



City of Lakewood, Washington

2015/2016 Adopted Budget

For the Biennium

January 1, 2015 through December 31, 2016



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TABLE OF CONTENTS

	<u>Page</u>
BUDGET MESSAGE	5
INTRODUCTORY	
City Officials	31
Executive Leadership	32
City Council Goals & Priorities.....	33
Guiding Principles.....	34
City-Wide Organization Chart.....	35
City Council Committees, Boards and Commissions.....	36
Community Partnerships	43
Budget Process	44
Financial Policies	46
Basis of Accounting and Budgeting	53
City History	55
EXECUTIVE SUMMARY	
Beginning Balance, Revenue, Expenditure & Ending Fund Balance – All Funds	61
Sources & Uses – All Funds.....	63
Sources of Funding – All Funds.....	64
Uses of Funding – All Funds.....	65
2015 Adopted Budget – Sources by Fund & Category	66
2016 Adopted Budget – Sources by Fund & Category	68
Sources & Uses – Consolidated General and Street O&M Funds.....	71
Sources – Consolidated General and Street O&M Funds.....	72
Uses – Consolidated General and Street O&M Funds	73
Ending Fund Balance	74
City-Wide Position Inventory.....	76
Comparison of Sales Tax Rates.....	77
Per Capita General Fund Tax Comparison.....	78
Per Capita General Fund Revenue Comparison	79
Summary of Debt Service Obligations.....	80
Long Range Financial Forecast and Revenue Manual	82
OPERATING BUDGET	
City Council	129
City Manager.....	135
Administrative Services.....	141
Community & Economic Development	165
Parks, Recreation & Community.....	187
Public Works	211
Legal.....	239
Municipal Court	253
Police.....	259
BUDGET BY FUND	
001 - General	291
101 - Street O&M.....	295
102 – Real Estate Excise Tax	297
103 - Transportation Benefit District.....	298

TABLE OF CONTENTS (continued)

	<u>Page</u>
104 - Hotel/Motel Lodging Tax.....	300
105 - Property Abatement	302
106 - Public Art.....	303
180 - Narcotics Seizure	304
181 - Felony Seizure.....	305
182 - Federal Seizure.....	306
190 - Community Development Block Grant.....	307
191 - Neighborhood Stabilization Program.....	308
192 - Office of Economic Adjustment Grant	309
195 - Public Safety Grant	310
201 - General Obligation Bond Debt Service.....	311
202 - Local Improvement District Debt Service.....	312
204 - Sewer Project Debt Service.....	313
251 - Local Improvement District Guaranty	314
301 - Parks Capital	315
302 - Transportation Capital.....	316
311 - Sewer Capital	319
312 - Sanitary Sewer Connection Capital.....	320
401 - Surface Water Management	321
501 - Fleet and Equipment	323
502 - Property Management	325
503 - Information Technology.....	326
504 - Risk Management.....	327
CAPITAL BUDGET	
Transportation	331
Surface Water Management & Sewer	381
Parks Systems.....	387
Information Technology	397
Property Management	423
APPENDIX	
2015 & 2016 Salary Schedule	445
2015 Fee Schedule.....	454
Glossary of Budget Terms.....	474
Acronym List.....	482
Statistical Information	486



Budget Message

November 17, 2014

Honorable Mayor, Deputy Mayor and City Council People of the City of Lakewood

Dear Mayor, Deputy Mayor, Councilmembers, and Fellow Residents:

I am pleased to present to you the City's 2015/2016 Adopted Biennial Budget, a financial roadmap for the City of Lakewood that totals \$83,393,600 in 2015 and \$74,686,281 in 2016. It is a balanced budget that does not reduce services; rather it increases services in areas such as streets and parks and reflects our commitment to provide quality services and amenities to our residents while reestablishing our organization's short- and long-term financial viability.

This budget emphasizes health, welfare, and safety obligations followed by legal mandates, ensuring financial stability and integrity, and a focus on implementing City Council goals to include public safety, economic development and increased infrastructure investments. It is the means for allocating the resources of the city to a variety of programs necessary to move our community toward its achievement of goals within the constraints of available resources brought on by very difficult economic conditions that began in late 2007 and will continue for the foreseeable future. With this adopted budget our organization remains focused on our key strategic goals while meeting the challenge of limited funding with innovative service delivery that our citizens have come to expect.

The financial roadmap is essential to the future of Lakewood. This policy document represents our continued commitment to prudent fiscal management, effective service delivery and providing our citizens with the highest quality of life. Balancing the budget is a simple equation of operating expenditures not exceeding operating revenues; living within our means.

The City Council, in September 2014, adopted a set of comprehensive financial policies that provides a vital framework for future governance and decision-making especially in regard to those issues that substantively impact the city's budget. These financial policies are the foundation for the city's recovery to a more sustainable financial future because they provide broad policy guidance related to the operating budget, fund balance and reserves, revenue and expenditure assumptions, interfund loans, debt management, capital investments, cash management and investments and financial reporting. With the adoption of these financial policies, the City Council committed itself to follow them.

A key component of this budget is that it allocates financial resources to ensure a proper level of reserves are set aside to accommodate unexpected operational changes, legislative impacts, or other economic events affecting the City's operations. In this way, the City can expect to be a

municipality noted for its responsible fiscal management and ability to deliver projects and programs that will enhance the lives of all those living and working in the community.

Once adopted by the City Council, the budget establishes the direction for all City government programs and services for the coming biennium. It represents the synthesis of City Council direction and employee recommendations on how to best accomplish City Council Goals and respond to community needs in accordance with available resources, established policies and sound financial and business practices. With this in mind, the review and adoption of the budget is one of the City Council's most important roles.

The Lakewood Community

The City of Lakewood is an optional code city and incorporated in 1996 with a current population of 58,360. Lakewood is the second largest city in Pierce County and the eighteenth largest in the state of Washington, covering over 17 square miles. Lakewood is the gateway to Chambers Bay Golf Course, selected as home to the 2015 U.S. Open, Mount Rainier National Park, and Puget Sound waterways and islands.

It is strategically located between Sea-Tac International Airport and Olympia, the state's capital and is host community to both Joint Base Lewis McChord (JBLM) and Camp Murray, two major military installations. JBLM is the largest Army military installation in the western United States and is the largest single-site employer in Washington State and the state's second-largest employer behind only The Boeing Company.

JBLM is a vital asset to our region and contributes tremendously to our local, regional and state-wide economy, employing thousands of service members as well as hundreds of contractors. Those military members have families who work, attend school, shop, eat, play and live in Lakewood and other surrounding communities.

Lakewood is known for its lakes, natural beauty, and economic potential making development and redevelopment in the community very attractive. Interstate Highway 5 and State Highway 512 pass through Lakewood. The community is served by Pierce Transit and the Sound Transit systems, with stations adjacent to the I-5 Corridor and the Towne Center. The combination of services from these agencies provides excellent public transportation to the greater Tacoma/Seattle area.

The community is residential and commercial, with the populace employed locally at Joint Base Lewis-McChord and in the neighboring jurisdictions such as Tacoma, University Place, Steilacoom and unincorporated Pierce County. In 2014, there were 26,627 housing units in Lakewood. Of these units, 51% or 13,533 are single family homes, 44% or 11,679 are multi-family units, and 5% or 1,415 are mobile homes and trailers.

Lakewood is home to over 3,500 businesses, and three retail trade areas including Towne Center; 2.5 miles of Interstate 5 freeway frontage along Pacific Highway South; and our own thriving International District. Employment in Lakewood is highly concentrated in retail and services sectors which respond primarily to the needs of the local market area population. The

employment figure for 2013 is estimated at 22,380 (Bureau of Labor Statistics). Major employers are the Clover Park School District, Western State Hospital, Camp Murray, Pierce College, St. Clare Hospital, Pierce Transit, Aacres WA LLC, McClane Northwest, Clover Park Technical College and Walmart.

The City of Lakewood is governed by a seven member City Council that serves under a Council-Manager form of government. The City Council elects the Mayor and Deputy Mayor from among its members. The City Manager, who serves as the chief executive officer, is responsible for implementing the policies and goals of the City Council and provides leadership, coordination and development of City departments. The City Manager is appointed by, reports directly to, and serves at the pleasure of the City Council.

City services are provided through a combination of city employees, public and private contracts, and a number of partnerships to include community volunteerism and participation. The eight City departments are: City Manager, which includes community and intergovernmental relations; Legal, which includes prosecuting attorney, city clerk, and election services; Administrative Services, which includes finance, human resources and information technology; Municipal Court, which includes the provision of court services to the City of University Place, Town of Steilacoom and City of DuPont; Police, which includes jail services, dispatch services, animal control, and CSRT; Community and Economic Development, which includes CDBG and South Sound Military & Community Partnership (SSMCP) programs; Public Works, which includes storm water collection and treatment; and Parks, Recreation & Community Services, which includes senior services and human services.

Lakewood Water District provides water services and Pierce County Public Works and Utilities provide sewer services. Garbage and limited recycling is provided by Waste Connections under contract with the City. West Pierce Fire and Rescue (WPFR) provide fire protection and emergency medical services to the Lakewood community. The City contracts with Nisqually Corrections, Pierce County Sheriff's Office, and the cities of Fife, Puyallup and Wapato for jail services. Tacoma Power, Puget Sound Energy, and Lakeview Light and Power deliver electric services. Puget Sound Energy is the primary purveyor of gas services. Pierce Transit and Sound Transit supply public transportation services. The Pierce County Library System engages City residents through its library and reference services. Clover Park School District No. 400 provides educational programs for kindergarten through high school students throughout most of Lakewood with Steilacoom Historical School District No. 1 serving a small portion of the community.

Organization of the Adopted 2015/2016 Biennial Budget

This budget message is intended to provide the City Council and community with a broad overview of the adopted budget and key changes and issues. The Introductory and Executive Summary that follows provides an overview of the City's organizational structure, City Council goals and priorities, budget process, financial policies followed by more detailed analysis of revenues, expenditures, and statistical information concerning the City and related local economy.

Each department and program budget that follows the Executive Summary then lays out the mission, services provided, goals and objectives for 2015/2016, performance measures, a multi-year summary of costs and staffing, and highlights and changes. This component of the budget, which is mostly part of the General Fund, receives the greatest attention during the budget review process inasmuch as this fund provides the essential core services to the citizenry and is the largest of any city fund that is potentially subject to unexpected revenue fluctuations.

Operating Budget

- City Council
- City Manager
- Administrative Services
- Community & Economic Development
- Parks, Recreation & Community Services
- Public Works
- Legal
- Municipal Court
- Police

The Budget by Fund section offer detailed analysis of revenues, expenditures, and changes in fund balance.

General

Special Revenue Funds

- Street O&M
- Street Capital
- Real Estate Excise Tax
- Transportation Benefit District (TBD)
- Hotel/Motel Lodging Tax
- Property Abatement
- Public Art
- Narcotics Seizure
- Felony Seizure
- Federal Seizure
- Community Development Block Grant (CDBG)
- Neighborhood Stabilization Program (NSP)
- Office of Economic Adjustment Grant (SSMCP)
- Public Safety Grant

Debt Service Funds

- General Obligation Bond Debt Service
- Local Improvement District Debt Service
- Sewer Project Debt Service
- Local Improvement District Guaranty

Capital Improvement Funds

- Parks Capital
- Transportation Capital
- Sewer Capital
- Sanitary Sewer Connection Capital

Utility Fund

- Surface Water Management

Internal Service Funds

- Fleet and Equipment
- Property Management
- Information Technology
- Risk Management

Following this section is the Capital Budget, which focuses on transportation improvements, surface water management systems, parks systems, information technology, and property management. Lastly, there is the Appendix section, which includes salary schedules, fee schedule, glossary, acronym list, and statistical section.

Linking the Budget with City Council Goals and Budgeting for Outcomes and Results

The City Council sets the vision for our City and adopts goals to reflect that vision and guide decision-making at all levels of City government. The goal setting process also builds consensus on policies and projects that impact City residents, businesses and the community as a whole.

These goals will direct our community toward positive change and will serve as the policy direction for City government as well as the policy guide for developing and implementing the City's 2015-2016 biennial budget. Each adopted goal also includes specific policy objectives and action strategies as well as a work plan outlining priority projects identified to implement each goal. These latter items and projects are not inclusive of all activities and services provided or undertaken by city departments, though they represent the leading priorities.

The key purpose of a municipal budget is to provide a link between City Council goals and government programs that are measured to ensure those goals are being reached. The City must be receptive to the needs of the community and proactive in the management of development and revitalization in order to promote a safe and vibrant environment throughout the community.

The budget is a results and performance oriented plan that takes both a programmatic and line-item approach to the allocation of city resources. This budget begins to incorporate performance measures which are designed to get every city department thinking about how it can advance the goals set by the City Council and help the City Council determine ways to get the best return on the community's investments in programs and infrastructure.

Likewise, we are constantly seeking to improve our operations and services. Performance measurement is one of the tools we use to do this. Performance measures that are integrated into the budget ensure accountability and establish the link between resources and results.

The following five goals, adopted by the City Council in July 2014, provide overall guidance for the budget, and serve as a basis for decisions and recommendations during the budget process:

Goal 1: Our City is Fiscally Responsible

Policy Objectives & Action Strategies

- a) Support a stronger, more prosperous community by making smart investments that accomplish lasting, tangible returns
- b) Adjust to changes in the service requirements of the community, maximizing resources and creating meaningful performance measures for programs and services
- c) Focus on total financial picture of the City rather than single-issue areas and promote long-term financial forecasting in support of day-to-day operations

- d) Continuously evaluate city revenues and expenditures with a view of maintaining a strong fiscal position while providing quality municipal services
- e) Perform organizational structure review for economic efficiencies and effectiveness, including contract services and vendors
- f) Do not balance the operating budget with one-time monies and/or reserves; one-time monies should be used for one-time projects, not ongoing or reoccurring programs
- g) Use performance measures and benchmark key community characteristics (e.g., Comparing Lakewood)

Goal 2: Our City Provides First-Rate Public Safety Services

Policy Objectives & Action Strategies

- a) The City of Lakewood is safe
- b) Residents and visitors will experience a sense of safety in all neighborhoods and in all activities in the City of Lakewood
- c) The City of Lakewood will be one of the safest cities based on approved metrics; bring benchmark metrics back to City Council for approval and tracking
- d) Ensure adequate resources are available to maintain and ensure health, welfare, and safety of community
- e) Enhance community safety through expanded public awareness and educational programs

Goal 3: Our City Promotes Economic Development

Policy Objectives & Action Strategies

- a) Lakewood will support a dynamic and robust local economy with balanced and sustainable growth by implementing an economic development strategy that will create jobs and improve the tax base in the community with a particular focus on the community's commercial corridors
- b) Provide leadership and strategic guidance concerning economic development, including coordination with various stakeholders
- c) Create collaborative and effective working partnerships with the business community, and other key organizations to effectively manage the City's regulatory environment while accomplishing economic development goals

- d) Update and implement the Comprehensive Plan, Community Vision and key development regulations and other policies such as housing and capital facilities plan (CFP) in partnership with residents, neighborhoods and businesses
- e) Attract new housing development to accommodate military and all segments of population
- f) Explore ways the City can effectively stimulate economic development with our economic partners to address community-wide economic development issues (e.g., assistance to existing businesses, business recognition, business retention and expansion strategies, business attraction strategies, community marketing)
- g) Promote an attractive Lakewood image to include a positive message about doing business in the City and leverage existing competitive advantages such as location, access, military, lakes, parks, golf courses, civic and community involvement, transit options, and wide variety of retail, restaurant and cultural activities.
- h) Promote better access (e.g., I-5, Bridgeport, Gravelly Lake Dr, 100th, 108th) and increase visibility to Towne Center and other commercial centers to take advantage of proximity to I-5 and six freeway exits
- i) If feasible, pursue annexation of selected areas within the City's Urban Growth Area (UGA)

Goal 4: Our City is Dedicated to Maintaining and Improving Public Infrastructure and Facilities

Policy Objectives & Action Strategies

- a) Implement a capital improvement program that provides a safe, clean, and well-maintained community for the enjoyment of all residents and to provide preventive maintenance to avoid greater replacement costs
- b) Identify, review and prioritize capital infrastructure projects
- c) Explore, identify and develop long-term funding strategies to maintain the City's infrastructure assets (i.e., Transportation Benefit District, voter-approved initiative, grants, etc.)
- d) Enhance curb appeal with ramp beautification, well maintained properties on major thoroughfares, right of way maintenance, and beautification plan for all entry points to the City
- e) Develop and implement a vision for parks and public spaces to improve quality of life and attract residents

Goal 5: Our City is Committed to Honest, Open, and Transparent Government

Policy Objectives & Action Strategies

- a) Enhance and promote the community’s image – “#IamLakewood”
- b) Develop and implement a coordinated communication and engagement plan that will better allow the City to share information about the good work the City is doing, as well as obtain feedback from those the City serves about community priorities and public services
- c) Engage the community in City government to include providing timely and accurate information about City services and openly share information about City actions and decisions
- d) Ensure transparency between the City as an organization and the community to encourage and promote citizen and civic engagement
- e) Actively participate in local and regional issues that impact the Lakewood community to include coordination and partnerships with military partners and educational institutions
- f) Committed to developing and maintaining a professional, highly qualified, well-trained, and service-oriented City workforce that utilizes sound business practices rooted in accountability, ethical behavior, efficiency, technology, effectiveness, and responsiveness in the delivery of city services
- g) Promote the interests and needs of Lakewood in local, state, and national affairs
- h) Support human services for the benefit of residents of all ages
- i) Continue to promote and partner with various volunteer groups

In addition, the City Council identified the following as the key objectives to pursue:

- Infrastructure Improvements
- Fiscal Responsibility
- Focus on “Low Hanging Fruit” (i.e., promote positive image and attributes of Lakewood, continue to move forward with current infrastructure improvements and develop implementation strategy for unfunded infrastructure improvements, CSRT, economic development opportunities, gateway improvements, etc.)
- Public Safety Cost/Benefit Analysis

Budget Summary and Highlights

As the city continues to operate through a tempered economic recovery, we are beginning to see signs that the revenue picture is improving; however, the costs to deliver current services are also growing and in many areas, such as employee compensation, costs are outpacing revenue growth. This budget continues to provide basic services, and maintains the quality standards our residents have come to expect. This balanced and strategic approach results in a spending plan that adapts to the changing needs of our community without compromising our financial future.

We must be able to live within our means so that we can invest in much needed infrastructure improvements and economic growth to include growing our local tax base to promote local job growth now and in the long term. It is important to maintain fiscal discipline to ensure that we will not have to make the kind of severe service level reductions other governments have had to endure. We will continue to work to improve our efficiency and effectiveness with the intention of giving our residents full value for every dollar they invest with the City. We will also continually monitor both revenue and expenditures and make adjustments on both sides of the equation as necessary.

The 2015/2016 Adopted Biennial Budget amounts to \$83,393,600 in 2015 and \$74,686,281 in 2016. The General Government Budget totals \$49,950,120 in 2015 and \$48,618,171 in 2016. This budget component also includes \$14,620,037 and \$8,389,037 in support of transportation improvements in 2015 and 2016, respectively. This is supplemented with \$3,322,768 in capital improvements in 2015 and \$2,419,768 in capital improvements in 2016. The utility budget, which consists of surface water management totals \$6,409,195 in 2015 and \$5,953,055 in 2016 and includes both a maintenance operating component and a construction component. The internal service budget, which is comprised of fleet and equipment, property management, information technology and risk management totals \$9,091,480 in 2015 and \$9,306,250 in 2016. The budget does not include any new taxes or fees.

	2014 Revised	2015 Adopted	2016 Adopted
General Government Funds	\$ 78,995,278	\$ 49,950,120	\$ 48,618,171
Capital Improvement Funds	1,293,515	17,942,805	10,808,805
Utility Fund	9,572,810	6,409,195	5,953,055
Internal Service Funds	6,768,836	9,091,480	9,306,250
Total	\$ 96,630,439	\$ 83,393,600	\$ 74,686,281

General Government Funds

The 2015 and 2016 general government operating budget, which accounts for municipal services such as police, jail, dispatch services, animal control, CSRT, court, streets, traffic, parks, recreation, human services, land use and zoning, planning, development services, economic development, debt service, and general administration such as finance, information services, human resources and community outreach and information amounts to \$49,950,120 and \$48,618,171 respectively.

Where the Money Comes From

The City expects to receive \$35,721,822 and \$36,154,592 in general government operating revenue (General and Street O & M Funds) in 2015 and 2016, respectively. This operating revenue is supplemented with available fund balances of \$4,034,368 in 2015 and \$4,174,854 in 2016 as well as other financing sources, including interfund transfers between different funds for a general government budget totaling \$49,950,120 in 2015 and \$48,618,171 in 2016.

Major operating revenues include sales tax, property tax, utility taxes, and other taxes such as gambling and admissions taxes. The balance of operating revenue is comprised of fines and forfeitures, state-shared revenue such as motor fuel tax, franchise fees, licenses and permits and charges for services.

GENERAL GOVERNMENT FUNDS	2014 Revised	2015 Adopted	2016 Adopted
Beginning Fund Balances	\$ 2,663,649	\$ 4,034,368	\$ 4,174,854
Operating Revenues			
Property Tax	6,306,000	6,465,000	6,562,000
Sales Tax	8,000,000	8,282,000	8,426,000
Utility Tax	6,229,400	5,987,000	6,076,000
Other Taxes	4,418,500	4,468,000	4,532,000
Franchise Fees	2,165,000	3,206,000	3,254,000
Licenses & Permits	392,500	454,800	454,800
Development Permits/Fees	1,485,285	1,001,750	1,011,270
State-Shared Revenues	1,854,300	1,941,500	1,912,600
Charges for Services	832,650	948,500	958,500
Other Intergovernmental	378,500	408,372	408,372
Fines & Forfeitures	2,335,910	2,224,600	2,224,600
Misc/Interest/Other	446,565	49,600	49,750
Interfund	313,060	284,700	284,700
Total Operating Revenues	35,157,670	35,721,822	36,154,592
Other Financing Sources	41,173,959	10,193,930	8,288,725
Total Revenues & Sources	\$ 78,995,278	\$ 49,950,120	\$ 48,618,171

Where the Money Goes

The 2015 and 2016 operating budget (General and Street O & M Funds) amounts to \$35,109,149 and \$35,858,146, respectively. These expenditures are supplemented with ending fund balances of \$17,541,749 in 2015 and \$16,843,095 in 2016 as well as other financing uses, which accounts

for investments in a number of special revenue funds and interfund transfers between different funds for a general government budget totaling \$49,950,120 in 2015 and \$48,618,171 in 2016.

Public safety, which includes police, jail, CSRT, dispatch services, animal control, and municipal court services, which includes the provision of court services to the City of University Place, Town of Steilacoom and City of DuPont, comprise the largest component of the operating budget, representing 64.8% of total operating expenditures. The remainder of the operating budget includes: Community and Economic Development, which includes development services and permit review, economic development, CDBG and South Sound Military & Community Partnership (SSMCP) programs; Legal, which includes prosecuting attorney, city clerk, and election services; Parks, Recreation & Community Services, which includes senior services and human services; Public Works, which includes street and traffic signal maintenance; Administrative Services, which includes finance, human resources and information technology; and City Manager, which includes community and intergovernmental relations.

By the end of 2016, the City's reserves will be fully restored for the first time since 2009 with adequate financial resources set aside to accommodate unexpected operational changes, legislative impacts, or other economic events affecting the City's operations. All ending funds balances are either set aside for reserve requirements to ensure sound financial accounting or are designed for a specific purpose to support our special revenue funds such as capital, tourism, grant related activities, debt service, surface water management purposes, fleet and equipment, information technology and property management.

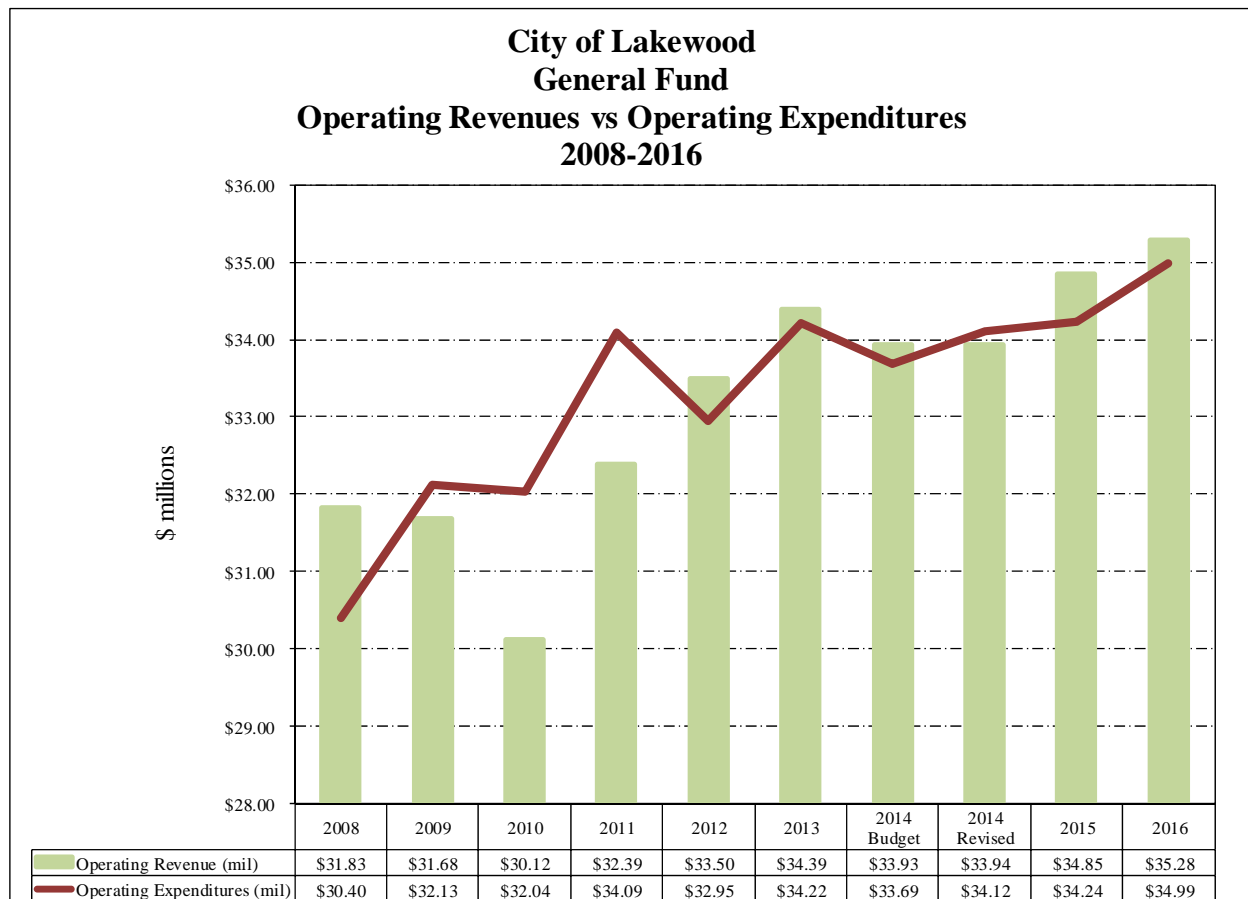
	2014	2015	2016
GENERAL GOVERNMENT FUNDS	Revised	Adopted	Adopted
Operating Expenditures			
City Council/City Manager	560,956	634,740	642,350
Municipal Court	1,860,571	1,735,640	1,807,930
Administrative Services	3,015,380	1,408,210	1,465,450
Non-Departmental/IS Charges	1,439,058	2,572,884	2,575,090
Legal	1,327,769	1,566,960	1,631,360
Community & Economic Development	2,131,450	1,865,890	1,952,360
Parks, Recreation & Community Services	2,187,230	2,423,260	2,508,650
Police	19,845,076	21,022,715	21,341,706
Property Management	881,620	-	-
Street O & M	2,088,378	1,878,850	1,933,250
Total Operating Expenditures	35,337,488	35,109,149	35,858,146
<i>Operating Surplus/(Deficit)</i>	<i>(562,533)</i>	<i>612,673</i>	<i>296,446</i>
Other Financing Uses	35,262,840	7,860,363	6,097,080
Ending Fund Balances			
Contingency (2% of GF/ST Oper Rev)	695,499	716,502	722,972
Reserves (5% of GF/ST Oper Rev)	1,738,748	1,785,791	1,807,413
Strategic Reserve (5% of GF/ST Oper Rev)	978,235	1,672,561	1,807,412
Designated/Reserved:			
Street Operations & Maintenance	73,704	-	-
Street Capital/Real Estate Excise Tax	1,757,776	-	-
Hotel/Motel-Tourism	867,524	937,524	937,524
Property Abatement	188,171	100,000	-
Public Art	10,000	23,000	-
Seizure Funds	925,522	635,349	445,599
CDBG	1,212	1,212	1,212
NSP	171,345	171,345	171,345
OEA/SSMCP	5,393	5,393	5,393
Debt Service	981,821	931,931	764,075
Subtotal Designated/Reserved	4,982,468	2,805,754	2,325,148
Designated/Reserved (one-time)	-	-	-
Total Ending Fund Balances	\$ 8,394,950	\$ 6,980,608	\$ 6,662,945
Total Expenditures and Uses	\$ 78,995,278	\$ 49,950,120	\$ 48,618,171

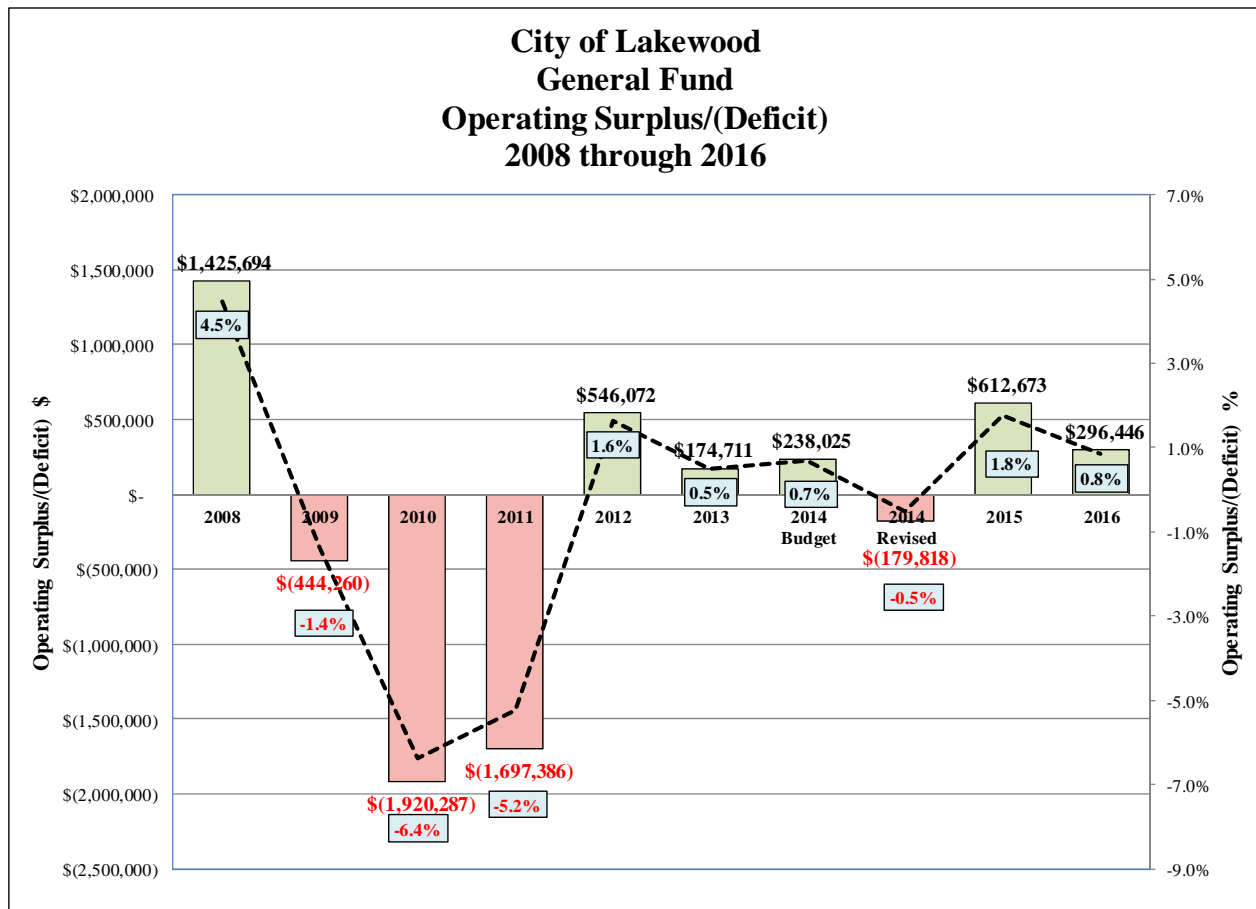
The following highlights are included in the 2015-2016 biennial budget.

General Fund operating revenues are projected to grow 2.7% in 2015 and another 1.2% in 2016, which is slightly better than historical trends between 2009 and 2014, which averaged growth totaling 1.2% per year. General Fund operating expenditures are projected to grow 0.4% in 2015 followed by 2.2% growth in 2016 reflecting the changes needed to stop using one-time monies and reserves to balance the budget, which is not sustainable. These projections are also in line with historical trends between 2009 and 2014, which averaged growth totaling 1.8% per year. In addition, it is a reflection of an allocation of resources into roads and streets that has been identified as a high priority goal by the City Council.

General Fund		
Year	Operating Revenue	Operating Expenditures
2009	-0.5%	5.7%
2010	-4.9%	-0.3%
2011	7.5%	6.4%
2012	3.4%	-3.3%
2013	2.7%	3.8%
2014	-1.3%	-0.3%
2015	2.7%	0.4%
2016	1.2%	2.2%
Average	1.4%	1.8%

The result of this is that the General Fund will be balanced and operating expenditures will not exceed operating revenues, resulting in a small but positive operating margin in both 2015 and 2016.

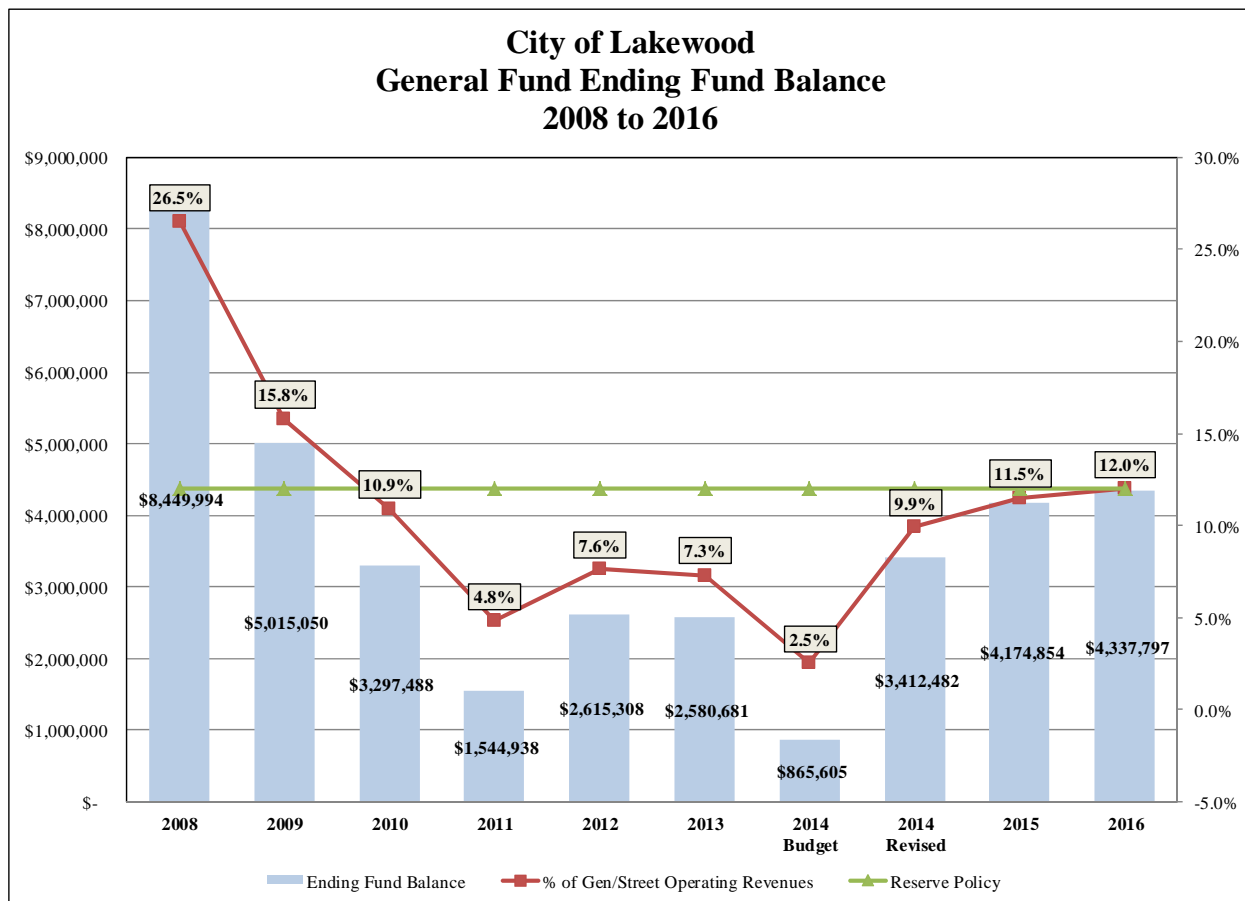




The City Council adopted financial policies that include strong policies on reserve levels for our operating funds. The budget ensures that by the end of 2016, General Fund reserves shall be at least 12% of General and Street O&M funds operating revenues, a significant improvement from where we were earlier this year and in previous years.

Since 2008, the fund balance in the General Fund has declined over \$5.0 million from \$8.5 million to a projected ending fund balance of \$3.4 million as of December 31, 2014 (originally projected to be as low as \$865,000 by the end of 2014), which is 9.9% of General and Street Fund operating revenue. While this is an improvement from the 2010 through 2014-adopted budget time period, it is still well below the adopted policy and best business practice of 12%.

It is important to remember that much of these reserves are established to address dramatic fiscal difficulties. To address such emergencies, the budget includes contingency appropriation to accommodate unexpected operational changes, legislative impacts, or other events affecting the City’s operations that could not be anticipated at the time the budget was prepared, as well as reserves to provide financial stability and cash flow followed by reserves to address catastrophic events such as public emergencies and natural disasters.



The 2015-2016 budget gradually returns the City to sound financial footing by replenishing General Fund reserves to meet our 12% policy objective over a three year period beginning in 2014 and culminating in 2016. Using reserves and one-time monies to finance ongoing programs as was the case in recent years only masks and pushes out the financial challenges facing the City. The City currently is at a tipping point where failing to address this issue only further weakens the City’s financial position. Thus, the 2015-2016 budget ensures operating expenditures are within the constraints of available operating revenues and does not use reserves to balance the budget. As a result, the budget is compliant with the city’s financial policies.

For the first time in a number of years, this budget provides an increase in resources dedicated to the preservation and maintenance of the City’s road system. On September 15, 2014, the Lakewood City Council, acting as the Transportation Benefit District Board, voted to enact a \$20 vehicle license fee that will help finance millions of dollars in much-needed street improvements throughout the community. The vehicle licensing fee is expected to generate \$4.08 million between 2015 and 2020. The City will also pay \$5.06 million out of its general government funds, combining for a total of \$9.14 million. The 2015-2016 budget includes \$500,000 annually from the General Fund, \$300,000 annually from CDBG and \$200,000 annually from real estate excise tax (REET) to meet this priority need. That revenue, along with revenue generated from existing sources such as the real estate excise tax, motor vehicle fuel tax and grants will provide

Lakewood residents nearly \$15.7 million worth of much-needed improvements to City streets and roads between 2015 and 2020 that will begin in 2015.

Project # / Name	Years 2015 - 2020		
	Funded	Unfunded	Total Cost
2 Steilacoom Boulevard - Lakewood Dr to W of South Tac Way	\$ 745,000	\$ 55,000	\$ 800,000
3 Pacific Highway - 108th to SR 512	\$ 478,000	\$ 117,000	\$ 595,000
4 100th - Lakeview to South Tacoma Way	\$ 480,000	\$ 49,000	\$ 529,000
xx Chip Seal Program - Local Access Roads	\$ 1,500,000	\$ 495,000	\$ 1,995,000
Total Pavement Preservation - Current Projects	\$ 3,203,000	\$ 716,000	\$ 3,919,000
New LED Sreet Lights	\$ -	\$ 975,000	\$ 975,000
Signal Projects	\$ 300,000	\$ 390,000	\$ 690,000
Minor Capital Projects	\$ 100,000	\$ 200,000	\$ 300,000
Neighborhood Traffic Safety	\$ 65,000	\$ 85,000	\$ 150,000
Personnel, Engineering, Professional Services	\$ 2,656,000	\$ 257,000	\$ 2,913,000
Total - Other	\$ 3,121,000	\$ 1,907,000	\$ 5,028,000
5 Lakewood Dr - 100th to Steilacoom Blvd	\$ -	\$ 900,000	\$ 900,000
6 Lakewood Dr - Fleet Creek to N. City Limits	\$ -	\$ 1,155,000	\$ 1,155,000
7 Main Street - Gravelly Lake Drive to 108th St	\$ -	\$ 331,000	\$ 331,000
8 59th - Main Street to 100th	\$ -	\$ 496,000	\$ 496,000
9 59th - 100th to Bridgeport	\$ -	\$ 276,000	\$ 276,000
10 108th - Bridgeport to Pacific Highway	\$ -	\$ 661,000	\$ 661,000
11 108th - Main Street to Bridgeport	\$ -	\$ 743,000	\$ 743,000
12 Custer - Steilacoom to John Dower	\$ -	\$ 540,000	\$ 540,000
13 88th - Steilacoom to Custer	\$ -	\$ 300,000	\$ 300,000
14 100th - 59th to Lakeview	\$ 205,000	\$ 1,115,000	\$ 1,320,000
Total Pavement Preservation - New Projects	\$ 205,000	\$ 6,517,000	\$ 6,722,000
Total - Package 1	\$ 6,529,000	\$ 9,140,000	\$15,669,000

Funding is allocated in support of several park improvements projects to include Waughop Lake Trail, expansion of Springbrook Park, replacement of playground equipment and new docks at Harry Todd Park, and trail improvements at the Chambers Creek properties in partnership with the City of University Place and Pierce County.

This budget provides for the consolidation and realignment of parks maintenance, street and traffic maintenance and facilities maintenance to provide for operational efficiencies and coordination and delivery of services.

Additional resources are allocated in support of the street landscape maintenance program in the form of part-time seasonal help to further enhance our efforts to improve our gateways, entrances, and high traffic arterial roadways.

For the past two years, restroom access at City parks was reduced at some sites and eliminated at others. Funding is included to restore these services in the form of year-round restroom service through a combination of fixed facilities (American Lake, Harry Todd, Kiwanis, Fort Steilacoom and Ward's Lake) and use of sanicans (Active, Springbrook and Washington) at park facilities.

This budget realigns and fully integrates our Community Safety Resource Team (CSRT) program, which includes two code enforcement officers and two community service officers with our Neighborhood Police Officers (NPO program) for improved coordination and effectiveness. Dangerous building abatement will remain in the Community and Economic Development (CED) Department to provide for increased emphasis and coordination.

The budget includes funding in support of the City's leadership and contribution to the South Sound Military and Communities Partnership (SSMCP) to continue implementing the Joint Base Lewis-McChord (JBLM) Growth Coordination Plan.

A Municipal Court services analysis was conducted as required by our respective agreements with the City of University Place and Town of Steilacoom to calculate and validate contract costs paid by these agencies. This analysis reveals a reduced level of staffing needed based upon the level of activity administered by the court to include not only the City of University Place and Town of Steilacoom, but also the City of DuPont who is also interested in contracting with the City for municipal court services beginning in 2015.

Two new information technology programs are included in the budget. The first is a document management system that will automate the City Council agenda process from start to finish including publication to the City's website as well as the ability to stream online City Council meetings followed by on demand archive. The second is video arraignment between the Municipal Court Department and Nisqually Jail that will significantly reduce court transport costs. These investments build upon deferred information technology projects that were funded in 2014 to include computer, laptop and telephone system replacement.

The budget includes the development and allocation of resources in support of city facilities, which includes City Hall, Police Station, Parks O&M Facility and Public Works Facility. Funding is allocated in support of HVAC and security system controls at City Hall, slurry seal and restripe of City Hall parking lot, HVAC system upgrades for server room at City Hall, replacement of water (wet) sprinkler system currently installed in City Hall server room, and pave gravel parking lot at Parks O&M Facility.

The budget includes funding in support of the Landmarks and Heritage Advisory Board (LHAB) and Arts Commission.

The budget continues the partnership between the City and West Pierce Fire and Rescue (WPFR) in support of shared emergency management services.

Since personnel costs comprise over 67% of General Fund expenditures, the following table illustrates the underlying assumptions associated with employee compensation included in the 2015/2016 biennial budget.

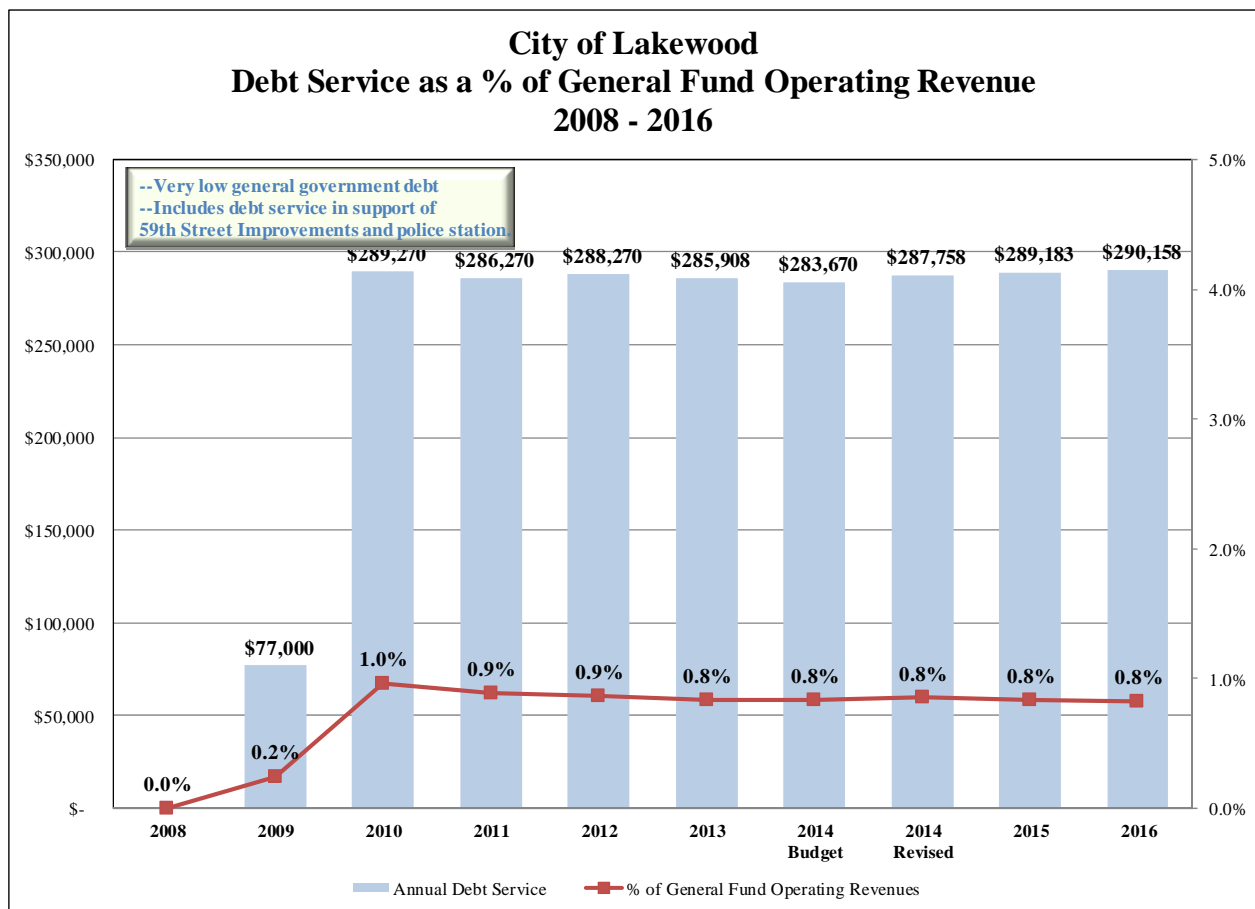
Employee Compensation Assumptions	2015	2016
Employee Salaries		
Non-represented employees (1)		
Salary range adjustment	3%	3%
Cost of living adjustment (COLA)	0%	0%
Step increase	0%	0%
Represented employees		
AFSCME (2)		
Cost of living adjustment (COLA)	3%	3%
Step increase	4%	4%
LMPG (Police Lieutenants) (3)		
Cost of living adjustment (COLA)	4% (4)	n/a
Step increase	4.8%	Max step
LPIG (Police Officers, Detectives, Sergeants) (5)		
Cost of living adjustment (COLA)	3%	n/a
Step increase	6%	6%
Teamsters (6)		
Cost of living adjustment (COLA)	3%	n/a
Step increase	All at maximum salary range	
Employee Benefits		
Healthcare		
Medical	7%	6%
Dental	4%	4%
Vision	3%	3%
Medicare	0%	1%
Unemployment	2%	2%
Long Term Disability		
WACOPS (commissioned police officers)	7%	7%
All other city employees	0%	21%
(1) Salary increases are based solely on merit and performance.		
(2) AFSCME, 4-Year Collective Bargaining Agreement (2013 to 2016)		
(3) LMPG, 3-Year Collective Bargaining Agreement (2013 to 2015)		
(4) 2% on 1/1/2015, followed by another 2% on 7/1/2015		
(5) LPIG, 3-Year Collective Bargaining Agreement (2013 to 2015)		
(6) Teamsters, 3-Year Collective Bargaining Agreement (2013 to 2015)		

The budget includes a reduction in jail services costs to recognize the use of Nisqually Jail, which provides a lower cost and higher level of service to the City than surrounding facilities.

The budget includes funds to conduct a community satisfaction survey to assess residents' satisfaction with the delivery of city services and quality of life in the community. The survey will cover areas of public safety, parks and recreation, civic engagement, public trust and more.

The results will provide a baseline benchmark from which to measure the results of future surveys and it will be benchmarked to similar cities both locally and nationally.

This budget includes the creation of three new internal service funds: Property Management, Information Technology and Risk Management as well as the expansion of another, Fleet and Equipment. The purpose of these funds is to account for all costs associated with operating and maintaining the City’s information systems, risk management functions, and vehicles and motorized equipment. Beginning in 2015, the Fleet and Equipment Fund will include not only the accumulation of replacement reserves, but also the accounting of all maintenance and repair costs citywide. The benefit of internal service funds is to measure the full cost of the goods or services and to attain greater economy, efficiency, and effectiveness in acquisition and distribution of common goods and services used by the operating departments and to facilitate the equitable sharing of costs among departments served. These costs are then charged back to the department who used the service on a cost reimbursement basis.



The budget does not include any new general government debt. Existing debt service is comprised of councilmanic GO bonds issued in 2009 in support of constructing a new police station and a promissory note issued in 2005 in support of 59th Street roadway improvements. The GO bonds have a final maturity date of 2028, while the promissory note will be fully retired

in 2024. Annual general fund supported debt service payments will total approximately \$290,000 in both 2015 and 2016, which is a mere 0.8% of general fund operating revenue.

	FTE	Total Liability
Non Rep	35.00	\$ 287,808
AFSCME	100.83	645,847
LPMG	5.00	98,533
LPIG	93.00	1,192,564
Teamsters	5.00	16,421
Total	238.83	\$ 2,241,173

The City does have other debt, specifically three outstanding public works trust fund loans (PWTFL) in support of sewer extensions into the Tillicum and Woodbrook neighborhoods that are financed with an assessment on all Lakewood sewer accounts. In addition, the City has two outstanding local improvement districts (LIDs) that were established to help finance street improvements; these debt obligations are repaid through the collection of assessments from adjacent property owners.

While the City has limited debt service requirements, there is one area that will deserve some attention in the coming years, compensated absences. Compensated absences are an unfunded liability comprised of all outstanding vacation pay and accrued compensatory time that is recorded as an expenditure when paid. This occurs when an employee uses vacation or compensatory time or when an employee leaves the City. Through December 31, 2013, this unfunded liability totals \$2,241,173.

As we move into 2015 and 2016, the following programs will undergo a review to provide for more effective delivery of services coupled with identification of funding for those programs currently not funded.

- Continue the development of a six-year financial forecast (2015-2020) that includes facts and assumptions to enable an accurate forecast of the financial future of the city to ensure whether adequate resources will be available to maintain current and projected city service levels with a particular focus on the impact of current economic conditions and, if not, develop strategies to address. The forecast will also serve as a tool to examine financial trends and identify opportunities, particularly as new services or programs are evaluated. The financial forecast will serve as the mechanism to ensure these investments, commitments and contractual obligations “pencil” for at least six years.
- The Community and Economic Development (CED) Department will undertake a coordinated effort to review the manner in which development services are provided. The focus is to improve processes and services to customers and identify areas for continuous improvement, including, turnaround times, predictability of plan reviews, consistency of inspections and overall client service and satisfaction. It will also include a review of fees and charges, program recovery ratios, and resource needs. The goal is to have a streamlined, coordinated, and predictable development services program that provides efficient review of project applications in a manner that meets the definition of success for both the City and prospective applicants. This approach is consistent with the policies contained in the city’s draft economic development comprehensive plan chapter that will come before City Council later this year.

- The Parks, Recreation and Community Services Department regularly reviews its fee structure for classes, programs and facility use using the cost recovery model included in the Legacy Plan. They will be reviewing the fee structure at the class and program level and develop a cost recovery policy that meets our community’s needs. The adoption of a pricing philosophy is crucial to ensure program affordability for the community while maintaining sustainable financing for the Department.
- The Municipal Court will continue its review for process improvements to include implementation of video arraignment and options to implement a paperless system.
- The Administrative Services Department will take the lead in developing financing options to address our short- and long-term needs in support of information technology and property management programs to include the accumulation of replacement reserves.
- The Police Department has initiated the development of a public safety benefit/cost review that will include a comparison of public safety statistics locally, regionally and in other communities nationwide that host a large military installation. This City Council goal will also focus on a review of our policing programs, community and regional partnerships and community safety resource team (CSRT) programs to determine, identify and report on resource allocation, program efficiencies and successes.

The following tables illustrates first the number of regular full-time equivalents (FTEs) that were employed by the City between 2008 and 2016 followed by those position that will be eliminated beginning in 2015.

Full-Time Equivalent Employees by Department	2008	2009	2010	2011	2012	2013	2014	2015	2016
General Government									
City Manager	3.60	3.60	4.00	4.00	3.00	3.00	3.00	3.00	3.00
Municipal Court	14.75	14.75	15.75	16.00	16.75	16.75	17.00	12.50	12.50
Finance, Information Systems & HR	23.90	23.70	24.30	24.50	20.85	20.85	20.85	16.00	16.00
Legal & City Clerk	20.15	12.74	14.00	12.75	11.98	11.98	11.98	12.50	12.50
Subtotal General Government	62.40	54.79	58.05	57.25	52.58	52.58	52.83	44.00	44.00
Community & Economic Development									
	22.50	22.50	24.50	25.00	23.00	22.00	22.00	16.00	16.00
Parks, Recreation and Cultural Services									
	12.95	12.95	13.10	12.75	15.50	15.50	15.50	14.75	14.75
Police									
	131.00	129.00	123.00	123.00	118.00	118.00	118.00	116.00	116.00
Public Works *									
	22.75	22.75	22.71	35.50	34.00	34.00	33.00	29.50	27.50
Total									
	251.60	241.99	241.36	253.50	243.08	242.08	241.33	220.25	218.25
* There are two limited term positions in Street Capital that end December 31, 2015.									
* There are 3 authorized, unfunded positions in the Police Department: 1.0 FTE Lieutenant, 1.0 FTE Community Service Officer, and 1.0 FTE Code Enforcement Officer.									

The level of staffing has averaged approximately 245 FTEs per year between 2008 and 2014. Our city employees have proven themselves to be dedicated public servants. As we move

forward in 2015, the impacts of the economic conditions require us to transform to a leaner and more productive organization through downsizing and realignment of resources.

For example, the budget includes a citywide realignment and consolidation of office assistant and administrative assistant positions as well as streamlining of finance, information technology and human resources activities to better accommodate the delivery of internal support services.

The result is that our citizens, those who we serve, will not see any reductions in services. The changes will allow us to maintain fiscal integrity and to increase services in City Council priority areas, particularly streets and parks, while maintaining and building upon our investments in public safety and economic development.

Internally, we continue to expand the use of cross-functional teams from multiple departments to address and collaborate on service delivery enhancements and problem solving. Recent examples include the development of our information technology plan, fleet and equipment plan, pursuit of economic development initiatives, transportation funding options, community visioning process, and municipal court services analysis. As we look forward, this approach will be used in the consolidation of maintenance services and a review of our development services process.

Positions Eliminated	FTE	Group	Notes
Accounting Technician	(1.00)	AFSCME	Vacant
Administrative Assistant	(1.00)	Non-Rep	
Administrative Assistant	(2.50)	AFSCME	
Code Enforcement Officer *	(1.00)	AFSCME	
Community Services Officer *	(1.00)	Teamsters	
Court Clerk I	(0.50)	AFSCME	
Court Supervisor	(1.00)	Non-Rep	Vacant
CSRT Lieutenant *	(1.00)	LMPG	Retirement
Economic Development Specialist	(1.00)	AFSCME	Vacant
Facilities Maintenance Supervisor	(1.00)	Non-Rep	
Financial Analyst	(1.00)	AFSCME	Vacant
Fiscal & Grant Specialist	(1.00)	AFSCME	
In-House Custodian	(0.50)	AFSCME	
IT Engineer	(2.00)	AFSCME	
Office Assistant	(1.25)	AFSCME	
Paralegal	(0.25)	AFSCME	
Probation Counselor	(1.00)	AFSCME	
Public Works Operations Manager	(1.00)	Non-Rep	
Senior Office Assistant	(1.00)	Non-Rep	
Senior Office Assistant	(1.00)	AFSCME	Vacant
Total	(21.00)		
* Maintain as authorized positions.			

Other Issues Affecting the Budget

There are a continuing number of challenges facing the City currently and in the near term which impact fiscal stability, most notably the continued impacts of the economic challenges that began in December 2007 followed by a very tepid economic recovery as compared to previous recoveries. The result of this lack of economic recovery is that local governments such as our City will continue to face economic hardship and uncertainty given there is more of a recovery lag for local governments as compared to other sectors of the economy.

We face the uncertainty and unpredictability in financial and credit markets that still seems to have stymied economic growth locally, regionally and nationally. Our nation continues to face

unemployment and under-employment numbers that are some of the highest in decades. We are also face legislative challenges particularly from the state as they look to balance their budgetary shortfalls and court ordered mandates, such as the McCleary decision. In recent years, the state has had a dramatic impact on cities from the loss of state shared revenues, increased public defender costs, and the loss of the public works trust fund loan program. Likewise the fiscal challenges and a myriad of domestic and international issues facing our federal government has resulted in reduced funding to cities and impact of the Affordable Care Act.

The impact of technology such as the explosion of social media means that local governments such as ours must adapt to a new way of community engagement and dialogue. It has also provided us the opportunity to increase transparency and accountability in how we conduct business and deliver services. The world today is much different from where we were two, five and ten years ago. It is much more complex and it is imperative that we change and adapt to these ever changing forces.

Despite all of this and much more, the City continues to address many challenges with respect to meeting service demands and the ability in providing them to our citizens. The financial challenges we face has required us to re-evaluate the paradigms that have been governing our City for a number of years. We have charted a course for achieving long-term financial sustainability by beginning to reinvent the way we deliver services, investing in our employees and making smart infrastructure investments that will create jobs and build our tax base.

We will be looking to economic development, focusing primarily in our commercial areas to generate additional property and sales taxes. Locally, we see nothing but opportunity in our key commercial areas such as the Towne Center, Springbrook, Tillicum, and the Pacific Highway South corridor, which is directly adjacent to I-5 with multiple prime properties ready for redevelopment and revitalization. Areas such as the International District and Woodbrook Industrial Business Park area stand ready and available for new investment to create jobs and opportunity for Lakewood and our region. The generation of new revenues from redevelopment and revitalization in these areas will allow us to meet the growing demand for services. These actions will allow Lakewood to continue to support our community's quality of life while implementing our strategic goals for the future.

Acknowledgements

We must express our personal appreciation to Assistant City Manager/Administrative Services Tho Kraus for her tremendous leadership and skill in coordinating the development of this budget and the members of the Administrative Services Department for its excellent performance in gathering, analyzing, and presenting information clearly and accurately.

I also wish to thank the City Council for their guidance and support throughout the development of this adopted budget. In addition, a special note of thanks and appreciation should go to our department directors and all of the employees of the city who have contributed to make the 2015-2016 budget a reality. I would also like to thank the many citizens who have contributed to our success, whether you serve on an advisory board or commission, volunteer in support of the

many community activities, attend public meetings or just call occasionally with an issue or an idea, you are what makes our community strong.

We are confident that the programs and investments included in this budget reflect the policies and direction of the City Council and provide the financial plan for a successful two years. Through this process we believe that the departments have strengthened their understanding and relationships as to the needs and contributions that each provides to the community.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "John J. Caulfield". The signature is written in a cursive, flowing style.

John J. Caulfield, ICMA-CM
City Manager
City of Lakewood

INTRODUCTORY



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CITY OFFICIALS



DON ANDERSON
Mayor



JASON WHALEN
Deputy Mayor



MARY MOSS
Councilmember



MARIE BARTH
Councilmember



PAUL BOCCHI
Councilmember



JOHN SIMPSON
Councilmember



MICHAEL D. BRANDSTETTER
Councilmember

Position #	Council Member	Term Expires	Email
Position # 1	Mary Moss	12/31/2017	MMoss@cityoflakewood.us
Position # 2	Michael D. Brandstetter	12/31/2017	MBrandstetter@cityoflakewood.us
Position # 3	Jason Whalen (Deputy Mayor)	12/31/2017	JWhalen@cityoflakewood.us
Position # 4	Don Anderson (Mayor)	12/31/2015	DAnderson@cityoflakewood.us
Position # 5	John Simpson	12/31/2017	JSimpson@cityoflakewood.us
Position # 6	Marie Barth	12/31/2015	MBarth@cityoflakewood.us
Position # 7	Paul Bocchi	12/31/2015	PBocchi@cityoflakewood.us

The Council may be contacted as a whole at council@cityoflakewood.us or by phone at (253) 589-2489.

EXECUTIVE LEADERSHIP



John J. Caulfield
City Manager

Appointed September 3, 2013

JCaulfield@cityoflakewood.us
(253) 983-7703

Position	Employee	Appointment
Assistant City Manager, Administrative Services	Tho Kraus	October 7, 2013
Assistant City Manager, Community & Economic Development	M. David Bugher	February 5, 1996
City Attorney	Heidi Wachter	February 19, 2002
Police Chief	Bret Farrar	August 23, 2004
Municipal Court Judge	Grant Blinn	January 1, 2014
Public Works Director	Don Wickstrom	December 1, 2004
Parks, Recreation & Community Services Director	Mary Dodsworth	July 9, 2001
Human Resources Director	Debra Young	February 16, 1996
City Clerk	Alice Bush	November 20, 1995

2014-2016 CITY COUNCIL GOALS & PRIORITIES
As adopted by the City Council on July 7, 2014



GUIDING PRINCIPLES



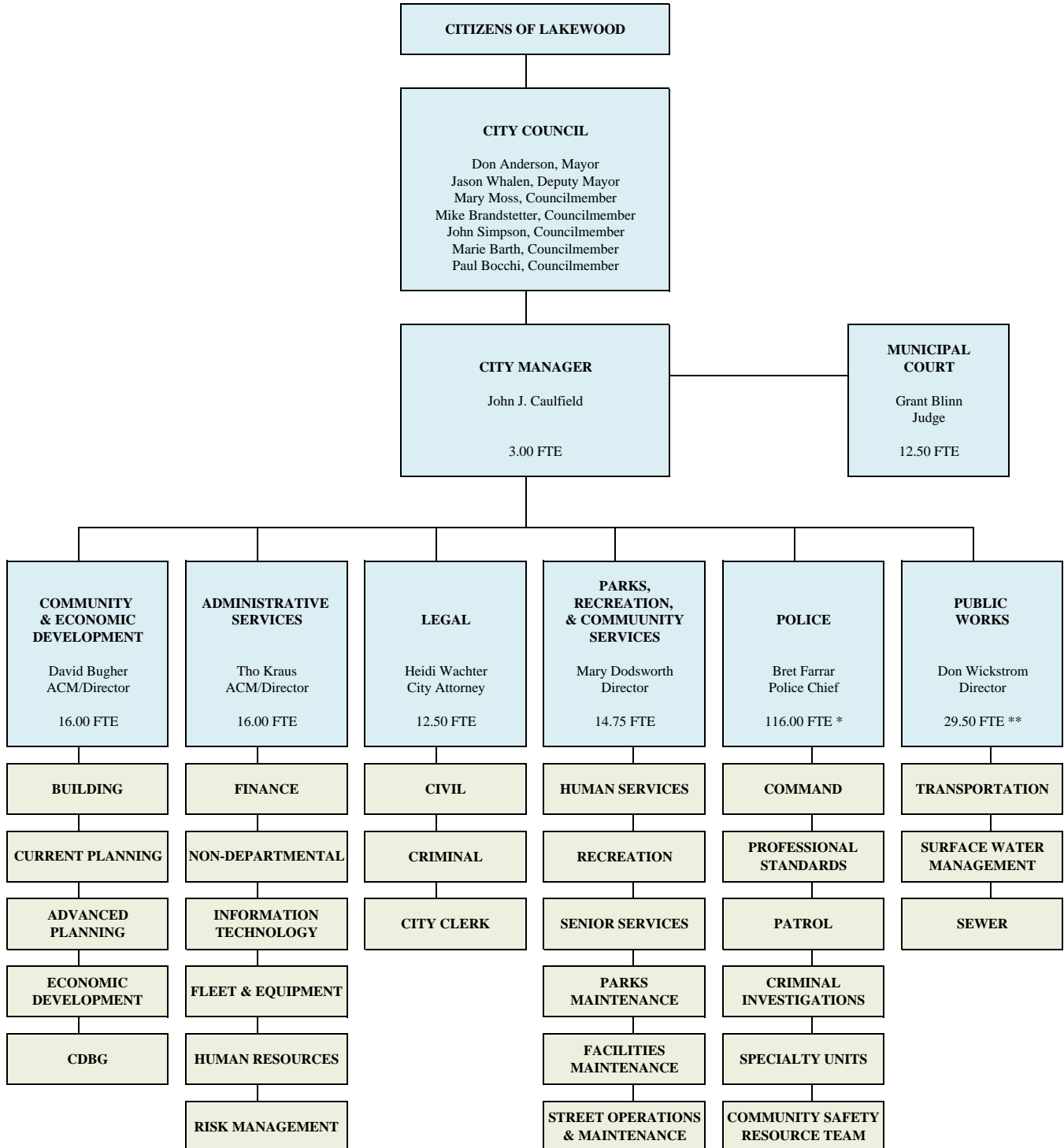
SERVICE

TEAMWORK

INTEGRITY

RESPECT

CITY-WIDE ORGANIZATION CHART



* Police FTE count does not include 3 authorized unfunded positions.
 ** Public Works FTE count includes 2 limited term positions that end December 31, 2015.

CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION

Arts Commission

The Arts Commission assesses needs, establishes priorities and makes recommendations for the enrichment of the community and promotion of cultural vitality through the arts. The Lakewood Arts Commission does the following:

- Promotes the visual, performing and literary arts;
- Encourage the creative contribution of local artists;
- Make recommendations for Public Art to the City Council;
- Support community-building events; and
- Foster the City's cultural heritage.

Roster: City Council liaison is Councilmember Marie Barth; Kurtiss Erickson – Chair, Susan Coulter – Vice-Chair, Sandra Calvillo, Jean Witte, Retha Hayward, Jeff Greenwell, Marquita Hunt, Barbara Vest, Phillip Raschke, Kathy Flores, Robert Lawrence

Meetings are held on the first Monday of the month at 4:30 p.m. at City Hall.

Community Services Advisory Board

The Community Services Advisory Board advises the City Council on matters related to Human Services, the Community Development Block Grant (CDBG) and HOME Investment Partnership Act (HOME) programs which may include:

- Facilitate cooperation and coordination with the City on CDBG and HOME funding issues.
- Recommend to the City Council programs for funding out of CDBG funds, recommend CDBG and HOME funding allocations, including development of housing strategies.
- Hold public hearings to receive public comments to identify community and housing needs and development of proposed activities.
- Develop recommendations for the Consolidated Plan, Action Plan and other related documents.
- Perform other CDBG and HOME related duties and functions as assigned by the City Council.
- Conduct public hearings regarding allocations of human services funds and programs and making recommendations for funding;
- Ensure the most fair distribution and most effective use of human services resources consistent with adopted priorities and criteria;
- Encourage partnerships in the funding and provision of human services;
- Request periodic strengths and needs assessments and program outcome evaluations to determine the direction of human services most beneficial to the City; and
- Integrate human services policy into overall City policy development.

Roster: City Council liaison is Councilmember Marie Barth; Kathleen Lind, Laurie Maus, Sharon Taylor, Mumbi Ngari-Turner, Edith Owen-Wallace, Paul Calta, Nancy Huseman, Ric Torgerson

Meetings at City Hall are TBD.

CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION (continued)

Lakewood's Promise Advisory Board

The Lakewood's Promise Advisory Board is created to assist the City Council in the following areas:

- Advise the City Council and city staff regarding the availability and delivery of the five promises within the City.
- Look for ways to develop ongoing relationships among Lakewood citizens and businesses to better deliver Promise activities to youth.
- Advise the City Council in connection with Lakewood's Promise issues as may be referred to the Lakewood's Promise Advisory Board by the City Council which may include, but is not limited to, the following:
- Facilitate cooperation and coordination with City staff, citizens' groups and other entities, agencies and organizations on Lakewood's Promise issues;
- Recommend to the City Council strategies to enhance awareness of, and interest in, Lakewood's Promise which may be in cooperation with any appropriate private, civic or public agency of the City, county, state or of the federal government;
- Recommend ways and means of obtaining private, local, county, state or federal funds for the promotion of Lakewood's Promise programs and projects within the City, and
- Represent the community and the City of Lakewood as requested by the City Council to address Lakewood's Promise related issues.

Roster: City Council liaison is Councilmember Mary Moss; Clayton DeNault – Chair, Kathy Bressler – Vice-Chair, Judi Weldy, Elvin Bucu, Claudia Thomas, Ellie Wilson, Debbie LeBeau, Michele Johnson, Dr. Lonnie Howard, Mary Dodsworth, Bianca Vieyra

Meetings are held on every second Thursday at 7:30 a.m. at Lakewood City Hall.

CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION (continued)

Landmarks and Heritage Advisory Board

The Landmarks and Heritage Advisory Board advises the City Council, the City Manager and City staff in connection with protection and preservation of historical landmarks in Lakewood and establishing procedures for designation and preservation of landmarks. This includes:

- Holding public hearings on nominations for designation and applications for certificates of appropriateness.
- Authorizing, subject to the availability of funds budgeted for that purpose and approval of the expenditure by the City Council, to expend monies to compensate experts to provide technical assistance to property owners in connection with requests for certificates of appropriateness.
- Approving, denying, amending or terminating the designation of a historic resource as a landmark or community landmark after a public hearing.

Roster: City Council liaison is Councilmember John Simpson; Robert Jones, Bill Harrison, Cyrus Happy, Joan Cooley, Glen Spieth, Dennis Dixon, Stephanie Walsh, Walter Neary, Bethene Campbell

Meetings are held fourth Thursday of every other month at 6 p.m. at City Hall.

Lodging Tax Advisory Committee

The Lodging Tax Advisory Committee submits proposals for review and comment, proposals for imposition of any new tax under RCW 67.28 (hotel/motel tax), or for increases in the rate of a tax imposed, or for the repeal of an exemption from a tax imposed, or for a change in the use of revenue received under Chapter 67.28 RCW. The Advisory Committee submits comments on the proposal in a timely manner and shall include an analysis of the extent to which the proposal will accommodate activities for tourists or increase tourism and the extent to which the proposal will affect the long-term stability of the fund created under Section 67.28 of the RCW (Section 4 of Chapter 452, Laws of 1997).

Roster: City Council liaison is Mayor Don Anderson; Rebecca Huber, Linda Smith, Jackeline Juy, Mario Lee, Phillip Edward Raschke

Meetings are held as needed at City Hall as needed.

CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION (continued)

Parks and Recreation Advisory Board

The Parks and Recreation Advisory Board provides policy recommendations to the City Council and staff on a variety of park and recreation related issues. The role of the Parks and Recreation Advisory Board is to:

- Advise the City Council and City staff or officials administering parks, regarding the general operation and development of all parks and recreation facilities and programs of Lakewood including long range park planning, needs assessment, program evaluation, acquisition, construction, development, concessions or privileges in parks and/or playgrounds, sports fields, recreation grounds, and/or other municipally owned recreation facilities, including community buildings and improvements to the same. The Parks and Recreation Advisory Board shall also work with neighborhood groups and ad-hoc committees to formulate recommendations to the City Council.
- The Parks and Recreation Advisory Board shall recommend rules and regulations for the government, management, operation, supervision and control of city parks and recreational facilities and programs.
- The Parks and Recreation Advisory Board shall advise the City Council in connection with parks and recreation issues as may be referred to the Parks and Recreation Advisory Board by the City Council which may include, but is not limited to, the following:
 - Facilitate cooperation and coordination with City staff, citizens' groups and other entities, agencies and organizations on parks and recreation issues;
 - Recommend to the City Council strategies to enhance awareness of, and interest in, parks and recreation facilities and programs of the City, which may be in cooperation with any appropriate private, civic or public agency of the City, county, state or of the federal government;
 - Recommend ways and means of obtaining private, local, county, state or federal funds for the promotion of parks and recreation programs and projects within the City; and
 - Advise the City Council on acquisition of parks and recreation facilities and properties; and
 - Represent the community and the City of Lakewood as requested by the City Council to address parks and recreation related issues.

Roster: City Council liaison is Mayor Don Anderson; Jason Gerwen – Chair, Vito Iacobazzi – Vice-Chair, Anessa McClendon, J. Alan Billingsley, Sylvia Allen, Heinz Haskins, Tanja Scott

Meetings are held on the fourth Tuesday of the month at 5:30 p.m. at City Hall.

CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION (continued)

Planning Commission

Planning Issues:

- Assists City personnel in preparing a comprehensive plan for the City in accordance with state law to be submitted to the City Council for consideration of adoption.
- Recommends to the City Council such changes, amendments or additions to the comprehensive plan as may be deemed desirable.
- Recommends land use and zoning regulations and other development regulations as deemed necessary and/or appropriate. Act as the research and fact finding agency of the City in regard to land uses, housing, capital facilities, utilities, transportation, and in regard to classification of lands as agriculture, forest, mineral lands, critical areas, wetlands and geologically hazardous areas. Undertakes surveys, analyses, research and reports as may be generally authorized or requested by the City Council.
- Cooperates with planning agencies of other cities and counties, to include regional planning agencies, in furtherance of such research and planning; and
- Annually provides to the City Council a report on progress made in implementing the goals and requirements of State law and on the status of land use policies and procedures within the city.

Redevelopment Issues:

- Facilitate cooperation and coordination between various business groups and impacted neighborhoods on business issues;
- Facilitate the formation of specific neighborhood commercial business groups to assist in the enhancement of various existing commercial areas, aid in stabilizing and retaining commercial enterprises within these areas to maintain viability as a commercial area, and help in identifying specific needs of businesses within various commercial areas.
- Make recommendations to the City Council and to City staff for programs in which the City could or should participate to enhance commercial development opportunities in the City, which programs may be in cooperation with any appropriate private, public, civic or community agency, group or association of or in the City, county, state or federal government;
- Recommend ways and means of obtaining private, local, county, state or federal funds and other participation for the promotion of business development projects within the City, especially those of an incubator type;
- Work with City of Lakewood staff, City Council, task forces and other City/community based groups, as directed by the City Council, on relevant issues and projects; and
- Assist in data base development for the creation and maintenance of a community profile.

Transportation Issues:

- Facilitate cooperation and coordination with the Public Works Department of the City on street, public works and transportation and infrastructure related projects and plans,
- Identify, evaluate and recommend to the City Council, City Manager and/or City staff policies and projects for the City, annual update of its Six-Year Transportation Plan, and for other transportation and infrastructure planning purpose of the City,
- Recommend ways and means of obtaining private, local county, state or federal funds for promotion of transportation and infrastructure facilities of the City, and
- Advise the City Council on acquisition, replacement and maintenance of transportation and infrastructure facilities of the City
- Advise the City as to the manner that public information on street related projects can best be disseminated, given the nature and/or scope of the projects.
- Advise the City Council regarding transportation related facilities, needs and programs of the City, as may be referred by the City Council.

Roster: City Council liaison is Councilmember Paul Bocchi; Don Daniels – Chair, Connie Coleman-Lacadie, James Guerrero, Robert Estrada, Robert Pourpasand, John Paul Wagemann, Christopher Webber

Meetings are held on the first and third Wednesdays of the month at 6:30 p.m. at City Hall.

CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION (continued)

Public Safety Advisory Board

Public Safety Advisory Board

The role of the Public Safety Advisory Committee is to provide citizen input and advice to the City Council in developing and monitoring public safety policies. The Committee reports to the City Council and will also assist the City Council in assessing that department resources allow for compliance with City and department policies. The committee annually provides to the City Council a report on progress made in carrying out the Committee's responsibilities. Additional reports may be deemed appropriate by the Public Safety Advisory Committee and/or the City Council.

Roster: City Council liaison is Councilmember Marie Barth; Bryan L. Thomas – Chair, Sheri Badger, Carrol “Ray” Dotson, Julio Perez-Tanahashi, Dr. Alan Hart, Joseph Boyle, Lonnie Lai, Michael Lacadie

Meetings are held on the first Wednesday of the month at the Lakewood Police Station.

CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION (continued)

Youth Council

The Council's The Youth Council duties are as follows:

- Designated Youth Council, of at least two members, shall attend at least one City Council meeting per month and give a report
- Communicate with other youth in the City and solicit input regarding youth interests and issues and report that information to the City Council
- The proposed Youth Council will provide information to the City Council about youth concerns, activities and interests, which are relevant to the proposed City Council actions
- Plan activities in the community to help youth. Serve as a youth leader in the community
- Represent the youth of Lakewood to other jurisdictions
- Serve as representatives to other governing entities
- Youth Council activities are to be directed and approved by the City Council's designee
- The approved activities are to be facilitated by the City Manager or his designee

Roster: City Council liaison is Councilmember Mike Brandstetter; Jack Bowen, Riley Chiles, Justine Gold, William Joy, Haley Mahnke, Demetria Mitchell, Sau Maele Nielsen, Tise Maele Nielsen, Riki Takeuchi, Nicole Van Guilder, Bianca Vieyra, Marcos Vieyra, Clare Whalen

Meetings are held on the first and or third Monday of the month at City Hall and Clover Park School District Student Services Center.

COMMUNITY PARTNERSHIPS

2nd Stryker Brigade Combat Team (JBLM Community Connector)
 AARP
 Alaska Gardens
 American Lake Veterans Hospital
 Association of Washington Cities
 Boy and Girl Scouts of America
 Bridgeport Place
 Caring for Kids
 Catholic Community Services
 Centerforce
 Christ Lutheran Church
 City of DuPont
 City of Tacoma
 City of University Place
 Clover Park Kiwanis
 Clover Park Rotary
 Clover Park School District
 Clover Park Technical College
 Coffee with the Mayor
 Communities in Schools of Lakewood
 Diabetes Association of Pierce County
 Emergency Food Network
 Federal Legislators (Senator Maria Cantwell, Senator Patty Murray, Congressman Denny Heck)
 First Baptist Church of Lakewood
 FISH Food Bank
 Grave Concerns
 Habitat for Humanity
 HeartWarming Care
 Integrity Hearing
 Joint Base Lewis-McChord (JBLM)
 Keep Lakewood Beautiful
 Kiwanis Club of Clover Park
 Korean Women's Association
 Lake City Neighborhood
 Lake Steilacoom Improvement Club
 Lakewold Gardens (MayFest)
 Lakewood Baseball Club
 Lakewood Boys and Girls Club
 Lakewood Chamber of Commerce
 Lakewood Community Foundation
 Lakewood First Lions
 Lakewood Historical Society
 Lakewood Industrial Park
 Lakewood Playhouse
 Lakewood Soccer Club
 Lakewood Towne Center
 Lakewood United
 Lakewood Water District
 Lakewood YMCA
 Little Church on the Prairie
 Living Access Support Alliance
 MultiCare Health System
 Narrows Glen
 Nisqually Tribe
 North East Neighborhood
 Pacific Lutheran University
 Pacific Neighborhood
 Partners for Parks
 Pierce College
 Pierce County
 Pierce County Cities & Towns
 Pierce County Housing Authority
 Pierce County Library System
 Pierce County Regional Council (PCRC)
 Pierce Transit
 Point Defiance Village
 Protect Our Pets
 Puget Sound Energy (PSE)
 Puget Sound Regional Council (PSRC)
 Rebuilding South Sound Together
 Regional Access Mobility Partnership (RAMP)
 Rotary Club of Lakewood
 Senior Footcare
 Senior Housing Assistance Group – Lakewood Meadows
 Statewide Health Insurance Benefits Advisors
 Sound Transit
 Soundview Medical
 South Sound Military Communities Partnership (SSMCP)
 South Sound Outreach Services
 South Sound Sports Commission
 St. Clare Hospital – Franciscan Health System
 Tacoma Area Coalition of Individuals with Disabilities (TACID)
 Tacoma Housing Authority
 Tacoma Pierce County Association of Realtors
 Tacoma-Pierce County Economic Development Board
 Tacoma-Pierce County Health Department
 Tacoma-Pierce County Chamber of Commerce
 The Church of Jesus Christ of Latter-day Saints
 The Footwear Place
 The Weatherly Inn
 Tillicum/Woodbrook Neighborhood
 Trinity Baptist Church
 Town of Steilacoom
 United Way
 Visiting Angels
 Walmart
 Washington Recreation and Park Association
 Washington State Association of Senior Centers
 Washington State Department of Transportation (WSDOT)
 Washington State Legislators (Senator Steve Conway, Senator Steve O'Ban, Representative Christine Kilduff, Representative Steve Kirby, Representative Dick Muri, Representative David Sawyer)
 Washington State SAIL Task Force
 West Pierce Fire and Rescue
 Western State Hospital
 World Vision
 WSDOT
 YWCA

BUDGET PROCESS

Procedures for Adopting the Original Budget - The City’s budget process and the time limits under which the biennial budget must be prepared are defined by the Revised Code of Washington (RCW) 35A.34. These elements, with which the City continues to comply, resulted in the following general work plan and calendar for 2014:

Process Description	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Council sets 2015/2016 budget priorities												
Leadership Team Develops Budget Strategies												
City Manager gives budget Directions												
Chief Financial Officer distributes budget instructions consistent with City Manager direction						*						
Departments prepare revenue and expenditure estimates and new program requests												
Finance updates revenue estimates and compiles department submittals												
City Manager meets with Department Directors to review their budget proposals												
City Manager makes specified adjustments to department submittals/establishes preliminary budget												
Preliminary budget document prepared, printed and filed with City Clerk and presented to the City Council (at least 60 days prior to the ensuing fiscal year)												
City Clerk publishes notice of the filing of preliminary budget and notice of public hearing to be held during preliminary budget deliberations									*			
City Council conducts workshops and public hearings on the preliminary budget recommended by City Manager												
City Council instructs City Manager to make modifications to the budget												
City Council adopts an ordinance to establish the amount of property taxes to be levied in the ensuing year												*
Final budget, as adopted, is published and distributed within the first three months of the following year												

Mid-Biennium Review and Modification - The biennial budget statute referenced above requires jurisdictions electing a biennium budget to perform a mid-biennium review and modification of the adopted budget per RCW 35.34.130. The review and modification shall occur no sooner than eight months after the start nor later than conclusion of the first year of the fiscal biennium.

Amending the Budget - When the City Council determines that it is in the best interest of the City to increase or decrease the appropriation for a particular fund, it may do so by ordinance approved by a simple majority. The City Manager is authorized to transfer budgeted amounts between departments within any fund. The Department Directors are authorized to transfer budgeted amounts between accounts within a department.

*Indicates specific dates



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FINANCIAL POLICIES

Adopted by the City Council on September 15, 2014

OPERATING BUDGET

The objective of the operating budget policy is to ensure the appropriate levels of City services at reasonable costs.

Biennial Budget Document. The budget should be a performance, financing and spending plan agreed to by the City Council, City Manager and Department Directors. It should contain information and data regarding expected revenues, expected expenditures and expected performance. The budget should be developed using a performance based, results oriented approach that incorporates line items, zero-based, programs, and priorities of governments.

- As a comprehensive business plan, the budget should provide the following critical elements recommended by the Government Finance Officers Association: public policies, financial plan, operations guide, and communications device.
- The City's budget presentation should display the City's service delivery/performance plan in a City Council/constituent-friendly format. Therefore, the City will use a program budgeting format to convey the policies for and purposes of City operations. The City will also prepare the line-item format materials for those who wish to review that information.

Goals to Guide Preparation. The City will prepare and annually refine written policies and goals to guide the preparation of performance, financing and spending plans for the City budget. Adopted budgets will comply with the adopted budget policies and City Council priorities.

Long Range Forecast. With each budget, the City will update expenditure and revenue projections for the next six years. Projections will include estimated operating costs for capital improvements that are included in the capital budget. This budget data will be presented to the City Council in a form that will facilitate budget decisions, based on a multi-year perspective. This forecast is intended to be an internal planning tool and shall be included in the biennial budget document and updated at least annually as part of the adopted budget process in the even years and the mid-biennial review in the odd years.

Capital Projects. Decision making for capital improvements will be coordinated with the operating budget to make effective use of the City's limited resources for operating and maintaining facilities.

Balanced Budget. The City will adopt a balanced budget for all funds. Balanced budget for operating funds means ongoing operating program costs do not exceed the amount of ongoing revenues to finance those costs. The ongoing revenue will be identified along with new program costs including impact from new capital projects. Any available carryover balance will only be used to offset one-time or non-recurring costs. Balanced budget for non-operating funds means total resources equal to or exceed total uses.

Excess Cash Balances. Cash balances in excess of the amount required to maintain General and Street Operations & Maintenance Fund reserves may be used to fund one-time or non-recurring costs.

Department Director Responsibility. All Department Directors will participate in the responsibility of meeting policy goals and ensuring long-term financial health. Under the City Manager's direction, Department Directors have primary responsibility for: formulating budget proposals in line with City Council priority and direction; and implementing those proposals once they are approved.

Citizen Involvement. Citizen involvement shall be encouraged in the budget decision making process through public hearings and study sessions.

Nonprofit Organizations. Funding decisions regarding nonprofit organizations shall be based on policy guidelines and priorities determined by the City Council and availability of funds.

Budgetary Controls. Legal budgetary control is established at the fund level, i.e., expenditures for a fund may not exceed the total appropriation amount. Any unexpended appropriation balances for annually budgeted funds lapse at the end of the year. Appropriations for other special purpose funds that are non-operating in nature are adopted on a "project-length" basis and, therefore, are carried forward from year to year without re-appropriation until authorized amounts are fully expended or the designated purpose of the fund has been accomplished.

Quarterly Financial Reports. The budget will be produced so that it can be directly compared to the actual results of the fiscal year and presented in a timely quarterly report. All budget amendments, both revenues and expenditures, will be noted in the quarterly financial report.

FUND BALANCE

The objective of the fund balance policy is to provide adequate working capital for cash flow and contingency purposes.

General Fund. The General Fund ending fund balance reserves shall be 12% of the combined General and Street Operations & Maintenance Funds operating revenues. These reserves are as follows:

- *2% General Fund Contingency Reserves:* The purpose of this reserve is to accommodate unexpected operational changes, legislative impacts, or other economic events affecting the City's operations which could not have been reasonably anticipated at the time the original budget was prepared. The City Council will determine how the Contingency Reserves are spent.
- *5% General Fund Ending Fund Balance Reserves:* The purpose of this reserve is to provide financial stability, cash flow for operations and the assurance that the City will be able to respond to revenue shortfalls with fiscal strength.
- *5% Strategic Reserves:* The purpose of this reserve is to provide some fiscal means for the City to respond to potential adversities such as public emergencies, natural disasters or similarly major, unanticipated events.

Enterprise Funds. The City shall maintain a minimum cash balance in its enterprise funds equal to 17% of operating expenses (equivalent to two months of operating expenses). This balance shall be maintained to ensure adequate maintenance reserves and cash flow. Balances in excess of 17% may be utilized for capital projects.

Internal Service Funds. The City shall maintain a balance equivalent to the accumulated replacement reserves at year-end for those internal service funds that collect replacement reserves. Replacement reserves based on estimated replacement value will be established for fleet and equipment when the need will continue beyond the estimated useful life, regardless of whether the vehicle or equipment is acquired via lease, gift, grant or purchase. An equal amount will be included in the service charges paid by the user department to the Fleet and Equipment Fund during the expected life of the asset.

The City shall maintain separate internal service funds to account for the activities of Fleet and Equipment, Property Management, Information Technology, and Risk Management. The City shall establish replacement reserves for information technology related equipment and property management related to facilities no later than year 2020.

All Other Funds. The appropriate balances shall be the amount needed to maintain positive cash balances throughout the year.

Use of Fund Balances. Fund balance is the cumulative years' excess or deficit of all revenues and expense. Available fund balances shall not be used for ongoing operating expenditures, unless a determination has been made that available balances are in excess of required guidelines and plans have been established to address any future operating budget shortfalls. Emphasis shall be placed on one-time uses that achieve future operating cost reductions and/or service level efficiencies.

Timeline. The timeline to achieve the target reserves is no later than December 31, 2016.

Replenishing General Fund Balance. The fund balance shall be replenished within one to two years depending on the reserve fund. The 2% General Fund Contingency Reserves and 5% General Fund Ending Fund Balance

Reserves shall be replenished within one year while the 5% Strategic Reserves shall be replenished within 2 years. The sources for replenishment shall be via expenditure control, expenditure savings, one-time revenues and/or excess revenues.

REVENUE

The objective of the revenues policy is to ensure that funding is derived from fair, equitable, defensible, and adequate resource base, while minimizing tax burdens.

Revenue Estimates. Revenues shall be estimated conservatively so as not to introduce regular shortfalls in individual revenue accounts. Revenue estimates shall not assume excess growth rates. Real growth that occurs will be recognized through budgetary adjustments only after it takes place. This practice imposes short term constraint on the level of public goods or services. However, in the event that revenues are less than expected, it minimizes the likelihood of severe cutback actions which may be profoundly disruptive to the goal of providing a consistent level of quality services.

Revenue Diversification. The City shall maintain a stable and diverse revenue system to shelter programs and services from short-term fluctuations in any single source of revenue. Services that have a city-wide benefit shall be financed by revenue sources generated from a broad source such as property tax, utility tax and sales tax. Services where the customer determines the use shall be financed by a combination of broad-based revenues as well as user fees and charges.

Fees. Fees shall be phased toward covering 100% of the cost of service delivery, unless such amount prevents an individual from obtaining an essential service. Fees or service charges should not be established to generate money in excess of the cost of providing service. Fees may be less than 100% if other factors (e.g. market forces, competitive position, etc.) need to be recognized.

User Charges. User charges for enterprise services such as the Surface Water management Fund shall be set at rates sufficient to finance all direct and indirect operating, capital, reserve/working capital, and debt service. Overhead expenses and general government services provided to the enterprise activities shall be included as indirect costs. Rates shall be set such that the enterprise fund maintains a positive cash position throughout the year and provide for sufficient reserves as determined by the fund balance policy.

Use of One-Time/Unpredictable Revenues. The City shall not utilize one-time revenues for recurring operating expenditures. One-time revenues include, but are not limited to: proceeds from the sale of land or surplus equipment, legal settlements, or revenue windfalls.

Investment Income. Investment income earned through the City's investment pool shall be budgeted based upon the allocation methodology, i.e. the projected average monthly balance of each participating fund.

Grants. Grant applications to fund new services/programs will be reviewed by the City as they become available, with due consideration being given to whether locally generated revenues will be required to support these programs when outside funding is no longer available.

EXPENDITURES

The objective of the expenditure policy is to prioritize services, establish appropriate levels of service, and administer the resources to ensure that fiscal stability is attained and that services are delivered in an effective and efficient manner.

Operating Funding Basis. Operating expenditures shall be budgeted and controlled to not exceed operating revenues.

Operating Deficits. Immediate corrective action should be taken if at any time during a fiscal year expenditures are projected to be greater than projected revenues at year-end. Corrective actions could include, but are not limited to expenditure reductions, fee increases, or new revenues.

Capital Asset. Capitalization of assets shall occur with assets that have a useful life of at least two years following the date of acquisition with a historical or market value at time of acquisition equal to or greater than \$5,000. The

threshold is applied is applied to individual items rather than to groups of similar items unless the effect of doing so would eliminate a significant portion of total capital assets.

INTERFUND LOANS

The objective of the interfund loans policy is to provide guidelines regarding the establishment, management and repayment of interfund loans.

Definition. Interfund loans are loans from one City fund to another City fund for a specific purpose with a requirement for repayment.

Purpose. Interfund loans should be considered temporary or short-term borrowing of cash and may be made for the following reasons: to offset timing differences in cash flow; to offset timing differences between expenditures and reimbursements, typically associated with grant fund. The use of interfund loans for other purposes should be carefully evaluated. Interfund loans should not be used to solve ongoing structural budget problems.

Term. The term of the interfund loan may continue over a period of more than one year, but must be “temporary” in the sense that no permanent diversion of the lending fund results from the failure to repay by the borrowing fund. Additionally, interfund loans should not hinder the accomplishment of any function or project for which the lending fund was established.

DEBT MANAGEMENT

The objective of the debt management policy is to articulate the guiding principles for City debt issuance and management before consideration of specific actions. This policy set forth certain equally important objectives for the City and establishes overall parameters for responsibly issuing and administering the City’s debt.

- Minimize debt service and issuance costs
- Maintain access to cost-effective borrowing
- Achieve and maintain highest practical credit rating
- Full and timely repayment of debt
- Maintain full and complete financial disclosure and reporting
- Ensure compliance with state and federal laws and regulations

Debt Capacity. A long-term debt capacity will be completed on an annual basis as a means for ensuring that the City does not exceed the debt limits within the limits of applicable laws and regulations.

Bond Rating. The City will seek to maintain, and if possible, improve its current bond rating(s) in order to minimize borrowing cost and preserve access to credit.

Minimize Debt. Whenever possible, the City shall identify alternative sources of funding and shall examine the availability of those sources in order to minimize the level of debt.

New Issues and Refinancing. New issues, and refinancing of existing debt, must be analyzed for compatibility within the City’s overall financial planning. The review shall include, but not limited to: cash flow analysis; potential for unexpected revenue changes; and the maintenance of the City’s bond ratings. Annual debt service shall not produce an inordinate impact upon future operations.

- *Long-term Debt.* Long-term debt may be used to finance the acquisition or improvement of land, infrastructure, facilities, or equipment for which it is appropriate to spread costs over more than one budget year. Long-term debt may also be used to fund capitalized interest, cost of issuance, required reserves, any other financing-related costs that may be legally capitalized. Long-term debt shall not be used to fund City operating cost.
- *Short-term Debt.* Short-term debt will be considered as an interim source of funding in anticipation of long-term debt. Short-term debt may be issued for any purpose for which long-term debt may be issued, including capitalized interest and other financing-related costs. Short-term debt is also appropriate to address legitimate short-term cash flow requirements during a given fiscal year to fund operating costs of

the City to provide necessary public services. The City will not engage in short-term borrowing solely for the purpose of generating investment returns.

- *Refunding.* Periodic reviews of outstanding debt will be undertaken to identify refunding opportunities. Refunding will be considered (within federal tax law constraints) when there is a net economic benefit of the refunding. Noneconomic refundings may be undertaken to achieve City objectives relating to changes in covenants, call provisions, operational flexibility, tax status, issuer, or the debt service profile, etc. When contemplating a refunding, the City shall have a minimum of 3.0% economic savings, as expressed on a net present value basis, as a benchmark to proceed with a refunding. The City may purchase its bonds in the open market for the purpose of retiring the obligation when the purchase is cost effective.

Financing Period. The City shall structure its debt issues so that the maturity of the debt service does not exceed the economic or useful life of the capital project to be financed.

Method of Sale. The City may use either a competitive bidding or negotiated process in the sale of debt due to market timing requirements, or a unique pledge of debt or debt structure.

Bond Counsel. The City will use the services of a legally certified and credible bond counsel in the preparation of all bond representations.

Underwriter(s). An underwriter(s) will be used for all debt issued in a negotiated or private placement sale method. The underwriter(s) is responsible for purchasing negotiated or private placement debt and reselling the debt to investors.

Fiscal Agent. A fiscal agent will be used to provide accurate and timely securities processing and timely payment to bondholders.

Debt Administration. The Assistant City Manager/ Finance & Administrative Services shall maintain written procedures outlining required actions to ensure compliance with local, state, and federal regulations. Such procedures shall include: continuing disclosure, arbitrage rebate, and other requirements.

CAPITAL IMPROVEMENT

The objective of the capital improvement policy is to forecast and match projected revenues and capital needs. Long range capital planning is an important management tool that strengthens the linkages between infrastructure needs and the financial capacity of the City.

Capital Project Proposals. Capital project proposals should include as complete, reliable, and attainable cost estimates as possible. Project cost estimates for the Capital Budget should be based upon a thorough analysis of the project and are expected to be as reliable as the level of detail known about the project. Project cost estimates for the 6-Year City Capital Improvement Plan will vary in reliability depending on whether they are to be undertaken in the first, second or 3rd biennium years of the plan.

- *Resource Plan.* Capital proposals should include a comprehensive resource plan. This plan should include the amount and type of resources required, and the funding and financing strategies to be employed. The specific fund and timing should be outlined. The plan should indicate resources needed to complete any given phase of a project in addition to the total project.
- *Expenditure Plan.* All proposals for the expenditure of capital funds shall be formulated and presented to the City Council within the framework of a general capital budget and, except in exceptional circumstances of an emergency nature, no consideration will be given to the commitment of any capital funds, including reserve funds, in isolation from a general review of all capital budget requirements.
- *Changes in Project Estimates.* Changes in project estimates for the comprehensive resource plan should be fully reported to the City Council for review and approval.
- *M&O Impact.* Project proposals should indicate the project's impact on the operating budget, including, but not limited to, long-term maintenance costs necessary to support the improvement.

- *Biennial Budget.* The biennial capital budget shall include only those projects which can reasonably be accomplished in the time frame indicated. The detail sheet for each budgeted capital project should include a projected schedule.
- *Carry Over.* Capital projects which are not encumbered or completed during the fiscal year will be re-budgeted or carried over to the next fiscal year except as reported to and subsequently approved by the City Council. All re-budgeted capital projects should be so noted in the adopted capital budget. Similarly, multi-year projects with unencumbered or unexpended funds will be carried over to the subsequent year(s).
- *Revenue Expectation.* Capital projects will not be budgeted unless there are reasonable expectations that revenues will be available to pay for them.
- *Negative Impact from Project.* If a proposed project will cause a direct negative impact on other publicly-owned facilities, improvements to the other facilities will be required as part of the new project and become a part of the new project's comprehensive costs.

Capital Improvement Plan

The purpose of the Capital Improvement Plan is to forecast and match projected revenues and capital needs over a 6-Year period. Long range capital planning is an important management tool that strengthens the linkages between infrastructure needs and the financial capacity of the City. The City's Capital Improvement Plan includes transportation, parks, storm water and sewer improvement projects.

Citizen Participation and City Council Review. Citizen participation in the Capital Improvement Program is a priority for the City. Among the activities which shall be conducted to address this need are the following:

- *Timing.* The 6-Year Capital Improvement Plan shall be provided to the City Council in a timely manner to allow time for the City Council members to review the proposal with constituents before it is considered for adoption.
- *Public Meeting Notice.* The City Council study sessions on the Capital Improvement Plan shall be open to the public and advertised sufficiently in advance of the meetings to allow for the attendance of interested citizens.
- *Public Hearing.* Prior to the adoption of the Capital Improvement Plan, the City Council shall hold noticed public hearings to provide opportunities for citizens to express their opinions on the proposed plan.
- *Committee, Boards and Commission Review.* The appropriate committee, board and/or commission shall review the proposed Capital Improvement Plan and provide its comments on the Plan's contents before the City Council considers the Plan for adoption.

Capital Improvement Plan in Relation to the Comprehensive Plan. All projects included in the Capital Improvement Plan shall be consistent with the City's Comprehensive Plan. The goals and policies for services, facilities, and transportation should be followed in the development of the City Improvement Plan. The Comprehensive Plan service level goals should be called out in the Capital Improvement Plan.

Financing. Capital projects shall be financed to the greatest extent possible through user fees and benefit districts when direct benefit to users results from construction of the project. Refer to Debt Management policy for further detail.

Intergovernmental Cooperation. Projects that involve intergovernmental cooperation in planning and funding should be established by an agreement that sets forth the basic responsibilities of the parties involved.

Project Criteria Factors. The City Council will annually review and establish criteria against which capital proposals should be measured. Included among the factors which will be considered for priority-ranking are the following:

- Projects which have a positive impact on the operating budget (reduced expenditures, increased revenues);
- Projects which are programmed in the 6-Year Operating Budget Forecast;
- Projects which can be completed or significantly advanced during the 6-Year Capital Improvement Plan;
- Projects which can be realistically accomplished during the year they are scheduled;
- Projects which implement previous City Council-adopted reports and strategies.

CASH MANAGEMENT AND INVESTMENTS

The objective of a cash management and investment policy is to help balance the day-to-day need for revenues while achieving the highest rate of interest that is reasonable and within the City's acceptable level of investment risk.

Funds will be invested in only those investments permitted by Federal and State law as it relates to public funds. All of the City's funds will be invested with the following objectives (listed in order of priority):

- *Safety.* Investments will be undertaken in a manner that seeks to ensure the preservation of capital in the portfolio. Specifically, the City will: (a) seek to avoid realizing any loss through the sale or disposal of an investment; and (b) seek to mitigate the risk of unrealized losses due to a decline in value of investments held in the portfolio.
- *Liquidity.* The investment portfolio will remain sufficiently liquid to meet all cash requirements that may be reasonably anticipated. This will be accomplished by structuring the portfolio in the following manner: (a) the City will purchase investments scheduled to mature in accordance with its anticipated cash needs, in order to minimize the need to sell investments prior to maturity; (b) a portion of City funds will be maintained in cash equivalents, including money market fund, investment pools and overnight securities, which may be easily liquidated without a loss of principal should an unexpected need for cash arise; and (c) the portfolio will consist largely of investments with active secondary markets.
- *Yield.* The City's investments will be designed with the objective of maximizing a fair rate of return consistent with the safety and liquidity noted above.

FINANCIAL REPORTING

Reporting Frequency. Departments will be provided monthly budget and actual reports and comprehensive quarterly reports will be presented to the City Council.

Reporting Improvements. The City will strive to continue to make improvements in its financial reporting scheme so that information is available to the City Council, City Manager, departments and public is the best available for sound financial decisions.

Comprehensive Annual Financial Report (CAFR). The City will produce the CAFR within 150 days and submit to the GFOA's award program for Excellence in Financial Reporting.

Transparency. All financial reports will be posted to the City's website in a timely manner.

BASIS OF ACCOUNTING AND BUDGETING

Accounting records for the City are maintained in accordance with methods prescribed by the State Auditor under the authority of Washington State law, Chapter 43.09 R.C.W., and in compliance with generally accepted accounting principles as set forth by the Governmental Accounting Standards Board.

Basis of Presentation - Fund Accounting

The accounts of the City are organized on the basis of funds and account groups. Each fund is a separate accounting entity with a self-balancing group of accounts. There are three broad fund categories, seven generic fund types within those categories and two account groups. A purpose and description of the fund is provided on the fund pages in the Budget by Fund section of this budget document.

Basis of Accounting

Basis of accounting refers to when revenues, expenditures, expenses, transfers and the related assets and liabilities are recognized and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

The *accrual basis* of accounting is used by proprietary fund types. Under this method, revenues are recognized when earned, and expenses are recognized when incurred.

The *modified accrual* basis of accounting is used by governmental, expendable trust and agency funds. Revenues and other financial resources are recognized when they become susceptible to accrual, i.e., when the related funds become both measurable and available to finance expenditures of the current period. To be considered "available", revenue must be collected during the current period or soon enough thereafter to pay current liabilities.

Basis of Budgeting

The City uses the same revenue and expenditure recognition principles for budgeting as for accounting with the exception of depreciation or amortization expenses in proprietary funds are not budgeted.

Balanced Budget

The state law prescribes a balanced budget where total expenditures and other uses not to exceed total resources (current revenue plus beginning fund balance). The city's budget policy further requires that "on-going expenditures" not to exceed "on-going revenues". Therefore, a balanced budget for Federal Way must meet both conditions.

Budgetary Fund Balances

Budgetary fund balance is the difference between current liability and current assets of a fund. This is the amount available for appropriations during the budget period. It is different than the fund equity or the net assets reported in the entity-wide financial statements as it does not include capital assets or long-term liabilities that are not available or due within current budget period.

Scope of Budget and Fund Descriptions

Budgets are adopted for the general, special revenue, and debt service funds on the modified accrual basis of accounting. Certain special revenue and capital project funds, however, are budgeted on a project-length basis. For governmental funds, there are no differences between the budgetary basis and generally accepted accounting principles. Budgets for project/grant related special revenue funds and capital project funds are adopted at the level of the individual project and for fiscal periods that correspond to the lives of projects.

Legal budgetary control is established at the fund level; i.e., expenditures for a fund may not exceed the total appropriation amount. The Mayor may authorize transfers of appropriations within a fund, but the City Council must approve by ordinance any increase in total fund appropriations. Any unexpended appropriations for budgeted funds lapse at the end of the year. Appropriations for other special purpose funds that are non-operating in nature, such as capital projects, are adopted on a "project-length" basis and, therefore, are carried forward from year to year without reappropriation until authorized amounts are fully expended or the designated purpose of the fund has been accomplished.

The individual funds within each fund type which are included in the City's budget are listed below.

General Fund - This fund is used to account for all financial resources except those required to be accounted for in another Fund.

Special Revenue Funds - These funds are established to account for proceeds of specific revenue sources that are either designated by policy or are legally restricted to expenditure for specified purposes.

Street Operations & Maintenance Fund	Felony Seizure Fund
Real Estate Excise Tax Fund	Federal Seizure Fund
Transportation Benefit District	Community Development Block Grant Fund
Hotel/Motel Lodging Tax Fund	Neighborhood Stabilization Program Fund
Property Abatement Fund	Office of Economic Adjustment Grant Fund
Public Art Fund	Public Safety Grant Fund
Narcotics Seizure Fund	

Debt Service Fund - This Fund is to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

General Obligation Bond Debt Service Fund	Sewer Project Debt Service Fund
Local Improvement District Debt Service Fund	Local Improvement Guaranty Debt Service Fund

Capital Project Funds - These funds account for financial resources to be used for the acquisition or construction of major capital facilities.

Parks Capital Fund	Sewer Project Capital Fund
Transportation Capital Fund	Sanitary Sewer Connection Capital Fund

Enterprise Fund - This Fund is to account for operations that are normally financed and operated in a manner similar to a private business enterprise where the intent of the governing body is that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

Surface Water Management Fund

Internal Service Funds - These Funds are established to account for the financing of goods and services provided by one department of the governmental unit to other units on a cost reimbursement basis.

Fleet & Equipment Fund	Information Technology Fund
Property Management	Risk Management Fund

CITY HISTORY

In May of 1883, the Hudson Bay Company set up a fur trading operation on the Nisqually Prairie. This was the halfway point between the City of Vancouver, B.C., and the Columbia River. With the steady arrival of new American settlers, the pressure on the Indian population increased and inevitably hostilities resulted. In 1849, a group of Indians attacked Fort Nisqually in an engagement in which one white man and two Indians were killed. This incident led to the moving in of the U.S. military and the establishment of Fort Steilacoom nearby. The town of Steilacoom is being hailed as the “Newport of the Northwest”. Despite claims to the land, the ground was rented from Hudson’s Bay Company at \$50 per month by the U.S. government.

In 1917 Camp Lewis was built on land donated to the government by Pierce County citizens. McChord AFB, then known as McChord Field, was developed from the old Tacoma Air Field in 1938.

Meanwhile, beautiful homes were being built on estates around the shorelines of the lakes in the area. The lakes district refers to the three major lakes - American Lake (The native Indians called this lake “Spootsylth”), Gravelly Lake (called by the native Indians “Quoi-Quoi-ahtehee”) and Steilacoom Lake (called by the native Indians “Wyaatchee”). The most spectacular home built was Thornewood, built on American Lake between 1909 and 1911. (The Thorne Mansion is just off of Thorne Lake in the Tillicum area). A national magazine called it one of the most beautiful estates and gardens in the nation; illustrious people of the time, among them diplomats, opera stars and a U.S. President, were guests there.

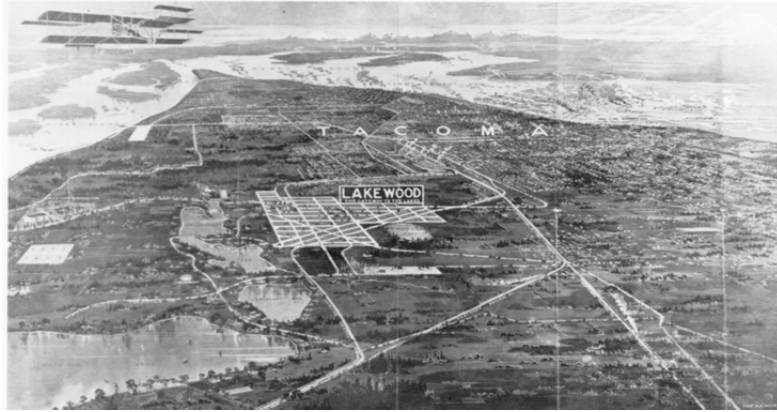
The Tacoma Country and Golf Club was established in 1894 - the first golf club west of the Mississippi. Trolley cars carried passengers from Tacoma to the prairie playground.

In the early 1900’s the famed Tacoma Speedway was built where the industrial park next to Clover Park Technical College is today. Thousands cheered as racing greats like



Barney Oldfield, Louis Chevrolet and Eddie Richenbacker competed on the wooden track. Lakewood racing (1914 - 1924) was the largest this side of the Mississippi. The speedway was on the same circuit as the Indianapolis. The cover page of the 1997 budget document featured the historic picture of this famous race track. Being made of wood, the track was susceptible to fire. The grandstand was destroyed by fire and was never rebuilt.

In 1910, Lakewood, the “**Gateway to the Lakes**”, was being promoted as a new proposed land development by the Lakes. On the next page, the grid of streets under the sign was pure speculation on where Lakewood would be located. The long enhanced lines mark the Northern Pacific Railroad and street car tracks. **Note:** The Wright pusher biplane (*upper left hand corner*).



Lakewood as a district community began to evolve in the 1930s and early 1940s. The Great Depression was finally lifting and business development came quickly. In 1937 Norton Clapp built the first part of the Lakewood Colonial Shopping Center, one of the first suburban shopping centers in the country.



The Lakewood Center held Gene Roses’ Lakewood Pharmacy, the Terrace Restaurant, and the Theater with a community room in the basement. Charlie Mann’s Lakewood Log Newspaper was added in the 1940’s.

The Oaks resort at the north end of Steilacoom Lake included this popular dance hall. Big bands played here. In the late 1930’s, Norton Clapp purchased the resort and turned the resort into an ice skating rink. The curling club met there also. Several of our young skaters-including Dean Gillette and Margaret Clarke turned professional.



In 1958, the Villa Plaza Shopping Center was built on the site of Visitation Villa, a Catholic Girls' School and Retreat. Villa Plaza was later renovated to become the Lakewood Mall and has now been further expanded and upgraded to the current Lakewood Towne Center. In 1960, the Thunderbird Center, now the Oakbrook Shopping Center, was built on the site of another small airstrip.



In March of 1995 the citizens of Lakewood voted to incorporate as a city. The vote passed with 60% of the citizens voting yes. In September, seven City Council Members were elected to form the City's first government. William Harrison was elected by the City Council as Lakewood's first mayor; and Claudia Thomas, the Deputy Mayor. Other original City Council members were – Ann Kirk Davis, Colleen Henry, Jose Palmas, Douglas Richardson and Sherri Thomas. Lakewood officially became a city on February 28th, 1996. The City Council is responsible for enacting ordinances and resolutions, establishing short and long term goals on behalf of the city guided. The City Council also establishes regulations that govern the City, appointing members to the various advisory boards and appointment of the City

Manager. The City Manager is responsible for enforcement of laws and ordinances and appoints and supervises the Department Directors within the City organization.

The area's maritime climate has a moderating influence both in the winter and in the summer. Temperatures recorded at the Sea-Tac Airport vary in the summer between the 60s - 80s degrees Fahrenheit and 20-50 degrees Fahrenheit in the winter with an average in the 40s. Precipitation ranges from 32 - 36 inches annually with approximately 75% falling between October and March with December being the wettest. Snowfall is variable and generally melts within a week, except in the Cascade Mountains where excellent skiing conditions prevail.



Mount Rainier, at 14,411 feet is the fifth highest peak in the contiguous United States. Rising in a commanding fashion above the surrounding ridges and peaks, Mount Rainier's great mass is visually enhanced by its close proximity to Tacoma-Seattle metropolitan area. The mountain was named by Captain George Vancouver when he saw it as he sailed through the Strait of Juan de Fuca honoring his friend Admiral Peter Rainier.

The City of Lakewood, with outstanding views of Mount Rainier from various vantage points throughout the city, has incorporated the Mount as part of its official logo as several other governmental entities have in the Puget Sound Area.



