

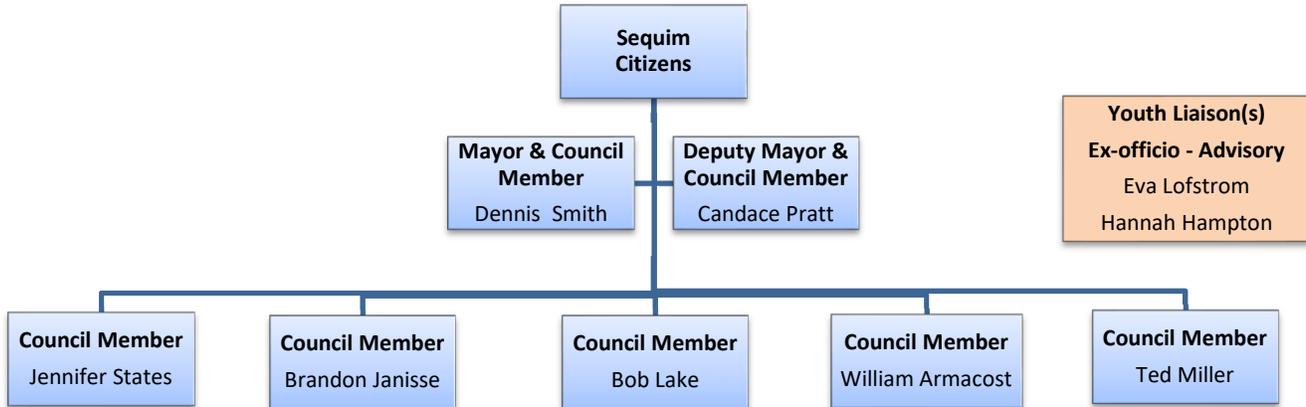
City of Sequim 2020 Budget

City Council and City Administration



City of Sequim Department Description

City Council



- Adopts local ordinances & resolutions
- Approves contracts
- Establishes policy
- Approves the budget
- Approves various land use actions
- Listens to concerns/suggestions from residents
- Appoints the City Manager
- Establishes various committees and confirms appointments to those committees
- Mayor serves as the ceremonial head of the City

The City of Sequim operates under the council-manager form of government. Under the council–manager form of government for municipalities, the elected governing body (**City Council**) is responsible for the legislative function of the municipality such as establishing policy, adopting local ordinances, establishing an annual budget, and developing an overall vision.

The Council is made up of seven members elected at large on a non-partisan basis for overlapping four-year terms. Every two years Council members elect a Mayor and Deputy Mayor from among their membership to lead the Council's business meetings and represent the City at official functions. In 2004 the City Council adopted a resolution creating up to two positions for student representation on the Council.

Work by the Council involves considerable interaction with citizens, commissions, other governmental agencies, and staff. Regular meetings of the Council are held every second and fourth Monday evening starting at 6:00 p.m. Work sessions are held prior to the regular meeting, if necessary, to devote extra study to an issue.

2018-2019 Goals

- ❖ Produce new user-friendly Sequim Municipal Code language that fosters economic development and a high quality of life.
- ❖ Facilitate City-wide economic development through code amendments, and financially support and partner with Economic Development organizations.
- ❖ Reduce recyclables and food waste hauled to the landfill.
- ❖ Invest in transportation infrastructure and equipment to reduce carbon emissions.
- ❖ Develop and implement a strategy that increases solar as an alternative energy use in the community.
- ❖ Explore and develop a strategy for expanding the availability of broadband within the City limits.

