

City of Sequim 2018 Budget

City Council and City Administration *Providing for a Safe, Sustainable, and Connected Community*

City Council
*Establish Sustainable and Fiscally Responsible Policy
through Community Outreach*

City Manager
*Implement Council
Priorities,
Goals and Vision...*

City Clerk
*Arts & Culture,
Records
Management...*

City Attorney
*Compliance,
Transparency, SMC
updates...*

**Information
Technology**
*Ensuring a
Productive
Workforce,
Securing
Information,
Advancing Citizen
Outreach &
Transparency...*

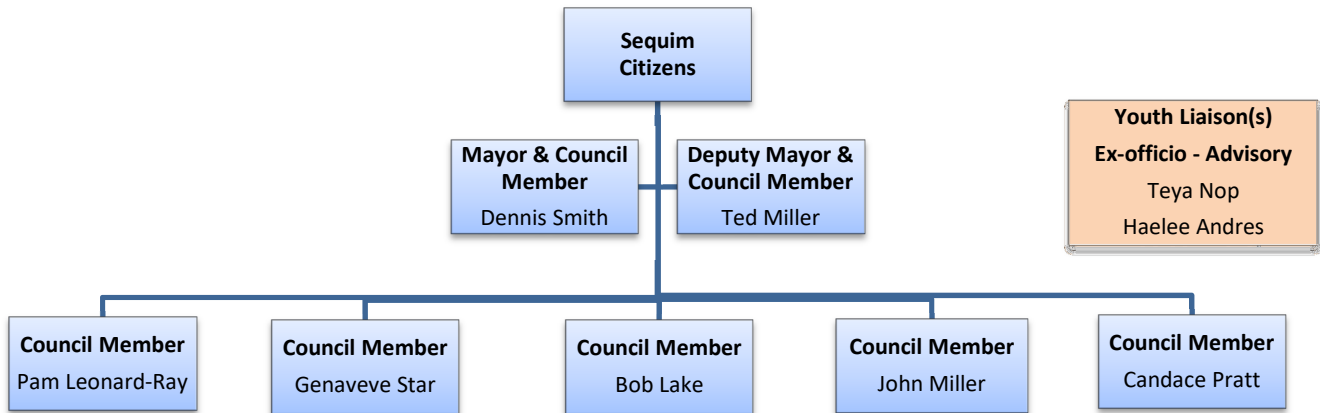
**Communication
Hotel/Motel**
*Transparency,
Outreach,
World-Class
Outdoor Events...*

**Human
Resources**
*Integrity,
Stewardship,
Positive, Respect,
Teamwork,
Customer Service,
Continuous
Improvement...*

City of Sequim Department Description

City Council

Staffing	Budget 2018
Council Members	7.00



- 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.

2017-2018 Short-Term Priorities (1 – 2 years)

- ❖ Fund and implement the transportation plan
- ❖ Renew the Transportation Benefit District
- ❖ Update Emergency Preparedness Plan and continue work with Regional Partners
- ❖ Develop a holistic neighborhood plan for delivery of infrastructure improvements and services, including code enforcement, crime prevention, human services and affordable housing
- ❖ Complete improvements to the Guy Cole Center and seek community funding for the kitchen and breakout rooms

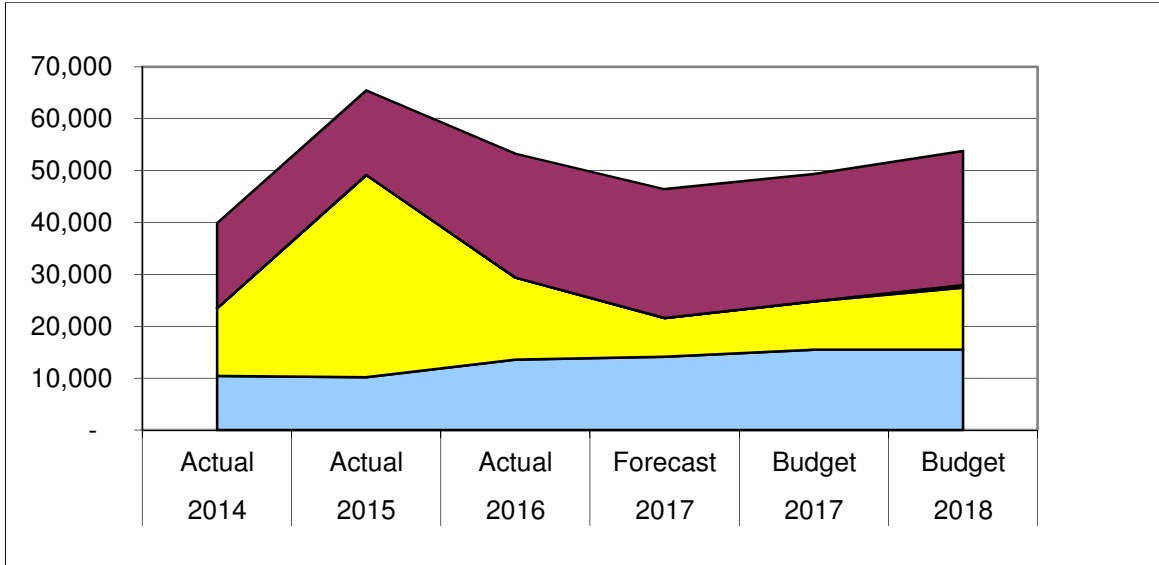
Other longer term priorities are also specifically funded within the budget and called out in each section.

2018 Budget Summary

- ❖ \$4.5k (9%) increase in the budget for council salaries, supplies and training

