

CITY OF LAKE FOREST PARK | cityoflfp.com

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MAYOR'S PROPOSED 2019-2020 BIENNIAL BUDGET

General Government, Utilities, Capital, and Enterprise Funds

CONTENTS



Introduction

Mayor's Budget Message	4
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Overview

Budget Overview	9
Community Profile	11
Organization Chart	13
Financial Organization Chart	14
Financial Policies, Summary	15
Budget Process	18

Financial and Employment Information

Consolidated Financial Schedules, Introduction	22
Consolidated Financial Schedule	23
Four-Year Consolidated Financial Schedule	24
Revenue	25
Schedule of Fund Balances	34
Budgeted Positions and Salary Schedule	36

CONTENTS

Operating Department Information	
City Council	43
Executive	45
Legal	48
Municipal Services	49
Finance and Information Technology (IT)	53
Community Services	55
Municipal Court	58
Police	62
Other Criminal Justice	67
Planning	68
Building	72
Public Works	74
Non-Operating Departments	
Vehicle and Equipment Replacement	82
Fixed and Capital Assets	83
Appendix	
Six Year Financial Forecast	86
Comprehensive Financial Management Policies	100
Glossary and Acronyms	109

Mayor
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Catherine Stanford

TO: Lake Forest Park City Council
FROM: Jeff Johnson, Mayor
RE: MAYOR'S BUDGET MESSAGE – 2019-2020 Preliminary Budget
CONTINUING FORWARD...

As the third year of my first term as Mayor comes to a close I am pleased as I reflect on the many accomplishments we have enjoyed and am excited by the opportunities that lie before us. With voter approval of ST3 in November 2016 we came together as a city to plan for our future and begin positioning ourselves to benefit from this regional investment. We tackled the Big 5, three of which (Town Center, Safe Highways, and Safe Streets) explored how our city will guide the future of the Town Center and provide for safe passage of motorists, pedestrians and bicyclists through and within the city. We continued the path forward revitalizing our creeks by reducing fish barriers and protecting and preserving open space for future generations with the acquisition of the SPU and SIMS properties.

As we head into this next biennium, it is my goal to continue moving this city forward. We are poised to realize the redevelopment of the Town Center and shape how it will contribute to the vitality of the city. This budget includes funding for a city-wide housing study that will explore how we may address the projected growth for this region in a manner that will protect the assets that make Lake Forest Park a desired place to live, work and play. We also have many great community partners and with them we can continue to provide for the diverse needs of our residents.

The budget I am submitting to the City Council is balanced, with General Fund revenues equaling ongoing expenditures. Some one time needs, however, will cause General Fund expenditures to outpace revenues during this biennium by approximately \$500,000. These one-time expenditures include the Planning Department LTE at \$184,000, the City-wide housing study at \$125,000, an increase to Parks Maintenance of \$330,000 to return our parks to their pre-recession conditions, and a new Strategic Opportunity Fund of \$250,000 where funds can be held as a resource for, as yet to be identified, grant matching funds.

The City is projected to maintain healthy cash balances during this biennium; every budgeted fund with a minimum fund balance target is projected to start and end the biennium with a fund balance in excess of the targets set by policy. The General Fund is projected to end the biennium with an additional \$1 million in fund balance above the target. The fund balance targets were updated recently to align with industry best

practices, so the Community can rest assured that the tradition of maintaining solid financial condition will continue through this biennium.

In putting together the budget, every effort has been made to emphasize the things needed to take care of Lake Forest Park: public safety – taking care of our community; community services – taking care of those most in need; and infrastructure -- taking care of our street and utility assets. We have a great Police Department, and in support of their policing needs, this budget includes the additional police officer the City Council allowed while the Police Department worked its way through retirements and vacancies as a permanent position. The budget also includes solid increases for all of our community partners, including an additional \$20,000 during the biennium for the Center for Human Services.

In the following sections of this message, I will describe the programs of the City and highlight efforts to move the City forward. This budget is structured to maintain existing levels of service with the exception of additional dollars being allocated to increase parks maintenance. The additional funding for parks in this biennium to bolster maintenance comes from the General Fund which cannot be relied upon in the long term, as again, revenue growth is lower than inflation. It takes a lot of pieces to put together a city and its budget, and the state law requires that I describe them.

GENERAL FUND (Operations)

It has been noted before that the General Fund is the workhorse of the City Budget, with sixty-four percent (64%) of the total employee positions. The following is a department by department recap, in the order in which the departments appear in the budget. The services provided by each department are best described in the narrative at the beginning of each departmental budget. The following sections cover the highlights.

Revenues: General Fund revenue highlights are few. This is a substantially tax-dependent Fund and taxes tend to grow slowly, if at all. This budget includes adjusting the property tax by the one percent (1%) increase that can be voted by Council. Sales tax is trending a little higher than usual. Passport fees have been on a decided upward trend.

Executive: This department has the Mayor, City Administrator and Human Resources services. The 2019-20 budget provides \$30,000 professional services allocation for a labor negotiator. It also continues the state legislative advocate services for a biennial cost of about \$30,000. We live in an area where billions of dollars are allocated and spent regionally, in addition to the state and federal level. Also, with our continued focus on employee development and outstanding customer service, this budget includes an enhancement request for the implementation of an employee goal driven performance appraisal software.

As I mentioned earlier this year, our purchasing cards provide a cash back incentive. In this budget a new line item has been created for team building/professional development funded by this revenue source and to be implemented by the executive department.

Council: This budget year-in and year-out is almost identical. It includes budgets for professional services, communications and legislative, travel and training.

Finance: During this last biennium, the Municipal Services function was moved under the Finance Department. This is proving to be a successful operational reorganization as it combines the administrative functions of the city under one roof. This budget provides for the reauthorization of an IT service back-up contract. This contract is critical to the continued success of the IT function and provides additional resources to ensure continuity of services. The Department also continues to focus on outstanding service delivery and stewardship of the Community's resources as evidenced by three items included in the budget: quarterly newsletter refresh/redesign; workflow software to enhance efficiency for several internal and external processes; and a modest expansion of the resources available to support the passport program which will allow more staffing flexibility to benefit customer wait times.

Legal: Legal services are anticipated to come in as budgeted for the biennium.

Municipal Court: Several line items have been increased to keep up with changing needs and legal requirements.

Police: The City continues to focus on public safety by funding critical support items for our police department, which include; in-car digital cameras, evidence processing equipment, and cloud storage capacity. Additionally, City Hall will receive security enhancements to improve overall safety for employees and visitors, which include enhanced video monitoring and external building security features, as well all reception areas and Council Chambers. The 2019-20 CIP also includes \$370,000 to continue to advance the Cities Commitment to improvements that came out of the Safe Streets study and priorities.

Community Services: This is a budgetary department that has a partial position to support committee, task force and commission work; oversees the community partner contracts; and supports community outreach elements of environmental and waste reduction programs. This budget increases the financial support provided to each of our community partners; an above average increase is provided to the Center for Human Services who is on the front lines of some of the most challenging issues facing our community and serves our most vulnerable community members. Also, this month the community services coordinator spearheaded the very successful "Picnic in the Park" community event. A \$15,000 allocation is included for each year in the biennium to continue to develop this event as well as other popular community events. This is an increase of \$5,000 per year as these events continue to grow in popularity.

Planning & Building: The department continues to experience a high level of complex land use permit activity. Planning staff will be integral to implementation of the Town Center Vision and will still be expected to provide quality counter service every day of the week and backup Building staff when they are not available. In addition to supporting the update of the Town Center Zoning Regulation and Design Guidelines, a number of other critical code updates need to be taken care of during the biennium. As a result, the budget is submitted to include the term-limited temporary Planning Technician position at 1 FTE for the entire biennium. Also included in the budget is an

increase in hours for the Arborist to allow additional time for tree related code compliance. It is recommended that the City Council consider legislation to broaden the use of tree fine revenues to include code compliance activities.

Parks & Facilities: A very important part of our City is the health and maintenance of our parks and facilities. As I have mentioned, our parks and streetscapes are in need of additional funding so that they can continue to be a source of pride in the community. Included in this budget are enhancements of \$330,000 for parks and \$180,000 for streetscapes. Also, with the addition of the SPU property to our parks inventory the Council approved a line of credit for that purchase. The administration continues to pursue grants to cover the remaining amount of the purchase which currently stands at \$233,000. The Administration is recommending a one year extension of that line of credit while other sources are pursued, the repayment is scheduled in this budget as well.

CAPITAL FUNDS

Public Works & Engineering: Streets, Surface Water, and Sewer are separate funds. They are kept at current levels of service. Parks & Facilities are General Fund departments staffed and managed by Public Works, and are described above. Surface Water anticipates a 10% fee increase to support the planned program of culvert replacements and strategic plan goal of Healthy Creeks. During this biennium roughly \$2,155,000 will be invested in the replacement projects for the L60 and L80-L100 culverts. Beginning in 2019 we will no longer be providing Public Works services for the city of Kenmore. This contract began in 2000 and due to the growth Kenmore has realized over the past 18 years, their needs have outpaced our ability to continue to provide the service their citizens deserve and maintain an acceptable level of service in Lake Forest Park. This move allows our public works department to better focus on our needs and provide a higher level of service. We will continue to work with our neighbors and are currently working on a mutual aid agreement between the two cities to assist in emergency situations as each permits. As we prepare for this change, one of the key pieces of equipment for Public Works is a street sweeper. This item is integral to ensuring the maintenance of Healthy Creeks, by removing and preventing road debris from washing into the creeks during storm events. An allocation for the purchase of a street sweeper is included in this budget.

Capital Improvement Program: The CIP often drives the efforts for infrastructure improvement, and for parks and facilities. Funding sources such as REET 1 & 2, TBD, Surface Water and Sewer fees result in projects budgeted in the Capital Improvement Fund; Transportation Capital; Sewer Capital; and Surface Water Capital. As noted above, a number of projects have been identified. Several projects now included in the CIP came out of the Safe Streets and Safe Highways planning efforts. You will notice that most of these items show funding allocations coming from "Grants" or a "Line of Credit" as placeholders for funding purposes. While both of those line items do not currently have a dedicated funding source, this allows us to prioritize future projects in order to pursue funding options.

The staff and I look forward to working with and assisting the City Council through the hearing and adoption process, and I wish you a successful budget season.

OVERVIEW

2019-2020 MAYOR'S PROPOSED BUDGET

- Budget Overview
- Community Profile
- Organizational Chart
- Financial Organizational Chart
- Financial Policies, Summary
- Budget Process

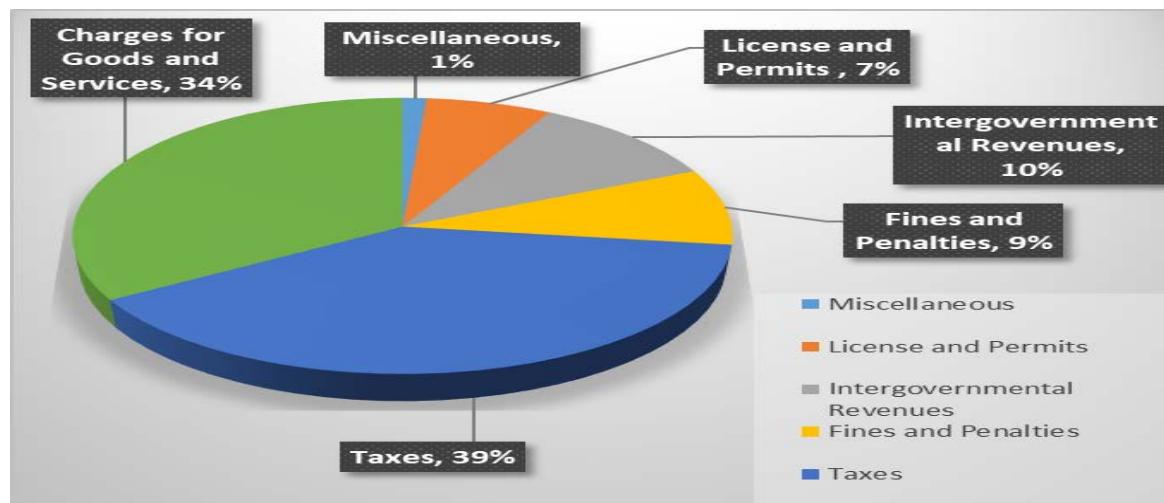
BUDGET OVERVIEW

The Mayor's Proposed 2019-2020 Biennial Budget (the Budget) is comprised of 17 funds with total budgeted revenues of \$39,273,266 and budgeted expenditures of \$40,663,776.¹ The City is projected to begin the 2019-2020 biennium with a beginning fund balance of \$14,208,906 for all funds. The projected ending fund balance at the end of the biennium is \$12,818,396 for all funds. The 2019-2020 budget is aligned with, and makes investments in, the priorities and goal areas identified in the City of Lake Forest Park Strategic Plan. 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 and permits, intergovernmental revenues, charges for goods and services, fines and penalties, and miscellaneous.

Citywide Revenue, All Funds



Taxes, which includes property and real estate taxes, sales tax, business tax, utility tax and franchise fees, among others, are projected to be the largest total revenue in the 2019-2020 budget with over \$14 million in revenue for the biennium. The second largest budgeted revenue type is charges for goods and services. Charges for goods and services includes utility revenues and other user fees. Intergovernmental revenues are projected to be the third largest revenue source during the biennium with just under \$4 million of projected revenue; intergovernmental revenues are primarily state shared revenues and grants. Fines and penalties are budgeted to be the fourth largest revenue at

¹ Budgeted revenues and expenditures include amounts budgeted for inter-fund services, but are exclusive of amounts budgeted for transfers between operating and capital funds.

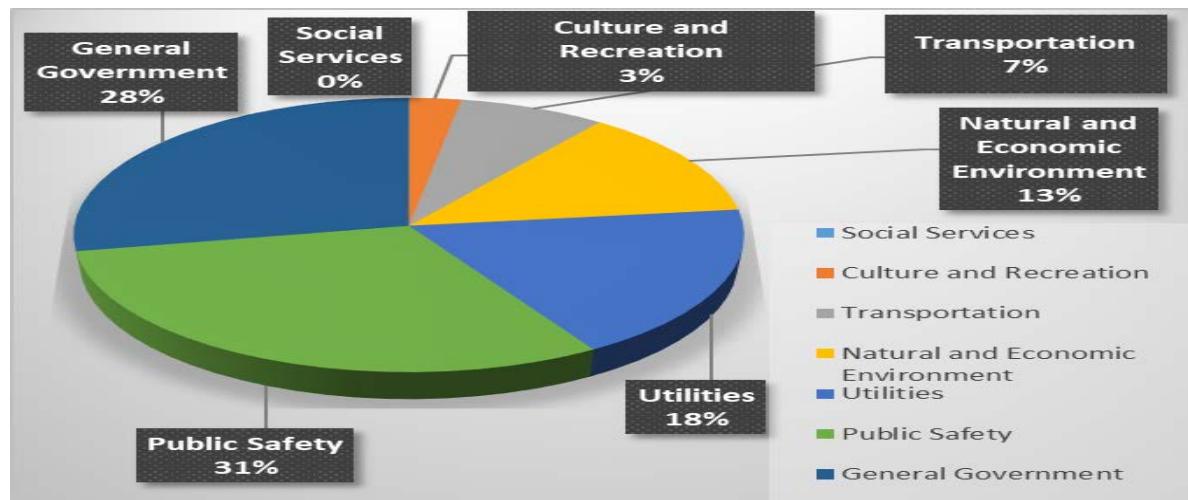
BUDGET OVERVIEW

approximately \$3.3 million, this revenue source is primarily attributable to traffic safety camera fines. Licenses and permits and miscellaneous revenues round out the revenue picture for the biennium with \$2.4 million and \$465,000 projected respectively. Revenue projections for the biennium are generally consistent with the prior biennium results, plus increases for inflation.

BUDGETED EXPENDITURES

Each of the City's expenditures is classified into one of eight expenditure categories: general government, public safety, utilities, transportation, natural and economic environment, social services, culture and recreation, and miscellaneous. The largest spending category during the 2019-2020 biennium is public safety with budget expenditures of nearly \$10 million. The second largest expenditure category is general government with budgeted expenditures of nearly \$9 million for the biennium. Next largest is utilities with over \$5.8 million, followed by natural and economic environment with over \$4 million. Culture and recreation is budgeted at \$844,000 and social services is budgeted at \$7,000. Miscellaneous expenditures are not budgeted in the biennium.

Citywide Expenditures by Category, All Funds



Nearly all operating expenditures are budgeted to increase at a rate between zero and the projected rate of inflation, except healthcare benefits. Salaries for represented workers are scheduled to increase at the rate of inflation for both years of the budget, non-represented worker salaries are also scheduled to increase at a rate near inflation. Healthcare benefits are budgeted to increase at a rate that is significantly higher than the projected rate of inflation; all other benefits are budgeted for no increase or a modest increase that is consistent with inflation.

COMMUNITY PROFILE



tranquil suburban feel despite its close proximity to the City of Seattle.

Two highways travel through the City, SR 104 and SR 522, the highways carry thousands of commuters through the City daily, but don't significantly impact its character. The City is completely built out, meaning that 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 1900's, 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 1990's 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 who are the legislative branch of government. City council members serve staggered four year terms. The City Council is responsible for setting City policy, adopting the biennial budget, and for establishing short and long range goals and plans.

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

COMMUNITY PROFILE

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, Planning & Building, Municipal Services, Municipal Court, Executive & HR, and Community Services. The City employs approximately 58 employees.

DEMOGRAPHICS ¹

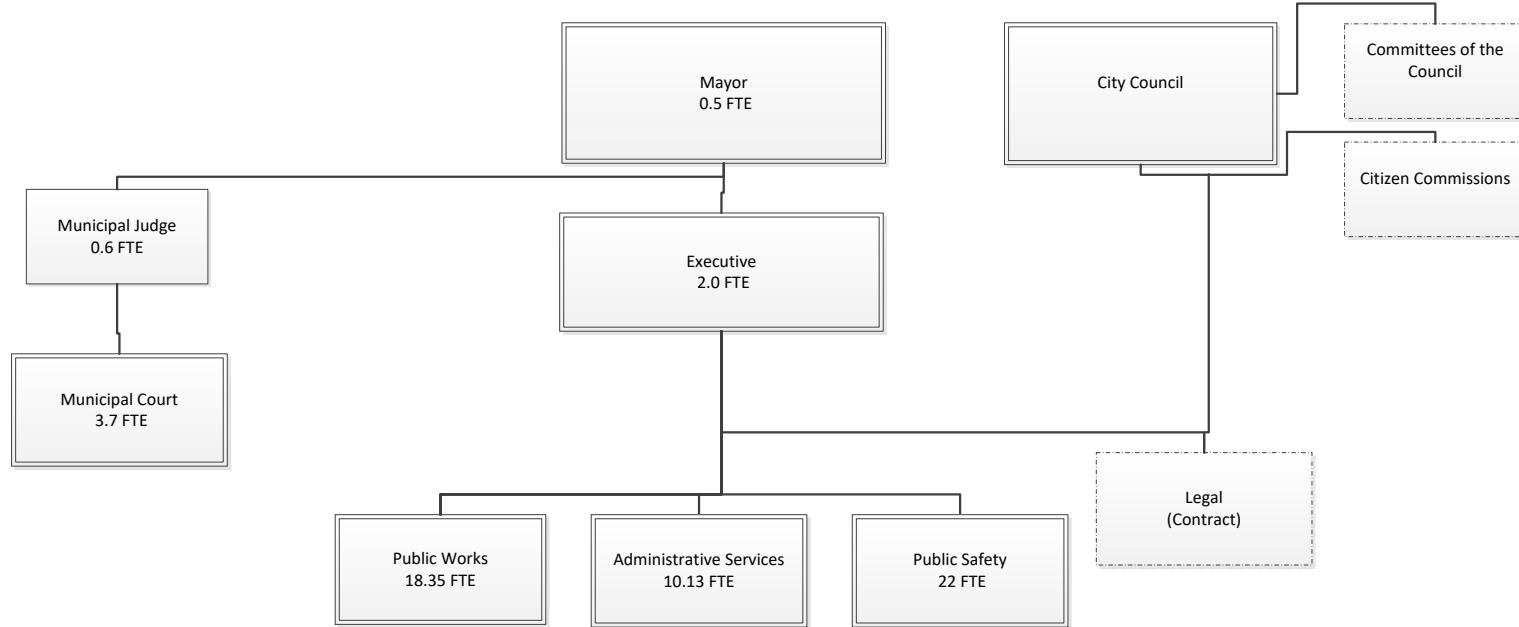
The 2010 Census found the population of Lake Forest Park to be 12,602, the adjusted 2017 population estimate is 13,392, which indicates a little over six percent growth in seven years. In 2010 4.8% of the Lake Forest Park population was under the age of 5 and 15.1% was over the age of 65, slightly over 80% of the population was between the ages of 5 and 64. 83% of the Lake Forest Park population identified as white in the 2010 census, nearly 9% identified as Asian, almost 5% identified as two or more races, Hispanic, Black or African American, and Pacific Islander made up 3.6%, 1.8% and .2% respectively. The 2010 Census counted 5,268 housing units in the City, nearly 81% of which were owner occupied. The adjusted 2016 median household income in Lake Forest Park was \$96,217.

