34,000
Transfer From Sewer Utility	A	\$ 336,000	\$ 168,000
<b>TOTAL</b>		<b>\$ 493,969</b>	<b>\$ 308,500</b>

# REVENUE

## SURFACE WATER UTILITY FUND & SURFACE WATER CAPITAL FUND

The Surface Water Utility Fund is funded by user fees. The user fees are billed to property owners for surface water management through King County's property tax statements and accounts for 93% of the revenue. The remaining 7% is from interest income, utility tax, and miscellaneous revenue.

The Surface Water Capital Fund is funded by a combination of transfers from the surface water utility and grants received from third parties.

Description	Method		
		<u>2023-2024 Projected</u>	<u>2025-2026 Budget</u>
<b><u>SURFACE WATER UTILITY FUND</u></b>			
Surface Water Service Charge - Utility Tax		\$ 182,697	\$ 220,800
Muni. Stormwater Grant (DOE)	A	\$ 270,915	\$ -
Utility Service Charges	T	\$ 3,014,481	\$ 3,680,000
Investment Interest	T	\$ 78,609	\$ 64,000
Judgements and Settlements		\$ 17,414	\$ -
<b>TOTAL</b>		<b>\$ 3,564,116</b>	<b>\$ 3,964,800</b>
<b><u>SURFACE WATER CAPITAL FUND</u></b>			
Muni. Stormwater Grant (DOE)	A	\$ 27,284	\$ 85,000
WSDOT Grant	A	\$ 18,895	\$ -
L90 Grants:Dept of Comm, LFPWD, WSDOT	A	\$ -	\$ 3,070,000
Investment Interest	A	\$ 99,563	\$ 85,000
Trans From Surface Water (403)	A	\$ 425,000	\$ 400,000
<b>TOTAL</b>		<b>\$ 570,742</b>	<b>\$ 3,640,000</b>

# REVENUE

## VEHICLE AND EQUIPMENT REPLACEMENT FUND

The Vehicle and Equipment Replacement Fund is funded through interfund transfers by the City's main operating funds such as the General, Street, Sewer, Surface Water, and Transportation Capital Funds. The Police Department is fully funded with the General Fund and the Public Works Department is split across all operating funds.

## INFORMATION TECHNOLOGY REPLACEMENT FUND

The Information Technology Replacement Fund is also funded through interfund transfers by the City's main operating funds such as the General, Street, Sewer, Surface Water, and Transportation Capital Funds. During the budget process, the previous biennium the decision was made to create a separate internal service fund for the City's information technology to display the actual costs more transparently.

Description	Method	2023-2024 Projected	2025-2026 Budget
VEHICLE & EQUIPMENT REPAIR & REPLACEMENT FUND			
Interfund Svc. From Fund General Fund	A	\$ 901,246	\$ 545,992
Interfund Svc. From Fund Streets	A	\$ 102,144	\$ 202,454
Interfund Svc. From Fund Surface Water	A	\$ 137,168	\$ 204,638
Interfund Svc. From Fund Sewer Utility	A	\$ 105,234	\$ 208,322
Interfund Svc. From Fund Transportation Capital	A	\$ 12,878	\$ 33,132
Investment Interest	T	\$ 65,025	\$ 61,000
Interfund from GF Fund 001		\$ 314,250	\$ -
Insurance Other Recoveries	-	\$ 12,253	\$ -
TOTAL		\$ 1,650,198	\$ 1,255,538
INFORMATION TECHNOLOGY EQUIPMENT REPLACEMENT FUND			
Interfund Svc. From Fund General Fund	A	\$ 254,188	\$ 420,606
Interfund Svc. From Fund Streets	A	\$ 12,932	\$ 16,390
Interfund Svc. From Fund Surface Water	A	\$ 19,746	\$ 27,524
Interfund Svc. From Fund Sewer Utility	A	\$ 3,730	\$ 17,936
Interfund Svc. From Fund PW Contract	A	\$ 13,828	\$ -
Interfund Svc. From Fund Transportation Capital		\$ 3,730	\$ 13,544
Investment Interest	T	\$ 9,655	\$ 11,000
IF Transfer from Vehical Replacement 501		\$ 150,000	\$ -
Interfund From GF Fund 001		\$ 104,750	\$ -
		\$ 572,559	\$ 507,000

# SCHEDULE OF FUND BALANCES

## DEFINITIONS

Fund Balance: the amount of cash and investments available at year end.

Minimum Fund Balance Target: the amount of fund balance that is set as the minimum target amount of cash and investments that, by policy, should be available at year end.

## SCHEDULE OF FUND BALANCE

The City is projected to begin the 2025-2026 biennium with a beginning fund balance of \$28,281,870 for all funds. The projected ending fund balance at the end of the biennium is \$31,665,082 for all funds. The following schedule of beginning and ending fund balance displays the change in fund balance for each fund included in the 2025-2026 biennial budget. It should be noted that the projected beginning fund balances on January 1, 2025, are *projected* estimates based on the 2023-2024 budget trends and the actual beginning fund balances will vary. The final beginning balances are available after the audited financial statements are published.

### Projected Ending Fund Balance Analysis

#	Fund	<u>Projected Beginning Fund Balance 1/1/2025</u>	<u>2025-2026 Revenue</u>	<u>2025-2026 Expenditure</u>	<u>Projected Ending Fund Balance 12/31/2026</u>	<u>Minimum Fund Balance Target Achieved, Yes No?</u>
001	General	\$9,912,822	\$ 25,107,896	\$ 28,201,098	\$ 6,819,619	Yes
002	Traffic Safety *New*	\$289,000	\$ 8,040,000	\$ 2,326,440	\$ 6,002,560	n/a
101	Street	\$753,265	\$ 1,409,893	\$ 2,048,751	\$ 114,407	Yes
102	Council Contingency	\$794,932	\$ 44,000	\$ -	\$ 838,932	n/a
104	Transportation Benefit Dist.	\$1,273,919	\$ 1,515,328	\$ 804,809	\$ 1,984,438	n/a
105	Budget Stabilization	\$346,602	\$ 18,500	\$ -	\$ 365,102	n/a
106	Strategic Opportunity Fund	\$982,898	\$ 554,500	\$ 530,000	\$ 1,007,398	n/a
301	Capital Improvement	\$1,107,862	\$ 1,098,000	\$ 759,300	\$ 1,446,562	n/a
302	Transportation Capital	\$2,329,099	\$ 5,406,488	\$ 5,224,498	\$ 2,511,088	n/a
303	Capital Facilities Maintenance	\$1,206,050	\$ 309,000	\$ 963,000	\$ 552,050	n/a
401	Sewer Utility	\$986,077	\$ 8,627,984	\$ 8,895,791	\$ 718,270	Yes
402	Sewer Capital	\$4,033,000	\$ 451,000	\$ 500,000	\$ 3,984,000	n/a
403	Surface Water Utility	\$966,053	\$ 3,964,800	\$ 4,503,615	\$ 427,238	Yes
404	Surface Water Capital	\$454,234	\$ 570,000	\$ 90,000	\$ 934,234	n/a
406	Sewer Bond Reserve	\$115,858	\$ 6,000	\$ -	\$ 121,858	n/a
407	PW Trust Fund Repayment	\$653,930	\$ 308,500	\$ 242,805	\$ 719,625	n/a
501	Vehicle & Equip. Replacement	\$1,685,558	\$ 1,255,538	\$ 356,105	\$ 2,584,991	n/a
502	Information Technology Fund	\$390,711	\$ 507,000	\$ 365,000	\$ 532,711	n/a

# SCHEDULE OF FUND BALANCES

## EXPLANATION OF SIGNIFICANT CHANGES IN FUND BALANCE

Changes in fund balance are expected during every biennium, below is a list of funds that are projected to draw-down their respective fund balance during the biennium by more than ten percent, a brief explanation of the reason for the draw-down is also provided.

### General Fund

The General Fund is projected to use over \$3 million in unallocated ending fund balance for the 2025-2026 budget. The City is meeting the ending fund balance requirement of 16% per the City's Comprehensive Financial Management Policy (see appendix for full document). The overall expenditures in the General Fund are increasing from Police dispatch, jail costs, increases in salaries for non-represented, Police Guild, and Teamsters in addition to health care costs increasing at 8% for 2025. Overall, the inflationary pressures are showing up across all categories and the increasing costs are having a significant impact on the general fund.

The Mayor's Preliminary Budget includes three new expenditures in the General Fund proposing to add an additional 0.8 Human Resources Specialist to assist with an increasing recruiting effort and assist with providing additional internal and external customer services and support. The proposed budget also includes an increase to the Community Partners amounts requested as presented to City Council which included adding two new Community Partners, Hopestream, funded from restricted opioid settlement dollars, and the Shoreline Historical Society. The third new expenditure would allow for the purchase and ongoing maintenance of software to digitally capture, secure and organize content, including documents, images, videos, providing across all departments.

### Street Fund

The Street Fund supports the maintenance and operations performed by the Public Works team including pothole patching, crack sealing, roadway shoulder maintenance, snowplowing, sanding, de-icing, and annual road overlays. Funds are used for engineering services, road maintenance, traffic maintenance, and sidewalk construction projects.

The Street Fund Operations budget continues to show signs of the impacts of decreasing revenues and inflationary pressures. Gas tax has not met projections in this biennium and is not projected to recover to prior levels in the upcoming biennium. Right-of-way permits have been declining in recent years and are projected to remain flat over the next two years. The remaining revenue to this fund comes from the General Fund, in support of street light maintenance and other maintenance needs.

### Transportation Capital Fund

The main project in the Transportation Capital Fund is the Ballinger Way NE (SR 104) & 40<sup>th</sup> Place NE Roundabout Project. The current projected construction costs for the Roundabout Project greatly exceeds the original cost estimates. The Public Works Department has been awarded grants to assist in covering a large portion of the outstanding balance for the Roundabout Project and was recently awarded \$2M in general obligation debt, which is not yet

# SCHEDULE OF FUND BALANCES

represented in the preliminary budget document, to assist in funding the increased costs of the capital project. One-time capital improvements are considered normal justification for a fund balance reduction.

In mid-2024, King County notified the city that they will no longer provide guard rail repair, resulting in future cost increases as the city will have to engage a private firm to provide this service.

## Capital Facilities Maintenance Fund

Facilities replacements and improvements are the primary contributors to the decrease in fund balance for the Capital Facilities Fund. These improvements are considered facility capital projects and represent a normal justification for a draw-down.

## Sewer Utility Fund

Following the adoption of the 2023-2024 biennial budget the City finalized the Teamsters contract that included market and cost of living adjustments in addition to the non-represented Public Works Department employees. King County's wastewater treatment costs are increasing at 5.75% for 2025 and 7% for 2026. In the Mayor's Preliminary Budget the proposed increase is 5% for both 2025 and 2026 to catch up and keep up with ongoing increasing costs. The Sewer Fund is categorized as an enterprise fund meaning that the fund is required to support itself with the sewer rates being charged to residents operationally to the expenditures. For example, revenues from rate paying customers less the actual expenditures on an annual basis ideally would be a positive number. When the annual number is positive, the additional funding supports future Sewer Capital Projects such as the Beach Drive lift station.

## Surface Water Utility Fund

The same operational challenges are present for the Surface Water Fund as was previously stated in the Sewer Utility Fund description with some additional permitting requirements from National Pollution Discharge Elimination System (NPDES) permit requirements that significantly increased in the previous budget. The Administration is proposing a rate increase of 10% for basic operational support and an additional 10% to support a new NPDES Project Manager to assist in supporting the City with NPDES compliance. The newly proposed Senior Project Manager level position will be fully funded by the Surface Water Fund. The preliminary budget includes a 20% rate increase for 2025 and 2026 to support the ongoing operations, NPDES permitting to stay in compliance with the Department of Ecology, and future capital Surface Water Capital Projects.

## Surface Water Capital Fund

The CIP includes culvert costs with design and Right-of-Way (ROW) acquisition for the L90 culvert project. The construction of the L90 culvert project is fully funded. The Surface Water Fund is also scheduled to construct material bin covers for the Public Works Facility in spring to summer of 2025. The City is also partnering with Shoreline through an interlocal agreement for

# SCHEDULE OF FUND BALANCES

the 195<sup>th</sup> St. NE & Ballinger Way NE (SR 104) Culvert Replacement Project. As noted above, capital projects are a normal use of fund balance.

# DEBT

## DEBT POLICY

The City's debt policy states that debt may be utilized to address short-term cash flow needs and to finance significant capital or other obligations. The City Council is required to approve the issuance of debt. Debt will not be used to fund long-term revenue shortages. The debt policy also requires that debt is used prudently in a manner that avoids any adverse impact on the City's credit rating or ability to issue additional debt. The Policy requires that prior to the issuance of any debt, staff perform significant analysis to ensure that all policy requirements are met and that the Mayor and City Council are well aware of long-term effects of the debt issuance.

## DEBT LIMIT

External restrictions on the issuance of debt also exist. The State Constitution sets limits for the amount of general obligation debt that a city can issue (hereinafter referred to as the Statutory Debt Limit). The Statutory Debt Limits were enacted based on the legislature's perception of what is safe and reasonable. The statutory debt limit for cities is the combination of non-



voted and voted debt. Limits are currently set at 1.5% of assessed value for non-voted debt and 2.5% of assessed value for voted debt. It should be noted that voted refers to a vote of the public. Non-voted debt is councilmanic, meaning that it requires only a vote of the City Council. It should also be noted that additional debt is allowed for specific purposes associated with a local government. These purposes include debt associated with certain utilities and open space, parks, and economic development facilities.

# DEBT

## DEBT LIMIT CALCULATION

The following table is the City of Lake Forest Park Debt Limit Calculation. The values in the table are exclusive of the aforementioned specific purpose debt.

*Debt Limit Calculation Table*

<u>2024 Assessed Valuation</u>	<u>Non-Voted Percent Limit</u>	<u>Non-Voted Limit</u>	<u>Voted Percent Limit</u>	<u>Voted Limit</u>	<u>Combined Limit</u>
\$ 4,382,831,405	1.5%	\$ 65,742,471	2.5%	\$ 109,570,785	\$ 175,313,256

## CURRENT DEBT

The following table shows the City's current debt and debt payment schedule. All of the City's current outstanding debt is non-voted debt, subject to the 1.5% limit described above.

*Schedule of Outstanding Debt and Payment Schedule*

<u>Year</u>	<u>Sewer Extension (Principal)</u>	<u>Sewer Extension (Interest)</u>	<u>Sweeper Purchase (Principal)</u>	<u>Sweeper Purchase (Interest)</u>	<u>Total Debt</u>
2024	\$ 239,607	\$ 2,396	\$ 30,250	\$ 507	\$ 272,760
2025	\$ 239,607	\$ 1,198	\$ -	\$ -	\$ 240,805
Total	\$ 479,214	\$ 3,594	\$ 30,250	\$ 507	\$ 513,565

The City's current outstanding debt is less than 1% of the total debt capacity. The 2025-2026 budget does not include the issuance of any debt.

# BUDGETED EMPLOYMENT POSITIONS AND SALARIES

Employment positions and salaries are authorized during the budget process. The official document adopted by the City Council during the budget process is the Budgeted Positions and Salary Schedule (the Schedule). The Schedule is organized by department and contains a column labeled FTE which represents the number of Full Time Equivalent (FTE) position(s) authorized in the budget. The City utilizes a six-step salary range for most positions, except the following: elected officials, positions subject to an employment agreement, and certain Police Department positions. Step 1 indicates the lowest pay for a position; Step 6 indicates the highest pay for a position. Employees move through the steps based on merit; merit increases are available to employees on their anniversary date as established in the employee's annual performance evaluation. Amounts on the salary schedules are monthly.



The Adopted 2025-2026 Budget (the Budget) authorizes 62.95 FTEs; the count at adoption of the 2023-2024 budget was 60.65 FTEs. The following table is comparative and displays the overall and department level employment for eight years. Following the table is a narrative description of employment changes scheduled for the 2025-2026 budget. The adopted Budgeted Positions and Salary Schedule is found on subsequent pages.

## *Eight Year Schedule of Authorized Positions by Department*

Department	2019	2020	2021	2022	2023	2024	2025	2026
Executive	2.5	2.5	2.5	2.5	2.5	2.5	3.3	3.3
Municipal Court	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3
Municipal Services	4.75	4.75	4.6	4.6	4.85	4.85	5.35	5.35
Finance & Information Technology	5.38	5.38	5.2	5.2	5.6	5.6	5.6	5.6
Community Development					1	1	1	1
Planning	3.6	3.6	3.6	3.6	3.75	2.75	2.75	2.75
Building	2	2	1.75	1.75	1.8	1.8	1.8	1.8
Environmental Sustainability						1	1	1
Community Services	0.95	0.95	0.95	0.95	0.35	0.35	0.35	0.35
Engineering	1.0	1.0	1.0	1.0	0.0	0.0	0	0
Police	23	23	23	23	23	23	23	23
Emergency Management	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Public Works	9.9	9.9	10.9	10.9	12.5	12.5	13.5	13.5
<b>Total Budgeted FTE's</b>	<b>58.38</b>	<b>58.38</b>	<b>58.8</b>	<b>58.8</b>	<b>60.65</b>	<b>60.65</b>	<b>62.95</b>	<b>62.95</b>

# BUDGETED EMPLOYMENT POSITIONS AND SALARIES

## DESCRIPTION OF CHANGES IN THE 2023-2024 BUDGET

### Executive Department, + 0.8 FTE

The Human Resources Department needs additional part-time support due to the ongoing nature of recruiting needs for the City and Police. Current and future anticipated increased staffing levels would not be effectively addressed with outsourcing of additional services or adding some additional part-time assistance to the department. The goal is to improve customer service response internally and externally across the City.

### Public Works Department, Surface Water NPDES Project Manager + 1 FTE

The Public Works Department is requesting a new position that is fully funded by the Surface Water Utility Fund. The position would handle the National Pollution Discharge Elimination System (NPDES) for the City fully being paid from Surface Water Utility Fund and would be classified as a Senior Project Manager matching the existing pay scale the City already has adopted as part of the salary schedule.

### Traffic Safety Personnel + 4.0 FTE

Two Court Clerks

One Police Officer and one Support Officer

The traffic safety fund 002 was recently created with restrictive revenue that can only fund direct expenditures. At the time of the Mayor's Preliminary Budget the estimated revenues are still variable. The early estimated staff to support the additional traffic safety camera is two additional Court Clerks and an additional Police Officer and Support Officer. Once more data is known, the City's personnel request for support of the traffic safety fund may change as was stated in the Mayor's Budget Letter.

## 2025 Preliminary Budgeted Positions and Salary Schedule

Amounts on this schedule are monthly

	FTE	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
<b>Legislative</b>							
Councilmembers	7						\$ 800
<b>Executive</b>							
Mayor	0.5						\$ 3,000
City Administrator	1						\$ 19,322
Human Resources Director	1	\$ 11,141	\$ 11,884	\$ 12,626	\$ 13,369	\$ 14,112	\$ 14,855
Human Resources Specialist	0.80	\$ 6,304	\$ 6,698	\$ 7,090	\$ 7,486	\$ 7,880	\$ 8,296
	<b>3.3</b>						
<b>Judicial</b>							
Municipal Court Judge	0.6						\$ 10,660
Court Administrator	1	\$ 7,949	\$ 8,479	\$ 9,009	\$ 9,539	\$ 10,069	\$ 10,599
Court Clerk	2.5	\$ 4,760	\$ 5,078	\$ 5,394	\$ 5,712	\$ 6,028	\$ 6,346
Probation Officer	0.2	\$ 6,635	\$ 7,079	\$ 7,522	\$ 7,963	\$ 8,406	\$ 8,847
Pro-tem Judges		\$65 per hour					
	<b>4.3</b>						
<b>Municipal Services Dept.</b>							
City Clerk	1	\$ 7,942	\$ 8,470	\$ 9,000	\$ 9,530	\$ 10,059	\$ 10,588
Deputy City Clerk	1	\$ 6,028	\$ 6,430	\$ 6,833	\$ 7,235	\$ 7,637	\$ 8,039
Records Mgmt. & Office Support	0.85	\$ 5,738	\$ 6,118	\$ 6,503	\$ 6,884	\$ 7,267	\$ 7,648
Receptionist / Office Clerk	1	\$ 5,389	\$ 5,751	\$ 6,111	\$ 6,468	\$ 6,827	\$ 7,187
Passport Acceptance Clerk	1.5	\$ 4,922	\$ 5,249	\$ 5,576	\$ 5,905	\$ 6,234	\$ 6,561
	<b>5.35</b>						
<b>Finance/Info. Systems Dept</b>							
Finance Director	1	\$ 11,887	\$ 12,680	\$ 13,472	\$ 14,265	\$ 15,057	\$ 15,848
Accounting Supervisor	1	\$ 7,933	\$ 8,462	\$ 8,991	\$ 9,520	\$ 10,049	\$ 10,578
Finance Specialist	2	\$ 5,363	\$ 5,718	\$ 6,074	\$ 6,432	\$ 6,790	\$ 7,148
Information System Manager	1	\$ 9,305	\$ 9,926	\$ 10,546	\$ 11,167	\$ 11,787	\$ 12,407
Accounting Clerk	0.6	\$ 4,876	\$ 5,203	\$ 5,527	\$ 5,853	\$ 6,178	\$ 6,502
	<b>5.6</b>						
<b>Community Development: Planning &amp; Building</b>							
Community Development Director	1	\$ 11,598	\$ 12,371	\$ 13,144	\$ 13,918	\$ 14,691	\$ 15,464
Senior Planner	1	\$ 7,593	\$ 8,099	\$ 8,603	\$ 9,112	\$ 9,616	\$ 10,123
Associate Planner	0	\$ 6,645	\$ 7,088	\$ 7,532	\$ 7,974	\$ 8,417	\$ 8,860
Assistant Planner	1	\$ 5,924	\$ 6,319	\$ 6,714	\$ 7,108	\$ 7,503	\$ 7,898
Environmental & Sustainability Specialist	1	\$ 6,645	\$ 7,088	\$ 7,532	\$ 7,974	\$ 8,417	\$ 8,860
Urban Forest Planner	0.75	\$ 7,522	\$ 8,023	\$ 8,523	\$ 9,027	\$ 9,526	\$ 10,028
Building Official	1	\$ 8,746	\$ 9,329	\$ 9,912	\$ 10,495	\$ 11,078	\$ 11,661
Permit Technician	0	\$ 5,644	\$ 6,020	\$ 6,396	\$ 6,772	\$ 7,149	\$ 7,525
Permit Coordinator	0.8	\$ 5,108	\$ 5,448	\$ 5,788	\$ 6,129	\$ 6,469	\$ 6,810
	<b>6.55</b>						
<b>Emergency Management</b>							
Emergency Manager	1	\$ 8,569	\$ 8,802	\$ 9,036	\$ 9,270	\$ 9,503	\$ 10,777
	<b>1</b>						
<b>Police Department</b>							
Police Chief	1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,707
Lieutenant	2	\$ 8,823	\$ 9,412	\$ 9,999	\$ 10,587	\$ 11,175	\$ 12,623
Sergeant 2	4						\$ 10,052
Sergeant 1	0						\$ 9,551
Police Officer	9	\$ 6,799	\$ 7,337	\$ 7,921	\$ 8,496		
Detective	2	\$ 7,479	\$ 8,071	\$ 8,714	\$ 9,346		
Traffic	1	\$ 7,139	\$ 7,704	\$ 8,317	\$ 8,921		
K-9	1	\$ 7,139	\$ 7,704	\$ 8,317	\$ 8,921		
Support Services Officer	1	\$ 5,403	\$ 5,790	\$ 6,174	\$ 6,570		
Records Specialist	2	\$ 5,214	\$ 5,398	\$ 5,584	\$ 5,767	\$ 5,950	\$ 6,136
Domestic Violence Advocate	0.35	\$ 6,141	\$ 6,551	\$ 6,959	\$ 7,370	\$ 7,778	\$ 8,188
	<b>23.35</b>						
<b>Public Works Department</b>							
Public Works Director	1	\$ 12,976	\$ 13,364	\$ 14,200	\$ 15,035	\$ 15,870	\$ 16,706
Senior Project Manager	2	\$ 8,881	\$ 9,369	\$ 9,955	\$ 10,541	\$ 11,126	\$ 11,712
Project Manager	1	\$ 7,702	\$ 8,214	\$ 8,727	\$ 9,241	\$ 9,755	\$ 10,267
Public Works Superintendent	1	\$ 6,872	\$ 7,331	\$ 7,788	\$ 8,246	\$ 8,705	\$ 9,895
PW Admin. Assistant	0.5	\$ 6,035	\$ 6,436	\$ 6,838	\$ 7,240	\$ 7,641	\$ 8,043
Lead Maintenance Worker	1	\$ 6,644	\$ 6,878	\$ 7,113	\$ 7,347	\$ 7,581	\$ 7,816
Maintenance Worker	5	\$ 6,180	\$ 6,398	\$ 6,616	\$ 6,834	\$ 7,053	\$ 7,271
Seasonal Maintenance Worker (Hourly)	2	\$ 24.05	\$ 25.55	\$ 27.05	\$ 28.56	\$ 30.06	\$ 32.06
	<b>13.5</b>						
<b>Total Positions in Preliminary Budget</b>	<b>62.95</b>						

