

**LYNNWOOD  
CITY COUNCIL  
Work Session**

**Date: Wednesday, April 21, 2021**

**Time: 6:00 PM**

**Place: This meeting will be held electronically via  
Zoom. See the City of Lynnwood website for  
details.**

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- |         |          |   |
|---------|----------|---|
| 6:00 PM | <b>A</b> | Roll Call   |
| 6:05 PM | <b>B</b> | Federal Lobbyist Update   |
| 6:50 PM | <b>C</b> | City Clerk Pilot Briefing 1 of 3                                      |
| 7:35 PM | <b>D</b> | Break   |
| 7:45 PM | <b>E</b> | Discussion: Policies Needed to help businesses rebound after COVID-19 |
| 8:15 PM | <b>F</b> | Mayor Comments and Questions  |
| 8:20 PM | <b>G</b> | Council Comments  |
| 8:25 PM | <b>H</b> | Executive Session, If Needed  |
- Adjourn

**Memorandums for Future Agenda Items:**

**Memorandums for Your Information:**

**Contact: Executive Office (425) 670-5001**

**CITY COUNCIL ITEM A**

**CITY OF LYNNWOOD  
Executive**

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**TITLE:** Roll Call

**DEPARTMENT CONTACT:** Leah Jensen

**DOCUMENT ATTACHMENTS**

**Description:**

**Type:**

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No Attachments Available

# CITY COUNCIL ITEM B

## CITY OF LYNNWOOD Executive

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**TITLE:** Federal Lobbyist Update

**DEPARTMENT CONTACT:** Art Ceniza and Julie Moore

**SUMMARY:**

City Council will receive an update from our Federal Lobbyist, Mark Dedrick with Summit Strategies. Mark will provide an update regarding the American Rescue Plan Act, and potential federal funding opportunities for the City of Lynnwood.

**DOCUMENT ATTACHMENTS**

**Description:**

**Type:**

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No Attachments Available

# CITY COUNCIL ITEM C

## CITY OF LYNNWOOD Executive

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**TITLE:** City Clerk Pilot Briefing 1 of 3

**DEPARTMENT CONTACT:** Karen Fitzthum, Interim City Clerk

**SUMMARY:**

The City has had a combined position of Finance Director, City Clerk and City Treasurer since 1971. This first briefing provides the history of the position and how we came to the pilot project.

**ACTION:**

Receive a briefing on the City Clerk pilot project.

**DOCUMENT ATTACHMENTS**

Description:	Type:
<a href="#">City Clerk pilot presentation</a>	Backup Material



**LYNNWOOD**  
WASHINGTON

*A great deal more*

# **City Clerk**

# **Pilot Project Report**

# **Executive Office**

Spring 2021

C-2

## Lynnwood Clerk History

- **City Clerk was originally an elected position at the formation of Lynnwood in 1959.**



C-3

## Lynnwood Clerk History

- **City Clerk is combined with Finance Director and Treasurer. City Clerk incumbent left office May 1971.**
- **City distributed the City Clerk function to several positions**