Comparative Statistics, Neighboring Cities

	Brier	Kenmore	Lake Forest Park	Mountlake Terrace	Seattle	Shoreline
Population, 2017 est.	6,884	22,867	13,392	21,337	724,745	56,189
Density (Population per Sq. Mile)	2,859	3,327	3,569	4,908	7,251	4,540
Housing Units, 2010	2,220	8,569	5,183	8,602	290,822	21,360
Owner Occupied Housing Unit Rate	90.0%	72.5%	78.7%	56.7%	46.2%	63.4%
Median Value of Owner Occupied Housing Units	372,000	427,700	464,500	274,900	484,600	352,200
Median Household Income, 2016 est.	105,901	93,227	96,217	66,512	74,458	70,398
Percent in Poverty	6.1%	7.4%	4.8%	7.6%	13.0%	9.9%
Percent of 25 and Older with Bachelor's Degree or Higher	37.2%	52.2%	55.5%	31.9%	60.4%	43.5%
Total Retail Sales Per Capita	266	5,645	2,519	5,228	63,098	15,376

¹ Source of information is the United States Census Bureau www.census.gov

CITY OF LAKE FOREST PARK ORGANIZATION CHART



The City of Lake Forest Park is organized by department. Budgets are generally developed at the department level or functional level, but adopted at the fund level. This organization chart indicates the number of full time equivalent employees (FTEs) immediately below the department or position name.

Departments noted above consist of the following functional areas:

Executive: Administration, Human Resources, and Communications.

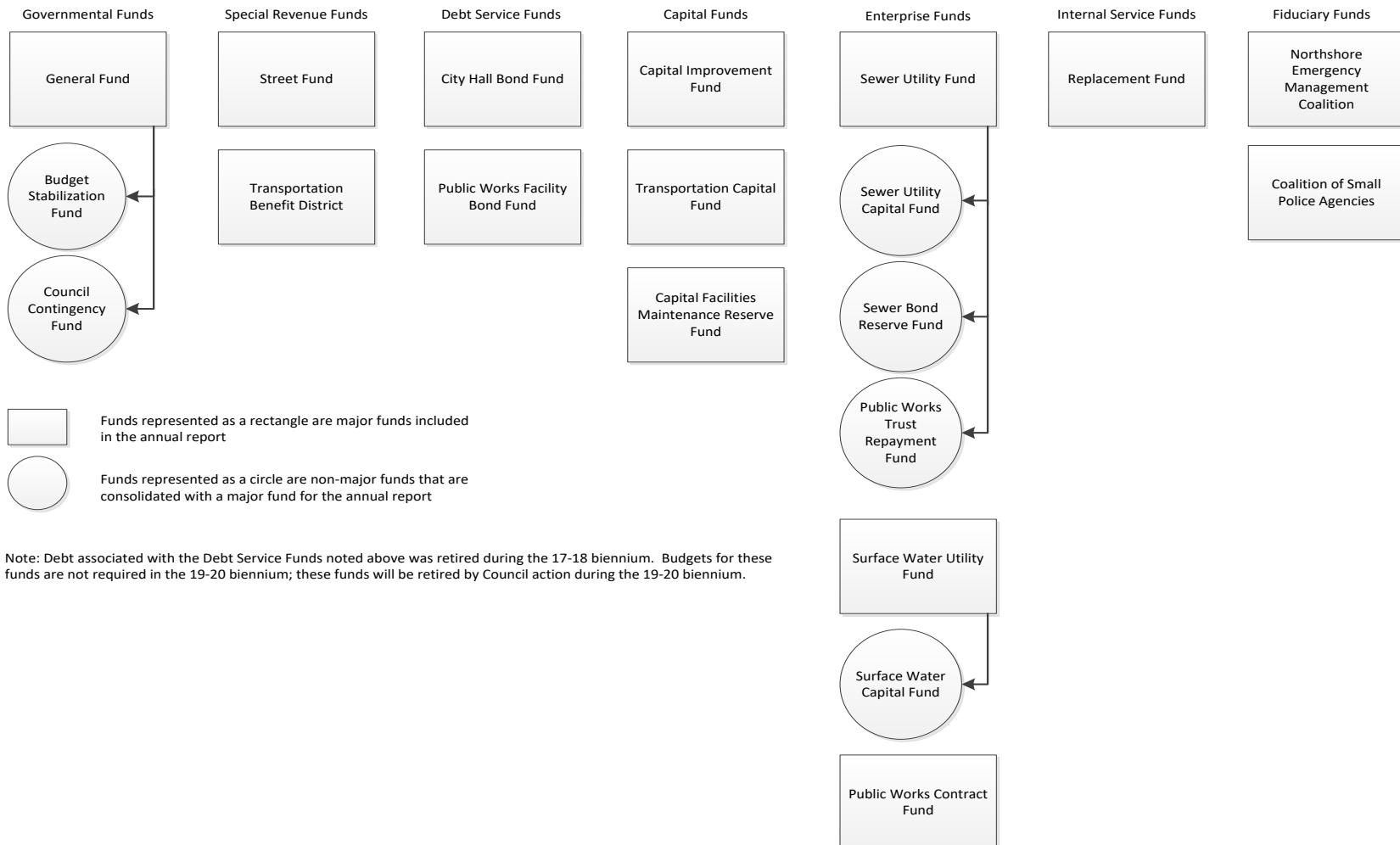
Public Works: Capital Projects, Streets, Utilities, Parks, Facilities, Community Programs, Engineering, Planning, and Building.

Administrative Services: Finance, Accounting, Information Technology, City Clerk, Passports, and Municipal Services.

Public Safety: Police, Crime Watch, Emergency Management, Traffic Safety Camera Program, and Animal Control.

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.



Fund Accounting and the Budget Accounting and Reporting System

The City of Lake Forest Park (the City) utilizes 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”, which 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 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 departments 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 percent
- Street Fund, 16 percent
- Sewer Utility Fund, 16 percent
- Surface Water Utility, 16 percent

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.

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 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.

SUMMARY FINANCIAL MANAGEMENT POLICIES

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) as its primary investment vehicle.

The City may utilize investments provided by the City's Bank as a supplement to the LGIP for short-term investments. All such Bank investments shall fully comply with State law as allowable investments for City monies.

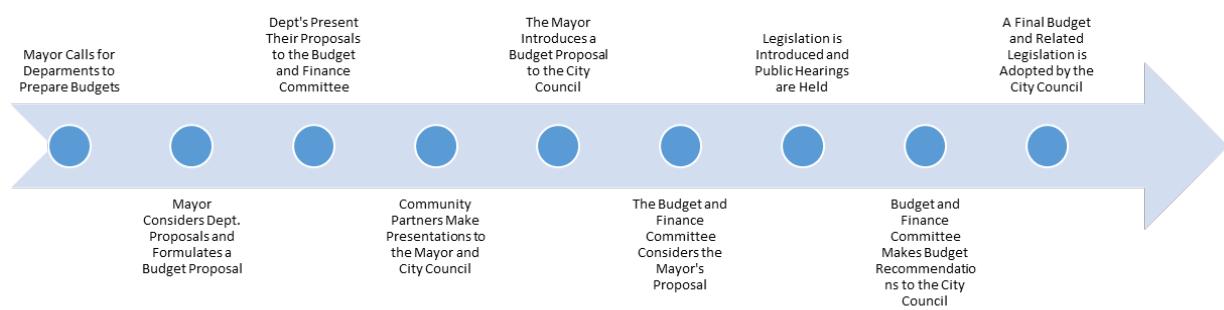
Assets

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 ([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 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.

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 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 public hearings are continued to another 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 One: 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 and town hall meeting(s).

Step Six: 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 Seven: 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.

Step Eight: 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 BUDGET PROCESS



AMENDING A BUDGET

Budgets are developed based on a set of predictions about the future. Since it's impossible to know what will happen in the future, adjustments to the adopted budget are frequently required once the budgetary period is underway. Formal changes to an adopted budget is known as a budget amendment. Budgets are adopted at the fund level, as opposed to the line-item or department level, and 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, they must be passed before the last day of the budgetary period to become effective for that period.

FINANCIAL AND EMPLOYMENT INFORMATION

2019-2020 MAYOR'S PROPOSED BUDGET

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

CONSOLIDATED FINANCIAL SCHEDULES

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 Four Year Consolidated and Fund Financial Schedule is presented in a comparative format and includes the actual results from 2015 and the projected results from 2016. 2015 and 2016 are combined, despite being budgeted and accounted for separately in the 2015-2016 biennium. The purpose of the combination is to enhance the usefulness of the schedule in response to the change to a single two year budget period that was adopted by the City Council for the 2017-2018 budget.¹

¹ The City has adopted a biennial, or two-year, budget for many years. In the past the biennial budget was two one-year budgets adopted as a pair, the change to one two-year period was adopted by the City Council in 2016 as part of the Comprehensive Financial Management Policies update.

CONSOLIDATED FINANCIAL SCHEDULE

City of Lake Forest Park Consolidated Financial Schedule, Mayor's Proposed Budget For the Biennium Ending December 31, 2020						
	Fund Type					
	<u>General</u>	<u>Special Revenue</u>	<u>Debt Service</u>	<u>Capital</u>	<u>Enterprise / Utility</u>	<u>Internal Service</u>
Beginning Cash and Investments ¹						
Fund Balance, Reserved	-	2,118,728	969	1,920,265	6,310,890	600,006
Fund Balance, Unreserved	2,918,048	-	-	-	258,168	-
Total Beginning Cash and Investments	2,918,048	2,118,728	969	1,920,265	6,569,058	600,006
Operating Revenues						
Taxes	12,442,989	865,918	-	1,200,000	35,000	-
License and Permits	1,766,000	634,000	-	-	44,000	-
Intergovernmental Revenues	518,135	542,450	-	1,513,117	1,261,000	-
Charges for Goods and Services	1,124,899	-	-	912,022	9,789,480	636,376
Fines and Penalties	3,295,910	-	-	-	-	3,295,910
Miscellaneous Revenue	115,200	89,915	-	42,855	199,100	17,500
Total Operating Revenues	19,263,132	2,132,283	-	3,667,994	11,328,580	653,876
Nonoperating Revenues						
Debt Proceeds	-	-	-	-	-	-
Transfers-In	340,000	250,000	-	300,000	1,300,000	-
Custodial Activities	37,400	-	-	-	-	37,400
Other Resources	-	-	-	-	-	-
Total Nonoperating Revenues	377,400	250,000	-	300,000	1,300,000	-
Total Revenues	19,640,532	2,382,283	-	3,967,994	12,628,580	653,876
Operating Expenditures						
General Government	6,938,808	175,849	-	475,883	976,398	344,128
Public Safety	9,804,149	-	-	-	-	9,804,149
Utilities	-	-	-	-	5,805,698	-
Transportation	32,680	1,952,831	-	173,000	78,768	185,062
Natural and Economic Environment	2,211,162	-	-	-	1,872,474	-
Social Services	7,000	-	-	-	-	7,000
Culture and Recreation	844,410	-	-	-	-	844,410
Total Operating Expenditures	19,838,209	2,128,680	-	648,883	8,733,338	529,190
Nonoperating Expenditures						
Debt Service	-	-	-	-	509,781	-
Capital Expenditures	52,000	-	-	3,609,226	2,542,000	222,469
Transfers Out	250,000	-	-	300,000	1,300,000	-
Custodial Activities	-	-	-	-	-	-
Other Uses	-	-	-	-	-	-
Total Nonoperating Expenditures	302,000	-	-	3,909,226	4,351,781	222,469
Total Expenditures	20,140,209	2,128,680	-	4,558,109	13,085,119	751,659
Increase (Decrease) in Cash and Investments	(499,676)	253,603	-	(590,115)	(456,539)	(97,783)
Ending Cash and Investments						
Fund Balance, Reserved	-	2,372,331	969	1,330,150	6,194,351	502,223
Fund Balance, Unreserved	2,418,372	-	-	-	(81,832)	-
Total Ending Cash and Investments	2,418,372	2,372,331	969	1,330,150	6,112,519	502,223

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

FOUR YEAR CONSOLIDATED AND FUND FINANCIAL SCHEDULE

City of Lake Forest Park														
Four-Year Consolidated and Fund Financial Schedules, Mayor's Proposed Budget														
For the Four Year Period Ending December 31, 2020														
Fund Type														
	General		Special Revenue		Debt Service		Capital		Enterprise/Utility		Internal Service			
	2017-2018	2019-2020	2017-2018	2019-2020	2017-2018	2019-2020	2017-2018	2019-2020	2017-2018	2019-2020	2017-2018	2019-2020	Total	
Beginning Cash and Investments ¹														Beginning Cash and Investments ¹
Fund Balance, Reserved	-	-	1,968,384	2,118,728	437	969	2,335,980	1,920,265	5,277,749	6,310,890	466,019	600,006	10,048,568	Fund Balance, Reserved
Fund Balance, Unreserved	2,315,720	2,924,267	-	-	-	-	-	-	264,089	258,168	-	-	2,579,810	Fund Balance, Unreserved
Total Beginning Cash and Investments	2,315,720	2,924,267	1,968,384	2,118,728	437	969	2,335,980	1,920,265	5,541,838	6,569,058	466,019	600,006	12,628,378	Total Beginning Cash and Investments
Operating Revenues														Operating Revenues
Taxes	11,855,061	12,442,989	828,274	865,918	-	-	1,573,933	1,200,000	34,646	35,000	-	-	28,835,821	Taxes
License and Permits	1,786,715	1,766,000	561,140	634,000	-	-	-	-	50,000	44,000	-	-	4,841,855	License and Permits
Intergovernmental Revenues	515,158	518,135	563,150	542,450	-	-	1,355,122	1,513,117	436,623	1,261,000	-	-	6,704,755	Intergovernmental Revenues
Charges for Goods and Services	1,159,288	1,124,899	-	-	-	-	505,998	912,022	10,988,174	9,789,480	924,242	636,376	26,040,480	Charges for Goods and Services
Fines and Penalties	2,848,326	3,295,910	-	-	-	-	-	-	-	-	-	-	6,144,236	Fines and Penalties
Miscellaneous Revenue	111,219	115,200	46,706	89,915	333	-	58,696	42,855	129,791	199,100	27,424	17,500	838,740	Miscellaneous Revenue
Total Operating Revenues	18,275,767	19,263,132	1,999,270	2,132,283	333	-	3,493,749	3,667,994	11,639,234	11,328,580	951,667	653,876	73,405,887	Total Operating Revenues
Nonoperating Revenues														Nonoperating Revenues
Debt Proceeds	-	-	-	-	-	-	-	-	-	-	-	-	-	Debt Proceeds
Transfers-In	-	340,000	-	250,000	64,533	-	300,000	300,000	1,200,000	1,300,000	-	-	3,754,533	Transfers-In
Custodial Activities	30,267	37,400	-	-	-	-	-	-	-	-	-	-	67,667	Custodial Activities
Other Sources	-	-	-	-	-	-	518,506	-	-	-	10,331	-	528,837	Other Resources
Total Nonoperating Revenues	30,267	377,400	-	250,000	64,533	-	818,506	300,000	1,200,000	1,300,000	10,331	-	4,351,037	Total Nonoperating Revenues
Total Revenues	18,306,034	19,640,532	1,999,270	2,382,283	64,866	-	4,312,255	3,967,994	12,839,234	12,628,580	961,998	653,876	77,756,924	Total Revenues
Operating Expenditures											-			Operating Expenditures
General Government	6,540,668	6,938,808	192,966	175,849	-	-	189,916	475,883	2,252,059	976,398	220,693	344,128	18,307,366	General Government
Public Safety	8,079,008	9,804,149	-	-	-	-	-	-	-	-	-	-	17,883,157	Public Safety
Utilities	1,991	-	-	-	-	-	-	-	5,327,186	5,805,698	-	-	11,134,875	Utilities
Transportation	33,094	32,680	1,645,595	1,952,831	-	-	949,079	173,000	2,599	78,768	158,148	185,062	5,210,857	Transportation
Natural and Economic Environment	2,308,524	2,211,162	-	-	-	-	-	-	1,547,041	1,872,474	-	-	7,939,201	Natural and Economic Environment
Social Services	6,000	7,000	-	-	-	-	-	-	-	-	-	-	13,000	Social Services
Culture and Recreation	654,145	844,410	-	-	-	-	63,140	-	-	-	-	-	1,561,696	Culture and Recreation
Total Operating Expenditures	17,623,430	19,838,209	1,838,561	2,128,680	-	-	1,202,135	648,883	9,128,885	8,733,338	378,842	529,190	62,050,152	Total Operating Expenditures
Nonoperating Expenditures														Nonoperating Expenditures
Debt Service	-	-	-	-	64,334	-	-	-	487,255	509,781	-	-	1,061,370	Debt Service
Capital Expenditures	62,856	52,000	-	-	-	-	3,189,720	3,609,226	427,293	2,542,000	449,169	222,469	10,554,734	Capital Expenditures
Transfers Out	11,201	250,000	10,365	-	-	-	336,115	300,000	1,250,080	1,300,000	-	-	3,457,761	Transfers Out
Custodial Activities	-	-	-	-	-	-	-	-	-	-	-	-	-	Custodial Activities
Other Uses	-	-	-	-	-	-	-	-	518,506	-	-	-	518,506	Other Uses
Total Nonoperating Expenditures	74,057	302,000	10,365	-	64,334	-	3,525,835	3,909,226	2,683,134	4,351,781	449,169	222,469	15,073,864	Total Nonoperating Expenditures
Total Expenditures	17,697,487	20,140,209	1,848,926	2,128,680	64,334	-	4,727,970	4,558,109	11,812,018	13,085,119	828,011	751,659	77,124,016	Total Expenditures
Increase (Decrease) in Cash and Investments	608,546	(499,676)	150,344	253,603	532	-	(415,715)	(590,115)	1,027,216	(456,539)	133,987	(97,783)	632,907	Increase (Decrease) in Cash and Investments
Ending Cash and Investments														Ending Cash and Investments
Fund Balance, Reserved	-	-	2,118,728	2,372,331	969	969	1,920,265	1,330,150	6,310,890	6,194,351	600,006	502,223	10,400,024	Fund Balance, Reserved
Fund Balance, Unreserved	2,924,267	2,424,590	-	-	-	-	-	-	258,168	(81,832)	-	-	2,342,758	Fund Balance, Unreserved
Total Ending Cash and Investments	2,924,267	2,424,590	2,118,728	2,372,331	969	969	1,920,265	1,330,150	6,569,058	6,112,519	600,006	502,223	12,742,783	Total Ending Cash and Investments

¹ 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

REVENUE

entities. As such, staff utilizes the estimates established by those trusted economists to forecast several revenue sources. Staff also, however, considers factors that are unique to the City of Lake Forest Park in its forecasts of these items.

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 schedule 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.

Revenue Forecast		Method	2017-2018 Projected	2019-2020 Budget
Description	GENERAL FUND			
TAXES				
Property Tax		T	6,306,157	6,528,862
Sales and Use Tax		E	2,038,929	2,125,723
Local Criminal Justice / State		E	718,653	738,908
Business Tax		E	621,728	656,901
Solid Waste Collection Tax		T	214,232	213,150
Utility Tax		T	1,121,594	1,105,500
Sea. City Light Contract Fee		T	787,727	1,021,434
Admission Tax		T	46,041	52,511
TOTAL TAXES			11,855,061	12,442,989

REVENUE

Revenue Forecast		Method	2017-2018 Projected	2019-2020 Budget			
Description							
GENERAL FUND							
LICENSES AND PERMITS							
Cable Television Franchise Fee	T	409,160	415,000				
Telecommunication Franchise	T	15,000	15,000				
Solid Waste Franchise Fee	A	29,000	-				
Business Licenses	T	128,880	128,000				
Construction Permits	T	683,302	725,000				
King County Trail Application	A	1,250	-				
Land Use Permits	T	210,291	190,000				
Plumbing Permits	T	100,000	65,000				
Mechanical Permits	T	79,000	105,000				
Concealed Weapon Permit / City	T	3,000	3,000				
Development Tech. Surcharge	T	60,965	50,000				
Credit Card Fee	T	1,867	2,000				
Other Licenses / Permits	T	65,000	68,000				
TOTAL LICENSES AND PERMITS		1,786,715	1,766,000				
INTERGOVERNMENTAL REVENUES							
Bulletproof Vest Partnership	A	3,412	1,600				
Court - LFO Grant	-	-	-				
EMPG Grant	E	19,836	11,316				
Coordinated Prevention Grant	A	19,625	20,000				
Traffic Safety Comm. Grant	A	13,000	7,000				
Multimodal Transportation City	E	27,174	36,128				
Criminal Justice - Population	E	8,022	8,640				
CJ - Special Programs	E	26,916	28,536				
Marijuana Enforcement	A	15,010	-				
Marijuana Excise Tax Distrib.	A	1,297	13,000				
DUI Distribution	T	4,000	4,000				
Liquor Excise Tax	A	120,860	134,566				
Liquor Board Profits	A	218,686	213,638				
Local Hazardous Waste Grant	A	16,000	17,209				
KC Waste Reduction Recycling	A	21,320	22,502				
TOTAL INTERGOVERNMENTAL		515,158	518,135				

REVENUE

Description	Method	Revenue Forecast		
		2017-2018 Projected	2019-2020 Budget	
GENERAL FUND				
CHARGES FOR GOODS AND SERVICES				
AWC Wellness Grant	-	-	-	
KC Dept. of Health Grant	-	-	-	
Court Administrative Fees	-	2,783	3,900	
Interfund Svc. From Fund Surface Water	T	106,119	127,920	
Interfund Svc. From Fund Sewer Utility	T	164,640	216,637	
Interfund Svc. From Fund Streets	T	115,848	96,182	
Interfund Svc. From Fund PW Contract	T	116,919	-	
Interfund Svc. From Fund TBD	T	2,487	-	
Interfund Svc. From Fund Transportation Capital	T	40,624	38,239	
Interfund Svc. From Capital Improvement	T	11,338	12,567	
Interfund Svc. From Replacement Fund	T	8,291	11,224	
Shared Service From Fund CSPA	A	-	7,200	
Passport Revenue	T	414,577	400,000	
Adult Probation Services	T	137,392	175,000	
Television/Cable Sub. Fee	T	24,000	21,500	
Support Service From TBD	T	4,269	4,529	
Animal Control Reimbursement	E	10,000	10,000	
TOTAL CHARGES FOR GOODS & SERVICES		1,159,288	1,124,899	
FINES AND PENALTIES				
Other Civil Penalties	T	915	5,000	
Traffic Infraction Penalties	T	115,042	186,600	
Traffic Safety Camera Fines	T	2,640,468	2,900,000	
Legislative Assessment	T	14,971	28,300	
Civil Parking Infraction Penalties	T	5,146	9,500	
DUI Fines	T	13,454	27,650	
Other Crim.Traffic Misdemeanor	T	26,115	59,900	
Other Crim. Non-Traffic Fines	T	8,055	9,300	
Prostitution Victims Services	-	-	-	
Court Fines & Forfeits	-	-	-	
Court Cost Recouped	T	-	39,300	
Misc. G.F. Court Revenue	T	-	360	
Court Fines & Forfeits	T	24,160	30,000	
Court Costs Recouped	-	-	-	
Misc. G.F. Court Revenue	A	-	-	
TOTAL FINES AND PENALTIES		2,848,326	3,295,910	