## 2026 Preliminary Budgeted Positions and Salary Schedule

Amounts on this schedule are monthly

	FTE	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
<b>Legislative</b>							
Councilmembers	7						\$ 800
<b>Executive</b>							
Mayor	0.5						\$ 3,000
City Administrator	1						\$ 19,902
Human Resources Director	1	\$ 11,475	\$ 12,240	\$ 13,005	\$ 13,770	\$ 14,535	\$ 15,300
Human Resources Specialist	0.8	\$ 6,493	\$ 6,899	\$ 7,303	\$ 7,710	\$ 8,116	\$ 8,545
	<b>3.3</b>						
<b>Judicial</b>							
Municipal Court Judge	0.6						\$ 10,980
Court Administrator	1	\$ 8,188	\$ 8,734	\$ 9,279	\$ 9,825	\$ 10,371	\$ 10,917
Court Clerk	2.5	\$ 4,903	\$ 5,230	\$ 5,556	\$ 5,883	\$ 6,209	\$ 6,536
Probation Officer	0.2	\$ 6,835	\$ 7,291	\$ 7,748	\$ 8,202	\$ 8,658	\$ 9,113
Pro-tem Judges		\$65 per hour					
	<b>4.3</b>						
<b>Municipal Services Dept.</b>							
City Clerk	1	\$ 8,180	\$ 8,724	\$ 9,270	\$ 9,816	\$ 10,361	\$ 10,905
Deputy City Clerk	1	\$ 6,209	\$ 6,623	\$ 7,038	\$ 7,452	\$ 7,866	\$ 8,280
Records Mgmt. & Office Support	0.85	\$ 5,910	\$ 6,302	\$ 6,698	\$ 7,090	\$ 7,485	\$ 7,878
Receptionist / Office Clerk	1	\$ 5,551	\$ 5,923	\$ 6,294	\$ 6,662	\$ 7,032	\$ 7,402
Passport Acceptance Clerk	1.5	\$ 5,070	\$ 5,406	\$ 5,743	\$ 6,082	\$ 6,421	\$ 6,757
	<b>5.35</b>						
<b>Finance/Info. Systems Dept</b>							
Finance Director	1	\$ 12,244	\$ 13,060	\$ 13,876	\$ 14,693	\$ 15,509	\$ 16,324
Accounting Supervisor	1	\$ 8,171	\$ 8,716	\$ 9,261	\$ 9,806	\$ 10,350	\$ 10,895
Finance Specialist	2	\$ 5,524	\$ 5,890	\$ 6,256	\$ 6,625	\$ 6,994	\$ 7,363
Information System Manager	1	\$ 9,585	\$ 10,224	\$ 10,863	\$ 11,502	\$ 12,140	\$ 12,780
Accounting Clerk	0.6	\$ 5,023	\$ 5,359	\$ 5,693	\$ 6,029	\$ 6,363	\$ 6,697
	<b>5.6</b>						
<b>Community Development: Planning &amp; Building</b>							
Community Development Director	1	\$ 11,946	\$ 12,742	\$ 13,538	\$ 14,336	\$ 15,132	\$ 15,928
Senior Planner	1	\$ 7,820	\$ 8,342	\$ 8,862	\$ 9,385	\$ 9,905	\$ 10,426
Associate Planner	0	\$ 6,844	\$ 7,301	\$ 7,758	\$ 8,213	\$ 8,669	\$ 9,126
Assistant Planner	1	\$ 6,102	\$ 6,509	\$ 6,915	\$ 7,322	\$ 7,728	\$ 8,135
Environmental & Sustainability Specialist	1	\$ 6,844	\$ 7,301	\$ 7,758	\$ 8,213	\$ 8,669	\$ 9,126
Urban Forest Planner	0.75	\$ 7,747	\$ 8,264	\$ 8,779	\$ 9,298	\$ 9,812	\$ 10,329
Building Official	1	\$ 9,008	\$ 9,609	\$ 10,209	\$ 10,810	\$ 11,410	\$ 12,011
Permit Technician	0	\$ 5,813	\$ 6,201	\$ 6,588	\$ 6,976	\$ 7,363	\$ 7,750
Permit Coordinator	0.8	\$ 5,261	\$ 5,612	\$ 5,962	\$ 6,313	\$ 6,663	\$ 7,014
	<b>6.55</b>						
<b>Emergency Management</b>							
Emergency Manager	1	\$ 8,826	\$ 9,066	\$ 9,307	\$ 9,548	\$ 9,788	\$ 11,100
	<b>1</b>						
<b>Police Department</b>							
Police Chief	1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,239
Lieutenant	2	\$ 9,087	\$ 9,694	\$ 10,299	\$ 10,905	\$ 11,511	\$ 13,001
Sergeant 2	4						\$ 10,354
Sergeant 1	0						\$ 9,837
Police Officer	9	\$ 7,003	\$ 7,558	\$ 8,159	\$ 8,751		
Detective	2	\$ 7,704	\$ 8,313	\$ 8,975	\$ 9,626		
Traffic	1	\$ 7,354	\$ 7,935	\$ 8,567	\$ 9,189		
K-9	1	\$ 7,354	\$ 7,935	\$ 8,567	\$ 9,189		
Support Services Officer	1	\$ 5,565	\$ 5,963	\$ 6,359	\$ 6,767		
Records Specialist	2	\$ 5,370	\$ 5,560	\$ 5,752	\$ 5,940	\$ 6,129	\$ 6,320
Domestic Violence Advocate	0.35	\$ 6,325	\$ 6,748	\$ 7,168	\$ 7,591	\$ 8,011	\$ 8,434
	<b>23.35</b>						
<b>Public Works Department</b>							
Public Works Director	1	\$ 13,365	\$ 13,765	\$ 14,626	\$ 15,486	\$ 16,346	\$ 17,208
Senior Project Manager	2	\$ 9,148	\$ 9,650	\$ 10,253	\$ 10,857	\$ 11,460	\$ 12,064
Project Manager	1	\$ 7,933	\$ 8,460	\$ 8,989	\$ 9,519	\$ 10,048	\$ 10,575
Public Works Superintendent	1	\$ 7,078	\$ 7,551	\$ 8,022	\$ 8,493	\$ 8,966	\$ 10,192
PW Admin. Assistant	0.5	\$ 6,216	\$ 6,629	\$ 7,043	\$ 7,457	\$ 7,871	\$ 8,284
Lead Maintenance Worker	1	\$ 6,843	\$ 7,084	\$ 7,326	\$ 7,567	\$ 7,809	\$ 8,050
Maintenance Worker	5	\$ 6,365	\$ 6,590	\$ 6,815	\$ 7,039	\$ 7,264	\$ 7,489
Seasonal Maintenance Worker (Hourly)	2	\$ 24.77	\$ 26.32	\$ 27.86	\$ 29.42	\$ 30.96	\$ 33.02
	<b>13.5</b>						
<b>Total Positions in Preliminary Budget</b>	<b>62.95</b>						

# 2025-2026 Program Change & Budget Enhancement Request Form

## Request for New Staff, New Initiatives, or One Time Expenditures

### 1. Title

Request for additional 0.8 FTE (32 hours per week) for a new HR Specialist position to support current and future City needs. Additional FTE may be required based on potential future staffing levels (see below for additional detail).

**2. Department:**  
Executive

**3. Priority:**

High  
Medium  
Low

**4. Duration:**

One-time  
Ongoing

### 5. Description of Improvement:

The recommended HR ratio for an organization with under 100 employees is approximately 2.70; it is important to consider factors, however, as part of this ratio and corresponding number of HR staff needed to successfully support the City's needs. These factors include the number of Unions an organization has (two for the City) and the organization's current and future needs. Using the 2.70 ratio as a guide and considering the staffing size potential increases that are being discussed (impacts from the red light camera) and the ongoing recruiting needs for the City and the Police Department, and current workload demands within HR, I am requesting consideration of the following FTE please:

- Current EE count – 69 employees, an additional 0.8 FTE to support the current demands (for a total of 1.8 FTE).
- Should staffing levels increase above 70 – 80 employees, an additional 0.2 FTE to support demands (for a total of 2.0 FTE)

Below is a breakdown to help illustrate staffing levels and corresponding recommended HR FTE:

		Human Resources FTE				
		1.0	1.6	1.8	2.0	2.5
Current # of staff:	68	1.47	2.35	2.65	2.94	3.68
Current # of staff w/out Seasonal EEs:	65	1.54	2.46	2.77	3.08	3.85
Increased # of Staff:	70	1.43	2.29	2.57	2.86	3.57
	75	1.33	2.13	2.40	2.67	3.33
	80	1.25	2.00	2.25	2.50	3.13
	85	1.18	1.88	2.12	2.35	2.94
	90	1.11	1.78	2.00	2.22	2.78

Under 100 Ees - desired ratio is approx. 2.70

**6. Justification / Need:**

- See above.
- Current demands and future anticipated increased staffing levels would not be effectively addressed with outsourcing of additional services.
- Ensures the City's anticipated staffing growth isn't impeded by lack of or excess of HR.

**7. Alternatives / Other Options:**

- Continue to maintain current 1.0 FTE for Human Resources; prioritize current and future projects and recruitment/staffing levels with City Administrator/Council.

**8. Advantages of Proposal:**

Ensures the necessary resources to support the work and provides the HR Director (and other positions who step in to support various HR functions) more time to dedicated to other core functions of their role.

**9. Impact Upon Other Departments:**

- Improved customer service (more timely responses to internal/external customers).
- Less reliance on other departments from HR Director to achieve the work – for example, HR Specialist would be able to screen applications and share the applications with the hiring manager vs. Receptionist stepping in to help when workload needed support.
- Increased active recruiting efforts to support hiring for the City and Police Department.
- Efficiency of processes due to time increase to evaluate systems, etc.

**10. Implications of Denial:**

Reprioritization of current and future projects and recruitment/staffing levels may impact other department's core work.

Expenditure Type	Biennial Value	Ongoing Value
See below.		

Proposed 2024 salary range:

2023 AWC Salary Survey Average minimum - maximum\*

monthly \$ 6,088.00 \$ 8,159.00

hourly \$35.12 \$47.07

\*without City of LFP

(NEW) HR Specialist

→ **Proposed City of Lake Forest Park 2025 Step Schedule**

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
monthly	\$ 6,120.00	\$ 6,502.50	\$ 6,883.55	\$ 7,267.65	\$ 7,650.48	\$ 8,054.48
hourly	\$ 35.31	\$ 37.51	\$ 39.71	\$ 41.93	\$ 44.14	\$ 46.47

## CITY OF LAKE FOREST PARK JOB DESCRIPTION

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**Title:** Human Resources Specialist  
**Reports to:** Human Resources Director  
**FLSA Class:** Non-Exempt

**Department:** Executive  
**Position Type:** Part-Time  
**Effective Date:** January XX, 2025

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### **Position Purpose:**

Under general supervision of the HR Director, assists in the administration of Human Resources (HR) policies, programs and projects; performs administrative duties related to recruitment, selection and testing; provides assistance to City employees as related to the City's benefit programs and coordinates special events and Human Resources programs as assigned.

### **Essential Duties and Responsibilities:**

- Assists in the administration of Human Resources policies, programs and projects including but not limited to compensation and benefits, recruitment, safety/risk management, leave administration, labor relations, wellness, and compliance assurance.
- Assists with complex clerical and administrative functions related to various HR programs. Provides assistance in compliance with applicable department procedures and City policies, collective bargaining agreements and/or local, state and federal regulations.
- Assists with enrollments and employee benefits changes; responds to requests for information; provides information to employees, management, outside agencies and the public.
- Assists with processing of payroll related information; assists with maintaining the department filing systems, including but not limited to employee personnel files, human resource program files, reports, etc.
- Assists with administrative functions related to the processing initial employee leave of absence requests.
- Assists with preparing records and documents for archival storage and destruction with department director approval as needed using the WA State Records Management Guidelines.
- Assists with the City's recruitment process, including maintenance of the City's applicant tracking system (ATS) and responding to applicant questions.
- Regularly monitors and updates the City's HR website.
- Serves on the Wellness Committee as a liaison between city staff and Human Resources.
- May serve in the capacity of Civil Service Commission Secretary.
- Performs other related duties as assigned that are within the scope of this position classification.

### **Supervisory Responsibilities**

This position has no supervisory responsibilities.

### **QUALIFICATIONS:**

#### **Education and Training:**

### **WORKING CONDITIONS / PHYSICAL REQUIREMENTS**

# OPERATING DEPARTMENT INFORMATION

## 2025-2026 PROPOSED BUDGET

- ☐ City Council
- ☐ Executive
- ☐ Legal
- ☐ Municipal Services
- ☐ Finance and Information Technology
- ☐ Community Services
- ☐ Municipal Court
- ☐ Police
- ☐ Other Criminal Justice
- ☐ Planning
- ☐ Building
- ☐ Public Works

# CITY COUNCIL

## GUIDING PRINCIPLES

Collaboration – We achieve greater results through collaborative engagement of each other and the communities around us.

Equity – Our actions provide all people with access to a good quality of life.

Accountability - We are committed to addressing the concerns and priorities of Lake Forest Park through transparent community engagement, decisions, and actions.

Stewardship - We are effective, efficient, financially prudent, and innovative stewards of the public's resources, and strive to achieve sustainable results through continuous improvement.

Integrity - We uphold the high standards, skills, competencies, and integrity of our professions in doing the work of City government.



## WHAT WE DO

The City Council serves as the legislative and governing body of the City of Lake Forest Park. The Council enacts ordinances, approves the budget, sets policy, confirms appointments, and grants franchise agreements.

Regularly scheduled meetings of the Council are held at City Hall on the second and fourth Thursdays of the month, with Work Sessions the second Thursday and Committee of Whole set for Monday before the fourth Thursday. Agendas and minutes of meetings are available online at the City's website: [www.cityofflp.com](http://www.cityofflp.com) (link provided).

Ongoing Functions:

- Review and develop City policy on all issues affecting the City
- Adopt resolutions and ordinances
- Review and approve the biennial City Budget
- Grant franchise agreements
- Represent the City on State and regional boards, commissions, and task forces

# CITY COUNCIL

## CITY COUNCIL GOALS

The City Council is most effective in looking at the future Lake Forest Park. This has been done through its retreat and strategic plan development process. City Council Strategic Plan goals are:

Mobility – Providing, maintaining, and enhancing a safe, accessible, and integrated mobility system, emphasizing bicycle, walking, safe streets and transit connectivity, consistent with the character of Lake Forest Park.

Healthy Environment – Ensuring the community and environmental health of Lake Forest Park through the effective policies that protect lands, waters, trees, and wildlife and promote human health.

Community Vitality – Creating a sense of community pride and identity in order to create and maintain thriving neighborhoods and vibrant business districts where people can gather, engage, and grow together.

Public Safety and Access to Justice – Maintaining a safe community and an accessible justice system through fair, equitable and customer service driven systems.

Accountable and Engaged Government – Delivering a financially sustainable, model government that is responsive to the people of Lake Forest Park.

These goals will be furthered in the 2025/2026 biennium through the implementation of a city-wide mobility plan, actions taken to protect our environment, and exploration of a possible levy ballot initiative and cost containment to ensure a financially stable city.

Department Budget Summary, City Council				
Description	2023-2024 Adopted Budget	2023-2024 Projected	2025-2025 Proposed Budget	% Change
Salaries	\$ 135,000	\$ 108,000	\$ 134,400	-0.4%
Employee Benefits	\$ 11,000	\$ 11,218	\$ 11,850	7.7%
Supplies	\$ 1,000	\$ 733	\$ 2,000	100.0%
Professional Services	\$ 15,000	\$ 5,117	\$ 17,000	13.3%
Communication-Legislative Act.	\$ 2,000	\$ 2,000	\$ 2,000	0.0%
Travel Exp. (lodging, meals)	\$ 9,000	\$ 4,500	\$ 10,000	11.1%
Conference - Training	\$ 7,000	\$ 4,230	\$ 6,700	-4.3%
<b>Total</b>	<b>\$ 180,000</b>	<b>\$ 135,798</b>	<b>\$ 183,950</b>	<b>2.2%</b>

## EXECUTIVE DEPARTMENT

## MISSION

The mission of the Executive Department is to support and carry out the mission of the City of Lake Forest Park by way of providing exceptional council support, administrative oversight, and services to a wide variety of clients, including residents, taxpayers, city council, other governments, citizen volunteers, and our employees, within the resources given. We strive to do so with care, integrity, and as a team.



## WHAT WE DO

The Executive Department is responsible for the overall administration of the affairs of the city. This includes implementing the policies and codes of the city and representing the city with the public and other governmental agencies. The Department also coordinates support of the city council and makes recommendations to the council regarding adoption of new policies and codes, as well as items for approval of the governing body, such as contracts, interlocal agreements, and other activities requiring the consent of the council.

This is accomplished through the provision of four programs: Administration, Human Resources, Public Information, and Risk Management.

## ADMINISTRATION

The Mayor of the City of Lake Forest Park is the chief executive officer and, by statute, is responsible for carrying out the policies, contracts, and agreements approved by the city council. The Mayor presides at all meetings of the city council, submits the annual budget proposal to the city council, and serves as the ceremonial head of the city. The Mayor serves as the appointing authority for the Municipal Judge and Civil Service Commission, as well as the other city commissions, and, with council confirmation, the city administrator and department heads.

Since the Mayor is a part-time position, internal operations of the city are delegated to the City Administrator, who, under direction of the Mayor, serves as the chief operating officer. The City Administrator manages the municipal affairs of the city and supervises all administrative staff.

## EXECUTIVE DEPARTMENT

## ADMINISTRATION KEY 2023-2024 ACCOMPLISHMENTS

During the past biennium, managing stability of city resources has been key:

- Continued working with Sound Transit on the SR-522 BRT system to ensure the needs of Lake Forest Park are addressed.
- Federal & State advocacy for parks, surface water and streets enhancements.
- Continued supporting Northshore Emergency Management Coalition (NEMCo) agreement between Northshore Fire, Northshore Utility District, City of Kenmore and Lake Forest Park.
- Along with the four partner cities, stood up the new Regional Crisis Response Agency, an evolution of RADAR, hired its first executive director, and worked to oversee the organization through its first year and a half of operations.
- Working with the other RCR agencies, partnered with Connections Health to provide crisis services in support of our first responders and RCR staff in providing a person-centered approach focusing on compassionate and immediate crisis response, de-escalation, resource referral, and follow-up tailored to the specific needs of those experiencing behavioral health challenges.
- Supported city council retreat focusing on priorities and financial sustainability.

## HUMAN RESOURCES

The Human Resources Director heads the human resources program, which includes responsibilities such as recruitment and staffing, classification and compensation needs, benefits and leave administration, employee and labor relations, training, employee recognition and wellness programs, and update/compliance with the personnel policies.

