



2020 CITY COUNCIL RETREAT AGENDA

September 25, 2020

Via Zoom

<https://us02web.zoom.us/j/84077871924>

or call in at (253) 215 8782

Meeting ID 840 7787 1924

Friday, September 25, 2020

9:00 a.m.

Start

9:00-10:00 a.m.	Strategic Planning	Anya
10:00-11:00 a.m.	Budget Review	Gene/Josh
11:00-11:30 a.m.	UGA Expansion	Russ
11:30-12:00 p.m.	Downtown Plan	Gene

12:00-12:30 p.m.

Break – lunch

12:30-1:00 p.m.	Continuation of Downtown Plan	Gene
1:00-1:30 p.m.	Westside Powerline Trail Map	Russ
1:30-1:45 p.m.	Agenda format for Council Meetings	Marcus
1:45-2:00 p.m.	2021 Council Retreat Dates and Locations	Gene/Kelly

THE PUBLIC IS INVITED TO ATTEND BUT WILL NOT BE ALLOWED TO COMMENT

Special Needs

The City of Lake Stevens strives to provide accessible opportunities for individuals with disabilities. Please contact Human Resources, City of Lake Stevens ADA Coordinator, (425) 622-9400, prior to any City meeting or event if any accommodations are needed. For TDD users, please use the state's toll-free relay service, (800) 833-6384, and ask the operator to dial the City of Lake Stevens City Hall number.

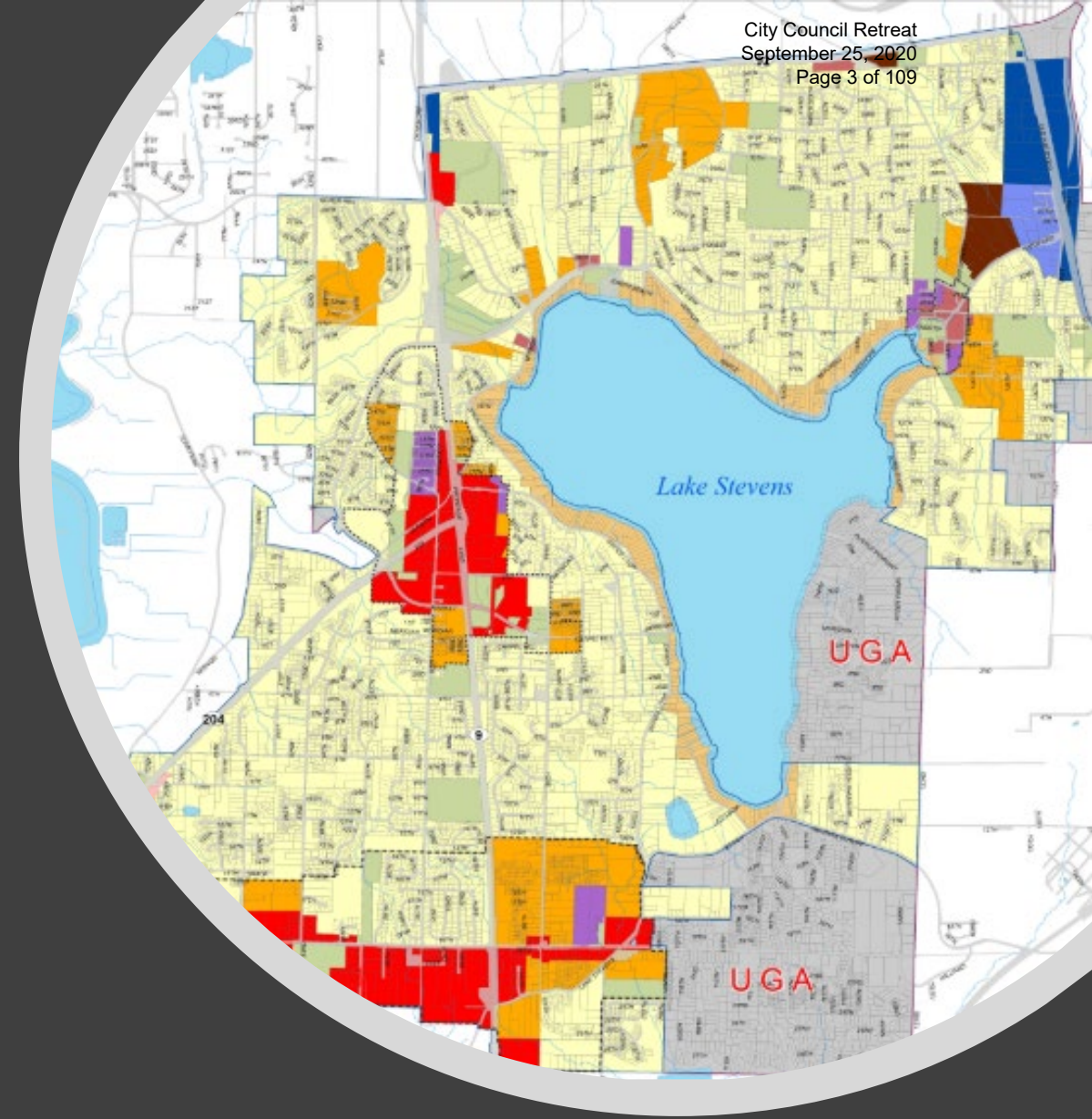


City of Lake Stevens Strategic Staffing Plan 2020-2025

“One Community around the Lake”

Background

- The City of Lake Stevens is growing and is outpacing the rest of Snohomish County. In 2019 we had more than 33,000 residents and forecast that, by 2035, Lake Stevens will experience 40% growth to exceed a population of 40,000.
- The City of Lake Stevens operates under the mayor-council system. The city's motto, "One Community Around the Lake", embodies its quality of life, top-ranked school district, and the City Council's commitment to providing excellent services and amenities for its citizens.
- During the Council Retreat in February 2020, Council requested a strategic staffing plan be conducted to assess the following:
 - What are we not getting done that we need to?
 - What are we not getting done that we want to?





How was the staffing plan created?

All department heads went through the following steps and collaborated between departments to assess the needs of the City

Mission

To create a beautiful and functional community by being a caring, committed, and trusted provider of municipal services.

Vision

By 2030, we are a sustainable community around the lake with a vibrant economy, unsurpassed infrastructure and exceptional quality of life.

Values

Integrity – Promoting honesty and professional ethics

Respect – Caring about customers and employees being trustworthy and openly trusting of others

Service – Providing excellent service, responsive to customer needs

Creativity – Encouraging entrepreneurial spirit within the organization

Partnership – Creating a team atmosphere, both inside and outside the organization



Step 1: Evaluate Goals

During this evaluation, the expectations/priorities of Mayor, Council, City Administrator and Department Heads were considered.

★ **Unemployment rates** in Washington state skyrocketed due to impacts of COVID-19 peaking in April at 16.3%, after hitting a record low rate in February at 3.8%. The current unemployment rate for WA is 8.5% and Snohomish County sits at 7.8%

★ **City revenues** were initially projected to be down significantly due to COVID-19, however, city funds and revenue streams remain steady through the summer.

★ **Other COVID-19 impacts** considered in this plan are changes on the way business is run, changes to workplace environment, increased awareness on health & safety, changes in workload.



Step 2: Identify Influencers

The state of 2020: Unemployment rates & economic impacts of COVID-19

Existing Staff as of September 15, 2020

Department	# of current FTEs	# of vacant funded positions	Comments
Executive	2.6	0	
Finance	4.4	0	
HR	2	0	
IT	3	0	
Community Development & Planning	14.6	2	Held for COVID
Police	41	0	
Public Works	33	8	+ 4 vacant seasonals 4 being recruited, 3 eliminated, 1 deferred until 2021
Total	100.6	10	



Step 3: Analyze Current State

Department Heads reviewed org charts, current staffing workload, growth & development opportunities, etc.

All Department Heads were asked the following questions:

- What is your department not getting accomplished that we need to?
- What is your department not getting accomplished that you want to?
- How does your plan align with the City's mission and vision?

They were also encouraged to review and plan for the following within their department:

- Review all position's job descriptions within your department.
 - Update if needed
 - Ensure effective use of positions
- Consider upcoming retirements or anticipated separations of employment.
- Plan for benchmarking/employee development capability within your department.
- Be mindful of span of control of supervisors within your department.



Step 4: Envision Needs

A strategy meeting was held with each Department head, and later a collaboration with all Department heads

Department heads used various strategies such as:

- Analyzing current workload of staff
- Surveying staff for feedback
- Conducting allocation model
- Tracking daily tasks
- Identifying tasks not being completed

Prioritizing within Departments and City-wide

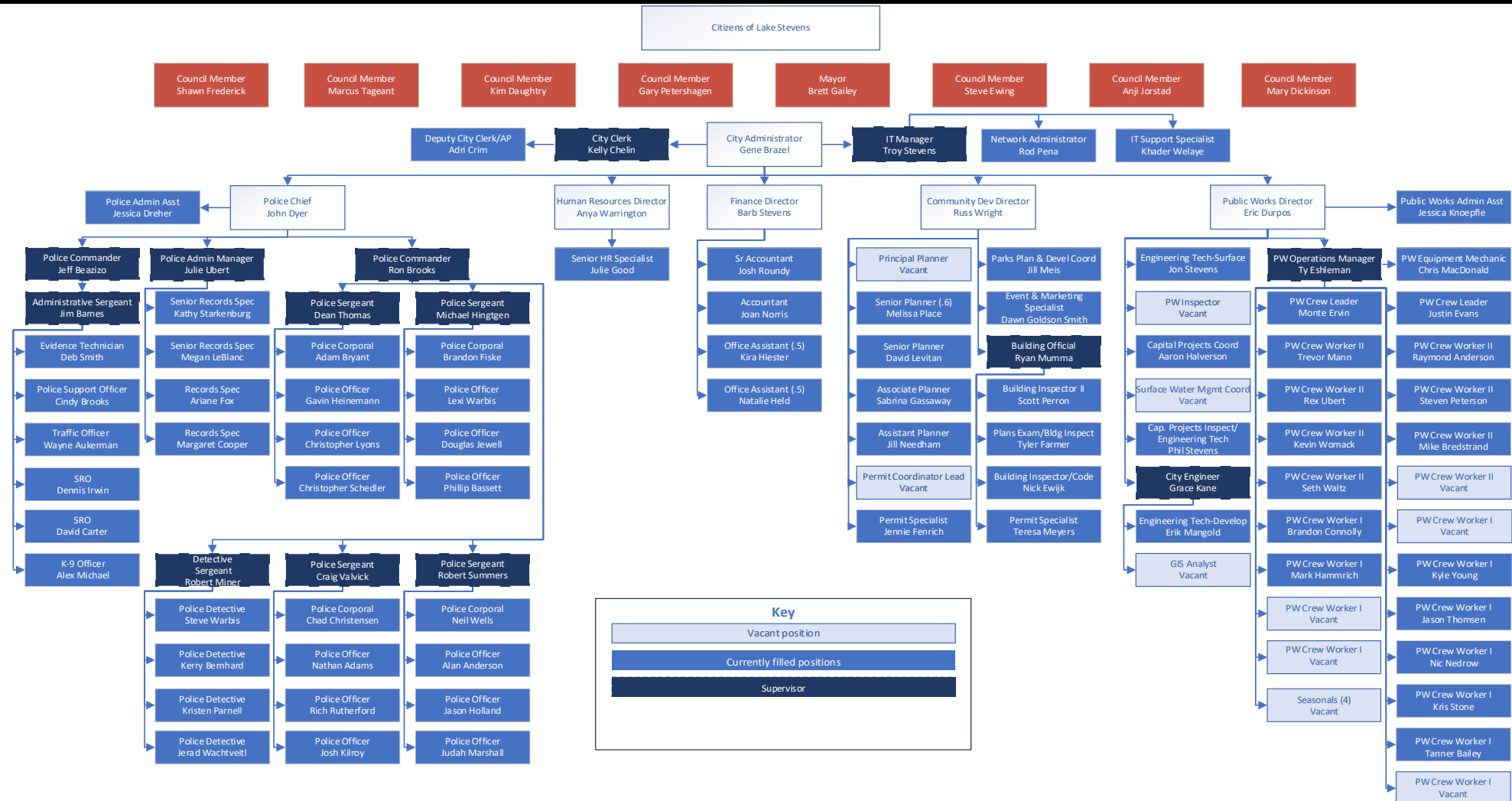
- Department heads prioritized their needs in order of importance and by year
- Several strategy & collaboration meetings were held with Department heads to ensure a shared vision



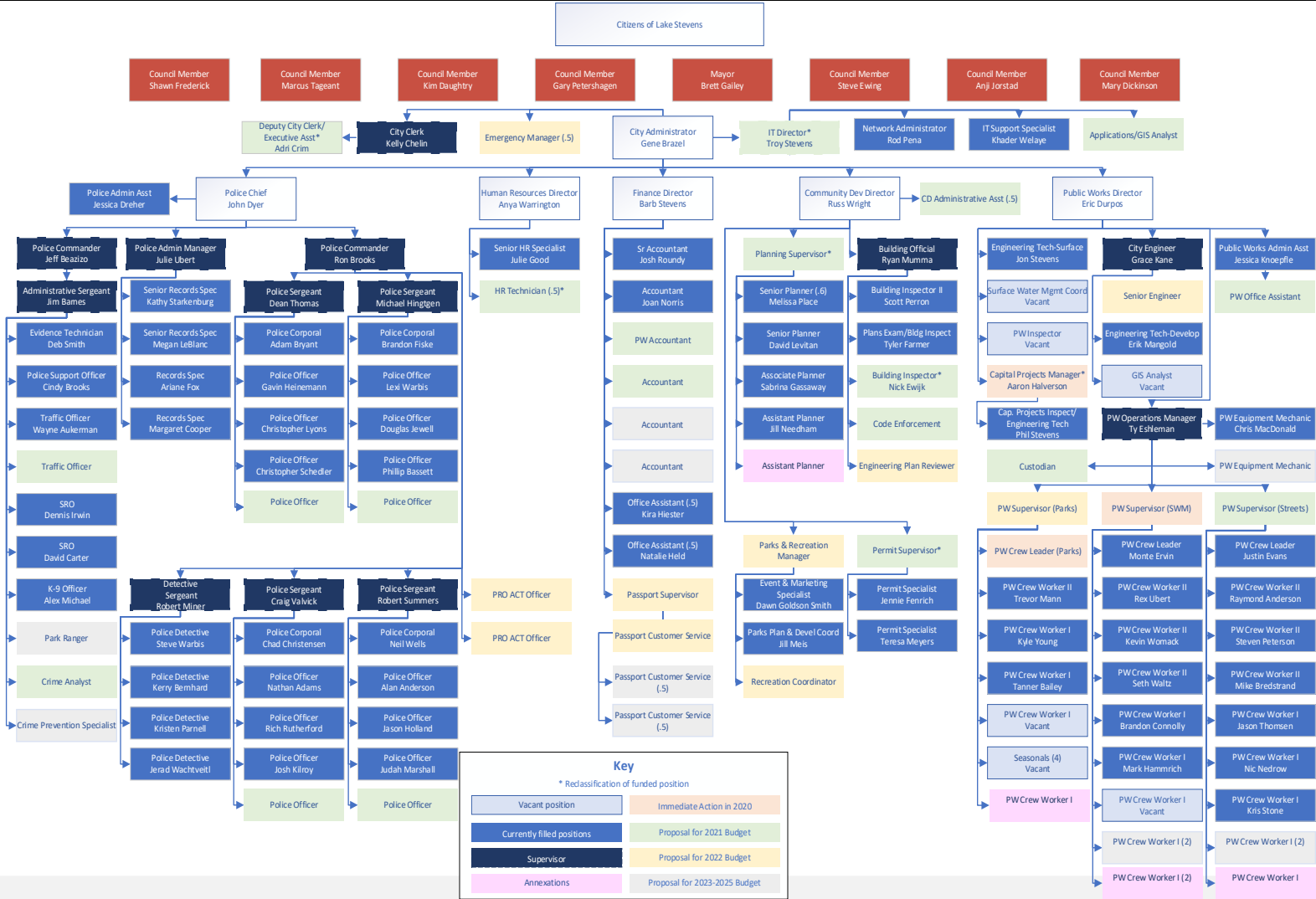
Step 5: Conduct Gap Analysis

Using the strategic planning meetings, gaps were identified and prioritized within each department

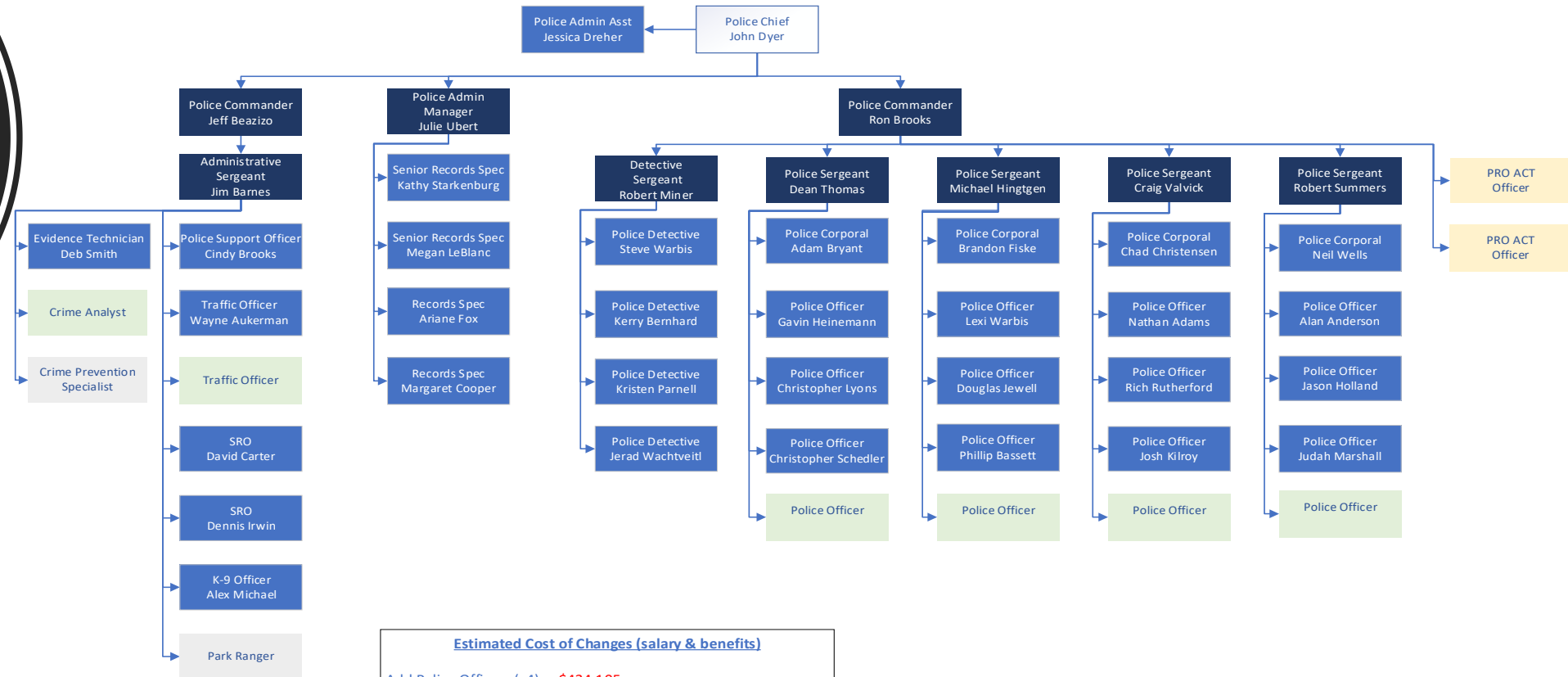
Current City Org Chart



Proposed City Organizational Chart



Police Proposed Org Chart



Estimated Cost of Changes (salary & benefits)

Add Police Officers (x4) = \$434,105
 Establish Crime Analyst ~ \$106,063
 Establish Traffic Officer = \$108,526
 Establish PRO ACT Officer (x2) = \$217,053
 Establish Crime Prevention Specialist ~ \$98,490
 Establish Park Ranger ~ \$78,483

Total Cost: \$1,042,720

Key

Proposal for 2021 Budget

Proposal for 2022 Budget

Proposal for 2023-2025 Budget

Police Department – Staffing Needs

2021

- Addition of 4 Police Officers for patrol (1 on each squad) to bring minimum staffing per shift to 4 officers

2022

- Addition of 2 PRO ACT Officers
 - Duties include focusing on places and people which create the most issues for Lake Stevens

Operations Unit

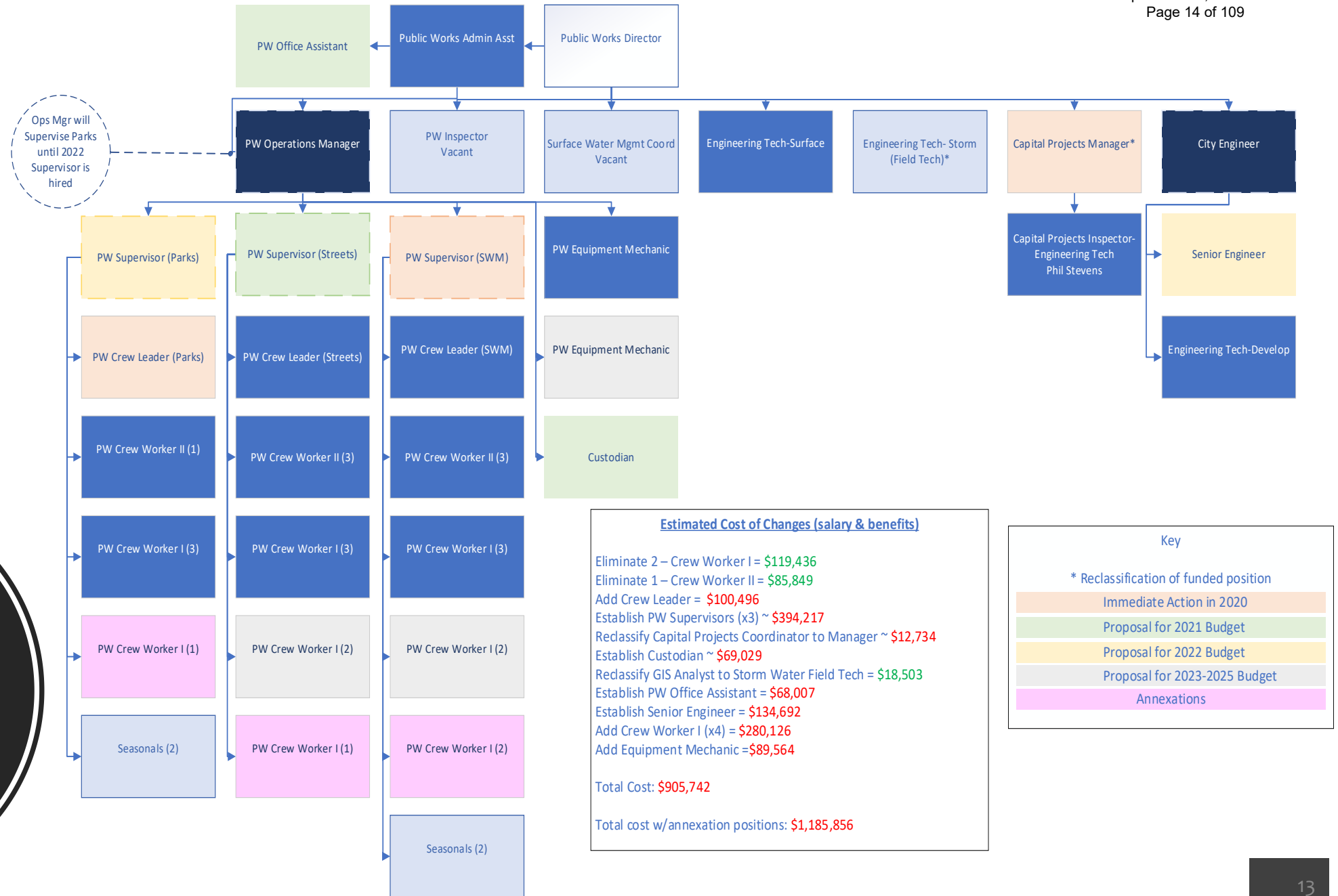
2021

- Addition of Traffic Officer to respond to increased traffic issues and citizen concerns
- Establishment of Crime Analyst position to meet strategic goals in targeted policing

2023-2025

- Establishment of Crime Prevention Specialist to meet strategic goals of community outreach
- Establishment of Park Ranger to enforce park rules

Public Works Proposed Org Chart



Public Works Department – Staffing Needs

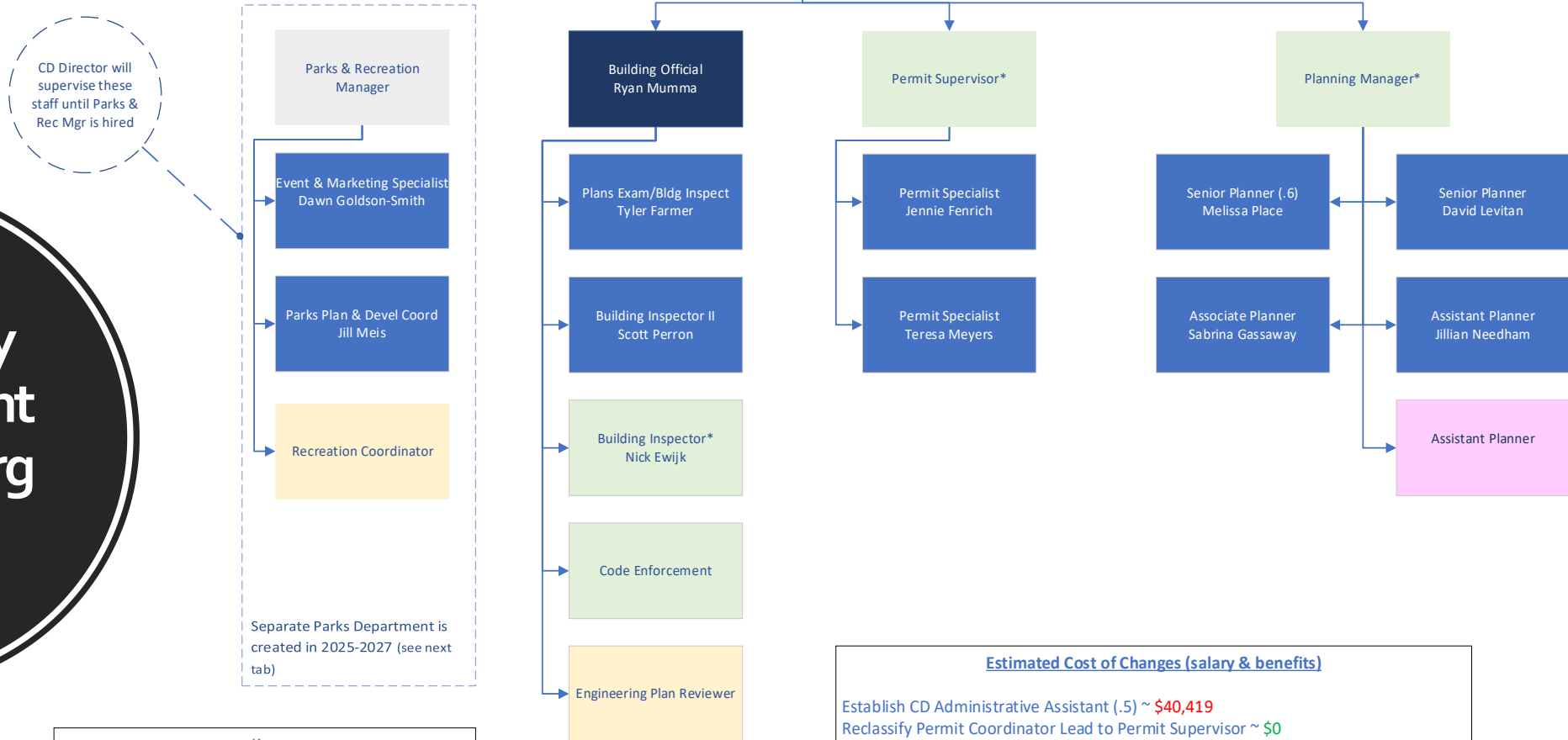
2020

- Already approved on 8/25/20 Council meeting:
 - Reclassification of Capital Projects Coordinator to Mgr
 - Establishment of PW Supervisor (SWM) + Crew Leader (Parks)
 - Elimination of (2) Crew Worker I + Crew Worker II positions