**City of Sequim
2018 Budget
5-Year Summary**

City Council Expenses

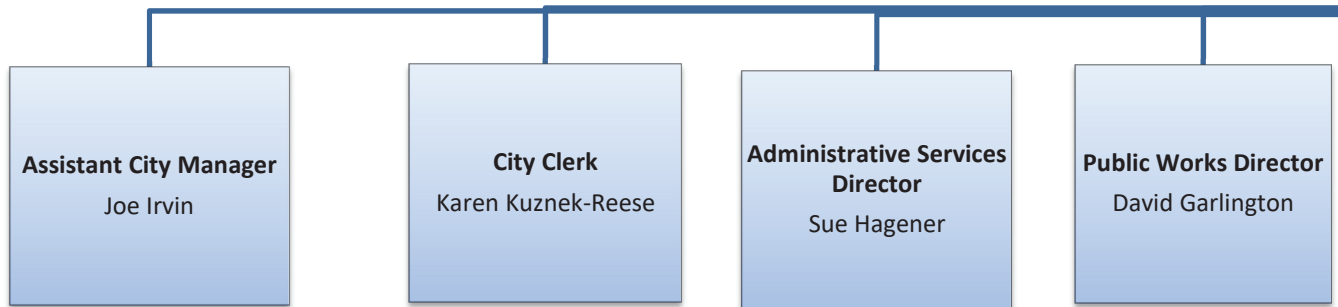


	2014 Actual	2015 Actual	2016 Actual	2017 Forecast	2017 Budget	2018 Budget	2018-2017	
							Amount	%
Salaries & Benefits	16,356	16,301	23,851	24,796	24,539	25,843	1,304	5%
Operating Supplies				-	-	500	500	100%
Charges for Services	13,011	38,930	15,831	7,455	9,300	11,950	2,650	28%
Intergovernmental	10,448	10,217	13,567	14,161	15,500	15,500	0	0%
Total Expenses	39,815	65,448	53,249	46,412	49,339	53,793	4,454	9%

City of Sequim Department Description

City Administration

**City Manager, Assistant City Manager, City Clerk, City Attorney, Communications,
Human Resources, Administrative Pool & Information Technology
Arts & Culture (restricted) & Hotel/Motel (restricted)**



City Management

- Assist City manager in execution of city wide operations, & 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 & procedures necessary to provide and improve services.
- Lead projects and initiatives as assigned.
- Parks Management & planning.
- Human services funding and contract management
- Volunteer Program

Administrative Pool

- Provide overall administrative support to the organization.

Human Resources

- Compensation & Benefits
- Training & compliance
- Recruitment & selection
- Employee relations
- Labor relations
- HR city-wide policy administration
- Civil Service Commission

Department of Community Development

- See Dept. of Community Development section

City Clerk/Special

Projects

- Prepare council meeting agendas, packets minutes
- Manage official city records and serves as public records officer
- Publish, update & distribute city ordinances & code
- Open public meetings act & legal notice compliance
- Contract tracking
- Committee member/term/training tracking

Arts & Culture

- Manages the city arts advisory commission, their programming & master planning efforts

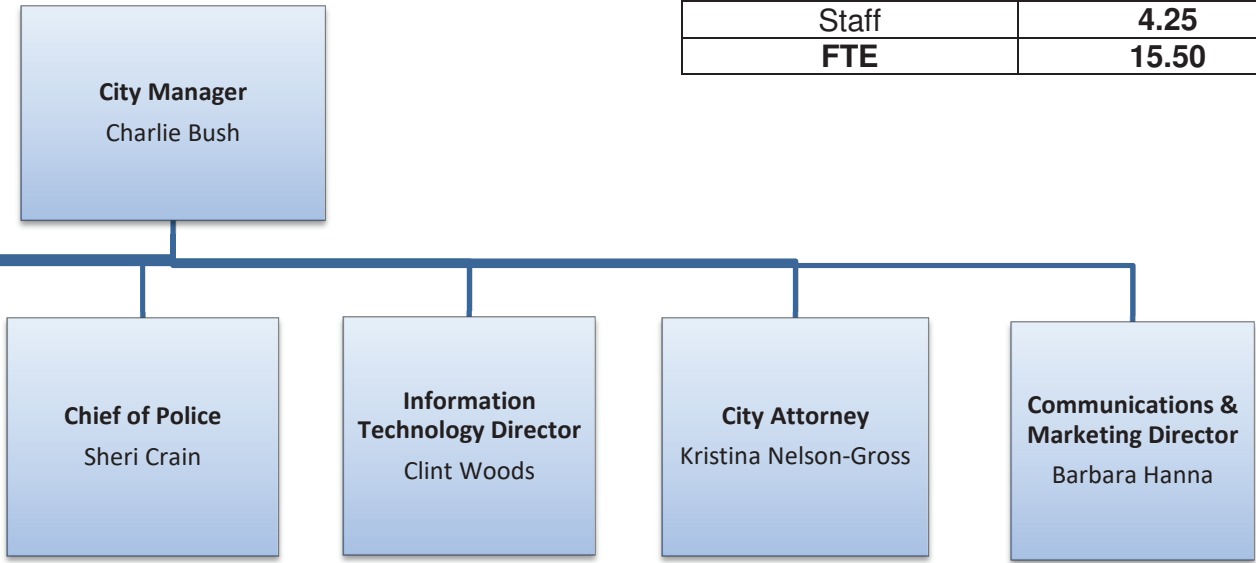
Administrative Services

- See Department section

Public Works

- See Department section

Staffing	Budget 2018
City Manager	1.00
Directors	8.00
Manager	2.25
Staff	4.25
FTE	15.50



Police Services

- See Department section

Information Technology

- Provide IT Service Desk support (support calls, service request tickets, desktop/laptop hardware, mobile and desk phones, software access/privileges)
- Manage Enterprise Infrastructure resources (servers, data storage, network, telecommunications, backup/recovery)
- Enhance Cyber security profile for users, devices and systems
- Provide disaster recovery and continuity of business operations resources

Civil Legal Matters

- Employment/Labor Law/Contracts
- Prepare/review ordinances, contracts and resolutions
- Advise City representatives on all legal issues
- 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 & development
- Serve as internal consultant on communications
- Contact point for citizens & community groups
- Handle or advise on media issues
- Manage content & publishing of monthly utility newsletter

Tourism Marketing

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

City Of Sequim Budget Overview

City Administration City Manager, Clerk, Attorney, Communications, Human Resources & Administrative Pool Charlie Bush, City Manager

Department Descriptions

City Manager

The mission of the City Manager's Office is to implement the City Council's goals and vision for the community, provide organizational leadership, strategic direction, and ensure the delivery of efficient and effective public facilities and services. To accomplish this, the Manager resolves issues by promoting effective two-way communication among the City Council, citizens, community/regional stakeholders and staff. The City Manager also makes policy recommendations to the Council, implements Council policy decisions and directives, prepares the recommended annual budget, the long range financial plan, appoints and evaluates Department Heads, and interacts with Council, citizens, commissions, other governmental agencies and staff. The City Manager also evaluates City 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.

In 2017, the Assistant City Manager assumed responsibility for overseeing Human Resources, Community Development, Parks Planning, Human Services funding, Economic Development as well as an Administrative Pool that provides overall support to the Organization.