## HUMAN RESOURCES KEY 2023-2024 ACCOMPLISHMENTS

- Successful labor negotiations with Teamsters and the Police Guild.
- Expanded City efforts to create an inclusive enrollment for all employees by implementing additional DEIB efforts.
- Facilitated the recruitment and hiring of the following positions: Assistant Planner, Community Development Director, Court Administrator, Court Clerk, Deputy City Clerk, Domestic Violence Advocate, Entry & Lateral Police Officers, Finance Specialist – AP/Utility Billing, Finance Specialist – Payroll/Accounting, Lead Maintenance Worker, Maintenance Workers, Passport Agents, Probation Officer, Project Manager, Receptionist/Office Clerk, Records Management & Office Support Specialist, Seasonal Maintenance Workers, Urban Forest Planner. Participated in the Police Department’s Lieutenant and Sargent promotional processes.
- Updated the City’s job descriptions.
- Received the Association of Washington Cities Well-City Award for 2023, resulting in a two percent insurance benefits cost reduction realized by both the City and participating employees.



# EXECUTIVE DEPARTMENT

- Completed compensation analysis for non-represented staff, implementing market adjustments as needed for city positions.
- Organized the city's first benefits fair for employees.

## RISK MANAGEMENT PROGRAM

The Human Resources Director acts as the City's Risk Manager and the City Administrator is the Alternate. The risk management program consists of placement of liability, property/auto and fidelity coverage through membership in the Washington Cities Insurance Authority. This includes coordination of compliance with the member compact, coordination of management/employee training, proper and timely reporting of incidents and claims, and claims management oversight.

## RISK MANAGEMENT KEY 2023-2024 ACCOMPLISHMENTS

- Successful completion of the 2024-member compact and audit (Personnel).
- Coordination of risk-oriented training for staff members, including numerous directly provided by WCIA and reimbursed trainings during 2023 & 2024.

Department Staffing Summary, Executive	Full Time Equivalent (FTE)	
	2023-2024	2025-2026
Department Employee Count	2.50	3.30

Department Budget Summary, Executive				
Description	2023-2024 Adopted Budget	2023-2024 Projected	2025-2025 Proposed Budget	% Change
Salaries	\$ 770,000	\$ 711,298	\$ 1,053,500	36.8%
Overtime	\$ -	\$ -	\$ -	
Employee Benefits	\$ 290,000	\$ 265,406	\$ 343,000	18.3%
Office/Operating Supplies	\$ 2,000	\$ 4,318	\$ 5,000	150.0%
Mailbox Program	\$ -	\$ 5,522	\$ 4,000	
Small Tools and Equipment	\$ 400	\$ 4,238	\$ 5,000	1150.0%
Professional Services	\$ 115,000	\$ 77,856	\$ 166,000	44.3%
Communications	\$ 10,000	\$ 8,268	\$ 12,000	20.0%
Travel Exp. (lodging, meals)	\$ 9,000	\$ 9,480	\$ 10,000	11.1%
Dues / Subscriptions	\$ 8,800	\$ 12,143	\$ 16,000	81.8%
Training	\$ 6,000	\$ 6,000	\$ 7,000	16.7%
Volunteer & Staff Recognition	\$ 20,000	\$ 20,000	\$ 20,000	0.0%
Mayor's Reserve	\$ 5,000	\$ 2,500	\$ 10,000	100.0%
<b>Total</b>	<b>\$ 1,236,200</b>	<b>\$ 1,127,029</b>	<b>\$ 1,651,500</b>	<b>33.6%</b>

# EXECUTIVE DEPARTMENT

City Memberships				
Description	2023-2024 Adopted Budget	2023-2024 Projected	2025-2025 Proposed Budget	% Change
Association of WA Cities	\$ 21,495	\$ 25,797	\$ 32,654	51.9%
Puget Sound Regional Council	\$ 12,000	\$ 12,327	\$ 14,000	16.7%
Sound Cities Association	\$ 21,050	\$ 20,103	\$ 22,175	5.3%
SeaShore Transportation Forum	\$ 1,000	\$ 1,000	\$ -	-100.0%
Puget Sound Clean Air Agency	\$ 24,100	\$ 26,676	\$ 30,000	24.5%
National League of Cities	\$ 4,000	\$ 1,701	\$ 4,000	
OMWBE	\$ 300	\$ 649	\$ 1,000	233.3%
NUHSA - N. Urban H.S. Alliance	\$ 2,400	\$ 2,000	\$ 2,000	-16.7%
King County-Cities Climate	\$ 2,000	\$ 33,388	\$ 35,500	1675.0%
<b>Total</b>	<b>\$ 88,345</b>	<b>\$ 123,641</b>	<b>\$ 141,329</b>	<b>60.0%</b>

# LEGAL SERVICES - CONTRACT

## OVERVIEW

City legal services are provided through a contract City Attorney from an outside legal firm specializing in municipal law. With oversight of the Executive Department, a variety of legal services are provided.

Prosecuting Attorney and Public Defense services are provided under separate contracts.

## WHAT WE DO

- Legal consultation during City Council meetings
- Conferences with staff on various City issues, such as:
- Land use
- Public Records Requests
- Bond issues
- Utility issues
- Business licensing
- Resolution and ordinance development and review
- Review and draft city contracts and other legal agreements
- Review and draft city purchase and sale agreements
- Provide legal advice on land use and zoning issues
- Provide legal advice on personnel and labor negotiations issues
- Represent the City on claims and litigation not covered by the risk pool



## EXPLANATION OF LEGAL SERVICES BUDGET

Legal Services is adequately budgeted for a normal year. The budget reflects the average, week-to-week legal services needs for the City, including City Council meeting support, Planning Commission support, assistance with legal documents such as resolutions, ordinances, contracts; lawsuits; and personnel issues.

The 2023/2024 legal year to date has included defending litigation, supporting involved land use issues and complex public records requests. The legal expenses are in line with the adopted budget and are anticipated to be similar in the 2025/2026 biennium.

Department Budget Summary, Contract Legal Services				
Description	2023-2024 Adopted Budget	2023-2024 Projected	2025-2025 Proposed Budget	% Change
Other Legal Services	\$ 320,000	\$ 320,000	\$ 320,000	0.0%

# MUNICIPAL SERVICES DEPARTMENT

## MISSION

The City of Lake Forest Park Municipal Services Department is dedicated to delivering efficient, courteous, and service-oriented support to the public, city council, and staff. We are committed to creating a welcoming environment for all residents and visitors while ensuring effective legislative process management and safekeeping of city records. Our department provides comprehensive services, including passport acceptance and photo services, focusing on transparency, compliance with the Washington Open Public Meetings Act and Public Records Act, and enhancing communication through timely and accurate dissemination of information via our website, newsletters, and public engagement platforms.

## WHAT WE DO

Municipal Services provides access to City services, information, and records. The Department also provides Passport Acceptance Services to anyone that requires those services

Staff members assist and support residents, the Mayor, City Council, and staff through:

- City Hall Reception – assist visitors and callers; process incoming and outgoing mail; process and issue pet licenses and solicitors, special event and facility use permits; process payments for sewer utility, business licenses and other services as needed
- Public records requests – coordinate and respond to all requests within five business days
- Passport Services – Passport Acceptance Agents accept new passport applications and photo services for applicants
- Council meeting support – staff all council meetings; prepare, coordinate, distribute, and post agenda materials, ordinances, resolutions, minutes and recordings electronically; publish and post notices
- Contracts, agreements – prepare approved documents, initiate/complete signing process, maintain centralized files
- Records management – retain official City documents; coordinate with Regional Archives for storage and archiving of permanent records; prepare Citywide and department-specific policies and procedures; coordinate with each City department on retention and disposition of paper and electronic records; maintain records disaster plans and supplies
- Communications – prepare and issue newsflashes and social media postings; serve as webmaster for City website; maintain Municipal Services and History webpages; assist departments with website and communications updates
- Quarterly *LFP Times* newsletter and monthly eNewsletter
- Municipal Code update – submit ordinances, update electronic code upon adoption of ordinances

# MUNICIPAL SERVICES DEPARTMENT

- Notary services – provide to the public for a fee, set by resolution

## ONGOING FUNCTIONS

- Provide information and services to residents by preparing, posting and distributing notices, agendas, meeting summaries and informational materials related to City activities; responding to requests for public records; processing contracts, permits, and licenses
- Provide passport application and photo services to the public
- Provide staff support for administration and City Council from meeting preparation through completion of minutes, ordinances, resolutions, and other documents
- Manage official records in accordance with State records retention schedule
- Increase access to City information by preparing and posting to the City website Council meeting agenda packets, approved meeting minutes, ordinances, resolutions, recordings, contracts, and franchises

## KEY 2023-2024 ACCOMPLISHMENTS

### City Council Support

- Provided staff support at all Council regular meetings, work sessions, committee of the whole, budget & finance, retreats, and special meetings
- Prepared action minutes, ordinances, resolutions, contracts and agreements, correspondence, publications and other documents

### Records Management / Public Disclosure

- Improved response times to public records requests in compliance with Public Records Act
- Coordinated with all City departments in cleaning up archived records
- Scanned many of the plan documents to free up physical record space
- Updated Annual Citywide Essential Records Protection Plan and Records Disaster Plan

### Passport Services

- Added a part-time passport agent
- Expanded the hours passport services are offered

### Reception Services

- Provided notary services by fee as requested
- Continued to assist Citywide departments with administrative support as needed



# MUNICIPAL SERVICES DEPARTMENT

## Communications Services

- Completed an upgrade of the City Website
- Provide dedicated website depositories for specific projects
- Served as webmaster; prepared and issued newsflashes and social media postings
- Coordinated, wrote and edited the quarterly City newsletter for printing and distribution
- Coordinated and prepared monthly City eNews for distribution
- Program local government TV channel
- Upload and manage all city council and advisory board meeting videos on YouTube to increase public participation

## 2025-2026 PLANNED ACTIVITIES

- Update City Records Management Manual
- Research and implement more self-service options on the website to increase staff efficiency to better serve the public
- Reorganize the City website to support the public better
- Implement a new citywide electronic records storage solution, including a document index, to respond to public records requests more efficiently
- Move more records, audio and video to the Washington State Digital Archives
- Continue to provide access to City services and records as required by state law
- Reorganize the department to better serve the public
- Continue to emphasize teamwork and training opportunities

# MUNICIPAL SERVICES DEPARTMENT

<b>Department Staffing Summary, Municipal Services</b>		Full Time Equivalent (FTE)	
		<b>2023-2024</b>	<b>2025-2026</b>
Department Employee Count		4.85	5.35

<b>Department Budget Summary, Municipal Services</b>				
	<b>2023-2024 Adopted Budget</b>	<b>2023-2024 Projected</b>	<b>2025-2025 Proposed Budget</b>	<b>% Change</b>
<b>Description</b>				
Salaries	\$ 805,100	\$ 807,441	\$ 978,000	21.5%
Overtime	\$ 4,200	\$ 1,434	\$ 2,400	-42.9%
Employee Benefits	\$ 317,300	\$ 368,708	\$ 422,000	33.0%
Office/Operating Supplies	\$ 20,000	\$ 16,937	\$ 18,600	-7.0%
Small Tools & Equipment	\$ -	\$ 89	\$ -	
Taxes & Assessments (Passport)	\$ 12,000	\$ 6,115	\$ 10,000	-16.7%
Professional Services	\$ 24,000	\$ 11,679	\$ 24,000	0.0%
LFP Code Update	\$ 12,000	\$ 7,966	\$ 8,400	-30.0%
Postage Equipment Sales Tax	\$ -	\$ 452	\$ 600	
Communications	\$ 36,000	\$ 30,375	\$ 32,000	-11.1%
Newsletter	\$ 46,000	\$ 26,188	\$ 34,500	-25.0%
Communications / Internet	\$ 40,000	\$ 22,791	\$ 32,000	-20.0%
Travel Exp. (lodging, meals)	\$ 12,000	\$ 1,251	\$ 2,400	-80.0%
Advertising	\$ 10,000	\$ 8,845	\$ 14,000	40.0%
Insurance	\$ 234,908	\$ 236,838	\$ 275,049	17.1%
Repairs & Maintenance	\$ 2,000	\$ -	\$ -	-100.0%
Dues / Subscriptions	\$ 4,000	\$ 6,776	\$ -	-100.0%
Training	\$ 6,000	\$ 3,440	\$ 4,800	-20.0%
Copier Rental	\$ 8,000	\$ -	\$ -	-100.0%
Postage Equipment Lease	\$ 5,000	\$ 4,541	\$ 5,300	6.0%
Machinery & Equipment	\$ 3,200	\$ -	\$ -	-100.0%
Election/Voter Costs	\$ 118,000	\$ 131,034	\$ 118,000	18.0%
<b>Total</b>	<b>\$ 1,719,708</b>	<b>\$ 1,692,900</b>	<b>\$ 1,982,049</b>	<b>15.3%</b>

# FINANCE AND INFORMATION TECHNOLOGY

## MISSION

To provide high quality finance and technology services that are responsive to our internal and external customer needs, delivers the services that the community desires, and demonstrates the careful stewardship of resources.

## WHAT WE DO

Finance and Information Technology is responsible for all financial and technological aspects of the City government including:

- Budget Preparation and Administration
- Financial Reporting and Audit Representation
- Investment and Debt Management
- Treasury and Disbursements
- Business Tax and License Program
- Utility Billing and Accounting
- Payroll Processing and Accounting
- Information and Technology Services



## 2023-2024 DEPARTMENT ACCOMPLISHMENTS

The Finance and Information Technology Department performed all daily finance and IT functions during the 2023-2024 biennium and completed several additional projects aligned with our mission. The following are a few notable accomplishments:

- Received the Government Finance Officers Association Distinguished Budget Presentation Award for the 2023-2024 budget document
- Implemented a new diversified investment strategy with approval of the Budget & Finance Committee for the City to increase stability and predictability of the investment interest
- Updated the Comprehensive Financial Management Policies that is included in the Appendix
- Completed clean Financial & Accountability Audits through the Washington State Auditor's Office for the years of 2020, 2021, and 2022
- Completed clean Single Federal Audit through the Washington State Auditor's Office for 2020
- Continually modifying and improving the monthly financial reporting dashboard; posted new reporting to the website monthly to increase ongoing financial transparency
- Reconfigured Finance Staff duties and assisted with full time employee allocation
- Assisted the Municipal Court with month end reconciliations and audits
- Assisted the Police Department with the dispatch transition to Norcom seamlessly within a very limited time frame
- Upgraded the wireless system for City Hall, finding a cost-effective solution for the City
- Supported the Police Department with a clean, extensive accreditation audit for 2023
- Information Systems Manager lead the Criminal Justice Information Services (CJIS) audit 2023

# FINANCE AND INFORMATION TECHNOLOGY

- Implemented a routine replacement schedule for aging computers including mobile laptops in all Police vehicles
- Continue to offer a hybrid option for all future City Meetings for virtual attendance

## 2025-2026 DEPARTMENT PLANNED ACTIVITY

Finance and IT will be working on a number of process improvement opportunities during the biennium in our ongoing effort to streamline Department operations. The Department will also be working on the following projects:

- Increase financial transparency by improving reporting to the City Council and the community
- Submit the 2025-2026 adopted budget for the Distinguished Budget Award
- Create and improve policies for ongoing financial & informational technology
- Information Technology replacement schedule for all hardware and software
- Work with the Public Works Department to improve coordination between the budget and the Capital Improvement Project Plan
- Create/Update standard operating procedures for all Finance Positions
- Assist with the Cities long-range financial plan
- Identify new revenue streams



Department Staffing Summary, Finance and IT		Full Time Equivalent (FTE)		
		2023-2024	2025-2026	
Department Employee Count		5.60	5.60	
Department Budget Summary, Finance and Information Technology				
	2023-2024 Adopted Budget	2023-2024 Projected	2025-2025 Proposed Budget	% Change
Salaries	\$ 1,060,500	\$ 1,108,283	\$ 1,286,000	21.3%
Overtime	\$ 2,000	\$ 1,000	\$ 3,000	50.0%
Employee Benefits	\$ 410,100	\$ 207,595	\$ 426,000	3.9%
Office / Operating Supplies	\$ 9,500	\$ 9,500	\$ 9,000	-5.3%
Professional Services	\$ 50,000	\$ 46,232	\$ 50,000	0.0%
Banking Services	\$ 14,000	\$ 13,737	\$ 13,800	-1.4%
Communications	\$ 12,500	\$ 11,887	\$ 12,300	-1.6%
Travel Exp. (lodging, meals)	\$ 9,500	\$ 6,938	\$ 8,000	-15.8%
Advertising	\$ 1,000	\$ 500	\$ 500	-50.0%
Dues / Subscriptions	\$ 3,500	\$ 7,383	\$ 7,500	114.3%
Training	\$ 10,500	\$ 6,190	\$ 8,000	-23.8%
Municipal Auditor Expenses	\$ 75,000	\$ 73,033	\$ 60,000	-20.0%
Total	\$ 1,658,100	\$ 1,492,278	\$ 1,884,100	13.6%

# COMMUNITY SERVICES

## MISSION

To provide a variety of programs and services that support the quality of life in Lake Forest Park including human services, parks and recreation, conservation and recycling, volunteer organizations and management, and public outreach and education.

## WHAT WE DO

### Human Services:

The City contracts with human services agencies around north King County to provide services for Lake Forest Park residents. The City's Community Partners are: Senior Center, Center for Human Services, Hang Time program at Kellogg Middle School, ShoreLake Arts, Friends of Third Place Commons, and City of Shoreline.

### Parks and Recreation:

The City supports and maintains eight public parks as well as three properties that have been purchased for future development of public park space. Art programs, volunteer activities, and clean up events are offered throughout the year. The City also holds an interlocal agreement with the City of Shoreline to allow Lake Forest Park residents access to discounted and early registration to participate in Shoreline's recreation programs. Recreation scholarships are offered to low-income residents who qualify. The City's Parks and Recreation Advisory Board has helped increase pickleball play around the City as well as Free Yoga in the Park (put on hold for 2024).

### Conservation and Recycling:

The City implements "best conservation practices" for lawn and garden maintenance. With grant funding, the City has been able to provide educational outreach materials and giveaways to promote environmental consciousness and earth friendly habits for residents to implement in their homes. The City also provides educational opportunities regarding conservation, recycling, and reusing through its annual green fair, farmer's market events, community events, and with the distribution of literature and publications on the



# COMMUNITY SERVICES

City website and social media. The City also receives waste reduction and recycling grants that are used for a variety of waste reduction and stormwater best practices and activities.

## ADMINISTRATION

The Environmental and Sustainability Specialist is responsible for coordinating community services programs and activities in the City along with administering the human services contracts and programs. The Environmental and Sustainability Specialist also serves as the liaison to the Parks and Recreation Advisory Board, Climate Action Committee, park volunteers, and oversees the conservation and recycling education, grants, parks and recreation, and volunteer programs and services.

## KEY 2023-2024 ACCOMPLISHMENTS

### Human Services Programs

- Hundreds of residents used the Senior Center for activities and services throughout the year now in person, online, and with delivery options
- Thousands of hours of counseling and family services provided to residents
- More than 300 attendees at each park concert and Battle of the Bands, a ShoreLake Arts partnership (Battle of the Bands was put on hold in 2024 with plans to be back in LFP in 2025 along with a new event, Arts in the Park)
- Third Place Commons continues to offer in person and online programs
- LFP residents continue to enrolled in recreation programs and use Hang Time at Kellogg Middle School now ran by the City of Shoreline
- Continue to develop and improve volunteer participation and commitment to City sponsored events, activities, and parks programs

### Grant Funded Programs

- More than 2,500 pounds of batteries recycled
- 500 pounds of electronic waste recycled
- 1000s of hazardous light bulbs recycled
- Promotion of waste reduction and recycling programs through educational giveaways
- Partnership with the City of Kenmore continued with a joint city Recycling Collection Event that included hazardous waste recycling
- Dumpster Maintenance program was implemented with the Town Center businesses

# COMMUNITY SERVICES

## Community Events in 2023-2024

- Picnic in the Park
- Paws in the Park
- Art in the Park
- Concert in the Park
- Battle of the Bands
- Feria Viva Latinoamerica
- Earth Smart Green Fair
- Family Day at the LFP Farmers Market
- LFP Garden Tour
- Styrofoam Collection Event
- Winter Porch Light Parade
- Recycling Collection event with City of Kenmore
- Volunteer Work Parties at Grace Cole Nature Park, Five Acre Woods, and the Master Gardener Demonstration Garden at Pfingst Animal Acres Park



## 2025-2026 PLANNED ACTIVITIES

- Continuing Human Service contracts with Community Partners and possible expansion with the Shoreline Historical Museum that serves Lake Forest Park
- Increase environmental education through grant funded programs
- Continued growth of community events (Picnic in the Park, Yoga in the Park, Family Day at the Farmers Market, Battle of the Bands, Concerts in the Parks, Winter Porch Light Parade, Earth Smart Green Fair, Paws in the Park, and more) with educational outreach on environmental issues

# COMMUNITY SERVICES

Department Staffing Summary, Community Svcs.	Full Time Equivalent (FTE)	
	2023-2024	2025-2026
Department Employee Count	0.35	0.35

Department Budget Summary, Community Services				
Description	2023-2024 Adopted Budget	2023-2024 Projected	2025-2025 Proposed Budget	% Change
Salaries	\$ 170,000	\$ 143,902	\$ 165,500	-2.6%
Overtime	\$ 3,250	\$ 3,250	\$ 3,800	16.9%
Employee Benefits	\$ 46,500	\$ 41,292	\$ 58,500	25.8%
Community Events - Supplies	\$ 10,000	\$ 10,740	\$ 20,000	100.0%
Waste Reduction / Recycle Grant	\$ 20,000	\$ 29,620	\$ -	-100.0%
Office / Operating Supplies	\$ 600	\$ 300	\$ 600	0.0%
Small Tools & Equipment	\$ -	\$ 398	\$ -	
Senior Services	\$ 50,000	\$ 50,000	\$ 70,000	40.0%
Middle - After School Prog.	\$ 20,000	\$ 20,000	\$ 20,000	0.0%
Drug & Alcohol Prevention	\$ 54,000	\$ 54,000	\$ 54,000	0.0%
Recreation Programs- Shorelines Park & Rec	\$ 35,200	\$ 35,153	\$ 35,200	0.0%
Local Hazardous Waste Grant	\$ 20,000	\$ 22,660	\$ 11,670	-41.7%
Community Events - Services	\$ 20,000	\$ 20,000	\$ 40,000	100.0%
Regional Crisis Response Agency	\$ 184,000	\$ 249,360	\$ 245,000	33.2%
Community Development	\$ 57,000	\$ 57,000	\$ 70,000	22.8%
Lake Forest Park Arts Council	\$ 41,000	\$ 41,000	\$ 60,000	46.3%
Historical Society	\$ -	\$ -	\$ 19,200	
Opioid Prevention: Hopestream	\$ -	\$ -	\$ 20,000	
Communications	\$ 6,000	\$ -	\$ 6,000	0.0%
Youth Services Co-Funding Rent	\$ 6,000	\$ -	\$ -	-100.0%
Travel Exp. (lodging, meals)	\$ 300	\$ -	\$ 2,000	566.7%
Dues / Subscriptions	\$ 2,000	\$ 884	\$ 3,000	50.0%
Training	\$ 1,600	\$ 1,135	\$ 3,000	87.5%
Climate Action Committee	\$ 35,000	\$ 35,000	\$ -	-100.0%
King County Alcohol Program	\$ 8,700	\$ 8,300	\$ 9,200	5.7%
<b>Total</b>	<b>\$ 791,150</b>	<b>\$ 823,994</b>	<b>\$ 916,670</b>	<b>15.9%</b>

# MUNICIPAL COURT

## OVERVIEW

The Municipal Court is organized under RCW 3.50 as a limited jurisdiction court to hear misdemeanor and gross misdemeanor crimes and civil infractions committed within its geographical boundaries. The Court is open Monday through Friday, 9:00 a.m. to 5:00 p.m., and hears cases from the bench twice a week. Jury trials are held monthly during a four-day jury term. Residents living in the 98155 zip code area may be called as jurors for the Lake Forest Park Municipal Court.