EXECUTIVE SUMMARY



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BEGINNING BALANCE, REVENUE, EXPENDITURE & ENDING FUND BALANCE

Fund	2015				2016			
	Beginning Fund Balance	Revenue	Expenditure	Ending Fund Balance	Beginning Fund Balance	Revenue	Expenditure	Ending Fund Balance
General Government Funds:	\$ 8,924,025	\$ 41,026,095	\$ 42,969,511	\$ 6,980,609	\$ 6,980,609	\$ 41,637,562	\$ 41,955,226	\$ 6,662,945
001 General Fund	4,034,368	35,107,433	34,966,947	4,174,854	4,174,854	35,709,391	35,546,448	4,337,797
101 Street O&M	-	1,893,850	1,893,850	-	-	1,948,250	1,948,250	-
102 Real Estate Excise Tax	1,647,206	800,000	2,447,206	-	-	800,000	800,000	-
103 Transportation Benefit District	-	572,000	572,000	-	-	685,000	685,000	-
104 Hotel/Motel Lodging Tax	937,524	500,000	500,000	937,524	937,524	500,000	500,000	937,524
105 Property Abatement	200,000	-	100,000	100,000	100,000	-	100,000	-
106 Public Art	15,000	10,000	2,000	23,000	23,000	10,000	33,000	-
180 Narcotics Seizure	801,701	110,000	318,550	593,151	593,151	110,000	289,750	413,401
181 Felony Seizure	11,958	-	-	11,958	11,958	-	-	11,958
182 Federal Seizure	40,240	-	10,000	30,240	30,240	-	10,000	20,240
190 Grants	1,212	535,000	535,000	1,212	1,212	535,000	535,000	1,212
191 Neighborhood Stabil.Prog	171,345	-	-	171,345	171,345	-	-	171,345
192 OEA Grant	5,393	179,500	179,500	5,393	5,393	179,500	179,500	5,393
195 Public Safety Grants	-	149,810	149,810	-	-	-	-	-
201 GO Bond Debt Service	-	289,183	289,183	-	-	290,158	290,158	-
202 LID Debt Service	149	279,319	279,319	149	149	270,263	270,263	149
204 Sewer Project Debt	666,071	600,000	726,146	539,925	539,925	600,000	497,857	642,068
251 LID Guaranty	391,858	-	-	391,858	391,858	-	270,000	121,858
Capital Project Funds:	\$ 649,318	\$ 17,293,487	\$ 15,352,500	\$ 2,590,305	\$ 2,590,305	\$ 8,218,500	\$ 8,457,950	\$ 2,350,855
301 Parks	10,276	856,450	60,000	806,726	806,726	375,000	1,181,450	276
302 Transportation	-	14,620,037	13,772,500	847,537	847,537	7,541,500	7,276,500	1,112,537
311 Sewer Project	76,208	1,520,000	1,520,000	76,208	76,208	-	-	76,208
312 Sanitary Sewer Connection	562,834	297,000	-	859,834	859,834	302,000	-	1,161,834
Enterprise Fund:	\$ 3,317,526	\$ 3,091,669	\$ 3,158,640	\$ 3,250,555	\$ 3,250,555	\$ 2,702,500	\$ 3,539,060	\$ 2,413,995
401 Surface Water Management	3,317,526	3,091,669	3,158,640	3,250,555	3,250,555	2,702,500	3,539,060	2,413,995
Internal Service Funds:	\$ 4,329,760	\$ 4,761,720	\$ 4,371,200	\$ 4,720,280	\$ 4,720,280	\$ 4,585,970	\$ 3,890,950	\$ 5,415,300
501 Fleet & Equipment	3,936,339	1,987,240	1,429,720	4,493,859	4,493,859	1,987,240	1,242,220	5,238,879
502 Property Management	393,421	742,080	909,080	226,421	226,421	749,800	799,800	176,421
503 Information Technology	-	1,178,650	1,178,650	-	-	1,069,950	1,069,950	-
504 Risk Management	-	853,750	853,750	-	-	778,980	778,980	-
Grand Total - All Funds	\$ 17,220,629	\$ 66,172,971	\$ 65,851,851	\$ 17,541,749	\$ 17,541,749	\$ 57,144,532	\$ 57,843,186	\$ 16,843,095

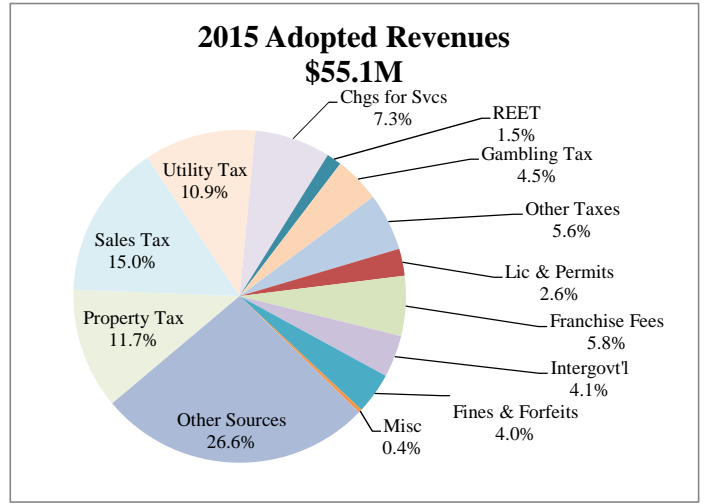
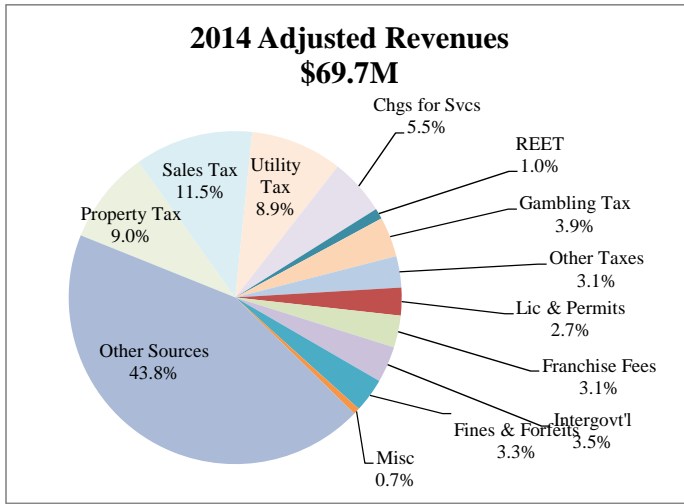


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SOURCES & USES - ALL FUNDS

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
BEGINNING FUND BALANCE	\$ 20,708,817	\$ 19,691,574	\$ 11,738,790	\$ 19,948,867	\$ 19,949,767	\$ 17,220,629	\$ 17,541,745	\$ (2,728,238)	-13.7%
OPERATING REVENUE:									
Property Tax	6,227,924	6,295,819	6,306,000	6,306,000	6,369,000	6,465,000	6,562,000	\$ 159,000	2.5%
Sales Tax	7,897,357	8,140,449	8,000,000	8,000,000	8,140,000	8,282,000	8,426,000	282,000	3.5%
Utility Tax	5,622,338	5,899,854	6,229,400	6,229,400	5,900,000	5,987,000	6,076,000	(242,400)	-3.9%
Real Estate Excise Tax	621,821	1,151,297	600,000	700,000	700,000	900,000	800,000	100,000	14.3%
Gambling Tax	2,425,133	2,434,051	2,720,000	2,720,000	2,434,000	2,470,000	2,507,000	(250,000)	-9.2%
Other Taxes	2,270,572	2,498,683	2,228,500	2,128,500	2,473,000	3,070,000	3,210,000	941,500	44.2%
Licenses & Permits	1,501,022	1,392,661	1,877,785	1,877,785	1,615,150	1,456,550	1,466,070	(421,235)	-22.4%
Franchise Fees	2,957,591	3,157,630	2,165,000	2,165,000	3,158,000	3,206,000	3,254,000	1,041,000	48.1%
Intergovernmental	2,231,095	2,297,143	2,210,320	2,431,840	2,406,520	2,254,400	2,225,600	(177,440)	-7.3%
Charges for Services	4,238,592	4,090,183	3,877,150	3,860,150	4,013,629	4,046,472	4,056,472	186,322	4.8%
Fines & Forfeits	2,385,838	2,307,733	2,488,910	2,308,910	2,299,103	2,194,100	2,194,100	(114,810)	-5.0%
Miscellaneous	261,980	377,124	539,350	454,224	466,552	194,100	194,150	(260,124)	-57.3%
Total Operating Revenues	\$ 38,641,264	\$ 40,042,629	\$ 39,242,415	\$ 39,181,809	\$ 40,174,954	\$ 40,425,622	\$ 40,971,392	\$ 1,243,813	3.2%
CAPITAL AND OTHER SOURCES:									
Capital Grants & Contributions	260,535	383,281	469,210	648,120	303,023	12,700,950	5,236,000	12,052,830	1859.7%
Other Sources	11,199,293	7,472,129	11,364,570	29,900,536	29,108,645	1,951,451	1,691,279	(27,949,085)	-93.5%
Total Other Sources	\$ 11,459,828	\$ 7,855,410	\$ 11,833,780	\$ 30,548,656	\$ 29,411,668	\$ 14,652,401	\$ 6,927,279	\$ (15,896,255)	-52.0%
SUBTOTAL REVENUES	\$ 50,101,092	\$ 47,898,039	\$ 51,076,195	\$ 69,730,465	\$ 69,586,622	\$ 55,078,023	\$ 47,898,671	\$ (14,652,442)	-21.0%
INTERFUND TRANSACTIONS:									
Interfund Charges	-	1,452,331	1,849,840	1,098,970	938,180	4,747,720	4,571,970	3,648,750	332.0%
Interfund Transfers	2,990,199	2,233,415	2,187,840	5,852,859	5,897,084	6,347,246	4,673,910	494,387	8.4%
Total Rev/Other Sources/Interfund	\$ 53,091,291	\$ 51,583,785	\$ 55,113,875	\$ 76,682,294	\$ 76,421,886	\$ 66,172,989	\$ 57,144,551	\$ (10,509,305)	-13.7%
TOTAL SOURCES	\$ 73,800,108	\$ 71,275,359	\$ 66,852,665	\$ 96,631,161	\$ 96,371,653	\$ 83,393,618	\$ 74,686,296	\$ (13,237,543)	-13.7%
OPERATING EXPENDITURE:									
City Council	97,927	85,530	97,600	95,670	95,670	89,950	90,090	\$ (5,720)	-6.0%
City Manager	409,921	419,386	488,030	465,286	465,286	544,790	552,260	79,504	17.1%
Municipal Court	1,679,120	1,721,223	1,738,190	1,860,571	1,798,071	1,735,640	1,807,930	(124,931)	-6.7%
Administrative Services	3,353,186	3,322,082	2,969,310	3,015,380	3,335,380	1,408,210	1,465,450	(1,607,170)	-53.3%
Non-Departmental	585,622	1,422,881	1,429,970	1,114,299	1,114,300	2,248,692	2,249,932	1,134,393	101.8%
Legal	1,407,092	1,249,436	1,408,700	1,327,769	1,327,769	1,566,960	1,631,360	239,191	18.0%
Comm & Economic Dev	2,598,857	2,777,201	2,818,650	2,729,300	2,729,300	2,465,890	2,552,360	(263,410)	-9.7%
Parks, Rec & Comm Svcs	2,165,776	1,997,690	1,952,730	2,194,230	2,184,230	2,425,260	2,510,650	231,030	10.5%
Police	19,543,889	20,031,077	19,762,750	20,205,223	19,697,325	21,351,265	21,641,456	1,146,042	5.7%
Public Works	3,952,006	3,977,622	4,545,470	4,672,185	4,672,185	4,133,290	4,267,110	(538,895)	-11.5%
Property Management	819,369	861,918	935,620	881,620	881,620	-	-	(881,620)	-100.0%
Total Operating Expenditures	\$ 36,612,765	\$ 37,866,045	\$ 38,147,020	\$ 38,561,533	\$ 38,301,136	\$ 37,969,947	\$ 38,768,598	\$ (591,586)	-1.5%
OTHER USES:									
Operating Grants/One-time Uses	4,177,363	4,570,506	3,790,460	6,402,823	6,401,313	1,591,810	868,500	(4,811,013)	-75.1%
Debt Service	-	-	-	1,034,663	1,034,663	1,024,670	1,058,300	(9,993)	-1.0%
Capital Improvements	10,328,200	6,655,606	11,184,230	27,493,950	27,516,830	15,379,500	8,980,950	(12,114,450)	-44.1%
Contingency Reserve Fund	-	-	25,000	25,000	-	-	-	(25,000)	-100.0%
Total Other Uses	\$ 14,505,563	\$ 11,226,112	\$ 14,999,690	\$ 34,956,436	\$ 34,952,806	\$ 17,995,980	\$ 10,907,750	\$ (16,960,456)	-48.5%
SUBTOTAL EXPENDITURES	\$ 51,118,328	\$ 49,092,157	\$ 53,146,710	\$ 73,517,969	\$ 73,253,942	\$ 55,965,927	\$ 49,676,348	\$ (17,552,042)	-23.9%
INTERFUND TRANSACTIONS:									
Interfund Services	-	28	-	-	-	3,538,700	3,492,950	3,538,700	n/a
Interfund Transfers	2,990,199	2,233,415	2,187,840	5,852,859	5,897,084	6,347,246	4,673,910	494,387	8.4%
Total Interfund Transactions	\$ 2,990,199	\$ 2,233,443	\$ 2,187,840	\$ 5,852,859	\$ 5,897,084	\$ 9,885,946	\$ 8,166,860	\$ 4,033,087	68.9%
Total Exp/Other Uses/Interfund	\$ 54,108,527	\$ 51,325,600	\$ 55,334,550	\$ 79,370,828	\$ 79,151,026	\$ 65,851,873	\$ 57,843,208	\$ (13,518,955)	-17.0%
Changes in Fund Balance	\$ (1,017,237)	\$ 258,185	\$ (220,675)	\$ (2,688,534)	\$ (2,729,140)	\$ 321,116	\$ (698,657)	\$ 3,009,650	-111.9%
ENDING FUND BALANCE:	\$ 19,691,580	\$ 19,949,759	\$ 11,518,115	\$ 17,260,333	\$ 17,220,627	\$ 17,541,745	\$ 16,843,088	\$ 281,412	1.6%
TOTAL USES	\$ 73,800,108	\$ 71,275,359	\$ 66,852,665	\$ 96,631,161	\$ 96,371,653	\$ 83,393,618	\$ 74,686,296	\$ (13,237,543)	-13.7%

SOURCES OF FUNDING - ALL FUNDS



Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
BEGINNING FUND BALANCE	\$ 20,708,817	\$ 19,691,574	\$ 11,738,790	\$ 19,948,867	\$ 19,949,767	\$ 17,220,629	\$ 17,541,745	\$ (2,728,238)	-13.7%
OPERATING REVENUE:									
Property Tax	6,227,924	6,295,819	6,306,000	6,306,000	6,369,000	6,465,000	6,562,000	\$ 159,000	2.5%
Sales Tax	7,897,357	8,140,449	8,000,000	8,000,000	8,140,000	8,282,000	8,426,000	282,000	3.5%
Utility Tax	5,622,338	5,899,854	6,229,400	6,229,400	5,900,000	5,987,000	6,076,000	(242,400)	-3.9%
Real Estate Excise Tax	621,821	1,151,297	600,000	700,000	900,000	800,000	800,000	100,000	14.3%
Gambling Tax	2,425,133	2,434,051	2,720,000	2,720,000	2,434,000	2,470,000	2,507,000	(250,000)	-9.2%
Other Taxes	2,270,572	2,498,683	2,228,500	2,128,500	2,473,000	3,070,000	3,210,000	941,500	44.2%
Licenses & Permits	1,501,022	1,392,661	1,877,785	1,877,785	1,615,150	1,456,550	1,466,070	(421,235)	-22.4%
Franchise Fees	2,957,591	3,157,630	2,165,000	2,165,000	3,158,000	3,206,000	3,254,000	1,041,000	48.1%
Intergovernmental	2,231,095	2,297,143	2,210,320	2,431,840	2,406,520	2,254,400	2,225,600	(177,440)	-7.3%
Charges for Services	4,238,592	4,090,183	3,877,150	3,860,150	4,013,629	4,046,472	4,056,472	186,322	4.8%
Fines & Forfeits	2,385,838	2,307,733	2,488,910	2,308,910	2,299,103	2,194,100	2,194,100	(114,810)	-5.0%
Miscellaneous	261,980	377,124	539,350	454,224	466,552	194,100	194,150	(260,124)	-57.3%
Total Operating Revenues	\$ 38,641,264	\$ 40,042,629	\$ 39,242,415	\$ 39,181,809	\$ 40,174,954	\$ 40,425,622	\$ 40,971,392	\$ 1,243,813	3.2%
CAPITAL AND OTHER SOURCES:									
Capital Grants & Contributions	260,535	383,281	469,210	648,120	303,023	12,700,950	5,236,000	12,052,830	1859.7%
Other Sources	11,199,293	7,472,129	11,364,570	29,900,536	29,108,645	1,951,451	1,691,279	(27,949,085)	-93.5%
Total Other Sources	\$ 11,459,828	\$ 7,855,410	\$ 11,833,780	\$ 30,548,656	\$ 29,411,668	\$ 14,652,401	\$ 6,927,279	\$ (15,896,255)	-52.0%
SUBTOTAL REVENUES	\$ 50,101,092	\$ 47,898,039	\$ 51,076,195	\$ 69,730,465	\$ 69,586,622	\$ 55,078,023	\$ 47,898,671	\$ (14,652,442)	-21.0%
INTERFUND TRANSACTIONS:									
Interfund Charges	-	1,452,331	1,849,840	1,098,970	938,180	4,747,720	4,571,970	3,648,750	332.0%
Interfund Transfers	2,990,199	2,233,415	2,187,840	5,852,859	5,897,084	6,347,246	4,673,910	494,387	8.4%
Total Rev/Other Sources/Interfund	\$ 53,091,291	\$ 51,583,785	\$ 55,113,875	\$ 76,682,294	\$ 76,421,886	\$ 66,172,989	\$ 57,144,551	\$ (10,509,305)	-13.7%
TOTAL SOURCES	\$ 73,800,108	\$ 71,275,359	\$ 66,852,665	\$ 96,631,161	\$ 96,371,653	\$ 83,393,618	\$ 74,686,296	\$ (13,237,543)	-13.7%

Explanation of Variances (2015 Adopted v. 2014 Adj):

Utility Tax - decrease is to reflect anticipated revenues based on historical collections.

Gambling Tax - decrease is to reflect anticipated revenues based on historical collections.

Other Tax - increase due primarily to implementation of \$572K Transportation Benefit District \$20 vehicle license fee; \$178K increase in admissions tax; \$72K increase in parks sales & use tax; \$38K increase in criminal justice sales tax; and \$70K increase in hotel/motel lodging tax.

Licenses & Permits - decrease is to reflect anticipated revenues based on historical collections, particularly in building permits.

Franchise Fees - increase due primarily to the addition of Pierce County sewer franchise fees which the City began receiving greater amounts beginning in 2012.

Fines & Forfeitures - decrease is due to change in court services contracts for the City of University Place and Town of Steilacoom where City will no longer retain their fines and forfeitures as City revenue.

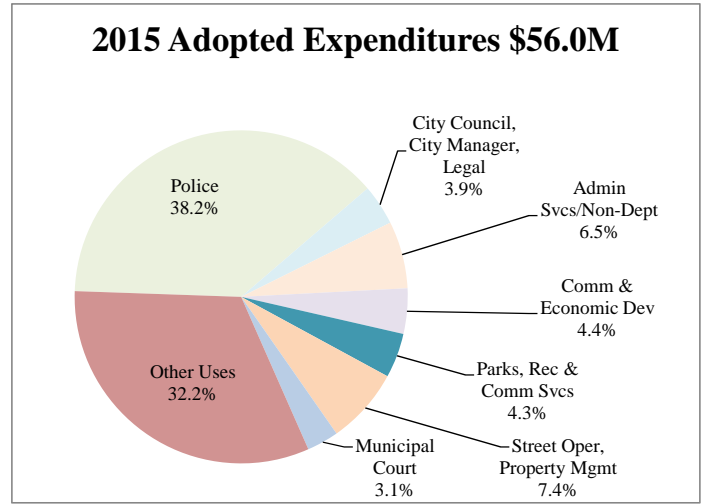
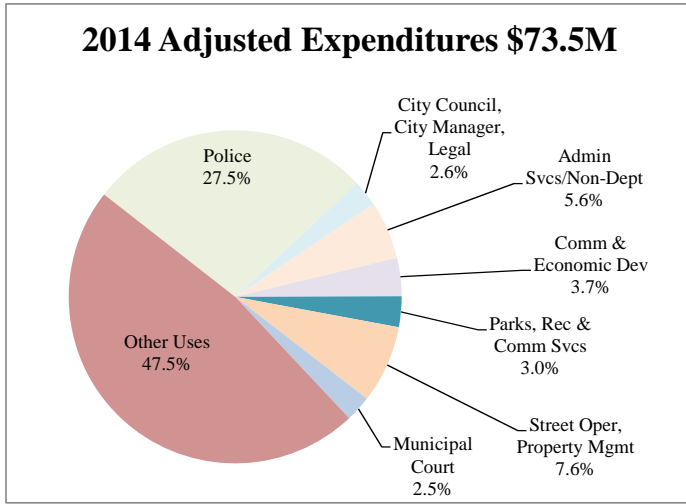
Miscellaneous Revenue - decrease due primarily to reduction in narcotics seizure funds anticipated in 2015.

Capital Grants & Contributions - increase is due primarily to accounting for Transportation Capital Projects in the CIP Fund rather than the Street CIP Special Revenue Fund.

Other Sources - decrease is due primarily to accounting for Transportation Capital Projects in the CIP Fund rather than the Street CIP Special Revenue Fund. Also, the 2014 Adjusted Budget includes carry forward of capital and CDBG project balances whereas the 2015 Adopted Budget does not.

Interfund Charges - increase is due to the creation of the Information Technology and Risk Management internal service funds, and expanding the Fleet & Equipment and Property Management Funds to be fully functioning internal service funds.

USES OF FUNDING - ALL FUNDS



Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
OPERATING EXPENDITURE:									
City Council	\$ 97,927	\$ 85,530	\$ 97,600	\$ 95,670	\$ 95,670	\$ 89,950	\$ 90,090	\$ (5,720)	-6.0%
City Manager	409,921	419,386	488,030	465,286	465,286	544,790	552,260	79,504	17.1%
Municipal Court	1,679,120	1,721,223	1,738,190	1,860,571	1,798,071	1,735,640	1,807,930	(124,931)	-6.7%
Administrative Services	3,353,186	3,322,082	2,969,310	3,015,380	3,335,380	1,408,210	1,465,450	(1,607,170)	-53.3%
Non-Departmental	585,622	1,422,881	1,429,970	1,114,299	1,114,300	2,248,692	2,249,932	1,134,393	101.8%
Legal	1,407,092	1,249,436	1,408,700	1,327,769	1,327,769	1,566,960	1,631,360	239,191	18.0%
Comm & Economic Dev	2,598,857	2,777,201	2,818,650	2,729,300	2,729,300	2,465,890	2,552,360	(263,410)	-9.7%
Parks, Rec & Comm Svcs	2,165,776	1,997,690	1,952,730	2,194,230	2,184,230	2,425,260	2,510,650	231,030	10.5%
Police	19,543,889	20,031,077	19,762,750	20,205,223	19,697,325	21,351,265	21,641,456	1,146,042	5.7%
Public Works	3,952,006	3,977,622	4,545,470	4,672,185	4,672,185	4,133,290	4,267,110	(538,895)	-11.5%
Property Management	819,369	861,918	935,620	881,620	881,620	-	-	(881,620)	-100.0%
Total Operating Expenditures	\$ 36,612,765	\$ 37,866,045	\$ 38,147,020	\$ 38,561,533	\$ 38,301,136	\$ 37,969,947	\$ 38,768,598	\$ (591,586)	-1.5%
OTHER USES:									
Operating Grants/One-time Uses	4,177,363	4,570,506	3,790,460	6,402,823	6,401,313	1,591,810	868,500	(4,811,013)	-75.1%
Debt Service	-	-	-	1,034,663	1,034,663	1,024,670	1,058,300	(9,933)	-1.0%
Capital Improvements	10,328,200	6,655,606	11,184,230	27,493,950	27,516,830	15,379,500	8,980,950	(12,114,450)	-44.1%
Contingency Reserve Fund	-	-	25,000	25,000	-	-	-	(25,000)	-100.0%
Total Other Uses	\$ 14,505,563	\$ 11,226,112	\$ 14,999,690	\$ 34,956,436	\$ 34,952,806	\$ 17,995,980	\$ 10,907,750	\$ (16,960,456)	-48.5%
SUBTOTAL EXPENDITURES	\$ 51,118,328	\$ 49,092,157	\$ 53,146,710	\$ 73,517,969	\$ 73,253,942	\$ 55,965,927	\$ 49,676,348	\$ (17,552,042)	-23.9%
INTERFUND TRANSACTIONS:									
Interfund Services	-	28	-	-	-	3,538,700	3,492,950	3,538,700	n/a
Interfund Transfers	2,990,199	2,233,415	2,187,840	5,852,859	5,897,084	6,347,246	4,673,910	494,387	8.4%
Total Interfund Transactions	\$ 2,990,199	\$ 2,233,443	\$ 2,187,840	\$ 5,852,859	\$ 5,897,084	\$ 9,885,946	\$ 8,166,860	\$ 4,033,087	68.9%
Total Exp/Other Uses/Interfund	\$ 54,108,527	\$ 51,325,600	\$ 55,334,550	\$ 79,370,828	\$ 79,151,026	\$ 65,851,873	\$ 57,843,208	\$ (13,518,955)	-17.0%
Changes in Fund Balance	\$ (1,017,237)	\$ 258,185	\$ (220,675)	\$ (2,688,534)	\$ (2,729,140)	\$ 321,116	\$ (698,657)	\$ 3,009,650	-111.9%
ENDING FUND BALANCE:	\$ 19,691,580	\$ 19,949,759	\$ 11,518,115	\$ 17,260,333	\$ 17,220,627	\$ 17,541,745	\$ 16,843,088	\$ 281,412	1.6%
TOTAL USES	\$ 73,800,108	\$ 71,275,359	\$ 66,852,665	\$ 96,631,161	\$ 96,371,653	\$ 83,393,618	\$ 74,686,296	\$ (13,237,543)	-13.7%

Explanation of Variances (2015 Adopted v. 2014 Adj):

Administrative Services - reduction is due primarily to accounting for Information Technology and Risk Management as newly created internal service funds.

Non-Departmental - increase is due primarily to accounting for unallocated internal service charges (place holder) in 2015 once and allocation methodology is established.

Legal - increase is due primarily to accounting for shared administrative and office assistants in the Legal Department budget whereas before they were accounted for in the specific departments.

Community & Economic Development - decrease is due primarily to moving the Code Enforcement function to the Police Department and elimination of two administrative assistant positions and an economic development specialist position, offset by increases in allocated internal service charges.

Public Works - decrease is due primarily to the elimination of the public works operations manager position; reallocating the public works director position to Transportation Capital Projects Fund; eliminating the Pierce County sign contract and replacing with contracted/temporary help at a lesser amount; and separation of ongoing operations vs. one-time expenditures particularly in the SWM Fund.

Property Management - decrease is due primarily to the elimination of the lead custodian and facilities maintenance supervisor positions as well as accounting for the property management function in the fully functioning internal service fund beginning in 2015.

Operating Grants/One-Time Uses - The 2014 Adjusted Budget includes carry forward of grant balances whereas the 2015 Adopted Budget does not.

Capital Improvements - decrease is due primarily to accounting for Transportation Capital Projects in the CIP Fund rather than the Street CIP Special Revenue Fund. Also, the 2014 Adjusted Budget includes carry forward of capital and CDBG project balances whereas the 2015 Adopted Budget does not.

Interfund Services - increase is due to the creation of the Information Technology and Risk Management internal service funds, and expanding the Fleet & Equipment and Property Management

Funds to be fully functioning internal service funds.

2015 ADOPTED BUDGET - SOURCES BY FUND AND CATEGORY

Category / Fund	General	Street O&M	Subtotal General & Street O&M	Real Estate Excise Tax	Transporation Benefit District	Hotel/Motel Lodging Tax	Property Abatement	Public Art	Seizure Funds (Narcotics, Felony, Federal)	Grants/CDBG
OPERATING REVENUE:										
Property Tax	\$ 6,465,000	\$ -	\$ 6,465,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax	8,282,000	-	8,282,000	-	-	-	-	-	-	-
Utility Tax	5,987,000	-	5,987,000	-	-	-	-	-	-	-
Real Estate Excise Tax	-	-	-	800,000	-	-	-	-	-	-
Gambling Tax	2,470,000	-	2,470,000	-	-	-	-	-	-	-
Other Taxes	1,998,000	-	1,998,000	-	572,000	500,000	-	-	-	-
Taxes	\$ 25,202,000	\$ -	\$ 25,202,000	\$ 800,000	\$ 572,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -
Motor Vehicle Fuel Tax	-	837,900	837,900	-	-	-	-	-	-	-
Liquor Excise Tax/Profit	621,200	-	621,200	-	-	-	-	-	-	-
Criminal Justice - State Shared	433,400	-	433,400	-	-	-	-	-	-	-
Sales Tax Mitigation	49,000	-	49,000	-	-	-	-	-	-	-
Grants/Contracts/Other Intergov'tl	12,900	-	12,900	-	-	-	-	-	-	-
Intergovernmental	\$ 1,116,500	\$ 837,900	\$ 1,954,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	1,428,250	28,300	1,456,550	-	-	-	-	-	-	-
Franchise Fees	3,206,000	-	3,206,000	-	-	-	-	-	-	-
Charges for Services	1,343,972	-	1,343,972	-	-	-	-	-	-	-
Fines & Forfeitures	2,194,100	-	2,194,100	-	-	-	-	-	-	-
Miscellaneous	74,100	-	74,100	-	-	-	-	10,000	110,000	-
Total Oper. Revenues	\$ 34,564,922	\$ 866,200	\$ 35,431,122	\$ 800,000	\$ 572,000	\$ 500,000	\$ -	\$ 10,000	\$ 110,000	\$ -
OTHER SOURCES:										
Interfund Charges										
Fleet & Equipment	-	-	-	-	-	-	-	-	-	-
Property Management	-	-	-	-	-	-	-	-	-	-
Information Systems	-	-	-	-	-	-	-	-	-	-
Risk Management	-	-	-	-	-	-	-	-	-	-
Other Financing Sources	257,811	21,000	278,811	-	-	-	-	-	-	500,000
Interfund Transfers	284,700	1,006,650	1,291,350	-	-	-	-	-	-	35,000
Total Other Sources	\$ 542,511	\$ 1,027,650	\$ 1,570,161	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 535,000
Beginning Fund Balances	4,034,368	-	4,034,368	1,647,206	-	937,524	200,000	15,000	853,899	1,212
TOTAL SOURCES	\$ 39,141,801	\$ 1,893,850	\$ 41,035,651	\$ 2,447,206	\$ 572,000	\$ 1,437,524	\$ 200,000	\$ 25,000	\$ 963,899	\$ 536,212
OPERATING EXPEND:										
City Council	89,950	-	89,950	-	-	-	-	-	-	-
City Manager	544,790	-	544,790	-	-	-	-	-	-	-
Municipal Court	1,735,640	-	1,735,640	-	-	-	-	-	-	-
Administrative Services	1,408,210	-	1,408,210	-	-	-	-	-	-	-
Non-Departmental	2,248,692	-	2,248,692	-	-	-	-	-	-	-
Legal	1,566,960	-	1,566,960	-	-	-	-	-	-	-
Community & Economic Dev	1,865,890	-	1,865,890	-	-	500,000	100,000	-	-	-
Parks, Rec & Community Svcs	2,423,260	-	2,423,260	-	-	-	-	2,000	-	-
Police	21,022,715	-	21,022,715	-	-	-	-	-	328,550	-
Public Works	-	1,878,850	1,878,850	-	2,500	-	-	-	-	-
Total Oper. Expend.	\$ 32,906,107	\$ 1,878,850	\$ 34,784,957	\$ -	\$ 2,500	\$ 500,000	\$ 100,000	\$ 2,000	\$ 328,550	\$ -
OTHER USES:										
Other Financing Uses	180,000	15,000	195,000	-	-	-	-	-	-	235,000
Debt Service										
GO Bonds	-	-	-	-	-	-	-	-	-	-
LID's	-	-	-	-	-	-	-	-	-	-
Sewer Project	-	-	-	-	-	-	-	-	-	-
LID Guarantee	-	-	-	-	-	-	-	-	-	-
Capital Improvements	-	-	-	-	-	-	-	-	-	-
Parks	-	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-	-
Sewer Capital	-	-	-	-	-	-	-	-	-	-
Sanitary Sewer Connection	-	-	-	-	-	-	-	-	-	-
Surface Water Management	-	-	-	-	-	-	-	-	-	-
Interfund Services	-	-	-	-	-	-	-	-	-	-
Fleet & Equipment	-	-	-	-	-	-	-	-	-	-
Property Management	-	-	-	-	-	-	-	-	-	-
Information Systems	-	-	-	-	-	-	-	-	-	-
Risk Management	-	-	-	-	-	-	-	-	-	-
Interfund Transfer	1,880,840	-	1,880,840	2,447,206	569,500	-	-	-	-	300,000
Total Other Uses	\$ 2,060,840	\$ 15,000	\$ 2,075,840	\$ 2,447,206	\$ 569,500	\$ -	\$ -	\$ -	\$ -	\$ 535,000
Ending Fund Balances	4,174,854	-	4,174,854	-	-	937,524	100,000	23,000	635,349	1,212
TOTAL USES	\$ 39,141,801	\$ 1,893,850	\$ 41,035,651	\$ 2,447,206	\$ 572,000	\$ 1,437,524	\$ 200,000	\$ 25,000	\$ 963,899	\$ 536,212

2015 ADOPTED BUDGET - SOURCES BY FUND AND CATEGORY

NSP	OEA Grant	Public Safety Grants	Subtotal Special Revenue Funds	Subtotal Debt Service Funds	Surface Water Mgmt.	Subtotal Operating Funds	Subtotal Internal Service Funds	Subtotal Capital Project Funds	Total All Funds	Category / Fund
										OPERATING REVENUE:
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,465,000	\$ -	\$ -	\$ 6,465,000	Property Tax
-	-	-	-	-	-	8,282,000	-	-	8,282,000	Sales Tax
-	-	-	-	-	-	5,987,000	-	-	5,987,000	Utility Tax
-	-	-	800,000	-	-	800,000	-	-	800,000	Real Estate Excise Tax
-	-	-	-	-	-	2,470,000	-	-	2,470,000	Gambling Tax
-	-	-	1,072,000	-	-	3,070,000	-	-	3,070,000	Other Taxes
\$ -	\$ -	\$ -	\$ 1,872,000	\$ -	\$ -	\$ 27,074,000	\$ -	\$ -	\$ 27,074,000	Taxes
-	-	-	-	-	-	837,900	-	300,000	1,137,900	Fuel Tax
-	-	-	-	-	-	621,200	-	-	621,200	Liquor Excise Tax/Profit
-	-	-	-	-	-	433,400	-	-	433,400	Criminal Justice - State Shared
-	-	-	-	-	-	49,000	-	-	49,000	Criminal Justice - State Shared
-	-	-	-	-	-	12,900	-	-	12,900	Other
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,954,400	\$ -	\$ 300,000	\$ 2,254,400	Intergovernmental
-	-	-	-	-	-	1,456,550	-	-	1,456,550	Licenses & Permits
-	-	-	-	-	-	3,206,000	-	-	3,206,000	Franchise Fees
-	-	-	-	-	2,702,500	4,046,472	-	-	4,046,472	Charges for Services
-	-	-	-	-	-	2,194,100	-	-	2,194,100	Fines & Forfeitures
-	-	-	120,000	-	-	194,100	-	-	194,100	Miscellaneous
\$ -	\$ -	\$ -	\$ 1,992,000	\$ -	\$ 2,702,500	\$ 40,125,622	\$ -	\$ 300,000	\$ 40,425,622	Total Oper. Revenues
										OTHER SOURCES:
-	-	-	-	-	-	-	1,973,240	-	1,973,240	Interfund Charges
-	-	-	-	-	-	-	742,080	-	742,080	Risk Management
-	-	-	-	-	-	-	1,178,650	-	1,178,650	Information Systems
-	-	-	-	-	-	-	853,750	-	853,750	Mail & Duplication Svcs
-	129,500	149,810	779,310	879,330	-	1,937,451	14,000	12,700,950	14,652,401	Fleet & Equipment
-	50,000	-	85,000	289,190	389,169	2,054,709	-	4,292,537	6,347,246	Other Financing Sources
\$ -	\$ 179,500	\$ 149,810	\$ 864,310	\$ 1,168,520	\$ 389,169	\$ 3,992,160	\$ 4,761,720	\$ 16,993,487	\$ 25,747,367	Interfund Transfers
171,345	5,393	-	3,831,579	1,058,078	3,317,526	12,241,551	4,329,760	649,318	17,220,629	Total Rev/Other Sources
\$ 171,345	\$ 184,893	\$ 149,810	\$ 6,687,889	\$ 2,226,598	\$ 6,409,195	\$ 56,359,333	\$ 9,091,480	\$ 17,942,805	\$ 83,393,618	Beginning Fund Balances
										TOTAL SOURCES
										OPERATING EXPEND:
-	-	-	-	-	-	89,950	-	-	89,950	City Council
-	-	-	-	-	-	544,790	-	-	544,790	City Manager
-	-	-	-	-	-	1,735,640	-	-	1,735,640	Municipal Court
-	-	-	-	-	-	1,408,210	-	-	1,408,210	Administrative Services
-	-	-	-	-	-	2,248,692	-	-	2,248,692	Non-Departmental
-	-	-	-	-	-	1,566,960	-	-	1,566,960	Legal
-	-	-	600,000	-	-	2,465,890	-	-	2,465,890	Community & Economic Dev
-	-	-	2,000	-	-	2,425,260	-	-	2,425,260	Parks, Rec & Community Svcs
-	-	-	328,550	-	-	21,351,265	-	-	21,351,265	Police
-	-	-	2,500	-	2,251,940	4,133,290	-	-	4,133,290	Public Works
\$ -	\$ -	\$ -	\$ 933,050	\$ -	\$ 2,251,940	\$ 37,969,947	\$ -	\$ -	\$ 37,969,947	Total Oper. Expend.
										OTHER USES:
-	179,500	149,810	564,310	-	-	759,310	832,500	-	1,591,810	Other Financing Uses
-	-	-	-	-	-	-	-	-	-	Debt Service
-	-	-	-	289,190	-	289,190	-	-	289,190	GO Bonds
-	-	-	-	279,330	-	279,330	-	-	279,330	LID's
-	-	-	-	456,150	-	456,150	-	-	456,150	Sewer Project
-	-	-	-	-	-	-	-	-	-	LID Guarantee
-	-	-	-	-	-	-	-	-	-	Capital Improvements
-	-	-	-	-	-	-	-	60,000	60,000	Parks
-	-	-	-	-	-	-	-	13,772,500	13,772,500	Transportation
-	-	-	-	-	-	-	-	1,520,000	1,520,000	Sewer Capital
-	-	-	-	-	-	-	-	-	-	Sanitary Sewer Connection
-	-	-	-	-	27,000	27,000	-	-	27,000	Surface Water Management
-	-	-	-	-	-	-	-	-	-	Interfund Services
-	-	-	-	-	-	-	904,220	-	904,220	Fleet & Equipment
-	-	-	-	-	-	-	742,080	-	742,080	Property Management
-	-	-	-	-	-	-	1,038,650	-	1,038,650	Information Systems
-	-	-	-	-	-	-	853,750	-	853,750	Risk Management
-	-	-	3,316,706	270,000	879,700	6,347,246	-	-	6,347,246	Interfund Transfer
\$ -	\$ 179,500	\$ 149,810	\$ 3,881,016	\$ 1,294,670	\$ 906,700	\$ 8,158,226	\$ 4,371,200	\$ 15,352,500	\$ 27,881,926	Total Other Uses
171,345	5,393	-	1,873,823	931,928	3,250,555	10,231,160	4,720,280	2,590,305	17,541,745	Ending Fund Balances
\$ 171,345	\$ 184,893	\$ 149,810	\$ 6,687,889	\$ 2,226,598	\$ 6,409,195	\$ 56,359,333	\$ 9,091,480	\$ 17,942,805	\$ 83,393,618	TOTAL USES

2016 ADOPTED BUDGET - SOURCES BY FUND AND CATEGORY

Category / Fund	General	Street O&M	Subtotal General & Street O&M	Real Estate Excise Tax	Transportation Benefit District	Hotel/Motel Lodging Tax	Property Abatement	Public Art	Seizure Funds (Narcotics, Felony, Federal)	Grants/CDBG
OPERATING REVENUE:										
Property Tax	\$ 6,562,000	\$ -	\$ 6,562,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax	8,426,000	-	8,426,000	-	-	-	-	-	-	-
Utility Tax	6,076,000	-	6,076,000	-	-	-	-	-	-	-
Real Estate Excise Tax	-	-	-	800,000	-	-	-	-	-	-
Gambling Tax	2,507,000	-	2,507,000	-	-	-	-	-	-	-
Other Taxes	2,025,000	-	2,025,000	-	685,000	500,000	-	-	-	-
Taxes	\$ 25,596,000	\$ -	\$ 25,596,000	\$ 800,000	\$ 685,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -
Motor Vehicle Fuel Tax	-	837,400	837,400	-	-	-	-	-	-	-
Liquor Excise Tax/Profit	590,300	-	590,300	-	-	-	-	-	-	-
Criminal Justice - State Shared	435,000	-	435,000	-	-	-	-	-	-	-
Sales Tax Mitigation	50,000	-	50,000	-	-	-	-	-	-	-
Grants/Contracts/Other Intergovt'l	12,900	-	12,900	-	-	-	-	-	-	-
Intergovernmental	\$ 1,088,200	\$ 837,400	\$ 1,925,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	1,437,770	28,300	1,466,070	-	-	-	-	-	-	-
Franchise Fees	3,254,000	-	3,254,000	-	-	-	-	-	-	-
Charges for Services	1,353,972	-	1,353,972	-	-	-	-	-	-	-
Fines & Forfeitures	2,194,100	-	2,194,100	-	-	-	-	-	-	-
Miscellaneous	74,150	-	74,150	-	-	-	-	10,000	110,000	-
Total Oper. Revenues	\$ 34,998,192	\$ 865,700	\$ 35,863,892	\$ 800,000	\$ 685,000	\$ 500,000	\$ -	\$ 10,000	\$ 110,000	\$ -
OTHER SOURCES:										
Interfund Charges										
Fleet & Equipment	-	-	-	-	-	-	-	-	-	-
Property Management	-	-	-	-	-	-	-	-	-	-
Information Systems	-	-	-	-	-	-	-	-	-	-
Risk Management	-	-	-	-	-	-	-	-	-	-
Other Financing Sources	156,499	21,000	177,499	-	-	-	-	-	-	500,000
Interfund Transfers	554,700	1,061,550	1,616,250	-	-	-	-	-	-	35,000
Total Other Sources	\$ 711,199	\$ 1,082,550	\$ 1,793,749	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 535,000
Beginning Fund Balances	4,174,854	-	4,174,854	-	-	937,524	100,000	23,000	635,349	1,212
TOTAL SOURCES	\$ 39,884,245	\$ 1,948,250	\$ 41,832,495	\$ 800,000	\$ 685,000	\$ 1,437,524	\$ 100,000	\$ 33,000	\$ 745,349	\$ 536,212
OPERATING EXPEND:										
City Council	90,090	-	90,090	-	-	-	-	-	-	-
City Manager	552,260	-	552,260	-	-	-	-	-	-	-
Municipal Court	1,807,930	-	1,807,930	-	-	-	-	-	-	-
Administrative Services	1,465,450	-	1,465,450	-	-	-	-	-	-	-
Non-Departmental	2,249,932	-	2,249,932	-	-	-	-	-	-	-
Legal	1,631,360	-	1,631,360	-	-	-	-	-	-	-
Community & Economic Dev	1,952,360	-	1,952,360	-	-	500,000	100,000	-	-	-
Parks, Rec & Community Svcs	2,508,650	-	2,508,650	-	-	-	-	2,000	-	-
Police	21,341,706	-	21,341,706	-	-	-	-	-	299,750	-
Public Works	-	1,933,250	1,933,250	-	2,500	-	-	-	-	-
Total Oper. Expend.	\$ 33,599,738	\$ 1,933,250	\$ 35,532,988	\$ -	\$ 2,500	\$ 500,000	\$ 100,000	\$ 2,000	\$ 299,750	\$ -
OTHER USES:										
Other Financing Uses	10,000	15,000	25,000	-	-	-	-	31,000	-	235,000
Debt Service										
GO Bonds	-	-	-	-	-	-	-	-	-	-
LID's	-	-	-	-	-	-	-	-	-	-
Sewer Project	-	-	-	-	-	-	-	-	-	-
LID Guarantee	-	-	-	-	-	-	-	-	-	-
Capital Improvements										
Parks	-	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-	-
Sewer Capital	-	-	-	-	-	-	-	-	-	-
Sanitary Sewer Connection	-	-	-	-	-	-	-	-	-	-
Surface Water Management	-	-	-	-	-	-	-	-	-	-
Interfund Services										
Fleet & Equipment	-	-	-	-	-	-	-	-	-	-
Property Management	-	-	-	-	-	-	-	-	-	-
Information Systems	-	-	-	-	-	-	-	-	-	-
Risk Management	-	-	-	-	-	-	-	-	-	-
Interfund Transfer	1,936,710	-	1,936,710	800,000	682,500	-	-	-	-	300,000
Total Other Uses	\$ 1,946,710	\$ 15,000	\$ 1,961,710	\$ 800,000	\$ 682,500	\$ -	\$ -	\$ 31,000	\$ -	\$ 535,000
Ending Fund Balances	4,337,797	-	4,337,797	-	-	937,524	-	-	445,599	1,212
TOTAL USES	\$ 39,884,245	\$ 1,948,250	\$ 41,832,495	\$ 800,000	\$ 685,000	\$ 1,437,524	\$ 100,000	\$ 33,000	\$ 745,349	\$ 536,212

2016 ADOPTED BUDGET - SOURCES BY FUND AND CATEGORY

NSP	OEA Grant	Public Safety Grants	Subtotal Special Revenue Funds	Subtotal Debt Service Funds	Surface Water Mgmt.	Subtotal Operating Funds	Subtotal Internal Service Funds	Subtotal Capital Project Funds	Total All Funds	Category / Fund
										OPERATING REVENUE:
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,562,000	\$ -	\$ -	\$ 6,562,000	Property Tax
-	-	-	-	-	-	8,426,000	-	-	8,426,000	Sales Tax
-	-	-	-	-	-	6,076,000	-	-	6,076,000	Utility Tax
-	-	-	800,000	-	-	800,000	-	-	800,000	Real Estate Excise Tax
-	-	-	-	-	-	2,507,000	-	-	2,507,000	Gambling Tax
-	-	-	1,185,000	-	-	3,210,000	-	-	3,210,000	Other Taxes
\$ -	\$ -	\$ -	\$ 1,985,000	\$ -	\$ -	\$ 27,581,000	\$ -	\$ -	\$ 27,581,000	Taxes
-	-	-	-	-	-	837,400	-	300,000	1,137,400	Fuel Tax
-	-	-	-	-	-	590,300	-	-	590,300	Liquor Excise Tax/Profit
-	-	-	-	-	-	435,000	-	-	435,000	Criminal Justice - State Shared
-	-	-	-	-	-	50,000	-	-	50,000	Criminal Justice - State Shared
-	-	-	-	-	-	12,900	-	-	12,900	Other
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,925,600	\$ -	\$ 300,000	\$ 2,225,600	Intergovernmental
-	-	-	-	-	-	1,466,070	-	-	1,466,070	Licenses & Permits
-	-	-	-	-	-	3,254,000	-	-	3,254,000	Franchise Fees
-	-	-	-	-	2,702,500	4,056,472	-	-	4,056,472	Charges for Services
-	-	-	-	-	-	2,194,100	-	-	2,194,100	Fines & Forfeitures
-	-	-	120,000	-	-	194,150	-	-	194,150	Miscellaneous
\$ -	\$ -	\$ -	\$ 2,105,000	\$ -	\$ 2,702,500	\$ 40,671,392	\$ -	\$ 300,000	\$ 40,971,392	Total Oper. Revenues
										OTHER SOURCES:
-	-	-	-	-	-	-	1,973,240	-	1,973,240	Interfund Charges
-	-	-	-	-	-	-	749,800	-	749,800	Risk Management
-	-	-	-	-	-	-	1,069,950	-	1,069,950	Information Systems
-	-	-	-	-	-	-	778,980	-	778,980	Mail & Duplication Svcs
-	129,500	-	629,500	870,280	-	1,677,279	14,000	5,236,000	6,927,279	Fleet & Equipment
-	50,000	-	85,000	290,160	-	1,991,410	-	2,682,500	4,673,910	Other Financing Sources
\$ -	\$ 179,500	\$ -	\$ 714,500	\$ 1,160,440	\$ -	\$ 3,668,689	\$ 4,585,970	\$ 7,918,500	\$ 16,173,159	Interfund Transfers
171,345	5,393	-	1,873,823	931,928	3,250,555	10,231,160	4,720,280	2,590,305	17,541,745	Total Rev/Other Sources
\$ 171,345	\$ 184,893	\$ -	\$ 4,693,323	\$ 2,092,368	\$ 5,953,055	\$ 54,571,241	\$ 9,306,250	\$ 10,808,805	\$ 74,686,296	Beginning Fund Balances
										TOTAL SOURCES
										OPERATING EXPEND:
-	-	-	-	-	-	90,090	-	-	90,090	City Council
-	-	-	-	-	-	552,260	-	-	552,260	City Manager
-	-	-	-	-	-	1,807,930	-	-	1,807,930	Municipal Court
-	-	-	-	-	-	1,465,450	-	-	1,465,450	Administrative Services
-	-	-	-	-	-	2,249,932	-	-	2,249,932	Non-Departmental
-	-	-	-	-	-	1,631,360	-	-	1,631,360	Legal
-	-	-	600,000	-	-	2,552,360	-	-	2,552,360	Community & Economic Dev
-	-	-	2,000	-	-	2,510,650	-	-	2,510,650	Parks, Rec & Community Svcs
-	-	-	299,750	-	-	21,641,456	-	-	21,641,456	Police
-	-	-	2,500	-	2,331,360	4,267,110	-	-	4,267,110	Public Works
\$ -	\$ -	\$ -	\$ 904,250	\$ -	\$ 2,331,360	\$ 38,768,598	\$ -	\$ -	\$ 38,768,598	Total Oper. Expend.
										OTHER USES:
-	179,500	-	445,500	-	-	470,500	398,000	-	868,500	Other Financing Uses
-	-	-	-	-	-	-	-	-	-	Debt Service
-	-	-	-	290,160	-	290,160	-	-	290,160	GO Bonds
-	-	-	-	270,280	-	270,280	-	-	270,280	LID's
-	-	-	-	497,860	-	497,860	-	-	497,860	Sewer Project
-	-	-	-	-	-	-	-	-	-	LID Guarantee
-	-	-	-	-	-	-	-	-	-	Capital Improvements
-	-	-	-	-	-	-	-	1,181,450	1,181,450	Parks
-	-	-	-	-	-	-	-	7,276,500	7,276,500	Transportation
-	-	-	-	-	-	-	-	-	-	Sewer Capital
-	-	-	-	-	-	-	-	-	-	Sanitary Sewer Connection
-	-	-	-	-	523,000	523,000	-	-	523,000	Surface Water Management
-	-	-	-	-	-	-	-	-	-	Interfund Services
-	-	-	-	-	-	-	904,220	-	904,220	Fleet & Equipment
-	-	-	-	-	-	-	749,800	-	749,800	Property Management
-	-	-	-	-	-	-	1,059,950	-	1,059,950	Information Systems
-	-	-	-	-	-	-	778,980	-	778,980	Risk Management
-	-	-	1,782,500	270,000	684,700	4,673,910	-	-	4,673,910	Interfund Transfer
\$ -	\$ 179,500	\$ -	\$ 2,228,000	\$ 1,328,300	\$ 1,207,700	\$ 6,725,710	\$ 3,890,950	\$ 8,457,950	\$ 19,074,610	Total Other Uses
171,345	5,393	-	1,561,073	764,068	2,413,995	9,076,933	5,415,300	2,350,855	16,843,088	Ending Fund Balances
\$ 171,345	\$ 184,893	\$ -	\$ 4,693,323	\$ 2,092,368	\$ 5,953,055	\$ 54,571,241	\$ 9,306,250	\$ 10,808,805	\$ 74,686,296	TOTAL USES

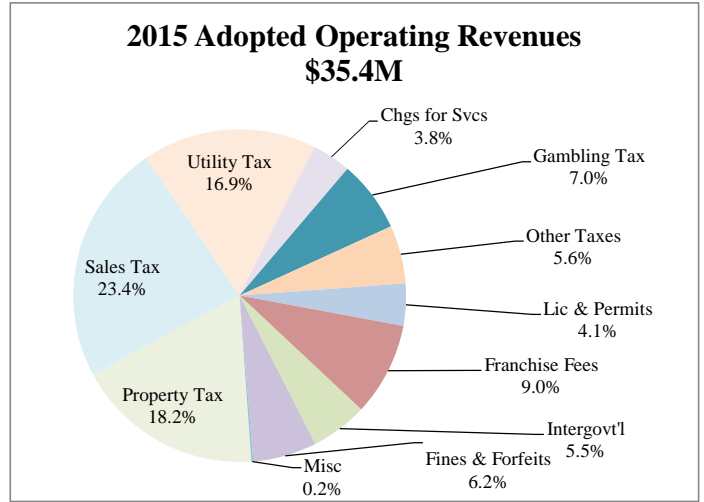
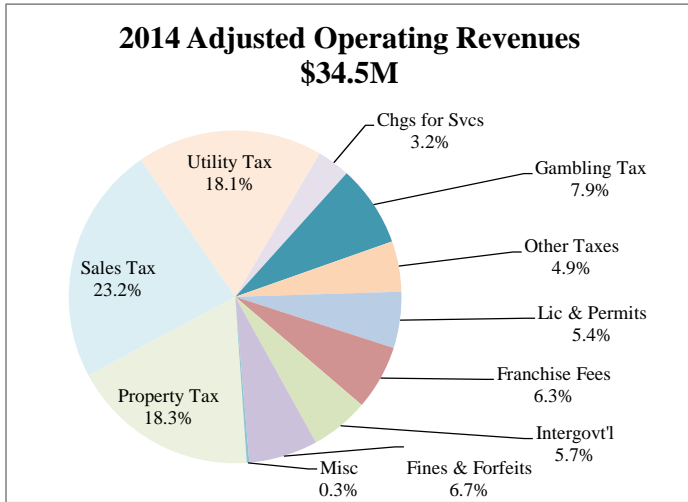


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SOURCES & USES - CONSOLIDATED GENERAL AND STREET O&M FUNDS

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
BEGINNING FUND BALANCE	\$ 1,695,324	\$ 2,771,200	\$ 402,680	\$ 2,663,649	\$ 2,663,649	\$ 4,034,368	\$ 4,174,854	\$ 1,370,719	51.5%
OPERATING REVENUE:									
Property Tax	6,227,924	6,295,819	6,306,000	6,306,000	6,369,000	6,465,000	6,562,000	\$ 159,000	2.5%
Sales Tax	7,897,357	8,140,449	8,000,000	8,000,000	8,140,000	8,282,000	8,426,000	282,000	3.5%
Utility Tax	5,622,338	5,899,854	6,229,400	6,229,400	5,900,000	5,987,000	6,076,000	(242,400)	-3.9%
Gambling Tax	2,425,133	2,434,051	2,720,000	2,720,000	2,434,000	2,470,000	2,507,000	(250,000)	-9.2%
Other Taxes	1,783,863	1,961,674	1,798,500	1,698,500	1,973,000	1,998,000	2,025,000	299,500	17.6%
Licenses & Permits	1,501,022	1,392,661	1,877,785	1,877,785	1,615,150	1,456,550	1,466,070	(421,235)	-22.4%
Franchise Fees	2,957,591	3,157,630	2,165,000	2,165,000	3,158,000	3,206,000	3,254,000	1,041,000	48.1%
Intergovernmental	1,886,468	1,940,126	1,595,800	1,957,800	1,990,000	1,954,400	1,925,600	(3,400)	-0.2%
Charges for Services	1,410,559	1,369,417	1,099,650	1,107,650	1,249,300	1,343,972	1,353,972	236,322	21.3%
Fines & Forfeits	2,385,838	2,307,733	2,488,910	2,308,910	2,299,103	2,194,100	2,194,100	(114,810)	-5.0%
Miscellaneous	76,531	114,580	190,850	90,850	73,900	74,100	74,150	(16,750)	-18.4%
Total Operating Revenues	\$ 34,174,625	\$ 35,013,996	\$ 34,471,895	\$ 34,461,895	\$ 35,201,453	\$ 35,431,122	\$ 35,863,892	\$ 969,227	2.8%
CAPITAL AND OTHER SOURCES:									
Capital Grants & Contributions	-	804,123	686,550	769,184	250,306	278,811	177,499	(490,373)	-63.8%
Other Sources	942,516	-	-	-	-	-	-	-	n/a
Total Other Sources	\$ 942,516	\$ 804,123	\$ 686,550	\$ 769,184	\$ 250,306	\$ 278,811	\$ 177,499	\$ (490,373)	-63.8%
SUBTOTAL REVENUES	\$ 35,117,141	\$ 35,818,119	\$ 35,158,445	\$ 35,231,079	\$ 35,451,759	\$ 35,709,933	\$ 36,041,391	\$ 478,854	1.4%
INTERFUND TRANSACTIONS:									
Interfund Transfers	1,463,304	1,782,232	1,327,840	3,233,139	3,277,364	1,291,350	1,616,250	(1,941,789)	-60.1%
Total Rev/Other Sources/Interfund	\$ 36,580,445	\$ 37,600,351	\$ 36,486,285	\$ 38,464,218	\$ 38,729,123	\$ 37,001,283	\$ 37,657,641	\$ (1,462,935)	-3.8%
TOTAL SOURCES	\$ 38,275,769	\$ 40,371,551	\$ 36,888,965	\$ 41,127,867	\$ 41,392,772	\$ 41,035,651	\$ 41,832,495	\$ (92,216)	-0.2%
OPERATING EXPENDITURE:									
City Council	97,927	85,530	97,600	95,670	95,670	89,950	90,090	\$ (5,720)	-6.0%
City Manager	409,921	419,386	488,030	465,286	465,286	544,790	552,260	79,504	17.1%
Municipal Court	1,679,120	1,721,223	1,738,190	1,860,571	1,798,071	1,735,640	1,807,930	(124,931)	-6.7%
Administrative Services	3,353,186	3,322,082	2,969,310	3,015,380	3,335,380	1,408,210	1,465,450	(1,607,170)	-53.3%
Non-Departmental	585,622	1,422,881	1,429,970	1,114,299	1,114,300	2,248,692	2,249,932	1,134,393	101.8%
Legal	1,407,092	1,249,436	1,408,700	1,327,769	1,327,769	1,566,960	1,631,360	239,191	18.0%
Comm & Economic Dev	2,036,213	2,219,754	2,219,650	2,131,450	2,131,450	1,865,890	1,952,360	(265,560)	-12.5%
Parks, Rec & Comm Svcs	2,165,776	1,997,690	1,947,730	2,187,230	2,177,230	2,423,260	2,508,650	236,030	10.8%
Police	19,297,759	19,844,706	19,392,750	19,845,076	19,335,075	21,022,715	21,341,706	1,177,639	5.9%
Public Works	2,136,773	2,158,417	2,118,240	2,060,018	2,060,018	1,878,850	1,933,250	(181,168)	-8.8%
Property Management	819,369	861,918	935,620	881,620	881,620	-	-	(881,620)	-100.0%
Total Operating Expenditures	\$ 33,988,758	\$ 35,303,022	\$ 34,745,790	\$ 34,984,369	\$ 34,721,869	\$ 34,784,957	\$ 35,532,988	\$ (199,412)	-0.6%
OTHER USES:									
Operating Grants/One-time Uses	415,806	1,303,568	159,330	1,326,130	1,286,129	195,000	25,000	(1,131,130)	-85.3%
Contingency Reserve Fund	-	-	25,000	25,000	-	-	-	(25,000)	-100.0%
Total Other Uses	\$ 415,806	\$ 1,303,568	\$ 184,330	\$ 1,351,130	\$ 1,286,129	\$ 195,000	\$ 25,000	\$ (1,156,130)	-85.6%
SUBTOTAL EXPENDITURES	\$ 34,404,564	\$ 36,606,590	\$ 34,930,120	\$ 36,335,499	\$ 36,007,998	\$ 34,979,957	\$ 35,557,988	\$ (1,355,542)	-3.7%
INTERFUND TRANSACTIONS:									
Interfund Transfers	1,100,005	1,101,319	1,093,140	1,306,182	1,350,407	1,880,840	1,936,710	574,658	44.0%
Total Interfund Transactions	\$ 1,100,005	\$ 1,101,319	\$ 1,093,140	\$ 1,306,182	\$ 1,350,407	\$ 1,880,840	\$ 1,936,710	\$ 574,658	44.0%
Total Exp/Other Uses/Interfund	\$ 35,504,569	\$ 37,707,909	\$ 36,023,260	\$ 37,641,681	\$ 37,358,405	\$ 36,860,797	\$ 37,494,698	\$ (780,884)	-2.1%
Changes in Fund Balance	\$ 1,075,875	\$ (107,558)	\$ 463,025	\$ 822,537	\$ 1,370,718	\$ 140,486	\$ 162,943	\$ (682,051)	-82.9%
ENDING FUND BALANCE:	\$ 2,771,199	\$ 2,663,642	\$ 865,705	\$ 3,486,186	\$ 4,034,367	\$ 4,174,854	\$ 4,337,797	\$ 688,668	19.8%
TOTAL USES	\$ 38,275,769	\$ 40,371,551	\$ 36,888,965	\$ 41,127,867	\$ 41,392,772	\$ 41,035,651	\$ 41,832,495	\$ (92,216)	-0.2%

SOURCES - CONSOLIDATED GENERAL AND STREET O&M FUNDS



Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
BEGINNING FUND BALANCE	\$ 1,695,324	\$ 2,771,200	\$ 402,680	\$ 2,663,649	\$ 2,663,649	\$ 4,034,368	\$ 4,174,854	\$ 1,370,719	51.5%
OPERATING REVENUE:									
Property Tax	6,227,924	6,295,819	6,306,000	6,306,000	6,369,000	6,465,000	6,562,000	\$ 159,000	2.5%
Sales Tax	7,897,357	8,140,449	8,000,000	8,000,000	8,140,000	8,282,000	8,426,000	282,000	3.5%
Utility Tax	5,622,338	5,899,854	6,229,400	6,229,400	5,900,000	5,987,000	6,076,000	(242,400)	-3.9%
Gambling Tax	2,425,133	2,434,051	2,720,000	2,720,000	2,434,000	2,470,000	2,507,000	(250,000)	-9.2%
Other Taxes	1,783,863	1,961,674	1,798,500	1,698,500	1,973,000	1,998,000	2,025,000	299,500	17.6%
Licenses & Permits	1,501,022	1,392,661	1,877,785	1,877,785	1,615,150	1,456,550	1,466,070	(421,235)	-22.4%
Franchise Fees	2,957,591	3,157,630	2,165,000	2,165,000	3,158,000	3,206,000	3,254,000	1,041,000	48.1%
Intergovernmental	1,886,468	1,940,126	1,595,800	1,957,800	1,990,000	1,954,400	1,925,600	(3,400)	-0.2%
Charges for Services	1,410,559	1,369,417	1,099,650	1,107,650	1,249,300	1,343,972	1,353,972	236,322	21.3%
Fines & Forfeits	2,385,838	2,307,733	2,488,910	2,308,910	2,299,103	2,194,100	2,194,100	(114,810)	-5.0%
Miscellaneous	76,531	114,580	190,850	90,850	73,900	74,100	74,150	(16,750)	-18.4%
Total Operating Revenues	\$ 34,174,625	\$ 35,013,996	\$ 34,471,895	\$ 34,461,895	\$ 35,201,453	\$ 35,431,122	\$ 35,863,892	\$ 969,227	2.8%
CAPITAL AND OTHER SOURCES:									
Capital Grants & Contributions	-	804,123	686,550	769,184	250,306	278,811	177,499	(490,373)	-63.8%
Other Sources	942,516	-	-	-	-	-	-	-	n/a
Total Other Sources	\$ 942,516	\$ 804,123	\$ 686,550	\$ 769,184	\$ 250,306	\$ 278,811	\$ 177,499	\$ (490,373)	-63.8%
SUBTOTAL REVENUES	\$ 35,117,141	\$ 35,818,119	\$ 35,158,445	\$ 35,231,079	\$ 35,451,759	\$ 35,709,933	\$ 36,041,391	\$ 478,854	1.4%
INTERFUND TRANSACTIONS:									
Interfund Transfers	1,463,304	1,782,232	1,327,840	3,233,139	3,277,364	1,291,350	1,616,250	(1,941,789)	-60.1%
Total Rev/Other Sources/Interfund	\$ 36,580,445	\$ 37,600,351	\$ 36,486,285	\$ 38,464,218	\$ 38,729,123	\$ 37,001,283	\$ 37,657,641	\$ (1,462,935)	-3.8%
TOTAL SOURCES	\$ 38,275,769	\$ 40,371,551	\$ 36,888,965	\$ 41,127,867	\$ 41,392,772	\$ 41,035,651	\$ 41,832,495	\$ (92,216)	-0.2%

Explanation of Variances (2015 Adopted v. 2014 Adj):

Utility Tax - decrease is to reflect anticipated revenues based on historical collections.

Gambling Tax - decrease is to reflect anticipated revenues based on historical collections.

Other Tax - increase due primarily to \$178K increase in admissions tax and \$72K increase in parks sales & use tax; and \$38K increase in criminal justice sales tax.

Licenses & Permits - decrease is to reflect anticipated revenues based on historical collections, particularly in building permits.

Franchise Fees - increase due primarily to the addition of Pierce County sewer franchise fees which the City began receiving greater amounts beginning in 2012.

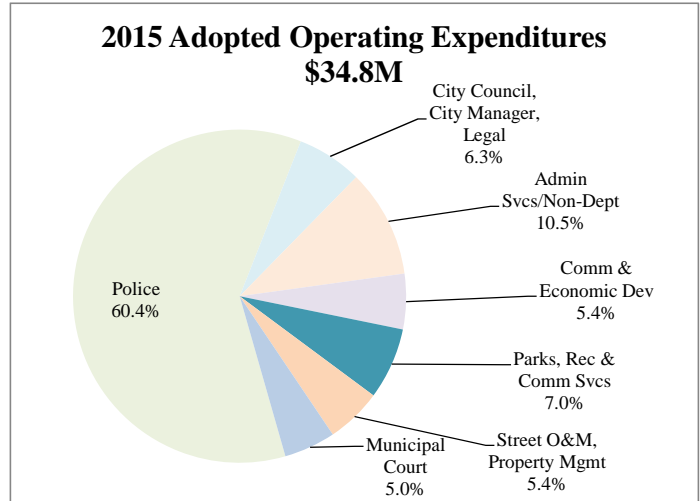
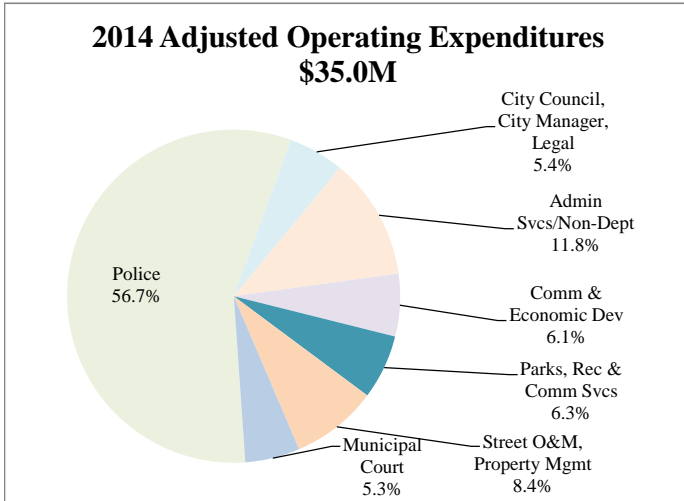
Charges for Services - increase is due primarily to reflecting actual anticipated revenue from Western State Hospital, Parks & Recreation and court services contracts.

Fines & Forfeitures - decrease is due to change in court services contracts for the City of University Place and Town of Steilacoom where City will no longer retain their fines and forfeitures as City revenue.

Other Sources - decrease is due primarily to accounting for Transportation Capital Projects in the CIP Fund rather than the Street CIP Special Revenue Fund. Also, the 2014 Adjusted Budget includes carry forward of capital and CDBG project balances whereas the 2015 Adopted Budget does not.

Interfund Charges - increase is due to the creation of the Information Technology and Risk Management internal service funds, and expanding the Fleet & Equipment and Property Management Funds to be fully functioning internal service funds.

USES - CONSOLIDATED GENERAL AND STREET O&M FUNDS



Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
OPERATING EXPENDITURE:									
City Council	\$ 97,927	\$ 85,530	\$ 97,600	\$ 95,670	\$ 95,670	\$ 89,950	\$ 90,090	\$ (5,720)	-6.0%
City Manager	409,921	419,386	488,030	465,286	465,286	544,790	552,260	79,504	17.1%
Municipal Court	1,679,120	1,721,223	1,738,190	1,860,571	1,798,071	1,735,640	1,807,930	(124,931)	-6.7%
Administrative Services	3,353,186	3,322,082	2,969,310	3,015,380	3,335,380	1,408,210	1,465,450	(1,607,170)	-53.3%
Non-Departmental	585,622	1,422,881	1,429,970	1,114,299	1,114,300	2,248,692	2,249,932	1,134,393	101.8%
Legal	1,407,092	1,249,436	1,408,700	1,327,769	1,327,769	1,566,960	1,631,360	239,191	18.0%
Comm & Economic Dev	2,036,213	2,219,754	2,219,650	2,131,450	2,131,450	1,865,890	1,952,360	(265,560)	-12.5%
Parks, Rec & Comm Svcs	2,165,776	1,997,690	1,947,730	2,187,230	2,177,230	2,423,260	2,508,650	236,030	10.8%
Police	19,297,759	19,844,706	19,392,750	19,845,076	19,335,075	21,022,715	21,341,706	1,177,639	5.9%
Public Works	2,136,773	2,158,417	2,118,240	2,060,018	2,060,018	1,878,850	1,933,250	(181,168)	-8.8%
Property Management	819,369	861,918	935,620	881,620	881,620	-	-	(881,620)	-100.0%
Total Operating Expenditures	\$ 33,988,758	\$ 35,303,022	\$ 34,745,790	\$ 34,984,369	\$ 34,721,869	\$ 34,784,957	\$ 35,532,988	\$ (199,412)	-0.6%
OTHER USES:									
Operating Grants/One-time Uses	415,806	1,303,568	159,330	1,326,130	1,286,129	195,000	25,000	(1,131,130)	-85.3%
Contingency Reserve Fund	-	-	25,000	25,000	-	-	-	(25,000)	-100.0%
Total Other Uses	\$ 415,806	\$ 1,303,568	\$ 184,330	\$ 1,351,130	\$ 1,286,129	\$ 195,000	\$ 25,000	\$ (1,156,130)	-85.6%
SUBTOTAL EXPENDITURES	\$ 34,404,564	\$ 36,606,590	\$ 34,930,120	\$ 36,335,499	\$ 36,007,998	\$ 34,979,957	\$ 35,557,988	\$ (1,355,542)	-3.7%
INTERFUND TRANSACTIONS:									
Interfund Transfers	1,100,005	1,101,319	1,093,140	1,306,182	1,350,407	1,880,840	1,936,710	574,658	44.0%
Total Interfund Transactions	\$ 1,100,005	\$ 1,101,319	\$ 1,093,140	\$ 1,306,182	\$ 1,350,407	\$ 1,880,840	\$ 1,936,710	\$ 574,658	44.0%
Total Exp/Other Uses/Interfund	\$ 35,504,569	\$ 37,707,909	\$ 36,023,260	\$ 37,641,681	\$ 37,358,405	\$ 36,860,797	\$ 37,494,698	\$ (780,884)	-2.1%
Changes in Fund Balance	\$ (1,017,237)	\$ 258,185	\$ (220,675)	\$ (2,688,534)	\$ (2,729,140)	\$ 321,116	\$ (698,657)	\$ 3,009,650	-111.9%
ENDING FUND BALANCE:	\$ 2,771,199	\$ 2,663,642	\$ 865,705	\$ 3,486,186	\$ 4,034,367	\$ 4,174,854	\$ 4,337,797	\$ 688,668	19.8%
TOTAL USES	\$ 38,275,769	\$ 40,371,551	\$ 36,888,965	\$ 41,127,867	\$ 41,392,772	\$ 41,035,651	\$ 41,832,495	\$ (92,216)	-0.2%

Explanation of Variances (2015 Adopted v. 2014 Adj):

City Manager - increase due primarily to moving the government relations state & federal lobbyist contract from non-department. This function is a key component of the communications strategy.

Municipal Court - decrease is due elimination of various positions (probation counselor, 2 office assistants) and reduction of Court specialist to half-time. The court operations supervisor position was also eliminated, however, has no impact on the variance as the position funding was also eliminated in the 2014 adjusted budget. These decreases are offset by increases in internal service charges allocations specific to the department.

Administrative Services - reduction is due primarily to accounting for Information Technology and Risk Management as newly created internal service funds, as well as allocating specific budgets to their respective departments.

Non-Departmental - increase is due primarily to accounting for unallocated internal service charges (place holder) in 2015 once and allocation methodology is established. Also, budgets line items specific to departments were moved to the specific department.

Legal - increase is due primarily to accounting for shared administrative and office assistants in the Legal Department budget whereas before they were accounted for in the specific departments.

Community & Economic Development - decrease is due primarily to moving the Code Enforcement function to the Police Department and elimination of two administrative assistant positions and an economic development specialist position, offset by increases in allocated internal service charges.

Parks & Recreation - increase is due primarily to the allocation of internal service charges directly to the department, utility cost increases, additional seasonal help for landscape maintenance and sani-can maintenance and operations.

Police - increase is due primarily to the allocation of internal service charges directly to the department and moving code enforcement function from Community & Economic Development to Police.

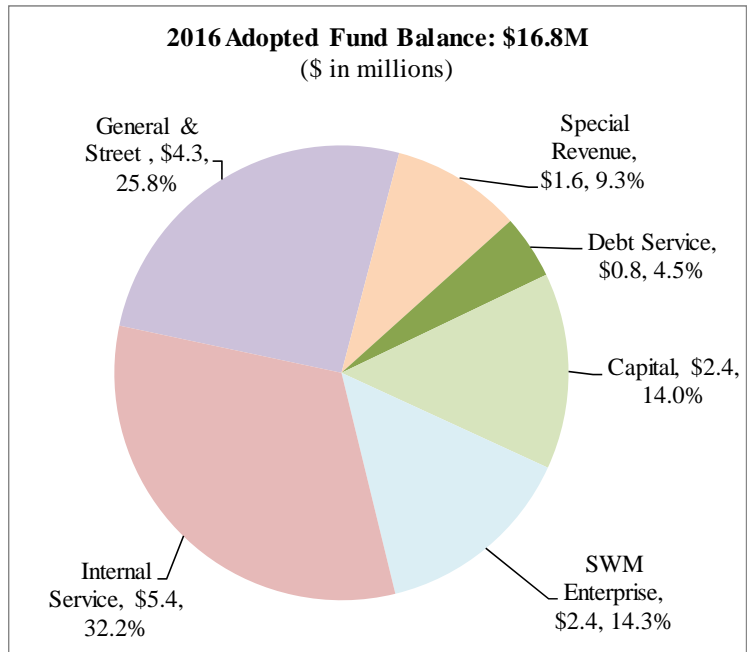
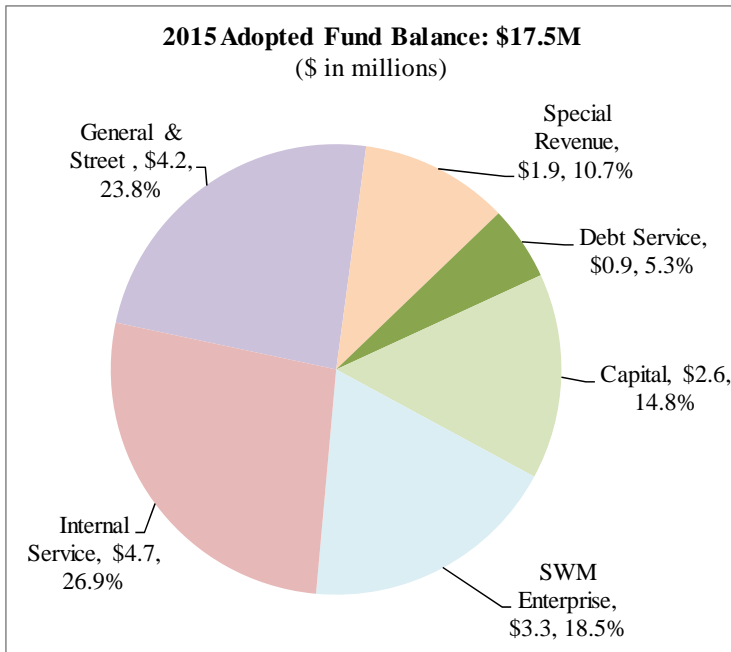
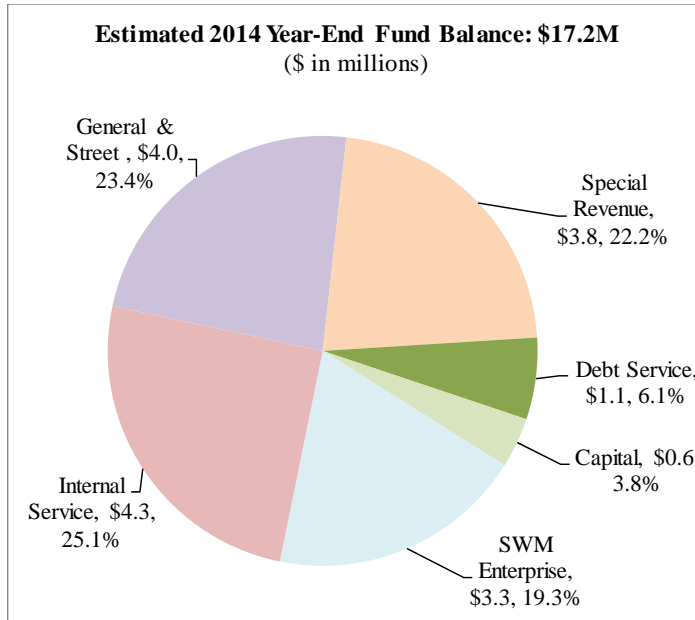
Public Works - decrease is due primarily to the elimination of the public works operations manager position; reallocating the public works director position to Transportation Capital Projects Fund; and eliminating the Pierce County sign contract and replacing with contracted/temporary help at a lesser amount. The decrease is offset by an increase in internal service charges due to the allocation of internal service charges directly to the department.

Property Management - decrease is due primarily to the elimination of the lead custodian and facilities maintenance supervisor positions as well as accounting for the property management function in the fully functioning internal service fund beginning in 2015.

Operating Grants/One-Time Uses - increase is due to carry forward of projects included in the 2014 adjusted budget as well as other one-time programs. Examples include new information technology equipment, programs and computer replacement, pavement patching, street striping, City visioning contract, fire marshall contract, etc.

Interfund Transfers - increase due primarily to transferring \$500K to Transportation CIP.

ENDING FUND BALANCE



ENDING FUND BALANCE

Fund Balance	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
Total General/Street O&M Funds	\$ 2,771,200	\$ 2,663,649	\$ 865,705	\$ 3,486,186	\$ 4,034,368	\$ 4,174,854	\$ 4,337,797	\$ 688,668	19.8%
2% Contingency Reserves	688,886	706,241	695,399	695,499	710,290	714,316	722,972	18,817	2.7%
5% General Fund Reserves	1,722,216	1,765,603	1,738,498	1,738,748	1,775,726	1,785,791	1,807,413	47,043	2.7%
5% Strategic Reserves	1,722,216	1,765,603	1,738,498	1,738,748	1,775,726	1,785,791	1,807,413	47,043	2.7%
Unreserved/(Shortfall)	(1,362,118)	(1,573,798)	(3,306,690)	(686,809)	(227,374)	(111,045)	-	575,764	-83.8%
Total Designated/Reserved	\$ 16,920,373	\$ 17,286,117	\$ 10,652,410	\$ 13,774,147	\$ 13,186,261	\$ 13,366,891	\$ 12,505,291	\$ (407,256)	-3.0%
Reserved for Operations:									
102 Street Capital	663,085	841,123	571,320	1,757,776	1,647,206	-	-	(1,757,776)	-100.0%
103 Transportation Benefit District	-	-	-	-	-	-	-	-	n/a
104 Hotel/Motel Lodging Tax	937,817	935,374	722,720	867,524	937,524	937,524	937,524	70,000	8.1%
105 Property Abatement	254,927	238,171	-	188,171	200,000	100,000	-	(88,171)	-46.9%
106 Public Art	-	12,000	5,000	10,000	15,000	23,000	-	13,000	130.0%
180 Narcotics Seizure	407,797	778,174	90,660	801,701	801,701	593,151	413,401	(208,550)	-26.0%
181 Felony Seizure	155,568	101,662	40,000	14,061	11,958	11,958	11,958	(2,103)	-15.0%
182 Federal Seizure	45,871	40,240	-	109,760	40,240	30,240	20,240	(79,520)	-72.4%
190 Community Dev Block Grant	849,722	841,268	1,569,780	1,212	1,212	1,212	1,212	-	0.0%
191 Neighborhood Stabilization Prog	169,776	171,345	106,490	171,345	171,345	171,345	171,345	-	0.0%
192 Office of Economic Adj Grant	32,517	28,652	56,920	5,393	5,393	5,393	5,393	-	0.0%
195 Public Safety Grant	2,294	-	8,340	-	-	-	-	-	n/a
401 Surface Water Management	6,736,557	6,204,969	3,793,530	3,335,526	3,317,526	3,250,555	2,413,995	(84,971)	-2.5%
Debt Service:									
201 GO Bond Debt Service	-	-	-	-	-	-	-	-	n/a
202 LID Debt Service	3,995	149	-	149	149	149	149	-	0.0%
204 Sewer Project Debt Service	329,190	508,249	51,750	589,814	666,071	539,921	642,061	(49,893)	-8.5%
251 LID Guaranty	390,783	391,858	-	391,858	391,858	391,858	121,858	-	0.0%
Capital Projects:									
301 Parks Capital	398,392	276	-	276	10,276	806,726	276	806,450	292192.0%
302 Transportation Capital	-	-	-	-	-	847,537	1,112,537	847,537	n/a
311 Sewer Capital Project	190,002	126,208	2,760	127,028	76,208	76,208	76,208	(50,820)	-40.0%
312 Sanitary Sewer Connection CIP	180,989	519,811	486,900	889,091	562,834	859,834	1,161,834	(29,257)	-3.3%
Replacement Reserves:									
501 Fleet & Equipment	4,718,971	5,093,746	3,146,240	4,066,920	3,936,339	4,493,859	5,238,879	426,939	10.5%
502 Property Management	452,120	452,842	-	446,542	393,421	226,421	176,421	(220,121)	-49.3%
503 Information Technology	-	-	-	-	-	-	-	-	n/a
504 Risk Management	-	-	-	-	-	-	-	-	n/a
Total Ending Fund Balance	\$ 19,691,580	\$ 19,949,759	\$ 11,518,115	\$ 17,260,333	\$ 17,220,627	\$ 17,541,745	\$ 16,843,088	\$ 281,412	1.6%

Explanation of Variances (2015 Adopted v. 2014 Adj):

Fund 102 Street Capital decrease is due to transferring capital balance to Fund 103 Transportation Capital.

Fund 105 Property Abatement decrease is due to spending down one-time abatement funds.

Fund 106 Public Art increase is due to accumulating funds for a major art purchase in 2016.

Funds 180, 181 and 182 decrease is due to spending down one-time sources.

Fund 301 Parks Capital increase is due to timing of project expenditures.

Fund 302 Transportation Capital increase is due to timing of project expenditures.

Fund 311 Sewer Capital Project decrease is due to capital expenditures.

Fund 502 Property Management decrease is due funding one-time capital expenditures.

CITY-WIDE POSITION INVENTORY

	2012	2013	2014			2015 Adopted	2016 Adopted
			Adopted	Adjusted	Year-End		
City Manager	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Administrative Services	20.85	20.85	20.85	20.85	20.85	16.00	16.00
Finance	11.00	11.00	11.00	11.00	11.00	8.00	8.00
Informaiton Technology	4.85	4.85	4.85	4.85	4.85	4.00	4.00
Human Resources	5.00	5.00	5.00	5.00	5.00	4.00	4.00
Community & Economic Development	23.00	22.00	22.00	22.00	22.00	16.00	16.00
Code Enforcement	3.00	3.00	3.00	3.00	3.00	-	-
Planning	9.00	8.00	8.00	8.00	8.00	-	-
Current Planning	-	-	-	-	-	4.00	4.00
Advance Planning	-	-	-	-	-	3.00	3.00
Building	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Economic Development	3.00	3.00	3.00	3.00	3.00	1.00	1.00
CDBG	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Parks, Recreation & Community Services	15.50	15.50	15.50	15.50	15.50	14.75	14.75
Street Landscape	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Human Services	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Senior Services	1.75	1.75	1.75	1.75	1.75	1.50	1.50
Administration	1.50	1.50	1.50	1.50	1.50	1.50	1.50
Recreation	2.50	2.50	2.50	2.50	2.50	2.50	2.50
Park Facilities	2.75	2.75	2.75	2.75	2.75	2.75	2.75
Fort Steilacoom	4.50	4.50	4.50	4.50	4.50	4.00	4.00
Public Works	34.00	34.00	34.00	33.00	33.00	29.50	27.50
Street O&M	9.71	9.71	9.71	9.37	9.37	8.57	8.57
Street Capital *	8.24	8.24	8.24	7.91	7.91	8.11	6.11
Surface Water Management	12.95	12.95	12.95	12.62	12.62	11.32	11.32
Property Management	3.10	3.10	3.10	3.10	3.10	1.50	1.50
Legal	11.98	11.98	11.98	11.98	11.98	12.50	12.50
Civil	4.75	4.75	4.75	4.75	4.75	6.50	6.50
Criminal	4.73	4.73	4.73	4.73	4.73	3.50	3.50
City Clerk	2.50	2.50	2.50	2.50	2.50	2.50	2.50
Municipal Court	16.75	16.75	16.75	17.00	16.00	12.50	12.50
Police **	118.00	118.00	118.00	118.00	118.00	116.00	116.00
Commissioned	101.00	101.00	101.00	101.00	101.00	100.00	100.00
Limited Commission	7.00	7.00	7.00	7.00	7.00	6.00	6.00
Non-Commissioned	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Total	243.08	242.08	242.08	241.33	240.33	220.25	218.25

* There are 2 limited term positions in Street Capital that end December 31, 2015.

** There are 3 authorized, unfunded positions in the Police Department:

1.0 FTE Lieutenant

1.0 FTE Community Service Officer

1.0 FTE Code Enforcement Officer

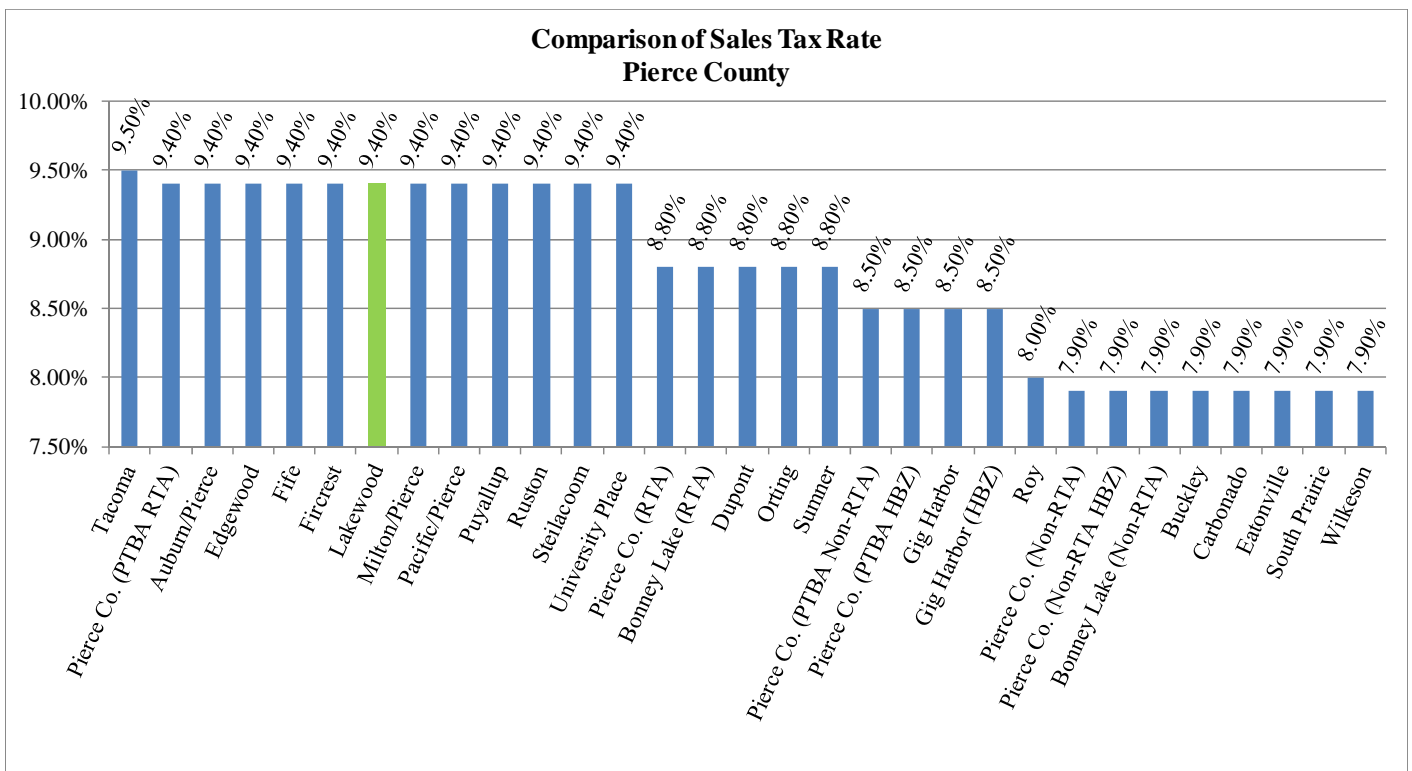
COMPARISON OF SALES TAX RATES

The following chart and tables provides a comparison of sales and use tax rates amongst Pierce County jurisdictions. A summary of the various components of the tax rates is as follows:

Sales & Use Tax Rate	Basic/ Optional*	Pierce Transit	Criminal Justice	Other **	Juvenile Detention	Zoo/ Parks	Sound Transit	South Sound 911	Subtotal Local Rate	State	Total Sales Tax Rate
9.50%	1.00%	0.60%	0.10%	0.10%	0.10%	0.10%	0.90%	0.10%	3.00%	6.50%	9.50%
9.40%	1.00%	0.60%	0.10%	-	0.10%	0.10%	0.90%	0.10%	2.90%	6.50%	9.40%
8.80%	1.00%	-	0.10%	-	0.10%	0.10%	0.90%	0.10%	2.30%	6.50%	8.80%
8.50%	1.00%	0.60%	0.10%	-	0.10%	0.10%	-	0.10%	2.00%	6.50%	8.50%
8.00%	1.00%	-	0.10%	0.10%	0.10%	0.10%	-	0.10%	1.50%	6.50%	8.00%
7.90%	1.00%	-	0.10%	-	0.10%	0.10%	-	0.10%	1.40%	6.50%	7.90%

* Of the 1% basic & optional tax levied, the city/town/county receives 0.84%.
 Pierce County receives 15% of the 1% and the State receives 1%.

** Tacoma instituted a 0.10% increase for Chemical Dependency or Mental Treatment.
 Roy instituted a 0.10% increase for Public Safety.

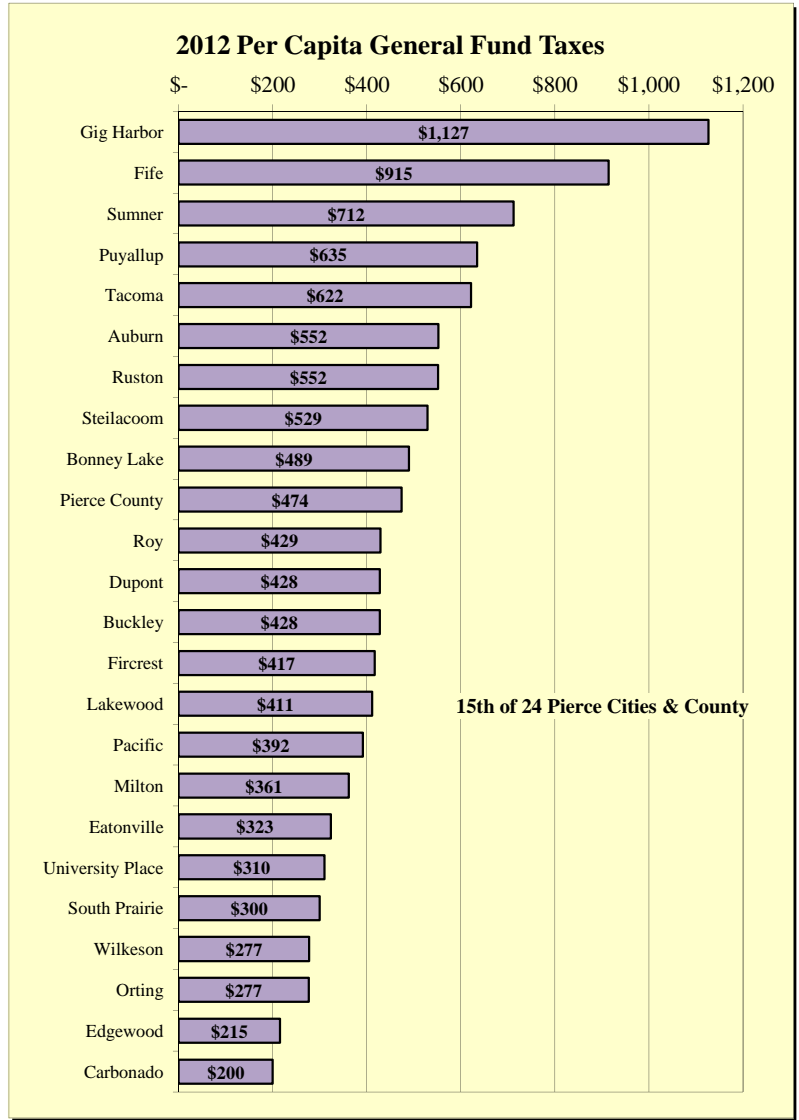


Rates as of May 2014.

PER CAPITA GENERAL FUND TAX⁽¹⁾ COMPARISON

The table and chart below provides a comparison of per capita tax revenues (all tax revenues excluding real estate excise tax may only be used for capital purposes) used for General Fund expenditures, excluding fire and library. The City of Lakewood ranks 15 of 24 cities, towns, and county.

City/Town/County	Population	Per Capita	Rank
Gig Harbor	7,340	\$1,127	1
Fife	9,235	\$915	2
Sumner	9,470	\$712	3
Puyallup	37,620	\$635	4
Tacoma	199,600	\$622	5
Auburn	71,240	\$552	6
Ruston	755	\$552	7
Steilacoom	6,015	\$529	8
Bonney Lake	17,730	\$489	9
Pierce County	375,955	\$474	10
Roy	805	\$429	11
Dupont	8,640	\$428	12
Buckley	4,365	\$428	13
Fircrest	6,525	\$417	14
Lakewood	58,260	\$411	15
Pacific	6,605	\$392	16
Milton	6,985	\$361	17
Eatonville	2,785	\$323	18
University Place	31,270	\$310	19
South Prairie	435	\$300	20
Wilkeson	485	\$277	21
Orting	6,790	\$277	22
Edgewood	9,425	\$215	23
Carbonado	610	\$200	24
Average:	36,623	\$474	24



Source: Data from Local Government Financial Reporting System data from the State Auditor’s Office. Based on 2012, the most recent data available at the time this report was prepared.

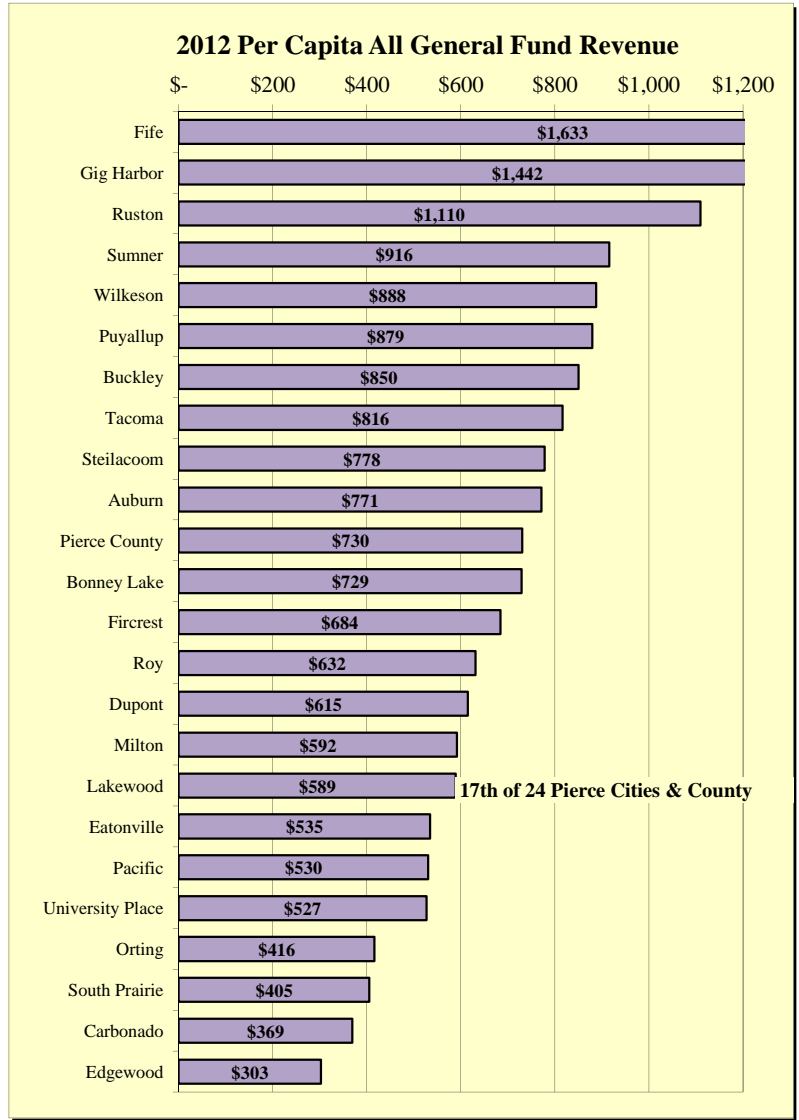
⁽¹⁾ Taxes include Property Tax, Timber Harvest Tax, Retail Sales & Use Tax, Criminal Justice Sales Tax, B&O/Utility Tax, Gambling Tax, and Leasehold Tax reported in the General Fund, and excludes Fire/Library.

* Cities of Auburn, Milton and Pacific includes population for both Pierce and King County. City of Pacific data is based on 2011 since data for 2012 was not available at the time this report was prepared.

PER CAPITA GENERAL FUND REVENUE ⁽¹⁾ COMPARISON

The table and chart below provides a comparison of per capita revenues (all revenues including restricting grants and transfers in) used for General Fund expenditures, excluding fire and library. The City of Lakewood ranks 17 of 24 cities, towns, and county.

City/Town/County	Population	Per Capita	Rank
Fife	9,235	\$1,633	1
Gig Harbor	7,340	\$1,442	2
Ruston	755	\$1,110	3
Sumner	9,470	\$916	4
Wilkeson	485	\$888	5
Puyallup	37,620	\$879	6
Buckley	4,365	\$850	7
Tacoma	199,600	\$816	8
Steilacoom	6,015	\$778	9
Auburn	71,240	\$771	10
Pierce County	375,955	\$730	11
Bonney Lake	17,730	\$729	12
Fircrest	6,525	\$684	13
Roy	805	\$632	14
Dupont	8,640	\$615	15
Milton	6,985	\$592	16
Lakewood	58,260	\$589	17
Eatonville	2,785	\$535	18
Pacific	6,605	\$530	19
University Place	31,270	\$527	20
Orting	6,790	\$416	21
South Prairie	435	\$405	22
Carbonado	610	\$369	23
Edgewood	9,425	\$303	24
Average:	36,623	\$739	24



Source: Data from Local Government Financial Reporting System data from the State Auditor’s Office.

Based on 2012, the most recent data available at the time this report was prepared.

⁽¹⁾ General Fund revenues include taxes, licenses & permits, intergovernmental & grants, charges for goods & services, fines & penalties, miscellaneous revenues (interest, rents, leases, concessions, interfund/interdepartmental, unclaimed money & property), and other and other financing sources (proceeds from sale of fixed assets, transfers in).

* Cities of Auburn, Milton and Pacific includes population for both Pierce and King County. City of Pacific data is based on 2011 since data for 2012 was not available at the time this report was prepared.

SUMMARY OF DEBT SERVICE OBLIGATIONS

Under RCW 39.36.020(2), the public may vote to approve bond issues for general government in an amount not to exceed 2.5% of the value of all taxable property within the City. Within the 2.5% limit, the City Council may approve bond issues not to exceed 1.5% of the City’s assessed valuation. Prior to the passage of new legislation in 1994, the statutory limit on councilmanic (non-voted) debt for general government purposes was 0.75% of assessed valuation. Another 0.75% of councilmanic debt was available only for lease-purchase contracts (RCW 35.43.200). Now, these two components have been combined and can be used for any municipal purpose, including using the entire 1.5% for bonds. Therefore the City’s remaining debt capacity without voter approval is \$64.68M and an additional \$44.94M can be accessed with voter approval. The voter approved capacity is generally referred to as unlimited tax general obligation debt, which requires 60% voter approval and the election must have a voter turnout of at least 40% of those who voted in the last State general election. With this vote, the voter approves additional property tax be levied above and beyond the constitutional and statutory caps on property tax.

In addition to these general purpose debt capacity, RCW 39.36.030(4) also allow voter to approve park facilities and utility bond issues, each limited to 2.5% of the City’s assessed valuation. Therefore legally the City can issue up to a total of 7.5% of the City’s assessed valuation in bonds for \$334.3M. The table below shows the available debt capacity for the City of Lakewood at the end of 2014.

Computation of Limitation of Indebtedness					
As of December 31, 2014					
Description	General Purpose		Excess Levy Open Space & (voted)	Excess Levy Utility Purposes (voted)	Total Debt Capacity
	Councilmanic (Limited GO)	Excess Levy (with a vote)			
AV = \$4,494,673,400 (A)					
1.50%	\$ 67,420,101	\$ (67,420,101)			\$ -
2.50%		\$ 112,366,835	\$ 112,366,835	\$ 112,366,835	\$ 337,100,505
Add: Cash on Hand for Redemption (B)	\$ -				\$ -
Less: Bonds Outstanding	\$ (2,742,713)	\$ -	\$ -	\$ -	\$ (2,742,713)
Remaining Debt Capacity	\$64,677,388	\$44,946,734	\$112,366,835	\$112,366,835	\$334,357,792
General Capacity (C)	<u>\$109,624,122</u>				
(A) Final 2013 Assessed Valuation					
(B) Debt Service Prefunding (the City currently does not prefund debt service)					
(C) Combined Total for Councilmanic and Excess Levy Capacities					

Public Works Trust Fund Loan: The City borrowed a total of \$7.43M at rates between 0.50% and 1.0% for 20 years from the State’s Public Works Trust fund (PWTF) to finance sewer projects. The PWTF is a revolving loan managed by the State to provide below market rate financing for health and safety related public works improvement projects through a competitive application process. These loans are backed by the rates collected from users thus are not considered as the City’s general obligation debt nor are they subject to the limitation of calculation. The following table shows the debt service to maturity requirement for all obligations by obligation type, including the Public Works Trust Fund Loans.

The City intends to seek Local Option Capital Asset Lending Program (LOCAL) financing of \$1.655M for its LED Streetlight Retrofit program. The debt service payments are anticipated to be funded by energy and maintenance savings.

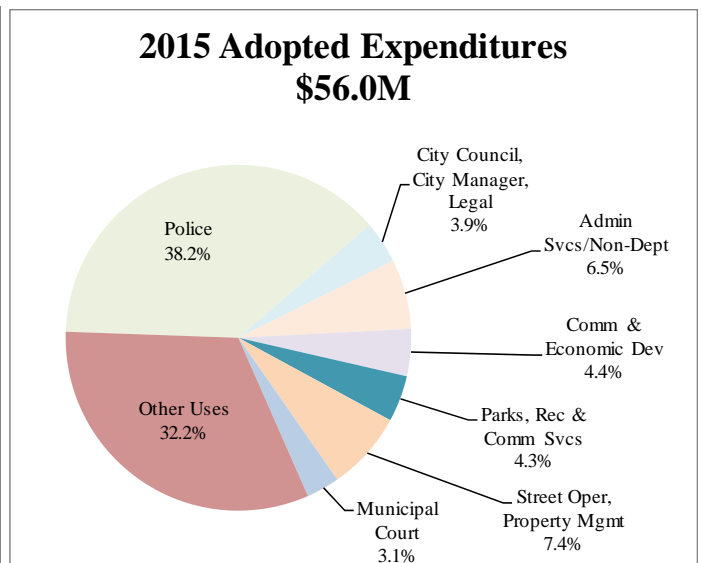
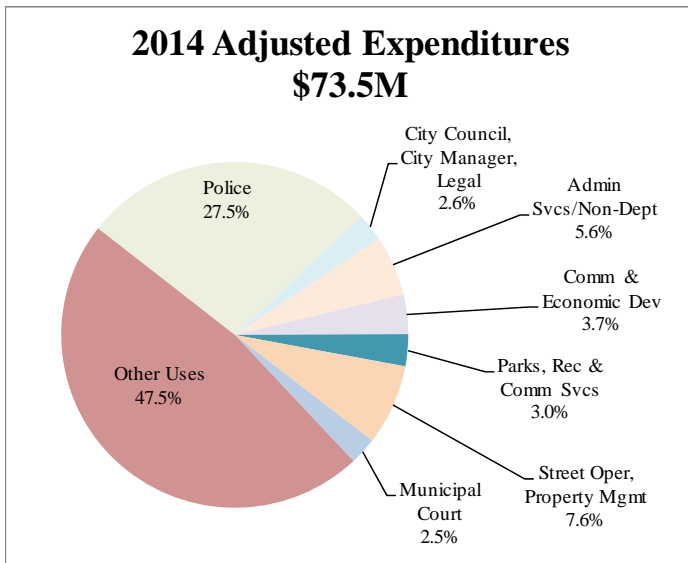
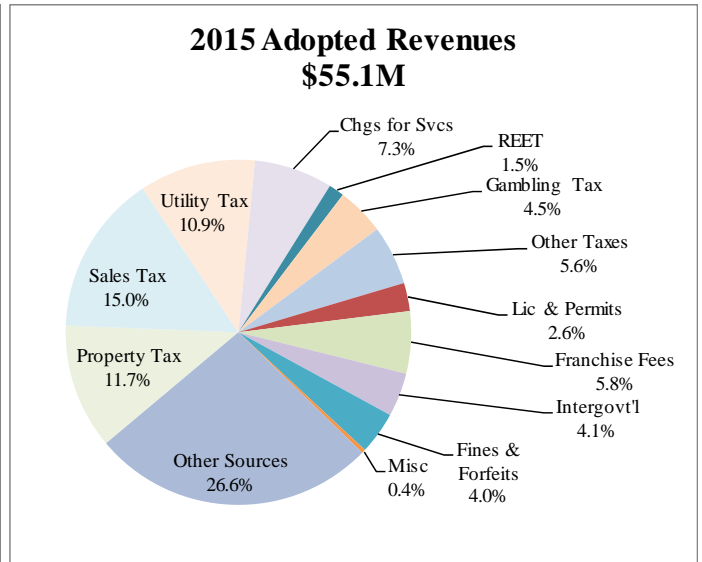
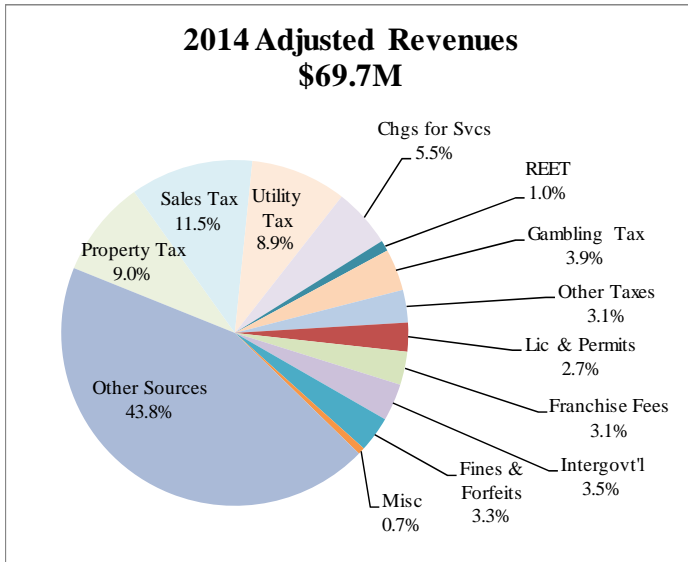
The following table summarizes the City's outstanding debt at the end of 2014.

Summary of Outstanding Debt As of December 31, 2014								
Description	Purpose	Issue Date	Final Maturity	Interest Rate %	Amount Issued	Outstanding Debt	Average Annual Payment	Funding Source
Limited Tax GO Bonds 2009 LTGO	Police Facility	3/31/2009	12/1/2028	3.0 - 5.0%	\$ 2,719,507	\$ 2,110,000	\$ 210,000	General Fund
59th Avenue Promissory Note	Right-of-Way / Roadway in Lakewood	4/30/2005	4/30/2024	3.74%	\$ 1,071,000	\$ 632,713	\$ 77,000	General Fund
					\$ 3,790,507	\$ 2,742,713	\$ 287,000	
PWTFL 04-691-PRE-132	American Lake Gardens/ Tillicum Sewer	7/7/2005	7/7/2024	1.00%	\$ 593,864	\$ 297,152	\$ 32,000	Assessments on all Lakewood Sewer Accounts
PWTFL 06-962-022	American Lake Gardens/ Tillicum Sewer	9/18/2006	9/18/2026	0.50%	\$ 5,000,000	\$ 3,533,785	\$ 305,000	Assessments on all Lakewood Sewer Accounts
PWTFL 08-951-025	American Lake Gardens/ Tillicum Sewer	3/1/2008	7/1/2028	0.50%	\$ 1,840,000	\$ 1,456,366	\$ 108,000	Assessments on all Lakewood Sewer Accounts
					\$ 7,433,864	\$ 5,287,302	\$ 445,000	
Combined Local Improve District (CLID) 1101/1103	Street Improvements	12/1/2006	12/1/2026	3.75 - 4.65%	\$ 2,824,704	\$ 1,110,000	\$ 156,000	Assessment on Eight Property Owners
Local Improvement District (LID) 1108	Street Improvements	1/1/2008	12/1/2027	4.22 - 5.3%	\$ 880,000	\$ 465,938	\$ 57,000	Assessment on Single Business
					\$ 3,704,704	\$ 1,575,938	\$ 213,000	
					\$ 14,929,075	\$ 9,605,953	\$ 945,000	

Projected Debt Service Requirements to Maturity As of December 31, 2014								
Year	GO Bonds		Public Works Trust Fund		Local Improvement Districts		Total	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2015	168,339	120,844	428,223	27,922	198,000	81,319	794,562	230,085
2016	175,333	114,824	428,223	25,633	198,000	72,263	801,557	212,720
2017	177,403	108,195	428,223	23,343	198,000	76,649	803,626	208,186
2018	184,549	101,488	428,223	21,053	200,000	67,416	812,773	189,958
2019	191,776	94,511	428,223	18,763	200,000	58,071	820,000	171,346
2020	199,087	86,026	428,223	16,474	200,000	48,629	827,310	151,129
2021	211,483	77,217	428,223	14,184	200,000	39,074	839,707	130,475
2022	218,969	67,843	428,223	11,894	110,000	29,416	757,193	109,154
2023	231,549	58,139	428,223	9,605	50,000	5,285	709,772	73,029
2024	239,224	47,863	428,223	7,315	21,938	2,650	689,386	57,828
2025	175,000	37,250	398,508	5,025	-	-	573,508	42,275
2026	180,000	28,500	398,508	3,033	-	-	578,508	31,533
2027	190,000	19,500	104,026	1,040	-	-	294,026	20,540
2028	200,000	10,000	104,026	520	-	-	304,026	10,520
Total	2,742,713	972,200	5,287,302	185,805	1,575,938	480,772	9,605,953	1,638,777

LONG RANGE FINANCIAL FORECAST AND REVENUE MANUAL

The City’s financial policy requires the City to prepare long range financial forecast (LRFF) for six years beyond the current budget period. The projection extends current operations to the future to determine if the services are sustainable and the magnitude of, if any, future financing gaps. This glimpse into the future allows the City to proactively plan and implement corrective measures over time to avoid sudden drastic changes in service levels and/or in revenues. Additionally, the City’s financial policy requires the city to balance its ongoing services with ongoing revenues. Therefore, the LRFF distinguishes between services and revenues that are considered ongoing “operating” revenues/expenditures versus one-time “capital and other” sources/uses. The City utilizes a five-year trend to project for future sources/uses; however, the City also takes into consideration of the current economic climate and adjusts these trends accordingly.



The following sections provides an overview of the general operating environment, highlights of significant changes in the 2015/2016 budget conditions, and the assumptions used in developing this budget and future projection.

OVERVIEW OF GENERAL ECONOMY

According to the Puget Sound economic forecast report, since the employment trough of the Great Recession in the first quarter of 2010, jobs in the Puget Sound region have grown at a 2.4% annual rate, significantly faster than the national rate of 1.6%.

The Puget Sound economy has bounced back from the Great Recession more quickly than the nation because of the strength of Boeing and Amazon.com, the region's the two largest exporting companies. Boeing has increased production from 464 airplanes in 2010 to about 700 in 2014 and added 11,000 jobs. It is estimated that since early 2010 Amazon hired about 14,000 employees regionally and make over \$100K per year. These two companies account for 75,000 of the region's total 210,000 new jobs since the Great Recession. In other words, without the growth of Boeing and Amazon.com, the local economic growth would be closer to the national rate.

The unemployment rate of 9.7% for the Puget Sound region compared to the 9.7% national rate were nearly the same in the first quarter of 2010. As of the end of 2014, the rates were 4.9% and 5.8%. The region's employment grew 12.7% compared to the 8.7% national growth rate. Strong employment growth and a relatively low unemployment rate have helped regional pocketbooks. Over the past five years, the average wage and salary in Puget Sound increased by 15.9%, from \$55K to \$64K compared to the national average increase of \$13.6%, from \$46K to \$52K. Following a 3% job gain in 2014, employment is expected to increase by 2.6% in 2015 and 1.9% in 2016.

The report suggests that the regional economy will align more closely with the national economy, while although not fully recovered from the Great Recession, appears to have entered into a healthy and sustainable expansion.

The U.S. Open at Chambers Bay in the neighboring City of University Place set for June 2015 is expected to substantially impact the regional economy in both the leisure and hospitality sector and retail trade. The opening of an Amazon Warehouse in DuPont, a city just south of Lakewood is expected to add 300 – 400 jobs to the county.

CONSOLIDATED GENERAL AND STREET OPERATIONS

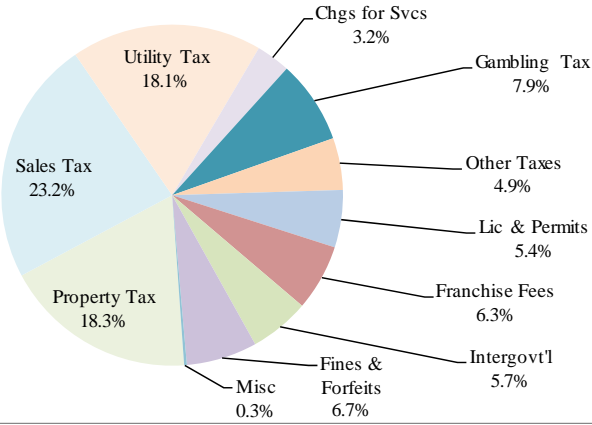
Operating revenues and expenditures projection is an integral part of planning the City's future financial strategy. Revenues are projected conservatively using a five year trend and adjusted accordingly for current economic condition, recent activity and anticipated activity. Expenditures are based on prior year spending with adjustments for known items such as increase/decrease in contract costs and salaries/benefits.

Of all the funds, the General and Street Operations & Maintenance Funds are the two funds accounting for general city services that are primarily supported by taxes. In total, taxes account for 71% of the \$35.4M adopted 2015 operating revenue source which includes sales tax, property tax, utility tax and other taxes such as gambling tax, admissions tax, parks sales tax, natural gas tax, criminal justice sales tax, and leasehold tax.

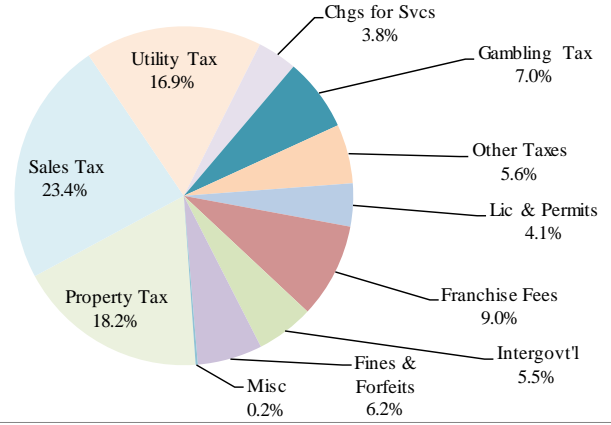
Among the taxes supporting General and Street fund operations, sales tax is by far the most significant source and accounts for 23% of the General & Street Fund operating revenues. Sales tax revenue fluctuates from year to year depending on the local economic condition. With that in mind, economic development continues to be a priority of the City, particularly focusing on the community's commercial corridors to improve the City's tax base.

The second largest source of tax revenue is property tax followed by utility tax which accounts for 18% and 17%, respectively, of the City's operating revenues.

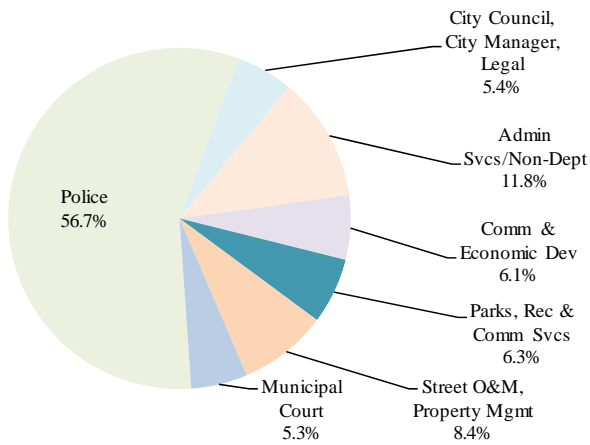
**2014 Adjusted Operating Revenues
\$34.5M**



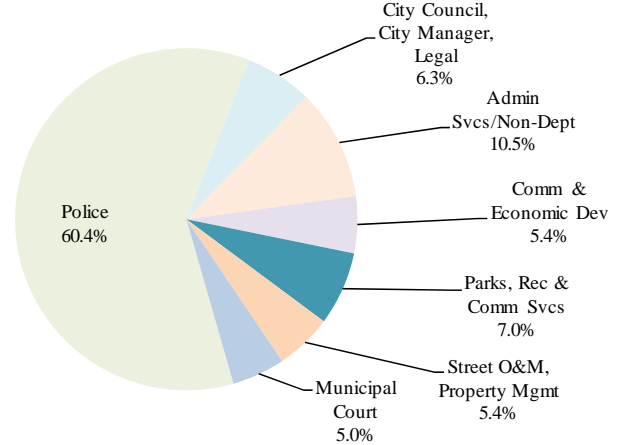
**2015 Adopted Operating Revenues
\$35.4M**



**2014 Adjusted Operating Expenditures
\$35.0M**



**2015 Adopted Operating Expenditures
\$34.8M**



TAXES

Sales & Use Tax (RCW 82.14)

The City of Lakewood has a local sales and use tax rate of up to 1% to fund general government programs. Of this total 15% is provided to Pierce County per state law. Currently the City imposes both the basic 0.5% and the optional 0.5% sales and use tax. This tax is imposed on personal and business purchases of tangible property. The retail sales tax is also assessed on some services such as repairs and construction. Revenues are accounted for in the General Fund.

Agency	Rate
State of Washington	6.50%
City of Lakewood	1.00%
Criminal Justice Sales Tax	0.10%
Pierce Transit	0.60%
Sound Transit	0.90%
Pierce County Juvenile Facilities	0.10%
Zoo-Park Fee	0.10%
South Sound 911	0.10%
Total Tax on Sales & Use	9.40%

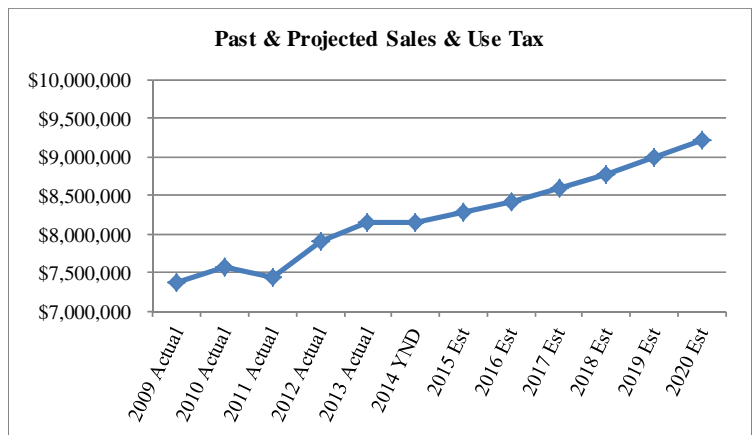
The City of Lakewood receives 1% of the 9.4% sales tax rate. Of the 1%, Lakewood receives 0.84% (Pierce County receives 15% of the 1% and the State receives 1% of the 1% leaving 84% (.84%) to the City of Lakewood. Each sales tax dollar that is collected in the City is distributed as shown below:



Sales tax is the largest single revenue source for the City of Lakewood representing 23% of General Fund revenue and Street O&M Fund revenue. It is anticipated to generate \$8.1M in 2014 and is projected to grow 1.7% annually in 2015 and 2016.

According to a listing of businesses registered with the City of Lakewood and sorted by the North American Industry Classification System, the business economy appears to be configured as follows: retail trade 48%; services 23%; construction 13%; information 5%; wholesale trade 4%; finance, insurance and real estate 3%; manufacturing 2%; and all other 2%.