C-4

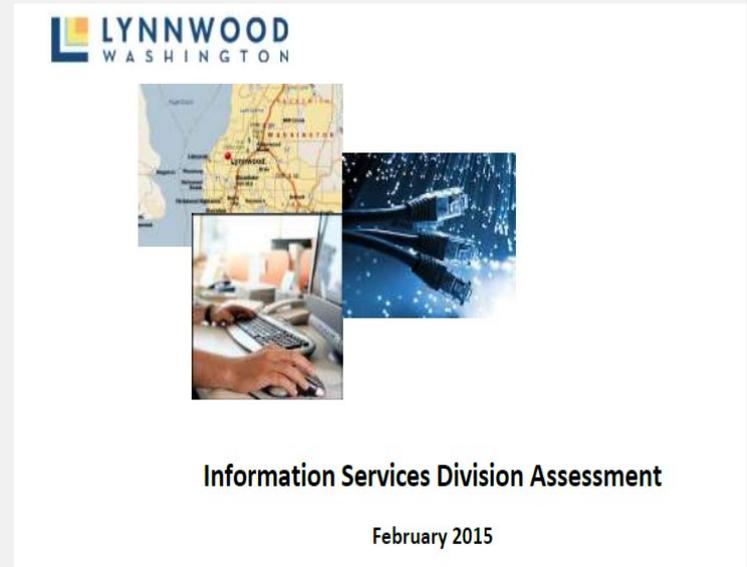
## **Why do we need a City Clerk Now?**

- **Increased in public demand for access to records**
- **Finance Director can focus on Financial tasks**
- **Records Disclosure a high risk for City, sustain the savings**
- **Risk and Insurance items needed more focused attention**
- **To apply continuous improvement processes**
- **Need to manage more records, more effectively**
- **3 studies recommend re-establishing the City Clerk office, I focused on IT**

# Administrative Services

## Information Technology Division

- **2015 – Mayor completed a study of Administrative Services to determine the best options for technology services for the City.**
- **City Council adopted a proposed budget amendment that separated the Information Services division from Administrative Services to create the Information Technology Department**
- **To improve services through leadership and focus on customers**



# Administrative Services History

- **2016 State Auditor Office Staff Analysis**
  - Proposed 7 improvements
  - Clerk workload was analyzed through interview



## STAFFING ANALYSIS

CITY OF LYNWOOD

MEMO TO THE DIRECTOR OF ADMINISTRATIVE  
SERVICES

AUGUST 15, 2016



Washington State Auditor's Office



C-7  
TAPInternational

# 2016 SAO Staffing Analysis recommendations

## — Completed

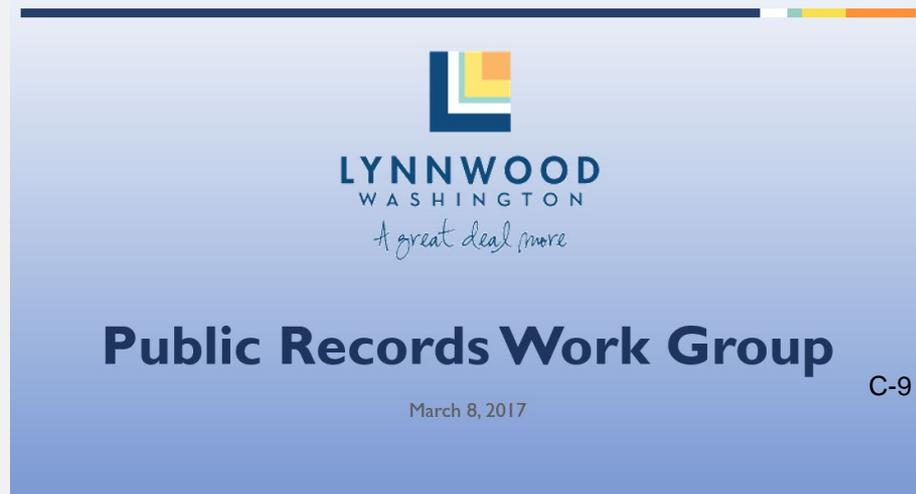
- **Transfer public disclosure workload to the records group**
- **Elimination of the print/copy shop services - done**
- **Process improvements on risk management, investments, spend analysis and system analysis**

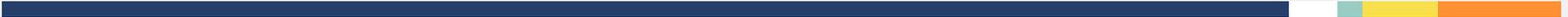
## — In Pilot

- **Transfer responsibility for insurance and claims to Risk Management**
- **Separate Dept of Finance and City Clerk Office - pilot**
- **Redefine Finance Director position to remove all clerk functions**
- **Establish a City Clerk Position**

## 2017 Public Records Work Group

- **Convened by Mayor and included reps from departments and council office, to review records and disclosure issues.**
  - 1) **Recommended establishing the City Clerk office**
  - 2) **Recommended permanent records disclosure position**
  - 3) **Recommended implementing records request online software**
  - 4) **Recommended investing in better equipment**