The Presiding Judge exercises general administrative supervision over the Court, the court staff, and the probation officer. The Presiding Judge is appointed by the Mayor and confirmed by the City Council for a four-year term pursuant to RCW 3.50.040. The Court Administrator oversees daily court operations and implementation of policies and procedures.

## DUTIES OF THE PRESIDING JUDGE

- Supervise the business of the Court to assure the expeditious and efficient handling of all cases including photo infractions
- Develop and coordinate statistical and management information for the Court
- Review and develop all policies, procedures, and forms needed to carry out the function of the Court
- Accounting, auditing, procurement, and disbursement of Court funds
- Preparation and control of the Court's biennial budget
- Promulgation of local court rules
- Supervision of the court-monitored probation programs and the professional probation officer
- Prepare and disseminate information to the public about the Court's activities

Presiding Judge Jennifer Grant was appointed to a four-year term beginning January 2022. She is an active member of the District and Municipal Court Judge's Association (DMCJA).

Court Administrator Julie Espinoza is an active member of the National Association for Court Management (NACM) and the District and Municipal Court Management Association (DMCMA). She is currently working on becoming a certified court executive (CCE) through the National Center for State Courts (NCSC). She continues to serve as the Court liaison to the City Administration.

## 2023-2024 COURT ACCOMPLISHMENTS

- Collaborated with City, LFPD & AOC to implement 24/7 monitoring of school walk zones for speed violations to enhance the safety and security of the community
- Conducted first jury trial since pandemic (3-day DUI trial resulting in conviction)
- Updated Local Court Rules & enhanced court website to simplify access to justice

# MUNICIPAL COURT

- Received Interpreter & Equipment Reimbursements from AOC
- Continued Hybrid Criminal Court Hearings and Remote (Zoom) Infraction Hearings
- Court Administrator obtained Certified Court Manager (CCM) certification through NCSC and completed two of seven courses required to obtain CCE certification

## 2023-2024 INTERAGENCY AGREEMENTS AND REIMBURSEMENTS

- Interagency Agreement with AOC for Interpreter Reimbursement up to 50%
- Interagency Agreement with AOC for Reimbursement on the *Blake* Decision
- Interagency Agreement with Sunnyside Jail to house inmates at \$63 per day

## 2023-2024 STAFFING CHANGES

- Kelley Gradwohl hired as interim court administrator and per diem court clerk
- Charles Mitchell hired as probation officer
- Julie Espinoza hired as court administrator
- Alisha Bhatti hired as court clerk

## 2023-2024 COURTROOM & SAFETY IMPROVEMENTS

- New video monitor provides views of the courthouse entrance, hallway, and courtroom
- Staff completed First Amendment Audit Training, CJI Security Training, and attended the disposition reporting compliance presentation given by Washington State Patrol
- Armed security provided by LFP Police Officers and Puget Sound Executive Service, Inc. (PSES) for in-person court hearings
- Courtroom opened to the public for in-person criminal court hearings
- Coordinated with LFPPD, PA & PD to transition to in-custody video hearings when defendants are transported for hearings in response to *State v Luthi*

## 2025-2026 UPDATES & IMPROVEMENTS REQUESTED

- Add additional clerk to facilitate efficient processing of court filings and case management
- Increase PO Mitchell's FTE to allow for adequate time to process probation matters
- Transition to paperless court with Laserfiche
- Explore Snohomish County Jail's ability to host in-custody video hearings
- Support Youth Court

# MUNICIPAL COURT

## CHANGES IN THE COURT

### Supreme Court Impacts

#### State v Luthi

The Washington State Supreme Court in *State v Luthi* declared the routine use of an in-court holding cell violates federal and state constitutional due process protections against inherently prejudicial courtroom practices. *State v Luthi* centers around the issue of whether a criminal defendant can be required to appear for nonjury proceedings from an "in-court holding cell" without an individualized inquiry justifying such a restraint. The Court held that the in-court holding cell undermines the presumption of innocence, interferes with a defendant's ability to communicate with counsel, and violates the dignity of the defendant and the judicial proceedings. Therefore, absent an individualized finding that such a restraint is necessary to protect essential state interests such as physical security, escape prevention, or courtroom decorum. The Court's reasoning would apply to the use of handcuffs to restrain in custody defendants appearing in our court.

#### State v Blake

The Washington State Supreme Court in *State v. Blake* declared Washington's strict liability drug possession statute unconstitutional. Consequently, persons convicted in Washington State under RCW 69.50.4013 (1) for Possession of controlled substances may be eligible to vacate their conviction and be refunded for any associated fines, assessments, and fees paid. AOC has set aside state funds for this purpose and awarded Lake Forest Park Municipal Court up to a maximum of \$82,841 in reimbursement funds for legal and financial obligations and up to a maximum of \$95,921 for extraordinary judicial, prosecutorial, or defense-related costs to resentence and vacate sentences.

#### Interpreter Reimbursement Program:

AOC increased funding and expanded court eligibility for their established interpreter reimbursement program. Lake Forest Park Municipal Court was invited to participate due, in part, to the Court's active participation and compliance with King County's Language Access Plan (LAP). As a participating court we can now offset the cost of providing certified court interpreters and related costs. This 50% reimbursement furthers our efforts to provide access to justice in our court. The Court received \$1,865 in reimbursements in 2023 and \$2,723 in reimbursements in 2024.

# MUNICIPAL COURT

Department Staffing Summary, Court	Full Time Equivalent (FTE)	
	2023-2024	2025-2026
Department Employee Count	4.30	4.30

Department Budget Summary, Municipal Court				
Description	2023-2024 Adopted Budget	2023-2024 Projected	2025-2025 Proposed Budget	% Change
Salaries	\$ 862,500	\$ 840,605	\$ 964,000	11.8%
Security Detail Overtime	\$ 60,900	\$ 52,304	\$ 76,000	24.8%
Overtime	\$ 1,000	\$ 1,002	\$ 1,000	0.0%
Employee Benefits	\$ 295,500	\$ 246,172	\$ 276,500	-6.4%
Security Detail OT Benefits	\$ 10,500	\$ 10,500	\$ 27,000	157.1%
Court Supplies	\$ 22,000	\$ 21,995	\$ 15,000	-31.8%
Probation Supplies	\$ 500	\$ 516	\$ 1,000	100.0%
Youth Court Supplies	\$ 3,600	\$ 3,488	\$ 3,600	0.0%
Small Tools & Equipment	\$ 1,000	\$ 1,111	\$ 6,500	550.0%
Prof. Svcs.-Security, Loomis, Laserfische	\$ 50,400	\$ 50,235	\$ 30,000	-40.5%
Bank Charges	\$ 5,000	\$ 3,978	\$ 5,000	0.0%
Communications	\$ 19,000	\$ 18,705	\$ 24,000	26.3%
Travel Exp. (lodging, meals)	\$ 5,000	\$ 4,995	\$ 10,000	100.0%
Insurance	\$ 55,751	\$ 56,202	\$ 65,277	17.1%
Repair & Maintenance	\$ 1,000	\$ 1,000	\$ 1,000	0.0%
Dues - Subscriptions	\$ 7,000	\$ 6,358	\$ 7,000	0.0%
Training	\$ 4,000	\$ 4,000	\$ 8,000	100.0%
Witness Fee (Court)	\$ -	\$ -	\$ -	
Jury Service	\$ 2,500	\$ 2,518	\$ 9,000	260.0%
Interpreters	\$ 9,000	\$ 11,810	\$ 13,000	44.4%
Salaries - Pro Tem	\$ 26,000	\$ 25,266	\$ 17,000	-34.6%
Employee Benefits - Pro Tem	\$ 4,000	\$ 3,933	\$ 2,000	-50.0%
Judgement Settlement - Blake	\$ 29,009	\$ 29,009	\$ -	-100.0%
Judgement Settlement - Blake Prof Svcs	\$ 5,188	\$ 5,188	\$ -	-100.0%
Probation Costs	\$ 23,000	\$ 22,253	\$ 20,000	-13.0%
Copier Rental	\$ 6,000	\$ 6,000	\$ -	-100.0%
Machinery & Equipment	\$ 1,000	\$ 1,000	\$ 41,000	4000.0%
<b>Total</b>	<b>\$ 1,510,348</b>	<b>\$ 1,430,143</b>	<b>\$ 1,622,877</b>	<b>7.5%</b>

# POLICE DEPARTMENT

## MISSION

To develop and support a team of professionals which consistently seeks and finds innovative policing strategies to affirmatively promote, preserve, and deliver those quality services which enhance security and safety in our community. To support this mission, we work in strong partnership with the community.



## VALUES

Our department values the sanctity of all life. We strive for the equal, equitable, and compassionate application of law enforcement services for all, and the universal acceptance of all people. We endeavor for the highest level of training and diversity for our police staff and maintain partnerships within our community and local governments to provide urgently needed resources for those in need.

## WHAT WE DO

The Police Department is responsible for maintaining law and order. It provides services to the community under the direction of the Police Chief. With a full-time staff of 24, the Department provides for the preservation of life, protection of property, prevention of crime, apprehension of criminals and facilitation of traffic. Most of the officers are in the patrol division; additionally, there is a traffic unit, criminal investigation detectives, professional support staff, patrol sergeants and two Lieutenants that serve as the Division Commanders.

## DEPARTMENT GOALS

The Police Department has identified four goals for the work of the Department:

1. Reduce crime and collision loss in our community.
2. Provide quality services and innovative policing strategies delivered through excellent customer service.
3. Provide appropriate resources to employees that foster a safe, ethical, innovative, knowledgeable and diverse workforce.
4. Provide emergency management oversight for City infrastructure and our community.



# POLICE DEPARTMENT

## DIVISIONS

The Lake Forest Park Police Department is organized into three divisions:

- Patrol Operations
- Support Services
- Emergency Management

### **Patrol Operations:**

Commanded by a Lieutenant, this division provides professional police services to the citizens of Lake Forest Park twenty-four hours a day, seven days a week. The division consists of four squads in the Patrol Section, the Traffic Unit, Crime Watch and Block Watch. Other functions include narcotics enforcement, Special Weapons and Tactics/Hostage Negotiations (SWAT/HNT), and gang/graffiti investigations.

### **Support Services:**



Commanded by a Lieutenant, this division assists in the daily operation of police support services. The division strives for quality customer experience through the delivery of services that enhance the overall mission of the Department. The division consists of the Investigations Unit, Professional Services, Jail Transports, Accreditation, the Records Unit, Training and the Evidence/Property Unit.



### **Emergency Management:**



Overseen by the Police Chief, responsibilities include coordinating the Northshore Emergency Management Coalition (NEMCo), supervising the Emergency Manager of NEMCo as they interface with the King County Department of Emergency Management, and networking with neighboring emergency management professionals. The division organizes emergency drills for the city, ensures compliance with the National Incident Management System (NIMS), and provides command oversight during emergencies within the city. Additionally, the division ensures the Comprehensive Emergency Management Plan (CEMP) and Hazard Mitigation Plan (HMP) are updated.



# POLICE DEPARTMENT

## DEPARTMENT FUNCTIONS

- Providing Patrol Operations, Support Services, and Emergency Management as major functions of the Police Department.
- Develop and enhance a yearly operations plan that focuses on crime reduction, providing quality services and innovative policing strategies, ensuring employee accountability, and providing emergency management oversight.
- Strengthen relationships with our schools for emergency response planning and exercises.
- Development of community partnerships through the Community Traffic Safety Program, Block Watch, extra patrol requests, local community groups and positive police/citizen interactions.
- Enhance public transparency and public disclosure through paperless systems.
- Promote community education through crime prevention presentations in partnership with volunteer Block Watch Captains.
- Enhanced training to build a team of professionals that engage the community at levels of service.
- Reinforce community communication efforts delivered through a variety of formats, including the City website, social media accounts, media releases, neighborhood meetings, Shop with a Cop, Safety Fair and National Night Out.
- Create a “Citizen Academy” for better understanding and outreach to our community.



## 2025-2026 PLANNED ACTIVITIES

- Increase proactive law enforcement activities linked to the Operational Plan
- Continue to enhance traffic safety and calming objectives
- Reduce property related crimes
- Increase community engagement
- Solutions for more accountability to the public

# POLICE DEPARTMENT

## 2025-2026 STAFFING LEVELS AND NEEDS

- Authorized 20 commissioned officers, 1 specially commission support officer, 2 civilians(records), 1 emergency manager (+2 Limited Term Employees (LTE's) for attrition needs).
  - Chief, 2 Division Commanders (Lieutenants), 4 Patrol Sergeants
  - 11 Patrol Officers (+2 LTE's) includes specialty units:
    - Traffic Officer
    - K9 Officer (reinstated in 2024)
    - SWAT Officers (Operator and HNT)
  - 2 Detectives
- Staffing Model – 2 additional patrol officers needed:
  - Additional Traffic Officer (also to meet the demands of traffic camera tickets)
  - Community Service Officer or Support Officer (additional support for camera tickets)
- Changing “Lieutenant” title to “Commander” for more appropriate responsibility naming.
- Crisis Navigators (RCR Agency)
- Volunteers – 2 Police Chaplains and Crime Watch Group

## 2025-2026 EQUIPMENT NEEDS

- Police Vehicles replacement plan
  - 2025: one transport van; two patrol vehicles
  - 2026: two patrol vehicles; two administrative vehicles
- Ballistic Vest Replacements (50% grant unfunded)
  - 2025: three replacements; two new hire or turnover
  - 2026: five replacements; two new hire or turnover
- Capital Improvements
  - Security fencing for patrol vehicles to improve safety of police department parking and access
  - Carport for patrol vehicles, improved lighting
  - Exhaust Venting (HVAC) in holding cells and PD sink area
  - Officer Locker Room and Storage Upgrades
  - Traffic Enforcement Tools (Reader Boards, Accident Investigators, Digital Speed Signs, UAV, Lidars)
- Technology Improvements
  - E-bikes for Burke Gilman Trail / Town Center Patrol
  - Explore transitions from Gas to Hybrid and Electric for PD Fleet
  - Electrical Vehicle Charging Stations for Future Vehicles
  - Unmanned Aerial Vehicle UAV (for Collison Investigations, Emergency Management, Search and Rescue, Vehicle Pursuit Interdictions, In-Progress Calls, and Perimeter Safety Overwatch)
  - Less Lethal and additional safety tools (WRAP system, 40mm less lethal)
  - Automated License Plate Readers (ALPR's) tools for investigations and increased case closure
  - Virtual Reality Training
  - Software for policy, training, and accreditation assurance

# POLICE DEPARTMENT

## CALLS FOR SERVICE

"Calls for Service" are received by dispatch and entered as many different call types. For 2023, there were 174 different call types that have been combined into these 15 broad categories (Norcom added several more categories in the merge).

- For example, the call type category of "Burglary/Theft" includes:

<i>Burglary</i>	<i>Forgery</i>	<i>Fraud</i>
<i>Identity Theft</i>	<i>Motor Vehicle Recovery</i>	<i>Motor Vehicle Theft</i>
<i>Possession of Stolen Property</i>	<i>Robbery</i>	<i>Theft</i>
<i>Vehicle Prowl</i>		

Type of Call	2019	2020	2021	2022	2023	+/-	vs. Last Year
Information / 911	224	195	206	152	131	-14%	↓
Alarms	368	235	218	242	189	-22%	↓
Assault/Fights/Harassment	58	37	46	34	23	-32%	↓
Burglary/Theft	337	526	348	452	263	-42%	↓
Disturbance/Noise	158	134	145	150	158	5%	↑
Domestic	52	33	43	46	23	-50%	↓
Investigations	1602	1331	1180	1336	1269	-5%	↓
Juvenile	38	29	21	28	30	7%	↑
Liquor/Narcotics	27	20	11	23	27	17%	↑
Miscellaneous	1425	1106	1059	1022	1156	13%	↑
Parking	275	166	232	195	173	-11%	↓
Property	88	96	81	76	56	-26%	↓
Public Service	2934	2633	2721	2566	2666	4%	↑
Traffic	4596	2859	2726	3228	3209	-1%	↓
Trespass	58	36	39	58	56	-3%	↑

**\*\*Incidents include officer-initiated police**

Call types are assigned by the dispatcher and may/may not reflect the true nature of the call or report type completed by the officer. For example, a traffic stop incident type could change to a DUI report based on the officer's investigation.

Overview	2019	2020	2021	2022	2023
Incidents	12240	9436	9082	9608	9429
Case Reports	762	865	613	809	740
Arrests	231	216	146	230	201
Traffic Stops	3731	2147	1837	2477	2593
Traffic Infractions	1935	1152	767	976	907
Criminal Traffic	178	127	152	173	212
Drug Arrests	58	47	14	12	13
Domestic Incidents	98	69	62	80	54
DUI Arrests	34	22	22	28	19
Fraud/Forgery/ID	51	184	30	35	44
Graffiti	17	20	16	25	25
Malicious Mischief	76	79	62	99	93
Vehicle Prowls	49	60	26	36	55

# POLICE DEPARTMENT

## PHOTO ENFORCEMENT

### Traffic Safety Photo Enforcement Program



The City of Lake Forest Park currently operates Traffic Safety Enforcement Camera Systems around its schools, and at three locations on SR 522/Bothell Way NE. These systems are a safety measure designed to reduce and prevent speeding and collisions. Since its beginning in 2009, the goal of the program has been pedestrian safety in our school zones and collision reduction on SR 522. The program is used as a force-multiplier, adding to the good behavior of drivers and enforcement capacity of the Police Department. The system enables Police Department staff, which is typically running at minimum levels, to perform other functions that address a wide range of public safety tasks.

The City currently operates three red-light camera locations. These include SR 522 at SR 104, SR 522 at NE 170th Street, and SR522 at NE 165th Street. Additionally, the City operates four school zone camera locations, which include LFP Elementary School (35th Ave NE), (40th PL NE), and Brookside Elementary School (NE 178th St), (37th Ave NE).

In 2019, the City upgraded the system technology and easy to read signs. The redesign and upgrade of the school zone locations enabled the cameras to capture the flashing beacon in the violation video package. This redesign elevated the City program to a best-practice design. The upgrade ensured the City has the industry's latest technology: a next-generation, non-invasive 3-D tracking radar that measures the distance, angle, and speed of up to 32 vehicles per approach.

On August 8, 2024, the Lake Forest Park City Council adopted Resolution 24-1961, designating NE 178th Street from 25th Avenue NE to State Route 104 as a "School Walk Zone" within Lake Forest Park. This measure was taken to enhance the safety and security of the community. The Council's adoption of Resolution 24-1961 authorizes automated traffic safety cameras to monitor the school walk zone for speed violations. The section monitored is the same stretch currently monitored for speed violations during school hours. This section of NE 178th Street measures speeds exceeding 20 mph when children are present during school hours or when warning flashers are active. This roadway is a 25-mph speed limit zone.

The use of photo enforcement technology in traffic management has become increasingly prevalent in cities across the country. These systems, which include red light cameras and speed cameras, are designed to capture traffic violations automatically. However, the process of managing and authorizing these tickets is resource-intensive, requiring significant time and effort from law enforcement officers and Municipal Court personnel.

### Demand on our Police and Municipal Court

The captured footage is first reviewed by our entire staff of patrol officers. Officers must scrutinize each violation to ensure the accuracy of the violation, verifying details such as vehicle registration and confirming the infraction. This step is crucial as it ensures that only valid tickets are processed, reducing the likelihood of errors or disputes and are lawful. They may be called into Court for disputes just like a regular ticket violation.

Officers responsible for reviewing photo enforcement tickets manage a significant volume of cases daily, often exceeding 400-600 tickets. Each ticket requires careful review, which can take anywhere from a few minutes to several minutes per violation, depending on the complexity of the case.

Given the high volume, the task requires the collective effort of all patrol officers, significantly impacting their available time for other duties. Once a violation is verified, officers authorize the issuance of the ticket.

# POLICE DEPARTMENT

After the ticket is issued, the Municipal Court takes over the processing of the violation. This includes recording the violation in the system, tracking the payment of fines, and managing any appeals or disputes. The court also handles the scheduling and management of any litigation that may arise from contested tickets.