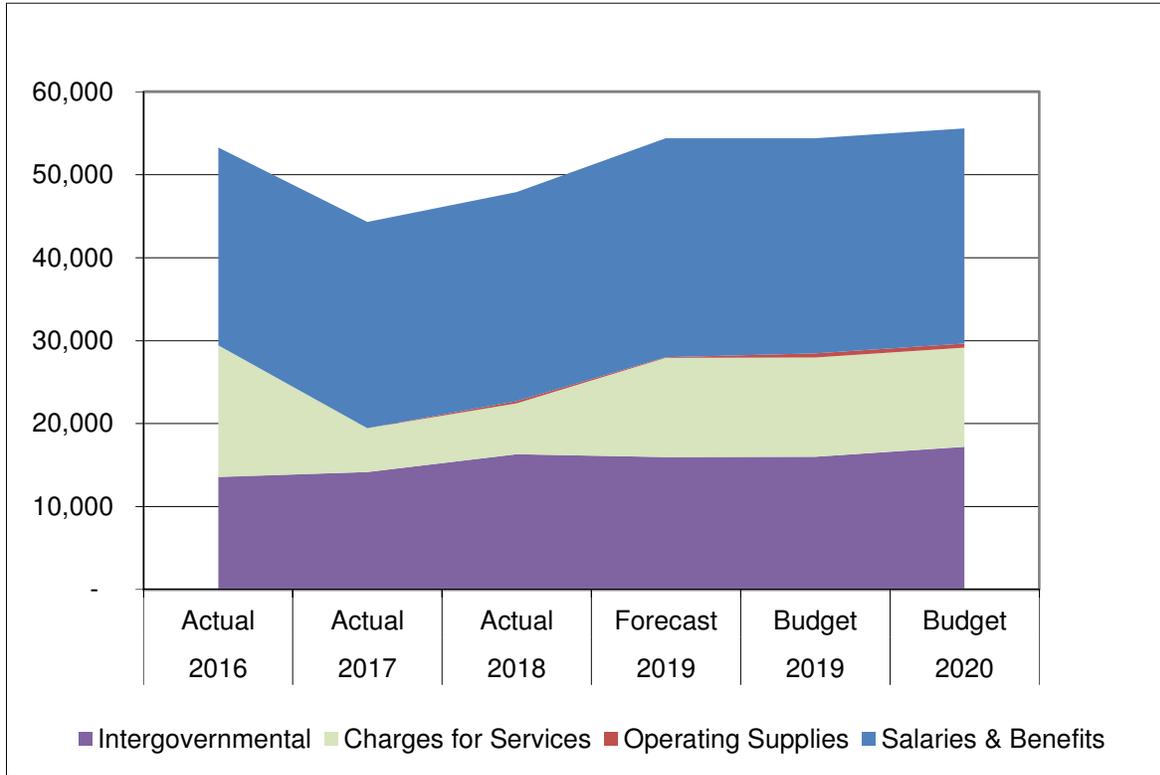
Other longer term priorities are also specifically funded within the budget and called out in each section.

2020 Budget Summary

- ❖ \$1k (2%) increase in the budget for election and voter registration costs

**City of Sequim
2020 Budget
5-Year Summary**

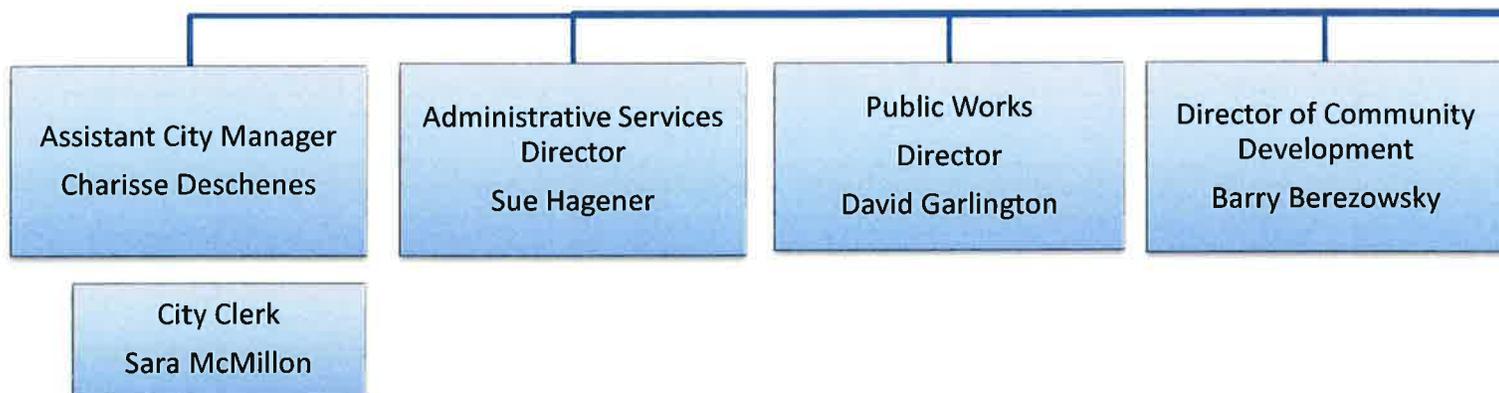
City Council Expenses



	2016 Actual	2017 Actual	2018 Actual	2019 Forecast	2019 Budget	2020 Budget	2020-2019 Amount	2020-2019 %
Salaries & Benefits	23,851	24,797	25,207	26,380	25,901	25,911	10	0%
Operating Supplies		-	240	70	500	500	0	0%
Charges for Services	15,831	5,308	6,134	11,950	11,950	11,950	0	0%
Intergovernmental	13,567	14,161	16,307	15,959	16,000	17,200	1,200	8%
Total Expenses	53,249	44,266	47,888	54,359	54,351	55,561	1,210	2%

**City of Sequim
Department Description**

**City Administration
City Manager, Assistant City Manager, City Clerk, City Attorney,
Communications, Administrative Pool,
Arts and Culture (restricted) and Hotel/Motel (restricted)**



City Management

- Assist CMO in execution of city wide operations and special projects integral to the management of the city
- Review and conduct studies on operational, administrative, policy and legislative issues
- Research, analyze, recommend and administer approved policies and procedures necessary to provide and improve services
- Lead projects and initiatives
- Parks management, planning and master plan
- Manage Parks, Arbor and Recreation Board
- Human services funding and contract management