Year	Sales & Use Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2009 Actual	\$ 7,374,776	21.9%	\$ (475,028)	-6.1%
2010 Actual	\$ 7,562,339	23.6%	\$ 187,563	2.5%
2011 Actual	\$ 7,445,356	22.4%	\$ (116,983)	-1.5%
2012 Actual	\$ 7,897,357	22.9%	\$ 452,001	6.1%
2013 Actual	\$ 8,140,449	23.1%	\$ 243,092	3.1%
2014 YND	\$ 8,140,000	22.9%	\$ (449)	0.0%
2015 Est	\$ 8,282,000	23.2%	\$ 142,000	1.7%
2016 Est	\$ 8,426,000	23.3%	\$ 144,000	1.7%
2017 Est	\$ 8,595,000	23.5%	\$ 169,000	2.0%
2018 Est	\$ 8,767,000	23.6%	\$ 172,000	2.0%
2019 Est	\$ 8,986,000	23.8%	\$ 219,000	2.5%
2020 Est	\$ 9,211,000	24.0%	\$ 225,000	2.5%



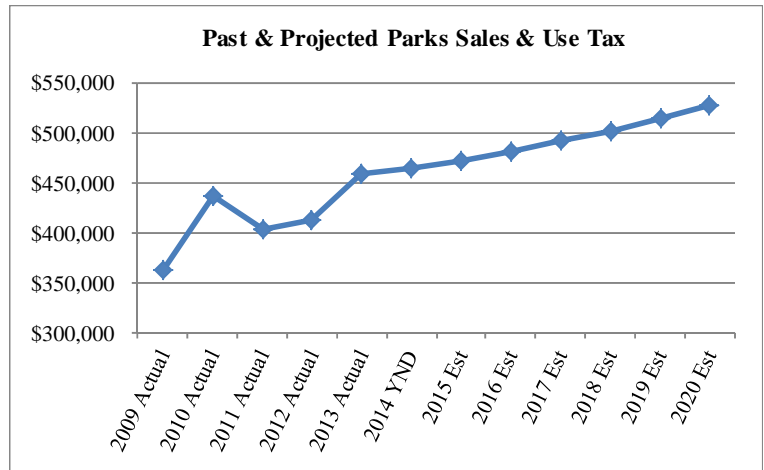
Parks Sales & Use Tax (RCW 82.14.400)

On September 19, 2000, Pierce County voters approved the ballot measure to increase local sales taxes by one-tenth of 1 percent. A sales and use tax equal to one-tenth of one percent (0.001%) within Pierce County provides funds to acquire, improve, rehabilitate, maintain, or develop regional and local parks; to improve, rehabilitate, maintain or expand accredited zoo, aquarium and wildlife preserves pursuant to Revised Code of Washington 82.14.400(6); for community-based housing; and to implement the creation of a zoo and aquarium advisory authority.

The tax was proposed as a funding mechanism for Tacoma Metro Park District (the zoo). The money collected is split 50-50 between the Parks District and the cities not contained in the District and the county.

The City receives the parks sales tax from the Pierce County on a monthly basis and funds are deposited into the General Fund for parks and recreation purposes.

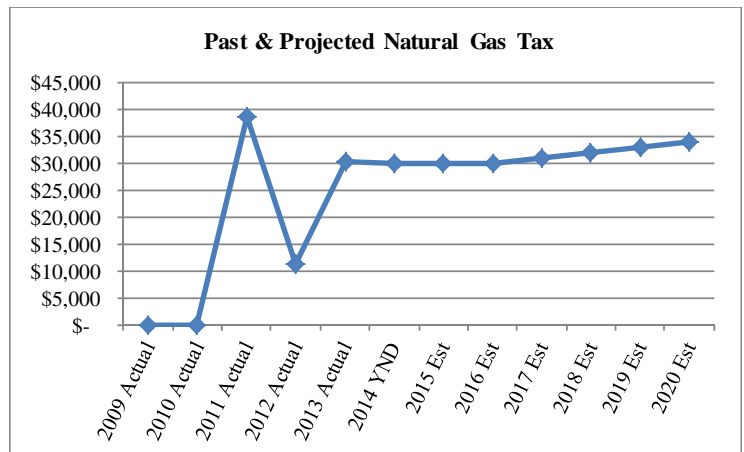
Year	Parks Sales & Use Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2009 Actual	\$ 363,218	1.1%	\$ (98,193)	-21.3%
2010 Actual	\$ 437,146	1.4%	\$ 73,928	20.4%
2011 Actual	\$ 403,822	1.2%	\$ (33,324)	-7.6%
2012 Actual	\$ 412,204	1.2%	\$ 8,382	2.1%
2013 Actual	\$ 458,373	1.3%	\$ 46,169	11.2%
2014 YND	\$ 465,000	1.3%	\$ 6,627	1.4%
2015 Est	\$ 472,000	1.3%	\$ 7,000	1.5%
2016 Est	\$ 481,000	1.3%	\$ 9,000	1.9%
2017 Est	\$ 491,000	1.3%	\$ 10,000	2.1%
2018 Est	\$ 501,000	1.3%	\$ 10,000	2.0%
2019 Est	\$ 514,000	1.4%	\$ 13,000	2.6%
2020 Est	\$ 527,000	1.4%	\$ 13,000	2.5%



Natural Gas Use Tax (RCW 82.14.230)

The governing body of any city, while not required by legislative mandate to do so, may fix and impose on every person a use tax for the privilege of using natural gas or manufactured gas in the City as a consumer. The Department of Revenue administers and collects the natural gas use tax. The State Treasurer’s Office, upon certification from the Department of Revenue, remits amounts due to local governments on a monthly basis. Funds are receipted into the General Fund and used for general purposes.

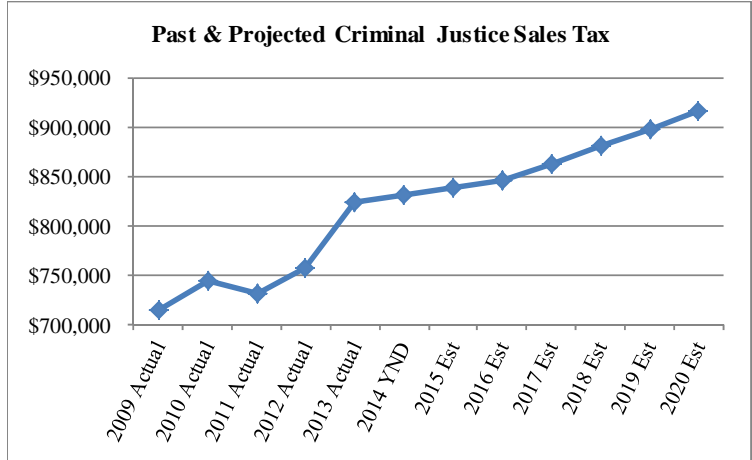
Year	Natural Gas Use Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2009 Actual	\$ -	0.0%	\$ -	n/a
2010 Actual	\$ -	0.0%	\$ -	n/a
2011 Actual	\$ 38,585	0.1%	\$ 38,585	n/a
2012 Actual	\$ 11,296	0.0%	\$ (27,289)	-70.7%
2013 Actual	\$ 30,120	0.1%	\$ 18,824	166.6%
2014 YND	\$ 30,000	0.1%	\$ (120)	-0.4%
2015 Est	\$ 30,000	0.1%	\$ -	0.0%
2016 Est	\$ 30,000	0.1%	\$ -	0.0%
2017 Est	\$ 31,000	0.1%	\$ 1,000	3.3%
2018 Est	\$ 32,000	0.1%	\$ 1,000	3.2%
2019 Est	\$ 33,000	0.1%	\$ 1,000	3.1%
2020 Est	\$ 34,000	0.1%	\$ 1,000	3.0%



Criminal Justice Sales Tax (RCW 82.14.340)

Criminal Justice Sales Tax is a local option sales tax of 0.10 percent that is collected in addition to retail sales tax and use taxes by the Department of Revenue. Ten percent of the funds are distributed to the county in which the tax was collected. The remainder of the funds (90%) is then distributed to the county (for unincorporated areas) and cities within the county based on population as last determined by the Office of Financial Management.

Year	Criminal Justice Sales Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2009 Actual	\$ 715,292	2.1%	\$ (103,318)	-12.6%
2010 Actual	\$ 743,835	2.3%	\$ 28,543	4.0%
2011 Actual	\$ 732,065	2.2%	\$ (11,770)	-1.6%
2012 Actual	\$ 756,800	2.2%	\$ 24,735	3.4%
2013 Actual	\$ 824,003	2.3%	\$ 67,203	8.9%
2014 YND	\$ 830,000	2.3%	\$ 5,997	0.7%
2015 Est	\$ 838,000	2.3%	\$ 8,000	1.0%
2016 Est	\$ 846,000	2.3%	\$ 8,000	1.0%
2017 Est	\$ 863,000	2.4%	\$ 17,000	2.0%
2018 Est	\$ 880,000	2.4%	\$ 17,000	2.0%
2019 Est	\$ 898,000	2.4%	\$ 18,000	2.0%
2020 Est	\$ 916,000	2.4%	\$ 18,000	2.0%



Property Tax (RCW 84.52)

A property tax is a rate placed on each piece of property within the city and is used for general governmental purposes. The rate is expressed in “Dollars per \$1,000 of Assessed Value (AV), and is a function of the property tax levy permitted by law and adopted by the Lakewood City Council. In the City of Lakewood, as in other Washington cities, the maximum regular levy cannot exceed \$3.60 which includes the maximum regular levy of \$3.375 plus an additional \$0.225 per \$1,000 AV to provide for the Firemen’s Pension Fund.

Property tax is assessed on all land, buildings, and residential homes, and on inventory and improvements to commercial property within the Lakewood city limits.

Each year the City Council adopts a property tax rate by ordinance, which although established by ordinance is not codified. The ordinance must be provided to the Pierce County Council by November 30th as they have the duty to establish the actual property tax rate based upon the amount of property tax collections requested by a city, unless the City Council establishes a rate. The Lakewood City Council does not set the rate; however, does limit the amount of taxes to be collected.

Property tax is the second largest revenue source for Lakewood and is deposited into the General Fund for general governmental operations. The City's property tax levy amount is subject to a number of limitations in the state statute:

1. The \$1.60 Levy Cap:

The state constitution establishes the maximum regular property tax levy for all taxing districts combined at 1%, or \$10 per \$1000 market value of the property. This cap is further divided by the RCW to the various taxing districts, with the maximum regular property tax levy for most cities at \$3.375 per thousand dollars assessed valuation (AV). Cities with the Firemen's Pension Fund can levy an additional \$0.225 per thousand dollars AV, resulting in a maximum levy of \$3.60 per thousand dollars AV.

For cities belonging to a fire district and/or library district, such as Lakewood, the combined total levies for the City and special districts cannot exceed \$3.60 per thousand dollars AV. The amount the City could levy is reduced by what the library district and the fire district are levying. The library and fire districts each have a maximum allowed rate of \$0.50 and \$1.50 respectively. If both levy the maximum amount, the City can only levy up to \$1.60. If one or both of the special districts are not levying the maximum amount, the City's portion could exceed \$1.60, but must reduce its levy by the same amount if the library or fire district raises its levy in the future; so that the combined total is never above \$3.60. Currently, the Fire District and the Library District are both levying at their maximum amount; therefore the City's maximum levy rate is \$1.60.

This levy cap can be exceeded (excess levy) with voter approval. Depending on its purpose, if the levy were to be used for operational and maintenance purposes (O & M levy), the voters' approval is only good for a year. If the additional levy is for capital purposes, the approval does not have to have a time limit; however, one is normally given based on the expected life of the bonds.

2. The 106 percent lid and other limits in property tax growth rates:

Before 1997, a taxing district could increase the property tax levy amount annually by 6% (for a total of 106% of the amount levied in the previous year), up to the applicable levy cap. This growth rate limit was established in 1973 as the legislature responded to people's concerns that property taxes were rising too fast with the real estate boom.

Initiative 747 (approved by voters in 2001) further lowered the limit to the lesser of 1% or inflation. Property tax growth resulted from new construction; changes in value of state-assessed utility property, and newly annexed property (collectively referred to as new construction") are exempted from the lid/limit factor and may be added to the tax levy. The growth limit can be "lifted" by voters. A "lid lift" vote requires a simple majority voter approval, and the amount is added to the levy base for future years.

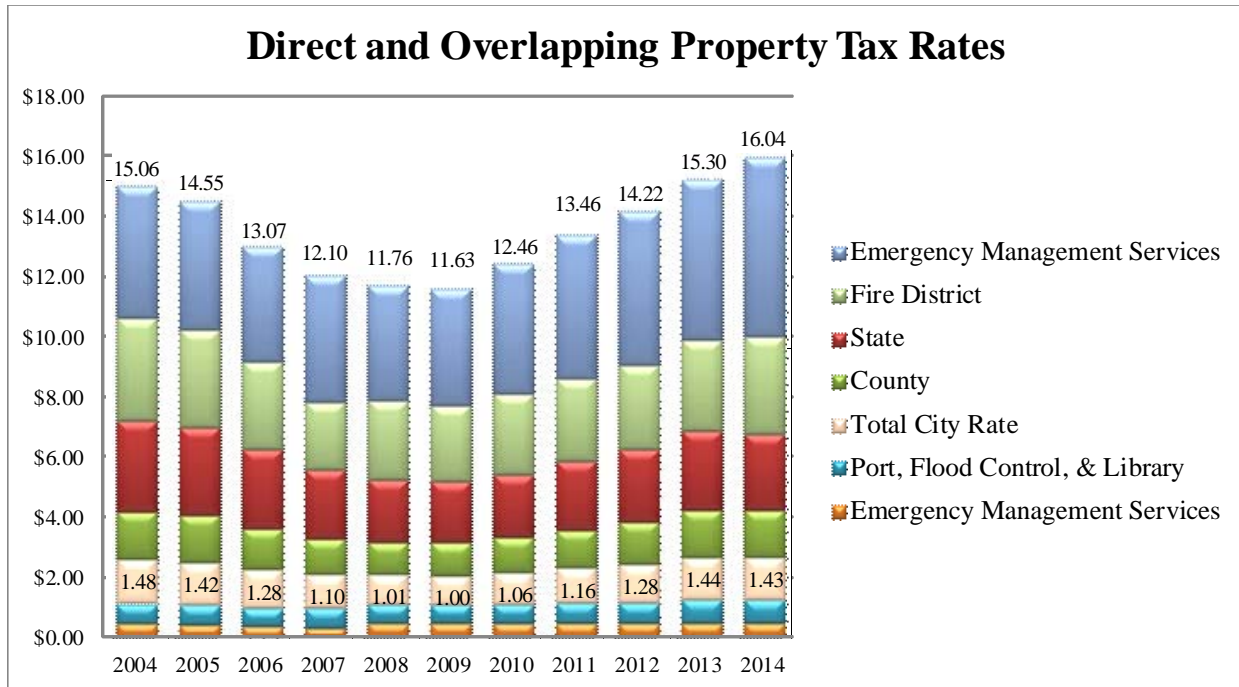
The General Levy property tax is the property tax levied by the City for general governmental purposes. It is determined by the following equation:

$$\text{Rate per } \$1,000 \text{ AV} = \text{Amount of Property Tax to be Collected} / \text{Assessed Value divided by } \$1,000$$

The rate per \$1,000 is a function of the total amount of taxes generated divided by the City's total AV.

In addition to the City's general levy, property owners in Lakewood must also pay taxes to other taxing districts. The following table provides the rates by taxing districts.

Taxing District	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Clover Park School District	\$ 4.39	\$ 4.28	\$ 3.87	\$ 4.22	\$ 3.82	\$ 3.86	\$ 4.33	\$ 4.79	\$ 5.11	\$ 5.34	\$ 5.98
West Pierce Fire District	3.39	3.24	2.89	2.28	2.65	2.56	2.69	2.77	2.82	3.03	3.26
State of Washington	3.03	2.91	2.64	2.29	2.07	2.02	2.07	2.27	2.41	2.63	2.53
Pierce County	1.61	1.58	1.38	1.18	1.08	1.08	1.16	1.29	1.42	1.58	1.56
City of Lakewood	1.48	1.42	1.28	1.10	1.01	1.00	1.06	1.16	1.28	1.44	1.43
Library	0.48	0.46	0.40	0.48	0.44	0.44	0.47	0.50	0.50	0.50	0.50
Emergency Mgmt Services	0.49	0.47	0.42	0.36	0.50	0.49	0.50	0.50	0.50	0.50	0.50
Port of Tacoma	0.19	0.19	0.19	0.19	0.19	0.18	0.18	0.18	0.18	0.18	0.18
Flood Control	-	-	-	-	-	-	-	-	-	0.10	0.10
Total Levy Rate	\$ 15.06	\$ 14.55	\$ 13.07	\$ 12.10	\$ 11.76	\$ 11.63	\$ 12.46	\$ 13.46	\$ 14.22	\$ 15.30	\$ 16.04
AV (in billions)	\$ 3.536	\$ 3.774	\$ 4.333	\$ 5.147	\$ 5.748	\$ 5.948	\$ 5.693	\$ 5.316	\$ 4.884	\$ 4.420	\$ 4.495



Most properties in Lakewood are taxed at \$16.04 per \$1000 AV in 2014, of which the City receives approximately 9% or \$1.43 per \$1000 AV to provide local services.

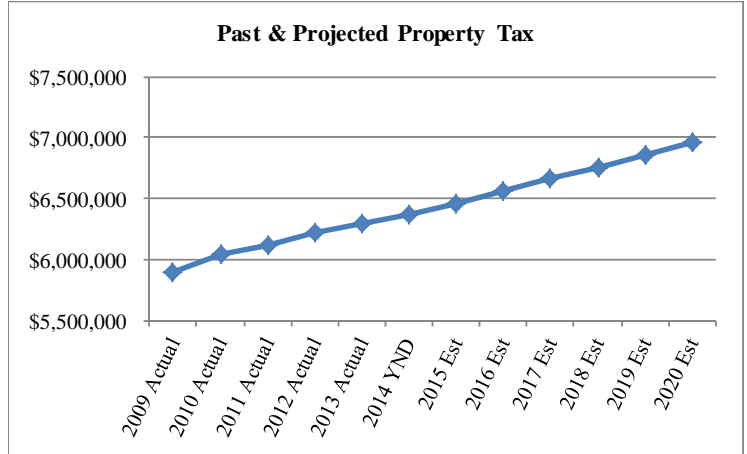
Therefore, for each \$1 property tax paid, less than 9¢ is available for City services. The remaining goes to the Clover Park School District (37.28¢), Fire District (20.32¢), Pierce County (9.73¢) for regional service, State (15.77¢), Pierce County (9.73¢) for regional service, the library, port, and flood control districts (4.86¢ combined), and Emergency Medical Services (3.12¢).

Taxing District	2014 Rate
Clover Park School District	\$ 5.98
West Pierce Fire District	\$ 3.26
State of Washington	\$ 2.53
Pierce County	\$ 1.56
City of Lakewood	\$ 1.43
Library	\$ 0.50
Emergency Mgmt Services	\$ 0.50
Port of Tacoma	\$ 0.18
Flood Control	\$ 0.10
Total Levy Rate	\$ 16.04



The following tables show the City’s past and projected property tax. New construction and other add-ons such as administrative refunds and increase from state-assessed public utilities are also added to the 1% levy limit. Another factor affecting the actual property tax collection is delinquent taxes.

Year	Property Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2009 Actual	\$ 5,895,610	17.5%	\$ 173,312	3.0%
2010 Actual	\$ 6,047,325	18.9%	\$ 151,715	2.6%
2011 Actual	\$ 6,116,332	18.4%	\$ 69,007	1.1%
2012 Actual	\$ 6,227,924	18.1%	\$ 111,592	1.8%
2013 Actual	\$ 6,295,819	17.8%	\$ 67,895	1.1%
2014 YND	\$ 6,369,000	17.9%	\$ 73,181	1.2%
2015 Est	\$ 6,465,000	18.1%	\$ 96,000	1.5%
2016 Est	\$ 6,562,000	18.2%	\$ 97,000	1.5%
2017 Est	\$ 6,660,000	18.2%	\$ 98,000	1.5%
2018 Est	\$ 6,760,000	18.2%	\$ 100,000	1.5%
2019 Est	\$ 6,861,000	18.2%	\$ 101,000	1.5%
2020 Est	\$ 6,964,000	18.2%	\$ 103,000	1.5%



Below is a comparison of the City of Lakewood’s 2014 property tax rate compared to other Pierce County cities.

2014 Property Tax Rates - Pierce County Cities											
City	State of WA	Pierce County	Port of Tacoma	Flood Control	City	EMS	School District	Rural Library	Parks	Fire/Other	Total
Gig Harbor	2.53	1.56	0.18	0.10	1.44	0.50	2.83	0.50	0.29	1.50	\$ 11.43
DuPont	2.53	1.56	0.18	0.10	1.21	0.50	5.40	0.50	0.00	0.00	\$ 11.98
Milton	2.53	1.56	0.18	0.10	1.60	0.50	4.66	0.50	0.00	1.87	\$ 13.50
Steilcoom	2.53	1.56	0.18	0.10	2.92	0.50	5.40	0.50	0.00	0.00	\$ 13.69
Pacific	2.53	1.56	0.18	0.10	1.63	0.00	5.93	0.56	0.00	1.20	\$ 13.70
Puyallup	2.53	1.56	0.18	0.10	2.00	0.50	5.97	0.00	0.00	1.17	\$ 14.00
Eatonville	2.53	1.56	0.18	0.10	3.10	0.50	5.62	0.50	0.00	0.00	\$ 14.09
Sumner	2.53	1.56	0.18	0.10	0.62	0.50	6.37	0.50	0.00	1.87	\$ 14.23
Fife	2.53	1.56	0.18	0.10	1.56	0.50	5.97	0.50	0.00	1.40	\$ 14.30
Roy	2.53	1.56	0.18	0.10	2.10	0.50	6.21	0.00	0.00	1.50	\$ 14.68
Edgewood	2.53	1.56	0.18	0.10	1.49	0.50	5.97	0.50	0.00	1.87	\$ 14.70
Auburn	2.53	1.56	0.18	0.10	2.17	0.00	6.50	0.56	0.00	1.20	\$ 14.81
Ruston	2.53	1.56	0.18	0.10	3.10	0.00	7.76	0.00	0.00	0.00	\$ 15.24
Fircrest	2.53	1.56	0.18	0.10	2.64	0.50	7.76	0.00	0.00	0.00	\$ 15.27
South Prairie	2.53	1.56	0.18	0.10	3.10	0.50	7.42	0.50	0.00	0.00	\$ 15.90
Wilkeson	2.53	1.56	0.18	0.10	3.10	0.50	7.42	0.50	0.00	0.00	\$ 15.90
Lakewood	2.53	1.56	0.18	0.10	1.43	0.50	5.98	0.50	0.00	3.26	\$ 16.04
Buckley	2.53	1.56	0.18	0.10	3.36	0.50	7.42	0.50	0.00	0.00	\$ 16.16
Bonney Lake	2.53	1.56	0.18	0.10	1.54	0.50	7.42	0.50	0.00	1.87	\$ 16.20
Carbonado	2.53	1.56	0.18	0.10	1.88	0.39	10.26	0.00	0.00	0.00	\$ 16.90
University Place	2.53	1.56	0.18	0.10	1.43	0.50	7.76	0.50	0.00	3.02	\$ 17.59
Orting	2.53	1.56	0.18	0.10	1.60	0.50	8.51	0.50	0.00	2.38	\$ 17.86
Tacoma	2.53	1.56	0.18	0.10	3.40	0.50	8.89	0.00	1.14	0.00	\$ 18.30

Gambling Excise Tax (RCW 9.46)

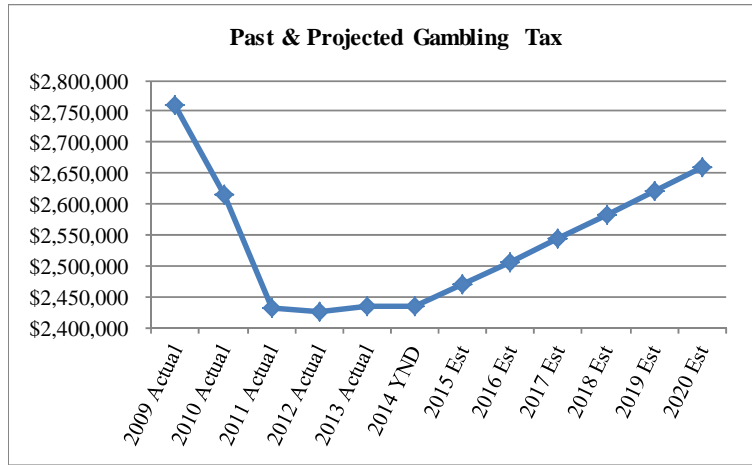
Cities are authorized to assess gambling excise tax on gambling operations. A comparison of the City’s rate versus the maximum rate authorized under Washington State law is provided below.

Bona fide charitable or nonprofit organizations, as defined by RCW 9.46.02.09, conducting bingo, raffles, amusement games, or gambling within the City are exempt from payment of gambling excise taxes to the City.

The majority of the City’s gambling tax comes from card rooms (94%) and the remainder comes primarily from punchboards and pull-tabs. Revenues from these activities are required to be used primarily for the purpose of gambling enforcement. Case law has clarified that “primarily” means “first to be used” for gambling law enforcement purposes to the extent necessary for that city. The remaining funds may be used for any general government purpose.

Activity	City of Lakewood	Maximum Rate Authorized under Washington State Law
Punchboards	5% of gross receipts	5% of gross receipts
Pull-Tabs	5% of gross receipts	5% of gross receipts
Bingo	5% of gross receipts	5% of gross receipts
Raffles	5% of gross receipts	5% of gross receipts
Amusement Games	2% of gross receipts less amounts paid as prizes	2% of gross receipts less amounts paid as prizes
Card Games	11% of gross receipts	20% of gross receipts

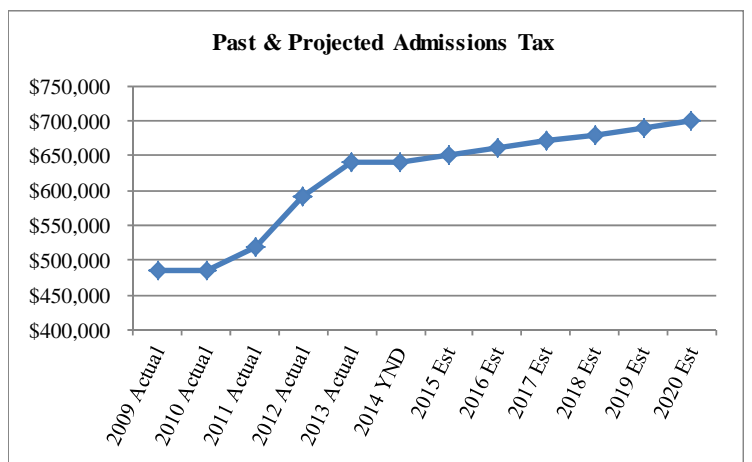
Year	Gambling Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2009 Actual	\$ 2,759,297	8.2%	\$ (209,277)	-7.0%
2010 Actual	\$ 2,615,460	8.2%	\$ (143,837)	-5.2%
2011 Actual	\$ 2,432,400	7.3%	\$ (183,060)	-7.0%
2012 Actual	\$ 2,425,133	7.0%	\$ (7,267)	-0.3%
2013 Actual	\$ 2,434,051	6.9%	\$ 8,918	0.4%
2014 YND	\$ 2,434,000	6.9%	\$ (51)	0.0%
2015 Est	\$ 2,470,000	6.9%	\$ 36,000	1.5%
2016 Est	\$ 2,507,000	6.9%	\$ 37,000	1.5%
2017 Est	\$ 2,544,000	6.9%	\$ 37,000	1.5%
2018 Est	\$ 2,582,000	6.9%	\$ 38,000	1.5%
2019 Est	\$ 2,620,000	6.9%	\$ 38,000	1.5%
2020 Est	\$ 2,659,000	6.9%	\$ 39,000	1.5%



Admissions Tax (RCW 36.38)

An admissions tax of 5% is levied and imposed upon every person (including children without regard to age) who pays and admission charge to any place or event including play tickets, entrance fees and cover charges to clubs. The tax is due to the City of Lakewood from the person or organization collecting the admission fee by the 15th day of the month following the “reporting period” in which the activity occurred. The reporting periods are two-month blocks of time (i.e. Jan/Feb reporting period due March 15th).

Year	Admissions Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2009 Actual	\$ 485,308	1.4%	\$ (26,423)	-5.2%
2010 Actual	\$ 484,607	1.5%	\$ (701)	-0.1%
2011 Actual	\$ 517,350	1.6%	\$ 32,743	6.8%
2012 Actual	\$ 591,704	1.7%	\$ 74,354	14.4%
2013 Actual	\$ 641,151	1.8%	\$ 49,447	8.4%
2014 YND	\$ 640,000	1.8%	\$ (1,151)	-0.2%
2015 Est	\$ 650,000	1.8%	\$ 10,000	1.6%
2016 Est	\$ 660,000	1.8%	\$ 10,000	1.5%
2017 Est	\$ 670,000	1.8%	\$ 10,000	1.5%
2018 Est	\$ 680,000	1.8%	\$ 10,000	1.5%
2019 Est	\$ 690,000	1.8%	\$ 10,000	1.5%
2020 Est	\$ 700,000	1.8%	\$ 10,000	1.4%



Utility Tax (RCW 35.21.870)

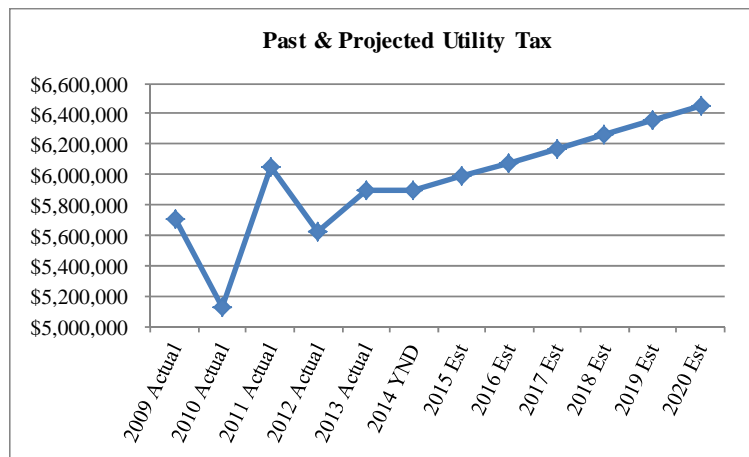
Cities and towns in Washington State are authorized to levy a business and occupation tax (RCW 35.22.280(32)) on public utility businesses based on revenues they generate within the city or town, known as a utility tax. The rate of taxes for electric, phone, and natural gas utilities are limited to 6% (RCW 35.21.870) without voter approval. No limitation on tax rates on other public utilities.

Utility taxes are levied on the gross income earned by private utilities from operations within the City of Lakewood boundaries. Taxable utilities include electric, natural gas, cable, cellular, telephone, and solid waste.

The utility tax is a general purpose revenue source received into the General Fund.

Utility	Rate
Electric	5%
Natural Gas	5%
Cable	6%
Cellular	6%
Telephone	6%
Solid Waste	6%
Stormwater	6%

Year	Utility Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2009 Actual	\$ 5,702,637	16.9%	\$ (173,247)	-2.9%
2010 Actual	\$ 5,128,352	16.0%	\$ (574,285)	-10.1%
2011 Actual	\$ 6,047,025	18.2%	\$ 918,673	17.9%
2012 Actual	\$ 5,622,338	16.3%	\$ (424,687)	-7.0%
2013 Actual	\$ 5,899,854	16.7%	\$ 277,516	4.9%
2014 YND	\$ 5,900,000	16.6%	\$ 146	0.0%
2015 Est	\$ 5,987,000	16.8%	\$ 87,000	1.5%
2016 Est	\$ 6,076,000	16.8%	\$ 89,000	1.5%
2017 Est	\$ 6,168,000	16.8%	\$ 92,000	1.5%
2018 Est	\$ 6,262,000	16.9%	\$ 94,000	1.5%
2019 Est	\$ 6,357,000	16.9%	\$ 95,000	1.5%
2020 Est	\$ 6,452,000	16.8%	\$ 95,000	1.5%



The City of Lakewood offers a **utility tax relief program** to reimburse qualifying low income seniors and disabled persons for their utility tax payments. To qualify a person must be either 62 years of age or older or be permanently disabled, and the person must have an income less than 50% of the median income. Applicants must be a resident of Lakewood and the amount of relief will be prorated on a monthly basis for each month that the customer was a resident. Applicants must apply each year for the program. The maximum relief available is \$30 per year (\$10 per utility for electric, natural gas and telephone).

Real Estate Excise Tax (REET)

The State of Washington is authorized to levy a real estate excise tax on all sales of real estate (measured by the full selling price, including the amount of any liens, mortgages and other debts given to secure the purchase) at a rate of 1.28 percent. A locally-imposed tax is also authorized. All cities and counties may levy a quarter percent tax (described as "the first quarter percent of the real estate excise tax" or "REET 1"). Cities and counties planning under the Growth Management Act (GMA) have the authority to levy a second quarter percent tax (REET 2). The statute further specifies that if a county is required to plan under GMA or if a city is located in such a county, the tax may be levied by a vote of the legislative body. If, however, the county chooses to plan under GMA, the tax must be approved by a majority of the voters. The City of Lakewood enacted both the first ¼% and second ¼% tax, for a total of 0.50%.

REET 1 [RCW 82.46.010](#):

Initially authorized in 1982, cities and counties can use the receipts of REET 1 for all capital purposes. An amendment in 1992 states that cities and counties with a population of 5,000 or more planning under the GMA must spend REET 1 receipts solely on capital projects that are listed in the capital facilities plan element of their comprehensive plan.

Capital projects are: *public works projects of a local government for planning, acquisition, construction, reconstruction, repair, replacement, rehabilitation, or improvement of streets; roads; highways; sidewalks; street and road lighting systems; traffic signals; bridges; domestic water systems; storm and sanitary sewer systems; parks; recreational facilities; law enforcement facilities; fire protection facilities; trails; libraries; administrative and judicial facilities; and technology infrastructure that is integral to the capital project.*

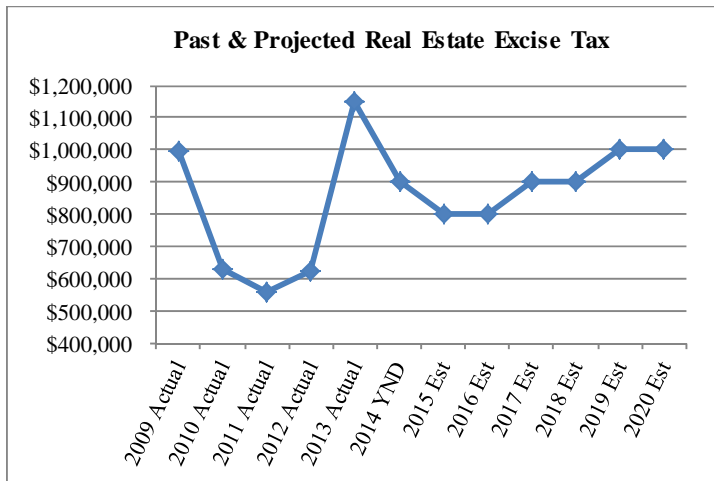
Receipts pledged to debt retirement prior to April 1992 and/or spent prior to June 1992 are grandfathered from this restriction.

REET 2 [RCW 82.46.035](#):

The second quarter percent of the real estate excise tax (authorized in 1990) provides funding for cities and counties to finance capital improvements required to occur concurrently with growth under the Growth Management Act. An amendment in 1992 defines the "capital project" as:

Public works projects of a local government for planning, acquisition, construction, reconstruction, repair, replacement, rehabilitation, or improvement of streets, roads, highways, sidewalks, street and road lighting systems, traffic signals, bridges, domestic water systems, storm and sanitary sewer systems, and planning, construction, reconstruction, repair, rehabilitation, or improvement of parks.

Year	REET	Chg Over Prior Year	
		\$	%
2009 Actual	\$ 997,645	\$ (3,615)	-0.4%
2010 Actual	\$ 631,619	\$ (366,026)	-36.7%
2011 Actual	\$ 561,659	\$ (69,960)	-11.1%
2012 Actual	\$ 621,821	\$ 60,162	10.7%
2013 Actual	\$ 1,151,297	\$ 529,476	85.1%
2014 YND	\$ 900,000	\$ (251,297)	-21.8%
2015 Est	\$ 800,000	\$ (100,000)	-11.1%
2016 Est	\$ 800,000	\$ -	0.0%
2017 Est	\$ 900,000	\$ 100,000	12.5%
2018 Est	\$ 900,000	\$ -	0.0%
2019 Est	\$ 1,000,000	\$ 100,000	11.1%
2020 Est	\$ 1,000,000	\$ -	0.0%



Hotel/Motel Lodging Tax

The hotel/motel lodging tax is comprised of the transient rental income tax and the special hotel/motel tax and applies to charges for lodging at hotels, motels, rooming houses, private campgrounds, RV parks, and similar facilities for periods of less than one month. The revenues are to be used solely for the purpose for the purpose of

Agency	Rate
State of Washington	6.50%
City of Lakewood	1.00%
Criminal Justice Sales Tax	0.10%
Pierce Transit (reduced from 0.60% due to cap)	0.30%
Sound Transit (reduced from 0.90% due to cap)	0.40%
Pierce County Juvenile Facilities	0.10%
Zoo-Park Fee	0.10%
South Sound 911 (reduced from 0.10% due to cap)	0.00%
Total Sales Tax - Lodging Sales	8.50%
Transient Rental Income Tax (State Shared Revenue)	2.00%
Credit to State Sales Tax	-2.00%
Lodging Tax	5.00%
Total Tax on Lodging	13.50%

paying all or any part of the cost of tourism promotion, acquisition of tourism-related facilities, or operation of tourism-related facilities. Municipalities may, under chapter 39.34 RCW, agree to the utilization of revenue from taxes imposed under this chapter for the purposes of funding a multi-jurisdictional tourism-related facility.

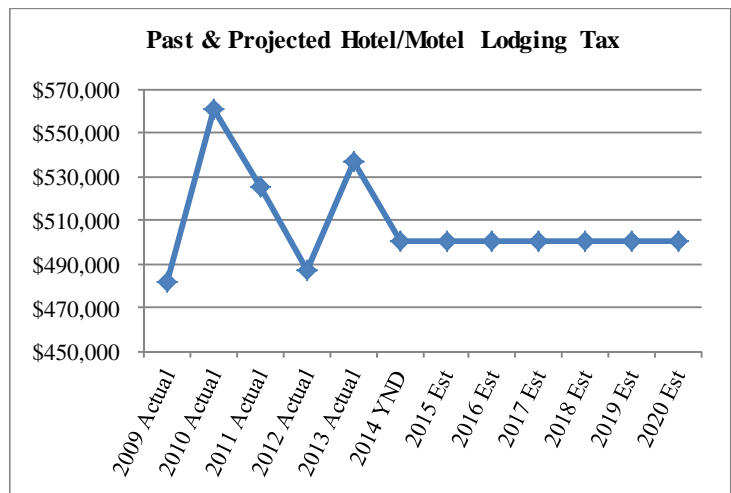
Transient Rental Income Tax (RCW 67.28.180)

The City imposed a 2.0% transient rental income tax effective March 1996. The tax is credited against the state retail sales tax so that the hotel/motel tax is not an additional tax for the customer but represents sharing of the state retail sales tax receipts on lodging with the city.

Special Hotel/Motel Tax (RCW 67.28.181)

The City imposed a 2% special hotel/motel tax in June 1996 and an additional 3% in June 1997 for a total rate of 5%. The combined rate of state and local retail sales tax (except RTA tax), the state convention center tax, and any special hotel/motel taxes may not exceed 12%. However, a higher aggregate rate cap applies for jurisdictions that previously levied higher hotel/motel tax rates (such as Lakewood which was grandfathered.) As reflected in the above table, Pierce Transit and Sound Transit rates were reduced due to the rate limitations.

Year	Hotel/Motel Lodging Tax	Chg Over Prior Year	
		\$	%
2009 Actual	\$ 481,661	\$ (106,273)	-18.1%
2010 Actual	\$ 560,341	\$ 78,680	16.3%
2011 Actual	\$ 525,239	\$ (35,102)	-6.3%
2012 Actual	\$ 486,709	\$ (38,530)	-7.3%
2013 Actual	\$ 537,009	\$ 50,300	10.3%
2014 YND	\$ 500,000	\$ (37,009)	-6.9%
2015 Est	\$ 500,000	\$ -	0.0%
2016 Est	\$ 500,000	\$ -	0.0%
2017 Est	\$ 500,000	\$ -	0.0%
2018 Est	\$ 500,000	\$ -	0.0%
2019 Est	\$ 500,000	\$ -	0.0%
2020 Est	\$ 500,000	\$ -	0.0%



Use of the hotel/motel lodging tax per the City of Lakewood’s Lodging Tax Funding Guidelines state:

- 4% (2% from transient rental income tax + 2% from special hotel/motel) – Can be used for tourism, promotion, or the acquisition of tourism-related facilities, or operations of tourism-related facilities.
- 3% - Can only be used for the acquisition, construction, expansion, marketing, management, and financing of convention facilities, and facilities necessary to support major tourism destination attractions that serve a minimum of one million visitors per year.

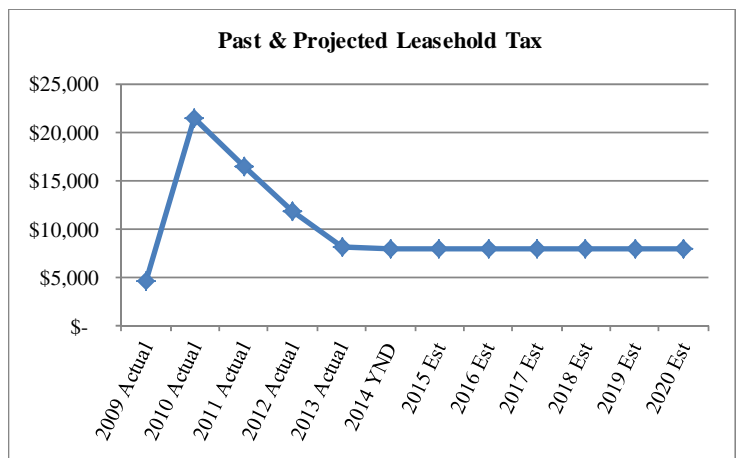
Additionally, the City shall maintain a reserve fund of at least 25% for future capital projects. The reserve amount is calculated based on the annual revenue collection.

Leasehold Tax (RCW 82.29)

In addition to hotel/motel lodging tax revenue, the City also receives a minimal amount of revenue from the 4% leasehold tax (RCW 82.29A.) on lease income from private business activities on tax-exempt properties, in-lieu-of property tax. The total rate on leasehold tax is 12.84%. Cities and counties can collectively levy up to 6% of this total. The maximum county and city rates are 6% and 4%, respectively, and the county must give a credit for any city tax. Therefore, if a city is levying its 4%, the county receives only 2%. The City receives approximately \$8,000 a year from this tax and uses it for general operations purposes.

The revenue source is an excise tax levied as a percent of the rent paid by private lessees for occupying or using publicly owned real or personal property and is paid by the lessee in lieu of property tax. The City currently collects leasehold excise tax for use of city property through facility rentals. The leasehold excise tax is assessed only on any lease that exceeds \$250 annually. This revenue is received through State shared revenue bi-monthly. The state rate is 12.84% of which 4% is returned to the City.

Year	Leasehold Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2009 Actual	\$ 4,545	0.0%	\$ 706	18.4%
2010 Actual	\$ 21,350	0.1%	\$ 16,805	369.7%
2011 Actual	\$ 16,357	0.0%	\$ (4,993)	-23.4%
2012 Actual	\$ 11,858	0.0%	\$ (4,499)	-27.5%
2013 Actual	\$ 8,027	0.0%	\$ (3,831)	-32.3%
2014 YND	\$ 8,000	0.0%	\$ (27)	-0.3%
2015 Est	\$ 8,000	0.0%	\$ -	0.0%
2016 Est	\$ 8,000	0.0%	\$ -	0.0%
2017 Est	\$ 8,000	0.0%	\$ -	0.0%
2018 Est	\$ 8,000	0.0%	\$ -	0.0%
2019 Est	\$ 8,000	0.0%	\$ -	0.0%
2020 Est	\$ 8,000	0.0%	\$ -	0.0%



LICENSE, PERMITS & FEES

Franchise Fees

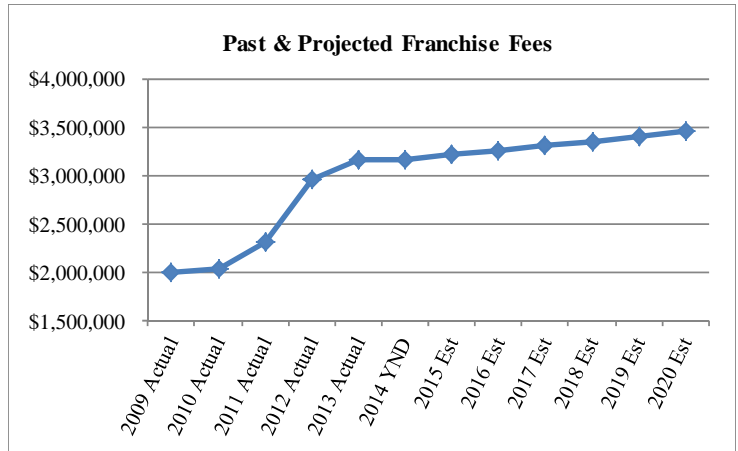
Franchise fees are charges levied on private utilities for their use of City streets and other public properties to place utility infrastructure and to recoup City costs of administering franchise agreements. The franchise fees on light, natural gas, and telephone utilities are limited by statute to the actual administrative expenses incurred by the City directly related to receiving and approving permits, licenses, or franchisees. Cable TV franchise fees are governed by the Federal Cable Communications Policy Act of 1996 and are negotiated with cable companies for an amount not to exceed 5% of gross revenues.

A list of utilities and the applicable assessed on rates on utility tax and franchise fee is provided.

Utility	Utility Tax	Franchise Fee
Clover Park School District Cable	n/a	n/a
Comcast Phone	6.00%	n/a
Comcast Cable	6.00%	5.00%
Integra Telecom	6.00%	n/a
Lakeview Light & Power	5.00%	n/a
Lakewood Water District	n/a	6.00%
Pierce County Sanitary Sewer	n/a	6.00%
Puget Sound Energy	5.00%	n/a
TPU Cable Flett Creek *	n/a	n/a
TPU Click!	6.00%	5.00%
TPU Light *	n/a	6.00%
TPU Water *	n/a	8.00%
Waste Connections	6.00%	4.00%
Zayo	n/a	n/a

* TPU Cable Flett Creek, TPU Light and TPU Water are not assessed the utility tax because of their ability to tax others.

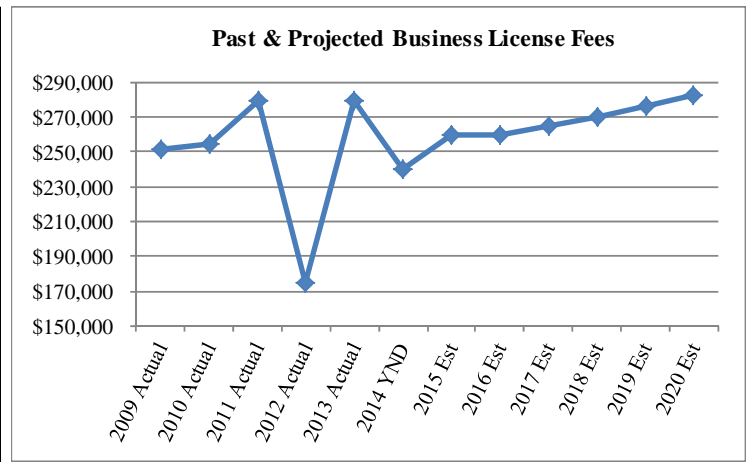
Year	Franchise Fees	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2009 Actual	\$ 2,002,395	5.9%	\$ (42,026)	-2.1%
2010 Actual	\$ 2,032,110	6.4%	\$ 29,715	1.5%
2011 Actual	\$ 2,319,292	7.0%	\$ 287,182	14.1%
2012 Actual	\$ 2,957,590	8.6%	\$ 638,298	27.5%
2013 Actual	\$ 3,157,630	8.9%	\$ 200,040	6.8%
2014 YND	\$ 3,158,000	8.9%	\$ 370	0.0%
2015 Est	\$ 3,206,000	9.0%	\$ 48,000	1.5%
2016 Est	\$ 3,254,000	9.0%	\$ 48,000	1.5%
2017 Est	\$ 3,303,000	9.0%	\$ 49,000	1.5%
2018 Est	\$ 3,353,000	9.0%	\$ 50,000	1.5%
2019 Est	\$ 3,403,000	9.0%	\$ 50,000	1.5%
2020 Est	\$ 3,454,000	9.0%	\$ 51,000	1.5%



Business License

Businesses located or doing business in the City must obtain a local business license prior to commencing operations. Business license fees are set by the City Council and may be changed from time to time. Currently, the cost of a general business license is \$60 per year (or a portion of year, if issued mid-year). Additional fees may apply to specialty businesses. The number of business licenses in a given year range between 3,800 – 4,200 with roughly 3,800 renewals annually. The higher figure includes temporary and construction contractor licenses.

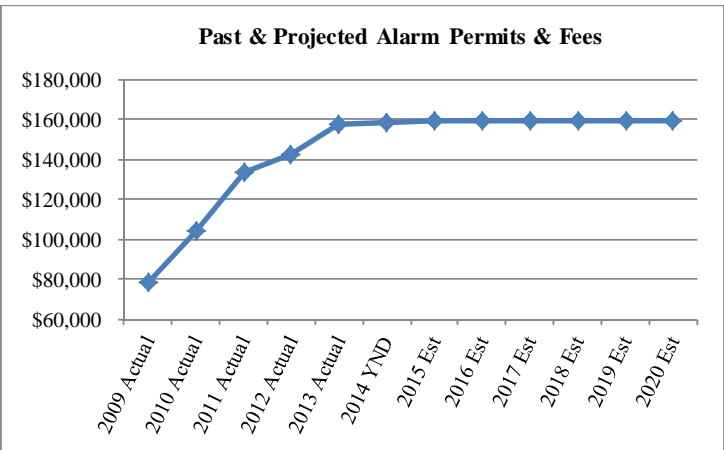
Year	Business License Fees	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2009 Actual	\$ 251,020	0.7%	\$ (3,475)	-1.4%
2010 Actual	\$ 253,803	0.8%	\$ 2,783	1.1%
2011 Actual	\$ 279,507	0.8%	\$ 25,704	10.1%
2012 Actual	\$ 174,708	0.5%	\$ (104,799)	-37.5%
2013 Actual	\$ 279,070	0.8%	\$ 104,362	59.7%
2014 YND	\$ 240,000	0.7%	\$ (39,070)	-14.0%
2015 Est	\$ 260,000	0.7%	\$ 20,000	8.3%
2016 Est	\$ 260,000	0.7%	\$ -	0.0%
2017 Est	\$ 265,000	0.7%	\$ 5,000	1.9%
2018 Est	\$ 270,000	0.7%	\$ 5,000	1.9%
2019 Est	\$ 276,000	0.7%	\$ 6,000	2.2%
2020 Est	\$ 282,000	0.7%	\$ 6,000	2.2%



Alarm Permits and Fees

In December 2008, the City approved a new revised alarm ordinance and program that became effective on January 1, 2009. False alarms cost the City and citizens thousands of dollars per year and take officers away from actual emergencies. The ordinance also creates a registration process, provides for annual alarm permit fees for residential and business alarms, and provides for fees for false alarms to encourage all alarm users to maintain the reliability of and to properly use their alarm equipment. Alarm permit fees are currently \$24 for commercial and residential with reduced residential rates of \$12 for senior and permanently disabled. False alarms fees are \$100 for each false burglar alarm activation and \$200 for each false robbery or panic alarm activation.

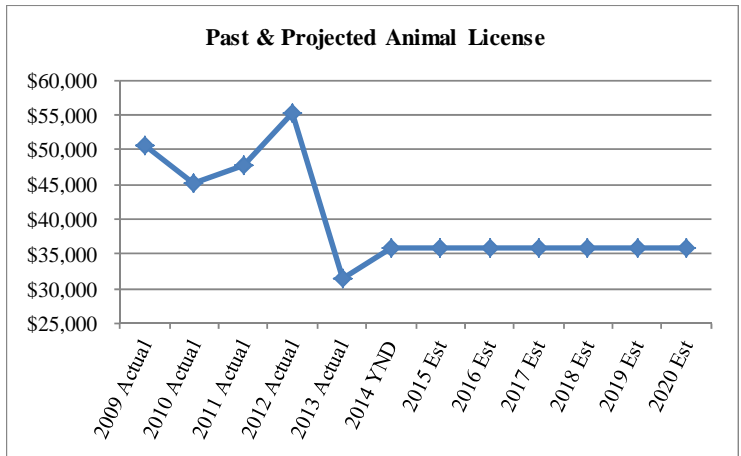
Year	Alarm Permits & Fees	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2009 Actual	\$ 78,233	0.2%	\$ 61,928	379.8%
2010 Actual	\$ 103,862	0.3%	\$ 25,629	32.8%
2011 Actual	\$ 133,322	0.4%	\$ 29,460	28.4%
2012 Actual	\$ 142,276	0.4%	\$ 8,954	6.7%
2013 Actual	\$ 157,742	0.4%	\$ 15,466	10.9%
2014 YND	\$ 158,000	0.4%	\$ 258	0.2%
2015 Est	\$ 159,000	0.4%	\$ 1,000	0.6%
2016 Est	\$ 159,000	0.4%	\$ -	0.0%
2017 Est	\$ 159,000	0.4%	\$ -	0.0%
2018 Est	\$ 159,000	0.4%	\$ -	0.0%
2019 Est	\$ 159,000	0.4%	\$ -	0.0%
2020 Est	\$ 159,000	0.4%	\$ -	0.0%



Animal License

The City requires all dogs and cats residing in the city over the age of 8 weeks to be licensed. All licenses (no matter what time of year initially purchased) expire on December 31st and must be renewed by February 28th each year. Renewal notices are sent out during January each year. The fees are \$55 for unaltered dog/cat, \$24 for altered dog, \$12 for altered cat and \$4 for cats and dogs under 6 months of age. Discounted rates are provided to senior citizens (\$30 for unaltered dog/cat, \$10 for altered dog, and \$4 for altered cat)

Year	Animal License	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2009 Actual	\$ 50,614	0.2%	\$ 25,646	102.7%
2010 Actual	\$ 45,216	0.1%	\$ (5,398)	-10.7%
2011 Actual	\$ 47,704	0.1%	\$ 2,488	5.5%
2012 Actual	\$ 55,203	0.2%	\$ 7,499	15.7%
2013 Actual	\$ 31,346	0.1%	\$ (23,857)	-43.2%
2014 YND	\$ 35,800	0.1%	\$ 4,454	14.2%
2015 Est	\$ 35,800	0.1%	\$ -	0.0%
2016 Est	\$ 35,800	0.1%	\$ -	0.0%
2017 Est	\$ 35,800	0.1%	\$ -	0.0%
2018 Est	\$ 35,800	0.1%	\$ -	0.0%
2019 Est	\$ 35,800	0.1%	\$ -	0.0%
2020 Est	\$ 35,800	0.1%	\$ -	0.0%



STATE SHARED REVENUES

State-shared revenues are from taxes and fees collected by the State and disbursed to municipalities based on population or other criteria. The source of these shared revenues include: sales tax mitigation, motor vehicle excise tax (fuel tax on gasoline consumption), liquor sales profit and excise tax, and criminal justice distribution.

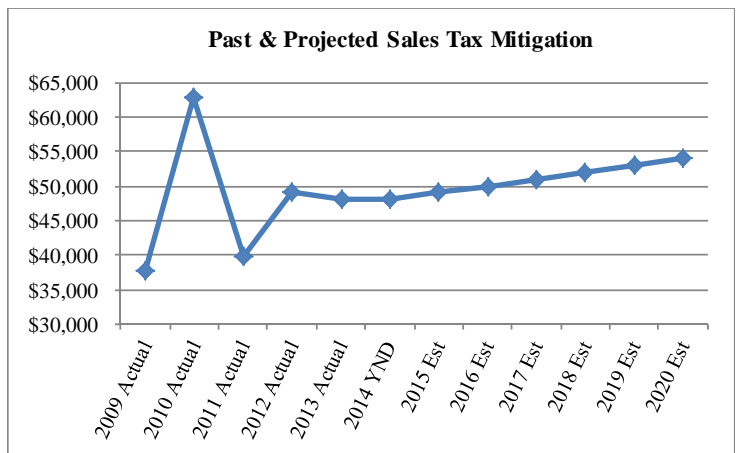
The following table provides a comparison to state shared revenues, including the portion of motor vehicle fuel tax received directly in the transportation capital fund.

Year	Sales Tax Mitigation	Criminal Justice	CJ High Crime	Liquor Excise Tax	Liquor Profits	Motor Veh Fuel Tax	Subtotal Gen/St O&M	Motor Veh Fuel Tax-CIP	Total All Funds
2007 Actual	\$ -	\$ 115,850	\$ 129,322	\$ 272,799	\$ 431,601	\$ 1,033,148	\$ 1,982,720	\$ 387,963	\$ 2,370,683
2008 Actual	\$ 10,842	\$ 114,627	\$ 131,683	\$ 285,730	\$ 398,426	\$ 925,801	\$ 1,867,109	\$ 389,847	\$ 2,256,956
2009 Actual	\$ 37,800	\$ 127,431	\$ 139,494	\$ 289,374	\$ 404,466	\$ 926,995	\$ 1,925,560	\$ 369,502	\$ 2,295,062
2010 Actual	\$ 62,808	\$ 121,941	\$ 132,507	\$ 291,060	\$ 470,667	\$ 894,867	\$ 1,973,850	\$ 372,861	\$ 2,346,711
2011 Actual	\$ 39,782	\$ 121,470	\$ 119,789	\$ 283,260	\$ 405,405	\$ 860,093	\$ 1,829,799	\$ 351,306	\$ 2,181,105
2012 Actual	\$ 49,158	\$ 123,883	\$ 125,164	\$ 145,808	\$ 580,449	\$ 843,743	\$ 1,868,205	\$ 344,627	\$ 2,212,832
2013 Actual	\$ 48,029	\$ 131,854	\$ 263,208	\$ 77,675	\$ 523,698	\$ 858,750	\$ 1,903,214	\$ 350,757	\$ 2,253,971
2014 YND	\$ 48,000	\$ 135,500	\$ 330,000	\$ 93,600	\$ 517,100	\$ 849,400	\$ 1,973,600	\$ 347,000	\$ 2,320,600
2015 Est	\$ 49,000	\$ 135,300	\$ 298,100	\$ 111,100	\$ 510,100	\$ 837,900	\$ 1,941,500	\$ 300,000	\$ 2,241,500
2016 Est	\$ 50,000	\$ 136,900	\$ 298,100	\$ 80,800	\$ 509,500	\$ 837,400	\$ 1,912,700	\$ 300,000	\$ 2,212,700
2017 Est	\$ 51,000	\$ 138,000	\$ 298,000	\$ 81,000	\$ 510,000	\$ 837,400	\$ 1,915,400	\$ 300,000	\$ 2,215,400
2018 Est	\$ 52,000	\$ 139,000	\$ 298,000	\$ 81,000	\$ 510,000	\$ 837,400	\$ 1,917,400	\$ 300,000	\$ 2,217,400
2019 Est	\$ 53,000	\$ 140,000	\$ 298,000	\$ 81,000	\$ 510,000	\$ 837,400	\$ 1,919,400	\$ 300,000	\$ 2,219,400
2020 Est	\$ 54,000	\$ 141,000	\$ 298,000	\$ 81,000	\$ 510,000	\$ 837,400	\$ 1,921,400	\$ 300,000	\$ 2,221,400

Sales Tax Mitigation (RCW 82.14.500)

Moneys are collected by the Department of Revenue from retailers for sales and use taxes based on the destination of sales. The state treasurer distributes to cities, towns, counties and transportation authorities in order to mitigate local sales tax revenue net losses as a result of the sourcing provisions of the streamlined sales and use tax agreement. The distributions are made on a quarterly basis “(March, June, September and December) and is deposited in the City’s General Fund.

Year	Sales Tax Mitigation	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2009 Actual	\$ 37,800	0.1%	\$ 26,958	248.6%
2010 Actual	\$ 62,808	0.2%	\$ 25,008	66.2%
2011 Actual	\$ 39,782	0.1%	\$ (23,026)	-36.7%
2012 Actual	\$ 49,158	0.1%	\$ 9,376	23.6%
2013 Actual	\$ 48,029	0.1%	\$ (1,129)	-2.3%
2014 YND	\$ 48,000	0.1%	\$ (29)	-0.1%
2015 Est	\$ 49,000	0.1%	\$ 1,000	2.1%
2016 Est	\$ 50,000	0.1%	\$ 1,000	2.0%
2017 Est	\$ 51,000	0.1%	\$ 1,000	2.0%
2018 Est	\$ 52,000	0.1%	\$ 1,000	2.0%
2019 Est	\$ 53,000	0.1%	\$ 1,000	1.9%
2020 Est	\$ 54,000	0.1%	\$ 1,000	1.9%



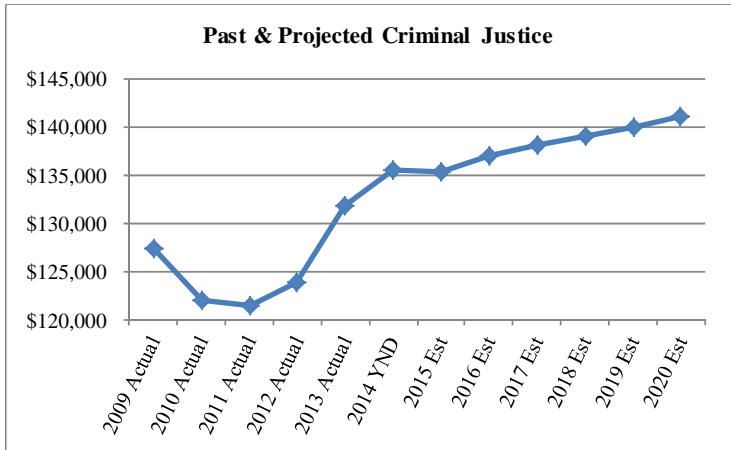
Criminal Justice (RCW 82.14.320 / RCW 82.14.330)

Cities currently receive three types of criminal justice revenue (four including criminal justice sales tax): high crime, population, and special programs. The money comes from the State’s general fund and is distributed to cities on the last days of January, April, July and October.

Population, Violent Crime, and Special Programs (RCW 82.14.330)

16% of these funds are distributed to cities based on population, with each city receiving a minimum of \$1,000 per year. 20% is distributed based on population to those cities that have had an average violent crime rate in the last three years that is 150% of the statewide average for those three years. These funds are subject to the same spending restrictions as high crime with the exception that they may not be spent on publications and public educational efforts dealing with runaway or at-risk youth. 54% goes to cities on a per capita basis to be spent on innovative law enforcement strategies, such as: alternative sentencing and crime prevention programs like community policing; domestic violence reduction programs; and/or programs for at-risk children or child abuse victim programs.

Year	Criminal Justice	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2009 Actual	\$ 127,431	0.4%	\$ 12,804	11.2%
2010 Actual	\$ 121,941	0.4%	\$ (5,490)	-4.3%
2011 Actual	\$ 121,470	0.4%	\$ (471)	-0.4%
2012 Actual	\$ 123,883	0.4%	\$ 2,413	2.0%
2013 Actual	\$ 131,854	0.4%	\$ 7,971	6.4%
2014 YND	\$ 135,500	0.4%	\$ 3,646	2.8%
2015 Est	\$ 135,300	0.4%	\$ (200)	-0.1%
2016 Est	\$ 136,900	0.4%	\$ 1,600	1.2%
2017 Est	\$ 138,000	0.4%	\$ 1,100	0.8%
2018 Est	\$ 139,000	0.4%	\$ 1,000	0.7%
2019 Est	\$ 140,000	0.4%	\$ 1,000	0.7%
2020 Est	\$ 141,000	0.4%	\$ 1,000	0.7%



High Crime (RCW 82.14.320)

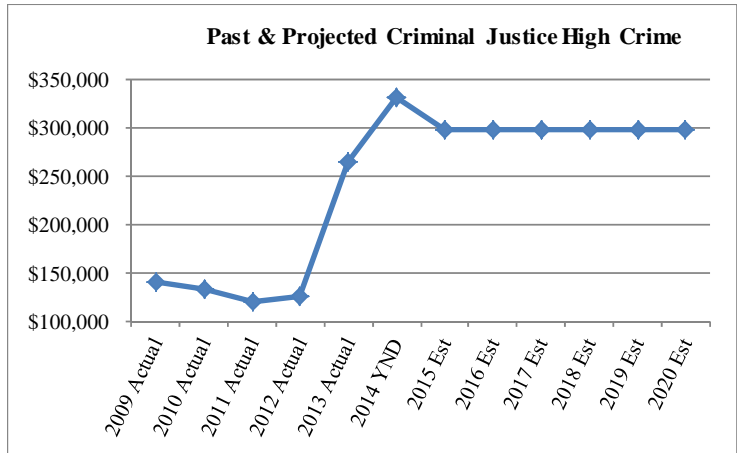
To qualify to receive these funds a city must: (1) Have a crime rate in excess of 125% of the state-wide average as calculated in the most recent annual report on crime in Washington State is published by the Washington Association of Sheriffs and Police Chiefs; (2) Be levying, at the maximum rate, the second half cent of the sales tax or half cent real estate excise tax; and (3) Have a per capita yield from the first half cent of the sales tax of less than 150% of the state-wide average per capita yield for all cities.

30% of the funds are distributed based on population to cities that have a crime rate more than 175% of the state-wide average. The remainder is distributed to all qualifying cities solely based on population. Cities have to re-qualify for the distribution each year based on the above criteria. The determination is made in July of each year for distribution in the four quarters of the state fiscal year. Per state statute, the funds must be used “exclusively for criminal justice purposes” and cannot be used to “replace or supplant existing funds”.

“Criminal justice purpose” as defined by legislation is: “activities that substantially assist the criminal justice system, which may include circumstances where ancillary benefit to the civil justice system occurs, and which includes domestic violence services such as those provided by domestic violence programs, community advocates, and legal advocates as defined in RCW 70.123.020, and publications and public educational efforts dealing with runaway or at-risk youth.”

High crime is reevaluated each year to determine if the City qualifies for High Crime for the following fiscal period (July 1st – June 30th). The City has received criminal justice high crime funding since 1997 and continues to qualify for the distribution through June 30, 2015.

Year	Criminal Justice High Crime	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2009 Actual	\$ 139,494	0.4%	\$ 7,811	5.9%
2010 Actual	\$ 132,507	0.4%	\$ (6,987)	-5.0%
2011 Actual	\$ 119,789	0.4%	\$ (12,718)	-9.6%
2012 Actual	\$ 125,164	0.4%	\$ 5,375	4.5%
2013 Actual	\$ 263,208	0.7%	\$ 138,044	110.3%
2014 YND	\$ 330,000	0.9%	\$ 66,792	25.4%
2015 Est	\$ 298,100	0.8%	\$ (31,900)	-9.7%
2016 Est	\$ 298,100	0.8%	\$ -	0.0%
2017 Est	\$ 298,000	0.8%	\$ (100)	0.0%
2018 Est	\$ 298,000	0.8%	\$ -	0.0%
2019 Est	\$ 298,000	0.8%	\$ -	0.0%
2020 Est	\$ 298,000	0.8%	\$ -	0.0%



Liquor Excise Tax & Liquor Board Profits (RCW 82.08.170/ RCW 66.08 / RCW 70.96A)

Prior to June 1, 2012, the State’s liquor monopoly prevented the City from taxing liquor establishments. However, the City of Lakewood was responsible for the policing of all liquor establishments located within the city limits so the state was required to share their state-collected profits and taxes to help cities with the cost of policing their liquor establishments. The Liquor Board obtained their profits from state liquor stores, taxes on wine and beer, license fees, permit fees, penalties, and forfeitures. Of these profits, cities receive a 40% share based on population. Cities also received 28% of the local excise tax receipts.

In November 2011, voters approved Initiative 1183 which privatized the distribution and retail sale of liquor, effective June 1, 2012. The markups on liquor have been replaced as a state revenue source by license fees that are paid to the state by retailers and distributors. The direct impact of this initiative is on liquor profits.

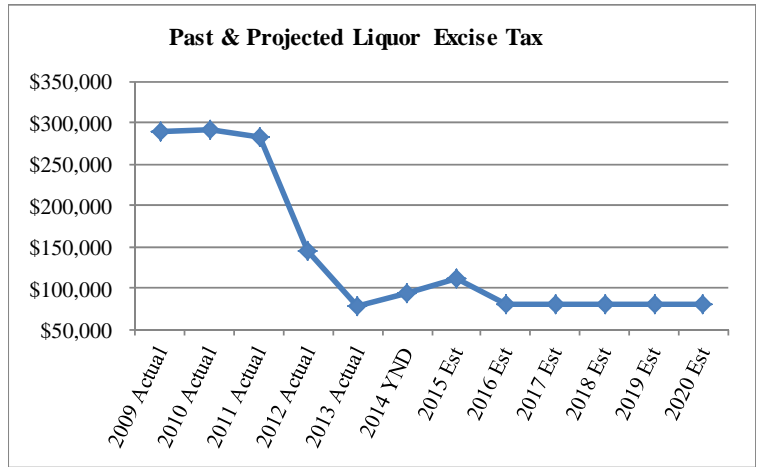
In 2012, legislation passed which diverted all city and county liquor excise tax revenue to the state general fund for FY 2013. It also provided for a permanent diversion of \$10M per year of city and county money from the liquor excise tax fund to the state general fund, effective FY 2014. Since 80% of the liquor excise tax is distributed to cities and 20% to counties, \$8M of the transfer comes out of City money and \$2M comes from county money annually.

Under Initiative 1183, the state is now collecting revenue in the form of license fees from distributors and retailers. A portion of these “liquor profits” goes to cities, counties, and border cities and counties. The distribution of spirit license fees through the liquor revolving fund to border areas, counties, cities, towns and the municipal research center must be made in a manner that provides that each category of recipients receive, in the aggregate, no less that it received from the liquor revolving fund during comparable periods prior to December 8, 2011. An additional distribution of ten million dollars per year from the spirits license fees must be provided to border areas, counties, and towns through the liquor revolving fund for the purpose of enhancing public safety programs.

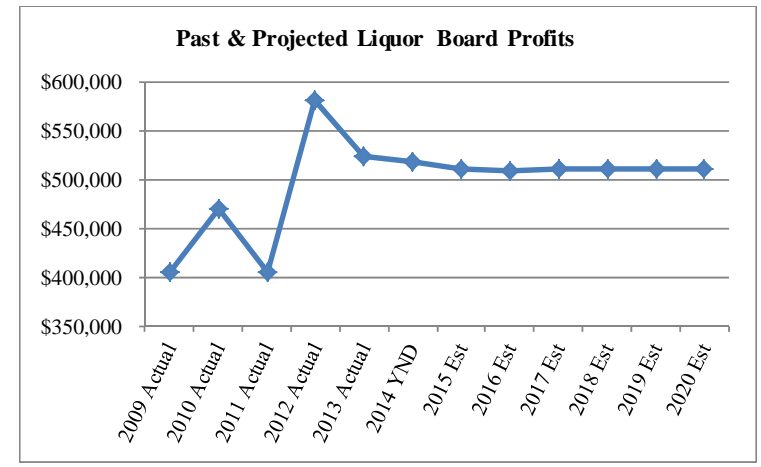
To be eligible for liquor excise funds, a city must devote at least 2% of its distribution to support an approved alcoholism or drug addiction program.

Liquor revenues are transferred to the City by the State Treasurer in January, April, July and October.

Year	Liquor Excise Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2009 Actual	\$ 289,374	0.9%	\$ 3,644	1.3%
2010 Actual	\$ 291,060	0.9%	\$ 1,686	0.6%
2011 Actual	\$ 283,260	0.9%	\$ (7,800)	-2.7%
2012 Actual	\$ 145,808	0.4%	\$ (137,452)	-48.5%
2013 Actual	\$ 77,675	0.2%	\$ (68,133)	-46.7%
2014 YND	\$ 93,600	0.3%	\$ 15,925	20.5%
2015 Est	\$ 111,100	0.3%	\$ 17,500	18.7%
2016 Est	\$ 80,800	0.2%	\$ (30,300)	-27.3%
2017 Est	\$ 81,000	0.2%	\$ 200	0.2%
2018 Est	\$ 81,000	0.2%	\$ -	0.0%
2019 Est	\$ 81,000	0.2%	\$ -	0.0%
2020 Est	\$ 81,000	0.2%	\$ -	0.0%



Year	Liquor Board Profits	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2009 Actual	\$ 404,466	1.2%	\$ 6,040	1.5%
2010 Actual	\$ 470,667	1.5%	\$ 66,201	16.4%
2011 Actual	\$ 405,405	1.2%	\$ (65,262)	-13.9%
2012 Actual	\$ 580,449	1.7%	\$ 175,044	43.2%
2013 Actual	\$ 523,698	1.5%	\$ (56,751)	-9.8%
2014 YND	\$ 517,100	1.5%	\$ (6,598)	-1.3%
2015 Est	\$ 510,100	1.4%	\$ (7,000)	-1.4%
2016 Est	\$ 509,500	1.4%	\$ (600)	-0.1%
2017 Est	\$ 510,000	1.4%	\$ 500	0.1%
2018 Est	\$ 510,000	1.4%	\$ -	0.0%
2019 Est	\$ 510,000	1.4%	\$ -	0.0%
2020 Est	\$ 510,000	1.3%	\$ -	0.0%



Motor Vehicle Fuel Tax (RCW 46.68)

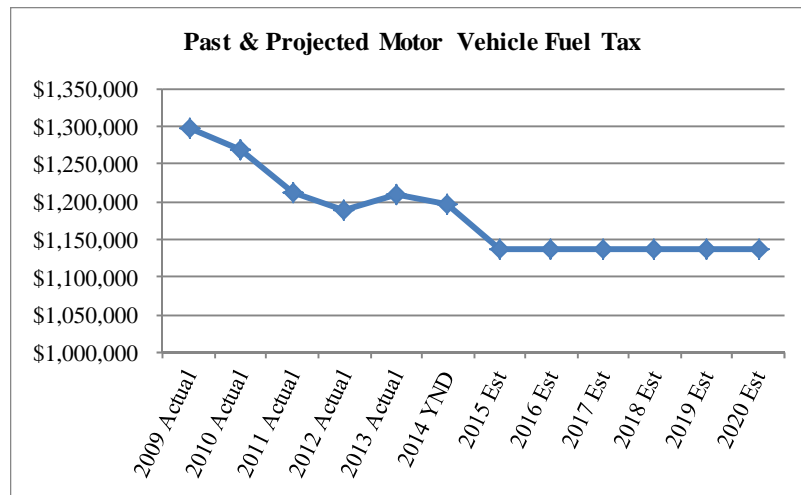
This tax is placed on the sale of motor vehicle gas in the State of Washington. Taxes on motor vehicle fuels from prior month's collections of the preceding month's station sales are to be used for construction, improvements, and repair of highways, streets and roads.

The motor vehicle fuel tax (MVET) is levied on consumption rather than price. The state currently levies a tax of 37.5 cents per gallon on motor vehicle fuel under RCW 82.36.025(1) through (6) and on special fuel (diesel) under RCW 82.38.030(1) through (6). Cities receive 10.6961% of the 23 cents per gallon tax levied under RCW 82.36.025(1) and RCW 82.38.030(1), from which some small deductions are made. Cities also are given 8.3333% share of the 3 cent taxes levied under RCW 82.36.025(3) and (4) and RCW 82.38.030(3) and (4).

These funds are distributed on a per capita basis and are to be placed in the city's Street Operations & Maintenance Fund and Transportation Capital Fund to be spent for: salaries and wages, material, supplies, equipment, purchase or condemnation of right-of-way, engineering or any other proper highway or street purpose in connection with the construction, alteration, repair, improvement or maintenance of city street or bridge, or viaduct of under passage along, upon or across such streets.

Cities are required to spend 0.42% of their gas tax receipts on paths and trails, unless that amount is \$500 or less. Cities in lieu of expending the funds each year may credit the funds to a financial reserve or special fund, to be held for not more than ten years, and to be expended for paths and trails. 71% of MVET is allocated to Street Operations & Maintenance and 28.58% is allocated to Transportation Capital.

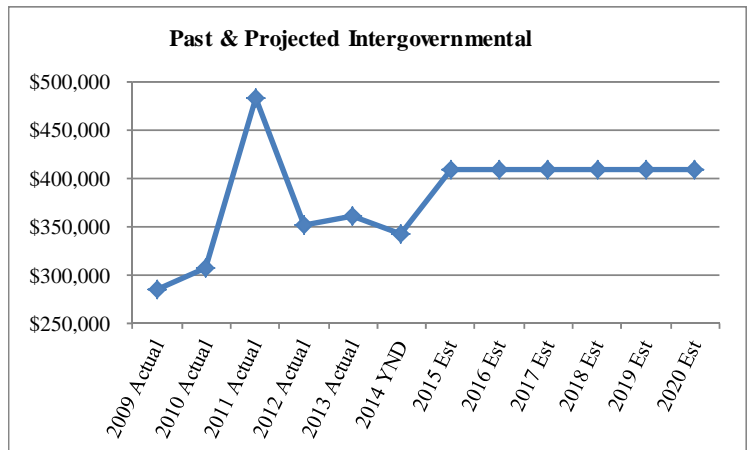
Year	Motor Vehicle Fuel Tax - G/S	% of G/S Oper Rev	Chg Over Prior Year		Motor Vehicle Fuel Tax - CIP	Total MVET
			\$	%		
2009 Actual	\$ 926,995	2.8%	\$ 1,194	0.1%	\$ 369,502	\$ 1,296,497
2010 Actual	\$ 894,867	2.8%	\$ (32,128)	-3.5%	\$ 372,861	\$ 1,267,728
2011 Actual	\$ 860,093	2.6%	\$ (34,774)	-3.9%	\$ 351,306	\$ 1,211,399
2012 Actual	\$ 843,743	2.4%	\$ (16,350)	-1.9%	\$ 344,627	\$ 1,188,370
2013 Actual	\$ 858,750	2.4%	\$ 15,007	1.8%	\$ 350,757	\$ 1,209,507
2014 YND	\$ 849,400	2.4%	\$ (9,350)	-1.1%	\$ 347,000	\$ 1,196,400
2015 Est	\$ 837,900	2.3%	\$ (11,500)	-1.4%	\$ 300,000	\$ 1,137,900
2016 Est	\$ 837,400	2.3%	\$ (500)	-0.1%	\$ 300,000	\$ 1,137,400
2017 Est	\$ 837,400	2.3%	\$ -	0.0%	\$ 300,000	\$ 1,137,400
2018 Est	\$ 837,400	2.3%	\$ -	0.0%	\$ 300,000	\$ 1,137,400
2019 Est	\$ 837,400	2.2%	\$ -	0.0%	\$ 300,000	\$ 1,137,400
2020 Est	\$ 837,400	2.2%	\$ -	0.0%	\$ 300,000	\$ 1,137,400



INTERGOVERNMENTAL

Intergovernmental revenues include Police reimbursement, animal services contract revenues from the Town of Steilacoom and City of Dupont, Municipal Court contracted services to the City of University Place, Town of Steilacoom and City of Dupont (beginning in 2015) and parks revenue from Pierce County. These revenues are deposited in the General Fund.

Year	Intergovt'l	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2009 Actual	\$ 284,311	0.8%	\$ (605,055)	-68.0%
2010 Actual	\$ 306,391	1.0%	\$ 22,080	7.8%
2011 Actual	\$ 482,732	1.4%	\$ 176,340	57.6%
2012 Actual	\$ 351,908	1.0%	\$ (130,824)	-27.1%
2013 Actual	\$ 360,563	1.0%	\$ 8,655	2.5%
2014 YND	\$ 341,400	1.0%	\$ (19,163)	-5.3%
2015 Est	\$ 408,372	1.1%	\$ 66,972	19.6%
2016 Est	\$ 408,372	1.1%	\$ -	0.0%
2017 Est	\$ 407,900	1.1%	\$ (472)	-0.1%
2018 Est	\$ 407,900	1.1%	\$ -	0.0%
2019 Est	\$ 407,900	1.1%	\$ -	0.0%
2020 Est	\$ 408,000	1.1%	\$ 100	0.0%



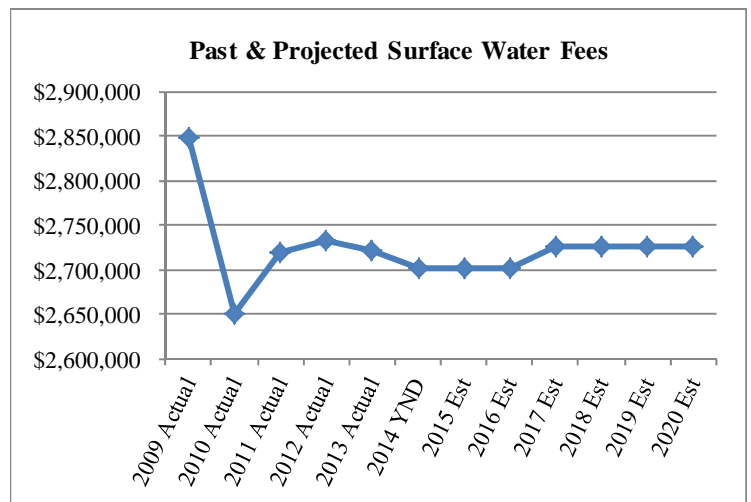
CHARGES FOR SERVICES

The charge for services is revenues generated from services provided to the general public (including parks and recreation fees, building permits, land use fees, and surface water fees).

Surface Water Management Fees

The Surface Water Management (SWM) fund manages surface water run-off accounts for the City’s only utility operation. The Single-family households pay a fixed rate of \$77.40 per household amount. The projected surface water fees for 2015/2016 are roughly \$2.7M per year. Current year surface water management fees fund current year operations in 2015/2016. The operating fund also provides for a transfer to the Transportation Capital Fund in the amount of \$595K in 2015 and \$400K in 2016 for its portion of surface water related capital as well as surface water capital projects total \$27K in 2015 and \$523K in 2016 for pipe repair and outfall retrofit projects.

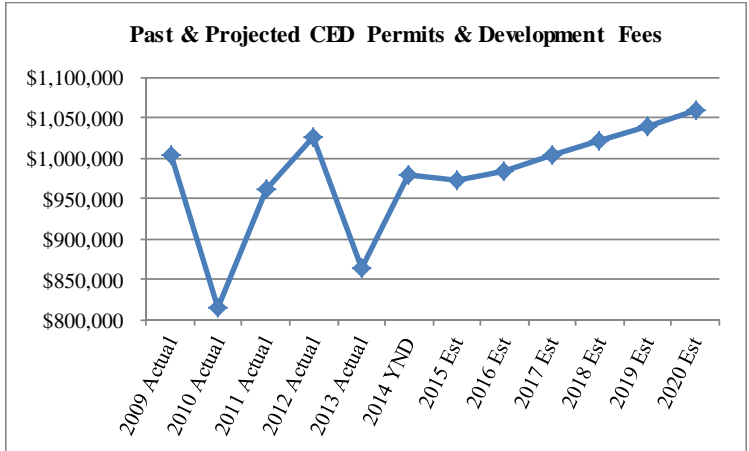
Year	Surface Water Fees	Chg Over Prior Year	
		\$	%
2009 Actual	\$ 2,847,354	\$ 161,408	6.0%
2010 Actual	\$ 2,650,221	\$ (197,133)	-6.9%
2011 Actual	\$ 2,718,958	\$ 68,737	2.6%
2012 Actual	\$ 2,732,964	\$ 14,006	0.5%
2013 Actual	\$ 2,720,766	\$ (12,198)	-0.4%
2014 YND	\$ 2,702,500	\$ (18,266)	-0.7%
2015 Est	\$ 2,702,500	\$ -	0.0%
2016 Est	\$ 2,702,500	\$ -	0.0%
2017 Est	\$ 2,725,000	\$ 22,500	0.8%
2018 Est	\$ 2,725,000	\$ -	0.0%
2019 Est	\$ 2,725,000	\$ -	0.0%
2020 Est	\$ 2,725,000	\$ -	0.0%



Permits & Development Fees

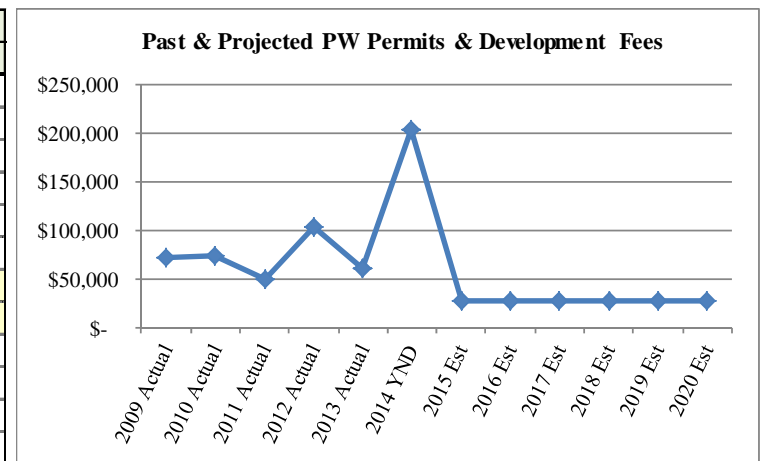
Community & Economic Development permits & fees include plan review, building, plumbing, mechanical, and land use fees. All fees are payable at the time of application. Application fees are deposited into the General Fund and are used to offset building and planning related service costs. The International Code Council (ICC) sets the per square foot building valuation. The ICC updates the valuation number annually. Building permit fees are, therefore, based on the building valuation table which is found in the City’s Master Fee Schedule, as is all other related Community & Economic Development permits and fees.

Year	CED Permits & Dev Fees	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2009 Actual	\$ 1,002,755	3.0%	\$ (417,353)	-29.4%
2010 Actual	\$ 814,328	2.5%	\$ (188,427)	-18.8%
2011 Actual	\$ 961,142	2.9%	\$ 146,814	18.0%
2012 Actual	\$ 1,026,342	3.0%	\$ 65,200	6.8%
2013 Actual	\$ 863,469	2.4%	\$ (162,873)	-15.9%
2014 YND	\$ 979,050	2.8%	\$ 115,581	13.4%
2015 Est	\$ 973,450	2.7%	\$ (5,600)	-0.6%
2016 Est	\$ 982,970	2.7%	\$ 9,520	1.0%
2017 Est	\$ 1,004,000	2.7%	\$ 21,030	2.1%
2018 Est	\$ 1,022,000	2.8%	\$ 18,000	1.8%
2019 Est	\$ 1,040,000	2.8%	\$ 18,000	1.8%
2020 Est	\$ 1,059,000	2.8%	\$ 19,000	1.8%



Public Works permits and development fees include right-of-way permits, plan review fees, inspection fees. The revenues are deposited in the Street Fund to offset service costs.

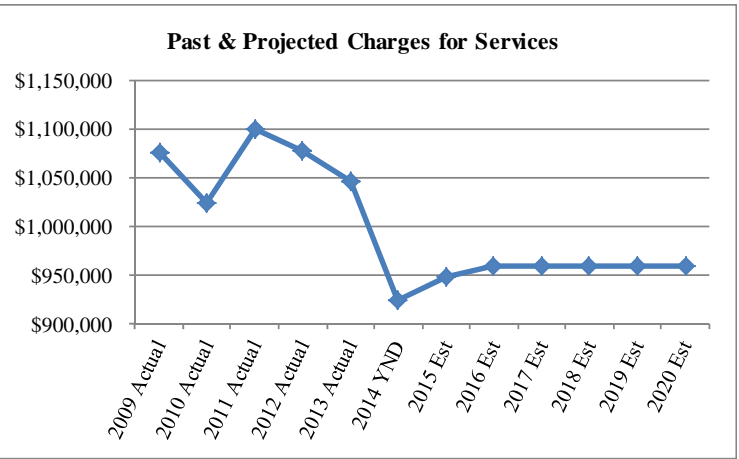
Year	PW Permits & Dev Fees	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2009 Actual	\$ 72,086	0.2%	\$ 29,591	69.6%
2010 Actual	\$ 73,220	0.2%	\$ 1,134	1.6%
2011 Actual	\$ 49,336	0.1%	\$ (23,884)	-32.6%
2012 Actual	\$ 102,492	0.3%	\$ 53,156	107.7%
2013 Actual	\$ 61,033	0.2%	\$ (41,459)	-40.5%
2014 YND	\$ 202,300	0.6%	\$ 141,267	231.5%
2015 Est	\$ 28,300	0.1%	\$ (174,000)	-86.0%
2016 Est	\$ 28,300	0.1%	\$ -	0.0%
2017 Est	\$ 28,300	0.1%	\$ -	0.0%
2018 Est	\$ 28,300	0.1%	\$ -	0.0%
2019 Est	\$ 28,300	0.1%	\$ -	0.0%
2020 Est	\$ 28,300	0.1%	\$ -	0.0%



Charges for Services

Revenues from charges for services include parks & recreation fees, court transport fees from the City of University Place and Town of Steilacoom, towing impound fees, extra duty fees, and Western State Hospital dispatch services.

Year	Charges for Services	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2009 Actual	\$ 1,076,081	3.2%	\$ 851,682	379.5%
2010 Actual	\$ 1,023,270	3.2%	\$ (52,811)	-4.9%
2011 Actual	\$ 1,098,341	3.3%	\$ 75,071	7.3%
2012 Actual	\$ 1,076,914	3.1%	\$ (21,427)	-2.0%
2013 Actual	\$ 1,045,767	3.0%	\$ (31,147)	-2.9%
2014 YND	\$ 924,300	2.6%	\$ (121,467)	-11.6%
2015 Est	\$ 948,500	2.7%	\$ 24,200	2.6%
2016 Est	\$ 958,500	2.7%	\$ 10,000	1.1%
2017 Est	\$ 958,500	2.6%	\$ -	0.0%
2018 Est	\$ 958,500	2.6%	\$ -	0.0%
2019 Est	\$ 958,500	2.5%	\$ -	0.0%
2020 Est	\$ 958,500	2.5%	\$ -	0.0%



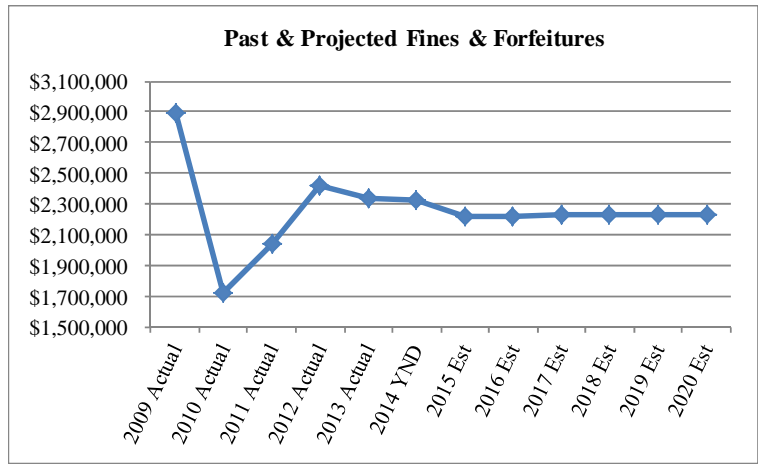
FINES & FORFEITURES

Fines & Forfeitures

The Municipal Court of the City of Lakewood is an inferior court (a court subject to the jurisdiction of another court known as the superior court, or a higher court) with exclusive original criminal jurisdiction of all violations of City laws. It also has the original jurisdiction of all other actions brought to enforce or recover license penalties or forfeitures declared or given by such city laws or by any state statutes. The Court also exercises all powers granted by Chapter 6 of said Justice Court and other Inferior Court Reorganization Law (Chapter 299, laws of 1964).

The City began operating its municipal court when it incorporated in 1996. Fines and forfeitures are accounted for in the General Fund and include fines from red light and school zone infractions. Prior to 2015, it also includes fines and forfeiture revenues the City of University Place and Town of Steilacoom as part of the contract terms of providing municipal court contracted services. In addition to the City retaining the fines and forfeitures as City revenue, the City receives a fixed contract amount from the both cities, which is accounted for as intergovernmental revenue.

Year	Fines & Forfeitures	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2009 Actual	\$ 2,895,692	8.6%	\$ 911,488	45.9%
2010 Actual	\$ 1,722,695	5.4%	\$ (1,172,997)	-40.5%
2011 Actual	\$ 2,038,586	6.1%	\$ 315,891	18.3%
2012 Actual	\$ 2,419,617	7.0%	\$ 381,031	18.7%
2013 Actual	\$ 2,342,639	6.6%	\$ (76,978)	-3.2%
2014 YND	\$ 2,329,603	6.6%	\$ (13,036)	-0.6%
2015 Est	\$ 2,224,600	6.2%	\$ (105,003)	-4.5%
2016 Est	\$ 2,224,600	6.2%	\$ -	0.0%
2017 Est	\$ 2,228,500	6.1%	\$ 3,900	0.2%
2018 Est	\$ 2,228,500	6.0%	\$ -	0.0%
2019 Est	\$ 2,228,500	5.9%	\$ -	0.0%
2020 Est	\$ 2,228,500	5.8%	\$ -	0.0%



Long Range Financial Forecast	2012 Actual	2013 Actual	Year 2014			2015 Adopted	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected	6 Yr Ave Chg 2009-2014	6 Yr Ave Chg 2015-2020
			Adopted Bdgt	Revised Bdgt	YND Est								
(001) GENERAL FUND													
<i>REVENUES:</i>													
Taxes	23,956,616	24,731,848	25,053,900	24,953,900	24,816,000	25,202,000	25,596,000	26,030,000	26,472,000	26,967,000	27,471,000	1.7%	1.5%
Property Tax	6,227,924	6,295,819	6,306,000	6,306,000	6,369,000	6,465,000	6,562,000	6,660,000	6,760,000	6,861,000	6,964,000	1.3%	1.3%
Local Sales & Use Tax	7,897,357	8,140,449	8,000,000	8,000,000	8,140,000	8,282,000	8,426,000	8,595,000	8,767,000	8,986,000	9,211,000	1.7%	1.9%
Sales/Parks	412,204	458,373	400,000	400,000	465,000	472,000	481,000	491,000	501,000	514,000	527,000	4.7%	1.9%
Natural Gas Use Tax	11,296	30,120	125,000	25,000	30,000	30,000	30,000	31,000	32,000	33,000	34,000	n/a	2.2%
Criminal Justice Sales Tax	756,800	824,003	800,000	800,000	830,000	838,000	846,000	863,000	880,000	898,000	916,000	2.7%	1.6%
Admissions Tax	591,704	641,151	472,500	472,500	640,000	650,000	660,000	670,000	680,000	690,000	700,000	5.3%	1.3%
Utility Tax	5,622,338	5,899,854	6,229,400	6,229,400	5,900,000	5,987,000	6,076,000	6,168,000	6,262,000	6,357,000	6,452,000	3.2%	1.3%
Leasehold Tax	11,858	8,027	1,000	1,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	12.7%	0.0%
Gambling Tax	2,425,133	2,434,051	2,720,000	2,720,000	2,434,000	2,470,000	2,507,000	2,544,000	2,582,000	2,620,000	2,659,000	-2.0%	1.3%
Franchise Fees	2,957,590	3,157,630	2,165,000	2,165,000	3,158,000	3,206,000	3,254,000	3,303,000	3,353,000	3,403,000	3,454,000	13.3%	1.3%
Cable, Water, Sewer, Solid Waste	2,169,251	2,342,256	1,535,000	1,535,000	2,343,000	2,379,000	2,415,000	2,451,000	2,488,000	2,525,000	2,563,000	11.6%	1.3%
Tacoma Power	788,340	815,374	630,000	630,000	815,000	827,000	839,000	852,000	865,000	878,000	891,000	19.8%	1.3%
Development Service Fees	1,026,342	863,469	1,435,785	1,435,785	979,050	973,450	982,970	1,004,000	1,022,000	1,040,000	1,059,000	-0.4%	1.5%
Building Permits	476,429	379,184	700,000	700,000	417,000	423,000	430,000	439,000	448,000	457,000	466,000	-1.9%	1.7%
Other Building Permit Fees	89,525	118,595	131,330	131,330	94,900	105,000	106,000	108,000	110,000	112,000	114,000	-2.0%	1.4%
Plan Review/Plan Check Fees	409,876	317,008	464,000	464,000	391,500	375,000	375,000	382,000	389,000	396,000	404,000	0.9%	1.3%
Other Zoning/Development Fees	50,512	48,682	140,455	140,455	75,650	70,450	71,970	75,000	75,000	75,000	75,000	7.4%	1.1%
Licenses & Permits	372,188	468,159	392,500	392,500	433,800	454,800	454,800	459,800	464,800	470,800	476,800	2.4%	0.8%
Business License	174,708	279,070	337,000	337,000	240,000	260,000	260,000	265,000	270,000	276,000	282,000	-0.7%	1.4%
Alarm Permits & Fees	142,276	157,742	14,500	14,500	158,000	159,000	159,000	159,000	159,000	159,000	159,000	17.0%	0.0%
Animal Licenses	55,203	31,346	41,000	41,000	35,800	35,800	35,800	35,800	35,800	35,800	35,800	-4.9%	0.0%
State Shared Revenues	1,024,462	1,044,464	702,300	1,064,300	1,124,200	1,103,600	1,075,300	1,078,000	1,080,000	1,082,000	1,084,000	2.1%	-0.3%
Sales Tax Mitigation	49,158	48,029	-	48,000	48,000	49,000	50,000	51,000	52,000	53,000	54,000	4.5%	1.7%
Criminal Justice	123,883	131,854	62,300	92,300	135,500	135,300	136,900	138,000	139,000	140,000	141,000	1.1%	0.7%
Criminal Justice High Crime	125,164	263,208	115,000	263,000	330,000	298,100	298,100	298,000	298,000	298,000	298,000	22.8%	0.0%
Liquor Excise Tax	145,808	77,675	-	211,000	93,600	111,100	80,800	81,000	81,000	81,000	81,000	-11.3%	-4.5%
Liquor Board Profits	580,449	523,698	525,000	450,000	517,100	510,100	509,500	510,000	510,000	510,000	510,000	4.6%	0.0%
Intergovernmental	351,908	360,563	378,500	378,500	341,400	408,372	408,372	407,900	407,900	407,900	408,000	3.3%	0.0%
Police FBI & Other Misc	18,263	36,912	103,500	53,500	16,400	12,900	12,900	12,900	12,900	12,900	13,000	-12.6%	0.1%
Police-Animal Svcs-Steilacoom	24,463	11,642	-	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	n/a	0.0%
Police-Animal Svcs-DuPont	34,182	26,868	-	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	n/a	0.0%
Muni Court-University Place Contract	225,000	227,640	225,000	225,000	225,000	171,002	171,002	171,000	171,000	171,000	171,000	n/a	0.0%
Muni Court-Town of Steilacoom Contract	-	7,500	-	10,000	10,000	99,349	99,349	99,000	99,000	99,000	99,000	n/a	-0.1%
Muni Court-City of DuPont	-	-	-	-	-	85,121	85,121	85,000	85,000	85,000	85,000	n/a	0.0%
Parks & Recreation	50,000	50,000	50,000	50,000	50,000	-	-	-	-	-	-	-12.8%	n/a

Long Range Financial Forecast	2012 Actual	2013 Actual	Year 2014			2015 Adopted	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected	6 Yr Ave Chg 2009-2014	6 Yr Ave Chg 2015-2020
			Adopted Bdgt	Revised Bdgt	YND Est								
(001) GENERAL FUND-continued													
Charges for Services & Fees	1,076,914	1,045,767	824,650	832,650	924,300	948,500	958,500	958,500	958,500	958,500	958,500	-2.4%	0.2%
Parks & Recreation Fees	237,203	234,548	184,600	192,600	227,500	252,500	262,500	262,500	262,500	262,500	262,500	0.1%	0.7%
Court Transport-University Place	15,290	13,915	-	-	14,000	14,000	14,000	14,000	14,000	14,000	14,000	n/a	0.0%
Court Transport-Steilacoom	-	-	-	-	800	-	-	-	-	-	-	n/a	n/a
Police - Various Contracts	11,251	3,150	29,950	29,950	-	-	-	-	-	-	-	-16.7%	n/a
Police - Towing Impound Fees	99,800	77,300	-	-	40,000	40,000	40,000	40,000	40,000	40,000	40,000	n/a	0.0%
Police - Extra Duty	448,196	471,746	440,000	440,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	-3.7%	0.0%
Police - Dispatch Services WSH	253,522	239,009	161,500	161,500	231,000	231,000	231,000	231,000	231,000	231,000	231,000	-2.0%	0.0%
Other	11,652	6,098	8,600	8,600	11,000	11,000	11,000	11,000	11,000	11,000	11,000	-1.9%	0.0%
Fines & Forfeitures	2,419,617	2,342,639	2,515,910	2,335,910	2,329,603	2,224,600	2,224,600	2,228,500	2,228,500	2,228,500	2,228,500	-3.3%	0.0%
Municipal Court	1,596,299	1,514,628	1,488,910	1,488,910	1,549,103	1,444,100	1,444,100	1,448,000	1,448,000	1,448,000	1,448,000	0.5%	0.0%
Photo Infraction	789,539	793,105	1,000,000	820,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	-7.3%	0.0%
Penalties & Interest - Taxes	33,779	34,907	27,000	27,000	30,500	30,500	30,500	30,500	30,500	30,500	30,500	-8.5%	0.0%
Miscellaneous/Interest/Other	42,724	79,673	163,750	63,750	43,400	43,600	43,650	18,650	18,650	18,650	18,650	-14.3%	-9.5%
Interest Earnings	3,358	2,387	136,000	36,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	-16.0%	0.0%
Miscellaneous/Other	39,367	77,286	27,750	27,750	41,400	41,600	41,650	16,650	16,650	16,650	16,650	-13.9%	-10.0%
Interfund Transfers	269,700	298,060	298,060	313,060	313,060	284,700	284,700	284,700	284,700	284,700	284,700	-4.9%	0.0%
Transfers In - Fund 101 Street O&M	-	28,360	28,360	28,360	28,360	-	-	-	-	-	-	0.2%	n/a
Transfers In - Fund 102 Street Capital	-	-	-	-	-	-	-	-	-	-	-	-16.7%	n/a
Transfer In - Fund 401 SWM Operations	269,700	269,700	269,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	2.2%	0.0%
Subtotal Operating Revenues	33,498,061	34,392,273	33,930,355	33,935,355	34,462,813	34,849,622	35,282,892	35,773,050	36,290,050	36,861,050	37,443,150	1.5%	1.2%
EXPENDITURES:													
City Council	97,927	85,530	97,600	95,670	95,670	89,950	90,090	93,000	96,000	99,000	102,000	0.7%	2.2%
Legislative	95,156	80,745	93,100	91,170	91,170	86,500	86,640	89,000	92,000	95,000	98,000	1.1%	2.2%
Sister City	2,771	4,784	4,500	4,500	4,500	3,450	3,450	4,000	4,000	4,000	4,000	-4.5%	2.7%
City Manager	409,921	419,386	488,030	465,286	465,286	544,790	552,260	569,000	586,000	603,000	621,000	-1.5%	2.3%
Executive	363,400	307,955	341,120	368,955	368,955	419,310	423,210	436,000	449,000	462,000	476,000	2.5%	2.3%
Governmental Relations	46,521	111,431	146,910	96,331	96,331	125,480	129,050	133,000	137,000	141,000	145,000	-8.2%	2.6%
Municipal Court	1,679,120	1,721,223	1,738,190	1,860,571	1,798,071	1,735,640	1,807,930	1,863,000	1,919,000	1,976,000	2,035,000	5.5%	2.9%
Judicial Services	962,456	1,028,035	958,600	980,981	918,481	967,930	1,015,050	1,046,000	1,077,000	1,109,000	1,142,000	0.4%	3.0%
Professional Services	350,005	292,830	342,500	442,500	442,500	417,500	417,500	430,000	443,000	456,000	470,000	15.6%	2.1%
Probation & Detention	366,659	400,358	437,090	437,090	437,090	350,210	375,380	387,000	399,000	411,000	423,000	15.6%	3.5%
Administrative Services	3,353,185	3,322,082	2,969,310	3,015,380	3,335,380	1,408,210	1,465,450	1,509,000	1,554,000	1,600,000	1,648,000	1.0%	2.8%
Finance	1,208,779	1,194,573	1,179,330	1,225,400	1,225,400	966,460	1,009,730	1,040,000	1,071,000	1,103,000	1,136,000	2.4%	2.9%
Information Technology	986,962	851,501	830,350	830,350	830,350	-	-	-	-	-	-	-3.6%	n/a
Human Resources & Safety	478,017	490,739	496,000	496,000	496,000	441,750	455,720	469,000	483,000	497,000	512,000	0.1%	2.7%
Risk Management	679,428	785,270	463,630	463,630	783,630	-	-	-	-	-	-	8.5%	n/a

Long Range Financial Forecast	2012 Actual	2013 Actual	Year 2014			2015 Adopted	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected	6 Yr Ave Chg 2009-2014	6 Yr Ave Chg 2015-2020
			Adopted Bdgt	Revised Bdgt	YND Est								
(001) GENERAL FUND-continued													
Legal	1,407,092	1,249,436	1,408,700	1,327,769	1,327,769	1,566,960	1,631,360	1,680,000	1,731,000	1,782,000	1,835,000	-1.1%	2.9%
Legal (Civil & Criminal)	1,186,678	991,955	1,215,790	1,134,859	1,134,859	-	-	-	-	-	-	1.9%	n/a
Civil Legal Services	-	-	-	-	-	729,280	764,280	787,000	811,000	835,000	860,000	n/a	3.0%
Criminal Prosecution Services	-	-	-	-	-	458,060	477,620	492,000	507,000	522,000	538,000	n/a	2.9%
City Clerk	133,408	124,707	122,910	122,910	122,910	249,620	259,460	267,000	275,000	283,000	291,000	-9.8%	2.8%
Election	87,006	132,774	70,000	70,000	70,000	130,000	130,000	134,000	138,000	142,000	146,000	-6.2%	2.1%
Community & Economic Development	2,036,213	2,219,754	2,219,650	2,131,450	2,131,450	1,865,890	1,952,360	2,011,000	2,072,000	2,134,000	2,197,000	-1.9%	3.0%
Code Enforcement	276,269	282,706	291,760	291,760	291,760	-	-	-	-	-	-	11.8%	n/a
Planning	822,696	680,926	683,900	683,900	683,900	-	-	-	-	-	-	-2.5%	n/a
Current Planning	-	-	-	-	-	552,030	577,570	595,000	613,000	631,000	650,000	n/a	3.0%
Advance Planning	-	-	-	-	-	333,300	348,890	359,000	370,000	381,000	392,000	n/a	2.9%
Building	535,815	848,485	828,380	828,380	828,380	854,010	895,290	922,000	950,000	979,000	1,008,000	-4.9%	3.0%
Economic Development	401,433	407,637	415,610	327,410	327,410	126,550	130,610	135,000	139,000	143,000	147,000	5.4%	2.7%
Parks, Recreation & Community Svcs	2,165,776	1,997,690	1,947,730	2,187,230	2,177,230	2,423,260	2,508,650	2,584,000	2,662,000	2,742,000	2,824,000	1.1%	2.8%
Human Services	445,958	376,008	402,450	402,450	402,450	387,820	389,350	401,000	413,000	425,000	438,000	-2.4%	2.2%
Administration	209,047	196,770	195,160	195,160	185,160	221,380	229,150	236,000	243,000	250,000	258,000	-1.7%	2.8%
Recreation	381,941	346,398	323,380	359,480	359,480	383,320	400,970	413,000	425,000	438,000	451,000	2.2%	2.9%
Senior Services	189,836	200,651	208,610	208,610	208,610	204,690	212,760	219,000	226,000	233,000	240,000	0.1%	2.9%
Parks Facilities	489,109	459,913	401,680	401,680	401,680	571,020	590,180	608,000	626,000	645,000	664,000	-2.2%	2.7%
Fort Steilacoom	449,884	417,950	416,450	416,450	416,450	452,300	470,760	485,000	500,000	515,000	530,000	1.8%	2.9%
Street Landscape Maintenance	-	-	-	203,400	203,400	202,730	215,480	222,000	229,000	236,000	243,000	n/a	3.3%
Police	19,297,759	19,844,706	19,392,750	19,845,075	19,335,075	21,022,715	21,341,706	21,982,000	22,642,000	23,321,000	24,019,000	0.2%	2.4%
Command	1,835,726	1,887,065	1,957,770	1,975,570	1,975,570	3,424,360	3,457,990	3,562,000	3,669,000	3,779,000	3,892,000	3.0%	2.3%
Jail Service	1,007,157	883,655	981,840	981,840	681,840	638,060	624,240	643,000	662,000	682,000	702,000	-5.8%	1.7%
Dispatch Services/SS911	2,424,764	2,440,224	2,259,100	1,941,055	1,941,055	2,111,410	2,111,410	2,175,000	2,240,000	2,307,000	2,376,000	-3.0%	2.1%
Investigations	2,458,584	2,512,500	2,575,390	2,569,219	2,369,219	3,566,000	3,620,550	3,729,000	3,841,000	3,956,000	4,075,000	0.0%	2.4%
Patrol	6,586,617	6,553,810	6,718,330	7,002,594	7,002,594	6,847,595	7,000,236	7,210,000	7,426,000	7,649,000	7,878,000	2.8%	2.5%
Special Units	970,835	1,000,039	972,600	967,226	967,226	116,350	116,350	120,000	124,000	128,000	132,000	-2.6%	2.2%
SWAT	102,896	106,189	95,830	95,830	95,830	73,710	73,710	76,000	78,000	80,000	82,000	9.7%	1.9%
Crime Prevention	511,007	848,470	988,200	988,200	988,200	911,480	922,670	950,000	979,000	1,008,000	1,038,000	-1.4%	2.3%
Contracted Services (Extra Duty, Rev Offset)	479,368	519,277	400,000	400,000	400,000	400,000	400,000	412,000	424,000	437,000	450,000	-4.8%	2.1%
Community Safety Resource Team (CSRT)	367,392	394,263	371,070	382,722	382,722	407,430	424,050	437,000	450,000	464,000	478,000	n/a	2.9%
Training	192,524	179,494	200,090	200,090	200,090	95,570	95,570	98,000	101,000	104,000	107,000	4.1%	2.0%
Traffic Policing	1,076,032	1,183,591	1,220,300	1,220,300	1,220,300	1,334,190	1,353,320	1,394,000	1,436,000	1,479,000	1,523,000	3.4%	2.4%
Property Room	275,746	309,188	285,080	285,080	285,080	296,270	319,360	329,000	339,000	349,000	359,000	1.6%	3.5%
Reimbursements	159,210	295,434	35,000	88,199	88,199	82,340	82,340	85,000	88,000	91,000	94,000	-11.7%	2.4%
Emergency Management	48,505	4,464	15,300	15,300	15,300	19,590	29,040	30,000	31,000	32,000	33,000	-13.0%	11.4%
Animal Control	293,566	280,929	316,850	281,850	281,850	308,360	320,870	330,000	340,000	350,000	361,000	-1.5%	2.8%
Road & Street/Camera Enforcement	507,831	446,113	-	450,000	440,000	390,000	390,000	402,000	414,000	426,000	439,000	-5.2%	2.1%

Long Range Financial Forecast	2012 Actual	2013 Actual	Year 2014			2015 Adopted	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected	6 Yr Ave Chg 2009-2014	6 Yr Ave Chg 2015-2020
			Adopted Bdgt	Revised Bdgt	YND Est								
(001) GENERAL FUND-continued													
Property Management	819,370	861,916	935,620	881,620	881,620	-	-	-	-	-	-	3.2%	n/a
Facilities Maintenance	456,299	330,341	310,030	295,530	295,530	-	-	-	-	-	-	-2.5%	n/a
City Hall Facility	85,462	105,536	134,550	134,550	134,550	-	-	-	-	-	-	-1.3%	n/a
Law Enforcement Facilities	120,017	277,217	278,590	264,090	264,090	-	-	-	-	-	-	7.4%	n/a
Parking Facilities/Light Rail	157,592	148,822	212,450	187,450	187,450	-	-	-	-	-	-	32.2%	n/a
Non-Departmental	616,361	510,760	509,670	483,758	483,758	2,572,884	2,575,090	2,637,598	2,707,038	2,778,288	2,850,113	-1.6%	1.8%
Commute Trip Reduction	6,422	3,681	10,000	10,000	10,000	-	-	-	-	-	-	n/a	n/a
Fleet Management	29,940	945	4,500	4,500	4,500	-	-	-	-	-	-	-16.1%	n/a
Other (affects many departments)	250,232	185,893	177,500	147,500	147,500	131,290	131,290	133,020	135,020	137,020	139,020	-7.7%	1.0%
Liquor/Pollution Control	41,496	34,334	34,000	34,000	34,000	-	-	-	-	-	-	-3.8%	n/a
Unallocated Internal Service Charges	-	-	-	-	-	2,117,404	2,118,640	2,183,980	2,250,980	2,319,980	2,390,980	n/a	2.2%
Debt Service	288,270	285,908	283,670	-	-	-	-	-	-	-	-	-16.7%	n/a
Transfer to Fund 190 CDBG Abatement Progr	-	-	-	-	-	35,000	35,000	35,000	35,000	35,000	35,000	n/a	0.0%
Transfer to Fund 201 GO Bond Debt Service	-	-	-	287,758	287,758	289,190	290,160	285,598	286,038	286,288	285,113	n/a	-0.2%
Interfund Transfers	1,069,266	1,064,780	1,064,780	901,064	945,289	1,006,650	1,061,550	1,135,300	1,188,300	1,242,300	1,299,300	n/a	4.8%
Transfer to Fund 101 Street O&M	1,032,826	1,029,780	1,029,780	866,064	910,289	1,006,650	1,061,550	1,135,300	1,188,300	1,242,300	1,299,300	n/a	4.8%
Transfer to Fund 102 Street Capital	36,440	35,000	35,000	35,000	35,000	-	-	-	-	-	-	n/a	n/a
Contributions to Reserve Funds	-	920,300	920,300	920,300	920,300	-	-	-	-	-	-	2.0%	n/a
Contribution to Fund 501 Vehicle & Equip Res	-	920,300	920,300	920,300	920,300	-	-	-	-	-	-	2.0%	n/a
Subtotal Operating Expenditures	32,951,989	34,217,562	33,692,330	34,115,173	33,896,898	34,236,949	34,986,446	36,063,898	37,157,338	38,277,588	39,430,413	0.9%	2.5%
OPERATING INCOME (LOSS)	\$ 546,072	\$ 174,711	\$ 238,025	\$ (179,818)	\$ 565,915	\$ 612,673	\$ 296,446	\$ (290,848)	\$ (867,288)	\$ (1,416,538)	\$ (1,987,263)	-37.9%	-70.7%
<i>OTHER FINANCING SOURCES:</i>													
Grants, Donations/Contrib, 1-Time	830,521	695,838	335,000	419,634	230,786	257,811	156,499	-	-	-	-	-2.9%	-16.7%
Contributions/Donations	72,034	39,773	35,000	64,000	28,600	43,000	44,000	-	-	-	-	-7.6%	-16.7%
Misc/Other	-	356,873	-	-	-	-	-	-	-	-	-	n/a	n/a
Intergovernmental	581,260	-	-	-	-	-	-	-	-	-	-	n/a	n/a
Loan Receipts	-	-	-	-	-	-	-	-	-	-	-	n/a	n/a
Proceeds from Sale of Assets/Capital Lease	-	-	-	-	-	-	-	-	-	-	-	-16.7%	n/a
Grants	177,227	299,192	300,000	355,634	202,186	214,811	112,499	-	-	-	-	-1.4%	-16.7%
Transfers In	19,901	398,392	-	2,015,015	2,015,015	-	270,000	-	-	-	-	216.4%	n/a
Transfer In - Fund 180 Narcotics Seizure	-	-	-	14,061	14,061	-	-	-	-	-	-	n/a	n/a
Transfer In - Fund 181 Felony Seizure	-	-	-	85,939	85,939	-	-	-	-	-	-	n/a	n/a
Transfer In - Various Grant Funds	16,025	-	-	-	-	-	-	-	-	-	-	-16.7%	n/a
Transfer In - Fund 190 Grants	-	-	840,056	840,056	-	-	-	-	-	-	-	-503.8%	n/a
Transfer In - Fund 195 Public Safety Grant	3,000	-	-	-	-	-	-	-	-	-	-	n/a	n/a
Transfer In - Fund 251 LID Guaranty	-	-	-	-	-	-	270,000	-	-	-	-	n/a	n/a
Transfer In - Fund 301 General Governmental	-	398,392	-	-	-	-	-	-	-	-	-	n/a	n/a
Transfer in - Fund 311 Sewer CIP	-	-	-	-	-	-	-	-	-	-	-	n/a	n/a
Transfer In - Fund 312 Sanitary Sewer Connect	876	-	-	-	-	-	-	-	-	-	-	n/a	n/a
Transfer In - Fund 501 Fleet & Equipment	-	-	-	1,074,959	1,074,959	-	-	-	-	-	-	n/a	n/a
Subtotal Other Financing Sources	\$ 850,422	\$ 1,094,230	\$ 335,000	\$ 2,434,649	\$ 2,245,801	\$ 257,811	\$ 426,499	\$ -	\$ -	\$ -	\$ -	71.6%	-16.7%