Processing these tickets places additional demands on court resources, particularly when handling cases that proceed to litigation.

The process of managing photo enforcement tickets is a complex and time-consuming task that requires significant coordination between our police department and the court. The high volume of tickets processed daily demands the collective effort of all patrol officers, impacting their overall workload and time management. At a time where staffing has been a significant issue, this adds additional complexity. Additionally, the Municipal Court plays a crucial role in ensuring that these tickets are processed accurately and fairly, while also managing the financial and legal aspects of each violation. Effective resource management and process optimization are essential to maintaining the efficiency and effectiveness of photo enforcement programs.

In 2024, with the addition of speed cameras on NE 178th, there has been a significant increase in demand on both police and Municipal Court personnel. As a result, these departments are requesting additional resources, including personnel and equipment in the 2025-26 budget to manage the increased workload effectively.

Location	Type	2019	2020	2021	2022	2023	5 Years Total
<b>BROOKSIDE ELEMENTARY</b>	COLLISIONS	2	1	1	0	1	5
<b>LFP ELEMENTARY</b>	COLLISIONS	0	0	1	2	0	3
<b>SR522 / NE 165TH ST</b>	COLLISIONS	10	7	4	2	5	28
<b>SR522 / NE 170TH ST</b>	COLLISIONS	15	8	6	7	16	52
<b>SR522 /SR104</b>	COLLISIONS	17	9	19	10	6	61
<b>Total</b>		<b>44</b>	<b>25</b>	<b>31</b>	<b>21</b>	<b>28</b>	<b>149</b>

Location	Type	2019	2020	2021	2022	2023	5 Years Total
<b>BROOKSIDE ELEMENTARY</b>	CITATIONS	3,633	1,590	13,394	7,543	8,663	34,823
<b>LFP ELEMENTARY</b>	CITATIONS	4,220	1,213	9,621	5,442	6,076	26,572
<b>SR522 / NE 165TH ST</b>	CITATIONS	2,129	1,738	2,507	3,018	3,282	12,674
<b>SR522 / NE 170TH ST</b>	CITATIONS	1,763	1,668	1,988	2,423	2,168	10,010
<b>SR522 /SR104</b>	CITATIONS	3,521	2,453	3,053	3,274	3,246	15,547
<b>Total</b>		<b>15,266</b>	<b>8,662</b>	<b>30,563</b>	<b>21,700</b>	<b>23,435</b>	<b>99,626</b>

Location	Type	2019	2020	2021	2022	2023	5 Years Total
<b>BROOKSIDE ELEMENTARY</b>	VIOLATIONS	5,694	2,228	16,646	9,979	11,119	45,666
<b>LFP ELEMENTARY</b>	VIOLATIONS	6,701	1,747	12,085	7,256	7,997	35,786
<b>SR522 / NE 165TH ST</b>	VIOLATIONS	3,558	2,761	3,689	4,295	4,711	19,014
<b>SR522 / NE 170TH ST</b>	VIOLATIONS	4,760	5,765	6,488	6,853	5,716	29,582
<b>SR522 /SR104</b>	VIOLATIONS	6,417	4,752	5,822	6,462	6,659	30,112
<b>Total</b>		<b>27,130</b>	<b>17,253</b>	<b>44,730</b>	<b>34,845</b>	<b>36,202</b>	<b>160,160</b>

# POLICE DEPARTMENT

## DEPARTMENT BUDGET

Department Staffing Summary, Police	Full Time Equivalent (FTE)	
	2023-2024	2025-2026
Department Employee Count	23.00	23.00
Emergency Manager	1.00	1.00

Department Budget Summary, Police				
Description	2023-2024 Adopted Budget	2023-2024 Projected	2025-2025 Proposed Budget	% Change
<u>Police Department Operations</u>				
Salaries	\$ 5,117,000	\$ 4,969,172	\$ 6,009,000	17.4%
Overtime	\$ 511,000	\$ 510,983	\$ 378,000	-26.0%
Employee Benefits	\$ 2,322,000	\$ 2,061,064	\$ 2,331,500	0.4%
LEOFF 1 Expenses	\$ 30,000	\$ 33,266	\$ 37,000	23.3%
Disability Insurance	\$ 3,600	\$ -	\$ -	-100.0%
Uniform Expenses	\$ 55,000	\$ 51,974	\$ 40,000	-27.3%
Police - Dry Cleaning Contract	\$ 3,000	\$ 2,287	\$ 3,000	0.0%
Police - Badges & Vests	\$ 13,000	\$ 11,136	\$ 8,600	-33.8%
Supplies - General	\$ 30,000	\$ 26,493	\$ 30,000	0.0%
Operations / Vehicle Supplies	\$ 60,250	\$ 55,575	\$ 60,250	0.0%
K-9 Narcotics	\$ 5,000	\$ 5,000	\$ 10,000	100.0%
State Opioid Settlement Expenses	\$ -	\$ 4,771	\$ -	
Fuel	\$ 70,000	\$ 69,964	\$ 70,000	0.0%
Small Tools & Equipment	\$ 13,000	\$ 12,926	\$ 13,000	0.0%
Professional Services	\$ 30,000	\$ 41,317	\$ 30,000	0.0%
Copier Rental Sales Tax	\$ -	\$ 1,001	\$ 1,000	
Communications	\$ 154,400	\$ 130,876	\$ 154,000	-0.3%
Travel Exp. (lodging, meals)	\$ 27,000	\$ 21,782	\$ 27,000	0.0%
Insurance	\$ 305,816	\$ 308,290	\$ 358,074	17.1%
Vehicle Repair & Maintenance	\$ 90,000	\$ 99,807	\$ 103,100	14.6%
Office Equip.- Repair & Maint.	\$ 3,000	\$ 1,500	\$ 3,000	0.0%
Operations Repair/Maintenance	\$ 4,000	\$ 4,025	\$ 4,000	0.0%
Dues / Subscriptions	\$ 62,000	\$ 61,471	\$ 70,699	14.0%
Training	\$ 40,000	\$ 40,000	\$ 40,000	0.0%
Marine Patrol	\$ 32,500	\$ 36,742	\$ 50,000	53.8%
Call Out Services - SWAT	\$ 8,000	\$ 7,896	\$ 11,000	37.5%
Safe Harbor Expenses (DV)	\$ 1,000	\$ 1,000	\$ 1,000	0.0%
Copier Rental	\$ 11,400	\$ 10,036	\$ 10,400	-8.8%
Computer Hardware/Software	\$ 14,000	\$ 14,000	\$ 14,000	0.0%
Machinery & Equipment	\$ 90,651	\$ 89,331	\$ 20,000	-77.9%
<b>Total Police Operations</b>	<b>\$ 9,106,617</b>	<b>\$ 8,683,685</b>	<b>\$ 9,887,623</b>	<b>8.6%</b>

# POLICE DEPARTMENT

<u>Technology</u>				
Supplies - General	\$ 5,000	\$ 2,260	\$ 8,000	60.0%
Software	\$ -	\$ 6,872	\$ 11,000	
Equipment / Hardware	\$ 6,000	\$ 2,365	\$ 10,000	66.7%
Dues / Subscriptions	\$ 30,000	\$ 19,007	\$ 20,000	-33.3%
Training	\$ 7,700	\$ 5,000	\$ 5,000	-35.1%
Cap Outlay - Hardware/Software	\$ 58,900	\$ 58,900	\$ -	
<b>Total Police Operations</b>	<b>\$ 107,600</b>	<b>\$ 94,404</b>	<b>\$ 54,000</b>	<b>-99%</b>
<u>Crime Watch</u>				
Supplies	\$ 5,000	\$ 2,462	\$ 6,000	20.0%
Comm. Oriented Policing Prog.	\$ 5,000	\$ 3,168	\$ 4,000	-20.0%
<b>Total Crime Watch</b>	<b>\$ 10,000</b>	<b>\$ 5,630</b>	<b>\$ 10,000</b>	<b>0.0%</b>
<u>Emergency Management</u>				
Office / Operating Supplies	\$ 4,000	\$ -	\$ -	-100.0%
Professional Services	\$ 90,000	\$ 111,063	\$ 119,206	32.5%
Kenmore - EMPG (Pass Through)	\$ 20,000	\$ 21,179	\$ 20,000	0.0%
Dues / Subscriptions	\$ 100	\$ -	\$ -	-100.0%
Training	\$ 2,000	\$ -	\$ -	-100.0%
<b>Total Emergency Management</b>	<b>\$ 116,100</b>	<b>\$ 132,242</b>	<b>\$ 139,206</b>	<b>19.9%</b>
<u>Traffic Safety Camera Program</u>				
Traffic Camera Service Fee	\$ 1,615,950	\$ 1,615,950	\$ 1,676,798	3.8%
Professional Services	\$ 10,000	\$ 6,661	\$ 7,000	-30.0%
<b>Total Traffic Safety Camera Program</b>	<b>\$ 1,625,950</b>	<b>\$ 1,622,611</b>	<b>\$ 1,683,798</b>	<b>3.6%</b>
<u>Dispatch</u>				
Equipment Maintenance	\$ 140,809	\$ 56,120	\$ -	-100.0%
Contracted Services	\$ 537,780	\$ 622,469	\$ 960,314	78.6%
<b>Total Dispatch</b>	<b>\$ 678,589</b>	<b>\$ 678,589</b>	<b>\$ 960,314</b>	<b>41.5%</b>
<u>Civil Service Commission</u>				
Supplies	\$ 700	\$ 905	\$ 2,000	185.7%
Professional Services	\$ 17,400	\$ 38,248	\$ 20,000	14.9%
Travel Exp.(lodging, meals)	\$ 1,000	\$ 564	\$ 2,000	100.0%
Training	\$ 500	\$ 500	\$ 1,000	100.0%
<b>Total Civil Service Commission</b>	<b>\$ 19,600</b>	<b>\$ 40,217</b>	<b>\$ 25,000</b>	<b>27.6%</b>
<u>Animal Control</u>				
Animal Control Services	\$ 19,800	\$ 26,000	\$ 13,000	-34.3%
<b>Total Animal Control</b>	<b>\$ 19,800</b>	<b>\$ 26,000</b>	<b>\$ 13,000</b>	<b>-34.3%</b>

# TRAFFIC SAFETY

## OVERVIEW

The City accounts for its fines and penalties in this category. The largest single revenue in this category is Traffic Safety Camera Fines, which account for approximately 95% of the revenue. Other revenues accounted for in this category include fines and penalties levied by the Lake Forest Park Municipal Court for infractions, fines, and penalties issued within the City limits.



Revenue from the City's red lights and school speed zones traffic safety cameras will continue to be designated as general fund revenue and may be used as designated by the City Council. New to the 2025/2026 budget is revenue dedicated solely to Traffic Safety, resulting from the passage of HB 2384 in the 2024 legislative session. With the installation of the School Walk Zone cameras at Brookside Elementary, the city will be receiving new revenues restricted to Traffic Safety activities and costs to operate the traffic safety cameras, defined in RCW 46.63.220(13) as:

- (i) Traffic safety activities related to construction and preservation projects and maintenance and operations purposes including, but not limited to, projects designed to implement the complete streets approach as defined in RCW 47.04.010, changes in physical infrastructure to reduce speeds through road design, and changes to improve safety for active transportation users, including improvements to access and safety for road users with mobility, sight, or other disabilities; and (ii) The cost to administer, install, operate, and maintain the automated traffic safety cameras, including the cost of processing infractions.

Due to the restricted nature of these revenues, a sub-fund of the General Fund, Fund 002, has been created to track the revenues and expenditures related to the new camera type. As part of the Mayor's proposed budget, anticipated revenue, expenditures for salaries in the police department and municipal court to administer the program, as well as the professional services costs associated with the Verramobility contract are included. Any traffic safety activities potentially supported by this fund will be brought to council for consideration during the biennium.

Department Budget Summary, Traffic Safety				
Description	2023-2024 Adopted Budget	2023-2024 Projected	2025-2025 Proposed Budget	% Change
Salaries - Court		\$ 150,000	\$ 320,000	
Salaries - Police		\$ 200,000	\$ 433,000	
Employee Benefits - Court		\$ 100,000	\$ 153,600	
Employee Benefite - Police		\$ 125,000	\$ 207,840	
Traffic Camera Service Fee		\$ 40,000	\$ 912,000	
Professional Services		\$ -	\$ -	
Traffic Calming Transfer to (302)		\$ 150,000	\$ 300,000	
<b>Total</b>	<b>\$ -</b>	<b>\$ 765,000</b>	<b>\$ 2,326,440</b>	

# OTHER CRIMINAL JUSTICE SERVICES

## (PROSECUTOR, PUBLIC DEFENSE, AND DETENTION)

### OVERVIEW

- The City contracts for prosecutor and public defender services. Neither is an employee of the court and are under the direction of the Executive branch.
- The City contracts for detention services with King County, the City of Lynnwood, and Chelan County. In an effort to save costs, the City uses one of the detention centers depending upon the type and length of sentencing.



### PROSECUTOR

The prosecuting attorney has provided services for the city since 2001. This budget projects inflationary increases in prosecution costs in 2025 and 2026 which, by contract, are commensurate with that provided to non-represented city staff.

### PUBLIC DEFENDER

The Public Defender began providing services for the city in 2019 and has been able to easily manage within the prescribed case limits. The contract for services had a term of two years, with two 1-year extensions, necessitating negotiations of a new contract in the third quarter of 2023. For this reason, an inflationary increase was recognized in the 2024 budget.

### DETENTION AND ELECTRONIC HOME MONITORING

The budgeted actual amount reflects the Municipal Court using home detention in some sentencing, when criteria are met. In 2023/2024 the estimated cost of jail services is anticipated to increase 153% over the 2021/2022 cost. The 2025/2026 budget takes this increase into account and reflects a 111% increase over the 2023/2024 budgeted amount.

Department Budget Summary, Other Criminal Justice				
Description	2023-2024 Adopted Budget	2023-2024 Projected	2025-2025 Proposed Budget	% Change
Prosecutor	\$ 205,569	\$ 205,569	\$ 222,411	8.2%
Public Defender	\$ 217,500	\$ 221,850	\$ 247,000	13.6%
Jail Expenses	\$ 905,000	\$ 914,906	\$ 950,000	5.0%
Elec. Monitor/Wk. Release	\$ 19,000	\$ 5,631	\$ 20,000	5.3%
<b>Total</b>	<b>\$ 1,347,069</b>	<b>\$ 1,347,956</b>	<b>\$ 1,439,411</b>	<b>6.9%</b>

# COMMUNITY DEVELOPMENT DEPARTMENT- PLANNING DIVISION

## MISSION

To serve all persons in a responsive, professional and courteous manner and help ensure that Lake Forest Park continues to be a healthy, safe, attractive, and enjoyable place to live, work, and visit.

## WHAT WE DO

Under the direction of the Community Development Director, the Planning and Building Divisions of the Community Development Department play a key role in shaping the future of the City's built environment and preserving the natural environment. Planning serves residents directly in response to inquiries at the counter, over the phone, and via email and indirectly by ensuring that all development activity conforms to the City's adopted policies, plans, and regulations.



### Planning & Building Counter Assistance

The community and City place a high priority on providing timely, accurate information on policy, land use, and construction standards to the public. Planning's responsibilities and workload continue to justify having assistant planner, senior planner, and urban forest planner positions. Planning is expected to provide counter service every day of the work week and review land use permits in a timely manner. The Department is also expected to support the City Council, Planning Commission, Climate Action Committee, Parks and Recreation Advisory Board, Tree Board, and other temporary task force bodies as needed. Planning is responsible to keep development code update items and long-range planning initiatives moving through the public engagement and adoption process. Examples of these long-range items are the Comprehensive Plan, Shoreline Master Program, Critical Areas Ordinance, Subdivision Ordinance, Wireless Communication Facilities regulations, and Environmental Review. Transparency, public participation, information transfer, and public comment are supported by the planning function.

### Development Compliance Review and Inspection

Planning and Building staff work closely together to ensure new development proposals comply with the City's land use and construction codes. The cost of this work is offset by permit fees, which cover the staff time involved in assuring compliance, public notification of complex projects,

# COMMUNITY DEVELOPMENT DEPARTMENT- PLANNING DIVISION

and construction inspections. Certain applications require a public hearing before the City's Hearing Examiner, which the department also supports.

Department staff continue to be very busy working with applicants who wish to improve their property or create new residential development while preserving critical areas. Sound Transit's planned Bus Rapid Transit improvements on SR 522 will generate a significant amount of permitting review for the Department over the 2025-2026 biennium.

## Long Range Planning and Land Use Code Update

The Department prepares land use plans and code amendments at the direction of the Mayor and City Council. In some cases, these projects require the assistance of planning consultants, whose work is directed by the department. The draft plans or regulations are reviewed by the Planning Commission, which is staffed by the department. The Commission usually makes recommendations to the Mayor and City Council regarding updates to the Comprehensive Plan and land use codes. Through this process, the Commission also provides an important forum for citizen participation.

Initiatives Reviewed by Planning Commission during 2023-2024:

- Periodic Update of the Comprehensive Plan
- Accessory Dwelling Unit Regulations Update
- Sign Code Update
- Critical Area Reasonable Use Exception Regulations

Land Use Initiatives Anticipated during 2025-2026

- Climate Element with Greenhouse Gas Emissions Reduction & Resiliency Sub-Elements
- Certification and Implementation of the 2024 Comprehensive Plan Periodic Update
- Middle Housing Development Regulations to Meet Legislative Mandates
- Closure on Sign Code Updates
- Shoreline Master Program Update
- Critical Areas Ordinance Review and Update
- Subdivision Code Update
- Wireless Communication Facilities Code Update

## Code Enforcement Investigation and Follow-up

This program involves responding to code enforcement requests from citizens, and following up with site visits to document violations, writing letters, calling violators and complainants, and posting notices, supporting voluntary compliance, and ensuring full and proper permitting. This activity is not offset by permit fees.

# COMMUNITY DEVELOPMENT DEPARTMENT- PLANNING DIVISION

## Tree Permit Processing

In the past, having the Urban Forest Planner's hours set at 24 hours per week did not allow adequate time to be systematic about ensuring that permit recipients fulfill required tree preservation and replacement conditions. Increasing the position's hours to 32 hours/week and recruitment of a highly qualified, responsive, certified arborist addressed this issue, reduced the need for consulting arborists, and allows more time to engage in community forest planning with the public and Tree Board.

## Tree Board Support and Future Tree Inventory

Tree Board members have played an important role in the completion, review, and implementation of the May 2024 Urban Forest Ecosystem Services and Values Report. The Urban Forest Planner and Tree Board assist with policy updates in amendments to the Comprehensive Plan and will play a key role in a future tree inventory. These efforts will be helpful in determining if there is a need for future amendments to the tree regulations.

<b>Department Staffing Summary, Planning</b>	Full Time Equivalent (FTE)	
	<b>2023-2024</b>	<b>2025-2026</b>
Department Employee Count	2.75	2.75

<b>Department Budget Summary, Planning</b>				
	<b>2023-2024 Adopted Budget</b>	<b>2023-2024 Projected</b>	<b>2025-2025 Proposed Budget</b>	<b>% Change</b>
Salaries	\$ 809,800	\$ 670,507	\$ 946,500	16.9%
Overtime	\$ 3,000	\$ 751	\$ 4,000	33.3%
Employee Benefits	\$ 312,000	\$ 212,780	\$ 301,500	-3.4%
Office / Operating Supplies	\$ 5,000	\$ 4,661	\$ 5,000	0.0%
Small Tools & Equipment	\$ -	\$ 2,335	\$ 3,000	
Professional Services	\$ 312,500	\$ 263,655	\$ 775,000	148.0%
Engineering Services	\$ 125,000	\$ 24,574	\$ 70,000	-44.0%
Communications	\$ 8,400	\$ 8,219	\$ 8,000	-4.8%
Travel Exp. (lodging, meals)	\$ -	\$ 711	\$ 6,000	
Advertising	\$ 10,000	\$ 11,279	\$ 7,000	-30.0%
Dues / Subscriptions	\$ 3,000	\$ 1,213	\$ 3,000	0.0%
Training	\$ 5,000	\$ 3,000	\$ 5,000	0.0%
Copier Rental	\$ 4,000	\$ -	\$ -	-100.0%
Developer Projects - Sound Transit	\$ 177,560	\$ 73,053		
Tree Acct. Operating Supplies	\$ 6,000	\$ -	\$ 1,000	-83.3%
Tree Acct. Professional Svcs.	\$ 5,000	\$ 8,413	\$ 13,000	160.0%
<b>Total</b>	<b>\$ 1,786,260</b>	<b>\$ 1,285,151</b>	<b>\$ 2,148,000</b>	<b>20.3%</b>

# COMMUNITY DEVELOPMENT DEPARTMENT- BUILDING DIVISION

## MISSION

Serve all residents in a responsive, positive and courteous manner to ensure that Lake Forest Park continues to be a healthy, safe, attractive, and enjoyable place to live, work, and visit.

## WHAT WE DO

Under the direction of the Community Development Director, the City's Building Official and Permit Coordinator work in concert with the Planning Division to ensure development is reviewed and permitted correctly from concept to occupancy.

The Building Division serves residents directly at the building and planning counter and online to ensure that all development activities conform to the City's adopted plans and regulations. The primary duties of the Building Official are administrative decisions and interpretations for building codes, plan review, and project inspections.



### Development and Building Compliance Review and Inspection

This program involves review of development projects to ensure each complies with the City's land use and building codes. The cost of this work is offset by permit fees which cover the staff time involved in assuring code compliance, public notification of complex projects, and onsite construction inspections. The Department supports compliance reviews that require a public hearing before the City's Hearing Examiner. Coordination with the Planning Division before permit issuance is key in implementing policy and regulations for critical areas, trees and shoreline management.

### Code Enforcement Investigation and Follow-up

This program involves responding to code enforcement requests from residents, following up with site visits to document violations, writing letters, calling violators and complainants, posting notices, supporting voluntary compliance, and ensuring full and proper permitting. This activity is not offset by permit fees.