- 2020 Adopted Budget Volunteer Program

City Clerk/Special Projects

- Prepare council meeting agendas, packets and minutes
- Manage official city records and serve as public records officer
- Publish, update and distribute city ordinances and code
- Open Public Meetings Act and legal notice compliance
- Contract tracking
- Track committee member/term/training

Arts and Culture

- Manage Arts Commission programming and master planning efforts

Administrative Services

- See Department section

Public Works

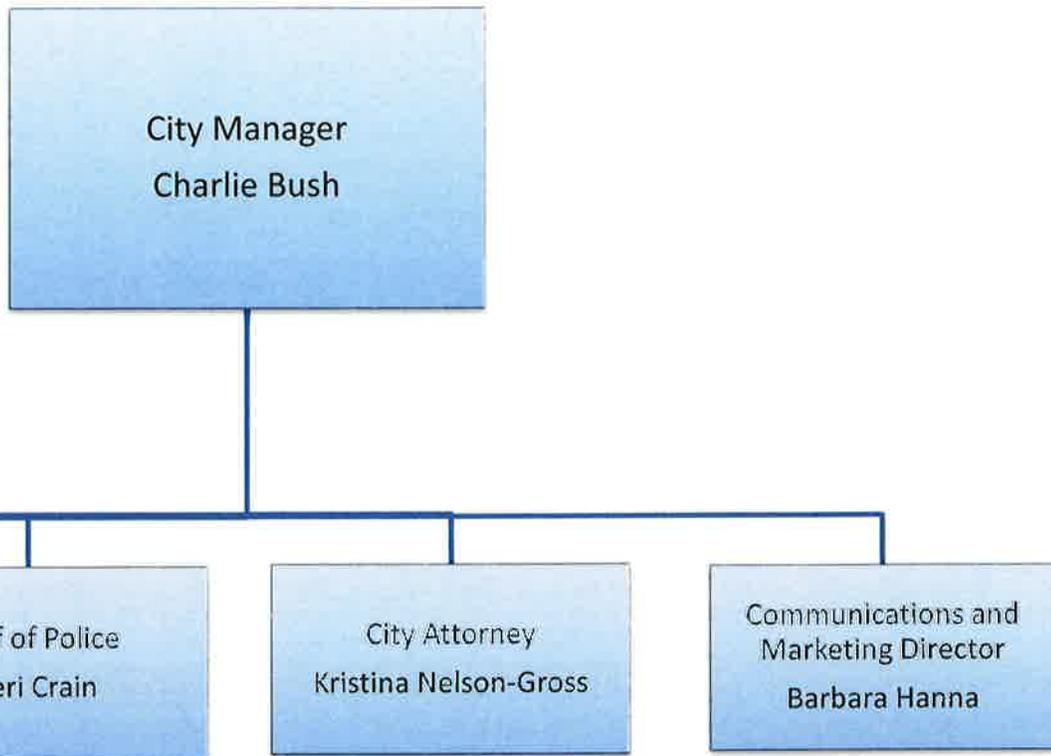
- See Department section

Department of Community Development

- See Department Section

Administrative Pool

- Provide overall administrative support to the organization



Police Services

- See Department section

Civil Legal Matters

- Advise City representatives on all legal issues
- Employment/Labor Law/Contracts
- Prepare/review ordinances, contracts and resolutions
- Employment Law compliance
- Public works contracting compliance
- Represent city in legal disputes

Criminal Prosecution

- Monitor all Criminal Justice Services

Communications

- Direct City's communication strategy and development
- Serve as internal consultant on communications
- Contact point for citizens and community groups
- Handle or advise on media issues
- Manage content and publishing of monthly newsletter

Tourism Marketing

- Develop and implement marketing plan
- Increase tourism through advertising and public relations
- Work with Lodging Tax Advisory Committee
- Represent City and partners with other tourism organizations



City of Sequim Budget Overview

City Administration City Manager, Clerk, Attorney, Communications, Charlie Bush, City Manager

Department Descriptions

City Manager

The mission of the City Manager's Office is to create exceptional public value.

This is accomplished by implementing the City Council's goals and vision for the community, providing organizational management and support, developing strategic direction, exercising and encouraging leadership, fostering civic engagement, and ensuring the delivery of efficient and effective facilities and services to the public. The Manager resolves issues by promoting effective communication among the City Council, citizens, community/regional stakeholders and staff. The City Manager makes policy recommendations to the Council, implements Council policy decisions and directives, prepares the recommended annual budget and the long range financial plan, appoints and evaluates department heads, and interacts with Council, citizens, commissions, other governmental agencies and staff. The Manager also evaluates operations, customer service practices and identifies opportunities for improvement. The City Manager is responsible for the efficient, ethical, and professional management of all affairs and departments operating within the City.