Long Range Financial Forecast	2012 Actual	2013 Actual	Year 2014			2015 Adopted	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected	6 Yr Ave Chg 2009-2014	6 Yr Ave Chg 2015-2020
			Adopted Bdgt	Revised Bdgt	YND Est								
(001) GENERAL FUND-continued													
<i>OTHER FINANCING USES:</i>													
Capital & Other 1-Time	305,385	1,295,389	85,000	1,311,030	1,271,029	180,000	10,000	-	-	-	-	53.5%	-16.7%
Municipal Court	-	34,039	-	46,819	46,819	50,000	-	-	-	-	-	84.2%	-16.7%
City Council	-	-	-	1,930	1,930	-	-	-	-	-	-	n/a	n/a
City Manager	-	2,301	-	20,165	20,165	10,000	-	-	-	-	-	n/a	-16.7%
Administrative Services	114,355	999,976	75,000	471,922	431,921	-	-	-	-	-	-	33.4%	n/a
Non-Dept	-	36,000	-	-	-	-	-	-	-	-	-	n/a	n/a
Legal/Clerk	-	7,663	-	21,209	21,209	120,000	10,000	-	-	-	-	n/a	-16.7%
Community & Economic Development	-	101,673	10,000	380,985	380,985	-	-	-	-	-	-	n/a	n/a
Parks, Recreation & Community Services	-	79,034	-	160,000	160,000	-	-	-	-	-	-	7.5%	n/a
Police	11,736	34,703	-	208,000	208,000	-	-	-	-	-	-	69.5%	n/a
Public Works/Property Management	52,205	-	-	-	-	-	-	-	-	-	-	n/a	n/a
Interfund Loans	127,089	-	-	-	-	-	-	-	-	-	-	n/a	n/a
Interfund Transfers	30,739	8,179	-	87,000	87,000	550,000	550,000	750,000	750,000	750,000	750,000	-16.2%	6.1%
Transfer Out - Fund 101 Street O&M	-	-	-	37,000	37,000	-	-	-	-	-	-	n/a	n/a
Transfer Out - Fund 102 Street Capital	-	3,826	-	-	-	500,000	500,000	500,000	500,000	500,000	500,000	-16.7%	0.0%
Transfer Out - Fund 106 Public Art	-	2,000	-	-	-	-	-	-	-	-	-	n/a	n/a
Transfer Out - Fund 192 OEA Grant	-	-	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	n/a	0.0%
Transfer Out - Fund 195 Police Grants	-	2,353	-	-	-	-	-	-	-	-	-	n/a	n/a
Transfer Out - Fund 203 Police Facility Debt S	-	-	-	-	-	-	-	-	-	-	-	-16.7%	n/a
Transfer Out - Fund 301 General Govt1 CIP	-	-	-	-	-	-	-	-	-	-	-	-16.7%	n/a
Transfer Out - Fund 401 SWM	22,065	-	-	-	-	-	-	-	-	-	-	-16.7%	n/a
Transfer Out - Fund 501 Fleet & Equip Rsvs	8,674	-	-	-	-	-	-	-	-	-	-	n/a	n/a
Transfer Out - Fund 502 Property Mgmt	-	-	-	-	-	-	-	100,000	100,000	100,000	100,000	-16.7%	n/a
Transfer Out - Fund 503 IT Reserves	-	-	-	-	-	-	-	100,000	100,000	100,000	100,000	n/a	n/a
Contingency	-	-	25,000	25,000	-	-	-	-	-	-	-	n/a	n/a
Contingency	-	-	25,000	25,000	-	-	-	-	-	-	-	n/a	n/a
Subtotal Other Financing Uses	\$ 336,124	\$ 1,303,568	\$ 110,000	\$ 1,423,030	\$ 1,358,029	\$ 730,000	\$ 560,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	-10.0%	0.5%
Total Revenues and Other Sources													
	\$ 34,348,483	\$ 35,486,503	\$ 34,265,355	\$ 36,370,004	\$ 36,708,614	\$ 35,107,433	\$ 35,709,391	\$ 35,773,050	\$ 36,290,050	\$ 36,861,050	\$ 37,443,150	2.4%	1.1%
Total Expenditures and other Uses													
	\$ 33,288,113	\$ 35,521,130	\$ 33,802,330	\$ 35,538,203	\$ 35,254,927	\$ 34,966,949	\$ 35,546,446	\$ 36,813,898	\$ 37,907,338	\$ 39,027,588	\$ 40,180,413	-0.1%	2.5%
Beginning Fund Balance:													
	\$ 1,554,938	\$ 2,615,308	\$ 402,580	\$ 2,580,681	\$ 2,580,681	\$ 4,034,368	\$ 4,174,852	\$ 4,337,797	\$ 3,296,949	\$ 1,679,662	\$ (486,876)	-11.6%	-18.7%
Ending Fund Balance:													
	\$ 2,615,308	\$ 2,580,681	\$ 865,605	\$ 3,412,482	\$ 4,034,368	\$ 4,174,852	\$ 4,337,797	\$ 3,296,949	\$ 1,679,662	\$ (486,876)	\$ (3,224,138)	-3.3%	-29.5%
EFB as a % of Gen/Street Operating Revenues	7.6%	7.3%	2.5%	9.8%	11.4%	11.7%	12.0%	9.0%	4.5%	-1.3%	-8.4%	-4.0%	-28.7%
Reserve-Total Target 12% of Gen/St Oper Rev	\$ 4,133,319	\$ 4,237,447	\$ 4,172,395	\$ 4,172,995	\$ 4,261,742	\$ 4,285,899	\$ 4,337,797	\$ 4,396,650	\$ 4,458,690	\$ 4,527,210	\$ 4,597,062	0.9%	1.2%
2% Contingency Reserves	\$ 688,886	\$ 706,241	\$ 695,399	\$ 695,499	\$ 710,290	\$ 714,316	\$ 722,972	\$ 732,775	\$ 743,115	\$ 754,535	\$ 766,177	0.9%	1.2%
5% General Fund Reserves	\$ 1,722,216	\$ 1,765,603	\$ 1,738,498	\$ 1,738,748	\$ 1,775,726	\$ 1,785,791	\$ 1,807,413	\$ 1,831,938	\$ 1,857,788	\$ 1,886,338	\$ 1,915,443	0.9%	1.2%
5% Strategic Reserves	\$ 1,722,216	\$ 1,765,603	\$ 1,738,498	\$ 1,738,748	\$ 1,775,726	\$ 1,785,791	\$ 1,807,413	\$ 1,831,938	\$ 1,857,788	\$ 1,886,338	\$ 1,915,443	0.9%	1.2%
Unreserved / (12% Target Reserves Shortfall):	\$ (1,518,011)	\$ (1,656,766)	\$ (3,306,790)	\$ (760,513)	\$ (227,374)	\$ (111,047)	\$ (0)	\$ (1,099,701)	\$ (2,779,028)	\$ (5,014,086)	\$ (7,821,200)	-20.6%	1157.2%

Long Range Financial Forecast	2012 Actual	2013 Actual	Year 2014			2015 Adopted	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected	6 Yr Ave Chg 2009-2014	6 Yr Ave Chg 2015-2020
			Adopted Bdgt	Revised Bdgt	YND Est								
FUND 101 STREET OPERATIONS & MAINTENANCE													
<i>REVENUES:</i>													
Utility Tax	-	-	-	-	-	-	-	-	-	-	-	-16.7%	n/a
Franchise Fees	-	-	-	-	-	-	-	-	-	-	-	-16.7%	n/a
Permits	99,092	60,733	48,500	48,500	202,000	28,000	28,000	28,000	28,000	28,000	28,000	31.1%	0.0%
Engineering Review Fees	3,400	300	1,000	1,000	300	300	300	300	300	300	300	-13.5%	0.0%
Motor Vehicle Fuel Tax	843,743	858,750	790,000	790,000	849,400	837,900	837,400	837,400	837,400	837,400	837,400	-1.4%	0.0%
Interest Earnings	28	5	100	100	-	-	-	-	-	-	-	-16.7%	n/a
Subtotal Operating Revenues	\$ 946,263	\$ 919,788	\$ 839,600	\$ 839,600	\$ 1,051,700	\$ 866,200	\$ 865,700	\$ 865,700	\$ 865,700	\$ 865,700	\$ 865,700	-7.9%	0.0%
<i>EXPENDITURES:</i>													
Street Lighting	450,903	491,047	454,400	454,400	454,400	454,400	454,400	468,000	482,000	496,000	511,000	-1.3%	2.1%
Traffic Control Devices	493,295	569,775	411,700	470,930	470,930	370,730	386,990	399,000	411,000	423,000	436,000	-0.6%	2.9%
Snow & Ice Response	82,009	38,209	15,850	15,850	15,850	15,850	15,850	16,000	16,000	16,000	16,000	-7.9%	0.2%
Road & Street Preservation	1,110,566	982,697	1,236,190	1,117,388	1,118,738	838,610	876,750	903,000	930,000	958,000	987,000	-6.4%	2.9%
Transfer Out - Fund 001 General Admin Supp	-	28,360	28,360	28,360	28,360	-	-	-	-	-	-	0.2%	n/a
Contribution to Fleet & Equipment Reserves	-	100	100	100	100	199,260	199,260	200,000	200,000	200,000	200,000	-16.6%	0.1%
Subtotal Operating Expenditures	\$ 2,136,773	\$ 2,110,188	\$ 2,146,600	\$ 2,087,028	\$ 2,088,378	\$ 1,878,850	\$ 1,933,250	\$ 1,986,000	\$ 2,039,000	\$ 2,093,000	\$ 2,150,000	-4.7%	2.4%
OPERATING INCOME (LOSS)	\$ (1,190,510)	\$ (1,190,400)	\$ (1,307,000)	\$ (1,247,428)	\$ (1,036,678)	\$ (1,012,650)	\$ (1,067,550)	\$ (1,120,300)	\$ (1,173,300)	\$ (1,227,300)	\$ (1,284,300)	2.4%	4.5%
<i>OTHER FINANCING SOURCES:</i>													
Grants	30,471	-	-	-	-	-	-	-	-	-	-	-16.7%	n/a
Donations/Contributions	-	-	-	-	-	-	-	-	-	-	-	-16.7%	n/a
Proceeds from Sale of Assets/Capital Lease	70,600	93,944	25,000	25,000	10,000	10,000	10,000	-	-	-	-	-13.1%	-16.7%
Judgments, Settlements/Miscellaneous	10,924	14,341	326,550	326,550	11,520	11,000	11,000	-	-	-	-	94.4%	-16.7%
Transfer In From General Fund	1,032,826	1,029,780	1,029,780	903,064	947,289	1,006,650	1,061,550	1,135,300	1,188,300	1,242,300	1,299,300	n/a	4.8%
Transfer In - Fund 102 Street Capital	134,552	56,000	-	-	-	-	-	-	-	-	-	-16.7%	n/a
Transfer In - Fund 401 Surface Water Mgmt	6,325	-	-	-	-	-	-	-	-	-	-	-16.7%	n/a
Subtotal Other Financing Sources	\$ 1,285,698	\$ 1,194,066	\$ 1,381,330	\$ 1,254,614	\$ 968,809	\$ 1,027,650	\$ 1,082,550	\$ 1,135,300	\$ 1,188,300	\$ 1,242,300	\$ 1,299,300	2.8%	4.4%
<i>OTHER FINANCING USES:</i>													
Grants	30,471	76,589	-	1,350	-	-	-	-	-	-	-	-16.7%	n/a
Building, Vehicles, Equipment	6,432	-	59,330	100	100	-	-	-	-	-	-	-16.7%	n/a
Construction - Traffic Control	42,779	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-13.3%	0.0%
Subtotal Other Financing Uses	\$ 79,682	\$ 76,589	\$ 74,330	\$ 16,450	\$ 15,100	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	-16.4%	0.0%
Total Revenues and Other Sources	\$ 2,231,961	\$ 2,113,854	\$ 2,220,930	\$ 2,094,214	\$ 2,020,509	\$ 1,893,850	\$ 1,948,250	\$ 2,001,000	\$ 2,054,000	\$ 2,108,000	\$ 2,165,000	-4.8%	2.4%
Total Expenditures and other Uses	\$ 2,216,455	\$ 2,186,777	\$ 2,220,930	\$ 2,103,478	\$ 2,103,478	\$ 1,893,850	\$ 1,948,250	\$ 2,001,000	\$ 2,054,000	\$ 2,108,000	\$ 2,165,000	-7.5%	2.4%
Beginning Fund Balance:	\$ 140,386	\$ 155,892	\$ 100	\$ 82,969	\$ 82,969	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-15.8%	n/a
Ending Fund Balance:	\$ 155,892	\$ 82,969	\$ 100	\$ 73,705	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-16.7%	n/a

Long Range Financial Forecast	2012 Actual	2013 Actual	Year 2014			2015 Adopted	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
			Adopted Bdgt	Revised Bdgt	YND Est						
FUND 102 REAL ESTATE EXCISE TAX (Street Capital Fund prior to 2015)											
<i>REVENUES:</i>											
Utility Tax	-	-	-	-	-	-	-	-	-	-	-
Real Estate Excise Tax	621,821	1,151,297	600,000	700,000	900,000	800,000	800,000	900,000	900,000	1,000,000	1,000,000
Solid Waste Recycling Licenses & Permits	-	1,600	-	-	-	-	-	-	-	-	-
Motor Vehicle Fuel Tax	344,627	350,757	335,000	335,000	347,000	-	-	-	-	-	-
Engineering Services	-	9,144	-	-	-	-	-	-	-	-	-
Interest Earnings	83	139	-	-	-	-	-	-	-	-	-
Grants	6,401,471	2,891,751	9,056,000	23,140,710	23,140,710	-	-	-	-	-	-
Donations/Contributions	161,446	234,253	-	747,760	747,760	-	-	-	-	-	-
Proceeds from Sale of Assets/Capital Lease	52,886	1,500	-	2,570	-	-	-	-	-	-	-
Judgments, Settlements/Miscellaneous	-	15	100,000	320,000	-	-	-	-	-	-	-
Transfer In From 001 General Fund	36,440	38,826	35,000	35,000	35,000	-	-	-	-	-	-
Transfer In - Fund 190 Grant	-	-	325,000	-	-	-	-	-	-	-	-
Transfer In - Fund 401 Surface Water Mgmt	704,882	108,004	200,000	1,727,750	1,727,750	-	-	-	-	-	-
Total Revenue	\$ 8,323,657	\$ 4,787,286	\$ 10,651,000	\$ 27,008,790	\$ 26,898,220	\$ 800,000	\$ 800,000	\$ 900,000	\$ 900,000	\$ 1,000,000	\$ 1,000,000
<i>EXPENDITURES:</i>											
Capital Projects	8,286,000	4,253,248	10,237,110	25,604,163	25,604,163	-	-	-	-	-	-
Transfer Out - Fund 101 Street O&M	134,552	56,000	-	-	-	-	-	-	-	-	-
Transfer Out - Fund 302 Transportation CIP	-	-	-	-	-	2,058,037	800,000	900,000	900,000	1,000,000	1,000,000
Transfer Out - Fund 401 Surface Water Mgmt	-	300,000	300,000	487,975	487,975	389,169	-	-	-	-	-
Total Expenditures	\$ 8,420,553	\$ 4,609,248	\$ 10,537,110	\$ 26,092,138	\$ 26,092,138	\$ 2,447,206	\$ 800,000	\$ 900,000	\$ 900,000	\$ 1,000,000	\$ 1,000,000
Beginning Fund Balance:	\$ 759,981	\$ 663,085	\$ 457,430	\$ 841,124	\$ 841,124	\$ 1,647,206	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance:	663,085	841,124	571,320	1,757,776	1,647,206	-	-	-	-	-	-

FUND 103 LAKEWOOD TRANSPORTATION BENEFIT DISTRICT											
<i>REVENUES:</i>											
Package 1-Vehicle License Fee (net of fee)	-	-	-	-	-	572,000	685,000	685,000	685,000	685,000	685,000
	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
TBD Revenue	-	-	2,000,000	-	-	-	-	-	-	-	-
Total Revenue	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ 572,000	\$ 685,000	\$ 685,000	\$ 685,000	\$ 685,000	\$ 685,000
<i>EXPENDITURES:</i>											
WCLA Risk Assessment	-	-	-	-	-	2,500	2,500	2,500	2,500	2,500	2,500
Transfer to Fund 302 Transportation Capital	-	-	-	-	-	569,500	682,500	682,500	682,500	682,500	682,500
	-	-	-	-	-	-	-	-	-	-	-
TBD Expenditures	-	-	2,000,000	-	-	-	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ 572,000	\$ 685,000	\$ 685,000	\$ 685,000	\$ 685,000	\$ 685,000
Beginning Fund Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance:	-	-	-	-	-	-	-	-	-	-	-

Long Range Financial Forecast	2012 Actual	2013 Actual	Year 2014			2015 Adopted	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
			Adopted Bdgt	Revised Bdgt	YND Est						
FUND 104 HOTEL/MOTEL LODGING TAX											
<i>REVENUES:</i>											
Special Hotel/Motel Lodging Tax	341,154	383,578	315,000	315,000	357,000	357,000	357,000	357,000	357,000	357,000	357,000
Transient Rental income Tax	145,555	153,431	115,000	115,000	143,000	143,000	143,000	143,000	143,000	143,000	143,000
Interest Earnings	1,074	1,093	-	-	-	-	-	-	-	-	-
Total Revenues	\$ 487,782	\$ 538,102	\$ 430,000	\$ 430,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
<i>EXPENDITURES:</i>											
Administration	35,877	34,359	34,500	32,540	32,540	-	-	-	-	-	-
Lodging Tax Programs	476,653	506,186	464,500	465,310	465,310	500,000	500,000	500,000	500,000	500,000	500,000
Total Expenditures	\$ 512,530	\$ 540,545	\$ 499,000	\$ 497,850	\$ 497,850	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Beginning Fund Balance:	\$ 962,564	\$ 937,817	\$ 791,720	\$ 935,374	\$ 935,374	\$ 937,524	\$ 937,524	\$ 937,524	\$ 937,524	\$ 937,524	\$ 937,524
Ending Fund Balance:	\$ 937,817	\$ 935,374	\$ 722,720	\$ 867,524	\$ 937,524	\$ 937,524	\$ 937,524	\$ 937,524	\$ 937,524	\$ 937,524	\$ 937,524

FUND 105 PROPERTY ABATEMENT											
<i>REVENUES:</i>											
Abatement Charges	95,069	-	50,000	50,000	61,829	-	-	-	-	-	-
Interest Earnings	1,497	146	-	-	-	-	-	-	-	-	-
Total Revenues	\$ 96,566	\$ 146	\$ 50,000	\$ 50,000	\$ 61,829	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>EXPENDITURES:</i>											
Abatement	50,114	16,902	100,000	100,000	100,000	100,000	100,000	-	-	-	-
Total Expenditures	\$ 50,114	\$ 16,902	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Beginning Fund Balance:	\$ 208,475	\$ 254,927	\$ 50,000	\$ 238,171	\$ 238,171	\$ 200,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance:	\$ 254,927	\$ 238,171	\$ -	\$ 188,171	\$ 200,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -

FUND 106 PUBLIC ART											
<i>REVENUES:</i>											
Interest Earnings	-	-	-	-	-	-	-	-	-	-	-
Facilities Rental	-	10,000	5,000	5,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Transfer In - Fund 001 General	-	2,000	-	-	-	-	-	-	-	-	-
Total Revenues	\$ -	\$ 12,000	\$ 5,000	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
<i>EXPENDITURES:</i>											
Arts Commission Programs	-	-	5,000	7,000	7,000	2,000	2,000	2,000	2,000	2,000	2,000
Public Art	-	-	-	-	-	-	31,000	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ 5,000	\$ 7,000	\$ 7,000	\$ 2,000	\$ 33,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Beginning Fund Balance:	\$ -	\$ -	\$ 5,000	\$ 12,000	\$ 12,000	\$ 15,000	\$ 23,000	\$ -	\$ 8,000	\$ 16,000	\$ 24,000
Ending Fund Balance:	\$ -	\$ 12,000	\$ 5,000	\$ 10,000	\$ 15,000	\$ 23,000	\$ -	\$ 8,000	\$ 16,000	\$ 24,000	\$ 32,000

Long Range Financial Forecast	2012 Actual	2013 Actual	Year 2014			2015 Adopted	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
			Adopted Bdgt	Revised Bdgt	YND Est						
FUND 180 NARCOTICS SEIZURE											
<i>REVENUES:</i>											
Forfeitures	132,808	141,410	281,340	323,306	365,306	110,000	110,000	110,000	110,000	110,000	110,000
Restitution/Settlements	117,419	-	-	-	-	-	-	-	-	-	-
Interest Earnings	858	844	1,660	1,660	1,660	-	-	-	-	-	-
Interfund Rent	42,000	3,500	42,000	42,000	-	-	-	-	-	-	-
Proceeds From Sale of Land	-	514,181	-	-	-	-	-	-	-	-	-
Total Revenues	\$ 293,085	\$ 659,935	\$ 325,000	\$ 366,966	\$ 366,966	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000
<i>EXPENDITURES:</i>											
Investigations	151,650	165,290	250,000	288,965	288,965	318,550	289,750	200,000	200,000	200,000	200,000
Interfund Loan Interest	1,070	-	-	-	-	-	-	-	-	-	-
Capital Purchases	-	124,268	-	40,413	40,413	-	-	-	-	-	-
Transfer Out - Fund 001 General	-	-	-	14,061	14,061	-	-	-	-	-	-
Total Expenditures	\$ 152,720	\$ 289,558	\$ 250,000	\$ 343,439	\$ 343,439	\$ 318,550	\$ 289,750	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Beginning Fund Balance:	\$ 267,432	\$ 407,797	\$ 15,660	\$ 778,174	\$ 778,174	\$ 801,701	\$ 593,151	\$ 413,401	\$ 323,401	\$ 233,401	\$ 143,401
Ending Fund Balance:	\$ 407,797	\$ 778,174	\$ 90,660	\$ 801,701	\$ 801,701	\$ 593,151	\$ 413,401	\$ 323,401	\$ 233,401	\$ 143,401	\$ 53,401

FUND 181 FELONY SEIZURE											
<i>REVENUES:</i>											
Interest Earnings	124	117	200	-	-	-	-	-	-	-	-
Forfeitures	4,419	4,250	9,800	-	-	-	-	-	-	-	-
Total Revenues	\$ 4,544	\$ 4,367	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>EXPENDITURES:</i>											
Investigations	10,620	9,166	20,000	87,601	89,704	-	-	-	-	-	-
Capital Purchases	-	49,108	-	-	-	-	-	-	-	-	-
Total Expenditures	\$ 10,620	\$ 58,274	\$ 20,000	\$ 87,601	\$ 89,704	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Fund Balance:	\$ 161,645	\$ 155,569	\$ 50,000	\$ 101,662	\$ 101,662	\$ 11,958	\$ 11,958	\$ 11,958	\$ 11,958	\$ 11,958	\$ 11,958
Ending Fund Balance:	\$ 155,569	\$ 101,662	\$ 40,000	\$ 14,061	\$ 11,958	\$ 11,958	\$ 11,958	\$ 11,958	\$ 11,958	\$ 11,958	\$ 11,958

Long Range Financial Forecast	2012 Actual	2013 Actual	Year 2014			2015 Adopted	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
			Adopted Bdgt	Revised Bdgt	YND Est						
FUND 182 FEDERAL SEIZURE											
<i>REVENUES:</i>											
Forfeitures	-	6,260	69,520	139,040	69,520	-	-	-	-	-	-
Interest Earnings	82	24	-	-	-	-	-	-	-	-	-
Total Revenues	\$ 82	\$ 6,284	\$ 69,520	\$ 139,040	\$ 69,520	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>EXPENDITURES:</i>											
Crime Prevention	23,316	11,915	100,000	69,520	69,520	10,000	10,000	10,000	10,000	-	-
Capital - Computer Software	33,160	-	-	-	-	-	-	-	-	-	-
Capital - Public Safety Equipment	27,384	-	-	-	-	-	-	-	-	-	-
Total Expenditures	\$ 83,859	\$ 11,915	\$ 100,000	\$ 69,520	\$ 69,520	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -
Beginning Fund Balance:	\$ 129,649	\$ 45,871	\$ 30,480	\$ 40,240	\$ 40,240	\$ 40,240	\$ 30,240	\$ 20,240	\$ 10,240	\$ 240	\$ 240
Ending Fund Balance:	\$ 45,871	\$ 40,240	\$ -	\$ 109,760	\$ 40,240	\$ 30,240	\$ 20,240	\$ 10,240	\$ 240	\$ 240	\$ 240

FUND 190 CDBG/GRANTS											
<i>REVENUES:</i>											
Grants	955,382	841,130	479,000	2,744,274	2,744,274	500,000	500,000	500,000	500,000	500,000	500,000
Home Program	-	-	210,000	-	-	-	-	-	-	-	-
Interest Earnings	2,401	565	-	2,052	2,052	-	-	-	-	-	-
Miscellaneous/Contributions	-	120	-	12,056	12,056	-	-	-	-	-	-
Transfer In - Fund 001 General	-	-	-	-	-	35,000	35,000	35,000	35,000	35,000	35,000
Total Revenues	\$ 957,783	\$ 841,815	\$ 689,000	\$ 2,758,382	\$ 2,758,382	\$ 535,000	\$ 535,000	\$ 535,000	\$ 535,000	\$ 535,000	\$ 535,000
<i>EXPENDITURES:</i>											
Grants	947,058	850,269	1,448,390	3,598,438	3,598,438	200,000	200,000	200,000	200,000	200,000	200,000
Abatement Program	-	-	-	-	-	35,000	35,000	35,000	35,000	35,000	35,000
Transfer Out - Fund 102 Street Capital	-	-	325,000	-	-	300,000	300,000	300,000	300,000	300,000	300,000
Transfer Out - Fund 401 Surface Water Mgmt	4,834	-	-	-	-	-	-	-	-	-	-
Total Expenditures	\$ 951,892	\$ 850,269	\$ 1,773,390	\$ 3,598,438	\$ 3,598,438	\$ 535,000	\$ 535,000	\$ 535,000	\$ 535,000	\$ 535,000	\$ 535,000
Beginning Fund Balance:	\$ 843,831	\$ 849,722	\$ 2,654,170	\$ 841,268	\$ 841,268	\$ 1,212	\$ 1,212	\$ 1,212	\$ 1,212	\$ 1,212	\$ 1,212
Ending Fund Balance:	\$ 849,722	\$ 841,268	\$ 1,569,780	\$ 1,212	\$ 1,212	\$ 1,212	\$ 1,212	\$ 1,212	\$ 1,212	\$ 1,212	\$ 1,212

Long Range Financial Forecast	2012 Actual	2013 Actual	Year 2014			2015 Adopted	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
			Adopted Bdgt	Revised Bdgt	YND Est						
FUND 191 NEIGHBORHOOD STABILIZATION PROGRAM											
<i>REVENUES:</i>											
Grant-NSP 1	152,542	34,679	-	158,549	158,549	-	-	-	-	-	-
Grant-NSP 3	130,527	165,095	-	96,031	96,031	-	-	-	-	-	-
Abatement Charges	-	-	25,000	-	-	-	-	-	-	-	-
Abatement Interest	855	-	5,000	-	-	-	-	-	-	-	-
Total Revenues	\$ 283,924	\$ 199,774	\$ 30,000	\$ 254,580	\$ 254,580	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>EXPENDITURES:</i>											
Grant-NSP 1	149,751	34,679	75,000	158,549	158,549	-	-	-	-	-	-
Grant-NSP 3	132,096	163,526	2,280	96,031	96,031	-	-	-	-	-	-
Total Expenditures	\$ 281,848	\$ 198,205	\$ 77,280	\$ 254,580	\$ 254,580	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Fund Balance:	\$ 167,699	\$ 169,776	\$ 153,770	\$ 171,345	\$ 171,345	\$ 171,345	\$ 171,345	\$ 171,345	\$ 171,345	\$ 171,345	\$ 171,345
Ending Fund Balance:	\$ 169,776	\$ 171,345	\$ 106,490	\$ 171,345	\$ 171,345	\$ 171,345	\$ 171,345	\$ 171,345	\$ 171,345	\$ 171,345	\$ 171,345

FUND 192 OFFICE OF ECONOMIC ADJUSTMENT											
<i>REVENUES:</i>											
Grants	294,834	189,961	-	471,777	471,777	-	-	-	-	-	-
Partner Participation	32,500	30,000	119,380	129,500	129,500	129,500	129,500	129,500	129,500	129,500	129,500
Transfer In From Fund 001 General	-	-	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Total Revenues	\$ 327,334	\$ 219,961	\$ 119,380	\$ 651,277	\$ 651,277	\$ 179,500	\$ 179,500	\$ 179,500	\$ 179,500	\$ 179,500	\$ 179,500
<i>EXPENDITURES:</i>											
Grants	309,574	223,826	116,840	674,536	674,536	179,500	179,500	179,500	179,500	179,500	179,500
Transfer To Fund 001 General	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	\$ 309,574	\$ 223,826	\$ 116,840	\$ 674,536	\$ 674,536	\$ 179,500	\$ 179,500	\$ 179,500	\$ 179,500	\$ 179,500	\$ 179,500
Beginning Fund Balance:	\$ 14,757	\$ 32,517	\$ 54,380	\$ 28,652	\$ 28,652	\$ 5,393	\$ 5,393	\$ 5,393	\$ 5,393	\$ 5,393	\$ 5,393
Ending Fund Balance:	\$ 32,517	\$ 28,652	\$ 56,920	\$ 5,393	\$ 5,393	\$ 5,393	\$ 5,393	\$ 5,393	\$ 5,393	\$ 5,393	\$ 5,393

FUND 193 POLICE AMERICAN REINVESTMENT RECOVERY ACT (ARRA) GRANT											
<i>REVENUES:</i>											
Grants	418,911	-	-	-	-	-	-	-	-	-	-
Total Revenues	\$ 418,911	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>EXPENDITURES:</i>											
Grants	402,886	-	300	-	-	-	-	-	-	-	-
Transfer Out - Fund 001 General	16,025	0	-	-	-	-	-	-	-	-	-
Total Expenditures	\$ 418,911	\$ 0	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Fund Balance:	\$ 0	\$ 0	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance:	\$ 0	\$ 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Long Range Financial Forecast	2012 Actual	2013 Actual	Year 2014			2015 Adopted	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
			Adopted Bdgt	Revised Bdgt	YND Est						
FUND 195 PUBLIC SAFETY GRANTS											
<i>REVENUES:</i>											
Grants	458,874	384,752	281,840	186,706	186,706	149,810	-	-	-	-	-
Transfer In - Fund 001 General	-	2,353	-	12,176	12,176	-	-	-	-	-	-
Total Revenues	\$ 458,874	\$ 387,105	\$ 281,840	\$ 198,882	\$ 198,882	\$ 149,810	\$ -	\$ -	\$ -	\$ -	\$ -
<i>EXPENDITURES:</i>											
Grants	455,874	389,399	277,140	198,882	198,882	149,810	-	-	-	-	-
Transfer Out - Fund 001 General	3,000	-	-	-	-	-	-	-	-	-	-
Total Expenditures	\$ 458,874	\$ 389,399	\$ 277,140	\$ 198,882	\$ 198,882	\$ 149,810	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Fund Balance:	\$ 2,294	\$ 2,294	\$ 3,640	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance:	\$ 2,294	\$ -	\$ 8,340	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

FUND 201 GENERAL OBLIGATION BOND DEBT SERVICE											
<i>REVENUES:</i>											
Local Sales & Use Tax	-	-	-	-	-	-	-	-	-	-	-
Transfer-In From Fund 001 General	-	-	-	287,758	287,758	289,190	290,160	285,598	286,038	286,288	285,113
Property Tax Excess Levy (Package 2 Transp C	-	-	-	-	-	-	-	732,000	1,464,000	2,507,000	2,507,000
Total Revenues	\$ -	\$ -	\$ -	\$ 287,758	\$ 287,758	\$ 289,190	\$ 290,160	\$ 1,017,598	\$ 1,750,038	\$ 2,793,288	\$ 2,792,113
<i>EXPENDITURES:</i>											
Principal & Interest - 59th Street	-	-	-	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000
Principal & Interest - Police Station	-	-	-	210,758	210,758	212,190	213,160	208,598	209,038	209,288	208,113
Principal & Interest - Package 2 Transportation	-	-	-	-	-	-	-	732,000	1,464,000	2,507,000	2,507,000
Total Expenditures	\$ -	\$ -	\$ -	\$ 287,758	\$ 287,758	\$ 289,190	\$ 290,160	\$ 1,017,598	\$ 1,750,038	\$ 2,793,288	\$ 2,792,113
Beginning Fund Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

FUND 202 LOCAL IMPROVEMENT DISTRICT (LID) DEBT SERVICE											
<i>REVENUES:</i>											
Interest	52	34	-	-	-	-	-	-	-	-	-
Assessments	303,823	294,341	-	288,470	288,470	279,330	270,280	274,649	267,416	258,071	248,629
Total Revenues	\$ 303,875	\$ 294,375	\$ -	\$ 288,470	\$ 288,470	\$ 279,330	\$ 270,280	\$ 274,649	\$ 267,416	\$ 258,071	\$ 248,629
<i>EXPENDITURES:</i>											
Principal & Interest-Combined LID 1101/1103	214,459	213,296	-	212,874	212,874	206,000	199,260	205,994	199,251	192,431	185,534
Principal & Interest - LID 1108	87,697	84,925	-	75,596	75,596	73,330	71,020	68,655	68,165	65,640	63,095
Total Expenditures	\$ 302,156	\$ 298,221	\$ -	\$ 288,470	\$ 288,470	\$ 279,330	\$ 270,280	\$ 274,649	\$ 267,416	\$ 258,071	\$ 248,629
Beginning Fund Balance:	\$ 2,276	\$ 3,995	\$ -	\$ 149	\$ 149	\$ 149	\$ 149	\$ 149	\$ 149	\$ 149	\$ 149
Ending Fund Balance:	\$ 3,995	\$ 149	\$ -	\$ 149	\$ 149	\$ 149	\$ 149	\$ 149	\$ 149	\$ 149	\$ 149

Long Range Financial Forecast	2012 Actual	2013 Actual	Year 2014			2015 Adopted	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
			Adopted Bdgt	Revised Bdgt	YND Est						
FUND 204 SEWER PROJECT DEBT SERVICE											
<i>REVENUES:</i>											
Sewer Charges	555,947	616,257	540,000	540,000	616,257	600,000	600,000	600,000	600,000	600,000	600,000
Interest Earnings	2,170	4,293	-	-	-	-	-	-	-	-	-
Sanitary Side Sewer Connection Home Loan Rep	2,403	19,234	-	-	-	-	-	-	-	-	-
Total Revenues	\$ 560,520	\$ 639,784	\$ 540,000	\$ 540,000	\$ 616,257	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
<i>EXPENDITURES:</i>											
Principal & Interest	-	-	22,815	-	-	-	-	-	-	-	-
PWTFL Debt Service (PW-04-691-PRE-132)	33,578	33,281	32,984	32,984	32,984	32,687	32,390	32,092	31,795	31,498	31,201
PWTFL Debt Service (PW-06-962-022)	316,506	315,096	313,623	313,623	313,623	312,151	310,679	309,206	307,734	306,261	304,789
PWTFL Debt Service (PW-08-951-025)	112,442	112,348	118,828	111,828	111,828	111,308	110,788	110,268	109,748	109,227	108,707
PWTFL Debt Service (PW-12-851-025)	-	-	-	-	-	-	44,000	44,000	44,000	44,000	44,000
Bank Charge	8	-	-	-	-	-	-	-	-	-	-
Transfer To Fund 311 Sewer Capital	750,000	-	-	-	-	270,000	-	-	-	-	-
Total Expenditures	\$ 1,212,533	\$ 460,725	\$ 488,250	\$ 458,436	\$ 458,435	\$ 726,146	\$ 497,856	\$ 495,566	\$ 493,277	\$ 490,987	\$ 488,697
Beginning Fund Balance:	\$ 981,204	\$ 329,190	\$ -	\$ 508,250	\$ 508,250	\$ 666,072	\$ 539,926	\$ 642,070	\$ 746,504	\$ 853,227	\$ 962,240
Ending Fund Balance:	\$ 329,190	\$ 508,250	\$ 51,750	\$ 589,814	\$ 666,072	\$ 539,926	\$ 642,070	\$ 746,504	\$ 853,227	\$ 962,240	\$ 1,073,543

FUND 251 LOCAL IMPROVEMENT DISTRICT (LID) GUARANTY DEBT SERVICE											
<i>REVENUES:</i>											
Interest Earnings	307	1,075	-	-	-	-	-	-	-	-	-
Total Revenues	\$ 307	\$ 1,075	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>EXPENDITURES:</i>											
Transfer Out - Fund 001 General	-	-	-	-	-	-	270,000	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 270,000	\$ -	\$ -	\$ -	\$ -
Beginning Fund Balance:	\$ 390,476	\$ 390,783	\$ -	\$ 391,858	\$ 391,858	\$ 391,858	\$ 391,858	\$ 121,858	\$ 121,858	\$ 121,858	\$ 121,858
Ending Fund Balance:	\$ 390,783	\$ 391,858	\$ -	\$ 391,858	\$ 391,858	\$ 391,858	\$ 121,858	\$ 121,858	\$ 121,858	\$ 121,858	\$ 121,858

Long Range Financial Forecast	2012 Actual	2013 Actual	Year 2014			2015 Adopted	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
			Adopted Bdgt	Revised Bdgt	YND Est						
FUND 301 PARKS CAPITAL (General Government CIP Fund prior to 2015)											
<i>REVENUES:</i>											
Grants	-	-	-	-	-	468,950	-	-	-	-	-
Interest Earnings	322	276	-	-	-	-	-	-	-	-	-
Contributions/Donations	-	-	-	-	-	57,500	375,000	-	-	-	-
USGA Fees	-	-	-	-	10,000	30,000	-	-	-	-	-
Proceeds from Sale of Land	-	-	-	-	-	300,000	-	-	-	-	-
Transfer In - Fund 401 Surface Water Mgmt	-	-	-	-	-	-	-	50,000	50,000	-	-
Total Revenues	\$ 322	\$ 276	\$ -	\$ -	\$ 10,000	\$ 856,450	\$ 375,000	\$ 50,000	\$ 50,000	\$ -	\$ -
<i>EXPENDITURES:</i>											
Capital-Springbrook Park Expansion	-	-	-	-	-	10,000	212,900	-	-	-	-
Capital-Waughop Lake Trail	-	-	-	-	-	50,000	450,000	-	-	-	-
Capital-Harry Todd Park	-	-	-	-	-	-	193,550	-	-	-	-
Capital-Fort Steilacoom Park	-	-	-	-	-	-	300,000	-	-	-	-
Capital-Chambers Bay Trail Improvement	-	-	-	-	-	-	25,000	50,000	50,000	-	-
Capital-Village Green	-	-	-	-	-	-	-	250,000	-	-	-
Capital-Fort Steilacoom Park Barn Structural Sup	-	-	-	-	-	-	-	-	500,000	500,000	500,000
Transfer to Fund 001 General Fund	-	398,392	-	-	-	-	-	-	-	-	-
Total Expenditures	\$ -	\$ 398,392	\$ -	\$ -	\$ -	\$ 60,000	\$ 1,181,450	\$ 300,000	\$ 550,000	\$ 500,000	\$ 500,000
Beginning Fund Balance:	\$ 398,070	\$ 398,392	\$ -	\$ 276	\$ 276	\$ 10,276	\$ 806,726	\$ 276	\$ (249,724)	\$ (749,724)	\$ (1,249,724)
Ending Fund Balance:	\$ 398,392	\$ 276	\$ -	\$ 276	\$ 10,276	\$ 806,726	\$ 276	\$ (249,724)	\$ (749,724)	\$ (1,249,724)	\$ (1,749,724)

FUND 302 TRANSPORATION CAPITAL PROJECT											
<i>REVENUES:</i>											
Motor Vehicle Excise Tax	-	-	-	-	-	300,000	300,000	300,000	300,000	300,000	300,000
Grants	-	-	-	-	-	10,032,500	4,534,000	2,170,000	2,320,000	455,000	580,000
Utilities/Developers/Partners	-	-	-	-	-	265,000	25,000	20,000	20,000	6,000	-
Transfer In - Fund 102 REET	-	-	-	-	-	2,058,037	800,000	900,000	900,000	1,000,000	100,000
Transfer In - Fund 401 SWM	-	-	-	-	-	595,000	400,000	250,000	150,000	-	-
Package 1 - Transfer In Fund 001 General	-	-	-	-	-	500,000	500,000	500,000	500,000	500,000	500,000
Package 1 - Transfer In Fund 190 CDBG	-	-	-	-	-	300,000	300,000	300,000	300,000	300,000	300,000
Package 1 - Transfer in Fund 103 TBD	-	-	-	-	-	569,500	682,500	682,500	682,500	682,500	682,500
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	9,950,000	9,950,000	14,119,000	-
Package 2 - Transfer In Fund 401 SWM	-	-	-	-	-	-	-	1,100,000	673,000	727,000	716,000
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,620,037	\$ 7,541,500	\$ 16,172,500	\$ 15,795,500	\$ 18,089,500	\$ 3,178,500
<i>EXPENDITURES:</i>											
Capital - Package 1 Grants, Gen Govt, VLF	-	-	-	-	-	7,820,000	3,319,000	2,583,000	3,343,000	2,287,000	2,452,000
Capital - Grant Opportunity	-	-	-	-	-	4,502,500	2,116,500	2,695,000	1,870,000	540,000	780,000
Capital - New Requests	-	-	-	-	-	1,450,000	1,841,000	213,000	213,000	55,000	-
Capital - Package 2 Prop Tax Excess Bond Levy	-	-	-	-	-	-	-	5,115,000	15,200,000	8,760,000	8,160,000
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,772,500	\$ 7,276,500	\$ 10,606,000	\$ 20,626,000	\$ 11,642,000	\$ 11,392,000
Beginning Fund Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 847,537	\$ 1,112,537	\$ 6,679,037	\$ 1,848,537	\$ 8,296,037
Ending Fund Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 847,537	\$ 1,112,537	\$ 6,679,037	\$ 1,848,537	\$ 8,296,037	\$ 82,537

Long Range Financial Forecast	2012 Actual	2013 Actual	Year 2014			2015 Adopted	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
			Adopted Bdgt	Revised Bdgt	YND Est						
FUND 311 SEWER CAPITAL PROJECT											
<i>REVENUES:</i>											
Grants	-	-	-	-	-	750,000	-	-	-	-	-
Interest Earnings	335	153	-	-	-	-	-	-	-	-	-
Contributions/Donations	21,514	-	-	-	-	-	-	-	-	-	-
Public Works Trust Fund Loan	-	-	186,620	185,650	-	500,000	-	-	-	-	-
Transfer In - Fund 204 Sewer Project Debt	750,000	-	-	-	-	270,000	-	-	-	-	-
Total Revenues	\$ 771,849	\$ 153	\$ 186,620	\$ 185,650	\$ -	\$ 1,520,000	\$ -	\$ -	\$ -	\$ -	\$ -
<i>EXPENDITURES:</i>											
Capital	613,553	63,947	184,830	184,830	50,000	1,520,000	-	-	-	-	-
Total Expenditures	\$ 613,553	\$ 63,947	\$ 184,830	\$ 184,830	\$ 50,000	\$ 1,520,000	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Fund Balance:	\$ 31,706	\$ 190,002	\$ 970	\$ 126,208	\$ 126,208	\$ 76,208	\$ 76,208	\$ 76,208	\$ 76,208	\$ 76,208	\$ 76,208
Ending Fund Balance:	\$ 190,002	\$ 126,208	\$ 2,760	\$ 127,028	\$ 76,208	\$ 76,208	\$ 76,208	\$ 76,208	\$ 76,208	\$ 76,208	\$ 76,208

FUND 312 SANITARY SEWER CONNECTION CAPITAL											
<i>REVENUES:</i>											
Sewer Availability Charge	238,686	378,932	282,590	462,470	293,023	297,000	302,000	302,000	302,000	302,000	302,000
Interest Earnings	-	489	-	-	-	-	-	-	-	-	-
Proceeds From Lien	-	4,196	-	-	-	-	-	-	-	-	-
Total Revenues	\$ 238,686	\$ 383,617	\$ 282,590	\$ 462,470	\$ 293,023	\$ 297,000	\$ 302,000	\$ 302,000	\$ 302,000	\$ 302,000	\$ 302,000
<i>EXPENDITURES:</i>											
Capital	56,821	44,795	92,290	92,290	250,000	-	-	-	-	-	-
Transfer To Fund	876	-	-	-	-	-	-	-	-	-	-
Total Expenditures	\$ 57,697	\$ 44,795	\$ 92,290	\$ 92,290	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Fund Balance:	\$ -	\$ 180,989	\$ 296,600	\$ 519,811	\$ 519,811	\$ 562,834	\$ 859,834	\$ 1,161,834	\$ 1,463,834	\$ 1,765,834	\$ 2,067,834
Ending Fund Balance:	\$ 180,989	\$ 519,811	\$ 486,900	\$ 889,991	\$ 562,834	\$ 859,834	\$ 1,161,834	\$ 1,463,834	\$ 1,765,834	\$ 2,067,834	\$ 2,369,834

Long Range Financial Forecast	2012 Actual	2013 Actual	Year 2014			2015 Adopted	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
			Adopted Bdgt	Revised Bdgt	YND Est						
FUND 401 SURFACE WATER MANAGEMENT											
<i>REVENUES:</i>											
Charges for Services & Fees	2,732,964	2,720,766	2,702,500	2,702,500	2,702,500	2,702,500	2,702,500	2,725,000	2,725,000	2,725,000	2,725,000
Interest Earnings	24,183	24,555	55,300	19,300	1,000	-	-	-	-	-	-
Subtotal Operating Revenues	\$ 2,757,147	\$ 2,745,321	\$ 2,757,800	\$ 2,721,800	\$ 2,703,500	\$ 2,702,500	\$ 2,702,500	\$ 2,725,000	\$ 2,725,000	\$ 2,725,000	\$ 2,725,000
<i>EXPENDITURES:</i>											
Geographical Information Services	-	26,562	-	-	-	-	-	-	-	-	-
Storm Drainage	1,815,233	1,774,893	2,409,480	2,594,417	2,594,417	2,195,820	2,275,240	2,343,000	2,413,000	2,485,000	2,560,000
Transfer to Fund 001 General Admin Support	269,700	269,700	269,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700
Contribution to Fleet & Equipment Reserves	-	17,750	17,750	17,750	17,750	56,120	56,120	56,120	56,120	56,120	56,120
Subtotal Operating Expenditures	\$ 2,084,933	\$ 2,088,905	\$ 2,696,930	\$ 2,896,867	\$ 2,896,867	\$ 2,536,640	\$ 2,616,060	\$ 2,683,820	\$ 2,753,820	\$ 2,825,820	\$ 2,900,820
OPERATING INCOME (LOSS)	\$ 672,214	\$ 656,416	\$ 60,870	\$ (175,067)	\$ (193,367)	\$ 165,860	\$ 86,440	\$ 41,180	\$ (28,820)	\$ (100,820)	\$ (175,820)
<i>OTHER FINANCING SOURCES:</i>											
Grants	143,043	913,296	-	126,829	126,829	-	-	-	-	-	-
Contributions/Donations	672	-	-	-	-	-	-	-	-	-	-
Judgments, Settlements/Miscellaneous	-	320	-	-	300	-	-	-	-	-	-
Interfund Loan Interest	1,706	-	-	-	-	-	-	-	-	-	-
Transfer In From Fund 001 General	22,065	-	-	-	-	-	-	-	-	-	-
Transfer In From Fund 102 Street Capital	-	300,000	300,000	487,975	487,975	389,169	-	-	-	-	-
Transfer In From Fund 190 Grant	4,834	-	-	-	-	-	-	-	-	-	-
Transfer In From Fund 501 Fleet & Equipment	-	-	-	31,237	31,237	-	-	-	-	-	-
Subtotal Other Financing Sources	\$ 172,319	\$ 1,213,617	\$ 300,000	\$ 646,041	\$ 646,341	\$ 389,169	\$ -	\$ -	\$ -	\$ -	\$ -
<i>OTHER FINANCING USES:</i>											
Capital	1,371,826	2,293,616	670,000	1,612,667	1,612,667	-	-	-	-	-	-
Capital-SWM Pipe Repair	-	-	-	-	-	12,000	238,000	250,000	250,000	250,000	250,000
Capital-SWM Outfall Retrofit	-	-	-	-	-	15,000	285,000	250,000	250,000	250,000	250,000
Transfer To Fund 101 Street O&M	6,325	-	-	-	-	-	-	-	-	-	-
Transfer To Fund 102 Street Capital/REET	704,882	108,004	200,000	1,727,750	1,727,750	-	-	-	-	-	-
Transfer to Fund 301 Parks CIP	-	-	-	-	-	-	-	50,000	50,000	-	-
Transfer to Fund 302 Transportation Capital	-	-	-	-	-	595,000	400,000	250,000	150,000	-	-
Subtotal Other Financing Uses	\$ 2,083,033	\$ 2,401,620	\$ 870,000	\$ 3,340,417	\$ 3,340,417	\$ 622,000	\$ 923,000	\$ 800,000	\$ 700,000	\$ 500,000	\$ 500,000
Total Revenues and Other Sources	\$ 2,929,466	\$ 3,958,937	\$ 3,057,800	\$ 3,367,841	\$ 3,349,841	\$ 3,091,669	\$ 2,702,500	\$ 2,725,000	\$ 2,725,000	\$ 2,725,000	\$ 2,725,000
Total Expenditures and other Uses	\$ 4,167,966	\$ 4,490,525	\$ 3,566,930	\$ 6,237,284	\$ 6,237,284	\$ 3,158,640	\$ 3,539,060	\$ 3,483,820	\$ 3,453,820	\$ 3,325,820	\$ 3,400,820
Beginning Fund Balance:	\$ 7,975,056	\$ 6,736,556	\$ 4,302,660	\$ 6,204,969	\$ 6,204,969	\$ 3,317,526	\$ 3,250,555	\$ 2,413,995	\$ 1,655,175	\$ 926,355	\$ 325,535
Ending Fund Balance:	\$ 6,736,556	\$ 6,204,969	\$ 3,793,530	\$ 3,335,526	\$ 3,317,526	\$ 3,250,555	\$ 2,413,995	\$ 1,655,175	\$ 926,355	\$ 325,535	\$ (350,285)
Ending Fund Balance as a % of Operating Expen	323.1%	297.0%	140.7%	115.1%	114.5%	128.1%	92.3%	61.7%	33.6%	11.5%	-12.1%
17% Operating Reserves	\$ 354,439	\$ 355,114	\$ 458,478	\$ 492,467	\$ 492,467	\$ 431,229	\$ 444,730	\$ 456,249	\$ 468,149	\$ 480,389	\$ 493,139
Unreserved / (17% Target Reserves Shortfall):	\$ 6,382,117	\$ 5,849,855	\$ 3,335,052	\$ 2,843,059	\$ 2,825,059	\$ 2,819,326	\$ 1,969,265	\$ 1,198,926	\$ 458,206	\$ (154,854)	\$ (843,424)

Long Range Financial Forecast	2012 Actual	2013 Actual	Year 2014			2015 Adopted	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
			Adopted Bdgt	Revised Bdgt	YND Est						
FUND 501 FLEET & EQUIPMENT											
<i>OPERATING REVENUES:</i>											
M&O Revenue	-	-	-	-	-	904,220	904,220	931,000	959,000	988,000	1,017,000
Interest Earnings	17,838	15,576	-	-	-	-	-	-	-	-	-
Insurance Recovery	12,663	76,781	30,000	75,000	90,000	-	-	-	-	-	-
Total Revenues	\$ 30,501	\$ 92,356	\$ 30,000	\$ 75,000	\$ 90,000	\$ 904,220	\$ 904,220	\$ 931,000	\$ 959,000	\$ 988,000	\$ 1,017,000
<i>OPERATING EXPENDITURES:</i>											
Gasoline	-	-	-	-	-	523,400	523,400	539,000	555,000	572,000	589,000
Other Supplies	-	-	-	-	-	3,990	3,990	4,000	4,000	4,000	4,000
Repairs & Maintenance	-	-	-	-	-	376,830	376,830	388,000	400,000	412,000	424,000
Other Services & Charges	-	28	-	-	-	-	-	-	-	-	-
Total Expenditures	\$ -	\$ 28	\$ -	\$ -	\$ -	\$ 904,220	\$ 904,220	\$ 931,000	\$ 959,000	\$ 988,000	\$ 1,017,000
Operating Revenue Over/(Under) Expenditures	\$ 30,501	\$ 92,329	\$ 30,000	\$ 75,000	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>OTHER FINANCING SOURCES:</i>											
Replacement Reserves Collections	-	938,150	1,849,840	1,098,970	938,180	1,069,020	1,069,020	1,069,000	1,069,000	1,069,000	1,069,000
Proceeds From Sale of Assets	13,225	17,213	20,000	49,000	49,000	14,000	14,000	-	-	-	-
Transfer In From Fund 001 General	8,674	-	-	-	-	-	-	-	-	-	-
Total Other Financing Sources	\$ 21,899	\$ 955,363	\$ 1,869,840	\$ 1,147,970	\$ 987,180	\$ 1,083,020	\$ 1,083,020	\$ 1,069,000	\$ 1,069,000	\$ 1,069,000	\$ 1,069,000
<i>OTHER FINANCING USES:</i>											
Fleet & Equipment Replacement	598,565	672,917	1,223,230	1,143,600	1,128,391	525,500	338,000	425,000	448,000	1,184,000	446,000
Transfer to Fund 001 General	-	-	-	1,074,959	1,074,959	-	-	-	-	-	-
Transfer to Fund 401 Surface Water Managemen	-	-	-	31,237	31,237	-	-	-	-	-	-
Total Other Financing Uses	\$ 598,565	\$ 672,917	\$ 1,223,230	\$ 2,249,796	\$ 2,234,587	\$ 525,500	\$ 338,000	\$ 425,000	\$ 448,000	\$ 1,184,000	\$ 446,000
Total Revenues	\$ 52,400	\$ 1,047,720	\$ 1,899,840	\$ 1,222,970	\$ 1,077,180	\$ 1,987,240	\$ 1,987,240	\$ 2,000,000	\$ 2,028,000	\$ 2,057,000	\$ 2,086,000
Total Expenditures	\$ 598,565	\$ 672,945	\$ 1,223,230	\$ 2,249,796	\$ 2,234,587	\$ 1,429,720	\$ 1,242,220	\$ 1,356,000	\$ 1,407,000	\$ 2,172,000	\$ 1,463,000
Beginning Fund Balance:	\$ 5,265,136	\$ 4,718,971	\$ 2,469,630	\$ 5,093,746	\$ 5,093,746	\$ 3,936,339	\$ 4,493,859	\$ 5,238,879	\$ 5,882,879	\$ 6,503,879	\$ 6,388,879
Ending Fund Balance:	\$ 4,718,971	\$ 5,093,746	\$ 3,146,240	\$ 4,066,920	\$ 3,936,339	\$ 4,493,859	\$ 5,238,879	\$ 5,882,879	\$ 6,503,879	\$ 6,388,879	\$ 7,011,879

Long Range Financial Forecast	2012 Actual	2013 Actual	Year 2014			2015 Adopted	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
			Adopted Bdgt	Revised Bdgt	YND Est						
FUND 502 PROPERTY MANAGEMENT (City Hall Services Fund prior to 2015)											
<i>OPERATING REVENUES:</i>											
M&O Revenue	-	-	-	-	-	742,080	749,800	773,000	797,000	821,000	846,000
Interest Earnings	878	722	-	-	578	-	-	-	-	-	-
Total Operating Revenues	\$ 878	\$ 722	\$ -	\$ -	\$ 578	\$ 742,080	\$ 749,800	\$ 773,000	\$ 797,000	\$ 821,000	\$ 846,000
<i>OPERATING EXPENDITURES:</i>											
City Hall Facility	-	-	-	-	-	338,070	342,500	353,000	364,000	375,000	386,000
Police Station	-	-	-	-	-	226,020	228,770	236,000	243,000	250,000	258,000
Parking Facilities/Light Rail	-	-	-	-	-	177,990	178,530	184,000	190,000	196,000	202,000
Total Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 742,080	\$ 749,800	\$ 773,000	\$ 797,000	\$ 821,000	\$ 846,000
Operating Revenue Over/(Under) Expenditures	\$ 878	\$ 722	\$ -	\$ -	\$ 578	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>OTHER FINANCING SOURCES:</i>											
Transfer In-Fund 001 General (Replace Rsvs)	-	-	-	-	-	-	-	100,000	100,000	100,000	100,000
Total Other Financing Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
<i>OTHER FINANCING USES:</i>											
City Hall/Total:	-	-	-	6,300	60,000	167,000	-	20,000	125,000	50,000	-
Space Planning/Reconfiguration	-	-	-	6,300	60,000	-	-	-	-	-	-
HVAC & Security System	-	-	-	-	-	72,000	-	-	-	-	-
Slurry Seal & Restripe	-	-	-	-	-	45,000	-	-	-	-	-
HVAC for Computer Room	-	-	-	-	-	20,000	-	-	-	-	-
Server Room Sprinkler System	-	-	-	-	-	30,000	-	-	-	-	-
Boiler Replacement	-	-	-	-	-	-	-	20,000	-	-	-
Public Area Carpet Replacement	-	-	-	-	-	-	-	-	-	50,000	-
Exterior Beam Painting	-	-	-	-	-	-	-	-	75,000	-	-
Chiller/Fan Replacement	-	-	-	-	-	-	-	-	50,000	-	-
Police Station/Total:	-	-	-	-	-	-	-	5,000	-	135,000	30,000
Capital-Restripe Parking Lot	-	-	-	-	-	-	-	5,000	-	-	-
Capital-Parking Lot Gate Rebuild	-	-	-	-	-	-	-	-	-	-	30,000
Capital-Shooting Range Equipment	-	-	-	-	-	-	-	-	-	135,000	-
Sounder Station/Total:	-	-	-	-	-	-	-	-	25,000	-	-
Capital-Restripe Parking Lot	-	-	-	-	-	-	-	-	25,000	-	-
Parks O&M Facility/Total:	-	-	-	-	-	-	50,000	32,000	-	-	-
Capital-HVAC System Replacement	-	-	-	-	-	-	-	12,000	-	-	-
Capital-Pave Shop Parking Lot	-	-	-	-	-	-	50,000	-	-	-	-
Capital-LED Lighting	-	-	-	-	-	-	-	10,000	-	-	-
Capital-Fuel Storage Shed	-	-	-	-	-	-	-	10,000	-	-	-
Public Works O&M Facility/Total:	-	-	-	-	-	-	-	30,000	-	-	-
HVAC Replacement	-	-	-	-	-	-	-	30,000	-	-	-
General Capital Replacement/Maintenance	-	-	-	-	-	-	-	100,000	100,000	100,000	100,000
Capital Projects	-	-	-	-	-	-	-	-	-	-	-
Total Other Financing Uses	\$ -	\$ -	\$ -	\$ 6,300	\$ 60,000	\$ 167,000	\$ 50,000	\$ 187,000	\$ 225,000	\$ 285,000	\$ 130,000
Total Revenues	\$ 878	\$ 722	\$ -	\$ -	\$ 578	\$ 742,080	\$ 749,800	\$ 873,000	\$ 897,000	\$ 921,000	\$ 946,000
Total Expenditures	\$ -	\$ -	\$ -	\$ 6,300	\$ 60,000	\$ 909,080	\$ 799,800	\$ 960,000	\$ 1,022,000	\$ 1,106,000	\$ 976,000
Beginning Fund Balance:	\$ 451,242	\$ 452,120	\$ -	\$ 452,842	\$ 452,842	\$ 393,420	\$ 226,420	\$ 176,420	\$ 89,420	\$ (35,580)	\$ (220,580)
Ending Fund Balance:	\$ 452,120	\$ 452,842	\$ -	\$ 446,542	\$ 393,420	\$ 226,420	\$ 176,420	\$ 89,420	\$ (35,580)	\$ (220,580)	\$ (250,580)

Long Range Financial Forecast	2012 Actual	2013 Actual	Year 2014			2015 Adopted	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
			Adopted Bdgt	Revised Bdgt	YND Est						
FUND 503 INFORMATION TECHNOLOGY											
<i>REVENUES:</i>											
M&O Revenue	-	-	-	-	-	1,038,650	1,059,950	1,095,600	1,128,000	1,162,000	1,196,000
Total Operating Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,038,650	\$ 1,059,950	\$ 1,095,600	\$ 1,128,000	\$ 1,162,000	\$ 1,196,000
<i>EXPENDITURES:</i>											
Personnel	-	-	-	-	-	471,390	495,410	510,000	525,000	541,000	557,000
Supplies	-	-	-	-	-	74,950	74,950	77,000	79,000	81,000	83,000
Services & Charges	-	-	-	-	-	492,310	489,590	508,600	524,000	540,000	556,000
Total Operating Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,038,650	\$ 1,059,950	\$ 1,095,600	\$ 1,128,000	\$ 1,162,000	\$ 1,196,000
Operating Revenue Over/(Under) Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>OTHER FINANCING SOURCES:</i>											
Transfer In-Fund 001 General (Replacement Res)	-	-	-	-	-	-	-	100,000	100,000	100,000	100,000
Capital Contribution	-	-	-	-	-	140,000	10,000	-	-	-	-
Total Other Financing Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000	\$ 10,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
<i>OTHER FINANCING USES:</i>											
Video Arraignment	-	-	-	-	-	50,000	-	-	-	-	-
Document Management System	-	-	-	-	-	90,000	10,000	-	-	-	-
Chambers Technology Upgrade	-	-	-	-	-	-	-	106,000	-	-	-
Website Update/Redesign	-	-	-	-	-	-	-	15,000	-	-	-
Business Continuity Plan	-	-	-	-	-	-	-	10,000	-	-	-
Enterprise Contact Management Application	-	-	-	-	-	-	-	25,000	-	-	-
Wi-Fi Access Points/Cameras in the Parks	-	-	-	-	-	-	-	10,000	-	-	-
Upgrade Data Storage Capacity	-	-	-	-	-	-	-	110,000	-	-	-
Redesign Permit Process/Eden Web Ext	-	-	-	-	-	-	-	100,000	-	-	-
Online Permitting Process	-	-	-	-	-	-	-	20,000	-	-	-
Enterprise Task Mgmt/Work Order System	-	-	-	-	-	-	-	100,000	25,000	-	-
Municipal Court Workflow/Paperless System	-	-	-	-	-	-	-	50,000	-	-	-
Computer Replacement	-	-	-	-	-	-	-	100,000	100,000	100,000	100,000
Case Cracker	-	-	-	-	-	-	-	8,000	6,000	-	-
Body Cameras	-	-	-	-	-	-	-	41,025	-	-	-
Budget/Department Informational Videos	-	-	-	-	-	-	-	14,000	-	-	-
Co-Location	-	-	-	-	-	-	-	30,000	30,000	10,000	-
Server Upgrades	-	-	-	-	-	-	-	30,000	30,000	5,000	-
Total Other Financing Uses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000	\$ 10,000	\$ 769,025	\$ 191,000	\$ 115,000	\$ 100,000
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,178,650	\$ 1,069,950	\$ 1,195,600	\$ 1,228,000	\$ 1,262,000	\$ 1,296,000
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,178,650	\$ 1,069,950	\$ 1,864,625	\$ 1,319,000	\$ 1,277,000	\$ 1,296,000
Beginning Fund Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (669,025)	\$ (760,025)	\$ (775,025)
Ending Fund Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (669,025)	\$ (760,025)	\$ (775,025)	\$ (775,025)

Long Range Financial Forecast	2012 Actual	2013 Actual	Year 2014			2015 Adopted	2016 Adopted	2017 Projected	2018 Projected	2019 Projected	2020 Projected
			Adopted Bdgt	Revised Bdgt	YND Est						
FUND 504 RISK MANAGEMENT											
<i>REVENUES:</i>											
M&O Revenue	-	-	-	-	-	853,750	778,980	750,000	751,000	752,000	753,000
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 853,750	\$ 778,980	\$ 750,000	\$ 751,000	\$ 752,000	\$ 753,000
<i>EXPENDITURES:</i>											
Safety Program	-	-	-	-	-	4,980	4,980	5,000	5,000	5,000	5,000
AWC Retro Program	-	-	-	-	-	24,000	24,000	25,000	26,000	27,000	28,000
WCIA Assessment	-	-	-	-	-	824,770	750,000	720,000	720,000	720,000	720,000
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 853,750	\$ 778,980	\$ 750,000	\$ 751,000	\$ 752,000	\$ 753,000
Beginning Fund Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

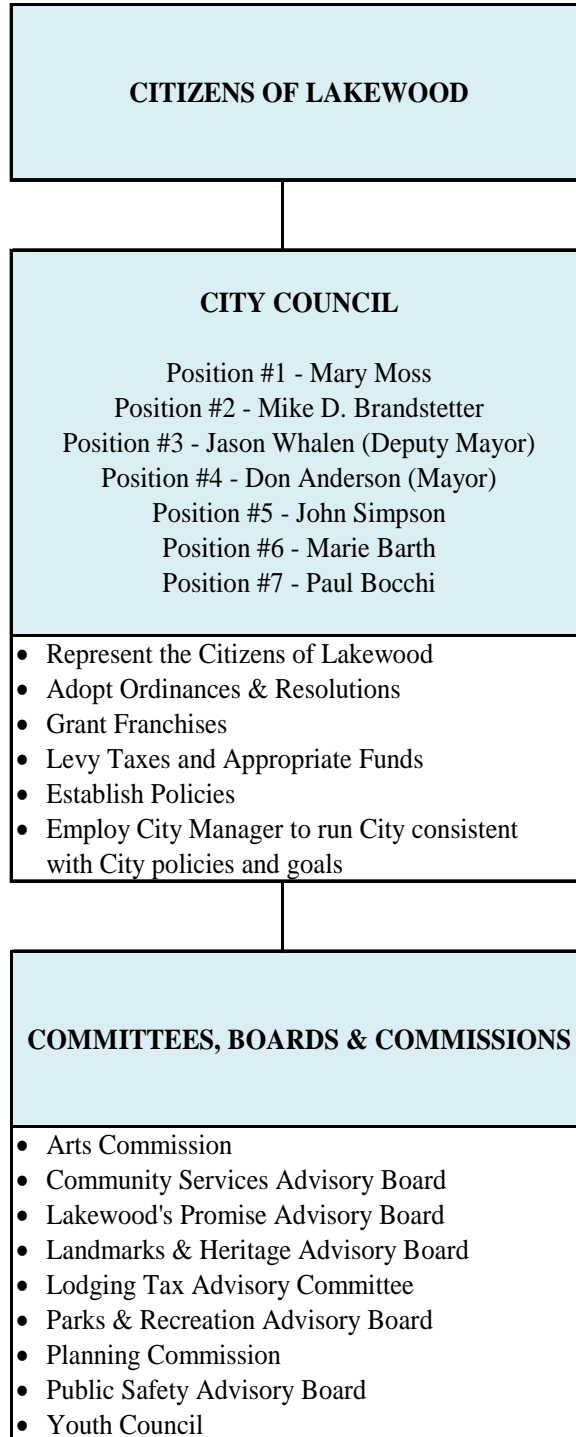


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OPERATIONS BUDGET



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CITY COUNCIL

Responsible Manager: *Don Anderson, Mayor*

2013/2014 ACCOMPLISHMENTS

- Recruitment of new city manager
- 4/2 SBCT partnership parade and community event
- Development of city council goals and priorities
- Development and implementation of federal legislative agenda
- Development and implementation of state legislative agenda
- Adoption of the Legacy Plan
- Evaluation and implementation of city-wide transportation needs for 2015-2020

CITY COUNCIL
Responsible Manager: *Don Anderson, Mayor*

2015/2016 ANTICIPATED PROJECTS / GOALS/OBJECTIVES

- Our City is Fiscally Responsible
- Our City Provides First-Rate Public Safety Services
- Our City Promotes Economic Development
- Our City is Dedicated to Maintaining and Improving Public Infrastructure and Facilities
- Our City is Committed to Honest, Open, and Transparent Government

CITY COUNCIL

Responsible Manager: *Don Anderson, Mayor*

PURPOSE/DESCRIPTION

The City Council is the seven-member legislative branch of city government elected by and representing the people of Lakewood. Council Members elect both the Mayor and Deputy Mayor. The City Council is the policy determining body of the City and exercises all legislative powers authorized under the State Constitution which are not specifically denied by State law, including adoption of ordinances, levying of taxes, appropriation of funds, and establishment of compensation levels for City employees. The City Council is very active on regional boards and committees, serving in a number of leadership roles supporting the City's efforts.

The City Council adopts goals and strategies in accordance with their vision for the community and the goals are implemented by the appointed City Manager who serves as the Chief Executive Officer and oversees the daily operations of the City. The City Council appoints volunteers to serve on the City's advisory boards, commissions, and committees, who in turn make recommendations to the City Council for their review.

The Lakewood City Council regular meetings are held the first and third Monday of each month. City Council study sessions are held on the second and fourth Monday of each month at 7:00 p.m. Public comments are welcome at the beginning of each meeting. The Council has a total of 14 working committees, boards, and commissions:

- Arts Commission
- Human Services & CDBG Funding Advisory Board
- Human Services Collaboration
- Lakewood's Promise Advisory Board
- Landmarks and Heritage Advisory Board
- Lodging Tax Advisory Committee
- Parks and Recreation Advisory Board
- Planning Commission
- Public Safety Advisory Board
- Sister Cities
- Youth Council

PERFORMANCE MEASURES

Measure	Target	2014
#of City Council retreats	2 times per year	4 times per year
# of ordinances adopted	< 20 per year	17
# of ordinances and resolutions adopted	< 20 per year	21
# of City Council sponsored/supported events	20 per year	15
% of City Council goals and priorities accomplished	30%	
% of general fund set aside as savings	12%	11.40%
# of interviews between City Councilmembers and Communications Manager	25 per year	20 ytd Sept

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Mayor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	n/a
Deputy Mayor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	n/a
Councilmember	5.00	5.00	5.00	5.00	5.00	5.00	5.00	n/a
Total Regular Staffing	7.00	7.00	7.00	7.00	7.00	7.00	7.00	
<i>Change from prior year</i>	n/a	-	-	-	-	-	-	

Position Title	Group	FTE	2015			2016		
			Salary	Benefits	2015 Total	Salary	Benefits	2016 Total
Mayor	Elected	n/a	\$ 10,800	\$ 960	\$ 11,760	\$ 10,800	\$ 980	\$ 11,780
Deputy Mayor	Elected	n/a	9,600	860	10,460	9,600	880	10,480
Councilmember	Elected	n/a	8,400	770	9,170	8,400	790	9,190
Councilmember	Elected	n/a	8,400	760	9,160	8,400	780	9,180
Councilmember	Elected	n/a	8,400	760	9,160	8,400	780	9,180
Councilmember	Elected	n/a	8,400	770	9,170	8,400	790	9,190
Councilmember	Elected	n/a	8,400	770	9,170	8,400	790	9,190
Total City Council		-	\$ 62,400	\$ 5,650	\$ 68,050	\$ 62,400	\$ 5,790	\$ 68,190

CITY COUNCIL
Responsible Manager: Don Anderson, Mayor

HIGHLIGHTS / CHANGES

The adopted operating budget totals \$89,950 in 2015 and \$90,090 in 2016. The 2015 adopted budget is a 6.0% or \$5,720 decrease from the 2014 adjusted budget and a 5.2% or \$4,420 increase from the 2013 actuals. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Benefits decreased by \$3,490 or 38.2% due to a portion of benefits for an Office Assistant formerly charged to the Council budget that was moved to the Legal Department.
- Other Operating Supplies decreased by \$1,300 or 92.9% due to a reduction based on historical costs for supplies for Council.
- Small Tools & Minor Equipment decreased by \$550 or 100% due to removal of the budget for new cell phone purchases for Council Members.
- Professional Services decreased by \$3,570 or 69.1% due to removal of budget for facilitators for council retreats/workshops.
- Travel & Training increased by \$3,830 or 34.5% due to changes in budgeted conferences, most notably the Washington to Washington DC Conference.
- Other Services & Charges increased by \$1,810 or 97.8% due to costs associated with the County Connector Event.

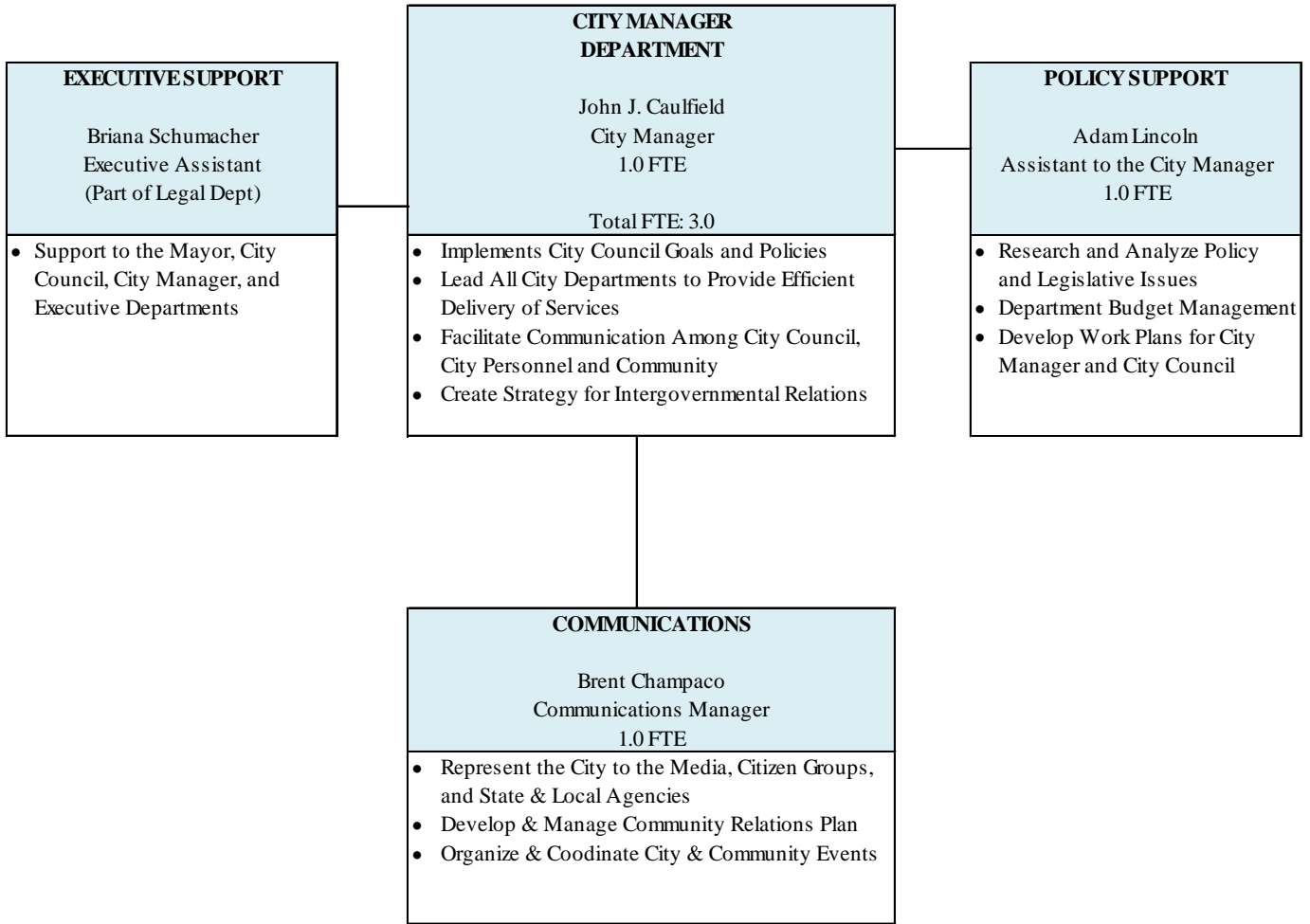
The higher salaries & wages and benefits in 2012 and 2013 are due to charging a portion of an office assistant to the City Council budget.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	General Government	\$ 97,927	\$ 85,530	\$ 97,600	\$ 97,600	\$ 97,600	\$ 89,950	\$ 90,090	\$ (7,650)	-7.8%
Total Revenues:		\$ 97,927	\$ 85,530	\$ 97,600	\$ 97,600	\$ 97,600	\$ 89,950	\$ 90,090	\$ (7,650)	-7.8%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	72,135	63,156	62,400	62,400	62,400	62,400	62,400	-	0.0%
11.002/4	Overtime	12	-	-	-	-	-	-	-	n/a
21.xxx	Benefits	9,781	5,727	9,140	9,140	9,140	5,650	5,790	(3,490)	-38.2%
31.xxx	Other Operating Supplies	686	782	1,400	1,400	1,400	100	100	(1,300)	-92.9%
31.005	Meeting Meals/Food	1,345	979	1,600	1,600	1,600	1,600	1,600	-	0.0%
35.xxx	Small Tools/Minor Equip	-	-	550	550	550	-	-	(550)	-100.0%
41.xxx	Professional Service	2,205	4,722	6,600	5,170	5,170	1,600	1,600	(3,570)	-69.1%
42.xxx	Communication	-	540	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	7,304	8,738	11,110	11,110	11,110	14,940	14,940	3,830	34.5%
49.001	Membership Dues	1,247	180	2,450	2,450	2,450	-	-	(2,450)	-100.0%
49.xxx	Other Charges & Services	3,212	706	2,350	1,850	1,850	3,660	3,660	1,810	97.8%
Subtotal Operating Exp:		\$ 97,927	\$ 85,530	\$ 97,600	\$ 95,670	\$ 95,670	\$ 89,950	\$ 90,090	\$ (5,720)	-6.0%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	-	-	1,930	1,930	-	-	(1,930)	-100.0%
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ 1,930	\$ 1,930	\$ -	\$ -	\$ (1,930)	-100.0%
Total Expenditures:		\$ 97,927	\$ 85,530	\$ 97,600	\$ 97,600	\$ 97,600	\$ 89,950	\$ 90,090	\$ (7,650)	-7.8%



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CITY MANAGER

Responsible Manager: *Adam Lincoln, Assistant to the City Manager*

2013/2014 ACCOMPLISHMENTS

- Developed new city-wide strategic plans
- Organized and facilitated three City Council retreats
- Facilitated creation and implementation of City Council goals and priorities
- Began use of standardized business practices, such as quarterly financial reports, information technology plan, fleet & equipment plan, and state and legislative agendas.
- Established transportation benefit district (TBD) funding mechanism

2015/2016 ANTICIPATED KEY PROJECTS

- Government relations
- Organizational leadership
- Contracts and franchise agreements
- Regional transportation coalition
- Communications program

CITY MANAGER

Responsible Manager: Adam Lincoln, Assistant to the City Manager

DEPARTMENT POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
City Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	n/a
Comm/Government Relations Director	1.00	1.00	1.00	-	-	-	-	57
Communications Manager	-	-	-	1.00	1.00	1.00	1.00	38
Assistant to City Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	35
Total Regular Staffing	3.00	3.00	3.00	3.00	3.00	3.00	3.00	
<i>Change from prior year</i>	n/a	-	-	-	-	-	-	

Position Title	Group	FTE	2015			2016		
			Salary	Benefits	2015 Total	Salary	Benefits	2016 Total
City Manager	Non-Rep	1.00	\$ 165,000	\$ 56,500	\$ 221,500	\$ 165,000	\$ 56,830	\$ 221,830
Communications Manager	Non-Rep	1.00	66,740	32,800	99,540	68,740	34,360	103,100
Assistant to City Manager	Non-Rep	1.00	56,300	25,650	81,950	57,980	26,830	84,810
Total City Manager		3.00	\$ 288,040	\$ 114,950	\$ 402,990	\$ 291,720	\$ 118,020	\$ 409,740

ADOPTED SERVICE/PROGRAM CHANGES

Service/ Program	Description & Justification	Change		Year 2015		Year 2016	
		FTE	Fleet/Equip	1-Time	Ongoing	1-Time	Ongoing
Community Survey	Participation in a community satisfaction survey to be conducted by the National Research Center would provide the City with baseline data to benchmark the City against similar cities both locally and nationally. The survey would cover the areas of community quality, community design, public safety, recreation, civic engagement, public trust, and more. The data would provide valuable information that would help to shape future public policy decisions.	-	-	\$ 10,000	\$ -	\$ -	\$ -
	Total	-	-	\$ 10,000	\$ -	\$ -	\$ -

CITY MANAGER

Responsible Manager: *Adam Lincoln, Assistant to the City Manager*

PURPOSE & DESCRIPTION

The City Manager, who serves as the Chief Executive Officer, is appointed by the City Council to implement the policies and goals of the City Council through professional leadership and management practices. The City Manager leads all city departments to provide efficient delivery of municipal services and programs. Key responsibilities include resolving issues by facilitating communication among the City Council, employees, and the community; ensuring understanding of Council goals, policies, and direction; developing the City Council meeting agendas; and intergovernmental relations. The City Manager Department includes the Assistant to the City Manager and Communications Manager. The Executive Assistant from the Legal Department provides executive support.

GOALS/OBJECTIVES

- Protect and enhance the City's financial health and stability while maintaining essential public services in a cost effective manner
- Generate economic development throughout the community
- Develop and implement effective communication and outreach with the Community

PERFORMANCE MEASURES

Measure	Target	2014
Average # of items on study session agendas	< 6 items	Average 5 per agenda
% of City Council goals and priorities accomplished	30%	
# of posts (web, social media)	Average 16 per month	Average 22 per month
# of new social media followers - Facebook	Average 30 per month	Average 40 per month
# of new social media followers - Twitter	Average 40 per month	Average 55 per month
# of multimedia items produced - video	1 per month	3 per month
# of multimedia items produced - photo gallery	5 per month	5 per month
# of newsletter E-subscriber open rates - Connections	15% open rate	30% open rate
# of newsletter E-subscriber open rates - Economic Newsletter	50% open rate	50% open rate
# of new community partners	5	
# of presentations of State of the City	10	14

Performance Measures were developed for the first time as part of the 2015/2016 Biennial Budget Process, therefore not all data is readily available (in this case, year 2013).

CITY MANAGER**Responsible Manager: Adam Lincoln, Assistant to the City Manager****HIGHLIGHTS / CHANGES**

The adopted operating budget totals \$544,790 in 2015 and \$552,260 in 2016. The 2015 adopted budget is a \$79,504 or 17.1% increase from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

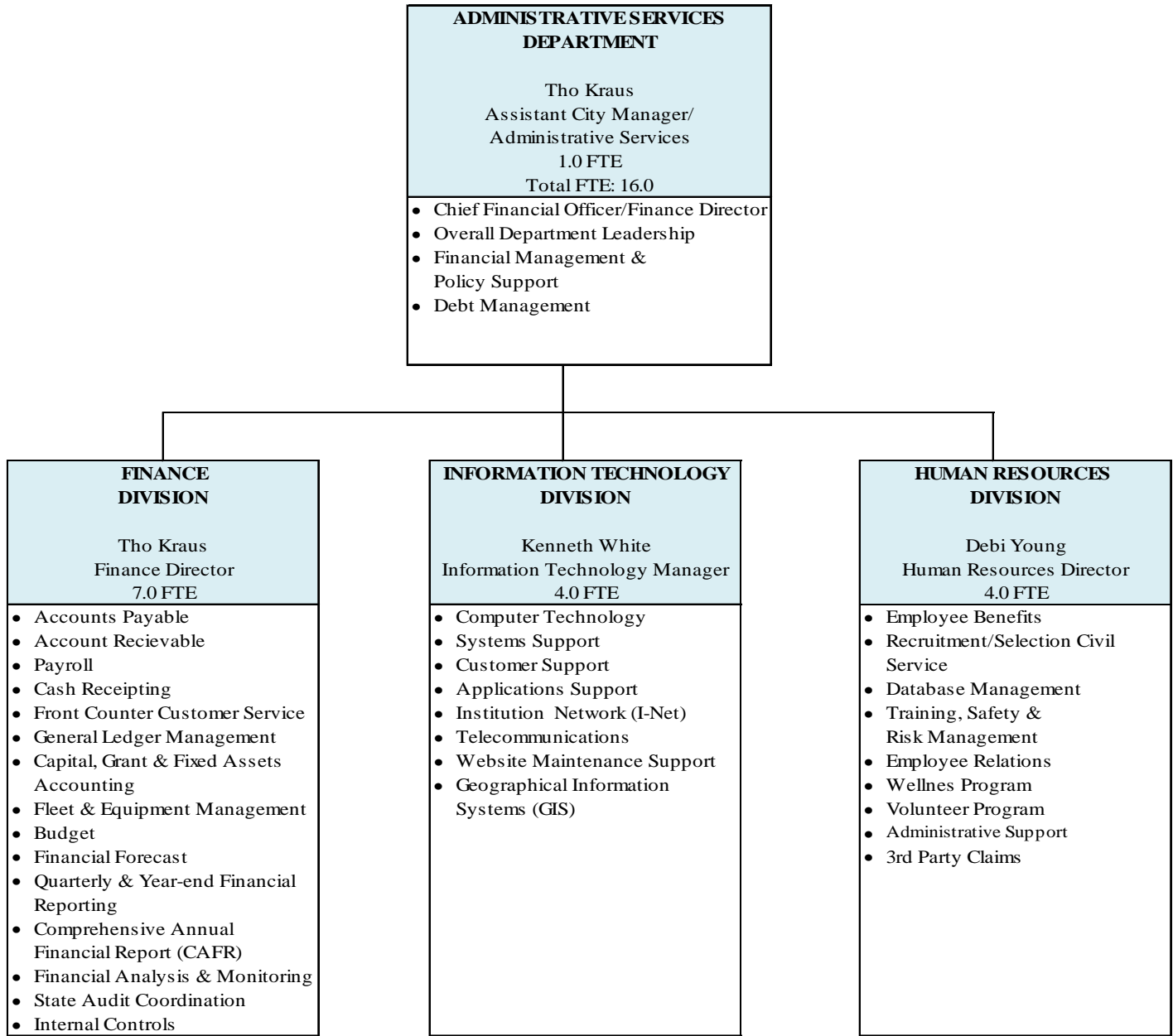
- Salaries & Wages increased by \$5,819 or 2.1% due to a 3% pay range increase.
- Benefits decreased by \$25,150 or 18.0% due to increase in medical premiums offset by decrease from employee selection of benefits.
- Other Operating Supplies decreased by \$1,510 or 96.8% due to a reduction based on historical amount of supplies being purchased by the department.
- Meeting Food & Beverage decreased by \$600 or 60% due to a reduction based on the historical amount of meeting food and beverages being purchased by the department.
- Professional Services increased by \$78,165 or 253.5% due to moving the government relations state & federal lobbyist contract from non-departmental.
- Communications decreased of \$1,270 or 100% due to moving the budget to the Information Technology internal service fund. There is an offsetting increase in IS Charges – M&O.
- Other Charges & Services increased by \$23,500 or 1,566.7% due to moving the quarterly Connections newsletter budget from non-departmental.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	General Government	\$ 409,921	\$421,687	\$488,030	\$485,451	\$485,451	\$554,790	\$552,260	69,339	14.3%
Total Revenues:		\$ 409,921	\$ 421,687	\$ 488,030	\$ 485,451	\$ 485,451	\$ 554,790	\$ 552,260	\$ 69,339	14.3%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	281,143	295,491	332,800	282,221	282,221	288,040	291,720	5,819	2.1%
11.002/4	Overtime	12	-	-	-	-	-	-	-	n/a
21.xxx	Benefits	115,278	106,159	140,100	140,100	140,100	114,950	118,020	(25,150)	-18.0%
31.xxx	Other Operating Supplies	493	2,124	1,560	1,560	1,560	50	50	(1,510)	-96.8%
31.005	Meeting Food & Beverage	1,082	1,880	1,000	1,000	1,000	400	390	(600)	-60.0%
35.xxx	Small Tools/Minor Equip	-	1,077	200	200	200	-	-	(200)	-100.0%
41.xxx	Professional Service	2,944	5,839	3,000	30,835	30,835	109,000	109,000	78,165	253.5%
42.xxx	Communication	1,914	2,277	1,270	1,270	1,270	-	-	(1,270)	-100.0%
43/49.003	Travel & Training	3,717	2,034	4,450	4,450	4,450	3,880	4,610	(570)	-12.8%
44.xxx	Advertising	-	1,913	-	-	-	-	-	-	n/a
49.001	Membership Dues	1,853	358	2,150	2,150	2,150	2,200	2,200	50	2.3%
49.xxx	Other Charges & Services	1,485	234	1,500	1,500	1,500	25,000	25,000	23,500	1566.7%
9x.xxx	IS Charges - M&O	-	-	-	-	-	1,270	1,270	1,270	n/a
Subtotal Operating Exp:		\$ 409,921	\$ 419,386	\$ 488,030	\$ 465,286	\$ 465,286	\$ 544,790	\$ 552,260	\$ 79,504	17.1%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	2,301	-	20,165	20,165	-	-	(20,165)	-100.0%
	Community Survey	-	-	-	-	-	10,000	-	10,000	n/a
Subtotal One-time Exp:		\$ -	\$ 2,301	\$ -	\$ 20,165	\$ 20,165	\$ 10,000	\$ -	\$ (10,165)	-50.4%
Total Expenditures:		\$ 409,921	\$ 421,687	\$ 488,030	\$ 485,451	\$ 485,451	\$ 554,790	\$ 552,260	\$ 69,339	14.3%



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ADMINISTRATIVE SERVICES **DEPARTMENT OVERVIEW**

Responsible Manager: *Tho Kraus, Assistant City Manager/Administrative Services*

2013/2014 ACCOMPLISHMENTS

Finance

- Revamped the City's budget adjustment process to improve coordination, reporting and transparency
- Developed a 6-year financial forecast and revenue manual for inclusion in the City's biennial budget document
- Drafted financial policies
- Developed a comprehensive, detailed and transparent budget document
- Produced a CAFR and submitted to the GFOA Excellence in Financial Reporting award program (last submission was in 2005)
- Developed a debt manual for inclusion in the City's biennial budget document
- Developed comprehensive quarterly and year-end financial reports
- Received a two-step increase bond rating from Standard & Poor's from A to AA-
- Coordinated with the Legal Department to update the City's municipal code on City funds
- Established internal service funds - information technology, property management, and risk management
- Revamped fixed assets system to improve accounting & reporting; completed physical inventory of fleet & equipment
- Developed comprehensive capital projects accounting to improve accountability and reporting
- Developed funding options for transportation improvement projects
- Developed and implemented tracking system for grants to improve accountability, reporting, and efficiency
- Evaluated and implemented processes to streamline various payment methods
- Implemented the electronic purchasing system and streamlined many forms to improve efficiency
- Improved accounts payable vouchers claims report for City Council to increase transparency
- Implemented new cash receipting module affecting multiple departments and implemented Police cash receipting
- Provided finance support in implementation of Eden permits and business license modules
- Implemented BARS (Budgeting, Accounting, and Reporting System) restructuring conversion to adhere to SAO requirements
- Updated Finance intranet and internet page by making them more user-friendly and improving transparency
- Provided financial support on transportation capital projects funding
- Enhanced/improved accounting of CDBG grants, including complex loan programs
- Coordinated with Legal, Human Resources and Information Technology to complete the inventory of claims-related risk
- Developed a finance manual on internal controls
- Increased employee development through cross-training

Information Technology

- Assisted in evaluation of a document and agenda management system
- Added wireless access in City Hall and the Police Station
- Supported Washington State Patrol move to Auto Theft Task Force building
- Set up all computer and network hardware and cabling for the new public works O&M facility
- Installed servers for external webpages
- Installed new projector in City Council Chambers
- Moved portable HVAC system temporarily to server room
- Added two additional Arbitrator In-Car Video systems to the police fleet and coordinated installation and officer setup
- Provided photography services for City events, including Raiders Return parade
- Updated business card design and added QR codes to the back side
- Implemented major computer replacement project as part of Windows migration
- Provided technical support setting up hardware and software for Eden CAFR software
- Updated web server software to decrease load time and increase uptime

ADMINISTRATIVE SERVICES **DEPARTMENT OVERVIEW**

Responsible Manager: Tho Kraus, Assistant City Manager/Administrative Services

2013/2014 ACCOMPLISHMENTS (continued)

Information Technology (continued)

- Provided technical support in transitioning to new building security software
- Coordinated and offered training for supervisor-approved personnel to attend in-house
- Provided technical systems implementation support for Eden permits and licensing modules
- Exported evidence data from old PRIMS system and set up new evidence archive database so that the PRIMS server could be retired (This export saved about \$15,000 in 3rd party fees if PRIMS would have done the export.)
- Assisted in setting up hardware and software for transition from Eden Core Cashiering to Tyler Cashiering
- Evaluated & implemented Air Watch mobile device mgmt. cloud solution for mobile device connectivity & storage
- Coordinated with Public Works Department on fiber optic connection to the Senior Center and Parks O&M facility
- Implemented a customer service/help desk system

Human Resources

- Recruited City Manager and Assistant City Manager
- Benefits Administration:
 - Changed administrators for Flexible Spending Account
 - Assisted with AWC Dependent Eligibility Audit
 - Created more efficient online benefits forms (orientation, open enrollment, general)
- Labor Relations:
 - Completed new collective bargaining agreements with four separate labor groups
 - Filed Unit Clarification with PERC
- Civil Service:
 - Established and administered internally the first full-scale processes to include physical testing for Court Compliance Officers and Entry Level Police Officers
- Volunteers:
 - Creation of City-wide volunteer application and materials
 - Created and assisted with new application and made available online through NEOGOV
- Wellness Program:
 - Created the Wellness Store
 - Earned Well City Award earning the City a 2% reduction on medical premiums.
- HR Library:
 - Created a resource library for employees to browse through library online or in HR
- NEOGOV:
 - Posted job openings
 - Utilized automatic scoring, candidate self-scheduling for interviews, EEO statistics, electronic notices to candidates, access to all job classifications and salaries to assist potential applicants and other entities conducting surveys
- Safety/Risk Management:
 - Completed Accident Prevention Plan & MSDS Database, posted on the intranet, and attended department's meetings to roll out
 - Updated employees' emergency contact information and created a thumb drive to be kept off-site in the bank vault with computer back up from IT and the other is kept in HR's portable Emergency Kit
 - Participated in new Stay at Work program
- Training:
 - Provided trainings in Defensive Driving, National Shakeout Drills, Hearing Testing, Supervisory Leadership Training, Respirator Training, Emergency Preparedness – Safety fair, Active Shooter, CPR/AED/First Aid training, Heavy Loads Training, Heat Related Illness Training, Sexual Harassment, and LocalGovU online training classes offered by WCIA.

ADMINISTRATIVE SERVICES **DEPARTMENT OVERVIEW**

Responsible Manager: *Tho Kraus, Assistant City Manager/Administrative Services*

2015/2016 ANTICIPATED KEY PROJECTS

Finance

- Produce a City-at-a-Glance financial summary
- Develop City Finances presentation
- Submit the 2015/2016 budget document to the GFOA Distinguished Budget Presentation Award Program (last submittal was in 2007)
- Centralize purchasing function within the Finance Division; develop contracts and purchasing manual
- Issue RFP for banking services
- Implement new fuel contract for City fleet & equipment
- Evaluate options for electronic funds payment for CDBG home payment program
- Review and update small and attractive assets policy
- Submit the City's 2017/18 Biennial Budget to the GFOA Distinguished Budget Presentation award program
- Update the 6-year financial forecast as part of the mid-biennial review
- Submit the City's 2014 and 2015 CAFR to the GFOA Excellence in Financial Reporting award program
- Continue enhancing in-depth interim financial reports to provide the leadership with informative financials
- Establish the City's in-house investment policy and develop procedures
- Continue employee development through cross-training
- Compare taxes and fees to neighboring cities as it relates to service levels
- Develop comparison of various economic, social, and demographic indicators between the City and surrounding cities and cities of similar size
- Establish Capital Facilities Plan in coordination with departments
- Develop funding options for parks capital projects
- Evaluate mail/postage options for potential savings

Information Technology

- Replace phone system, including evaluation of City Hall paging system
- Update Council Chambers technology
- Provide technical assistance in implementation of records management system
- Continue to provide technical assistance in web site update/redesign
- Develop an Information Technology Disaster Recovery Plan and business continuity plan
- Evaluate and implement an enterprise contact management application system
- Evaluate and install wireless Wi-Fi access points/cameras in the city parks
- Evaluate data storage options/upgrade data storage capacity
- Evaluate/redesign the City's permit process/web extensions

Human Resources

- Conduct training focused on areas such as leadership, safety & risk management, and customer service
- Create Workforce EEO Utilization Analysis & Diversity Plan to determine under-represented classifications, develop strategies to recruit a diverse work force, and market positions to specific target groups
- Enhance the City's Volunteer and Internship Program by determining the scope and need for volunteers and interns, developing online program, and including an emergency management element
- Create and develop an Accident Review Board with a stronger focus on risk assessment and ways to prevent injuries/accidents
- Create a Joint Health Care Ad-Hoc Committee involving representatives from all employee groups to address the rising costs of health care with the motive of cost containment and the Affordable Care Act (ACA)
- Cross-train HR employees into new functional areas

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Responsible Manager: *Tho Kraus, Assistant City Manager/Administrative Services*

ADOPTED SERVICE/ PROGRAM CHANGES

Service/ Program	Description & Justification	Change		Year 2015		Year 2016	
		FTE	Fleet/Equip	1-Time	Ongoing	1-Time	Ongoing
Administrative Assistant	Eliminate Administrative Assistant due to realignment of duties and functions for greater efficiency.	(1.00)	-	\$ -	\$ (89,720)	\$ -	\$ (92,980)
Accounting Technician I	Eliminate Accounting Technician I (vacant). 1st floor counter duties including cash receipting will be reassigned as part of the customer service consolidation. Accounting-related duties will be absorbed by Finance.	(1.00)	-	\$ -	\$ (71,370)	\$ -	\$ (76,040)
Financial Analyst	Eliminate Financial Analyst (vacant). Position is not needed due to realignment of duties and process improvements.	(1.00)	-	-	(96,560)	-	(100,490)
IT Engineer	Eliminate Information Technology Engineer due to realignment of functions and streamline processes to improve on efficiencies.	(1.00)	-	-	(102,590)	-	(107,860)
IT Engineer	Eliminate Information Technology Engineer due to realignment of functions and streamline processes to improve on efficiencies.	(1.00)	-	-	(104,140)	-	(107,860)
IT Specialist	Increase IT Specialist by 0.15 FTE (from 0.85 FTE to 1.0 FTE) due to elimination of two IT Engineers.	0.15	-	-	14,565	-	15,607
Senior Office Assistant	Eliminate Human Resources Senior Office Assistant.	(1.00)	-	-	(65,780)	-	(67,890)
Information Technology	Various line item reductions due to either finding other means of receiving the service, obtaining better prices, eliminating processes that are not needed such purchasing support for items that have already been upgraded, and eliminating line items that are simply not needed.	-	-	-	(56,820)	-	(60,540)
Document Management System	Automate the agenda process from start to finish, using a work flow application to process agenda items and supporting documents for approval, creating an agenda packet, and publishing it to the web. City Council meetings would be streamlined live and video recordings during City Council meetings and archived the after the meeting. The capital purchase is accounted for in the Information Technology Fund with a charge back to the Legal Department.	-	-	\$ 90,000	\$ -	\$ 10,000	\$ -
Video Arraignment	1-Time funds of \$50K to purchase software and equipment. Reduces Court transport overtime by \$35K annually (from \$50K to \$15K annually). The capital purchase is accounted for in the Information Technology Fund with a charge back to Municipal Court.	-	-	\$ 50,000	\$ -	\$ -	\$ -
	Total	(5.85)	-	\$ 140,000	\$ (572,415)	\$ 10,000	\$ (598,053)

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEWResponsible Manager: *Tho Kraus, Assistant City Manager/Administrative Services***DEPARTMENT POSITION INVENTORY**

Positions	2012	2013	2014			2015	2016	Grade
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	
Assistant City Manager/Finance Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	72
Human Resources Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	62
Information Technology Manager	-	-	-	-	-	1.00	1.00	54
Finance Manager	1.00	1.00	1.00	1.00	1.00	-	-	56
Financial Supervisor	-	-	-	-	-	1.00	1.00	45
Accounting Supervisor	-	-	-	-	-	1.00	1.00	45
IT Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	45
IT Senior Engineer	1.00	1.00	1.00	1.00	1.00	-	-	43
Senior Accountant	1.00	1.00	1.00	1.00	1.00	-	-	42
IT Engineer	2.00	2.00	2.00	2.00	2.00	-	-	40
Finance Analyst	3.00	3.00	3.00	3.00	3.00	2.00	2.00	38
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	2.00	2.00	38
GIS Specialist	-	-	-	-	-	1.00	1.00	38
IT Specialist	0.85	0.85	0.85	0.85	0.85	1.00	1.00	32
Accounting Technician III	1.00	1.00	1.00	1.00	1.00	1.00	1.00	25
Administrative Assistant	2.00	2.00	2.00	2.00	2.00	1.00	1.00	25
Accounting Technician II	2.00	2.00	2.00	2.00	2.00	2.00	2.00	23
Senior Office Assistant	1.00	1.00	1.00	1.00	1.00	-	-	18
Accounting Technician I	1.00	1.00	1.00	1.00	1.00	-	-	16
Total Regular Staffing	20.85	20.85	20.85	20.85	20.85	16.00	16.00	
<i>Change from prior year</i>	n/a	-	-	-	-	(4.85)	-	

Position Title	Group	FTE	2015			2016		
			Salary	Benefits	Total	Salary	Benefits	Total
Assistant City Manager/Director	Non-Rep	1.00	\$ 139,050	\$ 47,540	\$ 186,590	\$ 143,220	\$ 49,480	\$ 192,700
Accounting Supervisor	Non-Rep	1.00	81,970	28,070	110,040	84,450	29,260	113,710
Financial Supervisor	Non-Rep	1.00	81,990	33,120	115,110	84,430	34,780	105,462
Finance Analyst	AFSCME	1.00	69,100	15,830	84,930	76,940	14,580	91,520
Finance Analyst	AFSCME	1.00	74,360	30,600	104,960	77,990	32,260	110,250
Accounting Technician III	AFSCME	1.00	62,450	31,220	93,670	66,890	33,110	100,000
Accounting Technician II	AFSCME	1.00	56,520	18,900	75,420	60,530	20,050	80,580
Accounting Technician II	AFSCME	1.00	60,000	28,010	88,010	64,270	29,760	94,030
Total Finance		8.00	625,440	233,290	858,730	658,720	243,280	888,252
IT Manager	Non-Rep	1.00	97,850	37,530	135,380	100,780	39,170	139,950
IT Administrator	AFSCME	1.00	88,550	32,520	121,070	91,870	33,740	125,610
GIS Specialist II	AFSCME	1.00	80,760	37,090	117,850	86,500	39,320	125,820
IT Specialist I	AFSCME	1.00	71,330	25,760	97,090	76,790	27,240	104,030
Total Information Technology		4.00	338,490	132,900	471,390	355,940	139,470	495,410
Human Resources Director	Non-Rep	1.00	115,990	35,980	151,970	119,470	37,180	156,650
Human Resources Analyst	Non-Rep	1.00	72,820	22,830	95,650	75,000	23,460	98,460
Human Resources Analyst	Non-Rep	0.50	36,430	7,250	43,680	37,510	7,400	44,910
Human Resources Analyst	Non-Rep	0.50	36,430	10,950	47,380	37,510	11,330	48,840
Administrative Assistant	Non-Rep	1.00	59,860	12,660	72,520	61,560	13,100	74,660
Total Human Resources		4.00	321,530	89,670	411,200	331,050	92,470	423,520
Total Administrative Services		16.00	\$ 1,285,460	\$ 455,860	\$ 1,741,320	\$ 1,345,710	\$ 475,220	\$ 1,807,182

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW
Responsible Manager: *Tho Kraus, Assistant City Manager/Administrative Services*

PURPOSE & DESCRIPTION

The Finance & Administrative Services Department consists of: the Finance Division, which provides budget and financial management functions and manages the fleet and equipment operations; the Information Technology Division, which supports the City's voice, data, geographic information systems and overall technology needs; and the Human Resources Division, which manages employee recruitment processes, administers employee pay and benefit programs, and manages risk, safety, and city-wide training.

GOALS/OBJECTIVES

- Enhance the efficiency and effectiveness of City operations by providing varied professional expertise and guidance
- Deliver consistent, high quality service and support to internal and external customers
- Create an environment of mutual respect and partnership with City departments

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEWResponsible Manager: *Tho Kraus, Assistant City Manager/Administrative Services***DEPARTMENT SUMMARY – GENERAL FUND**

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
General Fund										
<i>Revenue Summary:</i>										
001	Wellness Store	\$ -	\$ -	\$ -	\$ -	\$ 3,500	\$ 9,600	\$ 9,600	\$ 9,600	n/a
001	General Government	5,311,189	6,862,075	5,564,060	5,904,423	6,200,148	5,528,144	5,642,490	(376,279)	-6.4%
Total Revenue		\$ 5,311,189	\$ 6,862,075	\$ 5,564,060	\$ 5,904,423	\$ 6,203,648	\$ 5,537,744	\$ 5,652,090	\$ (366,679)	-6.2%
<i>Operating Expenditure Summary:</i>										
001	Finance	\$ 2,195,740	\$ 2,046,074	\$ 2,009,680	\$ 2,055,750	\$ 2,055,750	\$ 966,460	\$ 1,009,730	\$ (1,089,290)	-53.0%
001	Human Resources	1,157,446	1,276,009	959,630	959,630	1,279,630	441,750	455,720	(517,880)	-54.0%
001	Non-Departmental	1,685,820	2,495,840	2,494,750	2,305,122	2,349,347	3,579,534	3,636,640	1,274,412	55.3%
Total Operating Expenditure		\$ 5,039,006	\$ 5,817,923	\$ 5,464,060	\$ 5,320,502	\$ 5,684,727	\$ 4,987,744	\$ 5,102,090	\$ (332,758)	-6.3%
<i>Capital & 1-Time Expenditure Summary:</i>										
001	Finance	\$ 114,355	\$ 179,575	\$ 75,000	\$ 471,921	\$ 431,921	\$ -	\$ -	\$ (471,921)	-100.0%
001	Human Resources	-	820,400	-	-	-	-	-	-	n/a
001	Non-Departmental	157,828	44,177	25,000	112,000	87,000	550,000	550,000	438,000	391.1%
Total Capital & 1-Time Expenditure		\$ 272,183	\$ 1,044,152	\$ 100,000	\$ 583,921	\$ 518,921	\$ 550,000	\$ 550,000	\$ (33,921)	-5.8%
Total Expenditure		\$ 5,311,189	\$ 6,862,075	\$ 5,564,060	\$ 5,904,423	\$ 6,203,648	\$ 5,537,744	\$ 5,652,090	\$ (366,679)	-6.2%

ADMINISTRATIVE SERVICES **DEPARTMENT OVERVIEW**

Responsible Manager: *Tho Kraus, Assistant City Manager/Administrative Services*

DEPARTMENT SUMMARY – NON-GENERAL FUND

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Fleet & Equipment										
<i>Revenue Summary:</i>										
501	M&O Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 904,220	\$ 904,220	\$ 904,220	n/a
501	Replacement Reserves	-	938,150	1,799,840	1,098,970	938,180	1,069,020	1,069,020		
501	Interest Earnings	17,295	15,576	-	-	-	-	-		
501	Insurance Recovery	12,663	76,781	30,000	75,000	90,000	-	-		
501	Interfund Loan & Interest	636	-	-	-	-	-	-		
501	Proceeds from Sale of Assets	13,225	17,213	20,000	49,000	49,000	14,000	14,000		
501	Transfer In-General Fund	8,674	-	-	-	-	-	-		
Total Revenue		\$ 52,493	\$ 1,047,720	\$ 1,849,840	\$ 1,222,970	\$ 1,077,180	\$ 1,987,240	\$ 1,987,240	\$ 764,270	62.5%
<i>Expenditure Summary:</i>										
501	Operations	-	28	-	-	-	904,220	904,220	904,220	n/a
501	Capital & 1-Time	598,656	672,917	1,223,230	1,143,600	1,128,391	525,000	338,000	(618,600)	-54.1%
Total Expenditure		\$ 598,656	\$ 672,945	\$ 1,223,230	\$ 1,143,600	\$ 1,128,391	\$ 1,429,220	\$ 1,242,220	\$ 285,620	25.0%
Information Technology										
<i>Revenue Summary:</i>										
503	M&O Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,043,030	\$ 1,077,050	\$ 1,043,030	n/a
001	General Government	-	-	-	-	-	140,000	-	140,000	n/a
Total Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,183,030	\$ 1,077,050	\$ 1,183,030	n/a
<i>Expenditure Summary:</i>										
001/503	Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,043,030	\$ 1,077,050	\$ 1,043,030	n/a
001/503	Capital & 1-Time	-	-	-	-	-	140,000	-	140,000	n/a
Total Expenditure		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,183,030	\$ 1,077,050	\$ 1,183,030	n/a
Risk Management										
<i>Revenue Summary:</i>										
	M&O Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 853,750	\$ 778,980	\$ 853,750	n/a
	AWC Retro Refund	-	-	-	-	-	-	-	-	n/a
Total Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 853,750	\$ 778,980	\$ 853,750	n/a
<i>Expenditure Summary:</i>										
	Operations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 853,750	\$ 778,980	\$ 853,750	n/a
Total Expenditure		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 853,750	\$ 778,980	\$ 853,750	n/a

ADMINISTRATIVE SERVICES **DEPARTMENT OVERVIEW**

Responsible Manager: *Tho Kraus, Assistant City Manager/Administrative Services*

HIGHLIGHTS / CHANGES

The adopted operating budget totals \$7,788,744 in 2015 and \$7,862,340 in 2016. This is an increase of 46.4% or \$2,468,242 from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Salaries decreased by \$214,140 or 14.3% due to the reduction in staffing for the department.
- Benefits decreased by \$81,620 or 15.2% due to the reduction in staffing for the department.
- Other Supplies decreased by \$79,030 or 69.0% due to moving the budget for city-wide postage (bulk mail, fedex, postage) from other supplies to communication.
- Fuel increased by \$521,400 or 26070.0% due to moving the fuel budgets from all departments into the Fleet & Equipment internal service fund. All costs are recouped through M&O charges to the departments.
- Communication increased by \$178,950 or 295.8% due to moving the communication budgets from all departments into the Information Technology internal service fund. All costs are recouped through M&O charges to the departments.
- Risk Assessment (WCIA) increased by \$365,770 or 79.7% due to moving liability to zero deductible.
- Repairs & Maintenance increased by \$391,820 or 226.4% due to moving repairs and maintenance budgets from all departments into the Fleet & Equipment internal service fund. All costs are recouped through M&O charges to the departments.
- Interfund Transfers increased by \$142,018 or 11.9% due to primarily to transferring funding source to General Obligation Bond Debt Service.
- Intergovernmental decreased by \$35,500 or 100% due to moving
- IS Charges - M&O increased by \$2,190,040 due to M&O being budgeted in non-departmental until an allocation method can be established to charge departments for salaries and benefits in the newly established internal service funds.
- IS Charges – Reserves decreased by \$906,200 or 98.5% due to replacement reserves for vehicles and equipment being moved to the departments associate with the specific vehicles and equipment.

ADMINISTRATIVE SERVICES **DEPARTMENT OVERVIEW**

Responsible Manager: *Tho Kraus, Assistant City Manager/Administrative Services*

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
501	M&O Rev - Fleet & Equip	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 904,220	\$ 904,220	\$ 904,220	n/a
501	Reserves - Fleet & Equip	-	938,150	1,799,840	1,098,970	938,180	1,069,020	1,069,020	(29,950)	-2.7%
501	Interest Earnings	17,295	15,576	-	-	-	-	-	-	n/a
501	Insurance Recovery	12,663	76,781	30,000	75,000	90,000	-	-	(75,000)	-100.0%
501	Interfund Loan & Interest	636	-	-	-	-	-	-	-	n/a
501	Proceeds from Sale of Assets	13,225	17,213	20,000	49,000	49,000	14,000	14,000	(35,000)	-71.4%
501	Transfer in General Fund	8,674	-	-	-	-	-	-	-	n/a
503	M&O Revenue - Info Tech	-	-	-	-	-	1,043,030	1,077,050	1,043,030	n/a
503	Contrib Capital - Info Tech	-	-	-	-	-	140,000	-	140,000	n/a
504	M&O Rev - Risk Mgmt	-	-	-	-	-	853,750	778,980	853,750	n/a
504	AWC Retro Refund	-	-	-	-	-	-	-	-	n/a
001	Wellness Store	-	-	-	-	3,500	9,600	9,600	9,600	n/a
001	General Governmental	5,311,189	6,862,075	5,564,060	5,904,423	6,200,148	5,528,144	5,642,490	(376,279)	-6.4%
Total Revenues:		\$ 5,363,682	\$ 7,909,795	\$ 7,413,900	\$ 7,127,393	\$ 7,280,828	\$ 9,561,764	\$ 9,495,360	\$ 2,434,371	34.2%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	1,599,146	1,488,824	1,453,530	1,499,600	1,499,600	1,285,460	1,345,710	(214,140)	-14.3%
11.002/4	Overtime	2,188	163	1,000	1,000	1,000	1,000	1,000	-	0.0%
11.011	Temporary Help	-	8,714	6,500	6,500	6,500	6,500	6,500	-	0.0%
21.xxx	Benefits	588,459	537,656	537,480	537,480	537,480	455,860	475,220	(81,620)	-15.2%
31.xxx	Other Operating Supplies	127,131	100,364	114,500	114,500	114,500	35,470	35,470	(79,030)	-69.0%
31.002	Printer & Copier Supplies	30,452	34,178	20,000	20,000	20,000	34,000	34,000	14,000	70.0%
31.003/00	Office Publications/Forms	1,738	1,274	500	500	500	1,490	1,490	990	198.0%
31.005	Meeting Food & Beverage	1,109	2,171	1,200	1,200	1,200	5,400	5,400	4,200	350.0%
32.xxx	Fuel	1,595	699	2,000	2,000	2,000	523,400	523,400	521,400	26070.0%
35.xxx	Small Tools/Minor Equip	7,333	36,091	10,200	10,200	10,200	36,950	46,950	26,750	262.3%
41.xxx	Professional Service	114,836	93,964	62,000	32,000	32,000	66,650	66,650	34,650	108.3%
42.xxx	Communication	44,947	53,436	60,500	60,500	60,500	296,470	296,470	235,970	390.0%
43/49.003	Travel & Training	15,753	8,943	12,470	12,470	12,470	8,370	10,020	(4,100)	-32.9%
44.xxx	Advertising	931	919	1,000	1,000	1,000	300	300	(700)	-70.0%
45.xxx	Operating Rental/Lease	49,096	50,865	55,000	55,000	55,000	52,500	52,500	(2,500)	-4.5%
46.xxx	Risk Assessment (WCIA)	678,561	783,208	459,000	459,000	779,000	824,770	750,000	365,770	79.7%
48.xxx	Repairs & Maintenance	194,852	163,571	173,030	173,030	173,030	564,850	564,850	391,820	226.4%
49.001	Membership Dues	86,857	76,995	91,400	91,400	91,400	62,040	62,040	(29,360)	-32.1%
49.xxx	Other Charges & Services	33,830	43,440	25,000	25,000	25,000	7,250	7,250	(17,750)	-71.0%
597	Interfund Transfers	1,069,265	1,064,780	1,064,780	1,188,822	1,233,047	1,330,840	1,386,710	142,018	11.9%
5x.xxx	Intergovernmental	102,657	61,488	109,000	109,000	109,000	64,770	64,770	(44,230)	-40.6%
7/8x.xxx	Debt Service	288,270	285,908	283,670	-	-	-	-	-	n/a
9x.xxx	IS Charges - M&O	-	-	-	-	-	2,110,304	2,111,540	2,110,304	n/a
9x.xxx	IS Charges - Reserves	-	920,300	920,300	920,300	920,300	14,100	14,100	(906,200)	-98.5%
Subtotal Operating Exp:		\$ 5,039,006	\$ 5,817,951	\$ 5,464,060	\$ 5,320,502	\$ 5,684,727	\$ 7,788,744	\$ 7,862,340	\$ 2,468,242	46.4%
<i>Capital & One-time Funding:</i>										
	Finance	114,355	179,575	75,000	471,921	431,921	-	-	(471,921)	-100.0%
	Non-Department	157,828	44,177	25,000	112,000	87,000	550,000	550,000	438,000	391.1%
	Information Technology	-	-	-	-	-	140,000	-	140,000	n/a
	Fleet & Equip Replacement	598,656	672,917	1,223,230	1,143,600	1,128,391	525,000	338,000	(618,600)	-54.1%
	Human Resources	-	820,400	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ 870,839	\$ 1,717,069	\$ 1,323,230	\$ 1,727,521	\$ 1,647,312	\$ 1,215,000	\$ 888,000	\$ (512,521)	-29.7%
Total Expenditures:		\$ 5,909,845	\$ 7,535,020	\$ 6,787,290	\$ 7,048,023	\$ 7,332,039	\$ 9,003,744	\$ 8,750,340	\$ 1,955,721	27.7%

ADMINISTRATIVE SERVICES **FINANCE**

Responsible Manager: *Tho Kraus, Assistant City Manager/Finance Director*

PURPOSE/DESCRIPTION

The purpose of the Finance Division is to provide accurate financial information from which educated judgments can be made on the financial health of the City and decisions can be made by management regarding City operations. The Finance Department's responsibilities include accounts payable, accounts receivable, payroll, general accounting, financial planning, cash and investment management, cash receipting, internal control monitoring, audit, monthly, quarterly and annual financial reporting, budget preparation and financial analyses.

GOAL/OBJECTIVE

- Provide timely, accurate, user-friendly and transparent financial information and services
- Ensure compliance with purchasing laws and regulations
- Ensure proper internal control in city operations to safeguard city resources
- Maintain reliability and integrity of City's financial data and processes

PERFORMANCE MEASURES

Type/Description	Target	2013	2014
# of invoices paid annually	tbd	n/a	n/a
% of vendors paid within 30 days of invoice date	tbd	n/a	n/a
% of accounts receivable aged balances over 60 days versus annual billing	tbd	n/a	n/a
% variance between projected operating revenues versus actual	10%	n/a	tbd
GFOA Award Received for Current Year CAFR ⁽¹⁾	Yes	Yes	pending
GFOA Award Received for Biennium's Budget Document ⁽²⁾	Yes	No	No
Clean Audit	Yes	No	tbd
Bond Rating Per Standard & Poor's	AA	A	AA-
Investment return compared to LGIP & 6 Month T-Bill ⁽³⁾	n/a	n/a	n/a
# of months cash reconciled within 15 days of month-end ⁽⁴⁾	12	0	0
Average working days to compile quarterly financial report ⁽⁵⁾	5	n/a	5

Performance Measures were developed for the first time as part of the 2015/2016 Biennial Budget Process, therefore not all data is readily available.

⁽¹⁾ The City's first CAFR submittal since 2005 was for FY2013 which the City received the award as a "first" time submitter.

⁽²⁾ The City's first budget submittal since 2007 is the the 2015/2016 Biennial Budget.

⁽³⁾ Data not available at time of publication.

⁽⁴⁾ The City implemented a new cash reconciliation process and has balanced to the penny beginning in 2014.

It is expected that the 15 day deadline will be met beginning with the March 2015 bank statements.

⁽⁵⁾ The City's first comprehensive, in-depth financial report was developed for the 3rd quarter financial report.

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Assistant City Manager/Finance Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	72
Finance Manager	1.00	1.00	1.00	1.00	1.00	-	-	56
Financial Supervisor	-	-	-	-	-	1.00	1.00	45
Accounting Supervisor	-	-	-	-	-	1.00	1.00	45
Senior Accountant	1.00	1.00	1.00	1.00	1.00	-	-	42
Finance Analyst	3.00	3.00	3.00	3.00	3.00	2.00	2.00	38
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	-	-	25
Accounting Technician III	1.00	1.00	1.00	1.00	1.00	1.00	1.00	25
Accounting Technician II	2.00	2.00	2.00	2.00	2.00	2.00	2.00	23
Accounting Technician I	1.00	1.00	1.00	1.00	1.00	-	-	16
Total Regular Staffing	11.00	11.00	11.00	11.00	11.00	8.00	8.00	
<i>Change from prior year</i>	n/a	-	-	-	-	(3.00)	-	

ADMINISTRATIVE SERVICES FINANCEResponsible Manager: *Tho Kraus, Assistant City Manager/Finance Director***HIGHLIGHTS/CHANGES**

The adopted operating budget totals \$966,460 in 2015 and \$1,009,730 in 2016. This is a decrease of \$1,089,290 or 53% from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Salary & Wages and Benefits decreased by \$517,830 or 45.3% and \$189,540 or 44.8%, respectively, due primarily to moving information technology personnel cost to the newly created Information Technology internal service fund and eliminating three positions in finance.
- Other Operating Supplies decreased by \$59,620 or 98.5% due to moving the budget for city-wide postage (bulk mail, fedex, postage) from other supplies to non-department.
- Printer & Copier Supplies decreased by \$20,000 or 100% due to moving the budget to Information Technology Fund.
- Small Tools and Minor Equipment decreased by \$7,500 or 100% due to eliminating the budget to reflect actual expenditures based on history.
- Professional Services decreased by \$13,800 due primarily to adding budget for banking services fees that had not previously been budgeted.
- Communications decreased by \$60,500 due to partially to shifting the budget from the other supplies line item and moving the remaining budget from non-departmental.
- Operating Rental/Lease decreased by \$55,000 or 100% due to moving copier rentals to the Information Technology.
- Repairs & Maintenance decreased by \$170,000 or 100% due to moving the budget to the Information Technology.
- Membership Dues decreased by \$14,330 or 91.3% due primarily to moving the Association of Washington Cities dues non-departmental.
- Intergovernmental decreased by \$8,730 or 12.0% due to adjusting the budget for the annual state audit to reflect projected hours and rate charged by the Washington State Auditor's Office.

