City of Stanwood

Stanwood City Council
Special Workshop Packet

Thursday, October 12, 2023

CITY OF STANWOOD
CITY COUNCIL SPECIAL MEETING

Stanwood-Camano School District
Administration Building Board Room
26920 Pioneer Highway, Stanwood, WA 98292

Thursday, October 12, 2023 - 5:00 p.m.

AGENDA

1. Unified Development Code Approach Discussion
2. 2023-2024 Mid-Biennial Budget Adjustment Overview

CITY OF STANWOOD
COUNCIL AGENDA STAFF REPORT

ITEM NUMBER:	**1**
DATE:	October 12, 2023 - Workshop
SUBJECT:	Unified Development Code Project Approach
CONTACT PERSON:	Patricia Love, Community Development Director
ATTACHMENTS:	A – Coversheet for Goals and Outcomes Table B – Full Set of Goals and Outcomes C – UDC Adoption Schedule

PURPOSE

The purpose of this agenda item is for Council consideration of the approach to adopt a new Unified Development Code as part of the Stanwood Municipal Code update project.

BACKGROUND

The City initiated the Municipal Code Update project in 2022 to modernize the code reflecting best practices with respect to content and administration of the code. Due to the sheer size of amending an entire municipal code, work has been broken into manageable pieces with similar titles, or titles that interact with each other being processed together.

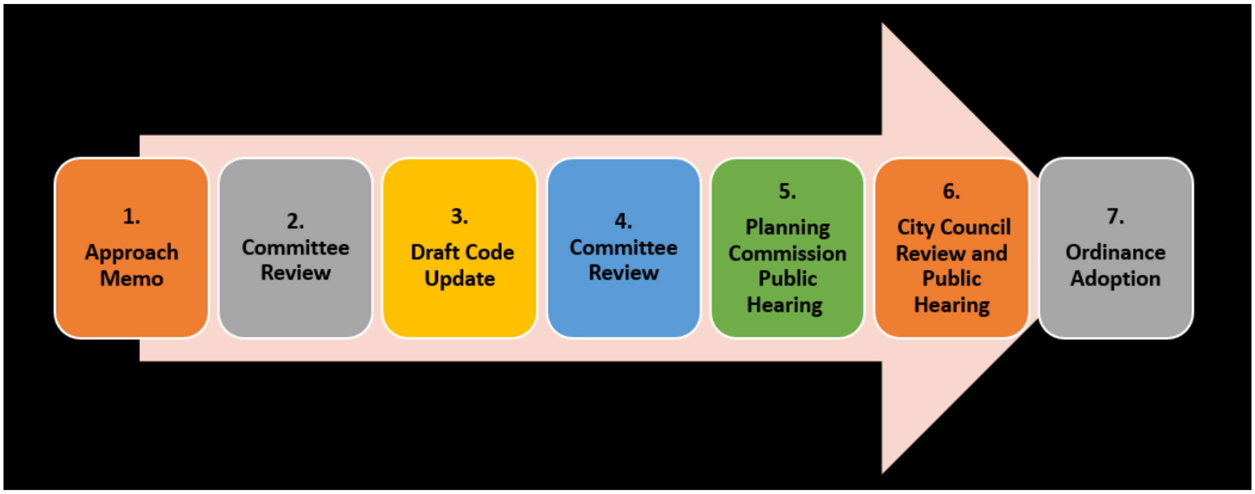
Over the next **two years**, Stanwood City Council, Planning Commission, staff and consultants (BHC) will undertake the arduous task reviewing and adopting a new Title 18 Unified Development Code (UDC). The UDC will draw heavily from Stanwood's existing Zoning and Subdivision titles, but will also include significant updates to improve clarity, user-friendliness, and consistency with state laws and the comprehensive plan.

APPROACH

Staff proposes breaking the code into six topic groups that will be taken through the review process in distinct phases (see Table below). Each phase is expected to last 13 – 15 months. Though multiple phases may be underway at the same time, each phase will follow these steps:

1. Staff and consultants prepare a memo outlining an approach to updating the code.
2. The update approach memo is reviewed by Planning Commission, the Code Advisory Group, and the Community Development Committee. Involve the Dept. of Ecology, if needed.

3. Staff and consultants draft updated code, consistent with the update approach memo.
4. The draft code is reviewed by Planning Commission, the Code Advisory Group, and the Community Development Committee. Revisions are made, as needed.
5. Planning Commission hosts a public hearing on a final draft.[1]
6. City Council reviews the final draft and seeks any final changes prior to approval.
7. City Council adopts ordinances (see table below).



Title 18 Unified Development Code Update Phases

The six sequential update phases are shown in the table below. To maximize efficiency and reduce confusion for applicants between existing and new code sections, Council will adopt just four Ordinances – Phases 2 and 3 will be adopted under a single ordinance, as will Phases 4 and 5.

Phase 1 Shorelines	Phase 2 Platting, Lot Creation	Phase 3 General Provisions Procedures, Permit Criteria	Phase 4 Bulk & Use	Phase 5 Design Standards	Phase 6 Environment
Shoreline Master Program and related development regulations.	Subdivisions, preliminary plat, short plats, and binding site plans.	Permit approval and processes, vesting, and application procedures.	Height, building size, use standards.	Building and site design standards, landscaping, parking, sign code	Critical Areas
Ordinance 1	Ordinance 2	Ordinance 3		Ordinance 4	

Review Guidance and Strategies:
Due to the sheer size of the project, keeping the project moving forward is essential. Below is staff recommended guidance for reviewers to help make the most efficient use of their time and expertise in the review process.

1. **Consider whether proposed updates achieve the desired Goals and Strategies for the UDC.** An agreed upon set of seven Goals and Strategies will guide the creation of Title 18 UDC. When reviewing proposed updates or draft code, consider whether they help achieve the desired goals and outcomes. Proposed changes outside the agreed upon goals should be discouraged.

2. **Focus on the current phase.** Each of the six review phases are intended to be distinct from each other and to represent a complete process. For Phases 1 and 2, the adopted ordinance will represent the completion of the phase. For phases with a shared adoption ordinance (Phases 3 & 4 and Phases 4 & 6), review and comment on the phase will "pause" after Council review and approval and no further work will be done on those drafts until the combined ordinance is ready for adoption.

3. **Provide broad direction, with some specifics.** Staff and consultants will be preparing many hundreds of pages of code throughout this process. At the start of the process, reviewers should provide goals, desired outcomes, and strategy ideas to staff. When reviewing draft code, focus more on ensuring these strategies have been incorporated into the draft code, and less on specific line edits, word choice, or formatting changes.

4. **Save "out of phase" amendments for later.** Staff recommends reviewers avoid revisiting earlier phases to request additional reworking or skipping ahead to future phases when discussing code amendments. There will be opportunities to address earlier phases or urgent matters through "clean-up" amendments on an annual basis. It's ok to save ideas for future phases.

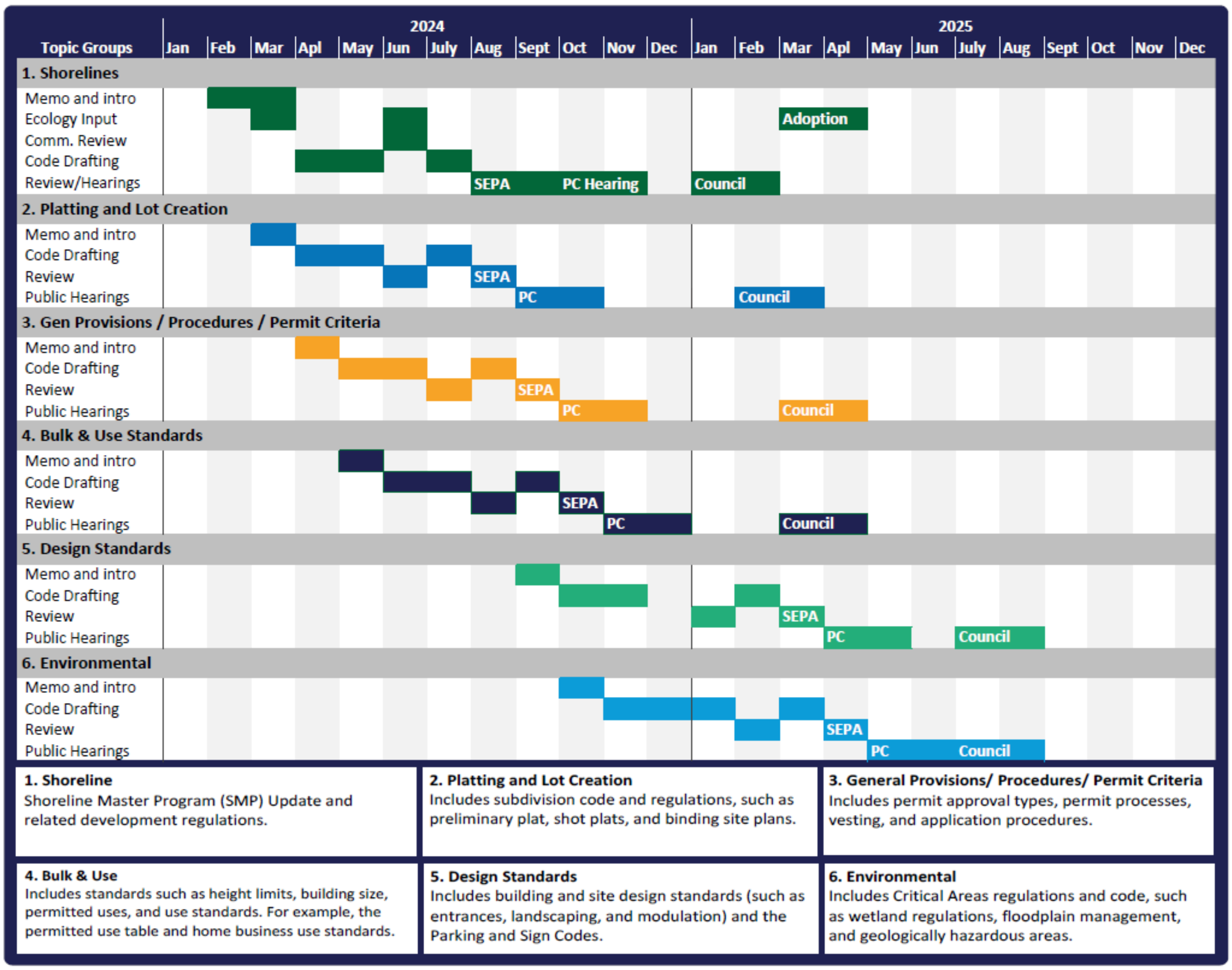
Project Goals and Strategies for Title 18:
The goals, strategies, and actions items in the attached table were established to provide direction to the Stanwood Title 18 Unified Development Code Update. A checklist, so to speak, for the factors that will be used to evaluate whether the completed project is successful, on track, and consistent with the original objectives. These goals will be revisited over the life of the project and used to maintain focus over the coming months of revisions, drafts, review, and ultimately approval of the update code. The following is a summary of the seven goals and what they entail.

