

CITY OF LAKE FOREST PARK

17425 Ballinger Way NE | Lake Forest Park | WA

Telephone (206) 368-5440 | cityoflfp.com



Adopted 2021-2022 Biennial Budget

General Government, Utilities, Capital, and Enterprise Funds



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Lake Forest Park
Washington**

For the Biennium Beginning

January 1, 2019

Christopher P. Morill

Executive Director

CONTENTS



Introduction

Mayor's Budget Message	5
------------------------	---

Overview

Budget Overview	10
Community Profile	12
Organization Chart	14
Financial Organization Chart	15
Financial Policies, Summary	16
Budget Process	19
Adopted 2021-2022 Biennial Budget Calendar	22

Financial and Employment Information

Consolidated Financial Schedules, Introduction	24
Consolidated Financial Schedule	25
Four-Year Consolidated Financial Schedule	26
Revenue Forecast	27
Schedule of Fund Balances	42
Debt	44
Budgeted Positions and Salary Schedule	46

CONTENTS

Operating Department Information	
City Council	51
Executive	53
Legal	56
Municipal Services	57
Finance and Information Technology	61
Community Services	63
Municipal Court	67
Police	70
Other Criminal Justice	75
Planning	76
Building	79
Public Works	81
Non-Operating Departments	
Vehicle and Equipment Replacement	92
Fixed and Capital Assets	93
Appendix	
Six Year Financial Forecast	97
Comprehensive Financial Management Policies Updated 2/2020	109
City of Lake Forest Park Strategic Plan	122
Glossary and Acronyms	153

Mayor
Jeff R. Johnson

17425 Ballinger Way NE
Lake Forest Park, WA 98155-5556
Telephone: 206-368-5440
Fax: 206-364-6521
E-mail: cityhall@ci.lake-forest-park.wa.us
www.cityoflfp.com



Councilmembers
Lorri Bodi
Tom French
Phillippa M. Kassover
Mark Phillips
E. John Resha III
Semra Riddle
John A. E. Wright

TO: Lake Forest Park City Council

FROM: Jeff Johnson, Mayor

RE: ***STANDING STRONG...***
MAYOR'S BUDGET MESSAGE 2021-2022 Adopted Budget

When I made the decision to run for a second term as Mayor, I knew that it would be filled with unique challenges following the passage of I-976 and the serious implications this would have on our streets maintenance budget; the planned Sound Transit Bus Rapid Transit project and associated parking garage; and the exciting challenges of upcoming capital improvement projects, including the L60 culvert replacement, SR104 roundabout, and the newly acquired Lake Front property. Yet, no one could have anticipated the challenges that we now face, with an ongoing pandemic, economic instability, and a nation acutely aware of the systemic racism permeating society.

Several aspects of the future before us are uncertain, but I am proud to say that we are in a good position to weather the challenges ahead. As we prepare for this next biennium, we anticipate revenue reductions of up to 12% and have reduced expenditures accordingly.

The staff and I look forward to working with the City Council as we embark on one of the most challenging budgeting processes in our lifetime, and throughout this upcoming biennium as we navigate uncharted waters. This budget will be one of the most fluid during the upcoming biennium, and we will need to be flexible to ensure that we continue to provide great service to the community. Lake Forest Park has much to offer, and many great opportunities in the future, and while many things are uncertain, we can position this City for great accomplishments on the other side.

Introduction:

The budget before the City Council is balanced, with the General Fund utilizing ending fund balance as a result of revenues being forecasted cautiously. There are a few expenditures, that will be necessary during the upcoming biennium that would cause expenditures to exceed revenues, but we will need to evaluate future revenues before those are approved. There is only one enhancement included in the proposed budget for additional Tasers, as the Police Department is currently limited to seven (7) serviceable Tasers.

The City has maintained healthy cash balances during this biennium and our goal in bringing forward this proposed budget was to do so with minimal reliance on those

funds. Every budgeted fund with a minimum fund balance target is projected to start and end the biennium with a fund balance meeting the targets set by policy.

In putting together the budget, I have tried, with varying degrees of success, to emphasize the things needed to take care of Lake Forest Park during these uncertain times. The budget is very lean in all aspects, while providing the funding necessary to keep core functions intact and provide, to the best of our ability, the services our resident deserve and expect. I am proud to say that this budget also includes sustained funding for our service providers. Now, more than ever, their services are vital to the success and health of our community.

In the following sections of this message, I will describe the programs of the City and highlight efforts to move the City forward. With limited exceptions, this budget is put together by preserving existing levels of service. Hang in there. 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

It has been noted before that the General Fund is the workhorse of the City Budget, funding the majority of 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 fairly close to normal, even in these unusual times. Passport fees were on a decided upward trend ahead of the Pandemic, but the future of those revenues is uncertain at this time. Traffic camera fees were meeting projections through March 2020, but due to stay home orders and increased work from home, are significantly below projections with no true understanding of how, or when, they may recover. The purpose is still to influence driver behavior and reduce collisions, and that still happens at a net gain to the budget.

Executive: This department has the Mayor, City Administrator and Human Resources Director. The 2021-22 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.

Council: This budget year-in and year-out is almost identical. This budget does reduce professional services allocations due to limited fund availability.

Finance & Information Technology: The main change under the finance department for the upcoming biennium is that the City was notified last year that the City would need to start budgeting for an *annual* accountability audit in addition to an annual financial audit. That is an increase of an additional \$26,000. The Information Technology (IT) services are overseen by Finance. The IT Manager's salary and

benefits are paid from the General Fund, but the IT budget of annual contract payments and hardware & software repairs and replacements are all paid from the Replacement Fund.

Municipal Services: The communications program continues to receive increased attention, thanks in part to the introduction of the e-newsletter. As we near the Real ID deadline, many were opting for passports for their travels (resulting in many renewals), making our passport revenue a plus for the budget. However, due to the ongoing Pandemic, this service has not been provided since late March and will not be again until Phase 3 at the earliest, but even then, at a much slower pace. This department also continues to respond to increasing amounts of public records requests and provide support to the Mayor, Council and City Administrator.

Legal: Legal services will exceed the 2020 budget, with litigation and public records costs and one-time negotiations as leading factors. No increase for the biennium is included, as these negotiated contracts are long term.

Municipal Court: Several line items have been increased slightly 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 in the past biennium included; in-car digital cameras, evidence processing equipment, and cloud storage capacity. As we have moved through this biennium, we found the need from a technology standpoint and safety standpoint to pivot away from the in-car cameras to body worn cameras. This is currently a work in progress. In the upcoming biennium, I have included an enhancement for new department tasers, the only enhancement in this budget, as the department is currently conducting business with only 7 serviceable tasers.

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. We continue to have very successful “Picnic in the Park” and other community events. This budget also maintains funding levels for our community partners.

Planning & Building: The department continues to experience a high level of complex land use permit activity. Planning staff is integral to implementation of the Town Center Vision and will still be expected to provide quality counter service every day of the week and back up 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, including sign regulations, wireless communications and an update to the Tree Canopy study.

Parks & Facilities: A very important part of our City is the health and maintenance of our parks and facilities. Our parks and streetscapes were in need of additional funding so that they could continue to be a source of pride in the community. Included in the last biennium were enhancement dollars for parks and streetscapes. Unfortunately, due to the current economic conditions, this program will not be able to be continued during

this next biennium. The one bright spot moving forward is, the Administration continues working to secure funds for the purchase of the Lake Front Property, expected to close no later than December 2021.

OTHER 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. During this biennium roughly \$700,000 will be invested in the design of replacement projects for the L80-L100 culverts. We will also continue the study of the grade separated crossing between City Hall and the Burke Gilman trail. The main focus for Public Works, at least for the first half of this biennium, will be to maintain our assets with very limited funds available.

Capital Improvement Program: The CIP often drives the efforts for infrastructure improvement, and for parks and facilities. Funding sources such as REET 1 & 2, 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” 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.

Replacement Fund: This fund was created to make vehicle, equipment replacement, and computer replacement much more routine to align with best practices. The replacement fund is budgeted at 50% for the 21-22 biennium due to the financial pandemic challenges, except for annual contracts. The one item to note is that the City has recently reevaluated the life expectancy for light fleet vehicles and has increased the years the vehicles are in use from 7 to 10 years due to a review on maintenance costs.

OVERVIEW

2021-2022

ADOPTED BUDGET

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

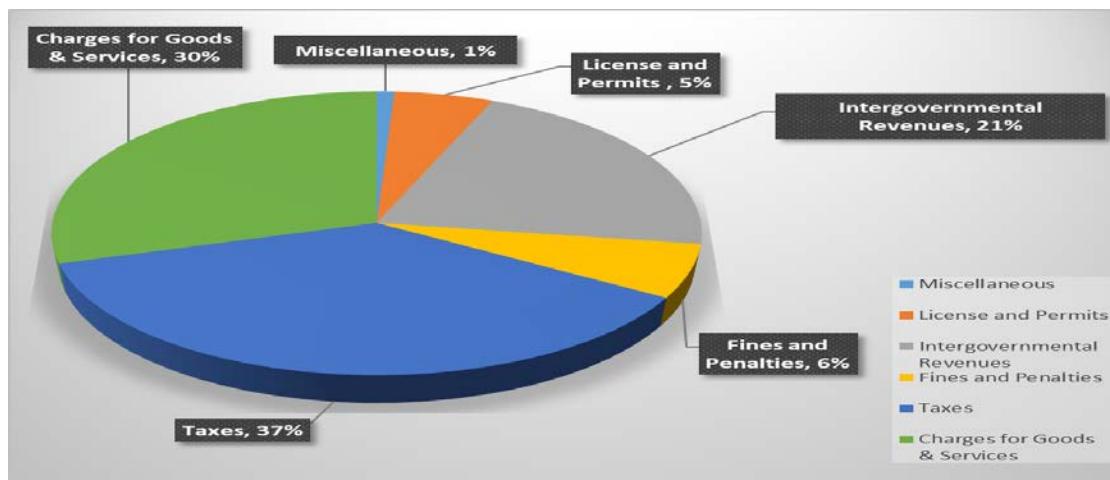
BUDGET OVERVIEW

The Adopted 2021-2022 Biennial Budget (the Budget) is comprised of 17 funds with total budgeted revenues of \$43,227,262 and budgeted expenditures of \$44,617,223.¹ The City is projected to begin the 2021-2022 biennium with a beginning fund balance of \$16,439,595 for all funds. The projected ending fund balance at the end of the 2021-2022 biennium is \$15,049,634 for all funds. The 2021-2022 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, is projected to be the largest total revenue in the 2021-2022 budget with over \$15 million in revenue for the biennium. The second largest budgeted revenue type is charges for goods and services, the budgeted value of over \$11.3 million. Charges for goods and services include utility revenues and other user fees. Intergovernmental revenues are projected to be the third largest revenue source during the biennium budgeted at \$9.5 million of projected revenue; intergovernmental revenues are primarily state shared revenues and grants. Fines and penalties are budgeted to be the fourth largest revenue source at just over \$2.5 million, this revenue is primarily attributable to traffic

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.

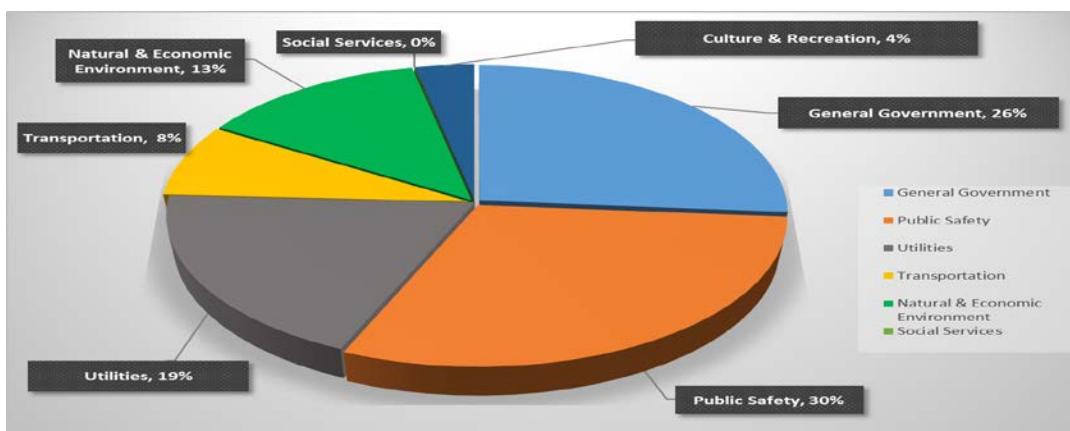
BUDGET OVERVIEW

safety camera fines. Licenses and permits and miscellaneous revenues round out the revenue picture for the biennium with \$2.17 million and \$387,000 projected, respectively. Revenue projections for the biennium are conservative for the 2021-2022 budget due to the revenue impacts from the worldwide pandemic, commonly known as Covid-19.

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 2021-2022 biennium is public safety, with budget expenditures of almost \$9.7 million. The second largest expenditure category is general government, with budgeted expenditures of nearly \$8.4 million for the biennium. Next largest is utilities, with over \$6.1 million, followed by natural and economic environment with over \$4.1 million. Transportation is budgeted at nearly \$2.5 million. Culture and recreation is budgeted over \$1 million and social services is budgeted at \$8,400. Miscellaneous expenditures are not budgeted in the 2021-2022 biennium.

Citywide Expenditures by Category, All Funds



Nearly all operating expenditures are budgeted with modest increases, except healthcare benefits that continue to rise at a rate above inflation. Salaries for all employees, represented and non-represented, were originally proposed to be budgeted without a cost of living adjustment for both 2021 & 2022. However, the Teamsters Local #117 currently has a closed contract through December 31, 2021 that does include a cola for 2021 and declined the Administration's request to negotiate. The City Council adopted a proviso as part of the budget ordinance, that could be implemented if revenues perform stronger than projected. Cost of living adjustments for employees will be a top priority at the mid-biennial budget adjustment for 2022.

COMMUNITY PROFILE



tranquil suburban feel despite its proximity to Seattle.

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

COMMUNITY HISTORY

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

THE GOVERNMENT

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

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

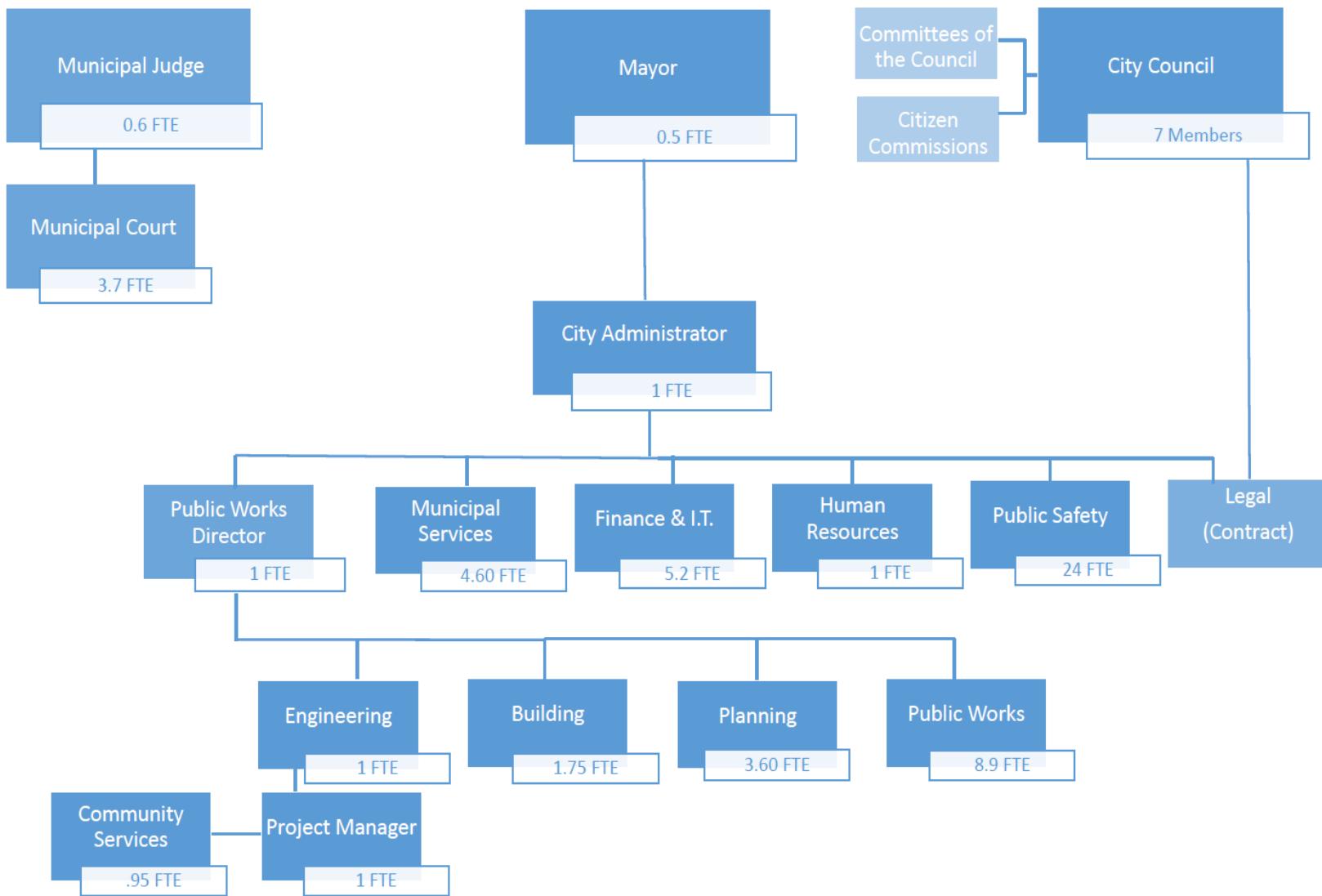
The 2010 Census found the population of Lake Forest Park to be 12,602, the adjusted 2019 population estimate is 13,504, which indicates a little over seven percent growth in nine years. In 2010 4.8% of the Lake Forest Park population was under the age of 5 and 15.1% was over the age of 65, slightly over 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 5,183 housing units in the City, nearly 79% of which were owner occupied. The adjusted 2019 median household income in Lake Forest Park was \$111,234.

Comparative Statistics, Neighboring Cities

	<u>Brier</u>	<u>Kenmore</u>	<u>Lake Forest Park</u>	<u>Mountlake Terrace</u>	<u>Seattle</u>	<u>Shoreline</u>
Population, 2019 est.	6,970	23,097	13,504	21,338	753,675	57,027
Density (Population per Sq. Mile)	2,859	3,327	3,569	4,909	7,251	4,541
Housing Units, 2010	2,220	8,569	5,183	8,602	290,822	21,360
Owner Occupied Housing Unit Rate	92.7%	72.5%	79.3%	55.2%	46.1%	63.9%
Median Value of Owner Occupied Housing Units	454,700	526,200	559,000	352,700	605,200	452,100
Median Household Income, 2016 est.	122,623	105,007	111,234	72,765	85,562	80,489
Percent in Poverty	6.0%	6.8%	3.7%	6.9%	11.8%	8.5%
Percent of 25 and Older with Bachelor's Degree or Higher	42.5%	57.3%	57.9%	34.8%	62.8%	48.0%
Total Retail Sales per Capita (2012)	266	5,645	2,519	5,228	63,098	15,376

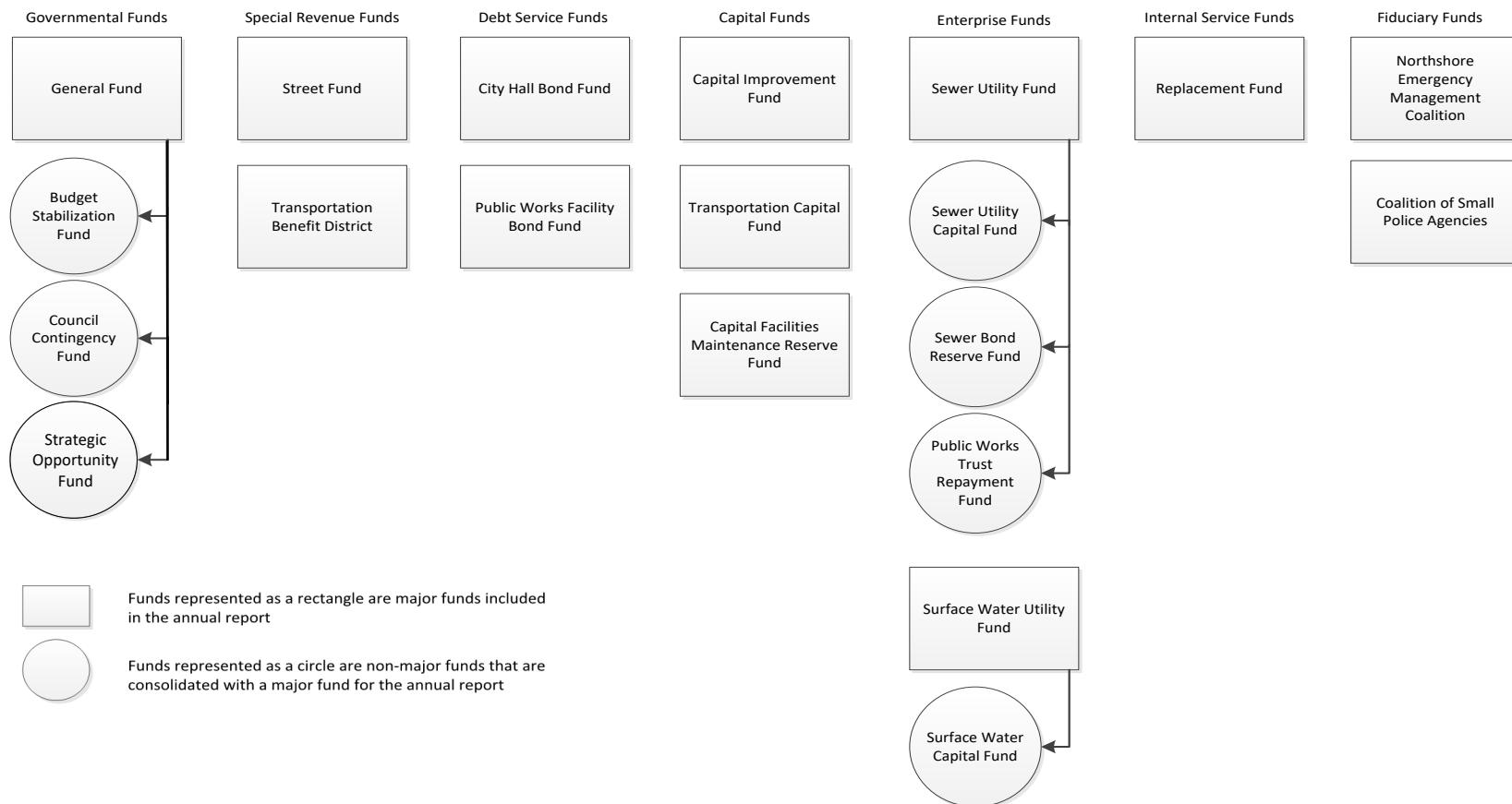
¹ Source of information is the United States Census Bureau www.census.gov

CITY OF LAKE FOREST PARK ORGANIZATION CHART



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” that is presented to the City Council for consideration of changes and adoption. The City Council may make any changes to the Mayor’s Proposed Budget that the Council desires and ultimately the City Council is responsible for adopting the final biennial budget.

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

Fund Balances and Reserves

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

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

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

Revenues

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

Expenditures and Contracts

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

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

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) and the City's Bank as its primary investment vehicles. Both accounts are considered short-term investments meaning the funds can easily be deposited or withdrawn. These two accounts do accrue interest at a minimal level.

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

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

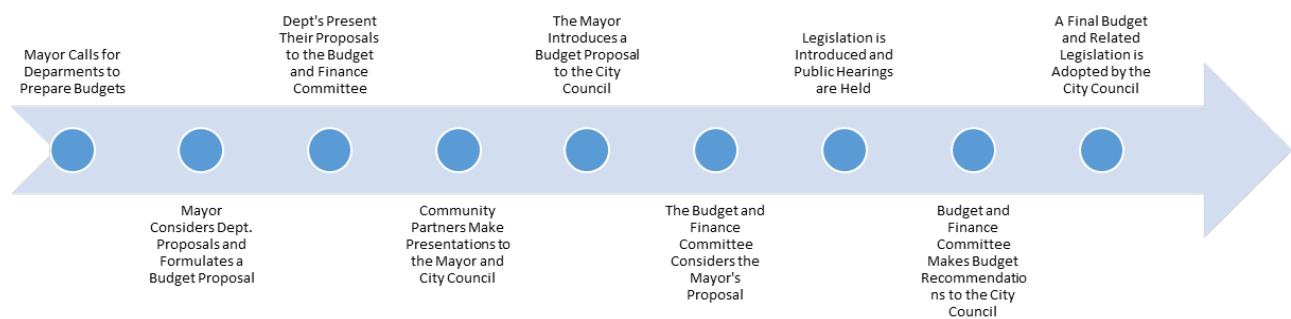
Assets

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

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

THE BUDGET PROCESS

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



PHASE ONE: DEVELOPMENT OF THE MAYOR'S PROPOSED BUDGET

Step One: The Budget Calendar

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

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

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

Step Three: Department Presentations to the Budget Team

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

THE BUDGET PROCESS

Step Four: Creation of the Mayor's Proposed Budget

Next, the Mayor communicates to the Finance Department what to include in the Mayor's Proposed Budget. The Finance Department prepares the Mayor's Proposed Budget and begins the exercise of balancing the budget. Step four occurs in the August timeframe. The Mayor's Proposed Budget is presented to City Council Members on September 10th with a presentation by the City Administrator and Finance Director.

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

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

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

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

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

The second phase of the budget process kicks off with the City Council, sitting as the Budget and Finance Committee, studying the Mayor's proposed budget, asking questions, and gathering information. The Budget and Finance Committee also solicits feedback and information from the community in the form of public hearings. The Budget & Finance Committee scheduled a meeting for public comment prior to the start of Council deliberations on September 22nd.

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

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

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

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

Step Nine: Budget Adoption

The final step of the budget process is for the City Council to call for a vote to adopt the budget. The budget is adopted by majority vote of the City Council. Final public hearings and votes on the property tax levy rate, utility rates, and the fee schedule generally occur around the same time as the budget, but are technically subject to different timelines. The adopted budget calendar for the 2021-2022 Biennial Budget shows anticipated budget adoption on November 12th.