2021

- Addition of PW Field Supervisor (Streets) for supervision span of control of crew
- Establishment of PW Office Assistant for reception at the remodeled PW shop
- Establishment of Custodian for general janitorial services for city buildings and parks
- Reclassify GIS Analyst to Storm Water Field Technician to collect and maintain data for GIS mapping

Community Development Proposed Org Chart



Key	
*Reclassification of funded position	
Proposal for 2021 Budget	
Proposal for 2022 Budget	
Proposal for 2023-2025 Budget	
Annexations	

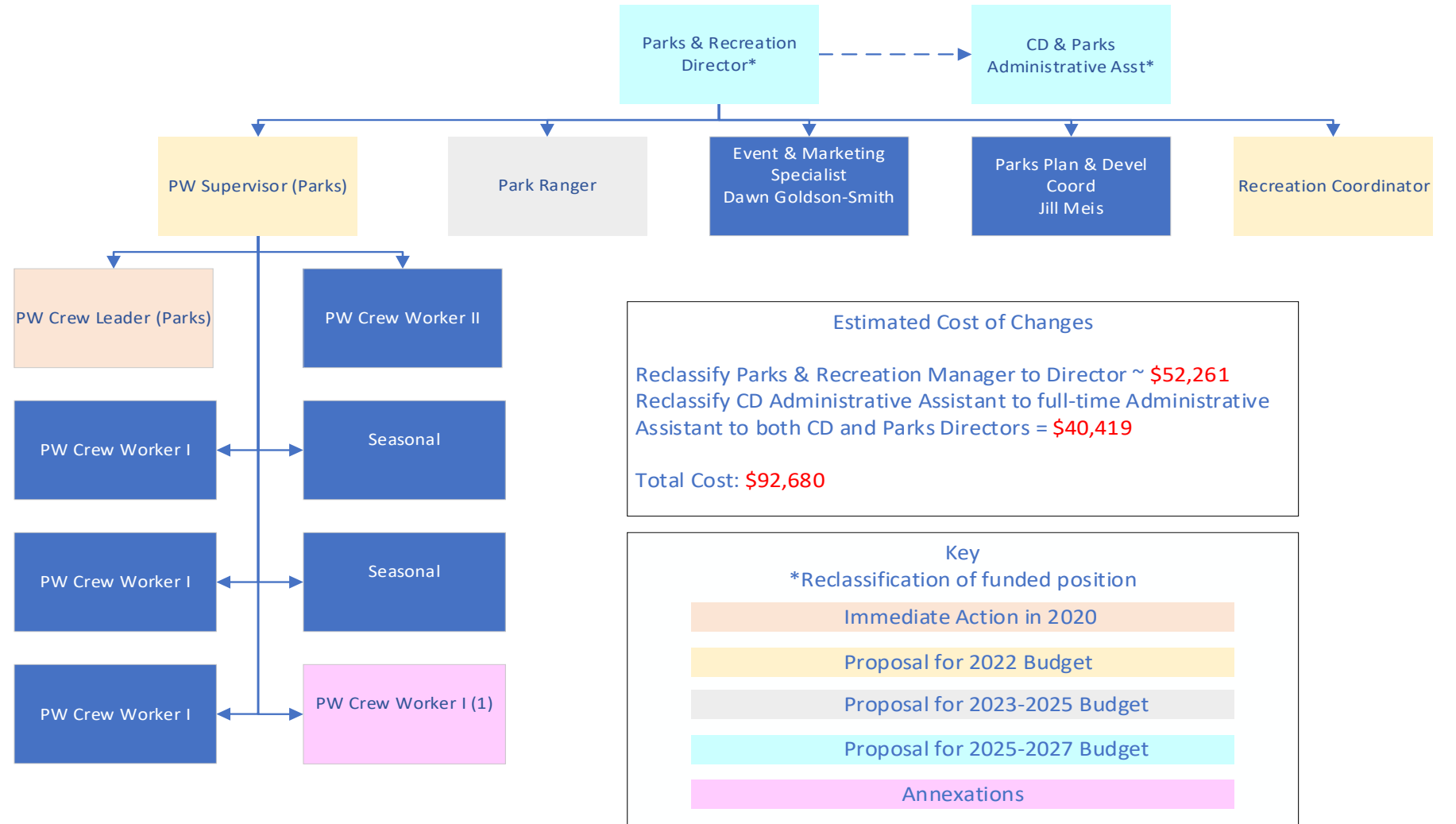
Estimated Cost of Changes (salary & benefits)	
Establish CD Administrative Assistant (.5) ~	\$40,419
Reclassify Permit Coordinator Lead to Permit Supervisor ~	\$0
Reclassify Principal Planner to Planning Manager ~	\$0
Reclassify Building Inspector/Code Enforcement to Building Inspector ~	\$0
Establish Code Enforcement ~	\$98,490
Establish Engineering Plan Reviewer ~	\$132,823
Establish Recreation Coordinator ~	\$89,228
Establish Parks & Recreation Manager ~	\$138,058
Total Cost:	\$499,018
Total cost w/annexation position:	\$597,508

Community Development Department – Staffing Needs

2021_____

- Establish CD Administrative Assistant (.5) to provide administrative support to the CD Director and department
- Establish Code Enforcement position to address increasing need
- Reclassify Building Inspector/Code Compliance to Building Inspector to address increase of inspections
- Reclassify Permit Lead to Permit Supervisor to provide more supervision and address span of control
- Reclassify Principal Planner to Planning Manager to provide more supervision and address span of control

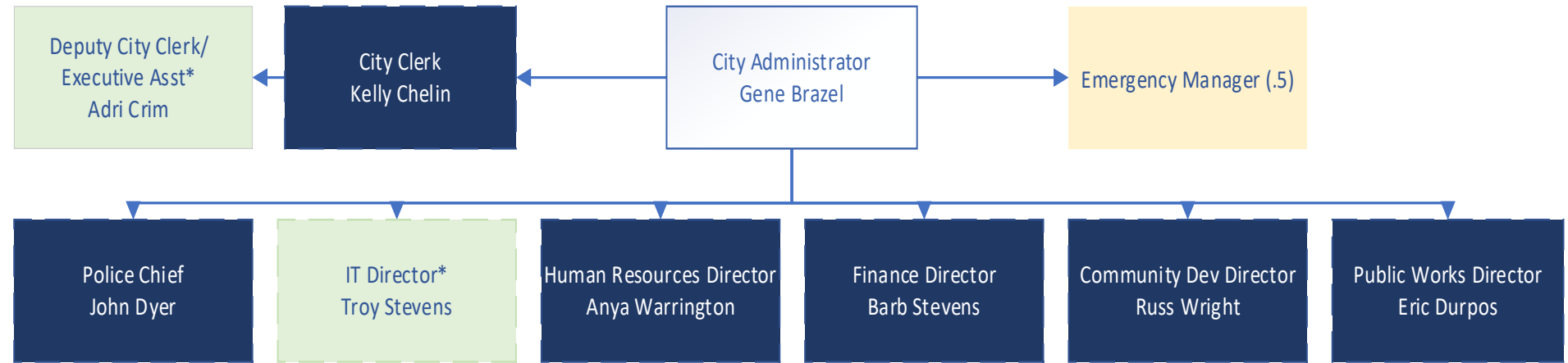
Parks Proposed Org Chart



Parks Department – Staffing Needs

2020-2025

- Gradual build out of Parks positions within Public Works, Community Development and Police Departments, which includes:
 - Addition of Crew Leader for Parks (2020)
 - Establishment of PW Field Supervisor (2022)
 - Establishment of Recreation Coordinator (2022)
 - Establishment of Parks & Recreation Manager (2023-2025)
 - Establishment of Park Ranger (2023-2025)
 - Addition of Crew Worker I position (if annexations occur)



Executive Proposed Org Chart

Estimated Cost of Changes (salary & benefits)

Reclassify IT Manager to Director = \$10,927
 Reclassify Deputy Clerk/AP to Deputy Clerk/Executive Asst = \$37,498
 Establish Emergency Manager (.5) ~ \$55,716

 Total Cost: \$104,141

Key

*Reclassification of funded position

Proposal for 2021 Budget

Proposal for 2022 Budget

Executive Department – Staffing Needs

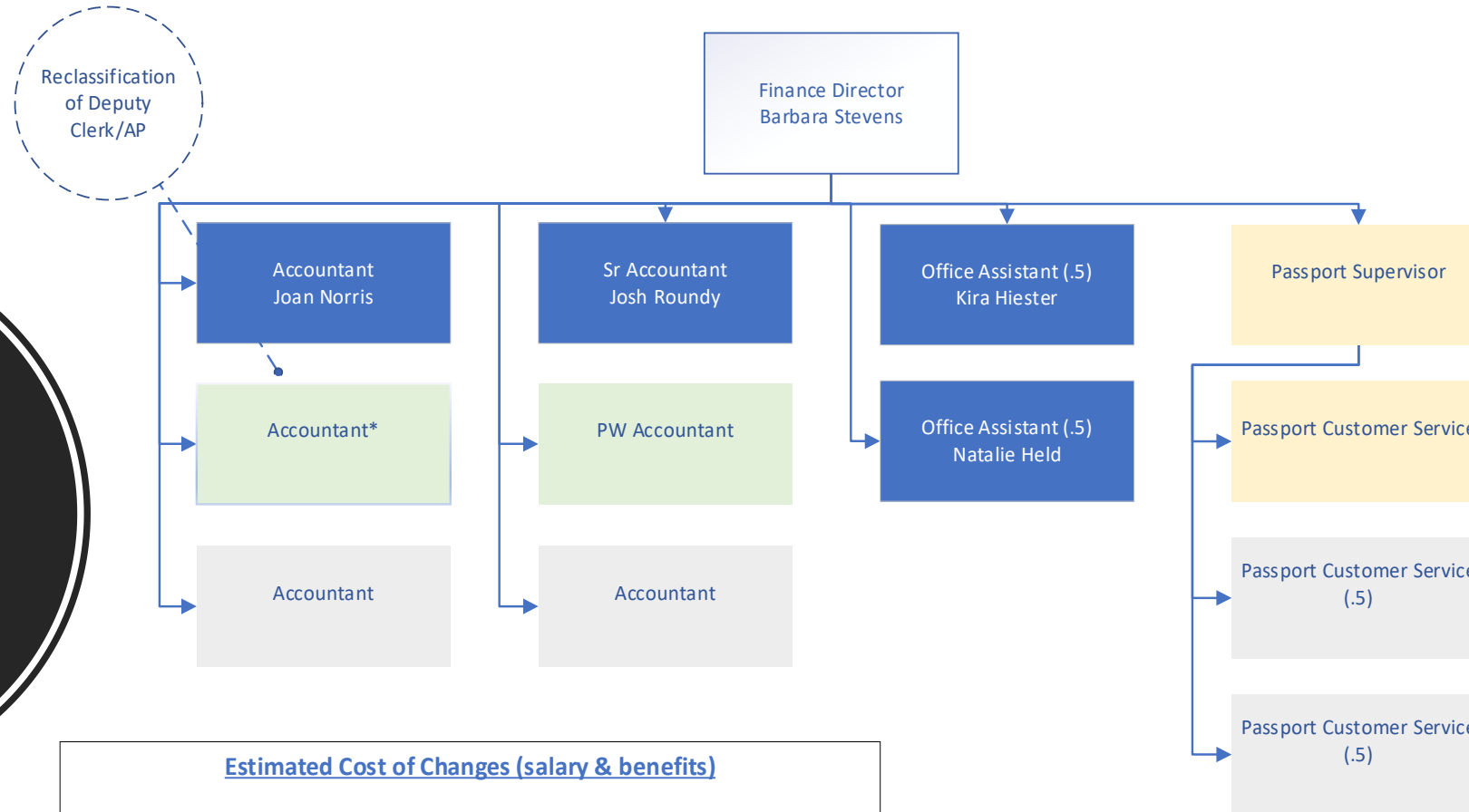
2021

- Reclassify IT Manager to IT Director
- Reclassify Deputy Clerk/AP to Deputy Clerk/Executive Assistant to allow the Finance department establish a full-time accountant

2022

- Establish Emergency Manager (.5) to develop, coordinate, plan and implement emergency management system for the city.
- Administrative support to the City Administrator and Mayor
- Draft Capital Budget summaries, grant proposals and general correspondence
- Act as first level of response to citizen concerns
- Coordinate and prepare meetings

Finance Proposed Org Chart



Estimated Cost of Changes (salary & benefits)

Establish 2021 Accountant = \$62,000
 Establish 2021 PW Accountant = \$103,478
 Establish 2023-2024 Accountant = \$103,478
 Establish 2023-2024 Accountant = \$103,478
 Establish Passport Supervisor ~ \$93,745
 Establish 2021 Passport Customer Service ~ \$68,008
 Establish 2022 Passport Customer Service (x2) ~ \$68,008

Total Cost: \$602,195

Key
*Reclassification of funded position

Proposal for 2021 Budget

Proposal for 2022 Budget

Proposal for 2023-2025 Budget

Finance Department – Staffing Needs

2021

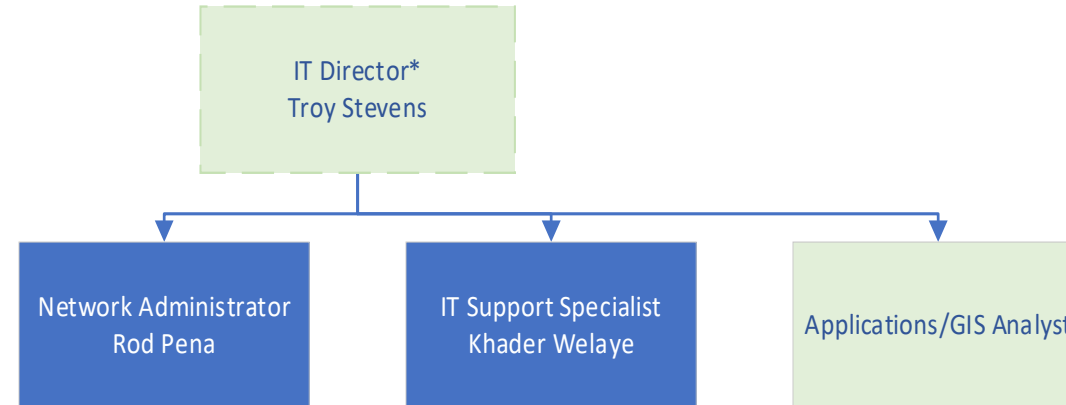
- Reclassification of Deputy Clerk/AP to Accountant to support increasing workload
- Addition of Public Works Accountant for Capital Project accounting

2022

- Establishment of Passport Supervisor
- Establishment of Passport Customer Service

2023-2035

- Addition of (2) Accountants
- Addition of (2) Passport Customer Service (.5)



Estimated Cost of Changes (salary & benefits)

Establish Applications Analyst ~ \$108,715

Total Cost: \$108,715

Key

*Reclassification of funded position

Proposal for 2021 Budget

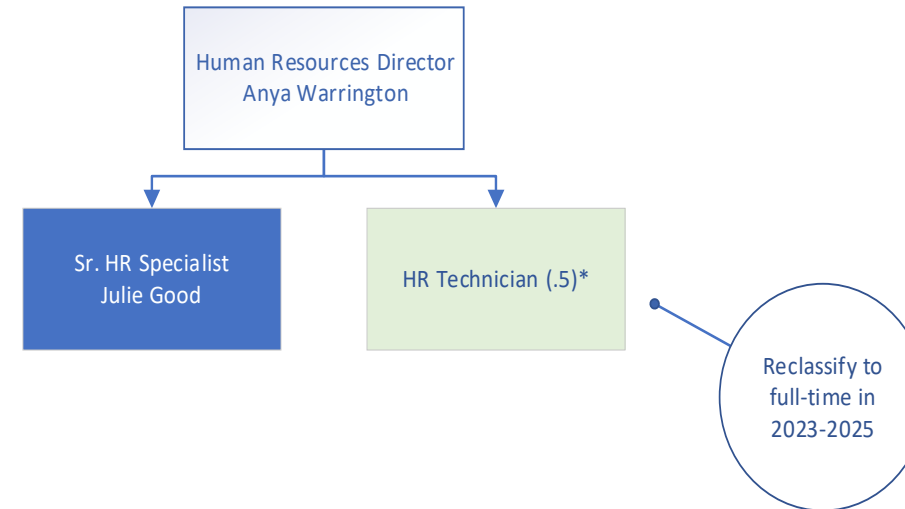
IT Proposed Org Chart

IT Department – Staffing Needs

2021_____

- Establish Applications/GIS Analyst position to develop GIS infrastructure and GIS asset management solution. This position would also serve as a Laserfiche application analyst, as well as support other department specific applications.

HR Proposed Org Chart



Estimated Cost of Changes (salary & benefits)

Establish HR Technician (.5) ~ \$48,044
Reclassify HR Technician from .5 to 1.0 ~ \$48,044

Total Cost: \$ 96,088

Key

*Reclassification of funded position

Proposal for 2021 Budget

HR Department – Staffing Needs

2021

- Establish HR Technician (.5) for complex technical and administrative support duties

2023-2025

- Reclassify HR Technician from part-time to full-time

- Convert paper files to electronic system (Laserfiche) (new project)
- Records retention/destruction/archiving (new project)

Staffing Breakdown if Plan is Adopted		
Department	# of current FTEs	# of future FTEs
Executive	2.6	3.5
Finance	4.4	11
HR	2	3
IT	3	4
Community Development & Planning	14.6	16.1
Parks	0	12.5
Police	41	50
Public Works	33	39
Total	100.6	139.1



Future State

FTE Count if entire staffing plan were adopted

Funding the Plan

- Using a strategically gradual approach to adding additional positions. Positions are prioritized in each budget process and staggered throughout the year for hiring to minimize budget impact
- Annual review of rollover budget to analyze cost savings and reallocation to funding of the strategic plan
- Find additional revenue sources to support the increase in salaries



Execution of the Plan

- Recruit diversified talent whose values align with the city's competencies and mission
- Strengthen employee development tools in order to retain the current city staff and maintain top performance
- Ensuring office space or supporting teleworking/alternative schedules in order to increase employee count

Step 6: Develop a Solution Plan

How to we ensure the plan's success?

	Cost of Strategic Plan									Cost by Fund			
Year	Executive	Finance	HR	IT	Community Development	Parks	Public Works	Police	Totals per Year	General Fund	SWM	Streets	Permit
2020	-	-	-	-	-	-	\$ 18,729.32	-	\$ 18,729.32	\$ 22,829.10	\$ 20,728.17	\$ (24,827.94)	\$ -
2021	\$ 10,927.22	\$ 202,975.57	\$ 48,044.14	\$ 108,715.05	\$ 138,908.56	-	\$ 249,939.80	\$ 648,694.44	\$ 1,408,204.77	\$ 954,058.76	\$ 117,914.50	\$ 244,267.43	\$ 91,964.08
2022	\$ 55,716.26	\$ 161,752.53	\$ -	\$ -	\$ 222,050.98	-	\$ 266,097.57	\$ 217,052.53	\$ 922,669.86	\$ 655,154.79	\$ 80,628.30	\$ 67,345.99	\$ 119,540.77
2023-2025	\$ -	\$ 274,963.57	\$ 48,044.14	\$ -	\$ 138,058.43	-	\$ 370,974.83	\$ 176,973.16	\$ 1,009,014.13	\$ 606,541.99	\$ 205,375.19	\$ 197,096.96	\$ -
2025-2027	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 92,679.58	\$ -	\$ -	\$ 92,679.58	\$ 82,574.87	\$ -	\$ -	\$ 10,104.72
Subtotals per Department	\$ 66,643.48	\$ 639,691.67	\$ 96,088.27	\$ 108,715.05	\$ 499,017.98	\$ 92,679.58	\$ 905,741.52	\$ 1,042,720.13	\$ 3,451,297.67	\$ 2,321,159.51	\$ 424,646.16	\$ 483,882.44	\$ 221,609.57
Annexations	\$ -	\$ -	\$ -	\$ -	\$ 98,489.70	\$ -	\$ 280,114.56	\$ -	\$ 378,604.26	\$ 74,953.12	\$ 140,057.28	\$ 70,028.64	\$ 93,565.22
Totals per Department	\$ 66,643.48	\$ 639,691.67	\$ 96,088.27	\$ 108,715.05	\$ 597,507.68	\$ 92,679.58	\$ 1,185,856.08	\$ 1,042,720.13	\$ 3,829,901.93	\$ 2,396,112.63	\$ 564,703.44	\$ 553,911.08	\$ 315,174.79
	Funded FTE Count												
Current	2.6	4.4	2	3	14.6	0	33	41	100.6				
2020	0	0	0	0	0	0	-1	0	-1				
2021	0.4	1.6	0.5	1	1.5	0	3	6	14				
2022	0.5	2	0	0	2	0	2	2	8.5				
2023-2025	0	3	0.5	0	1	0	5	2	11.5				
2025-2027	0	0	0	0	-4	12.5	-7	-1	0.5				
Annexations	0	0	0	0	1	0	4	0	5				
Total FTE Count	3.5	11.0	3.0	4.0	16.1	12.5	39.0	50.0	139.1				

Additional Positions Cost Analysis																	
Year	Department	Position Title	2021 salary		Cost of original position			% General Fund	% SWM	% Streets	% Permits	\$ General Fund	\$ SWM	\$ Streets	\$ Permits	Notes	
			2020 Salary (mid-range)	w/COLA Assumption	Benefits (40%)	(w/benefits)	Total Cost										
2020	Public Works	Capital Projects Manager*	\$ 95,435.97	\$ 96,628.92	\$ 38,651.57	\$ 122,546.44	\$ 12,734.05	50%	25%	25%	-	\$ 6,367.02	\$ 3,183.51	\$ 3,183.51	-	Approved for reclassification on 8/25/20 - Effective 10/2020	
2020	Public Works	PW Field Supervisor	\$ 92,702.35	\$ 93,861.13	\$ 37,544.45	-	\$ 131,405.58	-	100%	-	-	-	\$ 131,405.58	-	-	Approved for establishment on 8/25/20 - awaiting salary MOU	
2020	Public Works	Parks Crew Leader	\$ 70,896.96	\$ 71,783.17	\$ 28,713.27	-	\$ 100,496.44	100%	-	-	-	\$ 100,496.44	-	-	-	Approved for establishment on 8/25/20 - awaiting salary MOU	
2020	Public Works	Crew Worker I	\$ (49,402.92)	\$ (50,020.46)	\$ (20,008.18)	-	\$ (70,028.64)	100%	-	-	-	\$ (70,028.64)	-	-	-	Position eliminated on 8/25/20	
2020	Public Works	Crew Worker I	\$ (49,402.92)	\$ (50,020.46)	\$ (20,008.18)	-	\$ (70,028.64)	20%	40%	40%	-	\$ (14,005.73)	\$ (28,011.46)	\$ (28,011.46)	-	Position eliminated on 8/25/20	
2020	Public Works	Crew Worker II	\$ (60,564.00)	\$ (61,321.05)	\$ (24,528.42)	-	\$ (85,849.47)	-	100%	-	-	-	\$ (85,849.47)	-	-	Position eliminated on 8/25/20	
Annexations	Public Works	Crew Worker I	\$ 49,402.92	\$ 50,020.46	\$ 20,008.18	-	\$ 70,028.64	100%	-	-	-	\$ 70,028.64	-	-	-	Position needed if/when annexations happen	
Annexations	Public Works	Crew Worker I	\$ 49,402.92	\$ 50,020.46	\$ 20,008.18	-	\$ 70,028.64	-	100%	-	-	-	\$ 70,028.64	-	-	Position needed if/when annexations happen	
Annexations	Public Works	Crew Worker I	\$ 49,402.92	\$ 50,020.46	\$ 20,008.18	-	\$ 70,028.64	-	-	100%	-	-	-	\$ 70,028.64	-	Position needed if/when annexations happen	
Annexations	Community Development	Assistant Planner	\$ 69,481.27	\$ 70,349.79	\$ 28,139.91	-	\$ 98,489.70	5%	-	-	95%	\$ 4,924.49	-	-	\$ 93,565.22	Position needed if/when annexations happen	
2021	Executive	IT Director *	\$ 139,634.97	\$ 141,380.41	\$ 56,552.16	\$ 190,539.86	\$ 10,927.22	77%	11%	12%	-	\$ 8,413.96	\$ 1,201.99	\$ 1,311.27	-	Reclassification of IT Mgr to IT Director	
2021	Executive	Deputy Clerk/Executive Assistant	\$ 66,133.80	\$ 66,960.47	\$ 26,784.19	\$ 93,744.66	\$ -	100%	-	-	-	\$ -	-	-	-	Same pay grade, cost neutral (redo position description)	
2021	Finance	PW Accountant	\$ 73,000.25	\$ 73,912.75	\$ 29,565.10	-	\$ 103,477.85	50%	25%	25%	-	\$ 51,738.93	\$ 25,869.46	\$ 25,869.46	-	Could be allocated from Capital Projects	
2021	Finance	Accountant	\$ 70,192.39	\$ 71,069.79	\$ 28,427.92	-	\$ 99,497.71	50%	25%	25%	-	\$ 49,748.86	\$ 24,874.43	\$ 24,874.43	-	AP	
2021	HR	HR Technician (.5)	\$ 33,893.57	\$ 34,317.24	\$ 13,726.90	-	\$ 48,044.14	76%	14%	10%	-	\$ 36,513.54	\$ 6,726.18	\$ 4,804.41	-		
2021	IT	Applications/GIS Analyst	\$ 76,694.92	\$ 77,653.61	\$ 31,061.44	-	\$ 108,715.05	10%	40%	20%	30%	\$ 10,871.50	\$ 43,486.02	\$ 21,743.01	\$ 32,614.51	Moving GIS Analyst position to IT	
2021	Community Development	CD Administrative Assistant PT	\$ 28,514.19	\$ 28,870.62	\$ 11,548.25	-	\$ 40,418.86	75%	-	-	25%	\$ 30,314.15	-	-	\$ 10,104.72		
2021	Community Development	Permit Supervisor*	\$ 79,769.76	\$ 80,766.88	\$ 32,306.75	\$ 113,073.63	\$ -	-	-	-	100%	-	-	-	\$ -	Update position description. Same pay grade, cost neutral	
2021	Community Development	Planning Manager*	\$ 97,395.72	\$ 98,613.17	\$ 39,445.27	\$ 138,058.43	\$ -	50%	-	-	50%	\$ -	-	-	\$ -	Update position description. Same pay grade, cost neutral	
2021	Community Development	Building Inspector*	\$ 69,481.27	\$ 70,349.79	\$ 28,139.91	\$ 98,489.70	\$ -	-	-	-	100%	-	-	-	\$ -	Update position description. Same pay grade, cost neutral	
2021	Community Development	Code Enforcement	\$ 69,481.27	\$ 70,349.79	\$ 28,139.91	-	\$ 98,489.70	50%	-	-	50%	\$ 49,244.85	-	-	\$ 49,244.85		
2021	Public Works	PW Office Assistant	\$ 47,977.33	\$ 48,577.05	\$ 19,430.82	-	\$ 68,007.87	50%	25%	25%	-	\$ 34,003.93	\$ 17,001.97	\$ 17,001.97	-		
2021	Public Works	PW Field Supervisor	\$ 92,702.35	\$ 93,861.13	\$ 37,544.45	-	\$ 131,405.58	-	-	100%	-	-	-	\$ 131,405.58	-		
2021	Public Works	Custodian	\$ 48,697.85	\$ 49,306.57	\$ 19,722.63	-	\$ 69,029.20	50%	25%	25%	-	\$ 34,514.60	\$ 17,257.30	\$ 17,257.30	-		
2021	Public Works	Storm Water Field Technician	\$ 69,481.27	\$ 70,349.79	\$ 28,139.91	\$ 116,992.55	\$ (18,502.85)	-	100%	-	-	-	\$ (18,502.85)	-	-	Take GIS Analyst funding and make a field technician, GIS to IT	
2021	Police	Police Officer	\$ 76,561.74	\$ 77,518.76	\$ 31,007.50	-	\$ 108,526.27	100%	-	-	-	\$ 108,526.27	-	-	-		
2021	Police	Police Officer	\$ 76,561.74	\$ 77,518.76	\$ 31,007.50	-	\$ 108,526.27	100%	-	-	-	\$ 108,526.27	-	-	-		
2021	Police	Police Officer	\$ 76,561.74	\$ 77,518.76	\$ 31,007.50	-	\$ 108,526.27	100%	-	-	-	\$ 108,526.27	-	-	-		
2021	Police	Police Officer	\$ 76,561.74	\$ 77,518.76	\$ 31,007.50	-	\$ 108,526.27	100%	-	-	-	\$ 108,526.27	-	-	-		
2021	Police	Traffic Officer	\$ 76,561.74	\$ 77,518.76	\$ 31,007.50	-	\$ 108,526.27	100%	-	-	-	\$ 108,526.27	-	-	-		
2021	Police	Crime Analyst	\$ 74,824.06	\$ 75,759.36	\$ 30,303.74	-	\$ 106,063.11	100%	-	-	-	\$ 106,063.11	-	-	-		
2022	Finance	Passport Supervisor	\$ 66,133.80	\$ 66,960.47	\$ 26,784.19	-	\$ 93,744.66	100%	-	-	-	\$ 93,744.66	-	-	-		
2022	Finance	Passport Customer Service FT	\$ 47,977.33	\$ 48,577.05	\$ 19,430.82	-	\$ 68,007.87	100%	-	-	-	\$ 68,007.87	-	-	-		
2022	Executive	Emergency Manager (.5)	\$ 39,306.00	\$ 39,797.33	\$ 15,918.93	-	\$ 55,716.26	100%	-	-	-	\$ 55,716.26	-	-	-		
2022	Community Development	Engineering Plan Reviewer	\$ 93,702.35	\$ 94,873.63	\$ 37,949.45	-	\$ 132,823.08	-	10%	-	90%	-	\$ 13,282.31	-	\$ 119,540.77	10% coded to special/capital projects	
2022	Community Development	Recreation Coordinator	\$ 62,947.37	\$ 63,734.21	\$ 25,493.68	-	\$ 89,227.90	100%	-	-	-	\$ 89,227.90	-	-	-		
2022	Public Works	PW Field Supervisor	\$ 92,702.35	\$ 93,861.13	\$ 37,544.45	-	\$ 131,405.58	100%	-	-	-	\$ 131,405.58	-	-	-		
2022	Public Works	Senior Engineer	\$ 95,020.80	\$ 96,208.56	\$ 38,483.42	-	\$ 134,691.98	-	50%	50%	-	-	\$ 67,345.99	\$ 67,345.99	-		
2022	Police	PRO ACT Officer	\$ 76,561.74	\$ 77,518.76	\$ 31,007.50	-	\$ 108,526.27	100%	-	-	-	\$ 108,526.27	-	-	-		
2022	Police	PRO ACT Officer	\$ 76,561.74	\$ 77,518.76	\$ 31,007.50	-	\$ 108,526.27	100%	-	-	-	\$ 108,526.27	-	-	-		
2023-2025	Police	Park Ranger	\$ 55,367.52	\$ 56,059.61	\$ 22,423.85	-	\$ 78,483.46	100%	-	-	-	\$ 78,483.46	-	-	-		
2023-2025	Finance	Passport Customer Service PT	\$ 23,988.67	\$ 24,288.52	\$ 9,715.41	-	\$ 34,003.93	100%	-	-	-	\$ 34,003.93	-	-	-		
2023-2025	Finance	Passport Customer Service PT	\$ 23,988.67	\$ 24,288.52	\$ 9,715.41	-	\$ 34,003.93	100%	-	-	-	\$ 34,003.93	-	-	-		
2023-2025	Finance	Accountant	\$ 73,000.25	\$ 73,912.75	\$ 29,565.10	-	\$ 103,477.85	76%	14%	10%	-	\$ 78,643.17	\$ 14,486.90	\$ 10,347.79	-		
2023-2025	Finance	Accountant	\$ 73,000.25	\$ 73,912.75	\$ 29,565.10	-	\$ 103,477.85	76%	14%	10%	-	\$ 78,643.17	\$ 14,486.90	\$ 10,347.79	-		
2023-2025	HR	HR Technician*	\$ 67,787.14	\$ 68,634.48	\$ 27,453.79	\$ 48,044.14	\$ 48,044.14	76%	14%	10%	-	\$ 48,044.14	-	-	-	Reclassification from part-time to full-time	
2023-2025	Community Development	Parks & Recreation Manager	\$ 97,395.72	\$ 98,613.17	\$ 39,445.27	-	\$ 138,058.43	100%	-	-	-	\$ 138,058.43	-	-	-		
2023-2025	Public Works	PW Equipment Mechanic	\$ 64,098.96	\$ 64,900.20	\$ 25,960.08	-	\$ 90,860.28	20%	40%	40%	-	\$ 18,172.06	\$ 36,344.11	\$ 36,344.11	-		
2023-2025	Public Works	Crew Worker I	\$ 49,402.92	\$ 50,020.46	\$ 20,008.18	-	\$ 70,028.64	-	100%	-	-	-	\$ 70,028.64	-	-		
2023-2025	Public Works	Crew Worker I	\$ 49,402.92	\$ 50,020.46	\$ 20,008.18	-	\$ 70,028.64	-	100%	-	-	-	\$ 70,028.64	-	-		
2023-2025	Public Works	Crew Worker I	\$ 49,402.92	\$ 50,020.46	\$ 20,008.18	-	\$ 70,028.64	-	-	100%	-	-	-	\$ 70,028.64	-		
2023-2025	Public Works	Crew Worker I	\$ 49,402.92	\$ 50,020.46	\$ 20,008.18	-	\$ 70,028.64	-	-	100%	-	-	-	\$ 70,028.64	-		
2023-2025	Police	Crime Prevention Specialist	\$ 69,481.27	\$ 70,349.79	\$ 28,139.91	-	\$ 98,489.70	100%	-	-	-	\$ 98,489.70	-	-	-		
2025-2027	Parks	Parks & Recreation Director*	\$ 134,263.95	\$ 135,942.25	\$ 54,376.90	\$ 138,058.43	\$ 52,260.72	100%	-	-	-	\$ 52,260.72	-	-	-	Reclassification of 2023-2025 Parks & Rec Mgr	
2025-2027	Parks	Parks & CD Administrative Assistant*	\$ 57,028.38	\$ 57,741.23	\$ 23,096.49	\$ 40,418.86	\$ 40,418.86	75%	-	-	25%	\$ 30,314.15	-	-	\$ 10,104.72	Adding .5 FTE to 2021 CD Admin Asst.	