The Assistant City Manager (ACM) oversees additional City Manager's Office (CMO) Staff and the Clerk's Office and serves as the Parks Manager. The position oversees Parks Planning, community engagement and implementation of the Parks Master Plan, liaisons with the Parks, Recreation and Arbor Board (PARB) and manages the oversight of the City Arts Advisory Commission (CAAC). In 2020 the position will manage the update to the Parks and Recreation Master Plan and Parks Impact Fee Study.

The City's engagement in Performance Management and the development of Key Performance Indicators (KPIs) is led by a team including the ACM, the Management Analyst and the Deputy Administrative Services Director.

The ACM serves on the Human Services team. In 2019 the team led service providers through a process of defining service alternatives in Sequim. In 2020 the team will work with providers to provide the services and monitor the outcomes.

Volunteer program management, neighborhood revitalization programs, and coordinating emergency management activities are a few more focus areas of the ACM and the Management Analyst. The Management Analyst obtained a Black Belt in Lean Six Sigma and coordinates and oversees continuous improvement projects through City departments. The Management Analyst provides service delivery, works on special projects, completes research, supports the intern and international relations programs. In addition to the assistance mentioned above, the Management Analyst offers day-to-day support for the CM Office, parks planning and liaising with the PARB. The Management Analyst provides additional support to the CAAC when needed.

City Clerk

The mission of the City Clerk's office is to fuel a transparent and accountable government.

This office is responsible for all public records, assures compliance with the Public Records Act, Open Public Meetings Act, public notice requirements, Sequim Municipal Code updates, records management laws, provides administrative support to the City Council, and prepares Council and Arts Commission agenda packets. The Clerk attends and records minutes for the City Council and coordinates management of board/commission memberships and required training. The part-time Arts Coordinator oversees that arts program and is the liaison to the CAAC. The Arts Coordinator reports to the Clerk. In 2019 the CAAC established partnerships, held community conversations, put on concerts and events and brought art shows to the Civic Center. The group will continue the programming in 2020 and intends to further develop partnerships within the community.

City of Sequim Budget Overview

City Attorney

The mission of the City Attorney's Office is to use the law to protect and promote sound public policy.

The City Attorney serves as legal advisor to the City Council, City Manager, staff and boards/commissions. This Department helps conduct City business and reduces risk of loss caused by legal issues. It pursues or defends civil litigation; drafts and reviews Council agenda items, contracts and interlocal agreements; assesses compliance with statutes, regulations and rules; recommends changes to the Sequim Municipal Code; and advises staff on a variety of City issues. In 2017, this Department took on additional responsibilities associated with personnel and employee relations and will continue to work closely with Human Resources. With Council's approval of a new paralegal position, this Department took over the primary responsibility for risk management, code scrub, and contract management. Council can expect to see increased number of proposed code revisions in 2020. This Department will also oversee review and update of various City policies to conform with changing law and best practices.

Communications

The mission of the Communications Office is to communicate for an engaged and informed community.

This office develops and implements various strategies as they relate to both internal and external communications and supports community engagement programs. The Communications Director serves as an internal consultant to the City Council, City Manager and other departments, as requested, on communication strategies and methods, serves as a City liaison to community organizations, advises on or handles high profile media issues, produces and oversees the publication of the monthly newsletter, oversees social media programs, and assists internal departments with website content.

2020 Key Goals

City Manager

- ❖ Accomplish milestones related to the City Council's adopted goals (See Council Section)
- ❖ Accomplish items listed for improvement in the City Manager's 2019 evaluation:
 - Ensure that personnel policies reflect employee-oriented provisions
 - Provide adequate managerial coverage when senior staff absences overlap
 - Achieve policies that balance development and community interests
 - Broaden staff expertise within the Community Development Department
 - Seek to reduce unreasonably restrictive or confusing business regulations
 - Continue to refine and implement on-boarding procedures for new Councilmembers
- ❖ Continue to develop a High Performing Organization by implementing a performance management system, reevaluating employee engagement, and continuing to implement Lean principles and program
- ❖ Complete and begin to implement a Neighborhoods Plan
- ❖ Continue to incorporate neighborhood engagement into city planning processes
- ❖ Establish and continue neighborhood revitalization partnerships
- ❖ Ensure successful implementation of the Leadership ICMA Code Compliance report
- ❖ Update the Parks Master Plan
- ❖ Implement updates from the Carrie Blake Community Park Master Plan
- ❖ Implement human services contracts for service
- ❖ Resolve service delivery contract issues related to municipal court, jail, prosecution, and public defense services by establishing our own services, contracting with the County, or contracting with another provider
- ❖ Collaborate on a long-term solution that supports John Wayne Marina remaining public
- ❖ Implement revisions to the budget process, including the addition of a citizen survey in 2019
- ❖ Explore a staff exchange with Shiso City, Japan