### Planning & Building Counter Assistance

The City places a high priority on providing timely, accurate information on land use and construction standards for our residents. Department staff routinely assist customers with questions and permit intakes as well as fielding thousands of inquiries by phone and email.

# COMMUNITY DEVELOPMENT DEPARTMENT- BUILDING DIVISION

Department Staffing Summary, Planning	Full Time Equivalent (FTE)	
	2023-2024	2025-2026
Department Employee Count	2.75	2.75

Department Budget Summary, Building				
	2023-2024 Adopted Budget	2023-2024 Projected	2025-2025 Proposed Budget	
Description				% Change
Salaries	\$ 313,200	\$ 321,547	\$ 401,500	28.2%
Overtime	\$ 2,000	\$ 952	\$ 2,000	0.0%
Employee Benefits	\$ 98,800	\$ 109,021	\$ 151,000	52.8%
Office / Operating Supplies	\$ 6,000	\$ 3,644	\$ 6,000	0.0%
Smal Tools & Equipment	\$ -	\$ 600	\$ 5,000	
Professional Services	\$ 10,000	\$ 10,000	\$ 10,000	0.0%
Fire Marshall Inspections	\$ 2,000	\$ 120	\$ 2,500	25.0%
Communications	\$ 1,500	\$ 1,500	\$ 1,750	16.7%
Training	\$ 2,500	\$ 1,425	\$ 4,000	60.0%
Dues / Subscriptions	\$ 1,000	\$ 1,000	\$ 1,800	80.0%
<b>Total</b>	<b>\$ 437,000</b>	<b>\$ 449,809</b>	<b>\$ 585,550</b>	<b>34.0%</b>

# PUBLIC WORKS DEPARTMENT

## MISSION

Efficiently operate, responsibly maintain, and improve the City's most valuable assets including public streets, sanitary sewers, parks, public facilities and surface water infrastructure.

## WHAT WE DO

The Public Works Department provides a wide variety of services for the residents of Lake Forest Park. Services include maintenance, operation, and repair of the City's streets, surface water infrastructure, buildings and grounds facilities, parks, sanitary sewer system, building permits, and 24/7 emergency response. Four separate funds provide the financial resources for these services: the General Fund, City Street Fund, Surface Water Utility Fund and Sewer Utility Fund.

### Facility Maintenance

Funding Source: General Fund/Other

The Public Works Department maintains City Hall, the Public Works Office and the Public Works Maintenance Shop according to a facility preventive maintenance program through a mix of in-house operations and outside vendors for janitorial and HVAC upkeep. This blend of service provides a safe, economical and productive environment for City customers and staff.

### Parks Maintenance

Funding Source: General Fund

Public Works' parks maintenance team provides landscape maintenance services to preserve and improve the quality of outdoor facilities including nearly 40 acres of parks and open spaces. Skilled workers maintain and improve the green spaces including the trees, shrubs, annual plants, grass areas, sport fields, irrigation systems and 6 miles of pathways. The team also tends to the other park amenities such as drinking fountains, tennis courts, viewing decks, boardwalks, parking areas, park signage and outdoor play equipment.



# PUBLIC WORKS DEPARTMENT

## Streets

Funding Source: Street Fund

The Street Fund supports the maintenance and operations performed by the Public Works team including pothole patching, crack sealing, roadway shoulder maintenance, guard rail repair, snowplowing, sanding, de-icing, and annual road overlays. Funds are used for engineering services, road maintenance, traffic maintenance, and sidewalk construction projects. Some street operations services are funded through the Transportation Benefit District's approved plan.

## Surface Water Utility

Funding Source: Surface Water Utility Fund

Surface water facility maintenance, operations, and capital improvements are funded through the Surface Water Utility Fund. This includes geographic information systems mapping of the City's surface water system, street sweeping, surface water infrastructure inspections, capital project design and construction, and maintenance of the network of pipes, ditches, detention facilities and streams.

Surface water utility funds are also used to implement the stormwater management program that improves water quality through public education and involvement, inspections, operations review and monitoring. Neighborhood environmental mini-grants and Stream Keepers' water quality monitoring support is also provided through surface water funds.

## Sewer Utility

Funding Source: Sewer Utility Fund

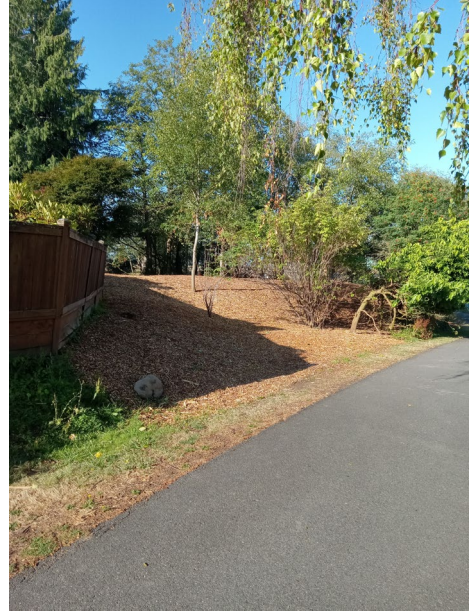
The Public Works Department operates and maintains the City's sewer utility to ensure the health, safety, and welfare of all residents and visitors in Lake Forest Park. The Sewer Utility is responsible for maintaining approximately 225,000 feet of gravity sewer main, 11,000 feet of pressure main, and two sewer lift stations. The City maintains relationships with water districts, sewer districts, neighboring cities, King County Metro, the State Department of Ecology (DOE), and the Seattle-King County Health Department in the operation of this utility.

# PUBLIC WORKS DEPARTMENT

## KEY 2023-2024 ACCOMPLISHMENTS

### Facilities and Parks

- Provided year-round maintenance operations for each park
- Added a Bi-Directional Antenna in City Hall to improve radio coverage for the Police Department
- Replaced the Police Department lockers
- Replaced fencing at Phingst Animal Acres Park
- Removed invasive blackberry bushes from Horizon View Park and added wood chips over the area to prevent regrowth
- Worked with volunteer groups to assist with parks projects and overall maintenance
- Added Pickleball Courts at Lake Forest Park Elementary School



### Streets

- Used Artificial Intelligence to assess the health of our pavement network
- Completed the Annual Paving Program
- Install and maintain the new mobility safety signage recommended by the Traffic Calming Group and Traffic Engineer
- Removed fallen and dangerous trees throughout the city
- Purchased a new F550 Pickup Truck to replace an outdated vehicle
- Maintained the pavement network including snowstorm response, pavement patching, and regular street sweeping
- Maintain and replace pavement markings
- Maintain safe sight lines at intersections
- Presented a proposed Active Transportation Plan for council consideration.

### Surface Water

- Maintained compliance with the NPDES Phase II Municipal Stormwater Permit administered by the WA Department of Ecology (“Ecology”). This included:
  - Completed annual inspections and cleanings of stormwater system catch basins and NPDES-regulated surface and stormwater management facilities, including the McAleer Creek and Brookside Elementary School Bypasses

# PUBLIC WORKS DEPARTMENT

- Continued implementation of a community-based social marketing strategy for stormwater public education and outreach program
- Based on the Stormwater Management Action Plan (SMAP), the receiving water inventory, public workshop, and other feedback informed the basin prioritization
- Continued informal coordination with neighboring jurisdictions including routine meetings of staff within the Lyon Creek watershed
- Maintained 9 miles of ditch lines
- Swept over 3,000 lane miles of city streets
- Initiated or continued development of surface water and stormwater management capital projects
- Began integrating the stormwater utility into a GIS-based platform
- Received bids for the new Material Bins Covers at the Public Works yard and conditionally awarded the project to the lowest, qualified bidder, pending city council approval.

## Sewer Utility

- Approximately 3,700 residential properties were served by the sewer utility
- Spent over 600 hours on sewer and stormwater system locates
- Maintained 2 sanitary sewer lift stations and designed a new single lift station to replace the existing outdated lift stations
- Began integrating the stormwater utility into a GIS-based platform
- Serviced more than 52 sewer grinder pumps

## 2025-2026 PLANNED ACTIVITIES

### Facilities and Parks

- Provide year-round maintenance operations for each park
- Work with volunteer groups to assist with parks maintenance and projects
- Monitor the Phingst Animal Acres Park slope stability
- Continue removing invasive plant species in the parks
- Patch and repave the Public Works parking lot
- Install EV chargers at the Public Works yard

# PUBLIC WORKS DEPARTMENT

## Streets

- Provide roadway surface maintenance and resurfacing activities
- Respond to evolving winter and storm events with limited resources
- Install and maintain new mobility safety signage recommended by the Traffic Calming Group and Traffic Engineer
- Assess and remove fallen or dangerous trees
- Maintain the pavement network including snowstorm response, pavement patching, and regular street sweeping
- Maintain and replace pavement markings
- Maintain safe sight lines at intersections
- Implement a new Active Transportation Plan, as adopted by council.



## Surface Water Utility

- Complete annual inspections and cleanings of stormwater system catch basins and NPDES-regulated surface and stormwater management facilities, including the McAleer Creek and Brookside Elementary School Bypasses
- Maintain compliance with NPDES Municipal Stormwater Permit, including continuing existing programs and operationalizing new programs and projects required in the 2025-2030 permit
- Initiate a stormwater system planning study to complete routine updates to asset preservation and management plans and related surface water management rate forecast, and complete other vital system planning
- Pending funding availability, complete an active surface water and stormwater management capital improvement project
- Pursue federal, state, and county funding for the replacement of undersized and deficient culverts throughout the City as identified in the 2017 Lyon Creek Culvert Replacement study and other studies
- Continue formal and informal coordination efforts with neighboring jurisdictions and other local partners
- Continue integrating the stormwater utility into a GIS-based platform
- Construct the new Material Bins Covers at the Public Works yard

# PUBLIC WORKS DEPARTMENT

## Sewer Utility

- Proactively maintain the sewer system
- Continue to work with the King County Wastewater Treatment Division to provide effective sewer conveyance across jurisdictional boundaries
- Continue implementing a fats, oils, and grease reduction program
- Initiate a sewer system planning study to complete routine updates to asset preservation and management plans and related sewer utility rate forecast, and complete other vital system planning
- Continue integrating the sewer utility into a GIS-based platform



Department Staffing Summary, Public Works	Full Time Equivalent (FTE)	
	2023-2024	2025-2026
Department Employee Count	12.50	13.50

Department Budget Summary, Public Works				
	2023-2024 Adopted Budget	2023-2024 Projected	2025-2025 Proposed Budget	% Change
<u>Parks</u>				
Salaries	\$ 286,900	\$ 231,408	\$ 302,500	5.4%
Salaries - Seasonals	\$ 15,000	\$ 32,535	\$ 43,000	186.7%
Overtime	\$ 3,000	\$ 6,122	\$ 6,000	100.0%
On-Call Services	\$ 5,000	\$ 5,000	\$ 8,000	60.0%
Employee Benefits	\$ 95,000	\$ 98,268	\$ 115,000	21.1%
Safety Clothing / Boots	\$ 1,000	\$ 1,000	\$ 1,500	50.0%
Employee Benefits - Seasonals	\$ 6,500	\$ 3,579	\$ 10,000	53.8%
Office Supplies	\$ 5,300	\$ 1,119	\$ 3,000	-43.4%
Operating Supplies	\$ 8,000	\$ 8,000	\$ 10,000	25.0%
Small Tools & Equipment	\$ 8,000	\$ 5,829	\$ 7,000	-12.5%
Professional Services	\$ 30,000	\$ 31,116	\$ 20,000	-33.3%
Communications	\$ 8,000	\$ 7,086	\$ 8,000	0.0%
Travel Exp. (lodging, meals)	\$ 500	\$ 269	\$ 1,500	200.0%
Equipment Rental	\$ 4,000	\$ 2,000	\$ 5,000	25.0%
Insurance	\$ 27,700	\$ 27,924	\$ 32,433	17.1%
Utilities	\$ 55,000	\$ 58,879	\$ 75,000	36.4%
Repairs & Maintenance	\$ 110,000	\$ 101,042	\$ 40,000	-63.6%
Dues / Subscriptions	\$ 1,000	\$ 759	\$ 1,000	0.0%
Training	\$ 2,000	\$ 861	\$ 1,500	-25.0%
<b>Total Parks</b>	<b>\$ 671,900</b>	<b>\$ 622,796</b>	<b>\$ 690,433</b>	<b>2.8%</b>

# PUBLIC WORKS DEPARTMENT

Department Budget Summary, Public Works				
Description	2023-2024 Adopted Budget	2023-2024 Projected	2025-2025 Proposed Budget	% Change
<u>Facilities</u>				
Salaries	\$ 71,000	\$ 62,833	\$ 88,000	23.9%
Salaries - Seasonals	\$ 12,000	\$ 21,690	\$ 28,500	137.5%
Overtime	\$ 2,500	\$ 1,667	\$ 2,000	-20.0%
On-Call Services	\$ 1,500	\$ 1,264	\$ 2,000	33.3%
Employee Benefits	\$ 23,100	\$ 26,860	\$ 36,500	58.0%
Safety Clothing / Boots	\$ 600	\$ 418	\$ 1,500	150.0%
Employee Benefits - Seasonals	\$ 4,800	\$ 2,152	\$ 7,000	45.8%
Office Supplies	\$ 600	\$ 929	\$ 1,000	66.7%
Operating Supplies	\$ 21,000	\$ 18,112	\$ 20,000	-4.8%
Small Tools & Equipment	\$ 3,000	\$ 3,000	\$ 4,000	33.3%
Property Assessments	\$ 20,000	\$ 11,311	\$ 12,192	-39.0%
Janitorial Contract	\$ 90,000	\$ 89,841	\$ 95,000	5.6%
Professional Services	\$ 35,000	\$ 12,000	\$ 30,000	-14.3%
Communications	\$ 2,000	\$ 4,397	\$ 2,000	0.0%
Travel Exp. (lodging, meals)	\$ 1,000	\$ 823	\$ 1,000	0.0%
Equipment Rental	\$ 1,500	\$ 1,102	\$ 2,000	33.3%
Insurance	\$ 6,832	\$ 6,886	\$ 7,998	17.1%
Utilities - P.W. Facilities	\$ 25,000	\$ 20,905	\$ 22,000	-12.0%
Utilities - City Hall	\$ 130,000	\$ 101,963	\$ 110,000	-15.4%
Repairs & Maintenance	\$ 46,000	\$ 78,766	\$ 80,000	73.9%
Emergency Management	\$ 1,000	\$ 1,000	\$ 2,000	100.0%
Dues & Subscriptions	\$ 200	\$ 200	\$ 1,000	400.0%
Training	\$ 400	\$ 400	\$ 1,500	275.0%
Security Monitoring Software	\$ -	\$ 41,927	\$ 43,500	
<b>Total Facilities</b>	<b>\$ 499,032</b>	<b>\$ 510,446</b>	<b>\$ 600,690</b>	<b>20.4%</b>
<u>Street Maintenance</u>				
Road Surface Maintenance	\$ 50,000	\$ 50,000	\$ 67,000	34.0%
Repairs & Maintenance	\$ 2,000	\$ 2,000	\$ -	-100.0%
Shoulder Maintenance	\$ 30,000	\$ 30,000	\$ 20,000	-33.3%
Structure Maintenance	\$ 19,400	\$ 19,400	\$ 13,000	-33.0%
Street Lighting Maintenance	\$ 291,000	\$ 291,000	\$ 295,000	1.4%
Sign Replacement	\$ 8,800	\$ 22,484	\$ 15,000	70.5%
Sign Maintenance	\$ 46,200	\$ 43,200	\$ 50,000	8.2%
Pavement Marking / Striping	\$ 53,000	\$ 56,000	\$ 40,000	-24.5%
Snow Plowing / Sanding	\$ 90,000	\$ 39,331	\$ 80,000	-11.1%
Roadside Maintenance	\$ 140,000	\$ 80,000	\$ 80,000	-42.9%
Professional Services	\$ -	\$ 47,476	\$ 60,000	
<b>Total Street Maintenance</b>	<b>\$ 730,400</b>	<b>\$ 680,891</b>	<b>\$ 720,000</b>	<b>-1.4%</b>

# PUBLIC WORKS DEPARTMENT

Department Budget Summary, Public Works				
Description	2023-2024 Adopted Budget	2023-2024 Projected	2025-2025 Proposed Budget	% Change
<b>Street Operations</b>				
Machinery & Equipment				
On-Call Services				
Salaries	\$ 416,250	\$ 350,485	\$ 469,000	12.7%
Salaries - Seasonals	\$ 25,000	\$ 54,010	\$ 85,500	242.0%
Overtime	\$ 10,000	\$ 10,019	\$ 10,000	0.0%
On-Call Services	\$ 11,000	\$ 11,000	\$ 15,000	36.4%
Employee Benefits	\$ 148,500	\$ 151,749	\$ 192,500	29.6%
Safety Clothing / Boots	\$ 3,000	\$ 3,000	\$ 1,500	-50.0%
Employee Benefits - Seasonals	\$ 10,000	\$ 4,777	\$ 19,500	95.0%
Office Supplies	\$ 1,500	\$ 500	\$ 600	-60.0%
Operating Supplies	\$ 10,000	\$ 10,321	\$ 12,000	20.0%
Small Tools & Equipment	\$ 3,500	\$ 4,513	\$ 10,000	185.7%
Professional Services	\$ 70,000	\$ 20,854	\$ 30,000	-57.1%
Communications	\$ 12,000	\$ 12,000	\$ 12,000	0.0%
Travel Exp. (lodging, meals)	\$ 1,000	\$ 1,000	\$ 1,500	50.0%
Equipment Rental	\$ 2,500	\$ 2,500	\$ 3,000	20.0%
Insurance	\$ 46,334	\$ 46,709	\$ 54,251	17.1%
Utilities	\$ 13,000	\$ 13,000	\$ 15,000	15.4%
Dues / Subscriptions	\$ 500	\$ 867	\$ 1,500	200.0%
Training	\$ 1,000	\$ 1,974	\$ 1,500	50.0%
Cap Outlay - Software	\$ -	\$ 7,442	\$ -	
Interfund Svc. To Fund (001)	\$ 104,376	\$ 142,118	\$ 175,556	68.2%
Interfund Svc. To (501)	\$ 115,076	\$ 102,281	\$ 202,454	75.9%
Interfund Svc. To (502)	\$ -	\$ 12,795	\$ 16,390	
<b>Total Street Operations</b>	<b>\$ 1,004,536</b>	<b>\$ 963,914</b>	<b>\$ 1,328,751</b>	<b>32.3%</b>
<b>Engineering Operations</b>				
Lobbying Activity	\$ 95,000	\$ 88,904	\$ 104,545	10.0%
Interfund Svc. To GF (001)	\$ 50,500	\$ 61,390	\$ 66,909	32.5%
Interfund Svc. To Replacement (501)	\$ 16,608	\$ 12,916	\$ 33,132	99.5%
Interfund Svc. To Replacement (502)	\$ -	\$ 3,692	\$ 13,544	
Office / Operating Supplies	\$ -	\$ 7	\$ -	
Professional Services	\$ 100,000	\$ 21,617	\$ -	-100.0%
Travel Exp. (lodging & meals)	\$ 8,000	\$ -	\$ 6,000	-25.0%
Training	\$ 4,000	\$ -	\$ 6,000	50.0%
Salaries	\$ 305,000	\$ 271,246	\$ 368,500	20.8%
Overtime	\$ 6,000	\$ 1,500	\$ 6,000	0.0%
Employee Benefits	\$ 20,500	\$ 84,141	\$ 135,000	558.5%
Insurance	\$ 12,965	\$ 13,070	\$ 15,181	17.1%
Dues / Subscriptions	\$ -	\$ 10	\$ -	
<b>Total Engineering Operations</b>	<b>\$ 618,573</b>	<b>\$ 558,493</b>	<b>\$ 754,811</b>	<b>22.0%</b>

# PUBLIC WORKS DEPARTMENT

Department Budget Summary, Public Works				
Description	2023-2024 Adopted Budget	2023-2024 Projected	2025-2025 Proposed Budget	% Change
<u>Sewer Utility</u>				
Salaries	\$ 583,250	\$ 491,754	\$ 684,000	17.3%
Salaries - Seasonals	\$ 15,000	\$ 18,651	\$ 28,500	90.0%
Overtime	\$ 10,000	\$ 12,058	\$ 12,000	20.0%
On-Call Services	\$ 8,000	\$ 9,773	\$ 10,000	25.0%
Employee Benefits	\$ 190,500	\$ 191,502	\$ 260,000	36.5%
Safety Clothing / Boots	\$ 8,000	\$ 2,610	\$ 1,500	-81.3%
Employee Benefits - Seasonals	\$ 6,000	\$ 2,552	\$ 7,000	16.7%
Office Supplies	\$ 2,000	\$ 687	\$ 1,500	-25.0%
Operating Supplies/Materials	\$ 15,000	\$ 9,185	\$ 15,000	0.0%
Small Tools & Equipment	\$ 14,000	\$ 7,797	\$ 12,000	-14.3%
METRO Charges	\$ 5,204,772	\$ 5,204,772	\$ 5,885,045	13.1%
Professional Services	\$ 140,000	\$ 140,000	\$ 110,000	-21.4%
Communications	\$ 17,000	\$ 17,000	\$ 18,000	5.9%
Travel Exp. (lodging, meals)	\$ 1,000	\$ 365	\$ 1,000	0.0%
Advertising	\$ 1,000	\$ 500	\$ 1,000	0.0%
Equipment Rental	\$ 2,000	\$ 1,000	\$ 2,000	0.0%
Insurance	\$ 49,316	\$ 49,715	\$ 57,743	17.1%
Utilities	\$ 18,000	\$ 4,295	\$ 9,000	-50.0%
Repairs & Maintenance	\$ 145,000	\$ 145,000	\$ 100,000	-31.0%
Dues & Subscriptions	\$ 11,000	\$ 11,000	\$ 10,000	-9.1%
Training	\$ 3,000	\$ 3,000	\$ 5,000	66.7%
Utility Tax Sewer	\$ 397,000	\$ 391,772	\$ 480,112	20.9%
Taxes & Assessments	\$ 70,000	\$ 163,195	\$ 168,953	141.4%
Copier Rental	\$ 1,500	\$ -	\$ -	-100.0%
Interfund Svc. To GF (001)	\$ 243,000	\$ 353,241	\$ 372,180	53.2%
Interfund Svs. To Fund (501)	\$ 119,062	\$ 115,260	\$ 208,322	75.0%
Interfund Svs. To Fund (502)	\$ -	\$ 3,802	\$ 17,936	
Transfer To Sewer Cap. (402)	\$ 250,000	\$ 250,000	\$ 250,000	0.0%
Transfer To PWTF Repay. (407)	\$ 336,000	\$ 336,000	\$ 168,000	-50.0%
Taxes & Assessments: PWTF Repayment 407	\$ 2,800	\$ 2,030	\$ 2,000	-28.6%
Repayment of PWTF Loan (Prin)	\$ 479,214	\$ 479,214	\$ 239,607	-50.0%
Repayment of PWTF Loan (Int.)	\$ 5,990	\$ 5,990	\$ 1,198	-80.0%
<b>Total Sewer Utility</b>	<b>\$ 7,860,400</b>	<b>\$ 7,936,486</b>	<b>\$ 8,895,791</b>	<b>13.2%</b>