THE BUDGET PROCESS



AMENDING A BUDGET

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

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

**City of Lake Forest Park
Budget Calendar, 2021-2022 Biennium**

<u>Date</u>		<u>Description</u>	<u>Time</u>	<u>Meeting Type</u>
26-May-20	Tuesday	Call for Department Budget Requests Issued by Administration	-	NA
26-Jun-20	Friday	Department Budget Requests Due to Mayor	-	NA
29-Jun-20	Monday	Administration Considers Department Proposals and Formulates Budget Proposal	-	NA
7-Jul-20	Tuesday	Department Presentations to Mayor, City Administrator, & Finance Director	-	NA
14-Jul-20	Tuesday	Department Presentations to Mayor, City Administrator, & Finance Director	-	NA
30-Jul-20	Thursday	Expenditure & Revenue Projections Update	5:30 PM	Special Budget Meeting, Open to the Public
6-Aug-20	Thursday	Department Presentations (Operations)	5:30 PM	Special Budget Meeting, Open to the Public
13-Aug-20	Thursday	Community Partners (Human Services) Presentations	5:30 PM	Special Budget Meeting, Open to the Public
20-Aug-20	Thursday	Department Presentations (Operations) Continued, if needed	6:00 PM	Budget and Finance Committee, Open to the Public
10-Sep-20	Thursday	Mayor's Proposed Budget Presented to City Council	7:00 PM	City Council Meeting, Open to the Public
17-Sep-20	Thursday	Detailed Presentation of Mayor's Proposal including Revenue Projections	6:00 PM	Budget and Finance Committee, Open to the Public
22-Sep-20	Tuesday	Public Comment After the Mayor's Proposed 2021/2022 Biennial Budget is presented	6:00 PM	Special Budget Meeting, Open to the Public
24-Sep-20	Thursday	Committee Budget Deliberations and Recommendations	6:00 PM	Special Budget Meeting, Open to the Public
15-Oct-20	Thursday	Committee Budget Deliberations and Recommendations	6:00 PM	Budget and Finance Committee, Open to the Public
22-Oct-20	Thursday	Public Hearings - Property Tax Levy, Rates, and Budget Related Items	7:00 PM	City Council Meeting, Open to the Public
29-Oct-20	Thursday	Committee Budget Deliberations and Recommendations	6:00 PM	Special Budget Meeting, Open to the Public
5-Nov-20	Thursday	Final Public Hearings - Property Tax Levy, Rates, and Budget Related Items	6:00 PM	City Council Special Budget Meeting, Open to the Public
12-Nov-20	Thursday	Adoption of Budget, Property Tax Levy, Rates, and Related Items	7:00 PM	City Council Meeting, Open to the Public
19-Nov-20	Thursday	Adoption of Budget, Property Tax Levy, Rates, and Related Items, if needed	6:00 PM	City Council Special Budget Meeting, Open to the Public

FINANCIAL AND EMPLOYMENT INFORMATION

2021-2022 ADOPTED BUDGET

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

The Four Year Consolidated and Fund Financial Schedule is presented in a comparative format and includes the actual results from 2019 and the projected results from 2020. The actuals may vary from the projections, as noted at the bottom of the Consolidated Financial Schedule.

CONSOLIDATED FINANCIAL SCHEDULES

City of Lake Forest Park Consolidated Financial Schedule, Mayor's Proposed Budget For the Biennium Ending December 31, 2022						
	Fund Type					
	<u>General</u>	<u>Special Revenue</u>	<u>Capital</u>	<u>Enterprise / Utility</u>	<u>Internal Service</u>	<u>Total</u>
Beginning Cash and Investments ¹						
Fund Balance, Reserved	1,056,747	1,071,122	2,977,172	6,720,068	923,199	12,748,307
Fund Balance, Unreserved	3,691,288	-	-	-	-	3,691,288
Total Beginning Cash and Investments	4,748,034	1,071,122	2,977,172	6,720,068	923,199	16,439,595
Operating Revenues						
Taxes	12,927,648	805,000	1,400,000	50,000	-	15,182,648
License and Permits	1,498,926	638,000	-	34,000	-	2,170,926
Intergovernmental Revenues	561,563	541,056	3,620,241	3,990,000	-	8,712,860
Charges for Goods and Services	996,710	-	912,022	9,705,977	558,920	12,173,629
Fines and Penalties	2,539,916	-	-	-	-	2,539,916
Miscellaneous Revenue	202,283	21,000	37,000	115,000	12,000	387,283
Total Operating Revenues	18,727,046	2,005,056	5,969,263	13,894,977	570,920	41,167,262
Nonoperating Revenues						
Debt Proceeds	-	-	-	-	-	-
Transfers-In	500,000	310,000	350,000	900,000	-	2,060,000
Custodial Activities	-	-	-	-	-	-
Other Resources	-	-	-	-	-	-
Total Nonoperating Revenues	500,000	310,000	350,000	900,000	-	2,060,000
Total Revenues	19,227,046	2,315,056	6,319,263	14,794,977	570,920	43,227,262
Operating Expenditures						
General Government	6,692,429	176,733	586,894	657,002	276,334	8,389,392
Public Safety	9,692,246	-	-	-	-	9,692,246
Utilities	-	-	-	6,134,982	-	6,134,982
Transportation	-	2,247,470	56,500	-	195,000	2,498,970
Natural and Economic Environment	2,188,745	-	-	1,973,296	-	4,162,041
Social Services	8,400	-	-	-	-	8,400
Culture and Recreation	1,066,785	-	-	-	-	1,066,785
Total Operating Expenditures	19,648,605	2,424,203	643,394	8,765,280	471,334	31,952,816
Nonoperating Expenditures						
Debt Service	-	-	-	613,024	-	613,024
Capital Expenditures	8,500	-	4,774,650	4,817,000	331,233	9,931,383
Transfers Out	310,000	-	910,000	900,000	-	2,120,000
Custodial Activities	-	-	-	-	-	-
Other Uses	-	-	-	-	-	-
Total Nonoperating Expenditures	318,500	-	5,684,650	6,330,024	331,233	12,664,407
Total Expenditures	19,967,105	2,424,203	6,328,044	15,095,305	802,567	44,617,223
Increase (Decrease) in Cash and Investments	(740,059)	(109,147)	(8,781)	(300,328)	(231,647)	(1,389,962)
Ending Cash and Investments						
Fund Balance, Reserved	1,056,747	961,975	2,968,391	6,419,740	691,552	12,098,405
Fund Balance, Unreserved	2,951,229	-	-	-	-	2,951,229
Total Ending Cash and Investments	4,007,975	961,975	2,968,391	6,419,740	691,552	15,049,633

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, 2022														
Fund Type														
	General		Special Revenue		Debt Service		Capital		Enterprise/Utility		Internal Service			
	2019-2020	2021-2022	2019-2020	2021-2022	2019-2020	2021-2022	2019-2020	2021-2022	2019-2020	2021-2022	2019-2020	2021-2022	Total	
Beginning Cash and Investments ¹														Beginning Cash and Investments ¹
Fund Balance, Reserved	1,019,974	1,058,247	1,243,311	1,071,122	-	-	2,578,786	2,977,172	7,115,636	6,720,068	852,355	923,199	12,810,063	Fund Balance, Reserved
Fund Balance, Unreserved	4,078,519	3,689,788	-	-	-	-	-	-	336,194	-	-	-	4,414,713	Fund Balance, Unreserved
Total Beginning Cash and Investments	5,098,493	4,748,034	1,243,311	1,071,122	-	-	2,578,786	2,977,172	7,451,830	6,720,068	852,355	923,199	17,224,776	Total Beginning Cash and Investments
Operating Revenues														Operating Revenues
Taxes	12,545,246	12,927,648	426,060	805,000	-	-	1,701,011	1,400,000	49,663	50,000	-	-	29,904,627	Taxes
License and Permits	1,409,286	1,498,926	591,189	638,000	-	-	-	-	25,936	34,000	-	-	4,197,338	License and Permits
Intergovernmental Revenues	948,594	561,563	507,972	541,056	-	-	1,157,114	4,420,241	1,584,022	3,990,000	-	-	13,710,563	Intergovernmental Revenues
Charges for Goods and Services	983,738	996,711	-	-	-	-	112,022	112,022	9,512,073	9,705,977	602,104	558,920	22,583,567	Charges for Goods and Services
Fines and Penalties	2,763,379	2,539,916	-	-	-	-	-	-	-	-	-	-	5,303,294	Fines and Penalties
Miscellaneous Revenue	321,249	202,283	42,586	21,000	-	-	91,910	37,000	327,217	115,000	30,764	12,000	1,201,009	Miscellaneous Revenue
Total Operating Revenues	18,971,492	18,727,046	1,567,807	2,005,056	-	-	3,062,057	5,969,263	11,498,912	13,894,977	632,868	570,920	76,900,398	Total Operating Revenues
Nonoperating Revenues														Nonoperating Revenues
Debt Proceeds	-	-	-	-	-	-	-	-	-	-	-	-	-	Debt Proceeds
Transfers-In	518,042	500,000	250,000	310,000	-	-	300,000	350,000	1,400,000	900,000	-	-	4,528,042	Transfers-In
Custodial Activities	142	-	-	-	-	-	-	-	-	-	-	-	142	Custodial Activities
Other Sources	8,603	-	-	-	-	-	-	-	-	-	-	-	7,110	Other Resources
Total Nonoperating Revenues	526,787	500,000	250,000	310,000	-	-	300,000	350,000	1,400,000	900,000	7,110	-	4,543,897	Total Nonoperating Revenues
Total Revenues	19,498,279	19,227,046	1,817,807	2,315,056	-	-	3,362,057	6,319,263	12,898,912	14,794,977	639,978	570,920	81,444,295	Total Revenues
Operating Expenditures														Operating Expenditures
General Government	6,626,297	6,692,429	173,281	176,733	-	-	192,717	586,894	850,608	657,002	340,768	276,334	16,573,064	General Government
Public Safety	9,509,811	9,692,246	-	-	-	-	-	-	-	-	-	-	19,202,057	Public Safety
Utilities	-	-	-	-	-	-	-	-	5,894,150	6,134,982	-	-	12,029,132	Utilities
Transportation	-	-	1,816,716	2,247,470	-	-	55,364	56,500	-	-	185,062	195,000	4,556,112	Transportation
Natural and Economic Environment	2,378,835	2,188,745	-	-	-	-	-	-	1,715,821	1,973,296	-	-	8,256,697	Natural and Economic Environment
Social Services	7,220	8,400	-	-	-	-	-	-	-	-	-	-	15,620	Social Services
Culture and Recreation	653,480	566,785	-	-	-	-	4,664	-	-	-	-	-	1,224,929	Culture and Recreation
Total Operating Expenditures	19,175,644	19,148,605	1,989,996	2,424,203	-	-	252,745	643,394	8,460,578	8,765,280	525,830	471,334	61,857,610	Total Operating Expenditures
Nonoperating Expenditures														Nonoperating Expenditures
Debt Service	-	-	-	-	-	-	-	-	602,054	613,024	-	-	1,215,078	Debt Service
Capital Expenditures	48,094	8,500	-	-	-	-	2,035,926	4,774,650	2,900,000	4,817,000	43,303	331,233	14,958,706	Capital Expenditures
Transfers-Out	375,000	310,000	-	-	-	-	675,000	910,000	1,668,042	900,000	-	-	4,838,042	Transfers-Out
Custodial Activities	-	-	-	-	-	-	-	-	-	-	-	-	-	Custodial Activities
Other Uses	-	-	-	-	-	-	-	-	-	-	-	-	-	Other Uses
Total Nonoperating Expenditures	423,094	318,500	-	-	-	-	2,710,926	5,684,650	5,170,096	6,330,024	43,303	331,233	21,011,826	Total Nonoperating Expenditures
Total Expenditures	19,598,738	19,467,105	1,989,996	2,424,203	-	-	2,963,672	6,328,044	13,630,674	15,095,305	569,133	802,567	82,869,436	Total Expenditures
Increase (Decrease) in Cash and Investments	(100,459)	(240,058)	(172,190)	(109,147)	-	-	398,386	(8,781)	(731,762)	(300,328)	70,845	(231,647)	(1,425,142)	Increase (Decrease) in Cash and Investments
Ending Cash and Investments	1,058,247	1,077,247	1,071,122	961,975	-	-	2,977,172	2,968,391	6,720,068	6,419,740	923,199	691,552	12,118,905	Ending Cash and Investments
Fund Balance, Reserved	3,689,788	2,930,729	-	-	-	-	-	-	-	-	-	-	2,930,729	Fund Balance, Unreserved
Total Ending Cash and Investments	4,748,034	4,007,976	1,071,122	961,975	-	-	2,977,172	2,968,391	6,720,068	6,419,740	923,199	691,552	15,049,634	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 entities. As such, staff utilizes the estimates established by those trusted economists to forecast several

REVENUE

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.

GENERAL FUND TAXES

General Fund taxes account for approximately 69% of General Fund revenue. The largest tax received is property tax which accounts for 36.5% of General Fund revenue. Other significant taxes include sales/use tax and utility taxes plus the electric utility franchise fee, which account for 13% and 12% of General Fund revenues, respectively.

Description	Method	GENERAL FUND		
		2019-2020 Adopted	2019-2020 Projected	2021-2022 Budget
TAXES				
Property Tax	T	\$ 6,548,962	\$ 6,559,692	\$ 6,830,442
Sales and Use Tax	T	\$ 2,125,723	\$ 2,344,110	\$ 2,360,626
Local Criminal Justice / State	T	\$ 738,908	\$ 776,383	\$ 764,224
Business Tax	A	\$ 856,901	\$ 766,580	\$ 771,400
Solid Waste Collection Tax	T	\$ 247,650	\$ 247,532	\$ 253,334
Utility Tax	T	\$ 1,105,500	\$ 811,469	\$ 840,000
Sea. City Light Contract Fee	T	\$ 1,021,434	\$ 1,021,465	\$ 1,090,922
Leasehold Excise Tax	A	\$ -	\$ 1,850	\$ 3,700
Admission Tax	T	\$ 52,511	\$ 16,164	\$ 13,000
TOTAL TAXES		\$ 12,697,589	\$ 12,545,246	\$ 12,927,648

REVENUE

LICENSE AND PERMIT REVENUES

General Fund licenses and permits account for approximately 8% of General Fund revenues. Construction and development permits are the largest revenue source in this revenue category and account for approximately 57% of license and permit revenue and 4.5% of total General Fund revenue. Other significant revenues in this category include utility franchise fees (excluding electric utility franchise fees) and business license fees.

Description	Method	GENERAL FUND		
		<u>2019-2020 Adopted</u>	<u>2019-2020 Projected</u>	<u>2021-2022 Budget</u>
LICENSES AND PERMITS				
Cable Television Franchise Fee	T	\$ 415,000	\$ 415,052	\$ 409,800
Telecommunication Franchise	T	\$ 15,000	\$ 5,000	\$ 5,000
Business Licenses	T	\$ 128,000	\$ 137,520	\$ 135,909
Construction Permits	T	\$ 475,000	\$ 477,037	\$ 550,000
Land Use Permits	T	\$ 190,000	\$ 176,413	\$ 180,000
Plumbing Permits	T	\$ 65,000	\$ 33,497	\$ 50,000
Mechanical Permits	T	\$ 105,000	\$ 68,068	\$ 78,000
Concealed Weapon Permit / City	T	\$ 3,000	\$ 2,938	\$ 2,718
Development Tech. Surcharge	T	\$ 50,000	\$ 41,898	\$ 47,045
Credit Card Fee	T	\$ 2,000	\$ 8,306	\$ 10,455
Other Licenses / Permits	T	\$ 68,000	\$ 43,557	\$ 30,000
TOTAL LICENSES AND PERMITS		\$ 1,516,000	\$ 1,409,286	\$ 1,498,926

REVENUE

INTERGOVERNMENTAL REVENUES

Intergovernmental revenues accounts for 3% of General Fund revenues and is comprised of revenues received from other governments, primarily the State of Washington. Major revenues in this category include shared liquor and marijuana tax revenues received from the State.

Description	Method	GENERAL FUND		
		2019-2020 Adopted	2019-2020 Projected	2021-2022 Budget
INTERGOVERNMENTAL REVENUES				
Bulletproof Vest Partnership	A	\$ 1,600	\$ 3,969	\$ 3,000
Commerce Grant - CARES	A	\$ 397,500	\$ 397,500	\$ -
EMPG Grant	E	\$ 21,296	\$ 40,028	\$ 40,800
Coordinated Prevention Grant	A	\$ 20,000	\$ -	\$ -
Shoreline Master Program Grant	A	\$ -	\$ 15,000	\$ -
Traffic Safety Comm. Grant	A	\$ 7,000	\$ -	\$ -
Multimodal Transportation City	E	\$ 36,128	\$ 36,128	\$ 36,124
Criminal Justice - Population	E	\$ 8,640	\$ 7,424	\$ 8,895
CJ - Special Programs	E	\$ 28,536	\$ 28,117	\$ 31,542
Marijuana Excise Tax Distrib.	A	\$ 13,000	\$ 13,367	\$ 13,020
DUI Distribution	T	\$ 4,000	\$ 3,324	\$ 3,756
Liquor Excise Tax	A	\$ 134,566	\$ 144,569	\$ 152,585
Liquor Board Profits	A	\$ 213,638	\$ 213,656	\$ 212,971
Local Hazardous Waste Grant	A	\$ 17,209	\$ 17,652	\$ 18,270
KC Waste Reduction Recycling	A	\$ 22,502	\$ 27,860	\$ 40,600
TOTAL INTERGOVERNMENTAL		\$ 925,615	\$ 948,594	\$ 561,563

REVENUE

CHARGES FOR GOODS AND SERVICES

Charges for goods and services is a category of revenue that accounts for the recovery of costs associated with providing certain services. Services that generate revenue for this category include finance/accounting, human resources, and Information Technology services provided by the General Fund to other funds of the City. Charges for those services are accounted for in this category and comprise nearly 3% of General Fund revenue. Revenue received for passport processing is accounted for in this category and accounts for approximately 1.7% of General Fund revenue. However, the passport revenue line item was very cautiously estimated for the 2021-2022 Budget due to the uncertainty of the pandemic.

Description	Method	GENERAL FUND		
		2019-2020 Adopted	2019-2020 Projected	2021-2022 Budget
CHARGES FOR GOODS AND SERVICES				
Court Administrative Fees	-	\$ 3,900	\$ 2,313	\$ 2,639
Interfund Svc. From Fund Surface Water	T	\$ 127,920	\$ 127,920	\$ 131,016
Interfund Svc. From Fund Sewer Utility	T	\$ 216,637	\$ 246,360	\$ 247,360
Interfund Svc. From Fund Streets	T	\$ 96,182	\$ 96,182	\$ 97,852
Interfund Svc. From Fund Transportation Ca	T	\$ 38,239	\$ 41,570	\$ 42,570
Interfund Svc. From Capital Improvement	T	\$ 12,567	\$ 9,442	\$ 10,442
Interfund Svc. From Replacement Fund	T	\$ 11,224	\$ 12,636	\$ 12,636
Shared Service From Fund CSPA	A	\$ 7,200	\$ -	\$ -
Passport Revenue	T	\$ 525,000	\$ 299,954	\$ 325,000
Adult Probation Services	T	\$ 175,000	\$ 122,452	\$ 99,945
Television/Cable Sub. Fee	T	\$ 21,500	\$ 20,364	\$ 20,706
Support Service From TBD	T	\$ 4,529	\$ 2,343	\$ 4,485
Animal Control Reimbursement	T	\$ 10,000	\$ 2,203	\$ 2,060
TOTAL CHARGES FOR GOODS & SERVICES		\$ 1,249,899	\$ 983,738	\$ 996,711

REVENUE

FINES AND PENALTIES

The City accounts for its fines and penalties in this category. The largest single revenue in this category is Traffic Safety Camera Fines, which account for approximately 92% of the revenue in this category. Other revenues accounted for in this category include fines and penalties levied by the Lake Forest Park Municipal Court.

Description	Method			
		<u>2019-2020 Adopted</u>	<u>2019-2020 Projected</u>	<u>2021-2022 Budget</u>
<u>GENERAL FUND</u>				
FINES AND PENALTIES				
Other Civil Penalties	T	\$ 5,000	\$ 495	\$ 412
Traffic Infraction Penalties	T	\$ 186,600	\$ 126,299	\$ 121,272
Traffic Safety Camera Fines	T	\$ 2,900,000	\$ 2,540,616	\$ 2,316,717
Legislative Assessment	T	\$ 28,300	\$ 16,176	\$ 14,636
Civil Parking Infraction Penalties	T	\$ 9,500	\$ 3,145	\$ 4,060
DUI Fines	T	\$ 27,650	\$ 9,186	\$ 10,455
Other Crim.Traffic Misdemeanor	T	\$ 59,900	\$ 25,016	\$ 26,136
Other Crim. Non-Traffic Fines	T	\$ 9,300	\$ 8,200	\$ 7,318
Court Fines & Forfeits	T	\$ 30,000	\$ 20,867	\$ 20,909
Court Costs Recouped	-	\$ 39,300	\$ -	\$ -
Misc. G.F. Court Revenue	A	\$ 360	\$ -	\$ -
TOTAL FINES AND PENALTIES		\$ 3,295,910	\$ 2,750,000	\$ 2,521,916

REVENUE

MISCELLANEOUS REVENUES

The miscellaneous category includes revenues that are not classified elsewhere and includes interest income. The miscellaneous revenue category accounts for 1% of the General Fund. The revenue item labeled “PW Contract Closeout” is a transfer of the fund balance from the Public Works Contract Fund to the General Fund pursuant to the contract closeout that was completed in 2019.

Description	Method	GENERAL FUND		
		2019-2020 Adopted	2019-2020 Projected	2021-2022 Budget
MISCELLANEOUS REVENUE				
Investment Interest	T	\$ 90,000	\$ 120,980	\$ 40,000
Sales Tax Interest-State Treas	T	\$ 3,000	\$ 5,014	\$ 4,466
Turner (Lakefront) Rent	A	\$ -	\$ 12,000	\$ 24,000
Facility Rental Fees		\$ -	\$ 900	\$ 1,000
Donations	-	\$ -	\$ 359	\$ -
Donations-Public Safety	-	\$ -	\$ 200	\$ -
City Forestry Account	T	\$ 20,000	\$ 9,629	\$ 10,000
Sales of Surplus		\$ -	\$ 503	\$ 1,000
P-Card Rebate	A	\$ 10,000	\$ 25,657	\$ 28,854
Forfeits / Asset Seizure	T	\$ -	\$ 919	\$ 609
Restitution	-	\$ -	\$ 600	\$ 609
Cash Adjustments	-	\$ -	\$ 10	\$ 10
Notary Services	T	\$ 2,000	\$ -	\$ -
Fingerprinting Services	T	\$ 200	\$ 160	\$ 180
Miscellaneous Court Fees	T	\$ 10,000	\$ 59,634	\$ 56,840
Police Miscellaneous Revenue		\$ 36,800	\$ 32,498	\$ 10,455
Miscellaneous Court Fees		\$ -	\$ 337	\$ 200
Notary Fees		\$ -	\$ 3,706	\$ 4,060
FSA Forfeitures		\$ -	\$ 4,793	\$ 1,000
Suspense Funds		\$ -	\$ 4,577	\$ -
Refundable Security Damage Deposit		\$ -	\$ 500	\$ -
Emergency Services	T	\$ 37,000	\$ 10,546	\$ 16,000
Local/JIS Account	T	\$ 400	\$ 2,832	\$ 2,000
School Safety Speed	-	\$ -	\$ 142	\$ -
PW Contract Closeout	-	\$ -	\$ 268,042	\$ -
Trans. From Contingency 102		\$ 340,000	\$ -	\$ -
Insurance Recoveries		\$ -	\$ 8,603	\$ -
TOTAL MISCELLANEOUS		\$ 549,400	\$ 573,142	\$ 201,283
TOTAL GENERAL FUND REVENUE		\$ 20,234,413	\$ 19,210,006	\$ 18,708,046

REVENUE

STREET FUND

Street Fund revenues are made up mainly of three revenue sources: right-of-way permits for construction purposes; fees paid for the use of the City owned right-of-way by utilities operating in the city; and, amounts received from the State for gas tax distributions. Right-of-way construction revenue accounts for approximately 10.5% of total Street Fund revenue, Right-of-way utility franchise accounts for approximately 32% of total Street Fund revenue; and, gas tax revenue accounts for approximately 36% of total Street Fund revenue. The transfer from the General Fund supports the Street Lights and accounts for slightly under 21% of the Street Fund revenue. Interest income and other miscellaneous revenues account for the remainder of the Street Fund revenue.

Description	Method	STREET FUND		
		2019-2020 Adopted	2019-2020 Projected	2021-2022 Budget
R.O.W. Permits - Construction	T	\$ 150,000	\$ 150,000	\$ 158,000
ROW Rev. / Utility Franchise	T	\$ 480,000	\$ 441,189	\$ 480,000
R.O.W. Permits	T	\$ 4,000	\$ -	\$ -
Gas Taxes (MVET Cities)	A	\$ 542,450	\$ 507,972	\$ 541,056
Investment Interest	T	\$ 29,155	\$ 19,073	\$ 15,000
Miscellaneous Revenue	T	\$ -	\$ 3,654	\$ 2,000
FSA Forfeitures	A	\$ -	\$ 1,491	\$ -
Transfer From Gen. Fund (001)	A	\$ 250,000	\$ 250,000	\$ 310,000
TOTAL		\$ 1,455,605	\$ 1,373,379	\$ 1,506,056

REVENUE

TRANSPORTATION BENEFIT DISTRICT FUND

The Transportation Benefit District Fund is solely funded from a council voted vehicle tab fee for residents. The vehicle tab fees directly fund the City's Capital Overlay Program to maintain the roads. Currently, the City partners with King County to stretch the fees collected with the buying power of the King County's road maintenance division.

Description	Method	2019-2020 Adopted	2019-2020 Projected	2021-2022 Budget
<u>TRANSPORTATION BENEFIT DISTRICT</u>				
TBD Vehicle Fees-State	T	\$ 865,918	\$ 426,060	\$ 805,000
Investment Interest	T	\$ 16,695	\$ 18,368	\$ 4,000
TOTAL		\$ 882,613	\$ 444,428	\$ 809,000

REVENUE

CAPITAL IMPROVEMENT FUND

Nearly 67% of Capital Improvement Fund revenue comes from Real Estate Excise Tax (REET) from home sales within the City limits. The other approximately 27% comes from the King County Parks Levy and investment interest earned on the cash balance.