REVENUE

Revenue Forecast		Method			
Description			2017-2018 Projected	2019-2020 Budget	
GENERAL FUND					
MISCELLANEOUS REVENUE					
Investment Interest	E	56,510	70,000		
Sales Tax Interest-State Treas	E	1,556	3,000		
Donations	-	2,084	-		
Donations-Public Safety	-	641	-		
Safe Harbor Donations (DV)	-	400	-		
City Forestry Account	T	29,325	20,000		
P-Card Rebate	-	7,000	10,000		
Restitution	-	300	-		
Miscellaneous Court Fees	-	1,704	-		
Notary Services	T	1,600	2,000		
Fingerprinting Services	T	100	200		
Miscellaneous Court Fees	T	10,000	10,000		
Emergency Services	T	26,977	37,000		
Local/JIS Account	T	27	400		
School Safety Speed	-	47	-		
Prior Period Adjustment	-	1,151	-		
FSA Forfeitures	-	371	-		
Suspense Funds	-	1,694	-		
PW Contract Closeout	-	-	340,000		
TOTAL MISCELLANEOUS		141,486	492,600		
TOTAL GENERAL FUND REVENUE		18,306,034	19,640,532		
STREET FUND					
R.O.W. Permits - Construction	T	153,140	150,000		
ROW Rev. / Utility Franchise	T	400,000	480,000		
R.O.W. Permits	T	8,000	4,000		
State Disaster Assistance	-	-	-		
Gas Taxes (MVET Cities)	A	563,150	542,450		
Roadway Maint. From TBD (104)	A	-	-		
Kenmore Interlocal Reimb.	-	-	-		
Investment Interest	T	19,707	29,155		
Miscellaneous Revenue	-	-	-		
TOTAL		1,143,997	1,205,605		

REVENUE

Revenue Forecast		Method		
Description			2017-2018 Projected	2019-2020 Budget
<u>COUNCIL CONTINGENCY FUND</u>				
Investment Interest	T		13,231	24,675
TOTAL			13,231	24,675
<u>TRANSPORTATION BENEFIT DISTRICT</u>				
TBD Vehicle Fees-State	T		828,274	865,918
Investment Interest	T		8,070	16,695
TOTAL			836,344	882,613
<u>BUDGET STABILIZATION FUND</u>				
Interest	T		5,698	10,640
TOTAL			5,698	10,640
<u>STRATEGIC OPPORTUNITY FUND</u>				
Interest	T		-	8,750
Transfer From Gen. Fund (001)	-		-	250,000
TOTAL			-	258,750
<u>CAPITAL IMPROVEMENT FUND</u>				
Real Estate Excise Tax I	T		787,134	600,000
K.Co. Parks Levy	E		49,684	65,117
King Cnty. Conservation District	-		515,204	-
WCIA Risk Reduction Grant	-		124,825	-
Investment Interest	T		18,301	8,000
Interfund Loan Received	-		518,506	-
TOTAL			2,013,655	673,117

REVENUE

Revenue Forecast		Method		
Description	2017-2018 Projected		2019-2020 Budget	
TRANSPORTATION CAPITAL FUND				
Real Estate Excise Tax II	T	786,799	600,000	
Fed. Safe TeaLU (178th)	-	8,489	-	
PH- Capital Project	-	-	-	
Safe Highways Grant	-	475,000	-	
PH- Capital Project	-	-	-	
WSDOT Safe Routes to School	-	181,920	1,084,000	
State Trans. Imp. Board-Design	-	-	364,000	
Interfund Svc From S.Wtr	T	52,999	56,011	
Interfund Svc. From Swr.	T	52,999	56,011	
Roadway Maint. From TBD	A	400,000	800,000	
Investment Interest	T	18,332	22,855	
Miscellaneous Revenue	-	17,102	-	
TOTAL		1,993,640	2,982,877	
CAPITAL FACILITIES MAINTENANCE FUND				
Investment Interest	T	4,960	12,000	
Trans. From Capital Fund	A	300,000	300,000	
TOTAL		304,960	312,000	
SEWER UTILITY FUND				
Licenses and Permits	T	50,000	44,000	
Sewer Lien Filing/Removal Fee	-	-	800	
Utility Charges	T	6,183,755	6,450,773	
Late Charges - Utility Bills	T	70,000	70,000	
Investment Interest	T	15,686	32,830	
Sewer Certificate Fee	T	3,695	2,000	
TOTAL		6,323,137	6,600,403	
SEWER CAPITAL FUND				
Investment Interest	T	51,118	75,000	
Transfer From Sewer Fund	A	400,000	400,000	
TOTAL		451,118	475,000	

REVENUE

Revenue Forecast		Method		
Description			2017-2018 Projected	2019-2020 Budget
SURFACE WATER UTILITY FUND				
Utility Service Charges	T		2,420,865	2,867,907
Investment Interest	T		20,268	43,820
TOTAL			2,441,134	2,911,727
SURFACE WATER CAPITAL FUND				
Muni. Stormwater Grant (DOE)	A		25,000	-
WSDOT Grant	A		274,913	-
Department of Commerce	A		38,800	-
King County Flood District	A		97,911	1,261,000
Investment Interest	A		16,649	15,000
Trans From Surface Water	A		500,000	750,000
TOTAL			953,273	2,026,000
SEWER BOND RESERVE FUND				
Investment Interest	T		1,936	3,500
TOTAL			1,936	3,500
PUBLIC WORKS TRUST FUND REPAYMENT FUND				
Excise Tax Revenue	T		34,646	35,000
Connection Charges	T		550,000	400,000
Investment Interest	T		14,492	26,950
Transfer From Sewer Utility	A		300,000	150,000
TOTAL			899,137	611,950
PUBLIC WORKS CONTRACT FUND				
Kenmore Interlocal Agreement	A		1,763,554	-
Investment Interest	T		5,946	-
TOTAL			1,769,499	-

REVENUE

Revenue Forecast	Method		
		2017-2018 Projected	2019-2020 Budget
Description		REPLACEMENT FUND	
Interfund Svc. From Fund General Fund	A	454,341	381,776
Interfund Svc. From Fund Streets	A	74,631	75,184
Interfund Svc. From Fund Surface Water	A	92,202	98,972
Interfund Svc. From Fund Sewer Utility	A	88,799	77,368
Interfund Svc. From Fund PW Contract	A	209,254	-
Interfund Svc. From Fund Transportation Capital	A	5,016	3,076
Investment Interest	T	13,350	17,500
Equipment Sales	A	10,331	-
Insurance Recoveries	-	14,075	-
TOTAL		961,998	653,876

SCHEDULE OF FUND BALANCES

DEFINITIONS

Fund Balance. Fund balance refers to the amount of cash and investments available at year end.

Reserved Fund Balance. Reserved fund balance is the amount of the fund balance with use restrictions imposed on them by external parties or from formal internal commitments.

Unreserved Fund Balance. Unreserved fund balance is the amount of fund balance without any specific constraints imposed on use or only constrained by the government's informal or non-specific intent.

Minimum Fund Balance Target. Minimum fund balance target is 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 2019-2020 biennium with a beginning fund balance of \$14,208,906 for all funds. The projected ending fund balance at the end of the biennium is \$12,818,396 for all funds. The following schedule of beginning and ending fund balance displays the change in fund balance for each fund included in the 2019-2020 biennial budget. It should be noted that the projected beginning fund balances at Jan. 1 2019 are estimates based on the 2017-2018 budget and projected actual results from the 2017-2018 biennium. The final beginning balances are available after the audited 2018 financial statements are published in mid-to-late 2019.

Ending Fund Balance Analysis

Fund	Reserved (R)/Unreserved (U)	Projected Beginning Fund Balance, 1/1/2019	2019-2020 Revenue	2019-2020 Expenditure	Projected Ending Fund Balance, 12/31/2020	Minimum Fund Balance Target Achieved, Yes No?
General	U	2,918,048	19,640,532	20,140,209	2,418,372	Yes
Street	R	709,446	1,205,605	1,324,197	590,854	Yes
Council Contingency	R	705,748	24,675	-	730,423	n/a
Transportation Benefit Dist.	R	396,254	882,613	804,484	474,384	n/a
Budget Stabilization	R	307,281	10,640	-	317,921	n/a
Strat. Opportunity Fund	U	-	258,750	-	258,750	
Capital Improvement	R	824,563	673,117	742,568	755,112	n/a
Transportation Capital	R	708,124	2,982,877	3,462,041	228,960	Yes
Capital Facilities Maintenance	R	387,578	312,000	353,500	346,078	n/a
Sewer Utility	R	809,679	6,600,403	6,681,029	729,053	Yes
Sewer Capital	R	2,349,477	475,000	-	2,824,477	n/a
Surface Water Utility	R	906,671	2,911,727	2,939,551	878,847	Yes
Surface Water Capital	R	980,741	2,026,000	2,622,500	384,241	n/a
Sewer Bond Reserve	R	102,874	3,500	-	106,374	
PW Trust Fund Repayment	R	1,161,448	611,950	502,039	1,271,359	n/a
Public Works Contract	U	340,000	-	340,000	-	Yes
Replacement	R	600,006	653,876	751,659	502,223	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 scheduled to transfer \$250,000 of its excess fund balance to a new fund labeled the Strategic Opportunity Fund. This transfer will reduce the General Fund ending fund balance, but is not an expenditure. Also, the General Fund budget includes one-time spending that reduces fund balance; two large budgeted one-time items contributing to the draw-down are a \$330,000 to catch up on parks maintenance and a limited term employment position in the Planning Department for approximately \$180,000.

Street Fund

The Street Fund is expected to draw-down its fund balance for a one-time catch up on street scape maintenance. The one-time catch up is budgeted for \$180,000.

Transportation Capital Fund

The Capital Improvement Plan (CIP) includes an ambitious array of transportation projects that are funded by the Transportation Capital Fund. These projects cause a draw-down of fund balance in the 2019-2020 biennium. Capital projects are a frequent and normal justification for a draw-down of fund balance.

Capital Facilities Fund

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

Sewer Utility Fund

The Sewer Utility Fund is scheduled to transfer \$400,000 of excess fund balance to the Sewer Capital Fund during the biennium. This transfer is not spending, but does impact the fund balance.

Surface Water Capital Fund

The CIP includes significant culvert replacement projects in the biennium with a value greater than \$2 million. These projects cause a reduction in the Surface Water Capital Fund ending fund balance. As is noted above, big ticket capital projects are a normal use of fund balance.

Replacement Fund

The Replacement Fund saves for the replacement of vehicles and significant equipment over time. It is customary for the fund balance to fluctuate, these fluctuations are especially noticeable in any biennium when significant replacements are scheduled. The Replacement Fund has over \$750,000 of replacements scheduled in the 2019-2020 biennium causing a draw-down of fund balance.

BUDGETED POSITIONS AND SALARY SCHEDULE

The Budgeted Positions and Salary Schedule is organized by department. The Schedule 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 schedule are monthly.



The Mayor's Proposed 2019-2020 Budget (the Budget) authorizes 58.38 FTEs; the count at adoption of the 2017-2018 budget was 61.48 FTEs. The overall decrease in employee count is the result of the cancellation of the Public Works Contract which caused the City to shed five maintenance worker positions in the Public Works Department. A description of all of the changes to budgeted positions for the Mayor's Proposed 2019-2020 Budget is found in the following narrative. The Budgeted Positions and Salary Schedule is found on subsequent pages.

DESCRIPTION OF CHANGES IN THE 2019-2020 BUDGET

Municipal Services Department

The Municipal Services Department is responsible for staffing passport services. Passport services generates significant revenue for the City and helps fund city services. The Municipal Services Department utilizes a flexible staffing model to provide passport services and has identified a need to increase the authorized Passport Clerk position from 0.45 FTE to 0.75 FTE. The same flexible staffing model will remain in place with the increase, but with more flexibility to increase staffing during busy periods allowing the City to service passport customers more expeditiously.

BUDGETED POSITIONS AND SALARY SCHEDULE

Planning Department

A 0.5 FTE City Arborist position was added to the budgeted positions subsequent adoption of the 2017-2018 budget; the position was added to support the recent tree code update. The Budget includes a modest increase (0.1 FTE) in City Arborist hours to make it a 0.6 FTE position, the additional hours will allow the City Arborist to work tree related code compliance matters.

The Mayor's Proposed Budget also continues the limited-term Assistant Planner position that was originally authorized in the 2017-2018 budget to respond to increased permit activity. The position is authorized for two years and automatically terminates on December 31, 2020.

Police Department

The Police Department received authorization during the 2017-2018 biennium to add a police officer to help with staffing during a period of retirements, injuries, and other personnel matters. The position was authorized with the proviso that future Police Department vacancies had to be reauthorized by the City Council. The Budget proposes to make the position permanent by eliminating the aforementioned proviso.

Public Works Department

The Public Works department has provided public works services to the City of Kenmore since its incorporation in the last century. The contract for Lake Forest Park to provide these services sunsets on December 31, 2018. The result of the contract sunset is that five maintenance worker positions are eliminated in the Budget. The staffing reduction will be accomplished through a combination of attrition and, if necessary, dismissal.

2019 Budgeted Positions and Salary Schedule

Amounts on this schedule are monthly

	FTE	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Legislative							
Councilmembers							600
Executive							
Mayor	0.50						3,000
City Administrator	1.00						13,969
Human Resources Manager	<u>1.00</u>	7,097	7,570	8,043	8,516	8,989	9,462
	<u>2.50</u>						
Judicial							
Municipal Court Judge	0.60						13,693
Court Administrator	1.00	6,245	6,662	7,078	7,495	7,911	8,328
Court Clerk	2.50	3,929	4,191	4,453	4,715	4,977	5,239
Probation Officer	0.20	5,014	5,348	5,682	6,016	6,351	6,685
Pro-tem Judges	<u>4.30</u>	\$55 per hour					
Municipal							
City Clerk	1.00	6,292	6,711	7,131	7,550	7,970	8,389
Deputy City Clerk	1.00	5,101	5,441	5,782	6,122	6,462	6,802
Records Mgmt. & Office Support	1.00	3,826	4,081	4,336	4,591	4,846	5,101
Office Assistant/Reception	1.00	3,708	3,956	4,203	4,450	4,697	4,944
Passport Clerk	<u>0.75</u>	3,319	3,540	3,761	3,984	4,205	4,426
	<u>4.75</u>						
Finance							
Administrative Services Director	1.00	8,513	9,080	9,648	10,215	10,783	11,918
Accounting Supervisor	1.00	5,983	6,382	6,781	7,180	7,579	7,977
Business and Tax Accountant	1.00	4,070	4,341	4,612	4,884	5,155	5,426
Utility and Payroll Analyst	1.00	4,739	5,054	5,370	5,686	6,002	6,318
Info. Tech. Program Manager	1.00	7,322	7,810	8,299	8,787	9,275	9,763
Accounting Clerk	<u>0.38</u>	3,898	4,158	4,418	4,678	4,937	5,197
	<u>5.38</u>						
Planning							
Planning Director	1.00	8,199	8,745	9,292	9,839	10,385	10,932
Senior Planner	1.00	6,004	6,405	6,804	7,205	7,605	8,006
Assistant Planner, Limited Term	1.00	4,547	4,850	5,153	5,456	5,759	6,062
Arborist	<u>0.60</u>						7,004
	<u>3.60</u>						
Building							
Building Official	1.00	6,442	6,871	7,301	7,730	8,160	8,589
Permit Technician	<u>1.00</u>	4,117	4,391	4,665	4,940	5,214	5,488
	<u>2.00</u>						
Community Services							
Community Volunteer Coordinator	0.60	4,184	4,463	4,742	5,021	5,299	5,578
Domestic Violence Advocate	<u>0.35</u>	4,330	4,619	4,907	5,196	5,485	5,774
	<u>0.95</u>						

2019 Budgeted Positions and Salary Schedule

Amounts on this schedule are monthly

	FTE	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Engineering							
City Engineer	<u>1.00</u>	7,637	8,147	8,655	9,165	9,674	10,183
	<u>1.00</u>						
Police							
Police Chief	1.00						13,473
Police Captain	1.00	7,906	8,433	8,961	9,488	10,015	10,542
Administrative Sergeant	1.00						8,418
Sergeant 2	3.00						8,017
Sergeant 1	1.00						7,618
Police Officer	9.00	5,424	5,853	6,318	6,778		
Detective	2.00	5,966	6,438	6,950	7,456		
Traffic/Motorcycle	1.00	5,695	6,145	6,634	7,116		
K-9	1.00	5,695	6,145	6,634	7,116		
Emergency Manager	1.00	7,045	7,238	7,430	7,622	7,814	8,006
Support Services Officer	1.00	4,396	4,710	5,023	5,345		
Records Specialist	<u>2.00</u>	4,242	4,393	4,544	4,693	4,842	4,993
	<u>24.00</u>						

Public Works (Streets, Surface Water, Sewer, and Parks Maintenance)

Deputy City Admin./PW Director	1.00	9,590	9,877	10,495	11,112	11,729	12,347
Public Works Superintendent	1.00	5,455	5,819	6,183	6,546	6,910	7,274
Project Manager	1.00	5,800	6,187	6,573	6,960	7,347	7,734
Surface Water Technician	0.40	4,184	4,463	4,742	5,021	5,299	5,578
PW Admin. Assistant	0.50	4,070	4,341	4,612	4,884	5,155	5,426
Lead Maintenance Worker	2.00	5,216	5,401	5,586	5,769	5,953	6,138
Maintenance Worker	4.00	4,853	5,024	5,195	5,366	5,538	5,709
Seasonal Maintenance Worker		Seasonal up to 0.5 FTE at Market Rate					
		<u>9.90</u>					

Total Positions in Budget 58.38

2020 Budgeted Positions and Salary Schedule

Amounts on this schedule are monthly

	FTE	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Legislative							
Councilmembers							600
Executive							
Mayor	0.50						3,000
City Administrator	1.00						14,819
Human Resources Manager	<u>1.00</u>	7,310	7,797	8,284	8,771	9,259	9,746
	<u>2.50</u>						
Judicial							
Municipal Court Judge	0.60						13,693
Court Administrator	1.00	6,433	6,862	7,291	7,720	8,149	8,578
Court Clerk	2.50	4,047	4,317	4,587	4,857	5,126	5,396
Probation Officer	0.20	5,164	5,508	5,853	6,197	6,541	6,885
Pro-tem Judges	<u>4.30</u>	\$55 per hour					
Municipal							
City Clerk	1.00	6,481	6,912	7,344	7,777	8,209	8,640
Deputy City Clerk	1.00	5,254	5,605	5,955	6,305	6,656	7,006
Records Mgmt. & Office Support	1.00	3,941	4,204	4,466	4,729	4,992	5,254
Office Assistant/Reception	1.00	3,819	4,074	4,329	4,583	4,838	5,092
Passport Clerk	<u>0.75</u>	3,419	3,647	3,874	4,103	4,331	4,558
	<u>4.75</u>						
Finance							
Administrative Services Director	1.00	8,768	9,353	9,937	10,522	11,106	12,276
Accounting Supervisor	1.00	6,163	6,573	6,984	7,395	7,806	8,217
Business and Tax Accountant	1.00	4,192	4,471	4,750	5,031	5,310	5,589
Utility and Payroll Analyst	1.00	4,881	5,206	5,531	5,857	6,182	6,507
Info. Tech. Program Manager	1.00	7,542	8,045	8,548	9,050	9,553	10,056
Accounting Clerk	<u>0.38</u>	4,015	4,283	4,550	4,818	5,086	5,353
	<u>5.38</u>						
Planning							
Planning Director	1.00	8,445	9,008	9,570	10,134	10,697	11,260
Senior Planner	1.00	6,184	6,597	7,008	7,422	7,833	8,246
Assistant Planner, Limited Term	1.00	4,683	4,995	5,308	5,620	5,932	6,244
Arborist	<u>0.60</u>						7,214
	<u>3.60</u>						
Building							
Building Official	1.00	6,635	7,077	7,520	7,962	8,404	8,847
Permit Technician	<u>1.00</u>	4,240	4,523	4,805	5,088	5,370	5,653
	<u>2.00</u>						
Community Services							
Community Volunteer Coordinator	0.60	4,310	4,597	4,884	5,171	5,458	5,745
Domestic Violence Advocate	<u>0.35</u>	4,460	4,757	5,055	5,352	5,649	5,947
	<u>0.95</u>						

2020 Budgeted Positions and Salary Schedule

Amounts on this schedule are monthly

	FTE	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Engineering							
City Engineer	<u>1.00</u>	7,866	8,391	8,915	9,440	9,964	10,489
	<u>1.00</u>						
Police							
Police Chief	1.00						14,294
Police Captain	1.00	8,144	8,686	9,229	9,772	10,315	10,858
Administrative Sergeant	1.00						8,671
Sergeant 2	3.00						8,258
Sergeant 1	1.00						7,846
Police Officer	9.00	5,586	6,028	6,507	6,981		
Detective	2.00	6,145	6,631	7,158	7,679		
Traffic/Motorcycle	1.00	5,866	6,329	6,833	7,330		
K-9	1.00	5,866	6,329	6,833	7,330		
Emergency Manager	1.00	7,257	7,455	7,653	7,850	8,048	8,246
Support Services Officer	1.00	4,528	4,852	5,174	5,506		
Records Specialist	<u>2.00</u>	4,369	4,525	4,680	4,833	4,987	5,142
	<u>24.00</u>						

Public Works (Streets, Surface Water, Sewer, and Parks Maintenance)

Deputy City Admin./PW Director	1.00	9,878	10,174	10,810	11,446	12,081	12,718
Public Works Superintendent	1.00	5,619	5,994	6,368	6,742	7,118	7,492
Project Manager	1.00	5,974	6,372	6,771	7,169	7,567	7,966
Surface Water Technician	0.40	4,310	4,597	4,884	5,171	5,458	5,745
PW Admin. Assistant	0.50	4,192	4,471	4,750	5,031	5,310	5,589
Lead Maintenance Worker	2.00	5,373	5,563	5,755	5,941	6,132	6,322
Maintenance Worker	4.00	4,999	5,175	5,351	5,527	5,705	5,881
Seasonal Maintenance Worker		Seasonal up to 0.5 FTE at Market Rate					
		<u>9.90</u>					

Total Positions in Budget 58.38

OPERATING DEPARTMENT INFORMATION

2019-2020 MAYOR'S PROPOSED BUDGET

- City Council
- Executive
- Legal
- Municipal Services
- Finance and Information Technology
- Community Services
- Municipal Court
- Police Department
- 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 franchises.