Project Goal:	Action Summary
Goal 1: Comprehensively update and modernize the Zoning Code with respect to content and administration of the code.	• Making the Code user-friendly by simplifying language, and improving format, and organization. • Making the Code consistent with current laws and best practices.
Goal 2: Improve the development review process for applicants and staff.	• Revising permit procedures to address changes in state law for housing permits, including updating submittal checklists to set clear expectations for the applicant. • Updating definitions to establish a clear common language, removing unneeded or confusing terms.
Goal 3: Promote development patterns consistent with the Comprehensive Plan and the 20-year growth projections.	• Combining similar zones and adding more flexibility in uses, where necessary and • Ensuring consistency between zoning and comprehensive plan land use designations. • Updating subdivision rules to be clearer, easier to use, and reflect best practices.
Goal 4: Evaluate and amend the Code to eliminate contradictions and remove barriers to development.	• Encouraging flexibility in design and use locations, such as by allowing variations in development standards and adopting standards for "live-work" units. • Updating or add standards to address specific challenges or issues noted by staff.
Goal 5: Adopt design guidelines and site planning standards to achieve the desired community vision as described in the Comprehensive Plan.	• Updating design standards to foster active public realms and cohesive urban design, and compatibility with historic buildings, but maintaining flexibility in hardship situations. • Streamlining development and design standards to encourage infill development.
Goal 6: Update Shoreline Management Plan (SMP) policies and regulations.	• Updating and moving Shoreline regulations out of the Critical Areas Code and into separate chapter

Project Goal:	Action Summary
Goal 7: Consider the best approach to integrate the 2023 state law requirements into the Municipal Code while ensuring consistency with the Comprehensive Plan.	• Using the Comprehensive Plan vision and goals to guide integrating of new state laws

Draft Schedule:

Based on the approach described above, the following preliminary schedule has been prepared showing the adoption process for the 6 project phases on the following page.



FISCAL ANALYSIS

Fiscal Impact			
N/A; this project is fully funded.			
Fund(s):			
Amount:		**Project Estimate:**	
Budget Authorized	[X] Yes [ ] No	**Amendment Required**	[ ] Yes [X] No [ ] Monitor

RECOMMENDATIONS

Committee/Board Recommendation:
The Community Development Committee reviewed the UDC project approach on September 7th and supported the above-described approach and requested that staff include the following to the actions:

- Adding speed bumps in communities; and
- Consider not allowing A-Board signs to be placed on sidewalks.

CITY COUNCIL OPTIONS

1. Support the Unified Development Code Approach.
2. Suggest changes to suggested approach.

ATTACHMENT A

Goals and Strategies for the Title 18 Unified Development Code Update

The goals, strategies, and actions items in the attached table were established to provide direction to the Stanwood Title 18 Unified Development Code Update. A checklist, so to speak, for the factors that will be used to evaluate whether the completed project is successful, on track, and consistent with the original objectives. These goals will be revisited over the life of the project and used to maintain focus over the coming months of revisions, drafts, review, and ultimately approval of the update code. The following is a summary of the seven goals and what they entail.

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Goal 2: Improve the development review process for applicants and staff.	• Revising permit procedures to address changes in state law for housing permits, including updating submittal checklists to set clear expectations for the applicant. • Updating definitions to establish a clear common language, removing unneeded or confusing terms.
Goal 3: Promote development patterns consistent with the Comprehensive Plan and the 20-year growth projections.	• Combining similar zones and adding more flexibility in uses, where necessary and • Ensuring consistency between zoning and comprehensive plan land use designations. • Updating subdivision rules to be clearer, easier to use, and reflect best practices.
Goal 4: Evaluate and amend the Code to eliminate contradictions and remove barriers to development.	• Encouraging flexibility in design and use locations, such as by allowing variations in development standards and adopting standards for "live-work" units. • Updating or add standards to address specific challenges or issues noted by staff.
Goal 5: Adopt design guidelines and site planning standards to achieve the desired community vision as described in the Comprehensive Plan.	• Updating design standards to foster active public realms and cohesive urban design, and compatibility with historic buildings, but maintaining flexibility in hardship situations. • Streamlining development and design standards to encourage infill development.
Goal 6: Update Shoreline Management Plan (SMP) policies and regulations.	• Updating and moving Shoreline regulations out of the Critical Areas Code and into separate chapter
Goal 7: Consider the best approach to integrate the 2023 state law requirements into the Municipal Code while ensuring consistency with the Comprehensive Plan.	• Using the Comprehensive Plan vision and goals to guide integrating of new state laws

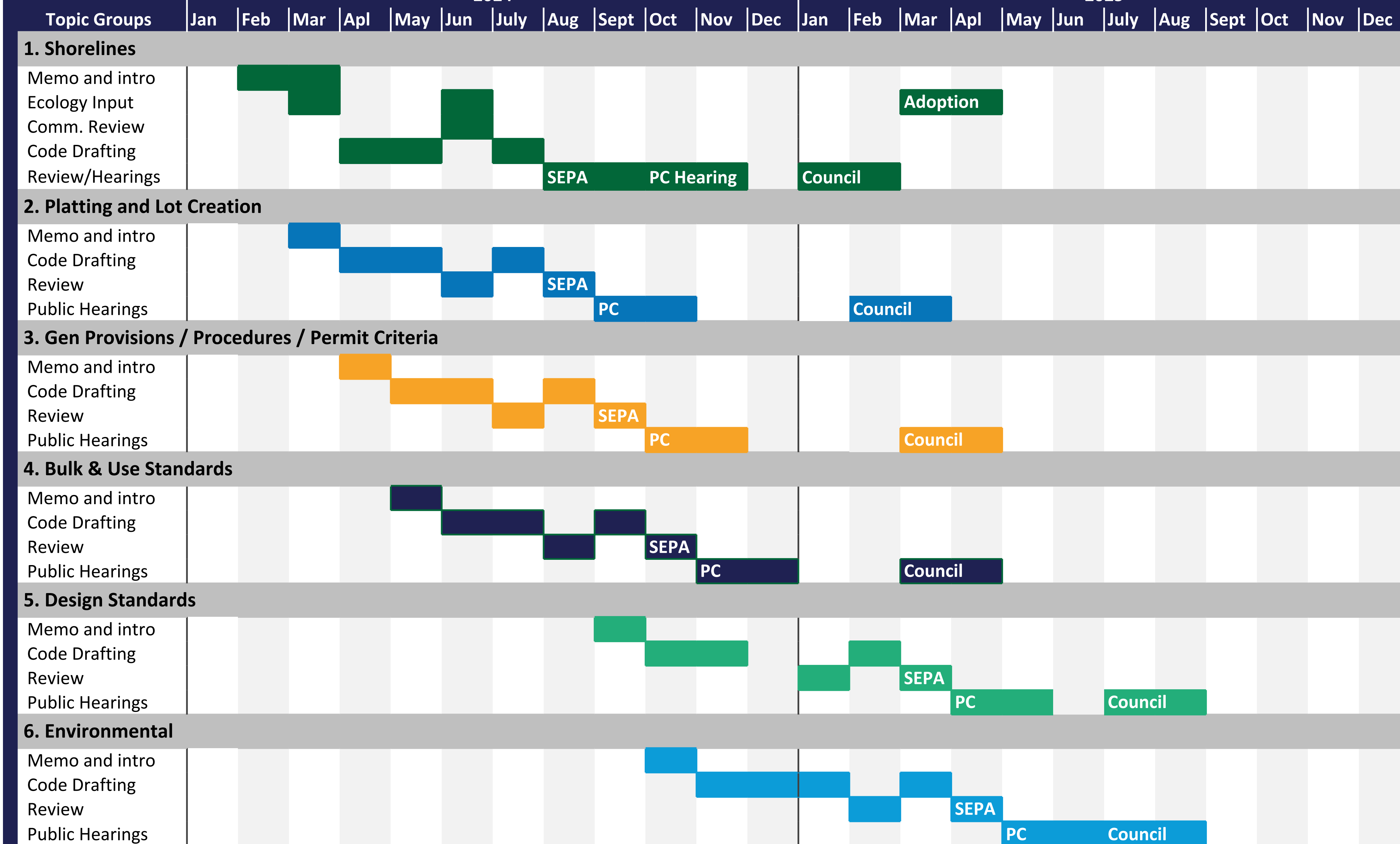
Stanwood Unified Development Code – Goals and Actions