Description	Method	CAPITAL IMPROVEMENT FUND		
		2019-2020 Adopted	2019-2020 Projected	2021-2022 Budget
Real Estate Excise Tax I	T	\$ 850,000	\$ 850,506	\$ 700,000
K.Co. Parks Levy	T	\$ 165,117	\$ 165,117	\$ 268,241
King Cnty. Conservation District	-	\$ 25,000	\$ -	\$ -
K.Co. WaterWorks Council Grant		\$ -	\$ 11,199	\$ -
K.Co. Youth Amateur Sports Grant		\$ 25,000	\$ 14,555	\$ -
Investment Interest	T	\$ 8,000	\$ 37,727	\$ 17,000
Donations		\$ -	\$ 8,882	\$ -
Transfer from Fund (302)		\$ -	\$ 62,500	\$ 60,000
TOTAL		\$ 1,073,117	\$ 1,150,485	\$ 1,045,241

REVENUE

TRANSPORTATION CAPITAL FUND

The Transportation Capital Fund has budgeted revenues of nearly five million dollars for the 2021-2022 biennium. A significant portion of the revenues received by the Transportation Capital Fund are project related one-time grants. In the 2021-2022 biennium one-time project revenues consist of almost \$2.5M grant funds from the State Transportation Improvement Board (TIB) and \$650,000 from the Washington State Department of Transportation (WSDOT). The project being funded is a Roundabout at State Route 104 and 40th Place. The Transportation Benefit District contracts with the Transportation Capital Fund to provide annual overlay services; this transaction generates \$800,000 of revenue during the biennium. Real Estate Excise Tax (REET) is expected to generate revenue of \$700,000 during the biennium. Revenue associated with services provided to the two city operated utilities and interest income account for approximately 3% of budgeted revenue.

Description	Method	TRANSPORTATION CAPITAL FUND		
		2019-2020 Adopted	2019-2020 Projected	2021-2022 Budget
Real Estate Excise Tax II	T	\$ 850,000	\$ 850,505	\$ 700,000
Safe Highways Grant	-	\$ -	\$ 13,743	\$ -
WSDOT Grants	-	\$ 1,084,000	\$ -	\$ 650,000
State Transportation Improvement Board	-	\$ 364,000	\$ -	\$ 2,542,000
Department of Commerce	A	\$ 490,000	\$ 490,000	\$ 100,000
Interfund Svc From S.Wtr	T	\$ 56,011	\$ 56,011	\$ 56,011
Interfund Svc. From Swr.	T	\$ 56,011	\$ 56,011	\$ 56,011
Investment Interest	T	\$ 22,855	\$ 32,805	\$ 16,000
Transfer From Fund (104)	A	\$ 800,000	\$ 400,000	\$ 800,000
TOTAL		\$ 3,722,877	\$ 1,899,076	\$ 4,920,022

REVENUE

CAPITAL FACILITIES MAINTENANCE FUND

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

Description	Method	2019-2020 Adopted	2019-2020 Projected	2021-2022 Budget
		<u>CAPITAL FACILITIES MAINTENANCE FUND</u>		
Investment Interest	T	\$ 12,000	\$ 12,496	\$ 4,000
Trans. From Capital Fund	A	\$ 300,000	\$ 300,000	\$ 350,000
TOTAL		\$ 312,000	\$ 312,496	\$ 354,000

REVENUE

SEWER UTILITY FUND & SEWER CAPITAL FUND

The Sewer Utility Fund is funded by charges to customers for sewer service. Sewer utility charges provide over 98% of the sewer fund revenue. Charges include late fees and other charges related to sewer connections. The sewer utility also earns interest on the daily cash balance in the fund.

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

Description	Method	2019-2020 Adopted		2019-2020 Projected		2021-2022 Budget	
		SEWER UTILITY FUND					
Licenses and Permits	T	\$ 44,000	\$ 25,936	\$ 34,000	\$ 34,000		
Sewer Lien Filing/Removal Fee	-	\$ 800	\$ 2,425	\$ 1,300	\$ 1,300		
Utility Charges	T	\$ 6,450,773	\$ 6,450,771	\$ 6,741,055	\$ 6,741,055		
Late Charges - Utility Bills	T	\$ 70,000	\$ 59,392	\$ 64,000	\$ 64,000		
Investment Interest	T	\$ 32,830	\$ 25,708	\$ 16,000	\$ 16,000		
Sewer Miscellaneous Revenue	-	\$ -	\$ 6,188	\$ 3,000	\$ 3,000		
Sewer Certificate Fee	T	\$ -	\$ 2,300	\$ 2,000	\$ 2,000		
FSA Forfeitures	A	\$ -	\$ 1,485	\$ -	\$ -		
TOTAL		\$ 6,600,403	\$ 6,574,205	\$ 6,861,355			
<hr/>							
SEWER CAPITAL FUND							
Investment Interest	T	\$ 75,000	\$ 81,293	\$ 40,000	\$ 40,000		
Transfer From Sewer Fund	A	\$ 400,000	\$ 200,000	\$ 200,000	\$ 200,000		
TOTAL		\$ 475,000	\$ 281,293	\$ 240,000			

REVENUE

SURFACE WATER UTILITY FUND & SURFACE WATER CAPITAL FUND

The Surface Water Utility Fund is funded by user fees. The user fees are billed to property owners for surface water management through property tax statements and accounts for 99% of the revenue. The remaining 1% is from interest income and miscellaneous revenue.

The Surface Water Capital Fund is funded by a combination of transfers from the surface water utility and grants received from third parties. The current almost \$4M in italics is for the construction phase of a future culvert project that is currently being designed.

Description	Method	2019-2020 Adopted			2019-2020 Projected			2021-2022 Budget		
		2019-2020 Adopted	2019-2020 Projected	2021-2022 Budget	2019-2020 Adopted	2019-2020 Projected	2021-2022 Budget	2019-2020 Adopted	2019-2020 Projected	2021-2022 Budget
<u>SURFACE WATER UTILITY FUND</u>										
Muni. Stormwater Grant (DOE)	A	\$ -	\$ 2,654	\$ -						
Utility Service Charges	T	\$ 2,731,340	\$ 2,731,340	\$ 2,799,622						
Investment Interest	T	\$ 43,820	\$ 35,796	\$ 20,000						
Miscellaneous Revenue	-	\$ -	\$ 3,985	\$ 3,000						
FSA Forfeitures	A	\$ -	\$ 1,781	\$ -						
TOTAL		\$ 2,775,160	\$ 2,775,556	\$ 2,822,622						
<u>SURFACE WATER CAPITAL FUND</u>										
Muni. Stormwater Grant (DOE)	A	\$ -	\$ 46,042	\$ -						
WSDOT Grant	A	\$ -	\$ 7,927	\$ -						
Department of Commerce	A	\$ 1,164,000	\$ 1,164,000	\$ 3,990,000						
King County Flood District	A	\$ 100,000	\$ 363,399	\$ -						
Investment Interest	A	\$ 15,000	\$ 37,470	\$ 14,000						
Miscellaneous Revenue	-	\$ -	\$ 106,062	\$ -						
Trans From Surface Water	A	\$ 1,050,000	\$ 1,050,000	\$ 350,000						
TOTAL		\$ 2,329,000	\$ 2,774,901	\$ 4,354,000						

REVENUE

VEHICLE AND EQUIPMENT REPLACEMENT FUND

The Vehicle and Equipment Replacement Fund is funded through interfund transfers by the City's main operating funds such as the General, Street, Sewer, Surface Water, and Transportation Capital Funds. Due to the financial impacts of the pandemic, the decision was made to only fund the Vehicle and Equipment Replacement Fund at 50%. The decision was made as a one-time option to reduce expenditure impacts on the listed funds with an uncertain revenue future. Only funding the Replacement Fund at 50% is the reason for the decrease from the 2019-2020 Adopted and the 2021-2022 Budget.

Description	Method	REPLACEMENT FUND		
		2019-2020 Adopted	2019-2020 Projected	2021-2022 Budget
Interfund Svc. From Fund General Fund	A	\$ 381,776	\$ 353,143	\$ 318,664
Interfund Svc. From Fund Streets	A	\$ 75,184	\$ 69,545	\$ 72,996
Interfund Svc. From Fund Surface Water	A	\$ 98,972	\$ 98,972	\$ 91,772
Interfund Svc. From Fund Sewer Utility	A	\$ 77,368	\$ 77,368	\$ 70,606
Interfund Svc. From Fund Transportation Capital	A	\$ 3,076	\$ 3,076	\$ 4,882
Investment Interest	T	\$ 17,500	\$ 27,737	\$ 12,000
Equipment Sales	A	\$ -	\$ 7,110	\$ -
Insurance Recoveries	A	\$ -	\$ 3,027	\$ -
TOTAL		\$ 653,876	\$ 639,978	\$ 570,920

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 2021-2022 biennium with a beginning fund balance of \$16,439,595 for all funds. The projected ending fund balance at the end of the biennium is \$15,049,634 for all funds. The following schedule of beginning and ending fund balance displays the change in fund balance for each fund included in the 2021-2022 biennial budget. It should be noted that the projected beginning fund balances at January 1, 2021 are estimates based on the 2019-2020 budget and projected actual results from the 2019-2020 biennium. The final beginning balances are available after the audited 2020 financial statements are published in mid-to-late 2021.

Ending Fund Balance Analysis

Fund	Reserved (R)/Unreserved (U)	Projected Beginning Fund Balance, 1/1/2021	2021-2022 Revenue	2021-2022 Expenditure	Projected Ending Fund Balance, 12/31/2022	Minimum Fund Balance Target Achieved, Yes No?
General	U	3,689,788	18,708,046	19,467,105	2,930,729	Yes
Street	R	641,580	1,506,056	1,619,718	527,918	Yes
Council Contingency	R	738,058	12,000	-	750,058	n/a
Transportation Benefit Dist.	R	429,542	809,000	804,485	434,057	n/a
Budget Stabilization	R	318,689	4,000	-	322,689	n/a
Strat. Opportunity Fund	R	1,500	503,000	500,000	4,500	
Capital Improvement	R	1,204,668	1,045,241	919,442	1,330,467	n/a
Transportation Capital	R	1,172,256	4,920,022	4,843,602	1,248,676	Yes
Capital Facilities Maintenance	R	600,248	354,000	565,000	389,248	n/a
Sewer Utility	R	983,426	6,861,355	6,714,477	1,130,304	Yes
Sewer Capital	R	3,109,793	240,000	365,000	2,984,793	n/a
Surface Water Utility	R	766,027	2,822,622	2,760,331	828,318	Yes
Surface Water Capital	R	1,080,637	4,354,000	4,759,500	675,137	n/a
Sewer Bond Reserve	R	106,626	2,000	-	108,626	
PW Trust Fund Repayment	R	673,559	515,000	495,996	692,562	n/a
Replacement	R	923,199	570,920	802,567	691,552	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 budgeted to use over \$759,000 in ending fund balance for the 2021-2022 budget due to the revenue losses and cautious evaluation of when that revenue will return as a result of the global pandemic (Covid-19). The overall expenditures in the General Fund across all departments are extremely lean. All travel and training, unless required for position certifications and/or mandatory, has been eliminated in the Mayor's Proposed Budget. The one recommended addition to the proposed budget, is the purchase of replacement Tasers for the Police department with a value of \$30,000.

The City Administration has also prepared a recommended proviso for the 2021-2022 Biennial Budget to address needs that could not be included as part of the Proposed Mayor's Budget, to identify and prioritize additional needs. The final proviso will be added as part of the adopted budget ordinance after Council deliberations and Community comments.

Street Fund

The Street Fund is expected to draw-down its fund balance to operate due to standard operating expenditures outpacing revenues. Winter weather budgets have also been increased to more accurately reflect the actual cost that is being spent to stockpile supplies and remove trees during a winter storm event to keep the City's roads accessible.

Capital Facilities Fund

Facilities replacements and 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 Capital Fund

The Sewer Capital Fund is scheduled to start the design of the Beach Drive Sewer Lift Station capital replacement project in 2022. Large capital projects are considered a normal use of ending fund balance.

Surface Water Capital Fund

The CIP includes significant culvert replacement projects with design for future culvert projects of L80 and L90. The construction of the culvert L80 an L90 project will require a grant award. As is noted above, 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 \$802,000 of replacements scheduled in the 2021-2022 biennium causing a draw-down of fund balance.

DEBT

DEBT POLICY

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

DEBT LIMIT

External restrictions on the issuance of debt also exist. The State Constitution sets limits for the amount of general obligation debt that a city can issue (hereinafter referred to as the Statutory Debt Limit). The Statutory Debt Limits were enacted based on the legislature's perception of what is safe and reasonable. The statutory debt limit for cities is currently set at 1.5% of assessed value for non-voted debt and 2.5% of assessed value for voted and non-voted debt combined. It should be noted that non-voted refers to a vote of the public, non-voted debt is councilmanic, meaning that it requires only a vote of the City Council. It should also be noted that additional debt is allowed for specific purposes associated with a local government. These purposes include debt associated with certain utilities and open space, parks, and economic development facilities.



DEBT

DEBT LIMIT CALCULATION

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

Debt Limit Calculation Table

<u>2021 Assessed Valuation</u>	<u>Non-Voted Percent Limit</u>	<u>Non-Voted Limit</u>	<u>Voted Percent Limit</u>	<u>Voted Limit</u>	<u>Combined Limit</u>
\$ 3,419,813,898	1.5%	\$ 51,297,208	2.5%	\$ 85,495,347	\$ 136,792,556

CURRENT DEBT

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

Schedule of Outstanding Debt and Payment Schedule

	Sewer Extension (Principal)	Sewer Extension (Interest)	Sweeper Purchase (Principal)	Sweeper Purchase (Interest)	Total Debt
Year					
2021	\$ 239,607	\$ 5,990	\$ 53,548	\$ 7,966	\$ 307,111
2022	\$ 239,607	\$ 4,792	\$ 55,979	\$ 5,535	\$ 305,913
2023	\$ 239,607	\$ 3,594	\$ 58,521	\$ 2,993	\$ 304,715
2024	\$ 239,607	\$ 2,396	\$ 30,250	\$ 507	\$ 272,760
2025	\$ 239,607	\$ 1,198	\$ -	\$ -	\$ 240,805
Total	\$ 1,198,035	\$ 17,971	\$ 198,298	\$ 17,002	\$ 1,431,305

The City's current outstanding debt is less than 2% of the total debt capacity. The 2021-2022 budget does not include the issuance of any debt.

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 salary schedule are monthly salary values.



The Mayor's Proposed 2021-2022 Budget (the Budget) authorizes 58.80 FTEs; the count at adoption of the 2019-2020 budget was 58.38 FTEs. A description of the changes to budgeted positions for the Mayor's Proposed 2021-2022 Budget is found in the following narrative. The Budgeted Positions and Salary Schedule is found on subsequent pages.

One of the highest priorities for the 2021-2022 budget from the Mayor and City Administration was to keep all currently budgeted positions from the 2019-2020 budget. The Mayor's Proposed Budget accomplishes that goal to protect all personnel positions, but did not provide cost of living adjustments (cola) to represented or non-represented employees for two fiscal years. However, the City's Teamsters Local #117 currently has a closed contract through December 31, 2021 and declined the Administration's request to negotiate removing the colas for 2021. The Teamsters Union that perform the Public Works duties for the City will be receiving a cola in 2021. Currently, a Maintenance Worker position is vacant that will remain unfilled until the amount of savings has been realized to offset the cost of the increased cost of living adjustment. A high priority on the Administration's recommended proviso is the reevaluation of colas at the Mid-Biennial Budget Adjustment for the 2022 fiscal year, after the City has additional financial data in the Fall of 2021. That change would be made through a budget amendment that would be approved through the regular City Council process.

BUDGETED POSITIONS AND SALARY SCHEDULE

DESCRIPTION OF POSITION CHANGES IN THE 2021-2022 BUDGET

Six Year Schedule of Authorized Positions by Department

Department	2017	2018	2019	2020	2021	2022
Executive	2.50	2.50	2.50	2.50	2.50	2.50
Municipal Court	4.30	4.30	4.30	4.30	4.30	4.30
Municipal Services	4.45	4.45	4.75	4.75	4.60	4.60
Finance & Information Technology	5.38	5.38	5.38	5.38	5.20	5.20
Planning	5.00	5.00	3.60	3.60	3.60	3.60
Building	0.00	0.00	2.00	2.00	1.75	1.75
Community Services	0.95	0.95	0.95	0.95	0.95	0.95
Engineering	1.00	1.00	1.00	1.00	1.00	1.00
Police	23.00	23.00	24.00	24.00	24.00	24.00
Public Works	14.90	14.90	9.90	9.90	10.90	10.90
Total Budgeted FTE's	61.48	61.48	58.38	58.38	58.80	58.80

Municipal Services Department

The Municipal Services Department's total FTE is showing a reduction for the Records Management & Office Support position but is simply truing up what the current employee is working. The position was budgeted as a full time FTE in the 2019-2020 budget and now is showing as a .85 FTE in the current budget. There is no change to employee's current working hours.

Finance Department

The Finance Department is not reducing the number of employees. The budgeted positions, like the previous description, are truing up to the department's current employees. The department currently has two part-time employees, Accounting Clerk & Accountant that were both budgeted at full time FTE's in the 2019-2020 budget. Both positions have been reduced to a .60 FTE in the 2021-2022 budget. Again, there is no change to the employees' current working hours.

Building Department

The Building Department currently has two full time equivalent positions. Through the current vacancy of the Permit Technician position the City concluded that the position could be reduced to a part-time position. The Permit Technician changed from a full time FTE in the 2019-2020 budgeted position to a part-time .75 FTE position in the 2021-2022 budget.

2021 and 2022 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	7.00						600
Executive							
Mayor	0.50						3,000
City Administrator	1.00						14,963
Human Resources Director	1.00	7,310	7,797	8,284	8,771	9,259	9,746
	2.50						
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	4.30	\$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	0.85	3,941	4,204	4,466	4,729	4,992	5,254
Receptionist / Office Clerk	1.00	3,819	4,074	4,329	4,583	4,838	5,092
Passport Clerk	0.75	3,419	3,647	3,874	4,103	4,331	4,558
	4.60						
Finance							
Finance Director	1.00	8,768	9,353	9,937	10,522	11,106	11,690
Accounting Supervisor	1.00	6,163	6,573	6,984	7,395	7,806	8,217
Accountant	0.60	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	0.60	4,015	4,283	4,550	4,818	5,086	5,353
	5.20						
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	1.00	4,683	4,995	5,308	5,620	5,932	6,244
Arborist	0.60						7,214
	3.60						
Building							
Building Official	1.00	6,635	7,077	7,520	7,962	8,404	8,847
Permit Technician	0.75	4,240	4,523	4,805	5,088	5,370	5,653
	1.75						
Community Services							
Community Volunteer Coordinator	0.60	4,310	4,597	4,884	5,171	5,458	5,745
Domestic Violence Advocate	0.35	4,460	4,757	5,055	5,352	5,649	5,947
	0.95						

2021 and 2022 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>						
Emergency Management							
Emergency Manager	<u>1.00</u>	7,257	7,455	7,653	7,850	8,048	8,246
	<u>1.00</u>						
Police							
Police Chief	1.00						12,875
Lieutenant	2.00	7,323	7,812	8,300	8,788	9,276	9,764
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	1.00	5,866	6,329	6,833	7,330		
K-9	1.00	5,866	6,329	6,833	7,330		
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>23.00</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	5,521	5,716	5,914	6,104	6,301	6,496
Maintenance Worker	4.00	5,136	5,317	5,498	5,679	5,861	6,043
Seasonal Maintenance Worker	<u>1.00</u>	Seasonal up to 1.0 FTE at Market Rate					
	<u>10.90</u>						

Total Positions in Budget 58.80

OPERATING DEPARTMENT INFORMATION

2021-2022 ADOPTED 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, with Work Sessions second Thursday and Committee of Whole set for Monday before the fourth Thursday. Agendas and minutes of meetings are available online at the City's website: www.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

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

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

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

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

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

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

These goals will be furthered in the 2021-22 biennium by several plans and studies that will help to direct resources, set priorities, and create value for our community. They are: Safe Highways; Safe Streets; Healthy Creeks; Developing Community Events; Communication Plan; Town Center Sub-Area Plan; and Parks, Recreation & Open Space Plan

The City of Lake Forest Park's Strategic Plan can be found in the appendix of this Budget Document and on the City's website. City Council will be holding a retreat in the first half of 2021 to kickoff an update the Strategic Plan.

Department Budget Summary, City Council		2019-2020 Adopted Budget		2019-2020 Projected		2021-2022 Budget		% Change	
Description		\$	100,800	\$	100,800	\$	101,000	0.2%	
Salaries		\$	100,800	\$	100,800	\$	101,000	0.2%	
Employee Benefits		\$	8,495	\$	8,495	\$	8,500	0.1%	
Supplies		\$	1,200	\$	4,839	\$	1,200	0.0%	
Professional Services		\$	30,000	\$	22,801	\$	10,000	-66.7%	
Communication-Legislative Act.		\$	8,000	\$	-	\$	2,000	-75.0%	
Travel Exp. (lodging, meals)		\$	12,000	\$	4,203	\$	-	-100.0%	
Conference - Training		\$	6,000	\$	2,040	\$	-	-100.0%	
Total		\$	166,495	\$	143,179	\$	122,700	-26.3%	

EXECUTIVE DEPARTMENT

MISSION

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



WHAT WE DO

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

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

Administration

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

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

EXECUTIVE DEPARTMENT

ADMINISTRATION KEY 2019-2020 ACCOMPLISHMENTS

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

- Stability. Coming out of 2019 revenues were exceeding expenditures with several revenue sources trending ahead of projections. The impacts of COVID-19 resulted in a 12% to 16% loss of revenues from March through the end of the year. Through strong financial management in previous biennia, and early action to offset lost revenue, the 2019/2020 biennium is expected to end with very little reliance on reserves.
- Continued working with Sound Transit on the SR-522 BRT system to ensure the needs of Lake Forest Park are addressed.
- Federal & State advocacy for surface water and streets enhancements. The City will need to identify a new source of funding for capital streets projects due to the impacts of I-976.
- Continued supporting Northshore Emergency Management Coalition (NEMCo) agreement between Northshore Fire, Northshore Utility District, City of Kenmore and Lake Forest Park.
- Negotiated purchase of the Lake Front property increasing the total park property in the city by approximately 1.9 acres, providing the City's first public beach access to Lake Washington. Purchase will be complete by December 2021.
- Strategic Planning. Began working with the City Council on development of a financial sustainability plan.

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.

HUMAN RESOURCES KEY 2019-2020 ACCOMPLISHMENTS

- Successful labor negotiations for 2020 furlough program with the Police Guild and Teamsters union
- Coordinated successful Chief of Police and Finance Director recruiting and selection process.
- Implemented state approved Voluntary Plan under the Washington Paid Family and Medical Leave Act, saving the City and employees thousands of dollars annually.
- Association of Washington Cities Well-City Award for 2019, resulting in a 2 percent insurance benefits cost reduction realized by both the city and participating employees.



EXECUTIVE DEPARTMENT

Risk Management Program

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

RISK MANAGEMENT KEY 2019-2020 ACCOMPLISHMENTS

- Successful completion of the 2019 member compact and audit (public works).
- Coordination of risk-oriented training for staff members, including numerous directly provided by WCIA and reimbursed trainings during 2019 & 2020.

Department Staffing Summary, Executive	Full Time Equivalent (FTE)	
	2019-2020	2021-2022
Department Employee Count	2.50	2.50

Description	2019-2020	2019-2020	2021-2022	% Change
	Adopted Budget	Projected	Budget	
Salaries	\$ 675,672	\$ 675,672	\$ 680,500	0.7%
Overtime	\$ -	\$ -	\$ -	-
Employee Benefits	\$ 281,003	\$ 268,351	\$ 261,500	-6.9%
Disability Insurance	\$ -	\$ -	\$ -	-
Office/Operating Supplies	\$ 3,000	\$ 2,961	\$ 2,000	-33.3%
Small Tools and Equipment	\$ 400	\$ 200	\$ 400	0.0%
Professional Services	\$ 125,720	\$ 75,720	\$ 80,000	-36.4%
Communications	\$ 10,500	\$ 10,500	\$ 11,400	8.6%
Travel Exp. (lodging, meals)	\$ 6,200	\$ 4,000	\$ 2,400	-61.3%
Dues / Subscriptions	\$ 3,750	\$ 13,000	\$ 13,000	246.7%
Training	\$ 13,750	\$ 4,000	\$ -	-100.0%
Volunteer & Staff Recognition	\$ 6,000	\$ 9,000	\$ 6,000	0.0%
Mayor's Reserve	\$ 10,000	\$ 1,000	\$ 5,000	-50.0%
Total	\$ 1,135,995	\$ 1,064,405	\$ 1,062,200	-6.5%

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.