Regularly scheduled meetings of the Council are held at City Hall on the second and fourth Thursdays of the month. Work Sessions are the second Thursday of the month and Committee of Whole meetings are set for the Monday before the fourth Thursday. Agendas and minutes of meetings are available online at the City's website: www.cityoflfp.com.

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

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 2019-20 biennium by implementing the results of several recently completed plans and studies that will help to direct resources, set priorities, and create value for our community.

Department Budget Summary, City Council		
Description	2017-2018	2019-2020
Salaries	100,800	100,800
Employee Benefits	8,242	8,495
Supplies	1,200	1,200
Professional Services	30,750	10,000
Communication-Legislative Act.	8,000	8,000
Travel Exp. (lodging, meals)	12,000	12,000
Conference - Training	6,000	6,000
Total	166,992	146,495

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 three programs: Administration, Human Resources, 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 2017-2018 ACCOMPLISHMENTS

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

- Stability. Final General Fund financial results for 2017 & 2018 were a surplus, revenues exceeded expenditures and cash balance grew over \$200,000 each year.
- Regional advocacy for Sound Transit and BRT system on SR-522.
- Federal & State advocacy for surface water and streets enhancements.
- Continued support Northshore Emergency Management Coalition (NEMCo) agreement between Northshore Fire, Northshore Utility District, City of Kenmore and Lake Forest Park.
- Two property purchases increasing the total park property in the city by approximately 6.75 acres.
- Strategic Planning. Working with the City Council in development of the Town Center Vision.

Human Resources

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



HR KEY 2017-2018 ACCOMPLISHMENTS

- Successful labor negotiations for successor contracts for the Police Guild and Teamsters union
- Coordinating employee communication in 2017 on medical benefits changes for management/professional/exempt group required under the Affordable Care Act.
- Association of Washington Cities Well-City Award for 2017 and 2018, resulting in a 2 percent insurance benefits cost reduction realized by both the city and participating 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

EXECUTIVE DEPARTMENT

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 2017-2018 ACCOMPLISHMENTS

- Successful completion of the 2017 member compact (personnel) and 2018 member compact (police)
- Coordination of risk-oriented training for staff members, including numerous directly provided by WCIA and reimbursed trainings during 2017 & 2018.

Department Staffing Summary, Executive	Full Time Equivalent (FTE)	
	2017-2018	2019-2020
Department Employee Count	2.50	2.50

Department Budget Summary, Executive	2017-2018	2019-2020
Description	2017-2018	2019-2020
Salaries	636,118	675,672
Overtime	-	-
Employee Benefits	220,752	281,003
Office/Operating Supplies	3,000	3,000
Small Tools and Equipment	400	400
Professional Services	108,720	205,720
Communications	10,500	10,500
Travel Exp. (lodging, meals)	8,550	6,200
Dues / Subscriptions	3,620	3,750
Training	13,750	13,750
Volunteer & Staff Recognition	6,000	6,000
Mayor's Reserve	30,000	10,000
Total	1,041,409	1,215,995

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, assistance with legal documents such as resolutions, ordinances, contracts, lawsuits, and personnel issues.

If extraordinary legal circumstances arise during the 2019-2020 budget cycle, additional funds will need to be provided for legal services—either by directly charging the appropriate fund, or by budget amendment.

Department Budget Summary, Contract Legal Services		
Description	2017-2018	2019-2020
Other Legal Services	300,000	300,000

MUNICIPAL SERVICES DEPARTMENT

MISSION

To provide service and assistance to the public, City Council, and staff in an efficient, courteous and service-oriented manner; by providing a welcoming environment to citizens and all visitors; by being effective in the legislative process; by serving as the custodian of city records; and by ensuring compliance with the Washington Open Public Meetings Act and Public Records Act.



WHAT WE DO

Municipal Services is responsible for providing access to City services, information and records. Staff members provide assistance and support to citizens, the Mayor, City Council and staff through:

- Reception for City Hall – 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
- Public records requests – coordinate and respond to all requests within five business days
- Council meeting support – staff all council meetings; prepare, coordinate, distribute, and post electronically agenda materials, ordinances, resolutions, and minutes; publish and post notices
- Contracts and 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
- Communications – prepare and issue newsflashes and social media postings; serve as webmaster for City website; assist departments with website and communications updates
- Municipal Code update – submit ordinances, update electronic code upon adoption of ordinances, update all code books annually
- Passport services –process applications and photo services
- Notary services – provide to general public for fee set by resolution

MUNICIPAL SERVICES DEPARTMENT

ONGOING FUNCTIONS:

- Provide information and services to citizens 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 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, contracts and franchises
- Provide passport application services to the general public

KEY 2017-2018 ACCOMPLISHMENTS

City Council Support

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

Records Management / Public Disclosure

- Updated Annual Citywide Essential Records Protection Plan and Records Disaster Plan
- Participated with the Seattle Heritage Emergency Response Network (SHERN) in development of shared disaster supply caches
- Responded to numerous public records requests in compliance with Open Public Meetings Act

Passport Services

- Continued passport application acceptance and photo services
- Hired and trained several part-time Saturday passport agents for additional help to reduce customer wait time



MUNICIPAL SERVICES DEPARTMENT

Reception Services

- Filled vacant receptionist position after the retirement of long-time employee
- Provided notary services by fee as requested
- Implemented acceptance of credit/debit card payments for utility, passport and other City services
- Continued to assist Citywide departments with administrative support as needed

Communications Services

- Served as lead and webmaster on City website redesign and launch of updated site in August 2017; prepared and issued newsflashes and social media postings
- Coordinated and prepared quarterly City newsletter for printing and distribution

2019-2020 PLANNED ACTIVITIES

- Redesign City newsletter
- Implement workflow for public records request and agenda packet materials
- Work with all departments to clean and reorganize electronic files prior to migration to new server
- Continue to provide access to City services and records as required by state law
- Continue to emphasize teamwork and training opportunities

MUNICIPAL SERVICES DEPARTMENT

Department Staffing Summary, Municipal Services		Full Time Equivalent (FTE)	
		2017-2018	2019-2020
Department Employee Count		4.45	4.75

Department Budget Summary, Municipal Services		
Description	2017-2018	2019-2020
Salaries	662,034	702,038
Overtime	1,253	1,500
Employee Benefits	222,749	248,886
Office/Operating Supplies	30,000	30,000
Professional Services	26,950	21,000
LFP Code Update	6,000	6,000
Communications	28,000	30,000
Newsletter	40,000	43,050
Communications / Internet	12,000	15,000
Travel Exp. (lodging, meals)	3,600	4,000
Advertising	3,000	4,000
Postage Equipment Rental	4,600	4,600
Insurance	160,426	136,007
Repairs & Maintenance	4,000	2,000
Dues / Subscriptions	3,000	3,000
Training	4,000	5,000
Taxes & Assessments (Passport)	4,000	7,000
Copier Rental	8,644	8,000
Machinery & Equipment	5,356	3,000
Total	1,229,611	1,274,081

Department Staffing Summary, Municipal Services		Full Time Equivalent (FTE)	
		2017-2018	2019-2020
• Department Employee Count		4.45	4.75

FINANCE AND INFORMATION TECHNOLOGY

MISSION

The mission of the Finance and Information Technology (IT) Department is 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 Accounting
- Payroll Processing and Accounting
- Information and Technology Services



2017-2018 DEPARTMENT ACCOMPLISHMENTS

The Finance and IT Department performed all daily finance and IT functions during the 2017-2018 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 2017-2018 budget document
- Implemented a new treasury policy to maximize investment earning significantly increasing interest income
- Completed implementation of new banking relationship resulting in annual savings greater than \$30,000 and allowing greater flexibility for the treasury functions of the City
- Joined FileLocal to offer online business licensing and tax filing
- Abandoned the credit card program with the prior bank in favor of implementing a purchase card program resulting in cash rebates to the City
- Launched new monthly financial reporting dashboard; posted new reporting to the website monthly
- Expanded merchant services relationship to be able to accept credit cards for all city services at reception

FINANCE AND INFORMATION TECHNOLOGY

2019-2020 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
- Reformat the draft annual report to communicate prior year financial results in an improved format
- Submit the 2019-2020 adopted budget for the Distinguished Budget Award
- Prepare an update to the sewer rate study
- Move to a virtual network for IT with increased focus on reliability and continuity



Department Staffing Summary, Finance and IT	Full Time Equivalent (FTE)	
	2017-2018	2019-2020
Department Employee Count	5.38	5.38
Department Budget Summary, Finance and Information Technology		
Description	2017-2018	2019-2020
Salaries	877,946	979,720
Overtime	648	-
Employee Benefits	281,547	355,690
Change Funds	-	-
Office / Operating Supplies	14,000	14,000
Professional Services	45,600	46,000
Communications	7,500	12,000
Travel Exp. (lodging, meals)	7,000	6,000
Advertising	54	-
Info. Svcs. - Repairs & Maint.	-	-
Copier Rental	5,280	5,280
Dues / Subscriptions	2,000	3,000
Training	6,000	7,000
Machinery & Equipment	2,000	1,000
Municipal Auditor Expenses	54,000	48,000
Total	1,303,575	1,477,690

COMMUNITY SERVICES



MISSION

To provide a variety of programs and services that support the quality of life in Lake Forest Park. This includes human services, parks and recreation, conservation and recycling, volunteer organizations and management, youth leadership training, 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: Shoreline-Lake Forest Park Senior Center, Center for Human Services, YMCA Hang Time, Shoreline/Lake Forest Park Arts Council and Friends of Third Place Commons.

Parks and Recreation: The City supports and maintains seven parks in Lake Forest Park. Art programs, volunteer activities, and clean up events are offered throughout the year. In addition, the City holds an interlocal agreement with the City of Shoreline to allow Lake Forest Park residents access to discounted rates and early registration to participate in Shoreline's recreation programs. Recreation scholarships are offered to low-income residents who qualify.

Conservation and Recycling: The City implements "best conservation practices" for lawn and garden maintenance. With grant funds the City has been restoring stream banks by removing invasive species and replanting with native shade bearing plants using volunteer labor. The City also provides educational opportunities regarding conservation, recycling and reusing through its annual Green Fair, farmer's market events, Choose to Reuse and distribution of literature and publications on the City website and social media. The City also receives waste reduction and recycling grants that are used for a variety of waste reduction activities.

COMMUNITY SERVICES

Youth Council: The Lake Forest Park Youth Council is composed of approximately 15-20 Lake Forest Park youth who learn leadership skills by participating in city government and community events, programs, and activities. Volunteer adult advisors provide guidance to the youth council, attending each meeting and group activity and event.

ADMINISTRATION

The Community Volunteer Coordinator is responsible for community services programs and activities in the City. The coordinator administers human services contracts and programs, the volunteer commission system, conservation and recycling education, grants, the youth council, parks and recreation, and volunteer programs and services.

KEY 2017-2018 ACCOMPLISHMENTS

Human Services Programs

- Hundreds of residents utilized the Shoreline-Lake Forest Park Senior Center for activities and services
- On average, 80 youth visited the YMCA Hang Time after school program per day
- Thousands of hours of counseling and family services provided to residents by CHS
- 300+ attendees at each Concert in the Park
- Over 900 events were offered at Third Place Commons per year
- Hundreds of residents enrolled in recreation programs
- Continued to develop and improve volunteer participation and commitment to the City's events and activities
- Youth Council program implementation and internships at City Hall
- Community event, Picnic in the Park, was brought back as an annual event

Grant Funded Programs

- 400+ attendees at the annual Green Fair
- 2,500+ pounds of batteries recycled
- 500 pounds of electronic waste recycled
- 1000's of hazardous light bulbs recycled
- Promotion of waste reduction and recycling programs through educational giveaways
- Successful new Choose to Reuse community event designed to divert goods from the waste stream and make them available to neighbors and non-profits who can use them
- New partnership with the City of Kenmore for a joint city Recycling Collection Event that includes hazardous waste recycling



COMMUNITY SERVICES

Community Events

- Picnic in the Park!
- 1st and 2nd annual Pet Parade
- Holiday Cocoa and Cookies with the Mayor
- City support of two 5K's raising money for local causes

2019-2020 PLANNED ACTIVITIES

- Continuing Human Service contracts with Community Partners
- Increase hazardous waste recycling through grant funded programs
- Adding recycled playground equipment and educational signage/program on recycling and reusing
- Continued growth of community events and outreach

Department Staffing Summary, Community Svcs.	Full Time Equivalent (FTE)	
	2017-2018	2019-2020
Department Employee Count	0.95	0.95

Department Budget Summary, Community Services		
Description	2017-2018	2019-2020
Salaries	139,977	130,754
Overtime	1,000	2,000
Employee Benefits	40,163	41,650
Office / Operating Supplies	581	581
Third Place Commons	54,000	57,000
Lake Forest Park Arts Council	33,000	36,000
Communications	6,000	6,000
Travel Exp. (lodging, meals)	300	300
Dues / Subscriptions	2,000	2,000
Training	600	600
Senior Services	34,000	36,000
Teen Services	1,000	1,000
Middle - After School Prog. (Hang Time)	24,000	28,000
Center for Human Services	34,000	54,000
Recreation Programs	35,200	35,200
Local Hazardous Waste Grant	16,000	16,000
Coordinated Prevention Grant	6,000	6,000
Waste Reduction/Recycle Grant	10,000	10,000
Community Events	30,000	40,000
Total	467,821	503,085

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, from 9:00 a.m. to 5:00 p.m., and hears cases from the bench twice a week. Jury trials are held during a four-day jury term each month. Registered voters and licensed drivers living in the City of Lake Forest Park may be called as jurors.



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 term of four years, 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 in such a manner as 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
- Responsible for accounting and auditing, as well as procurement and disbursement of Court funds
- Responsible for preparation and control of the Court's biennial budget
- Responsible for promulgation of local court rules
- Responsible for ongoing training and evaluation of staff
- Responsible for supervision of the court-monitored probation programs and the professional probation officer
- Prepare and disseminate information to the public about the Court's activities

MUNICIPAL COURT



Presiding Judge Linda Portnoy was reappointed to a four-year term on December 27, 2017. She continues in her capacity as an active member of the District and Municipal Court Judge's Association (DMCJA) and teaches yearly at the State Judicial College. Judge Portnoy is the author and editor of the Washington State Judge's DUI Bench Book, in collaboration with the Administrative Office of the Court (AOC) and the Washington Traffic Safety Commission.

Court Administrator Catherine Palermo is an active member of the National Association for Court Management (NACM) and the District and Municipal Court Management Association (DMCMA). She holds a Bachelor's degree in Criminology and Criminal Justice and a Master's degree in Library and Information Science. She continues to serve as the Court liaison to the Leadership Team.

2017-2018 Noteworthy

- Onboarding of all new staff : court administrator, jury/probation clerk, in court/finance clerk, court cashier
- Court administrator Kelley Gradwohl retires after 25 years with the City
- LiveChat now available on Court website
- Court participates in State Audit with SAO, Lean Academy
- Court participates in new pilot re-licensing program: Unified Payment Program (UP)

2017-2018 Awards and Recognition

- Probation Officer Phil Stanley wins *Probation Officer of the Year Award*
- Judge Portnoy awarded *DMCJA Presidential Award*
- Court clerk Grant Cogswell awarded certificate for *Most Miles Logged* (347) for May's Bike Everywhere Month

2019-2020 Planned Activities

- Court to setup recurring payments and text message reminders with nCourt
- In accordance with GR 36, continue to evaluate court safety to improve security and emergency preparedness
- Continue to identify and attend education and training opportunities through local and regional conferences and webinars

2017-2018 CHANGES IN THE COURT

Release and Planning Services (RAPS):

The court began the pilot Release and Planning Services (RAPS) program in 2015 in collaboration with the Center for Human Services (CHS) to provide motivated defendants an opportunity to meet with a professional resource counselor and later in 2016, a vocational counselor. In 2018, the court re-evaluated the pilot program and took into consideration the

MUNICIPAL COURT

amount of time and resources utilized by court staff and the counselors. After review of the program, the court has decided to re-configure the RAPS program focusing on vocational counseling with our volunteer vocational counselor, Heidi Sheperd. Ms. Sheperd is supportive of the changes to the program and is excited to continue with RAPS in this capacity.

Legislative Changes Impact Court Revenue

2018 legislative changes impact the ability of judges at all levels of court to impose legal financial obligations on indigent defendants. The legislature provided some funds to cities and counties to offset the loss of revenue from fines, costs and assessments due to these law changes. A person receiving public assistance through DSHS is considered “indigent” for the purposes of the new legislation. The Court applied and was approved for access to the DSHS Benefit Verifications System (BVS). The Court’s immediate access to BVS will help it make a proper determination of whether a person is indigent as defined by state law.

MUNICIPAL COURT

Department Staffing Summary, Court	Full Time Equivalent (FTE)	
	2017-2018	2019-2020
Department Employee Count	4.30	4.30

Department Budget Summary, Municipal Court		
Description	2017-2018	2019-2020
Salaries	702,908	756,580
Overtime	412	-
Employee Benefits	265,795	280,894
Court Supplies	15,106	13,000
Court Banking Fees	2,321	-
Youth Court Supplies	4,084	3,888
Small Tools & Equipment	300	300
Prof. Svcs.-Security & Pro-tem	26,504	26,504
Bank Charges	6,100	5,200
Communications	14,500	14,500
Travel Exp. (lodging, meals)	3,400	3,400
Insurance	31,284	32,277
Repair & Maintenance	500	500
Dues - Subscriptions	3,000	3,100
Training	2,000	9,140
Jury Service	3,000	3,000
Interpreters	6,000	10,000
Salaries - Pro Tem	14,136	9,000
Employee Benefits - Pro Tem	1,366	440
Probation Supplies	18,696	20,000
Copier Rental	4,566	4,566
Machinery & Equipment	1,000	1,000
Total	1,126,977	1,197,288

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.

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 23, the Department provides for the preservation of life, protection of property, prevention of crime, apprehension of criminals, and facilitation of traffic. A majority of the officers is in the patrol division; additionally, there are a traffic unit, criminal investigation detectives, a canine (K9) unit, professional support staff, sergeants, a captain and police chief.



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:

- Operations
- Support Services
- Emergency Management

The *Operations Division* is commanded by a Captain and provides professional police services to the citizens of Lake Forest Park twenty-four hours a day, seven days a week. The Division consists of three squads in the Patrol Section, the K9 Unit, the Traffic Unit, Crime Watch, and Block Watch. Other functions include narcotics enforcement, training, Special Weapons and Tactics (SWAT), and gang/graffiti investigations.



The *Support Services Division* is supervised by a Sergeant and assists in the daily operation of police support services. The Division strives for quality customer support through the delivery of services that enhance the overall mission of the Department. The Division consists of the Investigations Unit, the Records Unit, and the Evidence/Property Unit.

The *Emergency Management Division* is overseen by the Police Chief. Responsibilities include coordinating the newly formed Northshore Emergency Management Coalition (NEMCo), interfacing 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.

ONGOING DEPARTMENT FUNCTIONS:

- Continue to provide Operations, Support Services, and Emergency Management as major functions in the Department.
- Continue to 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.
- Enhance relationship with our schools to continue emergency response planning and exercises.
- Continue development of community partnerships through the Community Traffic Safety Program, Neighborhood Block Watch, extra patrol requests, local community groups, and positive police/citizen contacts.
- Promote community education through crime prevention presentations in partnership with volunteer Block Watch Captains.

POLICE DEPARTMENT

- Enhance community communication efforts delivered through a variety of formats, including the City website, social media accounts (Twitter and Facebook), media releases, attendance at Block Watch neighborhood meetings, and National Night Out.