City Council – October 2023

<table>
<tr><th></th><th>Goal</th><th>Strategies</th><th>Action Items</th></tr>
<tr><td>1</td><td>Comprehensively update and modernize the Zoning Code with respect to content and administration of the code.</td><td>Review all sections to make the code user-friendly and consistent with current laws.</td><td>a. Remove legalese and jargon unfamiliar to the lay person.
b. Improve clarity and overall functionality of code sections by removing duplications and inconsistencies.
c. Apply a consistent style guide to all chapters to make language, formatting, and organization cleaner.
d. Reflect regulatory best practices.
e. Include tables and illustrations to help convey concepts.
f. Ensure consistency with case, state, and federal laws.
g. Make code gender neutral.
h. Ensure references refer to City departments rather than specific positions.</td></tr>
<tr><td rowspan="2">2</td><td rowspan="2">Improve the development review process for applicants and staff.</td><td>A. Revise permit procedures to address changes in state law for housing permits.</td><td>a. Update submittal checklists to be consistent with new review processes.</td></tr>
<tr><td>B. Update definitions section to remove duplications and out of date terms and add clarify.</td><td>a. Make sure definitions do not contain regulations.
b. Move simplified definitions of land uses to use table and delete from Definitions chapter (do not duplicate).
c. Ensure all defined terms are actually used in code, otherwise delete.
d. Clarify definitions of “Bars and Cocktail Lounges” versus “Taverns.”
e. Review for duplicative definitions.</td></tr>
<tr><td rowspan="2">3</td><td rowspan="2">Promote development patterns consistent with the Comprehensive Plan and the 20-year growth projections.</td><td>A. Update zones by combining very similar zones and adding more flexibility in uses, where necessary.</td><td>a. Review mixed use zone standards and allowed uses to achieve a better mix of commercial and residential uses.
  i. MB-I and MB-II need to be consolidated and rewritten into a “Downtown Mixed Use” zone.
b. Update industrial zones to encourage more flexibility of uses.
  i. LI and some of the GI need to be consolidated and rewritten into a “Planned Industrial” zone.
  ii. GI zone needs to be retained for certain areas of Stanwood.
c. Include standards to encourage neighborhood commercial uses in residential areas to increase services in walking distance.
  i. Need to pay special attention to design standards and specific use standards for commercial uses in residential areas.
d. Remove Single Family Dwellings from the MR Zone.
e. Public Facility (PF) zoning consistent with comp plan designation.
f. Require commercial uses on TN zoned properties located near SR 532.</td></tr>
<tr><td>B. Update platting and lot creation rules to be clearer, easier to use, and reflect best practices.</td><td>a. Add provision for density transfers for critical areas / subdivisions.
b. Eliminate PRD standards and integrate into subdivisions.
c. Add provisions for fee-simple lot divisions / zero-lot line subdivisions (i.e. duplexes, townhomes, etc.).
d. Add reference to Condominium Act addressing RCW 64.34.</td></tr>
<tr><td rowspan="3">4</td><td rowspan="3">Evaluate and amend the Code to eliminate contradictions and remove barriers to development.</td><td>A. Encourage flexibility in design and use locations.</td><td>a. Allow variations / flexibility in lot size and building setbacks while maintaining density standards.
b. Adopt “live-work” unit standards.</td></tr>
<tr><td>B. Update or add new land use standards to address specific challenges or issues noted by staff.</td><td>Add or revise standards to address:
a. Shipping containers as storage sheds – both residential and commercial.
b. Nonconforming use standards; differences between uses, lots, and structures.
c. Home occupation standards.
d. Commercial Daycares in residential zones with mitigation.
e. Mobile home parks must be 1’ above flood elevation.
f. Peer Respite Housing.
g. Evaluate standards in mixed use zones.
h. Eliminate footnotes in 17.30 by migrating into use standards.</td></tr>
<tr><td>C. Update or add new sign code standards to address specific challenges or issues noted by staff.</td><td>Add or revise sign code to address:
a. Multicomplex signs and off-site signs</td></tr>
</table>

	Goal	Strategies	Action Items
			i. How to allow more flexibility for multi-complex signs where businesses may be located on different parcels without increasing sign litter. ii. Consider flexibility for off-site signage to facilitate WSDOT signage for businesses / balance w/o increasing sign litter. b. Require illuminated and signs with wiring to submit an electrical permit to Labor and Industries (L&I). c. Provide definitions for prohibited signs. d. Review design standards for freestanding and monument signs. e. Review design standards for wall signs including cumulative square footage limits. i. Consider sign to building area ratio. f. Consider rewriting readerboard and electronic sign code.
		D. Review and revise **parking and parking lot standards** to use parking areas most efficiently.	a. Update standards for long term parking lots (airport or training parking). b. Update parking aisle circulation standards 17.105.020(3) ***[staff cites this section, but more guidance needed here].*** c. Update parking requirements for middle housing. d. Consider adding electric vehicle change station requirements for all developments.
5	**Adopt design guidelines and site planning standards to achieve the desired community vision as described in the Comprehensive Plan.**	**Update design standards** to foster active public realms and cohesive urban design, while encouraging infill.	a. Prohibit large parking lots in front of buildings adjacent to the street. b. Update residential design standards so they are objective and easy to follow, while requiring high quality and distinctive design (PRD recreation standards 17.95.460 versus 17.147, note 17.147(1) is not being applied). c. Resolve conflict between 0' setback allowed in PRD with required 10' utility easement at right of way. d. Establish downtown design standards that foster development compatible with historic buildings, while being floodplain compliant. e. Facilitate infill development by streamlining development and design standards. f. Move building separation standard from Title 17 to the building code. g. Identify better zoning tools to achieve usable and attractive open spaces and required amenities, especially in single family residential developments. h. Prohibit barbed-wire fence materials. i. Provide flexibility in standards but keep variances limited to hardship situations. j. Consider standards for blank walls, such as requiring screening for walls longer than 30'.
6	**Update Shoreline Management Plan policies and regulations.**	A. Move Shoreline regulations into separate chapter.	a. Move all shoreline regulations out of Critical Areas code and into its own chapter.
		B. Update Shoreline Policies as needed to address Department of Ecology Guidelines.	a. Update shoreline goals and policies concurrently with the regulatory update for a single SMP update process.
7	**Consider the best approach to integrate the 2023 state law requirements into the Municipal Code while ensuring consistency with the Comprehensive Plan.**	Integrate 2023 state law requirements into the zoning standards.	a. HB 1042 – Conversion of existing commercial, mixed-use, and multifamily buildings for residences. b. HB 1293 – Streamlining Development Regulations with Design Review. c. HB 1337 – Accessory Dwelling Unit Regulations. d. SB 5290 – Local Project Permit Review Process and Timelines. e. SB 5412 – SEPA Categorical Exemptions. f. SB 5536 – Essential Public Facilities. Opioid treatment programs and facilities are considered Essential Public Facilities and may not be prohibited by cities. g. SB 5553 – Temporary Emergency Shelter. Temporary emergency shelters are exempt from building code requirements.

ATTACHMENT C



1. Shoreline
Shoreline Master Program (SMP) Update and related development regulations.

2. Platting and Lot Creation
Includes subdivision code and regulations, such as preliminary plat, shot plats, and binding site plans.

3. General Provisions/ Procedures/ Permit Criteria
Includes permit approval types, permit processes, vesting, and application procedures.

4. Bulk & Use
Includes standards such as height limits, building size, permitted uses, and use standards. For example, the permitted use table and home business use standards.

5. Design Standards
Includes building and site design standards (such as entrances, landscaping, and modulation) and the Parking and Sign Codes.

6. Environmental
Includes Critical Areas regulations and code, such as wetland regulations, floodplain management, and geologically hazardous areas.

CITY OF STANWOOD
COUNCIL AGENDA STAFF REPORT

ITEM NUMBER:	**2**
DATE:	October 12, 2023
SUBJECT:	Mid-Biennium Budget Amendment Workshop Discussion
CONTACT PERSON:	David A. Hammond, Finance Director
ATTACHMENT:	**A**—SeeClickFix Brochure

PURPOSE

The issue before council is to review and discuss mid-biennium budget updates.

SUMMARY STATEMENT

This report provides staff recommended mid-biennium adjustments to the 2023-2024 budget. The recommended changes include items that have been authorized by council, such as the new Sheriff Department contract. Staff also requests authorization for program changes, as well as changes arising from new information or revised estimates. Finally, there are a set of recommended capital program budget changes that primarily relate to the timing of projects, with projects occurring either earlier or later than budgeted.

Revenue Outlook:

The only significant revenue streams to be updated in the budget are property tax and investment earnings. Based on Snohomish County Assessor information, the city's levy, including a one percent increase, will increase from budgeted $2,032,948 to $2,111,593. This increase of 3.87% results from new construction added to the city's assessed value. See section below describing interest earnings. All other revenue streams are on track for 2023 and 2024 estimates.

Topic—Rainy Day Fund
Fund 109—Contingency is restricted by RCW 35A.33.145 to $0.375 per $1,000 of assessed value. Because the city's Assessed Valuation decreased by 2.4%, the city is unable to transfer the full amount budgeted for 2023, and possibly 2024, given the investment earnings in the fund, thus saving the general fund $60,000.

Topic—General Fund Salaries
The 2024 budget for general fund salaries was based on a 5 percent cost of living increase, as stipulated in collective bargaining agreements as the ceiling based on CPI. As the CPI read came in at 3.6% the city will save approximately $120,000 in 2024.

Topic—General Fund Supplies
Both Parks Department and Facilities have requested increased supplies, totaling a 40 percent increase, due to rising costs. This represents $30,000 increase in 2024.

Topic—2025-2028 Sheriff Contract
On September 8th, City Council approved renewal of the law enforcement services agreement through 2026, with an increase of $108,891 (4.85% more than budgeted for 2024), with 5 percent annual increases in 2025 and 2026.