## **Records Services Changes**

- **Council funded the disclosure position and online request software in the 2019-2020 budget**
  - 1) **Have sustained the cost avoidance of fines and settlements saving over \$100,000 per year with better records management and disclosure**
  - 2) **Reduced use of legal defense costs, and achieved annual Joint Legislative Audit & Review Committee reports**
  - 3) **Improved equipment for digitizing records through cost savings**

# Administrative Services History

- **2017-2018 Matrix Study City Clerk Organizational Review:**
  - 1) **31 recommendations in total**
  - 2) **Based on interviews with staff**
  - 3) **Conducted comparisons with other agencies**
  - 4) **Did not include workload analysis**
  - 5) **Provided a framework for piloting the City Clerk office**

City Clerk and Records  
Organizational Review

LYNNWOOD, WASHINGTON

**matrix** #  
consulting group

# Matrix recommendations

- Analysis of 31 points
- 18 are implemented or ongoing
- 7 are not adopted
- 6 are underway or pending

	Recommendation	Status	Notes
1	On a one-year trial basis, assign the role of City Clerk to the P&R Manager. Concurrently remove core records management functions from the position and re-assign these to the records specialist.	ongoing	
2	Temporarily re-classify the P&R Manager to the City Clerk / Finance Manager position (or equivalent).	complete	
3	Temporarily re-classify the records specialist to records manager position (or equivalent).	not agreed	Work moved to specialist within the
4	Re-assign the deputy city clerk to report to the City Clerk / Finance Manager.	complete	
5	In the event the trial assignment re-organization does not function effectively, develop a dedicated city clerk job classification and recruit such a position.	not agreed	recommend City Clerk Office
6	In the event a dedicated city clerk position is developed, this position should report directly to the Mayor.	agreed	
7	Remove and relocate all city clerk functions from Lynnwood's Finance Director.	complete	
8	Provide records management and clerk-related training within the first 120-days to staff undertaking new/revised roles.	ongoing	
9	Develop a City Clerk's Office as part of the City's formal organizational structure and detail on the website.	agreed	
10	On a one-year trial basis, assign core records management functions from the Procurement & Records Manager to the records specialist, temporarily re-classifying the specialist to Records Manager. This	not agreed	Same as #3 above
11	Irrespective of the organizational structure ultimately selected, the deputy city clerk should no longer report to the Finance Director, instead reporting to the City Clerk.	complete	
12	Re-move the deputy city clerk in tasks such as Public Records Request back-up and engage in further Council Agenda preparation as described in this report.	complete	
13	In order to provide work capacity, transfer finance-related duties from the deputy city clerk, such as travel, budget and CARR support, to other Finance Department staff reporting to the two Finance	complete	
14	Re-initiate a formal deputy city clerk job classification and description, foregoing the broad-banded Administrative Assistant classification now in use.	complete	
15	Re-engineer some Clerk-related protocols as described in this report to include contract recording, public hearing posting and ordinance development.	agreed	
16	In the long-term, consolidate the records clerk with the public records technician position after special projects are completed.	not agreed	workload requires staffing to continue
17	Maintain the existing position of the public records technician (currently limited-term through 2018). As workload changes due to elimination of Fire/EMS, as well as other modifications in clerk-related efforts,	not agreed	workload requires staffing to continue
18	Transfer most agenda preparation process duties and responsibilities from the two executive assistants to the city clerk's office, to be performed in large part by the deputy city clerk.	work underway	working through the LEAN project to revamp
19	Reallocate governing members' (Mayor and Council) administrative duty requirements to the executive assistant to the mayor to serve in support as a single point of contact for all Lynnwood elected officials.	not agreed	Changed the Council EA job description to focus
20	Eliminate the 30-hour Executive Assistant to the Council position upon transfer of noted duties and responsibilities to the city clerk's office and remaining executive assistant.	not agreed	changed the job description to focus on
21	To facilitate enhanced and more centralized electronic document management, have City IT and records management staff explore the possibility of upgrading the Tyler Technologies software product to the	complete	ongoing upgrades to keep software current.
22	Within each department formally assign records retention and destruction representatives (R&D representatives) in each department; these should be the current public records request representatives.	complete	
23	Identify R&D representatives in IT and the key end-user department to oversee records management efforts for key electronic/software systems (e.g. CMMS, Permitting, Novus, etc.).	complete	
24	Perform random bi-annual audits of two City departments with respect to their progress executing records destruction and retention protocols.	still ahead	
25	Fund and conduct annual records management training, based on topics of need, for key department and City Clerk Office staff.	ongoing	
26	Continue to re-locate to State storage and/or destroy various hardcopy records located throughout City storage facilities with the intention to minimize number of physical locales for such storage. Solicit	ongoing	
27	Develop a comprehensive City Records Management Manual illustrating key Standard Operating Procedures (SOPs) relative to electronic (e.g. email and text) and hardcopy records retention, destruction,	still ahead	
28	Similar to current undertakings to centralize coordination of public records requests, accomplish the same efforts related to City risk management issues utilizing the city clerk / finance manager position as the	started	
29	Make a definitive decision regarding the usefulness of the City Council minutes summary currently prepared by the deputy city clerk. Such time could be better spent performing other expanded	complete	eliminated this duplication
30	Utilize the City's internal LEAN committee to examine and re-engineer the agenda packet preparation process to streamline efforts for all participants.	started	
31	Utilize the City's internal LEAN committee to articulate the resources needed to conduct a meeting of the Council, and identify major and minor benefits and disadvantages to reducing the number of City Council	still ahead	