2019 – 2020 PLANNED ACTIVITIES

- Increase proactive law enforcement activities linked to the Operational Plan
- Implement Strategic Traffic Safety Plan
- Enhance NEMCo responsibilities
- Reduce crime related to residential burglaries

Type of Call	2013	2014	2015	2016	2017	+/-	vs. Last Year
911 / Information	281	350	318	284	160	-44%	↓
Alarms	310	366	371	395	361	-9%	↓
Assault / Fights / Harassment	52	58	76	64	55	-14%	↓
Burglary / Theft	370	462	425	367	378	3%	↑
Disturbance / Noise	155	208	194	201	190	-5%	↓
Domestic	60	74	65	60	64	7%	↑
Investigations	1365	1387	1745	1797	1923	7%	↑
Juvenile	60	50	51	48	50	4%	↑
Liquor / Narcotics	80	76	77	79	63	-20%	↓
Miscellaneous	1518	1606	1264	1785	1846	3%	↑
Parking	240	253	346	319	289	-9%	↓
Property	71	77	95	86	92	7%	↑
Public Service	1900	1832	2481	2781	2891	4%	↑
Traffic	2365	2709	3735	3188	4275	34%	↑
Trespass	58	55	64	40	45	13%	↑

POLICE DEPARTMENT

Department Staffing Summary, Police		Full Time Equivalent (FTE)	
		2017-2018	2019-2020
Department Employee Count		23.00	24.00
Department Budget Summary, Police			
Description		2017-2018	2019-2020
<u>Police Department Operations</u>			
Salaries		4,015,510	4,544,033
Overtime		201,000	215,000
Employee Benefits		1,580,946	2,213,470
LEOFF 1 Expenses		58,600	67,000
Disability Insurance		8,313	8,570
Uniform Expenses		29,000	35,000
Police - Dry Cleaning Contract		1,128	1,200
Police - Badges & Vests		7,500	10,500
Supplies - General		17,500	19,920
Operations / Vehicle Supplies		43,500	45,000
K-9 Narcotics		6,400	6,400
Fuel		58,620	60,400
Small Tools & Equipment		2,000	2,000
Professional Services		38,550	56,500
Communications		105,000	110,000
Travel Exp. (lodging, meals)		16,000	16,000
Insurance		215,110	177,063
Vehicle Repair & Maintenance		56,239	62,000
Office Equip.- Repair & Maint.		5,500	5,500
Operations Repair/Maintenance		4,200	4,000
Dues / Subscriptions		26,992	45,740
Training		20,380	28,000
Marine Patrol		-	-
Call Out Services - SWAT		4,400	4,800
Copier Rental		11,050	11,334
Safe Harbor Expenses (DV)		-	1,000
Computer Hardware/Software		4,000	20,000
Machinery & Equipment		9,500	5,000
Total Police Operations		6,546,938	7,775,430
<u>Crime Watch</u>			
Supplies		5,000	5,000
Comm. Oriented Policing Prog.		10,000	10,000
Total Crime Watch		15,000	15,000

POLICE DEPARTMENT

Department Budget Summary, Police			
Description		2017-2018	2019-2020
	<u>Emergency Management</u>		
Office / Operating Supplies		2,098	1,000
Professional Services		82,000	91,000
Travel Expenses		2,403	1,000
Dues / Subscriptions		50	-
Training		2,000	2,000
Machinery & Equipment		4,000	4,000
Total Emergency Management		92,551	99,000
	<u>Traffic Safety Camera Program</u>		
Professional Services		997,500	1,291,620
Total Traffic Safety Camera Program		997,500	1,291,620
	<u>Dispatch</u>		
Equipment Maintenance		55,000	104,350
Contracted Services		211,670	220,000
Total Dispatch		266,670	324,350
	<u>Civil Service Commission</u>		
Supplies		1,000	1,000
Professional Services		12,283	12,283
Travel Exp.(lodging, meals)		1,400	1,400
Training		400	400
Total Civil Service Commission		15,083	15,083
	<u>Animal Control</u>		
Animal Control Services		10,756	12,000
Total Animal Control		10,756	12,000

OTHER CRIMINAL JUSTICE SERVICES (PROSECUTOR, PUBLIC DEFENSE, AND DETENTION)

OVERVIEW

- The City contracts for prosecutor and public defender services.
- The City contracts for detention services with King County, the City of Lynnwood, and Chelan and Yakima Counties. In an effort to save costs, the City uses one of the detention centers depending upon the type and length of sentencing.
- Only about 10% of the defendants who come through the City's court system are Lake Forest Park residents.



PROSECUTOR

This budget projects an increase in prosecution costs that is consistent with inflation. An inflationary increase is built into the prosecutor contract.

PUBLIC DEFENDER

As is noted above for prosecution costs, the budget includes an inflationary increase in costs during the 2019-2020 biennium. The increase is established by contract.

DETENTION AND ELECTRONIC HOME MONITORING

The budgets for detention and home monitoring are reflective of an operational change in the Court. The Court intends to utilize programs for jail alternatives to a greater extent in the 2019-2020 biennium. The result is an increase in electronic home monitoring costs and a proportionate reduction in detention costs.

Department Budget Summary, Other Criminal Justice		
Description	2017-2018	2019-2020
Prosecutor	177,195	185,169
Public Defender	190,000	198,550
Jail Expenses	290,398	280,000
Elec. Monitor/Wk. Release	14,723	25,000
Total	672,316	688,719

PLANNING DEPARTMENT

MISSION

To serve all persons in a 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 Planning Director and Building Official, the Planning and Building departments play a key role in shaping the future of the City's built 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 plans and regulations.



Planning & Building Counter Assistance: The City places a high priority on providing timely, accurate information on land use and construction standards to the public. The new Accela permit system went live in June of 2017 and gives applicants the ability to pay permit fees by credit card and now they can check the status of their permits and those of surrounding properties via the City's website. The permit counter, however, still continues to average 1500-2000 visitors/year. Many more received help by phone and email.

The Planning department's workload continues to justify having both assistant planner and senior planner positions. Planning is expected to provide counter service every day of the week and review land use permits in a timely manner. The Department is also expected to support the Planning Commission and the Tree Board and keep code update and long range planning initiatives moving through the public engagement and adoption process. Given the current job market, the City will not be able to recruit and retain qualified planners if these positions are not funded as fulltime, regular positions.

Development Compliance Review and Inspection: Planning and Building work closely together to insure 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, and construction inspections. In certain cases, compliance review involves a public hearing before the City's Hearing Examiner, which the department also supports.

PLANNING DEPARTMENT

There are two Southern Gateway multifamily projects still in review (awaiting applicant submittals) that would add 30 units as proposed. In addition, department staff are working with developers and property owners who have submitted or are preparing to submit short plat and reasonable use exception applications that could ultimately result in another 25-30 new single family residences over the next two years.

Long Range Planning and Land Use Code Update: Planning 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 2017-2018:

- Subdivision and Land Use Procedures Code Update Recommended Draft for Adoption (2017-2018)
- Parks, Recreation, Open Space, and Trails Plan Recommended for Adoption (2018)
- Town Center Zoning Regulation and Design Guidelines Update Recommendation (2018)

Land Use Initiatives Reviewed by Council during 2017-2018:

- Critical Areas Regulations Update - Adopted (2017)
- Tree Regulations Updates - Adopted (2017)
- Neighborhood Commercial Permitted Use Amendment - Adopted (2017)
- Parks, Recreation, Open Space, and Trails Plan
- Subdivision and Land Use Procedures Code Update
- Town Center Zoning and Design Guidelines Update

Land Use Initiatives Anticipated during 2019-2020:

- Town Center Zoning Regulation and Design Guidelines Update and Environmental Impact Statement Process
- Housing Study
- Shoreline Master Program Periodic Update (grant supported)
- Sign Code Update
- Wireless Communication Facilities Code Update
- Floodplain Regulations Update

PLANNING DEPARTMENT

Code Enforcement Investigation and Follow-up: This program involves responding to code enforcement requests from citizens, following up with site visits to document violations, writing letters, calling violators and complainants, and posting notices. The 2016 update to the code enforcement regulations has improved the efficiency with which City staff is able to resolve violations. Costs for this activity are partially reimbursed through fines that are collected. During the 2017-18 biennium, the Department has collected or negotiated payment agreements to collect a little over \$34,000 in fines. All of these fines were assessed for tree code violations and, therefore, must be used for tree canopy related purposes.

Tree Removal and Replacement: The City's tree protection regulations were updated in 2017 in response to concerns about increased canopy loss due to development activity. As the regulations have become more effective in protecting trees, they have also become more complex. The City's practice of using consulting arborists to review tree permits became burdensome for staff and property owners in the form of costs and delays associated with coordinating site visits and ensuring reimbursement to the City for arborist review fees. In order to address these issues, the Council approved the hiring of the City's first in-house City Arborist in late 2017.

Even as a halftime employee, the City Arborist is able to stay current on permit reviews and dramatically improved the Department's responsiveness to citizen inquiries and tree code violations. Applicants requiring arborist review have seen the hourly cost for this service drop from \$135 to \$80 per hour. Increasing the City Arborist's hours by another four hours/week would greatly improve the department's ability to inspect replacement trees and confirm that property owners are maintaining the canopy in accordance with the tree code.

Tree Board Support and Canopy Study: Planning also staffs and supports the activity of the Tree Board. The Board is playing an important role in verifying the results of the most recent canopy study.

PLANNING DEPARTMENT

Department Staffing Summary, Planning		Full Time Equivalent (FTE)	
		2017-2018	2019-2020
Department Employee Count		3.00	3.60
Department Budget Summary, Planning			
Description		2017-2018	2019-2020
Copier Rental		3,554	3,500
Salaries		492,949	720,169
Overtime		5,704	4,000
Employee Benefits		176,950	282,845
Office / Operating Supplies		8,446	9,000
Professional Services		124,000	124,000
Engineering Services		180,000	160,000
Communications		5,000	5,000
Travel Exp. (lodging, meals)		1,986	2,500
Advertising		12,000	12,000
Dues / Subscriptions		2,800	3,000
Training		3,000	5,000
Machinery & Equipment		31,000	15,000
Total		1,047,389	1,346,014

BUILDING DEPARTMENT

MISSION

To serve all persons in a positive 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 Planning Director and Building Official, the Planning and Building Departments play a key role in shaping the future of the City's development.

The Departments serve residents directly at the building and planning counter and indirectly by ensuring that all development activity conforms to the City's adopted plans and regulations.



Development and Building Compliance Review and Inspection: This program involves review of development projects—from new hot water tanks to new subdivisions—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 compliance, public notification of complex projects, and construction inspections. In certain cases, compliance review involves a public hearing before the City's Hearing Examiner, which the Department supports.

Code Enforcement Investigation and Follow-up: This program involves responding to code enforcement requests from citizens, following up with site visits to document violations, writing letters, calling violators and complainants, and posting notices. 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 to the public. The permit counter has been receiving an average of 1500-2000 visitors/year over the last few years. Many more received help by phone and email.

Right-of-Way Permit Processing and Inspection: In addition to other duties, the Building Official also inspects the City's streets to ensure they are properly repaired after utility crews finish their work.

Sewer Permit Processing and Inspection: The Permit Coordinator processes these permit applications, and the Building Official inspects the work.

BUILDING DEPARTMENT

Department Staffing Summary, Building	Full Time Equivalent (FTE)	
	2017-2018	2019-2020
Department Employee Count	2.00	2.00

Description	2017-2018	2019-2020
Salaries	244,430	269,415
Overtime	6,341	10,000
Employee Benefits	79,066	84,718
Office / Operating Supplies	6,000	6,000
Professional Services	30,000	20,000
Fire Marshall Inspections	2,000	2,000
Communications	1,200	1,300
Training	-	1,500
Dues / Subscriptions	600	800
Machinery & Equipment	6,000	3,000
Total	375,637	398,733

PUBLIC WORKS DEPARTMENT

MISSION

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



WHAT WE DO

Your Public Works Department provides a wide variety of services to the citizens 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, and 24/7 emergency response. Four separate funds provide the resources for these activities: the General Fund, the City Street Fund, the Surface Water Utility Fund, and the Sewer Utility Fund.

Facility Maintenance, Funding Source: General Fund/ Other

The Public Works Department preserves all of the City's buildings through a janitorial contract and a facilities preventive maintenance program. This blend of service provides a safe, pleasant and productive work environment for city customers and staff. The City has three facilities: City Hall, the Public Works Office, and the Public Works Maintenance Shop.

Parks Maintenance, Funding Source: General Fund

The parks team provides landscape maintenance services to preserve and improve the quality of outdoor facilities. These maintenance services cover 38.3 acres of parks and open space. A broad range of equipment and skilled workers maintain and improve the variety of trees, shrubs, annual plants, grass areas, sport fields, irrigation systems, pathways (which span 30,000 feet), and parks amenities such as; drinking fountains, two tennis courts, viewing decks, boardwalks, parking areas, park signage, and outdoor play equipment.

Streets, Funding Source: Street Fund

The Street Fund funds the maintenance and operations that includes pothole patching, skin patching, crack sealing, road shoulder maintenance, guard rail repair, snowplowing, sanding and de-icing, and annual road overlays. Funds are used for engineering services, road maintenance,

PUBLIC WORKS DEPARTMENT

traffic maintenance, and sidewalk construction projects. Some street operations services are provided by the Transportation Benefit District's approved plan.

Surface Water Utility, Funding Source: Surface Water Utility Fund

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

Surface water utility funds are also used to implement the stormwater management program that seeks to improve water quality through public education and involvement, inspection, operations review and monitoring. This includes neighborhood environmental mini-grants and Stream Keepers' water quality monitoring.

Sewer Utility, Funding Source: Sewer Utility Fund

The Public Works Department operates and maintains a City sewer utility to ensure the health, safety, and welfare of citizens and visitors of Lake Forest Park. The Sewer Utility is responsible for the maintenance of approximately 225,000 feet of gravity sewer main, 11,000 feet of pressure main and two sewer lift stations. The City maintains relationships with adjoining cities, water districts, sewer districts, 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 2017-2018 ACCOMPLISHMENTS

Facilities and Parks

- Maintained parks and facilities in light of ongoing 2017-2018 budget reductions.
- Completed the design, permitting, and construction of Eagle Scout Park.
- Updated and standardized all Park Rule Signs.

Streets

- Maintained street signs, regulatory signs, and street markings.
- Mowed 21 miles of slope.
- Repaired streets with 40 tons of asphalt.
- Overlaid 1.54 lane miles of street surface.
- Installed six RRFB Cross Walk signs in Lake Forest Park.
- Coordinated with the Police Department to install radar signs at six different locations.



Surface Water

- Drainage Expansion Project at 183rd and 28th to eliminate erosion near residential homes of steep slope.
- Completed GIS Mapping of Residential Surface Water Facilities.
- Continued participation in the Lake Ballinger/McAleer Creek Forum.
- Maintained Water Quality permit compliance.
- Maintained 8 miles of ditch lines.
- Swept 1,025 miles of city streets.

Sewer Utility

- 3500 residents served by the sewer utility.
- 630 sewer locates.
- 2 sanitary sewer lift stations maintained.
- 33 sewer grinder pumps serviced.
- Completed digitization of sewer records.

PUBLIC WORKS DEPARTMENT

2019-2020 PLANNED ACTIVITIES

Facilities and Parks

- Construct boardwalks over the wetlands on the McKinnon Creek Trail.
- Work with volunteer groups to assist with parks maintenance.
- Design restoration project to stabilize the Animal Acres Park slope.
- Construct a picnic shelter in Animal Acres Park.
- Development of two new park properties.

Streets

- Continually inspect all transportation elements.
- Provide crack sealing and overlays to protect the integrity of the road surface system.
- Continually respond to needs evolving out of winter storm events.
- Seek grant opportunities for street overlays and enhancements.
- Pursue integrated multi-modal transportation opportunities.

Surface Water Utility

- Develop a maintenance needs based inspection program of the City's surface water infrastructure with new NPDES Phase II Permit requirements including Low Impact Development code revisions and training.
- Pursue federal, state and county funding for the replacement of undersized and deficient culverts throughout the City.
- Improve water quality through public outreach, mini-grants, collaboration with upstream jurisdictions, and implementation of green infrastructure principles in capital projects.

Sewer Utility

- Proactively maintain the sewer utility.
- Continue to work with the King County Wastewater Treatment Division to provide effective sewer conveyance across jurisdictional boundaries.
- Continue to implement a fats, oils and grease reduction program.
- Work towards integrating GIS platform into sewer utility.

PUBLIC WORKS DEPARTMENT

Department Staffing Summary, Public Works		Full Time Equivalent (FTE)	
		2017-2018	2019-2020
Department Employee Count		15.90	10.90

Department Budget Summary, Public Works		
Description	2017-2018	2019-2020
<u>Parks</u>		
Salaries	243,774	252,098
Overtime	12,069	8,000
On-Call Services	7,635	5,000
Employee Benefits	106,833	105,125
Safety Clothing / Boots	1,400	1,400
Office Supplies	800	500
Operating Supplies	17,000	17,000
Small Tools & Equipment	3,400	3,400
Professional Services	60,000	330,000
Communications	3,600	3,600
Travel Exp. (lodging, meals)	300	300
Equipment Rental	7,000	7,000
Insurance	17,784	16,037
Utilities	115,600	38,000
Repairs & Maintenance	56,000	56,000
Dues / Subscriptions	350	350
Training	600	600
Total Parks	654,145	844,410

PUBLIC WORKS DEPARTMENT

Department Budget Summary, Public Works		
Description	2017-2018	2019-2020
<u>Facilities</u>		
Salaries	64,920	52,969
Overtime	3,011	2,000
On-Call Services	1,909	1,600
Employee Benefits	28,122	24,320
Safety Clothing / Boots	700	700
Office Supplies	400	400
Operating Supplies	16,120	16,100
Small Tools & Equipment	3,000	3,000
Janitorial Contract	71,114	76,000
Professional Services	60,000	60,000
Communications	1,800	1,800
Travel Exp. (lodging, meals)	200	200
Equipment Rental	800	800
Insurance	8,864	3,954
Utilities - P.W. Facilities	6,000	6,000
Utilities - City Hall	116,870	130,000
Repairs & Maintenance	46,500	47,000
Emergency Management	2,000	2,000
Dues & Subscriptions	400	400
Training	200	200
Property Assessments	13,000	15,000
Comcast Broadcast Equip.	1,991	-
Bid Bond Deposit Refund	-	-
Machinery & Equipment	-	-
Total Facilities	447,921	444,443
<u>Street Maintenance</u>		
Road Surface Maintenance	40,500	41,000
Repairs & Maintenance	2,000	2,500
Shoulder Maintenance	24,000	26,000
Structure Maintenance	12,000	14,000
Traffic / Pedestrian Maint.	-	-
Street Lighting Maintenance	100,000	16,000
Sign Replacement	6,000	8,000
Sign Maintenance	40,000	42,000
Pavement Marking / Striping	32,000	44,000
Snow Plowing / Sanding	15,000	10,000
Roadside Maintenance	72,000	76,000
Total Street Maintenance	343,500	279,500

PUBLIC WORKS DEPARTMENT

Department Budget Summary, Public Works		
Description	2017-2018	2019-2020
<u>Street Opearations</u>		
Machinery & Equipment	-	-
On-Call Services	-	-
Salaries	382,569	381,371
Overtime	17,127	10,000
On-Call Services	10,817	7,500
Employee Benefits	163,709	169,034
Safety Clothing / Boots	2,000	1,800
Office Supplies	702	1,400
Operating Supplies	9,000	9,000
Small Tools & Equipment	3,000	3,500
Professional Services	66,000	246,000
Legal Publishing	-	-
Communications	5,000	5,200
Travel Exp. (lodging, meals)	400	400
Equipment Rental	5,000	5,000
Insurance	26,648	26,826
Utilities	2,200	2,400
Dues / Subscriptions	500	500
Training	3,000	2,000
Copier Rental	1,299	1,400
Interfund Svc. To Cap. (302)	-	-
Interfund Svc. To Fund (001)	115,848	91,602
Interfund Svc. To (501)	74,631	75,184
Transfer To PWFB (202)	10,365	-
Total Street Operations	899,814	1,040,117
<u>Engineering Operations</u>		
Professional Services	118,750	-
Interfund Svc. To GF (001)	40,624	38,239
Office / Operating Supplies	-	-
Interfund Svc. To Replacement (501)	5,015	3,076
Professional Services	142,500	50,000
Travel Exp. (lodging & meals)	4,600	1,500
Advertising	-	-
Training	-	1,500
Lobbying Activity	35,000	80,500
Salaries	234,376	248,066
Overtime	-	-
Employee Benefits	94,590	102,655
Insurance	9,790	7,505
Dues / Subscriptions	400	-
Total Engineering Operations	685,646	533,041

NON-OPERATING DEPARTMENT INFORMATION

2019-2020 MAYOR'S PROPOSED BUDGET

- Vehicle and Equipment 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 of Lake Forest Park by setting aside funds for the purchase, replacement, operation, and repair of major City assets such as vehicles, machinery, major equipment, and network and computer hardware.

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 the 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 the Northshore Utility District.

Department Budget Summary, Vehicle and Equipment Replacement		
Description	2017-2018	2019-2020
Interfund Svc. To General Fund	8,291	11,224
Info.Svc. & Equip. Replacement	212,402	332,904
Citywide Vehicle - Replacement	3,086	-
Public Works - Fuel	85,226	50,000
Public Works Equip. - Maint.	69,836	135,062
PD Vehicle Replacement	157,000	75,500
PW Equipment - Replacement	68,000	38,000
PW Vehicles - Replacement	224,169	108,969
Total	828,011	751,659

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 in excess of one year.

The 2019-2020 budget contains \$5.5 million in total fixed and capital asset expenditures. The majority of these expenditures are project expenditures for projects contained in the City's Capital Improvement Plan (CIP). It should be noted that not every expenditure included in the CIP is considered a capital or fixed asset, similarly, some fixed and capital asset expenditures are routine and/or reoccurring, and are not found in the CIP. All fixed and capital expenditures scheduled in the CIP to occur during the 2019-2020 biennium are included in the adopted budget.