Topic—Side-Arm Mower Replacement
The Public Works department proposes indefinite deferral of replacement of the Streets/Drainage Department's Side-Arm Mower. This mower is over 20 years old and will require costly maintenance and repair if kept in service, yet replacement is estimated at $260,000. Rather than replacement, the department plans to pursue either by contracting the work out or performing the work in-house with rental equipment. Either option will require an increase in annual operating cost, estimated at $20,000.

Topic—New Position-Finance Analyst

Currently, two positions are vacant, (Communications Manager & Economic Development and Marketing Manager). Staff proposes combining these positions as a communications and Marketing Specialist. Further, staff requests authorization to fill the other position with a Finance Analyst. In 2020, the city underwent an analysis of long-term staffing and identified the need for a Senior Accountant in the 2024 timeframe. Staff has evaluated workload and consider a Financial Analyst as a better fit. An analyst can perform accounting duties, but also evaluative and analytical functions, including backup for the Finance Manager and Director. Further, the position could take on project management functions, for example leading the implementation of new or upgraded software. Another major initiative the position could assist with is financial and budgetary reporting. This position will also provide potential growth opportunity for staff, and also contribute to succession planning.

The cost for the position would be on the same range as the City Clerk and would be allocated across funds based on FTE's, therefore the cost to the General Fund is expected to be approximately $83,822, if hired at the middle of the salary range. Because of the allocation, the cost to the general fund would be $72,000 less than the current 2024 budget.

Topic—SeeClickFix Resident Request Management Application

Recently, staff participated in a demonstration of this software. The software is available as an add-on by our website provider, CivicPlus and is described in Attachment A. In a nutshell, the software upgrades our current resident incident reporting from a relatively manual form-based system via the website, to an integrated app and website platform. Key advantages are that the two are integrated, the assignment, tracking and reporting of issues is automated and tracked, and performance data will be gathered to enable reporting against targets, such as average time to respond to certain types of complaints. This will be very informative as we develop our strategic plan and move toward performance-based budgeting. Annual cost is estimated to be approximately $10,000.

Topic—Human Resources Software: NeoGov

The Human Resources Department proposes purchasing two modules of the subscription-based software application NeoGov. If the two modules are purchased together with a three-year commitment, then the subscriptions are discounted 45% in year one and 30% in year two. Including implementation fees year one cost will be $4,620, the cost in year one is $11,750, Year two will be $10,372, and Year three will be $13,613, with 5 percent annual increases thereafter. This cost will be allocated according to FTE's, General Fund is approximately 50 Percent. This pricing is reflected in the yellow section of the table below, due to buying two modules.

NEOGOV eForms: .The function of eForms would be to automate the City's personnel files and onboarding forms. By eliminating the traditional paper-based systems, authorized personnel can simply retrieve digital records with just a few clicks, saving time by removing the need for manual paper searches within filing cabinets and storage boxes. Further, by transitioning to a digital platform, sensitive employee information can be stored securely with access controls and encryption measures in place. This ensures compliance with data protection regulations and safeguards employee privacy. Additionally, by capturing and analyzing data from personnel files and onboarding forms, we can gain valuable insights into various HR metrics, such as employee turnover rates. These insights can help enable data-driven decision-making, helping the City identify trends, make strategic improvements, and optimize our human resource management processes.

NEOGOV Perform: .This performance management software module will be instrumental in optimizing the City's performance management process. This module will enable managers to efficiently set and track all employee performance goals, facilitate collaboration among multiple managers with the ability to include their input when completing evaluations, track the status of performance reviews across departments, and effectively manage and monitor employee training. By investing in this software, we can streamline our performance management efforts by having the evaluations automated and available online, enhance communication and collaboration, ensure consistency in evaluations, and promote continuous learning and development throughout the City. Further, the online performance tool will provide easy access between evaluations for managers to make journal entries related to employee performance which can be referred to later to better document successes and challenges throughout the year.

NEOGOV Pricing	Annual License	Setups	Combined Total
eForms	$5,893	$3,000	$8,893
Perform	$7,072	$3,600	$10,672
Onboard	$4,125	$3,000	$7,125
Total	**$17,090**	**$9,600**	**$26,690**

Inentive	60% discount	50% discount		30% discount			
	Annual License	**Setups**	**Combined Total**	**Year 2**	**2024**	**Year 3**	**2025**
eForms	$2,357.20	$1,500.0	$3,857.20	eForms	$4,125.10	eForms	$6,187.65
Perform	$2,828.80	$1,800.0	$4,628.80	Perform	$4,950.40	Perform	$7,425.60
Onboard	$1,650.00	$1,500.0	$3,150.00	Onboard	$2,887.50	Onboard	$4,331.25
Total	**$6,836.00**	**$4,800.0**	**$11,636.00**	Total	**$11,963.00**	Total	**$17,944.50**

Inentive	45% discoutn	30% discount		20% discount			
	Annual License	**Setups**	**Combined Total**	**Year 2**	**2024**	**Year 3**	**2025**
eForms	$3,241.15	$2,100.0	$5,341.15	eForms	$4,714.40	eForms	$6,187.65
Perform	$3,889.60	$2,520.0	$6,409.60	eForms	$5,657.60	eForms	$7,425.60
Total	**$7,130.75**	**$4,620.0**	**$11,750.75**	Total	**$10,372.00**	Total	**$13,613.25**

Topic—Interest Earnings

Since March 17, 2022, the Federal Reserve raised short-term borrowing rate eleven times from 0.25% to the current target rate of 5.25% to 5.5%. Given the need to budget conservatively, the city has enjoyed earnings far more than budget. Staff plans to incorporate these changes with the mid-biennium adjustment. Note the most significant earnings are in capital or special revenue funds, i.e., the city can program these funds for non-recurring expenses or capital.

Fund	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2023 Budget	2024 Budget	2024 Amd 2
001	$ 80,320	$ 46,072	$ 60,257	$ 71,384	$ 60,600	$ 62,115	$ 75,000
101	$ 1,461	$ 768	$ 1,974	$ 8,966	$ 2,000	$ 2,020	$ 10,000
102	$ 9,263	$ 5,553	$ 8,882	$ 13,871	$ 7,000	$ 4,000	$ 15,000
103	$ 19,770	$ 5,066	$ 4,549	$ 55,490	$ 11,900	$ 11,900	$ 65,000
104	$ 20,021	$ 5,230	$ 17,660	$ 68,694	$ 1,500	$ 5,400	$ 80,000
106	$ 4,903	$ 2,420	$ 491	$ 2,703	$ 600	$ 600	$ 3,000
107	$ 7,960	$ 3,961	$ 5,780	$ 14,997	$ 4,900	$ 4,900	$ 10,000
108	$ 14,197	$ 13,314	$ 6,433	$ 4,702	$ 7,500	$ 5,000	$ 5,000
109	$ 5,450	$ 2,752	$ 4,504	$ 12,711	$ 4,000	$ 4,000	$ 12,000
110	$ 29,545	$ 9,787	$ 28,730	$ 78,532	$ 10,000	$ 20,000	$ 85,000
120	$ 14,159	$ 17,041	$ 13,189	$ 24,379	$ 12,000	$ 10,000	$ 20,000
121	$ 18,455	$ 18,799	$ 13,391	$ 18,617	$ 6,000	$ 6,000	$ 18,000
401	$ 19,872	$ 11,390	$ 17,973	$ 30,070	$ 27,314	$ 27,723	$ 25,000
403	$ 29,411	$ 13,760	$ 45,083	$ 111,605	$ 27,800	$ 27,800	$ 100,000
405	$ 10,362	$ 2,351	$ 4,452	$ 4,415	$ 40	$ 5,000	$ 4,500
410	$ 13,179	$ 9,044	$ 6,843	$ 9,457	$ 5,100	$ 5,585	$ 10,000
411	$ 10,226	$ 4,231	$ 20,714	$ 100,075	$ 24,000	$ 12,000	$ 100,000
412	$ 2,357	$ 641	$ 960	$ 2,493	$ 700	$ 700	$ 2,500
421	$ 25,122	$ 15,602	$ 16,209	$ 21,370	$ 22,011	$ 22,671	$ 22,000
422	$ 32,200	$ 12,647	$ 22,818	$ 70,717	$ 8,800	$ 8,800	$ 75,000
423	$ 1,690	$ 1,473	$ 3,332	$ 7,352	$ 2,100	$ 2,100	$ 8,000
424	$ 15,835	$ 4,270	$ 7,948	$ 16,816	$ 5,000	$ 5,000	$ 18,000
457	$ 13,687	$ 4,077	$ 7,144	$ 18,074	$ 4,000	$ 40	$ 18,000
458	$ 4,383	$ 1,899	$ 3,160	$ 9,528	$ 3,600	$ 3,600	$ 10,000
459	$ 4,579	$ 2,537	$ 4,406	$ 10,997	$ 4,600	$ 4,600	$ 10,000
Totals	$412,175	$216,453	$185,671	$794,054	$265,125	$263,666	$798,000

Topic—Vehicle/Equipment replacement update

During 2023, staff purchased nine vehicles that were approved for the overall 2023-24 budget. Vehicle prices increased far more than anticipated.

The vehicle replacement forecasting model was created in 2018 and has been improved each year, however with the increase in prices and the changes to parks staffing, the finance and public works departments worked together to significantly improve it this year. Staff revised their purchase plan by extending many planned replacements from ten-year cycles to fifteen. At the same time, due to the increased parks staffing, two vehicles that were planned to be surplused were retained. The Sewer Dept. also plans to maintain one additional fleet vehicle as they are fully staffed for the first time in a great while. These changes result in the following requested amendments to the planned 2024 Fund 107 budget.