Also in 2017, the new Assistant to the City Manager assumed administration of the Volunteer Program, and assisting with coordination of special events and projects on behalf of the Arts Commission as well as providing back-up to the City Clerk.

City Clerk

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, and records management laws, provides administrative support to the City Council, prepares Council and Arts Commission agenda packets, attends and records minutes for the City Council and Arts Commission, and coordinates management of board/commission memberships and required training.

City Attorney

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 prosecutes or defends 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 public records responses. This Department also took on additional responsibilities in 2017 typically associated with the Human Resources Department. As part of this transition, this office is increasing training in this area and will assist other departments in further developing and implementing best practices.

Public records is a top priority for this office. The office intends to provide increased training in this area for our Legal Assistant and develop and implement best practices in responding to and managing requests.

Code revisions have already begun, and Council can expect to see more of these throughout 2018. The focus will be on those provisions that eliminate government "red-tape" and confusion and those areas in which the law has changed.

Communications

Develops and implements various strategies as they relate to both internal and external communications. 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 the City's liaison to community organizations, advises on or handles high profile media issues, produces and oversees the publication of the monthly utility newsletter.

City Of Sequim Budget Overview

Human Resources

This function provides strategic advice to operational management to enhance the performance of the City staff. The HR department covers a broad range of responsibilities including: staff recruiting and selection, employee compensation and benefits, HR strategic planning and analysis, Equal Employment Opportunity compliance, employee development and career planning, performance review management, employee and union labor/management relations, coordination of workers compensation, policy development and serves as the Civil Service Chief Examiner for the Police Department.

Administrative Pool

The City Manager's Office evaluates City customer service practices and identifies opportunities for continuous improvement. All administrative level positions and tasks across departments were reviewed in 2016 for consideration in centralizing some work assignments to improve efficiencies without additional staffing. This analysis resulted in shifting and combining some job duties and reporting relationships of existing employees to create an Administrative Pool responsible for second floor reception and administrative support for enhanced customer service.

2018 Key Goals

City Manager

- ❖ Accomplish the City Council's adopted priorities.
 - Specifically for 2018, neighborhood revitalization efforts, economic development, affordable housing and funding for transportation
- ❖ Propose a balanced and sustainable long-range financial plan.
- ❖ Accomplish City Manager goals established by Council in his 2017 evaluation, including improving technology, increasing efficiencies and ensuring a healthy balance between regional and local efforts.
- ❖ Continue to develop a High Performing Organization at all levels.
- ❖ Enhance Organizational Development City-wide.
- ❖ Provide administrative support to the organization through continued use of an Administrative Pool.
- ❖ Provide oversight of the Human Resources function.

City Clerk

- ❖ Continue to 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 increase efficiencies in departmental functions
- ❖ Work with the City Arts Advisory Commission to implement those items outlined in their Annual Report and continue to increase 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, regulatory gaps, changes in the law, and general housekeeping
- ❖ Collaborate with other departments/agencies for long-term solutions for socio-legal problems such as code enforcement, homelessness, water/storm water issues.
- ❖ Continue involvement with the legal aspects of Human Resources.

Communications

- ❖ Continue to play a larger role in Organizational Development by supporting the City's move towards becoming a High Performance Organization and serving as a co-lead for the Innovation Academy.
- ❖ Continue to focus on emergency management preparation.
- ❖ Continue to develop social media resources as a communications tool for Sequim citizens.
- ❖ Work with the IT Department on the City of Sequim and tourism web-site upgrades.



City Of Sequim Budget Overview

Human Resources

- ❖ Manage recruitments and succession planning for key Public Works field positions.
- ❖ Continue to update the Personnel Policy Manual.
- ❖ Continue to provide legal compliance and employee training support.
- ❖ Partner with Administrative Services to continue monitoring all employee benefit plans and costs, including the potential legal and financial impacts of the Affordable Care Act.
- ❖ Continue to coordinate closely with Administrative Services in supporting safety efforts and records, workers compensation claims and several other city-wide programs
- ❖ Provide support for 3 bargaining unit contract negotiations.
- ❖ Provide support for a salary survey for non-represented staff.

2018 Budget Summary

City Manager

This budget increased by \$166k (51%) primarily due to reallocation of resources from other departments, now in the form of an Assistant to the City Manager, toward City-wide initiatives, including Organizational Development, and management of the Council Goal Work Plan.

- ❖ The Assistant to the City Manager position replaced the Deputy Clerk in mid-2017 and in 2018 moves to the City Manager's office. This position has assumed certain City Clerk functions like Art's Commission support, back-up on City Council Meetings and Agenda packet preparation, administration of the Volunteer Program, employee appreciation and United Way coordinator. Training and travel for this employee was also added.
- ❖ Funds for an independent party to facilitate the City Manager's annual evaluation and MRSC consortium fees have been added (\$10k).
- ❖ A \$20k contribution was added to the budget for participation in the Habitat for Humanity sponsored "Service Fest" event that directly addresses the Neighborhood Revitalization goal of Council.

City Clerk

This budget decreased by \$4k (2%) primarily due to changes in staffing noted above (and as a result of a retirement). There were slight increases made in the Clerk's budget to provide for costs associated with anticipated code updates, training and travel. A \$18k transfer out of this office was also added to pay for an assessment of Records Management processes and to design a city-wide records management plan. It should be noted that passport services previously provided by this office have been eliminated in 2018. After an assessment of customers served and the time it takes to provide this service, we have opted to eliminate this "gold-plated" service that benefits those in the County to a greater degree than Sequim residents.

City Attorney

This budget increased by \$22k (12%) due to salary/benefit increases (\$13k) and training/travel for staff (\$8k). The Legal Assistant's position transitioned to a Records Management clerk, as this position will now serve as the focal point for all Public Records Requests.

Communications

This budget increased by \$4.4k (6%) due to salary and benefit increases. Staff salary allocation remains at a 50-50 split between tourism marketing and city-wide communications functions.