2020 Totals	\$ 99,665.44	\$ 100,911.26	\$ 40,364.50	\$ 122,546.44	\$ 18,729.32
2021 Totals	\$ 1,520,683.67	\$ 1,539,692.22	\$ 615,876.89	\$ 750,898.83	\$ 1,408,204.77
2022 Totals	\$ 650,913.48	\$ 657,290.50	\$ 263,619.96	\$ -	\$ 922,669.86
2023-2025 Totals	\$ 745,720.12	\$ 755,041.62	\$ 302,016.65	\$ 48,044.14	\$ 1,009,014.13
2025-2027 Totals	\$ 191,292.33	\$ 193,683.48	\$ 77,473.39	\$ 178,477.29	\$ 92,679.58
Annexations Totals	\$ 267,092.95	\$ 270,431.61	\$ 108,172.64	\$ -	\$ 378,604.26
Grand Total	\$ 3,475,367.99	\$ 3,518,810.09	\$ 1,407,524.04	\$ 1,099,966.70	\$ 3,829,901.93

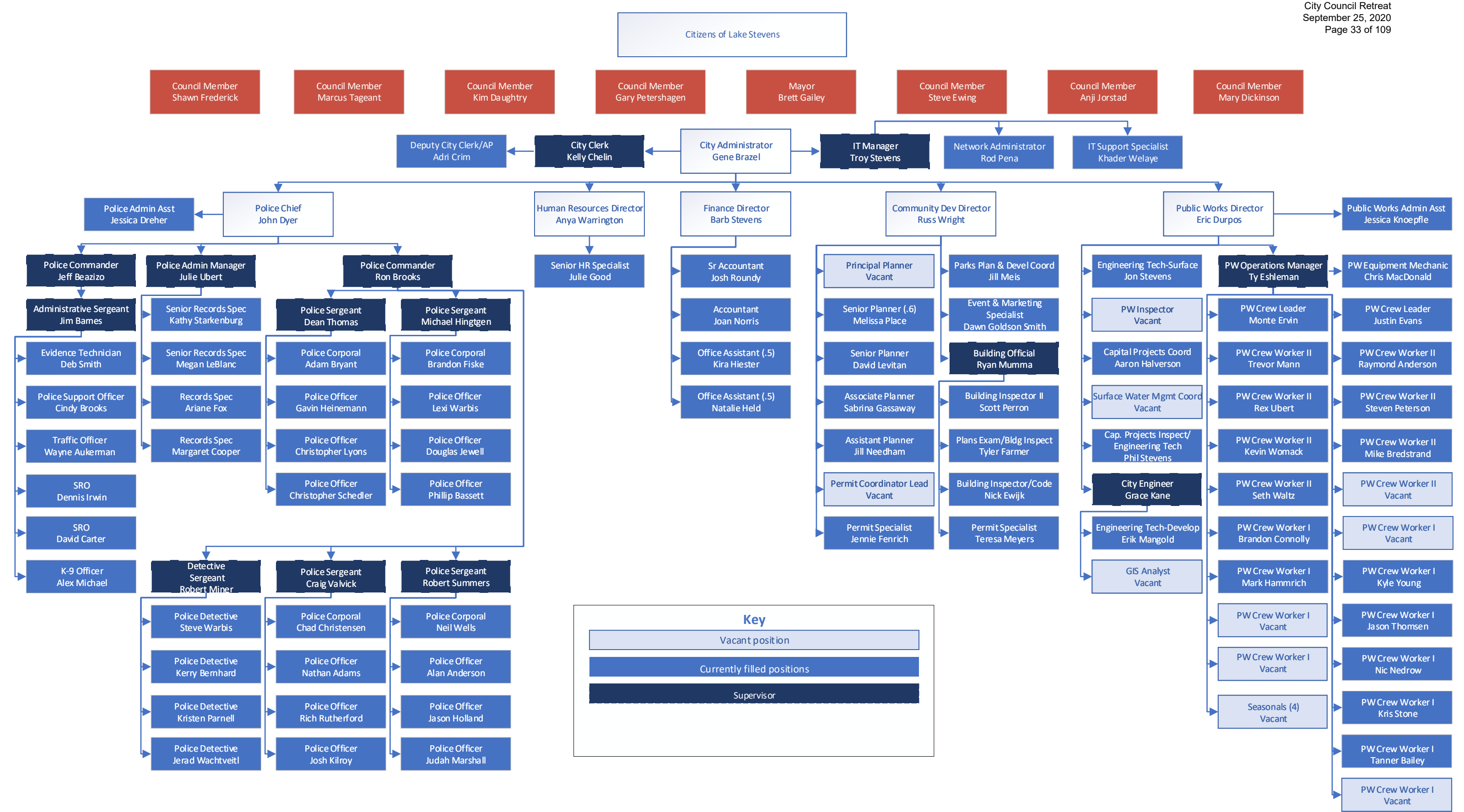
2020 Totals	\$ 22,829.10	\$ 20,728.17	\$ (24,827.94)	\$ -
2021 Totals	\$ 954,058.76	\$ 117,914.50	\$ 244,267.43	\$ 91,964.08
2022 Totals	\$ 655,154.79	\$ 80,628.30	\$ 67,345.99	\$ 119,540.77
2023-2025 Totals	\$ 606,541.99	\$ 205,375.19	\$ 197,096.96	\$ -
2025-2027 Totals	\$ 82,574.87	\$ -	\$ -	\$ 10,104.72
Annexation Totals	\$ 74,953.12	\$ 140,057.28	\$ 70,028.64	\$ 93,565.22
Totals	\$ 2,396,112.63	\$ 564,703.44	\$ 553,911.08	\$ 315,174.79

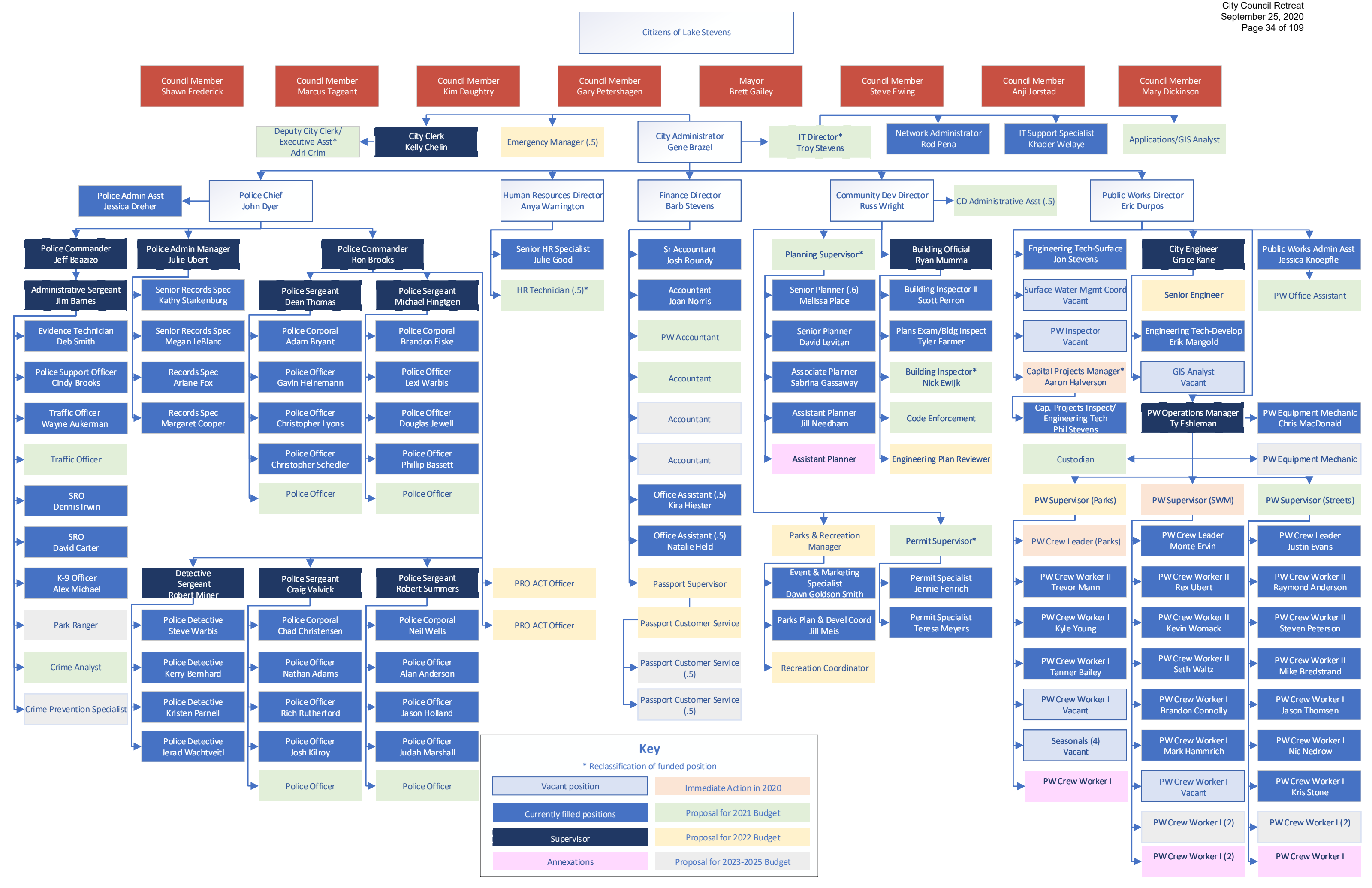
2020 City Personnel Comparison, 2020 Survey Data						
City	Population	Full Time Employees	Part Time Employees	FT Employees per 1000 Population	PT Employees per 1000 Population	Services
Anacortes	17,830	188	37	10.5	2.1	Fire, Municipal Court, Parks & Rec (incl. Cemetery)
Arlington	20,600	135	0	6.6	0.0	Airport, Cemetery, Fire/EMS, Utilities (water, sewer), Emergency Mgmt., Wastewater
Burien	52,300	77	7	1.5	0.1	Parks & Rec, Human Services, Communication
Des Moines	32,260	182	4	5.6	0.1	Marina, Municipal Court, Parks & Recreation
Kenmore	23,450	40	6	1.7	0.3	
Lake Stevens	34,150	85	3	2.5	0.1	
Lynnwood	40,690	290	6	7.1	0.1	Municipal Court, Parks & Recreation, Utilities (water, sewer)
Maple Valley	26,630	50	3	1.9	0.1	Municipal Court, Parks & Recreation
Marysville	69,180	287	4	4.1	0.1	Utilities (water, sewer), Wastewater, Garbage, Fire, Emergency Mgmt, Parks & Rec
Mill Creek	20,590	55	11	2.7	0.5	Recreation
Monroe	19,800	110	2	5.6	0.1	Municipal Court, Wastewater, Utilities (water, sewer), Emergency Mgmt, Parks & Rec
Mountlake Terrace	21,660	107	8	4.9	0.4	Library, Parks, Utilities (water, sewer)
Mukilteo	21,360	115	13	5.3	0.6	Fire, Recreation & Cultural Services
Tukwila	21,360	318	11	14.9	0.5	Fire, Parks & Recreation, Human Services, Municipal Court
Total	421,860	2039	115			

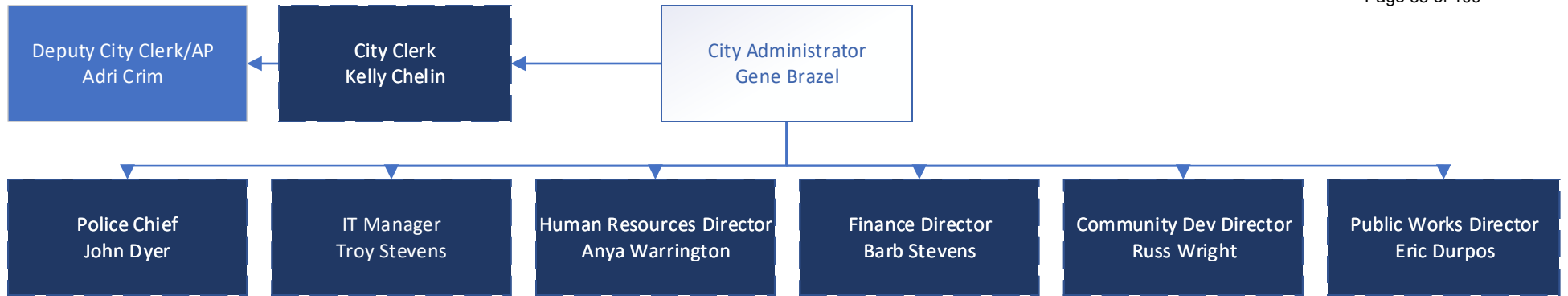
Average	30,808	145.6	8.2	5.4	0.3653
---------	--------	-------	-----	-----	--------

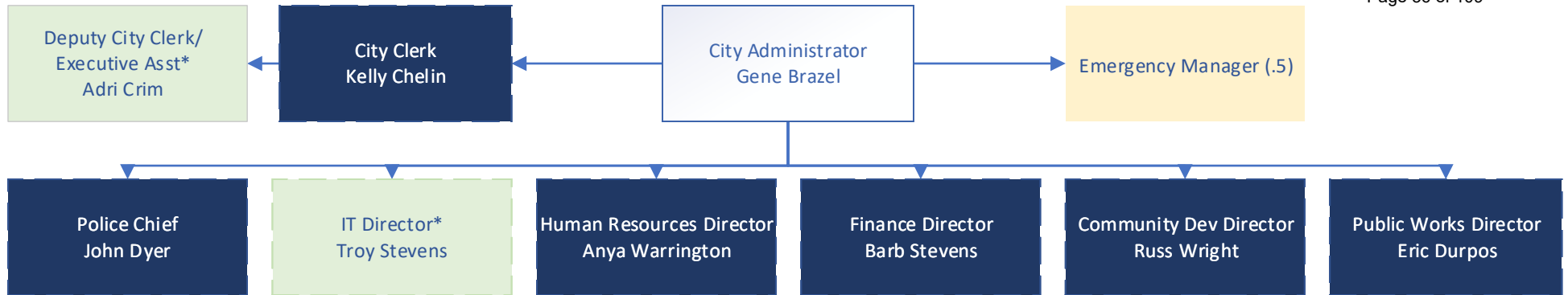
* Updated Datafor 2020 unavailable for Anacortes, Arlington, Lynnwood & Mill Creek

4.73	# of Employees per 1000 using averages
161.44	# LS Employees based on average and LS population
89	LS Current Full Time Employees
1.6	LS Current Part Time Employees
4	LS current vacancies being recruited
6	LS # of funded positions currently on hold
100.6	Total funded postitions for 2020









Estimated Cost of Changes (salary & benefits)

Reclassify IT Manager to Director = **\$10,927**
 Reclassify Deputy Clerk/AP to Deputy Clerk/Executive Asst = **\$37,498**
 Establish Emergency Manager (.5) ~ **\$55,716**

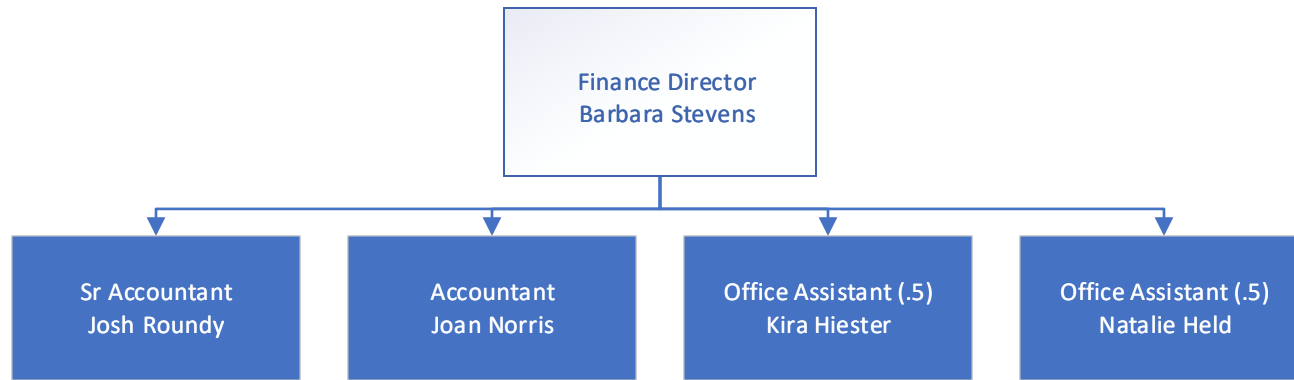
 Total Cost: **\$104,141**

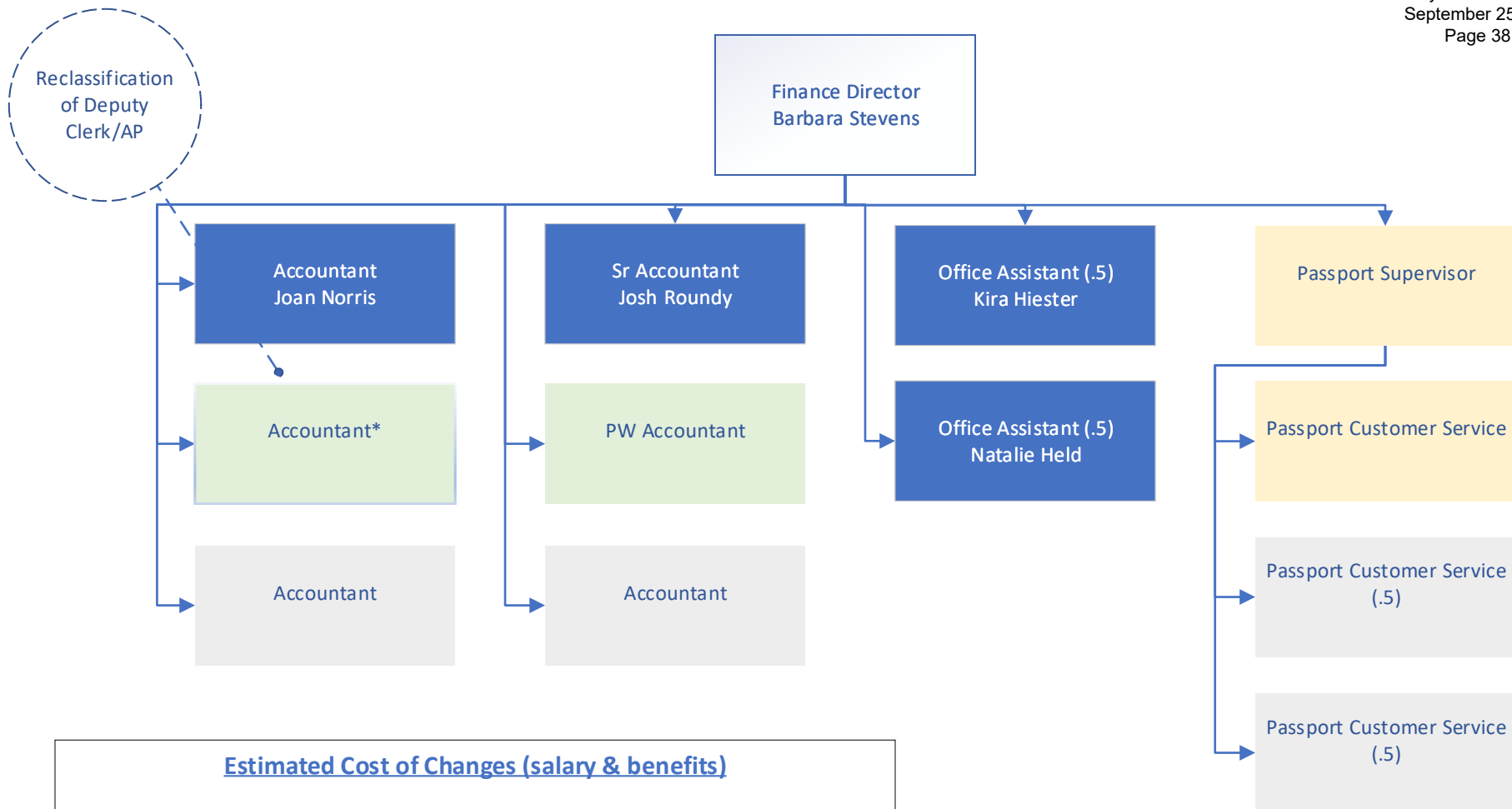
Key

*Reclassification of funded position

Proposal for 2021 Budget

Proposal for 2022 Budget





Estimated Cost of Changes (salary & benefits)

Establish 2021 Accountant = \$62,000

Establish 2021 PW Accountant = \$103,478

Establish 2023-2024 Accountant = \$103,478

Establish 2023-2024 Accountant = \$103,478

Establish Passport Supervisor ~ \$93,745

Establish 2021 Passport Customer Service ~ \$68,008

Establish 2022 Passport Customer Service (x2) ~ \$68,008

Total Cost: \$602,195

Key

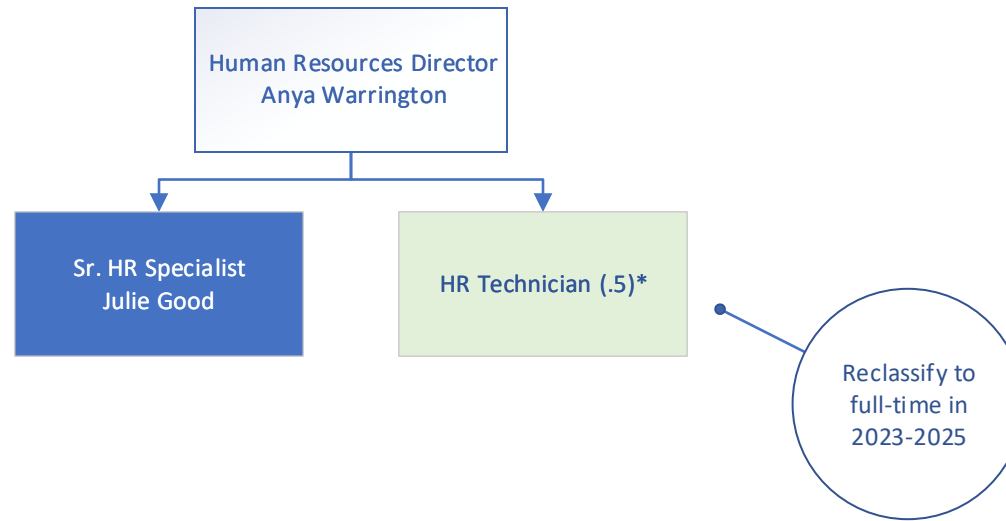
*Reclassification of funded position

Proposal for 2021 Budget

Proposal for 2022 Budget

Proposal for 2023-2025 Budget





Estimated Cost of Changes (salary & benefits)