REVENUE AND EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	General Government	\$ 2,310,095	\$2,225,649	\$2,084,680	\$2,527,671	\$2,487,671	\$ 966,460	\$1,009,730	(1,561,211)	-61.8%
Total Revenues:		\$ 2,310,095	\$2,225,649	\$2,084,680	\$2,527,671	\$2,487,671	\$ 966,460	\$1,009,730	\$ (1,561,211)	-61.8%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	1,235,379	1,137,875	1,097,200	1,143,270	1,143,270	625,440	658,720	(517,830)	-45.3%
11.002/4	Overtime	2,065	163	-	-	-	-	-	-	n/a
11.011	Temporary Help	-	8,714	6,500	6,500	6,500	6,500	6,500	-	0.0%
21.xxx	Benefits	470,011	425,943	422,830	422,830	422,830	233,290	243,280	(189,540)	-44.8%
31.xxx	Other Operating Supplies	51,449	68,469	60,500	60,500	60,500	880	880	(59,620)	-98.5%
31.002	Printer & Copier Supplies	30,452	34,178	20,000	20,000	20,000	-	-	(20,000)	-100.0%
31.003/00	Office Publications/Forms	1,670	1,010	500	500	500	1,490	1,490	990	198.0%
31.005	Meeting Food & Beverage	51	104	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	3,018	27,664	7,500	7,500	7,500	-	-	(7,500)	-100.0%
41.xxx	Professional Service	36,649	34,162	14,500	14,500	14,500	28,300	28,300	13,800	95.2%
42.xxx	Communication	44,490	53,436	60,500	60,500	60,500	-	-	(60,500)	-100.0%
43/49.003	Travel & Training	13,341	6,635	6,500	6,500	6,500	4,970	4,970	(1,530)	-23.5%
45.xxx	Operating Rental/Lease	49,096	50,865	55,000	55,000	55,000	-	-	(55,000)	-100.0%
48.xxx	Repairs & Maintenance	194,191	163,325	170,000	170,000	170,000	-	-	(170,000)	-100.0%
49.001	Membership Dues	4,267	2,108	15,700	15,700	15,700	1,370	1,370	(14,330)	-91.3%
49.xxx	Other Charges & Services	1,341	5,874	-	-	-	-	-	-	n/a
5x.xxx	Intergovernmental	58,270	25,549	72,450	72,450	72,450	63,720	63,720	(8,730)	-12.0%
9x.xxx	IS Charges - M&O	-	-	-	-	-	500	500	500	n/a
Subtotal Operating Exp:		\$ 2,195,740	\$ 2,046,074	\$ 2,009,680	\$ 2,055,750	\$ 2,055,750	\$ 966,460	\$ 1,009,730	\$ (1,089,290)	-53.0%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	114,355	179,575	75,000	471,921	431,921	-	-	(471,921)	-100.0%
Subtotal One-time Exp:		\$ 114,355	\$ 179,575	\$ 75,000	\$ 471,921	\$ 431,921	\$ -	\$ -	\$ (471,921)	-100.0%
Total Expenditures:		\$ 2,310,095	\$ 2,225,649	\$ 2,084,680	\$ 2,527,671	\$ 2,487,671	\$ 966,460	\$ 1,009,730	\$ (1,561,211)	-61.8%

ADMINISTRATIVE SERVICES NON-DEPARTMENTAL

Responsible Manager: *Tho Kraus, Assistant City Manager/Finance Director*

PURPOSE/DESCRIPTION

The purpose of the Non-Department section is to account for expenditures that are not specifically related to one department such as : transfers from the General Fund to the General Obligation Bonds Debt Service Fund; transfer from the General Fund to subsidize Street O&M Fund operations; and various membership dues. It also includes internal service maintenance & operation charges that will be allocated to departments on a monthly or quarterly basis. The reason for budgeting a large part of these charges in the Non-Department section is due to not having established an allocation basis for charging the operating departments. For example, information technology personnel costs have not been tracked by the amount of time spent supporting departments and/or applications.

ADMINISTRATIVE SERVICES **NON-DEPARTMENTAL**

Responsible Manager: *Tho Kraus, Assistant City Manager/Finance Director*

HIGHLIGHTS/CHANGES

The adopted operating budget totals \$3,579,534 in 2015 and \$3,636,640 in 2016. This is an increase of \$1,274,412 or 55.3% from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Other Operating Supplies decreased by \$37,000 or 78.7% due to various line item reductions.
- Communication increased by \$57,020 due to moving the postage/mail costs from supplies in Finance to the appropriate account in non-departmental.
- Interfund Transfers increased by \$142,018 or 11.9% due to primarily to transferring funding source to General Obligation Bond Debt Service.
- Intergov't'l decreased by \$35,500 or 100% due to moving clean air assessment and liquor requirement to departments.
- IS Charges - M&O increased by \$2,103,040 due to M&O being budgeted in non-departmental until an allocation methodology can be established to charge departments for salaries and benefits in the newly established internal service funds.
- IS Charges – Reserves decreased by \$906,200 or 98.5% due to replacement reserves for vehicles and equipment being moved to the departments associated with the specific vehicle and equipment.

REVENUE AND EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	General Government	\$ 1,843,648	\$2,540,017	\$2,519,750	\$2,417,122	\$2,436,347	\$4,129,534	\$4,186,640	1,712,412	70.8%
Total Revenues:		\$ 1,843,648	\$ 2,540,017	\$ 2,519,750	\$ 2,417,122	\$ 2,436,347	\$ 4,129,534	\$ 4,186,640	\$ 1,712,412	70.8%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	21,428	3,462	5,000	5,000	5,000	-	-	(5,000)	-100.0%
21.xxx	Benefits	7,403	555	-	-	-	-	-	-	n/a
31.xxx	Other Operating Supplies	69,030	25,768	47,000	47,000	47,000	10,000	10,000	(37,000)	-78.7%
31.005	Meeting Food & Beverage	-	-	-	-	-	4,400	4,400	4,400	n/a
32.xxx	Fuel	1,595	699	2,000	2,000	2,000	-	-	(2,000)	-100.0%
35.xxx	Small Tools/Minor Equip	4,315	4,957	1,000	1,000	1,000	-	-	(1,000)	-100.0%
41.xxx	Professional Service	64,264	42,953	33,000	3,000	3,000	-	-	(3,000)	-100.0%
42.xxx	Communication	49	-	-	-	-	57,020	57,020	57,020	n/a
43/49.003	Travel & Training	(476)	(417)	-	-	-	-	-	-	n/a
46.xxx	WCIA Risk Assessment	2,317	-	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	661	246	2,500	2,500	2,500	-	-	(2,500)	-100.0%
49.001	Membership Dues	81,714	73,757	75,000	75,000	75,000	59,870	59,870	(15,130)	-20.2%
49.xxx	Other Charges & Services	32,489	37,538	25,000	25,000	25,000	-	-	(25,000)	-100.0%
597	Interfund Transfers	1,069,265	1,064,780	1,064,780	1,188,822	1,233,047	1,330,840	1,386,710	142,018	11.9%
5x.xxx	Intergovernmental	43,496	35,334	35,500	35,500	35,500	-	-	(35,500)	-100.0%
7/8x.xxx	Debt Service	288,270	285,908	283,670	-	-	-	-	-	n/a
9x.xxx	IS Charges - M&O	-	-	-	-	-	2,103,304	2,104,540	2,103,304	n/a
9x.xxx	IS Charges - Reserves	-	920,300	920,300	920,300	920,300	14,100	14,100	(906,200)	-98.5%
Subtotal Operating Exp:		\$ 1,685,820	\$ 2,495,840	\$ 2,494,750	\$ 2,305,122	\$ 2,349,347	\$ 3,579,534	\$ 3,636,640	\$ 1,274,412	55.3%
<i>Capital & One-time Funding:</i>										
Capital & 1-Time		127,089	35,998	-	37,000	37,000	-	-	(37,000)	-100.0%
Transfer to Street CIP		-	3,826	-	-	-	500,000	500,000	500,000	n/a
Transfer to Public Art		-	2,000	-	-	-	-	-	-	n/a
Transfer to SSMCP		-	-	-	50,000	50,000	50,000	50,000	-	0.0%
Transfer to Public Safety Grants		-	2,353	-	-	-	-	-	-	n/a
Transfer to SWM		22,065	-	-	-	-	-	-	-	n/a
Transfer to Fleet & Equip		8,674	-	-	-	-	-	-	-	n/a
Contingency Reserves		-	-	25,000	25,000	-	-	-	(25,000)	-100.0%
Subtotal One-time Exp:		\$ 157,828	\$ 44,177	\$ 25,000	\$ 112,000	\$ 87,000	\$ 550,000	\$ 550,000	\$ 438,000	391.1%
Total Expenditures:		\$ 1,843,648	\$ 2,540,017	\$ 2,519,750	\$ 2,417,122	\$ 2,436,347	\$ 4,129,534	\$ 4,186,640	\$ 1,712,412	70.8%

ADMINISTRATIVE SERVICES **FLEET & EQUIPMENT**

Responsible Manager: *Tho Kraus, Assistant City Manager/Finance Director*

PURPOSE/DESCRIPTION

The purpose of the Fleet & Equipment Fund is to account for all costs associated with operating, maintaining the City's vehicles and motorized equipment.

GOAL/OBJECTIVE

- Ensure safe, available, and reliable vehicles and equipment

PERFORMANCE MEASURES

Measure	Target	2013	2014
# of repeat repairs (sent back to shop for same problem within 3 months)	tbd	n/a	n/a
Ratio of unscheduled repairs to preventative maintenance	tbd	n/a	n/a
% of time vehicle/equipment is up and running	tbd	n/a	n/a
# of vehicles replaced in advance of estimated life cycle	tbd	n/a	n/a
# of vehicles operating beyond estimated life cycle	tbd	n/a	n/a
% of alternative vehicles compared to total vehicles	tbd	n/a	n/a
Fuel efficiency (need to determine this can be measured)	tbd	n/a	n/a

Performance Measures were developed for the first time as part of the 2015/2016 Biennial Budget Process, therefore data is readily available.

ADMINISTRATIVE SERVICES **FLEET & EQUIPMENT**

Responsible Manager: *Tho Kraus, Assistant City Manager/Finance Director*

HIGHLIGHTS/CHANGES

The adopted operating budget totals \$904,220 in 2015 and \$904,220 in 2016. All operating expenditures in the Fleet & Equipment adopted budget for 2015 and 2016 are fleet and equipment costs that have historically been budgeted in the individual department budgets. These expenditures are offset by M&O charges to the individual departments to which the expenditures relate.

REVENUE AND EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
501	M&O Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 904,220	\$ 904,220	\$ 904,220	n/a
501	Replacement Reserves	-	938,150	1,799,840	1,098,970	938,180	1,069,020	1,069,020	(29,950)	n/a
501	Interest Earnings	17,295	15,576	-	-	-	-	-	-	n/a
501	Insurance Recovery	12,663	76,781	30,000	75,000	90,000	-	-	(75,000)	-100.0%
501	Interfund Loan & Interest	636	-	-	-	-	-	-	-	n/a
501	Proceeds from Sale of Assets	13,225	17,213	20,000	49,000	49,000	14,000	14,000	(35,000)	-71.4%
501	Transfer In-General Fund	8,674	-	-	-	-	-	-	-	n/a
Total Revenues:		\$ 651,149	\$ 1,720,665	\$ 3,073,070	\$ 2,366,570	\$ 2,205,571	\$ 1,987,240	\$ 1,987,240	\$ (379,330)	-16.0%
<i>Expenditure Summary:</i>										
31.xxx	Other Operating Supplies	-	-	-	-	-	3,990	3,990	3,990	n/a
32.xxx	Fuel	-	-	-	-	-	523,400	523,400	523,400	n/a
48.xxx	Repairs & Maintenance	-	-	-	-	-	376,830	376,830	376,830	n/a
49.xxx	Other Charges & Services	-	28	-	-	-	-	-	-	n/a
Subtotal Operating Exp:		\$ -	\$ 28	\$ -	\$ -	\$ -	\$ 904,220	\$ 904,220	\$ 904,220	n/a
<i>Capital & One-time Funding:</i>										
	Vehicle & Equip Replace	598,656	672,917	1,223,230	1,143,600	1,128,391	525,000	338,000	(618,600)	-54.1%
	Transfer Out-General Fund	-	-	-	1,074,959	1,074,959	-	-	(1,074,959)	-100.0%
	Transfer Out-SWM Fund	-	-	-	31,237	31,237	-	-	(31,237)	-100.0%
Subtotal One-time Exp:		\$ 598,656	\$ 672,917	\$ 1,223,230	\$ 1,143,600	\$ 1,128,391	\$ 525,000	\$ 338,000	\$ (618,600)	-54.1%
Total Expenditures:		\$ 598,656	\$ 672,945	\$ 1,223,230	\$ 1,143,600	\$ 1,128,391	\$ 1,429,220	\$ 1,242,220	\$ 285,620	25.0%

ADMINISTRATIVE SERVICES **INFORMATION TECHNOLOGY**

Responsible Manager: *Kenneth White, Information Technology Manager*

PURPOSE/DESCRIPTION:

The Information Technology Division provides: information systems services; technical services that support and enhance the city’s information systems and covers all data, hardware, and software which includes applications, operating systems, special systems, networks, employee training, equipment acquisition, database administration, programming and all other items related to the City’s computing needs; communications services including technical services, support, maintenance and enhancements for the City’s telephone system, cellular and other mobile devices, and building wire cable, wireless and other communications-related needs; and internet and intranet web services including developing and maintaining the City’s web, FTP (File Transfer Protocol) and VPN (Virtual Private Network) services, providing training for employees, monitoring system security, and developing interfaces. The division also provides geographical information services which include developing and maintaining the city’s spatial database, producing maps, analyzing data, generating reports, providing employee training, and developing user-friendly interfaces for employee and public to the city’s GIS.

GOALS/OBJECTIVES:

- Support City goals and department objectives through automation
- Provide excellent customer service, employee support, and training
- Understand departments’ business processes and needs
- Streamline City operations through integration and systems automation
- Keep informed of technology trends, enhancements, and capabilities
- Seek new technology and apply where it is cost effective
- Provide stable and reliable information technology infrastructure
- Provide up-to-date hardware and software tools for employees
- Improve access to City services and information through the web and other online systems

PERFORMANCE MEASURES

Measure	Target	2013	2014
# of new systems implemented	tbd	n/a	n/a
# of users served	tbd	n/a	n/a
# of personal computers maintained	tbd	n/a	n/a
# of support calls received annually	tbd	n/a	n/a
# of applications maintained	tbd	n/a	n/a
# of servers maintained (LAN/WAN)	tbd	n/a	n/a
# of phones operated and maintained	tbd	n/a	n/a
# of radios maintained	tbd	n/a	n/a
# of web pages maintained	tbd	n/a	n/a
% of technical responses within 2 to 4 hours	tbd	n/a	n/a
% of IT system up-time during normal business hours	tbd	n/a	n/a
% of communications up-time during normal business hours	tbd	n/a	n/a

Performance Measures were developed for the first time as part of the 2015/2016 Biennial Budget Process, therefore data is readily available.

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Information Technology Manager	-	-	-	-	-	1.00	1.00	54
IT Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	45
IT Senior Engineer	1.00	1.00	1.00	1.00	1.00	-	-	43
IT Engineer	2.00	2.00	2.00	2.00	2.00	-	-	40
GIS Specialist	-	-	-	-	-	1.00	1.00	38
IT Specialist	0.85	0.85	0.85	0.85	0.85	1.00	1.00	32
Total Regular Staffing	4.85	4.85	4.85	4.85	4.85	4.00	4.00	

ADMINISTRATIVE SERVICES INFORMATION TECHNOLOGYResponsible Manager: *Kenneth White, Information Technology Manager***HIGHLIGHTS/CHANGES:**

The adopted operating budget totals \$1,043,030 in 2015 and \$1,077,050 in 2016. All operating expenditures in the Information Technology adopted budget for 2015 and 2016 are information technology costs that have historically been budgeted in the individual department budgets. These expenditures are offset by M&O charges to the individual departments to which the expenditures relate. Salaries and benefits are offset by M&O charges in non-departmental until an allocation methodology is developed for those costs.

REVENUE AND EXPENDITURE SUMMARY:

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
503	M&O Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$1,043,030	\$1,077,050	1,043,030	n/a
503	Contributed Capital	-	-	-	-	-	140,000	-	140,000	n/a
Total Revenues:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,183,030	\$ 1,077,050	\$ 1,183,030	n/a
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	-	-	-	-	-	338,490	355,940	338,490	n/a
21.xxx	Benefits	-	-	-	-	-	132,900	139,470	132,900	n/a
31.xxx	Other Supplies	-	-	-	-	-	4,000	4,000	4,000	n/a
31.002	Printer & Copier Supplies	-	-	-	-	-	34,000	34,000	34,000	n/a
35.xxx	Small Tools/Minor Equip	-	-	-	-	-	36,950	46,950	36,950	n/a
41.xxx	Professional Service	-	-	-	-	-	10,000	10,000	10,000	n/a
42.xxx	Communication	-	-	-	-	-	239,450	239,450	239,450	n/a
45.xxx	Operating Rental/Lease	-	-	-	-	-	52,500	52,500	52,500	n/a
48.xxx	Repairs & Maintenance	-	-	-	-	-	187,490	187,490	187,490	n/a
49.xxx	Other Charges & Services	-	-	-	-	-	7,250	7,250	7,250	n/a
Subtotal Operating Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,043,030	\$ 1,077,050	\$ 1,043,030	n/a
<i>Capital & One-time Funding:</i>										
	Video Arraignment	-	-	-	-	-	50,000	-	50,000	n/a
	Records Management	-	-	-	-	-	90,000	-	90,000	n/a
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000	\$ -	\$ 140,000	n/a
Total Expenditures:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,183,030	\$ 1,077,050	\$ 1,183,030	n/a

ADMINISTRATIVE SERVICES **HUMAN RESOURCES**

Responsible Manager: *Debi Young, Human Resource Director*

PURPOSE/DESCRIPTION

The mission of the Human Resources Division is to assist the business of government to run effectively and efficiently by integrating employee skills and behaviors with organizational objectives and activities.

GOALS/OBJECTIVES

- Enhance employee access to services
- Increase employee awareness of risk management best practices, policies, procedures and resources
- Promote and implement employee wellness program
- Earn Well City Award
- Implement Health Care Task Force

PERFORMANCE MEASURES

Measure	Target	2013	2014
# of Collective Bargaining Agreements negotiated	4	n/a	n/a
# of employee turnover	tbd	n/a	n/a
% of employee turnover	20% every 3 to 4 years	n/a	n/a
# of job applications received	tbd	n/a	n/a
% of employee wellness store revenue over product expenditures	tbd	n/a	n/a
% of employee time sustaining employee wellness store	tbd	n/a	n/a
# of specific classifications requiring broader outreach and target audience identified	tbd	n/a	n/a
# of performance evaluations completed on time, city-wide	tbd	n/a	n/a
# of days on average, to complete external recruitment process	tbd	n/a	n/a
# of minutes saved from utilizing more efficient performance evaluation form/tool	tbd	n/a	n/a

Performance Measures were developed for the first time as part of the 2015/2016 Biennial Budget Process, therefore data is readily available.

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Human Resources Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	62
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	2.00	2.00	38
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	25
Senior Office Assistant	1.00	1.00	1.00	1.00	1.00	-	-	18
Total Regular Staffing	5.00	5.00	5.00	5.00	5.00	4.00	4.00	
<i>Change from prior year</i>	n/a	-	-	-	-	(1.00)	-	

ADMINISTRATIVE SERVICES HUMAN RESOURCESResponsible Manager: *Debi Young, Human Resource Director***HIGHLIGHTS/CHANGES**

The adopted operating budget totals \$441,750 in 2015 and \$455,720 in 2016. This is a decrease of 54.0% or \$517,880 from the 2014 adjusted budget, 65.3% or \$833,126 decrease from the 2013 actuals, and 61.8% or \$715,696 decrease from the 2012 actuals. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Other Supplies increased by \$7,100 or 101.4% due primarily to purchases of supplies for the wellness store (offset by revenue from employees).
- Professional Services decreased \$11,800 or 81.4% due primarily to moving the budget NEOGOV annual maintenance fees to the Information Technology internal service fund. There is an offsetting increase in IS Charges – M&O.
- Risk Assessment decreased by \$459,000 or 100% due to the risk assessment fees paid to WCIA was moved to the Risk Management internal service fund.

REVENUE AND EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	Wellness Store	\$ -	\$ -	\$ -	\$ -	\$ 3,500	\$ 9,600	\$ 9,600	9,600	n/a
001	General Government	\$1,157,446	\$2,096,409	\$959,630	\$ 959,630	\$1,276,130	\$432,150	\$446,120	(527,480)	-55.0%
Total Revenues:		\$ 1,157,446	\$ 2,096,409	\$ 959,630	\$ 959,630	\$ 1,279,630	\$ 441,750	\$ 455,720	\$ (517,880)	-54.0%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	342,339	347,487	351,330	351,330	351,330	321,530	331,050	(29,800)	-8.5%
11.002/4	Overtime	123	-	1,000	1,000	1,000	1,000	1,000	-	0.0%
21.xxx	Benefits	111,045	111,158	114,650	114,650	114,650	89,670	92,470	(24,980)	-21.8%
31.xxx	Other Supplies	6,652	6,127	7,000	7,000	7,000	14,100	14,100	7,100	101.4%
31.002	Printer & Copier Supplies								-	n/a
31.003/004	Forms & Publications	68	264	-	-	-	-	-	-	n/a
31.005	Meeting Food & Beverage	1,058	2,067	1,200	1,200	1,200	1,000	1,000	(200)	-16.7%
31.008	Clothing/Uniform								-	n/a
31.030	Maintenance Supplies									
32.xxx	Fuel	-	-	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	-	3,470	1,700	1,700	1,700	-	-	(1,700)	-100.0%
41.xxx	Professional Service	13,923	16,849	14,500	14,500	14,500	2,700	2,700	(11,800)	-81.4%
42.xxx	Communication	408	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	2,888	2,725	5,970	5,970	5,970	3,100	4,750	(2,870)	-48.1%
44.xxx	Advertising	931	919	1,000	1,000	1,000	300	300	(700)	-70.0%
45.xxx	Operating Rental/Lease	-	-	-	-	-	-	-	-	n/a
46.xxx	Risk Assessment (WCIA)	676,244	783,208	459,000	459,000	779,000	-	-	(459,000)	-100.0%
48.xxx	Repairs & Maintenance	-	-	530	530	530	-	-	(530)	-100.0%
49.001	Membership Dues	876	1,130	700	700	700	800	800	100	14.3%
5x.xxx	Intergovernmental	891	605	1,050	1,050	1,050	1,050	1,050	-	0.0%
9x.xxx	IS Charges - M&O	-	-	-	-	-	6,500	6,500	6,500	n/a
Subtotal Operating Exp:		\$ 1,157,446	\$ 1,276,009	\$ 959,630	\$ 959,630	\$ 1,279,630	\$ 441,750	\$ 455,720	\$ (517,880)	-54.0%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	820,400	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ -	\$ 820,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ 1,157,446	\$ 2,096,409	\$ 959,630	\$ 959,630	\$ 1,279,630	\$ 441,750	\$ 455,720	\$ (517,880)	-54.0%

ADMINISTRATIVE SERVICES **RISK MANAGEMENT**

Responsible Manager: *Debi Young, Human Resource Director*

PURPOSE/DESCRIPTION

The City of Lakewood is a member of the Washington Cities Insurance Authority (WCIA). WCIA was created for the purpose of providing a pooling mechanism for jointly purchasing insurance, jointly self-insuring and/or jointly contracting for risk management services.

Liability coverage is written on an occurrence basis, without deductibles. Coverage includes general, automobile, police, public officials' errors or omissions, stop gap, and employee benefits liability. Limits are \$4 million per occurrence self-insured layer, and \$16 million per occurrence in the re-insured excess layer. The excess layer is insured by the purchase of reinsurance and insurance and is subject to aggregate limits. Total limits are \$20 million per occurrence subject to aggregate sub-limits in the excess layers. The Board of Directors determines the limits and terms of coverage annually.

Insurance coverage for property, automobile physical damage, fidelity, inland marine, and boiler and machinery are purchased on a group basis. Various deductibles apply by type of coverage. Property insurance and auto physical damage are self-funded from the members' deductible to \$750,000, for all perils other than flood and earthquake, and insured above that amount by the purchase of insurance.

In-house services include risk management consultation, loss control field services, claims, pre-defense and litigation administration, and loss analyses. WCIA contracts for the claims investigation consultants for personnel issues and land use problems, insurance brokerage, and lobbyist services.

WCIA is fully funded by its members, who make annual assessments on a prospectively rated basis, as determined by an outside, independent actuary. The assessment covers loss, loss adjustment, and administrative expenses. As outlined in the inter-local agreement, WCIA retains the right to additionally assess the membership for any funding shortfall.

WCIA extends generous services to its members such as risk management education and comprehensive risk field services. These services combined with aggressive claims and litigation, allows the WCIA team to respond effectively to member needs. WCIA intentionally assumes the "working layer of losses: with limited reliance upon reinsurance for catastrophic losses. All of this makes for a complete pre- and post-loss management program.

GOALS/OBJECTIVES

- Enhance employee access to services
- Increase employee awareness of risk management best practices, policies, procedures and resources

PERFORMANCE MEASURES

Measure	Target	2013	2014
Review and update all safety and risk management-related policies and procedures	tbd	n/a	n/a
Complete safety inspection of all city facilities	tbd	n/a	n/a
# of Employee Accidents	tbd	n/a	n/a
# of days lost due to Accident (by function)	tbd	n/a	n/a

Performance Measures were developed for the first time as part of the 2015/2016 Biennial Budget Process, therefore data is readily available.

ADMINISTRATIVE SERVICES **RISK MANAGEMENT**

Responsible Manager: *Debi Young, Human Resource Director*

HIGHLIGHTS/CHANGES

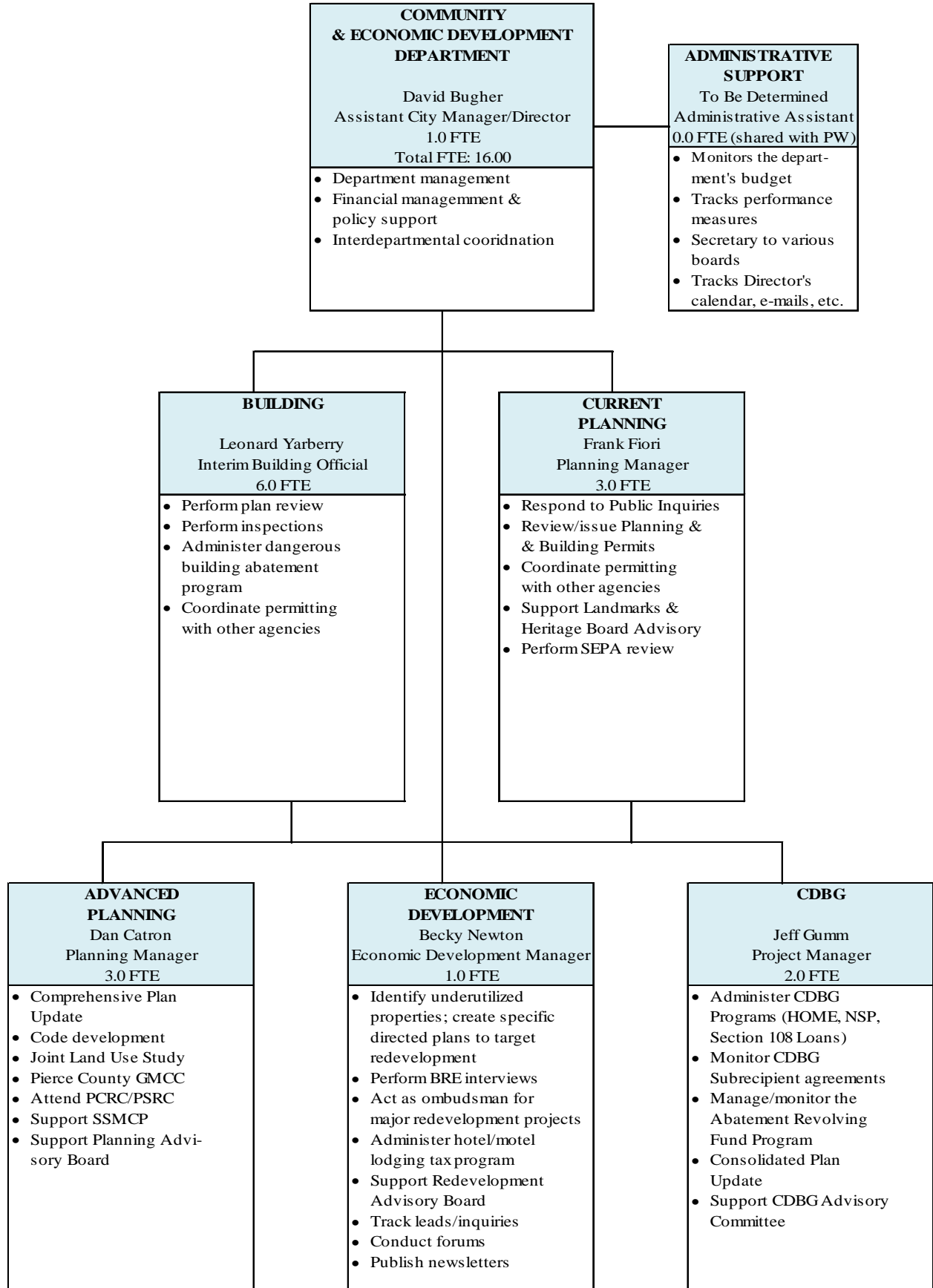
The adopted operating budget totals \$853,750 in 2015 and \$778,980 in 2016. All operating expenditures in the Risk Management adopted budget for 2015 and 2016 are risk management costs that have historically been budgeted in the individual department budgets. These expenditures are offset by M&O charges to the individual departments to which the expenditures relate.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
	M&O Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 853,750	\$ 778,980	853,750	n/a
Total Revenues:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 853,750	\$ 778,980	\$ 853,750	n/a
<i>Expenditure Summary:</i>										
31.xxx	Other Operating Supplies	-	-	-	-	-	2,500	2,500	2,500	n/a
41.xxx	Professional Service	-	-	-	-	-	25,650	25,650	25,650	n/a
43/49.003	Travel & Training	-	-	-	-	-	300	300	300	n/a
46.xxx	Risk Assessment (WCIA)	-	-	-	-	-	824,770	750,000	824,770	n/a
48.xxx	Repairs & Maintenance	-	-	-	-	-	530	530	530	n/a
Subtotal Operating Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 853,750	\$ 778,980	\$ 853,750	n/a
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 853,750	\$ 778,980	\$ 853,750	n/a



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COMMUNITY & ECONOMIC DEVELOPMENT **DEPARTMENT OVERVIEW**

Responsible Manager: *Dave Bugher, Assistant City Manager/Community & Economic Development*

2013/2014 ACCOMPLISHMENTS

Code Enforcement

- Monitored foreclosed and abandoned properties
- Initiated dangerous building abatements in 2014

Planning and Building

- Updated the Shoreline Management Plan
- Updated the subdivision regulations
- Promulgated new regulations of communal housing
- Installed a new permit software system, cleaned up data files, and installed North American Industry Classification System NAICS codes for all 2014 business licenses
- Established new Centers of Local Importance (CoLI)
- Revised the City's Multi-family Tax credit program to include parts of Springbrook
- Issued a City Visioning contract for services
- Tracked/commented on the Point Defiance Rail Bypass EA
- Initiated work on the comprehensive plan periodic update

Economic Development

- Prepared and executed one housing forum
- Conducted 80 business retention and expansion interviews with follow up performed
- Assisted with updating the City's comprehensive plan economic development chapter
- Amended lodging tax ordinance and promulgated revised administrative procedures
- Secured new national and regional tenants with estimated future revenue of \$400,000+/year to the City of Lakewood
- Secured first Section 108 client for Lakewood with estimated future revenue of \$80,000+/year to the City of Lakewood
- Published economic development newsletters and economic indicator reports
- Continued business showcase program; 10 businesses have received recognition in 2014
- Prepared an analysis of vacant and underutilized lands in Lakewood
- Performed local business asset mapping

SSMCP

- Initiated a contract for service to update the Joint Land Use Study
- Conducted military installation briefing surveys for Pierce and Thurston counties and their respective cities
- Updated the SSMCP Memorandum of Agreement
- Established the SSMCP Executive Leadership Team
- Stood up the Health Care Working Group
- Convened an "action team" on the Army's Supplemental Programmatic Environmental Assessment (SPEA) to review proposed force realignment on JBLM
- Convened human service provider forum
- Initiated work Amended/updated the JBLM Growth Coordination Plan
- Convened annual membership forum
- Conducted/facilitated a number of tours on JBLM

CDBG

- Prepared FY 2013 Consolidated Annual Performance Evaluation Report for CDBG and HOME Programs
- Facilitated the development and implementation of two Section 108 loan programs in 2014 (LASA & Curbside Auto)
- Closed-out (or extended) NSP 1 & 3 program funds in 2014
- Performed eight to 12 housing rehabilitations & major home repair projects in 2014
- Performed project management on the San Francisco Avenue SW street improvement project
- Negotiated and entered into a new consortium agreement with the City of Tacoma

COMMUNITY & ECONOMIC DEVELOPMENT **DEPARTMENT OVERVIEW**

Responsible Manager: *Dave Bugher, Assistant City Manager/ Community & Economic Development*

2015/2016 ANTICIPATED KEY PROJECTS

Code Enforcement

- Initiate a “gateway” enforcement program
- Initiate a Lakeview/100th Street enhancement program
- Perform a minimum of eight dangerous building abatements

Economic Development

- Identify underutilized & underdeveloped properties; inventory business park sites & buildings. Thereafter, in consultation with senior management, create specific, directed plans for targeting & attracting new businesses
- Conduct business retention/expansion interviews, & perform follow-up assignments as necessary
- Increase the availability of middle-market housing stock
- Prepare a citywide infrastructure inventory report (Primary lead: public works department)
- Inventory current housing stock (Primary lead: community development department)
- Create marketing, promotion & image plans (Primary lead: joint assignment between the City’s communications manager & the economic development division)
- Work with JBLM to identify defense contractors, in addition to potentially relocating defense related businesses into Lakewood

Community Development Block Grant (CDBG) and Home Program

- Facilitate the development and implementation of the Five Year (FY 2015–2019) Consolidated Plan and associated Annual Action Plan
- Manage/monitor the City’s HOME multifamily & homeownership opportunities housing affordability fund (Habitat for Humanity and the Tacoma Housing Authority)
- Manage/monitor the City’s Section 108 program (Curbside Loan and the Tacoma Housing Authority)

South Sound Military & Communities Partnership

- Administer the 2014/2015 Joint Land Use Study
- Refine the Growth Coordination Plan plans and policies to better reflect the specific needs of the SSMCP Partnership
- Develop new grant opportunities for the Partnership
- Continue efforts to stand up working groups
- Convene one annual membership forum
- Begin the process to “BRAC-proof” JBLM
- Prepare annual report

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

Responsible Manager: *Dave Bugher, Assistant City Manager/Community & Economic Development*

ADOPTED SERVICE/PROGRAM CHANGES

Service/ Program	Description & Justification	Change		Year 2015		Year 2016	
		FTE	Fleet/Equip	1-Time	Ongoing	1-Time	Ongoing
SSMCP Contribution	City's contribution as an Executive Leadership Team Member to SSMCP to carry out the Joint Base Lewis McChord Growth Coordination Plan	-	-	\$ 50,000	\$ -	\$ 50,000	\$ -
Code Enforcement	Transfer Code Enforcement function to Police Department for improved coordination and streamlining for efficiency. The transfer of budget includes funding for two Code Enforcement positions 2.0 FTEs (the other 1.0 FTE will remain authorized; however, unfunded in the Police Department) and related non-personnel costs.	(3.00)	-	\$ -	\$ (297,890)	\$ -	\$ (321,860)
Realign Dangerous Building Abatements to CDBG	CSRT would no longer perform dangerous building abatements. That assignment would be transferred to the CDBG Program Manager where a portion of the salary and benefits would be funded by a transfer in from the General Fund. The number of abatements would likely drop to four or five a year; however, that would also mean the amount of time the Buildig Official would have delegated to this assignment would be reduced which helps operations on the second floor permits and business license counter.	-	-	-	35,000	-	35,000
Economic Development Specialist	Eliminate Economic Development Specialist due to realignment of functions.	(1.00)	-	-	(120,010)	-	(132,060)
LHAB Consultant	Add LHAB Historic Preservation Consultant.	-	-	-	2,500	-	2,500
Administrative Assistant	Eliminate Economic Development Administrative Assistant due to consolidation and realignment of functions.	(1.00)	-	-	(87,610)	-	(93,690)
Administrative Assistant	Eliminate Community & Economic Development Department Administrative Assistant due to consolidation and realignment of functions.	(1.00)	-	-	(81,420)	-	(89,500)
Total		(6.00)	-	\$ 50,000	\$ (549,430)	\$ 50,000	\$ (599,610)

COMMUNITY & ECONOMIC DEVELOPMENT **DEPARTMENT OVERVIEW**

Responsible Manager: *Dave Bugher, Assistant City Manager/Community & Economic Development*

DEPARTMENT POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Assistant City Manager / Development	1.00	1.00	1.00	1.00	1.00	1.00	1.00	72
Economic Development Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	61
Building Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00	54
Planning Manager	1.00	1.00	1.00	1.00	1.00	2.00	1.00	46
Program Manager	2.00	2.00	2.00	2.00	2.00	2.00	2.00	46
Senior Planner	2.00	1.00	1.00	1.00	1.00	-	-	43
Economic Development Specialist	1.00	1.00	1.00	1.00	1.00	-	-	43
Plans Examiner	1.00	1.00	1.00	1.00	1.00	1.00	1.00	38
Associate Planner	1.00	1.00	1.00	1.00	1.00	1.00	1.00	36
Program Coordinator	2.00	2.00	2.00	2.00	2.00	2.00	2.00	36
Combination Building Inspector	2.00	2.00	2.00	2.00	2.00	2.00	2.00	34
Code Enforcement Officer	3.00	3.00	3.00	3.00	3.00	-	-	33
Assistant Planner	1.00	1.00	1.00	1.00	1.00	1.00	1.00	29
Administrative Assistant	2.00	2.00	2.00	2.00	2.00	-	-	25
Permit Technician	2.00	2.00	2.00	2.00	2.00	2.00	2.00	16
Grand Total	23.00	22.00	22.00	22.00	22.00	16.00	15.00	

Position Title	Group	FTE	2015			2016		
			Salary	Benefits	2015 Total	Salary	Benefits	2016 Total
Assistant City Manager/CED Director	Non-Rep	1.00	\$ 128,060	\$ 38,540	\$ 166,600	\$ 131,890	\$ 39,850	\$ 171,740
Economic Development Manager	Non-Rep	1.00	82,010	35,080	117,090	84,480	36,720	121,200
Planning Manager	Non-Rep	1.00	85,340	35,140	120,480	87,890	36,680	124,570
Building Official	Non-Rep	1.00	99,980	35,340	135,320	102,980	37,020	140,000
Planning Manager	Non-Rep	1.00	70,010	33,280	103,290	72,100	34,860	106,960
Program Manager	AFSCME	1.00	73,130	36,170	109,300	75,310	37,910	113,220
Plans Examiner	AFSCME	1.00	79,530	24,120	103,650	86,500	26,130	112,630
Associate Planner	AFSCME	1.00	76,450	30,980	107,430	83,160	33,190	116,350
Combination Building Inspector	AFSCME	1.00	74,620	24,730	99,350	79,920	26,550	106,470
Combination Building Inspector	AFSCME	1.00	73,700	32,900	106,600	79,920	35,310	115,230
Program Coordinator	AFSCME	1.00	77,070	20,660	97,730	83,160	22,140	105,300
Assistant Planner	AFSCME	1.00	53,830	17,180	71,010	60,150	18,660	78,810
Permit Technician	AFSCME	1.00	41,380	32,370	73,750	46,260	34,690	80,950
Permit Technician	AFSCME	1.00	49,180	18,470	67,650	52,680	19,630	72,310
CDBG Program Manager (CDBG)	AFSCME	1.00	87,240	39,670	126,910	89,860	41,420	131,280
CDBG Program Coord (CDBG)	AFSCME	1.00	75,740	20,470	96,210	81,140	21,760	102,900
Total		16.00	\$ 1,227,270	\$ 475,100	\$ 1,702,370	\$ 1,297,400	\$ 502,520	\$ 1,799,920

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

Responsible Manager: *David Bugher, Assistant City Manager/Community & Economic Development*

PURPOSE & DESCRIPTION

The Community and Economic Development Department plays a key role in shaping the future of urban development in Lakewood. The department develops policies in the Comprehensive Plan, and reviews new construction through zoning, shoreline, environmental, and subdivision regulation, building permits, code enforcement, business licensing, and community design guidelines. Under the direction of the community development director/assistant city manager, who is appointed by and is responsible to the City Manager, the Department serves Lakewood residents and businesses directly at the permit counter, and indirectly by guiding the City's urban form from concept to construction. The sections within the department include advanced planning, economic development, current planning, code enforcement, building and safety, and Community Development Block Grant (CDBG)/HOME.

GOALS/OBJECTIVES

- Strengthen human services and social well-being and economic health of the community by administering and monitoring grants as a CDBG direct-entitlement city
- Pursue initiatives that grow the economic engine of the City
- Ensure that planning efforts and regulatory environment provide for a balance between protection of the environment and neighborhoods and accommodating new development to house a growing population and jobs

DEPARTMENT SUMMARY – GENERAL FUND

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	Building Permits	\$ 476,429	\$ 379,184	\$ 700,000	\$ 700,000	\$ 317,000	\$ 325,000	\$ 460,000	\$ (375,000)	-53.6%
001	Other Building Permit Fees	89,525	118,595	131,330	131,330	94,900	105,000	106,000	(26,330)	-20.0%
001	Plan Review/Plan Check Fees	409,876	317,008	464,000	464,000	291,500	345,000	365,000	(119,000)	-25.6%
001	Other Zoning/Development Fees	50,512	48,682	140,455	140,455	75,650	70,450	71,970	(70,005)	-49.8%
001	Business License	174,708	279,070	337,000	337,000	220,000	240,000	240,000	(97,000)	-28.8%
001	General Government	835,163	1,178,888	456,865	739,650	1,513,385	780,440	709,390	40,790	5.5%
Total Revenues		\$ 2,036,213	\$ 2,321,427	\$ 2,229,650	\$ 2,512,435	\$ 2,512,435	\$ 1,865,890	\$ 1,952,360	\$ (646,545)	-25.7%
<i>General Fund Operating Expenditure Summary:</i>										
	Code Enforcement	276,269	282,706	291,760	291,760	291,760	-	-	(291,760)	-100.0%
	Building	535,815	848,485	828,380	828,380	828,380	854,010	895,290	25,630	3.1%
	Current Planning	822,696	680,926	683,900	683,900	683,900	552,030	577,570	(131,870)	-19.3%
	Advance Planning	-	-	-	-	-	333,300	348,890	333,300	n/a
	Economic Development	401,433	407,637	415,610	327,410	327,410	126,550	130,610	(200,860)	-61.3%
Subtotal		\$ 2,036,213	\$ 2,219,754	\$ 2,219,650	\$ 2,131,450	\$ 2,131,450	\$ 1,865,890	\$ 1,952,360	\$ (265,560)	-12.5%
<i>General Fund I-Time Expenditure Summary:</i>										
	Code Enforcement	-	101,673	10,000	33,704	33,704	-	-	(33,704)	-100.0%
	Building	-	-	-	207,281	207,281	-	-	(207,281)	-100.0%
	Current Planning	-	-	-	100,000	100,000	-	-	(100,000)	-100.0%
	Advance Planning	-	-	-	-	-	-	-	-	n/a
	Economic Development	-	-	-	40,000	40,000	-	-	(40,000)	-100.0%
Subtotal		\$ -	\$ 101,673	\$ 10,000	\$ 380,985	\$ 380,985	\$ -	\$ -	\$ (380,985)	-100.0%
Total Expenditures		\$ 2,036,213	\$ 2,321,427	\$ 2,229,650	\$ 2,512,435	\$ 2,512,435	\$ 1,865,890	\$ 1,952,360	\$ (646,545)	-25.7%

COMMUNITY & ECONOMIC DEVELOPMENT **DEPARTMENT OVERVIEW**

Responsible Manager: *Dave Bugher, Assistant City Manager/Community & Economic Development*

REVENUE & EXPENDITURE SUMMARY – GENERAL FUND

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	Building Permit Fees	\$ 476,429	\$ 379,184	\$ 700,000	\$ 700,000	\$ 417,000	\$ 423,000	\$ 430,000	\$ (277,000)	-39.6%
001	Other Building Related Fees	89,525	118,595	131,330	131,330	94,900	105,000	106,000	(26,330)	-20.0%
001	Business License Fees	87,354	139,535	168,500	168,500	120,000	130,000	130,000	(38,500)	-22.8%
001	Plan Review/Plan Check Fees	-	-	-	-	-	-	-	-	n/a
001	Other Zoning/Develop Fees	-	-	-	-	-	-	-	-	n/a
001	General Government	1,382,905	1,684,113	1,229,820	1,512,605	1,880,535	1,207,890	1,286,360	(304,715)	-20.1%
Total Revenues:		\$ 2,036,213	\$ 2,321,427	\$ 2,229,650	\$ 2,512,435	\$ 2,512,435	\$ 1,865,890	\$ 1,952,360	\$ (646,545)	-25.7%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	1,367,087	1,290,605	1,275,290	1,275,290	1,275,290	1,064,290	1,126,400	(211,000)	-16.5%
11.002/4	Overtime	2,013	12,622	1,330	1,330	1,330	-	-	(1,330)	-100.0%
21.xxx	Benefits	496,320	463,506	483,890	483,890	483,890	414,960	439,320	(68,930)	-14.2%
31.xxx	Other Operating Supplies	6,588	9,995	12,640	12,640	12,640	11,400	11,400	(1,240)	-9.8%
31.003/004	Forms & Publications	3,469	3,184	5,350	5,350	5,350	400	400	(4,950)	-92.5%
31.005	Meeting Food & Beverage	369	450	850	850	850	450	450	(400)	-47.1%
31.008	Clothing/Uniform	200	87	1,200	1,200	1,200	600	600	(600)	-50.0%
32.xxx	Fuel	4,361	5,208	7,200	7,200	7,200	-	-	(7,200)	-100.0%
35.xxx	Small Tools/Minor Equip	-	3,716	2,800	2,800	2,800	1,800	1,800	(1,000)	-35.7%
41.xxx	Professional Service	131,264	137,494	125,550	37,350	37,350	45,600	45,600	8,250	22.1%
42.xxx	Communication	6,770	9,066	6,900	6,900	6,900	-	-	(6,900)	-100.0%
43/49.003	Travel & Training	6,702	8,741	19,660	19,660	19,660	8,790	8,790	(10,870)	-55.3%
44.xxx	Advertising	2,535	4,306	4,800	4,800	4,800	5,300	5,300	500	10.4%
48.xxx	Repairs & Maintenance	1,743	3,155	5,000	5,000	5,000	-	-	(5,000)	-100.0%
49.001	Membership Dues	4,215	3,109	9,420	9,420	9,420	3,160	3,160	(6,260)	-66.5%
49.xxx	Other Charges & Services	2,577	2,125	2,770	2,770	2,770	3,320	3,320	550	19.9%
5x.xxx	Intergovernmental	-	262,385	255,000	255,000	255,000	255,000	255,000	-	0.0%
9x.xxx	IS Charges - M&O	-	-	-	-	-	21,940	21,940	21,940	n/a
9x.xxx	IS Charges - Reserves	-	-	-	-	-	28,880	28,880	28,880	n/a
Subtotal Operating Exp:		\$ 2,036,213	\$ 2,219,754	\$ 2,219,650	\$ 2,131,450	\$ 2,131,450	\$ 1,865,890	\$ 1,952,360	\$ (265,560)	-12.5%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	101,673	10,000	380,985	380,985	-	-	(380,985)	-100.0%
Subtotal One-time Exp:		\$ -	\$ 101,673	\$ 10,000	\$ 380,985	\$ 380,985	\$ -	\$ -	\$ (380,985)	-100.0%
Total Expenditures:		\$ 2,036,213	\$ 2,321,427	\$ 2,229,650	\$ 2,512,435	\$ 2,512,435	\$ 1,865,890	\$ 1,952,360	\$ (646,545)	-25.7%

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

Responsible Manager: *Dave Bugher, Assistant City Manager/Community & Economic Development*

DEPARTMENT SUMMARY – NON-GENERAL FUND

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
104	Hotel/Motel Lodging Tax	512,529	540,544	497,040	497,850	497,850	464,500	464,500	(33,350)	-6.7%
105	Property Abatement	50,114	16,902	100,000	100,000	100,000	100,000	100,000	-	0.0%
190	Comm. Dev. Block Grant	951,892	850,270	1,773,390	3,598,438	3,598,438	535,000	535,000	(3,063,438)	-85.1%
191	Neighborhood Stabilization Prog.	281,847	198,205	77,280	254,579	254,579	-	-	(254,579)	-100.0%
192	Office of Economic Adjustment	309,575	223,826	116,840	674,536	674,536	179,500	179,500	(495,036)	-73.4%
Total Non-General Fund		\$ 2,105,957	\$ 1,829,747	\$ 2,564,550	\$ 5,125,403	\$ 5,125,403	\$ 1,279,000	\$ 1,279,000	\$ (3,846,403)	-75.0%
<i>Non-General Fund Expenditure Summary:</i>										
104	Hotel/Motel Lodging Tax	512,529	540,544	497,040	497,850	497,850	464,500	464,500	(33,350)	-6.7%
105	Property Abatement	50,114	16,902	100,000	100,000	100,000	100,000	100,000	-	0.0%
190	Comm. Dev. Block Grant	951,892	850,270	1,773,390	3,598,438	3,598,438	535,000	535,000	(3,063,438)	-85.1%
191	Neighborhood Stabilization Prog.	281,847	198,205	77,280	254,579	254,579	-	-	(254,579)	-100.0%
192	Office of Economic Adjustment	309,575	223,826	116,840	674,536	674,536	179,500	179,500	(495,036)	-73.4%
Total Non-General Fund		\$ 2,105,957	\$ 1,829,747	\$ 2,564,550	\$ 5,125,403	\$ 5,125,403	\$ 1,279,000	\$ 1,279,000	\$ (3,846,403)	-75.0%

COMMUNITY & ECONOMIC DEVELOPMENT **DEPARTMENT OVERVIEW**

Responsible Manager: *Dave Bugher, Assistant City Manager/Community & Economic Development*

REVENUE & EXPENDITURE SUMMARY – NON-GENERAL FUND

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
104	Special Hotel/Motel Lodgi	\$ 341,154	\$ 383,578	\$ 315,000	\$ 315,000	\$ 357,000	\$ 357,000	\$ 357,000	\$ 42,000	13.3%
104	Transient Rental Income T	145,555	153,431	115,000	115,000	143,000	143,000	143,000		
105/191	Abatement Charges	95,069	-	75,000	146,031	157,860	-	-	\$ (146,031)	-100.0%
191	Abatement Interest	855	-	5,000	-	-	-	-	-	n/a
19x	Grants	1,533,285	1,230,865	479,000	3,374,600	3,374,600	500,000	500,000	(2,874,600)	-85.2%
190	Home Program	-	-	210,000	-	-	-	-	-	n/a
192	Partner Participation	32,500	30,000	119,380	129,500	129,500	129,500	129,500	-	0.0%
All	Interest Earnings	4,972	1,804	-	2,052	2,052	-	-	\$ (2,052)	-100.0%
190	Misc/Contributions	-	120	-	12,056	12,056	-	-	(12,056)	-100.0%
190/192	Transfer In-General Fund	-	-	-	50,000	50,000	85,000	85,000	35,000	70.0%
Total Revenues:		\$ 2,153,390	\$ 1,799,798	\$ 1,318,380	\$ 4,144,239	\$ 4,226,068	\$ 1,214,500	\$ 1,214,500	\$ (2,929,739)	-70.7%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	240,376	317,699	217,440	375,531	375,531	162,980	170,990	(212,551)	-56.6%
11.002/4	Overtime	3,251	7,461	760	4,259	4,259	-	-	(4,259)	-100.0%
21.xxx	Benefits	88,339	119,024	96,460	203,370	203,370	60,140	63,190	(143,230)	-70.4%
31.xxx	Other Operating Supplies	3,737	3,209	2,200	4,200	4,200	-	-	(4,200)	-100.0%
31.030	Maintenance Supplies	-	-	-	-	-	-	-	-	n/a
32.xxx	Fuel	111	302	450	450	450	-	-	(450)	-100.0%
35.xxx	Small Tools/Minor Equip	-	250	-	11,500	11,500	-	-	(11,500)	-100.0%
41.xxx	Professional Service	1,194,407	781,452	907,200	1,563,769	1,563,769	755,880	744,820	(807,889)	-51.7%
42.xxx	Communication	1,115	1,328	1,450	1,450	1,450	-	-	(1,450)	-100.0%
43/49.003	Travel & Training	10,695	12,508	200	3,712	3,712	-	-	(3,712)	-100.0%
44.xxx	Advertising	2,385	1,091	3,800	4,550	4,550	-	-	(4,550)	-100.0%
48.xxx	Repairs & Maintenance	262,935	315,317	330,800	428,099	428,099	-	-	(428,099)	-100.0%
49.001	Membership Dues	-	-	100	100	100	-	-	(100)	-100.0%
49.xxx	Other Charges & Services	291,248	269,818	678,510	1,684,177	1,684,177	-	-	(1,684,177)	-100.0%
597	Interfund Transfers	4,834	-	-	-	-	300,000	300,000	300,000	n/a
5x.xxx	Intergovernmental	2,524	288	180	180	180	-	-	(180)	-100.0%
Subtotal Operating Exp:		\$ 2,105,957	\$ 1,829,747	\$ 2,239,550	\$ 4,285,347	\$ 4,285,347	\$ 1,279,000	\$ 1,279,000	\$ (3,006,347)	-70.2%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	-	325,000	840,056	840,056	-	-	(840,056)	-100.0%
Subtotal One-time Exp:		\$ -	\$ -	\$ 325,000	\$ 840,056	\$ 840,056	\$ -	\$ -	\$ (840,056)	-100.0%
Total Expenditures:		\$ 2,105,957	\$ 1,829,747	\$ 2,564,550	\$ 5,125,403	\$ 5,125,403	\$ 1,279,000	\$ 1,279,000	\$ (3,846,403)	-75.0%

COMMUNITY & ECONOMIC DEVELOPMENT **CODE ENFORCEMENT**

Responsible Manager: *N/A*

PURPOSE/DESCRIPTION

The Code Enforcement Division of the Community and Economic Development Department partners with the City's Police Department to resolve property-maintenance nuisances throughout the community and non-property-specific code enforcement issues such as sign violations (i.e., campaign signs & illegal advertising on public ROW). Effective January 1, 2015 the Code Enforcement function will be transferred to the Police Department.

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Code Enforcement Officer	3.00	3.00	3.00	3.00	3.00	-	-	33
Total Regular Staffing	3.00	3.00	3.00	3.00	3.00	-	-	
<i>Change from prior year</i>	n/a	-	-	-	-	(3.00)	-	

COMMUNITY & ECONOMIC DEVELOPMENT **CODE ENFORCEMENT**

Responsible Manager: N/A

HIGHLIGHTS / CHANGES

The adopted 2015/2016 operating budget has been transferred to the Police Department.

EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	General Government	\$ 276,269	\$384,379	\$301,760	\$325,464	\$325,464	\$ -	\$ -	(325,464)	-100.0%
Total Revenues:		\$ 276,269	\$384,379	\$ 301,760	\$ 325,464	\$ 325,464	\$ -	\$ -	\$ (325,464)	-100.0%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	183,600	188,762	190,910	190,910	190,910	-	-	(190,910)	-100.0%
11.002/4	Overtime	1,695	5,766	-	-	-	-	-	-	n/a
21.xxx	Benefits	83,222	79,027	89,310	89,310	89,310	-	-	(89,310)	-100.0%
31.xxx	Other Operating Supplies	1,089	110	2,240	2,240	2,240	-	-	(2,240)	-100.0%
31.003/004	Forms & Publications	40	22	150	150	150	-	-	(150)	-100.0%
31.008	Clothing/Uniform	-	87	600	600	600	-	-	(600)	-100.0%
32.xxx	Fuel	1,228	1,354	2,700	2,700	2,700	-	-	(2,700)	-100.0%
35.xxx	Small Tools/Minor Equip	-	164	-	-	-	-	-	-	n/a
41.xxx	Professional Service	13	-	-	-	-	-	-	-	n/a
42.xxx	Communication	3,878	5,681	3,500	3,500	3,500	-	-	(3,500)	-100.0%
43/49.003	Travel & Training	517	75	900	900	900	-	-	(900)	-100.0%
48.xxx	Repairs & Maintenance	867	1,538	1,000	1,000	1,000	-	-	(1,000)	-100.0%
49.001	Membership Dues	120	120	450	450	450	-	-	(450)	-100.0%
Subtotal Operating Exp:		\$ 276,269	\$282,706	\$291,760	\$291,760	\$291,760	\$ -	\$ -	\$ (291,760)	-100.0%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	101,673	10,000	33,704	33,704	-	-	(33,704)	-100.0%
Subtotal One-time Exp:		\$ -	\$101,673	\$ 10,000	\$ 33,704	\$ 33,704	\$ -	\$ -	\$ (33,704)	-100.0%
Total Expenditures:		\$ 276,269	\$384,379	\$301,760	\$325,464	\$325,464	\$ -	\$ -	\$ (325,464)	-100.0%

COMMUNITY & ECONOMIC DEVELOPMENT **BUILDING**

Responsible Manager: *Interim Leonard Yarberry, Building Official*

PURPOSE/DESCRIPTION

The Building Division manages construction permitting and building inspections in an efficient manner which achieves building safety and verifies compliance with all applicable requirements at any level; provides timely construction inspections to ensure compliance with approved plans; ensure that development services and inspections performed by different agencies are coordinated and effective; and provides updated training to enable staff to make accurate determinations based on latest code standards.

GOAL/OBJECTIVES

- Manage construction permitting and building inspections in an efficient manner which achieves building safety and verifies compliance with all applicable requirements at any level
- Provide timely construction inspections to ensure compliance with approved plans
- Ensure that development services and inspections performed by different agencies are coordinated and effective
- Provide updated training to enable staff to make accurate determinations based on latest code standards
- Conduct administrative dangerous building abatement hearings as required
- Coordinate dangerous building abatements and other enforcement actions with the code enforcement division
- Update International Building Code ordinances
- Establish internal administrative construction permitting policies

PERFORMANCE MEASURES

Measure	Target	2013	2014			
# of permits issued	tbd	n/a	n/a			
# of plan reviews performed	tbd	n/a	n/a			
# of inspections performed	tbd	n/a	n/a			
Permit Type	Target # of Days	Total Permits	Average Days	# w/in Target?	% w/in Target	# Outside Target
Residential model homes (basic)	30	n/a	n/a	n/a	n/a	n/a
Residential custom homes	30	n/a	n/a	n/a	n/a	n/a
Residential minor additions	30	n/a	n/a	n/a	n/a	n/a
New multi-family	30	n/a	n/a	n/a	n/a	n/a
New commercial buildings	120	n/a	n/a	n/a	n/a	n/a
Commercial tenant improvements - major	120	n/a	n/a	n/a	n/a	n/a
Commercial tenant improvements - minor	30	n/a	n/a	n/a	n/a	n/a

Performance Measures were developed for the first time as part of the 2015/2016 Biennial Budget Process, therefore data is not readily available.

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Building Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00	54
Plans Examiner	1.00	1.00	1.00	1.00	1.00	1.00	1.00	38
Combination Building Inspector	2.00	2.00	2.00	2.00	2.00	2.00	2.00	34
Permit Technician	2.00	2.00	2.00	2.00	2.00	2.00	2.00	16
Total Regular Staffing	6.00	6.00	6.00	6.00	6.00	6.00	6.00	
<i>Change from prior year</i>	n/a	-	-	-	-	-	-	

COMMUNITY & ECONOMIC DEVELOPMENT BUILDINGResponsible Manager: *Interim Leonard Yarberry, Building Official***HIGHLIGHTS / CHANGES**

The adopted operating budget totals \$854,010 in 2015 and \$895,290 in 2016. The 2015 adopted budget is a \$25,630 or 3.1% increase from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Salaries & Wages increased by \$19,410 or 4.9% due to step and range increases in salaries and wages.
- Benefits increased by \$28,130 or 20.1% due to increased costs in premiums and benefit rates.
- Other Operating Supplies decreased by \$5,000 or 100% due to new code books not being needed.
- Fuel decreased by \$4,500 or 100% due to moving the budget to the Fleet & Equipment internal service fund. There is an offsetting increase in IS Charges – M&O.
- Repairs & Maintenance decreased by \$4,000 or 100% due to vehicle repairs and maintenance being moved to the Fleet & Equipment internal service fund. There is an offsetting increase in IS Charges – M&O.
- Membership dues decreased by \$3,850 or 88.1% due to actual historical membership dues costs.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	Building Permit Fees	\$ 476,429	\$379,184	\$ 700,000	\$ 700,000	\$ 417,000	\$423,000	\$430,000	\$ (277,000)	-39.6%
001	Other Building Related Fees	\$ 89,525	\$118,595	\$ 131,330	\$ 131,330	\$ 94,900	\$105,000	\$106,000	(26,330)	-20.0%
001	Business License Fees	87,354	139,535	168,500	168,500	120,000	130,000	130,000	(38,500)	-22.8%
001	General Government	\$ (117,493)	\$211,171	\$(171,450)	\$ 35,831	\$ 403,761	\$196,010	\$229,290	160,179	447.0%
Total Revenues:		\$ 535,815	\$ 848,485	\$ 828,380	\$ 1,035,661	\$ 1,035,661	\$ 854,010	\$ 895,290	\$ (181,651)	-17.5%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	389,487	425,495	398,980	398,980	398,980	418,390	448,260	19,410	4.9%
11.002/4	Overtime	-	6,856	-	-	-	-	-	-	n/a
21.xxx	Benefits	133,912	139,660	139,800	139,800	139,800	167,930	179,340	28,130	20.1%
31.xxx	Other Operating Supplies	2,446	1,333	2,000	2,000	2,000	2,000	2,000	-	0.0%
31.003/004	Forms & Publications	3,429	3,162	5,000	5,000	5,000	-	-	(5,000)	-100.0%
31.005	Meeting Food & Beverage	-	-	150	150	150	-	-	(150)	-100.0%
31.008	Clothing/Uniform	200	-	600	600	600	600	600	-	0.0%
32.xxc	Fuel	3,133	3,854	4,500	4,500	4,500	-	-	(4,500)	-100.0%
35.xxx	Small Tools/Minor Equip	-	632	2,300	2,300	2,300	1,000	1,000	(1,300)	-56.5%
41.xxx	Professional Service	95	-	5,750	5,750	5,750	5,000	5,000	(750)	-13.0%
42.xxx	Communication	1,008	1,355	1,400	1,400	1,400	-	-	(1,400)	-100.0%
43/49.003	Travel & Training	759	1,836	4,380	4,380	4,380	2,670	2,670	(1,710)	-39.0%
48.xxx	Repairs & Maintenance	876	1,617	4,000	4,000	4,000	-	-	(4,000)	-100.0%
49.001	Membership Dues	470	300	4,370	4,370	4,370	520	520	(3,850)	-88.1%
49.xxx	Other Charges & Services	-	-	150	150	150	900	900	750	500.0%
5x.xxx	Intergovernmental	-	262,385	255,000	255,000	255,000	255,000	255,000	-	0.0%
Subtotal Operating Exp:		\$ 535,815	\$ 848,485	\$ 828,380	\$ 828,380	\$ 828,380	\$ 854,010	\$ 895,290	\$ 25,630	3.1%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	-	-	207,281	207,281	-	-	-	0.0%
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ 207,281	\$ 207,281	\$ -	\$ -	\$ (207,281)	-100.0%
Total Expenditures:		\$ 535,815	\$ 848,485	\$ 828,380	\$ 1,035,661	\$ 1,035,661	\$ 854,010	\$ 895,290	\$ (181,651)	-17.5%

COMMUNITY & ECONOMIC DEVELOPMENT **CURRENT PLANNING**

Responsible Manager: *Frank Fiori, Planning Manager*

PURPOSE/DESCRIPTION

The Current Planning Division assists applicants in the development process while safeguarding the public's interest in maintaining Lakewood's quality of life. Current Planning services include:

- Processing zoning certifications, sign permits, shoreline permits, rezones, administrative & conditional use permits, business licenses, & variances
- Responding to inquiries about how property within the city is zoned, what uses are allowed in those zones, and how property can be developed within the zones
- Reviewing permits for new fences, garages, and adjustments to property lines
- Reviewing all new commercial development within the city
- Subdivisions, including short and long plats (both preliminary and final), and binding site plans
- Reviewing building permits for compliance with the City's zoning standards
- Supporting the Hearing Examiner and Landmarks & Heritage Advisory Board

GOAL/OBJECTIVES

- Process land use permit applications in a timely fashion
- Administer the City's business licensing program
- Respond to public inquiries regarding development applications & land use regulation
- Ensure new development is consistent with comprehensive plan policies & does not have adverse impacts on the community
- Work individually with major developments in the City to resolve issues emerging as development progresses
- Maintain permitting software

PERFORMANCE MEASURES

Permit Type	Target # of Days	Total Permits	Average Days	# w/in Target?	% w/in Target	# Outside Target
Conditional use	30	n/a	n/a	n/a	n/a	n/a
Administrative use	30	n/a	n/a	n/a	n/a	n/a
Preliminary plat	30	n/a	n/a	n/a	n/a	n/a
Preliminary short plat	30	n/a	n/a	n/a	n/a	n/a
Lot line adjustment	120	n/a	n/a	n/a	n/a	n/a
Sign permit	120	n/a	n/a	n/a	n/a	n/a
Site development permit	30	n/a	n/a	n/a	n/a	n/a
Shoreline permit	30	n/a	n/a	n/a	n/a	n/a

Performance Measures were developed for the first time as part of the 2015/2016 Biennial Budget Process, therefore data is not readily available.

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Assistant City Manager / Development	1.00	1.00	1.00	1.00	1.00	1.00	1.00	72
Planning Manager	1.00	1.00	1.00	1.00	1.00	1.00	-	46
Program Manager	1.00	1.00	1.00	1.00	1.00	-	-	46
Senior Planner	2.00	1.00	1.00	1.00	1.00	-	-	43
Associate Planner	1.00	1.00	1.00	1.00	1.00	1.00	1.00	36
Program Coordinator	1.00	1.00	1.00	1.00	1.00	-	-	36
Assistant Planner	1.00	1.00	1.00	1.00	1.00	1.00	1.00	29
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	-	-	25
Total Regular Staffing	9.00	8.00	8.00	8.00	8.00	4.00	3.00	
<i>Change from prior year</i>	n/a	(1.00)	-	-	-	(4.00)	(1.00)	

COMMUNITY & ECONOMIC DEVELOPMENT **CURRENT PLANNING**

Responsible Manager: *Frank Fiori, Planning Manager*

HIGHLIGHTS / CHANGES

The adopted operating budget totals \$552,030 in 2015 and \$577,570 in 2016. The 2015 adopted budget is a \$131,870 or 19.3% decrease from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Salaries & Wages decreased by \$144,560 or 30.6% due to moving positions to the newly created Advanced Planning Division.
- Benefits decreased by \$48,060 or 28.6% due to moving positions to the newly created Advanced Planning Division.
- Professional Services increased by \$17,500 or 87.5% to more closely reflect prior year's actuals.
- Travel & Training decreased by \$3,610 or 68.4% due to a reduction based on historical costs.
- IS Charges – M&O increased by \$20,340 due to moving CED fleet & equipment maintenance and fuel costs to Fleet & Equipment internal service fund.
- IS Charges – Reserves increased by \$28,880 due to moving fleet & equipment reserve charges from non-departmental.

EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	Business License Fees	\$ 87,354	\$139,535	\$168,500	\$168,500	\$120,000	\$130,000	\$130,000	\$ (38,500)	-22.8%
001	General Government	735,342	541,391	515,400	615,400	663,900	422,030	447,570	(193,370)	-31.4%
Total Revenues:		\$ 822,696	\$ 680,926	\$ 683,900	\$ 783,900	\$ 783,900	\$ 552,030	\$ 577,570	\$ (231,870)	-29.6%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	590,407	466,490	472,910	472,910	472,910	328,350	347,310	(144,560)	-30.6%
11.002/4	Overtime	318	-	-	-	-	-	-	-	n/a
21.xxx	Benefits	195,483	162,948	168,010	168,010	168,010	119,950	126,530	(48,060)	-28.6%
31.xxx	Other Operating Supplies	2,250	7,557	7,500	7,500	7,500	7,500	7,500	-	0.0%
31.003/004	Forms & Publications	-	-	200	200	200	200	200	-	0.0%
31.005	Meeting Food & Beverage	-	25	100	100	100	100	100	-	0.0%
35.xxx	Small Tools/Minor Equip	-	-	500	500	500	500	500	-	0.0%
41.xxx	Professional Service	25,954	34,966	20,000	20,000	20,000	37,500	37,500	17,500	87.5%
42.xxx	Communication	747	396	400	400	400	-	-	(400)	-100.0%
43/49.003	Travel & Training	744	455	5,280	5,280	5,280	1,670	1,670	(3,610)	-68.4%
44.xxx	Advertising	2,535	4,306	4,000	4,000	4,000	4,000	4,000	-	0.0%
49.001	Membership Dues	1,924	1,817	2,500	2,500	2,500	1,040	1,040	(1,460)	-58.4%
49.xxx	Other Charges & Services	2,334	1,966	2,500	2,500	2,500	2,000	2,000	(500)	-20.0%
9x.xxx	IS Charges - M&O	-	-	-	-	-	20,340	20,340	20,340	n/a
9x.xxx	IS Charges - Reserves	-	-	-	-	-	28,880	28,880	28,880	n/a
Subtotal Operating Exp:		\$ 822,696	\$ 680,926	\$ 683,900	\$ 683,900	\$ 683,900	\$ 552,030	\$ 577,570	\$ (131,870)	-19.3%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	-	-	100,000	100,000	-	-	(100,000)	-100.0%
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ (100,000)	-100.0%
Total Expenditures:		\$ 822,696	\$ 680,926	\$ 683,900	\$ 783,900	\$ 783,900	\$ 552,030	\$ 577,570	\$ (231,870)	-29.6%

COMMUNITY & ECONOMIC DEVELOPMENT **ADVANCED PLANNING**

Responsible Manager: *Dan Catron, Planning Manager*

PURPOSE/DESCRIPTION

The Advanced Planning Division administers long-range planning within Lakewood, including the comprehensive plan and sub-area plans throughout the city. Long-range planning services include:

- Creating and maintaining long-range plans and regulations to carry out those plans for both the entire city and smaller portions such as individual neighborhoods
- Developing Code
- Conducting policy studies and research
- Tracking and analysis of relevant pending legislation and case law
- Coordinating with other agencies such as the South Sound Military Communities Partnership, Puget Sound Regional Council, the Pierce County Growth Management Coordination Committee, Sound Transit, Pierce Transit, the Clover Park School District, Pierce County, Joint Base Lewis McChord, state agencies, etc
- Tracking census/demographic/population information
- Providing public information and outreach
- Coordinating annexations

GOAL/OBJECTIVES

- Update the City's Comprehensive Plan (two year process; began in 2014 and continues through 2015)
- Perform public and/or privately initiated, annual Comprehensive Plan amendments
- Update and/or study revised development regulations through Council actions, suggestions by staff, or in response to new laws, or case law (Cottage housing, telecom, landscaping regulations in commercial & industrial zoning districts)
- Develop a new 6-year capital facilities plan
- Complete the Joint Land Use Study (JLUS) - two year process; began in 2014 and continues through 2015 (Completion of JLUS may require the City to revisit Comprehensive Plan land use policies and development regulations.)
- Complete the City's visioning process and incorporate same into the Comprehensive Plan
- Track new housing construction, housing demolitions, and mobile home park closures
- Prepare annual multi-family tax credit report

PERFORMANCE MEASURES

Measure	Target	Date Completed
Complete comprehensive plan update	12/31/2015	
Process privately initiated amendments	2015/2016	
Code development - temporary vendors, licensing, cottage housing, landscaping review, and telecommunications	12/31/2015	
Complete visioning process	12/31/2015	
Complete Joint Land Use Study (JLUS)	12/31/2015	
Complete annual assignments - capital facilities plan update, tracking housing data, and prepare multi-family tax credit report	2015/2016	

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Planning Manager- Advanced Planning	-	-	-	-	-	1.00	1.00	46
Program Manager - Advanced planning	-	-	-	-	-	1.00	1.00	46
Program Coordinator - OEA	-	-	-	-	-	1.00	1.00	36
Total Regular Staffing	-	-	-	-	-	3.00	3.00	
<i>Change from prior year</i>	-	-	-	-	-	3.00	-	

COMMUNITY & ECONOMIC DEVELOPMENT **ADVANCED PLANNING**

Responsible Manager: *Dan Catron, Planning Manager*

HIGHLIGHTS / CHANGES

The adopted operating budget totals \$512,600 in 2015 and \$528,190 in 2016. The 2015 adopted budget is a \$161,936 or 24.0% decrease from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Salaries & Wages increased by \$74,669 or 46.4% due primarily to moving the Planning Manager Planner from Current Planning and Program Coordinator from Current Planning Division to the newly created Advanced Planning Division.
- Benefits decreased by \$13,218 or 12.6% due to coverage changes by employees.
- Professional Services decreased by \$210,135 or 53.7% due to the completion of the OEA grant funding for the Joint Land Use Study.
- Travel & Training decreased by \$1,932 or 55.0% due to a reduction in conference attendance.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	General Government	-	-	-	50,000	50,000	333,300	348,890	283,300	566.6%
192	Office of Economic Adjust	\$ 309,575	\$ 223,826	\$ 116,840	\$ 624,536	\$ 624,536	\$ 179,500	\$ 179,500	(445,036)	-71.3%
Total Revenues:		\$ 309,575	\$ 223,826	\$ 116,840	\$ 674,536	\$ 674,536	\$ 512,800	\$ 528,390	\$ (161,736)	-24.0%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	77,701	128,060	78,850	160,871	160,871	235,540	246,360	74,669	46.4%
21.xxx	Benefits	30,484	51,713	37,990	105,198	105,198	91,980	96,750	(13,218)	-12.6%
31.xxx	Other Operating Supplies	-	-	-	2,000	2,000	1,000	1,000	(1,000)	-50.0%
35.xxx	Small Tools/Minor Equip	-	-	-	6,500	6,500	300	300	(6,200)	-95.4%
41.xxx	Professional Service	191,376	33,029	-	391,135	391,135	181,000	181,000	(210,135)	-53.7%
43/49.003	Travel & Training	10,014	11,024	-	3,512	3,512	1,580	1,580	(1,932)	-55.0%
44.xxx	Advertising	-	-	-	750	750	500	500	(250)	-33.3%
49.001	Membership Dues	-	-	-	-	-	400	400	400	n/a
49.xxx	Other Charges & Services	-	-	-	4,570	4,570	300	300	(4,270)	-93.4%
Subtotal Operating Exp:		\$ 309,575	\$ 223,826	\$ 116,840	\$ 674,536	\$ 674,536	\$ 512,600	\$ 528,190	\$ (161,936)	-24.0%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ 309,575	\$ 223,826	\$ 116,840	\$ 674,536	\$ 674,536	\$ 512,600	\$ 528,190	\$ (161,936)	-24.0%

COMMUNITY & ECONOMIC DEVELOPMENT **ECONOMIC DEVELOPMENT**

Responsible Manager: *Becky Newton, Economic Development Manager*

PURPOSE/DESCRIPTION

The Economic Development Division improves the economic well-being of Lakewood through efforts that increase job creation, job retention, tax base enhancements and quality of life.

GOAL/OBJECTIVES

- Identify underutilized & underdeveloped properties-create specific, directed plans for target investment areas & corridors
- Inventory business park sites and buildings
- Conduct business expansion/retention interviews, and perform follow-up assignments as necessary
- Increase the availability of middle-market housing stock; Seek investors & developers to build more market-rate housing
- Administer the lodging tax grants program and oversee tourism promotion
- Administer the work of the Lodging Tax Advisory Committee, Redevelopment Advisory Board and the Lakewood Sister Cities Association
- Maintain a city-wide infrastructure inventory report (primary lead: Public Works Department)
- Maintain inventory of current housing stock (primary lead: Advanced Planning)
- Create marketing, promotion and image plans (primary lead: joint assignment between the City’s Communications Manager and Economic Development)
- Conduct three developer forums and/or focus group discussions (Topics could include a general forum on economic development, housing, contracting at JBLM and the Port of Tacoma, and project financing.)
- Work with JBLM to identify defense contractors, in addition to potentially relocating defense related businesses into Lakewood
- Track leads and inquiries
- Act as ombudsman/permit facilitator to new and relocating projects
- Publish at least three economic newsletters and/or indicator reports per year

PERFORMANCE MEASURES

Measure	Target	2013	2014
\$ investment created through economic development efforts	tbd	n/a	n/a
# of business retention/expansion of interviews conducted	tbd	n/a	n/a
# of new market rate, owner-occupied housing units constructed annually	tbd	n/a	n/a
# of projects where permit assistance was provided	tbd	n/a	n/a
# of special projects completed	tbd	n/a	n/a
# of economic development inquiries received	tbd	n/a	n/a
# of lodging contracts managed	tbd	n/a	n/a
# of participant attending forums, focus groups, or special events	tbd	n/a	n/a

Performance Measures were developed for the first time as part of the 2015/2016 Biennial Budget Process, therefore data is not readily available.

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Economic Development Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	61
Economic Development Specialist	1.00	1.00	1.00	1.00	1.00	-	-	43
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	-	-	25
Total Regular Staffing	3.00	3.00	3.00	3.00	3.00	1.00	1.00	
<i>Change from prior year</i>	n/a	-	-	-	-	(2.00)	-	

COMMUNITY & ECONOMIC DEVELOPMENT **ECONOMIC DEVELOPMENT**

Responsible Manager: *Becky Newton, Economic Development Manager*

HIGHLIGHTS / CHANGES

The adopted operating budget totals \$591,050 in 2015 and \$595,110 in 2016. The 2015 adopted budget is a \$234,210 or 28.4% decrease from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Salaries & Wages decreased by \$153,400 or 65.2% due primarily to the elimination of the Economic Development Specialist and Administrative Assistant positions.
- Benefits decreased by \$61,290 or 63.6% due primarily to the elimination of the Economic Development Specialist and Administrative Assistant positions.
- Professional Services decreased by \$10,810 or 2.3% due to a reduction in the Lodging Tax Grant.
- Communications decreased by \$1,600 of 100% due to moving the budget to the Information Technology internal service fund. There is an offsetting increase in IS Charges – M&O.
- Travel & Training decreased by \$6,230 or 68.5% due to a reduction in conference attendance.
- Membership dues decreased by \$900 or 42.9% due to the elimination of Economic Development Specialist.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	General Government	\$ 401,433	\$407,637	\$415,610	\$367,410	\$367,410	\$126,550	\$130,610	(240,860)	-65.6%
104	Hotel/Motel Lodging Tax	512,529	540,544	497,040	497,850	497,850	464,500	464,500	(33,350)	-6.7%
Total Revenues:		\$ 913,962	\$ 948,181	\$ 912,650	\$ 865,260	\$ 865,260	\$ 591,050	\$ 595,110	\$ (274,210)	-31.7%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	231,887	237,107	235,410	235,410	235,410	82,010	84,470	(153,400)	-65.2%
11.002/4	Overtime	148	-	1,330	1,330	1,330	-	-	(1,330)	-100.0%
21.xxx	Benefits	93,492	92,738	96,390	96,390	96,390	35,100	36,700	(61,290)	-63.6%
31.xxx	Other Operating Supplies	821	3,003	900	900	900	900	900	-	0.0%
31.005	Meeting Food & Beverage	369	425	600	600	600	350	350	(250)	-41.7%
35.xxx	Small Tools/Minor Equip	-	2,920	-	-	-	-	-	-	n/a
41.xxx	Professional Service	579,482	601,843	564,300	476,910	476,910	466,100	466,100	(10,810)	-2.3%
42.xxx	Communication	1,137	1,634	1,600	1,600	1,600	-	-	(1,600)	-100.0%
43/49.003	Travel & Training	4,682	7,480	9,100	9,100	9,100	2,870	2,870	(6,230)	-68.5%
44.xxx	Advertising	-	-	800	800	800	800	800	-	0.0%
49.001	Membership Dues	1,701	872	2,100	2,100	2,100	1,200	1,200	(900)	-42.9%
49.xxx	Other Charges & Services	243	159	120	120	120	120	120	-	0.0%
9x.xxx	IS Charges - M & O	-	-	-	-	-	1,600	1,600	1,600	n/a
Subtotal Operating Exp:		\$ 913,962	\$ 948,181	\$ 912,650	\$ 825,260	\$ 825,260	\$ 591,050	\$ 595,110	\$ (234,210)	-28.4%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	-	-	40,000	40,000	-	-	(40,000)	-100.0%
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ (40,000)	-100.0%
Total Expenditures:		\$ 913,962	\$ 948,181	\$ 912,650	\$ 865,260	\$ 865,260	\$ 591,050	\$ 595,110	\$ (274,210)	-31.7%

COMMUNITY & ECONOMIC DEVELOPMENT **CDBG**

Responsible Manager: *Jeff Gumm, CDBG Program Manager*

PURPOSE/DESCRIPTION

The Community Development Block Grant (CDBG) fund is used to account for the Federal grants received under the CDBG provision authorized by Title I of the Housing and Community Development Act of 1974. Included in this entitlement are the CDBG, HOME Investment Partnerships Program (HOME), National Stabilization Program (NSP), and the Section 108 Loan Fund. Based on the City's Consolidated Plan submitted to the U.S. Department of Housing and Urban Development (HUD), annual direct grants can be used by Lakewood to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low-and moderate-income persons.

GOAL/OBJECTIVES

- Administer the projects and programs listed in the City's FY 2014 Consolidated Annual Action Plan dated May 2014
- Facilitate the development and implementation of two Section 108 loans, one in 2015 and another in 2016 concentrating on the use of said funds for public infrastructure
- Manage/monitor the City's abatement and housing revolving fund programs
- Work with Habitat for Humanity to develop a homeownership program in the Lake City Neighborhood
- In cooperation with the City of Tacoma, prepare a new five-year Consolidated Plan and corresponding Annual Action Plans
- Target infrastructure improvements in low income neighborhoods where roadway, sidewalk, and lighting improvements are deficient.
- Monitor construction progress of LASA/THA Prairie Oaks client services center and homeless housing project

PERFORMANCE MEASURES

Measure	Target	2013	2014
# of persons with new or improved access to public facility or infrastructure		41	n/a
# of persons with new or improved access to public service		3922	n/a
# of affordable rental units rehabilitated		69	n/a
# of owner-occupied units rehabilitated		32	n/a
# of new affordable housing units constructed		5	n/a
# persons with access to affordable housing through fair housing activities		23	n/a
# units assisted that are occupied by the elderly		23	n/a
# of homebuyers receiving direct financial assistance through down payment assistance/closing costs		5	n/a
# of jobs created*		1	n/a
\$ program income received (CDBG & NSP)		\$14,932	n/a
*Types of jobs created (using Economic Development Administration (EDA) classifications)		n/a	n/a

Note - performance measures are required by HUD through the Integrated Disbursement & Information System (IDIS). The above is a partial listing.
Year 2013 data is for Program Year 2013 (7/1/2013 - 6/30/2014) Year 2014 data was not available at time of publication of this report.

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
CDBG Program Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	46
CDBG Program Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	36
Total Regular Staffing	2.00	2.00	2.00	2.00	2.00	2.00	2.00	
<i>Change from prior year</i>	n/a	-	-	-	-	-	-	

COMMUNITY & ECONOMIC DEVELOPMENT **CDBG**

Responsible Manager: *Jeff Gumm, CDBG Program Manager*

HIGHLIGHTS / CHANGES

The adopted operating budget totals \$635,000 in 2015 and \$635,000 in 2016. The 2015 adopted budget is a \$2,477,961 or 79.6% decrease from the 2014 adjusted budget. The changes are due primarily to timing of CDBG expenditures (i.e. The 2015/2016 Adopted Budget includes the new award allocation whereas the 2014 Adjusted Budget includes carry forward of funds from prior years' grant balances.)

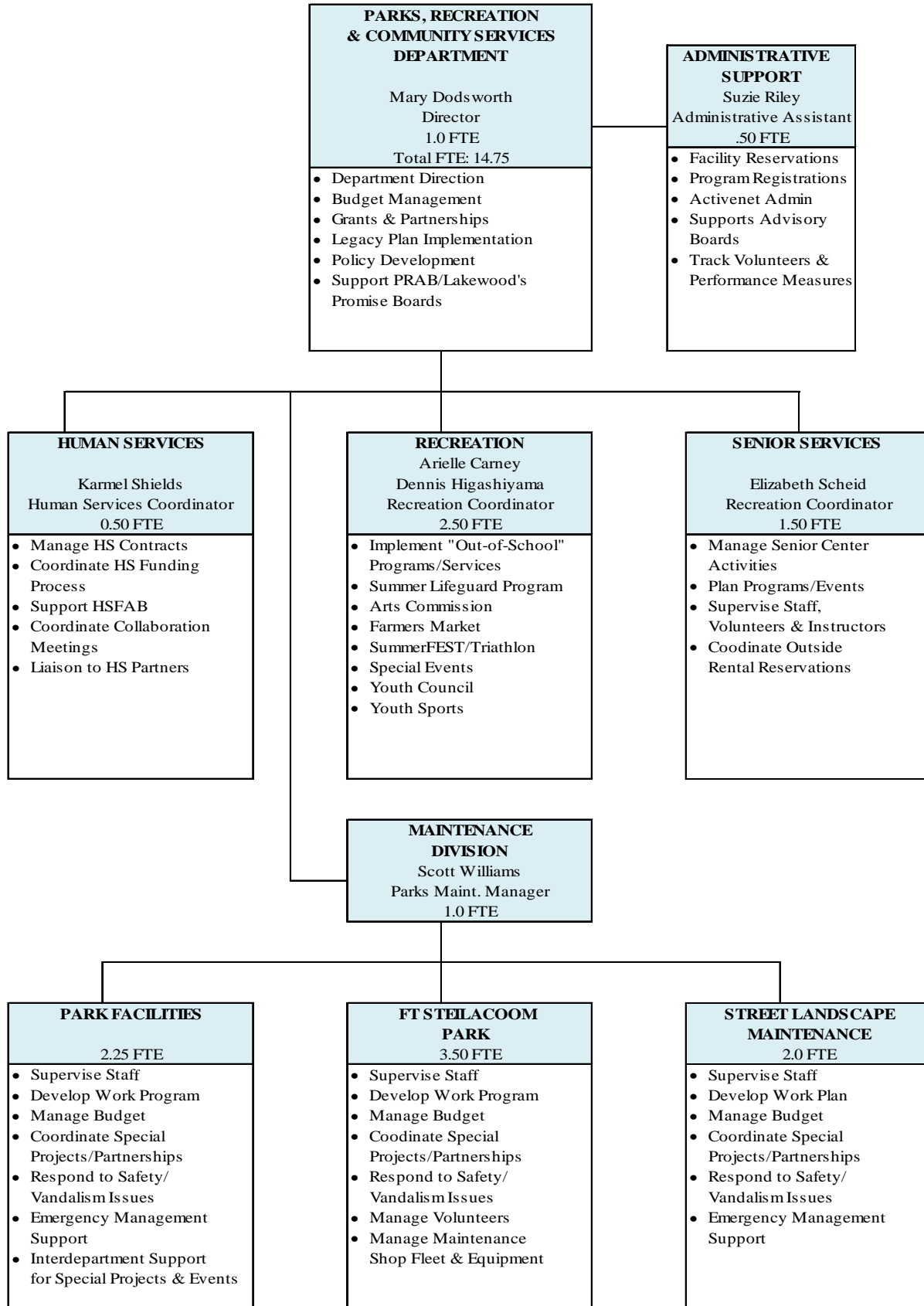
REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Expenditure Summary:</i>										
105	Property Abatement	50,114	16,902	100,000	100,000	100,000	100,000	100,000	-	0.0%
190	Comm. Dev. Block Grant	951,892	850,270	1,448,390	2,758,382	2,758,382	535,000	535,000	(2,223,382)	-80.6%
191	Neighborhood Stabilization Prog	281,847	198,205	77,280	254,579	254,579	-	-	(254,579)	-100.0%
Subtotal Operating Exp:		\$1,283,853	\$1,065,377	\$1,625,670	\$3,112,961	\$3,112,961	\$ 635,000	\$ 635,000	\$(2,477,961)	-79.6%
<i>Capital & One-time Funding:</i>										
190	Comm. Dev. Block Grant	-	-	325,000	840,056	840,056	-	-	-	-
Subtotal One-time Exp:		\$ -	\$ -	\$ 325,000	\$ 840,056	\$ 840,056	\$ -	\$ -	\$(840,056)	-100.0%
Total Expenditures:		\$1,283,853	\$1,065,377	\$1,950,670	\$3,953,017	\$3,953,017	\$ 635,000	\$ 635,000	\$(3,318,017)	-83.9%

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
105	Abatement Charges	\$ 95,069	\$ -	\$ 50,000	\$ 50,000	\$ 61,829	\$ -	\$ -	\$ (50,000)	-100.0%
105	Interest Earnings	1,497	146	-	-	-	-	-	-	n/a
190	Grants	955,382	841,130	479,000	2,744,274	2,744,274	500,000	500,000	(2,244,274)	-81.8%
190	Home Program	-	-	210,000	-	-	-	-	-	n/a
190	Interest Earnings	2,401	565	-	2,052	2,052	-	-	(2,052)	-100.0%
190	Misc/Contributions	-	120	-	12,056	12,056	-	-	(12,056)	-100.0%
190	Transfer-In General Fund	-	-	-	-	-	35,000	35,000	35,000	n/a
191	Grants	283,069	199,774	-	158,549	158,549	-	-	(158,549)	-100.0%
191	Abatement Charges	-	-	25,000	96,031	96,031	-	-	(96,031)	-100.0%
191	Abatement Interest	855	-	5,000	-	-	-	-	-	n/a
Total Revenues:		\$ 1,338,273	\$ 1,041,735	\$ 769,000	\$ 3,062,962	\$ 3,074,791	\$ 535,000	\$ 535,000	\$(2,527,962)	-82.5%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	134,381	162,390	115,670	191,740	191,740	162,980	170,990	(28,760)	-15.0%
11.002/4	Overtime	3,103	7,461	760	4,259	4,259	-	-	(4,259)	-100.0%
21.xxx	Benefits	48,066	56,444	48,850	88,552	88,552	60,140	63,190	(28,412)	-32.1%
31.xxx	Other Operating Supplies	3,719	1,201	2,200	2,200	2,200	-	-	(2,200)	-100.0%
31.008	Clothing/Uniform	-	-	-	-	-	-	-	-	n/a
31.030	Maintenance Supplies	-	-	-	-	-	-	-	-	n/a
32.xxx	Fuel	111	302	450	450	450	-	-	(450)	-100.0%
35.xxx	Small Tools/Minor Equip	-	250	-	5,000	5,000	-	-	(5,000)	-100.0%
41.xxx	Professional Service	528,751	249,108	442,700	707,324	707,324	111,880	100,820	(595,444)	-84.2%
42.xxx	Communication	1,115	1,328	1,450	1,450	1,450	-	-	(1,450)	-100.0%
43/49.003	Travel & Training	681	379	200	200	200	-	-	(200)	-100.0%
44.xxx	Advertising	2,385	1,091	3,800	3,800	3,800	-	-	(3,800)	-100.0%
48.xxx	Repairs & Maintenance	262,935	315,317	330,800	428,099	428,099	-	-	(428,099)	-100.0%
49.001	Membership Dues	-	-	100	100	100	-	-	(100)	-100.0%
49.xxx	Other Charges & Services	291,248	269,818	678,510	1,679,607	1,679,607	-	-	(1,679,607)	-100.0%
597	Interfund Transfers	4,834	-	-	-	-	300,000	300,000	300,000	n/a
5x.xxx	Intergovernmental	2,524	288	180	180	180	-	-	(180)	-100.0%
Subtotal Operating Exp:		\$ 1,283,853	\$ 1,065,377	\$ 1,625,670	\$ 3,112,961	\$ 3,112,961	\$ 635,000	\$ 635,000	\$(2,477,961)	-79.6%
<i>Capital & One-time Funding:</i>										
Capital & One-Time		-	-	325,000	840,056	840,056	-	-	(840,056)	-100.0%
Subtotal One-time Exp:		\$ -	\$ -	\$ 325,000	\$ 840,056	\$ 840,056	\$ -	\$ -	\$(840,056)	-100.0%
Total Expenditures:		\$ 1,283,853	\$ 1,065,377	\$ 1,950,670	\$ 3,953,017	\$ 3,953,017	\$ 635,000	\$ 635,000	\$(3,318,017)	-83.9%



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PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

Responsible Manager: *Mary Dodsworth, Director*

2013/2014 ACCOMPLISHMENTS

- Continued growth at Lakewood's Farmers Market - over \$130,000 invested in community during third year
- Received over \$135,000 in grants, sponsorships, donations, and support for PRCS programs and services
- Received over 17,000 hours of volunteer support
- Approved Legacy Plan: A 20 year strategic park and recreation plan
- Updated Park Code to include tobacco free areas
- Assumed Fort Steilacoom Park lease from Pierce County
- Organized JBLM 4-2 Stryker Brigade Welcome Home Parade and Community Event
- Purchased 1.2 acres near Springbrook Park to expand park
- Purchased 4.4 acres near Wards Lake property to expand park
- Improved Fort Steilacoom Park through various projects (cemetery, dog park, picnic areas, invasive plant removal, etc.)
- Negotiated parking contract with USGA to host parking at Fort Steilacoom Park for US Open in June 2015
- Developed Gateway Vision and entry standard to enhance 12 potential City gateways
- Developed WSDOT partnership to improve entry areas into Lakewood
- Organized SummerFEST and attracted over 14,000 visitors during the 2013 three-day celebration
- Served over 150 unduplicated youth at late night programs
- Served 1,300 unduplicated older adults at Senior Activity Center annually
- Facilitated nine Lakewood Community Collaboration sessions per year
- Prepared 2014 Human Services needs analysis to establish funding priorities and criteria resulting in a competitive Request for Proposal application process
- Coordinated donation to Emergency Shelter program – breakfast and dinner items for 100 guests
- Managed and maintained over 600 acres of open space
- Supported over 3,000 boat launches at American Lake Park
- Created pop-up teen night programs supporting Lakewood Promise's safe places
- Assumed the City's street landscape maintenance program
- Partnered with YMCA to teach over 1,000 youth the safe swim program at two park sites

2015/2016 ANTICIPATED KEY PROJECTS

- Springbrook Master Plan improvements
- Waughop Lake Trail Improvement Project
- US Open parking management at Fort Steilacoom Park
- Gateway Improvements
- Fort Steilacoom Park land transfer from State to City
- Legacy Plan Implementation
- Farmers Market Expansion
- Chambers Creek Trail partnership with University Place, Pierce County and Steilacoom
- Senior Center relocation assessment
- Public art installation
- Street-end improvements
- Sale of Lakeland site to support capital improvements

PARKS, RECREATION & COMMUNITY SERVICES **DEPARTMENT OVERVIEW**

Responsible Manager: *Mary Dodsworth, Director*

ADOPTED SERVICE/PROGRAM CHANGES

Service/ Program	Description & Justification	Change		Year 2015		Year 2016	
		FTE	Fleet/Equip	1-Time	Ongoing	1-Time	Ongoing
Ray Evans Memorial Fishing Event for Kids	Provide a one-day, low-cost introductory fishing event for up to 300 kids at American Lake Park. This event was a mainstay in our community for many years and was cut from the 2013-14 budget. Kids receive a t-shirt, rod & reel and can keep two fish that they catch. This event will also honor Navy Cross winner Ray Evans who has been a key partner in making this event happen. Ray was a WWII hero and a resident of Lakewood. Ray passed away in 2013. We will also coordinate with VA hospital and/or Wounded Warrior program to provide access at the end of the event to fishing. Participant fees, grants and sponsorships will be used to offset program costs. The proposed funds pay for rods and reels, event shirts, bait event supplies, and fish. On-going cost of \$9,200/year offset by program revenue.	-	-	\$ -	\$ -	\$ -	\$ -
Increase Water Utilities	Utility funds were reduced in past budgets. Reductions in consumption and other conservation efforts were implemented to keep expenses down. Even though the department has scrutinized and reduced its consumptions, costs keep going up. All utility costs have gone up over the past few years, the largest has been from Lakewood Water District with an increase of about 9%. The City has also acquired additional facilities and properties that require water, sewer, garbage collection, and electricity which have all impacted the utility line items in our budget.	-	-	\$ -	\$ 18,000	\$ -	\$ 18,000
Year-round Restroom Service (Sanicans)	For the past two years restroom access at city parks was reduced at some sites and eliminated at others. This has been the number one complaint by park visitors and we have also lost park and shelter use reservations and revenue based on a lack of restroom facilities. This program change would establish year-round restroom service through a combination of using fixed buildings and placing sanicans at key locations throughout Lakewood's park system. Funds cover additional supplies and professional services needed to support year round services.	-	-	-	15,000	-	15,000
Maintenance Seasonal Help	Expand street landscape and city-wide maintenance program by adding seasonal workers. First Impressions Matter! Our parks, gateways, entrances, and high traffic roadways make an impression to Lakewood citizens and guests. Enhancements are needed to the annual street landscape maintenance program. We've made great strides in the past few years. Many areas were maintained and updated in 2013 as we developed the landscape maintenance program and to prepare for the 4-2 Welcome Home parade. We also dedicated extra resources to bring the areas up to City standards. Many of these were one-time improvements because of additional staffing and resources assigned to this work area. In order to sustain and improve the overall maintenance in strategic areas and along public ROWs, staff is recommending we add to the current work program (see map). By enhancing this program we may help improve the City's image.	-	-	-	26,000	-	26,000

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

Responsible Manager: *Mary Dodsworth, Director*

ADOPTED SERVICE/PROGRAM CHANGES

Service/ Program	Description & Justification	Change		Year 2015		Year 2016	
		FTE	Fleet/Equip	1-Time	Ongoing	1-Time	Ongoing
Office Assistant	Reduce Senior Service Office Assistant by 0.25 FTE (from 0.75 FTE to 0.50 FTE) due to realigning duties and functions for greater efficiency.	-	-	-	(11,380)	-	(11,840)
Administrative Assistant	Reduce Administrative Assistant by 0.50 FTE (from 1.0 FTE to 0.50 FTE) due to realigning duties and functions for greater efficiency.	-	-	-	(40,400)	-	(43,230)
Replace Bobcat Toolcat 5600	This unit is currently not running and in the shop for repairs. Minimal repairs will be made to make the unit operational, but not all repairs will be made as the cost is too high for the value of the machine. It has high hours on the engine and several key components do not function properly. This is a piece of equipment that is used 7 days a week all year long. Not having it has had a huge impact on the level of service that we are able to provide at FSP. Capital expenditure of \$50,670 in 2015 (accounted for in Fleet & Equipment internal service fund). Funding source is \$46,670 from accumulated replacement reserves and \$4,000 from the sale of the Bobcat and Brush Bandit Chipper.	-	-	-	-	-	-
Replace John Deere Tractor and Back Hoe Attachment	This Tractor is 12 years old. The engine has high hours and the overall condition of the unit is fair. The city should replace it while there is still some value and keep the fleet up to date so that there is minimal equipment down time which affects the work program. Replacement cost for John Deere 4510 tractor is \$32K and back hoe attachment is \$9.8K (accounted for in the Fleet & Equipment internal service fund). Funding source is \$36.3K from accumulated replacement reserves, \$3.5K from sale of tractor, and \$2K from the sale of the Brush Bandit Chipper.	-	-	-	-	-	-
Replace John Deere 1600 Turbo Mower	This mower is 10 years old and has had major repairs/parts replacement on the drive motors twice in the last 4 years. The engine has high hours and the overall condition of the unit is fair. The city should replace it while there is still some value and keep the fleet up to date so that there is minimal equipment down time which affects the work program. Capital expenditure of \$60K in 2015 (accounted for in the Fleet & Equipment internal service fund). Funding source is \$53,670 accumulated replacement reserves and \$4K from sale of mower.	-	-	-	-	-	-
Replace John Deere 997 Z Track Mower	This mower is 6 years old and reached the end of its life cycle. The engine has high hours and the mower deck has had several parts replaced or rebuilt. The overall condition of the unit is fair. The city should replace it while there is still some value and keep the fleet up to date so that there is minimal equipment down time which affects the work program. Capital expenditure of \$18,000 in 2015 (accounted for in the Fleet & Equipment Fund). Funding source is \$17.5K accumulated replacement reserves and \$500 from sale of mower.	-	-	-	-	-	-
Total		(0.50)	-	\$ -	\$(4,160)	\$ -	\$(7,910)

PARKS, RECREATION & COMMUNITY SERVICES **DEPARTMENT OVERVIEW**

Responsible Manager: *Mary Dodsworth, Director*

ADOPTED CAPITAL PROJECTS

Funding Sources	2015	2016	Total
Sale of Lakeland Property/USGA Fees	\$ 21,450	\$ 318,550	\$ 340,000
Grants - Secured	-	-	-
Grants - Anticipated	468,950	-	468,950
Mitigation Fees - Received	-	-	-
Mitigation Fees - Anticipated	-	-	-
Contributions - Received	2,500	-	2,500
Contributions - Anticipated	55,000	375,000	430,000
Total Funding Sources	\$ 547,900	\$ 693,550	\$ 1,241,450

Project Costs	2015	2016	Total
Springbrook Park Expansion	\$ 10,000	\$ 212,900	\$ 222,900
Waughop Lake Trail	50,000	450,000	500,000
Harry Todd Park	-	193,550	193,550
Fort Steilacoom Park	-	300,000	300,000
Chambers Bay Trail Improvements	-	25,000	25,000
Total Project Costs	\$ 60,000	\$ 1,181,450	\$ 1,241,450

Impact on Operating Funds	2015	2016	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

Responsible Manager: *Mary Dodsworth, Director*

DEPARTMENT POSITION INVENTORY

Positions	2012	2013	2014			2015	2016	Grade
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	
Parks, Recreation, & Community Services Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	62
Parks Maintenance Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	45
Human Services Coordinator	0.50	0.50	0.50	0.50	0.50	0.50	0.50	33
Recreational Coordinator	3.00	3.00	3.00	3.00	3.00	3.00	3.00	28
Maintenance Worker III	1.00	1.00	1.00	1.00	1.00	1.00	1.00	28
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	0.50	0.50	25
Maintenance Worker II	4.00	4.00	4.00	4.00	4.00	4.00	4.00	24
Maintenance Worker I	2.00	2.00	2.00	2.00	2.00	2.00	2.00	15
Office Assistant	1.25	1.25	1.25	1.25	1.25	1.00	1.00	12
Maintenance Assistant	0.75	0.75	0.75	0.75	0.75	0.75	0.75	1
Total Regular Staffing	15.50	15.50	15.50	15.50	15.50	14.75	14.75	
<i>Change from prior year</i>	n/a	-	-	-	-	(0.75)	-	

Position Title	Group	FTE	2015			2016		
			Salary	Benefits	2015 Total	Salary	Benefits	2016 Total
Human Services Coordinato	AFSCME	0.50	\$ 28,540	\$ 8,060	\$ 36,600	\$ 29,660	\$ 8,460	38,120
Parks, Rec, & Comm Svcs D	Non-Rep	1.00	115,990	43,120	159,110	119,470	44,570	164,040
Recreation Coordinator	AFSCME	1.00	66,240	29,170	95,410	70,970	31,030	102,000
Recreation Coordinator	AFSCME	1.00	52,390	17,039	69,429	58,580	18,600	77,180
Recreation Coordinator	AFSCME	1.00	66,240	29,310	95,550	70,970	31,150	102,120
Parks Maintenance Manage	Non-Rep	1.00	79,920	38,710	118,628	82,320	40,430	122,750
Maintenance Worker III	AFSCME	1.00	66,110	31,400	97,504	70,970	33,560	104,530
Maintenance Worker II	AFSCME	1.00	61,220	23,770	84,990	65,570	25,370	90,940
Maintenance Worker II	AFSCME	1.00	58,150	25,390	83,540	63,680	27,030	90,710
Maintenance Worker II	AFSCME	1.00	61,220	30,520	91,740	65,570	32,580	98,150
Maintenance Worker II	AFSCME	1.00	54,580	19,570	74,150	60,690	21,320	82,010
Maintenance Worker I	AFSCME	1.00	50,640	28,510	79,150	53,280	30,240	83,520
Maintenance Worker I	AFSCME	1.00	43,140	29,660	72,800	46,690	31,660	78,350
Maintenance Assistant	AFSCME	0.75	27,580	11,430	39,010	28,680	12,240	40,920
Administrative Assistant	AFSCME	0.50	31,220	9,180	40,400	33,440	9,790	43,230
Office Assistant	AFSCME	0.50	18,660	5,700	24,360	19,390	5,880	25,270
Office Assistant	AFSCME	0.50	18,980	15,410	34,390	21,230	16,480	37,710
Total		14.75	\$ 900,820	\$ 395,950	\$ 1,296,761	\$ 961,160	\$ 420,390	\$ 1,381,550

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

Responsible Manager: *Mary Dodsworth, Director*

PURPOSE & DESCRIPTION:

Parks, Recreation and Community Services works to create a safe, vibrant and healthy community in Lakewood where people have access to a variety of resources and are inspired to be engaged, independent, and provide service to others. We preserve and maintain park lands, public buildings, open spaces and areas to enhance the beauty and positive image of Lakewood as well as create safe places for people to visit. We establish partnerships to ensure that a comprehensive system of programs, facilities, and services are available to meet the recreation and human service needs of the Lakewood community. Parks, Recreation, and Community Services contributes to the vitality of Lakewood, encourages economic development, creates neighborhood identity, and reduces crime and negative health issues with prevention programs that improve the quality of life for our citizens.

The department supports the following citizen advisory boards and committees:

- Arts Commission
- Community Services Advisory Board
- Lakewood's Promise Advisory Board
- Parks and Recreation Advisory Board
- Youth Council

GOALS/OBJECTIVES:

- Manage and maintain public facilities and infrastructure so they are safe and accessible neighborhood assets
- Implement a Capital Improvement Plan to improve and maintain community assets
- Preserve, maintain, and acquire sufficient park land and open space areas to provide for our growing community needs
- Provide a continuum of recreation programs, facilities, and services that are affordable and promote healthy lifestyles and positive alternatives for all ages and abilities.
- Utilize partnerships to provide and expand programs and services for people of all ages and abilities.
- Ensure continued support of human services through funding and partnerships so all residents of Lakewood have access to resources to meet their basic human needs.

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

Responsible Manager: *Mary Dodsworth, Director*

DEPARTMENT SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	Parks Sales/Tax	\$ 412,204	\$ 458,373	\$ 400,000	\$ 400,000	\$ 465,000	\$ 472,000	\$ 381,000	\$ 72,000	18.0%
001	Program Revenue	302,757	336,715	309,600	309,600	326,500	316,100	327,150	6,500	2.1%
001	General Government	1,450,814	1,291,636	1,243,130	1,627,630	1,540,730	1,630,160	1,795,500	2,530	0.2%
	Transfer In From SWM	-	-	-	15,000	15,000	15,000	15,000	-	0.0%
Total Revenues:		\$ 2,165,775	\$ 2,086,724	\$ 1,952,730	\$ 2,352,230	\$ 2,347,230	\$ 2,433,260	\$ 2,518,650	\$ 81,030	3.4%
<i>General Fund Operating Expenditure Summary:</i>										
	Administration	209,047	196,769	195,160	195,160	185,160	221,380	229,150	26,220	13.4%
	Human Services	445,957	376,007	402,450	402,450	402,450	387,820	389,350	(14,630)	-3.6%
	Recreation	381,941	346,398	323,380	359,480	359,480	383,320	400,970	23,840	6.6%
	Senior Services	189,836	200,651	208,610	208,610	208,610	204,690	212,760	(3,920)	-1.9%
	Park Facilities	489,109	459,913	401,680	401,680	401,680	571,020	590,180	169,340	42.2%
	Fort Steilacoom Park	449,885	417,950	416,450	416,450	416,450	452,300	470,760	35,850	8.6%
	Street Landscape Maintenance	-	-	-	203,400	203,400	202,730	215,480	(670)	-0.3%
Subtotal Ongoing		\$ 2,165,775	\$ 1,997,688	\$ 1,947,730	\$ 2,187,230	\$ 2,177,230	\$ 2,423,260	\$ 2,508,650	\$ 236,030	10.8%
<i>General Fund 1-Time Expenditure Summary:</i>										
	Administration	-	58,167	-	100,000	100,000	-	-	(100,000)	-100.0%
	Recreation	-	15,517	-	-	-	-	-	-	n/a
	Park Facilities	-	3,654	-	60,000	60,000	-	-	(60,000)	-100.0%
	Fort Steilacoom Park	-	1,698	-	-	-	-	-	-	n/a
Subtotal 1-Time		\$ -	\$ 79,036	\$ -	\$ 160,000	\$ 160,000	\$ -	\$ -	\$ (160,000)	-100.0%
Total General Fund		\$ 2,165,775	\$ 2,076,724	\$ 1,947,730	\$ 2,347,230	\$ 2,337,230	\$ 2,423,260	\$ 2,508,650	\$ 76,030	3.2%
<i>Non-General Fund Operating Expenditure Summary:</i>										
106	Public Art	-	-	5,000	7,000	7,000	2,000	33,000	(5,000)	-71.4%
Total Non-General Fund		\$ -	\$ -	\$ 5,000	\$ 7,000	\$ 7,000	\$ 2,000	\$ 33,000	\$ (5,000)	-71.4%
Total Expenditures		\$ 2,165,775	\$ 2,076,724	\$ 1,952,730	\$ 2,354,230	\$ 2,344,230	\$ 2,425,260	\$ 2,541,650	\$ 71,030	3.0%

PARKS, RECREATION & COMMUNITY SERVICES **DEPARTMENT OVERVIEW**

Responsible Manager: *Mary Dodsworth, Director*

HIGHLIGHTS / CHANGES

The adopted operating budget totals \$2,510,650 in 2015 and \$2,510,650 in 2016. The 2015 adopted budget is a 10.5% or \$231,030 increase from the 2014 adjusted budget and a 19.1% or \$389,456 increase from the 2013 actuals. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Temporary Help increased by \$23,200 or 15.5% due to addition of Street Landscape and Maintenance.
- Other Supplies increased by \$20,410 or 21.3% due to addition of Street Landscape and Maintenance and special events.
- Fuel decreased by \$25,700 or 100% due to moving the budget to the Fleet & Equipment internal service fund. There is a corresponding increase in IS Charges – M&O.
- Professional Services decreased by \$5,600 or 1.3% due to realignment from recreation to special event support.
- Communications decreased by \$10,720 due to moving the budget to the Information Technology internal service fund. There is a corresponding increase in IS Charges – M&O.
- Advertising increased by \$5,450 due to Farmer's Market promotion.
- Utilities increased by \$22,250 or 30.3% due to increase in rates.
- IS Charges – Reserves increased by \$148,300 due to moving the budget from non-departmental.

REVENUE & EXPENDITURE SUMMARY

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>									
Parks Sales/Tax	\$ 412,204	\$ 458,373	\$ 400,000	\$ 400,000	\$ 465,000	\$ 472,000	\$ 381,000	\$ 72,000	18.0%
Program Revenue	302,757	336,715	309,600	309,600	326,500	316,100	327,150	6,500	2.1%
General Government	1,450,814	1,291,636	1,243,130	1,627,630	1,540,730	1,630,160	1,795,500	2,530	0.2%
Transfer In From SWM	-	-	-	15,000	15,000	15,000	15,000	-	0.0%
Total Revenues:	\$ 2,165,775	\$ 2,086,724	\$ 1,952,730	\$ 2,352,230	\$ 2,347,230	\$ 2,433,260	\$ 2,518,650	\$ 81,030	3.4%
<i>Expenditure Summary:</i>									
Salaries & Wages	805,238	772,910	779,760	886,160	876,160	900,820	961,160	14,660	1.7%
Overtime	8,376	2,878	500	500	500	500	500	-	0.0%
Temporary Help	140,209	127,318	119,390	149,390	149,390	172,590	175,150	23,200	15.5%
Benefits	367,500	350,854	353,990	399,590	399,590	395,960	420,390	(3,630)	-0.9%
Other Supplies	103,535	94,462	81,810	95,810	95,810	116,220	117,830	20,410	21.3%
Clothing/Uniform	-	-	-	-	-	800	800	800	n/a
Fuel	29,464	27,407	21,700	25,700	25,700	-	-	(25,700)	-100.0%
Small Tools/Minor Equip	3,083	1,400	-	17,500	17,500	5,000	5,000	(12,500)	-71.4%
Professional Service	434,716	416,944	420,580	429,580	429,580	423,980	423,980	(5,600)	-1.3%
Communication	14,912	14,966	10,720	10,720	10,720	-	-	(10,720)	-100.0%
Travel & Training	3,390	4,012	1,950	2,150	2,150	3,220	3,220	1,070	49.8%
Advertising	-	-	-	-	-	5,450	5,450	5,450	n/a
Operating Rental/Lease	17,084	2,371	-	-	-	-	-	-	n/a
Utilities	98,433	96,501	73,350	73,350	73,350	95,600	91,350	22,250	30.3%
Repairs & Maintenance	33,476	14,792	16,000	21,500	21,500	20,000	20,000	(1,500)	-7.0%
Membership Dues	1,124	1,300	800	1,000	1,000	1,750	1,750	750	75.0%
Other Charges & Services	40,800	3,311	750	7,850	7,850	3,750	3,750	(4,100)	-52.2%
Intergovernmental	64,435	66,262	71,430	73,430	73,430	94,900	95,600	21,470	29.2%
IS Charges - M&O	-	-	-	-	-	36,420	36,420	36,420	n/a
IS Charges - Reserves	-	-	-	-	-	148,300	148,300	148,300	n/a
Subtotal Operating Exp:	\$ 2,165,775	\$ 1,997,688	\$ 1,952,730	\$ 2,194,230	\$ 2,184,230	\$ 2,425,260	\$ 2,510,650	\$ 231,030	10.5%
<i>One-time Funding:</i>									
Capital & One-Time	-	79,036	-	160,000	160,000	-	31,000	(160,000)	-100.0%
Subtotal One-time Exp:	\$ -	\$ 79,036	\$ -	\$ 160,000	\$ 160,000	\$ -	\$ 31,000	\$ (160,000)	-100.0%
Total Expenditures:	\$ 2,165,775	\$ 2,076,724	\$ 1,952,730	\$ 2,354,230	\$ 2,344,230	\$ 2,425,260	\$ 2,541,650	\$ 71,030	3.0%

PARKS, RECREATION & COMMUNITY SERVICES ADMINISTRATION

Responsible Manager: *Mary Dodsworth, Director*

PURPOSE/DESCRIPTION

The PRCS Administration manages five City advisory boards, supervises department personnel, actively seeks and manages grants and sponsorships, develops CIP and long-term planning documents, and develops diverse partnerships to offset cost of park and recreation programs, services, events, projects, and structures.

GOAL/OBJECTIVES

- Develop phased gateway improvement program
 - Install signs at strategic locations and improve additional gateways with beautification projects
- Utilize technology to improve access to parks, facilities and programs
 - Update Activenet to support registrations and reservations
 - Look for alternate ways to improve citizen access to programs and services
- Create opportunities for the community to partner with the City to provide programs, services and capital improvements
 - Seek donations to offset capital improvements
 - Utilize volunteers to expand current operations

PERFORMANCE MEASURES

Measure	Target	2013	2014
# of gateway signs to install at strategic locations	4	0	1
Increase in number of park shelters/events	250	189	200
Increase revenue from park and facility use	\$55,000	\$45,000	\$50,000

POSITION INVENTORY

Positions	2012	2013	2014			2015	2016	Grade
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	
Parks, Recreation, & Community Services Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	62
Administrative Assistant	0.50	0.50	0.50	0.50	0.50	0.50	0.50	25
Total Regular Staffing	1.50	1.50	1.50	1.50	1.50	1.50	1.50	
<i>Change from prior year</i>	n/a	-	-	-	-	-	-	

PARKS, RECREATION & COMMUNITY SERVICES ADMINISTRATION

Responsible Manager: *Mary Dodsworth, Director*

HIGHLIGHTS / CHANGES

The adopted operating budget totals \$221,380 in 2015 and \$229,150 in 2016. The 2015 adopted budget is a \$26,220 or 13.4% increase from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Intergovernmental increased by \$20,220 due to moving the budget from non-departmental (requirement that the City must devote at least 2% of its liquor distribution revenue to support an approved alcoholism or drug addiction program.)
- Administrative staff was decreased by reducing the Administrative Assistant from a 1.0 FTE to a 0.5 FTE.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	Parks Sales/Tax	\$ 50,104	\$ 55,618	\$ 47,560	\$ 47,560	\$ 57,386	\$ 59,267	\$ 57,895	\$ 11,707	24.6%
001	General Government	158,943	199,318	147,600	247,600	227,774	162,113	171,255	(85,487)	-34.5%
Total Revenues:		\$ 209,047	\$ 254,936	\$ 195,160	\$ 295,160	\$ 285,160	\$ 221,380	\$ 229,150	\$ (73,780)	-25.0%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	152,275	142,377	140,860	140,860	130,860	147,220	152,920	6,360	4.5%
11.002/4	Overtime	114	-	-	-	-	-	-	-	n/a
21.xxx	Benefits	54,777	51,736	52,300	52,300	52,300	52,290	54,360	(10)	0.0%
31.xxx	Other Operating Supplies	372	154	300	300	300	300	300	-	0.0%
41.xxx	Professional Service	-	-	-	-	-	-	-	-	n/a
42.xxx	Communication	752	676	750	750	750	-	-	(750)	-100.0%
43/49.003	Travel & Training	205	726	350	350	350	350	350	-	0.0%
49.001	Membership Dues	552	1,100	600	600	600	1,000	1,000	400	66.7%
5x.xxx	Intergovernmental						20,220	20,220	20,220	n/a
Subtotal Operating Exp:		\$ 209,047	\$ 196,769	\$ 195,160	\$ 195,160	\$ 185,160	\$ 221,380	\$ 229,150	\$ 26,220	13.4%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	58,167	-	100,000	100,000	-	-	(100,000)	-100.0%
Subtotal One-time Exp:		\$ -	\$ 58,167	\$ -	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ (100,000)	-100.0%
Total Expenditures:		\$ 209,047	\$ 254,936	\$ 195,160	\$ 295,160	\$ 285,160	\$ 221,380	\$ 229,150	\$ (73,780)	-25.0%

PARKS, RECREATION & COMMUNITY SERVICES HUMAN SERVICES

Responsible Manager: Mary Dodsworth, Director

PURPOSE/DESCRIPTION

The Human Services Division facilitates the planning and distribution of the City’s general funds for human services in order to create conditions that enable people in need to access resources and recover from traumatic and devastating crises, as well as foster healthy and functional families in which children thrive and achieve their full potential.