Department	Current	Amended	Change	Notes
Parks	$ 45,000	$ 50,000	$ 5,000	
Streets	$ 52,000	$ 176,000	$ 124,000	Mower and Chipper
Admin	38000	$ -	$ (38,000)	Building Official replaced 2023
Net Change			$ 91,000.0	
Sewer	0	$ 132,875	$ 132,875	Portable Generator
Water	64000	$ 23,625	$ (40,375)	Share cost of locator
Drainage	0	$ 35,000	$ 35,000	Share cost of mower

Sum of all General Fund Changes

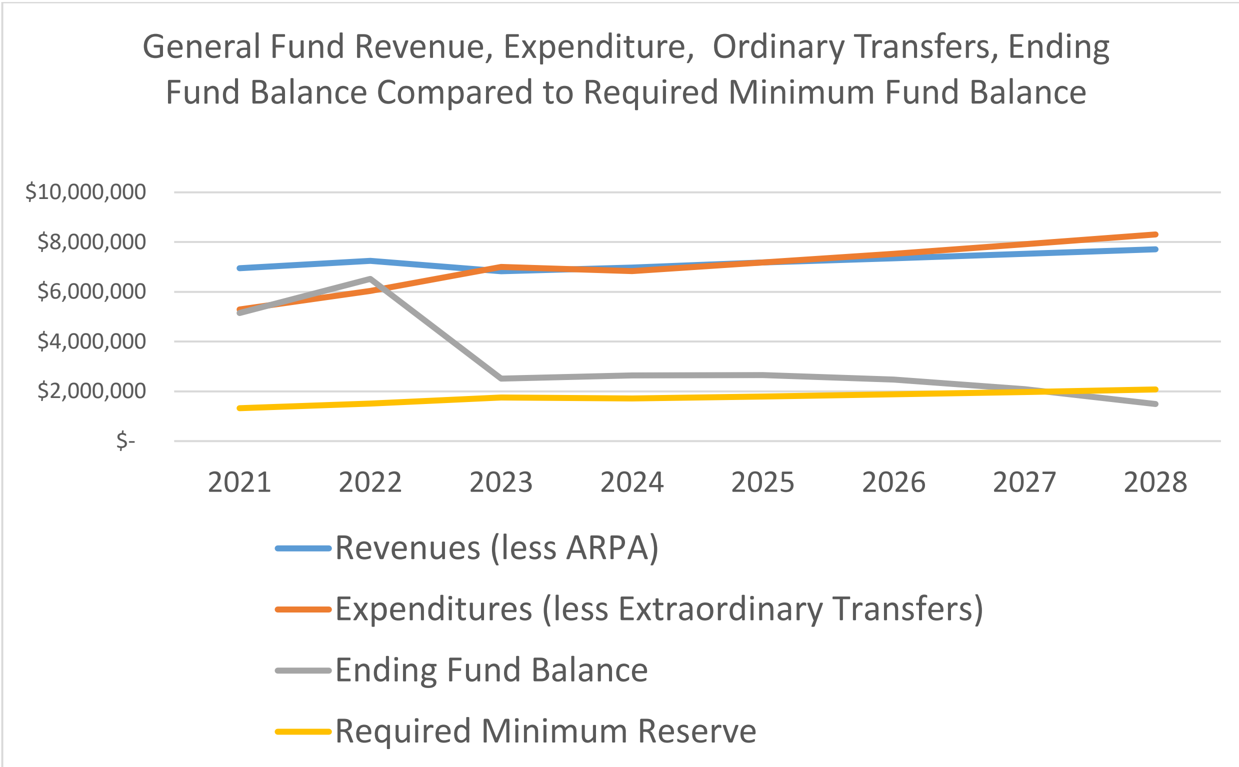
Chart One at right summarizes all impacts to the general fund for all requests Increases and decreases result in a net decrease in expenditure of $38,645.

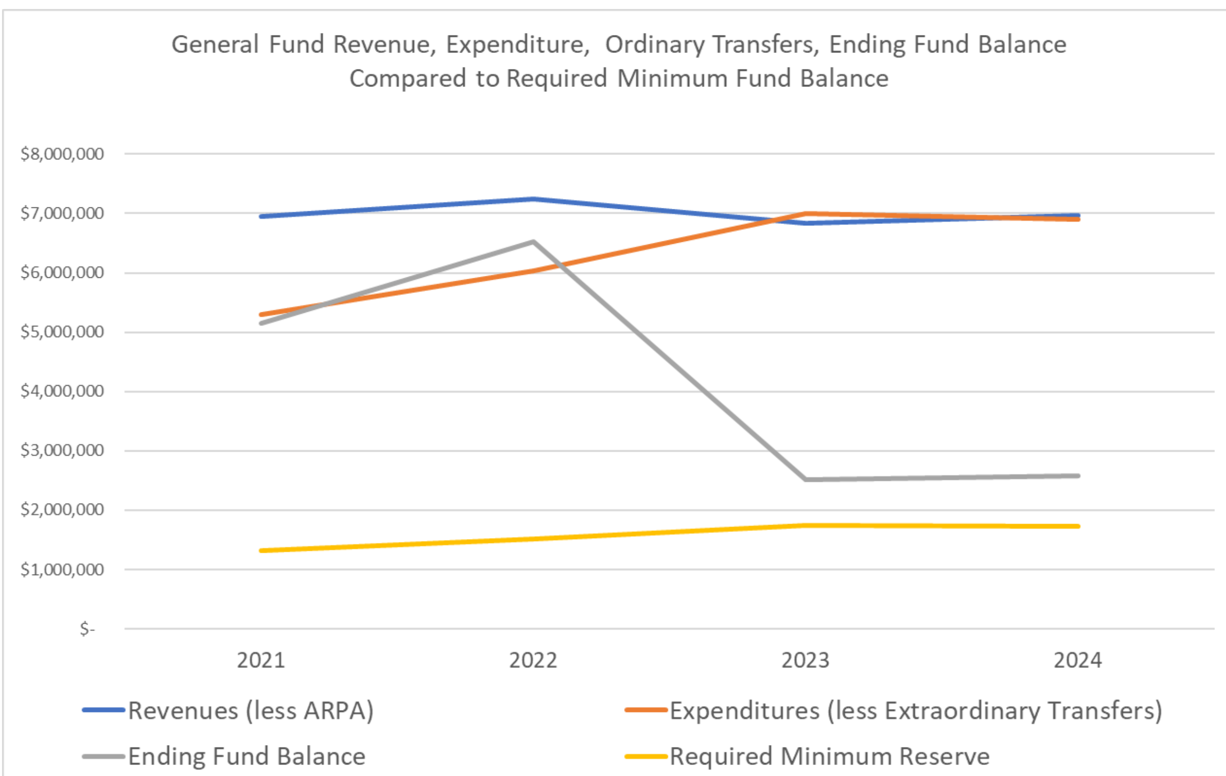
Chart Two on the following page provides graphical representation of the effect on the General Fund Fund Balance and future spending if all requested changes were approved.

Chart One

Net Effect of General Fund Changes	
Property Tax	$ (78,645)
Sheriff contract	$ 109,000
Snohomish 911 (decrease)	$ (13,000)
Finance Analyst	$ 83,000
HR Software	$ 6,000
SeeClickFix	$ 5,000
Supplies	$ 30,000
Contingency	$ (60,000)
Salary/Benefit*	$ (192,000)
Total	$ (110,645)

*Combined effice of lower COLA and combining vacant positions, authorizing Finance Analyst


General Fund Revenue, Expenditure, Ordinary Transfers, Ending Fund Balance Compared to Required Minimum Fund Balance
$10,000,000
$8,000,000
$6,000,000
$4,000,000
$2,000,000
$-
2021
2022
2023
2024
2025
2026
2027
2028
Revenues (less ARPA)
Expenditures (less Extraordinary Transfers)
Ending Fund Balance
Required Minimum Reserve


General Fund Revenue, Expenditure, Ordinary Transfers, Ending Fund Balance Compared to Required Minimum Fund Balance
$8,000,000
$7,000,000
$6,000,000
$5,000,000
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$-
2021
2022
2023
2024
Revenues (less ARPA)
Expenditures (less Extraordinary Transfers)
Ending Fund Balance
Required Minimum Reserve

Utilities

Topic—Water System Parts Inventory upgrade

During and as we came out of the pandemic, the Water Department experienced significant delay when ordering supplies. To address this in future, the department proposes increasing their inventory of spare parts and fittings. They have identified parts inventory amounting to $195,000 to purchase in 2024. Staff propose this as a “capital” purchase, i.e., not within the water operating fund as it would distort future year’s analysis of parts purchases. As parts are used from inventory, their replacements would be charged to the operating fund.

Topic—Geographic Information System Development

The city recently obtained GIS Software licenses for two Community Development department employees, and they are pursuing additional training. The plan is for them to develop zoning and other asset layers, and with this momentum staff proposes to push for utility system layers in the GIS. Staff propose a $600,000 project to hire consulting resources to develop our Water System, Drainage System and Wastewater System Layers. This will be charged $100,000 per year for each utility.

Topic—Capital Improvement Plan 2024 Revisions

Parks: Significant changes include:

- Heritage Park Phase 3: Engineering design fees to expand the parking lot and construction of ballfield number 4. The budget also includes consultant support for the 2024 RCO grant application cycle.
- Heritage Park Master Plan Update
- Heritage Park Dog Park
- Heritage Park Bathroom Upgrade
- Church Creek Loop Trail
- Overall, the sum of all 2024 projects added to 2023 actual represents approximately $500,000 increase, and the WDFW grant is expected to cover approximately $300,000 of that amount.