Establish HR Technician (.5) ~ \$48,044

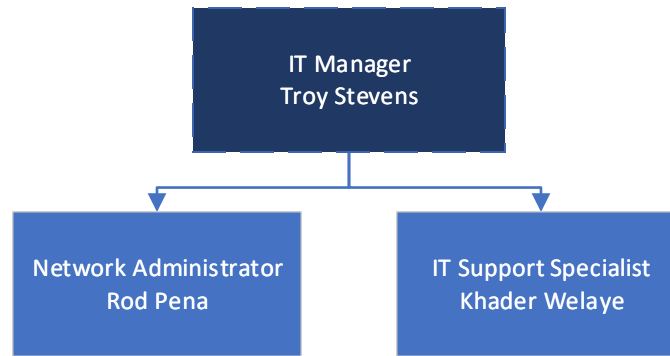
Reclassify HR Technician from .5 to 1.0 ~ \$48,044

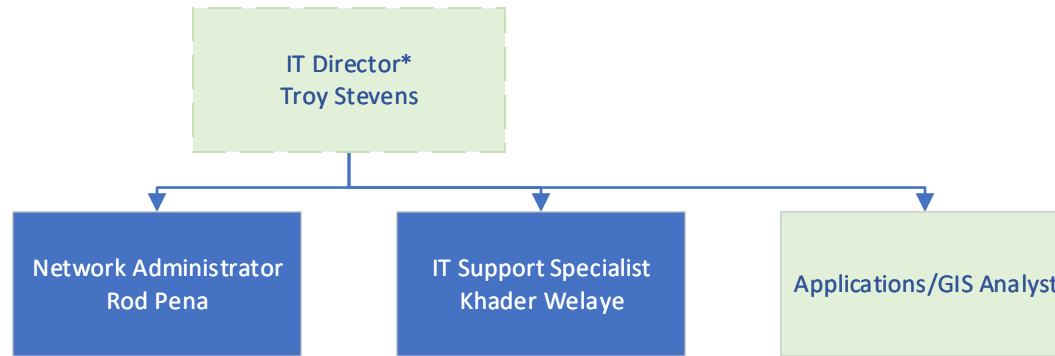
Total Cost: \$ 96,088

Key

*Reclassification of funded position

Proposal for 2021 Budget





Estimated Cost of Changes (salary & benefits)

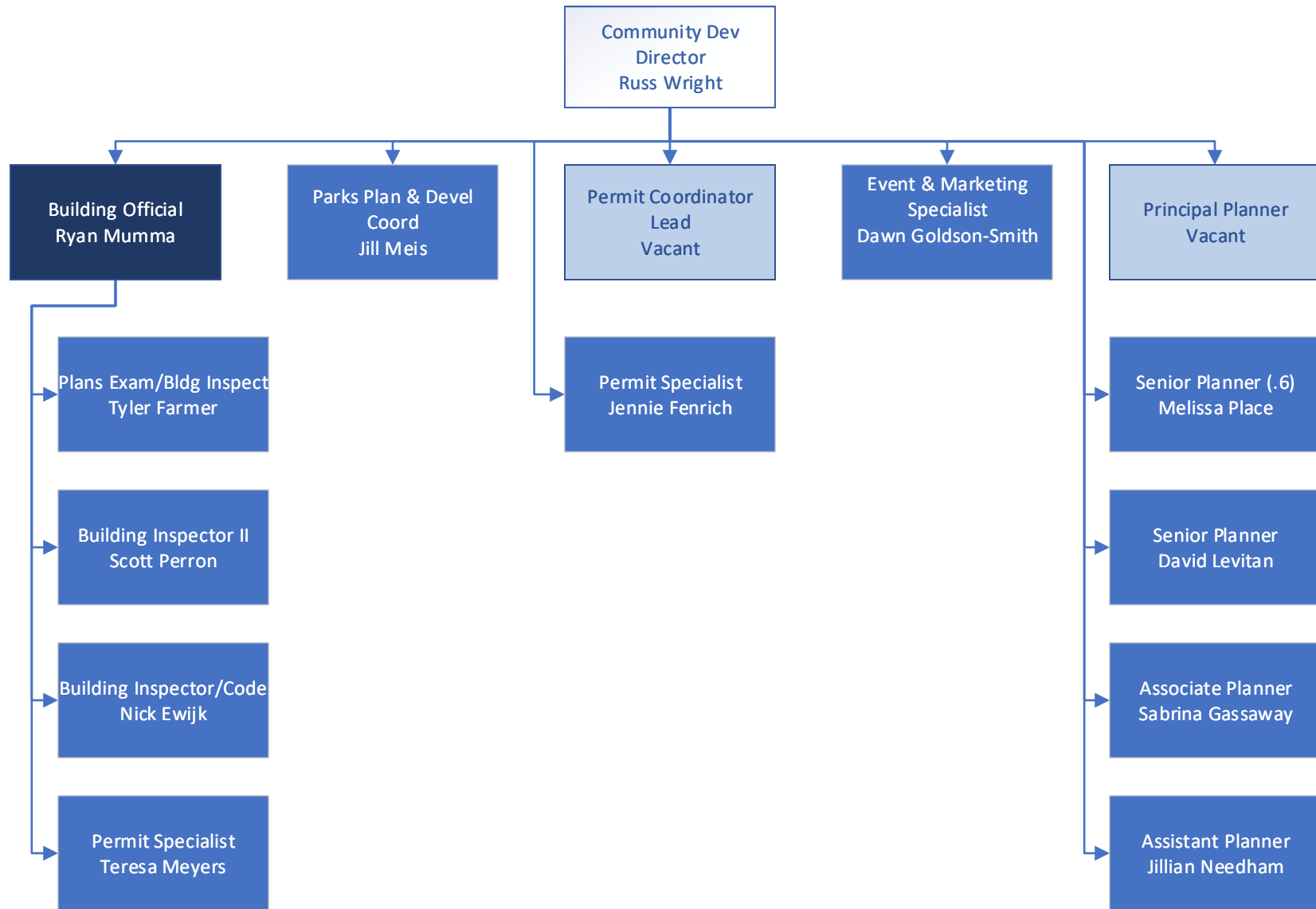
Establish Applications Analyst ~ \$108,715

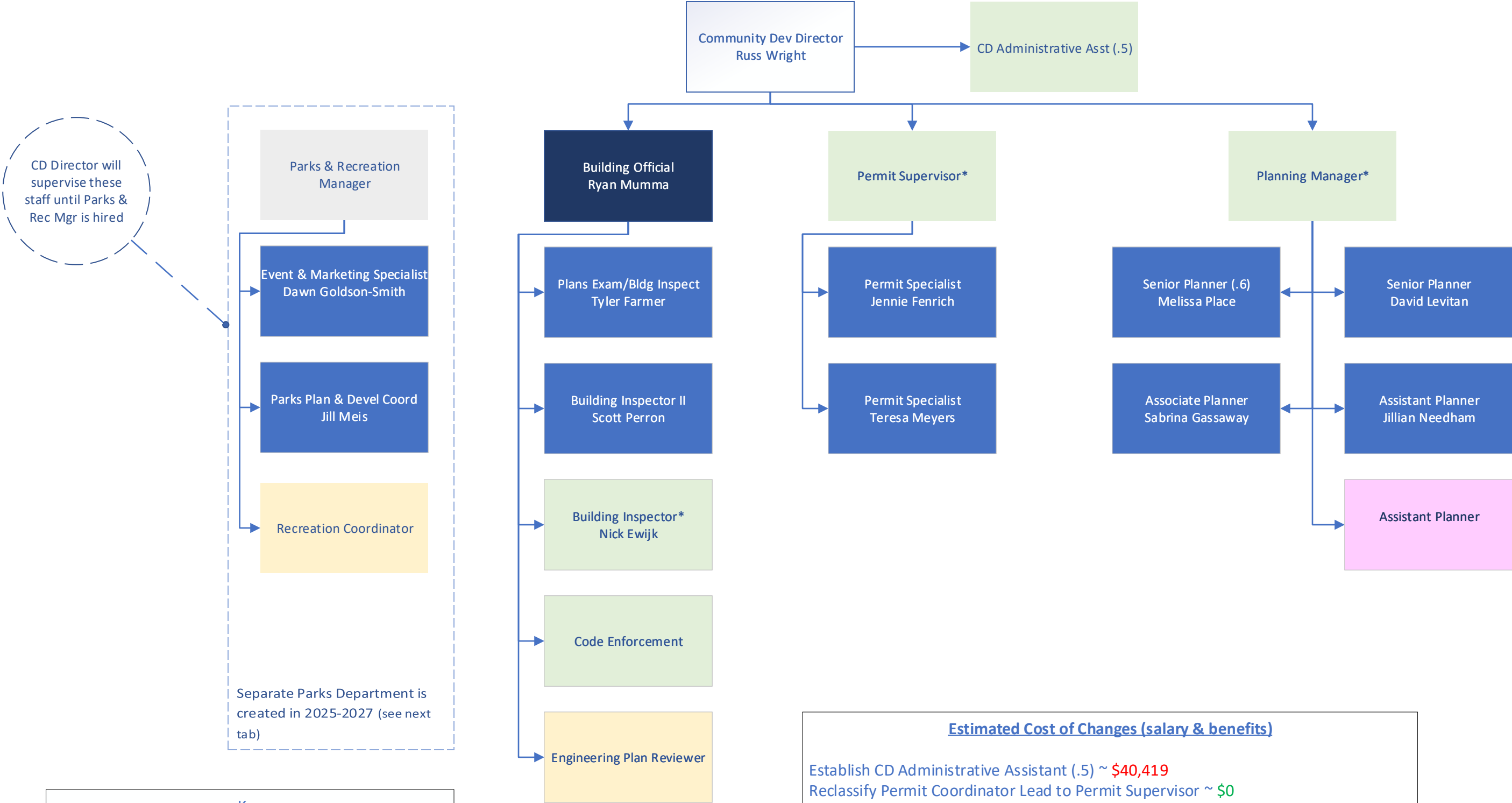
Total Cost: \$108,715

Key

*Reclassification of funded position

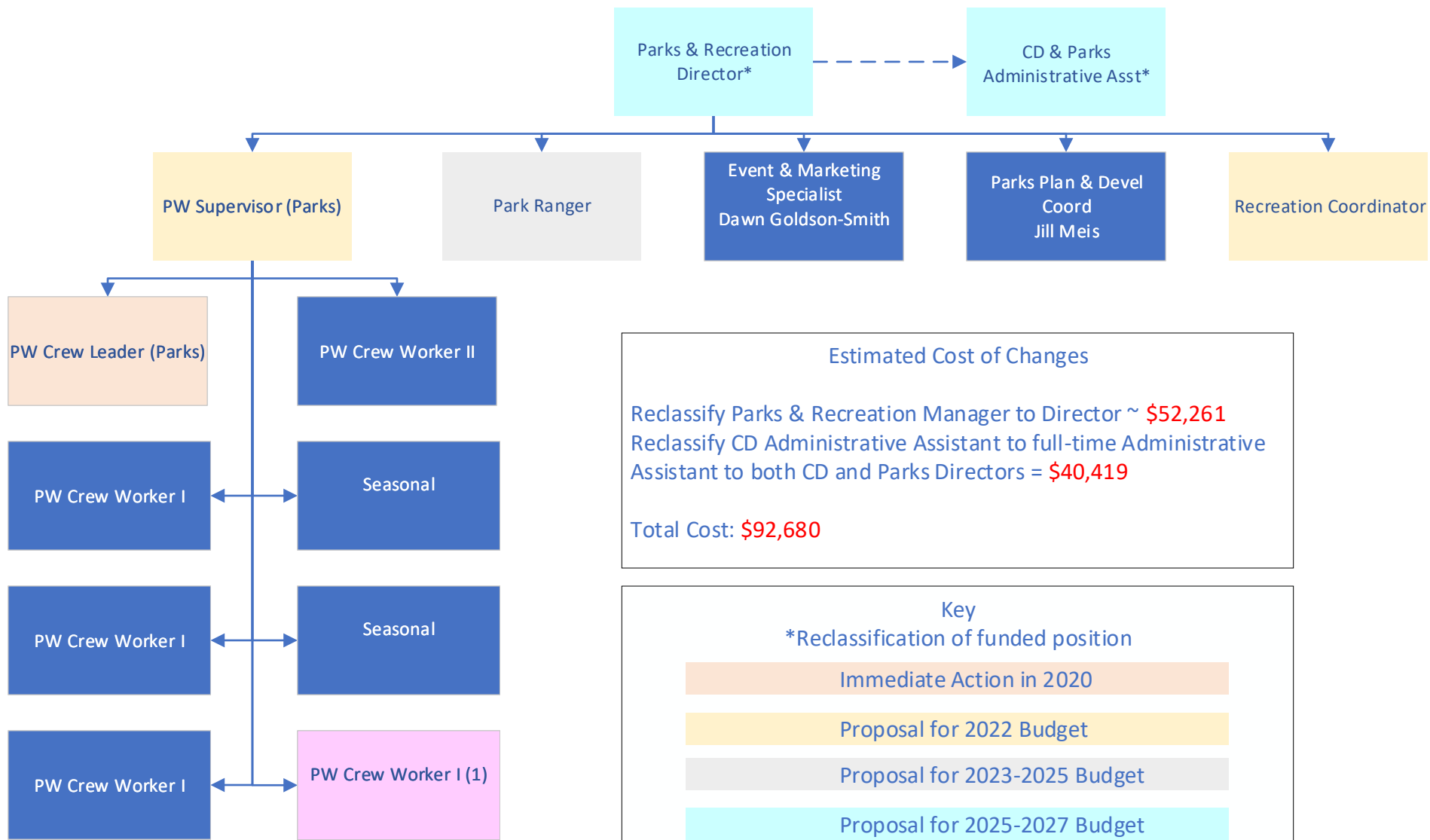
Proposal for 2021 Budget

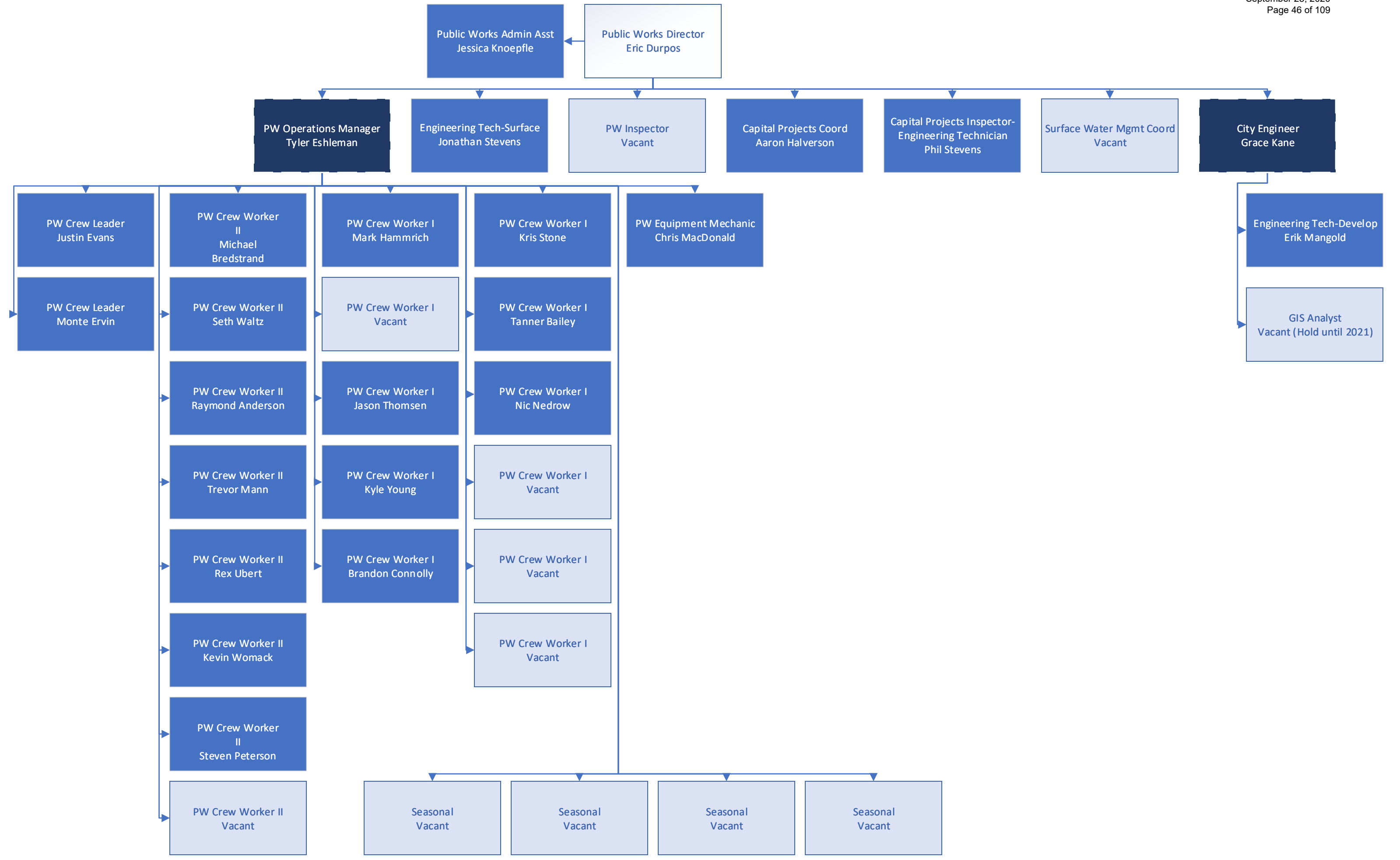


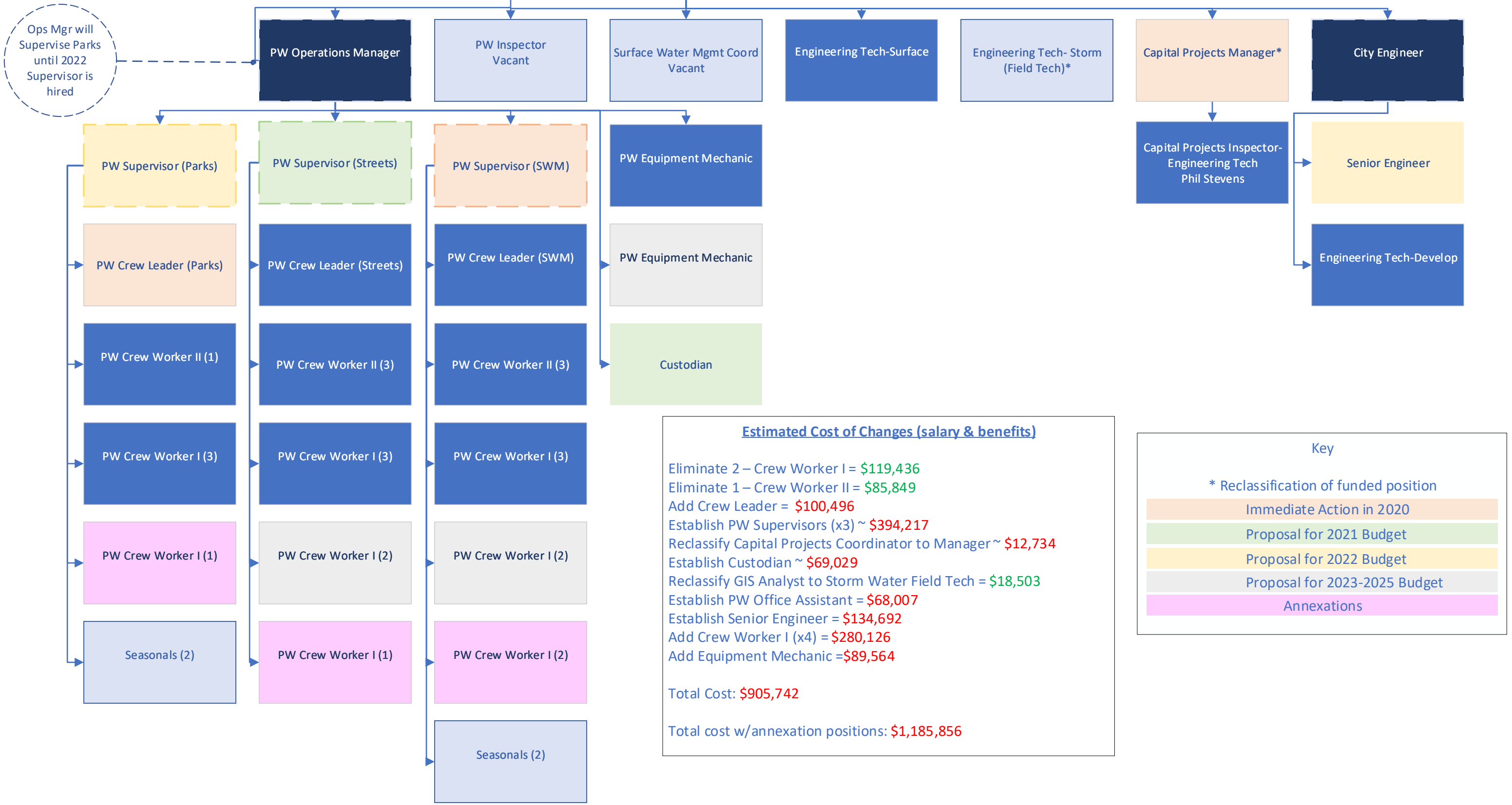


Key	
*Reclassification of funded position	
Proposal for 2021 Budget	
Proposal for 2022 Budget	
Proposal for 2023-2025 Budget	
Annexations	

Estimated Cost of Changes (salary & benefits)
Establish CD Administrative Assistant (.5) ~ \$40,419
Reclassify Permit Coordinator Lead to Permit Supervisor ~ \$0
Reclassify Principal Planner to Planning Manager ~ \$0
Reclassify Building Inspector/Code Enforcement to Building Inspector ~ \$0
Establish Code Enforcement ~ \$98,490
Establish Engineering Plan Reviewer ~ \$132,823
Establish Recreation Coordinator ~ \$89,228
Establish Parks & Recreation Manager ~ \$138,058
Total Cost: \$499,018
Total cost w/annexation position: \$597,508

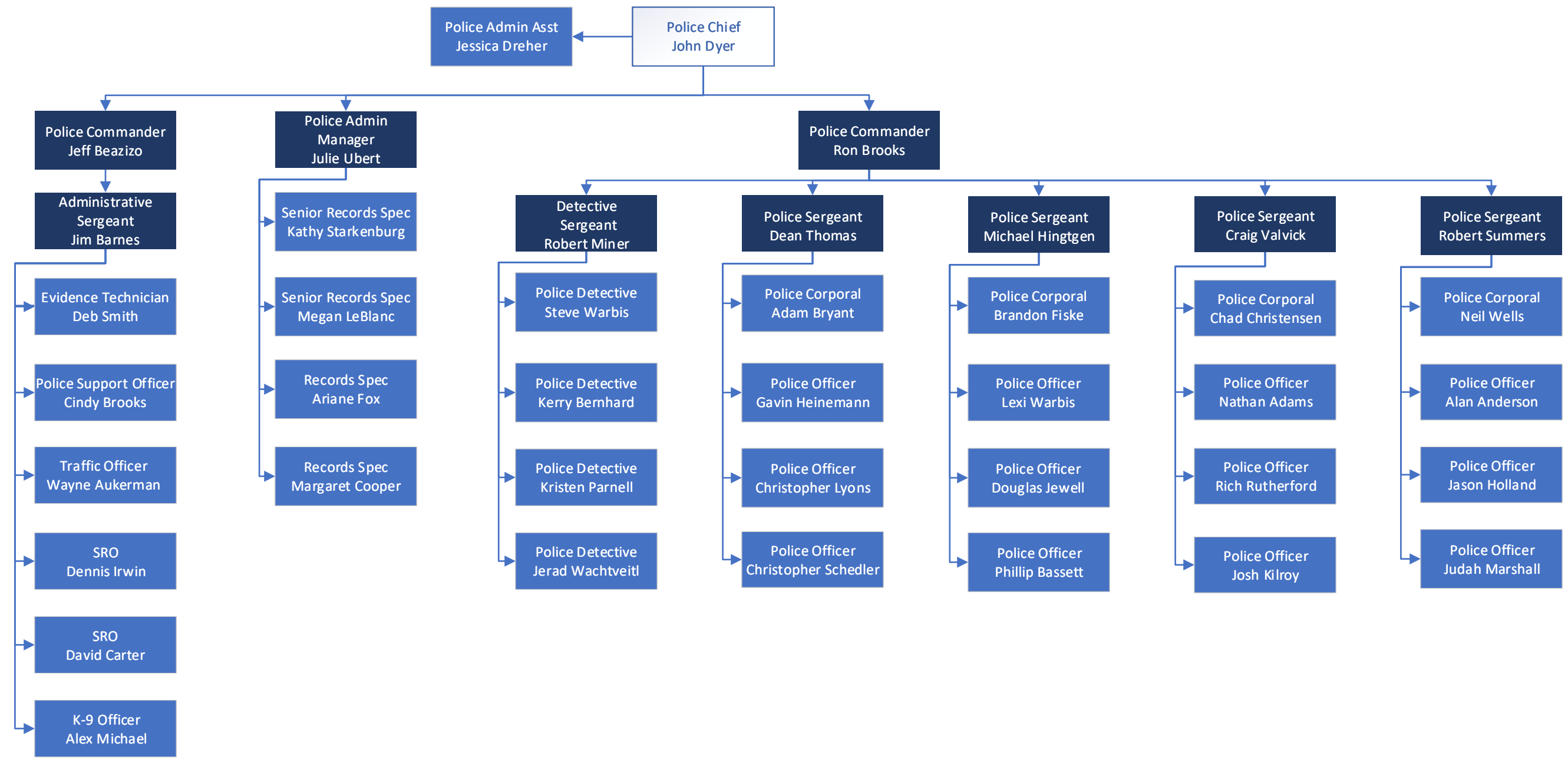


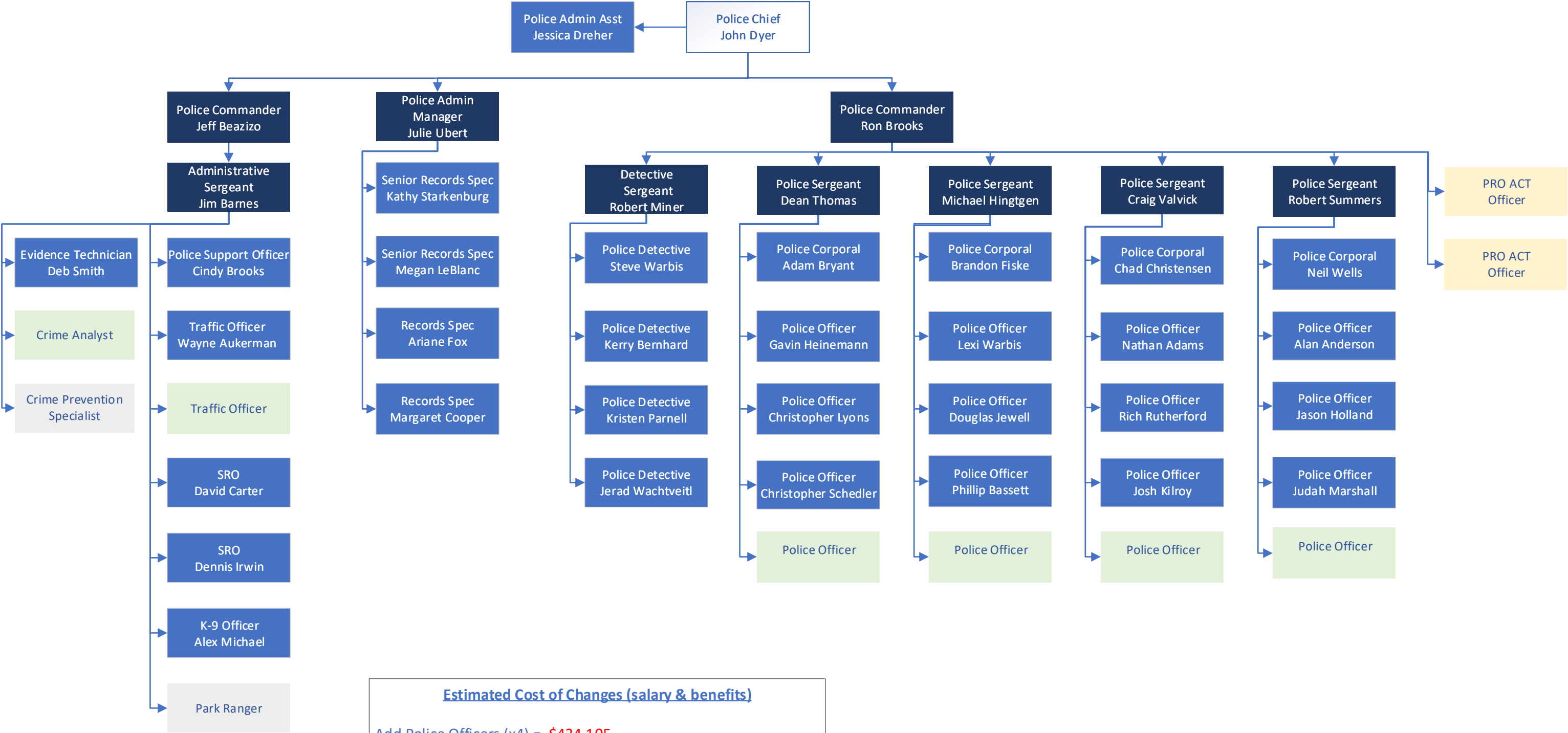




Estimated Cost of Changes (salary & benefits)	
Eliminate 2 – Crew Worker I =	\$119,436
Eliminate 1 – Crew Worker II =	\$85,849
Add Crew Leader =	\$100,496
Establish PW Supervisors (x3) ~	\$394,217
Reclassify Capital Projects Coordinator to Manager ~	\$12,734
Establish Custodian ~	\$69,029
Reclassify GIS Analyst to Storm Water Field Tech =	\$18,503
Establish PW Office Assistant =	\$68,007
Establish Senior Engineer =	\$134,692
Add Crew Worker I (x4) =	\$280,126
Add Equipment Mechanic =	\$89,564
Total Cost: \$905,742	
Total cost w/annexation positions: \$1,185,856	