# Matrix recommendations

- Analysis of 31 points - Not adopted:

	Matrix Recommendation	Status	Notes
3	Temporarily re-classify the records specialist to records manager position (or equivalent).	not agreed	Work moved to specialist within the
5	In the event the trial assignment re-organization does not function effectively, develop a dedicated city clerk job classification and recruit such a position.	not agreed	recommend City Clerk Office
10	On a one-year trial basis, assign core records management functions from the Procurement & Records Manager to the records specialist, temporarily re-classifying the specialist to Records Manager. This becomes permanent if it is determined a dedicated full-time City Clerk is not needed.	not agreed	Same as #3 above
16	In the long-term, consolidate the records clerk with the public records technician position after special projects are completed.	not agreed	workload requires staffing to continue
17	Maintain the existing position of the public records technician (currently limited-term through 2018). As workload changes due to elimination of Fire/EMS, as well as other modifications in clerk-related efforts, consider long-term consolidation with the records clerk position.	not agreed	workload requires staffing to continue fines and settlements
19	Reallocate governing members' (Mayor and Council) administrative duty requirements to the executive assistant to the mayor to serve in support as a single point of contact for all Lynnwood elected officials.	C-13 not agreed	Changed the Council EA job description to focus
20	Eliminate the 30-hour Executive Assistant to the Council position upon transfer of noted duties and responsibilities to the city clerk's office and remaining executive assistant.	not agreed	Changed the job description to focus

## Matrix recommendations

- Analysis of 31 points - 6 are underway or pending

	Matrix Recommendation	Status	Notes
18	Transfer most agenda preparation process duties and responsibilities from the two executive assistants to the city clerk's office, to be performed in large part by the deputy	work underway	working through the LEAN project to
24	Perform random bi-annual audits of two City departments with respect to their progress executing records destruction and retention protocols.	still ahead	
27	Develop a comprehensive City Records Management Manual illustrating key Standard Operating Procedures (SOPs) relative to electronic (e.g. email and text) and hardcopy	still ahead	
28	Similar to current undertakings to centralize coordination of public records requests, accomplish the same efforts related to City risk management issues utilizing the city clerk / finance manager position as the facilitator of such endeavors with the city attorney, insurance broker, and other key departments (e.g. human resources).	work underway	transition to new insurance authority, training for staff and departments underway.
30	Utilize the City's internal LEAN committee to examine and re-engineer the agenda packet preparation process to streamline efforts for all participants.	work underway	Tentative go live
31	Utilize the City's internal LEAN committee to articulate the resources needed to conduct a meeting of the Council, and identify major and minor benefits and disadvantages to reducing the number of City Council Meetings per month with no fewer than two monthly. Discuss with Mayor and Council during a Work Session meeting and during a Business Meeting to receive public input and arrive at a decision.	C-14 still ahead	