Recurring fixed and capital asset expenditures included in the 2019-2020 budget include the annual asphalt overlay and the replacement of vehicles and equipment per the replacement schedule. Below is a list of non-reoccurring fixed and capital expenditures that are included in the 2019-2020 budget, items are organized by funding source.



Capital Improvement Fund

The Capital Improvement Fund budget includes funding for parks development and improvements. Two recently acquired parks properties, one on Brookside Boulevard and one on 40th Place NE, have funding of \$40,000 and \$80,000, respectively for initial development. A significant picnic shelter is scheduled for construction at an existing park property, Pfingst Animal Acres, funding of \$310,000 has been allocated to the project.

Transportation Capital Fund

The Transportation Capital Fund budget includes multiple items that advance the Strategic Plan Goal of Mobility. The budgeted items include: \$290,000 to upgrade many of the ADA ramps in the City; \$120,000 for safety improvements recommended by the Safe Streets Study; \$455,000 to begin the design process for improvements at the intersection of Ballinger Way and 40th Place NE; and \$1,264,000 to construct sidewalks near the city's two elementary schools.

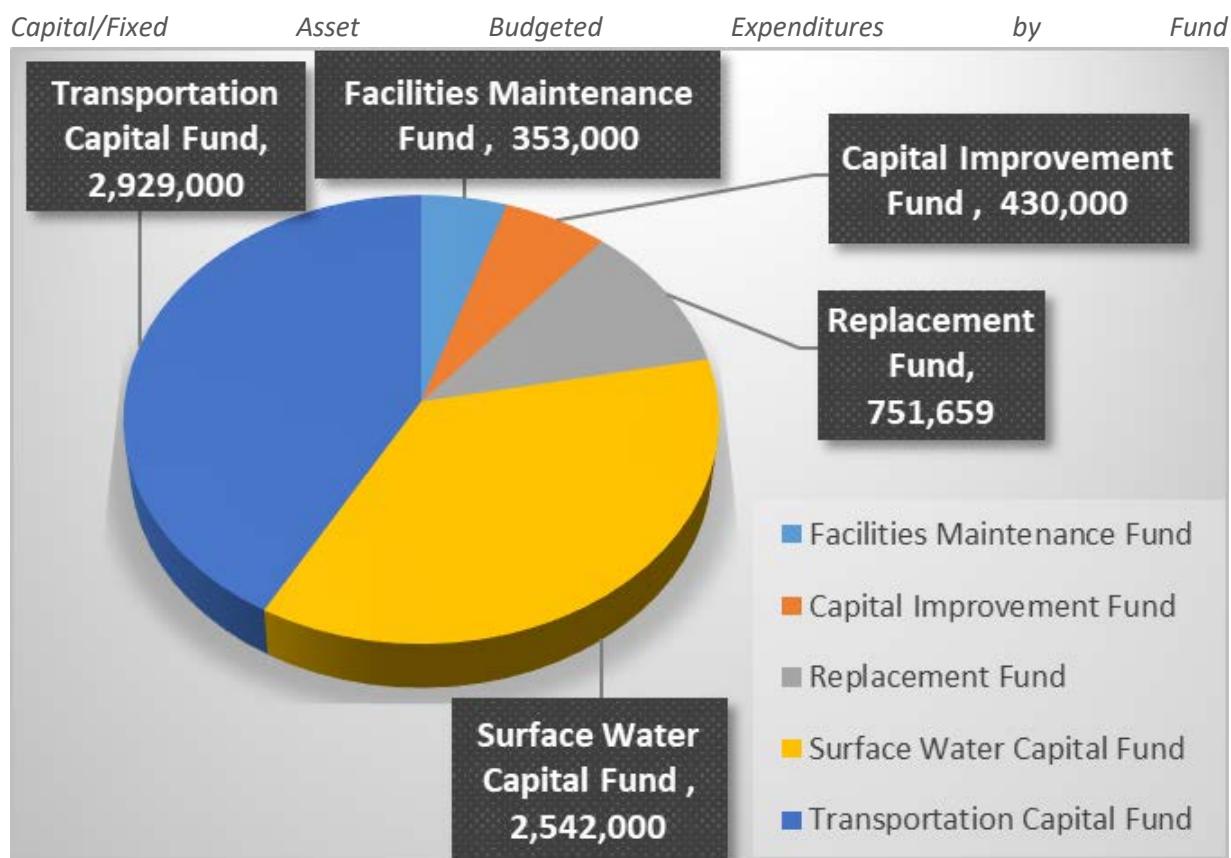
Capital Facilities Maintenance Fund

The Capital Facilities Maintenance Fund budget provides for the maintenance and upgrades to City owned facilities including \$353,000 for improvements to City Hall. This investment is consistent with the Strategic Plan Goal of Accountable and Engaged Government.

FIXED AND CAPITAL ASSETS

Surface Water Capital Fund

The Surface Water Capital Fund budget includes \$2,407,000 for culvert replacement during the biennium. The investment will replace aging and structurally deficient culverts and improve fish passage advancing the Strategic Plan Goal of Healthy Environment. An additional \$105,000 is allocated in the budget for miscellaneous surface water projects around the city. A significant portion of the surface water capital expenditures are expected to be funded from external sources.



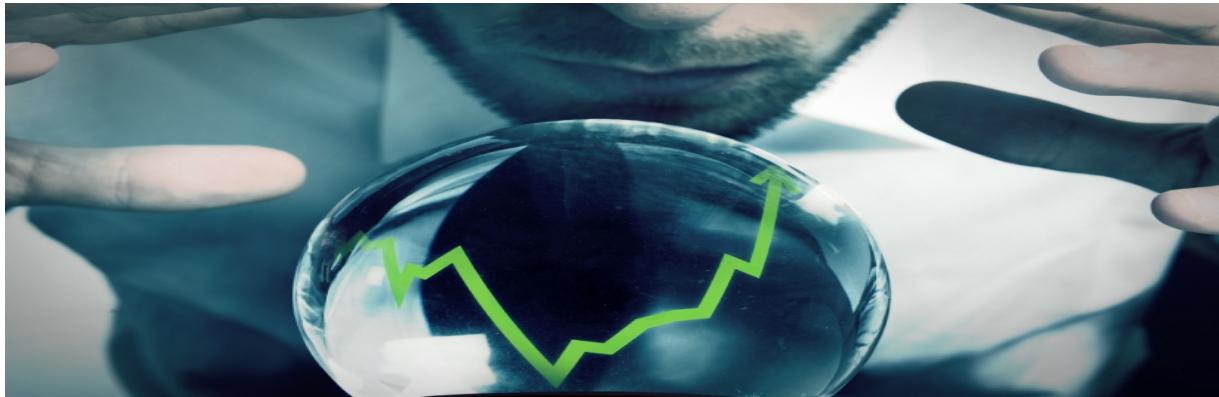
The above graph shows the value of budgeted capital expenditures by fund. More information regarding fixed and capital asset expenditures can be found in the Capital Improvement Plan that is available on the City's website (cityoflfp.com) and in the department section titled Vehicle and Equipment Services and Replacement Fund.

APPENDIX

2019-2020 MAYOR'S PROPOSED BUDGET

- Six Year Financial Forecast
- Comprehensive Financial Management Policies
- Glossary and Acronyms

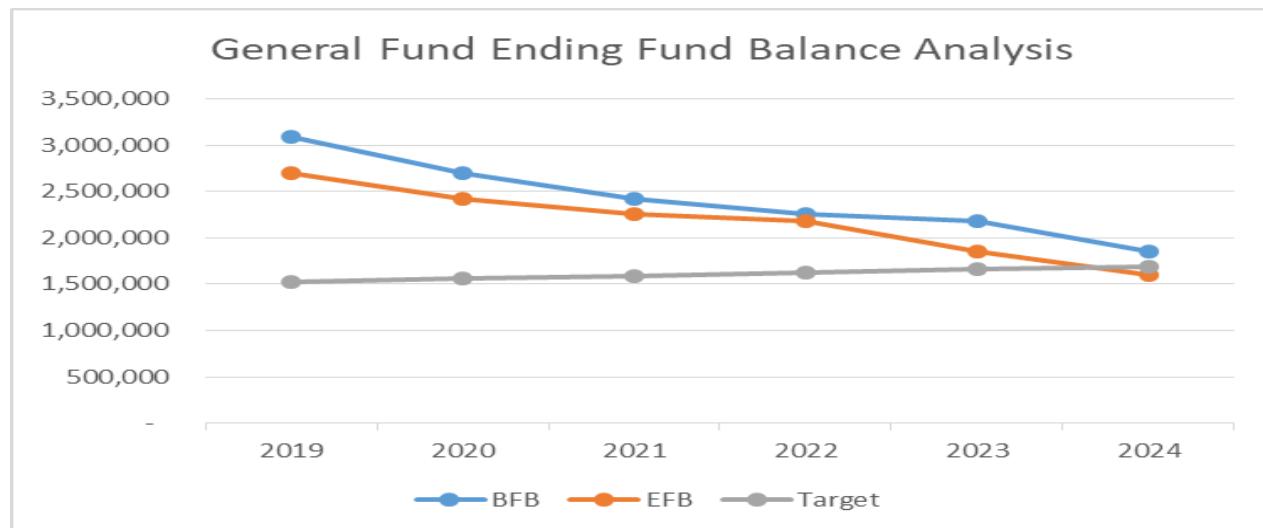
SIX YEAR FINANCIAL FORECAST



The City utilizes a six year financial forecast (the “forecast”) as one of its long range financial planning tools; the Comprehensive Financial Management Policies call for an update of the forecast during budget development and during the mid-biennial budget adjustment. The Comprehensive Financial Management Policies state that prudent revenue and expenditure assumptions will be used in the development of the forecast.

The forecast displays line item level detail for all budgeted funds for a six year period. The forecast includes the line item detail used in the 2019-2020 biennial budget development and applies an annual “projection factor” to the 2019-2020 line items to estimate subsequent years’ revenue and expenditures. In most cases the projection factor is an inflationary percentage. Several items of revenue and expenditure, however, are expected to increase at a rate that differs from inflation and utilize a different projection factor.

Beginning and ending fund balances are included for each budgeted fund to show the effects of the prior year revenues and expenditures on fund balance; beginning fund balance is the first line item under each fund title.



SIX YEAR FINANCIAL FORECAST

ASSUMPTIONS

The following are notable assumptions used in the development of the forecast.

New Baseline. Expenditures used in the forecast assume that levels of service and the costs to provide services will remain constant throughout the six year period. Inflation is accounted for in the forecast. The new baseline represents the budgeted amount for the current biennium, after one-time items have been removed.

Capital Improvement Plan (CIP). Projects from the adopted CIP are included for all six years of the forecast.

Healthcare Costs. Healthcare costs are projected to grow at a rate above inflation for the six year period; this is accounted for in the forecast by applying an annual projection factor of 4% to all benefits.

Inflation. Inflation is accounted for in the forecast; the rate used is based on economist's estimates/projections for the six year period. The projected annual inflation was calculated as the average of economists' estimates for the six year period and is applied beginning with year three of the forecast (2019). The calculated annual value for inflation is 2.64%, the annual value is compounded and applied to the biennial amounts in the forecast.

One-Time Items. One-time items occurring during the 2019-2020 biennium have been removed and are not presented in subsequent years of the forecast.

Sales Tax and Related. Revenues from sales tax are projected to grow at a faster rate than inflation based on economist's estimates. The annual rate of increase used in the forecast is 3.5%.

FORECAST SCHEDULE NOTES

Rounding

The forecast displays a level of detail that is used in budget development, but is not adopted and not present elsewhere in the budget document. Due to the level of detail presented, the effects of rounding are present, as a result some amounts may differ slightly from other schedules in the budget document.

Capital Improvement Plan (CIP)

Amounts forecasted for capital funds are based on the adopted CIP and in some cases include operations, which are not included in the CIP. The complete adopted CIP document can be found on the City's website at cityoflfp.com .

100% Projection Factor

Some line items in the schedule have a projection factor of 0.0% which indicates that the line item is either not reoccurring and/or is not expected to increase at the rate of inflation.

Six Year Financial Forecast

Description	2019-2020 Proposed Budget	One Time Items for Removal	New Baseline	2021-2022	2023-2024	Projection Factor
	General Fund					
Beginning Fund Balance	2,918,048			2,418,372	2,182,582	
Property Tax	6,528,862		6,528,862	6,726,033	6,929,159	3.02%
Sales and Use Tax	2,125,723		2,125,723	2,277,074	2,439,202	7.12%
Local Criminal Justice / State	738,908		738,908	791,518	847,874	7.12%
Business Tax	656,901		656,901	692,176	729,346	5.37%
Solid Waste Collection Tax	213,150		213,150	224,596	236,657	5.37%
Utility Tax	1,105,500		1,105,500	1,105,500	1,105,500	0.00%
Sea. City Light Contract Fee	1,021,434		1,021,434	1,126,131	1,241,560	10.25%
Leasehold Excise Tax	-		-	-	-	5.37%
Admission Tax	52,511		52,511	55,331	58,303	5.37%
Cable Television Franchise Fee	415,000		415,000	437,286	460,768	5.37%
Telecommunication Franchise	15,000		15,000	15,806	16,654	5.37%
Business Licenses	128,000		128,000	128,000	128,000	0.00%
Construction Permits	725,000		725,000	763,933	804,956	5.37%
Land Use Permits	190,000		190,000	200,203	210,954	5.37%
Plumbing Permits	65,000		65,000	68,491	72,168	5.37%
Mechanical Permits	105,000		105,000	110,639	116,580	5.37%
Concealed Weapon Permit / City	3,000		3,000	3,161	3,331	5.37%
Development Tech. Surcharge	50,000		50,000	52,685	55,514	5.37%
Credit Card Fee	2,000		2,000	2,107	2,221	5.37%
Other Licenses / Permits	68,000		68,000	71,652	75,499	5.37%
Bulletproof Vest Partnership	1,600		1,600	1,686	1,776	5.37%
EMPG Grant	11,316		11,316	11,924	12,564	5.37%
Coordinated Prevention Grant	20,000		20,000	21,074	22,206	5.37%
Traffic Safety Comm. Grant	7,000		7,000	7,376	7,772	5.37%
Multimodal Transportation City	36,128		36,128	38,068	40,112	5.37%
Criminal Justice - Population	8,640		8,640	9,104	9,593	5.37%
CJ - Special Programs	28,536		28,536	30,068	31,683	5.37%
Marijuana Excise Tax Distrib.	13,000		13,000	13,698	14,434	5.37%
DUI Distribution	4,000		4,000	4,215	4,441	5.37%
Liquor Excise Tax	134,566		134,566	141,792	149,406	5.37%
Liquor Board Profits	213,638		213,638	225,110	237,199	5.37%
Local Hazardous Waste Grant	17,209		17,209	18,133	19,107	5.37%
KC Waste Reduction Recycling	22,502		22,502	23,710	24,984	5.37%
Court Administrative Fees	3,900		3,900	4,109	4,330	5.37%
Interfund Svc. From Fund (403)	127,920		127,920	134,789	142,027	5.37%
Interfund Svc. From Fund (401)	216,637		216,637	228,271	240,529	5.37%
Interfund Svc. From Fund (101)	96,182		96,182	101,347	106,789	5.37%
Interfund Svc. From Fund (302)	38,239		38,239	40,292	42,456	5.37%
Interfund Svc. From (301)	12,567		12,567	13,242	13,953	5.37%
Interfund Svc. From (501)	11,224		11,224	11,827	12,462	5.37%
Shared Service From Fund (635)	7,200		7,200	7,587	7,994	5.37%
Passport Rev. (Passport/Photo)	400,000		400,000	416,160	432,973	4.04%
Adult Probation Services	175,000		175,000	184,398	194,300	5.37%
Television/Cable Sub. Fee	21,500		21,500	22,655	23,871	5.37%
Support Service From TBD (104)	4,529		4,529	4,772	5,029	5.37%
Animal Control Reimbursement	10,000		10,000	10,537	11,103	5.37%
Other Civil Penalties	5,000		5,000	5,269	5,551	5.37%
Traffic Infraction Penalties	186,600		186,600	196,620	207,179	5.37%
Traffic Safety Camera Fines	2,900,000		2,900,000	2,958,580	3,018,343	2.02%
Legislative Assessment	28,300		28,300	29,820	31,421	5.37%
Civil Parking Infraction Penal	9,500		9,500	10,010	10,548	5.37%
DUI Fines	27,650		27,650	29,135	30,699	5.37%
Other Crim. Traffic Misdemeanor	59,900		59,900	63,117	66,506	5.37%
Other Crim. Non-Traffic Fines	9,300		9,300	9,799	10,326	5.37%
Court Cost Recouped	39,300		39,300	41,410	43,634	5.37%
Misc. G.F. Court Revenue	360		360	379	400	5.37%
Court Fines & Forfeits	30,000		30,000	31,611	33,309	5.37%
Investment Interest	70,000		70,000	73,759	77,720	5.37%
Sales Tax Interest-State Treas	3,000		3,000	3,161	3,331	5.37%

Six Year Financial Forecast

Description	2019-2020 Proposed Budget	One Time Items for Removal	New Baseline	2021-2022	2023-2024	Projection Factor
				2021-2022	2023-2024	
City Forestry Account	20,000		20,000	21,074	22,206	5.37%
P-Card Rebate	10,000		10,000	10,537	11,103	5.37%
Notary Services	2,000		2,000	2,107	2,221	5.37%
Fingerprinting Services	200		200	211	222	5.37%
Miscellaneous Court Fees	10,000		10,000	10,537	11,103	5.37%
Emergency Services	37,000		37,000	38,987	41,080	5.37%
Local/JIS Account	400		400	421	444	5.37%
PW Contract Closeout	340,000	340,000	-	-	-	5.37%
Total General Fund Revenue	19,640,532	340,000	19,300,532	20,114,811	20,974,684	
Internal Svc. To Fund (501)	381,776		381,776	402,277	423,880	5.37%
Transfer to Strat. Opportunity Fund (NEW)	250,000	250,000	-	-	-	
Total General Fund Transfer Out	631,776	-	381,776	402,277	423,880	
Salaries	100,800		100,800	106,213	111,917	5.37%
Employee Benefits	8,495		8,495	9,188	9,938	8.16%
Supplies	1,200		1,200	1,264	1,332	5.37%
Professional Services	10,000		10,000	10,537	11,103	5.37%
Communication-Legislative Act.	8,000		8,000	8,430	8,882	5.37%
Travel Exp. (lodging, meals)	12,000		12,000	12,644	13,323	5.37%
Conference - Training	6,000		6,000	6,322	6,662	5.37%
Total City Council Expenditure	146,495	-	146,495	154,599	163,157	
Salaries	675,672		675,672	711,956	750,188	5.37%
Overtime	-		-	-	-	5.37%
Employee Benefits	281,003		281,003	303,932	328,733	8.16%
Disability Insurance	-		-	-	-	5.37%
Office/Operating Supplies	3,000		3,000	3,161	3,331	5.37%
Small Tools and Equipment	400		400	421	444	5.37%
Professional Services	215,720	125,000	90,720	95,592	100,725	5.37%
Communications	10,500		10,500	11,064	11,658	5.37%
Travel Exp. (lodging, meals)	6,200		6,200	6,533	6,884	5.37%
Dues / Subscriptions	3,750		3,750	3,951	4,164	5.37%
Training	13,750		13,750	14,488	15,266	5.37%
Volunteer & Staff Recognition	6,000		6,000	6,322	6,662	5.37%
Mayor's Reserve	10,000		10,000	10,537	11,103	5.37%
Machinery & Equipment	-		-	-	-	5.37%
Total Executive Expenditure	1,225,995	125,000	1,100,995	1,167,958	1,239,157	
Other Legal Services	300,000		300,000	316,110	333,085	5.37%
Total Legal Services Expenditure	300,000	-	300,000	316,110	333,085	
Salaries	700,423		700,423	738,036	777,669	5.37%
Overtime	1,500		1,500	1,581	1,665	5.37%
Employee Benefits	248,886		248,886	269,195	291,161	8.16%
Office/Operating Supplies	30,000		30,000	31,611	33,309	5.37%
Professional Services	21,000		21,000	22,128	23,316	5.37%
LFP Code Update	6,000		6,000	6,322	6,662	5.37%
Communications	30,000		30,000	31,611	33,309	5.37%
Newsletter	43,050	3,050	40,000	42,148	44,411	5.37%
Communications / Internet	15,000		15,000	15,806	16,654	5.37%
Travel Exp. (lodging, meals)	4,000		4,000	4,215	4,441	5.37%
Advertising	4,000		4,000	4,215	4,441	5.37%
Postage Equipment Rental	4,600		4,600	4,847	5,107	5.37%
Insurance	136,007		136,007	143,311	151,007	5.37%
Repairs & Maintenance	2,000		2,000	2,107	2,221	5.37%
Dues / Subscriptions	3,000		3,000	3,161	3,331	5.37%
Training	5,000		5,000	5,269	5,551	5.37%
Taxes & Assessments (Passport)	7,000		7,000	7,376	7,772	5.37%
Copier Rental	8,000		8,000	8,430	8,882	5.37%
Machinery & Equipment	3,000		3,000	3,161	3,331	5.37%
Total Municipal Service Expenditure	1,272,466	3,050	1,269,416	1,344,528	1,424,240	
Election/Voter Costs	70,000		70,000	73,759	77,720	5.37%
Total Election Expenditure	70,000	-	70,000	73,759	77,720	
Association of WA Cities	17,850		17,850	18,809	19,819	5.37%
Puget Sound Regional Council	12,852		12,852	13,542	14,269	5.37%
Sound Cities Association	16,320		16,320	17,196	18,120	5.37%