Key	
* Reclassification of funded position	
Immediate Action in 2020	
Proposal for 2021 Budget	
Proposal for 2022 Budget	
Proposal for 2023-2025 Budget	
Annexations	





Estimated Cost of Changes (salary & benefits)

Add Police Officers (x4) = **\$434,105**
Establish Crime Analyst ~ **\$106,063**
Establish Traffic Officer = **\$108,526**
Establish PRO ACT Officer (x2) = **\$217,053**
Establish Crime Prevention Specialist ~ **\$98,490**
Establish Park Ranger ~ **\$78,483**

Total Cost: **\$1,042,720**

Key	
	Proposal for 2021 Budget
	Proposal for 2022 Budget
	Proposal for 2023-2025 Budget

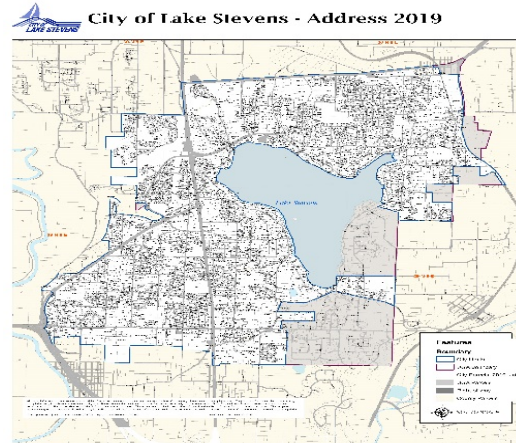


LAKE STEVENS POLICE DEPARTMENT

POLICE ALLOCATION MODEL

Law Enforcement Services

The City of Lake Stevens Police Department (LSPD), Snohomish County Sheriff's Office, and Washington State Patrol (WSP) provide local law enforcement service in Lake Stevens and its UGA. All are part of a mutual aid agreement, which allows law enforcement agencies to assist each other with equipment and personnel when needed.



Lake Stevens Police Department

Our mission is: ***"We serve the community, by enhancing public safety and quality of life, through professional police services, organizational excellence and community interaction"***

The LSPD provides a full range of police services, including crime suppression and investigation, traffic enforcement, traffic accident investigation, community-oriented problem solving and partnerships with



residents to solve quality of life issues throughout the community. The City's community policing philosophy is based on the premise that a safe community requires positive, trusting, and productive relationships with all stakeholders and partners. Police officers work 24 hours a day, seven days a week, 365 days a year to prevent crime and respond to emergencies within the incorporated City limits.

Level of Service – Lake Stevens Police Department

In past years, old staffing formulas have not accurately reflected the amount of staffing needed in the City. These models have failed to take into consideration the actual load of Calls for Service (CFS), as well as increased community expectations of the Police Department.

In 2019, the LSPD attended training by Etico Solutions, which is based on a nationally recognized model and used by law enforcement agencies across the nation to conduct staffing analysis. The formula used is similar to the Personnel Allocation Model that is provided by the National Highway Traffic Safety Administration. The Etico formula compares calls for service with the number of officers



necessary to meet the call load as determined by the time needed to handle the calls and the time available to answer the calls. The formula takes into account workload, discretionary time, administrative time, reactive time, and current work schedule.

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

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

Typically, less than 40% net proactive time available to patrol staff results in inefficient bunding of available time – i.e., uncommitted time comes in intervals too

short to be effectively used by field personnel. Often field personnel will run from call-to-call and low proactive time can impact overall response time to the community. Proactive time of more than 50% generally results in less than efficient use of community resources, as it is difficult to effectively manage field patrol personnel with this level of uncommitted time. The latter proactive target, however, is also influenced by two other key considerations:

- Smaller departments, such as Lake Stevens, despite proactive time targets, must also have sufficient resources available in the field to address officer safety concerns and the occurrence of concurrent calls.
- Departments that have few resources for a large geographic coverage area must have notable proactive time such that units are available to traverse a large area in order to facilitate response time. This is often the case for larger rural counties covered by Sheriff deputies. This does have a minor impact on Lake Stevens, as the Lake makes travel time more significant.

PATROL FUNCTION

Uniformed patrol is considered the backbone of policing. Officers assigned to this important function are the most visible members of the department and command the largest share of departmental resources. Proper allocation of these resources is critical to having officers readily available to respond to calls for service and to provide law enforcement services to the public. In order to properly provide these functions, it must be determined how many Officers are required.

The first step is to ensure that the proper resources within the Department are allocated to the Patrol Function. As a general guideline, the International City/County Managers Association (ICMA) applies a “Rule of 60” to evaluate police department staffing allocation and recommends that there should be approximately 60 percent of the total number of sworn officers in a department assigned to the patrol function. In 2019, the LSPD employed three Command Staff, 20 Patrol Officers, two School Resource Officers, one K-9 Officer, one Traffic Officer, and five Investigation Detectives. With 33 Commissioned Officers. This represents 60% of our Commissioned staff working the Patrol function, which is consistent with the recommendation.

Cities then generally use four different methods to determine the correct number of Officers needed in the community:

The per capita approach

Many police agencies have used their resident population to estimate the number of officers a community needs.

This is an easy way to compare the number of commissioned staff to national, state, and local averages. Although it is difficult to determine the historical origin of or

justification for the per capita method, it is clear that substantial variation exists among police departments.

COMP CITIES USED BY LAKE STEVENS			
	Population	#of Officers	Per Capita
Monroe	18,000	30	1.6
Arlington	19,000	22	1.2
Bonney Lake	19,000	29	1.5
Mill Creek	19,000	25	1.3
Mountlake Terrace	21,000	28	1.3
Camas	21,000	26	1.2
Oak Harbor	22,000	29	1.3
Des Moines	31,000	31	1.0
Lake Stevens	34,520	33	.94
Average			1.27
State Average			1.4
National average			2.19

The minimum staffing approach

The minimum staffing approach requires police supervisors and command staff to estimate a sufficient number of patrol officers that must be deployed at any one time to maintain officer safety and provide an adequate level of protection to the public. The use of minimum staffing approaches is fairly common and is generally reinforced through organizational policy and practice and collective bargaining agreements. This approach is an arbitrary figure which does not take into account the actual time required to perform our many functions. Currently, the LSPD minimum patrol staffing is three Officers. This has been the case for many years and has not taken into account increased workloads and expectations.

The authorized level approach

The authorized level approach uses budget allocations to specify a number of officers that may be allocated. This method is often driven by resource availability and political decision making. The authorized level does not typically reflect any identifiable criteria such as demand for service, community expectations,

or efficiency analyses, but may instead reflect an incremental budgeting process. This has been the model used for Lake Stevens in the past. As can be seen, in both 2007 and 2010 there were a significant increase in city population due to annexations. While initially the number of Officers were increased to meet this expanded need, over time budgetary decisions led to a decrease in the per capita ration of Officers to population.

The Workload-Based approach

A more comprehensive attempt to determining appropriate workforce levels considers actual police workload. Workload-based approaches derive staffing indicators from demand for service. What differentiates this approach is the requirement to systematically analyze and determine staffing needs based upon actual workload demand while accounting for service-style preferences and other agency

Year	Population	Officers	Ofc Per 1000 Citizens
2000	6,450	8	1.24
2001	6,590	8	1.21
2002	6,640	10	1.51
2003	6,910	9	1.30
2004	7,135	10	1.40
2005	7,185	10	1.39
2006	9,650	16	1.66
2007	13,350	22	1.65
2008	14,560	23	1.58
2009	14,800	21	1.42
2010	26,670	28	1.05
2011	28,210	27	0.96
2012	28,510	23	0.81
2013	28,960	22	0.76
2014	29,170	24	0.82
2015	29,900	27	0.90
2016	30,900	27	0.87
2017	31,740	29	0.91
2018	32,593	32	0.98
2019	33,488	32	0.96
2020	34,500	32	0.96

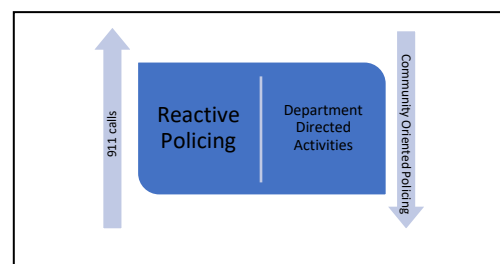
features and characteristics. The workload approach estimates future staffing needs of police departments by modeling the level of current activity.

There are four steps in this process:

1. **Examine the nature of calls for service** - A call for service (CFS) occurs when a city resident contacts the police, typically by phone, and a police officer is dispatched to handle the call. This is most straightforward when a single officer handles the call and completes resulting administrative demands (e.g., reports, arrests, evidence handling, etc.) prior to clearing it. There are numerous

challenges surrounding how to differentiate which calls are included as a “Call for Service” and examining the nature of calls, so as to determine whether the data reliably reflect citizen-generated call.

2. **Estimate time consumed on calls for service** - In some cases, measuring time consumed on calls for service is problematic. An officer may respond to a call and report the call as completed upon finishing the on-scene work. In other cases, the officer may complete the report for that call later in the shift, perhaps at the station. The use of computer-based report systems may increase the time required for report preparation or may prompt officers to return to the police facility to complete reports. As a result, report preparation may not appear as call-for-service (CFS) time. We will address this by determining the number of calls that require a report and estimate the amount of time required.
 - Another factor which must be built into this is the number of additional Officers who respond to the call, and their time requirements.
3. **Calculate the Agency Shift Relief Factor** - The shift-relief factor shows the relationship between the maximum number of days that an officer can work and *actually works*. This takes into account vacation days, holidays, sick days, etc. Knowing the relief factor is necessary to estimating the number of officers that should be assigned to a shift in order to ensure that the appropriate number is working each day.
4. **Establish performance objectives** – Patrol Officers are expected to do many things. First and foremost is answering Calls for Service (CFS). Beyond that there are many administrative tasks which take a portion of the Officers day. Everything from meal breaks to shift briefings, to equipment maintenance and training must be accounted for. After that, additional functions which a community expects from its police department comes into play. From an officer’s standpoint, once a certain level of CFS activity is reached the officer’s focus shifts to a CFS-based reactionary mode. At this point the patrol officer’s mindset begins to shift from a proactive approach in which he or she looks for ways to deal with crime and quality-of-life conditions in the community to a mindset in which he or she continually prepares for the next CFS. After this saturation, officers cease proactive work and engage in a reactionary policing. Uncommitted time is spent waiting for the next call.



This ratio of dedicated time compared to discretionary time is referred to as the saturation index (SI). It is the International City/County Management Association's contention that:

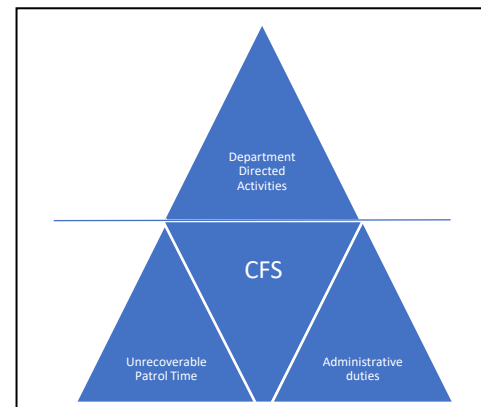
patrol staffing is optimally deployed when the SI is slightly less than 60 percent. An SI greater than 60 percent indicates that the patrol manpower is largely reactive and overburdened with CFS and workload demands. Thus, the performance objective to be established becomes what percent of the Officers time does the city want the Officer to spend on Proactive Policing versus the time they are committed to CFS and Administrative duties.

In establishing performance objectives, in relation to how many Officers are needed to accomplish these objectives, we will consider four factors:

- **Time for Officers to handle Calls for Service** – As stated, this includes:
 - Time from dispatch to time clearing call
 - Number of Officer required to respond
 - Time for report writing
 - Time for entering evidence
 - Time for required processes (reporting requirements, passing on required information to numerous places, ensuring administrative processes are followed).
- **Administrative Activity** - Time spent on administrative activities impacts police patrol allocations. We must consider the administrative time an officer spends on duty in determining the number of officers needed for patrol. We have determined that 2.5 hours daily are needed for these functions.
- Administrative time can include:
 - meal and other breaks
 - equipment and vehicle check/maintenance,
 - briefing/roll call
 - collateral duties
 - communications (returning phone calls, answering e-mails, responding to department directives, Daily Training Bulletins, etc.)
 - court time
 - training to include both instruction and learning

- **Unrecoverable Patrol Time** – It is impossible to account for all the time officers spend on calls for service, administrative activities, and self-initiated activities. It is recognized that some patrol time is not used for any of the above purposes and thus can be classified as unrecoverable. We have conservatively factored in .5 hours per day as unrecoverable. Some examples of unrecoverable patrol time are:
 - Period is too short to engage in department directed activities. This includes short periods of time between the clearing of one call and the receiving of another. It is common for an officer to clear a call and receive another within a few minutes. In this example, there is not enough time between calls for the officer to accomplish other tasks.
 - This also includes travel time that is not associated with a call for service. This time can be considered unrecoverable patrol time because it cannot be used to engage in Department Directed Activity.
 - The police overwhelmingly deal with conflict management. Repeatedly jumping from one conflict situation to another takes a psychological toll on officers. In many cases Officers need recovery time after calls which also become unrecoverable.

Together, the time spent on Calls for Service, Administrative Activity, and unrecoverable patrol time make up the Officers committed time. The policy decision which must be made is how much of an Officers time should be committed versus uncommitted. This is very important for a community as expectations on Police Officers goes well beyond Calls for Service.



Department Directed Activities

Department directed activities include all the other duties expected from the Department, City, and community. This would be a combination of proactive patrol as well as community oriented policing activities. A few examples from the list on the right are:

- A citizen reports speeding on their street and is requesting traffic enforcement in this area.
- The city requests Officer presence in a city park, due to vandalism
- A high crime area requires special attention.
- An expectation that Officers are deterring crime through active patrol, checking into suspicious activities.
- A community group request the presence of an Officer at a community meeting.
- Regular checks on Registered Sex Offenders.

Policy Decision – The City of Lake Stevens should maintain a reactive/proactive ratio of 60/40, in order to provide for an interactive community oriented policing philosophy and practice.

1. Respond to 911 Dispatched Calls for Service

- a. Priority calls
 - 1. In progress injury
 - 2. Injury
 - 3. In progress Property loss/damage

b. Nonpriority

(Anything from here down is interrupted by the above)

2. Complete incident reports

- a. Report writing
- b. Follow-up interviews and reports
- c. Collecting evidence (statements, video, etc)
- d. Assisting reports
- e. Submitting Evidence
- f. Applying for search warrants

3. Complete Administrative Tasks

- a. Scheduled breaks
- b. Responding to department communications
- c. Responding to outside communications
- d. Daily Training bulletins and training video assignments
- e. Roll call and information gathering
- f. Lesson plans for in service training
- g. In Service Training

4. Unrecoverable Patrol Time

- a. Travel time
- b. Stuck in traffic
- c. Waiting for instructions

Everything above this line represents committed time

5. Department Directed/Proactive/directed patrol

- a. Address Action Plan Priorities
- b. Target high crime areas
- c. Field investigations of suspicious circumstances
- d. Warrant service
- e. Traffic enforcement
- f. Security Checks
- g. Social Contacts
- h. Event attendance
- i. Community meetings
- j. Requests from other departments and citizens
- k. Neighborhood visibility patrols
- l. Answering questions from community
- m. Car seat checks
- n. Business checks
- o. Supplemental school security
- p. Community organizing
- q. Helping citizens with non police related matters

The formula used to determine the amount of Department Directed time is:

$$\frac{\text{Total Net Available hours} - \text{Total CFS Workload Hours}}{\text{Total Net Available hours}} = \% \text{ Department Directed Time}$$

Total Net Available Hours – This refers to the *Shift Relief Factor*, or the total time an Officer has available to devote to both calls for service and department directed activities. This is made up of several pieces:

Officers are scheduled to work 182.5 days a year, taking into account their regular scheduled days off. In looking at averages for 2019:

	# of days
	182.5
- 9.4 vacation days	173.1
- 6.7 days of sick leave	166.4
- 2.6 days of holiday	163.8
- 6.7 days of comp time	157.1
- 2.2 days of Military leave	154.9
-11 days of training	143.9
Average Days worked	143.9

The Officer works 11.33 average hours per day (to account for “Kelly Time”)

	Hours per Day
	11.3
- 2.5 hours Administrative Time	08.83
- .5 hours unrecoverable	08.33
Average hours worked	8.33

If an Officer works, on average, 143.9 days a year, and an average of 8.33 hours per day available for CFS and Department Directed Activities, the Total Net Available Time for one year, for one Officer is:

$$143.9 \times 8.33 = 1,198.68 \text{ hours of Net Available Hours per year}$$

Total CFS Workload Hours – This refers to the total time taken to handle Calls for Service

- In 2019, the LSPD responded to 13,570 CFS. The average time for calls generating reports is 2.4 hours, and the average time for calls not generating

LSPD Activity	2019	Avg time required	Total times
Citizen Generated- Reactive	13,570		
Report generating CFS	1,192	2.40	2,860.8
Non report generating CFS	12,378	1.10	13,615.8
Second Officer response to CFS (26.1% of CFS)	3,541.77	.33	1,180.59
Total time dedicated to CFS			17,657.19

reports is 1.1 hours. 26.1% of CFS require a second officer response. The total time spent on CFS were **17,657.19 hours**.

○ **BASED ON 20 PATROL OFFICERS (CURRENT STAFFING)**

- **1198.68** (hours available) X 20 (Officers) = **23,973.74** (available time)
- Total time for Calls for Service = **17,657.19**

<u>23,973.74 (available time) – 17,657.19 (time for CFS)</u>	
23,973.74 (available time)	
<u>6,316.55</u>	= 26.3% of time available for DDA
23,973.74	

○ **BASED ON 22 PATROL OFFICERS**

- **1,198.68** (hours available) X 22 (Officers) = **26,370.96** (available time)
- Total time for Calls for Service = **17,657.19**

<u>26,370.96 (available time) – 17,657.19 (time for CFS)</u>	
26,370.96 (available time)	
<u>8,713.77</u>	= 33% of time available for DDA
26,370.96	

○ **BASED ON 24 PATROL OFFICERS**

- **1,198.68** (hours available) X 24 (Officers) = **28,768.32** (available time)
- Total time for Calls for Service = **17,657.19**

<u>28,768.32 (available time) – 17,657.19 (time for CFS)</u>	
28,768.32 (available time)	
<u>11,111.13</u>	= 38.6% of time available for DDA
28,768.32	

○ **BASED ON 26 PATROL OFFICERS**

- **1,198.68** (hours available) X 24 (Officers) = **31,165.68** (available time)
- Total time for Calls for Service = **17,657.19**

<u>31,165.68</u> (available time) – <u>17,657.19</u> (time for CFS)	
31,165.68 (available time)	
<u>11,111.13</u> 31,165.68	= 43.3% of time available for DDA

To be under the 60% saturation level, the Lake Stevens Police Department would need to staff between 24 to 26 Patrol Officers, at current CFS.

ANNEXATION CONSIDERATIONS

In trying to consider for annexation, we would need to adjust the Time for Calls for Service to account for increase in call volume. A rough estimate would be to:

1. Divide the number of people in the annexation area by the population of Lake Stevens:

6,000 divided by 34,000 = 17.6% increase in population

2. Multiply the time spent on Calls for Service in Lake Stevens by 17.6%

17,657.19 X .176 = 3,107 addition time for CFS

*** In consideration that the annexation area is mainly residential, we will use the percentage of increase at 10% versus 17.6%, for an increase of 1,765 hours dedicated to calls for service**

3. Add the additional time for CFS to the existing time spent on CFS

1,765 + 17,657.19 = 19,422.19 Total Time Spent for CFS

○ **BASED ON 20 PATROL OFFICERS (CURRENT STAFFING)**

- **1198.68** (hours available) X 20 (Officers) = **23,973.6** (available time)
- Total time for Calls for Service = **19,422.19**

<u>23,973.6</u> (available time) – <u>19,422.19</u> (time for CFS)	
23,973.6 (available time)	
<u>4,551.41</u> 23,973.6	= 19% of time available for DDA

○ **BASED ON 24 PATROL OFFICERS**

- **1,198.68** (hours available) X 24 (Officers) = **28,768.32** (available time)
- Total time for Calls for Service = **19,422.19**

$\frac{28,768.32 \text{ (available time)} - 19,422.19 \text{ (time for CFS)}}{28,768.32 \text{ (available time)}}$	
$\frac{9,346.13}{28,768.32}$	= 32.5% of time available for DDA

○ **BASED ON 26 PATROL OFFICERS**

- **1198.68** (hours available) X 26 (Patrol Officers) = **31,165.68** (available time)
- Total time for Calls for Service = **19,422.19**

$\frac{31,165.68 \text{ (available time)} - 19,422.19 \text{ (time for CFS)}}{31,165.68 \text{ (available time)}}$	
$\frac{11,743.49}{31,165.68}$	= 37.7% of time available for DDA

○ **BASED ON 28 PATROL OFFICERS**

- **1198.68** (hours available) X 28 (Patrol Officers) = **33,563.04** (available time)
- Total time for Calls for Service = **19,422.19**

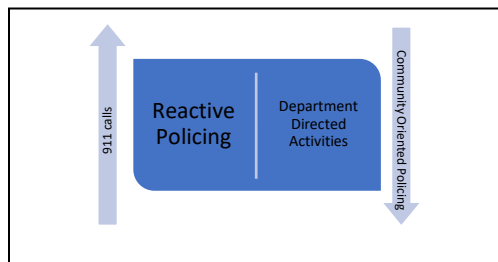
$\frac{33,563.04 \text{ (available time)} - 19,422.19 \text{ (time for CFS)}}{33,563.04 \text{ (available time)}}$	
$\frac{14,140.85}{33,563.04}$	= 42.1% of time available for DDA

Conclusions

During the 2020 retreat, the question was asked, ***“if we did not increase personnel in the Police Department what would we not be able to do?”***.

The answer to this question is reflected in the above analysis. Our main duty is to answer calls for service from the citizens of Lake Stevens. We have analyzed that in 2019 this required **17,657.19** hours. We also know that, based on current staffing, our patrol Officers have **23,973.74** available hours to manage the CFS. The 26.3% of their remaining time then gets devoted to Department Directed Activities.

These activities add to both the safety of the community as well as the quality of life. As Officers are required to spend more time on Calls for Service the listed activities are what gets lost.



The recommendation for the Lake Stevens Police Department, to ensure a continued high level of service to the community consists of two main areas:

PATROL FUNCTION:

Policy Decision – The City of Lake Stevens should maintain a reactive/proactive ratio of 60/40, in order to provide for an interactive community oriented policing philosophy and practice.

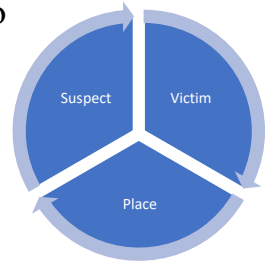
We recommend that we add 4 Patrol Officers, to get us to a 36.4% Saturation Index, which is close to recommendations from both the International Association of Chiefs of Police and the International City/County Management Association for a 60/40 split in calls for service and proactive policing. This will increase our time available to manage CFS, as well as the other functions we provide. With the annexation, we would recommend an additional 2 Officers in 2022.