## City Clerk pilot program

- **Assign Interim City Clerk to the Procurement and Records Manager**
- **Assign Deputy City Clerk to the Interim City Clerk**
- **Review tasks, identify duplications of work, areas to improve**
- **Review the recommendations of studies**
- **Perform workload review and analysis**
- **Tested it for a year, see if some positions could be combined or eliminated**
- **Reviewed demand for services and revenue producing options**

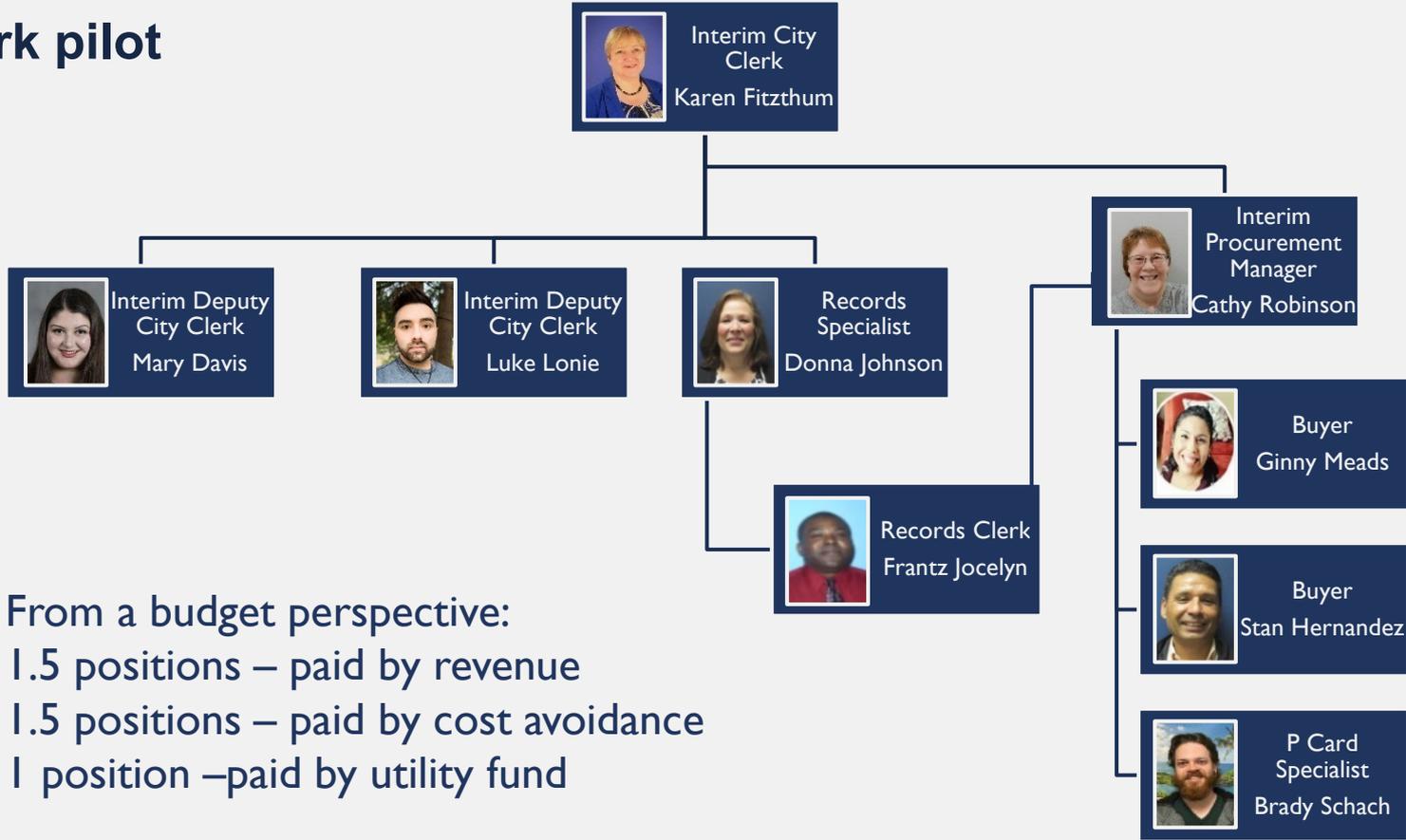


## City Clerk pilot team

Uses 9 existing positions to create City Clerk Pilot Team:

From	To
Procurement and Records manager	Interim City Clerk
Deputy City Clerk, Records Technician	Deputy City Clerk (2)
Sr. Records Specialist	Sr. Records Specialist
Procurement Supervisor	Procurement Manager
Buyer (2)	Buyer (2)
Procurement Specialist	Procurement Specialist
Records Mailroom Clerk	Records Mailroom Clerk

## City Clerk pilot



From a budget perspective:  
1.5 positions – paid by revenue  
1.5 positions – paid by cost avoidance  
1 position –paid by utility fund

## **2020 – a year of change and challenges**

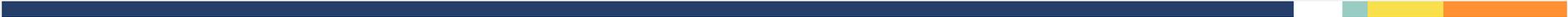
- **November 2019 – Mayor appoints Interim City Clerk in Executive Office, assigns Deputy City Clerk, Records and Procurement team**
- **2020 through YTD 2021 – Observation and Discovery of tasks and responsibilities, resources and processes**
- **Retirement of Council EA and Deputy City Clerk, recruitment of Limited Term Deputy City Clerks and new Council EA.**