# PUBLIC WORKS DEPARTMENT

Department Budget Summary, Public Works				
Description	2023-2024 Adopted Budget	2023-2024 Projected	2025-2025 Proposed Budget	% Change
<u>Surface Water Utility</u>				
Salaries	\$ 721,700	\$ 600,564	\$ 1,461,000	102.4%
Salaries - Seasonals	\$ 35,000	\$ 75,910	\$ 99,500	184.3%
Overtime	\$ 10,000	\$ 15,195	\$ 16,000	60.0%
On-Call Services	\$ 15,000	\$ 15,000	\$ 14,000	-6.7%
Employee Benefits	\$ 178,500	\$ 248,079	\$ 551,000	208.7%
Safety Clothing / Boots	\$ 3,000	\$ 3,632	\$ 8,000	166.7%
Employee Benefits - Seasonals	\$ 14,000	\$ 4,683	\$ 22,000	57.1%
Office Supplies	\$ 8,000	\$ 1,893	\$ 5,000	-37.5%
Operating Supplies	\$ 18,000	\$ 11,411	\$ 16,000	-11.1%
Small Tools & Equipment	\$ 10,000	\$ 6,856	\$ 7,000	-30.0%
Taxes & Assessments	\$ 43,000	\$ 54,177	\$ 58,500	36.0%
Surface Water Utility Tax to GF	\$ 182,500	\$ 182,697	\$ 220,800	21.0%
Prof. Services/Engineering	\$ 573,000	\$ 558,944	\$ 300,000	-47.6%
County Administration Billing	\$ 25,000	\$ 50,928	\$ 50,000	100.0%
Communications	\$ 30,000	\$ 30,000	\$ 30,000	0.0%
Travel Exp. (lodging, meals)	\$ 1,000	\$ 2,500	\$ 3,000	200.0%
Equipment Rental	\$ 5,000	\$ 5,000	\$ 5,000	0.0%
Insurance	\$ 66,568	\$ 67,107	\$ 77,943	17.1%
Utilities	\$ 3,200	\$ 596	\$ 1,500	-53.1%
System Maintenance & Operation	\$ 680,000	\$ 819,673	\$ 500,000	-26.5%
Street Drainage Maintenance	\$ 125,000	\$ 125,000	\$ 130,000	4.0%
Neighborhood Surface Water	\$ 20,000	\$ 20,000	\$ 20,000	0.0%
Repairs & Maintenance	\$ 30,000	\$ 20,000	\$ 30,000	0.0%
Dues / Subscriptions	\$ 42,300	\$ 42,300	\$ 50,000	18.2%
Training	\$ 10,000	\$ 5,817	\$ 10,000	0.0%
Copier Rental	\$ 2,000	\$ -	\$ -	-100.0%
Sweeper Principal	\$ 88,771	\$ 88,771	\$ -	-100.0%
Sweeper Interest	\$ 3,501	\$ 3,501	\$ -	-100.0%
Interfund Svc. To GF (001)	\$ 141,000	\$ 177,158	\$ 185,210	31.4%
Interfund Svc. To Replacement Fund (501)	\$ 156,914	\$ 136,842	\$ 204,638	30.4%
Interfund Svc. To Replacement Fund (502)	\$ -	\$ 20,072	\$ 27,524	
Interfund Svc. To Transportation Capital (302)	\$ 56,200	\$ 28,006	\$ -	-100.0%
Transfer To Surface Water Capital (404)	\$ 425,000	\$ 425,000	\$ 400,000	-5.9%
<b>Total Surface Water Utility</b>	<b>\$ 3,723,154</b>	<b>\$ 3,847,312</b>	<b>\$ 4,503,615</b>	<b>21.0%</b>

# NON-OPERATING DEPARTMENT INFORMATION

## 2025-2026 PROPOSED BUDGET

- ☐ Vehicle and Equipment Replacement
- ☐ Information Technology Replacement
- ☐ Fixed and Capital Assets

# VEHICLE AND EQUIPMENT SERVICES AND REPLACEMENT FUND

## PURPOSE

The purpose of the vehicle and equipment services and Replacement Fund is to support and carry out the mission of the City by setting aside funds for the purchase, replacement, operation, and repair of major City assets such as vehicles, machinery, and major equipment.



## WHAT WE DO



Vehicle and equipment services plans for the purchase and replacement of the City's vehicles and equipment. The services provided include planning for the maintenance and operating costs associated with those assets.

Most often purchases of new or replacement equipment are made by utilizing contracts secured by Washington State Department of Enterprise Services. The Washington State Department of Enterprise Services contracts with vendors after a competitive bidding process has been performed. The utilization of these contracts by the City ensures that the City gets the best pricing on its purchases and satisfies the requirements of the City's purchasing policy. The City contracts with Northshore Utility District for vehicle and equipment maintenance and repair. The City also purchases fuel from Northshore Utility District.

Vehicle and Equipment Services and Replacement Fund				
Description	2023-2024 Adopted Budget	2023-2024 Projected	2025-2025 Proposed Budget	% Change
Interfund Svc. To General Fund	\$ 16,000	\$ 8,934	\$ 8,105	-49.3%
Info.Svc. & Equip. Replacement	\$ -	\$ -	\$ -	
Citywide Vehicle - Replacement	\$ -	\$ -	\$ -	
Public Works - Fuel	\$ 60,000	\$ 60,000	\$ 68,000	13.3%
Public Works Equip. - Maint.	\$ 138,000	\$ 201,176	\$ 180,000	30.4%
PD Vehicle Replacement	\$ 135,000	\$ 161,495	\$ -	-100.0%
PW Equipment - Replacement	\$ 75,300	\$ 62,300	\$ 100,000	32.8%
PW Vehicles - Replacement	\$ 153,000	\$ 100,000	\$ -	-100.0%
IF Transfer to IT Fund (502)	\$ -	\$ 150,000	\$ -	
<b>Total</b>	<b>\$ 577,300</b>	<b>\$ 743,905</b>	<b>\$ 356,105</b>	<b>-38.3%</b>

# IT INTERNAL SERVICE FUND



## PURPOSE

The purpose of the Information Technology Internal Service Fund is to support and implement the mission of the City with a specific fund for IT needs. The fund will improve the tracking of IT expenditures and enterprise technology projects resulting in better stewardship and awareness of technology needs.

## DESCRIPTION

Information Technology infrastructure, maintenance, and capital projects make up a significant portion of the City's budget. With a separate fund dedicated to IT, the process to forecast expenditures and track costs will be straightforward and more transparent. Oversight of capital equipment replacements, professional services, enterprise software maintenance/licensing, computer equipment replacement cycles and larger technology projects will all be included in the IT Internal Service Fund. Technology plays an important role for the City, whether it be Public Safety, Finance, or Communication, this fund will assist in managing these important resources.



Information Technology Fund				
Description	2023-2024 Adopted Budget	2023-2024 Projected	2025-2025 Proposed Budget	% Change
Capital Equipment Purchases/Replacment: Hardware	\$ 130,000	\$ 120,477	\$ 120,000	-7.7%
Computer Software	\$ 150,533	\$ 134,990	\$ 150,000	-0.4%
Professional Services	\$ 56,000	\$ 76,382	\$ 95,000	69.6%
<b>Total</b>	<b>\$ 336,533</b>	<b>\$ 331,849</b>	<b>\$ 365,000</b>	<b>8.5%</b>

# FIXED AND CAPITAL ASSETS

Fixed and capital assets are defined in the City's Financial Policies as land, buildings, equipment, and improvements to existing fixed assets costing more than \$5,000 and having a useful life greater than one year.

The 2025-2026 budget contains over \$16.1 million in total fixed and capital asset expenditures. Most of these expenditures are project related identified in the City's Capital Improvement Plan (CIP). However, not every expenditure included in the CIP is considered a standalone capital or fixed asset. Similarly, some fixed and capital asset expenditures are routine or recurring and are not found in the CIP. All fixed and capital expenditures scheduled in the CIP to occur during the 2025-2026 biennium are included in the adopted budget.

The 2025-2026 budget includes recurring fixed and capital asset expenditures such as the replacement of vehicles and equipment per the replacement schedule and the annual street overlay program which is funded with the City's vehicle tabs revenue. The following narrative describes non-recurring fixed and capital expenditures, organized by funding source, that are included in the 2025-2026 budget.



## CAPITAL FACILITIES MAINTENANCE FUND

The Capital Facilities Maintenance Fund budget provides for the maintenance and upgrades to City owned facilities such as City Hall and the Public Works Facility. The 2025-2026 budget includes \$600,000 for City Hall Facilities including upgrades or replacements to the City Hall building. The Public Works Facility will have the parking lot repaved \$75,000 after the installation of the Electric Vehicle Chargers which the City received a grant from the Department of Commerce to pay a portion of the total cost in the amount of \$75,000.

## CAPITAL IMPROVEMENT FUND

The Capital Improvement Fund budget includes the Lakefront Park construction demo that is grant funded.

## TRANSPORTATION CAPITAL FUND

The Transportation Capital Fund budget includes over \$7 million for improvements at the intersection of Ballinger Way (SR 104) and 40<sup>th</sup> Place NE to install a roundabout to improve traffic and pedestrian safety. The Annual Street Overlay/ADA Program is funded at \$400,000 from a transfer from the Transportation Benefit District fund. The Safe Streets, Early Action Investments are funded at \$100,000 with an additional \$300,000 dependent on the revenues from the newly created traffic safety fund, 002.

# FIXED AND CAPITAL ASSETS

## SEWER CAPITAL FUND

The Sewer Capital fund includes the design and construction of the Beach Drive Sewer Lift Station. Design is estimated to cost around \$500,000 and construction at \$2,574,000.

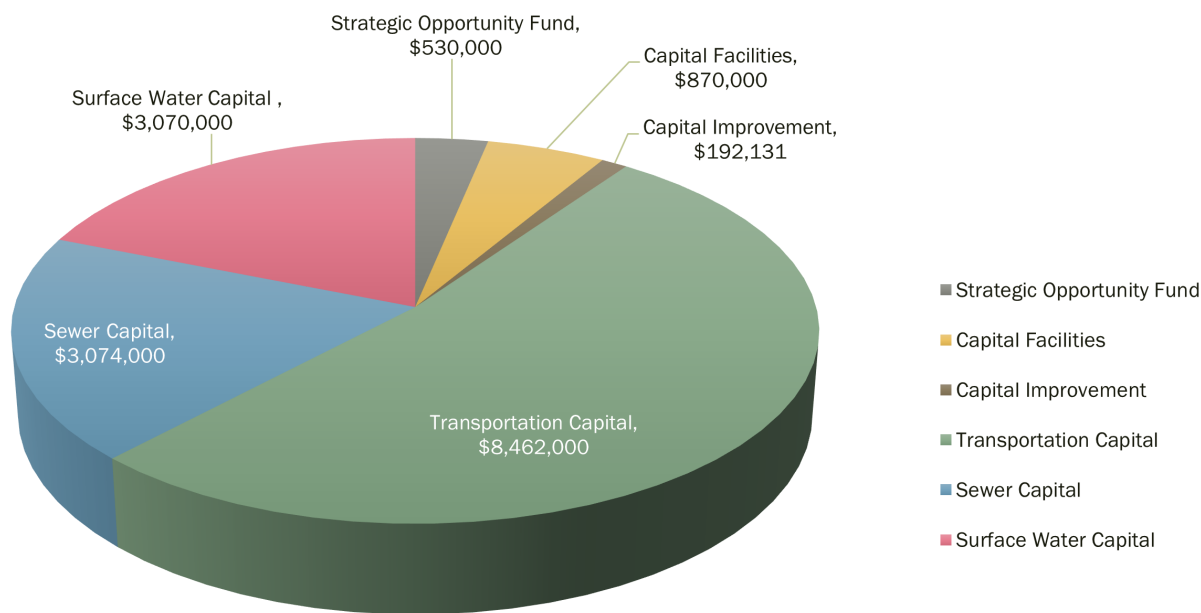
## SURFACE WATER CAPITAL FUND

The Surface Water Capital Fund includes the replacement of Culvert L90 that has been fully funded through grants from the Department of Commerce and the Washington State Department of Transportation.

## STRATEGIC OPPORTUNITY FUND

The Strategic Opportunity Fund includes \$30,000 for an update to the Parks, Recreation, Open Space and Trail Plan and \$500,000 to complete Phase 2 design for the Lakefront Park Property.

The following graph shows the value of budgeted capital expenditures by fund.



The schedule on the following page lists capital projects budgeted in the 2025-2026 biennium and includes the budgeted value and the funding source or fund that is financially responsible for the project.

More information regarding fixed and capital asset expenditures can be found in the Capital Improvement Plan that is available on the City's website ([cityofffp.gov](http://cityofffp.gov)) and in the department section titled Vehicle and Equipment Services and Replacement Fund.

# FIXED AND CAPITAL ASSETS

Schedule of 2025-2026 Capital Improvement Plan Projects			
Project Title	2025-2026 Projected Value	Funding Source (Fund Name)	Grant Funding Source County/ State/ Federal (Additional Notes)
Lakefront Park Development - Design	\$ 500,000	Strategic Opportunity Fund	*Transfer \$'s from Capital Imp Fund*
Master Plan - Existing Parks and Trail Systems (PROST Update)	\$ 30,000	Strategic Opportunity Fund	
City Hall Facilities	\$ 600,000	Capital Facilities	
Public Works Office Building	\$ 50,000	Capital Facilities	
Public Works Maintenance Shop	\$ 10,000	Capital Facilities	
PW Facility EV Chargers	\$ 210,000	Capital Facilities	\$75,000 Dept of Commerce Grant
Lakefront Park Construction: Demo	\$ 192,131	Capital Improvement	RCO Grant for Demo
Annual Street Overlay Program	\$ 600,000	Transportation Capital	
ADA Ramp Design and Construction	\$ 200,000	Transportation Capital	
Safe Streets Study (Traffic Calming)	\$ 100,000	Transportation Capital	
Safe Streets Study (Traffic Calming)**	\$ 300,000	Transportation Capital	**New Traffic Safety Fund dependent
SR 104 and 40th Pl. NE Roundabout	\$ 7,012,000	Transportation Capital	\$2M Public Works Loan, TIB/WSDOT Grants
Guardrail Replacement (Design and Construction)	\$ 250,000	Transportation Capital	
Beach Drive Sewer Lift Stations - Design	\$ 500,000	Sewer Capital	
Beach Drive Sewer Lift Stations - Construction	\$ 2,574,000	Sewer Capital	
Culvert L90 Replacement Construction	\$ 3,070,000	Surface Water Capital	Fully Funded
<b>Total CIP</b>	<b>\$ 15,668,131</b>		
<b>Unfunded Capital Improvement Projects</b>			
37th Ave Sidewalk (Brookside Elementary)			
Design	\$ 400,000		**
Design	\$ 250,000		**
Storm Water Facility Retrofit	\$ 440,000		
Master Plan Storm Water & Surface Water Systems: Data Collection	\$ 400,000		
Lakefront Park Development Construction	\$ 7,744,339		
<b>Total Unfunded CIP</b>	<b>\$ 9,234,339</b>		
**New Traffic Safety Fund 002			

# APPENDIX

## 2025-2026 PROPOSED BUDGET

- ☐ Comprehensive Financial Management Policies
- ☐ Glossary
- ☐ Acronyms

# City of Lake Forest Park

## Comprehensive Financial Management Policies

*February 13, 2020*

City of Lake Forest Park  
Comprehensive Financial Management Policies

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## City of Lake Forest Park Comprehensive Financial Management Policies

The City's Comprehensive Financial Management Policies serves as a Mayor and Council-approved framework for the financial planning, budgeting accounting reporting and other financial management practices. The purpose of these policies is to ensure the City operates in a prudent manner, using sound fiscal policies to ensure the safekeeping of the City's assets and provide the delivery of services to the community.

### A. Director of Finance

1. The Director of Finance is designated as the City's Chief Financial Officer and City Treasurer.
2. The Director of Finance is designated as the City's Auditing Officer pursuant to RCW 42.22.080 and as such will be responsible for the review of all claims and certification that the goods have been received or the services rendered and that the claims are valid and should be paid by the City.

### B. City Funds

The City shall utilize "governmental fund accounting" as the organizational structure for its financial activities. The following funds have been established for budgeting, accounting and reporting.

#### OPERATING FUNDS

1. The *General Fund* is the general operating fund of the City. It accounts for all financial resources and transactions, except those required to be accounted for in another fund.
2. The *Street Fund* is required by state law to account for State-shared Motor Vehicle Fuel Tax revenue distributed on a per capita basis for transportation maintenance or capital improvements (RCW 47.24).
3. The *Surface Water Utility Fund* accounts for fees charged to all property owners for maintenance to the City's surface water drainage system (Ord. 459, Section 10 (1990)).
4. The *Sewer Utility Fund* accounts for collections from property owners connected to the City's sewer system. Expenditures include payment to King County and for City sewer system operating costs (Ord. 106, Section 5 (1966)).
5. The *Public Works Contract Fund*<sup>1</sup> – accounts for costs related to the agreement to provide services to Kenmore or other agency.

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<sup>1</sup> The Public Works Contract Fund (Fund 450) was created administratively as part of the 2002 budget cycle, as referenced on page 152 of the 2002 City of Lake Forest Park Budget Book.

6. The *Transportation Benefit District Fund* accounts for revenues authorized by RCW 36.73 and supports the Street Overlay program, snow removal and street sweeping. It can be used to support local and regional transportation plans (Ord. 1003 (2009)).

#### DEBT SERVICE FUNDS

7. Periodically the City may administratively create one or more debt service funds to pursuant to a debt issuance. Any such funds are to be created administratively, are governed by the agreement necessitating the fund, and if created pursuant to a debt issuance approved by the City Council, do not require separate council action.

#### RESERVE FUNDS

8. The *Council Contingency Reserve Fund* is established per RCW 35A.33.45 for capital purchases or for operating shortfalls due to unforeseen cost increases or unanticipated revenue losses (Ord. 660 (1995)).
9. The *Budget Stabilization Fund* is established as a subsidiary fund to the General Fund and accounts for transfers from the General Fund in accordance with Ordinance No. 1071. The City Council may authorize transfers during Biennial Budget adoption or Mid-biennial Adjustment to the Adopted Budget between the parent and subsidiary fund to mitigate fluctuations in General Fund revenues and expenditures in order to provide for uninterrupted public services (Ord. 1071 (2014)).

#### CAPITAL FUNDS

10. The *Capital Improvement Fund* accounts for the excise tax on the sale of real property within the City, the Parks Levy, grants and other sources. Real Estate Excise Tax (REET) proceeds are restricted pursuant by State law. Expenditures from the Fund are for facility and parks capital projects (RCW 82.46.035).
11. The *Capital Facilities Reserve Fund*, established by Ordinance No. 1051 (2012), is for the purposes of providing a reserve account for anticipated major maintenance and repairs to City Hall and the Public Works Facility. Transfers to the account for City Hall maintenance and repairs shall be from REET. Transfers to the account for Public Works facility maintenance and repairs shall be made from various funds in rough proportion to the annual percentage of maintenance-worker hours dedicated to the work supported by those various funds.
12. The *Transportation Capital Fund* accounts for REET and other sources for transportation capital projects (RCW 82.46.035).
13. The *Surface Water Capital Fund* accounts for transfers of storm water fees for capital improvements to the City's surface water drainage system (Ord. 459, Section 10 (1990)).
14. The *Sewer Capital Fund* accounts for transfers from Sewer rates for capital improvements to the City's Sewer Capital Fund (Ord. 927 (2005)).

15. The *Vehicle/Equipment Replacement Fund* accounts for the expenditures for the repair, maintenance and replacement for the City's vehicles, the City's information technology equipment and licensing, and Fixed Assets (Ord. 659 (1995)).

#### AGENCY FUNDS

16. Periodically the City may administratively create one or more agency funds to support regional coalitions of two or more local entities where the City has agreed to act as the finance fiduciary. Any such funds are to be created administratively, are governed by the agreement creating the coalition, and if created pursuant to an interlocal agreement approved by the City Council, do not require separate council action.