Human Resources

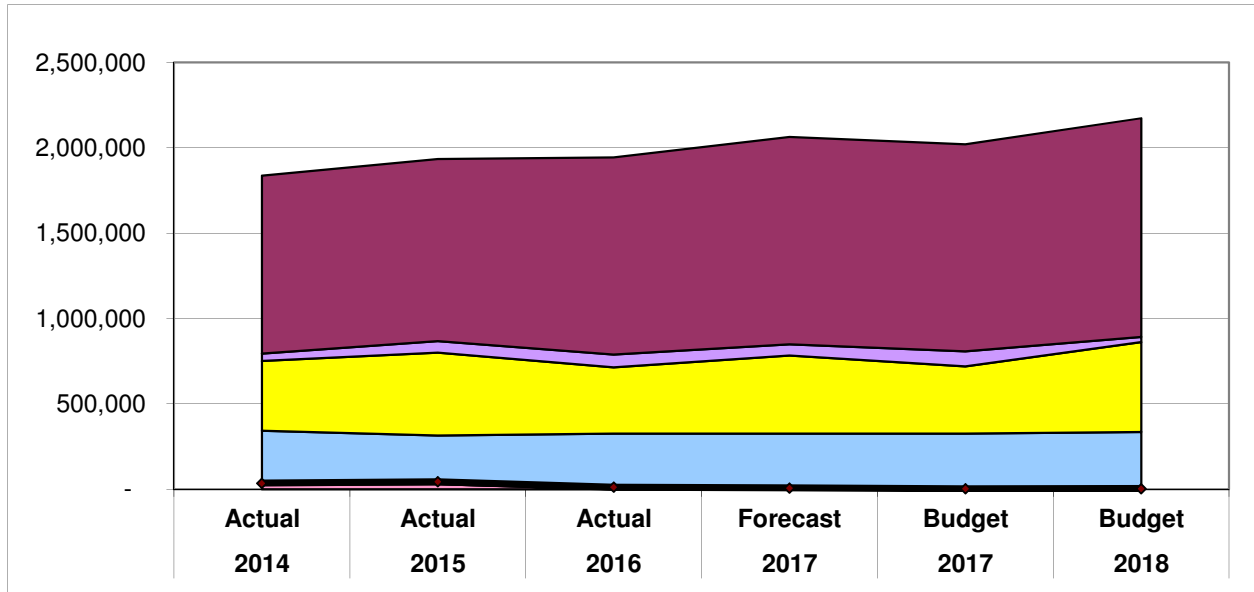
This budget increased by \$28k (21%) primarily due to professional services required to support 3 bargaining unit contract negotiations and a salary survey for non-represented staff.

Administrative Pool

In 2017, the Administrative Pool was implemented. Internal staff resources were reallocated to this department, which comprises the majority of the budgeted expenses.

**City of Sequim
2018 Budget
5-Year Summary**

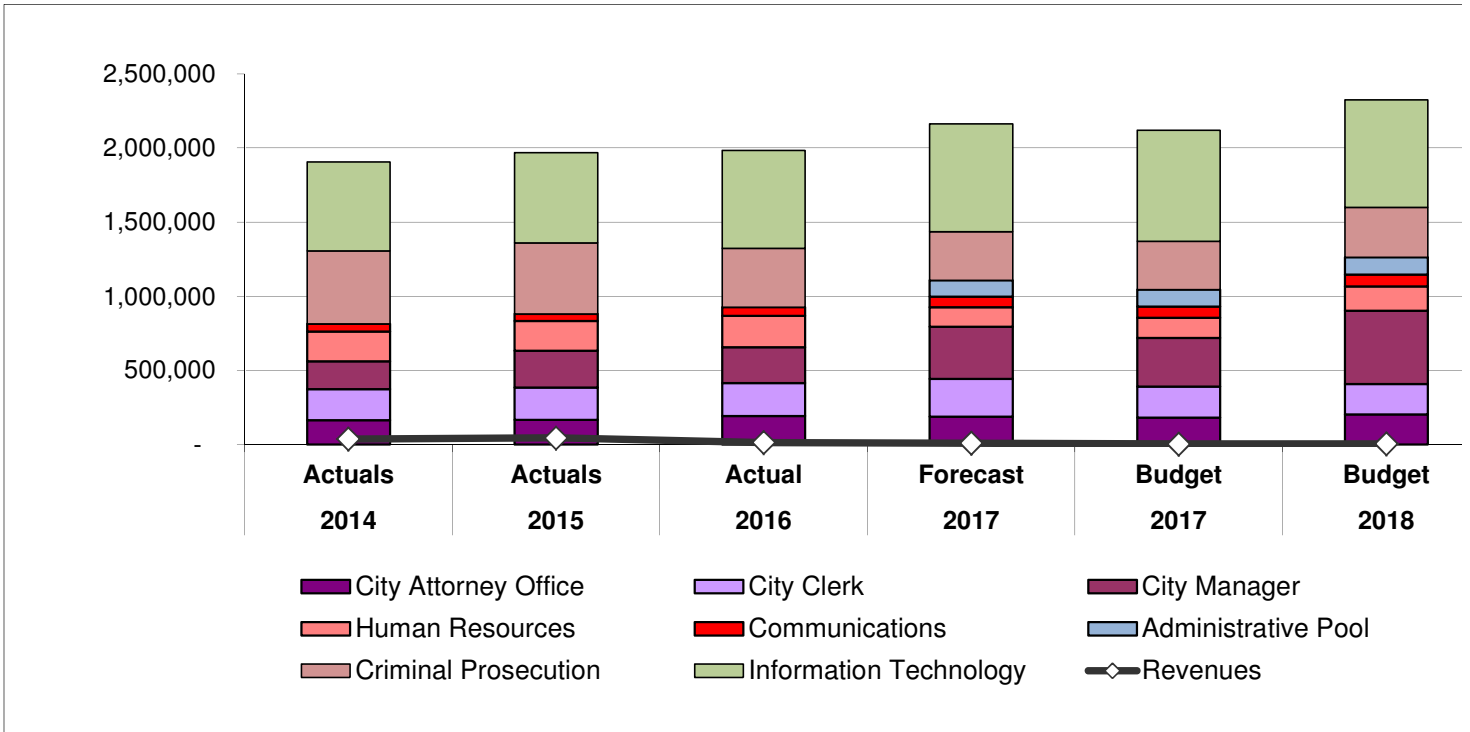
**City Administration Expenses
City Manager, Clerk, Attorney, Communications, Criminal Prosecution
Information Technology, Human Resources & Administrative Pool**