GOAL/OBJECTIVES

- Ensure the City’s Human Services Funds are effectively and efficiently managed
 - Assess community needs and administer an allocations process to address identified needs
 - Develop contract performance measures and monitor contracting agencies’ performance

- Support a city-wide human services delivery system that is collaborative and responsive to the needs of low-income Lakewood residents
 - Organize regular Community Collaboration meetings on relevant topics to increase awareness and knowledge of emerging issues and create opportunities to collectively respond
 - Actively participate in county-wide health and human services system planning efforts and community coalitions

PERFORMANCE MEASURES

Measure	Target	2013	2014
Increase participation at Lakewood Community Collaboration Meetings	40 each month	35 each month	35 each month
# of human services contracts to effectively manage	25	32	29

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Human Services Coordinator	0.50	0.50	0.50	0.50	0.50	0.50	0.50	033
Total Regular Staffing	0.50	0.50	0.50	0.50	0.50	0.50	0.50	
<i>Change from prior year</i>	n/a	-	-	-	-	-	-	

PARKS, RECREATION & COMMUNITY SERVICES **HUMAN SERVICES**

Responsible Manager: *Mary Dodsworth, Director*

HIGHLIGHTS / CHANGES

The adopted operating budget totals \$387,820 in 2015 and \$389,350 in 2016. The 2015 adopted budget is a \$14,630 or 3.6% decrease from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Professional Services decreased by \$7,820 or 2.2% due to setting the human services funding annual allocation at \$350,000 which is roughly 1% of General Fund operating expenditures.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	General Government	445,957	376,007	402,450	402,450	402,450	387,820	389,350	(14,630)	-3.6%
Total Revenues:		\$ 445,957	\$ 376,007	\$ 402,450	\$ 402,450	\$ 402,450	\$ 387,820	\$ 389,350	\$ (14,630)	-3.6%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	54,748	23,985	26,640	26,640	26,640	28,540	29,660	1,900	7.1%
11.002/4	Overtime	434	-	-	-	-	-	-	-	n/a
21.xxx	Benefits	15,918	6,944	16,220	16,220	16,220	8,060	8,470	(8,160)	-50.3%
31.xxx	Other Operating Supplies	770	295	450	450	450	450	450	-	0.0%
41.xxx	Professional Service	373,134	344,489	357,820	357,820	357,820	350,000	350,000	(7,820)	-2.2%
42.xxx	Communication	496	-	720	720	720	-	-	(720)	-100.0%
43.xxx/49.	Travel & Training	257	74	400	400	400	570	570	170	42.5%
49.001	Membership Dues	200	200	200	200	200	200	200	-	0.0%
49.xxx	Other Charges & Services	-	20	-	-	-	-	-	-	n/a
Subtotal Operating Exp:		\$ 445,957	\$ 376,007	\$ 402,450	\$ 402,450	\$ 402,450	\$ 387,820	\$ 389,350	\$ (14,630)	-3.6%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ 445,957	\$ 376,007	\$ 402,450	\$ 402,450	\$ 402,450	\$ 387,820	\$ 389,350	\$ (14,630)	-3.6%

PARKS, RECREATION & COMMUNITY SERVICES **RECREATION**

Responsible Manager: *Mary Dodsworth, Director*

PURPOSE/DESCRIPTION

The Recreation Division utilizes partnerships and creative marketing efforts to provide safe, healthy, and fun programs and services for all ages and abilities. The division creates school-based programs to provide safe and healthy alternatives with a focus on activities during “out of school” hours (after school and late night) and coordinating free and low-cost summer recreation programs for youth. Recreation also offers seasonal events and activities like the Lakewood Farmers Market and SummerFEST which help bring the community together. Partnership and collaboration with other youth-serving agencies provides unique program opportunities and experiences in Lakewood. This division supports the efforts of the Youth Council and the Arts Commission.

GOAL/OBJECTIVES

- Develop new partnerships to support current programs and operations
 - Research and pursue funding sources (sponsorships, grants & in-kind services) to support school based programs and special events
- Expand opportunities for the community to gather and visit Lakewood parks and facilities
 - Partner with other agencies to expand the SummerFEST and triathlon programs
 - Increase vendor sales and participation at the Lakewood Farmers Market
 - Increase participation in the annual Math Relay event
- Continue the Healthy Start after school program in partnership with the CISL SKILLS program and CPSD
 - Increase participation by unduplicated youth
 - Expand program if funding is available

PERFORMANCE MEASURES

Measure	Target	2013	2014
\$ vendor sales generated from Farmers Market	\$140,000	\$120,000	\$130,000
\$ sponsorship, grants and in-kind service	\$150,000	\$135,000	\$100,000
# of unduplicated youth late-night program participants served	80	60	80
# of registered participants at SummerFEST Triathlon	200	103	175

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Recreational Coordinator	2.00	2.00	2.00	2.00	2.00	2.00	2.00	028
Office Assistant	0.50	0.50	0.50	0.50	0.50	0.50	0.50	12
Total Regular Staffing	2.50	2.50	2.50	2.50	2.50	2.50	2.50	
<i>Change from prior year</i>	n/a	-	-	-	-	-	-	

PARKS, RECREATION & COMMUNITY SERVICES **RECREATION**

Responsible Manager: *Mary Dodsworth, Director*

HIGHLIGHTS / CHANGES

The adopted operating budget totals \$385,320 in 2015 and \$402,970 in 2016. The 2015 adopted budget is an \$18,840 or 5.1% increase from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Other Operating Supplies increased by \$14,180 or 60.5% due to support of special events, farmers market and youth programs.
- Professional Services decreased by \$10,780 or 24.5 % due to changes in business operations.
- Adverting increased by \$5,450 due to Farmer's Market promotion.
- Travel & Training increased by \$600 or 75.0% due to support local training.
- Other Services & Charges decreased by \$4,100 or 84.5% due to the creation of new special events line items.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	Parks Sales/Tax	\$ 91,543	\$ 97,910	\$ 87,604	\$ 87,604	\$105,704	\$ 98,185	\$101,305	\$ 10,581	12.1%
001	Program Revenue	68,988	107,943	114,600	114,600	78,100	107,900	112,900	(6,700)	-5.8%
001	General Government	221,410	168,062	126,176	162,276	185,676	187,235	196,765	24,959	15.4%
Total Revenues:		\$ 381,941	\$ 373,915	\$ 328,380	\$ 364,480	\$ 369,480	\$ 393,320	\$ 410,970	\$ 28,840	7.9%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	140,453	133,399	131,250	131,250	131,250	137,620	150,770	6,370	4.9%
11.002/4	Overtime	2,278	2,413	500	500	500	500	500	-	0.0%
11.011	Temporary Help	84,055	80,095	85,110	100,110	100,110	99,010	99,010	(1,100)	-1.1%
21.xxx	Benefits	71,816	66,318	53,810	53,810	53,810	61,630	66,130	7,820	14.5%
31.xxx	Other Operating Supplies	19,825	25,975	15,450	23,450	23,450	37,630	37,630	14,180	60.5%
31.008	Clothing/Uniform	-	-	-	-	-	800	800	800	n/a
41.xxx	Professional Service	17,659	27,482	34,960	43,960	43,960	33,180	33,180	(10,780)	-24.5%
42.xxx	Communication	397	846	750	750	750	-	-	(750)	-100.0%
43/49.003	Travel & Training	1,150	899	800	800	800	1,400	1,400	600	75.0%
44.xxx	Advertising	-	-	-	-	-	5,450	5,450	5,450	n/a
48.xxx	Repairs & Maintenance	-	2,102	-	-	-	-	-	-	n/a
49.001	Membership Dues	372	-	-	-	-	350	350	350	n/a
49.xxx	Other Charges & Services	40,800	3,274	750	4,850	4,850	750	750	(4,100)	-84.5%
5x.xxx	Intergovernmental	3,136	3,595	5,000	7,000	7,000	7,000	7,000	-	0.0%
Subtotal Operating Exp:		\$ 381,941	\$ 346,398	\$ 328,380	\$ 366,480	\$ 366,480	\$ 385,320	\$ 402,970	\$ 18,840	5.1%
<i>Capital & One-time Funding:</i>										
	Public Art	-	15,517	-	-	-	-	31,000	-	n/a
Subtotal One-time Exp:		\$ -	\$ 15,517	\$ -	\$ -	\$ -	\$ -	\$ 31,000	\$ -	n/a
Total Expenditures:		\$ 381,941	\$ 361,915	\$ 328,380	\$ 366,480	\$ 366,480	\$ 385,320	\$ 433,970	\$ 18,840	5.1%

PARKS, RECREATION & COMMUNITY SERVICES SENIOR SERVICESResponsible Manager: *Mary Dodsworth, Director***PURPOSE/DESCRIPTION**

The Senior Services Division manages daily operations at the Lakewood Senior Activity Center. Our goal is to offer health & fitness programs, art & computer classes, special events, and lifelong learning opportunities to help older adults to maintain or increase their independence, promote good health, build strong minds and social connections which help avoid loneliness and isolation.

GOAL/OBJECTIVES

- Provide five days a week comprehensive senior services/programs
- Develop support program for people with dementia plus caregivers
- Assess options for senior center relocation in 2016
- Bring back trips and tour programs

PERFORMANCE MEASURES

Measure	Target	2013	2014
# of unduplicated seniors served	1,400	1,200	1,200
\$ revenue generated from grants, fees, donations & in-kind support	\$80,000	\$70,000	\$70,000
# of volunteer hours	1,300	1,200	1,200
# of unduplicated participants at memory program	100	0	30

POSITION INVENTORY

Positions	2012	2013	2014			2015	2016	Grade
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	
Recreational Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	028
Office Assistant	0.75	0.75	0.75	0.75	0.75	0.50	0.50	012
Total Regular Staffing	1.75	1.75	1.75	1.75	1.75	1.50	1.50	
<i>Change from prior year</i>	n/a	-	-	-	-	(0.25)	-	

PARKS, RECREATION & COMMUNITY SERVICES **SENIOR SERVICES**

Responsible Manager: *Mary Dodsworth, Director*

HIGHLIGHTS / CHANGES

The adopted operating budget totals \$204,690 in 2015 and \$212,760 in 2016. The 2015 adopted budget is a \$3,920 or 1.9% increase from the 2014 adjusted budget and a 2.0% or \$4,039 increase from the 2013 actuals. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- The decrease in salary and wages is due to reducing and office assistant by 0.25 FTE offset by range increases.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	Parks Sales/Tax	\$ 45,500	\$ 56,714	\$ 50,838	\$ 50,838	\$ 61,341	\$ 52,430	\$ 53,754	\$ 1,592	3.1%
001	Program Revenue	71,155	61,588	75,000	75,000	70,000	75,600	75,600	600	0.8%
001	General Government	73,181	82,349	82,772	82,772	77,269	76,660	83,406	(6,112)	-7.4%
Total Revenues:		\$ 189,836	\$ 200,651	\$ 208,610	\$ 208,610	\$ 208,610	\$ 204,690	\$ 212,760	\$ (3,920)	-1.9%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	71,115	80,392	85,630	85,630	85,630	84,890	90,350	(740)	-0.9%
11.002/4	Overtime	401	465	-	-	-	-	-	-	n/a
21.xxx	Benefits	32,352	33,920	39,530	39,530	39,530	35,020	37,010	(4,510)	-11.4%
31.xxx	Other Operating Supplies	2,799	4,666	4,000	4,000	4,000	4,000	4,000	-	0.0%
35.xxx	Small Tools/Minor Equip	679	(679)	-	-	-	-	-	-	n/a
41.xxx	Professional Service	26,506	24,612	21,000	21,000	21,000	21,000	21,000	-	0.0%
43/49.003	Travel & Training	512	403	400	400	400	400	400	-	0.0%
49.xxx	Other Charges & Services	-	17	-	-	-	-	-	-	n/a
5x.xxx	Intergovernmental	55,472	56,855	58,050	58,050	58,050	59,380	60,000	1,330	2.3%
Subtotal Operating Exp:		\$ 189,836	\$ 200,651	\$ 208,610	\$ 208,610	\$ 208,610	\$ 204,690	\$ 212,760	\$ (3,920)	-1.9%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ 189,836	\$ 200,651	\$ 208,610	\$ 208,610	\$ 208,610	\$ 204,690	\$ 212,760	\$ (3,920)	-1.9%

PARKS, RECREATION & COMMUNITY SERVICES **PARKS FACILITIES**

Responsible Manager: *Scott Williams, Parks Maintenance Manager*

PURPOSE/DESCRIPTION

The Parks Facilities Division provides maintenance services to all City park sites. The level of service for each site varies based on size and use of each property. Our motto is Safe, Clean, and Green. This is accomplished by well trained and dedicated personnel whose goal is to provide the citizens of Lakewood with neighborhood and community parks that are well-maintained and ensure they are positive community assets. Parks contribute to the vitality of Lakewood, create neighborhood identity and improve the quality of life for our citizens.

GOAL/OBJECTIVES

- Manage and maintain public facilities and infrastructure so they are safe and accessible neighborhood assets
 - Provide daily, seasonal, and annual maintenance at City-managed park sites
 - Remove graffiti and repair damage/vandalism within 24 hours of identifying/reporting

PERFORMANCE MEASURES

Measure	Target	2013	2014
# of acres of maintained turf	17	17	17
# of boat launches provided	3,500	3,000	3,000
# of reported injuries on playgrounds	0	0	0

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Parks Maintenance Manager	0.50	0.50	0.50	0.50	0.50	0.50	0.50	045
Maintenance Worker III	0.25	0.25	0.25	0.25	0.25	0.25	0.25	028
Maintenance Worker II	2.00	2.00	2.00	2.00	2.00	2.00	2.00	024
Total Regular Staffing	2.75	2.75	2.75	2.75	2.75	2.75	2.75	
<i>Change from prior year</i>	n/a	-	-	-	-	-	-	

PARKS, RECREATION & COMMUNITY SERVICES PARKS FACILITIESResponsible Manager: *Scott Williams, Parks Maintenance Manager***HIGHLIGHTS / CHANGES:**

The adopted operating budget totals \$571,020 in 2015 and \$590,180 in 2016. The 2015 adopted budget is a \$169,340 or 42.2% increase from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Fuel decreased by \$14,000 or 100% due to moving the budget to the Fleet & Equipment internal service fund. There is an offsetting increase in IS Charges – M&O.
- Communications decreased by \$2,000 due to moving to the budget to the Information Technology internal service fund. There is a corresponding increase in IS Charges – M&O.
- Repairs & maintenance decreased by \$6,000 or 54.5% due to moving the budget to Fleet & Equipment internal service fund. There is a corresponding increase in IS Charges – M&O.
- IS Charges – Reserves increased by \$148,300 due to moving the budget from non-department.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	Parks Sales/Tax	\$ 117,229	\$129,996	\$112,510	\$112,510	\$118,113	\$146,264	\$ 49,109	\$ 33,754	30.0%
001	Program Revenue	54,048	55,075	30,000	30,000	62,000	65,000	66,000	35,000	116.7%
001	General Government	317,832	278,496	259,170	319,170	281,567	359,756	475,071	40,586	12.7%
Total Revenues:		\$ 489,109	\$ 463,567	\$ 401,680	\$ 461,680	\$ 461,680	\$ 571,020	\$ 590,180	\$ 109,340	23.7%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	185,489	190,832	194,290	194,290	194,290	198,910	210,620	4,620	2.4%
11.002/4	Overtime	3,163	-	-	-	-	-	-	-	n/a
11.011	Temporary Help	56,154	47,223	17,140	17,140	17,140	15,860	17,140	(1,280)	-7.5%
21.xxx	Benefits	97,020	95,231	91,710	91,710	91,710	91,170	96,660	(540)	-0.6%
31.xxx	Other Operating Supplies	33,861	30,092	29,910	29,910	29,910	29,860	29,910	(50)	-0.2%
32.xxx	Fuel	19,624	18,953	14,000	14,000	14,000	-	-	(14,000)	-100.0%
35.xxx	Small Tools/Minor Equip	1,091	2,079	-	-	-	-	-	-	n/a
41.xxx	Professional Service	16,609	17,751	6,800	6,800	6,800	6,800	6,800	-	0.0%
42.xxx	Communication	2,699	3,009	2,000	2,000	2,000	-	-	(2,000)	-100.0%
43/49.003	Travel & Training	1,266	1,790	-	-	-	-	-	-	n/a
45.xxx	Operating Rental/Lease	7,892	1,798	-	-	-	-	-	-	n/a
47.xxx	Utilities	34,319	34,053	26,450	26,450	26,450	30,400	30,950	3,950	14.9%
48.xxx	Repairs & Maintenance	24,095	11,290	11,000	11,000	11,000	5,000	5,000	(6,000)	-54.5%
5x.xxx	Intergovernmental	5,827	5,812	8,380	8,380	8,380	8,300	8,380	(80)	-1.0%
9x.xxx	IS Charges - M&O	-	-	-	-	-	36,420	36,420	36,420	n/a
9x.xxx	IS Charges - Reserves	-	-	-	-	-	148,300	148,300	148,300	n/a
Subtotal Operating Exp:		\$ 489,109	\$ 459,913	\$ 401,680	\$ 401,680	\$ 401,680	\$ 571,020	\$ 590,180	\$ 169,340	42.2%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	3,654	-	60,000	60,000	-	-	(60,000)	-100.0%
Subtotal One-time Exp:		\$ -	\$ 3,654	\$ -	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ (60,000)	-100.0%
Total Expenditures:		\$ 489,109	\$ 463,567	\$ 401,680	\$ 461,680	\$ 461,680	\$ 571,020	\$ 590,180	\$ 109,340	23.7%

PARKS, RECREATION & COMMUNITY SERVICES **FORT STEILACOOM**

Responsible Manager: *Scott Williams, Parks Maintenance Manager*

PURPOSE/DESCRIPTION

The Fort Steilacoom Division provides maintenance and operations at Fort Steilacoom Park, the City's largest park site. Approximately one million people visit this park each year to utilize the passive and active areas, visit historic sites, host special events, go to the off-leash area and walk or run along the many trails. The parks maintenance facility is also located at this site. Fort Steilacoom contributes to the vitality of Lakewood and improves the quality of life for our citizens.

GOAL/OBJECTIVES

- Manage and maintain the park and infrastructure so they are safe and accessible to park visitors
 - Provide daily, seasonal, and annual maintenance at City-managed park sites
 - Remove graffiti and repair damage/vandalism within 24 hours of identifying/reporting
- Protect infrastructure and manage parking operations during US Open event in 2015
- Partner with various groups to support park operations
 - Supervise and support volunteer groups who provide one-time and year-round support

PERFORMANCE MEASURES

Measure	Target	2013	2014
# of visitors to the park	1,000,000	950,000	950,000
# of acres of open space to maintain	500	350	500
# of work-related injuries requiring time off	0	0	0
# of reported playground injuries	0	0	0

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Parks Maintenance Manager	0.50	0.50	0.50	0.50	0.50	0.50	0.50	045
Maintenance Worker III	0.75	0.75	0.75	0.75	0.75	0.75	0.75	028
Maintenance Worker II	1.00	1.00	1.00	1.00	1.00	1.00	1.00	024
Maintenance Worker I	1.00	1.00	1.00	1.00	1.00	1.00	1.00	015
Maintenance Assistant	0.75	0.75	0.75	0.75	0.75	0.75	0.75	001
Administrative Assistant	0.50	0.50	0.50	0.50	0.50	-	-	025
Total Regular Staffing	4.50	4.50	4.50	4.50	4.50	4.00	4.00	
<i>Change from prior year</i>	n/a	-	-	-	-	(0.50)	-	

PARKS, RECREATION & COMMUNITY SERVICES **FORT STEILACOOM**

Responsible Manager: *Scott Williams, Parks Maintenance Manager*

HIGHLIGHTS / CHANGES

The adopted operating budget totals \$452,300 in 2015 and \$470,760 in 2016. The 2015 adopted budget is \$35,850 or 8.6% increase from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Temporary Help increased by \$24,720 or 144.2% due to addition of Street Maintenance.
- Fuel decreased by \$7,700 or 100% due to moving the budget to Fleet & Equipment Fund. There is a corresponding increase in IS Charges – M&O in the Parks Facilities Division.
- Professional Services increased by \$13,000 due to bringing back necessary support services (pest control, plumbers, etc.).
- Communications decreased by \$6,500 or 100% due to moving the budget to the Information Technology internal service fund. There is a corresponding increase in IS Charges – M&O in the Parks Facilities Division.
- Utilities increased by \$18,300 or 39.0% due to an increase in rates.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	Parks Sales/Tax	\$ 107,828	\$118,135	\$101,488	\$101,488	\$122,456	\$115,854	\$118,937	\$ 14,366	14.2%
001	Program Revenue	108,566	112,109	90,000	90,000	116,400	67,600	72,650	(22,400)	-24.9%
001	General Government	233,491	189,404	224,962	224,962	177,594	268,846	279,173	43,884	19.5%
Total Revenues:		\$ 449,885	\$ 419,648	\$ 416,450	\$ 416,450	\$ 416,450	\$ 452,300	\$ 470,760	\$ 35,850	8.6%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	201,158	201,925	201,090	201,090	201,090	202,350	216,460	1,260	0.6%
11.002/4	Overtime	1,986	-	-	-	-	-	-	-	n/a
11.011	Temporary Help	-	-	17,140	17,140	17,140	41,860	43,140	24,720	144.2%
21.xxx	Benefits	95,617	96,705	100,420	100,420	100,420	92,750	99,060	(7,670)	-7.6%
31.xxx	Other Operating Supplies	45,908	33,280	31,700	31,700	31,700	32,140	33,700	440	1.4%
32.xxx	Fuel	9,840	8,454	7,700	7,700	7,700	-	-	(7,700)	-100.0%
35.xxx	Small Tools/Minor Equip	1,313	-	-	-	-	-	-	-	n/a
41.xxx	Professional Service	808	2,610	-	-	-	13,000	13,000	13,000	n/a
42.xxx	Communication	10,568	10,435	6,500	6,500	6,500	-	-	(6,500)	-100.0%
43/49.003	Travel & Training	-	120	-	-	-	-	-	-	n/a
45.xxx	Operating Rental/Lease	9,192	573	-	-	-	-	-	-	n/a
47.xxx	Utilities	64,114	62,448	46,900	46,900	46,900	65,200	60,400	18,300	39.0%
48.xxx	Repairs & Maintenance	9,381	1,400	5,000	5,000	5,000	5,000	5,000	-	0.0%
Subtotal Operating Exp:		\$ 449,885	\$ 417,950	\$ 416,450	\$ 416,450	\$ 416,450	\$ 452,300	\$ 470,760	\$ 35,850	8.6%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	1,698	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ -	\$ 1,698	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ 449,885	\$ 419,648	\$ 416,450	\$ 416,450	\$ 416,450	\$ 452,300	\$ 470,760	\$ 35,850	8.6%

PARKS, RECREATION & COMMUNITY SERVICES STREET LANDSCAPE MAINTENANCE

Responsible Manager: *Scott Williams, Parks Maintenance Manager*

PURPOSE/DESCRIPTION

The Street Landscape Division provides landscape maintenance at City buildings, various City properties, and along city right of ways. First impressions matter and our gateways, entrances, and high traffic roadways create an impression to Lakewood citizens, potential new business owners, and guests.

GOAL/OBJECTIVES

- Manage and maintain the city landscape areas so they create a positive visual impact
 - Provide daily, seasonal, and annual maintenance at City-managed building sites and along certain right of way areas
 - Reduce water needed at sites by effectively managing irrigation systems
 - Repair damage within 48 hours of reporting issues

PERFORMANCE MEASURES

Measure	Target	2013	2014
# of sites maintained	38	28	31
# of requests for services outside required maintenance	< 5 years	n/a	3

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Maintenance Worker II	1.00	1.00	1.00	1.00	1.00	1.00	1.00	024
Maintenance Worker I	1.00	1.00	1.00	1.00	1.00	1.00	1.00	015
Total Regular Staffing	2.00	2.00	2.00	2.00	2.00	2.00	2.00	
<i>Change from prior year</i>	n/a	-	-	-	-	-	-	

PARKS, RECREATION & COMMUNITY SERVICES **STREET LANDSCAPE MAINTENANCE**

Responsible Manager: Scott Williams, Parks Maintenance Manager

HIGHLIGHTS / CHANGES

The adopted operating budget totals \$202,730 in 2015 and \$215,480 in 2016. The 2015 adopted budget is a \$670 or 0.3% increase from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

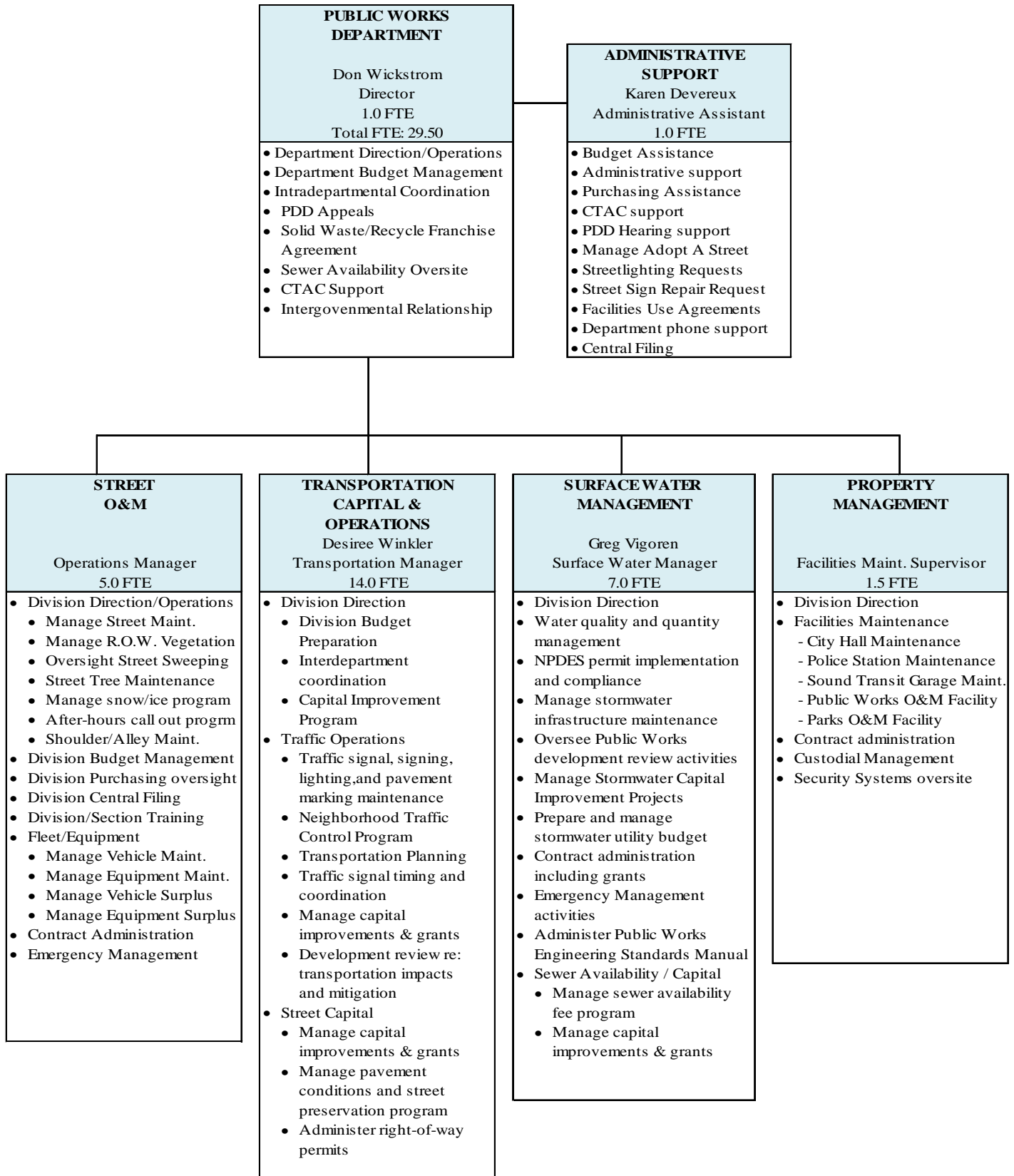
- Other operating supplies increased by \$5,840 or 97.3% due to adding beautification and an increase in locations.
- Fuel decreased by \$4,000 or 100% due to moving the budget to Fleet & Equipment Fund. There is a corresponding increase in IS Charges – M&O in the Parks Facilities Division.
- Repairs & Maintenance increased by \$4,500 due to supporting on-going repairs and an increase in sites.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	General Government	\$ -	\$ -	\$ -	\$ 188,400	\$ 188,400	\$ 187,730	\$ 200,480	\$ (670)	-0.4%
	Transfer In From SWM	-	-	-	15,000	15,000	15,000	15,000	-	0.0%
Total Revenues:		\$ -	\$ -	\$ -	\$ 203,400	\$ 203,400	\$ 202,730	\$ 215,480	\$ (670)	-0.3%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	-	-	-	106,400	106,400	101,290	110,380	(5,110)	-4.8%
11.011	Temporary Help	-	-	-	15,000	15,000	15,860	15,860	860	5.7%
21.xxx	Benefits	-	-	-	45,600	45,600	55,040	58,700	9,440	20.7%
31.xxx	Other Operating Supplies	-	-	-	6,000	6,000	11,840	11,840	5,840	97.3%
32.xxx	Fuel	-	-	-	4,000	4,000	-	-	(4,000)	-100.0%
35.xxx	Small Tools/Minor Equip	-	-	-	17,500	17,500	5,000	5,000	(12,500)	-71.4%
43/49.003	Travel & Training	-	-	-	200	200	500	500	300	150.0%
48.xxx	Repairs & Maintenance	-	-	-	5,500	5,500	10,000	10,000	4,500	81.8%
49.001	Membership Dues	-	-	-	200	200	200	200	-	0.0%
49.xxx	Other Charges & Services	-	-	-	3,000	3,000	3,000	3,000	-	0.0%
Subtotal Operating Exp:		\$ -	\$ -	\$ -	\$ 203,400	\$ 203,400	\$ 202,730	\$ 215,480	\$ (670)	-0.3%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ -	\$ -	\$ -	\$ 203,400	\$ 203,400	\$ 202,730	\$ 215,480	\$ (670)	-0.3%



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PUBLIC WORKS DEPARTMENT OVERVIEW

Responsible Manager: *Don Wickstrom, Public Works Director*

2013/2014 ACCOMPLISHMENTS

- Completed 2012 Drywell Replacement Project – replaced or retrofitted 304 obsolete stormwater drywells with dual structure systems for improved water quality
- Completed Annual NPDES Stormwater Management report
- Completed Street Capital Improvement Projects including: Lakewood Station Connection Project, Dower Elementary Safe Routes to Schools Project, and Bridgeport Way Overlay (112th to 59th)
- Developed scope and planning level estimates for the Transportation Benefit District
- Completed 6-Year TIP (2014-2019)
- Completed Neighborhood Traffic Control Program Projects including; Onyx/Phillips Diverter Island; and North Gate / Edgewood Road All-Way Stop; and Winona Speed Hump
- Negotiated a joint-use fiber optic project with Lakeview Light & Power
- Received design-funding grants for: Bridgeport Way Street Improvement–JBLM to I-5(\$233,000); 112th/111th Street Improvement–Bridgeport to Kendrick Street (\$256,000)
- Completed Phase I of PW O&M facility
- Secured a \$150,000 grant to develop the Waughop Lake Water Quality Management plan
- Secured a \$300,000 grant to implement water quality treatment on 15 outfalls on the Clover Creek system
- Secured a \$500,000 grant to convert approximately 2000 street lights to LEDs
- Secured \$6,075,500 in grants to fund the construction of 5 transportation projects:
 - Bridgeport Way Street Improvements-JBLM to I-6;
 - Gravelly Lake Dr. Sidewalks & Bike Improvements-100th St to Bridgeport Way;
 - Intelligent Transportation System-Phase IV;
 - Asphalt overlay of Steilacoom Blvd-Lakewood Dr. to just west of S Tacoma Way;
 - Asphalt overlay of Bridgeport Way RR tracts to 112th St; and
 - Design of Steilacoom Blvd Pedestrian & Bike Improvements-Puyallup St to Phillips Rd
- Secured a \$750,000 Pierce County Sewer Utility grant for the Woodbrook Sanitary Sewer Extension-Phase II

PUBLIC WORKS DEPARTMENT OVERVIEW

Responsible Manager: *Don Wickstrom, Public Works Director*

2015/2016 ANTICIPATED KEY PROJECTS

- Complete the Madigan Access project including the extension of the improvements on Union Ave from Berkeley St to at least Maple St, if not to Spruce St
- Complete the street improvement of Bridgeport Way from 83rd St to 75th St
- Complete the Street improvement of Bridgeport Way from I-5 to JBLM gate
- Complete the asphalt over lay of Bridgeport Way from RR tracks to 112th St
- Complete the asphalt overlay of Steilacoom Blvd from 100th St to just west of S Tacoma Way
- Complete the street improvement of S Tacoma Way from SR 512 to 96th St
- Complete the street & intersection improvement of S Tacoma Way from Steilacoom Blvd to 88th St
- Complete the sidewalks/bike lane improvement of Gravelly Lake Dr from 100th St to Bridgeport Way
- Complete the construction of the Public Works shop building
- Complete the conversion of 1982 street lights to LEDs
- Complete the 1st year of the neighborhood street chip seal program as funded by the TBD
- Complete the design of the 111th/112th Street Improvement project from Bridgeport Way to Kendrick St
- Complete the Woodbrook Sanitary Sewer Extension-Phase II
- Complete the Waughop Lake Water Quality Management Plan
- Complete the Intelligent Transportation System Phase IV Improvement Project
- Complete the citizen outreach program in preparation of a voter approved TBD neighborhood pedestrian & bicycle facilities capital improvement program
- Complete the design of the pedestrian & bicycle facility improvements on Steilacoom Blvd-Phillips Rd to Puyallup St
- Complete the Steilacoom Blvd sidewalk improvement from 88th St to Custer Rd
- Complete the intersection/traffic reconstruction projects on Steilacoom Blvd at Western State Hospital's main driveway entrance and at Lakeview Dr
- Secure the revenue stream associated with Lakewood's Transportation Benefit District (TBD) implementation of the \$20 vehicle registration fee
- Initiate the street perseveration program funded via the TBD
- Complete and put into service the Public Works shop facility
- Complete the Department's Street light LED conversion project
- Complete the improvement of S Tacoma Way from SR 512 to 96th St and from Steilacoom Blvd to 88nd St
- Complete the Steilacoom Blvd sidewalk project from 88th St to Custer Rd
- Construct the remaining portion the sanitary sewer system necessary to service all the industrial-zoned property within the Woodbrook area
- Continue to maintain and operate City Hall, the Police Station, and Lakewood's Sounder Station as iconic amenities of the Lakewood community
- Continue to pursue and secure grants for the improvement of the City's transportation system and storm water system
- Complete the Madigan Access Improvement project and extend the improvements of Union Ave to at least Maple St, if not to Spruce St
- Continue to be in compliance with the requirements of the City's NPDES (National Pollution Discharge Elimination System) permit

PUBLIC WORKS DEPARTMENT OVERVIEWResponsible Manager: *Don Wickstrom, Public Works Director***ADOPTED SERVICE/PROGRAM CHANGES**

Service/ Program	Description & Justification	Change		Year 2015		Year 2016	
		FTE	Fleet/Equip	1-Time	Ongoing	1-Time	Ongoing
Public Works Operations Manager	Eliminate Public Works Operations Manager 1.0 FTE due to realignment of functions and streamlining processes to improve on efficiencies. The position is 50% funded by Street O&M Fund (General Fund) and 50% SWM Enterprise Fund. The amount shown reflects the savings in the General and SWM Fund.	(1.00)	-	\$ -	\$ (103,260)	\$ -	\$ (106,700)
Facilities Maintenance Supervisor	Eliminate Facilities Maintenance Supervisor 1.0 FTE due to realignment of functions and streamlining processes to improve on efficiencies.	(1.00)	-	\$ -	\$ (114,280)	\$ -	\$ (118,210)
Public Works Director	Reallocate Public Works Director 0.40 FTE from Street O&M and Property Management Fund to Street Capital and SWM Enterprise funds due to realignment of duties and functions of this position. The amount shown reflects the savings to the General Fund.	-	-	-	(64,670)	-	(67,670)
Pierce County Contract	Eliminate Pierce County Contract for Sign Maintenance totaling \$136K, offset by increase in temporary/contracted sign work of \$50K for a net savings of \$91K per year.	-	-	-	(91,150)	-	(91,150)
In-House Custodian	Reduce In-House Custodian from 1.0 FTE to 0.50 FTE due to realignment of functions and streamlining processes to improve on efficiencies.	(0.50)	-	-	(35,860)	-	(37,460)
Utilities Increase	Increase electricity costs for Police Station due to rate increases.	-	-	-	11,000	-	11,000
Total		(2.50)	-	\$ -	\$ (398,220)	\$ -	\$ (410,190)

PUBLIC WORKS DEPARTMENT OVERVIEW

Responsible Manager: *Don Wickstrom, Public Works Director*

ADOPTED CAPITAL PROJECTS REQUESTS

Fund 311 Sewer Capital Project

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Fund 204 Revenue	270,000	-	-	-	-	-	270,000
PWTF Loan-secured	500,000	-	-	-	-	-	500,000
Grants - Anticipated	750,000	-	-	-	-	-	750,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	\$ 1,520,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,520,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Woodbrook Sanitary Sewer Ext Ph IV	1,520,000	-	-	-	-	-	1,520,000
Total Project Costs	\$ 1,520,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,520,000

Impact on Operating Funds *	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 200,000
Expenditure Increase/(Decrease)	-	44,000	44,000	44,000	44,000	44,000	220,000
Net M&O Impact	\$ -	\$ 44,000	\$ (6,000)	\$ (6,000)	\$ (6,000)	\$ (6,000)	\$ 20,000

* Revenue increase is Fund 312 sewer availability fee and the expenditure increase is Fund 2014 loan repayment.

Fund 401 Surface Water Management Systems

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Surface Water Mgmt Fund (SWM)	27,000	523,000	-	-	-	-	550,000
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	\$ 27,000	\$ 523,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
SWM Pipe Repair	12,000	238,000	-	-	-	-	250,000
SWM Outfall Retrofit	15,000	285,000	-	-	-	-	300,000
Total Project Costs	\$ 27,000	\$ 523,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	500	4,500	500	4,500	10,000
Net M&O Impact	\$ -	\$ -	\$ 500	\$ 4,500	\$ 500	\$ 4,500	\$ 10,000

PUBLIC WORKS DEPARTMENT OVERVIEWResponsible Manager: *Don Wickstrom, Public Works Director***DEPARTMENT POSITION INVENTORY**

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Public Works Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	66
Transportation Division Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	54
Surface Water Division Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	54
Associate Civil Engineer II	3.00	3.00	3.00	3.00	3.00	3.00	3.00	49
PW Operations Manager	1.00	1.00	1.00	1.00	1.00	-	-	45
Facilities Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00	-	-	45
Associate Civil Engineer I	4.00	4.00	4.00	4.00	4.00	4.00	3.00	43
Senior Accountant	1.00	1.00	1.00	-	-	-	-	42
Assistant Civil Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	39
Traffic Signal Technician II	2.00	2.00	2.00	2.00	2.00	2.00	2.00	39
GIS Specialist II	1.00	1.00	1.00	1.00	1.00	-	-	38
Construction Inspector	2.00	2.00	2.00	2.00	2.00	2.00	2.00	33
Compliance Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00	33
Engineering Technician II	2.00	2.00	2.00	2.00	2.00	2.00	2.00	31
Facilities Maintenance Tech	1.00	1.00	1.00	1.00	1.00	1.00	1.00	30
Maintenance Worker III	1.00	1.00	1.00	1.00	1.00	1.00	1.00	28
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	25
Engineering Technician I	2.00	2.00	2.00	2.00	2.00	2.00	1.00	25
Maintenance Worker II	2.00	2.00	2.00	2.00	2.00	2.00	2.00	24
Senior Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	18
Lead Custodial Worker	1.00	1.00	1.00	1.00	1.00	0.50	0.50	15
Maintenance Worker I	2.00	2.00	2.00	2.00	2.00	2.00	2.00	15
Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	12
Total Regular Staffing	34.00	34.00	34.00	33.00	33.00	29.50	27.50	
<i>Change from prior year</i>	n/a	-	-	(1.00)	-	(3.50)	(2.00)	

PUBLIC WORKS DEPARTMENT OVERVIEW

Responsible Manager: Don Wickstrom, Public Works Director

Position Title	Group	FTE	2015			2016		
			Salary	Benefits	2015 Total	Salary	Benefits	2016 Total
Public Works Director	Non-rep	1.00	\$ 125,540	\$ 36,170	\$ 161,710	\$ 129,310	\$ 37,350	\$ 166,660
Surface Water Division Manager	Non-rep	1.00	99,980	37,320	137,300	102,980	38,600	141,580
Transportation Division Manager	Non-Rep	1.00	102,980	40,560	143,540	106,080	42,240	148,320
Associate Civil Engineer II	AFSCME	1.00	96,550	40,630	137,180	99,460	42,540	142,000
Associate Civil Engineer II	AFSCME	1.00	96,550	44,630	141,180	99,460	46,770	146,230
Associate Civil Engineer II	AFSCME	1.00	94,200	44,210	138,410	97,030	46,350	143,380
Associate Civil Engineer I	AFSCME	1.00	69,770	26,750	96,520	-	-	-
Associate Civil Engineer I	AFSCME	1.00	84,270	41,210	125,480	88,300	43,490	131,790
Associate Civil Engineer I	AFSCME	1.00	71,870	18,540	90,410	77,080	19,770	96,850
Associate Civil Engineer I	AFSCME	1.00	83,660	25,610	109,270	86,160	26,880	113,040
Assistant Civil Engineer	AFSCME	1.00	64,920	19,560	84,480	69,670	20,960	90,630
Construction Inspector	AFSCME	1.00	73,150	32,670	105,820	78,360	34,900	113,260
Construction Inspector	AFSCME	1.00	58,570	36,570	95,140	65,460	39,080	104,540
Traffic Signal Technician II	AFSCME	1.00	82,370	28,650	111,020	88,220	30,630	118,850
Traffic Signal Technician II	AFSCME	1.00	82,370	39,580	121,950	88,220	42,140	130,360
Maintenance Worker III	AFSCME	1.00	65,570	39,060	104,630	70,970	41,700	112,670
Maintenance Worker II	AFSCME	1.00	60,590	22,290	82,880	65,570	24,020	89,590
Maintenance Worker I	AFSCME	1.00	43,580	22,110	65,690	47,160	23,700	70,860
Maintenance Worker II	AFSCME	1.00	49,620	17,310	66,930	55,420	19,030	74,450
Maintenance Worker I	AFSCME	1.00	45,580	30,940	76,520	49,240	33,000	82,240
Compliance Inspector	AFSCME	1.00	73,150	28,790	101,940	78,360	30,810	109,170
Engineering Technician I	AFSCME	1.00	62,140	35,280	97,420	67,810	37,820	105,630
Engineering Technician II	AFSCME	1.00	68,590	34,440	103,030	75,010	36,930	111,940
Engineering Technician I	AFSCME	1.00	56,080	34,160	90,240	-	-	-
Engineering Technician II	AFSCME	1.00	60,020	27,100	87,120	66,920	29,430	96,350
Administrative Assistant	AFSCME	1.00	62,450	17,440	79,890	66,890	18,590	85,480
Senior Office Assistant	AFSCME	1.00	51,170	21,620	72,790	54,820	22,910	77,730
Office Assistant	AFSCME	1.00	47,480	18,120	65,600	51,700	19,440	71,140
Lead Custodial Worker	AFSCME	0.50	26,240	9,620	35,860	27,270	10,190	37,460
Facilities Maintenance Technician	AFSCME	1.00	67,250	19,880	87,130	72,050	21,220	93,270
CTR/Standby/On Call Pay			61,640	-	61,640	61,640	-	61,640
Total Public Works		29.50	\$ 2,187,900	\$ 890,820	\$ 3,078,720	\$ 2,186,620	\$ 880,490	\$ 3,067,110

PUBLIC WORKS DEPARTMENT OVERVIEW

Responsible Manager: *Don Wickstrom, Public Works Director*

PURPOSE & DESCRIPTION

The Public Works Department is responsible for the City's street, drainage, and facility infrastructure. This includes:

- Providing safe and efficient movement of vehicles, pedestrians, and bicyclists through effective asset management and implementation of capital improvements
- Supporting public health, safety, and welfare as it relates to surface water management through effective planning, construction, and asset management
- Supporting city government functions through the efficient operation and maintenance of City buildings

Programs include:

- Street and Storm Operations and Maintenance
- Traffic Operations
- Neighborhood Traffic Control Program
- Street Capital Improvement Program
- Storm Capital Improvement
- Development Review and Right-of-Way Permitting / Inspection
- National Pollutant Discharge Elimination System (NPDES) Permit Compliance
- Facilities Maintenance and Operation
- Sewer (extensions, connections, and sewer availability)

PUBLIC WORKS DEPARTMENT OVERVIEW
Responsible Manager: *Don Wickstrom, Public Works Director*

GOALS/OBJECTIVES

- Maintain overall pavement rating at the highest level possible that the available funding allows
- Respond promptly to citizen concerns and requests for service
- Repair potholes timely
- Repair street lights promptly
- Maintain visible signage in compliance with standards
- Maintain street markings, pavement striping, stop bars, and cross walks to ensure they are highly visible
- Respond to traffic control emergencies such as inoperable signals or stop signs down immediately
- Continue to review the department's on-going costs while maintaining or improving service levels

PUBLIC WORKS DEPARTMENT OVERVIEW

Responsible Manager: *Don Wickstrom, Public Works Director*

DEPARTMENT SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Street O&M Fund										
<i>Revenue Summary:</i>										
101	Permits	\$ 99,092	\$ 60,733	\$ 48,500	\$ 48,500	\$ 202,000	\$ 28,000	\$ 28,000	\$ (20,500)	-42.3%
101	Engineering Review Fees	3,400	300	1,000	1,000	300	300	300	(700)	-70.0%
101	Motor Vehicle Fuel Tax	843,743	858,750	790,000	790,000	849,400	837,900	837,400	47,900	6.1%
101	Grants	30,471	-	-	-	-	-	-	-	n/a
101	Interest/Miscellaneous	10,952	14,346	326,600	326,650	11,520	11,000	11,000	(315,650)	-96.6%
101	Donations/Contributions	-	-	-	-	-	-	-	-	n/a
101	Proceeds-Sale of Assets	70,600	93,944	25,000	25,000	10,000	10,000	10,000	(15,000)	-60.0%
101	Transfer-In General Fund	1,032,826	1,029,780	1,029,780	903,064	947,289	1,006,650	1,061,650	103,586	11.5%
Total Revenues		\$ 2,091,084	\$ 2,057,853	\$ 2,220,880	\$ 2,094,214	\$ 2,020,509	\$ 1,893,850	\$ 1,948,350	\$ (200,364)	-9.6%
<i>Expenditure Summary:</i>										
101	Operating	2,210,020	2,186,778	2,161,600	2,103,378	2,103,378	1,893,850	1,948,250	(209,528)	-10.0%
101	Capital & 1-Time	6,432	-	59,330	-	-	-	-	-	n/a
Total Expenditures		\$ 2,216,452	\$ 2,186,778	\$ 2,220,930	\$ 2,103,378	\$ 2,103,378	\$ 1,893,850	\$ 1,948,250	\$ (209,528)	-10.0%

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Capital Related Funds - Real Estate Excise Tax, TBD, Transportation Capital										
<i>Revenue Summary:</i>										
102	Motor Vehicle Fuel Tax	\$ 344,627	\$ 350,000	\$ 335,000	\$ 335,000	\$ 347,000	\$ 300,000	\$ 300,000	\$ (35,000)	-10.4%
102	Real Estate Excise Tax	621,821	1,151,297	600,000	700,000	900,000	800,000	800,000	100,000	14.3%
102	Grants	6,401,471	2,891,751	9,056,000	22,520,710	22,520,710	10,032,500	4,534,000	(12,488,210)	-55.5%
102	Private Utilities (Water/Sewer)	-	-	-	-	-	265,000	25,000	265,000	n/a
102	Solid Waste & Recycling	-	1,600	-	-	-	-	-	-	n/a
102	Interest/Miscellaneous	83	9,298	100,000	320,000	-	-	-	(320,000)	-100.0%
102	Donation/Contributions	161,446	234,253	-	747,760	747,760	-	-	(747,760)	-100.0%
102	Proceeds-Sale of Assets	52,886	1,500	-	2,570	-	-	-	(2,570)	-100.0%
103	Vehicle Licensing Fee	-	-	-	-	-	572,000	685,000	572,000	n/a
302	Transfer-In General Fund	36,440	38,826	35,000	35,000	35,000	-	-	(35,000)	-100.0%
302	Transfer-In REET	-	-	-	-	-	2,058,037	800,000	2,058,037	n/a
302	Transfer-In CDBG	-	-	325,000	-	-	-	-	-	n/a
302	Transfer-In SWM	704,882	108,004	200,000	2,347,750	2,347,750	595,000	400,000	(1,752,750)	-74.7%
302	Pckg 1-General Fund	-	-	-	-	-	500,000	500,000	500,000	n/a
302	Pckg 1-CDBG	-	-	-	-	-	300,000	300,000	300,000	n/a
302	Pckg 1-Veh License Fee	-	-	-	-	-	569,500	682,500	569,500	n/a
Total Revenues		\$ 8,323,656	\$ 4,786,529	\$ 10,651,000	\$ 27,008,790	\$ 26,898,220	\$ 15,992,037	\$ 9,026,500	\$ (11,016,753)	-40.8%
<i>Expenditure Summary:</i>										
102	Capital Projects	8,285,640	4,253,249	10,237,110	25,604,163	25,604,163	-	-	(25,604,163)	-100.0%
102	Interfund Transfers	134,552	356,000	300,000	487,975	487,975	2,447,206	800,000	1,959,231	401.5%
103	Risk Assessment	-	-	-	-	-	2,500	2,500	2,500	n/a
103	Interfund Transfers	-	-	-	-	-	569,500	682,500	569,500	n/a
302	Capital Projects	-	-	-	-	-	13,772,500	7,276,500	13,772,500	n/a
Total Expenditures		\$ 8,420,192	\$ 4,609,249	\$ 10,537,110	\$ 26,092,138	\$ 26,092,138	\$ 16,791,706	\$ 8,761,500	\$ (9,300,432)	-35.6%

PUBLIC WORKS DEPARTMENT OVERVIEW

Responsible Manager: *Don Wickstrom, Public Works Director*

DEPARTMENT SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Sewer Capital Projects										
<i>Revenue Summary:</i>										
311	Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ 750,000	n/a
311	Contributions/Donations	21,514	-	-	-	-	-	-	-	n/a
311	Interest Earning	335	153	-	-	-	-	-	-	n/a
311	Public Works Trust Fund Loan	-	-	186,620	185,650	-	500,000	-	314,350	169.3%
311	Transfer In-Sewer Project Debt	750,000	-	-	-	-	270,000	-	270,000	n/a
Total Revenues		\$ 771,849	\$ 153	\$ 186,620	\$ 185,650	\$ -	\$ 1,520,000	\$ -	\$ 1,334,350	718.7%
<i>Expenditure Summary:</i>										
311	Capital Projects	613,552	63,947	184,830	184,830	50,000	1,520,000	-	1,335,170	722.4%
Total Expenditures		\$ 613,552	\$ 63,947	\$ 184,830	\$ 184,830	\$ 50,000	\$ 1,520,000	\$ -	\$ 1,335,170	722.4%

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Sanitary Sewer Connection Capital										
<i>Revenue Summary:</i>										
312	Sewer Availability Charge	\$ 238,686	\$ 378,932	\$ 282,590	\$ 372,530	\$ 372,530	\$ 297,000	\$ 302,000	\$ (75,530)	-20.3%
312	Interest Earnings	-	489	-	-	-	-	-	-	n/a
312	Proceeds from Lien	-	4,196	-	-	-	-	-	-	n/a
Total Revenues		\$ 238,686	\$ 383,617	\$ 282,590	\$ 372,530	\$ 372,530	\$ 297,000	\$ 302,000	\$ (75,530)	-20.3%
<i>Expenditure Summary:</i>										
312	Capital Projects	57,697	44,797	92,290	92,290	250,000	-	-	(92,290)	-100.0%
Total Expenditures		\$ 57,697	\$ 44,797	\$ 92,290	\$ 92,290	\$ 250,000	\$ -	\$ -	\$ (92,290)	-100.0%

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Surface Water Management Fund										
<i>Revenue Summary:</i>										
401	Storm Drainage Fees	\$ 2,732,964	\$ 2,720,766	\$ 2,702,500	\$ 2,702,500	\$ 2,702,500	\$ 2,702,500	\$ 2,702,500	\$ -	0.0%
401	Grants/Contributions	143,043	913,296	-	126,829	126,829	-	-	(126,829)	-100.0%
401	Interest/Miscellaneous	26,561	24,555	55,300	19,300	1,000	-	-	(19,300)	-100.0%
401	Transfer-In General Fund	22,065	-	-	-	-	-	-	-	n/a
401	Transfer-In Street Capital	-	300,000	300,000	487,975	487,975	389,169	-	(98,806)	-20.2%
401	Transfer-In CDBG	4,834	-	-	-	-	-	-	-	n/a
401	Transfer-Fleet & Equip	-	-	-	31,237	31,237	-	-	(31,237)	-100.0%
Total Revenues		\$ 2,929,467	\$ 3,958,617	\$ 3,057,800	\$ 3,367,841	\$ 3,349,541	\$ 3,091,669	\$ 2,702,500	\$ (276,172)	-8.2%
<i>Expenditure Summary:</i>										
401	Operating	2,888,702	2,442,088	2,996,930	4,726,617	4,726,617	3,236,640	3,716,060	(1,489,977)	-31.5%
401	Capital & 1-Time	1,279,263	2,048,437	570,000	1,510,667	1,510,667	27,000	523,000	(1,483,667)	-98.2%
Total Expenditures		\$ 4,167,965	\$ 4,490,525	\$ 3,566,930	\$ 6,237,284	\$ 6,237,284	\$ 3,263,640	\$ 4,239,060	\$ (2,973,644)	-47.7%

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Property Management										
<i>Revenue Summary:</i>										
502	M&O Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 742,080	\$ 749,800	\$ 742,080	n/a
502	Interest Earnings	878	722	-	-	578	-	-	-	n/a
Total Revenues		\$ 878	\$ 722	\$ -	\$ -	\$ 578	\$ 742,080	\$ 749,800	\$ 742,080	n/a
<i>Expenditure Summary:</i>										
502	Operating	-	-	-	-	-	742,080	749,800	\$ 93,480	n/a
502	Capital & 1-Time	-	-	-	6,300	60,000	167,000	50,000	500	7.9%
Total Expenditures		\$ -	\$ -	\$ -	\$ 6,300	\$ 60,000	\$ 909,080	\$ 799,800	\$ 902,780	14329.8%

PUBLIC WORKS DEPARTMENT OVERVIEW

Responsible Manager: *Don Wickstrom, Public Works Director*

REVENUE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
	Permits	\$ 99,092	\$ 60,733	\$ 48,500	\$ 48,500	\$ 202,000	\$ 28,000	\$ 28,000	\$ (20,500)	-42.3%
	Engineering Review Fees	3,400	300	1,000	1,000	300	300	300	(700)	-70.0%
	Storm Drainage Fees	2,732,964	2,720,766	2,702,500	2,702,500	2,702,500	2,702,500	2,702,500	-	0.0%
	Motor Vehicle Fuel Tax	1,188,370	1,208,750	1,125,000	1,125,000	1,196,400	1,137,900	1,137,400	12,900	1.1%
	Real Estate Excise Tax	621,821	1,151,297	600,000	700,000	900,000	800,000	800,000	100,000	14.3%
	Vehicle Licensing Fee	-	-	-	-	-	572,000	685,000	572,000	n/a
	Grants	6,574,985	3,805,047	9,056,000	22,647,539	22,647,539	10,782,500	4,534,000	(11,865,039)	-52.4%
	Utililites/Developers/Partners	-	-	-	-	-	265,000	25,000	265,000	n/a
	Solid Waste & Recycling	-	1,600	-	-	-	-	-	-	n/a
	Interest/Miscellaneous	38,809	49,563	481,900	665,950	13,098	11,000	11,000	(654,950)	-98.3%
	Donations/Contributions	182,960	234,253	-	747,760	747,760	-	-	(747,760)	-100.0%
	Proceeds-Sale of Assets	123,486	95,444	25,000	27,570	10,000	10,000	10,000	(17,570)	-63.7%
	Proceeds from Lien	-	4,196	-	-	-	-	-	-	n/a
	Sewer Availability Charge	238,686	378,932	282,590	372,530	372,530	297,000	302,000	(75,530)	-20.3%
	Public Works Trust Fund Loan	-	-	186,620	185,650	-	500,000	-	314,350	169.3%
	Property Management M&O	-	-	-	-	-	742,080	749,800	742,080	n/a
	Transfer-In General Fund	1,091,331	1,068,606	1,064,780	938,064	982,289	1,006,650	1,061,650	68,586	7.3%
	Transfer-In Street Capital	134,552	356,000	300,000	487,975	487,975	389,169	-	(98,806)	-20.2%
	Transfer-In REET	-	-	-	-	-	2,058,037	800,000	2,058,037	n/a
	Transfer-In CDBG	4,834	-	325,000	-	-	-	-	-	n/a
	Transfer-In Sewer Project DS	750,000	-	-	-	-	270,000	-	270,000	n/a
	Transfer-In SWM	711,207	108,004	200,000	2,347,750	2,347,750	595,000	400,000	(1,752,750)	-74.7%
	Transfer-In Fleet & Equip	-	-	-	31,237	31,237	-	-	(31,237)	-100.0%
	Pckg 1-General Fund	-	-	-	-	-	500,000	500,000	500,000	n/a
	Pckg 1-CDBG	-	-	-	-	-	300,000	300,000	300,000	n/a
	Pckg 1-Veh License Fee	-	-	-	-	-	569,500	682,500	569,500	n/a
	General Government	871,574	861,918	935,620	881,620	881,620	-	-	(881,620)	-100.0%
	Total Revenues:	\$ 15,368,071	\$ 12,105,409	\$ 17,334,510	\$ 33,910,645	\$ 33,522,998	\$ 23,536,636	\$ 14,729,150	\$ (10,374,009)	-30.6%

PUBLIC WORKS DEPARTMENT OVERVIEW

Responsible Manager: *Don Wickstrom, Public Works Director*

EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	2,379,510	2,457,377	2,403,540	2,155,503	2,155,503	1,545,440	1,640,240	(610,063)	-28.3%
11.002/4	Overtime	35,640	30,270	28,200	28,200	28,200	17,500	17,500	(10,700)	-37.9%
11.011	Temporary Help	-	-	155,500	346,500	346,500	30,000	30,000	(316,500)	-91.3%
21.xxx	Benefits	987,640	1,018,293	1,019,370	1,019,370	1,019,370	610,460	648,300	(408,910)	-40.1%
31.xxx	Office Supplies	200,477	194,353	140,490	135,490	135,490	140,590	140,590	5,100	3.8%
31.003/004	Forms & Publications	232	401	750	750	750	600	600	(150)	-20.0%
31.005	Meeting Food & Beverage	304	419	1,000	1,000	1,000	1,000	1,000	-	0.0%
31.008	Clothing/Uniform	4,656	5,205	7,000	6,000	6,000	6,000	6,000	-	0.0%
31.030	Maintenance Supplies	73,145	100,369	65,500	65,500	65,500	77,500	77,500	12,000	18.3%
32.xxx	Fuel	56,318	39,121	41,700	37,700	37,700	4,200	4,200	(33,500)	-88.9%
35.xxx	Small Tools/Minor Equip	47,933	85,503	106,050	103,550	103,550	22,300	22,300	(81,250)	-78.5%
41.xxx	Professional Service	1,345,688	925,669	862,980	1,512,580	1,507,750	194,480	194,480	(1,318,100)	-87.1%
42.xxx	Communication	29,457	29,385	30,020	30,020	30,020	-	-	(30,020)	-100.0%
43/49.003	Travel & Training	8,268	10,950	14,200	14,000	14,000	13,500	13,500	(500)	-3.6%
44.xxx	Advertising	6,566	13,373	1,350	1,350	1,350	3,000	3,000	1,650	122.2%
45.xxx	Operating Rental/Lease	101,594	66,905	9,600	9,600	9,600	9,600	9,600	-	0.0%
46.xxx	Insurance Premiums	-	-	5,000	5,000	5,000	7,500	7,500	2,500	50.0%
47.xxx	Utilities	643,556	678,530	671,170	671,170	671,170	683,920	683,920	12,750	1.9%
48.xxx	Repairs & Maintenance	491,845	807,593	861,390	942,160	942,160	736,740	748,140	(205,420)	-21.8%
49.001	Membership Dues	5,043	4,979	5,300	5,100	5,100	5,500	5,500	400	7.8%
49.xxx	Other Charges & Services	63,742	15,944	176,800	176,500	176,500	170,600	170,600	(5,900)	-3.3%
597	Interfund Transfers	1,116,335	762,064	498,060	2,040,810	2,040,810	2,354,200	2,867,200	313,390	15.4%
5x.xxx	Intergovernmental	672,257	638,367	440,560	534,790	534,790	354,560	352,060	(180,230)	-33.7%
6x.xxx	Capital	6,739,326	2,305,857	9,045,000	23,732,405	23,760,115	15,292,500	7,276,500	(8,439,905)	-35.6%
9x.xxx	IS Charges - M&O	-	-	-	-	-	99,400	99,400	99,400	n/a
9x.xxx	IS Charges - Reserves	-	17,850	17,850	17,850	17,850	155,980	155,980	138,130	773.8%
Subtotal Operating Exp:		\$ 15,009,532	\$ 10,208,777	\$ 16,608,380	\$ 33,592,898	\$ 33,615,778	\$ 22,537,070	\$ 15,175,610	\$ (11,055,828)	-32.9%
<i>Capital & One-time Funding:</i>										
	Street O&M Fund	6,432	-	59,330	-	-	-	-	-	n/a
	Property Management	52,205	-	-	6,300	60,000	167,000	50,000	20,000	317.5%
	Real Estate Excise Tax Fund	-	-	300,000	487,975	487,975	1,647,206	-	30,000	6.1%
	Surface Water Mgmt Fund	1,279,263	2,048,437	570,000	1,510,667	1,510,667	27,000	523,000	72,000	4.8%
Subtotal One-time Exp:		\$ 1,337,900	\$ 2,048,437	\$ 929,330	\$ 2,004,942	\$ 2,058,642	\$ 1,841,206	\$ 573,000	\$ (163,736)	-8.2%
Total Expenditures:		\$ 16,347,432	\$ 12,257,214	\$ 17,537,710	\$ 35,597,840	\$ 35,674,420	\$ 24,378,276	\$ 15,748,610	\$ (11,219,564)	-31.5%

PUBLIC WORKS **STREET OPERATIONS & MAINTENANCE**

Responsible Manager: *Operations Manager*

PURPOSE/DESCRIPTION

The Street Operations & Maintenance division provides routine maintenance and conducts adverse weather operations on city street and storm drainage infrastructure, including: pothole repair and patching; ditch and pond cleaning; storm drainage repairs; pavement markings; and snow and ice operations. Pavement condition reviews are conducted every even year.

GOAL/OBJECTIVES

- Maintain overall pavement rating to a minimum level of 70 via conducting appropriate level of pavement maintenance and preservation as outlined in the pavement management system
- Evaluate the cost effectiveness of Pierce County and other maintenance contracts versus privatization and/or City employees of road operations and maintenance
- Update City standard plans and public works standards for the consistent development of City infrastructure

PERFORMANCE MEASURES

Measure	Target	2013	2014
# of reported potholes filled/repaired	<300	>300	>300
# of feed of ditch line cleaned	1000	1100	1100
# of storm ponds cleaned	11	11	11
# of tons of permanent patch placed	40	40	40
# of lane miles of crack sealing	>1	1	2
# of tons of illegal debris picked up disposed of	<30	>30	>30
Linear feet of pavement marking placed (stop bars, cross walks, etc.)	>200	>200	>200
Lane miles of alleys graded and graveled	2	2	2
Miles of gravel shoulder grading and rock replacement	>3	>3	>3

PUBLIC WORKS STREET OPERATIONS & MAINTENANCEResponsible Manager: *Operations Manager***POSITION INVENTORY**

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Public Works Director	0.30	0.30	0.30	0.30	0.30	-	-	66
Transportation Division Manager	0.20	0.20	0.20	0.20	0.20	0.20	0.20	54
Associate Civil Engineer II	0.50	0.50	0.50	0.50	0.50	0.50	0.50	49
PW Operations Manager	0.50	0.50	0.50	0.50	0.50	-	-	45
Associate Civil Engineer I	1.00	1.00	1.00	1.00	1.00	1.00	1.00	43
Senior Accountant	0.34	0.34	0.34	-	-	-	-	42
Assistant Civil Engineer	0.50	0.50	0.50	0.50	0.50	0.50	0.50	39
Traffic Signal Technician II	2.00	2.00	2.00	2.00	2.00	2.00	2.00	39
Engineering Technician II	0.20	0.20	0.20	0.20	0.20	0.20	0.20	31
Maintenance Worker III	1.00	1.00	1.00	1.00	1.00	1.00	1.00	28
Administrative Assistant	0.33	0.33	0.33	0.33	0.33	0.33	0.33	25
Maintenance Worker II	1.00	1.00	1.00	1.00	1.00	1.00	1.00	24
Senior Office Assistant	0.50	0.50	0.50	0.50	0.50	0.50	0.50	18
Maintenance Worker I	1.00	1.00	1.00	1.00	1.00	1.00	1.00	15
Office Assistant	0.34	0.34	0.34	0.34	0.34	0.34	0.34	12
Total Regular Staffing	9.71	9.71	9.71	9.37	9.37	8.57	8.57	
<i>Change from prior year</i>	n/a	-	-	(0.34)	-	(0.80)	-	

PUBLIC WORKS STREET OPERATIONS & MAINTENANCE**Responsible Manager: Operations Manager****HIGHLIGHTS / CHANGES**

The adopted operating budget totals \$1,893,850 in 2015 and \$1,948,250 in 2016. The 2015 adopted budget is a \$209,528 or 10.0% decrease from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Salaries and Wages decreased by \$35,378 or 5.3% due to elimination of Street O&M Manager and Street Landscape being moved to Parks, Recreation, and Community Services Department.
- Benefits decreased by \$83,320 or 25.9% due to elimination of Street O&M Manager and Street Landscape being moved to Parks, Recreation, and Community Services Department.
- Temporary Help decreased by \$83,000 or 73.5%. The 2014 Adjusted Budget included hiring a Maintenance Worker II position for a Sign technician whereas the 2015/2016 Budget does not.
- Fuel decreased by \$26,000 or 100.0% due to moving the budget to the Fleet & Equipment internal service fund. There is an offsetting increase in IS Charges – M&O.
- Professional Services increased by \$46,300 or 176.1% due primarily to the addition of \$50,000 contracted help as a result of the elimination of the Pierce County sign maintenance contract.
- Interfund Transfers decreased by \$28,360 or 100% due to the elimination the General Fund Admin Fee since General Fund subsidizes the Street O&M Fund.
- Intergovernmental decreased by \$134,230 due to the elimination of the Pierce County Contract for sign maintenance.
- IS Charges M&O increased by \$81,900 due to moving the fuel budget to the Fleet & Equipment internal service fund.
- IS Charges Reserves increased by \$ 117,260 due to adjusting the budget to actual reserves required for Street O&M fleet and equipment.

PUBLIC WORKS STREET OPERATIONS & MAINTENANCE

Responsible Manager: *Operations Manager*

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
	Permits	\$ 99,092	\$ 60,733	\$ 48,500	\$ 48,500	\$ 202,000	\$ 28,000	\$ 28,000	\$ (20,500)	-42.3%
	Engineering Review Fees	3,400	300	1,000	1,000	300	300	300	(700)	-70.0%
	Motor Vehicle Fuel Tax	843,743	858,750	790,000	790,000	849,400	837,900	837,400	47,900	6.1%
	Grants	30,471	-	-	-	-	-	-	-	n/a
	Interest/Miscellaneous	10,952	14,346	326,600	326,650	11,520	11,000	11,000	(315,650)	-96.6%
	Proceeds-Sale of Assets	70,600	93,944	25,000	25,000	10,000	10,000	10,000	(15,000)	-60.0%
	Transfer-In General Fund	\$ 1,032,826	\$1,029,780	\$1,029,780	\$ 903,064	\$ 947,289	\$1,006,650	\$1,061,650	103,586	11.5%
	Transfer-In Street Capital	134,552	56,000	-	-	-	-	-	-	n/a
	Transfer-In SWM	6,325	-	-	-	-	-	-	-	n/a
	Total Revenues:	\$ 2,231,961	\$ 2,113,853	\$ 2,220,880	\$ 2,094,214	\$ 2,020,509	\$ 1,893,850	\$ 1,948,350	\$ (200,364)	-9.6%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	685,304	693,196	796,630	671,578	671,578	636,200	675,110	(35,378)	-5.3%
11.002/4	Overtime	27,595	11,044	12,000	12,000	12,000	12,000	12,000	-	0.0%
11.008	Extra Duty Pay	-	-	-	-	-	-	-	-	n/a
11.011	Temporary Help	-	-	128,000	113,000	113,000	30,000	30,000	(83,000)	-73.5%
21.xxx	Benefits	288,110	294,016	321,740	321,740	321,740	238,420	253,910	(83,320)	-25.9%
31.xxx	Other Operating Supplies	42,849	59,275	42,000	37,000	37,000	35,600	35,600	(1,400)	-3.8%
31.003/00	Forms & Publications	232	401	750	750	750	600	600	(150)	-20.0%
31.005	Meeting Food & Beverage	304	419	1,000	1,000	1,000	1,000	1,000	-	0.0%
31.008	Clothing/Uniform	4,656	5,205	7,000	6,000	6,000	6,000	6,000	-	0.0%
31.030	Maintenance Supplies	73,145	100,369	65,500	65,500	65,500	77,500	77,500	12,000	18.3%
32.xxx	Fuel	36,146	31,142	30,000	26,000	26,000	-	-	(26,000)	-100.0%
35.xxx	Small Tools/Minor Equip	22,116	26,938	32,350	29,850	29,850	16,650	16,650	(13,200)	-44.2%
41.xxx	Professional Service	58,182	11,753	24,290	26,290	26,290	72,590	72,590	46,300	176.1%
42.xxx	Communication	13,246	12,806	12,700	12,700	12,700	-	-	(12,700)	-100.0%
43/49.003	Travel & Training	6,096	9,186	8,800	8,600	8,600	8,100	8,100	(500)	-5.8%
45.xxx	Operating Rental/Lease	20,586	37,688	6,100	6,100	6,100	6,100	6,100	-	0.0%
46.xxx	Risk Assessments (WCIA)	-	-	5,000	5,000	5,000	5,000	5,000	-	0.0%
47.xxx	Utilities	445,492	452,609	447,330	447,330	447,330	447,330	447,330	-	0.0%
48.xxx	Repairs & Maintenance	227,459	226,325	121,600	120,600	120,600	71,350	71,350	(49,250)	-40.8%
49.001	Membership Dues	3,863	3,932	3,500	3,300	3,300	3,700	3,700	400	12.1%
49.xxx	Other Charges & Services	44,852	6,006	4,100	3,600	3,600	3,700	3,700	100	2.8%
597	Interfund Transfers	-	28,360	28,360	28,360	28,360	-	-	(28,360)	-100.0%
5x.xxx	Intergovernmental	209,787	176,008	62,750	156,980	156,980	22,750	22,750	(134,230)	-85.5%
6x.xxx	Capital	-	-	-	-	-	-	-	-	n/a
9x.xxx	IS Charges - M&O	-	-	-	-	-	81,900	81,900	81,900	n/a
9x.xxx	IS Charges - Reserves	-	100	100	100	100	117,360	117,360	117,260	117260.0%
	Subtotal Operating Exp:	\$ 2,210,020	\$ 2,186,778	\$ 2,161,600	\$ 2,103,378	\$ 2,103,378	\$ 1,893,850	\$ 1,948,250	\$ (209,528)	-10.0%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	6,432	-	59,330	-	-	-	-	-	n/a
	Subtotal One-time Exp:	\$ 6,432	\$ -	\$ 59,330	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
	Total Expenditures:	\$ 2,216,452	\$ 2,186,778	\$ 2,220,930	\$ 2,103,378	\$ 2,103,378	\$ 1,893,850	\$ 1,948,250	\$ (209,528)	-10.0%

PUBLIC WORKS **TRANSPORTATION CAPITAL**

Responsible Manager: *Desiree Winkler, Transportation Manager*

PURPOSE/DESCRIPTION

The Transportation Division works to provide safe and efficient movement of vehicles, pedestrians, and bicyclists through the City's street network via implementation of a comprehensive capital improvement program.

GOAL/OBJECTIVES

- Maintain/improve current pavement management rating (PCI = 75) through effective pavement preservation
- Identify future transportation upgrades from the Travel Demand Model (TDM) and update Comprehensive Plan as necessary
- Analyze and upgrade traffic signal timing and coordination in response to development, growth, JBLM population changes to provide efficient travel through the City's major corridors
- Evaluate City's top 20 accident locations and implement safety improvements and/or include project(s) in 6-Year TIP update
- Implement recommendations from the Non-Motorized Plan including completing high priority pedestrian bikeway improvements
- Implement the City's Intelligent Transportation System (ITS) including: closed circuit television (CCTV); Traffic Management Center (TMC) at City Hall; and web-based traffic information system for providing real-time traffic information.

PERFORMANCE MEASURES

Measure	Target	2013	2014
# of traffic signals operated and maintained	77	77	77
# of City maintained street lights	1,982	500	1,982
Annual transportation capital funds administered	\$11.8M	\$9.8M	\$11.8M
Amount of transportation grant funds awarded	\$2M	\$7.1M	\$2M
% of transportation projects completed within schedule and budget	100%	100%	100%

POSITION INVENTORY:

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Public Works Director	0.30	0.30	0.30	0.30	0.30	0.50	0.50	66
Transportation Division Manager	0.55	0.55	0.55	0.55	0.55	0.55	0.55	54
Associate Civil Engineer II	1.00	1.00	1.00	1.00	1.00	1.00	1.00	49
Associate Civil Engineer I *	1.50	1.50	1.50	1.50	1.50	1.50	0.50	43
Senior Accountant	0.33	0.33	0.33	-	-	-	-	42
Construction Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00	33
Engineering Technician II	0.90	0.90	0.90	0.90	0.90	0.90	0.90	31
Administrative Assistant	0.33	0.33	0.33	0.33	0.33	0.33	0.33	25
Engineering Technician I *	2.00	2.00	2.00	2.00	2.00	2.00	1.00	25
Office Assistant	0.33	0.33	0.33	0.33	0.33	0.33	0.33	12
Total Regular Staffing	8.24	8.24	8.24	7.91	7.91	8.11	6.11	
<i>Change from prior year</i>	n/a	-	-	(0.33)	-	0.20	(2.00)	

* Limited term position ends 12/31/2015.

PUBLIC WORKS TRANSPORTATION CAPITAL
Responsible Manager: Desiree Winkler, Transportation Manager

FUND 102 – REAL ESTATE EXCISE TAX

HIGHLIGHTS / CHANGES

Transportation capital projects will be accounted for in the Transportation Capital Fund 302 rather than the special revenue Fund 102, effective January 1, 2015. The Special Revenue Fund will now account for real estate excise tax revenues and the corresponding transfer out to the Transportation Capital Fund. The one-time expenditure includes a one-time \$389,169 payment to the SWM Fund to pay for the balance of the Public Works O&M Facility and \$1,258,037 transfer to Transportation CIP for the estimated residual ending fund balance related to capital.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
	Motor Vehicle Fuel Tax	\$ 344,627	\$ 350,000	\$ 335,000	\$ 335,000	\$ 347,000	\$ -	\$ -	\$ (335,000)	-100.0%
	Real Estate Excise Tax	621,821	1,151,297	600,000	700,000	900,000	800,000	800,000	100,000	14.3%
	Grants	6,401,471	2,891,751	9,056,000	22,520,710	22,520,710	-	-	(22,520,710)	-100.0%
	Utilities/Developer/Partner	-	-	-	-	-	-	-	-	n/a
	Solid Waste & Recycling	-	1,600	-	-	-	-	-	-	n/a
	Interest/Miscellaneous	83	9,298	100,000	320,000	-	-	-	(320,000)	-100.0%
	Donation/Contributions	161,446	234,253	-	747,760	747,760	-	-	(747,760)	-100.0%
	Proceeds-Sale of Assets	52,886	1,500	-	2,570	-	-	-	(2,570)	-100.0%
	Transfer-In General Fund	36,440	38,826	35,000	35,000	35,000	-	-	(35,000)	-100.0%
	Transfer-In CDBG	-	-	325,000	-	-	-	-	-	n/a
	Transfer-In SWM	704,882	108,004	200,000	2,347,750	2,347,750	-	-	(2,347,750)	-100.0%
	Pckg 1-General Fund	-	-	-	-	-	-	-	-	n/a
	Pckg 1-CDBG	-	-	-	-	-	-	-	-	n/a
	Pckg 1-Veh License Fee	-	-	-	-	-	-	-	-	n/a
	Pckg 2-Ptax Excess Bond Levy	-	-	-	-	-	-	-	-	n/a
	Total Revenues:	\$ 8,323,656	\$ 4,786,529	\$ 10,651,000	\$ 27,008,790	\$ 26,898,220	\$ 800,000	\$ 800,000	\$ (26,208,790)	-97.0%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	785,307	746,391	429,040	362,918	362,918	-	-	(362,918)	-100.0%
11.002/4	Overtime	2,250	7,345	12,200	12,200	12,200	-	-	(12,200)	-100.0%
11.011	Temporary Help	-	-	27,500	233,500	233,500	-	-	(233,500)	-100.0%
21.xxx	Benefits	323,641	303,954	179,420	179,420	179,420	-	-	(179,420)	-100.0%
31.xxx	Other Operating Supplies	71,944	27,140	1,000	1,000	1,000	-	-	(1,000)	-100.0%
35.xxx	Small Tools/Minor Equip	17,334	50,784	67,100	67,100	67,100	-	-	(67,100)	-100.0%
41.xxx	Professional Service	622,252	777,038	594,000	1,045,000	1,045,000	-	-	(1,045,000)	-100.0%
42.xxx	Communication	4,682	3,883	4,500	4,500	4,500	-	-	(4,500)	-100.0%
44.xxx	Advertising	6,076	10,808	350	350	350	-	-	(350)	-100.0%
45.xxx	Operating Rental/Lease	65,546	-	-	-	-	-	-	-	n/a
47.xxx	Utilities	585	602	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	597	2,759	-	88,770	88,770	-	-	(88,770)	-100.0%
49.xxx	Other Charges & Services	8,071	1,094	6,000	6,000	6,000	-	-	(6,000)	-100.0%
597	Interfund Transfers	134,552	356,000	-	-	-	-	-	-	n/a
5x.xxx	Intergovernmental	4,544	15,594	1,000	1,000	1,000	800,000	800,000	799,000	79900.0%
6x.xxx	Capital	6,365,036	2,305,857	8,915,000	23,602,405	23,602,405	-	-	(23,602,405)	-100.0%
	Subtotal Operating Exp:	\$ 8,420,192	\$ 4,609,249	\$ 10,237,110	\$ 25,604,163	\$ 25,604,163	\$ 800,000	\$ 800,000	\$ (24,804,163)	-96.9%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	-	300,000	487,975	487,975	1,647,206	-	1,159,231	237.6%
	Subtotal One-time Exp:	\$ -	\$ -	\$ 300,000	\$ 487,975	\$ 487,975	\$ 1,647,206	\$ -	\$ 1,159,231	237.6%
	Total Expenditures:	\$ 8,420,192	\$ 4,609,249	\$ 10,537,110	\$ 26,092,138	\$ 26,092,138	\$ 2,447,206	\$ 800,000	\$ (23,644,932)	-90.6%

PUBLIC WORKS **TRANSPORTATION CAPITAL**

Responsible Manager: *Desiree Winkler, Transportation Manager*

FUND 103 – TRANSPORTATION BENEFIT DISTRICT

HIGHLIGHTS / CHANGES

In September 2014, the Lakewood Transportation Benefit District implemented a \$20 vehicle licensing fee to provide funding for transportation projects. Revenues are accounted for in the Transportation Benefit District Fund 103 and a corresponding transfer is made to the Transportation Capital Fund. A minor amount is paid for WCIA for the City’s risk assessment.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
	Pckg 1-Veh License Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 572,000	\$ 685,000	\$ 572,000	n/a
Total Revenues:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 572,000	\$ 685,000	\$ 572,000	n/a
<i>Expenditure Summary:</i>										
46.xxx	Risk Assessment	-	-	-	-	-	2,500	2,500	2,500	n/a
597	Interfund Transfers	-	-	-	-	-	569,500	682,500	569,500	n/a
Subtotal Operating Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 572,000	\$ 685,000	\$ 572,000	n/a
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 572,000	\$ 685,000	\$ 572,000	n/a

PUBLIC WORKS TRANSPORTATION CAPITAL
Responsible Manager: Desiree Winkler, Transportation Manager

FUND 302 – TRANSPORTATION CAPITAL

HIGHLIGHTS / CHANGES

Transportation capital projects will be accounted for in the Transportation Capital Fund 302 rather than the special revenue Fund 102, effective January 1, 2015. The Special Revenue Fund will now account for real estate excise tax revenues and the corresponding transfer out to the Transportation Capital Fund.

In September 2014, the Lakewood Transportation Benefit District implemented a \$20 vehicle licensing fee to provide funding for transportation projects. Revenues are accounted for in the Transportation Benefit District Fund 103 and a corresponding transfer is made to the Transportation Capital Fund.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
	Motor Vehicle Fuel Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	n/a
	Grants	-	-	-	-	-	10,032,500	4,534,000	10,032,500	n/a
	Utilities/Developer/Partner	-	-	-	-	-	265,000	25,000	265,000	n/a
	Transfer-In REET	-	-	-	-	-	2,058,037	800,000	2,058,037	n/a
	Transfer-In SWM	-	-	-	-	-	595,000	400,000	595,000	n/a
	Pckg 1-General Fund	-	-	-	-	-	500,000	500,000	500,000	n/a
	Pckg 1-CDBG	-	-	-	-	-	300,000	300,000	300,000	n/a
	Pckg 1-Veh License Fee	-	-	-	-	-	569,500	682,500	569,500	n/a
	Total Revenues:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,620,037	\$ 7,541,500	\$ 14,620,037	n/a
<i>Expenditure Summary:</i>										
6x.xxx	Capital	-	-	-	-	-	13,772,500	7,276,500	13,772,500	n/a
	Total Expenditures:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,772,500	\$ 7,276,500	\$ 13,772,500	n/a
	Total Expenditures:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,772,500	\$ 7,276,500	\$ 13,772,500	n/a

PUBLIC WORKS SURFACE WATER MANAGEMENT

Responsible Manager: *Greg Vigoren, Surface Water Manager*

PURPOSE/DESCRIPTION

The Surface Water Management Division supports public health, safety, and welfare as it relates to surface water management through effective planning, construction, and maintenance.

GOAL/OBJECTIVES

- Implement the annual capital elements of the current Surface Water Management Program and Capital Facility Improvements
- Continue to implement a stormwater management program that meets the requirements of the NPDES Phase II permit
- Develop long-term management plans for American, Steilacoom and Wauhop lakes
- Meet or exceed all state and federal stormwater requirements

PERFORMANCE MEASURES

Measure	Target	2013	2014
# of City street curb miles swept	3,800	3,800	3,800
# of catch basins cleaned or inspected	3,100	3,100	3,100
# of hours of storm drain pipe video inspections recorded	800	800	800
# Linear feet of storm drain pipe cleaned	30,000	20,000	20,000
# of tons of sweeping and vector waste disposed of	2,700	2,400	2,700
# of gallons of vector liquid waste disposed of	50,000	55,000	50,000
# of businesses/properties inspected for SWM compliance	200	230	200
# of charity car wash permits issued	60	60	60
# of volunteer hours for lake water quality sampling	100	100	100
% maintain compliance with NPDES Municipal Stormwater permits	100%	100%	100%
% of capital improvement projects completed within schedule and budget	100%	100%	100%

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Public Works Director	0.30	0.30	0.30	0.30	0.30	0.50	0.50	66
Surface Water Division Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	54
Transportation Division Manager	0.25	0.25	0.25	0.25	0.25	0.25	0.25	54
Associate Civil Engineer II	1.50	1.50	1.50	1.50	1.50	1.50	1.50	49
PW Operations Manager	0.50	0.50	0.50	0.50	0.50	-	-	45
Associate Civil Engineer I	1.50	1.50	1.50	1.50	1.50	1.50	1.50	43
Senior Accountant	0.33	0.33	0.33	-	-	-	-	42
Assistant Civil Engineer	0.50	0.50	0.50	0.50	0.50	0.50	0.50	39
GIS Specialist II	1.00	1.00	1.00	1.00	1.00	-	-	38
Construction Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00	33
Compliance Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00	33
Engineering Technician II	0.90	0.90	0.90	0.90	0.90	0.90	0.90	31
Administrative Assistant	0.34	0.34	0.34	0.34	0.34	0.34	0.34	25
Maintenance Worker II	1.00	1.00	1.00	1.00	1.00	1.00	1.00	24
Senior Office Assistant	0.50	0.50	0.50	0.50	0.50	0.50	0.50	18
Maintenance Worker I	1.00	1.00	1.00	1.00	1.00	1.00	1.00	15
Office Assistant	0.33	0.33	0.33	0.33	0.33	0.33	0.33	12
Total Regular Staffing	12.95	12.95	12.95	12.62	12.62	11.32	11.32	
<i>Change from prior year</i>	n/a	-	-	(0.33)	-	(1.30)	-	

PUBLIC WORKS SURFACE WATER MANAGEMENT

Responsible Manager: *Greg Vigoren, Surface Water Manager*

HIGHLIGHTS / CHANGES

The adopted operating budget totals \$3,236,640 in 2015 and \$3,716,060 in 2016. The 2015 adopted budget is a \$1,489,977 or 31.5% decrease from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Salaries and Wages decreased by \$108,977 or 11.8% due to elimination of the Street O&M Manager and moving the GIS Specialist to the Information Technology internal service fund.
- Benefits decreased by \$68,470 or 16.7% due to elimination of the Street O&M Manager and moving the GIS Specialist to the Information Technology internal service fund.
- Professional Services decreased by \$296,600 or 92.2% due to a reduction in professional services related to projects.
- Repairs and Maintenance decreased by \$29,300 or 4.5% due to moving the budget to the Fleet & Equipment internal service fund. There is an offsetting increase in IS Charges – M&O.
- Interfund Transfers decreased by \$1,027,750 of 51.1% due to a reduction in SWM work being done on Street Capital.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
	Storm Drainage Fees	\$ 2,732,964	\$2,720,766	\$2,702,500	\$2,702,500	\$2,702,500	\$2,702,500	\$2,702,500	\$ -	0.0%
	Grants/Contributions	143,043	913,296	-	126,829	126,829	-	-	(126,829)	-100.0%
	Interest/Miscellaneous	26,561	24,555	55,300	19,300	1,000	-	-	(19,300)	-100.0%
	Transfer-In General Fund	22,065	-	-	-	-	-	-	-	n/a
	Transfer-In Street Capital	-	300,000	300,000	487,975	487,975	389,169	-	(98,806)	-20.2%
	Transfer-In CDBG	4,834	-	-	-	-	-	-	-	n/a
	Transfer-Fleet & Equip	-	-	-	31,237	31,237	-	-	(31,237)	-100.0%
	Total Revenues:	\$ 2,929,467	\$ 3,958,617	\$ 3,057,800	\$ 3,367,841	\$ 3,349,541	\$ 3,091,669	\$ 2,702,500	\$ (276,172)	-8.2%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	646,741	782,018	934,600	924,737	924,737	815,760	865,820	(108,977)	-11.8%
11.002/4	Overtime	3,395	3,762	3,500	3,500	3,500	5,000	5,000	1,500	42.9%
21.xxx	Benefits	281,043	331,174	411,040	411,040	411,040	342,570	363,030	(68,470)	-16.7%
31.xxx	Other Operating Supplies	39,015	39,015	29,050	29,050	29,050	34,850	34,850	5,800	20.0%
32.xxx	Fuel	7,617	6,719	6,500	6,500	6,500	-	-	(6,500)	-100.0%
35.xxx	Small Tools/Minor Equip	7,242	1,628	3,000	3,000	3,000	2,700	2,700	(300)	-10.0%
41.xxx	Professional Service	443,492	31,792	125,000	321,600	321,600	25,000	25,000	(296,600)	-92.2%
42.xxx	Communication	4,430	4,664	4,500	4,500	4,500	-	-	(4,500)	-100.0%
43/49.003	Travel & Training	2,163	1,755	5,300	5,300	5,300	5,300	5,300	-	0.0%
44.xxx	Advertising	45	2,565	1,000	1,000	1,000	3,000	3,000	2,000	200.0%
45.xxx	Operating Rental/Lease	15,462	29,217	2,500	2,500	2,500	2,500	2,500	-	0.0%
47.xxx	Utilities	893	199	1,750	1,750	1,750	3,500	3,500	1,750	100.0%
48.xxx	Repairs & Maintenance	139,766	492,978	646,540	646,540	646,540	617,240	628,640	(29,300)	-4.5%
49.001	Membership Dues	1,103	1,000	1,500	1,500	1,500	1,500	1,500	-	0.0%
49.xxx	Other Charges & Services	10,819	8,724	6,200	6,400	6,400	6,400	6,400	-	0.0%
597	Interfund Transfers	980,907	377,704	469,700	2,012,450	2,012,450	984,700	1,384,700	(1,027,750)	-51.1%
5x.xxx	Intergovernmental	304,569	309,424	327,500	327,500	327,500	330,500	328,000	3,000	0.9%
9x.xxx	IS Charges - M&O	-	-	-	-	-	17,500	17,500	17,500	n/a
9x.xxx	IS Charges - Reserves	-	17,750	17,750	17,750	17,750	38,620	38,620	20,870	117.6%
	Subtotal Operating Exp:	\$ 2,888,702	\$ 2,442,088	\$ 2,996,930	\$ 4,726,617	\$ 4,726,617	\$ 3,236,640	\$ 3,716,060	\$ (1,489,977)	-31.5%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	1,279,263	2,048,437	570,000	1,510,667	1,510,667	27,000	523,000	(1,483,667)	-98.2%
	Subtotal One-time Exp:	\$ 1,279,263	\$ 2,048,437	\$ 570,000	\$ 1,510,667	\$ 1,510,667	\$ 27,000	\$ 523,000	\$ (1,483,667)	-98.2%
	Total Expenditures:	\$ 4,167,965	\$ 4,490,525	\$ 3,566,930	\$ 6,237,284	\$ 6,237,284	\$ 3,263,640	\$ 4,239,060	\$ (2,973,644)	-47.7%

PUBLIC WORKS **PROPERTY MANAGEMENT**

Responsible Manager: *Facilities Maintenance Supervisor*

PURPOSE/DESCRIPTION

The Property Management Division maintains and operates City Hall, the Police Station, and the Sounder Station so that they are safe, clean, efficient, and reflective of an asset of the community.

GOAL/OBJECTIVES

- Maintain City facilities (City Hall-72,430 sq ft; Police Station-44,430 sq ft; and Sounder Station-202,368 sq ft) so that they perform in the most efficient and effective manner practica.
- Continually monitor building maintenance activities at City facilities for its quality, cost effectiveness, and/or additional needs.

PERFORMANCE MEASURES

Measure	Target	2013	2014
# of logged request for service completed	n/a	112	120
# of square feet of coverage per building maintenace employee	158,615	158,615	158,615
# of complaints about service provided	0	0	0
# of unscheduled system failures	0	1	0
# of complaints about building cleanliness	0	0	0

POSITION INVENTORY

Positions	2012	2013	2014			2015	2016	Grade
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	
Public Works Director	0.10	0.10	0.10	0.10	0.10	-	-	66
Facilities Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00	-	-	45
Facilities Maintenance Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00	30
Lead Custodial Worker	1.00	1.00	1.00	1.00	1.00	0.50	0.50	15
Total Regular Staffing	3.10	3.10	3.10	3.10	3.10	1.50	1.50	
<i>Change from prior year</i>	n/a	-	-	-	-	(1.60)	-	

PUBLIC WORKS PROPERTY MANAGEMENTResponsible Manager: *Facilities Maintenance Supervisor***HIGHLIGHTS / CHANGES**

The adopted operating budget totals \$742,080 in 2015 and \$749,800 in 2016. The 2015 adopted budget is a \$139,540 or 15.8% decrease from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Salaries & Wages and Benefits decreased due to reducing the in-house custodian position to half-time and allocating the moving the Public Works Director to Street Capital and Surface Water Management Funds.
- Communications by \$7,320 due to moving the budget to Information Technology internal service fund.
- Utilities increased by \$11,000 due to increase in rates.
- Repairs and Maintenance decreased by \$38,100 or 44.2% due to duplicated budget.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
502	M&O	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 742,080	\$ 749,800	742,080	n/a
502	Interest Earnings	878	722	-	-	578	-	-	-	n/a
001	General Government	871,574	861,918	935,620	881,620	881,620	-	-	(881,620)	-100.0%
Total Revenues:		\$ 872,452	\$ 862,640	\$ 935,620	\$ 881,620	\$ 882,198	\$ 742,080	\$ 749,800	\$ (139,540)	-15.8%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	197,559	212,384	196,440	149,440	149,440	93,480	99,310	(55,960)	-37.4%
11.002/4	Overtime	1,814	1,327	500	500	500	500	500	-	0.0%
21.xxx	Benefits	74,548	75,498	75,880	75,880	75,880	29,470	31,360	(46,410)	-61.2%
31.xxx	Other Operating Supplies	46,204	68,705	68,440	68,440	68,440	70,140	70,140	1,700	2.5%
31.030	Maintenance Supplies	-	-	-	-	-	-	-	-	n/a
32.xxx	Fuel	4,780	1,260	5,200	5,200	5,200	4,200	4,200	(1,000)	-19.2%
35.xxx	Small Tools/Minor Equip	1,241	2,269	3,600	3,600	3,600	2,950	2,950	(650)	-18.1%
41.xxx	Professional Service	64,808	81,742	99,690	99,690	99,690	96,890	96,890	(2,800)	-2.8%
42.xxx	Communication	6,185	6,099	7,320	7,320	7,320	-	-	(7,320)	-100.0%
43/49.003	Travel & Training	-	-	100	100	100	100	100	-	0.0%
44.xxx	Advertising	400	-	-	-	-	-	-	-	n/a
45.xxx	Operating Rental/Lease	-	-	1,000	1,000	1,000	1,000	1,000	-	0.0%
47.xxx	Utilities	196,341	225,120	222,090	222,090	222,090	233,090	233,090	11,000	5.0%
48.xxx	Repairs & Maintenance	124,023	85,531	93,250	86,250	86,250	48,150	48,150	(38,100)	-44.2%
49.001	Membership Dues	77	47	300	300	300	300	300	-	0.0%
49.xxx	Other Charges & Services	-	120	160,500	160,500	160,500	160,500	160,500	-	0.0%
5x.xxx	Intergovernmental	101,389	101,816	1,310	1,310	1,310	1,310	1,310	-	0.0%
Subtotal Operating Exp:		\$ 819,369	\$ 861,918	\$ 935,620	\$ 881,620	\$ 881,620	\$ 742,080	\$ 749,800	\$ (139,540)	-15.8%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	52,205	-	-	6,300	60,000	-	-	(6,300)	-100.0%
	HVAC for Computer Room	-	-	-	-	-	20,000	-	20,000	n/a
	Server Room Sprinkler System	-	-	-	-	-	30,000	-	30,000	n/a
	HVAC & Security System (CH/PD)	-	-	-	-	-	72,000	-	72,000	n/a
	Slurry Seal/Restripe Parking Lot (CH)	-	-	-	-	-	45,000	-	45,000	n/a
	Pave Parks Shop Parking Area	-	-	-	-	-	-	50,000	-	n/a
Subtotal One-time Exp:		\$ 52,205	\$ -	\$ -	\$ 6,300	\$ 60,000	\$ 167,000	\$ 50,000	\$ 160,700	2550.8%
Total Expenditures:		\$ 871,574	\$ 861,918	\$ 935,620	\$ 887,920	\$ 941,620	\$ 909,080	\$ 799,800	\$ 21,160	2.4%

PUBLIC WORKS SEWER CAPITAL PROJECT

Responsible Manager: *Greg Vigoren, Surface Water Manager*

HIGHLIGHTS / CHANGES

The capital project proposed in 2015 is for Woodbrook Sanitary Sewer Phase IV. This project would extend the existing sanitary sewer system which presently lies within 146th Street and stops 300 feet short of Woodbrook Drive. The project will extend the sewer line to Woodbrook Drive and then on Woodbrook Drive from 146th Street to 150th Street and then North on 150th Street westerly 800 feet from the Woodbrook intersection. In addition the project will extend sidesewer stubs to all properties fronting on the new sewer line. Lastly, as with the prior City sewer construction work within the Woodbrook area, the streets and storm drainage along the route will be totally reconstructed. Upon completion of this sewer project, the industrial zoned properties (120 acres) within the Woodbrook area will have sanitary sewer service available to them at their street frontage.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
	Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ 750,000	n/a
	Contributions/Donations	21,514	-	-	-	-	-	-	-	n/a
	Interest Earning	335	153	-	-	-	-	-	-	n/a
	Public Works Trust Fund Loan	-	-	186,620	185,650	-	500,000	-	314,350	169.3%
	Transfer In-Sewer Project Debt	750,000	-	-	-	-	270,000	-	270,000	n/a
Total Revenues:		\$ 771,849	\$ 153	\$ 186,620	\$ 185,650	\$ -	\$ 1,520,000	\$ -	\$ 1,334,350	718.7%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	32,565	10,913	26,520	26,520	26,520	-	-	(26,520)	-100.0%
21.xxx	Benefits	11,341	3,567	8,310	8,310	8,310	-	-	(8,310)	-100.0%
31.xxx	Other Operating Supplies	209	-	-	-	-	-	-	-	n/a
41.xxx	Professional Service	156,954	22,466	20,000	20,000	15,170	-	-	(20,000)	-100.0%
42.xxx	Communication	9	9	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	9	9	-	-	-	-	-	-	n/a
44.xxx	Advertising	45	-	-	-	-	-	-	-	n/a
47.xxx	Utilities	245	-	-	-	-	-	-	-	n/a
5x.xxx	Intergovernmental	37,885	26,983	-	-	-	-	-	-	n/a
6x.xxx	Capital	374,290	-	130,000	130,000	-	1,520,000	-	1,390,000	1069.2%
Subtotal Operating Exp:		\$ 613,552	\$ 63,947	\$ 184,830	\$ 184,830	\$ 50,000	\$ 1,520,000	\$ -	\$ 1,335,170	722.4%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ 613,552	\$ 63,947	\$ 184,830	\$ 184,830	\$ 50,000	\$ 1,520,000	\$ -	\$ 1,335,170	722.4%

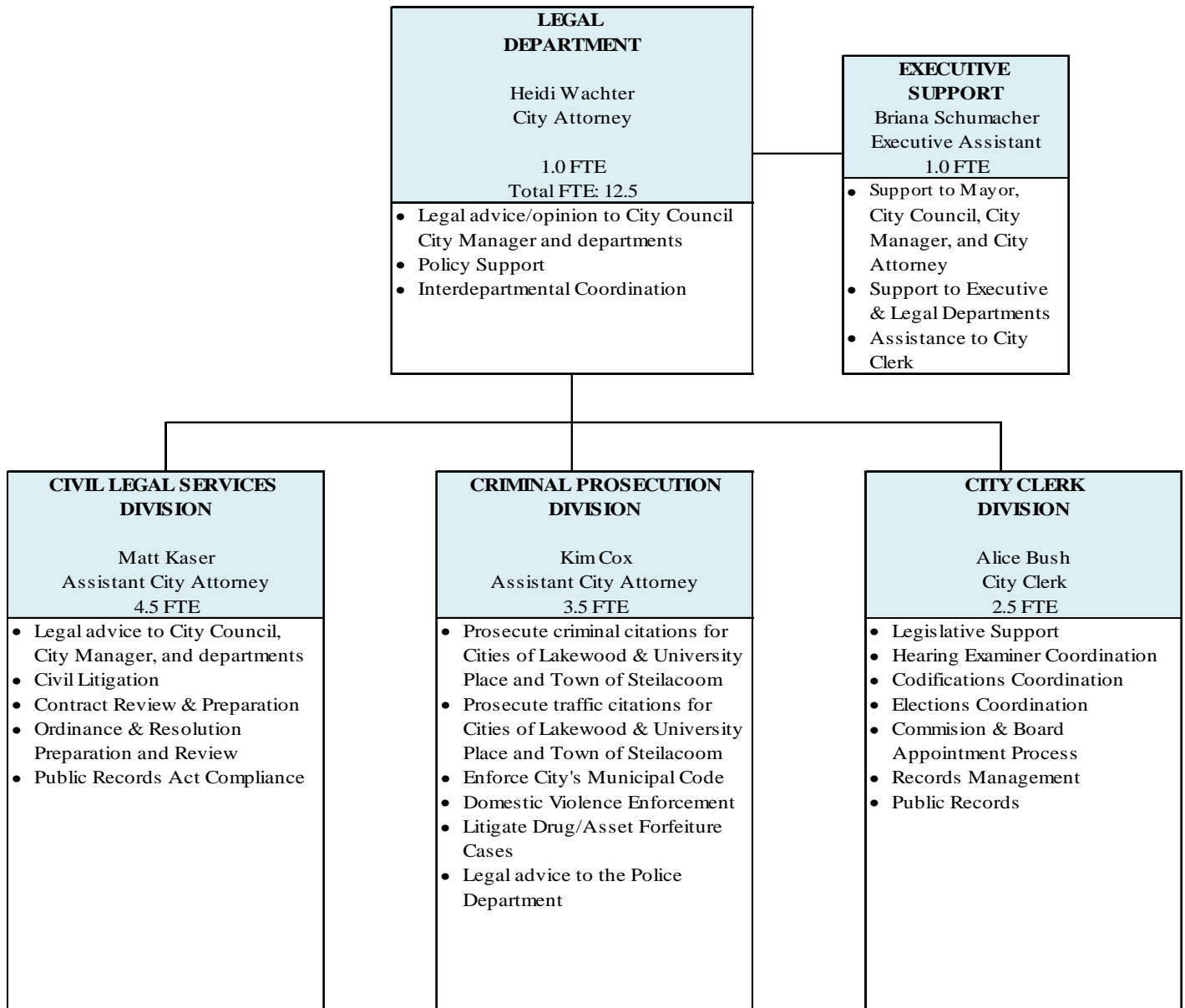
PUBLIC WORKS **SANITARY SEWER CONNECTION CAPITAL**
Responsible Manager: Greg Vigoren, Surface Water Manager

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
	Sewer Availability Charges	\$238,686	\$378,932	\$282,590	\$372,530	\$372,530	\$297,000	\$302,000	\$ (75,530)	-20.3%
	Interest/Miscellaneous	-	489	-	-	-	-	-	-	n/a
	Proceeds from Lien	-	4,196	-	-	-	-	-	-	n/a
Total Revenues:		\$ 238,686	\$ 383,617	\$ 282,590	\$ 372,530	\$ 372,530	\$ 297,000	\$ 302,000	\$ (75,530)	-20.3%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	32,034	12,475	20,310	20,310	20,310	-	-	(20,310)	-100.0%
11.002/4	Overtime	586	6,792	-	-	-	-	-	-	n/a
21.xxx	Benefits	8,957	10,084	22,980	22,980	22,980	-	-	(22,980)	-100.0%
31.xxx	Other Operating Supplies	256	218	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	-	3,884	-	-	-	-	-	-	n/a
41.xxx	Professional Service	-	878	-	-	-	-	-	-	n/a
42.xxx	Communication	905	1,924	1,000	1,000	1,000	-	-	(1,000)	-100.0%
597	Interfund Transfers	876	-	-	-	-	-	-	-	n/a
5x.xxx	Intergovernmental	14,083	8,542	48,000	48,000	48,000	-	-	(48,000)	-100.0%
6x.xxx	Capital	-	-	-	-	157,710	-	-	-	n/a
Subtotal Operating Exp:		\$ 57,697	\$ 44,797	\$ 92,290	\$ 92,290	\$ 250,000	\$ -	\$ -	\$ (92,290)	-100.0%
Total Expenditures:		\$ 57,697	\$ 44,797	\$ 92,290	\$ 92,290	\$ 250,000	\$ -	\$ -	\$ (92,290)	-100.0%



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LEGAL SERVICES DEPARTMENT OVERVIEW

Responsible Manager: *Heidi Wachter, City Attorney*

2013/2014 ACCOMPLISHMENTS

- Implemented iPads for City Council
- Contracted Prosecution – Outsourcing Criminal Prosecution
- Added Town of Steilacoom to Contract Prosecution

LEGAL SERVICES DEPARTMENT OVERVIEW

Responsible Manager: *Heidi Wachter, City Attorney*

2015/2016 ANTICIPATED KEY PROJECTS

Civil

- Adopt and effective social media archiving program
- Assist Finance with complete inventory of claims-related risk

Criminal

- Evaluate and possibly implement the City of Dupont as next contract prosecution city
- Evaluate and possibly implement “paperless” prosecution alongside Municipal Court effort in this regard
- Assist Municipal Court as needed with move to video arraignments

City Clerk

- Fully automate City Council agenda preparation
- Assist Finance with upgrades to City’s purchasing system (such as contract process)
- Automate the agenda process from start to finish, using a work flow application to process agenda items and supporting documents for approval, creating an agenda packet, and publishing it to the web
- Stream live video recordings of City Council meetings and archive the recordings after the meeting
- Implement an electronic document management system for creating, storing, retrieving, and archiving of records in accordance with records retention laws

LEGAL SERVICES DEPARTMENT OVERVIEW

Responsible Manager: *Heidi Wachter, City Attorney*

ADOPTED SERVICE/ PROGRAM CHANGES

Service/ Program	Description & Justification	Change		Year 2015		Year 2016	
		FTE	Fleet/Equip	1-Time	Ongoing	1-Time	Ongoing
Document Management System	Automate the agenda process from start to finish, using a work flow application to process agenda items and supporting documents for approval, creating an agenda packet, and publishing it to the web. City Council meetings could be streamlined live and video recordings during City Council meetings and archived the after the meeting. The capital purchase is accounted for in the Information Technology Fund with a charge back to the Legal Department.	-	-	\$ 90,000	\$ -	\$ 10,000	\$ -
Elections	Transportation Benefit District property tax excess levy to voters for approval (\$30K, one-time in 2015). Primary election & voter pamphlet fees (\$40K/year) and general election pamphlet fees (\$20K/year).	-	-	\$ 30,000	\$ 60,000	\$ -	\$ 60,000
Paralegal	Reduce paralegal position from 1.0 FTE to 0.75 FTE. The position formerly was expected to provide routine paralegal support to the City Attorney and PRA support; now will exclusively provide PRA support.	(0.25)	-	\$ -	\$ (22,512)	\$ -	\$ (24,398)
Senior Office Assistant	Eliminate senior office assistant due to realignment of duties and functions for greater efficiency.	(1.00)	-	\$ -	\$ (73,240)	\$ -	\$ (78,120)
Office Assistant - 1st Floor Customer Service	Move existing Office Assistant to Legal Department due to city-wide realignment and consolidation of Administrative Assistants, Senior Office Assistant, and Office Assistants. This Office Assistant will provide customer service on the first floor.	1.00	-	\$ -	\$ 62,600	\$ -	\$ 62,600
Office Assistant - 1st Floor Customer Service	Move existing Office Assistant to Legal Department due to city-wide realignment and consolidation of Administrative Assistants, Senior Office Assistant, and Office Assistants. This Office Assistant will provide customer service on the first floor.	1.00	-	\$ -	\$ 56,490	\$ -	\$ 61,560
Total		0.75	-	\$ 120,000	\$ 83,338	\$ 10,000	\$ 81,642

LEGAL SERVICES DEPARTMENT OVERVIEWResponsible Manager: *Heidi Wachter, City Attorney***DEPARTMENT POSITION INVENTORY**

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
City Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00	72
Assistant City Attorney	2.00	2.00	2.00	2.00	2.00	2.00	2.00	52
City Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00	49
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	32
Paralegal	2.75	2.75	2.75	2.75	2.75	2.50	2.50	32
Senior Office Assistant	2.50	2.50	2.50	2.50	2.50	1.50	1.50	18
Office Assistant	1.73	1.73	1.73	1.73	1.73	3.50	3.50	12
Total Regular Staffing	11.98	11.98	11.98	11.98	11.98	12.50	12.50	
<i>Change from prior year</i>	n/a	-	-	-	-	0.52	-	

Position Title	Group	FTE	2015			2016		
			Salary	Benefits	2015 Total	Salary	Benefits	2016 Total
Executive Assistant	Non-Rep	1.00	\$ 53,030	\$ 26,650	\$ 79,680	\$ 54,660	\$ 27,950	\$ 82,610
City Clerk	Non-Rep	1.00	90,550	31,840	122,390	93,290	33,180	126,470
Office Assistant	AFSCME	1.00	48,260	18,260	66,520	51,700	19,440	71,140
City Attorney	Non-Rep	1.00	137,160	53,440	190,600	141,260	55,140	196,400
Assistant City Attorney	Non-Rep	1.00	98,880	27,120	126,000	101,860	28,190	130,050
Assistant City Attorney	Non-Rep	1.00	82,730	34,580	117,310	85,220	36,060	121,280
Paralegal	AFSCME	1.00	71,690	22,010	93,700	76,800	23,490	100,290
Paralegal	AFSCME	0.75	44,780	14,350	59,130	50,530	15,680	66,210
Paralegal	AFSCME	0.75	49,610	9,710	59,320	51,500	10,150	61,650
Senior Office Assistant	AFSCME	1.00	48,850	30,150	79,000	54,310	32,290	86,600
Senior Office Assistant	AFSCME	0.50	25,730	4,620	30,350	26,690	4,820	31,510
Office Assistant	AFSCME	1.00	40,440	16,050	56,490	44,360	17,200	61,560
Office Assistant	AFSCME	1.00	39,540	23,060	62,600	44,130	24,740	68,870
Office Assistant	AFSCME	0.50	21,470	3,570	25,040	22,560	3,780	26,340
Total Legal		12.50	\$ 852,720	\$ 315,410	\$ 1,168,130	\$ 898,870	\$ 332,110	\$ 1,230,980

LEGAL SERVICES DEPARTMENT OVERVIEW

Responsible Manager: *Heidi Wachter, City Attorney*

PURPOSE & DESCRIPTION

The Legal Services Department is divided into three divisions: Civil Legal Services, Criminal Prosecution Services, and City Clerk. The Civil Legal Services Division provides legal advice to the City Council, the City Manager and other City Departments as well as various boards and commissions to ensure legally sound decisions in developing and carrying out city policies; prepares ordinances, resolutions and related documents needed to carry out City policies, and City Council decisions and initiates or defends lawsuits directly or by coordinating with the insurance defense counsel. The Criminal Prosecution Services Division prosecutes all violations of City criminal and traffic ordinances, including building and zoning code violations on behalf of the City of Lakewood and University Place and the Town of Steilacoom. The City Clerk Division is designated as the Public Records Officer for the City and provides legislative and administrative support to the City Council; is responsible for information management to include contracts, public records, retention, disclosure of public records and disposition; and administrative procedure, including public notice, bidding, and procedure related to administrative appeals.

GOALS/OBJECTIVES

- Provide legal services consistent with the highest professional and ethical standards to the City, with the goal of protecting and advancing the City's interest in protecting and serving the citizens of Lakewood.

DEPARTMENT SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	General Government	\$1,407,092	\$1,257,099	\$1,408,700	\$1,348,978	\$1,348,978	\$1,686,960	\$1,641,370	\$ 337,982	25.1%
Total Revenue		\$ 1,407,092	\$ 1,257,099	\$ 1,408,700	\$ 1,348,978	\$ 1,348,978	\$ 1,686,960	\$ 1,641,370	\$ 337,982	25.1%
<i>General Fund Operating Expenditure Summary:</i>										
	Civil Legal Services	1,186,677	991,955	1,215,790	1,134,859	1,134,859	729,280	764,290	(405,579)	-35.7%
	Criminal Prosecution	-	-	-	-	-	458,060	477,620	458,060	n/a
	City Clerk	220,415	257,481	192,910	192,910	192,910	379,620	389,460	186,710	96.8%
Subtotal Operating Exp		\$ 1,407,092	\$ 1,249,436	\$ 1,408,700	\$ 1,327,769	\$ 1,327,769	\$ 1,566,960	\$ 1,631,370	\$ 239,191	18.0%
<i>General Fund 1-Time Expenditure Summary:</i>										
	Civil Legal Services	-	-	-	19,590	19,590	-	-	(19,590)	-100.0%
	City Clerk	-	7,663	-	1,619	1,619	120,000	10,000	118,381	7312.0%
Subtotal 1-Time Exp		\$ -	\$ 7,663	\$ -	\$ 21,209	\$ 21,209	\$ 120,000	\$ 10,000	\$ 98,791	465.8%
Total Expenditures		\$ 1,407,092	\$ 1,257,099	\$ 1,408,700	\$ 1,348,978	\$ 1,348,978	\$ 1,686,960	\$ 1,641,370	\$ 337,982	25.1%

LEGAL SERVICES DEPARTMENT OVERVIEWResponsible Manager: *Heidi Wachter, City Attorney***HIGHLIGHTS / CHANGES**

The adopted operating budget totals \$1,566,960 in 2015 and \$1,631,360 in 2016. The 2015 adopted budget is a \$239,191 or 18.0% increase from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Salaries & Wages increased by \$145,671 or 20.6% due primarily to the realignment of two office assistants to the Legal Department that will oversee the first floor customer service counter and provide pooled office assistant work.
- Benefits increased by \$18,740 or 6.3% due to primarily to higher medical benefits as well as realignment of two office assistants to the Legal Department.
- Professional Services increased by \$16,500 or 8.0% due to increased fees and labor attorney costs.
- Communications decreased by \$4,500 or 100% due to moving the budget to the Information Technology internal service fund. There is an offsetting increase in IS Charges-M&O.
- Advertising increased by \$3,000 or 120% due to realignment to reflect 2013 actual activity.
- Intergovernmental increased by \$59,800 or 82.8% due to election costs.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	General Government	\$ 1,407,092	\$1,257,099	\$1,408,700	\$1,348,978	\$1,348,978	\$1,686,960	\$1,641,370	337,982	25.1%
Total Revenues:		\$ 1,407,092	\$ 1,257,099	\$ 1,408,700	\$ 1,348,978	\$ 1,348,978	\$ 1,686,960	\$ 1,641,370	\$ 337,982	25.1%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	800,429	665,985	787,980	707,049	707,049	852,720	898,870	145,671	20.6%
11.002/4	Overtime	387	-	-	-	-	-	-	-	n/a
21.xxx	Benefits	317,426	248,693	296,670	296,670	296,670	315,410	332,120	18,740	6.3%
31.xxx	Other Operating Supplies	10,955	5,433	5,000	5,000	5,000	5,000	5,000	-	0.0%
31.003/00	Office Forms & Publicatio	6,580	5,438	3,000	3,000	3,000	-	-	(3,000)	-100.0%
31.005	Meeting Food & Beverage	1,454	449	1,100	1,100	1,100	260	260	(840)	-76.4%
35.xxx	Small Tools/Minor Equip	201	314	2,000	2,000	2,000	1,500	1,500	(500)	-25.0%
41.xxx	Professional Service	150,659	156,769	207,500	207,500	207,500	224,000	224,000	16,500	8.0%
42.xxx	Communication	3,015	4,744	4,500	4,500	4,500	-	-	(4,500)	-100.0%
43/49.003	Travel & Training	13,136	12,268	13,300	13,300	13,300	14,210	15,760	910	6.8%
44.xxx	Advertising	3,256	5,128	2,500	2,500	2,500	5,500	5,500	3,000	120.0%
48.xxx	Repairs & Maintenance	-	-	600	600	600	-	-	(600)	-100.0%
49.001	Membership Dues	3,994	2,778	4,600	4,600	4,600	4,110	4,110	(490)	-10.7%
49.xxx	Other Charges & Services	6,885	7,326	7,750	7,750	7,750	500	500	(7,250)	-93.5%
5x.xxx	Intergovernmental	88,715	134,111	72,200	72,200	72,200	132,000	132,000	59,800	82.8%
9x.xxx	IS Charges - M&O	-	-	-	-	-	11,750	11,750	11,750	n/a
Subtotal Operating Exp:		\$ 1,407,092	\$ 1,249,436	\$ 1,408,700	\$ 1,327,769	\$ 1,327,769	\$ 1,566,960	\$ 1,631,370	\$ 239,191	18.0%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	7,663	-	21,209	21,209	120,000	10,000	98,791	465.8%
Subtotal One-time Exp:		\$ -	\$ 7,663	\$ -	\$ 21,209	\$ 21,209	\$ 120,000	\$ 10,000	\$ 98,791	465.8%
Total Expenditures:		\$ 1,407,092	\$ 1,257,099	\$ 1,408,700	\$ 1,348,978	\$ 1,348,978	\$ 1,686,960	\$ 1,641,370	\$ 337,982	25.1%

LEGAL SERVICES **CIVIL LEGAL SERVICES**

Responsible Manager: *Matt Kaser, Assistant City Attorney*

PURPOSE/DESCRIPTION

The Civil Legal Services Division provides legal advice to the City Council, the City Manager and other City Departments as well as various Boards and Commissions to ensure legally sound decisions in developing and carrying out City policies; prepares ordinances, resolutions and related documents needed to carry out City policies; reviews and updates franchise agreements; and initiates or defends lawsuits directly or by coordinating with insurance defense counsel through Washing Cities Insurance Authority (WCIA). WCIA provides predefense services and legal training at no cost. The Civil Legal Services division represents the City in all administrative proceedings such as code enforcement, drug forfeiture, nuisance and abatement cases. These matters originate from the Community Resource Safety Team, Community and Economic Development, and Police Departments.