City Clerk

- ❖ Update and add internal policies for records management

City of Sequim Budget Overview

- ❖ Work with departments and train them to digitize the City's paper records which will increase accessibility for staff and public as well as reduce physical storage needs
- ❖ Develop a city-wide electronic records file structure and policy and then provide training to staff to implement these policies
- ❖ Increase the use of technology to enhance efficiency in departmental functions
- ❖ Work with the City Arts Advisory Commission to implement those items outlined in the CAAC Priorities. Continue to development partnerships, increase community awareness and provide arts and cultural opportunities in the community

City Attorney, Civil Legal Matters

- ❖ Continue to minimize unnecessary legal costs
- ❖ Continue to update our Sequim Municipal Code to correct inefficiencies, eliminate regulatory gaps, complying with changes in the law, and for general housekeeping
- ❖ Collaborate with other departments/agencies for long-term solutions for socio-legal problems such as code enforcement, homelessness, water/stormwater issues
- ❖ Continue involvement with the legal aspects of Human Resources
- ❖ Introduce the abatement process for blighted properties
- ❖ Assume primary responsibility for Risk Management
- ❖ Lead efforts to negotiate expiring bargaining unit contracts

Communications

- ❖ Oversee the execution of an on-line citizen survey system to evaluate community satisfaction and provide input on key initiatives to City Council and staff
- ❖ Support community outreach and engagement programs
- ❖ Continue to play a larger role in Organizational Development by supporting the City's move towards becoming a High-Performance Organization and serving as the lead of the facilitator group, the Grease Team
- ❖ Continue to focus on emergency management preparation
- ❖ Continue to develop social media resources as a communications tool for Sequim citizens

2020 Budget Summary

City Manager

This budget increased by \$65k (15%) primarily due to:

- ❖ Movement of Lobbyist cost from Public Works to the City Manager's Department of \$37k (7%). Salaries and benefits increased by \$34.4k (16%) due to cost of living adjustments for non-represented staff, PERS and medical insurance increases.
- ❖ Movement of the Volunteer's appreciation dinner fund of \$4.5k was moved from the Clerk's funds to the City Manager's Office. There were increases of \$2k in professional services related to the City Manager's required 360 review. Another increase included funds to support Sequim 101 (a new program to engage and educate our citizenry in municipal operations). These increases were offset by decreases in training and travel.

City Clerk

This budget increased by \$11k (6%) primarily due to increases in salaries and benefits of \$14k that represent cost of living increases for non-represented staff, PERS and medical insurance requirements. The movement of the volunteer program to the City Manager's office decreased this budget by \$4k. Other changes were nominal.

City Attorney

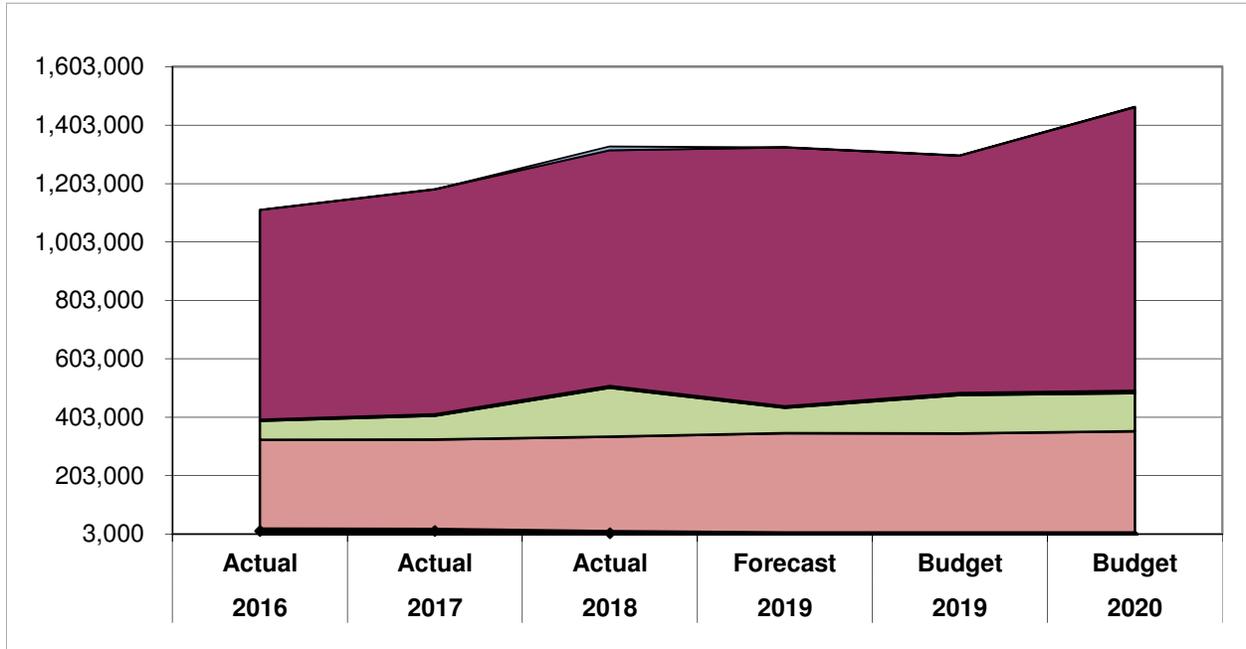
This budget increased by \$98k (46%) due to the addition of a new paralegal position (1FTE) not reflected in the original 2019 Adopted Budget.