Request Title	FY2024 Amd	Notes
Johnson Farm Park Abatement	$ 200,000	Grant funded
CCP Forest Management and Mitigation Plan	$ 15,000	New
Church Creek Tree Management	$ 75,000	New
Church Creek Loop Trail	$ 90,000	New
Church Creek Dugout Improvements	$ 40,000	from 2023
Downtown Park	$ 100,000	
Heritage Park Master Plan Update	$ 8,000	
Heritage Park Parking & Ballfield Design	$ 200,000	Add: Pursue RCO in 2024
Heritage Park Dugouts	$ 175,000	
Heritage Park Loop Trail		moved to 2025
Heritage Park Dog Park	$ 115,000	
Heritage Park Bathroom upgrade	$ 105,000	New
Port Susan Trail Phase 2 (wwtp)	$ 1,638,000	from 2023, Grant Funded
Cedarhome Area Park	$ 70,000	
Raplee Property (271st/270th Triangle)	$ 140,000	Grant Dependent
	$ 2,971,000	

Streets:

Significant changes include increase in Viking Way construction cost, addition of 64th and SR532 Intersection Design, 103rd rebuild (associated with Water Line Replacement Project), and four sidewalk projects. Overall, the sum of 2023 actual plus this list of 2024 projects represents approximately $500,000 increase over the current biennium budget.

Request Title	FY2024 Amd	Notes
City Beautification Projects	$ 35,000	
Westside Overlays		Moved to 103rd Project
103rd Road Rebuild	$ 320,000	New
Sidewalk Repair and Maintance	$ 150,000	New
80th & 284th Sidewalk connection (south west corner)	$ 150,000	New
Sidewalk: 276th St NW	$ 100,000	New
Sidewalk: 72nd AVE NW	$ 100,000	
Overlay and ADA Improvements	$ 410,000	Grant dependent
64th and SR532 Intersection	$ 500,000	New, Design Phase
Viking Way- 90th Ave Phase Two	$ 2,000,000	Half Grant Funded
Twin City Mile Downtown Renovation Project	$ 739,000	
Total	$ 4,504,000	

Water

The Water Department identified several projects during the comprehensive planning process:

- 103rd Water Line Upgrade-Replace water main along with related projects (streets and Sewer)
- Cedarhome Well has no generator to provide back power in emergency.
- Coordinate with sewer and street projects ahead of Twin City Mile Project.
- Build complete inventory of water system to provide accurate location of pipes, valves, hydrants, and other system components
- The telemetry system upgrade cost increase from 2023 is due to parts increases.
- Moved Upgrade of the Water Treatment Plant Upgrade Phase One to 2024.
- Added Main Replacement Project, 72nd Ave from 272nd to 27408 72nd

Request Title	FY2024 Amd	Notes
Water System Plan	$ 50,000	from 2023
Water System Telemetry Upgrade	$ 450,000	Increase
Water Rate Study	$ 20,000	from 2023
Annual Water Main Improvements	$ 100,000	
Inventory Enhancement	$ 100,000	New
GIS equipment and set up (water)	$ 100,000	New
Meter Replacement	$ 80,000	Increase
103rd Water Line Upgrade	$ 400,000	New
Cedarhome Well Generator	$ 250,000	New
271st Camano Street to 94th Main Replacement (TCM Project)	$ 169,000	New
72nd AVE from 272nd ST to 27408 72nd Water Main (loop system)	$ 800,000	New
WTP/Cedarhome Well Upgrade Phase One	$ 95,000	from 2025
Service Line Inventory Replacement Project	$ 25,000	New
Viking Way Water Element	$ 24,000	New
Total	$ 2,663,000	

Drainage: Significant changes include:

- Addition of GIS project to build complete inventory of drainage system to provide accurate locations of catch basins and other necessary information.
- Funding the Drainage element of the Viking Way Phase Two construction. Remaining changes were to move project spend from 2023 to 2024.

Request Title	FY2024 Amd	Notes
Drainage Rate Updates	$ 25,000	Moved from 2023
Skagit Bay Dike Repair		Moved to 2025
Floodwall- Florence Rd.	$ 614,000	Moved from 2023
Stormwater Comprehensive Plan Update	$ 200,000	Moved from 2023
Irvine Slough Pump Station Building	$ 100,000	
272nd Project Drainage Element	$ 200,000	
GIS equipment and set up (Drainage)	$ 100,000	New
Viking Way Drainage Element	$ 216,000	Added
Irvine Slough Drainage	$ 3,300,000	Phase 2 & 5, from 2023
Total	$ 4,755,000	

Sewer: Significant changes include:

- Biosolids Removal and Utilization project-Design moved to 2024, and construction also beginning in 2024 instead of 2025.
- Programming both sewer and water ahead of Twin City Mile Projects.
- Purchase equipment to meet permit requirements and upgrade WWTP.
- Pioneer Hills List Station Upgrade-Increased amounts to upgrade pumps, controls, and add generator.
- Build complete inventory of sewer system to provide acurate location/condition of (mains, laterals) to ensure proper treatment.

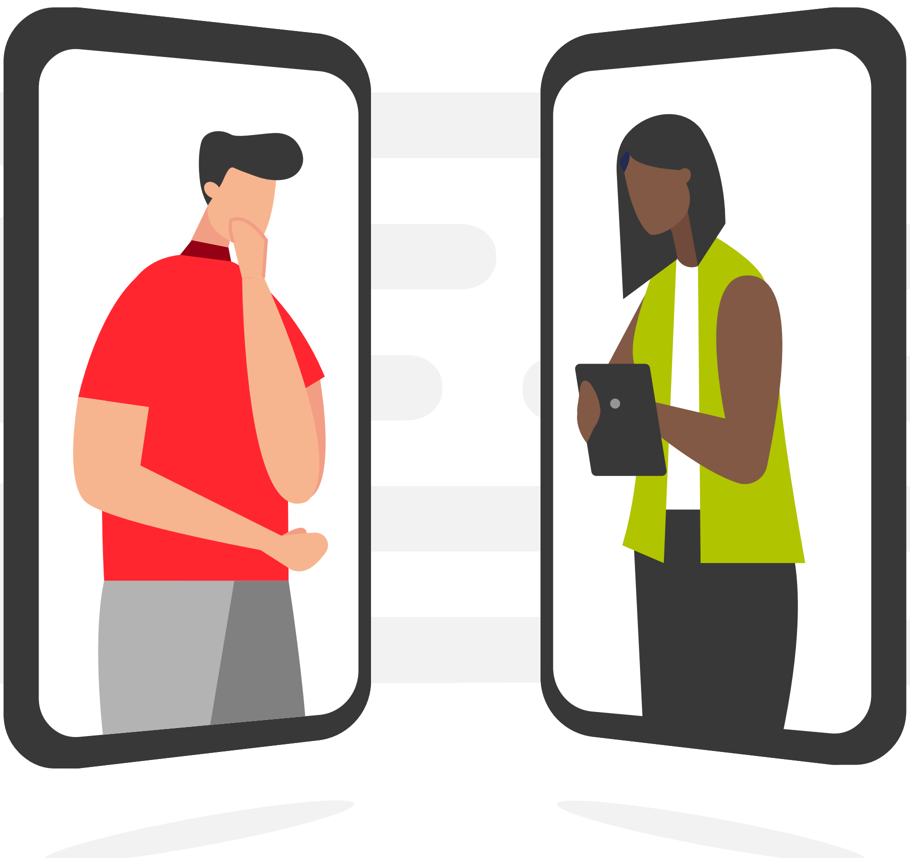
Request Title	FY2024 Amd	Notes
Sewer System Plan	$ 180,000	From 2023
Sewer Rate Study	$ 20,000	From 2023
Sewer Basin 1 Pipe replacement program	$ 300,000	
Biosolids Removal and Utilization	$ 1,600,000	Moved from 2023, constr. To 2025
Pioneer Hills Lift Station Upgrade	$ 100,000	Generator cost increase
SR532 and Pioneer Hwy Sewer Crossing	$ 400,000	From 2023
GIS equipment and set up (sewer)	$ 100,000	Added
Cedarhome Collection System	$ 175,000	
Nutrient Removal Permit Upgrades/WWTP Upgrades	$ 100,000	New
Viking Way Sewer Element	$ 24,000	Added
Collection System/Manhole Repair	$ 40,000	New
TCM Project 271st Camano Street to 94th Main Replacement	$ 169,000	New
Total	$ 3,208,000	