GOAL/OBJECTIVES

- Provide timely and useful legal advice for routine departmental functions.
- Assist with high profile projects such as labor negotiations, major code revision, and application for new legal requirements
- Process routine documents such as contracts, resolutions, and ordinances

PERFORMANCE MEASURES

Measure	Target	2013	2014
# of contracts drafted/reviewed	tbd	n/a	n/a
# of ordinances/resolutions drafted	tbd	n/a	n/a
# of litigation matters	tbd	n/a	n/a
# of days on average to process a contract	tbd	n/a	n/a
% of assignments returned to Legal fo additional work	tbd	n/a	n/a
% of Ordinance/Resolutions submitted timely	tbd	n/a	n/a
Average time cases spend in litigation	tbd	n/a	n/a
% of claims resolved in advance of litigation	tbd	n/a	n/a
% of litigation cases resolved in advance of trail	tbd	n/a	n/a

Performance Measures were developed for the first time as part of the 2015/2016 Biennial Budget Process, therefore data is not readily available.

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
City Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00	68
Assistant City Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00	52
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	32
Paralegal	1.75	1.75	1.75	1.75	1.75	1.50	1.50	32
Office Assistant	-	-	-	-	-	2.00	2.00	12
Total Regular Staffing	4.75	4.75	4.75	4.75	4.75	6.50	6.50	
<i>Change from prior year</i>	n/a	-	-	-	-	1.75	-	

LEGAL SERVICES CIVIL LEGAL SERVICESResponsible Manager: *Matt Kaser, Assistant City Attorney***HIGHLIGHTS / CHANGES**

In 2014 and years prior, Civil Legal Services and Criminal Prosecution Services was accounted for under the general Legal Department Budget. Beginning with the 2015/2016 Biennial Budget, the two divisions – Civil Legal Services and Criminal Prosecution Services – are being accounted for as separate divisions. The Civil Legal Services table below includes Criminal Prosecution Services for years 2012 through 2014.

The adopted operating budget totals \$729,280 in 2015 and \$764,280 in 2016. The 2015 adopted budget is a \$405,579 or 35.7% decrease from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- The majority of decreases are due primarily to moving a portion of the budget to the newly created Criminal prosecution Division.
- Communications decreased by \$4,500 or 100% due to moving the budget to the Information Technology internal service fund. There is an offsetting increase in IS Charges-M&O.

EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	General Government	\$1,186,677	\$991,955	\$1,215,790	\$1,154,449	\$1,154,449	\$729,280	\$764,290	\$ (425,169)	-36.8%
Total Revenues:		\$ 1,186,677	\$ 991,955	\$ 1,215,790	\$ 1,154,449	\$ 1,154,449	\$ 729,280	\$ 764,290	\$ (425,169)	-36.8%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	703,595	578,061	700,060	619,129	619,129	449,100	473,470	(170,029)	-27.5%
11.002/4	Overtime	387	-	-	-	-	-	-	-	n/a
21.xxx	Benefits	284,555	217,415	264,380	264,380	264,380	176,030	185,120	(88,350)	-33.4%
31.xxx	Other Operating Supplies	10,955	5,433	5,000	5,000	5,000	2,500	2,500	(2,500)	-50.0%
31.003/00	Office Forms/Publications	6,580	5,438	3,000	3,000	3,000	-	-	(3,000)	-100.0%
31.005	Meeting Food & Beverage	1,444	449	1,100	1,100	1,100	120	120	(980)	-89.1%
35.xxx	Small Tools/Minor Equip	201	314	2,000	2,000	2,000	1,500	1,500	(500)	-25.0%
41.xxx	Professional Service	150,659	156,544	207,500	207,500	207,500	74,000	74,000	(133,500)	-64.3%
42.xxx	Communication	3,015	4,744	4,500	4,500	4,500	-	-	(4,500)	-100.0%
43/49.003	Travel & Training	13,135	12,268	13,300	13,300	13,300	9,780	11,330	(3,520)	-26.5%
48.xxx	Repairs & Maintenance	-	-	600	600	600	-	-	(600)	-100.0%
49.001	Membership Dues	3,894	2,778	4,600	4,600	4,600	2,200	2,200	(2,400)	-52.2%
49.xxx	Other Charges & Services	6,885	7,326	7,750	7,750	7,750	500	500	(7,250)	-93.5%
5x.xxx	Intergovernmental	1,372	1,185	2,000	2,000	2,000	1,800	1,800	(200)	-10.0%
9x.xxx	IS Charges - M&O	-	-	-	-	-	11,750	11,750	11,750	n/a
Subtotal Operating Exp:		\$ 1,186,677	\$ 991,955	\$ 1,215,790	\$ 1,134,859	\$ 1,134,859	\$ 729,280	\$ 764,290	\$ (405,579)	-35.7%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	-	-	19,590	19,590	-	-	(19,590)	-100.0%
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ 19,590	\$ 19,590	\$ -	\$ -	\$ (19,590)	-100.0%
Total Expenditures:		\$ 1,186,677	\$ 991,955	\$ 1,215,790	\$ 1,154,449	\$ 1,154,449	\$ 729,280	\$ 764,290	\$ (425,169)	-36.8%

LEGAL SERVICES **CRIMINAL PROSECUTION SERVICES**

Responsible Manager: *Kim Cox, Assistant City Attorney*

PURPOSE/DESCRIPTION

The Criminal Prosecution Services Division prosecutes all violations of City criminal and traffic ordinances, including building and zoning code violations for the Cities of Lakewood and University Place and the Town of Steilacoom. Prosecution services are provided by an in-house prosecuting attorney who oversees prosecution services contracts.

GOAL/OBJECTIVES

- Provide competent and cost-effective prosecution services to Lakewood and its clients
- Make appropriate case load management recommendations
- Provide timely discovery to opposing counsel and appropriate levels of support to contract or in-house counsel
- Continue providing legal updates and any appropriate training to law enforcement officers
- Continue to work with community partners to respond to the needs of domestic violence victims living within our community
- Provide timely responsive pleadings in response to motions and appeals
- Support Municipal Court paperless system and video arraignment
- Address public defender challenges and contract cities

PERFORMANCE MEASURES

Measure	Target	2013	2014
% of cases disposed of in accordance with departmental standards	tbd	n/a	n/a
# of infraction cases appeared on	tbd	n/a	n/a
# of criminal citation cases filed	tbd	n/a	n/a
# days on average from incident to closing	tbd	n/a	n/a

Performance Measures were developed for the first time as part of the 2015/2016 Biennial Budget Process, therefore data is not readily available.

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Assistant City Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00	52
Paralegal	1.00	1.00	1.00	1.00	1.00	1.00	1.00	32
Senior Office Assistant	2.00	2.00	2.00	2.00	2.00	1.00	1.00	18
Office Assistant	0.73	0.73	0.73	0.73	0.73	0.50	0.50	12
Total Regular Staffing	4.73	4.73	4.73	4.73	4.73	3.50	3.50	
<i>Change from prior year</i>	n/a	-	-	-	-	(1.23)	-	

LEGAL SERVICES **CRIMINAL PROSECUTION SERVICES**

Responsible Manager: *Kim Cox, Assistant City Attorney*

HIGHLIGHTS / CHANGES

The adopted operating budget totals \$458,060 in 2015 and \$477,060 in 2016. Prior to this newly created division, Criminal Prosecution Services was accounted for under the general Legal Department Budget. Beginning with the 2015/2016 Biennial Budget, the two divisions – Civil Legal Services and Criminal Prosecution Services – are being accounted for as separate divisions.

EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$458,060	\$477,620	\$ 458,060	n/a
Total Revenues:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 458,060	\$ 477,620	\$ 458,060	n/a
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	-	-	-	-	-	240,880	255,530	240,880	n/a
21.xxx	Benefits	-	-	-	-	-	82,850	87,760	82,850	n/a
31.xxx	Other Operating Supplies	-	-	-	-	-	1,250	1,250	1,250	n/a
41.xxx	Professional Service	-	-	-	-	-	130,000	130,000	130,000	n/a
43/49.003	Travel & Training	-	-	-	-	-	1,780	1,780	1,780	n/a
49.001	Membership Dues	-	-	-	-	-	1,300	1,300	1,300	n/a
Subtotal Operating Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 458,060	\$ 477,620	\$ 458,060	n/a
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 458,060	\$ 477,620	\$ 458,060	n/a

LEGAL SERVICES **CITY CLERK**

Responsible Manager: *Alice Bush, City Clerk*

PURPOSE/DESCRIPTION

The City Clerk Division: is designated as the Public Records Officer and provides legislative and administrative support to the City Council; is responsible for all aspects of information management to include contracts, public records, retention, disclosure of public records and disposition; and all aspects of administrative procedure, including public notice, bidding, administrative appeals, and representing the City in administrative hearings.

GOAL/OBJECTIVES

- Implement automated City Council agenda work flow and document management system
- Ensure smooth proceedings of the City Council public meeting
- Ensure broad and fair citizen advisory commission/committee recruitment process
- Provide timely and responsive service to the public, Mayor, City Council, City Manager and departments
- Improve access to public records through good records management and use of technology
- Effectively coordinate hearing examiner process and ensure timely issuance of opinion

PERFORMANCE MEASURES

Measure	Target	2013	2014
# of public/legal notices prepared and published	tbd	n/a	n/a
# of ordinances/resolutions processed	tbd	n/a	n/a
# of City agreements proccessed	tbd	n/a	n/a
% of agenda packets delivered to City Council 3 days prior to meeting	tbd	n/a	n/a
# of days on average for contract review	tbd	n/a	n/a
# of days on average for PRA response	tbd	n/a	n/a
# of days on average for preparation of minutes	tbd	n/a	n/a

Performance Measures were developed for the first time as part of the 2015/2016 Biennial Budget Process, therefore data is not readily available.

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
City Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00	49
Senior Office Assistant	0.50	0.50	0.50	0.50	0.50	0.50	0.50	18
Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	12
Total Regular Staffing	2.50	2.50	2.50	2.50	2.50	2.50	2.50	
<i>Change from prior year</i>	n/a	-	-	-	-	-	-	

LEGAL SERVICES **CITY CLERK**

Responsible Manager: *Alice Bush, City Clerk*

HIGHLIGHTS / CHANGES

The adopted operating budget totals \$379,620 in 2015 and \$389,460 in 2016. The 2015 adopted budget is a \$186,710 or 96.8% increase from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

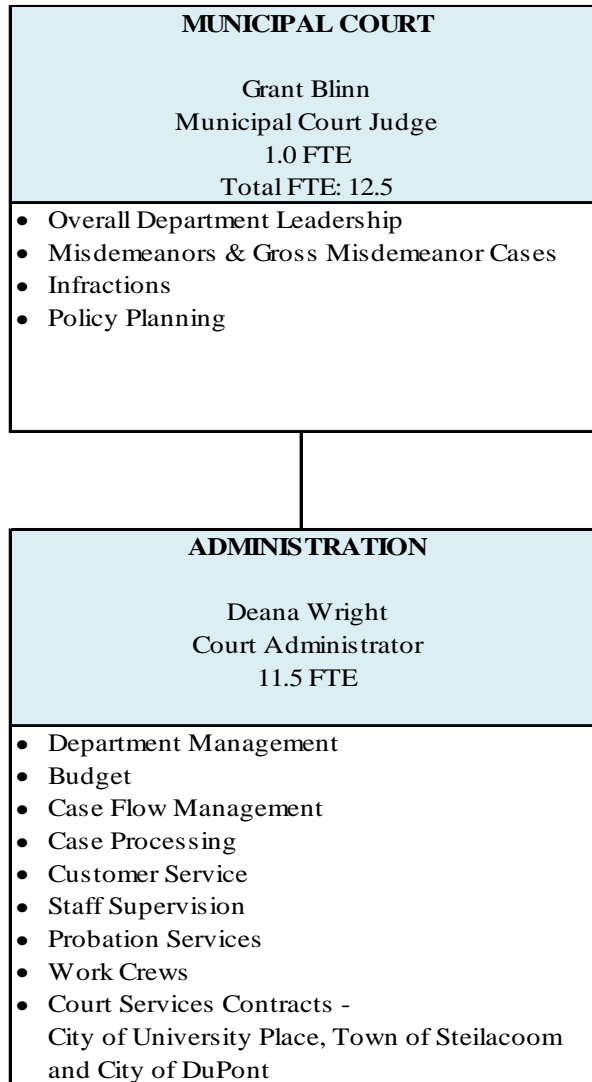
- Salaries & Wages and benefits increased due primarily to moving the budget for Office Assistant 1.5 FTEs from Civil Legal Services to City Clerk.
- Professional Services increased by \$20,000 due to Access Records Management costs.
- Travel & Training increased by \$2,650 due to attending the WMCA and ARMA annual conferences.
- Advertising increased by \$3,000 or 120% due to realignment with actual historical advertising costs.
- Intergovernmental increased by \$60,000 or 85.5% due to increase in election costs.

EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	General Government	\$ 220,415	\$265,144	\$192,910	\$194,529	\$194,529	\$499,620	\$399,460	\$ 305,091	156.8%
Total Revenues:		\$ 220,415	\$ 265,144	\$ 192,910	\$ 194,529	\$ 194,529	\$ 499,620	\$ 399,460	\$ 305,091	156.8%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	96,834	87,924	87,920	87,920	87,920	162,740	169,870	74,820	85.1%
21.xxx	Benefits	32,871	31,278	32,290	32,290	32,290	56,530	59,240	24,240	75.1%
31.xxx	Other Operating Supplies	-	-	-	-	-	1,250	1,250	1,250	n/a
31.005	Meeting Food & Beverage	10					140	140	140	n/a
41.xxx	Professional Service	-	225	-	-	-	20,000	20,000	20,000	n/a
43/49.003	Travel & Training	1	-	-	-	-	2,650	2,650	2,650	n/a
44.xxx	Advertising	3,256	5,128	2,500	2,500	2,500	5,500	5,500	3,000	120.0%
49.001	Membership Dues	100	-	-	-	-	610	610	610	n/a
5x.xxx	Intergovernmental	87,343	132,926	70,200	70,200	70,200	130,200	130,200	60,000	85.5%
Subtotal Operating Exp:		\$ 220,415	\$ 257,481	\$ 192,910	\$ 192,910	\$ 192,910	\$ 379,620	\$ 389,460	\$ 186,710	96.8%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	7,663	-	1,619	1,619	-	-	(1,619)	-100.0%
	Election Cost	-	-	-	-	-	30,000	-	30,000	
	IS Charge - Records Mgmt	-	-	-	-	-	90,000	10,000	90,000	n/a
Subtotal One-time Exp:		\$ -	\$ 7,663	\$ -	\$ 1,619	\$ 1,619	\$ 120,000	\$ 10,000	\$ 118,381	7312.0%
Total Expenditures:		\$ 220,415	\$ 265,144	\$ 192,910	\$ 194,529	\$ 194,529	\$ 499,620	\$ 399,460	\$ 305,091	156.8%



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MUNICIPAL COURT

Responsible Manager: *Grant Blinn, Municipal Court Judge*

2013/2014 ACCOMPLISHMENTS

- Recruited a new Judge for 2014-2017
- Conducted Municipal Court road tour presentation
- Continued staff development to stay abreast of changing laws and sentencing guidelines
- Reduced interpreter costs by 35% (\$20K minimum for 2014)
- Implemented collection of probation fees monthly (\$16.5K in 2013)
- Began Nisqually Jail contract/transport realizing savings of \$384K in 2013 with an anticipated increase for 2014 (in Police budget)
- Managed department without Court Operations Supervisor from March –December of 2014 saving over \$50k
- Revamped Court’s webpage and links to assist court clientele
- Expanded Pro Tem list in numbers and diversity
- Initiated review of Video Arraignments
- Evaluated on-line chat program with court website

2015/2016 ANTICIPATED KEY PROJECTS

- Enter into additional contract for court services
- Continue employee development to stay abreast of changing laws and sentencing guidelines
- Renew contracts for Court Services with Town of Steilacoom and City of University Place
- Continue alternative sentencing programs such as Work Crew and Electronic Home Monitoring
- Adopt Public Defense Standards in regards to case weighting
- Contract with Dynamic Collections for a higher return percentage on collection accounts
- Add Google Translate on the Municipal Court web page
- Evaluate and implement paperless system (in coordination with Police, Legal, and Information Technology)

MUNICIPAL COURT
Responsible Manager: *Grant Blinn, Municipal Court Judge*

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Municipal Court Judge	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1
Court Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	52
Court Operations Supervisor	1.00	1.00	1.00	1.00	-	-	-	35
Work Crews Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	30
Court Compliance Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00	30
Probation Counselor	1.00	1.00	1.00	1.00	1.00	-	-	30
Senior Court Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00	28
Court Specialist II	2.00	2.00	2.00	2.00	2.00	2.00	2.00	18
Court Specialist I	5.00	5.00	5.00	5.00	5.00	4.50	4.50	14
Office Assistant	2.00	2.00	2.00	2.00	2.00	-	-	12
Total Regular Staffing	16.75	16.75	16.75	17.00	16.00	12.50	12.50	
<i>Change from prior year</i>	n/a	-	-	0.25	(1.00)	(3.50)	-	

Position Title	Group	FTE	2015			2016		
			Salary	Benefits	2015 Total	Salary	Benefits	2016 Total
Municipal Court Judge	Non-Rep	1.00	\$ 137,330	\$ 35,160	\$ 172,490	\$ 137,330	\$ 35,720	\$ 173,050
Court Administrator	Non-Rep	1.00	87,700	38,100	125,800	90,340	39,470	129,810
Work Crew Supervisor	AFSCME	1.00	68,930	31,850	100,780	73,850	34,040	107,890
Senior Court Specialist	AFSCME	1.00	64,630	34,660	99,290	70,970	37,000	107,970
Court Compliance Officer	AFSCME	1.00	64,610	35,780	100,390	70,800	38,410	109,210
Court Compliance Officer	AFSCME	1.00	56,690	35,710	92,400	63,270	38,370	101,640
Court Specialist II	AFSCME	1.00	53,210	22,920	76,130	58,230	24,580	82,810
Court Specialist II	AFSCME	1.00	54,360	34,610	88,970	58,220	36,680	94,900
Court Specialist I	AFSCME	1.00	54,100	20,230	74,330	56,260	21,200	77,460
Court Specialist I	AFSCME	1.00	50,210	13,900	64,110	53,780	14,600	68,380
Court Specialist I	AFSCME	1.00	49,970	22,500	72,470	54,750	24,050	78,800
Court Specialist I	AFSCME	0.50	24,490	5,960	30,450	26,240	6,320	32,560
Court Specialist I	AFSCME	1.00	48,980	32,300	81,280	52,490	34,210	86,700
Pro Tem Judge	n/a		5,000	-	5,000	5,000	-	5,000
Total Municipal Court		12.50	\$ 820,210	\$ 363,680	\$ 1,183,890	\$ 871,530	\$ 384,650	\$ 1,256,180

MUNICIPAL COURTResponsible Manager: *Grant Blinn, Municipal Court Judge***ADOPTED SERVICE/ PROGRAM CHANGES**

Service/ Program	Description & Justification	Change		Year 2015		Year 2016	
		FTE	Fleet/Equip	1-Time	Ongoing	1-Time	Ongoing
Video Arraignment	1-Time funds of \$50K to purchase software and equipment. Reduces Court transport overtime by \$35K annually (from \$50K to \$15K annually). The capital purchase is accounted for in the Information Technology Fund with a charge back to Municipal Court.	-	-	\$ 50,000	\$ (35,000)	\$ -	\$ (35,000)
Pro Tem Services	Reduce pro tem services due to hiring full-time judge.	-	-	-	(15,000)	-	(15,000)
Interpreter Services	Reduce interpreter services due to streamlining interpreter calendars resulting in greater efficiency, therefore reducing the line item budget by 27% (from \$55K to \$40K).	-	-	-	(15,000)	-	(15,000)
Probation Counselor	Eliminate Probation Counselor and transfer probation duties to the Court Compliance Officers due to the implementation of video hearings. This will allow the Court Compliance Officers to continue screening defendants for court, perform the electronic home monitoring functions, jail transports and allowing for coverage for vacation, training, and sick days and decreasing the use of police officer overtime. Probation functions are essential due to contractual obligations to contract cities/towns for court services.	(1.00)	-	-	(103,188)	-	(106,927)
Court Operations Supervisor	Eliminate Court Operations Supervisor	(1.00)	-	-	(87,560)	-	(90,810)
Court Specialist I	Reduce Court Specialist I by 0.50 FTE (from 1.0 FTE to 0.50 FTE)	(0.50)	-	-	(30,453)	-	(32,566)
Office Assistant	Eliminate Office Assistant	(1.00)	-	-	(62,600)	-	(68,870)
Office Assistant	Eliminate Office Assistant	(1.00)	-	-	(56,490)	-	(61,560)
	Total	(4.50)	-	\$ 50,000	\$ (405,291)	\$ -	\$ (425,733)

MUNICIPAL COURT
Responsible Manager: Grant Blinn, Municipal Court Judge

PURPOSE & DESCRIPTION

The Municipal Court is a court of limited jurisdiction that handles traffic infractions, traffic citations, and criminal citations issued in the City of Lakewood. The Municipal Court provides court services on a contract basis to the City of University Place and Town of Steilacoom. Programs of the Municipal Court include: Municipal Court road tour; transportation of defendants to court for pending hearings; electronic home monitoring (EHM); community service work crew program; alternative jails; probation; and video arraignment at Nisqually Corrections.

GOALS/OBJECTIVES

- Dispense fair, equitable justice to deter crime and to safeguard the community
- Ensure compliance with laws set forth by the City, State and Constitution
- Effectively monitor defendants to confirm compliance with court ordered conditions

PERFORMANCE MEASURES

Measure	Target	2013	2014
# of community group road tours per year	tbd	0	8
# of incidents with offenders involving risk management	tbd	n/a	n/a
# of work crews hours performed annually in lieu of jail	tbd	6,408	6,500
Cost saved in booking fees plus daily costs by using alternative corrections facilities	tbd	172,812	200,000
Cost saved in booking fees plus daily costs by using alternative sentencing	tbd	319,268	n/a
Cost savings from reduced number of court transports	tbd	0	20,000
Reduction of paper used by transitioning to paperless system	tbd	n/a	n/a

Performance Measures were developed for the first time as part of the 2015/2016 Biennial Budget Process, therefore not all data is readily available.

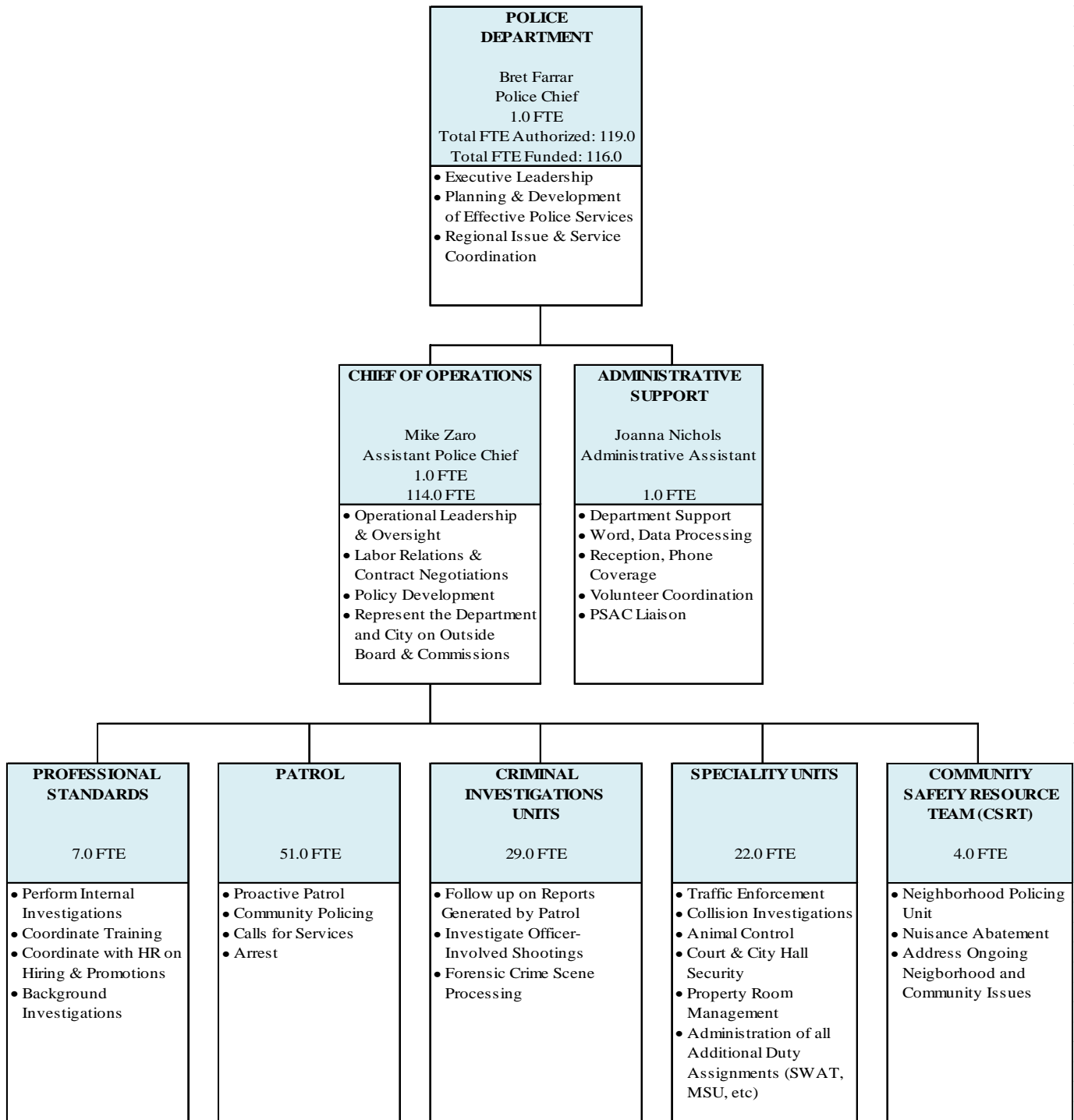
MUNICIPAL COURT**Responsible Manager: Grant Blinn, Municipal Court Judge****HIGHLIGHTS / CHANGES**

The adopted operating budget totals \$1,735,640 in 2015 and \$1,807,930 in 2016. The 2015 adopted budget is a \$124,931 or 6.4% decrease from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Salaries & Wages decreased by \$50,531 or 5.8% due primarily to the elimination of two office assistant (2.0FTE), the elimination of the probation counselor (1.0FTE), and reduction of the court specialist I (0.50FTE) offset by accounting for a court specialist I in the Municipal Court budget whereas it was previously accounted for in the Police budget. The court operations supervisor budget was reduced in 2014 while the position was vacant.
- Overtime decreased by \$34,995 or 69.5% due to reducing court transport as a result video arraignment.
- Benefits decreased by \$25,675 or 6.6% due to increases in medical premiums as well position eliminations.
- Fuel decreased by \$12,000 or 100% due to moving the budget to the Fleet & Equipment internal service fund. There is an offsetting increase in IS Charges – M&O.
- Professional Services decreased by \$32,500 or 7.6% due to a reduction in pro-tem services with the new judge as well as moving the pro-tem judges to salary & wages line items as required per IRS regulations.
- Repairs & Maintenance decreased by \$5,000 or 100% due to moving the budget to the Fleet & Equipment internal service fund. There is an offsetting increase in IS Charges – M&O.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	Fines & Forfeitures	\$ 1,596,299	\$ 1,514,628	\$ 1,488,910	\$ 1,488,910	\$ 1,549,103	\$ 1,444,100	\$ 1,444,100	\$ (44,810)	-3.0%
001	Court Transport-Univ Place	15,290	13,915	14,000	14,000	14,000	14,000	14,000	-	0.0%
001	Court Transport-Steilacoom	-	-	-	-	800	-	-	-	n/a
001	Contract Rev-Univ Place	225,000	225,000	225,000	225,000	225,000	171,002	171,002	(53,998)	-24.0%
001	Contract Rev-Steilacoom	-	7,500	-	-	10,000	99,349	99,349	99,349	n/a
001	Contract Rev-DuPont	-	-	-	-	-	85,121	85,121	85,121	n/a
001	General Government	\$ (157,469)	\$ (5,781)	\$ 10,280	\$ 179,480	\$ 45,987	\$ (27,932)	\$ (5,642)	(207,412)	-115.6%
Total Revenues:		\$ 1,679,120	\$ 1,755,262	\$ 1,738,190	\$ 1,907,390	\$ 1,844,890	\$ 1,785,640	\$ 1,807,930	\$ (121,750)	-6.4%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	828,505	849,187	884,210	870,741	855,741	820,210	871,530	(50,531)	-5.8%
11.002/4	Overtime	56,618	70,098	-	50,325	50,325	15,330	15,330	(34,995)	-69.5%
21.xxx	Benefits	375,115	401,726	403,830	389,355	387,855	363,680	384,650	(25,675)	-6.6%
31.xxx	Office Supplies	7,829	8,377	11,750	11,750	11,750	11,750	11,750	-	0.0%
31.003	Office Forms & Publications	8,776	6,716	10,000	10,000	8,000	10,000	10,000	-	0.0%
31.005	Meeting Food & Beverage	84	38	100	100	100	-	-	(100)	-100.0%
31.008	Clothing/Uniform	2,107	1,781	800	800	800	800	800	-	0.0%
32.xxx	Fuel	2,144	6,967	12,000	12,000	4,500	-	-	(12,000)	-100.0%
35.xxx	Small Tools/Minor Equip	2,327	14,606	7,300	7,300	7,300	750	750	(6,550)	-89.7%
41.xxx	Professional Service	315,983	302,723	327,500	427,500	407,500	395,000	395,000	(32,500)	-7.6%
42.xxx	Communication	2,442	1,654	1,500	1,500	1,500	-	-	(1,500)	-100.0%
43/49.003	Travel & Training	2,772	3,133	3,000	3,000	3,000	3,000	3,000	-	0.0%
47.xxx	Utilities	1,867	1,711	2,500	2,500	2,500	1,900	1,900	(600)	-24.0%
48.xxx	Repairs & Maintenance	2,925	4,945	5,000	5,000	5,000	-	-	(5,000)	-100.0%
49.001	Membership Dues	454	864	1,100	1,100	1,100	930	930	(170)	-15.5%
49.xxx	Other Charges & Services	69,172	46,697	67,600	67,600	51,100	67,600	67,600	-	0.0%
9x.xxx	IS Charges - M&O	-	-	-	-	-	24,050	24,050	24,050	n/a
9x.xxx	IS Charges - Reserves	-	-	-	-	-	20,640	20,640	20,640	n/a
Subtotal Operating Exp:		\$ 1,679,120	\$ 1,721,223	\$ 1,738,190	\$ 1,860,571	\$ 1,798,071	\$ 1,735,640	\$ 1,807,930	\$ (124,931)	-6.7%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	34,039	-	46,819	46,819	-	-	(46,819)	-100.0%
	Video Arraignment	-	-	-	-	-	50,000	-	50,000	n/a
Subtotal One-time Exp:		\$ -	\$ 34,039	\$ -	\$ 46,819	\$ 46,819	\$ 50,000	\$ -	\$ 3,181	6.8%
Total Expenditures:		\$ 1,679,120	\$ 1,755,262	\$ 1,738,190	\$ 1,907,390	\$ 1,844,890	\$ 1,785,640	\$ 1,807,930	\$ (121,750)	-6.4%



POLICE DEPARTMENT OVERVIEW

Responsible Manager: *Bret Farrar, Police Chief*

2013/2014 ACCOMPLISHMENTS

- Reduced Person Crimes 6.65% in 2013 from 2012
- Reduced Property Crimes 9.31% in 2013 from 2012
- Processed 55,000 calls for service in 2013
- Participated on regional task forces and partnerships
- Hired 3 entry level officers
- Stabilized personnel
- Received accreditation through WASPC

2015/2016 ANTICIPATED KEY PROJECTS

- Expand and refine the Construction Watch Program
 - Expand the program beyond commercial construction projects
 - Provide a more defined process that will help achieve the goal of reducing theft from businesses under construction
 - Communicate and promote the program to the community and how to participate in it.
- Develop Imbedded MHP program
 - Address the growing nationwide issue of dealing appropriately with the mentally ill and homelessness
 - Partner with Greater Lakes Mental Health through a grant (application completed in 2014) and imbed a Mental Health Professional with the Neighborhood Policing Program
 - Respond to and follow up on incidents involving the mentally ill
 - provide more appropriate resources for the mentally ill and to reduce the draw on emergency services (Patrol)
- Conduct public safety cost/benefit analysis
- Practice proactive and regular public safety reporting
- Continue CSRT Program
 - Survey to identify code enforcement violations
 - Initiate a “gateway” enforcement program
 - Initiate a Lakeview/100th Street Enhancement Program
- Continue development of Emergency Preparedness and Disaster Recovery to include: Emergency Management Training, Incident Command System (ICS), Comprehensive Emergency Management Response Team (CERT) training, PC Alert, and Emergency Coordination Center (ECC) location(s)

POLICE DEPARTMENT OVERVIEW

Responsible Manager: *Bret Farrar, Police Chief*

ADOPTED SERVICE/PROGRAM CHANGES

Service/ Program	Description & Justification	Change		Year 2015		Year 2016	
		FTE	Fleet/Equip	1-Time	Ongoing	1-Time	Ongoing
Emergency Management	The EM program impacts the entire City of Lakewood in emergency situations and has been improved to include a full time Coordinator who is shared between the City and West Pierce Fire and Rescue (WPFR). The Coordinator was fully funded by a grant in 2012 and 2013, but the grant funds have been reduced due to implementation of a per capita formula. In 2014, the City entered into an agreement with WPFR to share the cost of the Coordinator contract that was not paid for by the grant. The vehicle, computer and communication equipment for EM was intended to be restricted to EM. After the first grant period in 2012 all funds budgeted in EM were reallocated to pay the city's share of the Coordinator contract with a little left to provide some supplies and minimal training. Best use of the central service funds (\$7,800) would be to return them to EM Professional Services. An additional \$4,290 will be needed to cover the contract cost for the Coordinator in 2015 and an additional \$13,740 must be found in 2016.	-	-	\$ -	\$ 12,090	\$ -	\$ 21,540
Police Vehicle Replacement	Replace 10 vehicles in 2015 and 8 vehicles in 2016. The department has continuous need to replace vehicles and cannot always accurately predict how many due to accidents and other events unknown at the time budget is prepared. This request is based on a predictable schedule but may not cover all the needs of the department in 2015/16. Funding source is accumulated replacement reserves. There is no operational impact since the funding source is accumulated replacement reserves. The capital purchase request is accounted for in the Fleet & Equipment Internal Service Fund.	-	-	\$ -	\$ -	\$ -	\$ -
Fiscal/Grant Specialist	Eliminate Fiscal/Grant Specialist 1.0 FTE. The finance related functions will be absorbed by the Finance Division. The Police Department will utilize federal seizure funds to pay for overtime on an as needed basis for special projects/assignment as they arise.	(1.00)	-	-	(120,300)	-	(124,590)
Office Assistant	Eliminate Office Assistant due to streamlining support functions for greater efficiency.	(1.00)	-	-	(66,460)	-	(71,070)
CSRT Program - Code Enforcement Officers	CRST Program Realignment. Move funding for two Code Enforcement Officers from Community & Economic Development to Police. 3.0 FTEs remain as authorized of which 2.0 FTEs are funded. The Code Enforcement Officers will pair up with the Neighborhood Police Officers for improved coordination and effectiveness.	2.00	-	-	205,600	-	220,123
CSRT Program - Lieutenant	CSRT Program Realignment. Eliminate CSRT Lieutenant 1.0 FTE. Duties will be absorbed by the existing Specialty Units Lieutenant.	(1.00)	-	-	(153,130)	-	(155,640)
CSRT Program - Community Service Officer	CRST Program Realignment. Eliminate one Community Service Officer (CSO). 5.0 FTEs remain authorized of which 4 FTEs are funded.	(1.00)	-	-	(77,400)	-	(78,260)
Jail Services	Reduce Jail Services Contract payments due to using primarily Nisqually Jail which provides a lower cost and higher level of service to the City.	-	-	-	(300,000)	-	(300,000)
Personnel Cost Savings	Reassignment of investigative personnel to patrol for salary/benefit and overtime reduction. The savings is based on how long it takes to hire a police officer.	-	-	-	(240,000)	-	(240,000)
Total		(2.00)	-	\$ -	\$ (739,600)	\$ -	\$ (727,897)

POLICE DEPARTMENT OVERVIEW

Responsible Manager: *Bret Farrar, Police Chief*

DEPARTMENT POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Commissioned	101.00	101.00	101.00	101.00	101.00	100.00	100.00	
Police Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00	72
Assistant Polic Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00	67
Lieutenant *	5.00	5.00	5.00	5.00	5.00	4.00	4.00	lt
Sergeant	14.00	14.00	14.00	14.00	14.00	14.00	14.00	sgt
Detective	11.00	11.00	11.00	11.00	11.00	11.00	11.00	det
Police Officer	69.00	69.00	69.00	69.00	69.00	69.00	69.00	po1
Limited Commission	7.00	7.00	7.00	7.00	7.00	6.00	6.00	
Community Service Officer *	5.00	5.00	5.00	5.00	5.00	4.00	4.00	cso
Senior Animal Control Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	25
Animal Control Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	23
Non-Commissioned	10.00	10.00	10.00	10.00	10.00	10.00	10.00	
Fiscal and Grants Specialist	1.00	1.00	1.00	1.00	1.00	-	-	40
Property Room Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	35
Crime Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00	33
Code Enforcement Officer *	-	-	-	-	-	2.00	2.00	33
Administrative Assistant	2.00	2.00	2.00	2.00	2.00	2.00	2.00	25
Evidence Custodian	2.00	2.00	2.00	2.00	2.00	2.00	2.00	18
Senior Office Assistant	2.00	2.00	2.00	2.00	2.00	2.00	2.00	18
Office Assistant	1.00	1.00	1.00	1.00	1.00	-	-	12
Total Regular Staffing	118.00	118.00	118.00	118.00	118.00	116.00	116.00	
<i>Change from prior year</i>	n/a	-	-	-	-	(2.00)	-	

CSRT Program Change:

* The proposed budget includes funding for four lieutenants (4.0 FTEs) of the total 5.0 FTEs authorized.

* The proposed budget includes funding for four Community Service Officers (4.0 FTEs) of the total 5.0 FTEs authorized.

* The Code Enforcement positions were previously accounted for in the Community & Economic Development department.

The proposed budget includes funding for two positions (2.0 FTE) of the total 3.0 FTEs authorized.

Total Authorized FTES = 121.00

Total Funded FTES = 116.00

POLICE DEPARTMENT OVERVIEW

Responsible Manager: *Bret Farrar, Police Chief*

Position Title	Group	FTE		2015			2016		
		Authorized	Funded	Salary	Benefits	2015 Total	Salary	Benefits	2016 Total
Grand Total		119.00	116.00	\$ 9,867,875	\$4,315,040	\$14,162,900	\$ 9,966,346	\$4,529,850	\$14,494,180
Commissioned		101.00	100.00	\$ 8,677,985	\$3,867,610	\$12,543,580	\$ 8,720,086	\$4,055,280	\$12,773,350
Police Chief	Non-rep	1.00	1.00	\$ 141,380	\$ 44,830	\$ 186,210	\$ 145,630	\$ 47,070	\$ 192,700
Assistant Police Chief	Non-rep	1.00	1.00	123,070	43,730	166,800	126,770	45,750	172,520
Lieutenant	LPMG	1.00	1.00	110,270	41,880	152,150	112,840	43,820	156,660
Lieutenant	LPMG	1.00	1.00	117,300	37,860	155,160	118,450	39,480	157,930
Lieutenant	LPMG	1.00	1.00	117,300	47,660	164,960	118,450	49,850	168,300
Lieutenant	LPMG	1.00	-	-	-	-	-	-	-
Lieutenant	LPMG	1.00	1.00	117,300	47,750	165,050	118,450	49,950	168,400
Sergeant	LPIG	1.00	1.00	98,710	46,750	145,460	98,710	48,850	147,560
Sergeant	LPIG	1.00	1.00	99,650	46,860	146,510	99,650	48,980	148,630
Sergeant	LPIG	1.00	1.00	100,610	46,810	147,420	100,610	48,930	149,540
Sergeant	LPIG	1.00	1.00	101,520	44,070	145,590	101,520	45,690	147,210
Sergeant	LPIG	1.00	1.00	100,610	43,130	143,740	100,610	45,250	145,860
Sergeant	LPIG	1.00	1.00	95,450	29,880	125,330	95,450	30,980	126,430
Sergeant	LPIG	1.00	1.00	99,650	43,860	143,510	99,650	45,840	145,490
Sergeant	LPIG	1.00	1.00	101,520	47,090	148,610	101,520	49,210	150,730
Sergeant	LPIG	1.00	1.00	98,710	36,660	135,370	98,710	38,040	136,750
Sergeant	LPIG	1.00	1.00	99,650	43,300	142,950	99,650	44,920	144,570
Sergeant	LPIG	1.00	1.00	98,710	46,690	145,400	98,710	48,830	147,540
Sergeant	LPIG	1.00	1.00	99,650	38,280	137,930	99,650	39,660	139,310
Sergeant	LPIG	1.00	1.00	98,710	46,640	145,350	98,710	48,770	147,480
Sergeant	LPIG	1.00	1.00	100,610	39,460	140,070	100,610	41,190	141,800
Detective	LPIG	1.00	1.00	85,460	41,470	126,930	85,460	43,100	128,560
Detective	LPIG	1.00	1.00	84,620	37,640	122,260	84,620	39,600	124,220
Detective	LPIG	1.00	1.00	87,940	44,780	132,720	87,940	46,880	134,820
Detective	LPIG	1.00	1.00	85,460	37,000	122,460	85,460	38,730	124,190
Detective	LPIG	1.00	1.00	84,620	44,390	129,010	84,620	46,510	131,130
Detective	LPIG	1.00	1.00	92,090	45,320	137,410	92,090	48,290	140,380
Detective	LPIG	1.00	1.00	86,280	28,940	115,220	86,280	30,450	116,730
Detective	LPIG	1.00	1.00	87,120	44,510	131,630	87,120	46,630	133,750
Detective	LPIG	1.00	1.00	85,460	35,910	121,370	85,460	37,260	122,720
Detective	LPIG	1.00	1.00	87,940	44,600	132,540	87,940	46,720	134,660
Detective	LPIG	1.00	1.00	89,590	42,010	131,600	89,590	43,950	133,540
Police Officer	LPIG	1.00	1.00	88,510	41,480	129,990	88,510	43,100	131,610
Police Officer	LPIG	1.00	1.00	90,960	45,120	136,080	90,960	47,250	138,210
Police Officer	LPIG	1.00	1.00	86,140	41,260	127,400	86,140	43,590	129,730
Police Officer	LPIG	1.00	1.00	86,930	38,980	125,910	86,930	40,610	127,540
Police Officer	LPIG	1.00	1.00	86,140	43,810	129,950	86,140	45,910	132,050
Police Officer	LPIG	1.00	1.00	86,140	40,220	126,360	86,140	42,170	128,310
Police Officer	LPIG	1.00	1.00	83,760	39,300	123,060	83,760	41,420	125,180
Police Officer	LPIG	1.00	1.00	87,720	41,010	128,730	87,720	42,620	130,340
Police Officer	LPIG	1.00	1.00	84,550	40,550	125,100	84,550	42,650	127,200
Police Officer	LPIG	1.00	1.00	86,140	29,110	115,250	86,140	30,420	116,560
Police Officer	LPIG	1.00	1.00	83,760	38,790	122,550	83,760	40,420	124,180
Police Officer	LPIG	1.00	1.00	86,140	41,260	127,400	86,140	42,880	129,020
Police Officer	LPIG	1.00	1.00	82,970	31,770	114,740	82,970	33,490	116,460
Police Officer	LPIG	1.00	1.00	82,970	27,640	110,610	82,970	28,750	111,720
Police Officer	LPIG	1.00	1.00	82,180	32,210	114,390	82,180	33,750	115,930
Police Officer	LPIG	1.00	1.00	86,930	41,800	128,730	86,930	44,330	131,260
Police Officer	LPIG	1.00	1.00	82,970	31,520	114,490	82,970	32,780	115,750
Police Officer	LPIG	1.00	1.00	81,380	36,310	117,690	81,380	38,050	119,430
Police Officer	LPIG	1.00	1.00	79,010	31,920	110,930	79,010	33,490	112,500

POLICE DEPARTMENT OVERVIEW

Responsible Manager: *Bret Farrar, Police Chief*

Position Title	Group	FTE		2015			2016		
		Authorized	Funded	Salary	Benefits	2015 Total	Salary	Benefits	2016 Total
Police Officer	LPIG	1.00	1.00	79,800	43,550	123,350	79,800	45,690	125,490
Police Officer	LPIG	1.00	1.00	86,210	39,140	125,350	86,210	40,760	126,970
Police Officer	LPIG	1.00	1.00	81,380	40,790	122,170	81,380	42,750	124,130
Police Officer	LPIG	1.00	1.00	82,970	29,720	112,690	82,970	31,250	114,220
Police Officer	LPIG	1.00	1.00	89,380	33,560	122,940	89,380	35,110	124,490
Police Officer	LPIG	1.00	1.00	81,380	40,740	122,120	81,380	42,370	123,750
Police Officer	LPIG	1.00	1.00	79,010	40,440	119,450	79,010	42,090	121,100
Police Officer	LPIG	1.00	1.00	79,800	43,570	123,370	79,800	45,690	125,490
Police Officer	LPIG	1.00	1.00	69,970	22,430	92,400	74,190	24,250	98,440
Police Officer	LPIG	1.00	1.00	68,810	26,410	95,220	72,600	28,400	101,000
Police Officer	LPIG	1.00	1.00	79,010	36,010	115,020	79,010	37,760	116,770
Police Officer	LPIG	1.00	1.00	83,760	36,760	120,520	83,760	38,490	122,250
Police Officer	LPIG	1.00	1.00	79,010	43,480	122,490	79,010	45,590	124,600
Police Officer	LPIG	1.00	1.00	83,760	41,380	125,140	83,760	43,890	127,650
Police Officer	LPIG	1.00	1.00	81,380	38,410	119,790	81,380	40,040	121,420
Police Officer	LPIG	1.00	1.00	82,180	43,850	126,030	82,180	45,970	128,150
Police Officer	LPIG	1.00	1.00	82,970	43,900	126,870	82,970	46,030	129,000
Police Officer	LPIG	1.00	1.00	80,590	43,660	124,250	80,590	45,780	126,370
Police Officer	LPIG	1.00	1.00	84,550	36,640	121,190	84,550	38,370	122,920
Police Officer	LPIG	1.00	1.00	68,170	32,300	100,470	72,240	34,330	106,570
Police Officer	LPIG	1.00	1.00	62,570	36,580	99,150	62,570	38,700	101,270
Police Officer	LPIG	1.00	1.00	80,590	39,600	120,190	80,590	41,490	122,080
Police Officer	LPIG	1.00	1.00	68,170	29,060	97,230	72,240	31,040	103,280
Police Officer	LPIG	1.00	1.00	81,380	43,760	125,140	81,380	45,880	127,260
Police Officer	LPIG	1.00	1.00	84,550	44,090	128,640	84,550	46,230	130,780
Police Officer	LPIG	1.00	1.00	82,180	35,240	117,420	82,180	36,630	118,810
Police Officer	LPIG	1.00	1.00	82,180	27,730	109,910	82,180	28,820	111,000
Police Officer	LPIG	1.00	1.00	62,730	37,030	99,760	66,500	40,480	106,980
Police Officer	LPIG	1.00	1.00	66,180	25,710	91,890	70,130	27,420	97,550
Police Officer	LPIG	1.00	1.00	82,970	32,790	115,760	82,970	34,330	117,300
Police Officer	LPIG	1.00	1.00	79,010	28,250	107,260	79,010	29,570	108,580
Police Officer	LPIG	1.00	1.00	82,970	43,480	126,450	82,970	46,300	129,270
Police Officer	LPIG	1.00	1.00	82,180	35,000	117,180	82,180	36,900	119,080
Police Officer	LPIG	1.00	1.00	82,180	25,100	107,280	82,180	26,480	108,660
Police Officer	LPIG	1.00	1.00	82,180	39,080	121,260	82,180	41,200	123,380
Police Officer	LPIG	1.00	1.00	70,880	26,590	97,470	75,140	28,640	103,780
Police Officer	LPIG	1.00	1.00	82,180	40,870	123,050	82,180	42,840	125,020
Police Officer	LPIG	1.00	1.00	82,180	43,830	126,010	82,180	45,970	128,150
Police Officer	LPIG	1.00	1.00	86,930	41,400	128,330	86,930	43,000	129,930
Police Officer	LPIG	1.00	1.00	85,340	21,110	106,450	85,340	21,970	107,310
Police Officer	LPIG	1.00	1.00	83,760	43,480	127,240	83,760	45,600	129,360
Police Officer	LPIG	1.00	1.00	82,180	40,270	122,450	82,180	42,380	124,560
Police Officer	LPIG	1.00	1.00	82,970	42,480	125,450	82,970	44,600	127,570
Police Officer	LPIG	1.00	1.00	82,180	37,680	119,860	82,180	39,650	121,830
Police Officer	LPIG	1.00	1.00	83,760	41,070	124,830	83,760	43,030	126,790
Police Officer	LPIG	1.00	1.00	84,550	44,130	128,680	84,550	46,250	130,800
Police Officer	LPIG	1.00	1.00	82,180	36,410	118,590	82,180	38,130	120,310
Police Officer	LPIG	1.00	1.00	82,970	28,240	111,210	82,970	29,570	112,540
Police Officer	LPIG	1.00	1.00	82,970	40,390	123,360	82,970	42,010	124,980
Police Officer	LPIG	1.00	1.00	62,570	36,600	99,170	62,570	38,700	101,270

POLICE DEPARTMENT OVERVIEWResponsible Manager: *Bret Farrar, Police Chief*

Position Title	Group	FTE Authorized	FTE Funded	2015			2016		
				Salary	Benefits	2015 Total	Salary	Benefits	2016 Total
Limited Commissioned		7.00	6.00	\$ 346,810	\$ 158,880	\$ 505,690	\$ 355,620	\$ 166,980	\$ 522,600
Community Service Officer	Teamsters	1.00	1.00	55,390	27,820	83,210	55,390	29,090	84,480
Community Service Officer	Teamsters	1.00	1.00	56,500	27,030	83,530	56,500	28,020	84,520
Community Service Officer	Teamsters	1.00	1.00	57,050	28,120	85,170	57,050	29,390	86,440
Community Service Officer	Teamsters	1.00	1.00	57,050	22,020	79,070	57,050	22,870	79,920
Community Service Officer	Teamsters	1.00	-	-	-	-	-	-	-
Sr. Animal Control Officer	AFSCME	1.00	1.00	62,260	19,210	81,470	66,890	20,660	87,550
Animal Control Officer	AFSCME	1.00	1.00	58,560	34,680	93,240	62,740	36,950	99,690
Non-Commissioned		11.00	10.00	\$ 617,370	\$ 288,550	\$ 905,920	\$ 664,930	\$ 307,590	\$ 972,520
Code Enforcement Officer	AFSCME	1.00	1.00	73,150	32,670	105,820	78,360	34,900	113,260
Code Enforcement Officer	AFSCME	1.00	1.00	71,380	28,410	99,790	76,460	30,400	106,860
Code Enforcement Officer	AFSCME	1.00	-	-	-	-	-	-	-
Evidence Supervisor	AFSCME	1.00	1.00	76,100	25,590	101,690	81,530	27,460	108,990
Crime Analyst	AFSCME	1.00	1.00	70,340	32,410	102,750	72,460	33,960	106,420
Evidence Technician	AFSCME	1.00	1.00	56,790	37,430	94,220	63,140	40,370	103,510
Evidence Custodian	AFSCME	1.00	1.00	53,040	20,940	73,980	57,870	22,620	80,490
Administrative Assistant	Non-rep	1.00	1.00	56,860	22,650	79,510	58,560	23,460	82,020
Administrative Assistant	AFSCME	1.00	1.00	56,280	32,240	88,520	62,590	34,270	96,860
Senior Office Assistant	AFSCME	1.00	1.00	53,040	26,790	79,830	58,050	28,700	86,750
Senior Office Assistant	AFSCME	1.00	1.00	50,390	29,420	79,810	55,910	31,450	87,360
Other Pay		-	-	\$ 225,710	\$ -	\$ 207,710	\$ 225,710	\$ -	\$ 225,710
On Call/Stand By Pay				67,100	-	67,100	67,100	-	67,100
Holiday Pay				171,930	-	171,930	171,930	-	171,930
Holiday Premium Pay				171,030	-	171,030	171,030	-	171,030
Comp Time Cash Out				35,650	-	35,650	35,650	-	35,650
DUI Emergency				20,000	-	2,000	20,000	-	20,000
Salary Savings				(240,000)	-	(240,000)	(240,000)	-	(240,000)

POLICE DEPARTMENT OVERVIEW

Responsible Manager: *Bret Farrar, Police Chief*

PURPOSE & DESCRIPTION

The mission of the Police Department is to protect life and property, reduce crime, build better communities, respect and protect individual rights, and enforce the laws of the City of Lakewood and the State of Washington.

The department's core values include:

- *Integrity:* honor in word and deed
- *Dedication:* serving citizens and improving communities
- *Teamwork:* building strong partnerships internally and with others
- *Competence:* highly skilled tactically, technically, and as leaders
- *Courage:* going in harm's way, championing what's right
- *Respect:* for all people at all times

The Police Department is comprised of five separate sections in addition to supervision of CSRT.

- *Command:* public awareness, document control, crime analysis for predictive policing, purchasing, grant writing, contract administration, liaison with public safety advisory committee— oversees all of the other public safety units below:
- *Professional Standards:* training, background checks, hiring, internal affairs, public disclosure requests, transcription
- *Patrol:* respond to calls for service, perform proactive policing activities (e.g. traffic stops)
- *Investigations:* Major Crimes , Property ProAc, Special Assault Unit, Special Operations (drug and vice), Forensic Services
- *Specialty Units:* Court security, Traffic, Marine Services Unit, SWAT, K-9, Bicycle team, Property Room, front desk, Animal Control, Peer Support, Volunteers
- *Community Safety Resource Team (CSRT):* enforcement in conjunction with code enforcement, legal and economic redevelopment, supervision provided by a Police Department Lieutenant

The department has community and regional partnerships with:

- *Cooperative Cities:* Crime Response Unit, SWAT, Metro Collision Response Team, Civil Disturbance Unit
- *FBI:* Violent Crime Task Force, Innocent Lost Task Force
- *Drug Enforcement Agency (DEA)*
- *Department of Corrections:* DOC Officer working out of the Police Station
- *Criminal Justice Training Commission:* Detective currently assigned as an instructor and Tac Officer
- *Joint Base Lewis McChord*
- *Western State Hospital:* Ongoing funding from the State of Washington to provide investigative, training, and community liaison services
- *Greater Lakes Mental Health:* Position on Board of Directors, partnership in Department of Justice grant for an imbedded MHP at the Police Department
- *West Pierce Fire & Rescue:* Partners in Emergency Management, work together on active shooter training
- *South Sound 911:* Position on Board of Directors, position on the Finance Committee
- *Washington Auto Theft Prevention Authority*

GOALS/OBJECTIVES

- Reduce crime, protect life and property, and ensure the City is safe
- Ensure residents and visitors will experience a sense of safety in all neighborhoods and in all activities in the City
- Work to make the City will be one of the safest cities based on approved metrics and report benchmark metrics back to the City Council for approval and tracking
- Ensure adequate resources are available to maintain and ensure the health, welfare, and safety of community
- Enhance community safety through expanded public awareness and educational programs
- Build better communities
- Respect and protect individual rights and enforce the laws of the City and the State of Washington

POLICE DEPARTMENT OVERVIEW

Responsible Manager: *Bret Farrar, Police Chief*

DEPARTMENT SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	Criminal Justice Sales Tax	\$ 756,800	\$ 824,003	\$ 800,000	\$ 800,000	\$ 800,000	\$ 838,000	\$ 846,000	\$ 38,000	4.8%
001	Criminal Justice	123,883	131,854	62,300	92,300	135,500	135,300	136,900	43,000	46.6%
001	Criminal Justice High Crime	125,164	263,208	115,000	263,000	330,000	254,100	254,100	(8,900)	-3.4%
001	Liquor Excise Tax	145,808	77,675	-	211,000	93,600	111,100	80,800	(99,900)	-47.3%
001	Liquor Board Profits	540,449	523,698	52,500	450,000	517,100	510,100	509,500	60,100	13.4%
001	Alarm Permits & Fees	142,276	157,742	14,500	14,500	158,000	159,000	159,000	144,500	996.6%
001	Various Contracts	11,250	3,150	29,950	29,950	-	-	-	(29,950)	-100.0%
001	FBI & Other Intergovt'l	18,263	36,912	103,500	103,500	16,900	16,900	16,900	(86,600)	-83.7%
001	Animal License	55,203	31,346	41,000	41,000	35,800	35,800	35,800	(5,200)	-12.7%
001	Animal Services-Steilacoom	24,463	11,642	-	-	13,000	13,000	13,000	13,000	n/a
001	Animal Services-Dupont	34,182	26,868	-	-	27,000	27,000	27,000	27,000	n/a
001	Photo Infraction	789,539	793,105	1,000,000	820,000	750,000	750,000	750,000	(70,000)	-8.5%
001	Towing Impound Fees	99,800	77,300	-	-	40,000	40,000	40,000	40,000	n/a
001	Extra Duty Contracts	448,196	471,746	440,000	440,000	400,000	400,000	400,000	(40,000)	-9.1%
001	Dispatch Svcs-Western SH	253,522	239,009	161,500	161,500	231,000	231,000	231,000	69,500	43.0%
001	General Government	15,740,504	16,210,150	16,572,500	16,626,326	15,995,175	17,501,415	17,841,706	875,089	5.3%
Total Revenues - General Fund		\$ 19,309,302	\$ 19,879,408	\$ 19,392,750	\$ 20,053,076	\$ 19,543,075	\$21,022,715	\$21,341,706	\$ 969,639	4.8%
<i>General Fund Operating Expenditure Summary:</i>										
	Command	5,475,361	5,510,842	5,249,010	5,001,964	4,701,964	6,275,760	6,305,020	1,273,796	25.5%
	Professional Standards	192,523	179,494	200,090	200,090	200,090	95,570	95,570	(104,520)	-52.2%
	Patrol	7,065,984	7,073,088	7,118,330	7,402,594	7,402,594	7,247,595	7,400,236	(154,999)	-2.1%
	Criminal Investigations	2,458,582	2,512,500	2,575,390	2,569,220	2,369,219	3,566,000	3,620,550	996,780	38.8%
	Speciality Units	3,226,908	3,326,047	2,890,660	3,300,286	3,290,286	2,518,880	2,573,610	(781,406)	-23.7%
	CSRT	878,208	1,242,734	1,359,270	1,370,922	1,370,922	1,318,910	1,346,720	(52,012)	-3.8%
Subtotal Ongoing		\$ 19,297,566	\$ 19,844,705	\$ 19,392,750	\$ 19,845,076	\$ 19,335,075	\$21,022,715	\$21,341,706	\$ 1,177,639	5.9%
<i>General Fund 1-Time Expenditure Summary:</i>										
	Command	11,736	34,703	-	208,000	208,000	-	-	(208,000)	-100.0%
	Speciality Units	-	-	-	-	-	-	-	-	n/a
Subtotal 1-Time		\$ 11,736	\$ 34,703	\$ -	\$ 208,000	\$ 208,000	\$ -	\$ -	\$ (208,000)	-100.0%
Total Expenditures - General Fund		\$ 19,309,302	\$ 19,879,408	\$ 19,392,750	\$ 20,053,076	\$ 19,543,075	\$21,022,715	\$21,341,706	\$ 969,639	4.8%

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
180	Narcotics Seizure	152,720	289,559	250,000	343,439	343,439	318,550	289,750	(24,889)	-7.2%
181	Felony Seizure	10,620	58,274	20,000	87,601	87,601	-	-	(87,601)	-100.0%
182	Federal Seizure	83,860	11,915	100,000	69,520	69,520	10,000	10,000	(59,520)	-85.6%
193	ARRA Grant	418,911	-	300	-	-	-	-	-	n/a
195	Public Safety Grants	458,873	389,396	277,140	198,880	198,880	149,810	-	(49,070)	-24.7%
Total Revenues - Non-General Fund		\$ 1,124,984	\$ 749,144	\$ 647,440	\$ 699,440	\$ 699,440	\$ 478,360	\$ 299,750	\$ (221,080)	-31.6%
<i>Non-General Fund Operating Expenditure Summary:</i>										
180	Narcotics Seizure	152,720	289,559	250,000	343,439	343,439	318,550	289,750	(24,889)	-7.2%
181	Felony Seizure	10,620	58,274	20,000	87,601	87,601	-	-	(87,601)	-100.0%
182	Federal Seizure	83,860	11,915	100,000	69,520	69,520	10,000	10,000	(59,520)	-85.6%
193	ARRA Grant	418,911	-	300	-	-	-	-	-	n/a
195	Public Safety Grants	458,873	389,396	277,140	198,880	198,880	149,810	-	(49,070)	-24.7%
Total Expend - Non-General Fund		\$ 1,124,984	\$ 749,144	\$ 647,440	\$ 699,440	\$ 699,440	\$ 478,360	\$ 299,750	\$ (221,080)	-31.6%

POLICE DEPARTMENT OVERVIEW

Responsible Manager: *Bret Farrar, Police Chief*

HIGHLIGHTS / CHANGES – GENERAL FUND

The adopted operating budget totals \$21,022,715 in 2015 and \$21,341,706 in 2016. The 2015 adopted budget is a \$1,177,639 or 5.9% increase from the 2014 adjusted budget. In summary, the increase compared to the 2014 adjusted budget is due to internal service reserve charges being move from non-departmental to the police budget, as well as due to salaries/wages and benefits. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Salaries & Wages increased by \$124,633 or 1.3% due to salaries/wages (step and range increases) and LPIG and LPMG collective bargaining agreements.
- Benefits increased by \$286,668 or 7.1% due to increased costs in premiums and benefit rates.
- Other Operating Supplies increased by \$55,908 or 39.4% due to replacement and replenishment of various supplies.
- Fuel decreased by \$450,000 or 100% due to moving the budget to the Fleet & Equipment internal service fund. There is an offsetting increase in IS Charges – M&O.
- Communications decreased by \$124,270 or 100% due to moving the budget to the Information Technology internal service fund. There is an offsetting increase in IS Charges – M&O.
- Repairs & Maintenance decreased by \$336,080 or 98.3% due to moving the budget to the Fleet & Equipment internal service fund. There is an offsetting increase in IS Charges – M&O.
- Intergovernmental increased by \$140,045 or 4.8% due to a decrease of \$343,780 or 35.0% in jail services offset by an increase of \$170,356 or 4.0% increase in dispatch services.
- IS Charges - Reserves increased by \$701,120 due to moving the budget from non-departmental.

POLICE DEPARTMENT OVERVIEW

Responsible Manager: *Bret Farrar, Police Chief*

REVENUE & EXPENDITURE SUMMARY – GENERAL FUND

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
001	Criminal Justice Sales Tax	\$ 756,800	\$ 824,003	\$ 800,000	\$ 800,000	\$ 800,000	\$ 838,000	\$ 846,000	\$ 38,000	4.8%
001	Criminal Justice	123,883	131,854	62,300	92,300	135,500	135,300	136,900	43,000	46.6%
001	Criminal Justice High Crime	125,164	263,208	115,000	263,000	330,000	254,100	254,100	(8,900)	-3.4%
001	Liquor Excise Tax	145,808	77,675	-	211,000	93,600	111,100	80,800	(99,900)	-47.3%
001	Liquor Board Profits	540,449	523,698	52,500	450,000	517,100	510,100	509,500	60,100	13.4%
001	Alarm Permits & Fees	142,276	157,742	14,500	14,500	158,000	159,000	159,000	144,500	996.6%
001	Various Contracts	11,250	3,150	29,950	29,950	-	-	-	(29,950)	-100.0%
001	FBI & Other Intergov't'l	18,263	36,912	103,500	103,500	16,900	16,900	16,900	(86,600)	-83.7%
001	Animal License	55,203	31,346	41,000	41,000	35,800	35,800	35,800	(5,200)	-12.7%
001	Animal Services-Steilacoom	24,463	11,642	-	-	13,000	13,000	13,000	13,000	n/a
001	Animal Services-Dupont	34,182	26,868	-	-	27,000	27,000	27,000	27,000	n/a
001	Photo Infraction	789,539	793,105	1,000,000	820,000	750,000	750,000	750,000	(70,000)	-8.5%
001	Towing Impound Fees	99,800	77,300	-	-	40,000	40,000	40,000	40,000	n/a
001	Extra Duty Contracts	448,196	471,746	440,000	440,000	400,000	400,000	400,000	(40,000)	-9.1%
001	Dispatch Svcs-Western SH	253,522	239,009	161,500	161,500	231,000	231,000	231,000	69,500	43.0%
001	General Government	15,740,504	16,210,150	16,572,500	16,626,326	15,995,175	17,501,415	17,841,706	875,089	5.3%
Total Revenues:		\$ 19,309,302	\$ 19,879,408	\$ 19,392,750	\$ 20,053,076	\$ 19,543,075	\$ 21,022,715	\$ 21,341,706	\$ 969,639	4.8%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	8,856,611	9,371,648	9,423,410	9,743,212	9,543,212	9,867,875	9,966,346	124,663	1.3%
11.002/4	Overtime	783,827	746,921	668,830	703,235	703,234	699,610	699,610	(3,625)	-0.5%
11.008	Extra Duty Pay	371,089	383,017	400,000	400,000	400,000	400,000	400,000	-	0.0%
21.xxx	Benefits	3,800,256	4,004,650	4,025,370	4,028,372	4,028,372	4,315,040	4,529,850	286,668	7.1%
31.xxx	Other Operating Supplies	152,265	83,252	140,880	142,042	142,042	197,950	180,040	55,908	39.4%
31.003/00	Forms & Publications	257	1,479	2,660	2,660	2,660	2,660	2,660	-	0.0%
31.005	Meeting Food & Beverage	1,388	1,204	2,730	2,730	2,730	2,840	2,840	110	4.0%
31.008	Clothing/Uniform	45,425	59,553	59,980	59,980	59,980	58,570	57,840	(1,410)	-2.4%
32.xxx	Fuel	419,079	422,560	450,000	450,000	450,000	-	-	(450,000)	-100.0%
35.xxx	Small Tools/Minor Equip	105,150	178,110	100,430	100,430	100,430	85,760	110,110	(14,670)	-14.6%
41.xxx	Professional Service	698,435	706,166	299,740	714,740	704,740	652,580	664,030	(62,160)	-8.7%
42.xxx	Communication	113,730	108,842	127,270	124,270	124,270	-	-	(124,270)	-100.0%
43/49.003	Travel & Training	50,676	68,176	70,810	70,810	70,810	83,370	82,410	12,560	17.7%
44.xxx	Advertising	510	623	1,350	1,350	1,350	1,150	1,150	(200)	-14.8%
45.xxx	Operating Rental/Lease	95	779	-	-	-	-	-	-	n/a
46.xxx	Insurance Premiums	(36)	(107)	12,480	12,480	12,480	-	-	(12,480)	-100.0%
48.xxx	Repairs & Maintenance	413,393	373,644	342,030	342,030	342,030	5,950	5,950	(336,080)	-98.3%
49.001	Membership Dues	2,667	2,696	4,420	4,420	4,420	3,930	4,520	(490)	-11.1%
49.xxx	Other Charges & Services	7,817	5,302	9,400	9,400	9,400	4,400	4,400	(5,000)	-53.2%
5x.xxx	Intergovernmental	3,474,932	3,326,190	3,250,960	2,932,915	2,632,915	2,792,870	2,779,050	(140,045)	-4.8%
9x.xxx	IS Charges - M&O	-	-	-	-	-	1,147,040	1,149,780	1,147,040	n/a
9x.xxx	IS Charges - Reserves	-	-	-	-	-	701,120	701,120	701,120	n/a
Subtotal Operating Exp:		\$ 19,297,566	\$ 19,844,705	\$ 19,392,750	\$ 19,845,076	\$ 19,335,075	\$ 21,022,715	\$ 21,341,706	\$ 1,177,639	5.9%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	11,736	34,703	-	208,000	208,000	-	-	(208,000)	-100.0%
	Emergency Management	-	-	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ 11,736	\$ 34,703	\$ -	\$ 208,000	\$ 208,000	\$ -	\$ -	\$ (208,000)	-100.0%
Total Expenditures:		\$ 19,309,302	\$ 19,879,408	\$ 19,392,750	\$ 20,053,076	\$ 19,543,075	\$ 21,022,715	\$ 21,341,706	\$ 969,639	4.8%

POLICE DEPARTMENT OVERVIEW

Responsible Manager: *Bret Farrar, Police Chief*

HIGHLIGHTS / CHANGES – NON-GENERAL FUND

The adopted operating budget totals \$478,360 in 2015 and \$299,750 in 2016. The 2015 adopted budget is a \$221,080 or 31.6% decrease from the 2014 adjusted budget. In summary, the increase compared to the 2014 adjusted budget is due a decrease in interfund transfers, overtime, and supplies/capital purchases. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Overtime decreased by \$38,695 or 18.0% due to overtime that was associated to the Organized Crime Drug Enforcement Task Force.
- Other Operating Supplies decreased by \$40,748 or 36.6% due to Fund 182 Federal Seizure supply budget being eliminated in 2015.
- Interfund Transfers decreased by \$101,262 or 100% largely due to the one-time transfer to the General Fund for the purchase of computers in 2014.
- Capital purchases decreased by \$40,413 or 100% due to the purchase of two vehicles in 2014.

POLICE DEPARTMENT OVERVIEWResponsible Manager: *Bret Farrar, Police Chief***REVENUE & EXPENDITURE SUMMARY – NON-GENERAL FUND**

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
180	Narcotics Seizure	\$ 152,720	\$ 289,559	\$ 250,000	\$ 343,439	\$ 343,439	\$ 318,550	\$ 289,750	\$ (24,889)	-7.2%
181	Felony Seizure	10,620	58,274	20,000	87,601	87,601	-	-	(87,601)	-100.0%
182	Federal Seizure	83,860	11,915	100,000	69,520	69,520	10,000	10,000	(59,520)	-85.6%
193	ARRA Grants	418,911	-	300	-	-	-	-	-	n/a
195	Public Safety Grants	458,873	389,396	277,140	198,880	198,880	149,810	-	(49,070)	-24.7%
Total Revenues:		\$ 1,124,984	\$ 749,144	\$ 647,440	\$ 699,440	\$ 699,440	\$ 478,360	\$ 299,750	\$ (221,080)	-31.6%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	304,333	83,363	101,320	3,072	3,072	1,000	1,000	(2,072)	-67.4%
11.002/4	Overtime	72,098	78,155	120,000	214,695	214,695	176,000	100,000	(38,695)	-18.0%
21.xxx	Benefits	160,893	60,120	61,370	11,423	11,423	28,150	28,150	16,727	146.4%
31.xxx	Other Operating Supplies	108,519	66,163	151,000	111,248	111,248	70,500	70,500	(40,748)	-36.6%
35.xxx	Small Tools/Minor Equip	26,367	95,821	58,500	55,805	55,805	32,000	20,000	(23,805)	-42.7%
41.xxx	Professional Service	94,293	93,514	83,000	88,177	88,177	111,810	27,000	23,633	26.8%
42.xxx	Communication	8,367	4,995	4,500	3,376	3,376	2,000	2,000	(1,376)	-40.8%
43/49.003	Travel & Training	47,836	34,230	28,300	39,510	39,510	36,900	31,100	(2,610)	-6.6%
45.xxx	Operating Rental/Lease	70,981	49,086	7,250	12,642	12,642	-	-	(12,642)	-100.0%
46.xxx	Insurance Premiums	2,372	2,681	1,200	-	-	-	-	-	n/a
47.xxx	Utilities	4,494	3,798	2,000	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	8,664	981	17,000	5,000	5,000	18,000	18,000	13,000	260.0%
49.xxx	Other Charges & Services	9,135	(14,650)	2,000	2,417	2,417	2,000	2,000	(417)	-17.3%
597	Interfund Transfers	19,025	-	-	101,662	101,662	-	-	(101,662)	-100.0%
5x.xxx	Intergovernmental	1,060	1,234	-	-	-	-	-	-	n/a
6x.xxx	Capital	183,381	189,653	-	40,413	40,413	-	-	(40,413)	-100.0%
7/8x.xxx	Debt Service	1,070	-	10,000	10,000	10,000	-	-	(10,000)	-100.0%
Subtotal Operating Exp:		\$ 1,124,984	\$ 749,144	\$ 647,440	\$ 699,440	\$ 699,440	\$ 478,360	\$ 299,750	\$ (221,080)	-31.6%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ 1,124,984	\$ 749,144	\$ 647,440	\$ 699,440	\$ 699,440	\$ 478,360	\$ 299,750	\$ (221,080)	-31.6%

POLICE COMMAND

Responsible Manager: *Bret Farrar, Police Chief*

PURPOSE/DESCRIPTION

The Command Section is responsible for public awareness, document control, crime analysis, purchasing, grant writing, contract administration and Public Safety Advisory Committee.

PERFORMANCE MEASURES

Measure	Target	2013	2014
\$ reduction in overtime resulting from short staffing (backfill)	tbd	n/a	n/a
Crime rates	tbd	n/a	n/a
Cost saving measures	tbd	n/a	n/a
# of grant-funded programs established	tbd	n/a	n/a
# of external compliments/positive comments received	tbd	n/a	n/a
# of complaints received regarding the Police Department	tbd	n/a	n/a

Performance Measures were developed for the first time as part of the 2015/2016 Biennial Budget Process, therefore data is not readily available.

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Police Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00	72
Assistant Police Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00	67
Crime Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00	33
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	25
Total Regular Staffing	4.00	4.00	4.00	4.00	4.00	4.00	4.00	
<i>Change from prior year</i>	n/a	-	-	-	-	-	-	

HIGHLIGHTS / CHANGES:

The adopted operating budget totals \$6,275,760 in 2015 and \$6,305,020 in 2016. This is a \$1,273,796 or 25.5% increase from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Other Operating Supplies increased by \$53,870 or 50.2% due to replacement and replenishment of various supplies.
- Fuel decreased by \$450,000 or 100% due to moving the budget to the Fleet & Equipment internal service fund. There is an offsetting increase in IS Charges – M&O.
- Communications decreased by \$12,460 or 100% due to moving the budget to the Information Technology internal service fund. There is an offsetting increase in IS Charges – M&O.
- Repairs & Maintenance decreased by \$8,000 or 96.4% due to moving the budget to the Fleet & Equipment internal service fund. There is an offsetting increase in IS Charges – M&O.
- Intergovernmental increased by \$167,045 or 5.7% due to a decrease of \$343,780 or 35.0% in jail services offset by an increase of \$170,356 or 4.0% increase in dispatch services.
- IS Charges – M&O increased by \$1,147,040 due to allocating department specific internal service charges to the Command Section.
- IS Charges – Reserves increased by \$701,120 due to moving the budget from non-departmental.

POLICE COMMAND

Responsible Manager: *Bret Farrar, Police Chief*

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
	Criminal Justice Sales Tax	\$ 756,800	\$ 824,003	\$ 800,000	\$ 800,000	\$ 800,000	\$ 838,000	\$ 846,000	\$ 38,000	4.8%
	Criminal Justice	123,883	131,854	62,300	92,300	135,500	135,300	136,900	43,000	46.6%
	Criminal Justice High Crime	125,164	263,208	115,000	263,000	330,000	254,100	254,100	(8,900)	-3.4%
	Liquor Excise Tax	145,808	77,675	-	211,000	93,600	111,100	80,800	(99,900)	-47.3%
	Liquor Board Profits	540,449	523,698	52,500	450,000	517,100	510,100	509,500	60,100	13.4%
	Alarm Permits & Fees	\$ 142,276	\$ 157,742	\$ 14,500	\$ 14,500	\$ 158,000	\$ 159,000	\$ 159,000	144,500	996.6%
	Various Contracts	11,250	3,150	29,950	29,950	-	-	-	(29,950)	-100.0%
	FBI & Other Intergov't'l	18,263	36,912	103,500	103,500	16,900	16,900	16,900	(86,600)	-83.7%
	General Government	3,623,204	3,527,303	4,071,260	3,245,714	2,858,864	4,251,260	4,301,820	1,005,546	31.0%
Total Revenues:		\$ 5,487,097	\$ 5,545,545	\$ 5,249,010	\$ 5,209,964	\$ 4,909,964	\$ 6,275,760	\$ 6,305,020	\$ 1,065,796	20.5%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	901,085	950,552	827,160	849,208	849,208	870,590	901,740	21,382	2.5%
11.002/4	Overtime	47,383	69,718	45,000	90,949	90,949	90,950	90,950	1	0.0%
21.xxx	Benefits	368,824	407,486	350,120	353,122	353,122	362,400	380,600	9,278	2.6%
31.xxx	Other Operating Supplies	102,564	57,136	107,280	107,280	107,280	161,150	143,240	53,870	50.2%
31.003/00	Forms & Publications	-	1,479	1,500	1,500	1,500	1,500	1,500	-	0.0%
31.005	Meeting Food & Beverage	383	898	2,000	2,000	2,000	2,000	2,000	-	0.0%
31.008	Clothing/Uniform	7,148	19,165	15,000	15,000	15,000	15,000	15,000	-	0.0%
32.xxc	Fuel	419,079	422,560	450,000	450,000	450,000	-	-	(450,000)	-100.0%
35.xxx	Small Tools/Minor Equip	14,388	108,306	32,390	32,390	32,390	25,000	24,450	(7,390)	-22.8%
41.xxx	Professional Service	104,709	125,133	128,000	128,000	128,000	130,090	139,540	2,090	1.6%
42.xxx	Communication	8,969	7,757	12,460	12,460	12,460	-	-	(12,460)	-100.0%
43/49.003	Travel & Training	134	981	810	810	810	2,200	2,200	1,390	171.6%
44.xxx	Advertising	46	-	550	550	550	550	550	-	0.0%
46.xxx	Risk Assessment (WCIA)	(36)	(107)	12,480	12,480	12,480	-	-	(12,480)	-100.0%
48.xxx	Repairs & Maintenance	21,654	8,562	8,300	8,300	8,300	300	300	(8,000)	-96.4%
49.001	Membership Dues	315	50	-	-	-	-	-	-	n/a
49.xxx	Other Charges & Services	3,784	4,976	5,000	5,000	5,000	-	-	(5,000)	-100.0%
5x.xxx	Intergovernmental	3,474,932	3,326,190	3,250,960	2,932,915	2,632,915	2,765,870	2,752,050	(167,045)	-5.7%
9x.xxx	IS Charges - M&O	-	-	-	-	-	1,147,040	1,149,780	1,147,040	n/a
9x.xxx	IS Charges - Reserves	-	-	-	-	-	701,120	701,120	701,120	n/a
Subtotal Operating Exp:		\$ 5,475,361	\$ 5,510,842	\$ 5,249,010	\$ 5,001,964	\$ 4,701,964	\$ 6,275,760	\$ 6,305,020	\$ 1,273,796	25.5%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	\$ 11,736	\$ 34,703	\$ -	\$ 208,000	\$ 208,000	\$ -	\$ -	(208,000)	-100.0%
Subtotal One-time Exp:		\$ 11,736	\$ 34,703	\$ -	\$ 208,000	\$ 208,000	\$ -	\$ -	\$ (208,000)	-100.0%
Total Expenditures:		\$ 5,487,097	\$ 5,545,545	\$ 5,249,010	\$ 5,209,964	\$ 4,909,964	\$ 6,275,760	\$ 6,305,020	\$ 1,065,796	20.5%

INTERGOVERNMENTAL DETAIL

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
	Jail Services	1,007,157	883,655	981,840	981,840	681,840	638,060	624,240	(343,780)	-35.0%
	Dispatch Svcs/Radio	2,424,764	2,440,224	2,259,100	1,941,055	1,941,055	2,111,411	2,111,411	170,356	8.8%
	Emergency Management	41,625	-	-	-	-	-	-	-	n/a
	Other	1,386	2,310	10,020	10,020	10,020	16,400	16,400	6,380	63.7%
Total		\$ 3,474,932	\$ 3,326,189	\$ 3,250,960	\$ 2,932,915	\$ 2,632,915	\$ 2,765,871	\$ 2,752,051	\$ (167,044)	-5.7%

POLICE PROFESSIONAL STANDARDS

Responsible Manager: *Mike Zaro, Assistant Police Chief*

PURPOSE/DESCRIPTION

The Professional Standards Section coordinates with Human Resources for hiring personnel and conducting background investigations. Professional Standards is responsible for internal investigations, training, interview transcription, accreditation, and public disclosure requests. Professional Standards also encompasses the office administrative functions for the department.

PERFORMANCE MEASURES

Measure	Target	2013	2014
Maintenance of staffing levels	tbd	n/a	n/a
% of officers meeting state requirements for annual training hours	tbd	n/a	n/a
# of training hours provided	tbd	n/a	n/a
Successful WASPC accreditation	tbd	n/a	n/a
# of legal updates disseminated to the department	tbd	n/a	n/a
# of promotional and hiring processes completed	tbd	n/a	n/a
# of sustained investigations for performance-related policy violations	tbd	n/a	n/a

Performance Measures were developed for the first time as part of the 2015/2016 Biennial Budget Process, therefore data is not readily available.

POSITION INVENTORY:

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Lieutenant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	lt
Sergeant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	sgt
Detective	1.00	1.00	1.00	1.00	1.00	1.00	1.00	det
Police Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	po1
Fiscal and Grants Specialist	1.00	1.00	1.00	1.00	1.00	-	-	40
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	25
Senior Office Assistant	2.00	2.00	2.00	2.00	2.00	2.00	2.00	18
Office Assistant	1.00	1.00	1.00	1.00	1.00	-	-	12
Total Regular Staffing	9.00	9.00	9.00	9.00	9.00	7.00	7.00	
<i>Change from prior year</i>	n/a	-	-	-	-	(2.00)	-	

POLICE PROFESSIONAL STANDARDS

Responsible Manager: *Mike Zaro, Assistant Police Chief*

HIGHLIGHTS / CHANGES

The adopted operating budget totals \$95,570 in 2015 and \$95,570 in 2016. This is a \$104,520 or 52.2% decrease from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Salaries & Wages decreased by \$77,360 or 97.7% due to moving the FTE in Professional Standards to Command.
- Benefits decreased by \$25,360 or 100% due to moving the FTE in Professional Standards to Command.
- Communications decreased by \$600 or 100% due to moving the budget to the Information Technology internal service fund. There is an offsetting increase in IS Charges – M&O in the Command section.
- Repairs & Maintenance decreased by \$1,000 or 100% due to moving the budget to the Fleet & Equipment internal service fund. There is an offsetting increase in IS Charges – M&O in the Command section.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
	General Government	192,523	179,494	200,090	200,090	200,090	95,570	95,570	(104,520)	-52.2%
Total Revenues:		\$ 192,523	\$ 179,494	\$ 200,090	\$ 200,090	\$ 200,090	\$ 95,570	\$ 95,570	\$ (104,520)	-52.2%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	79,661	66,421	79,160	79,160	79,160	1,800	1,800	(77,360)	-97.7%
11.002/4	Overtime	7,786	19,566	14,000	14,000	14,000	14,000	14,000	-	0.0%
21.xxx	Benefits	26,615	25,723	25,360	25,360	25,360	-	-	(25,360)	-100.0%
31.005	Meeting Food & Beverage	392	164	160	160	160	160	160	-	0.0%
31.008	Clothing/Uniform	865	-	300	300	300	1,030	300	730	243.3%
35.xxx	Small Tools/Minor Equip	16,577	2,230	9,510	9,510	9,510	900	-	(8,610)	-90.5%
41.xxx	Professional Service	10,816	1,851	2,000	2,000	2,000	-	2,000	(2,000)	-100.0%
42.xxx	Communication	531	480	600	600	600	-	-	(600)	-100.0%
43/49.003	Travel & Training	47,008	60,640	63,000	63,000	63,000	73,270	72,310	10,270	16.3%
48.xxx	Repairs & Maintenance	-	-	1,000	1,000	1,000	-	-	(1,000)	-100.0%
49.001	Membership Dues	1,922	2,419	4,000	4,000	4,000	3,410	4,000	(590)	-14.8%
49.xxx	Other Charges & Services	350	-	1,000	1,000	1,000	1,000	1,000	-	0.0%
Subtotal Operating Exp:		\$ 192,523	\$ 179,494	\$ 200,090	\$ 200,090	\$ 200,090	\$ 95,570	\$ 95,570	\$ (104,520)	-52.2%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ 192,523	\$ 179,494	\$ 200,090	\$ 200,090	\$ 200,090	\$ 95,570	\$ 95,570	\$ (104,520)	-52.2%

POLICE PATROL**Responsible Manager:** *Mike Zaro, Assistant Police Chief***PURPOSE/DESCRIPTION**

The Patrol Section's primary responsibilities include: locating and apprehending criminals, deterring criminal activity, and responding to citizen complaints and calls for service. The Patrol Section incorporates the functions of community-oriented policing and long-term problem solving into their daily assignments. Proactive enforcement is done through routine patrols, traffic stops, citizen contacts, and maintaining a visible presence.

PERFORMANCE MEASURES

Measure	Target	2013	2014
# of arrests	tbd	n/a	n/a
# of self-initiated calls for service	tbd	n/a	n/a
# of minutes to respond to call for service	tbd	n/a	n/a
# of returns on a single call for service (# of times respond to same issue?)	tbd	n/a	n/a
# of positive comments received from citizens	tbd	n/a	n/a
# of front line vehicles maintained	tbd	n/a	n/a
# of secondary vehicles maintained	tbd	n/a	n/a
# of vehicle replaced in advance of estimated life cycle	tbd	n/a	n/a
# of vehicles replaced beyond estimated life cycle	tbd	n/a	n/a

Performance Measures were developed for the first time as part of the 2015/2016 Biennial Budget Process, therefore data is not readily available.

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Lieutenant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	lt
Sergeant	6.00	6.00	6.00	6.00	6.00	6.00	6.00	sgt
Police Officer	44.00	44.00	44.00	44.00	44.00	44.00	44.00	po1
Total Regular Staffing	51.00	51.00	51.00	51.00	51.00	51.00	51.00	
<i>Change from prior year</i>	n/a	-	-	-	-	-	-	

POLICE PATROL

Responsible Manager: Mike Zaro, Assistant Police Chief

HIGHLIGHTS / CHANGES

The adopted operating budget totals \$7,247,585 in 2015 and \$7,400,236 in 2016. This is a \$154,999 or 2.1% decrease from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Salaries & Wages decreased by \$86,739 or 1.9% due to reduction to account for the length of time it takes to hire new police officers.
- Benefits increased by \$193,490 or 10.7% due to increased rates for benefits.
- Communications decreased by \$50,910 or 100% due to moving the budget to the Information Technology internal service fund. There is an offsetting increase in IS Charges – M&O in the Command section.
- Repairs & Maintenance decreased by \$210,000 or 97.7% due to moving the budget to the Fleet & Equipment internal service fund. There is an offsetting increase in IS Charges – M&O in the Command section.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
	Towing Impound Fees	\$ 99,800	\$ 77,300	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	40,000	n/a
	Extra Duty Contracts	448,196	471,746	440,000	440,000	400,000	400,000	400,000	(40,000)	-9.1%
	Dispatch Svcs-Western SH	253,522	239,009	161,500	161,500	231,000	231,000	231,000	69,500	43.0%
	General Government	6,264,466	6,285,033	6,516,830	6,801,094	6,731,594	6,576,595	6,729,236	(224,499)	-3.3%
	Total Revenues:	\$ 7,065,984	\$ 7,073,088	\$ 7,118,330	\$ 7,402,594	\$ 7,402,594	\$ 7,247,595	\$ 7,400,236	\$ (154,999)	-2.1%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	4,064,517	4,166,529	4,270,060	4,557,324	4,557,324	4,470,585	4,498,906	(86,739)	-1.9%
11.002/4	Overtime	401,190	355,030	313,000	313,000	313,000	313,000	313,000	-	0.0%
11.008	Extra Duty (Revenue Offset)	371,089	383,017	400,000	400,000	400,000	400,000	400,000	-	0.0%
21.xxx	Benefits	1,821,339	1,818,324	1,801,770	1,801,770	1,801,770	1,995,260	2,093,780	193,490	10.7%
31.008	Clothing/Uniform	19,790	26,199	28,000	28,000	28,000	25,610	25,610	(2,390)	-8.5%
35.xxx	Small Tools/Minor Equip	38,249	22,009	28,090	28,090	28,090	29,960	55,760	1,870	6.7%
41.xxx	Professional Service	2,859	5,941	7,000	7,000	7,000	6,680	6,680	(320)	-4.6%
42.xxx	Communication	48,208	40,399	53,910	50,910	50,910	-	-	(50,910)	-100.0%
48.xxx	Repairs & Maintenance	295,081	255,314	215,000	215,000	215,000	5,000	5,000	(210,000)	-97.7%
49.001	Membership Dues	360	-	-	-	-	-	-	-	n/a
49.xxx	Other Charges & Services	3,302	326	1,500	1,500	1,500	1,500	1,500	-	0.0%
	Subtotal Operating Exp:	\$ 7,065,984	\$ 7,073,088	\$ 7,118,330	\$ 7,402,594	\$ 7,402,594	\$ 7,247,595	\$ 7,400,236	\$ (154,999)	-2.1%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
	Subtotal One-time Exp:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
	Total Expenditures:	\$ 7,065,984	\$ 7,073,088	\$ 7,118,330	\$ 7,402,594	\$ 7,402,594	\$ 7,247,595	\$ 7,400,236	\$ (154,999)	-2.1%

POLICE CRIMINAL INVESTIGATIONS UNIT

Responsible Manager: *Mike Zaro, Assistant Police Chief*

PURPOSE/DESCRIPTION

The Criminal Investigations Unit (CIU) is responsible for the investigation of alleged crimes through the follow-up of reports generated by the Patrol Section. CIU is divided into the following units:

- *Major Crimes*: investigating homicides, assaults, suicides, deaths, arson, WSH Investigations, missing persons
- *Special Assault*: investigating domestic violence, violence against children and the elderly, sexual assault and runaways
- *Property ProAC*: investigating property crimes, fraud, identity theft and robberies
- *Special Operations*: working undercover operations to interrupt and prevent drug manufacture, sale and delivery and vice (This unit has the ability to seize property associated with the drug operations and use a percentage of it to further drug enforcement efforts.)
- *Forensic Services*: conducts crime scene investigation, processes evidence, coordinates with various crime labs, and prepares for trial

PERFORMANCE MEASURES

Measure	Target	2013	2014
# of cases resolved with an arrest or referral for prosecution	tbd	n/a	n/a
# of open cases assigned per investigator/detective	tbd	n/a	n/a
Quantity of drugs and property seized (\$ value)	tbd	n/a	n/a
# of illegal operations interrupted	tbd	n/a	n/a
# of positive comments received from victims and prosecutors	tbd	n/a	n/a
# of external compliments/positive comments received	tbd	n/a	n/a
# of complaints received regarding the Police Department	tbd	n/a	n/a

Performance Measures were developed for the first time as part of the 2015/2016 Biennial Budget Process, therefore data is not readily available.

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Lieutenant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	lt
Sergeant	4.00	4.00	4.00	4.00	4.00	4.00	4.00	sgt
Detective	10.00	10.00	10.00	10.00	10.00	10.00	10.00	det
Police Officer	13.00	13.00	13.00	13.00	13.00	13.00	13.00	po1
Total Regular Staffing	28.00	28.00	28.00	28.00	28.00	28.00	28.00	
<i>Change from prior year</i>	n/a	-	-	-	-	-	-	

POLICE CRIMINAL INVESTIGATIONS UNITResponsible Manager: *Mike Zaro, Assistant Police Chief***HIGHLIGHTS / CHANGES**

The adopted operating budget totals \$3,566,000 in 2015 and \$3,620,550 in 2016. This is a \$997,780 or 38.8% increase from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Salaries & Wages increased by \$709,800 or 42.2% due largely to moving Special Ops from Special Units to Criminal Investigations.
- Benefits increased by \$342,690 or 47.5% due largely to moving Special Ops from Special Units to Criminal Investigations.
- Communications decreased by \$23,460 or 100% due to moving the budget to the Information Technology internal service fund. There is an offsetting increase in IS Charges – M&O in the Command section.
- Repairs & Maintenance decreased by \$26,000 or 100% due to moving the budget to the Fleet & Equipment internal service fund. There is an offsetting increase in IS Charges – M&O in the Command section.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
	General Government	2,458,582	2,512,500	2,575,390	2,569,220	2,369,219	3,566,000	3,620,550	996,780	38.8%
Total Revenues:		\$ 2,458,582	\$ 2,512,500	\$ 2,575,390	\$ 2,569,220	\$ 2,369,219	\$ 3,566,000	\$ 3,620,550	\$ 996,780	38.8%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	1,597,559	1,651,669	1,680,410	1,680,410	1,480,410	2,390,210	2,392,360	709,800	42.2%
11.002/4	Overtime	124,703	113,901	100,000	93,830	93,829	93,830	93,830	-	0.0%
21.xxx	Benefits	648,105	676,828	721,710	721,710	721,710	1,064,400	1,116,800	342,690	47.5%
31.xxx	Other Supplies	16,000	-	-	-	-	-	-	-	n/a
31.005	Meeting Food & Beverage	240	52	220	220	220	220	220	-	0.0%
31.008	Clothing/Uniform	2,181	7,323	3,080	3,080	3,080	3,080	3,080	-	0.0%
35.xxx	Small Tools/Minor Equip	12,643	3,010	9,510	9,510	9,510	8,910	8,910	(600)	-6.3%
41.xxx	Professional Service	4,187	13,396	11,000	11,000	11,000	5,350	5,350	(5,650)	-51.4%
42.xxx	Communication	19,852	22,478	23,460	23,460	23,460	-	-	(23,460)	-100.0%
43/49.003	Travel & Training	42	-	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	33,070	23,843	26,000	26,000	26,000	-	-	(26,000)	-100.0%
Subtotal Operating Exp:		\$ 2,458,582	\$ 2,512,500	\$ 2,575,390	\$ 2,569,220	\$ 2,369,219	\$ 3,566,000	\$ 3,620,550	\$ 996,780	38.8%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ 2,458,582	\$ 2,512,500	\$ 2,575,390	\$ 2,569,220	\$ 2,369,219	\$ 3,566,000	\$ 3,620,550	\$ 996,780	38.8%

POLICE SPECIALTY UNITS

Responsible Manager: *Mike Zaro, Assistant Police Chief*

PURPOSE/DESCRIPTION

The responsibilities of the Specialty Unit are varied and encompass the following units:

- *Court Security*: protect public and court staff
- *Traffic*: enforcement of traffic laws and collision investigation
- *MSU*: enforcement of boating laws and emergency response on lakes within Lakewood
- *SWAT*: hostage rescue, high risk warrant service, special event security
- *K-9*: track fleeing suspects, evidence searches, non-marijuana narcotics detection, community relations
- *Dive*: recovery operations in bodies of water
- *Bicycle*: provide a visible presence and patrol in areas that are not easily accessible by vehicle
- *Property Room*: evidence processing, storage, and disposal
- *Front Desk*: point of contact for the public, write reports for minor property offenses
- *Animal Control*: enforce ordinances as they relate to domestic and wild animals
- *Peer Support*: officer-to-officer counseling

PERFORMANCE MEASURES

Measure	Target	2013	2014
# of traffic stops	tbd	n/a	n/a
Successful property room audits (internal? Annual?)	tbd	n/a	n/a
# of responses to animal complaints	tbd	n/a	n/a
# of captures by K9	tbd	n/a	n/a
# of detections of narcotics by K9	tbd	n/a	n/a
# of SWAT missions completed successfully	tbd	n/a	n/a

Performance Measures were developed for the first time as part of the 2015/2016 Biennial Budget Process, therefore data is not readily available.

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Lieutenant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	lt
Sergeant	3.00	3.00	3.00	3.00	3.00	3.00	3.00	sgt
Police Officer	11.00	11.00	11.00	11.00	11.00	11.00	11.00	po1
Community Service Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00	cso
Property Room Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	35
Senior Animal Control Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	25
Animal Control Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	23
Evidence Custodian	2.00	2.00	2.00	2.00	2.00	2.00	2.00	18
Total Regular Staffing	22.00	22.00	22.00	22.00	22.00	22.00	22.00	
<i>Change from prior year</i>	n/a	-	-	-	-	-	-	

POLICE SPECIALTY UNITSResponsible Manager: *Mike Zaro, Assistant Police Chief***HIGHLIGHTS / CHANGES**

The adopted operating budget totals \$2,518,880 in 2015 and \$2,573,610 in 2016. This is a \$781,406 or 23.7% decrease from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Salaries & Wages decreased by \$418,440 or 25.1% due to moving Special Ops to the Criminal Investigations Unit.
- Benefits decreased by \$210,800 or 28.7% due to moving Special Ops to the Criminal Investigations Unit.
- Communications decreased by \$23,440 or 100% due to moving the budget to the Information Technology internal service fund. There is an offsetting increase in IS Charges – M&O in the Command section.
- Repairs & Maintenance decreased by \$68,080 or 99.7% due to moving the budget to the Fleet & Equipment internal service fund. There is an offsetting increase in IS Charges – M&O in the Command section.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
	Animal License	\$ 55,203	\$ 31,346	\$ 41,000	\$ 41,000	\$ 35,800	\$ 35,800	\$ 35,800	\$ (5,200)	-12.7%
	Animal Services-Steilacoom	24,463	11,642	-	-	13,000	13,000	13,000	13,000	n/a
	Animal Services-Dupont	34,182	26,868	-	-	27,000	27,000	27,000	27,000	n/a
	Photo Infraction	789,539	793,105	1,000,000	820,000	750,000	750,000	750,000	(70,000)	-8.5%
	General Government	2,323,521	2,463,086	1,849,660	2,439,286	2,464,486	1,693,080	1,747,810	(746,206)	-30.6%
	Total Revenues:	\$ 3,226,908	\$ 3,326,047	\$ 2,890,660	\$ 3,300,286	\$ 3,290,286	\$ 2,518,880	\$ 2,573,610	\$(781,406)	-23.7%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	1,629,810	1,689,662	1,667,460	1,667,460	1,667,460	1,249,020	1,275,570	(418,440)	-25.1%
11.002/4	Overtime	170,827	163,576	175,830	170,456	170,456	165,630	165,630	(4,826)	-2.8%
21.xxx	Benefits	696,029	734,436	734,360	734,360	734,360	523,560	551,740	(210,800)	-28.7%
31.xxx	Office Supplies	32,726	25,478	33,300	33,300	33,300	33,950	33,950	650	2.0%
31.003/00	Forms & Publications	257	-	1,160	1,160	1,160	1,160	1,160	-	0.0%
31.005	Meeting Food & Beverage	-	46	90	90	90	90	90	-	0.0%
31.008	Clothing/Uniform	12,991	6,082	9,900	9,900	9,900	9,250	9,250	(650)	-6.6%
35.xxx	Small Tools/Minor Equip	23,293	42,555	17,180	17,180	17,180	17,990	17,990	810	4.7%
41.xxx	Professional Service	570,893	559,845	151,640	566,640	556,640	510,360	510,360	(56,280)	-9.9%
42.xxx	Communication	26,306	28,786	23,440	23,440	23,440	-	-	(23,440)	-100.0%
43/49.003	Travel & Training	3,492	6,483	7,000	7,000	7,000	7,000	7,000	-	0.0%
44.xxx	Advertising	464	623	800	800	800	600	600	(200)	-25.0%
45.xxx	Operating Rental/Lease	95	-	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	59,655	68,248	68,280	68,280	68,280	200	200	(68,080)	-99.7%
49.001	Membership Dues	70	227	220	220	220	70	70	(150)	-68.2%
	Subtotal Operating Exp:	\$ 3,226,908	\$ 3,326,047	\$ 2,890,660	\$ 3,300,286	\$ 3,290,286	\$ 2,518,880	\$ 2,573,610	\$(781,406)	-23.7%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
	Subtotal One-time Exp:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
	Total Expenditures:	\$ 3,226,908	\$ 3,326,047	\$ 2,890,660	\$ 3,300,286	\$ 3,290,286	\$ 2,518,880	\$ 2,573,610	\$(781,406)	-23.7%

POLICE COMMUNITY SAFETY RESOURCE TEAM (CSRT)

Responsible Manager: *Mike Zaro, Assistant Police Chief*

PURPOSE/DESCRIPTION

The Community Safety Resource Team is comprised of members of the Police, Community Development, and Legal Departments. Together, the team works with the community to address quality of life issues that require enforcement, education, abatement, coordination, and often legal resolution. CSRT assists citizens in neighborhood blight removal, understanding what remedies are available for them when faced with uncomfortable neighbor relations, and pairing people with agency assistance. For consistency the Neighborhood Policing Unit falls under the responsibilities of the CSRT Lieutenant.

PERFORMANCE MEASURES

Measure	Target	2013	2014
% decrease in nuisance calls for service	tbd	n/a	n/a
% increase in human service coordination	tbd	n/a	n/a
% decrease in blight/graffiti in both residential and commercial areas	tbd	n/a	n/a
# if positive comments received from citizens	tbd	n/a	n/a

Performance Measures were developed for the first time as part of the 2015/2016 Biennial Budget Process, therefore data is not readily available.

POSITION INVENTORY

Positions	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	Grade
			Adopted	Adjusted	Year-end			
Lieutenant	1.00	1.00	1.00	1.00	1.00	-	-	lt
Community Service Officer	3.00	3.00	3.00	3.00	3.00	2.00	2.00	cso
Code Enforcement Officer	-	-	-	-	-	2.00	2.00	33
Total Regular Staffing	4.00	4.00	4.00	4.00	4.00	4.00	4.00	
<i>Change from prior year</i>	n/a	-	-	-	-	-	-	

POLICE COMMUNITY SAFETY RESOURCE TEAM (CSRT)

Responsible Manager: *Mike Zaro, Assistant Police Chief*

HIGHLIGHTS / CHANGES

The adopted operating budget totals \$1,318,910 in 2015 and \$1,346,720 in 2016. This is a \$52,012 or 3.8% decrease from the 2014 adjusted budget. Highlights of the 2015 adopted budget compared to the 2014 adjusted budget are as follows:

- Salaries & Wages decreased by \$23,980 or 2.6% due to removing funding for the CSRT Lieutenant and a Code Enforcement Officer.
- Benefits decreased by \$22,630 or 5.8% due to removing funding for the CSRT Lieutenant and a Code Enforcement Officer.
- Communications decreased by \$13,400 due to moving the budget to the Information Technology internal service fund. There is an offsetting increase in IS Charges – M&O in the Command section.
- Repairs & Maintenance decreased by \$23,000 or 98.1% due to moving the budget to the Fleet & Equipment internal service fund. There is an offsetting increase in IS Charges – M&O in the Command section.
- Intergovernmental increased by \$27,000 due to the clean air assessment in the CSRT budget that was moved from Community Development to the Police Department.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
	General Government	878,208	1,242,734	1,359,270	1,370,922	1,370,922	1,318,910	1,346,720	(52,012)	-3.8%
Total Revenues:		\$ 878,208	\$ 1,242,734	\$ 1,359,270	\$ 1,370,922	\$ 1,370,922	\$ 1,318,910	\$ 1,346,720	\$ (52,012)	-3.8%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	583,979	846,815	899,160	909,650	909,650	885,670	895,970	(23,980)	-2.6%
11.002/4	Overtime	31,938	25,130	21,000	21,000	21,000	22,200	22,200	1,200	5.7%
21.xxx	Benefits	239,344	341,853	392,050	392,050	392,050	369,420	386,930	(22,630)	-5.8%
31.xxx	Other Supplies	975	638	300	1,462	1,462	2,850	2,850	1,388	94.9%
31.005	Meeting Food & Beverage	373	44	260	260	260	370	370	110	42.3%
31.008	Clothing/Uniform	2,450	784	3,700	3,700	3,700	4,600	4,600	900	24.3%
35.xxx	Small Tools/Minor Equip	-	-	3,750	3,750	3,750	3,000	3,000	(750)	-20.0%
41.xxx	Professional Service	4,971	-	100	100	100	100	100	-	0.0%
42.xxx	Communication	9,864	8,942	13,400	13,400	13,400	-	-	(13,400)	-100.0%
43/49.003	Travel & Training	-	72	-	-	-	900	900	900	n/a
45.xxx	Operating Rental/Lease	-	779	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	3,933	17,677	23,450	23,450	23,450	450	450	(23,000)	-98.1%
49.001	Membership Dues	-	-	200	200	200	450	450	250	125.0%
49.xxx	Other Charges & Services	381	-	1,900	1,900	1,900	1,900	1,900	-	0.0%
5x.xxx	Intergovernmental	-	-	-	-	-	27,000	27,000	27,000	n/a
Subtotal Operating Exp:		\$ 878,208	\$ 1,242,734	\$ 1,359,270	\$ 1,370,922	\$ 1,370,922	\$ 1,318,910	\$ 1,346,720	\$ (52,012)	-3.8%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ 878,208	\$ 1,242,734	\$ 1,359,270	\$ 1,370,922	\$ 1,370,922	\$ 1,318,910	\$ 1,346,720	\$ (52,012)	-3.8%

POLICE NARCOTICS SEIZUREResponsible Manager: *Mike Zaro, Assistant Police Chief***PURPOSE/DESCRIPTION**

The purpose of the Narcotics Seizure Fund is to account for the revenues from assets seized as a result of involvement with the illegal sale, possession, or distribution of drugs or controlled substances, and for the purchase of controlled substances or drugs by law enforcement officers or agents, as well as for such other expenses the City determines to be reasonably connected with public safety activity.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
	Forfeitures	\$ 132,808	\$141,409	\$281,340	\$323,306	\$365,306	\$ -	\$ -	\$ (323,306)	-100.0%
	Restitution/Settlements	117,419	-	-	-	-	-	-	-	n/a
	Interest/Miscellaneous	858	844	1,660	1,660	1,660	-	-	(1,660)	-100.0%
	Interfund Rent	42,000	3,500	42,000	42,000	-	-	-	(42,000)	-100.0%
	Proceeds from Sale of Land	-	514,181	-	-	-	-	-	-	n/a
	Total Revenues	\$ 293,085	\$ 659,934	\$ 325,000	\$ 366,966	\$ 366,966	\$ -	\$ -	\$ (366,966)	-100.0%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	-	-	-	-	-	1,000	1,000	1,000	n/a
11.002/4	Overtime	26,902	31,424	90,000	128,965	128,965	90,000	90,000	(38,965)	-30.2%
21.xxx	Benefits	8,269	10,422	-	-	-	28,150	28,150	28,150	n/a
31.xxx	Office Supplies	63,539	41,259	58,000	58,000	58,000	70,500	70,500	12,500	21.6%
35.xxx	Small Tools/Minor Equip	9,458	50,938	25,000	25,000	25,000	30,000	20,000	5,000	20.0%
41.xxx	Professional Service	7,275	2,627	40,000	40,000	40,000	40,000	27,000	-	0.0%
42.xxx	Communication	300	517	2,000	2,000	2,000	2,000	2,000	-	0.0%
43/49.003	Travel & Training	28,646	24,543	18,000	18,000	18,000	36,900	31,100	18,900	105.0%
47.xxx	Utilities	-	1,176	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	3,816	852	5,000	5,000	5,000	18,000	18,000	13,000	260.0%
49.xxx	Other Charges & Services	2,385	(15,145)	2,000	2,000	2,000	2,000	2,000	-	0.0%
597	Interfund Transfers	-	-	-	14,061	14,061	-	-	(14,061)	-100.0%
5x.xxx	Intergovernmental	1,060	1,234	-	-	-	-	-	-	n/a
6x.xxx	Capital	-	139,712	-	40,413	40,413	-	-	(40,413)	-100.0%
7/8x.xxx	Debt Service	1,070	-	10,000	10,000	10,000	-	-	(10,000)	-100.0%
	Total Expenditures	\$ 152,720	\$ 289,559	\$ 250,000	\$ 343,439	\$ 343,439	\$ 318,550	\$ 289,750	\$ (24,889)	-7.2%

POLICE FELONY SEIZURE**Responsible Manager: Mike Zaro, Assistant Police Chief****PURPOSE/DESCRIPTION**

The purpose of the Felony Seizure Fund is to account for assets seized by the Police Department under RCW 10.105.101 and the related expenditures. The statute authorizes the seizure of assets that have been or was actually employed as an instrumentality in the commission of, or in aiding or abetting in the commission of any felony, or which was furnished or was intended to be furnished by any person in the commission of, as a result of, or as compensation for the commission of, any felony, or which was acquired in whole or in part with proceeds traceable to the commission of a felony. Funds are used exclusively by the City for the expansion and improvement of law enforcement activity; however, may not be used to supplant existing funding sources.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
	Forfeitures	\$ 4,419	\$ 4,250	\$ 9,800	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
	Interest/Miscellaneous	124	117	200	-	-	-	-	-	n/a
Total Revenues:		\$ 4,543	\$ 4,367	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
<i>Expenditure Summary:</i>										
31.xxx	Office Supplies	10,620	9,166	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	-	39,725	10,000	-	-	-	-	-	n/a
41.xxx	Professional Service	-	-	5,000	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	-	-	5,000	-	-	-	-	-	n/a
597	Interfund Transfers	-	-	-	87,601	87,601	-	-	(87,601)	-100.0%
6x.xxx	Capital	-	9,383	-	-	-	-	-	-	n/a
Subtotal Expenditures:		\$ 10,620	\$ 58,274	\$ 20,000	\$ 87,601	\$ 87,601	\$ -	\$ -	\$ (87,601)	-100.0%

POLICE **FEDERAL SEIZURE**

Responsible Manager: *Mike Zaro, Assistant Police Chief*

PURPOSE/DESCRIPTION

The purpose of the Federal Seizure Fund is to track the revenues associated with assets seized as a result of the Police Department working in conjunction with federal law enforcement and the related public safety expenditures funded by those revenues.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
	Forfeitures	\$ -	\$ 6,260	\$ 69,520	\$ 69,520	\$ 69,520	\$ -	\$ -	\$ (69,520)	-100.0%
	Interest/Miscellaneous	82	24	-	-	-	-	-	-	n/a
Total Revenues		\$ 82	\$ 6,284	\$ 69,520	\$ 69,520	\$ 69,520	\$ -	\$ -	\$ (69,520)	-100.0%
<i>Expenditure Summary:</i>										
11.002/4	Overtime	-	-	-	-	-	10,000	10,000	10,000	n/a
31.xxx	Office Supplies	13,101	3,275	80,000	49,520	49,520	-	-	(49,520)	-100.0%
35.xxx	Small Tools/Minor Equip	3,465	-	20,000	20,000	20,000	-	-	(20,000)	-100.0%
49.xxx	Other Charges & Services	6,750	495	-	-	-	-	-	-	n/a
6x.xxx	Capital	60,544	8,145	-	-	-	-	-	-	n/a
Total Expenditures		\$ 83,860	\$ 11,915	\$ 100,000	\$ 69,520	\$ 69,520	\$ 10,000	\$ 10,000	\$ (59,520)	-85.6%

POLICE PUBLIC SAFETY GRANTS

Responsible Manager: *Mike Zaro, Assistant Police Chief*

PURPOSE/DESCRIPTION

The purpose of the Public Safety Grant Fund is to account for the revenues and expenditures related to grants and local revenue received by the Police Department.

REVENUE & EXPENDITURE SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Revenue Summary:</i>										
	Grants	\$ 458,874	\$ 384,752	\$ 281,840	\$ 186,706	\$ 186,706	\$ 149,810	\$ -	\$ (36,896)	-19.8%
	Transfer-In General Fund	-	2,353	-	12,176	12,176	-	-	(12,176)	-100.0%
Total Revenues:		\$ 458,874	\$ 387,105	\$ 281,840	\$ 198,882	\$ 198,882	\$ 149,810	\$ -	\$ (49,072)	-24.7%
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	83,147	83,363	101,320	3,072	3,072	-	-	(3,072)	-100.0%
11.002/4	Overtime	45,196	46,731	30,000	85,730	85,730	76,000	-	(9,730)	-11.3%
21.xxx	Benefits	49,399	49,698	61,370	11,423	11,423	-	-	(11,423)	-100.0%
31.xxx	Office Supplies	21,259	12,463	13,000	3,728	3,728	-	-	(3,728)	-100.0%
32.xxx	Fuel	2,096	-	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	13,444	5,158	3,500	10,805	10,805	2,000	-	(8,805)	-81.5%
41.xxx	Professional Service	87,018	90,887	38,000	48,177	48,177	71,810	-	23,633	49.1%
42.xxx	Communication	8,067	4,478	2,500	1,376	1,376	-	-	(1,376)	-100.0%
43/49.003	Travel & Training	10,715	9,687	10,000	21,510	21,510	-	-	(21,510)	-100.0%
45.xxx	Operating Rental/Lease	70,981	49,086	7,250	12,642	12,642	-	-	(12,642)	-100.0%
46.xxx	Insurance Premiums	2,372	2,681	1,200	-	-	-	-	-	n/a
47.xxx	Utilities	4,494	2,622	2,000	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	4,848	129	7,000	-	-	-	-	-	n/a
49.xxx	Other Charges & Services	-	-	-	417	417	-	-	(417)	-100.0%
597	Interfund Transfers	3,000	-	-	-	-	-	-	-	n/a
6x.xxx	Capital	52,837	32,413	-	-	-	-	-	-	n/a
Subtotal Operating Exp:		\$ 458,873	\$ 389,396	\$ 277,140	\$ 198,880	\$ 198,880	\$ 149,810	\$ -	\$ (49,070)	-24.7%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ 458,873	\$ 389,396	\$ 277,140	\$ 198,880	\$ 198,880	\$ 149,810	\$ -	\$ (49,070)	-24.7%



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BUDGET BY FUND



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FUND 001: GENERAL FUND

PURPOSE/DESCRIPTION

The *General Fund* is the City's operating fund. It accounts for all financial resources of the general government, except those required or elected to be accounted for in another fund. These include the costs of legislative and executive departments, municipal court services, finance and information technology departments, legal department, community development services, human resources; parks, recreation, and human services; economic development, police and animal control; and city hall maintenance. Major sources of revenue reported for the General Fund include property tax, sales and use tax, utility tax, other taxes, franchise fees, licenses and permits, fines and forfeitures, charges for services, state shared revenues and other intergovernmental.

Within the General Fund are the following ending fund balance reserves:

- *2% General Fund Contingency Reserves:* The purpose of this reserve is to accommodate unexpected operational changes, legislative impacts, or other economic events affecting the City's operations which could not have been reasonably anticipated at the time the original budget was prepared. The City Council will determine how the Contingency Reserves are spent.
- *5% General Fund Ending Fund Balance Reserves:* The purpose of this reserve is to provide financial stability, cash flow for operations and the assurance that the City will be able to respond to revenue shortfalls with fiscal strength.
- *5% Strategic Reserves:* The purpose of this reserve is to provide some fiscal means for the City to respond to potential adversities such as public emergencies, natural disasters or similarly major, unanticipated events.

The City's fiscal policy requires ongoing expenditures to be funded with ongoing revenues, therefore, beginning fund balance from prior year are primarily used for one-time and/or capital purpose.

The following pages present a sources and uses summary of the departmental budgets which comprise the General Fund. Also included is an expenditure by object summary.