Communications

This budget decreased by \$15k (14%) due to elimination of the citizen survey of \$20k (and replacement with the use of Polco as a community survey instrument for \$6.5k). All other changes were nominal.

**City of Sequim
2020 Budget
5-Year Summary**

**City Administration Expenses
City Manager, Clerk, Attorney, Communications, Criminal Prosecution**



	2016 Actual	2017 Actual	2018 Actual	2019 Forecast	2019 Budget	2020 Budget	2020-2019 Amount	2020-2019 %
Revenues								
011 Clerk	8,734	10,936	95	-	-	-	-	0%
012 City Manager	-	-	5,300	-	-	-	-	0%
013 City Attorney	-	-	-	-	-	-	-	0%
015 Communications	110	-	-	-	-	-	-	0%
113 Criminal Prosecution	4,284	2,090	-	-	-	-	-	0%
Revenues	13,128	13,026	5,395	-	-	-	-	0%
Expenses								
Salaries & Benefits	717,860	770,471	806,671	886,379	812,043	971,628	159,585	20%
Operating Supplies	3,612	4,509	6,280	4,571	6,550	6,950	400	6%
Charges for Services	65,245	81,840	167,268	87,140	132,317	131,206	(1,111)	-1%
Intergovernmental	325,668	326,400	336,406	348,300	347,287	355,000	7,713	2%
Capital (Equip > \$7,500)	-	-	-	-	-	-	-	0%
Transfers (Equip Reserve)	-	-	13,000	-	-	-	-	0%
Total Expenses	1,112,385	1,183,220	1,329,625	1,326,390	1,298,197	1,464,784	166,587	13%



City of Sequim Budget Overview

City Administration Criminal Prosecution Services Kristina Nelson-Gross, City Attorney

Department Description

Criminal Prosecution/Municipal Court

These activities have been contracted with Clallam County. The contract provides a flat fee for prosecution, public defense, court, and jail services, which provides more stability to the City's budget.

In July 2018, Clallam County issued a termination notice regarding the contract, which would have caused the City to start its own municipal court or renegotiate a contract with the County. The City conducted a municipal court study to determine whether a court was feasible for the City and determined that the costs were too great at this time. The cities and the County agreed to work collaboratively to address rising criminal justice costs and other issues.

In December 2018, the cities of Sequim and Port Angeles and Clallam County entered into a criminal justice efficiency study to look for ways in which the entities could work together to lower criminal justice costs. This study is expected to conclude at the end of 2019.

2020 Budget Goals

Criminal Prosecution Services

- ❖ To find stability in administering Criminal Justice Services
- ❖ Continue to engage Clallam County regarding the current contract for Criminal Justice Services

2020 Budget Summary

Criminal Prosecution Services

- ❖ The City has an agreement with the County for flat rate Criminal Justice Services, including Municipal Court, prosecution, defense and jail services. \$320k – the original contract in 2016 - plus an annual adjustment per the CPI-W (per the contract). For 2020, we estimate an increase of \$7.7k or 1.9% for a total cost of \$355k.
 - All revenues associated with Court in prior years go to Clallam County per the contract unless or until the contract is terminated or the City chooses other criminal prosecution service alternatives
- ❖ All salary and benefits for the City Attorney staff are recorded in the City Attorney's budget.

City of Sequim Budget Overview

City Administration Hotel/Motel (Restricted Fund)

Barbara Hanna, Communications & Marketing Director

Mission

Hotel/Motel

To promote Sequim to increase tourism.

Department Description

Hotel/Motel

This function is responsible for managing the Hotel/Motel tax budget and utilizing the available monies to increase tourism to Sequim. The function works with the Lodging Tax Advisory Committee to develop plans for tourism promotion which may include advertising, publications, public relations programs, websites, special events and social media activities. The Communications and Marketing Director is responsible for the overall plan and its implementation. This position also functions as the liaison to other tourism organizations.