ATTACHMENT A

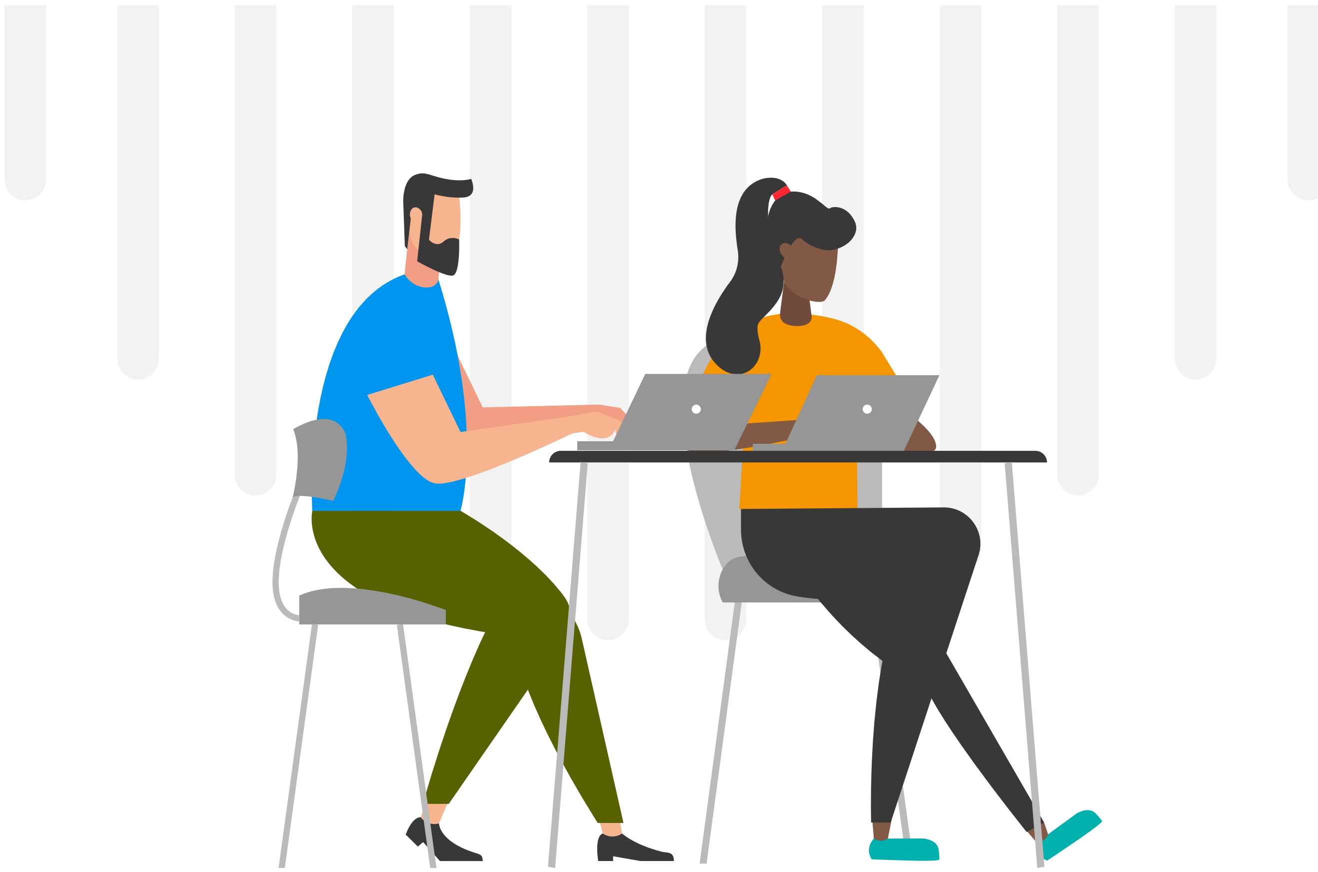
SeeClickFix

citizen relationship management

POWERED BY CIVICPLUS



The ROI of 311 Resident Request Management Technology



Abstract

Today's local governments are under increasing pressure to cut costs, stretch budgets, find efficiencies, and essentially do more with less. More than ever, they need tools and solutions that can enable them to deliver quality customer service interactions more efficiently. This white paper discusses how 311 and citizen request management (CRM) technology can help municipalities streamline administrative and field worker efficiency, optimize resources, and strengthen resident satisfaction and trust.

Introduction

The single most effective way for municipalities to boost resident engagement, trust, and satisfaction is to offer exceptional customer service experiences at every interaction and government touchpoint. The reality that quality service improves gratification and contentment should be no surprise. It's been proven repeatedly in the private sector by the biggest brands, that those with the strongest reputations for delivering an extraordinary (or even simply attentive and responsive) customer service experience achieve the highest rates of customer retention and ultimately long-term growth. In the private sector, customer experience has become a core metric of business stability and financial performance. According to McKinsey & Company, brand leaders outperformed laggards in the S&P 500 by more than 200% in the past decade.

Brands like Trader Joe's, Chick-fil-A, the Ritz-Carlton, Amazon, and JetBlue have earned national recognition for fostering customer experiences that delight and have earned the revenue to fuel solid operational programs to ensure ongoing success. How can public sector entities mirror such Goliath like customer service strategies and achieve similar success in the form of community health and endurance? The first and most impactful strategy they can employ is implementing a 311 and citizen request management (CRM) software and efficient processes to leverage its automations. Doing so will return powerful types of positive ROI including: time and cost-savings for administrative and field staff, predictable resource investment, and the intangible but critical power of resident satisfaction.

The Time-Saving Administrative Staff Benefits of 311 and CRM Technology

The request acknowledgment time in the town of Gilbert, Arizona is really fast. In 2018, the town cut its 311 request acknowledgment time in half—dropping from 1.2 days to 0.6 days. Its time to close a request also dropped dramatically—falling from 9.6 to seven days.

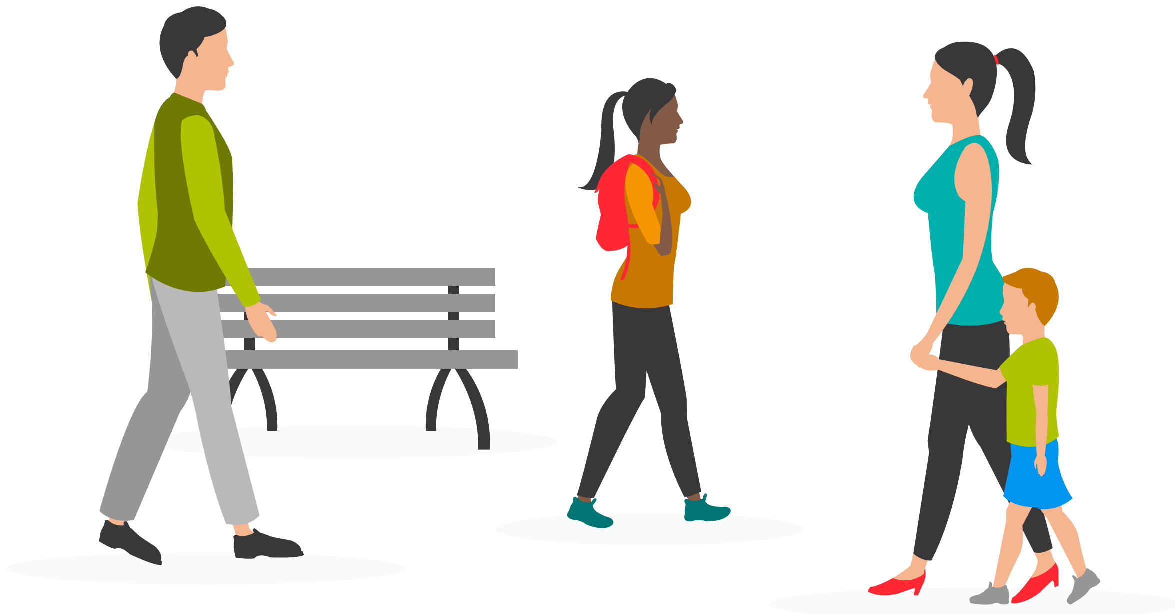
Before implementing the SeeClickFix 311 and CRM software to file a request, residents would call customer service, who would then call the police, who would call public works. The process was inefficient, indirect, and required the intervention of two administrative staff members from two different departments, before reaching the desk of someone who could take action.

With its 311 and CRM software, resident requests instantly go to public works and are managed via automated workflows. Residents can then follow the progress of their request and receive a notification when the work is complete.

As a result of this workflow:

- Administrative staff's time for request intervention is collectively reduced by the need for fewer redirects of initial submissions and fewer inquiries to follow-up on the status of the request.
- Resident satisfaction with their local government is improved.
- Community issues are resolved more quickly to the delight of all impacted residents.

Gilbert's model represents a successful illustration of the first ROI benefit of a 311 and CRM: reduced administrative staff's time to respond to every resident inquiry and request.



Suppose a Resident Notices a Broken Piece of Sidewalk Pavement in their Neighborhood and is Worried it Could Cause a Trip and Fall Hazard

Without a 311 and CRM solution, to report an issue, the concerned resident would need to research the correct department phone number or go directly to the public works office to report a complaint. A staff member would need to pause from other work to file the complaint, contact a staff member about the repair, remember to follow-up until the work is completed, and then contact the resident to let him know when the repair is complete.

Most likely, the resident is going to call back several times to check on the status of the request, which will cause the administrator to call the assigned staff member to check in again. When the work is done, the road crew will quickly be on to the next project and may not have a chance to report back, right away, that the work is done, and even if they did, it might take some time for the administrator to find time to call the resident back to report that the work is complete.

This Model is Completely Reliant Upon Manual Follow-ups and Offers the Resident Zero, On-demand Visibility into their Request Status

With a 311 and CRM, the resident can directly report the issue from a desktop computer or mobile device. Once they have submitted the request, it is routed directly to the correct department or employee, based on pre-set request categories. Additionally, administrators can be notified whenever new tickets are submitted to their department and assign tasks as they see fit. Some 311 and CRM tools can also be configured to send automated reminders to staff and administrators if an action has not been taken within a predetermined amount of time, ensuring the request is addressed promptly. The resident can monitor the request's progress every step of the way until completion, without any phone calls, walk-ins, or manual follow-ups.

Further reinforcing the value in automated resident request management, data from McKinsey & Company notes that satisfied residents require less administrative interventions. Their research shows that dissatisfied customers are twice as likely to contact agency hotlines at least three times for help.

2.17

Calculating the Potential ROI of Administrative Efficiency with a 311 and CRM

To calculate the financial ROI of 311 and CRM technology, start by estimating your administrative staff's time addressing resident requests.

1. What is the average number of hours administrative staff members spend on resident public works requests per week? Include in your calculation the time spent answering phone calls/emails/walk-ins, documenting the request, assigning work to appropriate field staff, following up internally until completion, acknowledging work completion with the original requesting resident, and manual report management.

2. What is the average number of requests received per year? Multiply it by the number you received in step one.

3. Multiply the number in step two by the hourly salary of staff members who coordinate requests. The resulting dollar amount reflects the number of taxpayer dollars your administration spends on administrative request management.