The 2019 legal year to date has been impacted by defending litigation and complex public records requests. This has led to planning for higher legal expenses in the 2019-20 biennium. If extraordinary legal circumstances arise during the 2021-2022 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	2019-2020 Adopted Budget	2019-2020 Projected	2021-2022 Budget	% Change	
Other Legal Services	\$ 300,000	\$ 362,555	\$ 300,000	0%	

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 as needed
- Public records requests – coordinate and respond to all requests within five business days
- Council meeting support – staff all council meetings; prepare, coordinate, distribute, post electronically agenda materials, ordinances, resolutions, minutes, recordings; publish and post notices
- Contracts, agreements – prepare approved documents, initiate/complete signing process, maintain centralized files
- Records management – retain official City documents; coordinate with Regional Archives for storage and archiving of permanent records; prepare Citywide and department-specific policies and procedures; coordinate with each City department on retention and disposition of paper and electronic records; maintain records disaster plans and supplies
- Communications – prepare and issue newsflashes and social media postings; serve as webmaster for City website; maintain Municipal Services and History webpages; assist departments with website and communications updates
- Quarterly *LFP Times* newsletter and monthly eNewsletter
- Municipal Code update – submit ordinances, update electronic code upon adoption of ordinances, update all paper code books annually
- Passport services – process applications and provide 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, recordings, contracts and franchises
- Provide passport application and photo services to the general public

KEY 2019-2020 ACCOMPLISHMENTS

City Council Support

- Provided staff support at all Council regular meetings, work sessions, committee of the whole, communications committee, retreats, and special meetings
- Coordinated and planned inaugural ceremony for newly elected councilmember and re-elected councilmembers
- Prepared action minutes, ordinances, resolutions, contracts and agreements, correspondence, publications, and other documents
- Drafted and implemented remote meeting procedures for all City virtual meetings
- Researched and implemented electronic sign-in for citizen comments for virtual Council/public hearing meetings using Waitwhile software program

Records Management / Public Disclosure

- Updated Annual Citywide Essential Records Protection Plan and Records Disaster Plan
- Coordinated with all City departments in project to clean up electronic records
- Participated with the Seattle Heritage Emergency Response Network (SHERN) in tabletop exercises and continued 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 provided photo services
- Researched and implemented customer sign-in through Waitwhile on City's website as well as in-person



MUNICIPAL SERVICES DEPARTMENT

Reception Services

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

Communications Services

- Served as webmaster; prepared and issued newsflashes and social media postings
- Coordinated quarterly City newsletter redesign in fall 2019, coordinated, wrote, edited quarterly City newsletter for printing and distribution
- Coordinated and prepared monthly City eNews for distribution

2021-2022 PLANNED ACTIVITIES

- Implement return to work plan once Governor's Phase 3 order is lifted
- Implement records management functionality in Microsoft 365, including configuration of program and coordination with all City departments
- Complete transfer of digital photos to Washington State Digital Archives
- Update City Records Management Manual
- 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)	
			2019-2020	2021-2022
Department Employee Count			4.75	4.60
Department Budget Summary, Municipal Services				
Description	2019-2020 Adopted Budget	2019-2020 Projected	2021-2022 Budget	% Change
Salaries	\$ 700,423	\$ 677,376	\$ 687,000	-1.9%
Overtime	\$ 1,500	\$ -	\$ 1,000	-33.3%
Employee Benefits	\$ 248,886	\$ 242,262	\$ 238,000	-4.4%
Office/Operating Supplies	\$ 30,000	\$ 25,000	\$ 30,000	0.0%
Taxes & Assessments (Passport)	\$ 7,000	\$ 6,520	\$ 5,500	-21.4%
Professional Services	\$ 21,000	\$ 10,508	\$ 16,000	-23.8%
LFP Code Update	\$ 6,000	\$ 2,627	\$ 6,000	0.0%
Communications	\$ 30,000	\$ 15,931	\$ 30,000	0.0%
Newsletter	\$ 43,050	\$ 19,303	\$ 20,000	-53.5%
Communications / Internet	\$ 15,000	\$ 10,661	\$ 14,000	-6.7%
Travel Exp. (lodging, meals)	\$ 4,000	\$ 2,509	\$ -	-100.0%
Advertising	\$ 4,000	\$ 2,174	\$ 3,000	-25.0%
Postage Equipment Rental	\$ 4,600	\$ 4,661	\$ 4,600	0.0%
Insurance	\$ 136,007	\$ 141,566	\$ 145,700	7.1%
Repairs & Maintenance	\$ 2,000	\$ 300	\$ 1,000	-50.0%
Dues / Subscriptions	\$ 3,000	\$ 3,083	\$ 2,000	-33.3%
Training	\$ 5,000	\$ 3,533	\$ -	-100.0%
Copier Rental	\$ 8,000	\$ 8,677	\$ 9,000	12.5%
Machinery & Equipment	\$ 1,000	\$ 10,567	\$ -	-100.0%
Total	\$ 1,270,466	\$ 1,187,256	\$ 1,212,800	-4.5%

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



2019-2020 DEPARTMENT ACCOMPLISHMENTS

The Finance and IT Department performed all daily finance and IT functions during the 2019-2020 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 2019-2020 budget document
- Updated the Comprehensive Financial Management Policies that is included in the Appendix
- Implemented a Cloud based Financial Software System and kept the project on schedule during the challenges of remotely working
- Completed a clean Financial & Accountability Audit through the Washington State Auditor's Office
- Continually modifying and improving the monthly financial reporting dashboard; posted new reporting to the website monthly to increase ongoing financial transparency
- Moved to a virtual network for IT with increased focus on reliability and continuity
- Implemented a new IT ticketing and support software named SysAid
- Established a backup location at Yakima County with the loss of being able to store tapes at the State Archive Office and updated the City's backup software
- Adapted to the need for virtual meetings due to the pandemic for City Council, Committee of the Whole, Work Sessions, Budget & Finance, and Planning Commission

FINANCE AND INFORMATION TECHNOLOGY

2021-2022 DEPARTMENT PLANNED ACTIVITY

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

- Increase financial transparency by improving reporting to the City Council and the Community
- Submit the 2021-2022 adopted budget for the Distinguished Budget Award
- Creating and improving policies for ongoing financial & informational technology
- IT replacement schedule for all hardware and software
- Team with the Engineering & Public Works Departments to improve the Capital Improvement Project to coordinate with the budget document



Department Staffing Summary, Finance and IT	Full Time Equivalent (FTE)	
	2019-2020	2021-2022
Department Employee Count	5.38	5.20

Description	2019-2020	2019-2020	2021-2022	% Change
	Adopted	Projected	Budget	
Salaries	\$ 979,720	\$ 924,720	\$ 955,000	-2.5%
Overtime	\$ -	\$ 1,664	\$ -	-
Employee Benefits	\$ 355,690	\$ 346,690	\$ 309,000	-13.1%
Change Funds	\$ -	\$ -	\$ -	-
Office / Operating Supplies	\$ 14,000	\$ 8,554	\$ 9,000	-35.7%
Professional Services	\$ 46,000	\$ 57,583	\$ 58,000	26.1%
Communications	\$ 12,000	\$ 9,783	\$ 11,800	-1.7%
Travel Exp. (lodging, meals)	\$ 6,000	\$ 2,416	\$ -	-100.0%
Advertising	\$ -	\$ -	\$ -	-
Info. Svcs. - Repairs & Maint.	\$ -	\$ -	\$ -	-
Dues / Subscriptions	\$ 7,000	\$ 994	\$ 1,300	-81.4%
Training	\$ 5,280	\$ 4,992	\$ -	-100.0%
Municipal Auditor Expenses	\$ 48,000	\$ 68,928	\$ 74,000	54.2%
Copier Rental	3,000	-	-	-100.0%
Machinery & Equipment	\$ 1,000	\$ 10,567	\$ -	-
Total	\$ 1,477,690	\$ 1,436,891	\$ 1,418,100	-4.0%

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: 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 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 able to provide education outreach materials and giveaways to promote earth conscious and friendly habits you to implement in residents own homes. The City also provides educational opportunities regarding conservation, recycling and reusing through its annual green fair, farmer's market events, programs 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 and stormwater best practices and activities.

COMMUNITY SERVICES

Youth Council: The Lake Forest Park Youth Council is composed of approximately 7-15 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 2019-2020 ACCOMPLISHMENTS

Human Services Programs

- Hundreds of residents used the Senior Center for activities and services
- On average, 80 youth visit Hang Time after school program per day during a normal school year
- Thousands of hours of counseling and family services provided to residents
- 300+ attendees at each park concert in 2019 (no concerts in 2020 due to Covid-19)
- Over 900 events are offered at Third Place Commons in 2019
- Hundreds of residents enrolled in recreation programs
- Continue to develop and improve volunteer participation and commitment to City's events, activities, and parks
- Youth Council program implementation and internships at City Hall
- Picnic in the Park and the Pet Parade were brought back in 2019 but cancelled in 2020 due to Covid-19

Grant Funded Programs

- 400+ attendees at 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



COMMUNITY SERVICES

- New partnership with the City of Kenmore for a joint city Recycling Collection Event that includes hazardous waste recycling, was able to continue events in 2020 by abiding by Covid-19 regulations

Community Events in 2019

- Picnic in the Park!
- Pet Parade
- City support of two 5K's raising money for local causes

Community events were cancelled in 2020 due to Covid-19, but the City was able to support the first Battle of the Bands, drive-in movie theater style, in August of 2020, ran by the Shoreline/Lake Forest Park Arts Council.

2021-2022 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 (Picnic in the Park, Pet Parade, Family Day at the Farmers Market, Battle of the Bands, Concerts in the Parks, and more) and outreach

COMMUNITY SERVICES

Department Staffing Summary, Community Svcs.			Full Time Equivalent (FTE)		
			2019-2020	2021-2022	
Department Employee Count			0.95	0.95	
Department Budget Summary, Community Services					
Description	2019-2020 Adopted Budget	2019-2020 Projected	2021-2022 Budget	% Change	
Salaries	\$ 130,754	\$ 131,361	\$ 133,000	1.7%	
Overtime	\$ 2,000	\$ 2,000	\$ 2,000	0.0%	
Employee Benefits	\$ 41,650	\$ 42,887	\$ 49,500	18.8%	
Community Events - Supplies	\$ 40,000	\$ 3,089	\$ 30,000	-25.0%	
Youth Council	\$ 1,000	\$ 912	\$ 1,000	0.0%	
Waste Reduction / Recycle Grant	\$ 10,000	\$ 22,140	\$ 10,000	0.0%	
Office / Operating Supplies	\$ 581	\$ 581	\$ 550	-5.4%	
Senior Services	\$ 36,000	\$ 36,000	\$ 36,000	0.0%	
Middle - After School Prog.	\$ 28,000	\$ 20,000	\$ 28,000	0.0%	
Drug & Alcohol Prevention	\$ 54,000	\$ 54,000	\$ 54,000	0.0%	
Recreation Programs	\$ 35,200	\$ 32,000	\$ 35,200	0.0%	
Local Hazardous Waste Grant	\$ 16,000	\$ 16,000	\$ 16,000	0.0%	
Coordinated Prevention Grant	\$ 6,000	\$ 6,000	\$ 6,000	0.0%	
Community Events - Services	\$ -	\$ 15,000	\$ 40,000	-	
Community Development	\$ 57,000	\$ 57,000	\$ 57,000	0.0%	
Lake Forest Park Arts Council	\$ 36,000	\$ 36,000	\$ 36,000	0.0%	
Communications	\$ 6,000	\$ 2,658	\$ 2,000	-66.7%	
Youth Services Co-Funding Rent	\$ -	\$ -	\$ 6,000	-	
Travel Exp. (lodging, meals)	\$ 300	\$ -	\$ -	-100.0%	
Dues / Subscriptions	\$ 2,000	\$ 1,361	\$ 2,000	0.0%	
Training	\$ 600	\$ -	\$ -	-100.0%	
Total	\$ 503,085	\$ 478,989	\$ 544,250	8.2%	

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

Presiding Judge Linda Portnoy was reappointed to a four-year term in December 2017. She continues in her capacity as an active member of the District and Municipal Court Judge's Association (DMCJA), having served on the Association's nominating Committee. Judge Portnoy completed revisions to 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 is currently working on her certificate in court management from the National

MUNICIPAL COURT

Center for State Courts (NCSC). She continues to serve as the Court liaison to the Leadership Team.

2017-2019 Court Accomplishments

- 2017, 2019 Court and Probation volunteers welcomed to the team
- 2018 Court participates in Administrative Office of the Courts Bank Reconciliation Project
- 2019 In collaboration with nCourt, new Text Message Reminder System and Electronic Bail Payment System implemented
- 2019 Re-instated Video Court Services with Snohomish County Jail

2017-2019 Awards and Recognition

- 2017 Probation Officer Phil Stanley awarded Probation Officer of the Year
- 2017 Court wins First Place in City Gingerbread House Competition
- 2018 Municipal Court Judge Awarded DMCJA Presidential Award; Nominated for NUHSA Award
- 2019 Municipal Court Judge Honored for 20+ years of service by Washington State Association for Justice

2017-2019 Noteworthy

- 2017 Court Administrator Kelley Gradwohl retires after 25 years
- 2018 Court hosted SAO's – Performance Center team for a two-day Lean Academy learning experience
- 2019 Court welcomed new public defense firm Stewart MacNichols & Harmell Inc PS
- 2019 Youth Court Proclamation

2020-2021 Planned Court Activities

- Welcome aboard new collection company, Linebarger Goggan Blair & Sampson
- Continue to evaluate Zoom and other technology for court hearings to ensure staff and public safety
- 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.

CHANGES IN THE COURT

New Legislative Impacts

2018 legislative changes impacted the ability of judges at all levels of court to impose legal financial obligations on indigent defendants. A person receiving public assistance through DSHS is considered “indigent” for purposes of the new legislation. The Court applied for and has successfully completed the approval process for the DSHS Benefit Verification System (BVS). All court staff now have immediate access to BVS, which will help make a proper determination of whether a person is indigent as defined by state law.

MUNICIPAL COURT

Modified Release and Planning Services (RAPS):

The court began the pilot Release and Planning (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. The court re-evaluated the pilot program in 2018 and decided to discontinue the program with CHS and instead focus on vocational counseling with our volunteer counselor, Heidi Sheperd. Ms. Sheperd is supportive of the changes and is excited to continue with RAPS in this capacity.

Department Staffing Summary, Court	Full Time Equivalent (FTE)	
	2019-2020	2021-2022
Department Employee Count	4.30	4.30

Description	2019-2020 Adopted Budget	2019-2020 Projected	2021-2022 Budget	% Change
Salaries	\$ 756,580	\$ 742,862	\$ 786,000	3.9%
Overtime	\$ -	\$ -	\$ -	-
Employee Benefits	\$ 280,894	\$ 259,528	\$ 310,000	10.4%
Court Supplies	\$ 13,000	\$ 8,500	\$ 11,000	-15.4%
Probation Supplies	\$ -	\$ -	\$ -	-
Youth Court Supplies	\$ 3,888	\$ 1,110	\$ 1,600	-58.8%
Small Tools & Equipment	\$ 300	\$ -	\$ -	-100.0%
Prof. Svcs.-Security & Pro-tem	\$ 26,504	\$ 24,000	\$ 26,000	-1.9%
Bank Charges	\$ 5,200	\$ 2,000	\$ 4,000	-23.1%
Communications	\$ 14,500	\$ 13,100	\$ 17,000	17.2%
Travel Exp. (lodging, meals)	\$ 4,400	\$ 2,088	\$ 3,000	-31.8%
Insurance	\$ 32,277	\$ 33,584	\$ 34,600	7.2%
Repair & Maintenance	\$ 500	\$ 149	\$ 400	-20.0%
Dues - Subscriptions	\$ 4,500	\$ 4,500	\$ 5,900	31.1%
Training	\$ 5,570	\$ 3,975	\$ 2,000	-64.1%
Jury Service	\$ 3,000	\$ 1,680	\$ 3,000	0.0%
Interpreters	\$ 8,000	\$ 7,037	\$ 7,500	-6.3%
Salaries - Pro Tem	\$ 13,000	\$ 11,234	\$ 16,000	23.1%
Employee Benefits - Pro Tem	\$ 440	\$ 1,199	\$ 3,000	581.8%
Copier Rental	\$ 4,566	\$ 4,583	\$ 4,584	0.4%
Probation Supplies	\$ 20,000	\$ 14,000	\$ 20,000	0.0%
Machinery & Equipment	\$ 1,000	\$ 435	\$ 500	-50.0%
Total	\$ 1,198,118	\$ 1,135,562	\$ 1,256,084	4.8%

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 24, the Department provides for the preservation of life, protection of property, prevention of crime, apprehension of criminals, and facilitation of traffic. Most of the officers are in the patrol division; additionally, there are a traffic unit, criminal investigation detectives, a canine (K9) unit, professional support staff, patrol sergeants, and two Lieutenants that serve as the Division Commanders.



DEPARTMENT GOALS

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

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

POLICE DEPARTMENT

DIVISIONS

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

- **Patrol Operations**
- **Support Services**
- **Emergency Management**



The **Patrol Operations Division** is commanded by a Lieutenant 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 four 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/Hostage Negotiations (SWAT/HNT), and gang/graffiti investigations.

The **Support Services Division** is commanded by a Lieutenant 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, Professional Services, Jail Transports, Accreditation, the Records Unit, and the Evidence/Property Unit.

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



ONGOING DEPARTMENT FUNCTIONS

- Continue to provide Operations, Support Services, and Emergency Management as major functions in the Police 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.

POLICE DEPARTMENT

- 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.
- Enhance public transparency and public disclosure through paperless systems.
- Promote community education through crime prevention presentations in partnership with volunteer Block Watch Captains.
- Enhanced training to build a team of professionals that engage the community at levels of service.
- Enhance community communication efforts delivered through a variety of formats, including the City website, social media accounts, media releases, neighborhood meetings, and National Night Out.

2021-2022 PLANNED ACTIVITIES

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

Type of Call	2015	2016	2017	2018	2019	+/-	vs. Last Year
911 / Information	318	284	160	171	224	7%	↑
Alarms	371	395	361	319	368	15%	↑
Assault / Fights / Harassment	76	64	55	60	58	-3%	↓
Burglary / Theft	425	367	378	427	337	-21%	↓
Disturbance / Noise	194	201	190	168	158	-6%	↓
Domestic	65	60	64	48	52	8%	↑
Investigations	1745	1797	1923	1619	1602	-1%	↓
Juvenile	51	48	50	39	38	-3%	↓
Liquor / Narcotics	77	79	63	41	27	-34%	↓
Miscellaneous	1264	1785	1846	1729	1425	-18%	↓
Parking	346	319	289	257	275	7%	↑
Property	95	86	92	85	88	4%	↑
Public Service	2481	2781	2891	3055	2934	-4%	↓
Traffic	3735	3188	4275	3903	4596	18%	↑
Trespass	64	40	45	51	58	14%	↑

POLICE DEPARTMENT

DEPARTMENT STAFFING AND BUDGET SUMMARY

Department Staffing Summary, Police		Full Time Equivalent (FTE)		
		2019-2020	2021-2022	
Department Employee Count		24.00	24.00	
Department Budget Summary, Police		2019-2020	2019-2020	2021-2022
Description		Adopted Budget	Projected	Budget
<u>Police Department Operations</u>				% Change
Salaries	\$ 4,524,033	\$ 4,435,637	\$ 4,408,000	-2.6%
Overtime	\$ 251,800	\$ 205,000	\$ 245,000	-2.7%
Employee Benefits	\$ 2,022,470	\$ 1,976,444	\$ 1,967,000	-2.7%
LEOFF 1 Expenses	\$ 33,500	\$ 31,370	\$ 30,000	-10.4%
Disability Insurance	\$ 8,570	\$ 3,670	\$ 3,600	-58.0%
Uniform Expenses	\$ 35,000	\$ 38,000	\$ 35,000	0.0%
Police - Dry Cleaning Contract	\$ 1,200	\$ 3,800	\$ 2,000	66.7%
Police - Badges & Vests	\$ 10,500	\$ 10,500	\$ 10,500	0.0%
Supplies - General	\$ 19,920	\$ 23,800	\$ 19,920	0.0%
Operations / Vehicle Supplies	\$ 45,000	\$ 50,500	\$ 37,000	-17.8%
K-9 Narcotics	\$ 6,400	\$ 4,400	\$ -	-100.0%
Fuel	\$ 60,400	\$ 55,000	\$ 60,400	0.0%
Small Tools & Equipment	\$ 2,000	\$ 4,670	\$ 2,000	0.0%
Professional Services	\$ 30,500	\$ 32,500	\$ 30,500	0.0%
Communications	\$ 110,000	\$ 110,000	\$ 110,000	0.0%
Travel Exp. (lodging, meals)	\$ 16,000	\$ 10,000	\$ 12,000	-25.0%
Insurance	\$ 177,063	\$ 184,220	\$ 189,650	7.1%
Vehicle Repair & Maintenance	\$ 62,000	\$ 71,000	\$ 62,000	0.0%
Office Equip.- Repair & Maint.	\$ 5,500	\$ 1,000	\$ 5,500	0.0%
Operations Repair/Maintenance	\$ 4,000	\$ 1,500	\$ 4,000	0.0%
Dues / Subscriptions	\$ 45,740	\$ 47,000	\$ 40,260	-12.0%
Training	\$ 28,000	\$ 20,000	\$ 20,000	-28.6%
Marine Patrol	\$ 26,000	\$ 24,048	\$ 26,000	0.0%
Call Out Services - SWAT	\$ 4,800	\$ 4,000	\$ 4,500	-6.3%
Copier Rental	\$ 11,334	\$ 11,334	\$ 11,334	0.0%
Safe Harbor Expenses (DV)	\$ 1,000	\$ -	\$ 1,000	0.0%
Computer Hardware/Software	\$ 20,000	\$ 20,000	\$ 2,000	-90.0%
Machinery & Equipment	\$ 19,207	\$ 11,207	\$ 6,000	-68.8%
Total Police Operations	\$ 7,581,937	\$ 7,390,601	\$ 7,345,164	-3.1%
<u>Technology</u>				
Dues / Subscriptions	\$ -	\$ -	\$ 50,000	100%
Total Police Operations	\$ -	\$ -	\$ 50,000	100%
<u>Crime Watch</u>				
Supplies	\$ 5,000	\$ 5,000	\$ 5,000	0.0%
Comm. Oriented Policing Prog.	\$ 10,000	\$ 4,000	\$ 4,000	-60.0%
Total Crime Watch	\$ 15,000	\$ 9,000	\$ 9,000	-40.0%

POLICE DEPARTMENT

Department Budget Summary, Police					
Description		2019-2020 Adopted Budget	2019-2020 Projected	2021-2022 Budget	% Change
<u>Emergency Management</u>					
Office / Operating Supplies		\$ 1,000	\$ 1,000	\$ 1,000	0.0%
Professional Services		\$ 91,000	\$ 146,322	\$ 101,333	11.4%
Travel Expenses		\$ 1,000	\$ -	\$ -	-100.0%
Kenmore - EMPG		\$ 9,980	\$ 20,014	\$ 20,400	104.4%
Dues / Subscriptions		\$ -	\$ 100	\$ 100	-
Training		\$ 2,000	\$ -	\$ -	-100.0%
Machinery & Equipment		\$ 4,000	\$ -	\$ -	-100.0%
Total Emergency Management		\$ 108,980	\$ 167,436	\$ 122,833	12.7%
<u>Traffic Safety Camera Program</u>					
Traffic Camera Service Fee		\$ 1,291,620	\$ 1,391,992	\$ 1,584,000	22.6%
Professional Services		\$ -	\$ 24,296	\$ -	-
Total Traffic Safety Camera Program		\$ 1,291,620	\$ 1,416,288	\$ 1,584,000	22.6%
<u>Dispatch</u>					
Equipment Maintenance		\$ 104,350	\$ 120,732	\$ 124,000	18.8%
Contracted Services		\$ 220,000	\$ 194,665	\$ 207,000	-5.9%
Total Dispatch		\$ 324,350	\$ 315,397	\$ 331,000	2.1%
<u>Civil Service Commission</u>					
Supplies		\$ 1,000	\$ 500	\$ 500	-50.0%
Professional Services		\$ 12,283	\$ 13,455	\$ 12,283	0.0%
Travel Exp.(lodging, meals)		\$ 1,400	\$ 500	\$ 1,400	0.0%
Training		\$ 400	\$ 175	\$ 400	0.0%
Total Civil Service Commission		\$ 15,083	\$ 14,630	\$ 14,583	-3.3%
<u>Animal Control</u>					
Animal Control Services		\$ 12,000	\$ 8,000	\$ 12,000	0.0%
Total Animal Control		\$ 12,000	\$ 8,000	\$ 12,000	0.0%

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 of 2.0% in 2021 and estimating the same in 2022. An inflationary increase is built into the prosecutor contract. The increase is an assumption of inflation (Seattle CPI 2.0%) for urban consumers for 2021.

PUBLIC DEFENDER

The Public Defender service was bid out in 2018, resulting in new representation provided by Stewart, MacNichols, Harmell, Inc., PS. It resulted in no cost increase over the previous Public Defender. Through one and one-half years of this service, the Public Defender has been able to easily manage within the prescribed case limits.

DETENTION AND ELECTRONIC HOME MONITORING

The budget actual amount reflects the Municipal Court using home detention in some sentencing, when criteria are met, a separate line item was added in this budget to account for electronic home monitoring. The 2021-2022 budget takes into account this factor and are set with a projected increase because sentencing needs cannot be projected with accuracy in a court this size.

Department Budget Summary, Other Criminal Justice					
Description	2019-2020	2019-2020	2021-2022		% Change
	Adopted Budget	Projected	Budget		
Prosecutor	\$ 185,169	\$ 167,379	\$ 180,000		-2.8%
Public Defender	\$ 198,550	\$ 186,990	\$ 192,000		-3.3%
Jail Expenses	\$ 280,000	\$ 215,000	\$ 220,000		-21.4%
Elec. Monitor/Wk. Release	\$ 25,000	\$ 10,000	\$ 16,000		-36.0%
Total	\$ 688,719	\$ 579,369	\$ 608,000		-11.7%

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. In 2019, the City's permit tracking system was enhanced to allow applicants to apply for and receive mechanical and plumbing permits.

Planning's workload continues to justify having an assistant planner and a 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.

Development Compliance Review and Inspection: Planning and Building staff 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. Certain applications require a public hearing before the City's Hearing Examiner, which the department also supports.

In spite of the pandemic, department staff continue to be very busy working with developers and property owners who have submitted or are preparing to submit short plat and reasonable use exception applications that will result in continued single family development over the next two years. The construction of 16-unit multifamily recently began in the Southern Gateway area and a

PLANNING DEPARTMENT

10-unit townhouse proposal is under review. With the adoption of regulatory updates to the Town Center regulations, Sound Transit and, potentially, Merlone Geier could be submitting major proposals for redevelopment in the Town Center during the next biennium.

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 2019-2020:

- Town Center Zoning Regulation and Design Guidelines Update Recommendation to Council pertaining to Free Standing Parking Structures
- Shoreline Master Program Periodic Update (joint public hearing conducted with Department of Ecology)

Land Use Initiatives Reviewed by Council during 2019-2020:

- Parks, Recreation, Open Space, and Trails Plan (adopted in 2019)
- Subdivision and Land Use Procedures Code Update
- Town Center Zoning and Design Guidelines Update
- Floodplain Regulations Update (adopted in 2020)

Land Use Initiatives Anticipated during 2021-2022

- Town Center Zoning Regulation and Design Guidelines Update
- Accessory Dwelling Unit Regulations Update
- Subdivision Code Update
- Sign Code Update
- Wireless Communication Facilities Code Update
- Tree Code Update
- Stormwater Mapping and Policy Integration with Comprehensive Plan (due 2023)
- Public Outreach Phase of Comprehensive Plan Periodic Update (due 2024)

Code Enforcement Investigation and Follow-up: This program involves responding to code enforcement requests from citizens, and following up with site visits to document violations, writing

PLANNING DEPARTMENT

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 2019, the Department has collected \$6,886 in fines. In 2020, \$76,700 in fines have been assessed, however, those fines could be significantly reduced through voluntary correction agreements and request for mitigation to the hearing examiner. All of these fines were assessed for tree code violations and, therefore, must be used for tree canopy related purposes.

Tree Removal and Replacement: During the last biennium, the Council changed the City Arborist from a 20-hour to a 24-hour per week position. This has improved the Department's responsiveness to tree code violations and its 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 played an important role in verifying the results of the most recent canopy study and is currently working on a set of amendments to the tree regulations.