Six Year Financial Forecast

Description	2019-2020 Proposed Budget	One Time Items for Removal	New Baseline	2021-2022	2023-2024	Projection Factor
SeaShore Transportation Forum	408		408	430	453	5.37%
Puget Sound Clean Air Agency	23,970		23,970	25,257	26,614	5.37%
National League of Cities	3,038		3,038	3,201	3,373	5.37%
OMWBE	204		204	215	226	5.37%
NUHSA - N. Urban H.S. Alliance	2,040		2,040	2,150	2,265	5.37%
Economic Dev. Council-Seeking	5,100		5,100	5,374	5,662	5.37%
Total Membership Expenditure	81,782	-	81,782	86,173	90,801	
Salaries	979,720		979,720	1,032,331	1,087,767	5.37%
Overtime	-		-	-	-	5.37%
Employee Benefits	355,690		355,690	384,714	416,107	8.16%
Change Funds	-		-	-	-	5.37%
Office / Operating Supplies	14,000		14,000	14,752	15,544	5.37%
Professional Services	46,000		46,000	48,470	51,073	5.37%
Communications	12,000		12,000	12,644	13,323	5.37%
Travel Exp. (lodging, meals)	6,000		6,000	6,322	6,662	5.37%
Advertising	-		-	-	-	5.37%
Info. Svcs. - Repairs & Maint.	-		-	-	-	5.37%
Copier Rental	5,280		5,280	5,564	5,862	5.37%
Dues / Subscriptions	3,000		3,000	3,161	3,331	5.37%
Training	7,000		7,000	7,376	7,772	5.37%
Machinery & Equipment	1,000		1,000	1,054	1,110	5.37%
Municipal Auditor Expenses	48,000		48,000	50,578	53,294	5.37%
Total Finance and Audit Expenditure	1,477,690	-	1,477,690	1,566,965	1,661,845	
Salaries	756,580		756,580	797,208	840,018	5.37%
Overtime	-		-	-	-	5.37%
Employee Benefits	280,894		280,894	303,814	328,606	8.16%
Court Supplies	13,000		13,000	13,698	14,434	5.37%
Court Banking Fees	-		-	-	-	5.37%
Youth Court Supplies	3,888		3,888	4,097	4,317	5.37%
Small Tools & Equipment	300		300	316	333	5.37%
Prof. Svcs.-Security & Pro-tem	26,504		26,504	27,927	29,427	5.37%
Bank Charges	5,200		5,200	5,479	5,773	5.37%
Communications	14,500		14,500	15,279	16,099	5.37%
Travel Exp. (lodging, meals)	3,400		3,400	3,583	3,775	5.37%
Insurance	32,277		32,277	34,011	35,837	5.37%
Repair & Maintenance	500		500	527	555	5.37%
Dues - Subscriptions	3,100		3,100	3,266	3,442	5.37%
Training	9,140		9,140	9,631	10,148	5.37%
Witness Fee (Court)	-		-	-	-	5.37%
Jury Service	3,000		3,000	3,161	3,331	5.37%
Interpreters	10,000		10,000	10,537	11,103	5.37%
Salaries - Pro Tem	9,000		9,000	9,483	9,993	5.37%
Employee Benefits - Pro Tem	440		440	464	489	5.37%
Probation Supplies	20,000		20,000	21,074	22,206	5.37%
Copier Rental	4,566		4,566	4,811	5,070	5.37%
Machinery & Equipment	1,000		1,000	1,054	1,110	5.37%
Total Court Expenditure	1,197,288	-	1,197,288	1,269,420	1,346,064	
Prosecutor	185,169		185,169	195,112	205,590	5.37%
Public Defender	198,550		198,550	209,212	220,447	5.37%
Total Other CJ Expenditure	383,719	-	383,719	404,324	426,037	
Salaries	4,544,033		4,544,033	4,788,048	5,045,166	5.37%
Overtime	215,000		215,000	226,546	238,711	5.37%
Employee Benefits	2,213,470		2,213,470	2,394,090	2,589,447	8.16%
LEOFF 1 Expenses	67,000		67,000	70,598	74,389	5.37%
Disability Insurance	8,570		8,570	9,030	9,515	5.37%
Uniform Expenses	35,000		35,000	36,880	38,860	5.37%
Police - Dry Cleaning Contract	1,200		1,200	1,264	1,332	5.37%
Police - Badges & Vests	10,500		10,500	11,064	11,658	5.37%
Supplies - General	19,920		19,920	20,990	22,117	5.37%
Operations / Vehicle Supplies	45,000		45,000	47,417	49,963	5.37%
K-9 Narcotics	6,400		6,400	6,744	7,106	5.37%
Fuel	60,400		60,400	63,643	67,061	5.37%

Six Year Financial Forecast

Description	2019-2020 Proposed Budget	One Time Items for Removal	New Baseline	2021-2022	2023-2024	Projection Factor
Small Tools & Equipment	2,000		2,000	2,107	2,221	5.37%
Professional Services	56,500		56,500	59,534	62,731	5.37%
Communications	110,000		110,000	115,907	122,131	5.37%
Travel Exp. (lodging, meals)	16,000		16,000	16,859	17,765	5.37%
Insurance	177,063		177,063	186,571	196,590	5.37%
Vehicle Repair & Maintenance	62,000		62,000	65,329	68,838	5.37%
Office Equip.- Repair & Maint.	5,500		5,500	5,795	6,107	5.37%
Operations Repair/Maintenance	4,000		4,000	4,215	4,441	5.37%
Dues / Subscriptions	45,740		45,740	48,196	50,784	5.37%
Training	28,000		28,000	29,504	31,088	5.37%
Marine Patrol	-		-	-	-	5.37%
Call Out Services - SWAT	4,800		4,800	5,058	5,329	5.37%
Copier Rental	11,334		11,334	11,943	12,584	5.37%
Safe Harbor Expenses (DV)	1,000		1,000	1,054	1,110	5.37%
Computer Hardware/Software	20,000	16,000	4,000	4,215	4,441	5.37%
Machinery & Equipment	5,000		5,000	5,269	5,551	5.37%
Total Police Department Expenditure	7,775,430	16,000	7,759,430	8,237,867	8,747,036	
Employee Benefits	-		-	-	-	5.37%
Supplies	5,000		5,000	5,269	5,551	5.37%
Comm. Oriented Policing Prog.	10,000		10,000	10,537	11,103	5.37%
Total Crime Watch Expenditure	15,000	-	15,000	15,806	16,654	
Office / Operating Supplies	1,000		1,000	1,054	1,110	5.37%
Professional Services	91,000		91,000	95,887	101,036	5.37%
Travel Expenses	1,000		1,000	1,054	1,110	5.37%
Dues / Subscriptions	-		-	-	-	5.37%
Training	2,000		2,000	2,107	2,221	5.37%
Machinery & Equipment	4,000		4,000	4,215	4,441	5.37%
Total Emergency Management Expenditure	99,000	-	99,000	104,316	109,918	
Professional Services	1,291,620		1,291,620	1,360,980	1,434,065	5.37%
Total Traffic Camera Expenditure	1,291,620	-	1,291,620	1,360,980	1,434,065	
Equipment Maintenance	104,350		104,350	109,954	115,858	5.37%
Contracted Services	220,000		220,000	231,814	244,262	5.37%
Total Dispatch Expenditure	324,350	-	324,350	341,768	360,121	
Supplies	1,000		1,000	1,054	1,110	5.37%
Professional Services	12,283		12,283	12,943	13,638	5.37%
Travel Exp.(lodging, meals)	1,400		1,400	1,475	1,554	5.37%
Training	400		400	421	444	5.37%
Total Civil Service Expenditure	15,083	-	15,083	15,893	16,746	
Animal Control Services	12,000		12,000	12,644	13,323	5.37%
Total Environmental Service Expenditure	12,000	-	12,000	12,644	13,323	
Jail Expenses	280,000		280,000	295,036	310,879	5.37%
Elec. Monitor/Wk. Release	25,000		25,000	26,343	27,757	5.37%
Total Detention Expenditure	305,000	-	305,000	321,379	338,637	
Salaries	130,754		130,754	137,776	145,174	5.37%
Overtime	2,000		2,000	2,107	2,221	5.37%
Employee Benefits	41,650		41,650	45,048	48,724	8.16%
Office / Operating Supplies	581		581	612	645	5.37%
Community Development	57,000		57,000	60,061	63,286	5.37%
Lake Forest Park Arts Council	36,000		36,000	37,933	39,970	5.37%
Communications	6,000		6,000	6,322	6,662	5.37%
Travel Exp. (lodging, meals)	300		300	316	333	5.37%
Dues / Subscriptions	2,000		2,000	2,107	2,221	5.37%
Training	600		600	632	666	5.37%
Senior Services	36,000		36,000	37,933	39,970	5.37%
Teen Services	1,000		1,000	1,054	1,110	5.37%
Middle - After School Prog.	28,000		28,000	29,504	31,088	5.37%
Drug & Alcohol Prevention	54,000		54,000	56,900	59,955	5.37%
Recreation Programs	35,200		35,200	37,090	39,082	5.37%
Local Hazardous Waste Grant	16,000		16,000	16,859	17,765	5.37%
Coordinated Prevention Grant	6,000		6,000	6,322	6,662	5.37%
Waste Reduction/Recycle Grant	10,000		10,000	10,537	11,103	5.37%
Community Events	40,000		40,000	42,148	44,411	5.37%

Six Year Financial Forecast

Description	2019-2020 Proposed Budget	One Time Items for Removal	New Baseline	2021-2022	2023-2024	Projection Factor
	503,085	-	503,085	531,263	561,048	
Total Community Programs Expenditure						
King County Alcohol Program	6,000		6,000	6,322	6,662	5.37%
Total Public Health Expenditure	6,000	-	6,000	6,322	6,662	
Copier Rental	3,500		3,500	3,688	3,886	5.37%
Salaries	706,831	149,062	557,769	587,721	619,282	5.37%
Overtime	4,000		4,000	4,215	4,441	5.37%
Employee Benefits	269,013	55,768	213,245	230,646	249,467	8.16%
Office / Operating Supplies	9,000		9,000	9,483	9,993	5.37%
Professional Services	124,000		124,000	130,659	137,675	5.37%
Engineering Services	160,000		160,000	168,592	177,645	5.37%
Communications	5,000		5,000	5,269	5,551	5.37%
Travel Exp. (lodging, meals)	2,500		2,500	2,634	2,776	5.37%
Advertising	12,000		12,000	12,644	13,323	5.37%
Dues / Subscriptions	3,000		3,000	3,161	3,331	5.37%
Training	5,000		5,000	5,269	5,551	5.37%
Machinery & Equipment	15,000		15,000	15,806	16,654	5.37%
Salaries	269,415		269,415	283,883	299,127	5.37%
Overtime	10,000		10,000	10,537	11,103	5.37%
Employee Benefits	84,718		84,718	91,631	99,108	8.16%
Office / Operating Supplies	6,000		6,000	6,322	6,662	5.37%
Professional Services	20,000		20,000	21,074	22,206	5.37%
Fire Marshall Inspections	2,000		2,000	2,107	2,221	5.37%
Communications	1,300		1,300	1,370	1,443	5.37%
Training	1,500		1,500	1,581	1,665	5.37%
Dues / Subscriptions	800		800	843	888	5.37%
Machinery & Equipment	3,000		3,000	3,161	3,331	5.37%
Total Planning and Building Expenditure	1,717,577	204,830	1,512,747	1,602,294	1,697,329	
Salaries	252,098		252,098	265,636	279,900	5.37%
Overtime	8,000		8,000	8,430	8,882	5.37%
On-Call Services	5,000		5,000	5,269	5,551	5.37%
Employee Benefits	105,125		105,125	113,703	122,982	8.16%
Safety Clothing / Boots	1,400		1,400	1,475	1,554	5.37%
Office Supplies	500		500	527	555	5.37%
Operating Supplies	17,000		17,000	17,913	18,875	5.37%
Small Tools & Equipment	3,400		3,400	3,583	3,775	5.37%
Professional Services	330,000	330,000	-	-	-	5.37%
Communications	3,600		3,600	3,793	3,997	5.37%
Travel Exp. (lodging, meals)	300		300	316	333	5.37%
Equipment Rental	7,000		7,000	7,376	7,772	5.37%
Insurance	16,037		16,037	16,898	17,806	5.37%
Utilities	38,000		38,000	40,041	42,191	5.37%
Repairs & Maintenance	56,000		56,000	59,007	62,176	5.37%
Dues / Subscriptions	350		350	369	389	5.37%
Training	600		600	632	666	5.37%
Total Park Expenditure	844,410	330,000	514,410	544,967	577,404	
Salaries	52,969		52,969	55,813	58,810	5.37%
Overtime	2,000		2,000	2,107	2,221	5.37%
On-Call Services	1,600		1,600	1,686	1,776	5.37%
Employee Benefits	24,320		24,320	26,304	28,451	8.16%
Safety Clothing / Boots	700		700	738	777	5.37%
Office Supplies	400		400	421	444	5.37%
Operating Supplies	16,100		16,100	16,965	17,876	5.37%
Small Tools & Equipment	3,000		3,000	3,161	3,331	5.37%
Janitorial Contract	76,000		76,000	80,081	84,382	5.37%
Professional Services	60,000		60,000	63,222	66,617	5.37%
Communications	1,800		1,800	1,897	1,999	5.37%
Travel Exp. (lodging, meals)	200		200	211	222	5.37%
Equipment Rental	800		800	843	888	5.37%
Insurance	3,954		3,954	4,167	4,391	5.37%
Utilities - P.W. Facilities	6,000		6,000	6,322	6,662	5.37%
Utilities - City Hall	130,000		130,000	136,981	144,337	5.37%
Repairs & Maintenance	47,000		47,000	49,524	52,183	5.37%

Six Year Financial Forecast

Description	2019-2020 Proposed Budget	One Time Items for Removal	New Baseline	2021-2022	2023-2024	Projection Factor
Emergency Management	2,000		2,000	2,107	2,221	5.37%
Dues & Subscriptions	400		400	421	444	5.37%
Training	200		200	211	222	5.37%
Property Assessments	15,000		15,000	15,806	16,654	5.37%
Comcast Broadcast Equip.	-		-	-	-	5.37%
Bid Bond Deposit Refund	-		-	-	-	5.37%
Machinery & Equipment	-		-	-	-	5.37%
Total Facilities Expenditure	444,443	-	444,443	468,988	494,907	
Total General Fund Expenditure	20,140,209	678,880	19,211,329	20,350,601	21,559,835	
Ending Fund Balance	2,418,372			2,182,582	1,597,430	
Street Fund						
Beginning Fund Balance	709,446			590,854	650,844	
R.O.W. Permits - Construction	150,000		150,000	158,055	166,543	5.37%
ROW Rev. / Utility Franchise	480,000		480,000	505,776	532,936	5.37%
R.O.W. Permits	4,000		4,000	4,215	4,441	5.37%
State Disaster Assistance	-		-	-	-	5.37%
Gas Taxes (MVET Cities)	542,450		542,450	571,580	602,273	5.37%
Investment Interest	29,155		29,155	30,721	32,370	5.37%
Miscellaneous Revenue	-		-	-	-	5.37%
Total Street Fund Revenue	1,205,605	-	1,205,605	1,270,346	1,338,564	
Road Surface Maintenance	41,000		41,000	43,202	45,522	5.37%
Repairs & Maintenance	2,500		2,500	2,634	2,776	5.37%
Shoulder Maintenance	26,000		26,000	27,396	28,867	5.37%
Structure Maintenance	14,000		14,000	14,752	15,544	5.37%
Traffic / Pedestrian Maint.	-		-	-	-	5.37%
Street Lighting Maintenance	16,000		16,000	16,859	17,765	5.37%
Sign Replacement	8,000		8,000	8,430	8,882	5.37%
Sign Maintenance	42,000		42,000	44,255	46,632	5.37%
Pavement Marking / Striping	44,000		44,000	46,363	48,852	5.37%
Snow Plowing / Sanding	10,000		10,000	10,537	11,103	5.37%
Roadside Maintenance	76,000		76,000	80,081	84,382	5.37%
Salaries	381,371		381,371	401,850	423,429	5.37%
Overtime	10,000		10,000	10,537	11,103	5.37%
On-Call Services	7,500		7,500	7,903	8,327	5.37%
Employee Benefits	169,034		169,034	182,828	197,746	8.16%
Safety Clothing / Boots	1,800		1,800	1,897	1,999	5.37%
Office Supplies	1,400		1,400	1,475	1,554	5.37%
Operating Supplies	9,000		9,000	9,483	9,993	5.37%
Small Tools & Equipment	3,500		3,500	3,688	3,886	5.37%
Professional Services	246,000	180,000	66,000	69,544	73,279	5.37%
Communications	5,200		5,200	5,479	5,773	5.37%
Travel Exp. (lodging, meals)	400		400	421	444	5.37%
Equipment Rental	5,000		5,000	5,269	5,551	5.37%
Insurance	26,826		26,826	28,267	29,785	5.37%
Utilities	2,400		2,400	2,529	2,665	5.37%
Dues / Subscriptions	500		500	527	555	5.37%
Training	2,000		2,000	2,107	2,221	5.37%
Copier Rental	1,400		1,400	1,475	1,554	5.37%
Interfund Svc. To Fund (001)	96,181		96,181	101,346	106,789	5.37%
Interfund Svc. To (501)	75,184		75,184	79,221	83,476	5.37%
Transfer To PWFB (202)	-		-	-	-	5.37%
Total Street Fund Expense	1,324,197	180,000	1,144,197	1,210,356	1,280,453	
Ending Fund Balance	590,854			650,844	708,955	
Council Contingency Fund						
Beginning Fund Balance	705,748			730,423	756,423	
Investment Interest	24,675		24,675	26,000	27,396	5.37%
Trans. In From Gen. Fund (001)	-		-	-	-	5.37%
Total CC Fund Revenue	24,675	-	24,675	26,000	27,396	
Ending Fund Balance	730,423			756,423	783,819	
Transportation Benefit District						
Beginning Fund Balance	396,254			474,384	510,209	
TBD Vehicle Fees-State	865,918		865,918	865,918	865,918	0.00%

Six Year Financial Forecast

Description	2019-2020 Proposed Budget	One Time Items for Removal	New Baseline	2021-2022	2023-2024	Projection Factor
				2021-2022	2023-2024	
Investment Interest	16,695		16,695	17,592	18,536	5.37%
Transfer from TBD (634)	-		-	-	-	5.37%
Total TBD Revenue	882,613	-	882,613	883,510	884,455	
Support Service To G.F. (001)	4,484		4,484	4,724	4,978	5.37%
Roadway Maint. To Street-101	-		-	-	-	5.37%
Roadway Maint. To Tran Cap-302	800,000		800,000	842,960	888,227	5.37%
Professional Services	-		-	-	-	5.37%
Professional Services	-		-	-	-	5.37%
Total TBD Expenditure	804,484	-	804,484	847,684	893,205	
Ending Fund Balance	474,384			510,209	501,459	
Budget Stabilization Fund						
Beginning Fund Balance	307,281			317,921	329,132	
Interest	10,640		10,640	11,211	11,813	5.37%
Transfer From Gen. Fund (001)	-		-	-	-	5.37%
Total Budget St. Fund Revenue	10,640	-	10,640	11,211	11,813	
Ending Fund Balance	317,921			329,132	340,946	
Strategic Opportunity Fund						
Beginning Fund Balance	-			258,750	267,970	
Transfer from G.F. (001)	250,000	250,000	-	-	-	5.37%
Interest	8,750		8,750	9,220	9,715	5.37%
Total Strat. Opportunity Fund	258,750	250,000	8,750	9,220	9,715	
Ending Fund Balance	258,750			267,970	277,685	
Capital Improvement Fund						
Beginning Fund Balance	824,563			755,112	976,133	
Real Estate Excise Tax I	600,000		600,000	632,220	666,170	5.37%
K.Co. Parks Levy	65,117		65,117	68,614	72,299	5.37%
K.Co. Flood District Levy	-		-	-	-	5.37%
King Cons. Dist.-Town Ctr. Pk.	-		-	-	-	5.37%
Plug to Arrive at Projected Ending	-		-	-	-	5.37%
Investment Interest	8,000		8,000	8,430	8,882	5.37%
Interfund Loan Received	-		-	-	-	5.37%
Total Capital Improv. Revenue	673,117	-	673,117	709,264	747,351	
Interfund Loan Repayment	-		-	-	-	5.37%
Professional Services	-		-	-	-	5.37%
Professional Services	-		-	-	-	5.37%
Painting Bond Deposit Refund	-		-	-	-	5.37%
City Hall Improvements	-		-	-	-	5.37%
King County Parks Levy	-		-	-	-	5.37%
Horizon View Park	-		-	-	-	5.37%
McKinnon Creek Trail Svcs.	-		-	-	-	5.37%
Supplies & Equipment	-		-	-	-	5.37%
Professional Services	-		-	-	-	5.37%
Utilities	-		-	-	-	5.37%
Park Property Development, Sims	40,000	40,000	-	-	-	5.37%
Park Property Development, SPU	80,000	80,000	-	-	-	5.37%
SPU Property	-		-	-	-	5.37%
Animal Acres Picnic Shelter	310,000	310,000	-	-	-	5.37%
Interfund Svc. To Fund (001)	12,568		12,568	13,243	13,954	5.37%
Interfund Svc. Trans. Cap.-302	-		-	-	-	5.37%
Trans. To Long Term Bond (201)	-		-	-	-	5.37%
Trans. to Sewer Capital (402)	-		-	-	-	5.37%
2021-2024 Projects	-		-	125,000	-	5.37%
Trans. To Cap. Res. Fund (303)	300,000		300,000	350,000	300,000	0.00%
Total Capital Improv. Expenditure	742,568	430,000	312,568	488,243	313,954	
Ending Fund Balance	755,112			976,133	1,409,531	
Transportation Capital Fund						
Beginning Fund Balance	708,124			228,960	281,770	
Real Estate Excise Tax II	600,000		600,000	632,220	666,170	5.37%
Fed. Safe TealU (178th)	-		-	-	-	5.37%
PH- Capital Project	-		-	-	-	5.37%
Safe Highways Grant	-		-	-	-	5.37%
PH- Capital Project	-		-	-	-	5.37%