Department Directed/Proactive/directed patrol

- a) Address Action Plan Priorities
- b) Target high crime areas
- c) Field interviews of suspicious persons/circumstances
- d) Warrant service
- e) Traffic enforcement
- f) Security Checks
- g) Social Contacts
- h) Event attendance
- i) Community meetings
- j) Requests from other departments and citizens
- k) Neighborhood visibility patrols
- l) Answering questions from community
- m) Car seat checks
- n) Business checks
- o) Supplemental school security
- p) Community organizing
- q) Helping citizens with non-police related matters

OTHER FUNCTIONS:

To support these Officers and meet specific needs we would also recommend:

1. Crime Analyst – To assist our efforts in being as focused as we can with our efforts, we should be using all of the data which we have to allow us to work smarter. As I have stated before, a crime depends on three things – A victim, a suspect, and a place. The more we can use our data to analyse comminallities in these relationship, the more effective we will be in impacting the outcomes. This is a very complex issue, which requires specific skills and training, as well as time. At this time we would request a ½ FTE in 2021 to provide this function.
- 
2. Code Enforcement Officer – At one time nuisance complaints were handled out of the Police Department. It has since been moved to city hall and is done on a part time basis by the building inspectors. They use an administrative process versus criminal process, which was used by us. While the building inspectors do a fine job of handling nuisance complaints, their primary job is inspections. We are proposing a dedicated Police Service Officer to handle all nuisance type complaints. This would provide:
 - A dedicated FTE
 - A simpler enforcement model
 - Easy access for assistance by other department members
 3. A second Traffic Officer – The number one complaint we receive from citizens is traffic related. Our current Traffic Officer does a fantastic job at being responsive to citizens needs, but simply does not have enough time to respond to all requests and must prioritize. A second Traffic Officer would allow us to be much more responsive to citizen concerns related to traffic.
 4. Future requests would consider future needs in areas of:
 - Investigations
 - Records
 - Community interaction



City of Lake Stevens

One Community Around the Lake

2020 Estimates & 2021 Budget Overview



2021 Budget Calendar

- | | |
|--|----------------------|
| • Estimated Revenues & Preliminary Budget Discussion | September 25th, 2020 |
| • Preliminary Budget | October 6, 2020 |
| • City Council Discussion | October 13, 2020 |
| • City Council Discussion | October 20, 2020 |
| • City Council Discussion | October 27, 2020 |
| • Public Hearing #1
(Property Tax Levy) | November 10, 2020 |
| • Final Public Hearing and Budget Adoption | November 24, 2020 |



2020 Budget vs. 2020 Estimated All Funds

Fund Name	2020 Budgeted Revenues	2020 Estimated Revenues	% Diff	2020 Budgeted Expenditures	2020 Estimated Expenditures	% Diff	2020 Budgeted Ending	2020 Estimated Ending	% Diff
General Fund	\$ 14,276,920.00	\$ 14,063,741.87	-1%	\$ 15,486,559.00	\$ 14,787,713.45	-5%	\$ 3,034,779	\$3,520,447	16%
Reserve Fund	\$ 2,937,241.00	\$ 3,216,901.53	10%	\$ 2,279,799.00	\$ 2,516,294.23	10%	\$4,647,349	\$4,690,514	1%
Permitting - Managerial	\$ 1,995,000.00	\$ 2,331,483.89	17%	\$ 1,340,897.00	\$ 850,000.25	-37%	\$2,970,424	\$3,797,804	28%
Street	\$ 2,570,031.00	\$ 2,489,876.12	-3%	\$ 2,826,359.00	\$ 2,823,762.65	0%	\$2,108,873	\$2,031,315	-4%
Street Reserve	\$ -		0%			0%	\$0	\$0	0%
Drug Seizure & Forfeiture Fund	\$ 21,262.00	\$ 5,561.72	-74%	\$ 82,500.00	\$ 15,271.39	-81%	\$7,652	\$59,180	673%
Municipal Arts Fund	\$ 37,500.00	\$ 30,174.09	-20%	\$ 31,669.00	\$ 30,000.00	-5%	\$27,000	\$21,343	-21%
2008 Bonds	\$ 349,705.00	\$ 349,705.00	0%	\$ 349,705.00	\$ 349,705.00	0%	\$0	\$0	0%
LTGO Bond 2015	\$ 94,426.00	\$ 94,426.00	0%	\$ 94,426.00	\$ 94,426.00	0%	\$0	\$0	0%
2019 LTGO PD	\$ 433,996.00	\$ 433,996.00		\$ 433,996.00	\$ 433,996.00				
Cap. Proj.-Dev. Contrib.	\$ 6,747,464.00	\$ 3,560,810.97	-47%	\$ 9,014,589.00	\$ 4,962,466.86	-45%	\$1,084,372	\$1,949,842	80%
Park Mitigation	\$ 2,525,424.00	\$ 2,901,549.32	15%	\$ 2,230,076.00	\$ 2,230,076.00	0%	\$1,000,055	\$1,376,180	38%
Cap. Imp.-REET	\$ 1,180,645.00	\$ 1,187,145.73	1%	\$ 789,829.00	\$ 789,829.00	0%	\$4,323,657	\$4,330,158	0%
Cap. Improvements REET 2	\$ 3,175,378.00	\$ 3,133,545.72	-1%	\$ 5,216,145.00	\$ 5,216,145.00	0%	\$2,372,072	\$2,330,240	-2%
Downtown Redevelopment	\$ 4,272,014.00	\$ 4,272,014.00	0%	\$ 4,272,895.00	\$ 4,272,895.00	0%	\$0	\$0	0%
Facility Capital Project	\$ 173,000.00	\$ 173,000.00		\$ 4,471,796.00	\$ 4,471,796.00				
Sidewalk Capital Project	\$ 19,310.00	\$ 7,099.22	-63%	\$ 375,000.00	\$ 375,000.00	0%	\$517,659	\$505,448	-2%
20th Street SE Corridor CP	\$ 13,702.00	\$ 3,760.23	-73%	\$ 797,544.00	\$ 787,602.00	-1%	(\$0)	(\$0)	-55%
Sewer	\$ 1,060,525.00	\$ 1,058,550.26	0%	\$ 1,150,543.00	\$ 1,150,543.00	0%	\$136,836	\$134,861	-1%
Storm Water Funds	\$ 6,037,399.00	\$ 6,044,584.29	0%	\$ 7,463,724.00	\$ 7,265,895.55	-3%	\$358,548	\$563,562	57%
Unemployment	\$ 1,542.00	\$ 407.08	-74%	\$ 40,000.00	\$ 15,344.00	-62%	\$14,141	\$37,663	166%
Equipment Fund - Computers	\$ 329,466.00	\$ 323,086.51	-2%	\$ 392,192.00	\$ 286,468.01	-27%	\$103,229	\$202,574	96%
Equipment Fund--Vehicles	\$ 10,536.00	\$ 10,313.44	-2%	\$ -	\$ -	0%	\$41,369	\$41,146	-1%
Equipment Fund-Police	\$ 232,288.00	\$ 253,146.42	9%	\$ 210,000.00	\$209,267	0%	\$295,927	\$317,518	7%
Equipment Fund-PW	\$ 217,751.00	\$ 206,631.04	-5%	\$ 498,432.00	\$ 498,156.11	0%	\$748,006	\$737,162	-1%
Aerator Equipment Replacement	\$ 2,000.00	\$ 840.91	-58%	\$ 38,000.00	\$ 38,000.00	0%	\$66,225	\$65,066	-2%
Refundable Deposits	\$ -	\$0	0%			0%	\$0	\$0	0%
Treasurer's Trust	\$ 451,804.00	\$ 315,084.90	-30%	\$ 469,042.00	\$ 332,322.59	-29%	(\$0)	\$0	100%
Total All Funds	\$49,166,329	\$46,467,436	-5%	\$60,355,717	\$54,802,976	-9%	\$23,858,174	\$26,712,022	12%



Major Revenue Sources

Revenue Source	Fund	2020 Budget	2020 Estimated Endi	% Budget to Acutal
Property Tax	General Fund 72%	\$ 3,638,816	\$ 3,638,816	100.0%
Local Sales & Use Tax	General/Reserve	\$ 4,178,664	\$ 4,600,694	110.1%
Utility Taxes/Franchise	General	\$ 2,530,699	\$ 2,624,310	103.7%
Criminal Justice - Sales/Use Tax	General	\$ 653,486	\$ 615,641	94.21%
Liquour/DUI/State Shared	General	\$ 660,639	\$ 660,765	100%
Interest	General/Reserve	\$ 194,866	\$ 76,034	39%
Building Permits	Permit	\$ 1,515,000	\$ 1,776,759	117%
Zoning & Subdivision	Permit	\$ 480,000	\$ 554,725	116%
Property Tax	Street - 28%	\$ 1,415,095	\$ 1,415,095	100%
Utility Taxes	Street	\$ 266,640	\$ 320,603	120%
State Shared - MVFT	Street	\$ 702,950	\$ 586,838	83%
Real Estate Excise Taxes	REET I & II	\$ 2,200,000	\$ 2,274,830	103%
Traffic Impact Fees	Traffic Mitigation	\$ 807,338	\$ 1,142,274	141%
Park Impact Fees	Park Mitigation	\$ 1,019,277	\$ 1,406,003	138%
Sewer Utility Agreement Fee	Sewer	\$ 15,000	\$ 20,100	134%
Surface Water Fees	SWM	\$ 3,158,726	\$ 3,158,726	100%



2020 Estimated vs. 2021 Initial Base Budget

Fund Name	2021 Beginning Cash Balance	2020 Estimated Revenues	2021 Initial Revenues	% Diff	2020 Estimated Expenditures	2021 Initial Expenditures	% Diff
General Fund	\$3,520,447	\$ 14,063,741.87	\$13,201,475	-6%	\$ 14,787,713.45	\$15,456,235	5%
Reserve Fund	\$4,690,514	\$ 3,216,901.53	\$840,000	-74%	\$ 2,516,294.23	\$0	-100%
Permitting - Managerial	\$3,797,804	\$ 2,331,483.89	\$2,000,000	-14%	\$ 850,000.25	\$1,001,000	18%
Street	\$2,031,315	\$ 2,489,876.12	\$2,531,500	2%	\$ 2,823,762.65	\$2,656,832	-6%
Street Reserve	\$0	\$ -		0%	\$0		0%
Drug Seizure & Forfeiture Fund	\$59,180	\$ 5,561.72	\$5,120	-8%	\$ 15,271.39	\$10,000	-35%
Municipal Arts Fund	\$21,343	\$ 30,174.09	\$10,220	-66%	\$ 30,000.00	\$20,000	-33%
2008 Bonds	\$0	\$ 349,705.00	\$353,605	1%	\$ 349,705.00	\$353,605	1%
LTGO Bond 2015	\$0	\$ 94,426.00	\$95,651	1%	\$ 94,426.00	\$95,651	1%
2019 LTGO PD	\$0	\$ 433,996.00	\$464,233		\$ 433,996.00	\$464,233	
Cap. Proj.-Dev. Contrib.	\$1,949,842	\$ 3,560,810.97	\$5,499,442	54%	\$ 4,962,466.86	\$4,309,200	-13%
Park Mitigation	\$1,376,180	\$ 2,901,549.32	\$2,286,098	-21%	\$ 2,230,076.00	\$1,196,200	-46%
Cap. Imp.-REET	\$4,330,158	\$ 1,187,145.73	\$1,140,000	-4%	\$ 789,829.00	\$795,707	1%
Cap. Improvements REET 2	\$2,330,240	\$ 3,133,545.72	\$1,225,000	-61%	\$ 5,216,145.00	\$700,000	-87%
Downtown Redevelopment	\$0	\$ 4,272,014.00	\$0	-100%	\$ 4,272,895.00	\$0	-100%
Facility Capital Project	\$0	\$ 173,000.00	\$0		\$ 4,471,796.00	\$0	
Sidewalk Capital Project	\$505,448	\$ 7,099.22	\$5,000	-30%	\$ 375,000.00	\$200,000	-47%
20th Street SE Corridor CP	(\$0)	\$ 3,760.23	\$0	-100%	\$ 787,602.00	\$0	-100%
Sewer	\$134,861	\$ 1,058,550.26	\$1,052,993	-1%	\$ 1,150,543.00	\$1,150,843	0%
Storm Water Funds	\$563,562	\$ 6,044,584.29	\$4,605,718	-24%	\$ 7,265,895.55		-100%
Unemployment	\$37,663	\$ 407.08	\$300	-26%	\$ 15,344.00	\$15,000	-2%
Equipment Fund - Computers	\$202,574	\$ 323,086.51	\$323,067	0%	\$ 286,468.01	\$279,356	-2%
Equipment Fund--Vehicles	\$41,146	\$ 10,313.44	\$15,350	49%	\$ -	\$0	0%
Equipment Fund-Police	\$317,518	\$ 253,146.42	\$249,300	-2%	\$ 209,267	\$218,000	4%
Equipment Fund-PW	\$737,162	\$ 206,631.04	\$205,000	-1%	\$ 498,156.11	\$52,000	-90%
Aerator Equipment Replacement	\$65,066	\$ 840.91	\$200	-76%	\$ 38,000.00	\$38,000	0%
Refundable Deposits	\$0	\$0		0%	\$0		0%
Treasurer's Trust	\$0	\$ 315,084.90	\$385,000	22%	\$ 332,322.59	\$385,000	16%
Total All Funds	\$26,712,022	\$46,467,436	\$36,494,272	-21%	\$54,802,976	\$33,786,570	-38%



Utility Tax Revenue

Utility Tax	2018 Actual	2019 Actual	2020 Estimated	2021 Base Budget
Telephone	\$ 446,637	\$ 361,976	\$ 326,170	\$ 346,000
Electric	\$ 855,299	\$ 968,536	\$ 987,608	\$ 997,000
Gas	\$ 342,219	\$ 349,923	\$ 448,433	\$ 452,000
Water	\$ -	\$ 298,115	\$ 414,379	\$ 395,000
Gargage	\$ -	\$ 175,422	\$ 320,603	\$ 323,000
	\$ 1,644,155	\$ 2,153,972	\$ 2,497,193	\$ 2,513,000

- Change in Utility Tax rates in 2019
- No taxes on Sewer, Storm Water, or Cable Television
- School District Storm Water Fee Exemption - \$250,000



General Fund Revenue Assumptions for 2021

- Property Tax: \$3,775,500
 - Allocation remains at 72% GF, 28% Street Fund (\$1.449M)
 - Assessed Value Increased 8%
 - Levy Rate Estimated \$.988/1,000 AV
 - \$100,000 home = \$98.9 City Tax
- Sales Tax: \$3,296,000
 - Slight increase from 2020 budget. Flat assumption
 - COVID uncertainty
 - Other uncertainties
 - Construction \$1,100,000 (\$800,000 in Contingency Fund)
- Permits – In Restricted Fund
 - Building Permits – Based on known and suspected developments – \$1,500,000
 - Zoning & Subdivision – Anticipate slight decrease over 2020 per Planning est. - \$500,000



General Fund Expense Assumptions for 2021

- General Fund Expenditures - \$15,456,235
 - Slight decrease over 2020 budget
- Salaries & Benefits - \$10,568,904
 - Current staffing levels
 - Cost of Living Increases
 - 1.25% Non-Rep
 - 1.5% Guild
 - 1% Teamsters
 - Medical/Dental Increases – 5-11%



General Fund Expenditure Comparison by Department 2020 - 2021

Department	2020		2020 % of Total Exp.	2021		Budget Change 2019 - 2020	% Budget Change 2019 - 2020
	2020 Budgeted Expenditures	Estimated Expenditures		2021 Base Expenditures	2021 % of Total Exp.		
Law Enforcement	\$ 7,973,114	\$ 7,556,769	51%	\$ 8,039,114	52%	\$ 66,000	1%
General Government	\$ 1,445,996	\$ 1,910,079	9%	\$ 1,320,104	9%	\$ (125,892)	-9%
Planning & Community Develop	\$ 1,963,901	\$ 1,892,683	13%	\$ 2,112,911	14%	\$ 149,010	8%
Parks	\$ 1,293,875	\$ 1,326,316	8%	\$ 1,239,275	8%	\$ (54,600)	-4%
Finance	\$ 639,737	\$ 603,151	4%	\$ 640,209	4%	\$ 472	0%
Information Technology	\$ 396,379	\$ 337,829	3%	\$ 385,176	2%	\$ (11,203)	-3%
Human Resources	\$ 284,307	\$ 258,703	2%	\$ 266,946	2%	\$ (17,361)	-6%
Legislative & Executive Administration	\$ 259,806	\$ 250,140	2%	\$ 356,179	2%	\$ 96,373	37%
City Clerk	\$ 216,516	\$ 210,485	1%	\$ 223,332	1%	\$ 6,816	3%
	\$ 213,536	\$ 187,904	1%	\$ 135,144	1%	\$ (78,392)	-37%
Total Expenditures	\$ 15,486,559.00	\$14,787,713		\$15,456,235		\$ (30,324)	-0.20%



Street Fund Assumptions for 2021

- Revenues - \$2,531,500

- Property Tax:
\$1,499,000
 - Allocation remains at 28%
- MVFT & Multimodal Trans Tax: \$645,000
- Garbage Utility Tax
\$323,000

- Expenditures - \$2,656,832

- Continue Annual Pavement Preservation - \$400,000
- Continue Contribution to Equipment Fund
 - \$104,000 Contribution for future equipment replacement and Equipment Lease (40% Allocation)
- Sidewalk Projects removed from Street Fund in 2019, included in Sidewalk Capital Project Fund (\$200,000)

2021 Estimated Ending Fund Balance - \$1,095,982



Storm Water Assumptions for 2021

- Revenues - \$3,381,200

- Storm Water Service Charges – 4% increase
 - Based on Rate Study & Population
- County Contributions to Phosphorous & Milfoil Treatments may cease \$20,000

- Expenditures

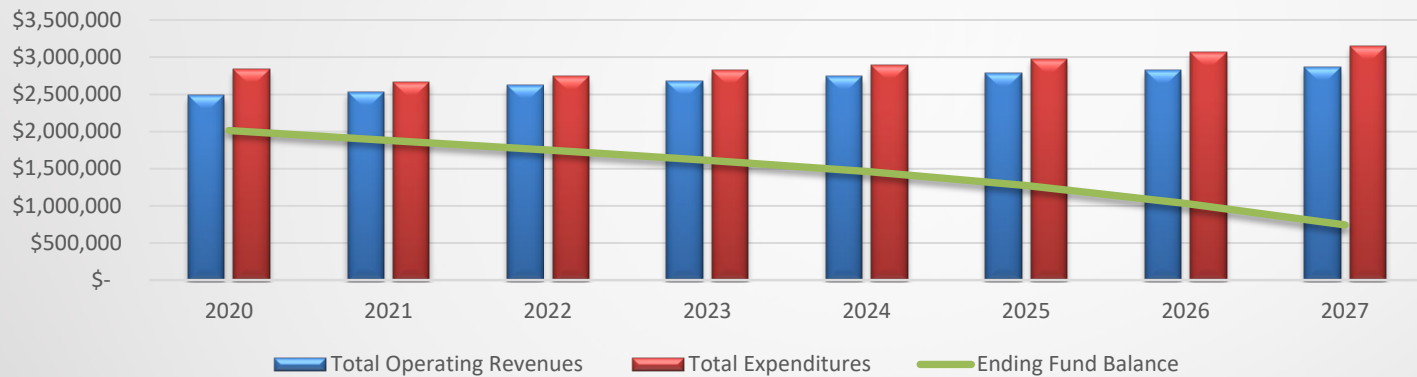
- Base Budget - \$3,365,789
 - Continue Annual Phosphorous and Milfoil Treatment
 - Debt Service \$223,918
 - Transfer to Capital Fund \$1,000,000
- Capital Projects -
 - Not included in base budget

2021 Estimated Ending Fund Balance - \$707,336

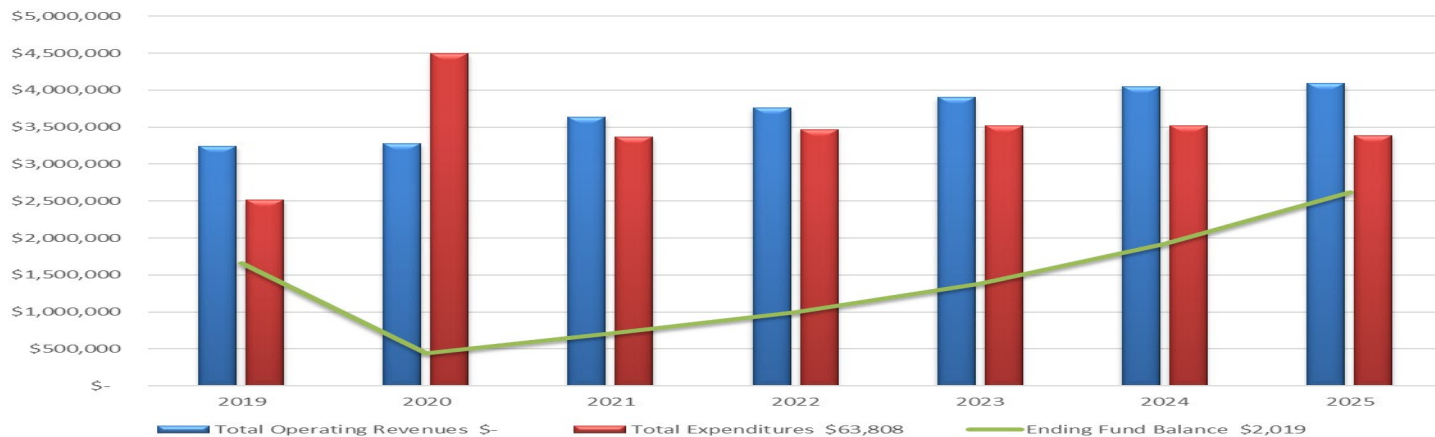


Base Budget Forecasted Ending Balances

Street Fund

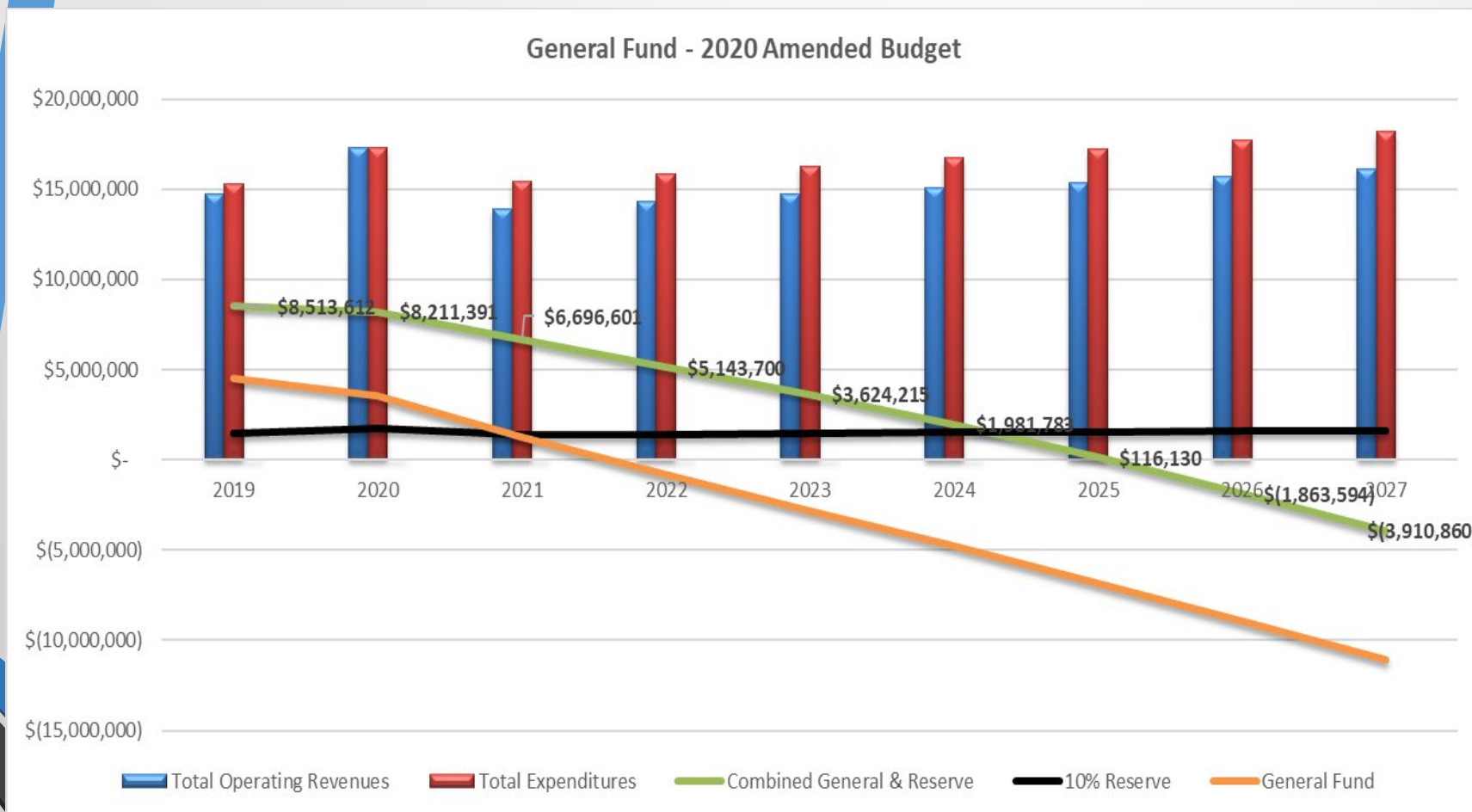


Storm Water Fund





Base Budget Forecasted Ending Balances





2021 Budget Priorities

- Continue Revitalization of Downtown/Civic Campus
- Fund Park & Recreation Division
- Maintain High Level of Public Safety
- Continue Investment in Infrastructure to Encourage Economic Development
- Enhance Transportation Funding (TDB)



MEMORANDUM

Planning and Community Development

DATE: September 24, 2020
TO: Mayor Gailey, City Councilmembers and City Administrator Brazel
FROM: Russ Wright, Community Development Director
SUBJECT: Proposed UGA Expansion

Request

The City Council has discussed its interest in exploring an Urban Growth Area Expansion (UGA). The Mayor has requested the city apply for an expansion this cycle. The Mayor, Staff and Councilmembers Tageant and Petershagen met to discuss potential expansion areas (**Exhibit 1**). Staff would hire a consultant to prepare and submit the application. Clay White, former director of Planning and Development Services with Snohomish County, now with LDC has prepared a memo that describes the docket and UGA process attached as **Exhibit 2**. An application would be a placeholder and would likely need to be modified subject to the findings and growth targets of the updated buildable lands report. The Snohomish County docket request bulletin is attached as **Exhibit 3**.

Background

A UGA is an area set aside for future growth and becomes eligible for annexation. UGAs are tied to the growth targets assigned to the city and county through the Buildable Lands Report. As previously discussed, the city is approaching 80 percent of its residential growth target. Under current zoning, there is enough capacity to meet the target of 46,380 population for 2035. According to the May 2019 Buildable Land Reports prepared for the city, "There is sufficient buildable land in the city and UGA to accommodate 2,088 jobs." However, this report estimates an overall capacity shortfall of 513 jobs.

Snohomish County is producing an updated Buildable Lands Report that will be completed in mid-2021. Current Puget Sound Regional Council guidance shifts the regional growth strategy to high capacity transit-oriented areas in city's with light rail or other mass transit areas. New growth targets will be assigned from these efforts.

Exhibits

1. Potential UGA Expansion Map
2. LDC Memo
3. Snohomish County Bulletin

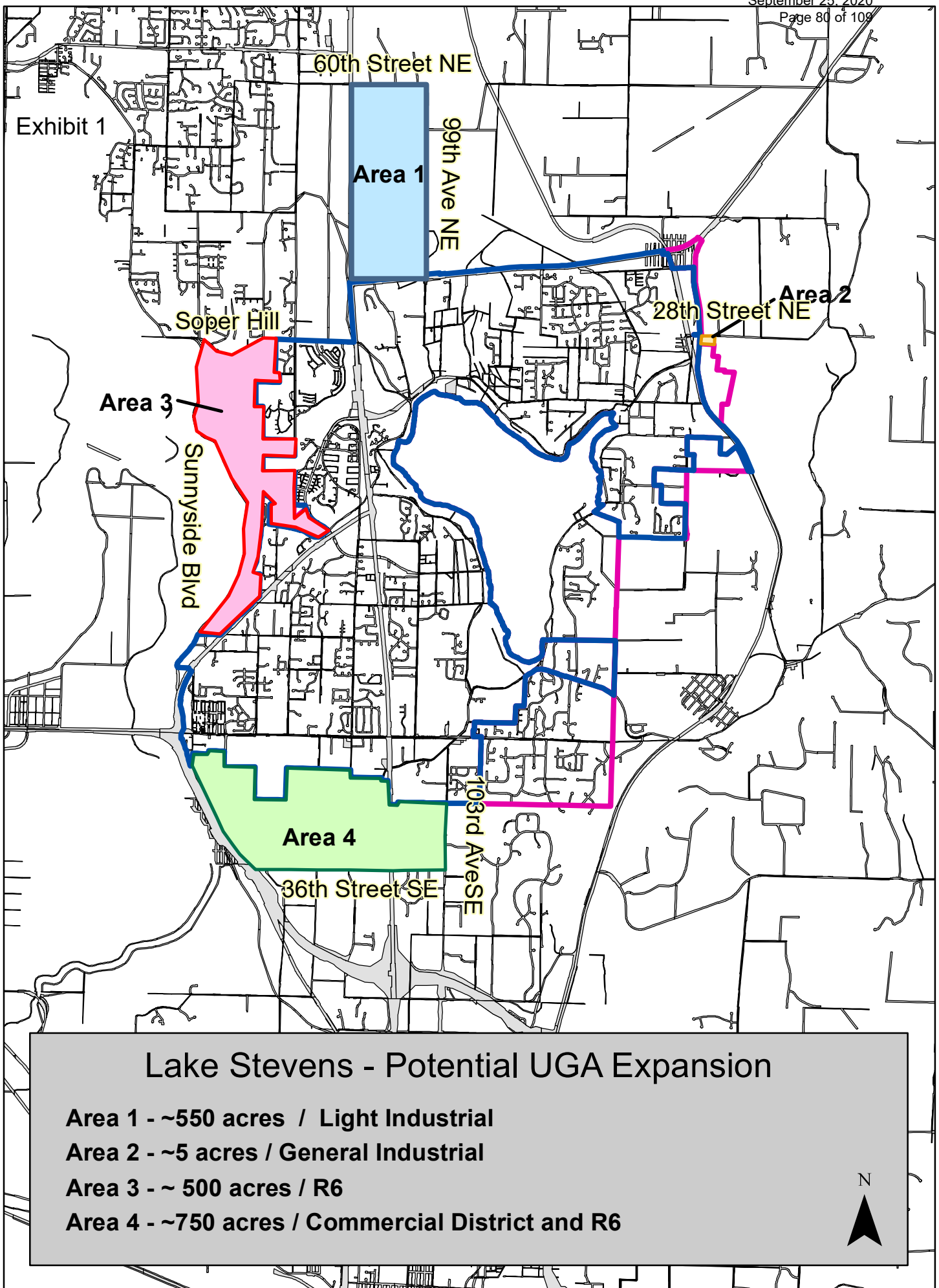


Exhibit 2

To: Russ Wright, City of Lake Stevens
Community Development Director

From: Clay White, Director of Planning

Date: September 23, 2020

RE: Docket application considerations

The purpose of this memo is to provide some high-level thoughts and insights around the docket applications the City is contemplating submitting to Snohomish County. The current proposal contains four separate areas totally approximately 1,750 acres. Based upon my experience as the former Director of Planning and Development Services for Snohomish County and familiarity with the docket process and requirements, the following are a few high level issues to consider as you make a decision to prepare and files these applications.