Department Staffing Summary, Planning	Full Time Equivalent (FTE)	
	2019-2020	2021-2022
Department Employee Count	3.60	3.60

Description	2019-2020	2019-2020	2021-2022	% Change
	Adopted Budget	Projected	Budget	
Salaries	\$ 643,831	\$ 697,521	\$ 714,500	11.0%
Overtime	\$ 4,000	\$ 4,000	\$ 4,000	0.0%
Employee Benefits	\$ 269,013	\$ 254,503	\$ 257,500	-4.3%
Office / Operating Supplies	\$ 9,000	\$ 6,000	\$ 8,000	-11.1%
Professional Services	\$ 124,000	\$ 124,000	\$ 119,000	-4.0%
Engineering Services	\$ 160,000	\$ 120,000	\$ 110,000	-31.3%
Communications	\$ 5,000	\$ 8,000	\$ 8,800	76.0%
Travel Exp. (lodging, meals)	\$ 2,500	\$ 300	\$ -	-100.0%
Advertising	\$ 12,000	\$ 8,000	\$ 10,000	-16.7%
Dues / Subscriptions	\$ 3,000	\$ 2,500	\$ 3,000	0.0%
Training	\$ 5,000	\$ 500	\$ -	-100.0%
Copier Rental	\$ 3,500	\$ 4,000	\$ 4,000	14.3%
Machinery & Equipment	\$ 15,000	\$ 5,000	\$ -	-100.0%
Total	\$ 1,255,844	\$ 1,234,324	\$ 1,238,800	-1.4%

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)	
	2019-2020	2021-2022
Department Employee Count	2.00	1.75

Description	2019-2020	2019-2020	2021-2022	% Change
	Adopted Budget	Projected	Budget	
Salaries	\$ 269,415	\$ 269,415	\$ 269,000	-0.2%
Overtime	\$ 10,000	\$ 5,000	\$ 2,000	-80.0%
Employee Benefits	\$ 84,718	\$ 84,718	\$ 99,000	16.9%
Office / Operating Supplies	\$ 6,000	\$ 2,000	\$ 6,000	0.0%
Professional Services	\$ 20,000	\$ 9,000	\$ 12,000	-40.0%
Fire Marshall Inspections	\$ 2,000	\$ 1,600	\$ 2,000	0.0%
Communications	\$ 1,300	\$ 1,550	\$ 1,650	26.9%
Dues / Subscriptions	\$ 1,500	\$ 1,000	\$ 1,045	-30.3%
Training	\$ 800	\$ 700	\$ 1,000	25.0%
Machinery & Equipment	\$ 3,000	\$ -	\$ -	-100.0%
Total	\$ 398,733	\$ 374,983	\$ 393,695	-1.3%

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 the City's buildings through a mix of contractors that include janitorial contract, HVAC 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.

PUBLIC WORKS DEPARTMENT

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, 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 2019-2020 ACCOMPLISHMENTS

Facilities and Parks

- Completed enhancement projects in Parks in 2019 while maintained parks and facilities with ongoing 2020 budget reductions (COVID-19)
- Completed the design, permitting, and construction of Picnic Shelter
- Enhanced HVAC system for better air quality in City Hall (COVID-19)

Streets

- Maintained street signs, regulatory signs, street striping and street markings
- Mowed 19 miles of slope
- Repaired streets with 30 tons of asphalt
- Installed hardwire system to RRFB at 35th Ave NE & NE 187th St
- Added one new Speed Radar sign southbound SR-104 at 35th Ave
- Added two pinch points on 37th Ave NE
- Early Action Investments Program: (Traffic Calming) Completed 26 improvements to date
- Completed full system inspection and maintenance of Surface Water System



Surface Water

- Completed Annual cleaning of McAleer Creek bypass.
- Enhanced weir diversion on Hillside Creek for better flow of stream
- Completed GIS Mapping of Residential Surface Water Facilities
- Continued participation in the Lake Ballinger/McAleer Creek Forum
- Maintained Water Quality permit compliance – NPDES II
- Initiate Stormwater Planning per NPDES Phase II Permit requirements to develop a Stormwater Management Action Plan for Lake Forest Park
- Develop and implement a community-based social marketing strategy for stormwater public education and outreach program
- Maintained 6 miles of ditch lines
- Swept 900 miles of city streets

PUBLIC WORKS DEPARTMENT

Sewer Utility

- 3500 residents served by the sewer utility
- 640 sewer locates
- 2 sanitary sewer lift stations maintained
- 33 sewer grinder pumps serviced

2021-2022 PLANNED ACTIVITIES

Facilities and Parks

- Purchase Lake Front Property from Forterra – New Park Naming and Design
- Work with volunteer groups to assist with parks maintenance and projects
- Monitor slope stability the Animal Acres Park slope
- Bocce Ball Court addition at Horizon View Park

Streets

- Provide limited maintenance to the road surface system
- Respond with limited resources to evolving winter storm events
- Maintain the new Speed Radar signage's
- Maintain a number of tasks as resources allow

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
- Continue integrating GIS platform into sewer utility

PUBLIC WORKS DEPARTMENT

Department Staffing Summary, Public Works		Full Time Equivalent (FTE)	
		2019-2020	2021-2022
Department Employee Count		10.90	10.90

Description	2019-2020	2019-2020	2021-2022	% Change
	Adopted Budget	Projected	Budget	
<u>Parks</u>				
Salaries	\$ 292,098	\$ 299,492	\$ 252,500	-13.6%
Overtime	\$ 8,000	\$ 6,000	\$ 8,000	0.0%
On-Call Services	\$ 8,000	\$ 7,949	\$ 8,000	0.0%
Employee Benefits	\$ 115,125	\$ 115,125	\$ 105,500	-8.4%
Safety Clothing / Boots	\$ 1,400	\$ 1,444	\$ 1,200	-14.3%
Office Supplies	\$ 500	\$ 988	\$ 500	0.0%
Operating Supplies	\$ 17,000	\$ 8,925	\$ 17,000	0.0%
Kenmore Closeout Charges	\$ -	\$ 174	\$ -	-
Small Tools & Equipment	\$ 3,400	\$ 1,500	\$ 3,400	0.0%
Professional Services	\$ 137,000	\$ 21,020	\$ 32,000	-76.6%
Communications	\$ 3,600	\$ 5,676	\$ 6,600	83.3%
Travel Exp. (lodging, meals)	\$ 300	\$ 300	\$ -	-100.0%
Equipment Rental	\$ 7,000	\$ 4,000	\$ 6,000	-14.3%
Insurance	\$ 16,037	\$ 16,686	\$ 17,200	7.3%
Utilities	\$ 38,000	\$ 51,809	\$ 52,500	38.2%
Repairs & Maintenance	\$ 56,000	\$ 30,000	\$ 56,000	0.0%
Repairs & Maintenance - Enhancement	\$ 140,000	\$ 80,428	\$ -	-100.0%
Dues / Subscriptions	\$ 350	\$ 550	\$ 385	10.0%
Training	\$ 600	\$ 1,415	\$ -	-100.0%
Total Parks	\$ 844,410	\$ 653,480	\$ 566,785	-32.9%

PUBLIC WORKS DEPARTMENT

Department Budget Summary, Public Works		2019-2020		2019-2020		2021-2022		% Change
Description		Adopted Budget	Projected		Budget			
<u>Facilities</u>								
Salaries	\$ 52,969	\$ 58,754	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	3.8%
Overtime	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	0.0%
On-Call Services	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	0.0%
Employee Benefits	\$ 24,320	\$ 27,156	\$ 25,500	\$ 25,500	\$ 25,500	\$ 25,500	\$ 25,500	4.9%
Safety Clothing / Boots	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	0.0%
Office Supplies	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	0.0%
Operating Supplies	\$ 16,100	\$ 16,000	\$ 17,710	\$ 17,710	\$ 17,710	\$ 17,710	\$ 17,710	10.0%
Small Tools & Equipment	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	0.0%
Property Assessments	\$ 15,000	\$ 20,000	\$ 18,500	\$ 18,500	\$ 18,500	\$ 18,500	\$ 18,500	23.3%
Janitorial Contract	\$ 76,000	\$ 76,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	18.4%
Professional Services	\$ 60,000	\$ 40,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	-50.0%
Communications	\$ 1,800	\$ 1,400	\$ 1,980	\$ 1,980	\$ 1,980	\$ 1,980	\$ 1,980	10.0%
Travel Exp. (lodging, meals)	\$ 200	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	-100.0%
Equipment Rental	\$ 800	\$ 400	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	0.0%
Insurance	\$ 3,954	\$ 4,115	\$ 4,250	\$ 4,250	\$ 4,250	\$ 4,250	\$ 4,250	7.5%
Utilities - P.W. Facilities	\$ 6,000	\$ 19,844	\$ 21,500	\$ 21,500	\$ 21,500	\$ 21,500	\$ 21,500	258.3%
Utilities - City Hall	\$ 130,000	\$ 127,327	\$ 134,500	\$ 134,500	\$ 134,500	\$ 134,500	\$ 134,500	3.5%
Repairs & Maintenance	\$ 47,000	\$ 55,000	\$ 43,500	\$ 43,500	\$ 43,500	\$ 43,500	\$ 43,500	-7.4%
Emergency Management	\$ 2,000	\$ 758	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	0.0%
Dues & Subscriptions	\$ 400	\$ 54	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	0.0%
Training	\$ 200	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -	-100.0%
Total Facilities	\$ 444,443	\$ 454,639	\$ 453,340	2.0%				

PUBLIC WORKS DEPARTMENT

Department Budget Summary, Public Works							
Description		2019-2020 Adopted Budget		2019-2020 Projected		2021-2022 Budget	% Change
<u>Street Maintenance</u>							
Road Surface Maintenance	\$ 41,000	\$ 20,000	\$ 45,000	9.8%			
Repairs & Maintenance	\$ 2,500	\$ 2,000	\$ 2,750	10.0%			
Shoulder Maintenance	\$ 26,000	\$ 20,000	\$ 26,000	0.0%			
Structure Maintenance	\$ 14,000	\$ 10,000	\$ 15,400	10.0%			
Street Lighting Maintenance	\$ 298,000	\$ 279,088	\$ 310,000	4.0%			
Sign Replacement	\$ 8,000	\$ 6,500	\$ 8,800	10.0%			
Sign Maintenance	\$ 42,000	\$ 42,000	\$ 46,200	10.0%			
Pavement Marking / Striping	\$ 66,000	\$ 66,000	\$ 48,400	-26.7%			
Snow Plowing / Sanding	\$ 143,500	\$ 133,000	\$ 90,000	-37.3%			
Roadside Maintenance	\$ 76,000	\$ 66,000	\$ 78,000	2.6%			
Roadside Maintenance - Enhancement	\$ 40,000	\$ 40,000	\$ -	-100.0%			
Total Street Maintenance	\$ 757,000	\$ 684,588	\$ 670,550	-11.4%			
<u>Street Operations</u>							
Salaries	\$ 390,871	\$ 392,207	\$ 426,500	9.1%			
Overtime	\$ 10,000	\$ 10,000	\$ 10,000	0.0%			
On-Call Services	\$ 13,000	\$ 12,000	\$ 14,000	7.7%			
Employee Benefits	\$ 175,534	\$ 167,922	\$ 186,000	6.0%			
Safety Clothing / Boots	\$ 1,800	\$ 2,600	\$ 1,980	10.0%			
Office Supplies	\$ 1,400	\$ 1,400	\$ 1,540	10.0%			
Operating Supplies	\$ 9,000	\$ 9,000	\$ 9,600	6.7%			
Small Tools & Equipment	\$ 3,500	\$ 2,000	\$ 3,000	-14.3%			
Professional Services	\$ 87,000	\$ 50,000	\$ 66,000	-24.1%			
Communications	\$ 5,200	\$ 7,500	\$ 10,500	101.9%			
Travel Exp. (lodging, meals)	\$ 400	\$ 230	\$ -	-100.0%			
Equipment Rental	\$ 5,000	\$ 3,000	\$ 5,500	10.0%			
Insurance	\$ 26,826	\$ 27,911	\$ 28,750	7.2%			
Utilities	\$ 2,400	\$ 12,000	\$ 13,000	441.7%			
Dues / Subscriptions	\$ 500	\$ 300	\$ 550	10.0%			
Training	\$ 2,000	\$ 150	\$ -	-100.0%			
Copier Rental	\$ 1,400	\$ 1,400	\$ 1,400	0.0%			
Interfund Svc. To Fund (001)	\$ 96,181	\$ 97,852	\$ 97,852	1.7%			
Interfund Svc. To (501)	\$ 75,184	\$ 69,545	\$ 72,996	-2.9%			
Total Street Operations	\$ 907,197	\$ 867,017	\$ 949,168	4.6%			

PUBLIC WORKS DEPARTMENT

Department Budget Summary, Public Works		2019-2020		2021-2022		% Change
Description	Adopted Budget	Projected	Budget			
<u>Engineering Operations</u>						
Interfund Svc. To GF (001)	\$ 38,239	\$ 41,570	\$ 41,570			8.7%
Interfund Svc. To Replacement (501)	\$ 3,076	\$ 3,076	\$ 4,882			58.7%
Professional Services	\$ 50,000	\$ 50,000	\$ 50,000			0.0%
Travel Exp. (lodging & meals)	\$ 1,500	\$ 5,364	\$ 6,500			333.3%
Training	\$ 1,500	\$ -	\$ -			-100.0%
Lobbying Activity	\$ 80,500	\$ 80,500	\$ 80,500			0.0%
Salaries	\$ 248,066	\$ 248,066	\$ 286,500			15.5%
Employee Benefits	\$ 102,655	\$ 102,655	\$ 113,000			10.1%
Insurance	\$ 7,505	\$ 7,810	\$ 8,050			7.3%
Dues / Subscriptions	\$ -	\$ 519	\$ 600			-
Total Engineering Operations	\$ 533,041	\$ 539,560	\$ 591,602			11.0%

PUBLIC WORKS DEPARTMENT

Department Budget Summary, Public Works		2019-2020 Adopted Budget	2019-2020 Projected	2021-2022 Budget	% Change
<u>Sewer Utility</u>					
Salaries	500,183	517,094	500,000	0.0%	
Overtime	9,000	9,000	9,900	10.0%	
On-Call Services	5,000	11,800	5,500	10.0%	
Employee Benefits	213,038	200,370	218,500	2.6%	
Safety Clothing / Boots	600	2,669	2,000	233.3%	
Office Supplies	1,800	1,600	1,980	10.0%	
Operating Supplies/Materials	9,000	13,000	13,200	46.7%	
Small Tools & Equipment	12,000	5,000	9,900	-17.5%	
METRO Charges	4,620,107	4,620,107	4,662,000	0.9%	
Professional Services	110,000	110,000	121,000	10.0%	
Communications	6,400	14,000	16,500	157.8%	
Travel Exp. (lodging, meals)	200	150	220	10.0%	
Advertising	1,000	150	1,100	10.0%	
Equipment Rental	2,000	2,000	2,200	10.0%	
Insurance	28,552	29,707	30,600	7.2%	
Utilities	7,000	14,400	16,500	135.7%	
Repairs & Maintenance	112,000	112,000	123,200	10.0%	
Dues & Subscriptions	200	3,820	2,200	1000.0%	
Training	2,000	825	660	-67.0%	
Taxes & Assessments	48,000	48,000	52,800	10.0%	
Public Works Trust Fund-Ronald	14,742	14,742	-	-100.0%	
Public Works Trust Fund-Int.	250	250	-	-100.0%	
Repayment of PWTF Loan (Prin)	479,214	479,214	479,214	0.0%	
Repayment of PWTF Loan (Int.)	15,575	15,574	10,782	-30.8%	
Machinery & Equipment	-	-	-	-	
Interfund Svc. To GF (001)	216,638	246,360	246,360	13.7%	
Interfund Sv. To Fund (501)	77,368	77,368	70,606	-8.7%	
Interfund Svc. Trans. Cap. (302)	55,184	55,184	56,011	1.5%	
Transfer To Sewer Cap. (402)	400,000	200,000	200,000	-50.0%	
Transfer To PWTF Repay. (407)	150,000	150,000	350,000	133.3%	
Total Sewer Utility	\$ 7,097,051	\$ 6,954,385	\$ 7,202,933	1.5%	

PUBLIC WORKS DEPARTMENT

Department Budget Summary, Public Works		2019-2020 Adopted Budget	2019-2020 Projected	2021-2022 Budget	% Change
<u>Surface Water Utility</u>					
Salaries	611,008	631,305	618,000	1.1%	
Overtime	10,000	10,000	10,000	0.0%	
On-Call Services	6,000	13,634	12,000	100.0%	
Employee Benefits	273,124	259,860	273,500	0.1%	
Safety Clothing / Boots	2,000	3,000	2,500	25.0%	
Office Supplies	1,500	2,678	1,650	10.0%	
Operating Supplies	14,000	41,468	15,400	10.0%	
Taxes & Assessments	50,000	40,000	43,000	-14.0%	
Small Tools & Equipment	6,000	1,029	6,600	10.0%	
Prof. Services/Engineering	278,724	100,000	306,616	10.0%	
Communications	16,000	15,000	17,600	10.0%	
Travel Exp. (lodging, meals)	1,000	300	-	-100.0%	
Equipment Rental	-	647	1,100	-	
Insurance	38,542	40,100	41,300	7.2%	
Utilities	2,800	2,800	3,080	10.0%	
System Maintenance & Operation	380,000	380,000	418,000	10.0%	
Street Drainage Maintenance	110,000	110,000	121,000	10.0%	
Neighborhood Surface Water	15,000	5,000	16,500	10.0%	
Repairs & Maintenance	14,000	4,000	15,400	10.0%	
Dues / Subscriptions	500	10,000	550	10.0%	
Training	5,000	5,000	5,500	10.0%	
County Administration Billing	40,000	40,000	44,000	10.0%	
Copier Rental	1,400	1,400	1,540	10.0%	
State Lobbying Activities	35,000	-	38,000	8.6%	
Sweeper Principal	106,000	75,994	109,527	3.3%	
Sweeper Interest	20,000	16,280	13,501	-32.5%	
Interfund Svc. To GF (001)	127,920	126,824	126,824	-0.9%	
Interfund Svc. To Replacement Fund (501)	98,972	98,972	91,772	-7.3%	
Interfund Svc. To Transportation Capital (302)	55,184	55,184	56,011	1.5%	
Transfer To Surface Water Capital (404)	1,050,000	1,050,000	350,000	-66.7%	
Total Surface Water Utility	\$ 3,369,675	\$ 3,140,474	\$ 2,760,471	-18.1%	

NON-OPERATING DEPARTMENT INFORMATION

2021-2022
ADOPTED 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 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.

Vehicle and Equipment Services and Replacement Fund		2019-2020 Adopted Budget		2019-2020 Projected		2021-2022 Budget		% Change
Description		\$	11,224	\$	15,980	\$	15,980	42.4%
Interfund Svc. To General Fund		\$	382,904	\$	324,789	\$	260,354	-32.0%
Citywide Vehicle - Replacement		\$	-	\$	-	\$	-	-
Public Works - Fuel		\$	50,000	\$	50,000	\$	50,000	0.0%
Public Works Equip. - Maint.		\$	135,062	\$	135,062	\$	145,000	7.4%
PD Vehicle Replacement		\$	75,500	\$	43,253	\$	65,000	-13.9%
PW Equipment - Replacement		\$	38,000	\$	-	\$	157,264	313.9%
PW Vehicles - Replacement		\$	108,969	\$	50	\$	108,969	0.0%
Total		\$	801,659	\$	569,133	\$	802,567	0.1%

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 2021-2022 budget contains over \$9 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 standalone 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 2021-2022 biennium are included in the adopted budget.

Recurring fixed and capital asset expenditures included in the 2021-2022 budget include the replacement of vehicles and equipment per the replacement schedule. The annual street overlay program that is funded through the City's vehicle tabs. The following narrative describes non-reoccurring fixed and capital expenditures that are included in the 2021-2022 budget, items are organized by funding source.



Capital Facilities Maintenance Fund

The Capital Facilities Maintenance Fund budget provides for the maintenance and upgrades to City owned facilities. The 2021-2022 budget includes \$100,000 for miscellaneous building maintenance items and \$431,000 to upgrade or replace HVAC units at City Hall. The budget also includes \$34,000 for Public Works facility investments. These investments are consistent with the Strategic Plan Goal of Accountable and Engaged Government.

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 \$20,000 for master planning. Five Acre Woods is the other recently acquired park that has \$40,000 allocated towards planning/development in the upcoming biennium.

Transportation Capital Fund

The Transportation Capital Fund budget includes multiple items that advance the Strategic Plan Goal of Mobility. The budgeted items include: \$3 million dollar project to begin the design process for improvements at the intersection of Ballinger Way (SR 104) and 40th Place NE that is grant funded; \$800,000 for the Capital Street Overlay Program; \$100,000 for safety improvements recommended by the Safe Streets Study; and \$100,000 to conclude the SR 522 Grade Separated Pedestrian Crossing study.

FIXED AND CAPITAL ASSETS

Sewer Capital Fund

Beach Drive Sewer Lift Stations design is projected to begin with \$365,000 budgeted in 2022. The sewer lift stations are anticipated to be under construction the following biennium in 2023.

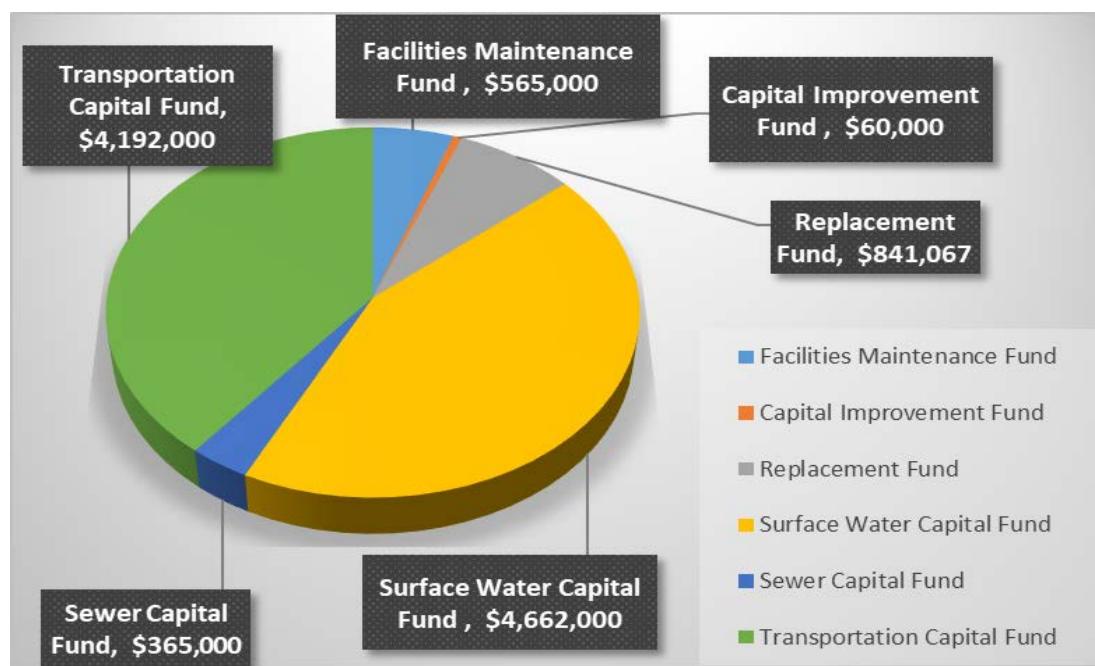
Surface Water Capital Fund

The Surface Water Capital Fund includes an identified \$4.7 million need for culvert replacement during the biennium for the L80 and L90 projects. The estimated construction of these improvements \$3.6 million is not a budgeted amount and will require an outside funding source for completion. The investment will replace aging and structurally deficient culverts and improve fish passage advancing the Strategic Plan Goal of Healthy Environment. The design for both culverts is currently underway and grant funded.

Animal Acres Park Restoration has been allocated \$30,000 for both years for slope mitigation. Material Bin Covers are budgeted at \$150,00 at the Public Works Facility to satisfy required surface water permit requirements. Study of Hillside Creek is budgeted at \$105,000 in 2022, and construction in the following biennium in 2023, to address the insufficient gradient in the channel that results in sediment buildup. 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. These surface water capital projects do have some impact, but not a significant a

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

Capital/Fixed Asset Budgeted Expenditures by Fund



FIXED AND CAPITAL ASSETS

The following schedule lists capital projects budgeted in the 2021-2022 biennium and includes the budgeted value and the funding source or fund that is financially responsible for the project. Certain listed capital projects have a more significant future operating impact such as the Safe Streets Early Action Projects, Park Acquisitions, and ongoing Park Improvements, while other capital projects such as Culvert Replacement have a minimal operational impact to the City. The Culvert Replacement Projects are designated as a one-time capital improvement.

Schedule of 2021-2022 Capital Improvement Plan Projects		
Project Title	2021-2022 Projected Value	Funding Source (Fund Name)
City Hall Facilities	\$ 100,000	Capital Facilities
City Hall Facilities, HVAC	\$ 431,000	Capital Facilities
Public Works Office Building	\$ 10,000	Capital Facilities
Public Works Facilities	\$ 24,000	Capital Facilities
Brookside Park Development	\$ 20,000	Capital Improvement
5 Acre Woods Development	\$ 40,000	Capital Improvement
SR 522 Grade Separated Pedestrian Crossing	\$ 100,000	Transportation Capital
SR 104 & 40th Pl NE Roundabout	\$ 3,192,000	Transportation Capital
Annual Street Overlay Program	\$ 800,000	Transportation Capital
Safe Streets, Early Action Investments	\$ 100,000	Transportation Capital
Beach Drive Sewer Lift Station	\$ 365,000	Sewer Capital
Animal Acres Park	\$ 60,000	Surface Water Capital
Material Bin Covers	\$ 150,000	Surface Water Capital
Culvert L80-L90 Replacement*	\$ 4,242,000	Surface Water Capital
Hillside Creek Pypass - Study & Development	\$ 105,000	Surface Water Capital
Micellaneous Surface Water Projects	\$ 105,000	Surface Water Capital
Total	\$ 9,844,000	
*Requires Grant Funding		

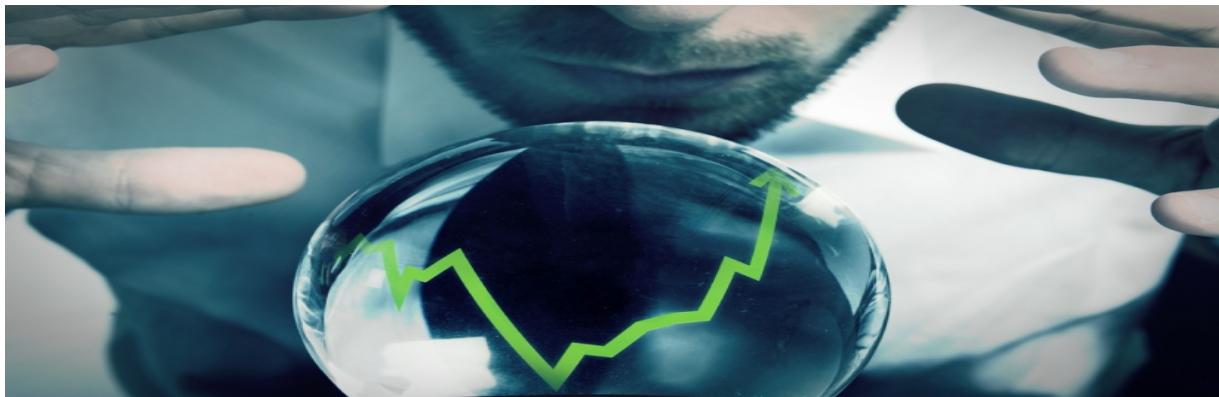
More information regarding fixed and capital asset expenditures can be found in the Capital Improvement Plan that is available on the City's website (cityoflfp.com) and in the department section titled Vehicle and Equipment Services and Replacement Fund.