2020 Key Goals

Hotel/Motel

- ❖ Work with internal and external partners to develop the Sequim Sunshine Festival for the winter of 2020. Marketing to begin in 2019
- ❖ Continue to build social media followers by developing campaigns and targeting ads to the Seattle metro area
- ❖ Continue to market Sequim in the Northwest region through print and digital advertising, media relations, and co-op partnerships
- ❖ Continue to support local festivals and events through the Tourism Enhancement Grant process

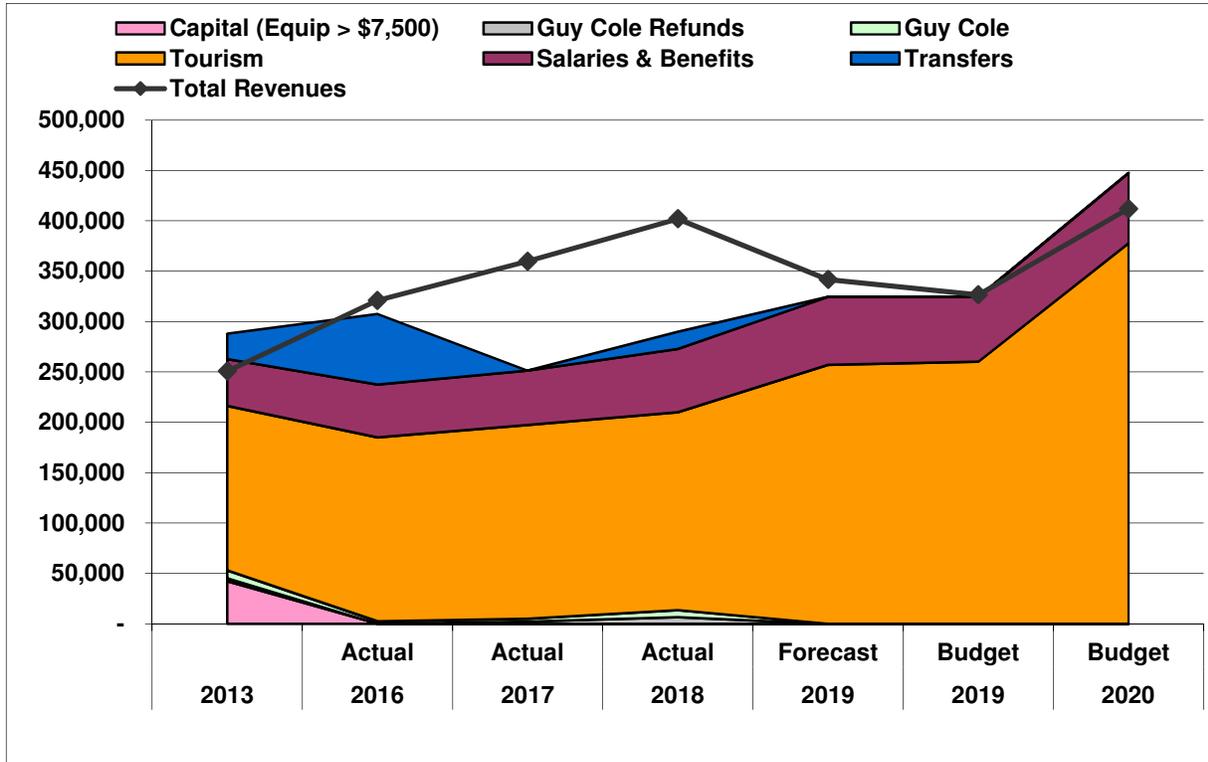
2020 Budget Summary

Hotel/Motel

- ❖ Lodging tax revenues reflect an increase over previous budgets, but still reflect conservative estimates
- ❖ New revenues include Admissions and Events fees expected from the new Sunshine Festival
- ❖ Staff salary allocation remains at a 50-50 split between tourism marketing and city-wide communications functions
- ❖ An increase in support (supplies and professional services) for on-going festivals and investment in the new Sunshine Festival

**City of Sequim
2020 Budget
5-Year Summary**

Hotel Motel Fund



	2016 Actual	2017 Actual	2018 Actual	2019 Forecast	2019 Budget	2020 Budget	2020-2019 Amount	%
Beginning Fund Balance	329,001	342,670	451,191	563,500	480,451	580,583	100,132	21%
Tourism	320,984	352,571	381,665	336,958	323,000	408,500	85,500	26%
Interest Income	-	3,005	13,812	4,701	3,500	3,500	0	0%
Guy Cole Deposits	-	4,150	6,550	-	-	-	0	0%
◆◆ Total Revenues	320,984	359,726	402,027	341,659	326,500	412,000	85,500	26%
Salaries & Benefits	52,362	54,073	62,789	67,746	64,016	69,826	5,810	9%
Tourism	182,476	192,250	196,557	256,830	260,203	377,646	117,443	45%
Guy Cole	2,477	2,867	6,882	-	-	-	0	0%
Guy Cole Refunds	-	2,015	6,490	-	-	-	0	0%
Capital (Equip > \$7,500)	-	-	-	-	-	-	0	0%
Transfers	70,000	-	17,000	-	-	-	0	0%
Total Expenses	307,315	251,205	289,718	324,576	324,219	447,472	123,253	38%
Surplus/(Deficit)	13,669	108,521	112,309	17,083	2,281	(35,472)	(37,753)	-1655%
Ending Fund Balance	342,670	451,191	563,500	580,583	482,732	545,111	62,379	13%

City of Sequim Budget Overview

City Administration Arts & Culture Fund (General Fund) Sara McMillon, City Clerk

Mission

To encourage, support and facilitate various forms of artistic and cultural activities within the greater Sequim community.