Process

The concepts you are considering make great sense. Additional capacity for commercial and industrial lands will help provide job/housing balance that is sorely needed in our region. Residential additions that create natural boundaries also makes sense and is supported in County policy.

As you decide to move forward with applications, it is important to fully understand the docket process. Given the fact that the opportunities to file a docket application are limited (realistically every eight years for a request like this), it is very understandable that your council may be interested in moving this forward. The Snohomish County docket website has a great amount of information about the process, criteria to evaluate proposals, and fees. I encourage you to look if you need additional information. <https://snohomishcountywa.gov/2151/Docketing-Process>

Based upon my experience with the process, here are a few things you may want to think about:

- I would consider creating separate applications for each proposal. It is likely that you could be successful in one area but not with another. If you tie everything together, the Planning and Development Services may make recommendations to not move the application forward because of one of the areas. The County Council may decide on your entire proposal instead of evaluating them separately. Happy to answer any questions you might have on this issue. PDS would also be a good resource.
- Planning and Development Services (PDS) makes a recommendation to the County Council on preliminary docket applications. Their recommendations are made solely based upon existing Countywide Planning Policies and County policy and regulations. If you do not meet the criteria, they will not recommend your applications no matter how much sense they may make.
- The information PDS will need to make a recommendation will not be prepared until after the docket deadline. This includes the Buildable Lands Report, selecting how much total growth the county and its cities will be planning for, growth target setting between

the county and cities, and the scope of what will be studied as part of the 2024 update (SEPA bookend selection by the County Council). In other words, filing an application would be a placeholder and preserve your rights but at this time, the information necessary to fully evaluate your is not available. Once it is available, I would expect that you would need to supplement your applications with additional information.

- The timing to set the final docket is now scheduled for around January 2022 because of the issues presented about (rather than June 2021).
- Although some information is not available, the combined areas the City is looking at is very large. In general terms, the County will only approve UGA expansions if it is determined that there is a need additional population or employment capacity. That can be a tough standard to meet, especially for large areas.
- If you do decide to move forward, my recommendation is that the City dedicate the time to put its best foot forward. Not only should the City be actively talking with decision makers at the County Council, but you should also be looking at developing and advocating for policy changes that will help support your proposals. The Countywide Planning Policies are being updated now. It is critically important that the City develop reasonable policies and coalition build with other cities to help support your efforts. Representatives from the City, especially elected officials, would really have to make this a priority.
- Once the County selects a population and employment target, the City will have to advocate for a share of both that would help support your request. This will be a significant undertaking.
- There are several other avenues for advocacy that the City could pursue if you decide to move forward. I am happy to go through those with you.

Costs

Docket applications are very expensive, especially if you make it onto the final docket because the applicant is responsible for SEPA fees. The following is an outline of fees. This does not include outside assistance for application preparation or assistance throughout the process which is over three years (Oct 2020-June 2024).

- 1,555.00 preliminary docket filing fee (2021) -per application
- 1,555.00 fee if the application is altered – per application
- 2,275.00 final docket fee. This fee is only paid if the application makes it onto the final docket in 2022. – per application
- SEPA review fees. If one or more of the applications makes it onto the final docket, the applicant is responsible for SEPA review costs. The docket application would be studied as part of the Environmental Impact Statement (EIS) the County will prepare. In early 2022, the County would send you an estimate for costs for each application. The City would submit all fees and the County would charge against that amount. Unused fees would be returned. Based upon the size of current request, I would guess the SEPA review fees would cost well over 100,000k for all the applications. I could be low on this, but the cost would be significant. Snohomish County may be able to give you some estimates

Amending Urban Growth Area (UGA) boundaries has become complicated and expensive. The upfront costs are certainly manageable, but it is important for elected officials to fully understand the criteria used to make these decisions. If the decision is made to proceed, then a concerted effort to advocate for your proposal(s) is necessary. In other words, if you are going to spend the money, have a good game plan and dedicate the time needed to give yourself the best shot at approval.

I am happy to help and answer any questions you or the Council may have.

Exhibit 3



Snohomish County
Planning and Development
Services

Visit us at :

2nd Floor Robert J. Drewel Bldg.
3000 Rockefeller Avenue
Everett, WA 98201

425-388-3311
1-800-562-4367, ext. 3311



ONLINE INFORMATION
www.snohomishcountywa.gov/1190



This Assistance Bulletin only applies to property within unincorporated Snohomish County and does not apply to property within incorporated city limits.

Docketing Process

Assistance Bulletin

5

Revised July 2020

WWW.SNOCO.ORG

Keyword: Assistance Bulletins

What is docketing?

Docketing is Snohomish County's public process for individuals, organizations, businesses and outside agencies to propose amendments to the county's comprehensive plan. The next opportunity for final consideration by the County Council of docket applications to change the county's comprehensive plan maps, policies, or text will occur in conjunction with the county's 2024 update of the comprehensive plan. An update of the county's comprehensive plan is required every eight years under the state Growth Management Act (GMA) to assure that the county's plan will remain a useful and relevant guide for planning the county's future.

What is the purpose of the docketing process?

As required by the GMA, Snohomish County adopted a public participation procedure, called docketing, for persons interested in suggesting changes to its GMA-based comprehensive plan. The docket consists of a list of non-county initiated comprehensive plan amendment requests which the county will review along with county-initiated plan amendments as part of the 2024 plan update.

When is the deadline for docket applications?

The deadline to apply for the docket as part of the 2024 plan update is **October 30, 2020**. Docket applications are available online or at the Department of Planning and Development Services (PDS) Customer Permitting Center at 3000 Rockefeller Ave., 2nd floor of the Robert J. Drewel Building. You can also find the docket application on the [Snohomish County website](http://www.snohomishcountywa.gov).

How do I begin the process?

A pre-application meeting is recommended prior to submitting a docket application. To schedule a pre-application meeting, please contact Steve Skorney, Senior Planner, at (425) 262-2207 or email steve.skorney@snoco.org. The pre-application meeting is an opportunity for you to discuss your proposal and for PDS staff to explain the submittal process and required information.

You can learn more about the docketing process on Snohomish County's website at <https://snohomishcountywa.gov/2151/Docketing-Process>

This bulletin is intended only as an information guide. The information may not be complete and is subject to change. For complete legal information, refer to Snohomish County Code.

How much does it cost to submit a docket?

The fees and costs required for processing a docket proposal are non-refundable and payment does not guarantee county approval. An applicant is responsible for the following fees and costs:

- The initial docket review fee is \$1,601.65.
- The final docket review fee is \$2,343.25 if a proposal is placed on the final docket by the County Council.
- Additionally, the applicant must pay the cost of environmental review if the proposal is placed on the final docket and the proposal has probable significant adverse environmental impacts not previously analyzed under the State Environmental Policy Act (SEPA).
- The applicant must pay the cost of printing, publishing and mailing of notices for any required public hearing and SEPA notifications.

What information should I be prepared to provide as a part of my application?

At the time of your application submittal, you will need to provide the following:

1. A completed and signed application which includes:
 - a. A description of the proposed amendment including proposed map or text changes.
 - b. The location of the property that is the subject of amendment on an assessor map dated and signed by the applicant, if the proposal is for a future land use map amendment.
 - c. A legal description and a notarized signature of one or more owners, if a rezone is requested by owners concurrent with a requested future land use map amendment.
 - d. An explanation of why the amendment is being proposed.
 - e. An explanation of how the proposed amendment is consistent with the GMA, the countywide planning policies, and the goals, objectives, and policies of the county GMA comprehensive plan.
 - f. If applicable, an explanation of why existing comprehensive plan language should be added, modified, or deleted.
 - g. If a proposal includes an expansion of an urban growth area (UGA) that would increase residential or employment land capacity and the most recent buildable lands report indicates that no additional residential or employment land capacity is needed in that UGA, the proposal must also include a proposed area for removal of land from the UGA so that the residential or employment land capacity is not increased. The properties proposed for removal from the UGA must be contiguous with the UGA boundary and be rural in character with rural densities.
2. The initial docket fee.
3. A completed and signed environmental checklist.
4. A signed acknowledgement of the additional costs associated with docket processing and review.

Docketing Process

What happens after my docket application is submitted?

1. **Initial Docket Review:** After submittal by the **October 30, 2020** deadline, PDS conducts an initial review and evaluates the docket proposal for consistency with the following criteria:

- a. The proposal is consistent with the countywide planning policies, the multicounty planning policies, the GMA, and other applicable state and federal laws.
- b. Any proposed change in the designation of agricultural, forest, and mineral lands is consistent with the designation criteria of the GMA and the comprehensive plan.
- c. If the proposal was previously reviewed by the county council or planning commission, have circumstances significantly changed to support the current proposal.

PDS is required to transmit an initial docket evaluation recommendation for each proposal to the County Council no later than **March 31, 2021**. PDS shall recommend that the docket proposal be further processed on a final docket only if the proposal meets all of the initial docket review criteria.

The County Council will hold a public hearing to consider the PDS recommendation, and determine which docket proposals should be processed further for final review and action by no later than **December 2021**.

2. **Final Docket Review:** An applicant whose docket proposal is placed on the final docket is required to pay a final docket review fee and pay SEPA review costs if the proposal requires an environmental impact statement analysis. PDS is required to prepare a report including a recommendation on each final docket proposal. PDS will recommend approval to the County Planning Commission if all of the following final docket review criteria are met:

- a. The proposed amendments maintain consistency with other plan elements or development regulations.
- b. All applicable elements of the comprehensive plan support the proposed amendments.
- c. The proposed amendments more closely meet the goals, objectives and policies of the comprehensive plan than existing plan or code provisions.
- d. The proposed amendments are consistent with the countywide planning policies.
- e. The proposed amendments comply with the GMA.
- f. New information is available that changes the underlying assumptions and supports the proposed amendments.

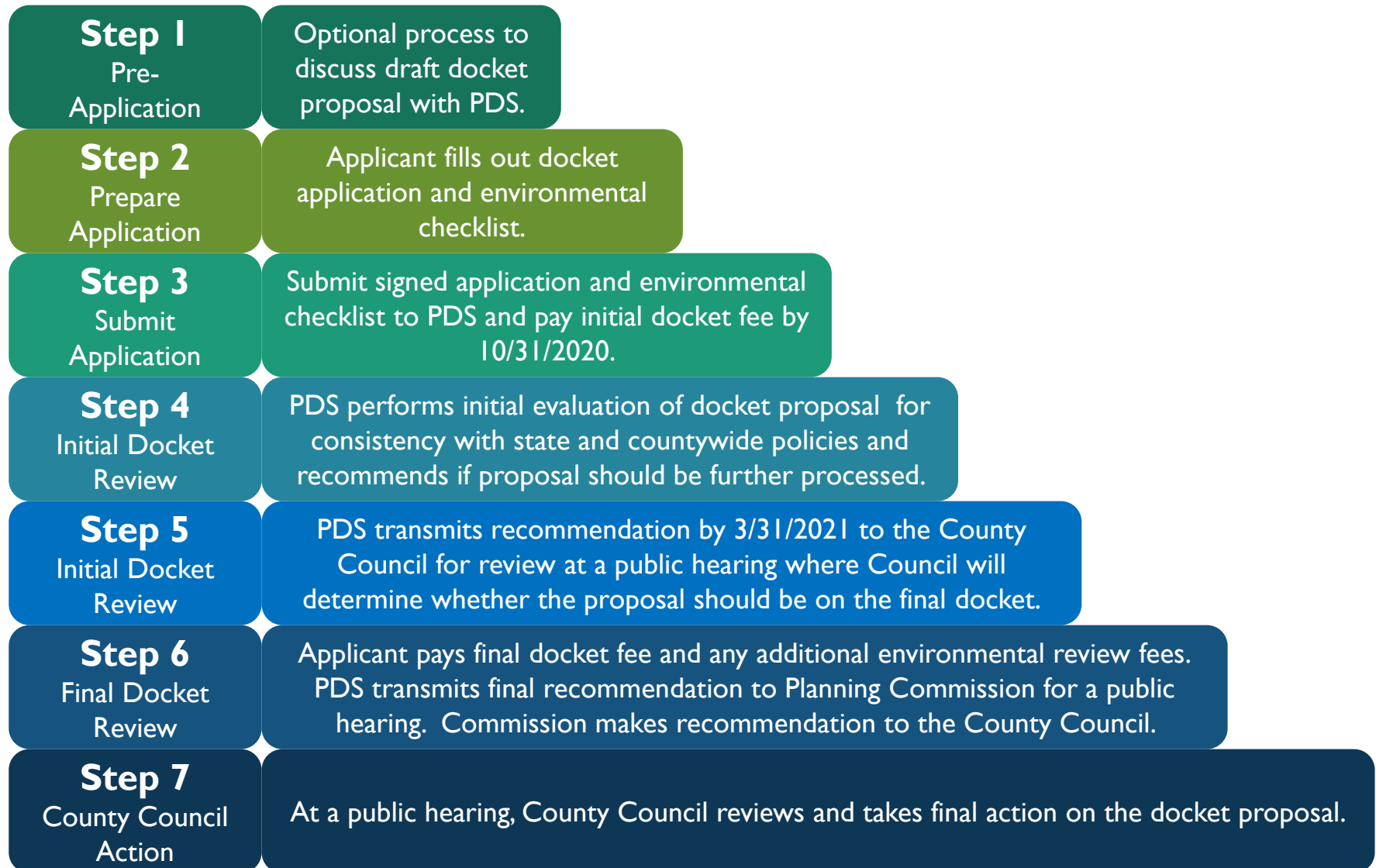
PDS will forward final docket recommendations to the Planning Commission, who then hold a public hearing and transmit its recommendations to the County Council. The County Council shall receive all final docket recommendations **within 24 months** of the date the County Council set the final docket.

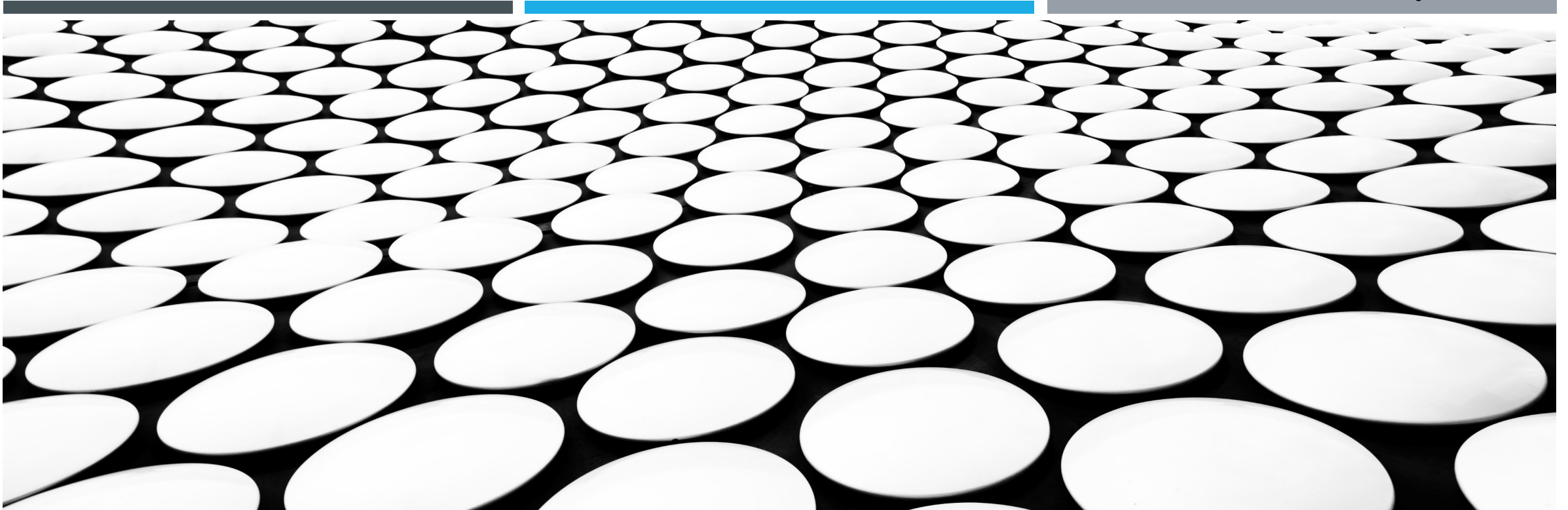
When considering a final docket proposal, the following options are available to the County Council including:

- a. Adopting the final docket.
- b. Amending and adopting the final docket proposal.
- c. Removing the proposal from the final docket.
- d. Not introducing an ordinance to approve the final docket proposal.
- e. Delaying consideration of the proposal to a future docket.
- f. Otherwise not taking action on the proposed amendment.

You can learn more about the docketing process on Snohomish County's website at <https://snohomishcountywa.gov/2151/Docketing-Process>

Snohomish County Docketing Process Steps





DOWNTOWN PLAN PHASE II IMPLEMENTATION

FUNDING OPTIONS AND TIMELINE

CONCEPTUAL DOWNTOWN OVERVIEW



DOWNTOWN FUNDAMENTAL CONCEPTS

- North Cove Expansion
- Community Building / Regional Attractor
- Main Street and Other Improvements
- Retail Expansion
- Municipal Parking



FUNDAMENTAL ELEMENTS

Response Sheet

Lake Stevens Downtown Subarea Plan and EIS Planned Action Ordinance
Citizens' Participation Meeting #2
November 1, 2016

2

North Cove Park Expansion



Yes	No	Other
43	2	1

Main Street Improvements



Yes	No	Other
42	2	0

Community Facilities



Yes	No	Other
42	3	0

Main Street Retail



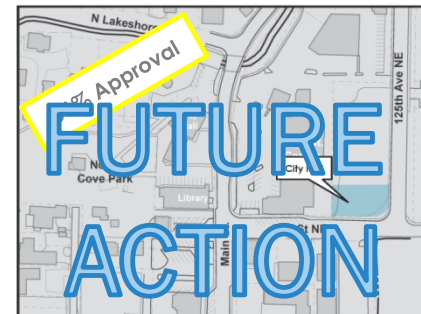
Yes	No	Other
41	3	1

Municipal Parking



Yes	No	Other
43	2	1

City Hall



Yes	No	Other
24	12	7

Neighborhood Connections



Yes	No	Other
43	2	0

Comments

Please note additional comments on the back of this sheet.

Name (optional): _____



Existing



Proposed

MAIN ST. DOWNTOWN PLAN CONCEPT REALIGNMENT



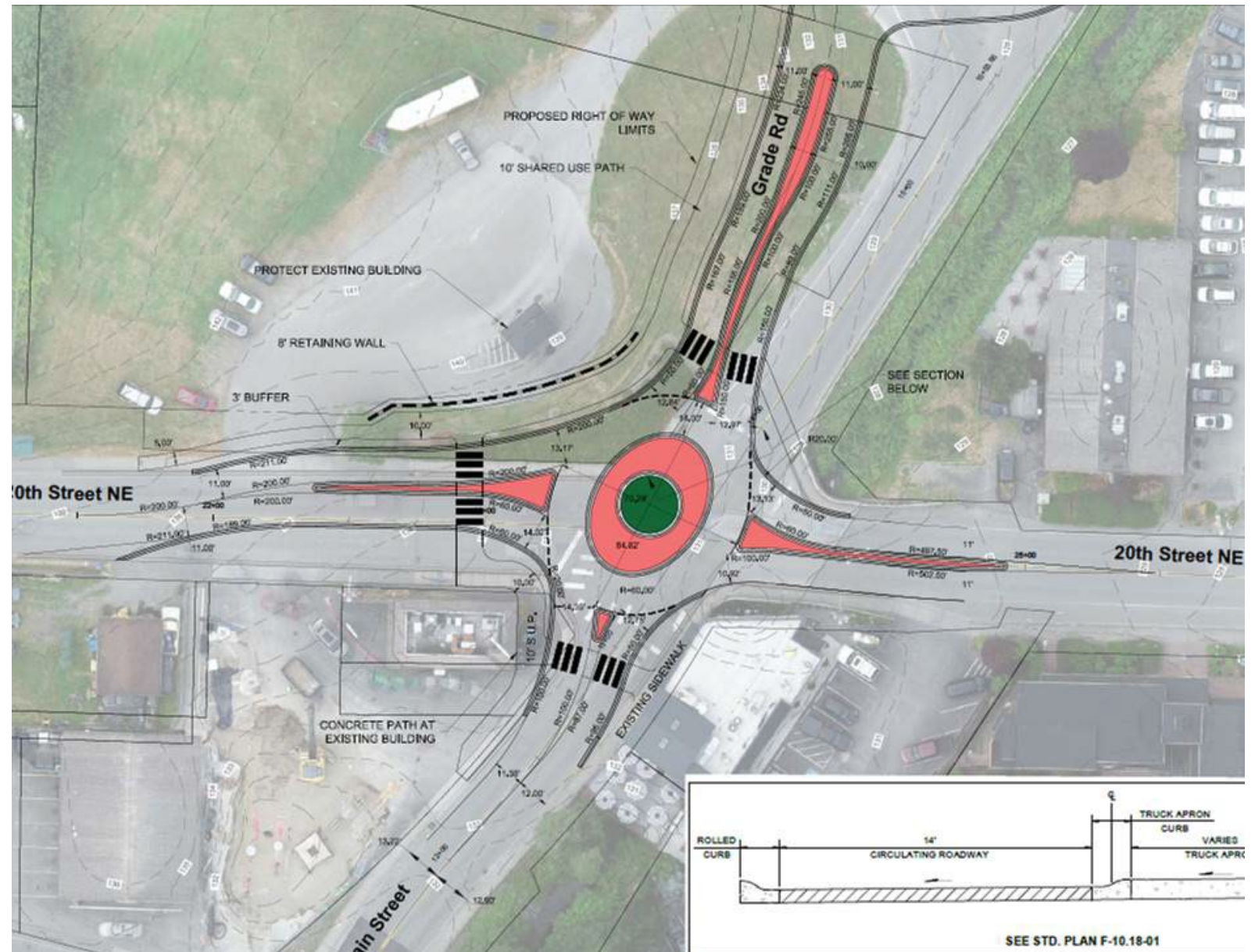
Main Street Extension—Existing

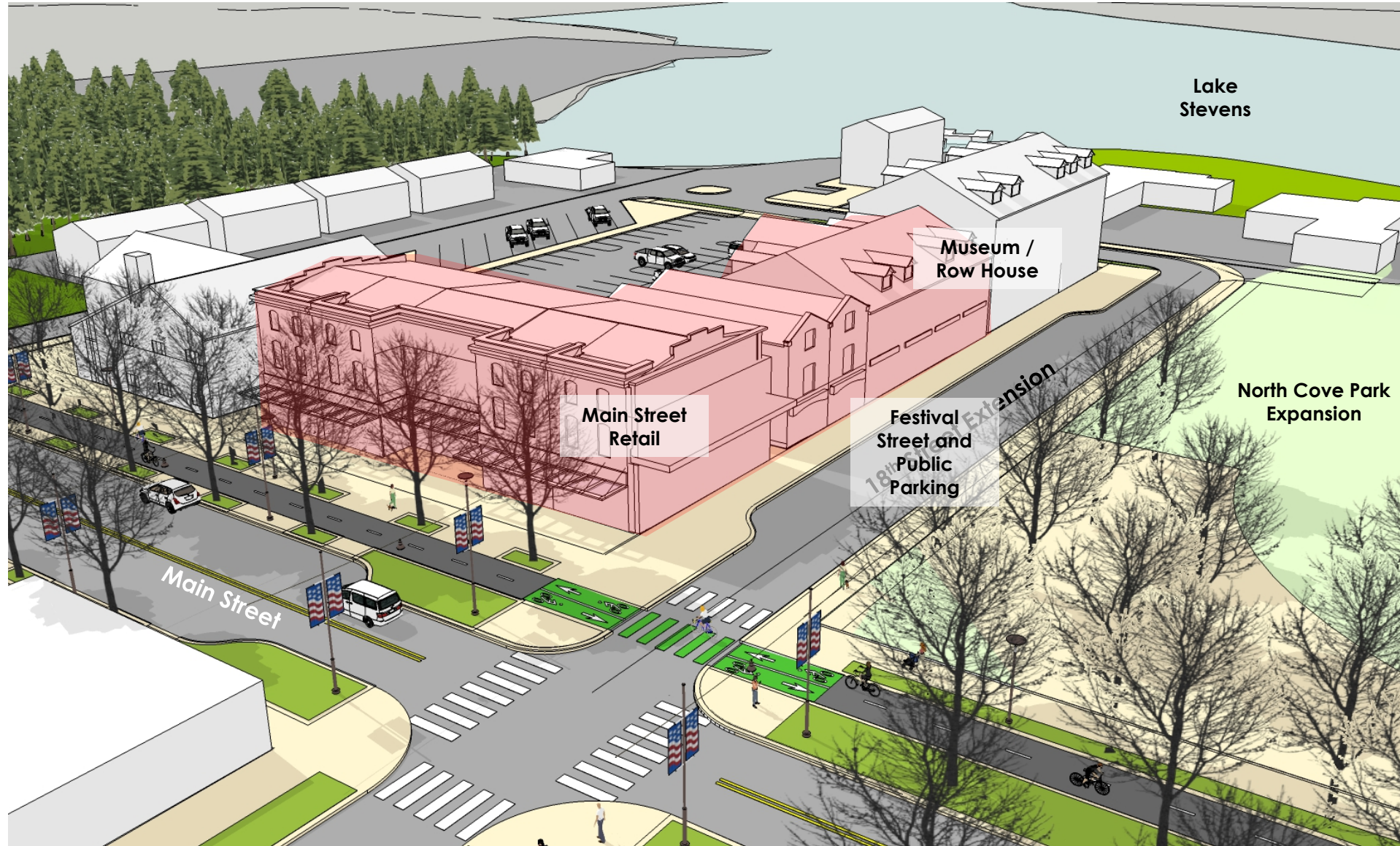


North Main Street— Multi-Family + Commercial

CONCEPTUAL ROUND-ABOUT MAIN ST & 20TH ST NE

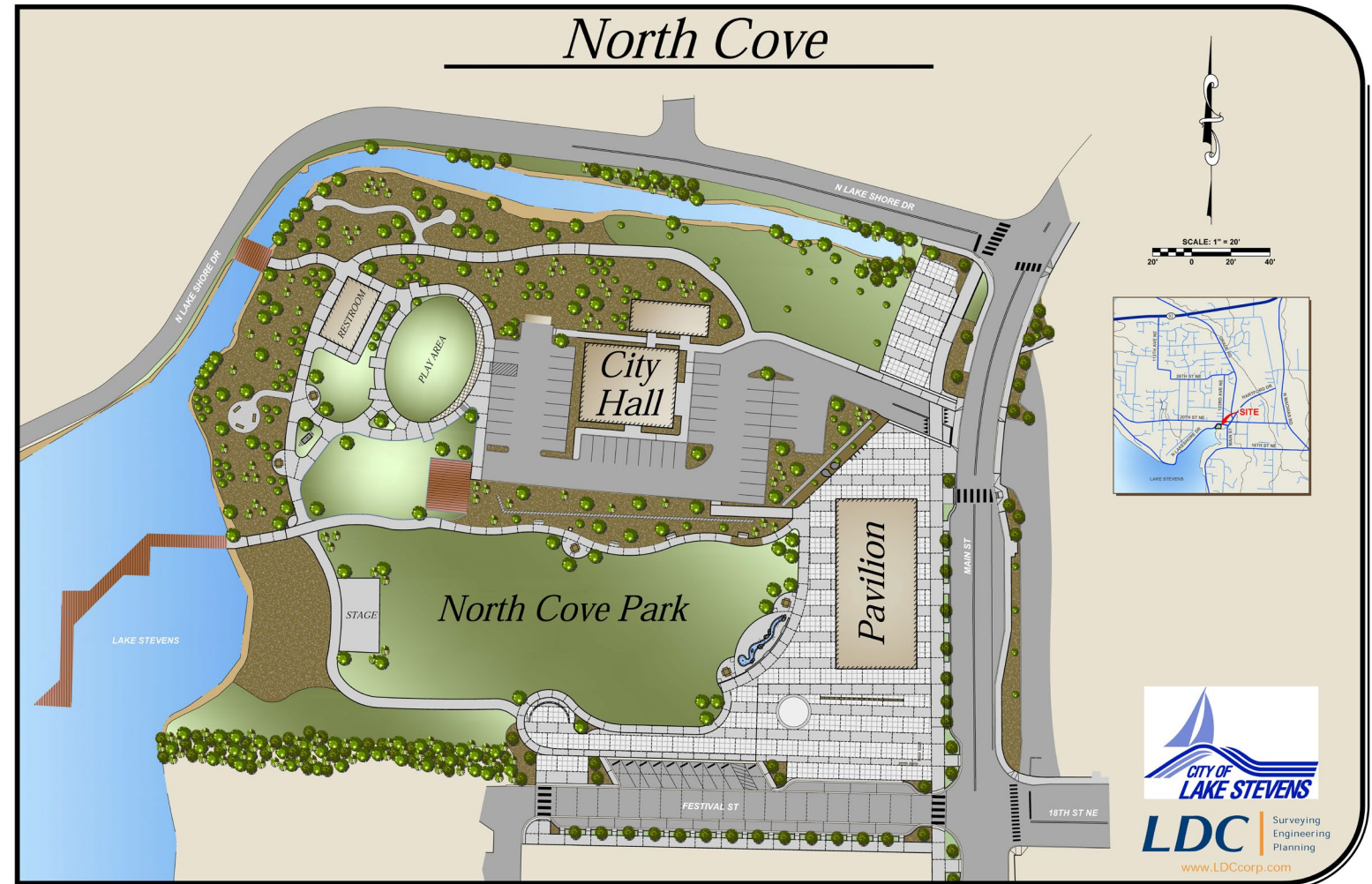
- The concept is to increase circulation in Downtown while maintaining the Chicken Drive through. In addition this layout could potentially create additional operating space for this business.