APPENDIX

2021-2022 ADOPTED BUDGET

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

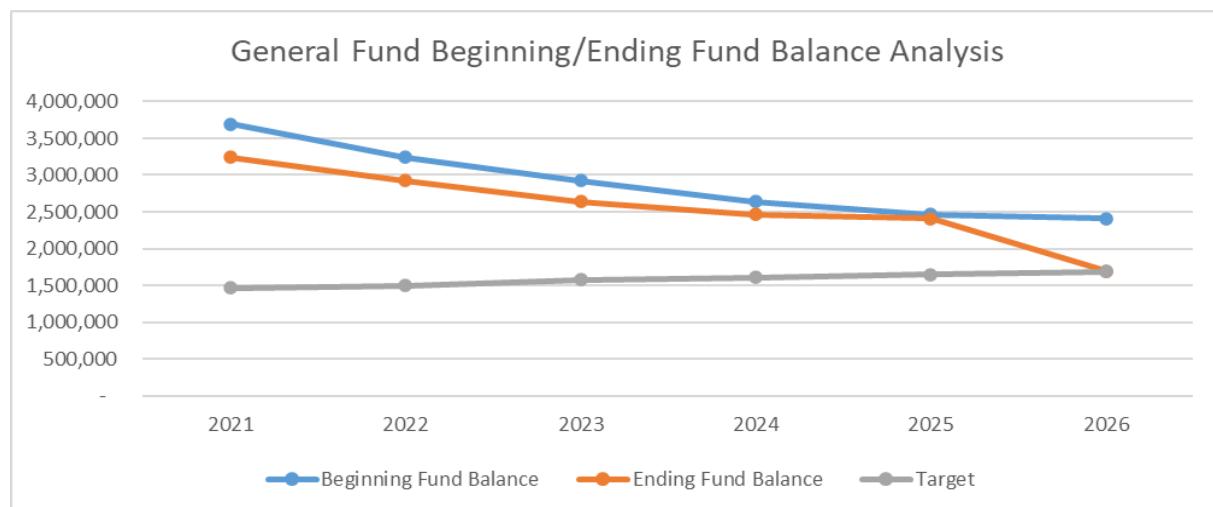
SIX YEAR FINANCIAL FORECAST



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 budget process. 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 2021-2022 biennial budget development and applies an annual “projection factor” to the 2021-2022 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, the compounded rate is 5.37%. The City is continuing to use the 2019 projection until more definitive data is known due to the worldwide pandemic known as COVID19.

One-Time Items: One-time items occurring during the 2021-2022 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 www.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	2021-2022	One Time Items for			2025-2026	Projection Factor
	Proposed Budget	Removal for 6 Year	New Baseline	2023-2024		
Beginning Fund Balance	3,689,788			2,930,729	2,468,435	
Property Tax	6,830,442	6,830,442	7,018,279	7,211,282	2,75%	
Sales and Use Tax	2,360,626	2,360,626	2,528,703	2,708,746	7.12%	
Local Criminal Justice / State	764,224	764,224	818,637	876,924	7.12%	
Business Tax	771,400	771,400	826,324	885,158	7.12%	
Solid Waste Collection Tax	253,334	253,334	266,938	281,272	5.37%	
Utility Tax	840,000	840,000	840,000	840,000	0.00%	
Sea. City Light Contract Fee	1,090,922	1,090,922	1,202,742	1,326,023	10.25%	
Leasehold Excise Tax	3,700	3,700	3,700	3,700	0.00%	
Admission Tax	13,000	13,000	13,000	13,000	0.00%	
Cable Television Franchise Fee	409,800	409,800	431,806	454,994	5.37%	
Telecommunication Franchise	5,000	5,000	5,269	5,551	5.37%	
Business Licenses	135,909	135,909	135,909	135,909	0.00%	
Construction Permits	550,000	550,000	563,750	577,844	2.50%	
Land Use Permits	180,000	180,000	189,666	199,851	5.37%	
Plumbing Permits	50,000	50,000	52,685	55,514	5.37%	
Mechanical Permits	78,000	78,000	82,189	86,602	5.37%	
Concealed Weapon Permit / City	2,718	2,718	2,864	3,018	5.37%	
Development Tech. Surcharge	47,045	47,045	49,572	52,234	5.37%	
Credit Card Fee	10,455	10,455	11,016	11,607	5.37%	
Other Licenses / Permits	30,000	30,000	31,611	33,309	5.37%	
Bulletproof Vest Partnership	3,000	3,000	3,161	3,331	5.37%	
EMPG Grant	40,800	40,800	42,991	45,300	5.37%	
Multimodal Transportation City	36,124	36,124	38,064	40,108	5.37%	
Criminal Justice - Population	8,895	8,895	9,373	9,876	5.37%	
CJ - Special Programs	31,542	31,542	33,236	35,021	5.37%	
Marijuana Excise Tax Distrib.	13,020	13,020	13,719	14,455	5.37%	
DUI Distribution	3,756	3,756	3,957	4,170	5.37%	
Liquor Excise Tax	152,585	152,585	160,779	169,413	5.37%	
Liquor Board Profits	212,971	212,971	224,408	236,459	5.37%	
Local Hazardous Waste Grant	18,270	18,270	19,251	20,285	5.37%	
KC Waste Reduction Recycling	40,600	40,600	42,780	45,078	5.37%	
Court Administrative Fees	2,639	2,639	2,781	2,930	5.37%	
Interfund Svc. From Fund (403)	131,016	131,016	138,051	145,465	5.37%	
Interfund Svc. From Fund (401)	247,360	247,360	260,643	274,640	5.37%	
Interfund Svc. From Fund (101)	97,852	97,852	103,107	108,643	5.37%	
Interfund Svc. From Fund (302)	42,570	42,570	44,856	47,265	5.37%	
Interfund Svc. From (301)	10,442	10,442	11,003	11,594	5.37%	
Interfund Svc. From (501)	12,636	12,636	13,315	14,030	5.37%	
Passport Rev. (Passport/Photo)	325,000	325,000	450,000	525,000	5.37%	
Adult Probation Services	99,945	99,945	105,312	110,967	5.37%	
Television/Cable Sub. Fee	20,706	20,706	21,818	22,990	5.37%	
Support Service From TBD (104)	-	-	-	-	5.37%	
Animal Control Reimbursement	2,060	2,060	2,171	2,287	5.37%	
Other Civil Penalties	412	412	434	457	5.37%	
Traffic Infraction Penalties	121,272	121,272	127,785	134,647	5.37%	
Traffic Safety Camera Fines	2,316,717	2,316,717	2,900,000	2,958,580	2.02%	
Legislative Assessment	14,636	14,636	15,422	16,250	5.37%	
Civil Parking Infraction Penal	4,060	4,060	4,278	4,508	5.37%	
DUI Fines	10,455	10,455	11,016	11,607	5.37%	
Other Crim.Traffic Misdemeanor	26,136	26,136	27,540	29,019	5.37%	
Other Crim. Non-Traffic Fines	7,318	7,318	7,711	8,125	5.37%	
Court Fines & Forfeits	20,909	20,909	22,032	23,215	5.37%	
Investment Interest	40,000	40,000	42,148	44,411	5.37%	
Sales Tax Interest-State Treas	4,466	4,466	4,706	4,959	5.37%	
Turner (Lakefront) Rent	24,000	24,000	24,000	24,000	0.00%	
Facility Rental Fees	1,000	1,000	1,054	1,110	5.37%	
City Forestry Account	10,000	10,000	10,537	11,103	5.37%	
Sales of Surplus	1,000	1,000	1,054	1,110	5.37%	

Six Year Financial Forecast

Description	2021-2022	One Time Items for			Projection	
	Proposed Budget	Removal for 6 Year	New Baseline	2023-2024	2025-2026	Factor
P-Card Rebate	28,854		28,854	30,404	32,037	5.37%
Forfeits / Asset Seizure	609		609	642	676	5.37%
Restitution	609		609	642	676	5.37%
Cash Adjustments	10		10	11	11	5.37%
Fingerprinting Services	180		180	190	200	5.37%
Miscellaneous Revenue	56,840		56,840	59,892	63,109	5.37%
Police Miscellaneous Revenue	10,455		10,455	11,016	11,607	5.37%
Miscellaneous Court Fees	200		200	211	222	5.37%
Notary Fees	4,060		4,060	4,278	4,508	5.37%
FSA Forfeitures	1,000		1,000	1,054	1,110	5.37%
Emergency Services	16,000		16,000	16,859	17,765	5.37%
Local/JIS Account	2,000		2,000	2,107	2,221	5.37%
Total General Fund Revenue	18,708,046	-	18,708,046	20,151,177	21,064,063	
Internal Svc. To Fund (501)	318,664		318,664	335,776	353,807	5.37%
Transfer to Street Fund (101)	310,000		310,000	326,647	344,188	5.37%
Total General Fund Transfer Out	628,664	-	628,664	662,423	697,995	
Salaries	101,000		101,000	106,424	112,139	5.37%
Employee Benefits	8,500		8,500	9,194	9,944	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.	2,000		2,000	2,107	2,221	5.37%
Total City Council Expense	122,700	-	122,700	129,526	136,738	
Salaries	680,500		680,500	717,043	755,548	5.37%
Employee Benefits	261,500		261,500	282,838	305,918	8.16%
Office/Operating Supplies	2,000		2,000	2,107	2,221	5.37%
Small Tools and Equipment	400		400	421	444	5.37%
Professional Services	80,000		80,000	84,296	88,823	5.37%
Communications	11,400		11,400	12,012	12,657	5.37%
Travel Exp. (lodging, meals)	2,400		2,400	2,529	2,665	5.37%
Dues / Subscriptions	13,000		13,000	13,698	14,434	5.37%
Volunteer & Staff Recognition	6,000		6,000	6,322	6,662	5.37%
Mayor's Reserve	5,000		5,000	5,269	5,551	5.37%
Total Executive Expense	1,062,200	-	1,062,200	1,126,536	1,194,922	
Other Legal Services	300,000		300,000	316,110	333,085	5.37%
Total Legal Services Expense	300,000	-	300,000	316,110	333,085	
Salaries	687,000		687,000	723,892	762,765	5.37%
Overtime	1,000		1,000	1,054	1,110	5.37%
Employee Benefits	238,000		238,000	257,421	278,426	8.16%
Office/Operating Supplies	30,000		30,000	31,611	33,309	5.37%
Taxes & Assessments (Passport)	5,500		5,500	5,795	6,107	5.37%
Professional Services	16,000		16,000	16,859	17,765	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	20,000		20,000	21,074	22,206	5.37%
Communications / Internet	14,000		14,000	14,752	15,544	5.37%
Advertising	3,000		3,000	3,161	3,331	5.37%
Postage Equipment Rental	4,600		4,600	4,847	5,107	5.37%
Insurance	145,700		145,700	153,524	161,768	5.37%
Repairs & Maintenance	1,000		1,000	1,054	1,110	5.37%
Dues / Subscriptions	2,000		2,000	2,107	2,221	5.37%
Copier Rental	9,000		9,000	9,483	9,993	5.37%
Total Municipal Service Expense	1,212,800	-	1,212,800	1,284,568	1,360,731	
Election/Voter Costs	100,000		100,000	105,370	111,028	5.37%
Total Election Expense	100,000	-	100,000	105,370	111,028	
Association of WA Cities	21,400		21,400	22,549	23,760	5.37%
Puget Sound Regional Council	12,500		12,500	13,171	13,879	5.37%
Sound Cities Association	18,500		18,500	19,493	20,540	5.37%
SeaShore Transportation Forum	1,000		1,000	1,054	1,110	5.37%
Puget Sound Clean Air Agency	23,907		23,907	25,191	26,544	5.37%

Six Year Financial Forecast

Description	2021-2022	One Time Items for			Projection Factor
	Proposed Budget	Removal for 6 Year	New Baseline	2023-2024	
OMWBE	400		400	421	444
NUHSA - N. Urban H.S. Alliance	2,100		2,100	2,213	2,332
King County-Cities Climate	1,900		1,900	2,002	2,110
Total Membership Expense	81,707	-	81,707	86,095	90,718
Salaries	955,000		955,000	1,006,284	1,060,321
Employee Benefits	309,000		309,000	334,214	361,486
Office / Operating Supplies	9,000		9,000	9,483	9,993
Professional Services	58,000		58,000	61,115	64,396
Communications	11,800		11,800	12,434	13,101
Dues / Subscriptions	1,300		1,300	1,370	1,443
Municipal Auditor Expenses	74,000		74,000	77,974	82,161
Total Finance and Audit Expense	1,418,100	-	1,418,100	1,502,873	1,592,902
Salaries	786,000		786,000	828,208	872,683
Employee Benefits	310,000		310,000	335,296	362,656
Court Supplies	11,000		11,000	11,591	12,213
Youth Court Supplies	1,600		1,600	1,686	1,776
Prof. Svcs.-Security & Pro-tem	26,000		26,000	27,396	28,867
Bank Charges	4,000		4,000	4,215	4,441
Communications	17,000		17,000	17,913	18,875
Travel Exp. (lodging, meals)	3,000		3,000	3,161	3,331
Insurance	34,600		34,600	36,458	38,416
Repair & Maintenance	400		400	421	444
Dues - Subscriptions	5,900		5,900	6,217	6,551
Training	2,000		2,000	2,107	2,221
Jury Service	3,000		3,000	3,161	3,331
Interpreters	7,500		7,500	7,903	8,327
Salaries - Pro Tem	16,000		16,000	16,859	17,765
Employee Benefits - Pro Tem	3,000		3,000	3,161	3,331
Probation Supplies	20,000		20,000	21,074	22,206
Copier Rental	4,584		4,584	4,830	5,090
Machinery & Equipment	500		500	527	555
Total Court Expense	1,256,084	-	1,256,084	1,332,185	1,413,078
Prosecutor	180,000		180,000	189,666	199,851
Public Defender	192,000		192,000	202,310	213,174
Total Other CJ Expense	372,000	-	372,000	391,976	413,026
Salaries	4,408,000		4,408,000	4,644,710	4,894,131
Overtime	245,000		245,000	258,157	272,020
Employee Benefits	1,967,000		1,967,000	2,127,507	2,301,112
LEOFF 1 Expenses	30,000		30,000	31,611	33,309
Disability Insurance	3,600		3,600	3,793	3,997
Uniform Expenses	35,000		35,000	36,880	38,860
Police - Dry Cleaning Contract	2,000		2,000	2,107	2,221
Police - Badges & Vests	10,500		10,500	11,064	11,658
Supplies - General	19,920		19,920	20,990	22,117
Operations / Vehicle Supplies	37,000		37,000	38,987	41,080
Fuel	60,400		60,400	63,643	67,061
Small Tools & Equipment	2,000		2,000	2,107	2,221
Professional Services	30,500		30,500	32,138	33,864
Communications	110,000		110,000	115,907	122,131
Travel Exp. (lodging, meals)	12,000		12,000	12,644	13,323
Insurance	189,650		189,650	199,834	210,565
Vehicle Repair & Maintenance	62,000		62,000	65,329	68,838
Office Equip.- Repair & Maint.	5,500		5,500	5,795	6,107
Operations Repair/Maintenance	4,000		4,000	4,215	4,441
Dues / Subscriptions	40,260		40,260	42,422	44,700
Training	20,000		20,000	21,074	22,206
Marine Patrol	26,000		26,000	27,396	28,867
Call Out Services - SWAT	4,500		4,500	4,742	4,996
Copier Rental	11,334		11,334	11,943	12,584

Six Year Financial Forecast

Description	2021-2022	One Time Items for			Projection	
	Proposed Budget	Removal for 6 Year	New Baseline	2023-2024	2025-2026	Factor
Safe Harbor Expenses (DV)	1,000		1,000	1,054	1,110	5.37%
Computer Hardware/Software	2,000		2,000	2,107	2,221	5.37%
Machinery & Equipment	6,000		6,000	6,322	6,662	5.37%
Total Police Department Expense	7,345,164	-	7,345,164	7,794,479	8,272,400	
Dues / Subscriptions	50,000		50,000	52,685	55,514	5.37%
Total Police Technology Expense	50,000	-	50,000	52,685	55,514	
Supplies	5,000		5,000	5,269	5,551	5.37%
Comm. Oriented Policing Prog.	4,000		4,000	4,215	4,441	5.37%
Total Crime Watch Expense	9,000	-	9,000	9,483	9,993	
Office / Operating Supplies	1,000		1,000	1,054	1,110	5.37%
Professional Services	101,333		101,333	106,774	112,508	5.37%
Kenmore - EMPG	20,400		20,400	21,495	22,650	5.37%
Dues / Subscriptions	100		100	105	111	5.37%
Total Emergency Management Expense	122,833	-	122,833	129,429	136,379	
Traffic Camera Service Fee	1,584,000		1,584,000	1,669,061	1,758,689	5.37%
Total Traffic Camera Expense	1,584,000	-	1,584,000	1,669,061	1,758,689	
Equipment Maintenance	124,000		124,000	130,659	137,675	5.37%
Contracted Services	207,000		207,000	218,116	229,829	5.37%
Total Dispatch Expense	331,000	-	331,000	348,775	367,504	
Supplies	500		500	527	555	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 Expense	14,583	-	14,583	15,366	16,191	
Animal Control Services	12,000		12,000	12,644	13,323	5.37%
Tree Acct. Operating Supplies	2,000		2,000	2,107	2,221	5.37%
Tree Acct. Professional Svcs.	2,000		2,000	2,107	2,221	5.37%
Total Environmental Service Expense	16,000	-	16,000	16,859	17,765	
Jail Expenses	220,000		220,000	231,814	244,262	5.37%
Elec. Monitor/Wk. Release	16,000		16,000	16,859	17,765	5.37%
Total Detention Expense	236,000	-	236,000	248,673	262,027	
Salaries	133,000		133,000	140,142	147,668	5.37%
Overtime	2,000		2,000	2,107	2,221	5.37%
Employee Benefits	49,500		49,500	53,539	57,908	8.16%
Community Events - Supplies	30,000		30,000	31,611	33,309	5.37%
Youth Council	1,000		1,000	1,054	1,110	5.37%
Waste Reduction / Recycle Grant	10,000		10,000	10,537	11,103	5.37%
Office / Operating Supplies	550		550	580	611	5.37%
Senior Services	36,000		36,000	37,933	39,970	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%
Community Events - Services	40,000		40,000	42,148	44,411	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	2,000		2,000	2,107	2,221	5.37%
Youth Services Co-Funding Rent	6,000		6,000	6,000	6,000	0.00%
Dues / Subscriptions	2,000		2,000	2,107	2,221	5.37%
Total Community Programs Expense	544,250	-	544,250	574,535	606,559	
King County Alcohol Program	7,400		7,400	7,797	8,216	5.37%
Total Public Health Expense	7,400	-	7,400	7,797	8,216	
Copier Rental	4,000		4,000	4,215	4,441	5.37%
Salaries	714,500		714,500	752,869	793,298	5.37%
Overtime	4,000		4,000	4,215	4,441	5.37%
Employee Benefits	257,500		257,500	278,512	301,239	8.16%
Office / Operating Supplies	8,000		8,000	8,430	8,882	5.37%

Six Year Financial Forecast

Description	2021-2022	One Time Items for			Projection	
	Proposed Budget	Removal for 6 Year	New Baseline	2023-2024	2025-2026	Factor
Professional Services	119,000		119,000	125,390	132,124	5.37%
Engineering Services	110,000		110,000	115,907	122,131	5.37%
Communications	8,800		8,800	9,273	9,770	5.37%
Advertising	10,000		10,000	10,537	11,103	5.37%
Dues / Subscriptions	3,000		3,000	3,161	3,331	5.37%
Salaries	269,000		269,000	283,445	298,666	5.37%
Overtime	2,000		2,000	2,107	2,221	5.37%
Employee Benefits	99,000		99,000	107,078	115,816	8.16%
Office / Operating Supplies	6,000		6,000	6,322	6,662	5.37%
Professional Services	12,000		12,000	12,644	13,323	5.37%
Fire Marshall Inspections	2,000		2,000	2,107	2,221	5.37%
Communications	1,650		1,650	1,739	1,832	5.37%
Training	1,000		1,000	1,054	1,110	5.37%
Dues / Subscriptions	1,045		1,045	1,101	1,160	5.37%
Total Planning and Building Expense	1,632,495	-	1,632,495	1,730,106	1,833,771	
Salaries	252,500		252,500	266,059	280,347	5.37%
Overtime	8,000		8,000	8,430	8,882	5.37%
On-Call Services	8,000		8,000	8,430	8,882	5.37%
Employee Benefits	105,500		105,500	114,109	123,420	8.16%
Safety Clothing / Boots	1,200		1,200	1,264	1,332	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	32,000		32,000	33,718	35,529	5.37%
Communications	6,600		6,600	6,954	7,328	5.37%
Equipment Rental	6,000		6,000	6,322	6,662	5.37%
Insurance	17,200		17,200	18,124	19,097	5.37%
Utilities	52,500		52,500	55,319	58,290	5.37%
Repairs & Maintenance	56,000		56,000	59,007	62,176	5.37%
Dues / Subscriptions	385		385	406	427	5.37%
Total Park Expense	566,785	-	566,785	600,165	635,577	
Salaries	55,000		55,000	57,954	61,066	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	25,500		25,500	27,581	29,831	8.16%
Safety Clothing / Boots	700		700	738	777	5.37%
Office Supplies	400		400	421	444	5.37%
Operating Supplies	17,710		17,710	18,661	19,663	5.37%
Small Tools & Equipment	3,000		3,000	3,161	3,331	5.37%
Property Assessments	18,500		18,500	19,493	20,540	5.37%
Janitorial Contract	90,000		90,000	94,833	99,926	5.37%
Professional Services	30,000		30,000	31,611	33,309	5.37%
Communications	1,980		1,980	2,086	2,198	5.37%
Equipment Rental	800		800	843	888	5.37%
Insurance	4,250		4,250	4,478	4,719	5.37%
Utilities - P.W. Facilities	21,500		21,500	22,655	23,871	5.37%
Utilities - City Hall	134,500		134,500	141,723	149,333	5.37%
Repairs & Maintenance	43,500		43,500	45,836	48,297	5.37%
Emergency Management	2,000		2,000	2,107	2,221	5.37%
Dues & Subscriptions	400		400	421	444	5.37%
Total Facilities Expense	453,340	-	453,340	478,396	504,855	
Total General Fund Expense	19,467,105	-	19,467,105	20,613,471	21,829,663	
Ending Fund Balance	2,930,729			2,468,435	1,702,835	
Street Fund						
Beginning Fund Balance	641,580			527,918	402,963	
R.O.W. Permits - Construction	158,000		158,000	166,485	175,425	5.37%
ROW Rev. / Utility Franchise	480,000		480,000	505,776	532,936	5.37%
Gas Taxes (MVET Cities)	541,056		541,056	570,111	600,726	5.37%
Investment Interest	15,000		15,000	15,806	16,654	5.37%

Six Year Financial Forecast

Description	2021-2022	One Time Items for			Projection	
	Proposed Budget	Removal for 6 Year	New Baseline	2023-2024	2025-2026	Factor
Miscellaneous Revenue	2,000		2,000	2,107	2,221	5.37%
Transfer From Gen. Fund (001)	310,000		310,000	326,647	344,188	5.37%
Total Street Fund Revenue	1,506,056	-	1,506,056	1,586,931	1,672,149	
Road Surface Maintenance	45,000		45,000	47,417	49,963	5.37%
Repairs & Maintenance	2,750		2,750	2,898	3,053	5.37%
Shoulder Maintenance	26,000		26,000	27,396	28,867	5.37%
Structure Maintenance	15,400		15,400	16,227	17,098	5.37%
Street Lighting Maintenance	310,000		310,000	326,647	344,188	5.37%
Sign Replacement	8,800		8,800	9,273	9,770	5.37%
Sign Maintenance	46,200		46,200	48,681	51,295	5.37%
Pavement Marking / Striping	48,400		48,400	50,999	53,738	5.37%
Snow Plowing / Sanding	90,000		90,000	94,833	99,926	5.37%
Roadside Maintenance	78,000		78,000	82,189	86,602	5.37%
Salaries	426,500		426,500	449,403	473,536	5.37%
Overtime	10,000		10,000	10,537	11,103	5.37%
On-Call Services	14,000		14,000	14,752	15,544	5.37%
Employee Benefits	186,000		186,000	201,178	217,594	8.16%
Safety Clothing / Boots	1,980		1,980	2,086	2,198	5.37%
Office Supplies	1,540		1,540	1,623	1,710	5.37%
Operating Supplies	9,600		9,600	10,116	10,659	5.37%
Small Tools & Equipment	3,000		3,000	3,161	3,331	5.37%
Professional Services	66,000		66,000	69,544	73,279	5.37%
Communications	10,500		10,500	11,064	11,658	5.37%
Equipment Rental	5,500		5,500	5,795	6,107	5.37%
Insurance	28,750		28,750	30,294	31,921	5.37%
Utilities	13,000		13,000	13,698	14,434	5.37%
Dues / Subscriptions	550		550	580	611	5.37%
Copier Rental	1,400		1,400	1,475	1,554	5.37%
Interfund Svc. To Fund (001)	97,852		97,852	103,107	108,643	5.37%
Interfund Svc. To (501)	72,996		72,996	76,916	81,046	5.37%
Total Street Fund Expense	1,619,718	-	1,619,718	1,711,886	1,809,427	
Ending Fund Balance	527,918			402,963	265,685	
Council Contingency Fund						
Beginning Fund Balance	738,058			750,058	762,702	
Investment Interest	12,000		12,000	12,644	13,323	5.37%
Total CC Fund Revenue	12,000	-	12,000	12,644	13,323	
Ending Fund Balance	750,058			762,702	776,026	
Transportation Benefit District Fund						
Beginning Fund Balance	429,542			434,057	395,586	
TBD Vehicle Fees-State	805,000		805,000	805,000	805,000	0.00%
Investment Interest	4,000		4,000	4,215	4,441	5.37%
Total TBD Revenue	809,000	-	809,000	809,215	809,441	
Support Service To G.F. (001)	4,485		4,485	4,726	4,980	5.37%
Transfer to Fund (302)	800,000		800,000	842,960	888,227	5.37%
Total TBD Expense	804,485	-	804,485	847,686	893,207	
Ending Fund Balance	434,057			395,586	311,820	
Budget Stabilization Fund						
Beginning Fund Balance	318,689			322,689	326,904	
Interest	4,000		4,000	4,215	4,441	5.37%
Total Budget St. Fund Revenue	4,000	-	4,000	4,215	4,441	
Ending Fund Balance	322,689			326,904	331,345	
Strategic Opportunity Fund						
Beginning Fund Balance	1,500			4,500	24,520	
Interest	3,000		3,000	3,161	3,331	5.37%
Transfer from Fund (301)	500,000		500,000	526,850	555,142	5.37%
Total Strat. Opportunity Fund Revenue	503,000	-	503,000	530,011	558,473	
Property Assessments	16,000	16,000	-	-	-	5.37%
Turner Property	484,000		484,000	509,991	537,377	5.37%
Total Strat. Opportunity Expense	500,000	16,000	484,000	509,991	537,377	