- **Process improvements impacted by Covid-19 emergency and staff absences and retirements.**

## Comparable study updated.

- **Matrix compared Edmonds, Federal Way, Marysville, Redmond, Renton with staffing and functions**
- **2021 updated comparable study added cities**
- **Used to help identify which tasks should rest with Clerk**

	Council agendas	bids, contracts, ILAs	LEOFF board	Public Hearings and Notices	Claims	Insurance	Code, ordinanc es etc.	Public Records Officer	Auditing Officer- expendit ures	Business Licenses	Citywide Records Manage ment
Edmonds City Clerk	Yes	Yes	No	Yes	No	No	Yes	Yes	No	Yes	Yes
Everett City Clerk	No	Yes	yes	yes	No		yes	Yes	yes	yes	Yes
Shoreline City Clerk	Yes	No	no	yes	no	No		Yes	no	no	Yes
Kenmore City Clerk	no	No	no	yes	Yes	No	yes	Yes	no	no	Yes
Snohomish County Public Records Officer	No	No	no	No	No	No	No	Yes	no	no	Yes
Marysville Asst Finance Director (City Clerk)	Yes	Yes	no	yes	Yes	Yes	yes	Yes	unk	unk	Yes
Tukwila Records Manager City Clerk								Yes			Yes
Redmond	Yes	Yes	No	yes	No	No	Yes	Yes	No	No	Yes
Lake Stevens	Yes	no			no			Yes	no	pets	Yes
Bothell	yes	No	No	yes	No	No	yes	Yes	No	No	Yes

C-19



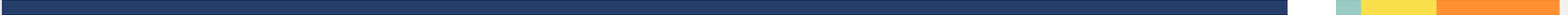
## Studies and reviews

### 2020

- **Review of Matrix recommendations-** analysis of 31 points
- **Deputy City Clerk, Records Specialist and Records clerk –** workload time studies
- **Procurement and Contracts –** Reassigned resources and tasks to sustain P card workload and contract administration. Revenue stabilized.