	2014 Actual	2015 Actual	2016 Actual	2017 Forecast	2017 Budget	2018 Budget	2018-2017 Amount	2018-2017 %
Revenues								
011 Clerk	7,950	8,504	8,734	5,081	-	-	-	0%
012 City Manager	-	-	-	-	-	-	-	0%
013 City Attorney	-	-	-	-	-	-	-	0%
015 Communications	-	-	110	-	-	-	-	0%
016 Human Resources	610	565	50	76	-	-	-	0%
060 Administrative Pool	-	-	-	-	-	-	-	0%
113 Criminal Prosecution	28,011	35,634	4,284	3,345	3,375	4,373	998	30%
Revenues	36,571	44,703	13,178	8,502	3,375	4,373	998	30%
Expenses								
Salaries & Benefits	1,041,363	1,065,519	1,154,043	1,215,568	1,212,503	1,281,081	68,578	6%
Operating Supplies	44,361	67,960	74,969	65,396	88,740	30,150	(58,590)	-66%
Charges for Services	408,101	484,950	388,668	457,217	392,838	526,002	133,164	34%
Intergovernmental	317,205	286,169	325,668	326,400	326,400	336,192	9,792	3%
Capital (Equip > \$7,500)	25,872	29,536	-	-	-	-	-	0%
Transfers (Equip Reserve)	69,209	34,605	39,874	99,375	99,375	150,800	51,425	52%
Total Expenses	1,906,111	1,968,739	1,983,222	2,163,956	2,119,856	2,324,225	204,369	10%

**City of Sequim
2018 Budget
5-Yr Summary**

**City Administration Expenses by Department
City Manager, Clerk, Attorney, Communications, Criminal Prosecution
Information Technology, Human Resources & Administrative Pool**



	2014 Actuals	2015 Actuals	2016 Actual	2017 Forecast	2017 Budget	2018 Budget	2018-2017	
							Amount	%
Revenues								
011 Clerk	7,950	8,504	8,734	5,081	-	-	-	0%
012 City Manager	-	-	-	-	-	-	-	0%
013 City Attorney	-	-	-	-	-	-	-	0%
015 Communications	-	-	110	-	-	-	-	0%
016 Human Resources	610	565	50	76	-	-	-	0%
060 Administrative Pool	-	-	-	-	-	-	-	0%
113 Criminal Prosecution	28,011	35,634	4,284	3,345	3,375	4,373	998	30%
Revenues	36,571	44,703	13,178	8,502	3,375	4,373	998	30%

Expenses		2014	2015	2016	2017	2017	2018	2018-2017	
		Actuals	Actuals	Actual	Forecast	Budget	Budget	Amount	%
City Manager	188,238	247,855	243,206	350,745	328,080	494,176	166,096	51%	
City Clerk	210,299	218,477	221,581	256,295	209,050	205,081	(3,969)	-2%	
City Attorney Office	163,555	165,861	192,179	186,865	181,593	203,252	21,659	12%	
Communications	52,204	46,971	58,449	72,980	74,224	78,663	4,439	6%	
Human Resources	199,974	201,165	209,897	131,294	136,673	164,772	28,099	21%	
Administrative Pool	-	-	-	109,973	114,870	117,462	2,592	2%	
Criminal Prosecution	492,239	478,826	396,969	326,925	326,400	336,192	9,792	3%	
Information Technology	599,602	609,583	660,939	728,879	748,966	724,628	(24,338)	-3%	
Total City Administration	1,906,111	1,968,738	1,983,220	2,163,956	2,119,856	2,324,226	204,370	10%	

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 which, so far, seems to be working as intended. The contract provides a flat fee for prosecution, public defense, court, and jail services, which provides more stability to the City's budget. Because of this change, the Legal Assistant will be utilized in the City Clerk Office half-time to assist in achieving public records management.

During the August 2017 annual consolidation meeting with Clallam County, all parties were generally happy with the services. The County did not propose a request for additional funding outside of the contract escalation amount.

2018 Budget Goals

Criminal Prosecution Services

- ❖ Continue to monitor the effectiveness of our contract for Criminal Justice Services with Clallam County

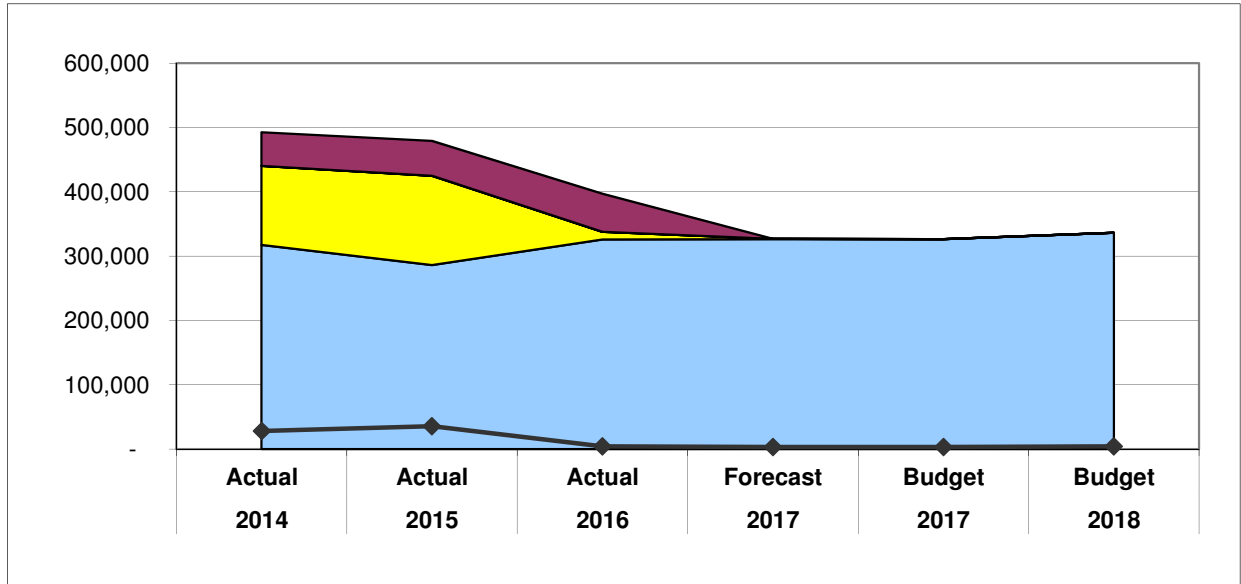
2018 Budget Summary

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. \$320,000 – the original contract in 2016 - plus an annual adjustment per the CPI-W (per the contract). For 2018, that rate adjustment was 3.1%.
 - All revenues associated with Court in prior years now goes to Clallam County per the new contract.
- ❖ All salary and benefits for the City Attorney are recorded in the City Attorney's budget and the Legal Assistant FTE is split 50/50 between the City Clerk and the City Attorney's budgets.