Six Year Financial Forecast

Description	2021-2022	One Time Items for			Projection	
	Proposed Budget	Removal for 6 Year	New Baseline	2023-2024	2025-2026	
Ending Fund Balance	4,500			24,520	45,616	
Capital Improvement Fund						
Beginning Fund Balance	1,204,668			1,330,467	1,494,632	
Real Estate Excise Tax I	700,000	700,000		737,590	777,199	5.37%
K.Co. Parks Levy	268,241	268,241		282,646	297,824	5.37%
Investment Interest	17,000	17,000		17,913	18,875	5.37%
Transfer from Fund (302)	60,000	60,000		63,222	66,617	5.37%
Total Capital Improv. Revenue	1,045,241	-	1,045,241	1,101,370	1,160,514	
Park Property Development, Sims	20,000	10,000	10,000	10,537	11,103	5.37%
Park Property Development, SPU	40,000	20,000	20,000	21,074	22,206	5.37%
Interfund Svc. To Fund (001)	9,442	9,442		9,949	10,483	5.37%
Transfer to Fund (303)	350,000	350,000		368,795	388,599	5.37%
Transfer to Fund (106)	500,000	500,000		526,850	555,142	5.37%
Total Capital Improv. Expense	919,442	30,000	889,442	937,205	987,533	
Ending Fund Balance	1,330,467			1,494,632	1,667,613	
Transportation Capital Improvement Fund						
Beginning Fund Balance	1,172,256			1,248,676	1,223,830	
Real Estate Excise Tax II	700,000	700,000		737,590	777,199	5.37%
WSDOT Safe Routes to School	650,000	650,000	-	-	-	5.37%
State Trans. Imp. Board-Design	2,542,000	2,542,000	-	-	-	5.37%
Department of Commerce	100,000	100,000	-	-	-	5.37%
Interfund Svc From S.Wtr (403)	56,011	56,011	59,019	62,188	5.37%	
Interfund Svc. From Swr. (401)	56,011	56,011	59,019	62,188	5.37%	
Roadway Maint. From Fund (DNU)	800,000	800,000	842,960	888,227	5.37%	
Investment Interest	16,000	16,000	16,859	17,765	5.37%	
Total Transportation Capital Revenue	4,920,022	3,292,000	1,628,022	1,715,447	1,807,566	
Lobbying Activity	80,500	80,500	84,823	89,378	5.37%	
Interfund Svc. To GF (001)	41,570	41,570	43,802	46,154	5.37%	
Interfund Svc. To Replacement (501)	4,882	4,882	5,144	5,420	5.37%	
Professional Services	50,000	50,000	52,685	55,514	5.37%	
Travel Exp. (lodging & meals)	6,500	6,500	6,849	7,217	5.37%	
Salaries	286,500	286,500	301,885	318,096	5.37%	
Overtime	-	-	-	-	5.37%	
Employee Benefits	113,000	113,000	119,068	125,462	5.37%	
Insurance	8,050	8,050	8,482	8,938	5.37%	
Dues / Subscriptions	600	600	632	666	5.37%	
Transfer to Fund (404)	-	-	-	-	5.37%	
Roadway Overlays (REET 2)	800,000	800,000	842,960	888,227	5.37%	
Roundabout	3,192,000	3,192,000	-	-	5.37%	
Safe Streets - Early Action	100,000	100,000	105,370	111,028	5.37%	
Professional Services	100,000	100,000	105,370	111,028	5.37%	
Transfer to Fund (301)	60,000	60,000	63,222	66,617	5.37%	
Total Transportation Capital Expense	4,843,602	3,192,000	1,651,602	1,740,293	1,833,747	
Ending Fund Balance	1,248,676			1,223,830	1,197,650	
Capital Facilities Maintenance Fund						
Beginning Fund Balance	600,248			389,248	515,692	
Investment Interest	4,000	4,000	4,215	4,441	5.37%	
Trans. From Capital Fund (301)	350,000	350,000	368,795	388,599	5.37%	
Total Capital Facilities Maint. Revenue	354,000	-	354,000	373,010	393,040	
City Hall Facilities Project	531,000	331,000	200,000	210,740	222,057	5.37%
Misc Building Improvements	34,000	34,000	35,826	37,750	5.37%	
Total Capital Facilities Maint. Expense	565,000	331,000	234,000	246,566	259,806	
Ending Fund Balance	389,248			515,692	648,926	
Sewer Utility Fund						
Beginning Fund Balance	983,426			1,130,304	1,278,973	
Licenses and Permits	34,000	34,000	35,826	37,750	5.37%	
Sewer Lien Filing/Removal Fee	1,300	1,300	1,370	1,443	5.37%	
Utility Charges	6,741,055	6,741,055	7,103,050	7,484,483	5.37%	
Late Charges - Utility Bills	64,000	64,000	67,437	71,058	5.37%	

Six Year Financial Forecast

Description	2021-2022	One Time Items for			Projection	
	Proposed Budget	Removal for 6 Year	New Baseline	2023-2024	2025-2026	Factor
Investment Interest	16,000		16,000	16,859	17,765	5.37%
Sewer Miscellaneous Revenue	3,000		3,000	3,161	3,331	5.37%
Total Sewer Utility Revenue	6,861,355	-	6,861,355	7,229,810	7,618,051	
Salaries	500,000		500,000	526,850	555,142	5.37%
Overtime	9,900		9,900	10,432	10,992	5.37%
On-Call Services	5,500		5,500	5,795	6,107	5.37%
Employee Benefits	218,500		218,500	236,330	255,614	8.16%
Safety Clothing / Boots	2,000		2,000	2,107	2,221	5.37%
Office Supplies	1,980		1,980	2,086	2,198	5.37%
Operating Supplies/Materials	13,200		13,200	13,909	14,656	5.37%
Small Tools & Equipment	9,900		9,900	10,432	10,992	5.37%
METRO Charges	4,662,000		4,662,000	4,912,349	5,176,143	5.37%
Professional Services	121,000		121,000	127,498	134,344	5.37%
Communications	16,500		16,500	17,386	18,320	5.37%
Travel Exp. (lodging, meals)	220		220	232	244	5.37%
Advertising	1,100		1,100	1,159	1,221	5.37%
Equipment Rental	2,200		2,200	2,318	2,443	5.37%
Insurance	30,600		30,600	32,243	33,975	5.37%
Utilities	16,500		16,500	17,386	18,320	5.37%
Repairs & Maintenance	123,200		123,200	129,816	136,787	5.37%
Dues & Subscriptions	2,200		2,200	2,318	2,443	5.37%
Training	660		660	695	733	5.37%
Taxes & Assessments	52,800		52,800	55,635	58,623	5.37%
Copier Rental	1,540		1,540	1,623	1,710	5.37%
Interfund Svc. To GF (001)	246,360		246,360	259,590	273,529	5.37%
Interfund Svs. To Fund (501)	70,606		70,606	74,398	78,393	5.37%
Interfund Svc.Trans. Cap.-302	56,011		56,011	59,019	62,188	5.37%
Transfer To Sewer Cap. (402)	200,000		200,000	210,740	222,057	5.37%
Transfer To PWTF Repay. (407)	350,000		350,000	368,795	388,599	5.37%
Total Sewer Utility Expense	6,714,477	-	6,714,477	7,081,141	7,467,991	
Ending Fund Balance	1,130,304			1,278,973	1,429,032	
Sewer Capital Fund						
Beginning Fund Balance	3,109,793			2,984,793	2,853,081	
Investment Interest	40,000		40,000	42,148	44,411	5.37%
Transfer From Sewer Fund (401)	200,000		200,000	210,740	222,057	5.37%
Total Sewer Capital Revenue	240,000	-	240,000	252,888	266,468	
Beach Dr. Sewer Lift Station	365,000		365,000	384,601	405,254	5.37%
Total Sewer Capital Expense	365,000	-	365,000	384,601	405,254	
Ending Fund Balance	2,984,793			2,853,081	2,714,295	
Surface Water Utility Fund						
Beginning Fund Balance	766,027			828,318	1,034,741	
Utility Service Charges	2,799,622		2,799,622	3,079,584	3,387,543	10.00%
Investment Interest	20,000		20,000	21,074	22,206	5.37%
Miscellaneous Revenue	3,000		3,000	3,161	3,331	5.37%
Total Surface Water Utility Revenue	2,822,622	-	2,822,622	3,103,819	3,413,079	
State Lobbying Activities	38,000		38,000	40,041	42,191	5.37%
Copier Rental	1,400		1,400	1,475	1,554	5.37%
Salaries	618,000		618,000	651,187	686,155	5.37%
Overtime	10,000		10,000	10,537	11,103	5.37%
On-Call Services	12,000		12,000	12,644	13,323	5.37%
Employee Benefits	273,500		273,500	295,818	319,956	8.16%
Safety Clothing / Boots	2,500		2,500	2,634	2,776	5.37%
Office Supplies	1,650		1,650	1,739	1,832	5.37%
Operating Supplies	15,400		15,400	16,227	17,098	5.37%
Small Tools & Equipment	6,600		6,600	6,954	7,328	5.37%
Taxes & Assessments	43,000		43,000	45,309	47,742	5.37%
Prof. Services/Engineering	306,616		306,616	323,081	340,431	5.37%
Communications	17,600		17,600	18,545	19,541	5.37%
Equipment Rental	1,100		1,100	1,159	1,221	5.37%

Six Year Financial Forecast

Description	2021-2022	One Time Items for			Projection	
	Proposed Budget	Removal for 6 Year	New Baseline	2023-2024	2025-2026	Factor
Insurance	41,300		41,300	43,518	45,855	5.37%
Utilities	3,080		3,080	3,245	3,420	5.37%
System Maintenance & Operation	418,000		418,000	440,447	464,099	5.37%
Street Drainage Maintenance	121,000		121,000	127,498	134,344	5.37%
Neighborhood Surface Water	16,500		16,500	17,386	18,320	5.37%
Repairs & Maintenance	15,400		15,400	16,227	17,098	5.37%
Dues / Subscriptions	550		550	580	611	5.37%
Training	5,500		5,500	5,795	6,107	5.37%
County Administration Billing	44,000		44,000	46,363	48,852	5.37%
Sweeper Principal	109,527		109,527	115,409	121,606	5.37%
Sweeper Interest	13,501		13,501	14,226	14,990	5.37%
Interfund Svc. To GF (001)	126,824		126,824	133,634	140,811	5.37%
Interfund Svc. To Fund (501)	91,772		91,772	96,700	101,893	5.37%
Interfund Svc. To T. Cap.(302)	56,011		56,011	59,019	62,188	5.37%
Transfer To Sur.Water Cap.-404	350,000		350,000	350,000	350,000	0.00%
Total Surface Water Expense	2,760,331	-	2,760,331	2,897,397	3,042,445	
Ending Fund Balance	828,318			1,034,741	1,405,375	
Surface Water Capital Fund						
Beginning Fund Balance	1,080,637			675,137	494,599	
Department of Commerce	3,990,000	3,990,000	-	-	-	5.37%
Investment Interest	14,000		14,000	14,752	15,544	5.37%
Trans From Surface Water (403)	350,000		350,000	350,000	350,000	0.00%
Total Surface Water Capital Revenue	4,354,000	3,990,000	364,000	364,752	365,544	
Lobbying Activity	80,500		80,500	84,823	89,378	5.37%
Professional Services	210,000		210,000	221,277	233,160	5.37%
Travel Exp. (lodging & meals)	7,000		7,000	7,376	7,772	5.37%
K. Co. Town Center Pk. Demo	60,000		60,000	63,222	66,617	5.37%
PW Yard Materials Bin Covers	150,000		150,000	158,055	166,543	5.37%
Culvert L80-L90	4,242,000	4,242,000	-	-	-	5.37%
Professional Services	10,000		10,000	10,537	11,103	5.37%
Total Surface Water Capital Expense	4,759,500	4,242,000	517,500	545,290	574,572	
Ending Fund Balance	675,137			494,599	285,571	
Sewer Bond Reserve Fund						
Beginning Fund Balance	106,626			108,626	110,734	
Investment Interest	2,000		2,000	2,107	2,221	5.37%
Total Sewer Bond Reserve Revenue	2,000	-	2,000	2,107	2,221	
Ending Fund Balance	108,626			110,734	112,954	
Public Works Trust Fund Repayment Fund						
Beginning Fund Balance	673,559			692,562	712,586	
Excise Tax Revenue	50,000		50,000	52,685	55,514	5.37%
Connection Charges	100,000		100,000	105,370	111,028	5.37%
Investment Interest	15,000		15,000	15,806	16,654	5.37%
Transfer From Sewer Util.-401	350,000		350,000	368,795	388,599	5.37%
Total PWTF Repayment Revenue	515,000	-	515,000	542,656	571,796	
Taxes and Assessments	6,000		6,000	6,322	6,662	5.37%
Repayment of PWTF Loan (Prin)	479,214		479,214	504,948	532,064	5.37%
Repayment of PWTF Loan (Int.)	10,782		10,782	11,361	11,971	5.37%
Total PWTF Repayment Expense	495,996	-	495,996	522,631	550,697	
Ending Fund Balance	692,562			712,586	733,686	
Replacement Fund						
Beginning Fund Balance	923,199			691,552	584,973	
Interfund Svc. From Fund (001)	318,664		434,194	457,510	482,079	5.37%
Interfund Svc. From Fund (101)	72,996		77,119	81,260	85,624	5.37%
Interfund Svc. From Fund (403)	91,772		97,429	102,661	108,174	5.37%
Interfund Svc. From Fund (401)	70,606		74,323	78,314	82,520	5.37%
Interfund Svc. From Fund (302)	4,882		6,354	6,695	7,055	5.37%
Investment Interest	12,000		12,000	12,644	13,323	5.37%
Total Replacement Fund Revenue	570,920	-	701,419	739,085	778,774	

Six Year Financial Forecast

Description	2021-2022	One Time Items for			Projection	
	Proposed Budget	Removal for 6 Year	New Baseline	2023-2024	2025-2026	Factor
Interfund Svc. To General Fund	15,980		15,980	16,838	17,742	5.37%
Info.Svc. & Equip. Replacement	260,354		260,354	274,335	289,067	5.37%
Public Works - Fuel	50,000		50,000	52,685	55,514	5.37%
Public Works Equip. - Maint.	145,000		145,000	152,787	160,991	5.37%
PD Vehicle Replacement	65,000		65,000	68,491	72,168	5.37%
PW Equipment - Replacement	157,264		157,264	165,709	174,608	5.37%
PW Vehicles - Replacement	108,969		108,969	114,821	120,987	5.37%
Total Replacement Fund Expense	802,567	-	802,567	845,665	891,077	
Ending Fund Balance	691,552			584,973	472,670	

City of Lake Forest Park

Comprehensive Financial Management Policies

February 13, 2020

City of Lake Forest Park
Comprehensive Financial Management Policies

Table of Contents

A. Director of Finance	3
B. City Funds	3
C. Financial Planning and Budget	5
D. Fund Balances and Reserves	7
E. Accounting	7
F. Financial Reporting	9
G. Revenues	9
H. Expenditures and Contract Management	-98
I. Debt	10
J. Investments	10
K. Assets	10

Appendix

Credit Card Policy	12
Purchasing Policy (coming soon)	

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

RESERVE FUNDS

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

CAPITAL FUNDS

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

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

AGENCY FUNDS

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

C. Financial Planning and Budget

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

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

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

D. Fund Balances and Reserves

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

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

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

E. Accounting

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

Financial Reporting

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.

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

F. Revenues

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

G. Expenditures and Contract Management

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

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

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

H. Debt

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

I. Investments

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

3. Delegation of Authority & Responsibility: The Designated Investment Officer will be the Finance Director. The Budget & Finance Committee must approve all investment strategies that are eventually implemented by the Finance Director. The Alternative Investment Officer in the event the Finance Director position is vacant, or in the event that the Finance Director is absent and/or unavailable to implement a Committee decision, will be the City Administrator. The Alternate Investment Officer will be required to follow the same guidelines as the Designated Investment Officer.

4. Authorized Investments types for Diversification:

- a. Washington State Local Government Investment Pool (LGIP) – Max 100%
- b. City's designated Bank – Max 100%
- c. Government Agency Bonds – Max 60%, Target 50%

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

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

J. Assets

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

Appendix

City of Lake Forest Park Credit Card Policy

Purpose.

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

Definitions.

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

Issuance, use and control of credit cards.

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

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

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

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

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

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



CONTENTS

- I Introduction 5
- II Vision & Values 7
- III Goals, Services & Initiatives 11

Appendix I

Department: Level Work
Program 20

Appendix II

Expenditures by Goal Area 29

INTRODUCTION

The draft strategic plan outlines the short and mid-term priorities that will be delivered by the City to achieve our long-term goals and vision. It does not identify every service or each initiative that the City delivers, but it should help all of us better understand what we are doing, why it is important, and how we address the needs of the community leads to long term positive impact on items we care about deeply in our city.

Much of what you will find in this document is not new—it is just brought together in one place:

- Who we want to be as a community;
- What is important to us; and
- What we deliver.

This document has also given us a chance to identify where we, your elected Councilmembers and Mayor, as well as City Staff, see opportunities to better align service delivery and policy.

The highest priorities for opportunities have become the *"Service and Policy Growth Initiatives for the 2015-2016 Biennium"* that you will find in each of the policy / services sections of the draft document.

VISION & VALUES



We seek to be:

Trusted stewards of the public's resources, partnering locally and regionally to support and enhance the environment and quality of life in Lake Forest Park aligned with achieving our Comprehensive Plan Vision

We will get there by:

Delivering services and managing resources, including the public's trust, in ways that are viewed as a model for local government.



What is important to us:

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

Equity Our actions provide all people with real 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, decision and actions, through continuous improvement.

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

Integrity We resolve to do what is right for our citizens individually and our community as a whole, despite any political, social, or economic pressures to do otherwise. We will strive to be deliberate and transparent in our leadership actions and avoid reactionary responses to issues or events.

Service Ethic We deliver our programs and services in a manner that respects the customer and community while seeking positive and efficient solutions in the delivery of City business. We uphold the high standards, skills, competencies, and integrity of our professions in doing the work of City government.

Our goals for community outcomes:



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, promoting human health while managing the effects of climate change on a local level.



COMMUNITY VITALITY

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



PUBLIC SAFETY & ACCESS TO JUSTICE

Maintaining a safe community and an accessible justice system through fair, equitable and responsive service driven systems.

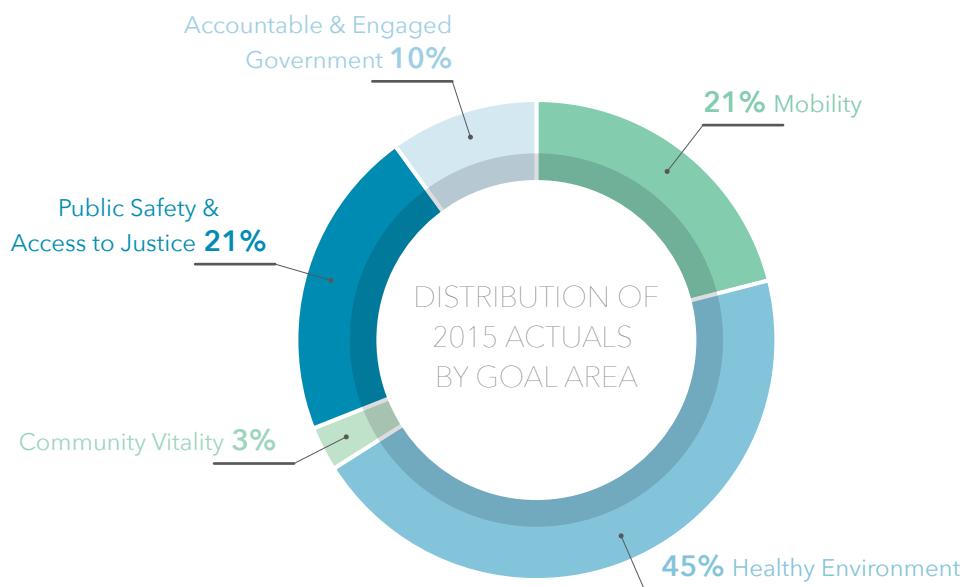
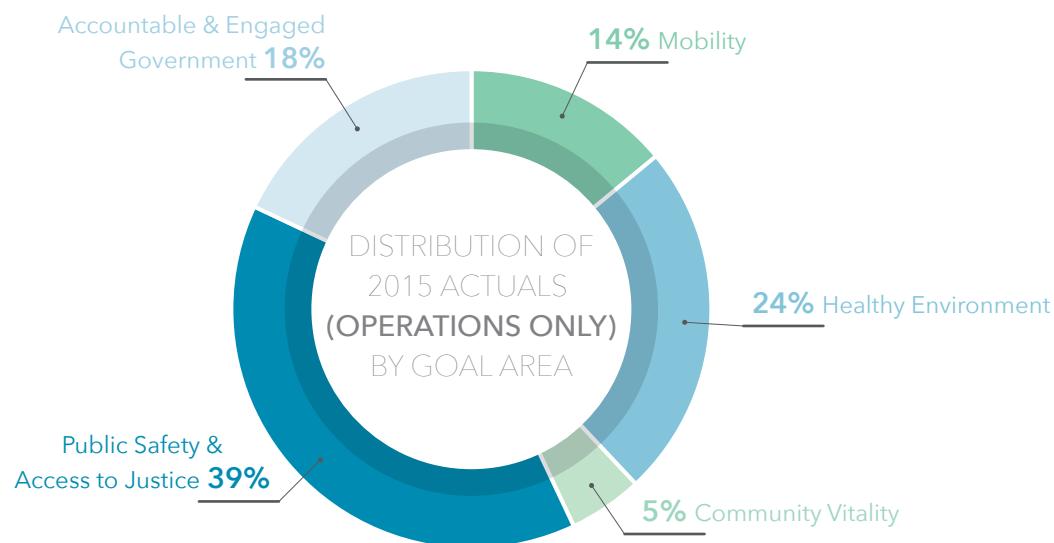


ACCOUNTABLE & ENGAGED GOVERNMENT

Delivering a financially sustainable, publicly transparent, model government that is responsive to the people of Lake Forest Park.

*The following discussions answer the question:
How do we deliver on our goals?*

The following charts display 2015 spending by strategic plan goal. The first chart displays spending on government operations, excluding capital. The second chart shows total spending by goal including spending on capital.



III

GOALS, SERVICES & INITIATIVES





I. MOBILITY

Lake Forest Park's transportation system is defined by two heavily travelled state routes that connect with winding minor arterials and local streets serving residential neighborhoods. Current King County Metro and Sound Transit bus service mostly travels north/south along SR 522 (Bothell Way) with some limited east/west service along SR 104 (Ballinger Way) and to the Horizon View neighborhood.

Popular walking routes exist throughout the city, although many routes do not have sidewalks on one or both sides of the road. The heavily used Burke-Gilman bicycle and walking trail parallels the Lake Washington shoreline. Other bicycle routes have been identified throughout the city, but lack wayfinding signage. Most of these bicycle routes are shared with automobiles, and lack road markings.

WE DELIVER MOBILITY THROUGH...

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

Working with regional and state transportation to protect, maintain and improve mobility in Lake Forest Park.

Current (On-Going) Services:

1. Manage the city's 102 total lane miles streets through pavement preservation and overlay programs with a goal of maintaining at least a seventy percent Pavement Condition Index on city streets.
2. Increase pedestrian and bicycle connections in Lake Forest Park by:
 - » Completing Burke Gilman Trail to Interurban Trail Connection.
 - » Working with community to design environmentally sensitive pedestrian connections on City rights of way.
 - » Improve intersection/pedestrian crossings each year to achieve current accessibility standards.
3. Enhance traffic, pedestrian and bicycle safety through public education, increased patrols, use of traffic cameras, and use of speed trailer.
4. Meet with regional and state groups- intergovernmental activity.

See [Appendix I](#) for applicable work program items and [Appendix II](#) for planned expenditures.

Service & Policy Growth Initiatives for the 2015-2016 Biennium:

1. In partnership with WSDOT and adjacent jurisdictions, develop a Multi-modal Transportation Plan for the State route/primary travel corridors within Lake Forest Park to prepare for potential ST3 funding and projects on SR 522, including a park-and-ride facility and mitigation of cut-through traffic in residential areas.
2. Develop a pedestrian, bicycle and transit connections plan that addresses intra-city connections, safety, traffic calming, wayfinding signage, and access to transit.



Sound Transit 3 (ST3), a ballot measure for the region's voters to consider in November 2016, represents the next set of mass transit investments to keep our region moving to destinations throughout the region.