#### **C. Financial Planning and Budget**

1. The Director of Finance shall develop a financial planning calendar that will provide for the timely update of the six-year financial forecasts for all City funds to adopt the City's biennial budget and Capital Improvement Plan. The six-year forecast will also be updated during the mid-biennial budget review and adjustment.
2. A six-year financial forecast shall be prepared and updated on a biennial basis for all City funds as a multi-year financial planning tool. The financial forecast shall be integrated in the City's biennial operating capital budgeting process.
3. The City will use prudent revenue and expenditure assumptions in the development of the six-year financial forecast and budgets for all City funds.
4. The City budget will implement City Council adopted goals and policies, long-range plans, the service choices for the community and revenue allocation policies of the Council.
5. When budgeting for the General Fund, the Recommended Biennial Budget proposed by the Mayor shall be a two-year balanced budget. For the purposes of this policy, a balanced budget is defined as total biennial resources (fund balance, plus projected revenue) that is greater than or equal to approved biennial expenditures, plus the calculated minimum fund balance, if applicable, for each fund. The published budget overview will identify whether the adopted budget is balanced.
6. The relationship between the General Fund and Capital Improvement Plan (CIP) budgets will be incorporated into the financial forecasts and the biennial Budget Process. Maintenance and operating costs associated with new CIP projects shall be estimated and included for each project within the CIP. Such costs should be included in the operating budgets when the projects are complete.
7. The City shall prepare and adopt its budget on a biennial basis and shall comply with the provisions of state law with respect to the biennial budget process. The adopted biennial budget will include one revenue and one expenditure amount for the biennium for each of the City's funds; budget appropriations unspent in the first year of the biennium will

automatically carry over to the second year of the budget unless adjusted by an ordinance adopted by the City Council. The Director of Finance shall be responsible for the management of the City's biennial budget development process. The Director of Finance shall provide timely and accurate budget monitoring reports to Department Directors on a regular basis and quarterly budget monitoring reports to the Budget and Finance Committee.

8. Department Directors have primary responsibility for the development, implementation, management, and monitoring of their respective budgets in accordance with direction from the Mayor. Any significant variances from the adopted budget shall be reported by department directors to the city administrator in a timely manner.
9. The biennial budget process and materials shall be developed in a manner to provide information in a readily understandable manner, and to the greatest extent possible avoid jargon, acronyms, and the like.
10. One-time resources shall be identified and should be used to support one-time expenditures. Ongoing expenditures should be supported by ongoing resources.
11. Budgeted staff positions (part-time, full-time, and temporary) will be included in the biennial Budget.
12. In accordance with State law, the City Council will adopt the biennial budget at the fund level. The Mayor is authorized to transfer budgeted amounts within any fund.
13. The City shall exhaust restricted funds to finance uses authorized by State or local law before General Fund resources are used to finance those activities. Restricted fund balance reserves should not be exhausted below the minimum fund balance reserve required by this policy.

#### **D. Fund Balances and Reserves**

1. Operating funds of the city have a minimum fund balance target equal to 30 days operating expense or eight percent (8%) except as noted below.<sup>2</sup>
  - General Fund, 60 days operating expense or 16 percent of total estimated current year revenue
  - Street Fund, 60 days operating expense or 16 percent of total estimated current year revenue
  - Sewer Fund, 60 days operating expense or 16 percent of total estimated current year revenue
  - Surface Water Utility Fund, 60 days operating expense or 16 percent of total estimated current year revenue.

Current year revenue is defined as total estimated (budgeted) resources less beginning fund balances and one time revenues. Projected variances from the minimum fund targets shall be disclosed during the biennial budget process or during the current year if unanticipated circumstances occur that negatively impact current year revenue and/or expenditure projections. Fund Balance targets may be modified by Council action.

2. The Council Contingency Reserve should be maintained in accordance with RCW 35A.33.145 to cover unforeseen issues.
3. The Budget Stabilization Fund should be maintained to provide for General Fund operating reserves in accordance with Ordinance 1071.

#### **E. Accounting**

1. The City will maintain an accounting and financial reporting system that fully meets governmental accounting professional standards and State of Washington budgeting, accounting, and reporting requirements as established in the cash basis Budgeting Accounting and Reporting System (BARS) Manual.
2. Financial procedures shall be maintained to assure appropriate internal controls are in place to protect city assets. This includes recording all purchased fixed assets in the fixed asset inventory system at the time of purchase. This enables the City to have timely and accurate financial reporting of its assets.
3. The City will report the results of operations using the cash basis of accounting allowed by the State for reporting.

#### **Financial Reporting**

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<sup>2</sup> Operating funds, for the purpose of the minimum fund balance target, is any fund with payroll expense coded directly to the fund in the year that the target is calculated.

1. The City shall prepare and submit in a timely manner an annual financial report to the Washington State Auditor's Office in accordance with the standards established for such reports.

#### **F. Revenues**

4. The City will strive to maintain a diversified mix of revenues to provide for continuity and predictability of resources and to minimize the impacts of periodic economic cycles.
5. Where the City has authority to set fees and charges, all such fees and charges should be adjusted to reflect inflation and cost of services and should be reviewed and reported to the Budget and Finance Committee on a periodic basis.
6. Grant revenue shall be included in the financial forecasts and biennial budgets when it is deemed likely by staff that the City will receive the grant award. Should planned or budgeted grant revenue not be received, offsetting expenditure reductions shall be implemented or alternative revenue sources shall be identified.
7. Investment Interest shall be credited to the appropriate City funds based on the monthly cash balances.

#### **G. Expenditures and Contract Management**

1. The City shall implement procedures for purchasing, credit card usage, and contract management consistent with the policy framework established in this section.
2. The Department Directors have primary responsibility for purchasing and expenditures for their respective budgets in accordance with the adopted biennial budget. Any significant variances from the adopted budget shall be reported by department directors to the City Administrator in a timely manner.
3. Subject to competitive bidding requirements, the administration/staff is granted the authority to execute contracts for goods and services up to a contract value of \$50,000 for Public Works and \$30,000 for all others. Staff is allowed to exercise this authority only when the purchase is consistent with the type of acquisition routinely and regularly included in a line item in the current year adopted budget. Contracts or services that could reasonably be defined as carrying out policy provisions in the budget are not subject to the aforementioned contracting authority.
4. In the case of significant damage or threat to public infrastructure or public facilities that require immediate action to prevent significant future loss or threat to property or to public safety and meets the definition of "emergency" in RCW 39.04.280(3), a contract of up to \$100,000 is authorized. Reasonable attempts will be made to follow the Small Works Roster process authorized in Resolution No. 617.
5. City claims payments will be reviewed by a member of the City Council (Currently the Budget and Finance Committee Chair). The Councilmember review is intended to provide

for a general, high-level review of claims to assure that adequate documentation is being maintained and the initiating department along with the Finance Department are doing appropriate due diligence in their review activities.

6. The City will seek to optimize the efficiency and effectiveness of its services to reduce costs and improve service quality.

#### **H. Debt**

1. Debt may be utilized to address short-term cash flow needs. Debt may also be used to finance significant capital or other obligations. The City Council is required to approve the issuance of debt. Debt will not be used to fund long-term revenue shortages.
2. When evaluating the use of non-voted (councilmanic) debt and the associated debt service obligations, an analysis shall be performed to determine the City's ability to make debt service payments, taking into account revenue fluctuations associated with periodic economic cycles. Debt may be considered when there is sufficient projected discretionary revenue to service the debt.
3. Voted and non-voted (councilmanic) debt will be used prudently in a manner to avoid any adverse impact on the City's credit rating or ability to issue subsequent or additional debt.
4. Upon the issuance of any debt, the City will establish the appropriate procedures to assure compliance with bond/debt covenants and applicable federal, State and local laws, policies and regulations.

#### **I. Investments**

1. Purpose: To Invest the City of Lake Forest Park funds in a manner which will provide the highest investment return consistent with a high degree of security while meeting the necessary cash flow demands of the City and conforming to all state statutes governing the investment of public funds.
2. Investment Objective: The purpose of this document is to identify those funds that are considered available for investment, to invest funds to the fullest extent possible, and to formalize the investment-related activities to assure the highest return with maximum security. In order of priority to invest the City's funds are the following: safety, liquidity, and return on investment (yield).
  - a. Safety: Investments of the City will be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. Diversification is a key component to ensuring the safety of the City's investment portfolio.
  - b. Liquidity: The City's investments will remain sufficiently liquid to enable the City to meet all operating requirements which might be reasonably anticipated.
  - c. Return on Investment (yield): The City's investment portfolio shall be designed with the objective of attaining a market rate of return given the City's risk constraints and cash flow requirements.

3. Delegation of Authority & Responsibility: The Designated Investment Officer will be the Finance Director. The Budget & Finance Committee must approve all investment strategies that are eventually implemented by the Finance Director. The Alternative Investment Officer in the event the Finance Director position is vacant, or in the event that the Finance Director is absent and/or unavailable to implement a Committee decision, will be the City Administrator. The Alternate Investment Officer will be required to follow the same guidelines as the Designated Investment Officer.
4. Authorized Investments types for Diversification:
  - a. Washington State Local Government Investment Pool (LGIP) – Max 100%
  - b. City's designated Bank – Max 100%
  - c. Government Agency Bonds – Max 60%, Target 50%

Diversifying funds using a balance of both short and longer term investment types enhances the investment portfolio of the City. For the longer term investments the maturity dates will be strategically laddered not to exceed a 5 year maturity date.

5. Reporting: The Finance Director, or designee, shall provide the Budget & Finance Committee a quarterly investment report for regular reporting.

#### **J. Assets**

1. Fixed assets are defined as land, buildings, equipment, and improvements to existing fixed assets costing more than \$5,000 and having a useful life in excess of one year. Assets with a value or cost under \$5,000, but more than \$500 are not defined as fixed assets and are subject to the Small and Attractive Asset Policy.
2. Small and Attractive Assets are safeguarded by a Small and Attractive Asset Policy designed to ensure controls over items that might not be noticed immediately after disappearance. The Policy maintains accountability for items that do not meet the criteria of a fixed asset. In certain cases the Administration may classify items below the threshold as small and attractive, despite having a value or cost below the threshold.

## Appendix

## **City of Lake Forest Park Credit Card Policy**

### **Purpose.**

The purpose of this policy is to establish guidelines and rules for the use of credit cards by City officials and employees. This policy shall be interpreted to provide for the use of credit cards by authorized persons to the fullest extent allowed by law including RCWs 43.09.2855 and 42.24.115.

### **Definitions.**

As used in this policy, the term "credit card" means a card or device issued under an arrangement pursuant to which the issuer (credit card company) gives to the card holder (the City) the privilege of obtaining credit from the issuer. Credit cards include cards imprinted with a specific named individual user, cards imprinted with a specific named city department, and cards issued for use by the City with a specific vendor.

### **Issuance, use and control of credit cards.**

A. The City adopts the following system for the issuance, use and control of credit cards by City officials and employees. The Finance Director is authorized to obtain City credit cards under the following system, which provides for the distribution, authorization, control, credit limits and payment of bills through the use of the credit cards by City officials and employees.

- 1) Issuance and Use. Credit cards may be issued to the City of Lake Forest Park and used by authorized City officials and employees for purchasing goods, services, supplies and other items from vendors; incurring registration, training or travel expenses in connection with the performance of their duties on behalf of the City. Each card imprinted with the name of an individual must be "signed for" by that individual using the City's card user agreement.
- 2) Authorization and Control. Upon authorization from the Finance Director or designee, City officials and employees may obtain a credit card from the Finance Director who shall maintain a ledger of individuals and departments receiving credit cards, including the date the card was received. The Finance Director shall implement accounting controls to promote the proper use of credit cards and reduce the risk of loss or misuse.
- 3) Credit card limits shall be set administratively for each card, reflecting among other things purchases expected to be made during a typical billing cycle and additional credit capacity needed in an emergency or other contingency.
- 4) Payment of Bills. The Finance Director shall establish a procedure for the prompt payment of all credit card bills on or before the due date.
- 5) Unauthorized Charges. No official or employee shall use the City-issued credit card for non-City business purposes. No charge(s) shall exceed amounts established and available in the City budget.
- 6) Prohibited Uses. Cash advances on credit cards are prohibited.

B. Expenses incident to authorized travel may be charged to a City-issued credit card provided the official or employee returns to the City with credit card receipts in accordance with the City travel policies and procedures.

C. Failure to provide detailed documentation as required by the policy will result in the user being responsible for the charge. If certain credit charges are disallowed as a result of audit or City policy, such charge must be repaid to the City with the City having the right to withhold funds payable to the official or employee up to the amount of the disallowed charge including interest at the rate charged by the credit card company. Misuse of a City credit card may result in disciplinary action up to and including termination and legal action.

D. The Finance Director is authorized to revoke the use of any credit card issued and immediately require the surrender of the credit card. The Finance Director may deliver a revocation order to the credit card company with the City not being liable for any future costs incurred after the date of revocation. Credit cards are to be returned to the City immediately upon ending employment.

E. The Finance Director is authorized to adopt any additional rules or policies necessary to implement the provisions of this policy.

# GLOSSARY

**ANNUAL BUDGET** A budget applicable to a single fiscal year

**APPROPRIATION** A legal authorization granted by a legislative body to make expenditures and incur obligations for specific purposes

**ASSESSED VALUATION** A valuation set upon real estate or other property by a government as a basis for levying taxes

**ASSETS** Resources owned or held by a government which have monetary value

**BALANCED BUDGET** A budget situation where budgeted resources are equal to or greater than budgeted expenditures (Comprehensive Financial Management Policies (2020))

**BIENNIUM** A two year period

**BOND** A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate

**BUDGET** A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them

**BUDGET ACCOUNTING AND REPORTING SYSTEM (BARS)** The accounting guide issued by the Washington State Auditor's Office to guide accounting matters for local governments

**BUDGET ADOPTION** The formal legislative process to approve a budget for the budgetary period

**BUDGET AMENDMENT** A change to the adopted budget that is formally adopted by the City Council

**BUDGETED** Included in the adopted budget

**BUDGET DOCUMENT** The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body

**BUDGET MESSAGE** A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body, with certain portions required by law

**CAPITAL IMPROVEMENTS** Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant

**CAPITAL FACILITIES PLAN** A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs

# GLOSSARY

**CAPITAL ASSETS** Also known as fixed assets, are land buildings, equipment and improvements to existing fixed assets costing more than \$5,000 and having a useful life greater than one year

**CAPITAL PROJECT** Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life; also called capital improvements

**CASH BASIS** A basis of accounting under which transactions are recognized only when cash is received or disbursed

**COMPREHENSIVE FINANCIAL MANAGEMENT POLICIES** The document containing all of the adopted financial policies of the City

**CONSUMER PRICE INDEX (CPI)** A statistical description of price levels provided by the U.S. Department of Labor used as a measure of the increase in cost of living (i.e. economic inflation)

**CONTINGENCY** A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted

**COUNCILMANIC** Refers to action that can be taken with a majority vote of the City Council and not requiring a vote of the public

**DEBT LIMIT** The maximum amount of gross or net debt which is legally permitted

**DEBT SERVICE** The cost of paying principal and interest on borrowed money according to a predetermined payment schedule

**DEBT SERVICE FUND** A fund used to account for the accumulation of resources for, and the payment of general long term debt principal and interest

**DEFICIT** The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period

**DIRECT COSTS** Those expenses which can be charged directly as a part of the cost of a product, service, department, operating unit or activity, as distinguished from indirect costs (overhead) which must be prorated among several products, services, departments, operating units or activities

**EMPLOYEE BENEFITS** Contributions made by a government to meet commitments or obligations for employee fringe benefits including the government's share of costs for Social Security and the various pension and medical plans

**ENDING FUND BALANCE** The amount of money that a fund has at the end of a year or reporting period

# GLOSSARY

**ENTERPRISE FUND** An accounting entity which the City uses to record and report transactions for its business-type activities; all expenditures must be supported by income dedicated to the fund, most commonly utility funds

**EXPENDITURE/EXPENSE** The amount of money actually spent or budgeted to be spent

**FIDUCIARY FUND TYPE** The trust and agency funds used to account for assets held by a government unit in a trustee capacity or as an agent for individuals, private organizations, other government units and/or other funds

**FIXED ASSETS** Also known as capital assets, are land buildings, equipment and improvements to existing fixed assets costing more than \$5,000 and having a useful life greater than one year

**FRANCHISE** A special privilege granted by a government permitting a monopoly or the continuing use of public property

**FULL-TIME EQUIVALENT POSITION (FTE)** A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year

**FUND** A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity

**FUND ACCOUNTING** A system of accounting that is characterized by the use of accounting entities (funds) to account for resources whose use has been limited by donor, grantor, governmental agencies, governing bodies, or by law

**FUND BALANCE** The total amount of cash and investments available for spending at the end of a year or reporting period

**GENERAL FUND** The primary operation fund of the local government. Most revenues accounted for in the General Fund are unrestricted and can be used for any lawful purpose of government; operating departments include: Police, Municipal Services, Parks, Facilities, Planning, Building, and Municipal Court, among others

**GRANTS** External contributions or gifts of cash or other assets to be used or expended for a specified purpose, activity, or facility

**INDIRECT COST** A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service

**INFRASTRUCTURE** The physical assets of a government (e.g. streets, water, sewer, public buildings and parks)

**INTERFUND SERVICES** Services provided by one fund of the local government for the benefit of another fund for compensation

# GLOSSARY

**INTERGOVERNMENTAL REVENUE** Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes

**INTERNAL SERVICE FUND** An accounting entity which the City uses to record and report transactions for goods and services provided by one department to other City departments on a cost reimbursement basis

**LEVY** (Verb) To impose taxes, special assessments, or service charges for the support of governmental activities; (Noun) The total amount of taxes, special assessments, or service charges imposed by a government

**LIABILITIES** Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date

**LIMITED TERM EMPLOYEE** An employment position that is not permanent and expires on a certain date

**LONG-TERM DEBT** Debt with a maturity of more than one year after the date of issuance

**MAINTENANCE** The upkeep of physical properties in condition for use or occupancy

**MAYOR'S PROPOSED BUDGET** The budget submitted by the Mayor to the City Council that proposes a funding plan for the upcoming biennium for consideration by the City Council

**MINIMUM FUND BALANCE TARGET** The minimum amount of cash and investments that, by policy, should be left in a fund at the close of the year or budget period

**MISSION STATEMENT** A broad statement of purpose, in terms of meeting public service needs, that a department is organized to meet

**NON-VOTED** See Councilmanic

**OBJECTIVE** Something to be accomplished in specific, well-defined, and measurable terms and is achievable withing a specific time frame

**OBLIGATIONS** Amounts which a government may be required legally to meet out of its resources

**OPERATING EXPENSES** The cost for personnel, materials, and equipment required for a department to function; excludes capital and project expenses

**OPERATING REVENUE** Funds that the government receives as income to pay operating expenses; generally excludes one-time and capital revenues

**OTHER FINANCING SOURCES** Governmental fund general long-term debt proceeds, operating transfers-in, and material proceeds of fixed assets dispositions; classified separately from revenues

# GLOSSARY

**OTHER FINANCING USES** Governmental fund operating transfers-out; classified separately from revenues

**POLICY** A principal or course of action chosen to guide decision making

**PREPAID BATCH** A batch of payments made in advance of City Council review and approval due to the City Council meeting schedule

**PROGRAM** A group of related activities performed by one or more organization units for the purpose of accomplishing a function for which the government is responsible

**PROJECTION** A prediction of the future outcome of a budgetary item

**RESERVE** An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose

**RESERVED FUND BALANCE** A fund balance that is subject to externally or internally imposed restrictions

**RESOURCES** Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances

**REVENUE** Sources of income financing the operations of government

**REVENUE FORECAST** A set of predictions about future revenues that will be received by the City

**SIX YEAR FINANCIAL FORECAST** A planning tool that forecasts revenues and expenditures six years into the future to demonstrate the long-range impacts of current levels of services on financial sustainability

**SPECIAL REVENUE FUNDS** Funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes

**STAFF** All or any non-elected employees of the City of Lake Forest Park

**STATUTORY DEBT LIMIT** The limit set by State Statute that is the amount of total debt that a local government is allowed to have outstanding at any given time

**TAXES** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people; does not include user fees

**UNRESERVED FUND BALANCE** The portion of a fund's balance that is not restricted for a specific purpose and is available for spending on any lawful purpose of government

**USER FEES** The payment of a fee for direct receipt of a public service by the party who benefits from the services

# ACRONYMS

<b>AOC</b>	Administrative Office of the Courts
<b>APA</b>	American Planning Association
<b>APWA</b>	American Public Works Association
<b>ARMA</b>	Association of Records Management Archives
<b>ASCE</b>	Associated Society of Civil Engineers
<b>AWC</b>	Association of Washington Cities
<b>BARS</b>	Budgeting Accounting and Reporting System
<b>CIP</b>	Capital Improvement Program
<b>CPI</b>	Consumer Price Index
<b>CSC</b>	Community Services Commission
<b>DOE</b>	Washington State Department of Ecology
<b>EDC</b>	Economic Development Commission
<b>ESA</b>	Endangered Species Act
<b>EOC</b>	Emergency Operations Center
<b>EQC</b>	Environmental Quality Commission
<b>ESHB</b>	Engrossed Substitute House Bill
<b>ETP</b>	Eastside Transportation Partnership
<b>FTE</b>	Full Time Equivalent
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographic Information System
<b>GMA</b>	Growth Management Act
<b>IDP</b>	Interim Design Principles
<b>IIMC</b>	International Institute of Municipal Clerks
<b>IT</b>	Information Technology Department

# ACRONYMS

<b>ITE</b>	Institute of Transportation Engineers
<b>KCCA</b>	King County Clerks Association
<b>LID</b>	Low Impact Development
<b>NEMCo</b>	Northshore Emergency Management Coalition
<b>NRPA</b>	National Recreation and Parks Association
<b>PAW</b>	Planning Association of Washington
<b>PC</b>	Planning Commission
<b>PSAPCA</b>	Puget Sound Air Pollution Control Authority
<b>PSRC</b>	Puget Sound Regional Council
<b>REET</b>	Real Estate Excise Tax
<b>SAO</b>	State Auditor's Office
<b>SEPA</b>	State Environmental Policy Act
<b>SWAT</b>	Special Weapons and Tactics
<b>SWM</b>	Surface Water Management
<b>TC</b>	Transportation Commission
<b>TIB</b>	Transportation Improvement Board
<b>WCIA</b>	Washington Cities Insurance Authority
<b>WCPDA</b>	Washington Cities Planning Directors Association
<b>WFOA</b>	Washington Finance Officers Association
<b>WMCA</b>	Washington Municipal Clerks Association
<b>WRPA</b>	Washington Recreation and Parks Association
<b>WSAMA</b>	Washington State Association of Municipal Attorneys
<b>WSEMA</b>	Washington State Emergency Management Association
<b>WSRA</b>	Washington State Recycling Association