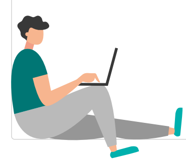
Now, calculate how much time you could save with an automated solution. The McKinseyGlobal Institute found that office workers report being able to save six or more hours per week by automating repetitive manual tasks. Based on this data:

1. Reduce the average number of hours administrative staff spends on public works requests by six hours per week.

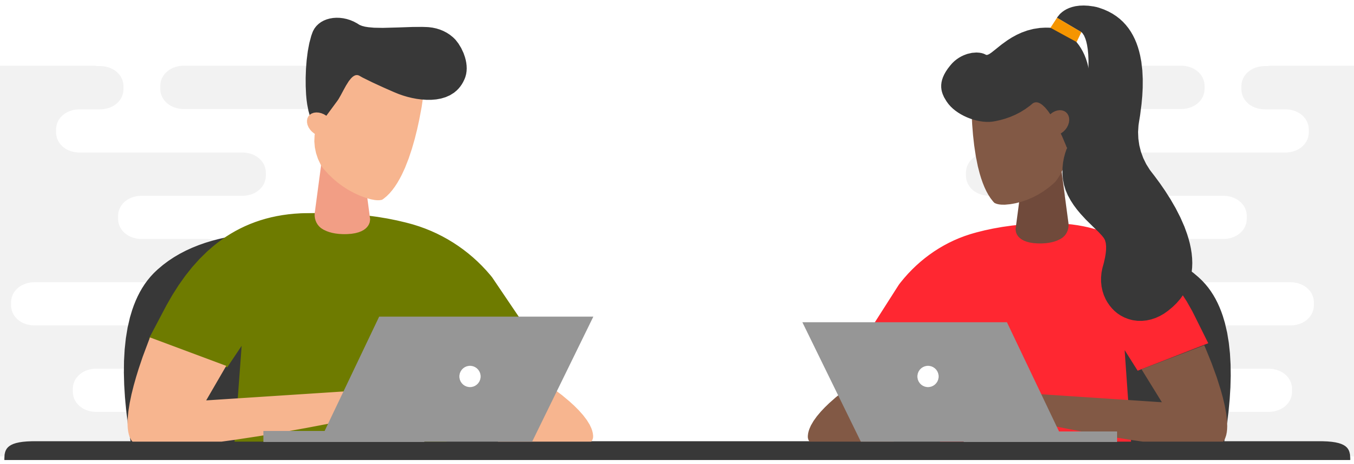
2. Multiply the new number in step one by the average number of requests received per year.

3. Multiply the number in step two by the hourly salary of those staff member(s) who coordinate requests.

4. Subtract the number you received in step three with your first calculation of dollars spent on administrative tasks.



The difference is the number of taxpayer dollars you could save by automating your administrative staff's tasks associated with resident requests, but it's only the first metric that demonstrates the ROI of 311 and CRM technology.

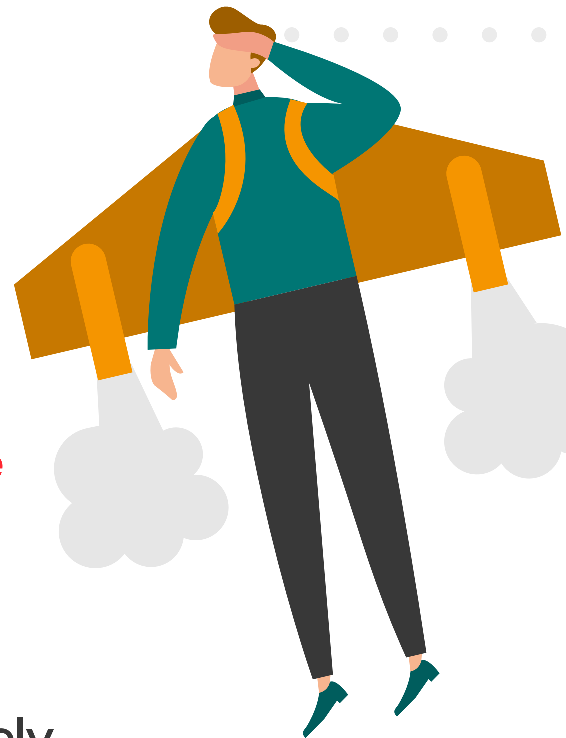


Streamlined and Coordinated Task Management

Using 311 and CRM technology, when a resident, emergency responder, or municipal staff member reports an issue that requires intervention by public works field staff, the team receives all the information they need to prepare a response and track their efforts through to completion. Using a system reliant upon paper, spreadsheets, tickets in disparate tracking systems, phone calls, and even post-it-notes, field staff's responses are less organized and less efficient.

Suppose three residents on the same street report a broken streetlamp. On Monday, the field team receives these and a dozen other requests for work around the community. The fourth task it addresses, as it crisscrosses the region responding to tickets in a semi-organized chronological order based on submission, is the streetlamp.

The next day, they reach the second round of the same requests. They travel to the reported neighborhood and realize they already addressed the issue the day prior. Through no fault of their own, this disordered project management style, reliant on incomplete and inconsistent data, results in redundant actions, inefficiencies, and lost time.



With an automated system that consolidates duplicate requests into the same tasks and allows staff to respond to non-emergency requests based on geographical groupings, work is completed expeditiously and productively

This organized approach to resident requests is a significant part of how Kitsap County has decreased its average response time to critical requests by 196%. At Kitsap County, residents submit a request via SeeClickFix, which explains the issue to an administrative staff member who can also ask the requester or reporter for more critical details. The data input into SeeClickFix, including user-submitted photos and location data, is then fed to Cartegraph, automatically creating a service request for tracking and response purposes. The requests are then vetted in Cartegraph, where staff uses the data to create work orders as necessary. When the issue has been resolved, administrative staff can provide feedback in Cartegraph, which is routed back to the original requester, enabling bi-directional communications.

This financial ROI component begs the question, how can 311 and CRM systems help municipalities better allocate personnel and supply resources? In Kitsap County, the integration of SeeClickFix and Cartegraph allows staff to document their response and any financial or environmental damage that occurred to meet the Department of Ecology's latest reporting requirements. It also tracks the labor, equipment, and materials used for the spill cleanup. Such quantifiable, cost-impact data allows the County to seek reimbursement from the violator and estimate budget, staff, and equipment needs each year.

The Unquantifiable Benefit of Improving Resident Trust

Reflecting on the successes of private sector brands that have fully engaged dedicated customer service models, how can the public sector respond to customers' expectations for public sector interactions that more closely align with those of their favorite brands?

As we've discussed, those municipalities that are delighting their residents and delivering positive, efficient experiences are embracing the digital transformation of services, creating digital twins of workflows to streamline administrative tasks and field worker efficiency. They are also making a quantifiable impact on such vital outcomes as achieving their mission, managing their budget, reducing staff attrition, and strengthening public trust.

Improving customer experience can drive better critical outcomes for government agencies around the world

Increase trust	Achieve stated missions	Meet or exceed budgetary goals	Reduce risk	Boost employee morale
Satisfied Customers are **9x** more likely to trust the agency providing the service	Satisfied Customers are **9x** more likely to agree an agency is delivering on its mission	Dissatisfied Customers are **2x** more likely to reach out for help 3+ times	Dissatisfied Customers are **2x** more likely to publicly express dissatisfaction	Long-term organizational success is **50%** driven by organizational health and is mutually reinforced by customer experience

Source: Global results from Canada, France, Germany, Mexico, United Kingdom, and United States, McKinsey Public Sector Journey Benchmark Survey, 2018

The data in this infographic from McKinsey & Company found that government customers are, on average, nine times more likely to trust a government agency if they are satisfied with its service, and that satisfied customers are nine times more likely to agree that an agency is delivering on its mission. Further, they identified that dissatisfied customers are twice as likely to publicly express their unhappiness through social media and other external channels.

How, though, can a municipality quantify such factors as trust and satisfaction? Measure resident engagement.

Quantifying the ROI on Resident Engagement

Anne Arundel County, MD, measured an 89% increase in resident engagement through its implementation of SeeClickFix. Its goal in implementing the 311 and CRM software was to have residents and County officials work together to improve their shared quality of life.

In its first-year, post-launch, the County documented nearly 7,750 submitted requests. In the second year, county officials received over 14,600 requests for services, increasing nearly 89%. The County also found that resident requests increased due to the system's ease of use and accessibility. By elevating community issue awareness, all residents benefit from a safer, cleaner, and more cared for community.

After two years, Anne Arundel County received nearly 29,000 requests across over 40 public service request categories. Today SeeClickFix helps dispatchers and field staff acknowledge requests quickly, alert requesters when their issue is resolved, prioritize requests, and manage resources. As a result, residents feel heard, their concerns are validated, and they appreciate their leaders.

Similarly, the Improve Detroit program aims to enable Detroit residents and city agencies to collaborate and effectively address issues that impact day-to-day life.

From broken streetlights to illegal dumping, residents provide real-time information and requests for city intervention. In its first four years, Detroit fixed 97% of the nearly 190,000 submitted requests, and most residents received a same-day acknowledgment. Building on initial success, the city expanded the number of services provided through the Improve Detroit 311 and CRM tool from 16 to 29.
These figures reaffirm that Detroit residents are invested in improving their city and their officials are responsive and concerned about residents' needs. In other words, engaged communities are better communities.

Conclusion

With more efficient administrative request management and more responsive service completion, municipalities save time, money and delight their residents, strengthening trust and solidifying their position as the type of community that earns their residents' long-term commitment and community satisfaction.

CIVICPLUS®

CivicPlus® delivers technology solutions that enable local governments to optimize the experience they deliver when interacting with residents. With more than 20 years of experience, CivicPlus has earned the trust of 7,500+ customers, their 100,000+ local government users, and their 340 million+ residents.

We deliver the industry's first and only Civic Experience Platform. It enables local governments to drive more revenue, operate more efficiently, and generate positive recognition for the many services they provide every day.