Department Description

This fund includes money allocated for public art and cultural events and activities such as Music in the Park, Keying Around, and Block Party, organized by the City Arts Advisory Commission (CAAC).

This fund also includes donations and sponsorships from the community to underwrite the cost of arts & cultural programs, as well as provide art in public spaces. Any public art donations must meet City guidelines (i.e. design standards for structures) as applicable.

In 2019, this department added a 0.4 FTE (\$21.2k) part-time un-benefited position to carry-out the CAAC's Strategic Plan and support the Commission's work.

2020 Key Goals

- ❖ Carry out the City Arts Advisory Commission's 2020 Priorities

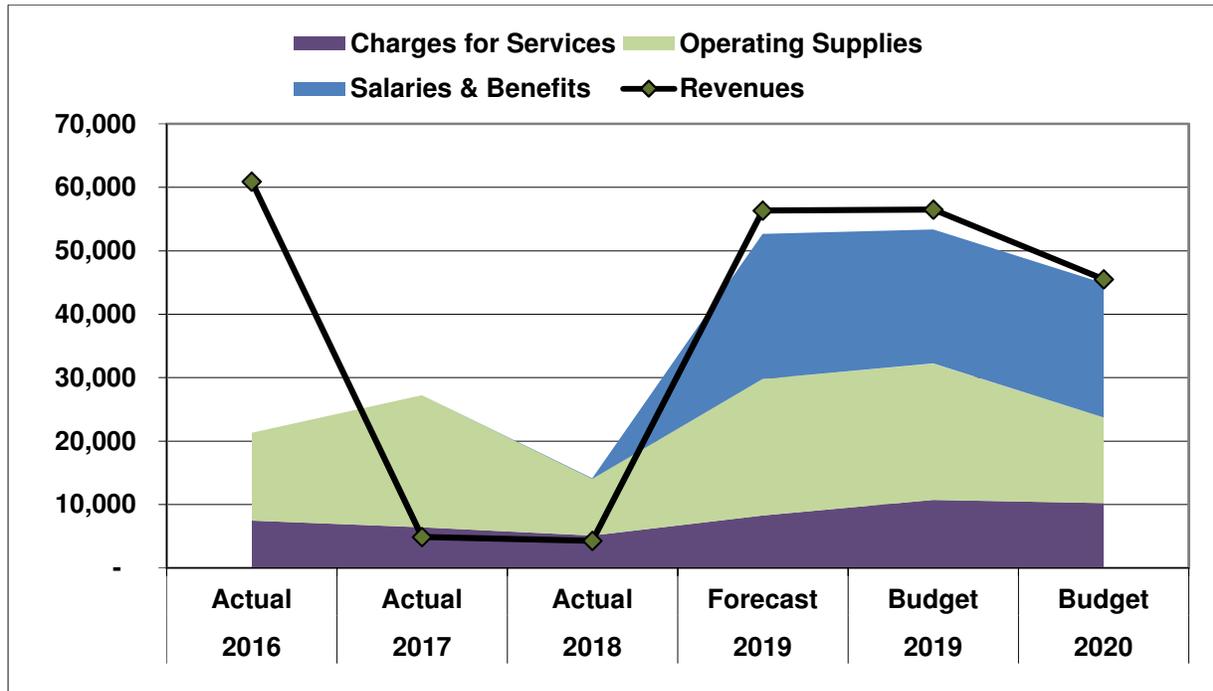
2020 Budget Summary

This budget decreased \$8.5k (16%) due to the following:

- ❖ Game tables previously planned were deemed not a CAAC responsibility
- ❖ Previously planned CAAC projects (public art pads and information kiosk) are being revisited to determine feasibility

**City of Sequim
2020 Budget
5-Year Summary**

Arts & Culture-Arts Commission Programs



	2016 Actual	2017 Actual	2018 Actual	2019 Forecast	2019 Budget	2020 Budget	2020-2019 Amount	2020-2019 %
Beginning Fund Balance	1,017	40,655	18,337	8,511	5,044	12,227	7,183	142%
Revenues	60,937	4,923	4,287	56,365	56,500	45,500	(11,000)	-19%
Salaries & Benefits			52	22,882	21,168	21,164	(4)	0%
Operating Supplies	13,825	20,812	8,938	21,500	21,500	13,500	(8,000)	-37%
Charges for Services	7,474	6,429	5,123	8,267	10,720	10,220	(500)	-5%
Total Expenses	21,299	27,241	14,113	52,649	53,388	44,884	(8,504)	-16%
Surplus / (Deficit)	39,638	(22,318)	(9,826)	3,716	3,112	616	(2,496)	-80%
Ending Fund Balance	40,655	18,337	8,511	12,227	8,156	12,843	4,687	57%

