

These strategic plans represent the current status and plans for the future as described by the management teams of the city's departments. They represent a significant amount of effort and a continuum of other related efforts.

To date, the city has:

- Adopted **Financial Policies** used to direct and gauge city decisions with regard to managing its finances.
- **Conducted a citizen survey** using the services of the National Citizen Survey. They are affiliated with the International City and County Management Association (ICMA) and provided comparisons of Lynnwood's results to their database of results for context.
- **Established city goals and "areas of emphasis"** which guide the development of implementation plans and budget decisions. Developing the goals has promoted conversations about what the city values and what are priority projects.
- Presented an **Annual Performance Report** of statistics and accomplishments representing performance measurement in the city. This report included measures on efficiency, effectiveness and outcomes realized in the community from city programs.
- **Adopted a biennial budget process** at the recommendation of the city's "Performance Management Team".
- **Developed Departmental Strategic Plans** originally in 2001. This work represents a third iteration and a significant step forward in the overall program.

Focus / Direction and Assumptions Used:

It could be said that this is a classic "Chicken and Egg" situation. The City Council is anxious to see the ideas from within the departments in order to help broaden their discussion about citywide issues and needs. At the same time, the departments developed plans using the policy guidance provided by the Council and Mayor in the form of their goals and areas of emphasis.

The staff is desirous of additional clarification on many significant city issues. These include:

- Not significant annexations are anticipated
- The council / mayoral goals and areas of emphasis will be implemented over the next five years
- The City Center Project will not see significant development during the planning period