### 2021

- **Strategic Planning -** Analysis underway on cost avoidance and revenue programs and improved services to the public.



## City Clerk pilot early wins

### Records

- Established public online records searching for City Council and Development and Business Services records
- Maintained zero fines and settlements for records disclosure activities
- Updated Electronic Records Management System (ERMS)
- Improving the City Council records filing application
- Cross Training of staff to sustain low risk and improve records retention and disposal

# City Clerk pilot early wins

## Risk Management

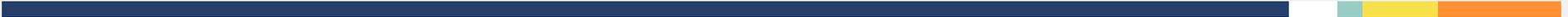
- Completed migration of insurance to new provider;
- Improved reporting of claim and legal action to Council, eliminated Insurance Committee
- Increased tracking of damage to City property, increased reimbursements
- Increased all dept staff training for risk reduction, increase reimbursements for that training
- Completed property inventory and appraisal, increasing the know and insured value of City Property by \$40M.
- Established online claims processing and reporting for the public and , generation of insurance certification for staff.
- Cross trained staff in Deputy Clerk functions

C-22

# City Clerk pilot early wins

## City Council

- Standardized the City Council web pages, incorporated Covid-19 restrictions and Zoom links and instructions
- Established the process for hosting City Council meetings online, incorporating public comments, public hearings, and online review of recordings.
- Provided back up Council support during vacancy in Council Executive Assistant
- Streamlined process for completing Finance Committee review of payroll and payables report; inclusive of Council agenda items for consent agenda.
- Reviewed and recommended improvements to draft, approval, publishing and archiving of City Council minutes. Streamlines process, uses fewer people and provides for cross training and backup.



## City Clerk Early wins

### Procurement

- Implemented online bidding system
- Increased efficiency of purchases and payments with P Card program, maintained revenue with lower expenditures
- Reorganized staff assignments to support workload
- Maintained contracts to ensure best value for public purchases

## City Clerk Report #2

### Conclusions and details

- City Clerk office should be re-established at Lynnwood
- Results of analysis of workload and proposed services
- Proposed City Clerk office services and staffing
- Finance Director view of the proposed changes
- Proposed new services, revenue generation and increased cost avoidance plans
- Proposed Budget providing increased services to internal and external customers
- Code revisions updating the Finance Director of City Clerk duties

### Report #3 adoption by Council

C-25



**CITY COUNCIL ITEM D**

**CITY OF LYNNWOOD  
City Council**

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**TITLE:** Break

**DEPARTMENT CONTACT:** George Hurst, Council President

**DOCUMENT ATTACHMENTS**

**Description:**

**Type:**

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No Attachments Available

**CITY COUNCIL ITEM E**

**CITY OF LYNNWOOD  
City Council**

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**TITLE:** Discussion: Policies Needed to help businesses rebound after COVID-19

**DEPARTMENT CONTACT:** Council President George Hurst

**SUMMARY:**

Council President Hurst will lead a discussion amongst the council members to generate ideas/policies that might help local businesses recover from the pandemic.

**DOCUMENT ATTACHMENTS**

**Description:**

**Type:**

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No Attachments Available

**CITY COUNCIL ITEM F**

**CITY OF LYNNWOOD  
Executive**

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**TITLE:** Mayor Comments and Questions

**DEPARTMENT CONTACT:** Mayor Smith

**DOCUMENT ATTACHMENTS**

**Description:**

**Type:**

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No Attachments Available

**CITY COUNCIL ITEM G**

**CITY OF LYNNWOOD  
City Council**

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**TITLE:** Council Comments

**DEPARTMENT CONTACT:** George Hurst, Council President

**DOCUMENT ATTACHMENTS**

**Description:**

**Type:**

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No Attachments Available

**CITY COUNCIL ITEM H**

**CITY OF LYNNWOOD  
Executive**

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**TITLE:** Executive Session, If Needed

**DEPARTMENT CONTACT:** Leah Jensen

**DOCUMENT ATTACHMENTS**

**Description:**

**Type:**

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No Attachments Available