**City of Sequim
2018 Budget
5-Year Summary**

Criminal Prosecution Services



	2014 Actual	2015 Actual	2016 Actual	2017 Forecast	2017 Budget	2018 Budget	2018-2017	
							Amount	%
Intergovernmental Revenues	50	230	-	-	-	-	-	0%
Charges for Goods & Services	8,919	10,696	113	802	1,375	1,375	-	0%
Fines & Forfeits	16,819	21,213	1,166	30	-	-	-	0%
NonRevenues & Other Financing	2,222	3,495	3,006	2,513	2,000	2,998	998	50%
Revenues	28,010	35,634	4,285	3,345	3,375	4,373	998	30%
Salaries & Benefits	51,886	53,829	59,320	-	-	-	-	0%
Operating Supplies	-	97	-	-	-	-	-	0%
Charges for Services	123,148	138,731	11,982	525	-	-	-	0%
Intergovernmental	317,205	286,169	325,668	326,400	326,400	336,192	9,792	3%
Total Expenses	492,239	478,826	396,970	326,925	326,400	336,192	9,792	3%

City Of Sequim Budget Overview

Information Technology Clint Woods – IT Director

Department Description

The Information Technology Department is responsible for supporting the operational needs of City staff by effectively managing Enterprise information technology assets. Core departmental services include providing IT Service Desk Support, managing Enterprise Infrastructure Resources, enhancing our Cybersecurity Profile, and facilitating Continuity of Operations.

Services are provided for three staffed sites (i.e. City Hall, City Shop, WRF) and for several satellite sites (i.e. Guy Cole, EOC/Transit and Port Williams Pump Station, etc.). Services include email and collaboration, file storage, print services, data backup and recovery, telecommunications, network connectivity and security, off-the-shelf application support, mobile devices, audio/visual systems, camera and physical security (shared), records requests, training, and project management. The department is challenged to manage this diverse portfolio of technology assets across the Enterprise from both a knowledge and bandwidth perspective.

There are significant future opportunities to enhance the efficiency of City staff and/or to improve the services provided to the citizenry. As the City embarks to employ additional technologies, careful management of expectations and resources will be required to ensure that support for current business operations is maintained.

2018 Budget Goals

- ❖ Transition to an external Network Managed Services model allowing internal staff to focus on daily operational needs while leveraging external resources to perform highly technical network support. Engaging external network support services (as needed) is a better model for the organization as those services are not required on a day to day basis.
- ❖ Continue with the Technology Refresh Program (TRP) to proactively replace devices that are at end of life rather than risking the disruption associated with device failure. A properly managed Technology Refresh Program offsets the cost of new equipment by reducing the staff time required to debug recurring issues, the cost to procure extended maintenance agreements and the cost to purchase small parts to keep the devices functioning beyond end of life.
- ❖ Upgrade the existing Database Environment (i.e. SQL Server) to support the next software release of the City's Financial Suite. Upgrade will include changes to improve overall platform performance/manageability.
- ❖ Assess the City's external and internal network security profile by employing industry standard penetration tests to identify potential vulnerabilities. Remediate short term issues as appropriate and develop a plan to address longer term issues.
- ❖ Replace the existing on premise email system (i.e. Exchange) with Cloud based solution (i.e. Office 365). Benefits include transitioning away from the current end of life installation, updating Microsoft Office tools for all users, providing a platform to better leverage internal and external collaboration opportunities.
- ❖ Refresh the City and Tourism websites and also add mobile device support for the Tourism site. Improve staffs ability to provide timely updates to website content.
- ❖ Leverage external resources to identify departmental Essential Services and to create a roadmap for implementing Records Management. Essential Services and supporting technologies will be documented to better focus Disaster Recovery efforts. An organization Records Management assessment will be performed resulting in a project plan outlining an achievable path forward.
- ❖ Support the City Manager in accomplishing technology improvement goals establish by Council as a result of his evaluation in 2017.