II. HEALTHY ENVIRONMENT

From its very beginning, our City's natural environment has been its defining characteristic. Named for its location on the shore of Lake Washington and the abundance of streams, ravines, wetlands and robust tree canopy, our city has been committed to protecting this valuable ecosystem and green infrastructure to create economic and health benefits for our citizens. Effective environmental protection requires strategy that acknowledges the critical interdependence of the various contributing local, regional and global ecosystems, as well as their relationship to the built environment. What we build, where we build, and how we build it has a lasting effect on the health of our citizens, community, region and planet.

The city has strived to maintain a healthy tree canopy through urban forestry planning and an adopted tree ordinance, as well as public education. The city's land use policies and permitting functions are designed to protect environmentally sensitive areas and to preserve natural areas in response to

WE DELIVER A HEALTHY ENVIRONMENT THROUGH...

Ensuring the community and environmental health of Lake Forest Park through the effective policies that protect lands, waters, trees, and wildlife, and promoting human health while managing the effects of climate change on a local level.

community objectives, including protecting wildlife habitat and providing our citizens with outdoor gathering spaces and walking trails.

The city has established land use policies for housing and commercial growth through its Comprehensive Plan. The city also works to restore stream habitat, and replace and repair culverts to promote stream health. We also maintain a sanitary sewer system that protects human health and the environment, and engages with local water districts to ensure safe water quality for citizens.

See [Appendix I](#) for applicable work program items and [Appendix II](#) for planned expenditures.

Current (On-Going) Services:

1. Maintain and enhance water and sewer infrastructure through fiscally sustainable plans and franchise agreements that provide for effective, safe and environmentally sound utilities for the city.
2. Systematically implement National Pollutant Discharge Elimination System (NPDES) permit requirements in order to achieve compliance by 2018, including evaluation of strategies for water quality testing and fish counts in Lyon and McAleer creeks.
3. Manage an inspection and permitting system wherein growth pays for its associated costs, while protecting environmental health of the City through the policies of the Comprehensive Plan and responsive code enforcement.
4. Educate and engage the community regarding the value of a healthy environment.



The **NPDES** permit program addresses water pollution by regulating point sources that discharge pollutants to waters of the United States. Created in 1972 by the Clean Water Act, the NPDES permit program is authorized to state governments by EPA to perform many permitting, administrative, and enforcement aspects of the program.

Service & Policy Growth Initiatives for the 2015-2016 Biennium:

1. Develop a Healthy Creeks Plan for the strategic and systematic investment in the restoration of Lyon Creek and McAleer Creek in order to improve water quality, provide for regular native fish spawning while also reducing the impact of water on roads and roadbeds.
2. Review policies and programs supporting the maintenance of the City's tree canopy.
3. Identify opportunities for environmentally sound infrastructure improvements.



III. COMMUNITY VITALITY

Lake Forest Park has a wide range of community strengths and assets, including its parks, a local library, and the widely acclaimed Third Place Commons, a space donated by the privately-owned shopping mall which acts as a forum for hundreds of community activities and events each year. This place is managed and programmed by a non-profit organization partly funded by the city. Third Place Commons also sponsors the popular Farmers' Market in the summer months, including programs that offer low-income seniors and families access to fresh, healthy produce.

The city collaborates with neighboring jurisdictions and the school district to offer a wide range of human services, including a Senior Center, recreational opportunities for children and youth, and services for victims of domestic violence. Services are also available for citizens needing mental health services, drug and alcohol treatment, family support and counseling, transportation, or those who experience housing or food insecurity.

WE DELIVER COMMUNITY VITALITY THROUGH...

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

It is the goal of the city to foster a balanced and sustainable local economy that supports a good quality of life for Lake Forest Park residents. The city has limited areas of commercial activity, however new opportunities for mixed-use residential and commercial development may become available if the SR 522 corridor is re-developed via the Sound Transit 3 ballot measure.

The city already has an enviable reputation as a desirable place to live but lacks a city-owned facility for community-building activities, recreational programming, active outdoor recreation infrastructure, and has very few city-sponsored community events. It is the goal of the city to create more opportunities for citizens to gather and celebrate our community identity.

See [Appendix I](#) for applicable work program items and [Appendix II](#) for planned expenditures.

Current (On-Going) Services:

1. Provide Human Services (for youth, seniors, Arts, recreation and personal/family resources) in partnership with local area providers evaluating the accessibility of services to Lake Forest Park residents.
2. Partner with Friends of Third Place Commons to provide for an actively programmed community space.
3. Administer, coordinate and celebrate volunteers in support of City services.
4. Maintain city parks, open space and trails in a responsible and environmentally sustainable manner.
5. Collaborate with neighboring jurisdictions and the school district to offer a wide range of human services.

Service & Policy Growth Initiatives for the 2015-2016 Biennium:

1. Establish a community engagement Task Force to identify and recommend community events for implementation by the City.
2. Develop a parks, recreation and open space plan that includes service levels, maintenance and acquisition policies, and addresses active park, play field and playground needs.
3. Initiate a Town Center Sub-Area Plan that addresses the need for community gathering/event/activity spaces.



IV. PUBLIC SAFETY & ACCESS TO JUSTICE

Lake Forest Park is committed to a strong public safety system and is dedicated to the fair and impartial administration of justice and provides equal access for all individuals. The City values fairness, education, accessibility, engagement with the community and feeling safe at home and in the neighborhood. Our public safety efforts and judicial system work together to ensure that our community is one of the safest places to work and live in the Puget Sound Region.

Our police department focuses on reducing crime and traffic collisions, providing quality policing and excellent customer service through an ethical, innovative, knowledgeable and diverse workforce, and providing emergency management oversight for the city. Our police department is a valued and effective partner with regional law enforcement agencies and recognized as a leader in effective community policing. The department maintains strong and effective relationships with citizens through the use of electronic and social media, effecting the reduction of crime within the city.

WE DELIVER PUBLIC SAFETY & ACCESS THROUGH...

Maintaining a safe community and an accessible justice system through fair, equitable and responsive service driven systems.

As the third branch of government, the Municipal Court provides fair and equal access to justice, administers justice effectively, affords a fair and proficient hearing process, delivering a level of customer service that meets the needs and expectations of the people we serve.

See [Appendix I](#) for applicable work program items and [Appendix II](#) for planned expenditures.

Current (On-Going) Services:

1. General policing services in order to decrease crime rates, increase traffic safety, and enhance the community's feeling of safety through the provision of:
 - » Crime prevention and investigation
 - » Traffic safety and enforcement
 - » Administer a traffic safety photo enforcement program
 - » Neighborhood patrols
 - » Dedicated response to calls for service within our community Education and awareness
 - » Community policing and neighborhood watch
 - » Emergency response management
2. The Municipal Court is organized as a limited jurisdiction court to hear misdemeanor crimes and civil infractions. In addition to managing case flow, trial date certainty and collection of monetary penalties, the court also:
 - » Manages a Youth Court Program.
 - » Supervise a Probation Department, which includes Pre-Trial Supervision Program, Enhanced Probation, Release and Planning Services (RAPS).
 - » Electronic hearing option for customers.

Service & Policy Growth Initiatives for the 2015-2016 Biennium:

1. Analyze various levels of service between the City's minimum police staffing and optimal staffing and develop cost and benefit information to inform budget, funding and community outreach decisions.
2. Analyze capacity for staffing a major emergency or event.
3. Evaluate Court Security.
4. Review capacity of the Release and Planning Services (RAPS) Program.
5. Regional partnerships.



V. ACCOUNTABLE & ENGAGED GOVERNMENT

The Lake Forest Park City Council serves as the legislative and governing body of the city. The council enacts ordinances, approves the budget, sets policy, confirms appointments, and grants franchises. During its twice monthly general meetings and regular work sessions, the council conducts itself and its meetings as a model of respect, transparency, inclusiveness and encourages a collegial environment.

The Mayor of Lake Forest Park is the chief executive officer and ceremonial head of the city, presides at meetings of the city council, submits the annual budget, and is responsible for carrying out the policies, contracts, and agreements approved by city council. Since the Mayor is a part-time position, internal operations of the city are delegated to the City Administrator, who serves as the chief operating officer. Other internal operations functions are Human Resources, responsible for negotiating collective bargaining agreements and staff recruitment, and legal consultation provided through a contract City Attorney and Public Defender.

WE DELIVER AN ACCOUNTABLE & ENGAGED GOVERNMENT THROUGH...

Delivering a financially sustainable, collaborative, publicly transparent, model government that is responsive to the people of Lake Forest Park.

The City also relies on a system of community volunteers through commissions, task forces and committees. These volunteers provide functional exploration of ideas and community-based recommendations in support of achieving the comprehensive planning vision and strategic plan vision of the City. LFP also is gifted with a robust volunteer corps who support and augment City staff in the delivery of programs and services.

See [Appendix I](#) for applicable work program items and [Appendix II](#) for planned expenditures.

Departments reporting to the City Administrator and responsible for significant public engagement and outreach include:

- Municipal Services keeps the record of City Council proceedings, provides residents with access to City services, information and records.
- Finance manages accounting, budget development, business licensing, utility billing, including on-line utility bill payment, and manages information technology services.
- Planning and Building who are responsible for managing the city's long range planning process, Development Services, including review and inspection, Planning and Building services for residents and contractors, Code Enforcement investigation and follow-up, Tree Removal and replacement ordinance compliance, and Right of Way permit processing and inspection.
- Public Works maintains and develops of public streets, sanitary sewers, parks, public facilities and surface water infrastructure (culverts, storm water drainage).
- Engineering provides technical support to the Mayor and all city departments to support operations and capital improvement projects for transportation, traffic control, drainage, and sewer systems.

Responsibility for communications within the city, with local jurisdictional and agency partners, and with Lake Forest Park citizens is distributed among city departments. The Finance office and IT professional are responsible for the functions of the website. Content development responsibilities are distributed throughout the city's departments.

Current (On-Going) Services:

1. City Council governance.
2. Actively seek regional, state, federal and private grant funding for capital projects.
3. Achieve zero non-standard audit findings for state and federal audits.
4. Provide department and service accountability through the executive office.
5. Provide adequate and understandable financial oversight of funds and appropriations such that funds do not exceed their approved appropriations.
6. Maintain all public records and achieve public disclosure requests consistent with State standards.
7. Meet community needs for passport issuance and renewal services with 30 minute processing goals.

Service & Policy Growth Initiatives for the 2015-2016 Biennium:

1. Develop and implement a City of Lake Forest Park Strategic Plan through a robust approach community engagement.
2. Implement a citywide communications plan to increase accountability and consistency in timeliness and quality of communications content.
3. Identify and plan for increased use of online services for those doing business with City departments.
4. Identify service gaps with between city service to ensure cross-functional collaboration in problem solving.
5. Identify and develop regional relationships to promote the policies, values and goals of Lake Forest Park.

APPENDIX I

DEPARTMENT: LEVEL WORK PROGRAM

Goal—Mobility

Title	Lead Dept.	Project Description	Timing for Completion
Safe Highways—SR 522/104/ST3 Strategy	Council	<p>State Route Corridor Plan (Safe Highways):</p> <ul style="list-style-type: none"> » The City will pursue safe and accessible highways by way of planning, public outreach, advocacy and funding. » Legislative repurposing of \$475,000 for SR 522 & SR 104 planning; » Scoping of SR 522 & SR 104 corridor plan that includes a balance of local livability and robust highway connections to the ST Link Light Rail stations at 145th Street, 185th Street and 226th Street balanced with limited incentive to use other surface streets. » Include 145th/Bothell Way Intersection Improvement as a project. (This intersection is in four jurisdictions and is key to safety, transit and traffic flows). » The City will involve Sound Transit, WSDOT and its own citizens in equal measure in pursuit of the most thoughtful and reasonable plan. <p>Sound Transit 3:</p> <ul style="list-style-type: none"> » The City will remain actively engaged in the ST3 candidate project, selection and voter question process. » The City will remain in a cooperative and collaborative posture with neighboring jurisdictions to assure a reasonable and equitable outcome for the north Lake Washington cities. <p>State Route 522 & 104 Rebuild:</p> <ul style="list-style-type: none"> » The City will work with Sound Transit and WSDOT to assure that work in the respective rights of way is coordinated in time frame and construction contract. 	2016-2018

Goal—Mobility

Title	Lead Dept.	Project Description	Timing for Completion
Safe Streets—Transportation CIP Master Plan	Engineering	<p>Local Transportation System Master Planning (Safe Streets):</p> <p>The City will develop a master plan for the development and “finishing” of streets for connection to the state system, for safe pedestrian and bicycle connectivity to key nodes around the City including the town center, Southern Gateway and 3 elementary schools.</p> <p>The master plan will consider:</p> <ul style="list-style-type: none"> » Reasonable connections to neighboring jurisdictions and the regional Burke Gilman Trail. » Funding options and will engage our citizens in a cost/benefit discussion to help determine funding options. » Traffic calming to address cross-community, vehicle through-trips <p>In the development of the plan, the staff will:</p> <ul style="list-style-type: none"> » Employ all reasonable federal, state, and regional grant funding options in order to mitigate the community “lift” to upgrade local facilities. » Examine and bring options to the City Council for street development standards to require development to pay its fair share of the build-out of the transportation system. 	2016-2017
Annual Asphalt Overlay	Public Works	<p>Street overlay for pavement preservation, by priority based on pavement ratings and inspection.</p> <p>The most recent pavement rating report identified that LFP roads are deteriorating and need up to \$1 million/year in overlays for a decade to achieve pavement condition goal.</p>	Sep. 2016 and ongoing
ADA Ramps	Engineering	ADA ramps are required by federal law and must be upgraded concurrent with overlays, chip sealing and street projects. Sidewalk availability limits the application of this priority.	2016
BGT/Interurban Connector	Public Works	Connect the Interurban Trail to the Burke Gilman Trail through Lake Forest Park to promote regional transportation corridors.	2016
Local Connections & Trails	Public Works	Design and construct trails along City Rights of Way to safely provide pedestrian connections. All connections must not compromise environmentally sensitive areas.	Ongoing

Goal—Healthy Environment

Title	Lead Dept.	Project Description	Timing for Completion
LFP Creek Restoration Plan	Surface Water/Engineering	<p>Develop a creek and fish habitat restoration strategy and plan that includes an analysis of:</p> <ul style="list-style-type: none"> » Culvert repair and replacement current costs, values and strategic packaging of phases that can attract the broadest funding as balanced against the City matching funding; Options for hatcheries, planting and other strategies for restoring historic native fish runs; » Testing, reporting and development of a broad-based strategy for improvement of water quality <p>Develop at least annual reports to the City Council on stream health.</p>	2016-2017 for a 2015-2025 Plan
Parks, Recreation & Open Space Plan	Public Works	<p>Parks, recreation and open space plan that includes an analysis of:</p> <p>Service Levels:</p> <ul style="list-style-type: none"> » The ability of the current park system to meet the needs of the citizens; » The ability of current recreation facilities to meet the needs of the citizens, especially youth and seniors; <p>Maintenance:</p> <ul style="list-style-type: none"> » The needs and ability of the City to operate and maintain the current system of parks; » Development of operation and maintenance metrics to allow the Council to determine the systemic cost of prospective acquisitions; <p>Acquisitions:</p> <ul style="list-style-type: none"> » The development of a criteria-based system for acquiring park, recreation or open space properties; » An analysis of grant options or P&R District options for acquiring system properties 	2016
Comprehensive Plan Completion and Regulatory Updates	Planning & Building	<ul style="list-style-type: none"> » Tree Ordinance update » Code Enforcement ordinance update » Sensitive Areas update » Low Impact Development Regulations 	2016

Goal—Healthy Environment

Title	Lead Dept.	Project Description	Timing for Completion
Evaluate Emerging Parks & Recreation Acquisition Options	Public Works	<p><i>Dependent upon outside funding strategies for acquisition</i></p> <p>Development of a park plans including some active recreation and funding strategies for planning, site construction and maintenance.</p> <p>Emerging sites include Palmer Property and 5 Acre Woods</p>	2016
Materials Bins Covers	Public Works	Material bin covers and lighting for the Public Works outdoor storage bins.	2020
Beach Drive Lift Stations	Engineer	Plan for replacement of two lift stations on Beach Drive with a single new lift station while upgrading sewage conveyance in this basin. Evaluate need for Sheridan Beach Sewer Reliability Study at time of project	2016-2017
NPDES 2 Compliance	Public Works; Planning	Continue compliance with the NPDES permit. The new permit became effective on January 1, 2013 and requires a number of code revisions, public outreach programs, staff training opportunities, et al.	2013-2018

Goal—Community Vitality

Title	Lead Dept.	Project Description	Timing for Completion
Town Center District Sub-area Plan (phase 1)	Council; Executive; Engineering	Develop a sub-area plan that establishes a town center district—creating a vision for adapting the Town Center area and the surrounding areas to a transit-orient, community center for Lake Forest Park.	2016-2018
Communications	Council; Executive	Development of a citywide communications plan including: » Outreach, » Two-way communications, » Expansion of web-site offerings, » Social media “real-time” strategies, and » Mass media communications.	2016-2017
Continue Social Media Development	Coordination with all Departments	Expand use of social media to enhance contemporaneous posts of more information. <i>Current highly successful efforts include Police (pilot) and Public Works</i>	2016
Tennis Court Lights	Public Works	Tennis Court, lighting restoration-LFP Elementary	Unknown

Goal—Public Safety and Justice

Title	Lead Dept.	Project Description	Timing for Completion
Evaluation of Long-Term Police Staffing	Police	<p>Factors include:</p> <ul style="list-style-type: none"> » Aging department and high, near-term, turnover rates; » Added emphasis on community-based approaches; » Increased safety needs surrounding SR 522 volumes and camera-based enforcement; and » Response time and call response service-level expectations 	2016
Active Shooter Enterprise-Wide Emergency Plan	Police	Develop detailed planning and response guide for City Hall active shooter events and support development of planning and response guides for key citywide sites.	2016
Emergency Management Transition	Police	Implement the Northshore Emergency Management Coalition (NEMCo) with Kenmore, Northshore Fire District and Northshore Utility District to meet emergency management goals and requirements.	2016
Portable Radio Replacement	Police; Public Works	Develop a purchase strategy for the Police Department and Public Works portable radios consistent with implementation of the King County Public Safety Emergency Radio System Network (PSERN) implementation.	2017-2018
Dispatch Service Delivery	Police	Develop a long-term strategy for Police Dispatch Services consistent with regional E911 system planning.	Ongoing

Goal—Accountable and Engaged Government

Title	Lead Dept.	Project Description	Timing for Completion
Strategic Planning Process;	Council; Executive	<p>Develop a Strategic Plan to guide City priorities and objectives.</p> <ul style="list-style-type: none"> » Analyze service priorities, delivery and gaps. » Develop clear and understandable data that helps Council and citizens understand sustainability and prioritization. » Develop strategic plan financial plan » Develop and build coalitions that show Lake Forest Park to be a model city and model partner. » Develop customer service standards that value excellent service, a high service ethic and strong service training. 	2015-2016
IT Continuity Plan	Finance	Develop an IT disaster plan and pursue strategic alliances with other local governments/agencies to provide emergency backup for key IT services.	2015-2016
MPE Compensation Study	All Department Managers; Finance	Conduct the every 5-year compensation study for the non-represented employees (last conducted in 2012).	May 2016-Aug. 2016
Enterprise Content Management Records Systems	Municipal Services; I.T. Manager	<p>Evaluate (at a department level) City records management processes and needs.</p> <p>Establish a plan for electronic records management and evaluate Electronic Content Management systems (available through State master contracts) to potentially implement a “cradle to grave” solution.</p>	Oct. 2015-TBD
E-Commerce Phase 2 On-Line Services	Development Services; Municipal Services; Finance/IT	Expand on the ecommerce launched in 2015 (utility billing) and bring epay and other ecommerce to Municipal Services and Development Services.	Apr. 2016 / Apr. 2017

Goal—Accountable and Engaged Government

Title	Lead Dept.	Project Description	Timing for Completion
Major Public Records Response	Municipal Services; Legal	<p>Develop a coordinated interdepartmental approach for the City Clerk to respond to a request for all records in all forms.</p> <p>Use the experience to determine whether there are proactive ways to store and organize records going forward to as converting old records into an economically feasible, easily searchable format.</p> <ul style="list-style-type: none"> » King County, the Port of Seattle, and most King County cities and towns, including Lake Forest Park, received a public records request for all public records in all forms, including meta-data. 	Nov. 2015-TBD
Permit Tracking Software	Planning	Purchase and install dedicated online permit tracking software with self-help resources.	Q-2 2016
2016 Streamlining Codes	Executive	<p>Review City processes, codes, procedures to reduce cycle time, improve customer service and reduce time and cost per activity. Specific identified activities:</p> <ol style="list-style-type: none"> 1. Subdivision codes; 2. Tree Regulations; 3. Public Services Municipal (Sewer system) code; and 4. Code Enforcement 	2015-16
Admin Services	Executive; Municipal Services	Evaluate the organization of administrative services departments of the City, reviewing efficacy, decision making and oversight criteria	Feb. 2016-Jul. 2016
Budget Development Format	Finance	Utilizing GFOA best practices, prepare 2017-2018 proposed budget document that is consistent with the City's strategic plan and national best practices. Based on results, submit for the GFOA distinguished budget award.	2016
2016 Franchise Agreements	Executive	<p>Assure that planning and negotiation for franchise agreements that come due in 2013 and 2014 are completed prior to expiration, including:</p> <p>Comcast 2014; Northshore UD 2018; LFP WD 2018; Seattle City Light 2014; Puget Sound Energy 2014; Republic Solid Waste 2016; and Shoreline WD 2023 (or 2028).</p>	2014-2015

Goal—Accountable and Engaged Government

Title	Lead Dept.	Project Description	Timing for Completion
Revise Employee Handbook	Executive/Depts	<ul style="list-style-type: none"> » Meet with departments to review policies; » Review rewritten policies with Leadership Team; » Send manual to WCIA vendor for review; and » Complete redraft and prepare for publication. 	2015
On-Line Business License Application	Finance	Research whether a product exists that would allow LFP to offer an online business application.	Feb. 2016-Jul. 2016
Banking RFP	Finance	Prepare a request for proposals to replace our current banking services agreement.	Jan. 2016-Apr. 2016
City Hall Efficiency & Security	Public Works; Planning; Police; Court; Administrator	Continued analysis, design and/or installation of safety projects in City Hall. Current areas of interest are reception and payment counters, and first floor for building permits and passports.	Dec. 2016 Planning, Cost Estimate
Accounting Software Evaluation	Finance	Evaluate enterprise accounting needs and determine whether changing the enterprise accounting system would be beneficial	Dec. 16
Active Employee Relations	Police	Establish labor/management committees identified in labor agreements; plus ramp up interaction and communication with MPE group	Oct. 14

APPENDIX II

EXPENDITURES BY GOAL AREA (2015 ACTUALS)

Goal—Mobility

Services	Dept. or Functional Expenditure Area	2015 Actual Expenditure (\$)		
		Operating	Capital	Total
Pavement Management Program	Streets Operations & Capital	413,664	0	413,664
	TBD	157,289	50,000	207,289
	Asphalt Overlay	0	208,620	208,620
Pedestrian & Bicycle Facilities	Engineering Operations	157,558	0	157,558
	NE 178th Improvements Project	0	2,104,802	2,104,802
Transportation Safety Education & Enforcement	Traffic Safety Camera Program (including 35% of Court costs)	530,320	0	530,320
Transportation Safety Education & Enforcement	Traffic Officer (50% of Traffic Officer Cost)	75,000	0	75,000
Mobility Totals		1,333,831	2,363,422	3,697,253

Goal—Healthy Environment

<i>Services</i>	<i>Dept. or Functional Expenditure Area</i>	<i>2015 Actual Expenditure (\$)</i>		
		<i>Operating</i>	<i>Capital</i>	<i>Total</i>
Water & Sewer Infrastructure Operation & Maintenance	Surface Water Operations & Capital, Sewer Utility Operations & Capital	1,651,999	5,664,607	7,316,606
Implimentation of NPDES permit requirements	Surface Water Operations (5% of Operations)	40,173	0	40,173
Managing the Inspection & Permitting Systems Consistent with the Comprehensive Plan	Planning & Building	677,007	0	677,007
Healthy Environment Education	Community Programs (25% of Employee Costs)	25,000	0	25,000
Healthy Environment Totals		2,394,179	5,664,607	8,058,786

Goal—Community Vitality

<i>Services</i>	<i>Dept. or Functional Expenditure Area</i>	<i>2015 Actual Expenditure (\$)</i>		
		<i>Operating</i>	<i>Capital</i>	<i>Total</i>
Human Services Through Community Partners	Community Service Programs	137,281	0	137,281
Programmed Community Space	Community Programs, Friends of Third Place	26,520	0	26,520
Community Events	City Council	0	0	0
Volunteer Program & Recognition	Executive Department	1,790	0	1,790
Parks and Trails	Parks Department	269,790	0	269,790
	Parks Facilities & Capital	103,948	23,687	127,635
Community Vitality Totals		539,329	23,687	563,016

Goal—Public Safety and Access to Justice

Services	Dept. or Functional Expenditure Area	2015 Actual Expenditure (\$)		
		Operating	Capital	Total
General Policing & Traffic Safety	Police Department	3,279,819	0	3,279,819
Access to Justice, Municipal Court	Court, Prosecutor, & Public Defender (less 35% of Court for traffic cam enforcement)	465,388	0	465,388
Emergency Management	Emergency Management	33,141	0	33,141
Public Safety & Access to Justice Totals		3,778,348	0	3,778,348

Goal—Accountable and Engaged Government

Services	Dept. or Functional Expenditure Area	2015 Actual Expenditure (\$)		
		Operating	Capital	Total
Governance, Legal, & Administrative Support	City Council, Legal, Municipal Services, Elections, Memberships	662,158	0	662,158
Seek Grant Funding for Capital Projects	Engineering and Environmental Programs (20% of Engineer & Manager Cost)	0	54,000	54,000
Department & Service Oversight	Executive	425,179	0	425,179
Financial and IT Operations, Auditor	Finance	291,500	0	291,500
	Finance	267,328	0	267,328
Records Operations & Archives	Municipal Services	65,000	0	65,000
Passport Servicing	Municipal Services	12,500	0	12,500
Accountable & Engaged Government Totals		1,723,665	54,000	1,777,665

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 whose use has been limited by donor, grantor, governmental agencies, governing bodies, or by law.

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

GENERAL FUND The primary 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

WSAMA Washington State Association of Municipal Attorneys

WSEMA Washington State Emergency Management Association

WSRA Washington State Recycling Association