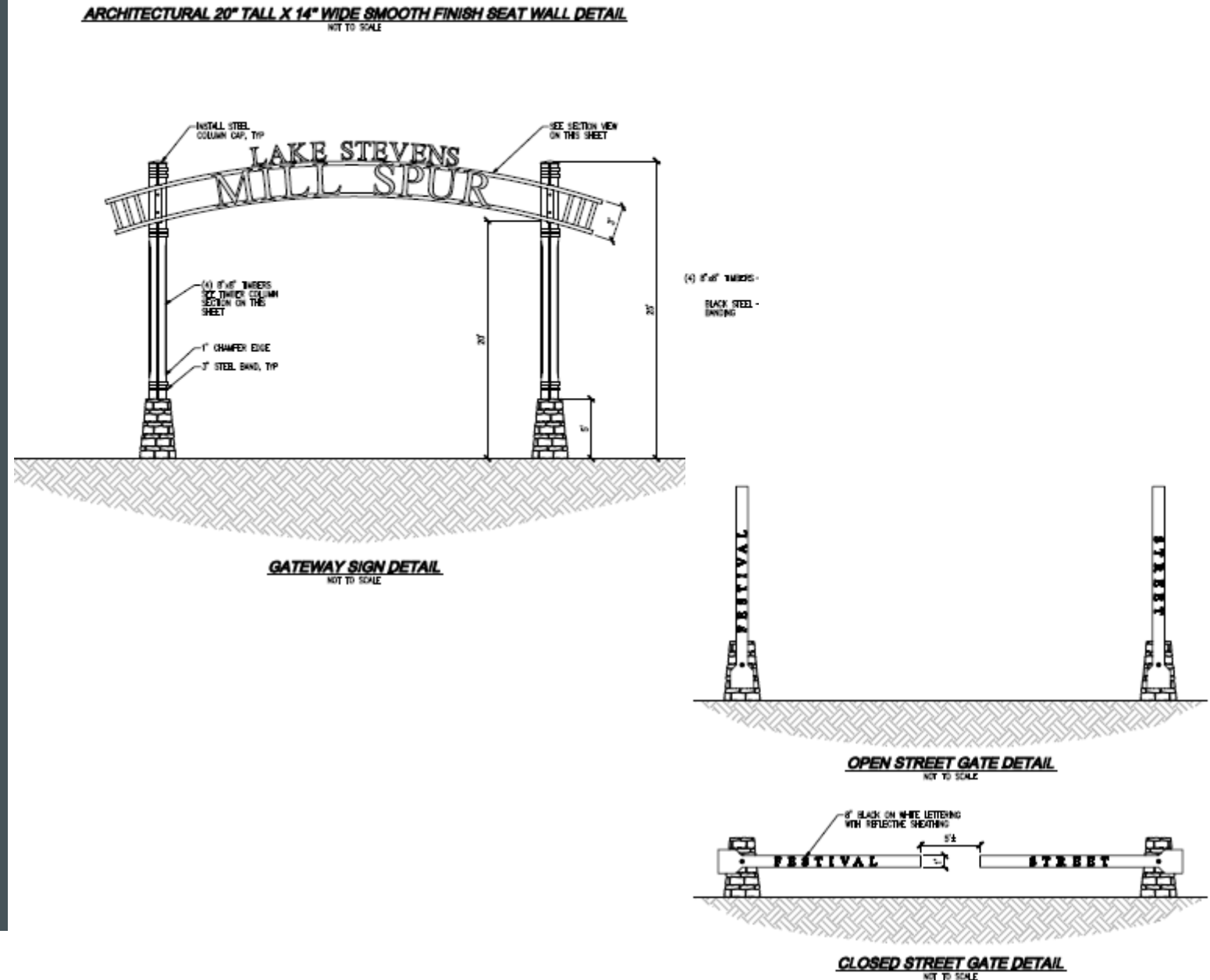
Fundamental Elements — Next Steps

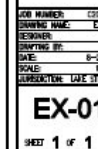
REVISED DOWNTOWN SITE PLAN



MILL SPUR

- Adds festival street
- Provides public parking
- Designates locations for:
 - ❖ Historical Society / Grimm House
 - ❖ Row Club
 - ❖ Additional Retail Space





ESTIMATED PROJECT COSTS

- Mill Spur - \$2.2 Million
- Museum/Row Club \$1 Million (est. \$230/ft)
- Relocation of the Grimm House \$70,000
- The City is actively pursuing Grant opportunities to fund this project.

FUNDING OPTION 1

- Surplus City of Lake Stevens owned properties, use proceeds to fund the project.
 - ❖ City construct Mill Spur, the Museum/Row Club Building
 - ❖ Selling of proposed Parcel C of BLA for a commercial, mixed-use building as a condition of sale
 - ❖ Construct building within an established time period
- Proposed Surplus Properties
 - ❖ 1819 South Lake Stevens Rd
 - ❖ Proposed Parcel C of BLA (23,305 sq. ft.)

FUNDING OPTION 2

- City of Lake Stevens issues an RFP for a Public Private Partnership
 - ❖ Partner with a developer to construct Mill Spur, the Museum/Row Club Building and buildout proposed Parcel C of BLA into a commercial, mixed-use building
 - ❖ Proceeds from the below parcels would help fund the project
- Proposed Surplus Properties
 - ❖ 1819 South Lake Stevens Rd
 - ❖ Proposed Parcel C of BLA (23,305 sq. ft.)

FUNDING OPTION 3

- City of Lake Stevens issues bonds to fund the project.
 - ❖ City constructs Mill Spur, the Museum/Row Club Building.
 - ❖ City sells out lot for private development
 - ❖ This method requires debt and a means to pay said debt.
- In all three funding options, implementation of a reasonable lease rate could help fund the project.

PROJECT TIMELINE

- Meet with stakeholders, develop implementation plan
- Council declare properties surplus
- City issue bonds
- Finalize designs, Create bid documents, Permits
- Old PD Renovation

- Clearing and Grading
- Moving of the Boathouse
- Construction of Mill Spur
- Construction of the new Museum/Row Club Building
- Move in/ Removal of old Boathouse



- Moving of the Library and Museum
- Demolition, moving of the Grimm House



MEMORANDUM

Planning and Community Development

DATE: September 24, 2020
TO: Mayor Gailey, City Councilmembers and City Administrator Brazel
FROM: Russ Wright, Community Development Director
Jill Meis, Parks Planning and Development Coordinator
SUBJECT: Powerline Trail and Dog Park Planning

Discussion

The Mayor has prioritized the Powerline Trail as a first implementation phase of the Trails Master Plan. This trail will connect the west side of Lake Stevens and provide a route to travel off the main roads connecting recreation and non-motorized transportation to the city's business centers, Frontier Heights Park and beyond. This route is currently an unofficial trail used by individuals and utility maintenance crews. The location adjacent to the 20th Street Ballfields is ideal for a trailhead and the parcel north of the ballfields was purchased last year with an intent to establish a dog park at this location.

Phase 1 of the Westside trail is depicted on **Attachment A** and includes a connection from 20th Street SE to 8th Street SE along the utility corridor. The high-level timeline of this project is:

- October 2020 – Acquisition strategy confirmed and proceed
- November 2020 – Permitting and design to begin
- June 2021 – Begin construction
- August 2021 – Open Trail

As shown, there is a mixture of HOA owned parcels and individually owned parcels that will be necessary to obtain ownership or easements in order to construct this phase of the trail and park. Two letters have been sent to homeowners with an ownership interest along this phase. Staff has had two meetings (September 17th) and one onsite visit (in February 2020) to engage these owners.

The tract adjacent to the 20th Street Ballfields, on the east, is owned by the Quail Court neighborhood. This tract has been used as a utility access point and unofficial entrance point to the park and trail. At the public, some neighborhood concerns were highlighted related to traffic and park use:

- Impact of trail and park users parking on 88th Drive SE, which has created circulation issues for emergency vehicles and residents;
- Drivers assuming 88th Drive SE is a cut-through to 91st and turning around at the end of the street;
- Drivers speeding on 88th Drive SE; and
- Security and privacy concerns were also mentioned for properties abutting the ball fields and trail corridor.

The parcels from north of the Frontier Mobile Manor manufactured home community to 8th Street NE including the individual lots and the Willowood neighborhood received two letters and were invited to a virtual meeting on September 17th. To date, no response has been received and no one attended the meeting. Frontier Mobile Manor has been contacted and staff has discussed a proposed alignment and answered questions. The Mayor will be meeting with the new property manager next week to discuss acquisition and trail alignment.

There has also been discussion regarding a possible partnership with Community Transit to provide several parking stalls, for commuters at this park, in support of the BAT lane being constructed on 20th Street SE.

Many of the traffic issues can be resolved with additional signage, enforcement and potential addition of traffic calming features. Additional parking, trail alignment and screening will be addressed through a review of park design alternatives. Staff has prepared three park concepts (**Attachment B**) for initial discussion with neighbors and the Park Board as the scoping phase proceeds.

- **Option 1** assumes acquisition of the Qual Court open space tract and a full buildout of the park with a variety of recreation amenities including additional parking, restrooms, picnic and play areas, practice fields, off-leash dog areas along with a multi-use path and soft trails.
- **Option 2** provides a parking lot for Community Transit; assumes acquisition of the Qual Court open space tract; a modified buildout of the park with a variety of recreation amenities including additional parking, restrooms picnic and play areas, practice fields, off-leash dog areas along with a multi-use path and soft trails.
- **Option 3** offers a more compact buildout of the park, **without** the Qual Court open space tract, that includes a variety of amenities including additional parking, restrooms, picnic and play areas, practice fields, off-leash dog areas along with a multi-use path and soft trails.

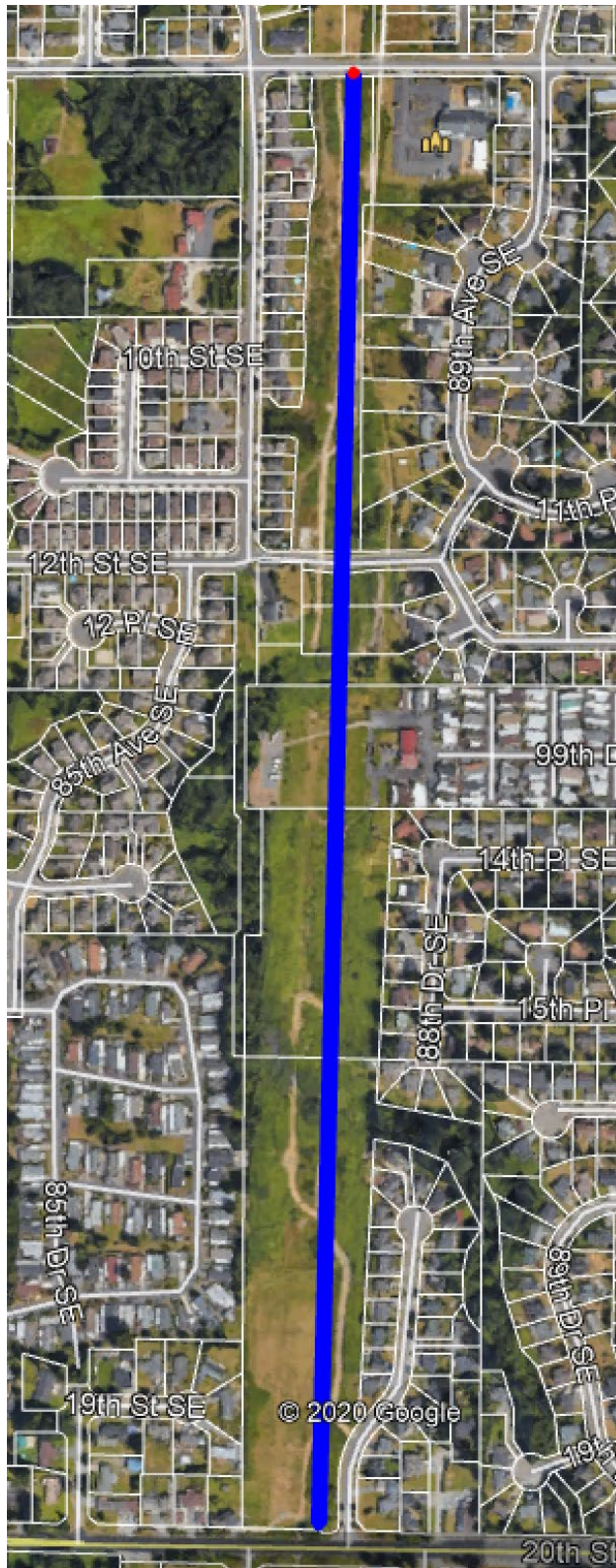
After a preferred alternative is agreed on and the trail alignment behind Frontier Mobile Manor is determined, staff will hire a consultant to prepare engineered drawings for Phase 1 of the park and trail.

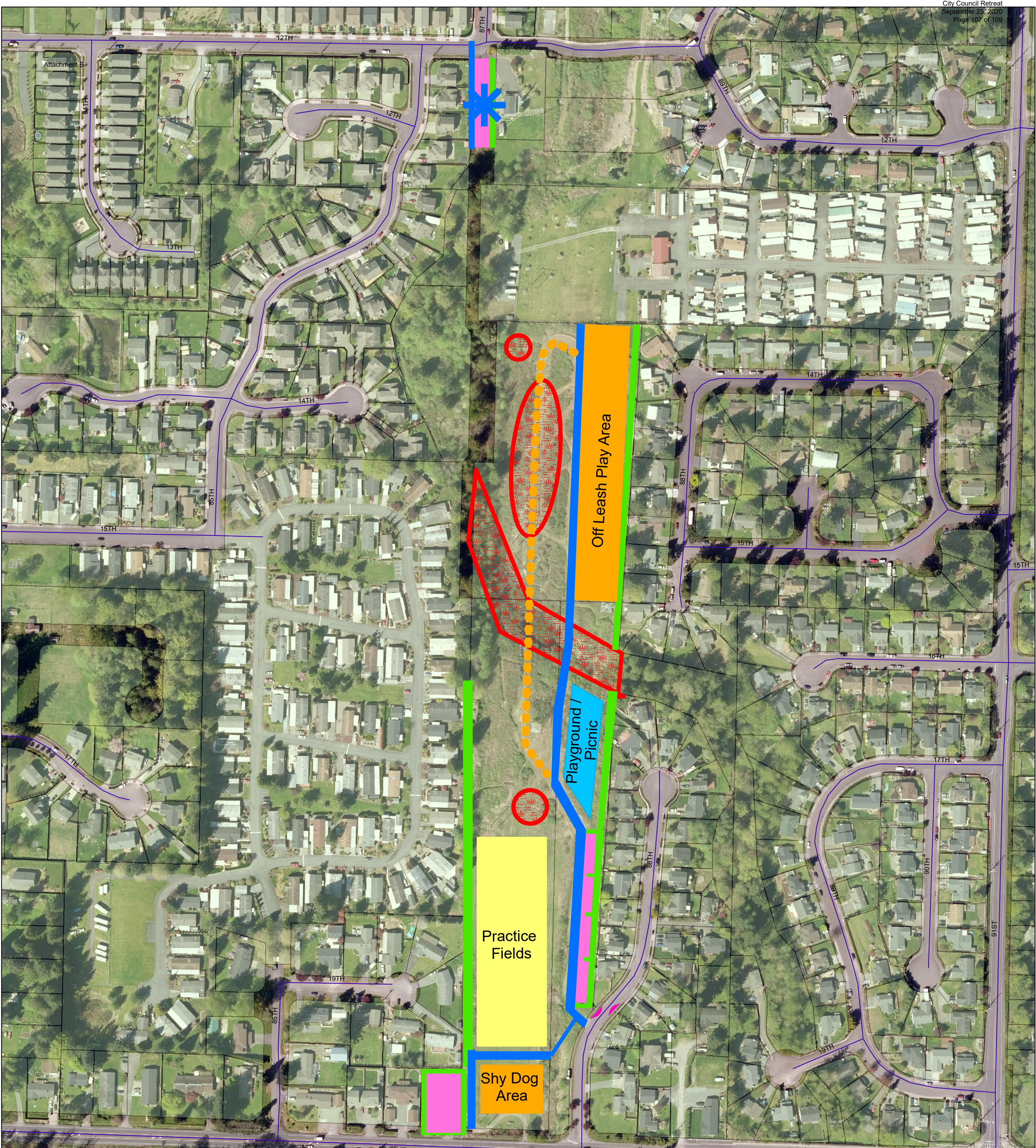
In order to proceed with trail construction and park master planning, an acquisition strategy will need to be determined. The options for use are through easements or fee simple purchase. Use in either form can be obtained using a fee simple purchase or condemnation (friendly or regular). For a fee simple purchase or easement, all homeowners would need to agree and execute the individual agreements. At times, owners have chosen a condemnation in order to streamline the process in which case is a “friendly” condemnation or if there is opposition, a regular condemnation is used. A condemnation can be used for public easements or for ownership purposes. Compensation would be required in all cases.

Next Steps


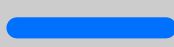








Staff is looking for direction from Council on its preference for an acquisition strategy and overall thoughts on initial park concepts.

Attachment A

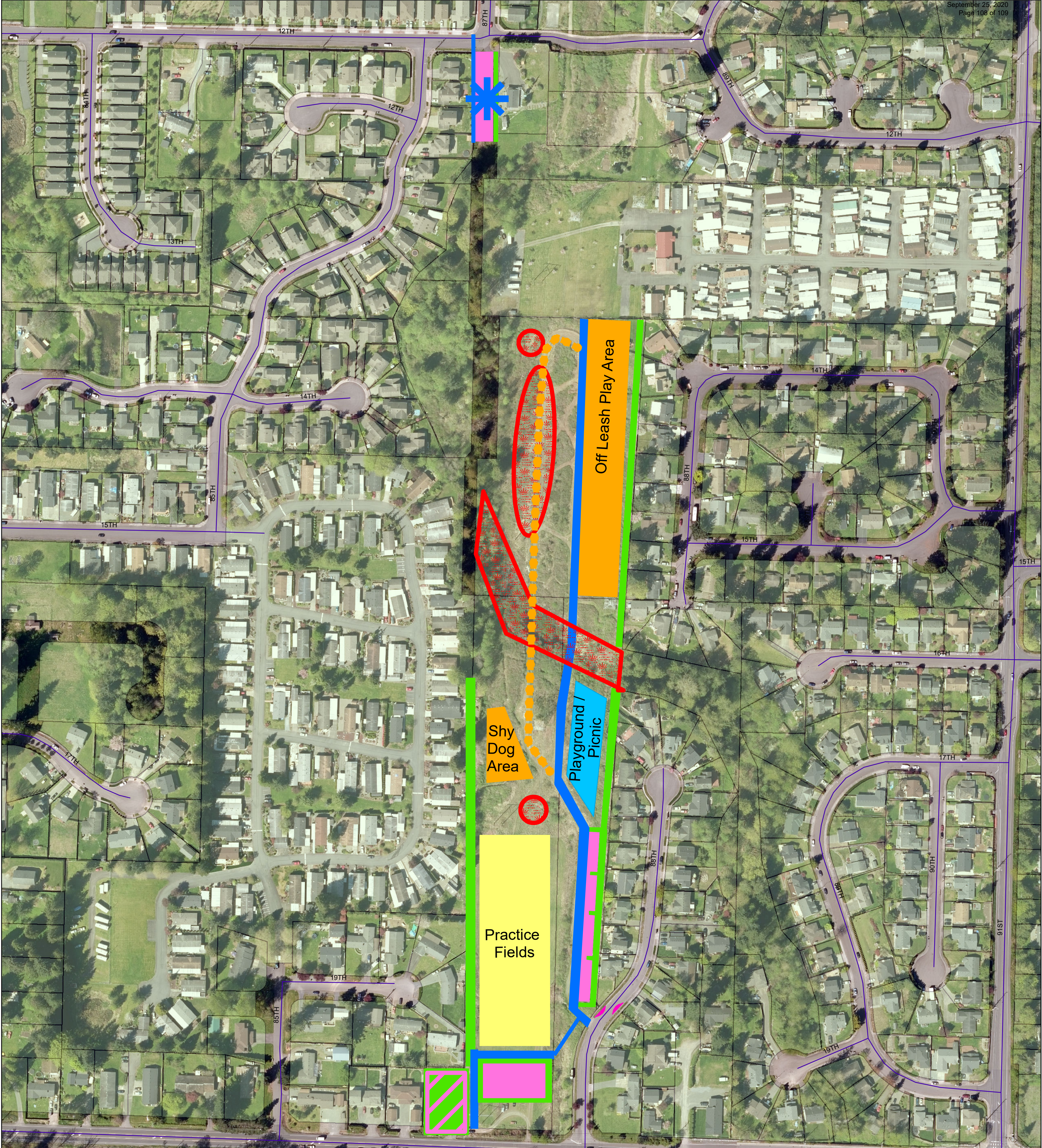








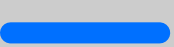






Attachment B
Lake Stevens - Powerline Trail and Dog Park Option 1

- | | | |
|---|---|--|
|  Parking Areas |  Proposed Trail Alignment |  Wetland Areas |
|  Screening / Landscaping |  Proposed Dog Trail |  Playground / Picnic Area |
|  Dog Park Areas |  Proposed Traffic Calming |  Trailhead |
|  Practice Fields | | |

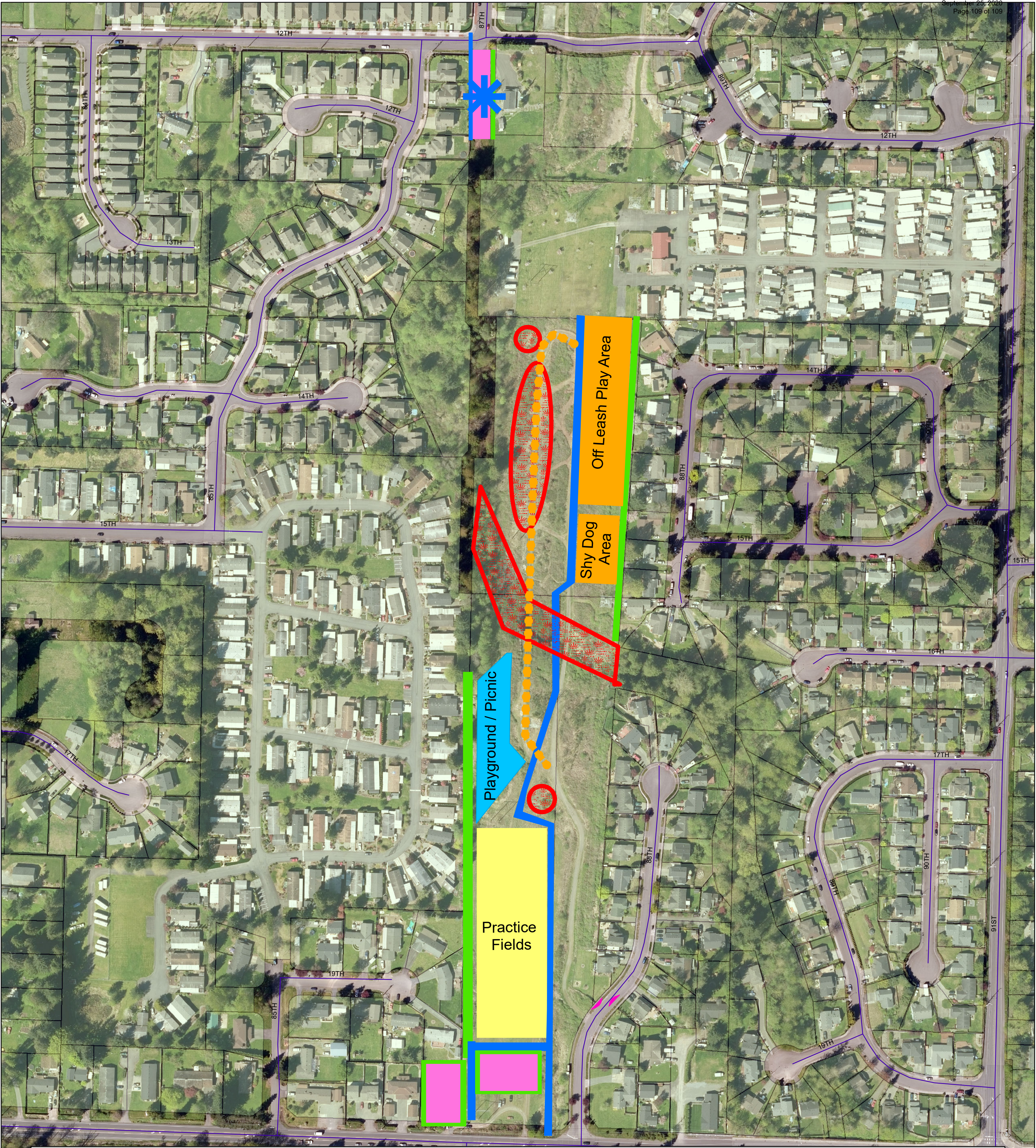








Lake Stevens - Powerline Trail and Dog Park Option 2

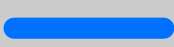


- | | | |
|--|---|--|
|  Parking Areas |  Practice Fields |  Wetland Areas |
|  Potential Community Transit Parking Area |  Proposed Trail Alignment |  Playground / Picnic Area |
|  Screening / Landscaping |  Proposed Dog Trail |  Trailhead |
|  Dog Park Areas |  Proposed Traffic Calming | |





Lake Stevens - Powerline Trail and Dog Park Option 3

-  Parking Areas
-  Practice Fields
-  Screening / Landscaping
-  Dog Park Areas

-  Proposed Trail Alignment
-  Proposed Dog Trail
-  Proposed Traffic Calming

-  Wetland Areas
-  Playground / Picnic Area
-  Trailhead