City Of Sequim Budget Overview

2018 Budget Summary

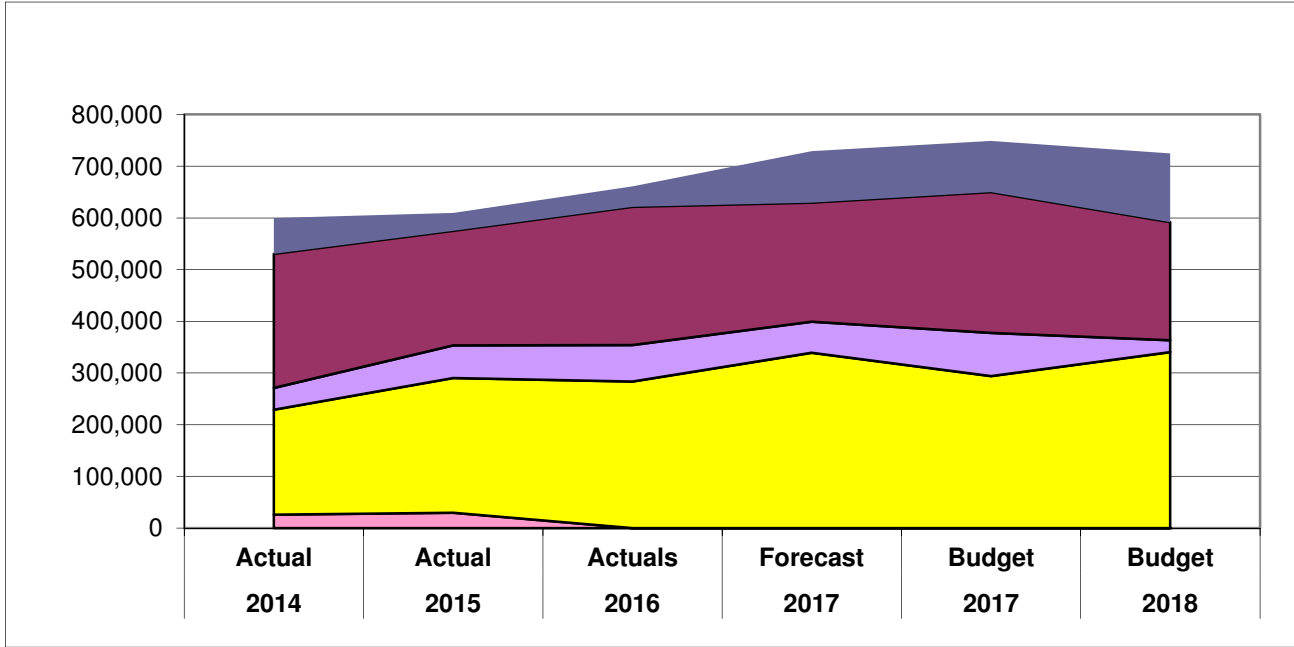
Information Technology

- ❖ The overall budget request decreased by 3% (\$24K) although there is a significant shift among the operating and capital categories. The shifts can be primarily attributed to two operational changes: utilizing staff vacancies savings to transition to a Managed Network Services model (decrease in salaries and benefits, increase in charges for services) and capitalizing equipment purchases and organizational projects which previously were included in the operating budget (hence, the increase in transfers out to the Equipment Reserve).
- ❖ The IT Manager position was upgraded to the Director level in 2018. The Director will now be reporting to the City Manager instead of to the Administrative Services Director. As the City Manager has Technology Improvements goals established by Council, a direct line of communication is needed. It is also essential that this employee participate directly in Leadership discussions so that holistic technology improvements are pursued instead of piece-meal solutions of the past.
- ❖ Technology Refresh Program costs (moved to the Equipment Reserve Fund through transfers out of the General Fund) are comparatively low as core infrastructure components (i.e. servers, storage, network) are not scheduled for replacement this year. Costs in subsequent years are expected to increase.



**City of Sequim
2018 Budget
5-Year Summary**

Information Technology



	2014 Actual	2015 Actual	2016 Actuals	2017 Forecast	2017 Budget	2018 Budget	2018-2017 Amount	%
Salaries & Benefits	259,637	221,703	267,277	230,251	271,958	228,640	(43,318)	-16%
Operating Supplies	41,999	63,172	70,573	60,206	83,500	22,700	(60,800)	-73%
Charges for Services	202,885	260,567	283,216	339,047	294,132	340,487	46,355	16%
Capital (Equip > \$7,500)	25,872	29,536	-	-	-	-	-	0%
Total Expenses	530,393	574,978	621,065	629,504	649,590	591,827	(57,764)	-9%
Transfers								
Capital Projects	69,209	34,605	39,874	99,375	99,375	132,800	33,425	34%
Total Transfers	69,209	34,605	39,874	99,375	99,375	132,800	33,425	34%

**City Of Sequim
Budget Overview**

**City Administration
Hotel/Motel (Restricted Fund)**

Barbara Hanna, Communications & Marketing Director

Department Description

Hotel/Motel

This function is responsible for managing the Hotel/Motel tax budget and utilizing the available monies to increase tourism to the City of 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.

2018 Key Goals

Hotel/Motel

- ❖ In conjunction with the City website, the tourism website will be updated to a “responsive design” model with an updated look.” Currently more than half of the visitors to the tourism website are on a mobile device. This technology adapts the actual website to scale on any device, making it easier for the user to find the information they need.
- ❖ Increasing followers to the Visit Sunny Sequim Facebook page and Twitter account was accomplished in 2017 by working with an advertising agency that specializes in social media. The campaign was successful and Facebook followers have increased by more than 300%. Advertising on social media platforms will continue in 2018 to further develop the follower base.
- ❖ 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.

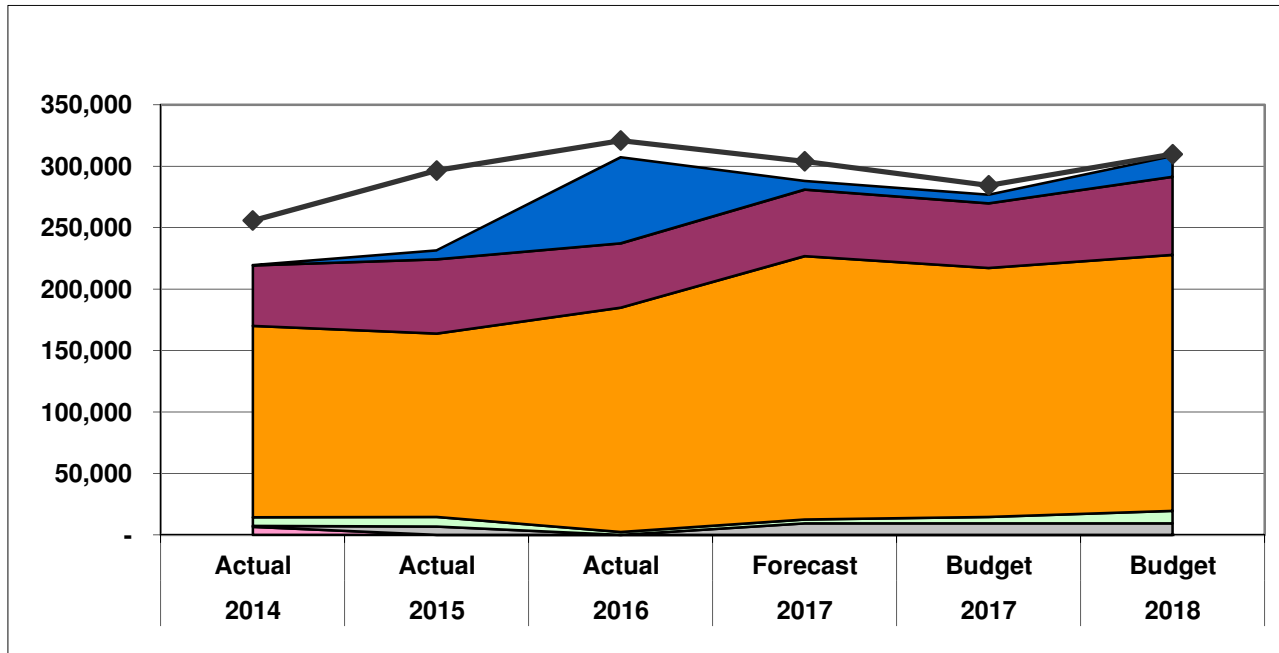
2018 Budget Summary

Hotel/Motel

- ❖ Revenues reflect an increase over previous budgets, but still reflect a conservative estimate.
- ❖ Staff salary allocation remains at a 50-50 split between tourism marketing and city-wide communications functions.
- ❖ Revenue for the Guy Cole Convention Center and expenses for utilities and supplies to support the facility are reflected in the Hotel/Motel budget.
- ❖ Expenses include a \$10k grant to support the development of pickleball courts at Carrie Blake Community Park and \$7k for the update of the tourism website. These funds will be transferred to Capital Projects and Equipment Reserve respectively.