Six Year Financial Forecast

Description	2019-2020 Proposed Budget	One Time Items for Removal	New Baseline	2021-2022	2023-2024	Projection Factor
WSDOT Safe Routes to School	1,084,000	1,084,000	-	-	-	5.37%
State Trans. Imp. Board-Design	364,000	364,000	-	-	-	5.37%
PH- Capital Project	-	-	-	-	-	5.37%
PH- Capital Project	-	-	-	-	-	5.37%
Interfund Svc From S.Wtr (403)	56,011		56,011	59,019	62,188	5.37%
Interfund Svc From C.Imp (301)	-		-	-	-	5.37%
Interfund Svc. From Swr. (401)	56,011		56,011	59,019	62,188	5.37%
Interfund Svc. From GF (001)	-		-	-	-	5.37%
Interfund Svc. From Street-101	-		-	-	-	5.37%
Roadway Maint. From TBD (104)	800,000		800,000	800,000	800,000	0.00%
2021-2024 Grant Revenue	-		-	4,544,000	3,725,000	5.37%
Investment Interest	22,855		22,855	24,082	25,376	5.37%
Miscellaneous Revenue	-		-	-	-	5.37%
Total Transportation Capital Revenue	2,982,877	1,448,000	1,534,877	6,118,340	5,340,922	
Professional Services	-		-	-	-	5.37%
Interfund Svc. To GF (001)	38,239		38,239	40,293	42,456	5.37%
Office / Operating Supplies	-		-	-	-	5.37%
Interfund Svc. To Replacement (501)	3,076		3,076	3,241	3,415	5.37%
Professional Services	50,000		50,000	52,685	55,514	5.37%
Travel Exp. (lodging & meals)	1,500		1,500	1,581	1,665	5.37%
Advertising	-		-	-	-	5.37%
Training	1,500		1,500	1,581	1,665	5.37%
Lobbying Activity	80,500		80,500	84,823	89,378	5.37%
Salaries	248,066		248,066	261,387	275,424	5.37%
Overtime	-		-	-	-	5.37%
Employee Benefits	102,655		102,655	111,032	120,092	8.16%
Insurance	7,505		7,505	7,908	8,333	5.37%
Dues / Subscriptions	-		-	-	-	5.37%
Roadway Overlays (REET 2)	800,000		800,000	800,000	800,000	0.00%
ADA Ramps	290,000	290,000	-	-	-	5.37%
Safe Streets Study, Pro Svcs	-		-	-	-	5.37%
Salaries	-		-	-	-	5.37%
Overtime	-		-	-	-	5.37%
Employee Benefits	-		-	-	-	5.37%
37th Ave Sidewalk, LFP and Brookside	1,264,000	1,264,000	-	-	-	5.37%
SR 104 and NE 184th Roundabout	455,000	455,000	-	-	-	5.37%
2021-2024 Projects	-		-	4,701,000	3,725,000	5.37%
NE 178th Corridor Safety Imp.	-		-	-	-	5.37%
Pedestrian Infrastructure Improvements	-		-	-	-	5.37%
PH- Capital Project	-		-	-	-	5.37%
PH- Capital Project	-		-	-	-	5.37%
PH-Services	-		-	-	-	5.37%
PH-Capital Project	-		-	-	-	5.37%
Safe Highways Study	-		-	-	-	5.37%
Safe Streets	120,000	120,000	-	-	-	5.37%
Professional Services	-		-	-	-	5.37%
Total Transportation Capital Expenditure	3,462,041	2,129,000	1,333,041	6,065,530	5,122,943	
Ending Fund Balance	228,960			281,770	499,749	
Capital Facilities Maintenance Fund						
Beginning Fund Balance	387,578			346,078	21,722	
Investment Interest	12,000		12,000	12,644	13,323	5.37%
Trans.From Long Term Bnd (201)	-		-	-	-	5.37%
Trans. From Capital Fund (301)	300,000		300,000	350,000	300,000	0.00%
Total Capital Facilities Maint. Revenue	312,000	-	312,000	362,644	313,323	
Operating Supplies	-		-	-	-	5.37%
Small Tools & Equipment	-		-	-	-	5.37%
Misc. Building Improvements	-		-	-	-	5.37%
2021-2024 Projects	-		-	687,000	53,000	0.00%
City Hall Facilities Project	215,000	215,000	-	-	-	5.37%
Reception Safety and Dias Hardening	83,000	83,000	-	-	-	5.37%
City Hall Physical Security & Cameras	43,500	43,500	-	-	-	5.37%
Sally Port, Vent Hood	12,000	12,000	-	-	-	5.37%

Six Year Financial Forecast

Description	2019-2020 Proposed Budget	One Time Items for Removal	New Baseline	2021-2022	2023-2024	Projection Factor
Total Capital Facilities Maint. Expenditure	353,500	353,500	-	687,000	53,000	
Ending Fund Balance	346,078			21,722	282,046	
Sewer Utility Fund						
Beginning Fund Balance	809,679			729,053	848,893	
Licenses and Permits	44,000		44,000	46,363	48,852	5.37%
Sewer Lien Filing/Removal Fee	800		800	843	888	5.37%
Utility Charges	6,450,773		6,450,773	6,797,180	7,162,188	5.37%
Charges for Goods & Services	-		-	-	-	5.37%
Late Charges - Utility Bills	70,000		70,000	73,759	77,720	5.37%
Investment Interest	32,830		32,830	34,593	36,451	5.37%
Sewer Miscellaneous Revenue	-		-	-	-	5.37%
Sewer Certificate Fee	2,000		2,000	2,107	2,221	5.37%
Sewer Miscellaneous Revenue	-		-	-	-	5.37%
Total Sewer Utility Revenue	6,600,403	-	6,600,403	6,954,845	7,328,320	
Legal Expenses	-		-	-	-	5.37%
Salaries	500,183		500,183	527,043	555,345	5.37%
Overtime	9,000		9,000	9,483	9,993	5.37%
On-Call Services	5,000		5,000	5,269	5,551	5.37%
Employee Benefits	213,038		213,038	230,422	249,224	8.16%
Safety Clothing / Boots	600		600	632	666	5.37%
Office Supplies	1,800		1,800	1,897	1,999	5.37%
Operating Supplies/Materials	9,000		9,000	9,483	9,993	5.37%
Small Tools & Equipment	12,000		12,000	12,644	13,323	5.37%
Professional Services	110,000		110,000	115,907	122,131	5.37%
Communications	6,400		6,400	6,744	7,106	5.37%
Travel Exp. (lodging, meals)	200		200	211	222	5.37%
Advertising	1,000		1,000	1,054	1,110	5.37%
Equipment Rental	2,000		2,000	2,107	2,221	5.37%
Insurance	28,552		28,552	30,086	31,701	5.37%
Utilities	7,000		7,000	7,376	7,772	5.37%
Repairs & Maintenance	112,000		112,000	118,014	124,352	5.37%
Dues & Subscriptions	200		200	211	222	5.37%
Training	2,000		2,000	2,107	2,221	5.37%
METRO Charges	4,620,107		4,620,107	4,868,207	5,129,629	5.37%
Taxes & Assessments	48,000		48,000	50,578	53,294	5.37%
Copier Rental	1,400		1,400	1,475	1,554	5.37%
Ronald Assumption - Principal	-		-	-	-	5.37%
Public Works Trust Fund-Ronald	14,742		14,742	15,534	16,368	5.37%
Ronald Assumption - Interest	-		-	-	-	5.37%
Public Works Trust Fund-Int.	250		250	263	278	5.37%
Machinery & Equipment	-		-	-	-	5.37%
Interfund Svc. To GF (001)	216,638		216,638	228,271	240,529	5.37%
Interfund Svs. To Fund (501)	77,368		77,368	81,523	85,900	5.37%
Interfund Svc.Trans. Cap.-302	-		-	-	-	5.37%
Interfund Svc. To T. Cap.(302)	55,184		55,184	58,147	61,270	5.37%
Interfund Svc. To Fund (501)	77,368		77,368	81,523	85,900	5.37%
Interfund Svc. To T. Cap.(302)	-		-	-	-	5.37%
Transfer To Sewer Cap. (402)	400,000	200,000	200,000	210,740	222,057	5.37%
Transfer To PWTF Repay. (407)	150,000		150,000	158,055	166,543	5.37%
Transfer To PWFB Fund (202)	-		-	-	-	5.37%
Total Sewer Utility Expenditure	6,681,029	200,000	6,481,029	6,835,005	7,208,473	
Ending Fund Balance	729,053			848,893	968,741	
Sewer Capital Fund						
Beginning Fund Balance	2,349,477			2,824,477	1,738,505	
Investment Interest	75,000		75,000	79,028	83,271	5.37%
Interfund Loan Repayment	-		-	-	-	5.37%
Transfer from Cap. Fac. (301)	-		-	-	-	5.37%
Transfer From Sewer Fund (401)	400,000	200,000	200,000	200,000	200,000	0.00%
Total Sewer Capital Revenue	475,000	200,000	275,000	279,028	283,271	
Interfund Loan Issued	-		-	-	-	5.37%
Professional Services	-		-	-	-	5.37%
Salaries	-		-	-	-	5.37%

Six Year Financial Forecast

Description	2019-2020 Proposed Budget	One Time Items for Removal	New Baseline	2021-2022	2023-2024	Projection Factor
Employee Benefits	-		-	-	-	5.37%
Professional Services	-		-	-	-	5.37%
Beach Dr. Sewer Lift Station	-		-	-	-	5.37%
Sheridan Beach Reliability	-		-	-	-	5.37%
2021-2024 Projects	-		-	1,365,000	-	5.37%
Water/Sewer Comp. Plan	-		-	-	-	5.37%
Total Sewer Capital Expenditure	-	-	-	1,365,000	-	
Ending Fund Balance	2,824,477			1,738,505	2,021,776	
Surface Water Utility Fund						
Beginning Fund Balance	906,671			878,847	841,909	
Utility Service Charges	2,867,907		2,867,907	3,021,913	3,184,190	5.37%
Kenmore Interlocal Reimb.	-		-	-	-	5.37%
Investment Interest	43,820		43,820	46,173	48,653	5.37%
Miscellaneous Revenue	-		-	-	-	5.37%
Miscellaneous Revenue	-		-	-	-	5.37%
Total Surface Water Utility Revenue	2,911,727	-	2,911,727	3,068,086	3,232,843	
State Lobbying Activities	35,000		35,000	36,880	38,860	5.37%
Legal Services	-		-	-	-	5.37%
Copier Rental	-		-	-	-	5.37%
Salaries	611,008		611,008	643,819	678,392	5.37%
Overtime	10,000		10,000	10,537	11,103	5.37%
On-Call Services	6,000		6,000	6,322	6,662	5.37%
Employee Benefits	273,124		273,124	295,411	319,516	8.16%
Safety Clothing / Boots	2,000		2,000	2,107	2,221	5.37%
Office Supplies	1,500		1,500	1,581	1,665	5.37%
Operating Supplies	14,000		14,000	14,752	15,544	5.37%
Small Tools & Equipment	6,000		6,000	6,322	6,662	5.37%
Prof. Services/Engineering	150,000		150,000	158,055	166,543	5.37%
Communications	16,000		16,000	16,859	17,765	5.37%
Travel Exp. (lodging, meals)	1,000		1,000	1,054	1,110	5.37%
Equipment Rental	126,000		126,000	132,766	139,896	5.37%
Insurance	38,542		38,542	40,612	42,793	5.37%
Utilities	2,800		2,800	2,950	3,109	5.37%
System Maintenance & Operation	380,000		380,000	400,406	421,908	5.37%
Street Drainage Maintenance	110,000		110,000	115,907	122,131	5.37%
Neighborhood Surface Water	15,000		15,000	15,806	16,654	5.37%
Repairs & Maintenance	14,000		14,000	14,752	15,544	5.37%
Dues / Subscriptions	500		500	527	555	5.37%
Training	5,000		5,000	5,269	5,551	5.37%
County Administration Billing	40,000		40,000	42,148	44,411	5.37%
Taxes & Assessments	50,000		50,000	52,685	55,514	5.37%
PWTF Loan Payment	-		-	-	-	5.37%
PWTF Loan Interest	-		-	-	-	5.37%
Interfund Svc. To GF (001)	127,920		127,920	134,790	142,028	5.37%
Interfund Svc. To Fund (501)	98,972		98,972	104,287	109,887	5.37%
Interfund Svc. To T. Cap.(302)	55,184		55,184	58,147	61,270	5.37%
Interfund Svc. To Fund (450)	-		-	-	-	5.37%
Transfer To P.W. Fac. (202)	-		-	-	-	5.37%
Transfer To Sur.Water Cap.-404	750,000		750,000	790,275	832,713	5.37%
Internal Svc. To Fund (502)	-		-	-	-	5.37%
Total Surface Water Expenditure	2,939,551	-	2,939,551	3,105,025	3,280,006	
Ending Fund Balance	878,847			841,909	794,745	
Surface Water Capital Fund						
Beginning Fund Balance	980,741			384,241	443,224	
Lyon Creek FEMA Pre-Disaster	-		-	-	-	5.37%
Muni. Stormwater Grant (DOE)	-		-	-	-	5.37%
WSDOT Grant	-		-	-	-	5.37%
Department of Commerce	-		-	-	-	5.37%
King County Flood District	1,261,000	1,261,000	-	-	-	5.37%
CIP Grants	-		-	1,279,000	-	5.37%
Investment Interest	15,000		15,000	15,806	16,654	5.37%
External Funding in CIP including Debt Issue	-		-	5,143,000	-	0.00%

Six Year Financial Forecast

Description	2019-2020	One Time Items for Removal		2021-2022	2023-2024	Projection Factor
	Proposed Budget	New Baseline				
Trans From Surface Water (403)	750,000	750,000	-	600,000	500,000	0.00%
Total Surface Water Capital Revenue	2,026,000	2,011,000	15,000	7,037,806	516,654	
Lobbying Activity	80,500		80,500	84,823	89,378	5.37%
Professional Services	-		-	-	-	5.37%
Travel Exp. (lodging & meals)	-		-	-	-	5.37%
Salaries	-		-	-	-	5.37%
Employee Benefits	-		-	-	-	5.37%
Office Supplies	-		-	-	-	5.37%
Small Tools & Equipment	-		-	-	-	5.37%
Advertising	-		-	-	-	5.37%
Machinery & Equipment	-		-	-	-	5.37%
Animal Acres Restoration	30,000	30,000	-	-	-	5.37%
Culvert Replacement	-		-	-	-	5.37%
PW Yard Materials Bin Covers	-		-	-	-	5.37%
L60 Construction	1,694,000	1,694,000	-	-	-	5.37%
Misc Surface Water Projects from CIP	105,000	105,000	-	-	-	5.37%
2021-2024 Projects	-		-	6,894,000	-	5.37%
L80-L100 Construction	713,000	713,000	-	-	923,000	5.37%
Office/Operating Supplies	-		-	-	-	5.37%
Professional Services	-		-	-	-	5.37%
Communications	-		-	-	-	5.37%
Lyon Creek Prop. Purchase	-		-	-	-	5.37%
Culvert Replacement	-		-	-	-	5.37%
PH-Capital Project	-		-	-	-	5.37%
Total Surface Water Capital Expenditure	2,622,500	2,542,000	80,500	6,978,823	1,012,378	
Ending Fund Balance	384,241			443,224	(52,500)	
Sewer Bond Reserve Fund						
Beginning Fund Balance	102,874			106,374	110,062	
Investment Interest	3,500		3,500	3,688	3,886	5.37%
Total Sewer Bond Revenue	3,500	-	3,500	3,688	3,886	
1966 SRB Redemption Bond	-		-	-	-	5.37%
Total Sewer Bond Expenditure	-	-	-	-	-	
Ending Fund Balance	106,374			110,062	113,948	
Public Works Trust Fund Repayment Fund						
Beginning Fund Balance	1,161,448			1,271,359	1,387,172	
Excise Tax Revenue	35,000		35,000	36,880	38,860	5.37%
Connection Charges	400,000		400,000	421,480	444,113	5.37%
Investment Interest	26,950		26,950	28,397	29,922	5.37%
Transfer From Sewer Util.-401	150,000		150,000	158,055	166,543	5.37%
Total PWTF Fund Revenue	611,950	-	611,950	644,812	679,438	
Taxes and Assessments	7,250		7,250	7,639	8,050	5.37%
Repayment of PWTF Loan (Prin)	479,214		479,214	504,948	532,063	5.37%
Repayment of PWTF Loan (Int.)	15,575		15,575	16,411	17,293	5.37%
Total PWTF Fund Expense	502,039	-	502,039	528,998	557,406	
Ending Fund Balance	1,271,359			1,387,172	1,509,205	
Replacement Fund						
Beginning Fund Balance	600,006			502,223	399,189	
Interfund Svc. From Fund (001)	381,776		381,776	402,277	423,880	5.37%
Interfund Svc. From Fund (101)	75,184		75,184	79,221	83,476	5.37%
Interfund Svc. From Fund (403)	98,972		98,972	104,287	109,887	5.37%
Interfund Svc. From Fund (401)	77,368		77,368	81,523	85,900	5.37%
Interfund Svc. From Fund (450)	-		-	-	-	5.37%
Interfund Svc. From Fund (302)	3,076		3,076	3,241	3,415	5.37%
Investment Interest	17,500		17,500	18,440	19,430	5.37%
Equipment Sales	-		-	-	-	5.37%
Insurance Recoveries	-		-	-	-	5.37%
Total Replacement Fund Revenue	653,876	-	653,876	688,989	725,988	
Interfund Svc. To Fund (001)	11,224		11,224	11,827	12,462	5.37%
Info.Svc. & Equip. Replacement	332,904		332,904	350,781	369,618	5.37%
Citywide Vehicle - Replacement	-		-	-	-	5.37%
Public Works - Fuel	50,000		50,000	52,685	55,514	5.37%
Public Works Equip. - Maint.	135,062		135,062	142,315	149,957	5.37%

Six Year Financial Forecast

Description	2019-2020 Proposed Budget	One Time Items for Removal	New Baseline	2021-2022	2023-2024	Projection Factor
PD Vehicle Replacement	75,500		75,500	79,554	83,826	5.37%
PW Equipment - Replacement	38,000		38,000	40,041	42,191	5.37%
PW Vehicles - Replacement	108,969		108,969	114,821	120,987	5.37%
Total Replacement Fund Expenditure	751,659	-	751,659	792,023	834,555	
Ending Fund Balance	502,223			399,189	290,623	

City of Lake Forest Park

Comprehensive Financial Management Policies

August 11, 2016

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*¹ – accounts for costs related to the agreement to provide services to Kenmore or other agency.

¹ 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. The Long Term General Obligation Bond Fund (*City Hall Bond Fund*) – accounts for transfers of REET from the Capital Improvement Fund to pay Debt Service on City Hall Bonds (RCW 82.46.035).
8. The *Public Works Facility Bond Fund* – accounts for transfers from the General Fund, Street Fund, Surface Water Fund, Sewer Utility Fund and Public Works Contract Fund to pay Debt Service on City Bonds for the Public Works Facility (Ord. 880, Section 14 (2002)).

RESERVE FUNDS

9. 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)).
10. 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

11. 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).
12. 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.
13. The *Transportation Capital Fund* accounts for REET and other sources for transportation capital projects (RCW 82.46.035).

14. 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)).
15. The *Sewer Capital Fund* accounts for transfers from Sewer rates for capital improvements to the City's Sewer Capital Fund (Ord. 927 (2005)).
16. 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

1. 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 Fund budgets will be incorporated into the financial forecasts and the biennial Budget Process.

Maintenance and operating costs associated with new Capital Improvement Plan projects shall be estimated and included for each project within the Capital Improvement Plan. 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 Council Budget 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 (budget adjustment).
13. The City shall exhaust restricted funds to finance uses authorized by State or local law before general funds 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

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.²

1. 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. City's Long-Term General Obligation Bond Fund reserve should be maintained to provide for City Hall Bond debt service payments.
4. 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.

² 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.

F. Financial Reporting

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.

G. 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 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.

H. 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 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.

I. 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.

J. Investments

1. The City will utilize the Washington State Local Government Investment Pool (LGIP) as its primary investment vehicle.
2. The City may utilize investments provided by the City's Bank as a supplement to the LGIP for short-term investments. All such Bank investments shall fully comply with State law as allowable investments for City monies.

K. 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 \$300 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.

Glossary

ANNUAL BUDGET A budget applicable to a single fiscal year.

APPROPRIATION A legal authorization granted by a legislative body to make expenditures and to 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 (2016)).

BIENNIA 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.

CAPITAL PROJECT FUNDS Funds used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds)

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. The index is used as 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 Councilmanic refer 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. Included are 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.

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. The most common enterprise funds are 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 who 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 operating 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. General Fund operating departments include: Police, Municipal Services, Parks, Facilities, Planning and Building and the 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 TRANSFER The movement of money between funds of the same governmental entity.

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

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 date certain.

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 the 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 that is achievable within 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. The term excludes capital and project expenses.

OPERATING REVENUE Funds that the government receives as income to pay operating expenses. The term 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 asset dispositions. Such amounts are classified separately from revenues.

OTHER FINANCING USES Governmental fund operating transfers-out. Such amounts are classified separately from revenues.

POLICY A principle 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 organizational 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. This term does not include user fees.

UNRESERVED FUND BALANCE The portion of 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

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

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