**City of Sequim
2018 Budget
5-Year Summary**

Hotel Motel Fund



	2014	2015	2016	2017	2017	2018	2018-2017	
	Actual	Actual	Actual	Forecast	Budget	Budget	Amount	%
Beginning Fund Balance	227,929	264,071	329,001	342,670	268,438	358,736	90,298	34%
Tourism	241,175	281,054	320,984	284,199	263,985	284,400	20,415	8%
Guy Cole	11,001	8,069	-	10,428	11,050	16,000	4,950	45%
Guy Cole Deposits	3,650	7,397	-	9,425	9,425	9,425	0	0%
◆◆ Total Revenues	255,826	296,520	320,984	304,052	284,460	309,825	25,365	9%
Salaries & Benefits	49,093	60,566	52,362	54,096	52,574	63,512	10,938	21%
Tourism	155,638	149,032	182,477	214,322	202,414	208,129	5,715	3%
Guy Cole	7,161	7,910	2,477	3,144	5,376	10,248	4,872	91%
Guy Cole Refunds	750	6,860	-	9,425	9,425	9,425	0	0%
Capital (Equip > \$7,500)	6,575	-	-	-	-	-	0	0%
Transfers	467	7,220	70,000	7,000	7,000	17,000	10,000	143%
Total Expenses	219,684	231,588	307,316	287,987	276,789	308,314	31,525	11%
Surplus/(Deficit)	36,142	64,932	13,668	16,065	7,671	1,511	(6,160)	-80%
Ending Fund Balance	264,071	329,003	342,669	358,735	276,109	360,247	84,138	30%

City Of Sequim Budget Overview

City Administration Arts & Culture Fund (General Fund) Karen Kuznek-Reese, City Clerk

Department Description

This fund was previously called the *Gifts and Donations Fund*. However, most donations are now tracked through the appropriate departments (e.g., K-9 is tracked through the Police Department, memorial benches are tracked through the Parks Budget, etc.)

Arts & Culture Fund

This fund includes money allocated for public art and cultural events and activities. This includes such events as Music in the Park, Keying Around, Performers on the Plaza and other programs and activities that are developed by the City Arts Advisory Commission.

This fund also includes donations and sponsorships from the community to help fund these various 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.

2018 Key Goals

Arts & Culture

- ❖ Carry out the goals established in the 2017-2018 annual report such as rotating art exhibits with artist presentations, implement a wearable art show and provide additional cultural events on the Civic Center plaza
- ❖ Create or support activities and events that will contribute to a greater quality of life and provide increased community support and involvement

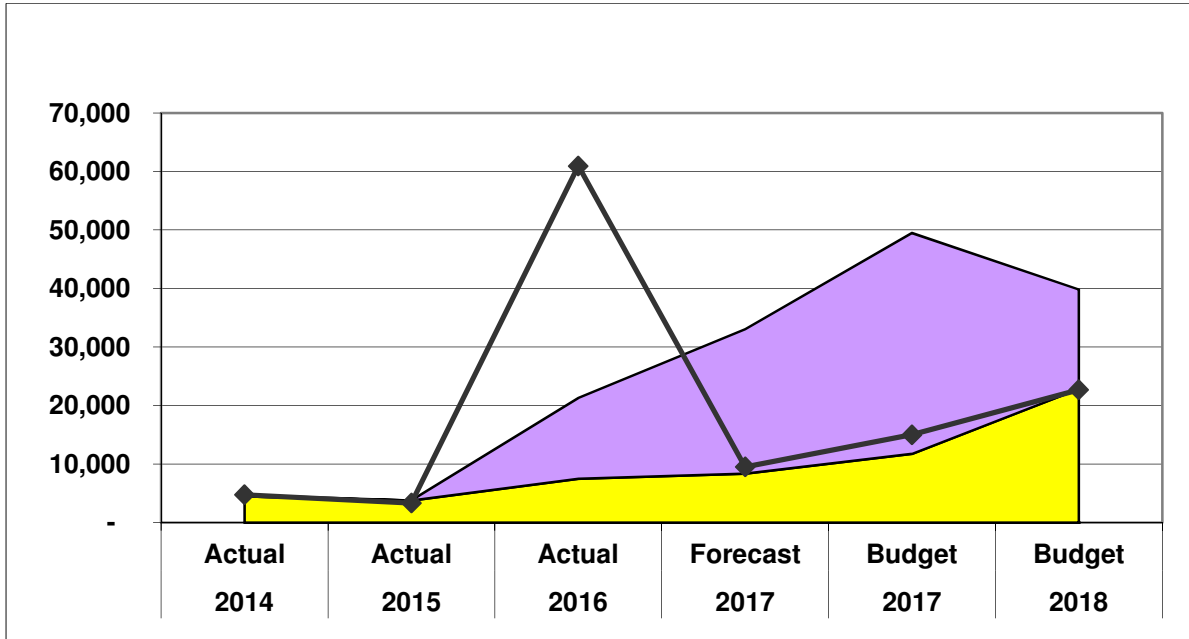
2018 Budget Summary

Arts & Culture

This budget decreased \$9.7k (20%) due to increased activity in the prior year directed by the Arts Commission and also due to funding carried over from the Civic Center project. Additional arts and cultural activities will be executed as reported in the Arts Commission's annual report.

**City of Sequim
2018 Budget
5-Year Summary**

Arts & Culture-Arts Commission Programs



	2014 Actual	2015 Actual	2016 Actual	2017 Forecast	2017 Budget	2018 Budget	2018-2017	
							Amount	%
Beginning Fund Balance	1,373	1,448	1,017	40,655	37,555	17,138	(20,417)	-54%
Revenues	4,761	3,339	60,937	9,515	15,000	22,700	7,700	51%
Operating Supplies	224		13,825	24,676	37,760	17,010	(20,750)	-55%
Charges for Services	4,462	3,770	7,474	8,356	11,720	22,820	11,100	95%
Capital (Equip > \$7,500)				-	-	-		0%
NonExpenses				-	-	-		0%
Total Expenses	4,686	3,770	21,299	33,032	49,480	39,830	(9,650)	-20%
Surplus / (Deficit)	75	(431)	39,638	(23,517)	(34,480)	(17,130)	17,350	50%
Ending Fund Balance	1,448	1,017	40,655	17,138	3,075	8	(3,067)	-100%