FUND 001: GENERAL FUND (continued)**SOURCES & USES**

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Property Tax	\$ 6,227,924	\$ 6,295,819	\$ 6,306,000	\$ 6,306,000	\$ 6,369,000	\$ 6,465,000	\$ 6,562,000	\$ 159,000	2.5%
Local Sales & Use Tax	7,897,357	8,140,449	8,000,000	8,000,000	8,140,000	8,282,000	8,426,000	282,000	3.5%
Sales/Parks	412,204	458,373	400,000	400,000	465,000	472,000	481,000	72,000	18.0%
Natural Gas Use Tax	11,296	30,120	125,000	25,000	30,000	30,000	30,000	5,000	20.0%
Criminal Justice Sales Tax	756,800	824,003	800,000	800,000	830,000	838,000	846,000	38,000	4.8%
Admissions Tax	591,704	641,151	472,500	472,500	640,000	650,000	660,000	177,500	37.6%
Utility Tax	5,622,338	5,899,854	6,229,400	6,229,400	5,900,000	5,987,000	6,076,000	(242,400)	-3.9%
Leasehold Tax	11,858	8,027	1,000	1,000	8,000	8,000	8,000	7,000	700.0%
Gambling Tax	2,425,133	2,434,051	2,720,000	2,720,000	2,434,000	2,470,000	2,507,000	(250,000)	-9.2%
Franchise Fees-Cable/Wtr/Swr/SW	2,169,251	2,342,256	1,535,000	1,535,000	2,343,000	2,379,000	2,415,000	844,000	55.0%
Franchise Fees-Tacoma Power	788,340	815,374	630,000	630,000	815,000	827,000	839,000	197,000	31.3%
Development Service Fees	1,026,342	863,469	1,435,785	1,435,785	979,050	973,450	982,970	(462,335)	-32.2%
Licenses & Permits	372,188	468,159	392,500	392,500	433,800	454,800	454,800	62,300	15.9%
Sales Tax Mitigation	49,158	48,029	-	48,000	48,000	49,000	50,000	1,000	2.1%
Criminal Justice	123,883	131,854	62,300	92,300	135,500	135,300	136,900	43,000	46.6%
Criminal Justice High Crime	125,164	263,208	115,000	263,000	330,000	298,100	298,100	35,100	13.3%
Liquor Excise Tax	145,808	77,675	-	211,000	93,600	111,100	80,800	(99,900)	-47.3%
Liquor Board Profits	580,449	523,698	525,000	450,000	517,100	510,100	509,500	60,100	13.4%
Intergovernmental (Police/Other)	18,263	36,912	103,500	103,500	16,400	12,900	12,900	(90,600)	-87.5%
Animal Services-Steilacoom	24,463	11,642	-	-	13,000	13,000	13,000	13,000	n/a
Animal Services-Dupont	34,182	26,868	-	-	27,000	27,000	27,000	27,000	n/a
Municipal Court Svcs-Univ Place	225,000	227,640	225,000	225,000	225,000	171,002	171,002	(53,998)	-24.0%
Municipal Court Svcs-Steilacoom	-	7,500	-	-	10,000	99,349	99,349	99,349	n/a
Municipal Court Svcs-Dupont	-	-	-	-	-	85,121	85,121	85,121	n/a
Pierce County-Steilacoom Park	50,000	50,000	50,000	50,000	50,000	-	-	(50,000)	-100.0%
Parks & Recreation Charges for Svcs	237,203	234,548	184,600	192,600	227,500	252,500	262,500	59,900	31.1%
Court Transport-University Place	15,290	13,915	-	-	14,000	14,000	14,000	14,000	n/a
Court Transport-Steilacoom	-	-	-	-	800	-	-	-	n/a
Police-Various Contracts	11,251	3,150	29,950	29,950	-	-	-	(29,950)	-100.0%
Police-Towing Impound Fees	99,800	77,300	-	-	40,000	40,000	40,000	40,000	n/a
Police-Extra Duty	448,196	471,746	440,000	440,000	400,000	400,000	400,000	(40,000)	-9.1%
Police-Dispatch Svcs Western SH	253,522	239,009	161,500	161,500	231,000	231,000	231,000	69,500	43.0%
Copies, Testing Fees, Wellness, Etc.	11,652	6,098	8,600	8,600	11,000	11,000	11,000	2,400	27.9%
Fines & Forfeitures-Court	1,596,299	1,514,628	1,488,910	1,488,910	1,549,103	1,444,100	1,444,100	(44,810)	-3.0%
Photo Infraction	789,539	793,105	1,000,000	820,000	750,000	750,000	750,000	(70,000)	-8.5%
Penalties & Interest - Taxes	33,779	34,907	27,000	27,000	30,500	30,500	30,500	3,500	13.0%
Miscellaneous/Interest/Copies, Etc.	42,724	79,673	163,750	63,750	43,400	43,600	43,650	(20,150)	-31.6%
Transfers In-Fund 101 Street O&M	-	28,360	28,360	28,360	28,360	-	-	(28,360)	-100.0%
Transfer In-Fund 401 SWM	269,700	269,700	269,700	284,700	284,700	284,700	284,700	-	0.0%
Total Operating Revenues	\$ 33,498,062	\$ 34,392,273	\$ 33,930,355	\$ 33,935,355	\$ 34,462,813	\$ 34,849,622	\$ 35,282,892	\$ 914,267	2.7%

FUND 001: GENERAL FUND (continued)**SOURCES & USES** (continued)

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
EXPENDITURES									
City Council	97,927	85,530	97,600	95,670	95,670	89,950	90,090	(5,720)	-6.0%
City Manager	409,921	419,386	488,030	465,286	465,286	544,790	552,260	79,504	17.1%
Municipal Court	1,679,120	1,721,223	1,738,190	1,860,571	1,798,071	1,735,640	1,807,930	(124,931)	-6.7%
Administrative Services	3,353,186	3,322,082	2,969,310	3,015,380	3,335,380	1,408,210	1,465,450	(1,607,170)	-53.3%
Non-Departmental/IS Charges	1,685,627	2,495,840	2,494,750	2,305,121	2,349,347	3,579,532	3,636,642	1,274,411	55.3%
Legal	1,407,092	1,249,436	1,408,700	1,327,769	1,327,769	1,566,960	1,631,360	239,191	18.0%
Community & Economic Dev	2,036,213	2,219,754	2,219,650	2,131,450	2,131,450	1,865,890	1,952,360	(265,560)	-12.5%
Parks, Rec & Community Svcs	2,165,776	1,997,690	1,947,730	2,187,230	2,177,230	2,423,260	2,508,650	236,030	10.8%
Police	19,297,759	19,844,706	19,392,750	19,845,076	19,335,075	21,022,715	21,341,706	1,177,639	5.9%
Property Management	819,369	861,918	935,620	881,620	881,620	-	-	(881,620)	-100.0%
Total Operating Expenditures:	\$ 32,951,990	\$ 34,217,562	\$ 33,692,330	\$ 34,115,173	\$ 33,896,898	\$ 34,236,947	\$ 34,986,448	\$ 121,774	0.4%
Oper Rev Over/(Under) Exp	\$ 546,071	\$ 174,711	\$ 238,025	\$ (179,818)	\$ 565,915	\$ 612,675	\$ 296,444	\$ 792,493	-440.7%
OTHER FINANCING SOURCES									
Grants/Donations/Contributions	830,521	695,838	335,000	419,634	230,786	257,811	156,499	(161,823)	-38.6%
Transfer In-Narcotics Seizure	-	-	-	85,939	85,939	-	-	(85,939)	-100.0%
Transfer In-Felony Seizure	-	-	-	14,061	14,061	-	-	(14,061)	-100.0%
Transfer In-Various Grant Funds	16,025	-	-	-	-	-	-	-	n/a
Transfer In-CDBG/Grants	-	-	-	840,056	840,056	-	-	(840,056)	-100.0%
Transfer In-Public Safety Grant	3,000	-	-	-	-	-	-	-	n/a
Transfer In-LID Guaranty Fund	-	-	-	-	-	-	270,000	-	n/a
Transfer In-General Govt CIP	-	398,392	-	-	-	-	-	-	n/a
Transfer In-Sanitary Sewer Conn CIP	876	-	-	-	-	-	-	-	n/a
Transfer In-Fleet & Equipment	-	-	-	1,074,959	1,074,959	-	-	(1,074,959)	-100.0%
Total Other Financing Sources	\$ 850,422	\$ 1,094,230	\$ 335,000	\$ 2,434,649	\$ 2,245,801	\$ 257,811	\$ 426,499	\$ (2,176,838)	-89.4%
OTHER FINANCING USES									
City Council	-	-	-	1,930	1,930	-	-	(1,930)	-100.0%
City Manager	-	2,301	-	20,165	20,165	10,000	-	(10,165)	-50.4%
Administrative Services	241,444	1,035,976	75,000	471,922	431,921	-	-	(471,922)	-100.0%
Contingency	-	-	25,000	25,000	-	-	-	(25,000)	-100.0%
Transfer to SSMCP	-	-	-	50,000	50,000	50,000	50,000	-	0.0%
Transfer to Street O&M	-	-	-	2,000	2,000	-	-	(2,000)	-100.0%
Transfer to Street CIP	-	3,826	-	35,000	35,000	500,000	500,000	465,000	1328.6%
Transfer to Public Art	-	2,000	-	-	-	-	-	-	n/a
Transfer to Public Safety Grants	-	2,353	-	-	-	-	-	-	n/a
Transfer to SWM	22,065	-	-	-	-	-	-	-	n/a
Transfer to Fleet & Equipment	8,674	-	-	-	-	-	-	-	n/a
Comm & Econ Develop	-	101,673	10,000	380,985	380,985	-	-	(380,985)	-100.0%
Parks, Rec & Comm Svcs	-	79,034	-	160,000	160,000	-	-	(160,000)	-100.0%
Property Management	52,205	-	-	-	-	-	-	-	n/a
Legal	-	7,663	-	21,209	21,209	120,000	10,000	98,791	465.8%
Municipal Court	-	34,039	-	46,819	46,819	50,000	-	3,181	6.8%
Police	11,736	34,703	-	208,000	208,000	-	-	(208,000)	-100.0%
Total Other Financing Uses	\$ 336,124	\$ 1,303,568	\$ 110,000	\$ 1,423,030	\$ 1,358,029	\$ 730,000	\$ 560,000	\$ (693,030)	-48.7%
Total Revenue & Other Sources	\$ 34,348,483	\$ 35,486,503	\$ 34,265,355	\$ 36,370,004	\$ 36,708,614	\$ 35,107,433	\$ 35,709,391	\$ (1,262,571)	-3.5%
Total Expenditures & Other Uses	\$ 33,288,113	\$ 35,521,130	\$ 33,802,330	\$ 35,538,203	\$ 35,254,927	\$ 34,966,947	\$ 35,546,448	\$ (571,256)	-1.6%
Beginning Balance	\$ 1,554,938	\$ 2,615,308	\$ 402,580	\$ 2,580,681	\$ 2,580,681	\$ 4,034,368	\$ 4,174,854	\$ 1,453,687	56.3%
Ending Balance	\$ 2,615,308	\$ 2,580,681	\$ 865,605	\$ 3,412,482	\$ 4,034,368	\$ 4,174,854	\$ 4,337,797	\$ 762,372	22.3%
EFB as % of G/S Oper Rev	7.6%	7.3%	2.5%	9.9%	11.4%	11.5%	12.0%	1.60%	16.2%
Reserves - Total Target 12%	\$ 4,133,319	\$ 4,237,447	\$ 4,172,395	\$ 4,172,995	\$ 4,261,742	\$ 4,285,899	\$ 4,337,797	112,904	2.7%
2% Contingency Reserves	\$ 688,886	\$ 706,241	\$ 695,399	\$ 695,499	\$ 710,290	\$ 714,316	\$ 722,972	18,817	2.7%
5% General Fund Reserves	\$ 1,722,216	\$ 1,765,603	\$ 1,738,498	\$ 1,738,748	\$ 1,775,726	\$ 1,785,791	\$ 1,807,413	47,043	2.7%
5% Strategic Reserves	\$ 1,722,216	\$ 1,765,603	\$ 1,738,498	\$ 1,738,748	\$ 1,775,726	\$ 1,785,791	\$ 1,807,413	47,043	2.7%
Unreserved / (Shortfall):	\$ (1,362,118)	\$ (1,573,798)	\$ (3,306,690)	\$ (686,809)	\$ (227,374)	\$ (111,045)	\$ -	\$ 575,764	-83.8%

FUND 001: GENERAL FUND (continued)**EXPENDITURE BY OBJECT SUMMARY**

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	\$ 14,807,853	\$ 15,010,190	\$ 15,195,820	\$ 15,476,113	\$ 15,251,113	\$ 14,803,325	\$ 15,168,196	\$ (672,788)	-4.3%
11.002/4	Overtime	855,247	834,009	672,160	756,890	756,889	716,440	716,440	(40,450)	-5.3%
11.008	Extra Duty Pay	371,089	383,017	400,000	400,000	400,000	400,000	400,000	-	0.0%
11.011	Temporary Help	140,209	136,032	125,890	155,890	155,890	179,090	181,650	23,200	14.9%
21.xxx	Benefits	6,144,683	6,194,469	6,326,350	6,360,477	6,358,977	6,248,610	6,565,890	(111,867)	-1.8%
31.xxx	Other Operating Supplies	455,686	373,494	435,480	450,642	450,642	367,450	351,150	(83,192)	-18.5%
31.002	Printer & Copier Supplies	30,452	34,178	20,000	20,000	20,000	-	-	(20,000)	-100.0%
31.003/00	Forms & Publications	20,820	18,091	21,510	21,510	19,510	14,550	14,550	(6,960)	-32.4%
31.005	Meeting Food & Beverage	6,831	7,171	8,580	8,580	8,580	10,950	10,940	2,370	27.6%
31.008	Clothing/Uniform	47,732	61,421	61,980	61,980	61,980	60,770	60,040	(1,210)	-2.0%
32.xxx	Fuel	461,423	464,101	498,100	502,100	494,600	-	-	(502,100)	-100.0%
35.xxx	Small Tools/Minor Equip	119,335	237,583	127,080	144,580	144,580	94,810	119,160	(49,770)	-34.4%
41.xxx	Professional Service	1,915,850	1,906,363	1,549,660	1,979,865	1,949,865	1,937,780	1,949,230	(42,085)	-2.1%
42.xxx	Communication	193,915	201,624	219,980	216,980	216,980	-	-	(216,980)	-100.0%
43/49.003	Travel & Training	103,450	116,045	136,850	137,050	137,050	139,480	142,450	2,430	1.8%
44.xxx	Advertising	7,632	12,889	9,650	9,650	9,650	17,700	17,700	8,050	83.4%
45.xxx	Operating Rental/Lease	66,275	54,015	56,000	56,000	56,000	-	-	(56,000)	-100.0%
46.xxx	WCIA Risk Assessment	678,525	783,101	471,480	471,480	791,480	-	-	(471,480)	-100.0%
47.xxx	Utilities	296,641	323,332	297,940	297,940	297,940	97,500	93,250	(200,440)	-67.3%
48.xxx	Repairs & Maintenance	770,412	645,638	634,910	633,410	633,410	25,950	25,950	(607,460)	-95.9%
49.001	Membership Dues	102,488	88,327	116,640	116,840	116,840	78,120	78,710	(38,720)	-33.1%
49.xxx	Other Charges & Services	165,778	109,233	277,620	284,220	267,720	108,230	108,230	(175,990)	-61.9%
597	Interfund Transfers	1,069,265	1,064,780	1,064,780	1,188,822	1,233,047	1,330,840	1,386,710	142,018	11.9%
5x.xxx	Intergovernmental	3,832,128	3,952,252	3,759,900	3,443,855	3,143,855	3,339,540	3,326,420	(104,315)	-3.0%
7/8x.xxx	Debt Service	288,270	285,908	283,670	-	-	-	-	-	n/a
9x.xxx	IS Charges - M&O	-	-	-	-	-	3,409,794	3,413,770	3,409,794	n/a
9x.xxx	IS Charges - Reserves	-	920,300	920,300	920,300	920,300	856,020	856,020	(64,280)	-7.0%
Subtotal Operating Exp:		\$ 32,951,989	\$ 34,217,563	\$ 33,692,330	\$ 34,115,174	\$ 33,896,898	\$ 34,236,949	\$ 34,986,456	\$ 121,775	0.4%
<i>Capital & One-time Funding:</i>										
	City Council	-	-	-	1,930	1,930	-	-	(1,930)	-100.0%
	City Manager	-	2,301	-	20,165	20,165	10,000	-	(10,165)	-50.4%
	Administrative Services	272,183	1,044,152	100,000	583,921	518,921	550,000	550,000	(33,921)	-5.8%
	Comm & Econ Develop	-	101,673	10,000	380,985	380,985	-	-	(380,985)	-100.0%
	Parks, Rec & Comm Svcs	-	79,036	-	160,000	160,000	-	-	(160,000)	-100.0%
	Property Management	52,205	-	-	-	-	-	-	-	n/a
	Legal	-	7,663	-	21,209	21,209	120,000	10,000	98,791	465.8%
	Municipal Court	-	34,039	-	46,819	46,819	50,000	-	3,181	6.8%
	Police	11,736	34,703	-	208,000	208,000	-	-	(208,000)	-100.0%
Subtotal One-time Exp:		\$ 336,124	\$ 1,303,567	\$ 110,000	\$ 1,423,029	\$ 1,358,029	\$ 730,000	\$ 560,000	\$ (693,029)	-48.7%
Total Expenditures:		\$ 33,288,113	\$ 35,521,130	\$ 33,802,330	\$ 35,538,203	\$ 35,254,927	\$ 34,966,949	\$ 35,546,456	\$ (571,254)	-1.6%

Note: One-Time interfund transfers are accounted for under non-department and therefore are incorporated under the Administrative Services Department.

FUND 101: STREET OPERATIONS & MAINTENANCE

PURPOSE/DESCRIPTION

The *Street Operations and Maintenance Fund* is used to account for the receipts and disbursements associated with City planning, establishing, repairing and maintaining City streets, sidewalks, and appurtenances, including pedestrian and bicycle paths, lanes and routes. The fund is supported primarily by an interfund transfer from the General Fund, motor vehicle fuel tax and permits to a much lesser degree. Primary areas of service are transportation planning, traffic operations and maintenance, neighborhood traffic services, snow and ice response, and street maintenance.

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Permits Fees	\$ 99,092	\$ 60,733	\$ 48,500	\$ 48,500	\$ 202,000	\$ 28,000	\$ 28,000	\$ (20,500)	-42.3%
Engineering Review Fees	3,400	300	1,000	1,000	300	300	300	(700)	-70.0%
Motor Vehicle Fuel Tax	843,743	858,750	790,000	790,000	849,400	837,900	837,400	47,900	6.1%
Interest Earnings	28	5	100	100	-	-	-	(100)	-100.0%
Total Operating Revenues:	\$ 946,263	\$ 919,788	\$ 839,600	\$ 839,600	\$ 1,051,700	\$ 866,200	\$ 865,700	\$ 26,600	3.2%
EXPENDITURES									
Street Lighting	450,903	491,047	454,400	454,400	454,400	454,400	454,400	-	0.0%
Traffic Control Devices	493,295	569,775	411,700	470,930	470,930	370,730	386,990	(100,200)	-21.3%
Snow & Ice Response	82,009	38,209	15,850	15,850	15,850	15,850	15,850	-	0.0%
Road & Street Preservation	1,110,566	1,059,286	1,236,190	1,118,738	1,118,738	838,610	876,750	(280,128)	-25.0%
General Fund Admin Support	-	28,360	28,360	28,360	28,360	-	-	(28,360)	-100.0%
Contrib to Fleet & Equip Rsvs	-	100	100	100	100	199,260	199,260	199,160	199160.0%
Total Operating Expenditures:	\$ 2,136,773	\$ 2,186,777	\$ 2,146,600	\$ 2,088,378	\$ 2,088,378	\$ 1,878,850	\$ 1,933,250	\$ (209,528)	-10.0%
Oper Rev Over/(Under) Exp	\$(1,190,510)	\$(1,266,989)	\$(1,307,000)	\$(1,248,778)	\$(1,036,678)	\$(1,012,650)	\$(1,067,550)	\$ 236,128	-18.9%
OTHER FINANCING SOURCES									
Grants	30,471	-	-	-	-	-	-	-	n/a
Proceeds from Sale of Assets	70,600	93,944	25,000	25,000	10,000	10,000	10,000	(15,000)	-60.0%
Judgments, Settlements/Misc	10,924	14,341	326,550	324,550	9,520	11,000	11,000	(313,550)	-96.6%
Transfer In-General Fund	1,032,826	1,029,780	1,029,780	905,064	949,289	1,006,650	1,061,550	101,586	11.2%
Transfer In-Street Capital	134,552	56,000	-	-	-	-	-	-	n/a
Transfer In-SWM	6,325	-	-	-	-	-	-	-	n/a
Total Other Financing Sources	\$ 1,285,698	\$ 1,194,065	\$ 1,381,330	\$ 1,254,614	\$ 968,809	\$ 1,027,650	\$ 1,082,550	\$ (226,964)	-18.1%
OTHER FINANCING USES									
Grants	\$ 30,471	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Building, Vehicles, Equipment	6,432	-	59,330	100	100	-	-	(100)	-100.0%
Construction-Traffic Control	42,779	-	15,000	15,000	15,000	15,000	15,000	-	0.0%
Total Other Financing Uses	\$ 79,682	\$ -	\$ 74,330	\$ 15,100	\$ 15,100	\$ 15,000	\$ 15,000	\$ (100)	-0.7%
Total Rev & Other Sources	\$ 2,231,961	\$ 2,113,853	\$ 2,220,930	\$ 2,094,214	\$ 2,020,509	\$ 1,893,850	\$ 1,948,250	\$ (200,364)	-9.6%
Total Exp & Other Uses	\$ 2,216,455	\$ 2,186,777	\$ 2,220,930	\$ 2,103,478	\$ 2,103,478	\$ 1,893,850	\$ 1,948,250	\$ (209,628)	-10.0%
Beginning Fund Balance, 1/1	\$ 140,386	\$ 155,892	\$ 100	\$ 82,968	\$ 82,968	\$ -	\$ -	\$ (82,968)	-100.0%
Ending Fund Balance, 12/31	\$ 155,892	\$ 82,968	\$ 100	\$ 73,704	\$ -	\$ -	\$ -	\$ (73,704)	-100.0%

FUND 101: STREET OPERATIONS & MAINTENANCE (continued)

EXPENDITURE OBJECT SUMMARY

Code	Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
<i>Expenditure Summary:</i>										
11.xxx	Salaries & Wages	685,304	693,196	796,630	671,578	671,578	636,200	675,110	(35,378)	-5.3%
11.002/4	Overtime	27,595	11,044	12,000	12,000	12,000	12,000	12,000	-	0.0%
11.011	Temporary Help	-	-	128,000	113,000	113,000	30,000	30,000	(83,000)	-73.5%
21.xxx	Benefits	288,110	294,016	321,740	321,740	321,740	238,420	253,910	(83,320)	-25.9%
31.xxx	Other Operating Supplies	42,849	59,275	42,000	37,000	37,000	35,600	35,600	(1,400)	-3.8%
31.003/00	Forms & Publications	232	401	750	750	750	600	600	(150)	-20.0%
31.005	Meeting Food & Beverage	304	419	1,000	1,000	1,000	1,000	1,000	-	0.0%
31.008	Clothing/Uniform	4,656	5,205	7,000	6,000	6,000	6,000	6,000	-	0.0%
31.030	Maintenance Supplies	73,145	100,369	65,500	65,500	65,500	77,500	77,500	12,000	18.3%
32.xxx	Fuel	36,146	31,142	30,000	26,000	26,000	-	-	(26,000)	-100.0%
35.xxx	Small Tools/Minor Equip	22,116	26,938	32,350	29,850	29,850	16,650	16,650	(13,200)	-44.2%
41.xxx	Professional Service	58,182	11,753	24,290	26,290	26,290	72,590	72,590	46,300	176.1%
42.xxx	Communication	13,246	12,806	12,700	12,700	12,700	-	-	(12,700)	-100.0%
43/49.003	Travel & Training	6,096	9,186	8,800	8,600	8,600	8,100	8,100	(500)	-5.8%
45.xxx	Operating Rental/Lease	20,586	37,688	6,100	6,100	6,100	6,100	6,100	-	0.0%
46.xxx	Risk Assessments (WCIA)	-	-	5,000	5,000	5,000	5,000	5,000	-	0.0%
47.xxx	Utilities	445,492	452,609	447,330	447,330	447,330	447,330	447,330	-	0.0%
48.xxx	Repairs & Maintenance	227,459	226,325	121,600	120,600	120,600	71,350	71,350	(49,250)	-40.8%
49.001	Membership Dues	3,863	3,932	3,500	3,300	3,300	3,700	3,700	400	12.1%
49.xxx	Other Charges & Services	44,852	6,006	4,100	3,600	3,600	3,700	3,700	100	2.8%
597	Interfund Transfers	-	28,360	28,360	28,360	28,360	-	-	(28,360)	-100.0%
5x.xxx	Intergovernmental	209,787	176,008	62,750	156,980	156,980	22,750	22,750	(134,230)	-85.5%
9x.xxx	IS Charges - M&O	-	-	-	-	-	81,900	81,900	81,900	n/a
9x.xxx	IS Charges - Reserves	-	100	100	100	100	117,360	117,360	117,260	117260.0%
Subtotal Operating Exp:		\$ 2,210,020	\$ 2,186,778	\$ 2,161,600	\$ 2,103,378	\$ 2,103,378	\$ 1,893,850	\$ 1,948,250	\$ (209,528)	-10.0%
<i>Capital & One-time Funding:</i>										
	Capital & One-Time	6,432	-	59,330	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ 6,432	\$ -	\$ 59,330	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ 2,216,452	\$ 2,186,778	\$ 2,220,930	\$ 2,103,378	\$ 2,103,378	\$ 1,893,850	\$ 1,948,250	\$ (209,528)	-10.0%

FUND 102: REAL ESTATE EXCISE TAX

PURPOSE/DESCRIPTION

The *Real Estate Excise Tax Fund* accounts for the receipt and disbursement of the first and second 0.25 percent real estate excise tax and other revenue sources that may be authorized by the City Council.

- First 0.25 percent real estate excise tax authorized by RCW 82.46.010, and dedicated for the capital purposes defined in RCW 35.43.040. Such expenditures include public buildings and facilities, parks, and debt service associated with such capital-oriented projects.
- Second 0.25 percent real estate excise tax authorized by the Growth Management Act RCW 82.46.035. These revenues are restricted to financing capital project specified in a capital facilities plan.

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Motor Vehicle Fuel Tax	344,627	350,757	335,000	335,000	347,000	-	-	(335,000)	-100.0%
Real Estate Excise Tax	621,821	1,151,297	600,000	700,000	900,000	800,000	800,000	100,000	14.3%
Grants	6,401,471	2,891,751	9,056,000	23,140,710	23,140,710	-	-	(23,140,710)	-100.0%
Interest/Miscellaneous	83	10,898	100,000	320,000	-	-	-	(320,000)	-100.0%
Donations/Contributions	161,446	234,253	-	747,760	747,760	-	-	(747,760)	-100.0%
Proceeds from Sale of Assets	52,886	1,500	-	2,570	-	-	-	(2,570)	-100.0%
Transfer In-General Fund	36,440	38,826	35,000	35,000	35,000	-	-	(35,000)	-100.0%
Transfer In-CDBG/Grant	-	-	325,000	-	-	-	-	-	n/a
Transfer In-SWM	704,882	108,004	200,000	1,727,750	1,727,750	-	-	(1,727,750)	-100.0%
Total Sources	\$ 8,323,656	\$ 4,787,286	\$ 10,651,000	\$ 27,008,790	\$ 26,898,220	\$ 800,000	\$ 800,000	\$ (26,208,790)	-97.0%
EXPENDITURES									
Capital Projects	8,286,000	4,253,248	10,237,110	25,604,163	25,604,163	-	-	(25,604,163)	-100.0%
Transfer Out-Street O&M	134,552	56,000	-	-	-	-	-	-	n/a
Transfer Out-Transportation CIP	-	-	-	-	-	2,058,037	800,000	-	-
Transfer Out-SWM	-	300,000	300,000	487,975	487,975	389,169	-	(98,806)	-20.2%
Total Uses	\$ 8,420,552	\$ 4,609,248	\$ 10,537,110	\$ 26,092,138	\$ 26,092,138	\$ 2,447,206	\$ 800,000	\$ (23,644,932)	-90.6%
Oper Sources/(Under) Uses	\$ (96,896)	\$ 178,038	\$ 113,890	\$ 916,652	\$ 806,082	\$ (1,647,206)	\$ -	\$ (2,563,858)	-279.7%
Beginning Fund Balance, 1/1	\$ 759,981	\$ 663,085	\$ 457,430	\$ 841,124	\$ 841,124	\$ 1,647,206	\$ -	\$ 806,082	95.8%
Ending Fund Balance, 12/31	\$ 663,085	\$ 841,123	\$ 571,320	\$ 1,757,776	\$ 1,647,206	\$ -	\$ -	\$ (1,757,776)	-100.0%

Note:

- Prior to 2015, this fund was the Street Capital Fund, and accounted for capital projects related to street infrastructure.
- Effective January 1, 2015, all street infrastructure related capital projects are accounted for in Fund 302 Transportation Capital Projects.

FUND 103: TRANSPORTATION BENEFIT DISTRICT

PURPOSE & DESCRIPTION

The *Transportation Benefit District Fund* accounts for the \$20 annual vehicle licensing fee (VLF) revenues used to fund specific transportation project. Proceeds from the VLF are transferred to Fund 102 Street Capital Projects to provide funding of those specific projects.

On August 6, 2012, the Lakewood City Council adopted Ordinance #550, creating a transportation benefit district (TBD) in the City of Lakewood, referred to as the Lakewood TBD. The TBD is a quasi-municipal corporation and independent taxing district created for the sole purpose of acquiring, constructing, improving, providing and funding transportation improvement within the city limits of Lakewood. It has the authority to impose certain taxes and fees, either through the vote of the people of board action, for transportation purposes. The TBD is governed by the members of the Lakewood City Council as the District's Board of Directors and the Mayor services as Chair of the Board.

On September 15, 2014, the Lakewood TBD adopted Ordinance #TBD-01, authorizing an annual \$20 vehicle licensing fee for the TBD. The TBD Board found this fee is the best way to preserve, maintain, operate, construct, or reconstruct the transportation infrastructure of the City of Lakewood and fund transportation improvements within the District that are consistent with existing state, regional or local transportation plans necessitated by existing or reasonably foreseeable congestion levels.

Beginning in March 2015, the fee will apply to the following:

- Auto stage, six seats or less
- Commercial trailer
- For hire vehicle, six seats or less
- Mobile home (if registered)
- Motor home
- Motorcycle
- Passenger car
- Sport utility vehicle
- Tow truck
- Trailer, over 2000 pounds (but if private use single axel, it's exempt)
- Travel trailer; and
- Each vehicle subject to grow weight license fees with a scale weight of six thousand pounds or less

The following vehicles are exempt from the \$20 vehicle license fee:

- Campers, as defined in RCW 46.04.085
- Farm tractors or farm vehicles, as defined in RCW 46.04.180 and 46.04.181
- Mopeds, as defined in RCW 46.04.304
- Off-road and non-highway vehicles, as defined in RCW 46.04.365
- Private use single-axel trailer, as defined in RCW 46.04.422
- Snowmobiles, as defined in RCW 46.04.546; and
- Vehicles registered under chapter 46.87 RCW and the international registration plan.

The vehicle licensing fee is expected to generate \$4.08M between 2015 and 2020. The City will also use \$5.06M of General Fund sources for a combined total of \$9.14M. This \$9.14M along with revenues generated from real estate excise tax, motor vehicle fuel tax and grants will provide \$15.67M of needed improvements to the City streets and roads over the next six years (2015-2020).

FUND 103: TRANSPORTATION BENEFIT DISTRICT (continued)

The projects funded with the \$20 annual vehicle licensing fee in addition to general government contribution and grants are referred to as Package 1 projects as listed below.

Project # / Name	Years 2015 - 2020		
	Funded	Unfunded	Total Cost
2 Steilacoom Boulevard - Lakewood Dr to W of South Tac Way	\$ 745,000	\$ 55,000	\$ 800,000
3 Pacific Highway - 108th to SR 512	\$ 478,000	\$ 117,000	\$ 595,000
4 100th - Lakeview to South Tacoma Way	\$ 480,000	\$ 49,000	\$ 529,000
xx Chip Seal Program - Local Access Roads	\$ 1,500,000	\$ 495,000	\$ 1,995,000
Total Pavement Preservation - Current Projects	\$ 3,203,000	\$ 716,000	\$ 3,919,000
New LED Sreet Lights	\$ -	\$ 975,000	\$ 975,000
Signal Projects	\$ 300,000	\$ 390,000	\$ 690,000
Minor Capital Projects	\$ 100,000	\$ 200,000	\$ 300,000
Neighborhood Traffic Safety	\$ 65,000	\$ 85,000	\$ 150,000
Personnel, Engineering, Professional Services	\$ 2,656,000	\$ 257,000	\$ 2,913,000
Total - Other	\$ 3,121,000	\$ 1,907,000	\$ 5,028,000
5 Lakewood Dr - 100th to Steilacoom Blvd	\$ -	\$ 900,000	\$ 900,000
6 Lakewood Dr - Fleet Creek to N. City Limits	\$ -	\$ 1,155,000	\$ 1,155,000
7 Main Street - Gravelly Lake Drive to 108th St	\$ -	\$ 331,000	\$ 331,000
8 59th - Main Street to 100th	\$ -	\$ 496,000	\$ 496,000
9 59th - 100th to Bridgeport	\$ -	\$ 276,000	\$ 276,000
10 108th - Bridgeport to Pacific Highway	\$ -	\$ 661,000	\$ 661,000
11 108th - Main Street to Bridgeport	\$ -	\$ 743,000	\$ 743,000
12 Custer - Steilacoom to John Dower	\$ -	\$ 540,000	\$ 540,000
13 88th - Steilacoom to Custer	\$ -	\$ 300,000	\$ 300,000
14 100th - 59th to Lakeview	\$ 205,000	\$ 1,115,000	\$ 1,320,000
Total Pavement Preservation - New Projects	\$ 205,000	\$ 6,517,000	\$ 6,722,000
Total - Package 1	\$ 6,529,000	\$ 9,140,000	\$15,669,000

SOURCE & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Vehicle Licensing Fee (net fee)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 572,000	\$ 685,000	\$ 685,000	n/a
TBD Revenues	-	-	2,000,000	-	-	-	-	-	n/a
Total Revenues	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ 572,000	\$ 685,000	\$ 572,000	n/a
EXPENDITURES									
WCIA Risk Assessment	-	-	-	-	-	2,500	2,500	2,500	n/a
Transfer to Transportation CIP	-	-	-	-	-	569,500	682,500	680,000	n/a
TBD Expenditures	-	-	2,000,000	-	-	-	-	-	n/a
Total Expenditures	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ 572,000	\$ 685,000	\$ 572,000	n/a
Rev Over/(Under) Exp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Beginning Fund Balance, 1/1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Ending Fund Balance, 12/31	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

FUND 104: HOTEL/MOTEL LODGING TAX

PURPOSE/DESCRIPTION

The *Hotel/Motel Lodging Tax Fund* is used to account for the hotel/motel lodging tax revenues and associated disbursements. RCW 67.28 authorizes a transient rental tax of up to two percent for lodging at hotels, motels, private campgrounds, RV parks and similar facilities. RCW 67.28 also authorizes a five percent special hotel/motel tax on the same base. The expenditures from this fund must adhere to the governing state statutes, which limit the expenditures to those costs related to tourism promotion, and acquisition and/or operation of tourism-related facilities.

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Special Hotel/Motel Lodging Tax	\$ 341,154	\$ 383,578	\$ 315,000	\$ 315,000	\$ 357,000	\$ 357,000	\$ 357,000	\$ 42,000	13.3%
Transient Rental Income Tax	145,555	153,431	115,000	115,000	143,000	143,000	143,000	28,000	24.3%
Interest Earnings	1,074	1,093	-	-	-	-	-	-	n/a
Total Revenues	\$ 487,783	\$ 538,102	\$ 430,000	\$ 430,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 70,000	16.3%
EXPENDITURES									
Lodging Tax Programs	512,530	540,545	499,000	497,850	497,850	500,000	500,000	2,150	0.4%
Total Expenditures	\$ 512,530	\$ 540,545	\$ 499,000	\$ 497,850	\$ 497,850	\$ 500,000	\$ 500,000	\$ 2,150	0.4%
Rev Over/(Under) Exp	\$ (24,747)	\$ (2,443)	\$ (69,000)	\$ (67,850)	\$ 2,150	\$ -	\$ -	\$ 67,850	-100.0%
Beginning Fund Balance, 1/1	\$ 962,564	\$ 937,817	\$ 791,720	\$ 935,374	\$ 935,374	\$ 937,524	\$ 937,524	\$ 2,150	0.2%
Ending Fund Balance, 12/31	\$ 937,817	\$ 935,374	\$ 722,720	\$ 867,524	\$ 937,524	\$ 937,524	\$ 937,524	\$ 70,000	8.1%

FUND 104: HOTEL/MOTEL LODGING TAX (continued)**HISTORY OF HOTEL/MOTEL LODGING TAX PROGRAMS**

Year/Program	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Advertise Grant Application Open Periods/LTAC Meetings/Bank Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 253	\$ 444	\$ 291	\$ 381	\$ -
Lakewood Economic Dev Dept-Program & Personnel	-	-	-	-	64,344	32,869	29,937	35,586	33,978	33,040
Subtotal - Program Administration	-	-	-	-	64,344	33,122	30,381	35,877	34,359	33,040
Asia Pacific Cultural Center (APCC)	-	-	-	-	-	-	10,000	10,000	-	5,000
Audubon Washington - Birding Map	-	-	-	-	-	-	-	5,000	-	-
Daffodil Festival dba Daffodilians	-	4,400	-	-	-	4,000	4,000	4,000	4,000	-
Grave Concerns - Ft Steilacoom Historic Cemetery Brochure/Genealogy	-	-	-	-	-	-	-	2,943	-	-
Historic Fort Steilacoom Assoc.	2,000	2,000	2,000	-	3,000	7,000	7,000	6,998	8,000	8,000
Lakewood Gardens	40,000	31,936	38,855	37,904	38,000	52,986	43,453	45,266	44,195	45,000
*Lakewood Chamber of Commerce	84,000	68,500	62,000	70,000	73,000	56,446	65,000	80,000	80,000	80,000
Lakewood Economic Dept - International District Cultural Banners + Road Signs	-	-	-	-	-	-	-	-	12,931	-
Lakewood Historical Society & Museum	25,000	50,000	40,000	40,000	36,835	21,060	39,500	39,500	39,500	39,500
Lakewood Landmarks & Heritage Advisory Board Historical Driving Tour Brochure	-	-	-	-	-	-	-	-	9,968	-
Lakewood Parks & Rec Dept - Lakewood Farmers Market	-	-	-	-	-	-	-	5,000	9,957	10,000
Lakewood Parks & Rec Dept - SummerFEST	-	22,550	6,917	9,000	6,986	10,000	11,000	17,000	17,000	17,000
Lakewood Playhouse, Marketing (2 Capital Improvements in 2013)	-	-	20,000	33,300	37,000	25,000	25,880	24,976	25,000	25,000
Buxton Co. - Tourism Profile	-	-	-	-	-	-	46,500	-	-	-
Lakewood Sister Cities Assn (LSCA) - International Festival (2012 grant was extended to 2013)	-	2,500	3,245	9,000	9,000	3,500	11,998	-	6,000	12,500
LSCA's Korean Sister City Committee - Soccer Tournament	-	4,168	-	-	-	-	-	-	-	-
Northwest Korean Cultural Foundation - International Friendship Festival	-	-	-	12,500	10,500	12,500	2,677	-	-	-
Northwest Korean Golf Assoc. (Tacoma Korean Golf Assn)	-	-	7,200	10,000	-	-	-	-	-	-
Northwest Tae Kwon Do	-	5,000	-	-	-	-	-	-	-	-
Dean Paulson Photography-Tourism Photos	-	-	-	-	-	-	-	909	-	-
Freelance Graphics - Tourism Photos	-	-	-	-	-	-	-	1,366	-	-
South Sound User's Guide - Tourism Guide	-	-	-	-	-	-	-	547	200	-
*Tacoma Reg'l Convention+Visitor Bureau	-	-	24,000	15,500	25,000	35,000	35,000	39,997	45,000	45,000
*Tacoma South Sound Sports Comm	20,000	20,000	25,000	25,000	25,000	30,000	25,000	35,000	50,000	50,000
WA Museum of Military Technology	5,000	-	-	-	-	-	-	-	-	-
Subtotal - Tourism	176,000	211,054	229,216	262,204	264,321	257,492	327,008	318,502	351,751	337,000
Lakewood Economic Dept - Promotion & Outreach (FRAUSE, Media Consultant)	-	-	-	-	31,858	-	23,918	24,000	24,000	24,000
Today in America - Promotional Video	-	-	-	-	-	-	-	19,800	-	-
Subtotal - Promotion	-	-	-	-	31,858	-	23,918	43,800	24,000	24,000
Clover Park Technical College McGavbick Center (2014 is #8 of 20 payments)	-	-	101,850	101,850	101,850	101,850	101,850	101,850	101,850	101,850
Lakewood Colonial Center Theater Rehab & Potential Study + Advertising	-	-	-	-	-	20,219	-	-	-	-
Lakewood Parks & Rec Dept-Boat Launch	-	120,000	-	-	-	-	-	-	-	-
Lakewood Parks & Rec Dept - Fort Steilacoom Park Barn Feasibility Study	-	-	-	10,000	-	-	-	-	-	-
Lakewood Pk/Rec Dept-Ft Steilacoom Pk Bleachers/Soccer Goal Posts	-	-	25,902	-	-	-	-	-	-	-
Lakewood PK/Rec Dept-Ft Steilacoom Park Golf Course Feasibility Study + Ad	-	-	-	-	-	15,113	-	-	-	-
Lakewood Playhouse, Building Updates	-	40,000	-	-	-	10,000	9,870	12,500	28,582	-
McCament & Rogers - 2009 Hotel Study + 2011 Update	-	-	-	-	43,888	-	14,070	-	-	-
Subtotal - Capital	-	160,000	127,752	111,850	145,738	147,182	125,790	114,350	130,432	101,850
Total Programs	\$ 176,000	\$ 371,054	\$ 356,968	\$ 374,054	\$ 506,262	\$ 437,796	\$ 507,097	\$ 512,530	\$ 540,542	\$ 495,890

* Designated a Tourism Promotion Organization by Washington State

FUND 105: PROPERTY ABATEMENT

PURPOSE/DESCRIPTION

The *Property Abatement Fund* accounts for projects that the City has identified and processed through the abatement program. All revenues from the rightful recovery of those project expenses, along with all revenues from fees, fines, and interest, and other rightful recoveries from those projects are deposited into the fund for the purpose of funding additional abatement projects.

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Abatement Charges	95,069	-	50,000	50,000	61,829	-	-	(50,000)	-100.0%
Interest Earnings	1,497	146	-	-	-	-	-	-	n/a
Total Revenues:	\$ 96,566	\$ 146	\$ 50,000	\$ 50,000	\$ 61,829	\$ -	\$ -	\$ (50,000)	-100.0%
EXPENDITURES									
Abatement	50,114	16,902	100,000	100,000	100,000	100,000	100,000	-	0.0%
Total Expenditures:	\$ 50,114	\$ 16,902	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	0.0%
Rev Over/(Under) Exp	\$ 46,452	\$ (16,756)	\$ (50,000)	\$ (50,000)	\$ (38,171)	\$ (100,000)	\$ (100,000)	\$ (50,000)	100.0%
Beginning Fund Balance, 1/1	\$ 208,475	\$ 254,927	\$ 50,000	\$ 238,171	\$ 238,171	\$ 200,000	\$ 100,000	\$ (38,171)	-16.0%
Ending Fund Balance, 12/31	\$ 254,927	\$ 238,171	\$ -	\$ 188,171	\$ 200,000	\$ 100,000	\$ -	\$ (88,171)	-46.9%

FUND 106: PUBLIC ART

PURPOSE/DESCRIPTION

The sole purpose of the *Public Art Fund* is to account for the revenue from the fees charged for the rental of the McGavick Center by the City and expenditure of that revenue for approved public art activities.

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Facilities Rental	-	10,000	5,000	5,000	10,000	10,000	10,000	5,000	100.0%
Transfer In-General Fund	-	2,000	-	-	-	-	-	-	n/a
Total Revenues	\$ -	\$ 12,000	\$ 5,000	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 5,000	100.0%
EXPENDITURES									
Arts Commission Program	-	-	5,000	7,000	7,000	2,000	2,000	(5,000)	-71.4%
Public Art	-	-	-	-	-	-	31,000	-	n/a
Total Expenditures	\$ -	\$ -	\$ 5,000	\$ 7,000	\$ 7,000	\$ 2,000	\$ 33,000	\$ (5,000)	-71.4%
Rev Over/(Under) Exp	\$ -	\$ 12,000	\$ -	\$ (2,000)	\$ 3,000	\$ 8,000	\$ (23,000)	\$ 10,000	-500.0%
Beginning Fund Balance, 1/1	\$ -	\$ -	\$ 5,000	\$ 12,000	\$ 12,000	\$ 15,000	\$ 23,000	\$ 3,000	25.0%
Ending Fund Balance, 12/31	\$ -	\$ 12,000	\$ 5,000	\$ 10,000	\$ 15,000	\$ 23,000	\$ -	\$ 13,000	130.0%

FUND 180: NARCOTIC SEIZURE**PURPOSE/DESCRIPTION**

The *Narcotics Seizure Fund* was established for the purposes of tracking assets seized as a result of involvement with the illegal sale, possession, or distribution of drugs or controlled substances, and for the purchase of controlled substances or drugs by law enforcement officers or agents, as well as for such other expenses the City determines to be reasonably connected with public safety activity.

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Forfeitures	132,808	141,410	281,340	323,306	365,306	110,000	110,000	(213,306)	-66.0%
Restitutions/Settlements	117,419	-	-	-	-	-	-	-	n/a
Interest Earnings	858	844	1,660	1,660	1,660	-	-	(1,660)	-100.0%
Interfund Rent	42,000	3,500	42,000	42,000	-	-	-	(42,000)	-100.0%
Proceeds from Sale of Land	-	514,181	-	-	-	-	-	-	n/a
Total Revenues	\$ 293,085	\$ 659,935	\$ 325,000	\$ 366,966	\$ 366,966	\$ 110,000	\$ 110,000	\$ (256,966)	-70.0%
EXPENDITURES									
Investigations	151,650	165,290	250,000	288,965	288,965	318,550	289,750	29,585	10.2%
Interfund Loan Interest	1,070	-	-	-	-	-	-	-	n/a
Capital Purchases	-	124,268	-	40,413	40,413	-	-	(40,413)	-100.0%
Transfer Out - General Fund	-	-	-	14,061	14,061	-	-	(14,061)	-100.0%
Total Expenditures	\$ 152,720	\$ 289,558	\$ 250,000	\$ 343,439	\$ 343,439	\$ 318,550	\$ 289,750	\$ (24,889)	-7.2%
Rev Over/(Under) Exp	\$ 140,365	\$ 370,377	\$ 75,000	\$ 23,527	\$ 23,527	\$ (208,550)	\$ (179,750)	\$ (232,077)	-986.4%
Beginning Fund Balance, 1/1	\$ 267,432	\$ 407,797	\$ 15,660	\$ 778,174	\$ 778,174	\$ 801,701	\$ 593,151	\$ 23,527	3.0%
Ending Fund Balance, 12/31	\$ 407,797	\$ 778,174	\$ 90,660	\$ 801,701	\$ 801,701	\$ 593,151	\$ 413,401	\$ (208,550)	-26.0%

FUND 181: FELONY SEIZURE

PURPOSE/DESCRIPTION

The *Felony Seizure Fund* accounts for assets seized by the police department under RCW 10.105.101 and the related expenditures. The statute authorizes the seizure of assets that have been or was actually employed as an instrumentality in the commission of, or in aiding or abetting in the commission of any felony, or which was furnished or was intended to be furnished by any person in the commission of, as a result of, or as compensation for the commission of, any felony, or which was acquired in whole or in part with proceeds traceable to the commission of a felony.

Funds shall be used exclusively by the City for the expansion and improvement of law enforcement activity; however, may not be used to supplant preexisting funding sources.

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Forfeitures	124	117	200	-	-	-	-	-	n/a
Proceeds from Sale of Land	4,419	4,250	9,800	-	-	-	-	-	n/a
Total Revenues	\$ 4,543	\$ 4,367	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
EXPENDITURES									
Investigations	10,620	9,166	20,000	87,601	89,704	-	-	(87,601)	-100.0%
Capital Purchases	-	49,108	-	-	-	-	-	-	n/a
Total Expenditures	\$ 10,620	\$ 58,274	\$ 20,000	\$ 87,601	\$ 89,704	\$ -	\$ -	\$ (87,601)	-100.0%
Rev Over/(Under) Exp	\$ (6,077)	\$ (53,907)	\$ (10,000)	\$ (87,601)	\$ (89,704)	\$ -	\$ -	\$ 87,601	-100.0%
Beginning Fund Balance, 1/1	\$ 161,645	\$ 155,569	\$ 50,000	\$ 101,662	\$ 101,662	\$ 11,958	\$ 11,958	\$ (89,704)	-88.2%
Ending Fund Balance, 12/31	\$ 155,568	\$ 101,662	\$ 40,000	\$ 14,061	\$ 11,958	\$ 11,958	\$ 11,958	\$ (2,103)	-15.0%

FUND 182: FEDERAL SEIZURE

PURPOSE/DESCRIPTION

The *Federal Seizure Fund* was established to track the revenues associated with assets seized as a result of the police department working in conjunction with federal law enforcement. The fund also accounts for public safety expenditures funded by those revenues.

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Forfeitures	-	6,260	69,520	139,040	69,520	-	-	(139,040)	-100.0%
Interest Earnings	82	24	-	-	-	-	-	-	n/a
Total Revenues	\$ 82	\$ 6,284	\$ 69,520	\$ 139,040	\$ 69,520	\$ -	\$ -	\$ (139,040)	-100.0%
EXPENDITURES									
Crime Prevention	23,316	11,915	100,000	69,520	69,520	10,000	10,000	(59,520)	-85.6%
Capital - Computer Software	33,160	-	-	-	-	-	-	-	n/a
Capital - Public Safety Equip	27,384	-	-	-	-	-	-	-	n/a
Total Expenditures	\$ 83,860	\$ 11,915	\$ 100,000	\$ 69,520	\$ 69,520	\$ 10,000	\$ 10,000	\$ (59,520)	-85.6%
Rev Over/(Under) Exp	\$ (83,778)	\$ (5,631)	\$ (30,480)	\$ 69,520	\$ -	\$ (10,000)	\$ (10,000)	\$ (79,520)	-114.4%
Beginning Fund Balance, 1/1	\$ 129,649	\$ 45,871	\$ 30,480	\$ 40,240	\$ 40,240	\$ 40,240	\$ 30,240	\$ -	0.0%
Ending Fund Balance, 12/31	\$ 45,871	\$ 40,240	\$ -	\$ 109,760	\$ 40,240	\$ 30,240	\$ 20,240	\$ (79,520)	-72.4%

FUND 190: COMMUNITY DEVELOPMENT BLOCK GRANTS

PURPOSE/DESCRIPTION

The *Community Development Block Grant Fund* was established to account for revenues and expenditures associated with Community Development Block Grants (CDBG), HOME Investment Partnership Act grants. Revenue and other resources reported in the Grant Fund include direct and indirect federal grants, state grants, and intergovernmental service revenues.

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Grants	955,382	841,130	479,000	2,744,274	2,744,274	500,000	500,000	(2,244,274)	-81.8%
Home Program	-	-	210,000	-	-	-	-	-	n/a
Interest Earnings	2,401	565	-	2,052	2,052	-	-	(2,052)	-100.0%
Misc/Contributions	-	120	-	12,056	12,056	-	-	(12,056)	-100.0%
Transfer In-General Fund	-	-	-	-	-	35,000	35,000	35,000	n/a
Total Revenues	\$ 957,783	\$ 841,815	\$ 689,000	\$ 2,758,382	\$ 2,758,382	\$ 535,000	\$ 535,000	\$ (2,223,382)	-80.6%
EXPENDITURES									
Grants	947,058	850,269	1,448,390	2,758,382	2,758,382	200,000	200,000	(2,558,382)	-92.7%
Abatement Program	-	-	-	-	-	35,000	35,000	35,000	n/a
Transfer Out-General Fund	-	-	325,000	840,056	840,056	-	-	(840,056)	-100.0%
Transfer Out-Street Capial	-	-	-	-	-	300,000	300,000	300,000	n/a
Transfer Out-SWM	4,834	-	-	-	-	-	-	-	n/a
Total Expenditures	\$ 951,892	\$ 850,269	\$ 1,773,390	\$ 3,598,438	\$ 3,598,438	\$ 535,000	\$ 535,000	\$ (3,063,438)	-85.1%
Rev Over/(Under) Exp	\$ 5,891	\$ (8,454)	\$ (1,084,390)	\$ (840,056)	\$ (840,056)	\$ -	\$ -	\$ 840,056	-100.0%
Beginning Fund Balance, 1/1	\$ 843,831	\$ 849,722	\$ 2,654,170	\$ 841,268	\$ 841,268	\$ 1,212	\$ 1,212	\$ (840,056)	-99.9%
Ending Fund Balance, 12/31	\$ 849,722	\$ 841,268	\$ 1,569,780	\$ 1,212	\$ 1,212	\$ 1,212	\$ 1,212	\$ -	0.0%

Prior to 2015, this fund also accounted for the STOP Violence Against Women grant and contribution from the Nisqually Tribe for emergency assistance for displaced residence to be used to supplement CDBG funds for this purpose.

FUND 191: NEIGHBORHOOD STABILIZATION PROGRAM

PURPOSE/DESCRIPTION

The *Neighborhood Stabilization Program Fund* accounts for the revenues and expenditures associated with the Federal Neighborhood Stabilization Program Grant. The NSP was established for the purpose of stabilizing communities that have suffered from foreclosures and abandonment. The NSP1 program provides funds to purchase and redevelop foreclosed and abandoned homes and residential properties. The NSP3 program provides a third round of neighborhood stabilization grants to all states and select governments on a formula basis.

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Grant - NSP 1	152,542	34,679	-	158,549	158,549	-	-	(158,549)	-100.0%
Grant - NSP 3	130,527	165,095	-	96,031	96,031	-	-	(96,031)	-100.0%
Abatement Charges	-	-	25,000	-	-	-	-	-	n/a
Abatement Interest	855	-	5,000	-	-	-	-	-	n/a
Total Revenues	\$ 283,924	\$ 199,774	\$ 30,000	\$ 254,580	\$ 254,580	\$ -	\$ -	\$ (254,580)	-100.0%
EXPENDITURES									
Grant - NSP 1	149,751	34,679	75,000	158,549	158,549	-	-	(158,549)	-100.0%
Grant - NSP 2	132,096	163,526	2,280	96,031	96,031	-	-	(96,031)	-100.0%
Total Expenditures	\$ 281,847	\$ 198,205	\$ 77,280	\$ 254,580	\$ 254,580	\$ -	\$ -	\$ (254,580)	-100.0%
Rev Over/(Under) Exp	\$ 2,077	\$ 1,569	\$ (47,280)	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Beginning Fund Balance, 1/1	\$ 167,699	\$ 169,776	\$ 153,770	\$ 171,345	\$ 171,345	\$ 171,345	\$ 171,345	\$ -	0.0%
Ending Fund Balance, 12/31	\$ 169,776	\$ 171,345	\$ 106,490	\$ 171,345	\$ 171,345	\$ 171,345	\$ 171,345	\$ -	0.0%

FUND 192: OFFICE OF ECONOMIC ADJUSTMENT GRANT

PURPOSE/DESCRIPTION

The *Office of Economic Adjustment Grant Fund* accounts for the revenues and expenditures associated with the Federal Office of Economic Adjustment Grant Program, which provides grants to assist communities with the alleviation of socioeconomic effects that may result from military base closures and realignments. This fund also accounts for all activity associated with the South Sound Military Communities Partnership (SSMCP). The 2016 program is to be determined.

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Grants	294,834	189,961	-	471,777	471,777	-	-	(471,777)	-100.0%
Partner Participation	32,500	30,000	119,380	129,500	129,500	129,500	129,500	-	0.0%
Transfer In-General Fund	-	-	-	50,000	50,000	50,000	50,000	-	0.0%
Total Revenues	\$ 327,334	\$ 219,961	\$ 119,380	\$ 651,277	\$ 651,277	\$ 179,500	\$ 179,500	\$ (471,777)	-72.4%
EXPENDITURES									
OEA/SSMCP Program	309,574	223,826	116,840	674,536	674,536	179,500	179,500	(495,036)	-73.4%
Total Expenditures	\$ 309,574	\$ 223,826	\$ 116,840	\$ 674,536	\$ 674,536	\$ 179,500	\$ 179,500	\$ (495,036)	-73.4%
Rev Over/(Under) Exp	\$ 17,760	\$ (3,865)	\$ 2,540	\$ (23,259)	\$ (23,259)	\$ -	\$ -	\$ 23,259	-100.0%
Beginning Fund Balance, 1/1	\$ 14,757	\$ 32,517	\$ 54,380	\$ 28,652	\$ 28,652	\$ 5,393	\$ 5,393	\$ (23,259)	-81.2%
Ending Fund Balance, 12/31	\$ 32,517	\$ 28,652	\$ 56,920	\$ 5,393	\$ 5,393	\$ 5,393	\$ 5,393	\$ -	0.0%

FUND 195: PUBLIC SAFETY GRANT FUND

PURPOSE & DESCRIPTION

The *Public Safety Grant Fund* accounts for the revenues and expenditures related to police department grants and local revenues.

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Grants	458,874	384,752	281,840	186,706	186,706	149,810	-	(36,896)	-19.8%
Transfer In-General Fund	-	2,353	-	12,176	12,176	-	-	(12,176)	-100.0%
Total Revenues	\$ 458,874	\$ 387,105	\$ 281,840	\$ 198,882	\$ 198,882	\$ 149,810	\$ -	\$ (49,072)	-24.7%
EXPENDITURES									
Grants	455,874	389,399	277,140	198,882	198,882	149,810	-	(49,072)	-24.7%
Transfer Out-General Fund	3,000	-	-	-	-	-	-	-	-
Total Expenditures	\$ 458,874	\$ 389,399	\$ 277,140	\$ 198,882	\$ 198,882	\$ 149,810	\$ -	\$ (49,072)	-24.7%
Rev Over/(Under) Exp	\$ -	\$ (2,294)	\$ 4,700	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Beginning Fund Balance, 1/1	\$ 2,294	\$ 2,294	\$ 3,640	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Ending Fund Balance, 12/31	\$ 2,294	\$ -	\$ 8,340	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

FUND 201: GENERAL OBLIGATION BOND DEBT SERVICE

PURPOSE & DESCRIPTION

The *General Obligation Bond Debt Service Fund* accounts for the debt service on the City Council approved general obligation (G.O.) debt. Included in the costs charged to this fund are the scheduled principal and interest payments, debt issue costs, fiscal agent fees, and any other debt related costs. Debt service currently scheduled for payment from this fund includes the 59th Street and police station debt service. Debt service payments in 2012 and 2013 were made from the General Fund. The funding source for payment of the debt service is transfers in from the General Fund.

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Transfer In-General Fund	\$ -	\$ -	\$ -	\$ 287,758	\$ 287,758	\$ 289,190	\$ 290,160	\$ 1,432	0.5%
Total Revenues	\$ -	\$ -	\$ -	\$ 287,758	\$ 287,758	\$ 289,190	\$ 290,160	\$ 1,432	0.5%
EXPENDITURES									
Debt Service - 59th Street	-	-	-	77,000	77,000	77,000	77,000	-	0.0%
Debt Service - Police Station	-	-	-	210,758	210,758	212,190	213,160	1,432	0.7%
Total Expenditures	\$ -	\$ -	\$ -	\$ 287,758	\$ 287,758	\$ 289,190	\$ 290,160	\$ 1,432	0.5%
Rev Over/(Under) Exp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Beginning Fund Balance, 1/1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Ending Fund Balance, 12/31	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

OUTSTANDING DEBT OBLIGATION

Summary of Outstanding Debt As of December 31, 2014							
Description	Purpose	Issue Date	Final Maturity	Interest Rate %	Net Interest Cost (NIC)	Amount Issued	Outstanding Debt
Limited Tax GO Bonds 2009 LTGO	Police Facility	3/31/2009	12/1/2028	3.0 - 5.0%	\$ 1,399,553	\$ 2,719,507	\$ 2,110,000
59th Avenue Promissory Note	Right-of-Way / Roadway in Lakewood Towne Center	4/30/2005	4/30/2024	3.74%	\$ 469,000	\$ 1,071,000	\$ 632,713
Total GO Bonds						\$ 3,790,507	\$ 2,742,713

FUND 202: LOCAL IMPROVEMENT DISTRICT DEBT SERVICE

PURPOSE & DESCRIPTION

The *LID Debt Service Fund* was established to account for both the payment of special assessment bonds, as well as the collection of assessments from property owners within the local improvement district (LID). The assessment payments are the revenue source for the debt payments.

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Interest Earnings	\$ 52	\$ 34	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Assessments	303,823	294,341	-	288,470	288,470	279,330	270,280	(9,140)	-3.2%
Transfer In-LID Capital	-	-	-	-	-	-	-	-	n/a
Total Revenues	\$ 303,875	\$ 294,375	\$ -	\$ 288,470	\$ 288,470	\$ 279,330	\$ 270,280	\$ (9,140)	-3.2%
EXPENDITURES									
Debt Service - LID's 1101/1103	214,459	213,296	-	212,874	212,874	206,000	199,260	(6,874)	-3.2%
Debt Service - LID 1108	87,697	84,925	-	75,596	75,596	73,330	71,020	(2,266)	-3.0%
Total Expenditures	\$ 302,156	\$ 298,221	\$ -	\$ 288,470	\$ 288,470	\$ 279,330	\$ 270,280	\$ (9,140)	-3.2%
Rev Over/(Under) Exp	\$ 1,719	\$ (3,846)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Beginning Fund Balance, 1/1	\$ 2,276	\$ 3,995	\$ -	\$ 149	\$ 149	\$ 149	\$ 149	\$ -	0.0%
Ending Fund Balance, 12/31	\$ 3,995	\$ 149	\$ -	\$ 149	\$ 149	\$ 149	\$ 149	\$ -	0.0%

OUTSTANDING DEBT OBLIGATION

Summary of Outstanding Debt As of December 31, 2014							
Description	Purpose	Issue Date	Final Maturity	Interest Rate %	Net Interest Cost (NIC)	Amount Issued	Outstanding Debt
Combined Local Improve District (CLID) 1101/1103	Street Improvements	12/1/2006	12/1/2026	3.75 - 4.65%	\$ 1,170,020	\$ 2,824,704	\$ 1,110,000
Local Improvement District (LID) 1108	Street Improvements	1/1/2008	12/1/2027	4.22 - 5.3%	\$ 418,195	\$ 880,000	\$ 465,938
Total Local Improvement District						\$ 3,704,704	\$ 1,575,938

FUND 204: SEWER PROJECT DEBT SERVICE

PURPOSE & DESCRIPTION

The *Sewer Project Debt Service Fund* accounts for the Public Works Trust Fund Loans (PWTF) that the City secured to fund both sewer main construction and the side sewer construction loan program. The City completed construction of the sewer main and donated it to Pierce County in 2012. A 4.75% surcharge on all of the county sewer service charges within the City limits provides the funding for the debt service.

The City has the option to draw on another \$500,000 PWTF loan (PW-12-851-025) at 0.5% interest rate for 20 years from time of loan approval. Since the loan was approved in 2012, the 1st draw won't be until fall of 2015 with debt service payments beginning in 2016 based on a 17 year amortization schedule. This \$500,000 PWTF will partially fund the Woodbrook Sanitary Sewer Phase IV Project, the proceeds of which is accounted for in Fund 311 Sewer Capital Project Fund.

In addition to the \$500,000 PWTF, the Fund 204 Sewer Project Debt Service (this fund) will provide \$270,000 towards the Woodbrook Sanitary Sewer Phase IV Project.

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Sewer Charges	\$ 555,947	\$ 616,257	\$ 540,000	\$ 540,000	\$ 616,257	\$ 600,000	\$ 600,000	\$ 60,000	11.1%
Interest Earnings	2,170	4,293	-	-	-	-	-	-	
Sanitary Side Sewer Connect Home Loan Repay	2,403	19,234	-	-	-	-	-	-	n/a
Total Revenues	\$ 560,520	\$ 639,784	\$ 540,000	\$ 540,000	\$ 616,257	\$ 600,000	\$ 600,000	\$ 60,000	11.1%
EXPENDITURES									
Principal & Interest	-	-	22,815	-	-	-	-	-	n/a
PWTF Debt Service (PW-04-691-PRE-132)	33,578	33,281	32,984	32,984	32,984	32,690	32,390	(294)	-0.9%
PWTF Debt Service (PW-06-962-022)	316,506	315,096	313,623	313,623	313,623	312,150	310,680	(1,473)	-0.5%
PWTF Debt Service (PW-08-951-025)	112,442	112,348	118,828	111,828	111,828	111,310	110,790	(518)	-0.5%
PWTF Debt Service (PW-12-851-025)	-	-	-	-	-	-	44,000	-	n/a
Bank Charge	8	-	-	-	-	-	-	-	n/a
Transfer To Fund 311 Sewer Capital	750,000	-	-	-	-	270,000	-	270,000	n/a
Total Expenditures	\$ 1,212,534	\$ 460,725	\$ 488,250	\$ 458,435	\$ 458,435	\$ 726,150	\$ 497,860	\$ 267,715	58.4%
Rev Over/(Under) Exp	\$ (652,014)	\$ 179,059	\$ 51,750	\$ 81,565	\$ 157,822	\$ (126,150)	\$ 102,140	\$ (207,715)	-255%
Beginning Fund Balance, 1/1	\$ 981,204	\$ 329,190	\$ -	\$ 508,249	\$ 508,249	\$ 666,071	\$ 539,921	\$ 157,822	31.1%
Ending Fund Balance, 12/31	\$ 329,190	\$ 508,249	\$ 51,750	\$ 589,814	\$ 666,071	\$ 539,921	\$ 642,061	\$ (49,893)	-8.5%

OUTSTANDING DEBT OBLIGATION

Summary of Outstanding Debt As of December 31, 2014							
Description	Purpose	Issue Date	Final Maturity	Interest Rate %	Net Interest Cost (NIC)	Amount Issued	Outstanding Debt
PWTF 04-691-PRE-132	American Lake Gardens/ Tillicum Sewer	7/7/2005	7/7/2024	1.00%	\$ 61,942	\$ 593,864	\$ 297,152
PWTF 06-962-022	American Lake Gardens/ Tillicum Sewer	9/18/2006	9/18/2026	0.50%	\$ 226,941	\$ 5,000,000	\$ 3,533,785
PWTF 08-951-025	American Lake Gardens/ Tillicum Sewer	3/1/2008	7/1/2028	0.50%	\$ 82,681	\$ 1,840,000	\$ 1,456,366
Total Public Works Trust Fund Loan						\$ 7,433,864	\$ 5,287,302

FUND 251: LOCAL IMPROVEMENT DISTRICT GUARANTY

PURPOSE & DESCRIPTION

The *LID Guaranty Debt Service Fund* fund was created in conjunction with establishing the permanent financing of CLID 1101-1103. It also accounts for the guaranty funds connected with LID 1108. The source of funding was the LID bonds and underlying that, the assessment payments from the property owners.

Per RCW 35.54.095, a city that maintains a local improvement guaranty fund, upon certification by the city treasurer that the local improvement guaranty fund has sufficient funds currently on hand to meet all valid outstanding obligations of the fund and all other obligations of the fund reasonably expected to be incurred in the near future, may by ordinance transfer assets to its general fund. The net cash of the local improvement guaranty fund may be reduced to an amount not less than ten percent (10%) of the outstanding obligations guaranteed by the fund.

The outstanding debt for LID’s 1101/1103 and 1108 are as follows:

LID	Outstanding Debt Obligation			Maturity Date
	12/31/2014	12/31/2015	12/31/2016	
1101/1103	\$ 1,110,000	\$ 960,000	\$ 810,000	12/1/2022
1108	465,938	417,938	369,938	12/1/2024
Total	\$ 1,575,938	\$ 1,377,938	\$ 1,179,938	
10% LID Guaranty Requirement	\$ 157,594	\$ 137,794	\$ 117,994	

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Interest Earnings	307	1,075	-	-	-	-	-	-	n/a
Total Revenues	\$ 307	\$ 1,075	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
EXPENDITURES									
Transfer Out-General Fund	-	-	-	-	-	-	270,000	-	n/a
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 270,000	\$ -	n/a
Rev Over/(Under) Exp	\$ 307	\$ 1,075	\$ -	\$ -	\$ -	\$ -	\$ (270,000)	\$ -	n/a
Beginning Fund Balance, 1/1	\$ 390,476	\$ 390,783	\$ -	\$ 391,858	\$ 391,858	\$ 391,858	\$ 391,858	\$ -	0.0%
Ending Fund Balance, 12/31	\$ 390,783	\$ 391,858	\$ -	\$ 391,858	\$ 391,858	\$ 391,858	\$ 121,858	\$ -	0.0%

FUND 301: PARKS CAPITAL

PURPOSE & DESCRIPTION

The *Parks Capital Project Fund* accounts for the receipts and disbursements related to the acquisition or construction of major park capital facilities with the exception of those facilities financed by proprietary and trust funds.

The adopted 2015/2016 capital projects are as follows:

2015 Proposed Projects	Sources				Uses		
	Grants	Contributions	USGA Fee/ Proceeds from Sale of Land	Total Sources	Consultant Services	Construction	Total Uses
Springbrook Park Expansion	\$ 193,950	\$ 7,500	\$ 21,450	\$ 222,900	\$ 10,000	\$ -	\$ 10,000
Waughop Lake Trail	275,000	50,000	-	325,000	50,000	-	50,000
Chambers Bay Trail Improvement	-	-	-	-	-	-	-
Total	\$ 468,950	\$ 57,500	\$ 21,450	\$ 547,900	\$ 60,000	\$ -	\$ 60,000

2016 Proposed Projects	Sources				Uses		
	Grants	Contribution	USGA Fee/ Proceeds from Sale of Land	Total Sources	Consultant Services	Construction	Total Uses
Springbrook Park Expansion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 212,900	\$ 212,900
Waughop Lake Trail	-	75,000	100,000	175,000	25,000	425,000	450,000
Harry Todd Park	-	-	193,550	193,550	25,000	168,550	193,550
Fort Steilacoom Park	-	300,000	-	300,000	25,000	275,000	300,000
Chambers Bay Trail Improvement	-	-	25,000	25,000	25,000	-	25,000
Total	\$ -	\$ 375,000	\$ 318,550	\$ 693,550	\$ 100,000	\$ 1,081,450	\$ 1,181,450

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 468,950	\$ -	\$ -	n/a
Contributions/Donations	-	-	-	-	-	57,500	375,000	-	n/a
USGA Fees	-	-	-	-	10,000	30,000	-	-	n/a
Interest Earnings	322	276	-	-	-	-	-	-	n/a
Proceeds from Sale of Land	-	-	-	-	-	300,000	-	-	n/a
Total Revenues	\$ 322	\$ 276	\$ -	\$ -	\$ 10,000	\$ 856,450	\$ 375,000	\$ 856,450	n/a
EXPENDITURES									
Springbrook Park Expansion	-	-	-	-	-	10,000	212,900	10,000	n/a
Waughop Lake Trail	-	-	-	-	-	50,000	450,000	50,000	n/a
Harry Todd Park	-	-	-	-	-	-	193,550	-	n/a
Fort Steilacoom Park	-	-	-	-	-	-	300,000	-	n/a
Chambers Bay Trail Improvement	-	-	-	-	-	-	25,000	-	n/a
Transfer to General Fund	-	398,392	-	-	-	-	-	-	n/a
Total Expenditures	\$ -	\$ 398,392	\$ -	\$ -	\$ -	\$ 60,000	\$ 1,181,450	\$ 60,000	n/a
Rev Over/(Under) Exp	\$ 322	\$ (398,116)	\$ -	\$ -	\$ 10,000	\$ 796,450	\$ (806,450)	\$ 796,450	n/a
Beginning Fund Balance, 1/1	\$398,070	\$ 398,392	\$ -	\$ 276	\$ 276	\$ 10,276	\$ 806,726	\$ 10,000	3623.2%
Ending Fund Balance, 12/31	\$398,392	\$ 276	\$ -	\$ 276	\$ 10,276	\$ 806,726	\$ 276	\$ 806,450	292192.0%

FUND 302: TRANSPORTATION CAPITAL

PURPOSE & DESCRIPTION

The *Transportation Capital Projects Fund* accounts for receipts and disbursements related to acquisition, design, construction and any other related street capital project expenditures. Revenues supporting this fund’s activities include: motor vehicle fuel tax; direct and indirect federal grants; state grants; transfers in from the Real Estate Excise Tax Fund; and Package 1 funding which includes contribution from General Fund, Community Development Block Grant, and the councilmanic \$20 vehicle licensing fees from the Transportation Benefit District Fund.

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Motor Vehicle Fuel Tax	-	-	-	-	-	300,000	300,000	300,000	n/a
Grants	-	-	-	-	-	10,032,500	4,534,000	10,032,500	n/a
Utilities/Developers/Partners	-	-	-	-	-	265,000	25,000	265,000	n/a
Transfer In-REET Fund	-	-	-	-	-	2,058,037	800,000	2,058,037	n/a
Transfer In-SWM	-	-	-	-	-	595,000	400,000	595,000	n/a
Package 1-General Fund	-	-	-	-	-	500,000	500,000	500,000	n/a
Package 1-CDBG	-	-	-	-	-	300,000	300,000	300,000	n/a
Package 1-Vehicle License Fee	-	-	-	-	-	569,500	682,500	569,500	n/a
Total Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,620,037	\$ 7,541,500	\$ 14,620,037	n/a
EXPENDITURES									
Capital Projects-Package 1	-	-	-	-	-	7,820,000	3,319,000	7,820,000	n/a
Capital Projects-Grant Opportunity	-	-	-	-	-	4,502,500	2,116,500	4,502,500	n/a
Capital Projects-New Requests	-	-	-	-	-	1,450,000	1,841,000	1,450,000	n/a
Total Uses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,772,500	\$ 7,276,500	\$ 13,772,500	n/a
Oper Sources/(Under) Uses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 847,537	\$ 265,000	\$ 847,537	n/a
Beginning Fund Balance, 1/1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 847,537	\$ -	n/a
Ending Fund Balance, 12/31	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 847,537	\$ 1,112,537	\$ 847,537	n/a

FUND 302: TRANSPORTATION CAPITAL PROJECTS (continued)

2015 CAPITAL PROJECTS (Package 1, Grant Funded Opportunity & New Projects)

2015 Proposed Projects (\$ in thousands)	Sources (\$ in thousands)							Uses				
	MVET /REET	SWM	Grants	Private Utilities/ Devel	Gen Gov	\$20 VLF/ Gen Fund/ CDBG	Total Sources	Design	Right-of- Way	Construct	Projects	Total Uses
Total	\$ 900	\$ 595	\$ 10,053	\$ 85	\$ 315	\$ 1,825	\$ 13,773	\$ 585	\$ 550	\$ 11,963	\$ 675	\$ 13,773
Package 1 - Gen Fund, CDBG & \$20 VLF	\$ 645	\$ 170	\$ 5,180	\$ -	\$ -	\$ 1,825	\$ 7,820	\$ 140	\$ 250	\$ 6,755	\$ 675	\$ 7,820
2 Steilacoom Blvd-Lakewood Dr. to W. of South	195	-	550	-	-	55	800	25	-	775	-	800
xx Chip Seal Program	-	-	-	-	-	300	300	-	-	300	-	300
6 Lakewood Dr-Flett Creek to North City Limits	-	-	-	-	-	-	-	-	-	-	-	-
7 Main St-GLD to 108th St	-	-	-	-	-	300	300	25	-	275	-	300
9 59th - 100th to Bridgeport	-	-	-	-	-	250	250	25	-	225	-	250
11 108th - Main St to Bridgeport Way	-	-	-	-	-	675	675	25	-	650	-	675
17 So Tac Wy (SR512-96th)	-	120	2,580	-	-	-	2,700	-	-	2,700	-	2,700
18 Steilacoom Blvd - 88th to Custer	-	50	1,250	-	-	-	1,300	-	-	1,300	-	1,300
19 Madigan Access-Phase II	-	-	720	-	-	-	720	40	150	530	-	720
20 So. Tac Way - Steilacoom to 88th	20	-	80	-	-	-	100	-	100	-	-	100
New LED Streetlights	-	-	-	-	-	150	150	-	-	-	150	150
Signal Projects	-	-	-	-	-	-	-	-	-	-	-	-
Minor Capital Projects	-	-	-	-	-	50	50	-	-	-	50	50
Neighborhood Traffic Safety	-	-	-	-	-	25	25	-	-	-	25	25
Personnel, Engineering, Prof Svcs	430	-	-	-	-	20	450	-	-	-	450	450
Grand Funded Opportunity Projects	\$ 245	\$ 375	\$ 3,653	\$ 45	\$ 185	\$ -	\$ 4,503	\$ 145	\$ 200	\$ 4,158	\$ -	\$ 4,503
1 Bridgeport Wy-Pac Hwy to 112th	200	-	200	-	-	-	400	15	-	385	-	400
31 112/111th - Bridgeport to Kendrick	-	5	50	45	-	-	100	-	100	-	-	100
32 Bridgeport Wy-JBLM to I5	20	370	2,978	-	185	-	3,553	80	-	3,473	-	3,553
33 GLD - 100th to Bridgeport	25	-	125	-	-	-	150	50	100	-	-	150
xx Safety Projects - Various	-	-	300	-	-	-	300	-	-	300	-	300
xx Safe Routes to Schools, Pedestrian & Bicycle	-	-	-	-	-	-	-	-	-	-	-	-
New Projects	\$ 10	\$ 50	\$ 1,220	\$ 40	\$ 130	\$ -	\$ 1,450	\$ 300	\$ 100	\$ 1,050	\$ -	\$ 1,450
Steilacoom Blvd Safety-WSH to Lakeview	-	50	700	-	-	-	750	100	100	550	-	750
Lakewood Traffic Signal Upgrades ITS Ph V	-	-	420	5	95	-	520	20	-	500	-	520
Steilacoom Blvd - Farwest to Philips	10	-	100	35	35	-	180	180	-	-	-	180

FUND 302: TRANSPORTATION CAPITAL PROJECTS (continued)

2016 CAPITAL PROJECTS (Package 1, Grant Funded Opportunity & New Projects)

2016 Proposed Projects (\$ in thousands)	Sources (\$ in thousands)							Uses				
	MVET /REET	SWM	Grants	Private Utilities/ Devel	Gen Gov	\$20 VLF/ Gen Fund/ CDBG	Total Sources	Design	Right-of- Way	Construct	Projects	Total Uses
Total	\$ 900	\$ 400	\$ 4,534	\$ 25	\$ 189	\$ 1,228	\$ 7,276	\$ 475	\$ -	\$ 6,107	\$ 694	\$ 7,276
Package 1 - Gen Fund, CDBG & \$20 VLF	\$ 886	\$ 100	\$ 1,040	\$ -	\$ 65	\$ 1,228	\$ 3,319	\$ 26	\$ -	\$ 2,599	\$ 694	\$ 3,319
xx Chip Seal Program	300	-	-	-	-	15	315	-	-	315	-	315
5 Lakewood Dr-100th to Steilacoom Blvd	-	-	-	-	-	945	945	26	-	919	-	945
17 So Tac Wy (SR512-96th)	-	-	-	-	-	-	-	-	-	-	-	-
20 So. Tac Way - Steilacoom to 88th	160	100	1,040	-	65	-	1,365	-	-	1,365	-	1,365
New LED Streetlights	-	-	-	-	-	155	155	-	-	-	155	155
Minor Capital Projects	-	-	-	-	-	50	50	-	-	-	50	50
Neighborhood Traffic Safety Program	-	-	-	-	-	25	25	-	-	-	25	25
Personnel, Engineering, Prof Svcs	426	-	-	-	-	38	464	-	-	-	464	464
Grand Funded Opportunity Projects	\$ 14	\$ 250	\$ 1,778	\$ -	\$ 74	\$ -	\$ 2,116	\$ 158	\$ -	\$ 1,958	\$ -	\$ 2,116
33 Gravelly Lake Dr - 100th to Bridgeport	14	250	1,358	-	21	-	1,643	-	-	1,643	-	1,643
xx Safety Projects - Various	-	-	300	-	15	-	315	-	-	315	-	315
xx Safe Routes to Schools, Pedestrian & Bicycle Safety	-	-	120	-	38	-	158	158	-	-	-	158
New Projects	\$ -	\$ 50	\$ 1,716	\$ 25	\$ 50	\$ -	\$ 1,841	\$ 291	\$ -	\$ 1,550	\$ -	\$ 1,841
Steilacoom Blvd Safety-WSH to Lakeview	-	50	1,500	-	-	-	1,550	-	-	1,550	-	1,550
Steilacoom Blvd - Farwest to Philips	-	-	216	25	50	-	291	291	-	-	-	291

FUND 311: SEWER CAPITAL PROJECT

PURPOSE & DESCRIPTION

The *Sewer Capital Project Fund* accounts for the construction of a sewer system, which was donated to Pierce County.

The 2015 adopted capital project is for Woodbrook Sanitary Sewer Phase IV. This project would extend the existing sanitary sewer system which presently lies within 146th Street and stops 300 feet short of Woodbrook Drive. The project will extend the sewer line to Woodbrook Drive and then on Woodbrook Drive from 146th Street to 150th Street and then North on 150th Street westerly 800 feet from the Woodbrook intersection. In addition the project will extend sidesewer stubs to all properties fronting on the new sewer line. Lastly, as with the prior City sewer construction work within the Woodbrook area, the streets and storm drainage along the route will be totally reconstructed. Upon completion of this sewer project, the industrial zoned properties (120 acres) within the Woodbrook area will have sanitary sewer service available to them at their street frontage.

Once the sanitary sewer lines are constructed, the system will be turned over to Pierce County for operations and maintenance. Prior to properties connecting up to the sewer system, property owners will be subject to the City's sewer availability charges. The funding source for this project includes: \$270,000 from fund balance; \$500,000 PWTFL; and \$750,000 Pierce County grant.

The debt service payment on the \$500,000 PWTFL will begin in 2016 and is accounted for in the Fund 204 Sewer Project Debt Service Fund.

Fund 312 Sanitary Sewer Connection Capital will begin receiving sewer availability charges in 2017 after the notice of availability goes out and the collections start coming in.

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ -	n/a
Contributions/Donations	21,514	-	-	-	-	-	-	-	n/a
Interest Earnings	335	153	-	-	-	-	-	-	n/a
Public Works Trust Fund Loan	-	-	186,620	185,650	-	500,000	-	-	0.0%
Transfer In-Sewer Project Debt	750,000	-	-	-	-	270,000	-	-	n/a
Total Revenues	\$771,849	\$ 153	\$ 186,620	\$ 185,650	\$ -	\$ 1,520,000	\$ -	\$ 1,334,350	718.7%
EXPENDITURES									
Capital	613,553	63,947	184,830	184,830	50,000	1,520,000	-	1,335,170	722.4%
Total Expenditures	\$613,553	\$ 63,947	\$ 184,830	\$ 184,830	\$ 50,000	\$ 1,520,000	\$ -	\$ 1,335,170	722.4%
Rev Over/(Under) Exp	\$158,296	\$ (63,794)	\$ 1,790	\$ 820	\$ (50,000)	\$ -	\$ -	\$ (820)	-100.0%
Beginning Fund Balance, 1/1	\$ 31,706	\$ 190,002	\$ 970	\$ 126,208	\$ 126,208	\$ 76,208	\$ 76,208	\$ (50,000)	-39.6%
Ending Fund Balance, 12/31	\$190,002	\$ 126,208	\$ 2,760	\$ 127,028	\$ 76,208	\$ 76,208	\$ 76,208	\$ (50,820)	-40.0%

FUND 312: SANITARY SEWER CONNECTION CAPITAL

PURPOSE & DESCRIPTION

The *Sanitary Sewer Connection Capital Project Fund* accounts for the revenues generated from the sewer availability charges (presently limited to those properties fronting on the sanitary sewer system funded and build by the City within the Woodbrook/Tillicum area), expenditures and transfers that are legally allowable for sewer availability charge fees, and for administrative expenses to maintain and operate the fund. Legally allowable expenses would include public sanitary sewer improvement projects and based on Council's declaration under Resolution # 2006-31 side sewer service connections on private property which assures minimum flows within the Woodbrook/Tillicum sanitary sewer system are achieved and maintained.

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Sewer Availability Charge	\$ 238,686	\$ 378,932	\$ 282,590	\$ 462,470	\$ 293,023	\$ 297,000	\$ 302,000	\$ -	0.0%
Interest Earnings	-	489	-	-	-	-	-	-	n/a
Proceeds from Lien	-	4,196	-	-	-	-	-	-	n/a
Total Revenues	\$ 238,686	\$ 383,617	\$ 282,590	\$ 462,470	\$ 293,023	\$ 297,000	\$ 302,000	\$ (165,470)	-35.8%
EXPENDITURES									
Capital	56,821	44,795	92,290	92,290	250,000	-	-	(92,290)	-100.0%
Transfer to General Fund	876	-	-	-	-	-	-	-	n/a
Total Expenditures	\$ 57,697	\$ 44,795	\$ 92,290	\$ 92,290	\$ 250,000	\$ -	\$ -	\$ (92,290)	-100.0%
Rev Over/(Under) Exp	\$ 180,989	\$ 338,822	\$ 190,300	\$ 370,180	\$ 43,023	\$ 297,000	\$ 302,000	\$ (73,180)	-19.8%
Beginning Fund Balance, 1/1	\$ -	\$ 180,989	\$ 296,600	\$ 518,911	\$ 519,811	\$ 562,834	\$ 859,834	\$ 43,923	8.5%
Ending Fund Balance, 12/31	\$ 180,989	\$ 519,811	\$ 486,900	\$ 889,091	\$ 562,834	\$ 859,834	\$ 1,161,834	\$ (29,257)	-3.3%

FUND 401: SURFACE WATER MANAGEMENT

PURPOSE & DESCRIPTION

The *Surface Water Management Fund* accounts for activities that provide storm water collection and disposal services to the City. Activities include administration, engineering, construction, operation, maintenance, and repairs, which are primarily supported by user fees. The fees are billed along with Pierce County's semi-annual property taxes, and remitted by the County to the City.

The 2015/2016 adopted capital projects are as follows:

2015 Proposed Projects	Sources		Uses		
	User Fees	Total Sources	Design & Construction Mgmt	Construction	Total Uses
Stormwater Pipe Repair	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	\$ 12,000
Stormwater Outfall Retrofit Project	15,000	15,000	15,000	-	15,000
Total	\$ 27,000	\$ 27,000	\$ 27,000	\$ -	\$ 27,000

2016 Proposed Projects	Sources		Uses		
	User Fees	Total Sources	Design & Construction Mgmt	Construction	Total Uses
Stormwater Pipe Repair	\$ 238,000	\$ 238,000	\$ 13,000	\$ 225,000	\$ 238,000
Stormwater Outfall Retrofit Project	285,000	285,000	15,000	270,000	285,000
Total	\$ 523,000	\$ 523,000	\$ 28,000	\$ 495,000	\$ 523,000

FUND 401: SURFACE WATER MANAGEMENT

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
User Charges	\$ 2,732,964	\$ 2,720,766	\$ 2,702,500	\$ 2,702,500	\$ 2,702,500	\$ 2,702,500	\$ 2,702,500	\$ -	0.0%
Interest Earnings	24,183	24,555	55,300	19,300	1,000	-	-	(19,300)	-100.0%
Total Operating Revenues:	\$ 2,757,147	\$ 2,745,321	\$ 2,757,800	\$ 2,721,800	\$ 2,703,500	\$ 2,702,500	\$ 2,702,500	\$ (19,300)	-0.7%
EXPENDITURES									
Geographical Information Sys.	-	26,562	-	-	-	-	-	-	n/a
Storm Drainage	1,815,233	1,774,893	2,409,480	2,594,417	2,594,417	2,195,820	2,275,240	(398,597)	-15.4%
Transfer Out-Gen Fund Admin	269,700	269,700	269,700	284,700	284,700	284,700	284,700	-	0.0%
Contrib to Fleet & Equip Rsvs	-	17,750	17,750	17,750	17,750	56,120	56,120	38,370	216.2%
Total Operating Expenditures:	\$ 2,084,933	\$ 2,088,905	\$ 2,696,930	\$ 2,896,867	\$ 2,896,867	\$ 2,536,640	\$ 2,616,060	\$ (360,227)	-12.4%
Oper Rev Over/(Under) Exp	\$ 672,214	\$ 656,416	\$ 60,870	\$ (175,067)	\$ (193,367)	\$ 165,860	\$ 86,440	\$ 340,927	-194.7%
OTHER FINANCING SOURCES									
Grants/Contrib/Donations	143,715	913,296	-	126,829	126,829	-	-	(126,829)	-100.0%
Judgments/Interest/Misc	1,706	320	-	-	300	-	-	-	n/a
Transfer In-General Fund	22,065	-	-	-	-	-	-	-	n/a
Transfer In-Street Capital	-	300,000	300,000	487,975	487,975	389,169	-	(98,806)	-20.2%
Transfer In-CDBG/Grant	4,834	-	-	-	-	-	-	-	n/a
Transfer In-Fleet & Equipment	-	-	-	31,237	31,237	-	-	(31,237)	-100.0%
Total Other Financing Sources	\$ 172,320	\$ 1,213,616	\$ 300,000	\$ 646,041	\$ 646,341	\$ 389,169	\$ -	\$ (256,872)	-39.8%
OTHER FINANCING USES									
Capital	1,371,826	2,293,616	670,000	1,612,667	1,612,667	-	-	(1,612,667)	-100.0%
Capital-SWM Pipe Repair	-	-	-	-	-	12,000	238,000	12,000	n/a
Capital-SWM Outfall Retrofit	-	-	-	-	-	15,000	285,000	15,000	n/a
Transfer Out-Street O&M	6,325	-	-	-	-	-	-	-	n/a
Transfer Out-Street Capital	704,882	108,004	200,000	1,727,750	1,727,750	595,000	400,000	(1,132,750)	-65.6%
Total Other Financing Uses	\$ 2,083,033	\$ 2,401,620	\$ 870,000	\$ 3,340,417	\$ 3,340,417	\$ 622,000	\$ 923,000	\$ (2,718,417)	-81.4%
Total Rev & Other Sources	\$ 2,929,467	\$ 3,958,937	\$ 3,057,800	\$ 3,367,841	\$ 3,349,841	\$ 3,091,669	\$ 2,702,500	\$ (276,172)	-8.2%
Total Exp & Other Uses	\$ 4,167,966	\$ 4,490,525	\$ 3,566,930	\$ 6,237,284	\$ 6,237,284	\$ 3,158,640	\$ 3,539,060	\$ (3,078,644)	-49.4%
Beginning Fund Balance, 1/1	\$ 7,975,056	\$ 6,736,557	\$ 4,302,660	\$ 6,204,969	\$ 6,204,969	\$ 3,317,526	\$ 3,250,555	\$ (2,887,443)	-46.5%
Ending Fund Balance, 12/31	\$ 6,736,557	\$ 6,204,969	\$ 3,793,530	\$ 3,335,526	\$ 3,317,526	\$ 3,250,555	\$ 2,413,995	\$ (84,971)	-2.5%
EFB as a % of Oper Exp	323.1%	297.0%	140.7%	115.1%	114.5%	128.1%	92.3%	0	11.3%
17% Operating Reserves	354,439	355,114	458,478	492,467	492,467	431,229	444,730	(61,239)	-12.4%
Over/(Under) Target	6,382,118	5,849,855	3,335,052	2,843,059	2,825,059	2,819,326	1,969,265	(23,732)	-0.8%

FUND 501: FLEET & EQUIPMENT

PURPOSE & DESCRIPTION

The *Fleet and Equipment Replacement Fund* accounts for all costs associated with operating, maintaining and replacing the City's vehicles and other motorized equipment. This fund owns and depreciates all non-proprietary fund assets of this nature. Fleet and equipment user charges are allocated to the operating funds based on operations and maintenance costs, including gasoline usage, and repairs and maintenance.

The following is a list of vehicle and equipment replacements included in the 2015/2016 adopted budget.

Description	2015 Adopted	2016 Adopted	Funding Source
Police:			
Veh# 15-22-449 2004 Ford Crown Victoria	\$ 43,000	\$ -	Replacement Reserves
Veh# 15-22-089 2007 Ford Crown Victoria	43,000	-	Replacement Reserves
Veh# 15-30-0003 2005 Chevy 2500	40,000	-	Replacement Reserves
Veh# 15-30-004 2006 Chevy 2500	40,000	-	Replacement Reserves
Veh# 15-21-023 2006 Ford Expedition	40,000	-	Replacement Reserves
Veh# 15-23-027 2007 Chevy Silverado	30,000	-	Replacement Reserves
Veh# 15-70-020 2001 GMC Sonoma Pickup	25,000	-	Replacement Reserves
Veh# 15-70-109 2005 Honda STI300	30,000	-	Replacement Reserves
Veh# 15-70-110 2007 Honda STI300	30,000	-	Replacement Reserves
Veh# 15-70-111 2007 Honda STI300	30,000	-	Replacement Reserves
Veh# 15-70-112 2007 Honda STI300	-	30,000	Replacement Reserves
Veh# 15-22-097 2008 Ford Crown Victoria	-	44,000	Replacement Reserves
Veh# 15-22-412 2008 Ford Crown Victoria	-	44,000	Replacement Reserves
Veh# 15-22-414 2008 Ford Crown Victoria	-	44,000	Replacement Reserves
Veh# 15-22-416 2008 Ford Crown Victoria	-	44,000	Replacement Reserves
Veh# 15-22-421 2009 Ford Crown Victoria	-	44,000	Replacement Reserves
Veh# 15-22-426 2010 Ford Crown Victoria	-	44,000	Replacement Reserves
Veh# 15-22-427 2010 Ford Crown Victoria	-	44,000	Replacement Reserves
Subtotal Police	\$ 351,000	\$ 338,000	
Parks, Recreation & Community Services:			
Replace Bobcat Toolcat 5600	52,000	-	Replacement Reserves / \$4K Proceeds from Sale
Replace John Deere 4510 Tractor	32,000	-	Replacement Reserves / \$3.5K Proceeds from Sale
Replace Back Hoe Attachment	12,500	-	Replacement Reserves / \$2K Proceeds from Sale
Replace John Deere 1600 Turbo Mower	60,000	-	Replacement Reserves / \$4K Proceeds from Sale
Replace John Deere 997 Z Track Mower	18,000	-	Replacement Reserves / \$0.5K Proceeds from Sale
Subtotal Police	\$ 174,500	\$ -	
Total	\$ 525,500	\$ 338,000	

FUND 501: FLEET & EQUIPMENT

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
M&O Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 904,220	\$ 904,220	\$ 904,220	n/a
Interest Earnings	17,838	76,781	-	-	-	-	-	-	n/a
Insurance Recoveries	12,663	15,576	30,000	75,000	90,000	-	-	(75,000)	-100.0%
Total Operating Revenues:	\$ 30,501	\$ 92,357	\$ 30,000	\$ 75,000	\$ 90,000	\$ 904,220	\$ 904,220	\$ 829,220	1105.6%
EXPENDITURES									
Gasoline	-	-	-	-	-	523,400	523,400	523,400	n/a
Other Supplies	-	-	-	-	-	3,990	3,990	3,990	n/a
Repairs & Maintenance	-	-	-	-	-	376,830	376,830	376,830	n/a
Other Services & Charges	-	28	-	-	-	-	-	-	n/a
Total Operating Expenditures:	\$ -	\$ 28	\$ -	\$ -	\$ -	\$ 904,220	\$ 904,220	\$ 904,220	n/a
Oper Rev Over/(Under) Exp	\$ 30,501	\$ 92,329	\$ 30,000	\$ 75,000	\$ 90,000	\$ -	\$ -	\$ (75,000)	-100.0%
OTHER FINANCING SOURCES									
Replacement Reserves	-	938,150	1,849,840	1,098,970	938,180	1,069,020	1,069,020	(29,950)	-2.7%
Proceeds from Sale of Assets	13,225	17,213	20,000	49,000	49,000	14,000	14,000	(35,000)	-71.4%
Transfer in from General Fund	8,674	-	-	-	-	-	-	-	n/a
Total Other Financing Sources	\$ 21,899	\$ 955,363	\$ 1,869,840	\$ 1,147,970	\$ 987,180	\$ 1,083,020	\$ 1,083,020	\$ (64,950)	-5.7%
OTHER FINANCING USES									
Capital-Vehicle & Equipment	598,565	672,917	1,223,230	1,143,600	1,128,391	525,500	338,000	(618,100)	-54.0%
Transfer to General Fund	-	-	-	1,074,959	1,074,959	-	-	(1,074,959)	-100.0%
Transfer to SWM	-	-	-	31,237	31,237	-	-	(31,237)	-100.0%
Total Other Financing Uses	\$ 598,565	\$ 672,917	\$ 1,223,230	\$ 2,249,796	\$ 2,234,587	\$ 525,500	\$ 338,000	\$ (1,724,296)	-76.6%
Total Rev & Other Sources	\$ 52,400	\$ 1,047,720	\$ 1,899,840	\$ 1,222,970	\$ 1,077,180	\$ 1,987,240	\$ 1,987,240	\$ 764,270	62.5%
Total Exp & Other Uses	\$ 598,565	\$ 672,945	\$ 1,223,230	\$ 2,249,796	\$ 2,234,587	\$ 1,429,720	\$ 1,242,220	\$ (820,076)	-36.5%
Beginning Fund Balance, 1/1	\$5,265,136	\$4,718,971	\$2,469,630	\$5,093,746	\$5,093,746	\$3,936,339	\$4,493,859	\$ (1,157,407)	-22.7%
Ending Fund Balance, 12/31	\$4,718,971	\$5,093,746	\$3,146,240	\$4,066,920	\$3,936,339	\$4,493,859	\$5,238,879	\$ 426,939	10.5%

FUND 502: PROPERTY MANAGEMENT

PURPOSE & DESCRIPTION

The *Property Management Fund* accounts for all costs associated with the maintenance and operations of City Hall, Police Station, Parking/Light Rail Facility. Maintenance and operating costs are charged to this fund which is funded primarily through user fees allocated to the operating funds based upon the number of staff assigned to the facility.

The fund has also accumulated replacement reserves for the purpose of funding future major repairs and capital improvements to city-owned facilities. The Capital Budget section of this document provides the 6-Year capital needs as it relates to property management, including the detailed project sheets.

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
M&O Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 742,080	\$ 749,800	\$ 742,080	n/a
Interest Earnings	878	722	-	-	578	-	-	-	n/a
Total Operating Revenues:	\$ 878	\$ 722	\$ -	\$ -	\$ 578	\$ 742,080	\$ 749,800	\$ 742,080	n/a
EXPENDITURES									
City Hall Facility	-	-	-	-	-	338,070	342,500	338,070	n/a
Police Station	-	-	-	-	-	226,020	228,770	226,020	n/a
Parking Facilities/Light Rail	-	-	-	-	-	177,990	178,530	177,990	n/a
Total Operating Expenditures:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 742,080	\$ 749,800	\$ 742,080	n/a
Oper Rev Over/(Under) Exp	\$ 878	\$ 722	\$ -	\$ -	\$ 578	\$ -	\$ -	\$ -	n/a
OTHER FINANCING SOURCES									
								-	n/a
Total Other Financing Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
OTHER FINANCING USES									
City Hall Facility	-	-	-	6,300	60,000	-	-	(6,300)	-100.0%
HVAC & Security Syst (CH/PS)	-	-	-	-	-	72,000	-	72,000	n/a
Slurry Seal & Restripe (CH)	-	-	-	-	-	45,000	-	45,000	n/a
HVAC for Computer Room (CH)	-	-	-	-	-	20,000	-	20,000	n/a
Server Room Sprinkler System (CH)	-	-	-	-	-	30,000	-	30,000	n/a
Pave Shop Parking Lot (PK O&M)	-	-	-	-	-	-	50,000	-	n/a
Total Other Financing Uses	\$ -	\$ -	\$ -	\$ 6,300	\$ 60,000	\$ 167,000	\$ 50,000	\$ 160,700	2550.8%
Total Rev & Other Sources	\$ 878	\$ 722	\$ -	\$ -	\$ 578	\$ 742,080	\$ 749,800	\$ 742,080	n/a
Total Exp & Other Uses	\$ -	\$ -	\$ -	\$ 6,300	\$ 60,000	\$ 909,080	\$ 799,800	\$ 902,780	14329.8%
Beginning Fund Balance, 1/1	\$ 451,242	\$ 452,120	\$ -	\$ 452,842	\$ 452,842	\$ 393,421	\$ 226,421	\$ (59,421)	-13.1%
Ending Fund Balance, 12/31	\$ 452,120	\$ 452,842	\$ -	\$ 446,542	\$ 393,421	\$ 226,421	\$ 176,421	\$ (220,121)	-49.3%

FUND 503: INFORMATION TECHNOLOGY

PURPOSE & DESCRIPTION

The *Information Technology Fund* accounts for all costs and services associated with the City's Information Technology needs. This fund is used to support all internal systems such as the City's Geographical Information Systems (GIS) needs, Internal & External Web Resources (WWW, Intranet & FTP), E-Mail Systems, business continuity needs, infrastructure resources, applications and overall support. In addition, the fund is also used to leverage emerging technologies to reduce cost, limit growth in the workforce, and improve services to citizens and employees; and to provide the most innovative and cost effective technology services for managing the City of Lakewood. Information technology costs are allocated to departments and/or programs based on usage.

Per the financial policies, the City shall establish replacement reserves for information technology related equipment no later than 2020. This will be addressed beginning in 2015.

The Capital Budget section of this document provides the 6-Year capital needs as it relates to information technology, including the detailed project sheets.

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
M&O Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,038,650	\$ 1,059,950	\$ 1,038,650	n/a
Total Operating Revenues:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,038,650	\$ 1,059,950	\$ 1,038,650	n/a
EXPENDITURES									
Personnel	-	-	-	-	-	471,390	495,410	471,390	n/a
Supplies	-	-	-	-	-	74,950	74,950	74,950	n/a
Services & Charges	-	-	-	-	-	492,310	489,590	492,310	n/a
Total Operating Expenditures:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,038,650	\$ 1,059,950	\$ 1,038,650	n/a
Oper Rev Over/(Under) Exp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
OTHER FINANCING SOURCES									
Capital Contribution	-	-				140,000	10,000	140,000	n/a
Total Other Financing Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000	\$ 10,000	\$ 140,000	n/a
OTHER FINANCING USES									
Capital-Video Arraignment						50,000	-	50,000	n/a
Capital-Document Mgmt System						90,000	10,000	90,000	n/a
Total Other Financing Uses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000	\$ 10,000	\$ 140,000	n/a
Total Rev & Other Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,178,650	\$ 1,069,950	\$ 1,178,650	n/a
Total Exp & Other Uses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,178,650	\$ 1,069,950	\$ 1,178,650	n/a
Beginning Fund Balance, 1/1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Ending Fund Balance, 12/31	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

FUND 504: RISK MANAGEMENT

PURPOSE & DESCRIPTION

The *Risk Management Fund* accounts for the financial administration of the City's comprehensive risk management program. The Fund assures that the revenues and assets of the City are protected through an established risk control and risk finance program including risk management goals and objectives, a formalized risk assessment process and methodology for reviewing and monitoring of the effectiveness of the risk management program.

Risk management functions include property, casualty and general liability and similar functions. Risk management provides departments with information and assistance about recommended insurance requirements for various City contracts. Through the safety program, information and training is provided on how to reduce the risk of injury to employees, the general public and the City owned and leased property. This fund is funded primarily through user charges allocated to the departments based upon the number of budgeted staff, auto and property assessments.

SOURCES & USES

Item	2012 Actual	2013 Actual	2014			2015 Adopted	2016 Adopted	15 Adopted - 14 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
M&O Revenue	-	-	-	-	-	853,750	778,980	853,750	n/a
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 853,750	\$ 778,980	\$ 853,750	n/a
EXPENDITURES									
Safety Program	-	-	-	-	-	4,980	4,980	4,980	n/a
AWC Retro Program	-	-	-	-	-	24,000	24,000	24,000	n/a
WCIA Assessment	-	-	-	-	-	824,770	750,000	824,770	n/a
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 853,750	\$ 778,980	\$ 853,750	n/a
Rev Over/(Under) Exp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Beginning Fund Balance, 1/1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Ending Fund Balance, 12/31	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a



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CAPITAL BUDGET



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6-YEAR CAPITAL IMPROVEMENT PLAN TRANSPORTATION

Overview

The Transportation Capital Improvement Plan presents current and planned public improvement needs that are considered as the most important within the six-year planning horizon. Project costs and allocation of future resources beyond the current 2015/2016 biennium are proposed as an integral part of the plan and will be reviewed and updated during each subsequent biennium (where applicable).

2015/2016 Adopted Capital Projects

The following is a summary of projects that are approved to be fund in 2015/2016 by: motor fuel tax; real estate excise tax; transfers in from Surface Water Management Fund for portions related to surface water; grants secured/anticipated; private utilities, private developers, general government and Package 1 (General Fund, CDBG and \$20 vehicle license fee).

Proposed Transportation Projects	2015	2016
Package 1 - General Fund, CDBG & \$20 Vehicle License Fee	\$ 7,820,000	\$ 3,319,000
2 Steilacoom Blvd - Lakewood Dr. to W. of South Tacoma Way	800,000	-
xx Chip Seal Program - Local Access Roads	300,000	315,000
5 Lakewood Dr-100th to Steilacoom Blvd	-	945,000
7 Main Street - Gravelly Lake Drive to 108th Street	300,000	-
9 59th - 100th to Bridgeport	250,000	-
11 108th - Main Street to Bridgeport	675,000	-
17 South Tacoma Way (SR512 to 96th)	2,700,000	-
18 Steilacoom Blvd - 88th to Custer	1,300,000	-
19 Madigan Access Project - City Street Phase 2 (Union Avenue - W. Thorne to Orchard)	720,000	-
20 So. Tac Way - Steilacoom to 88th	100,000	1,365,000
New LED Streetlights	150,000	155,000
Minor Capital Projects	50,000	50,000
Neighborhood Traffic Safety Program	25,000	25,000
Personnel (~4 FTEs), Engineering, Professional Services	450,000	464,000
Grant Funded Opportunity Projects	\$ 4,502,500	\$ 2,116,500
1 Bridgeport Way - Pac Hwy to 112th St	400,000	-
31 112/111th - Bridgeport to Kendrick	100,000	-
32 Bridgeport Way - JBLM to I-5	3,552,500	-
33 Gravelly Lake Drive - 100th to Bridgeport	150,000	1,643,500
xx Safety Projects - Various	300,000	315,000
xx Safe Routes to Schools, Pedestrian & Bicycle Safety	-	158,000
New Projects (Additional)	\$ 1,450,000	\$ 1,841,000
Steilacoom Blvd Safety Improvements - WSH to Lakeview	750,000	1,550,000
Lakewood Traffic Signal Upgrades - ITS - Ph. 5	520,000	-
Steilacoom Boulevard - Farwest to Phillips	180,000	291,000
Total	\$ 13,772,500	\$ 7,276,500

Package 2 Property Tax Excess Bond Levy Projects

The following projects are pending the City Council's decision whether to seek voter-approval of the property tax excess bond levy. Project timelines may need to be adjusted to align with actual funding source.

Proposed Transportation Projects	2015	2016
Package 2 - Property Tax Excess Bond Levy	\$ 1,100,000	\$ 7,665,000
21 Washington Blvd Sidewalks (Butte Drive to Gravelly Lk Dr)	650,000	4,200,000
21A Washington Blvd Sidewalks (Edgewood Ave to Vernon Ave)	150,000	1,155,000
22 Lake City Business Dist. Sidewalks (American Lake Park to Veterans Dr. /Alameda)	300,000	1,890,000
24 Oakbrook Sidewalks & Street Lighting (Onyx Dr W (97th to 87th); Onyx Dr E (Gamet to Phillips))	-	420,000
Total	\$ 1,100,000	\$ 7,665,000

6-Year Capital Improvement Plan

The following section provides a summary of the City's Transportation Improvement needs over the next six years as well as individual project sheets.

**6-Year Capital Improvement Plan
Transportation Projects
Years 2015 - 2020**

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	\$ 1,800,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,800,000
Real Estate Excise Tax (REET)	4,295,000	600,000	600,000	700,000	700,000	800,000	800,000	4,200,000
Surface Water Mgmt Fund (SWM)	4,470,000	715,000	1,115,000	515,000	823,000	727,000	716,000	4,611,000
Grants - Secured	8,645,000	5,805,000	2,840,000	-	-	-	-	8,645,000
Grants - Anticipated	11,466,500	4,247,500	1,694,000	2,170,000	2,320,000	455,000	580,000	11,466,500
Private Utilities / Private Developer	156,000	85,000	25,000	20,000	20,000	6,000	-	156,000
General Government	509,500	315,000	189,500	288,000	301,000	104,000	130,000	1,327,500
Package 1 - General Fund, CDBG, VLF	7,816,000	1,825,000	1,228,000	1,763,000	1,635,000	1,217,000	1,422,000	9,090,000
Package 2 - Property Tax Excess Bond Levy	29,925,000	980,000	6,950,000	3,750,000	6,862,000	8,033,000	7,444,000	34,019,000
Total Funding Sources	\$ 69,083,000	\$ 14,872,500	\$ 14,941,500	\$ 9,506,000	\$ 12,961,000	\$ 11,642,000	\$ 11,392,000	\$ 75,315,000

Notes:

- Total PV = Total Present Value for years 2015 - 2020.
- Cost Escalators: 2015 reflects current value; add 5% in 2016; add 10% in 2017 and 2018; add 20% in 2019 and 2020
Except for New LED Streetlight Retrofits which increases by \$5,000 per year and Personnel, Engineering, Professional Services which increases by 5% each year.
- Signal projects in 2015 and 2016 are included in in various projects and total \$500,000 in 2015 and \$300,000 in 2016, funded by grants that have been secured.
- Minor CIP includes city-wide capital repairs & upgrades including: existing signal upgrades (pole relocation, head addition); roadside upgrades (guardrail, other); structural patching; and striping modifications.
- Neighborhood Traffic Safety are traffic calming improvements including: speed humps; speed radar feedback signs; traffic islands, medians, and curbing; and signage.
- Personnel, Engineering, Professional Services includes costs not allocated to specific projects including: county-wide and regional grant applications; transportation modeling accident analysis; asset management; neighborhood traffic control program; and management and administration.

**6-Year Capital Improvement Plan
Transportation Projects
Years 2015 - 2020**

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Pavement Preservation - Current Projects:	\$ 4,020,000	\$ 1,500,000	\$ 315,000	\$ 330,000	\$ 1,454,000	\$ 360,000	\$ 360,000	\$ 4,319,000
1 Bridgeport Way - Pac Hwy to 112th St	400,000	400,000	-	-	-	-	-	400,000
2 Steilacoom Blvd - Lakewood Dr. to W. of South Tacoma Way	800,000	800,000	-	-	-	-	-	800,000
3 Pacific Highway - 108th to SR512	540,000	-	-	-	595,000	-	-	595,000
4 100th - Lakeview to So. Tacoma Way	480,000	-	-	-	529,000	-	-	529,000
xx Chip Seal Program - Local Access Roads	1,800,000	300,000	315,000	330,000	330,000	360,000	360,000	1,995,000
Pavement Preservation - New Projects	\$ 6,075,000	\$ 1,225,000	\$ 945,000	\$ 1,210,000	\$ 1,157,000	\$ 815,000	\$ 1,320,000	\$ 6,672,000
5 Lakewood Dr-100th to Steilacoom Blvd	900,000	-	945,000	-	-	-	-	945,000
6 Lakewood Dr-Flett Creek to N. City Limits	1,100,000	-	-	1,210,000	-	-	-	1,210,000
7 Main Street - GLD to 108th Street	300,000	300,000	-	-	-	-	-	300,000
8 59th - Main Street to 100th	450,000	-	-	-	496,000	-	-	496,000
9 59th - 100th to Bridgeport	250,000	250,000	-	-	-	-	-	250,000
10 108th - Bridgeport to Pac Hwy	600,000	-	-	-	661,000	-	-	661,000
11 108th - Main Street to Bridgeport	675,000	675,000	-	-	-	-	-	675,000
12 Custer - Steilacoom to John Dower	450,000	-	-	-	-	540,000	-	540,000
13 88th - Steilacoom to Custer	250,000	-	-	-	-	275,000	-	275,000
14 100th - 59th to Lakeview	1,100,000	-	-	-	-	-	1,320,000	1,320,000
Street & Sidewalk Improvements - Current Projects	\$ 6,120,000	\$ 4,820,000	\$ 1,365,000	\$ -	\$ -	\$ -	\$ -	\$ 6,185,000
17 South Tacoma Way (SR512 to 96th) <i>Total project does not include \$460K for design & ROW in 2013/14.</i>	2,700,000	2,700,000	-	-	-	-	-	2,700,000
18 Steilacoom Blvd - 88th to Custer	1,300,000	1,300,000	-	-	-	-	-	1,300,000
19 Madigan Access Project - City Street Phase 2 (Union Avenue - W. Thorne to Orchard)	720,000	720,000	-	-	-	-	-	720,000
20 So. Tac Way - Steilacoom to 88th <i>Total project does not include \$100K for design in 2013/2014.</i>	1,400,000	100,000	1,365,000	-	-	-	-	1,465,000
Street & Sidewalk Improvements - New Projects	\$ 33,000,000	\$ 1,100,000	\$ 7,665,000	\$ 4,015,000	\$ 7,535,000	\$ 8,760,000	\$ 8,160,000	\$ 37,235,000
21 Washington Blvd Sidewalks (Butte Drive to Gravelly Lk Dr)	4,650,000	650,000	4,200,000	-	-	-	-	4,850,000
21A Washington Blvd Sidewalks (Edgewood Ave to Vernon Ave)	1,250,000	150,000	1,155,000	-	-	-	-	1,305,000
22 Lake City Business Dist. Sidewalks (American Lake Park to Veterans Dr. /Alameda)	2,100,000	300,000	1,890,000	-	-	-	-	2,190,000
24 Oakbrook Sidewalks & Street Lighting (Onyx Dr W (97th to 87th); Onyx Dr E (Garnet to Phillips))	3,400,000	-	420,000	3,300,000	-	-	-	3,720,000
26 Phillips Road Sidewalks (Steilacoom to Onyx)	2,800,000	-	-	330,000	2,750,000	-	-	3,080,000
27 Hipkins Road Sidewalks (104th to Steilacoom Blvd)	3,050,000	-	-	385,000	2,970,000	-	-	3,355,000
28 Mt. Tacoma Drive Sidewalks (Interlaaken to Gravelly Lake Dr)	2,950,000	-	-	-	385,000	3,120,000	-	3,505,000
28A Mt. Tahoma Drive Sidewalks - Project Extension. Short Lane Bridge; Bridge to Mt. Tahoma	4,000,000	-	-	-	440,000	840,000	3,480,000	4,760,000
29 Gravelly Lake Non-Motorized Trail (Nyanza; & Gravelly Lake Dr - Washington to Nyanza)	5,600,000	-	-	-	550,000	3,120,000	3,000,000	6,670,000
29A Gravelly Lake non-Motorized Trail (GLD - Nyanza to WA)	3,200,000	-	-	-	440,000	1,680,000	1,680,000	3,800,000
Street & Sidewalk Improvements - Grant Fund	\$ 11,446,000	\$ 4,102,500	\$ 2,116,500	\$ 2,695,000	\$ 1,870,000	\$ 540,000	\$ 780,000	\$ 12,104,000
31 112/111th - Bridgeport to Kendrick	1,900,000	100,000	-	1,980,000	-	-	-	2,080,000
32 Bridgeport Way - JBLM to I-5	3,552,500	3,552,500	-	-	-	-	-	3,552,500
33 Gravelly Lake Drive - 100th to Bridgeport	1,793,500	150,000	1,643,500	-	-	-	-	1,793,500
xx Safety Projects - Various	1,800,000	300,000	315,000	330,000	330,000	360,000	360,000	1,995,000
xx Safe Routes to Schools, Pedestrian &	2,400,000	-	158,000	385,000	1,540,000	180,000	420,000	2,683,000
ervation and Street & Sidewalk Improvements	\$ 60,661,000	\$ 12,747,500	\$ 12,406,500	\$ 8,250,000	\$ 12,016,000	\$ 10,475,000	\$ 10,620,000	\$ 66,515,000
Other Pavement Preservation Current Projects:								
New LED Streetlights	\$ 900,000	\$ 150,000	\$ 155,000	\$ 160,000	\$ 165,000	\$ 170,000	\$ 175,000	\$ 975,000
Signal Projects	600,000	-	-	330,000	-	360,000	-	690,000
Minor Capital Projects	300,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Neighborhood Traffic Safety Program	150,000	25,000	25,000	25,000	25,000	25,000	25,000	150,000
Personnel (~4 FTE's), Engineering,	2,700,000	450,000	464,000	478,000	492,000	507,000	522,000	2,913,000
New Projects Added:								
Steilacoom Blvd Safety Improvements -	2,300,000	750,000	1,550,000	-	-	-	-	2,300,000
Lakewood Traffic Signal Upgrades - ITS -	520,000	520,000	-	-	-	-	-	520,000
Steilacoom Boulevard - Farwest to Phillips	952,000	180,000	291,000	213,000	213,000	55,000	-	952,000
Grand Total - All Transportation Projects	\$ 69,083,000	\$ 14,872,500	\$ 14,941,500	\$ 9,506,000	\$ 12,961,000	\$ 11,642,000	\$ 11,392,000	\$ 75,315,000

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	n/a		6-Yr TIP _____
Project Name:	Personnel, Engineering and Professional Services		CTAC _____
			Council Ad Hoc _____
			NMTP _____
Eden Account:	302.0001.21		
			Pavement Preservation _____
			Street & Sidewalk Improvement _____
Project Description & Justification:			
<p>Street capital program management of an annual \$5.0 to \$12.0 Million Program including: Comprehensive Planning (6-Year TIP, Non-Motorized Plan, Area Studies); Grant applications; Transportation Funding support; and associated supporting functions including: professional development, operational equipment and supplies.</p> <p>City-wide projects to support planning and engineering of capital improvements including professional services for: traffic engineering studies, professional land-surveyor research and exhibits, comprehensive planning. (\$50,000 per year)</p>			
Operational Impact:			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	2,656,000	430,000	426,000	450,000	450,000	450,000	450,000	2,656,000
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government								
Package 1 - General Fund, CDBG, VLF	44,000	20,000	38,000	28,000	42,000	57,000	72,000	257,000
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 2,700,000	\$ 450,000	\$ 464,000	\$ 478,000	\$ 492,000	\$ 507,000	\$ 522,000	\$ 2,913,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
PLUG	2,700,000	450,000	464,000	478,000	492,000	507,000	522,000	2,913,000
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Total Project Costs	\$ 2,700,000	\$ 450,000	\$ 464,000	\$ 478,000	\$ 492,000	\$ 507,000	\$ 522,000	\$ 2,913,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	n/a		6-Yr TIP _____
Project Name:	New LED Streetlight		CTAC _____
			Council Ad Hoc _____
			NMTP _____
Eden Account:	302.0002.21		
			Pavement Preservation _____
			Street & Sidewalk Improvement _____
Project Description & Justification:			
Provide street lights in areas where there are none. Cost to provide stand alone streetlights up to \$15,000 per pole. Cost to install street light on existing utility pole up to \$3,000 per pole.			
The 2017 project is proposed to be funded by \$175,000 of CDBG funds, which comes from a portion of the remaining balance of 2020 CDBG Funds after allocation of \$661,000 to Project 10 108th - Bridgeport to Pacific Highway.			
Operational Impact:			
Each new streetlight will cost up to \$6.00 per month in utility costs. Assuming average of 18 per year = \$1,300 savings per year.			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government								
Package 1 - General Fund, CDBG, VLF	900,000	150,000	155,000	160,000	165,000	170,000	175,000	975,000
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 900,000	\$ 150,000	\$ 155,000	\$ 160,000	\$ 165,000	\$ 170,000	\$ 175,000	\$ 975,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
PLUG	900,000	150,000	155,000	160,000	165,000	170,000	175,000	975,000
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Total Project Costs	\$ 900,000	\$ 150,000	\$ 155,000	\$ 160,000	\$ 165,000	\$ 170,000	\$ 175,000	\$ 975,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	(1,300)	(2,600)	(3,900)	(5,200)	(6,500)	(7,800)	(27,300)
Net M&O Impact	\$ (1,300)	\$ (2,600)	\$ (3,900)	\$ (5,200)	\$ (6,500)	\$ (7,800)	\$ (27,300)

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	n/a		6-Yr TIP _____
Project Name:	Neighborhood Traffic Safety		CTAC _____
			Council Ad Hoc _____
			NMTP _____
Eden Account:	302.0003.21		
			Pavement Preservation _____
			Street & Sidewalk Improvement _____
Project Description & Justification:			
Minor capital improvements to improve safety in neighborhoods by decreasing cut-through traffic and speeding in neighborhoods. Improvements may include: signage; pavement markings; radar feedback signs; and speed humps and related traffic studies, public outreach, and engineering.			
Operational Impact:			
Addition of capital infrastructure will require additional on-going maintenance that is consistent with other work performed in the city. For example: Radar feedback sign will cost approximately \$120 / year to provide power and approximately \$300 every 3 years to replace burned out bulbs.			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	65,000	-	-	20,000	-	20,000	25,000	65,000
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government								
Package 1 - General Fund, CDBG, VLF	85,000	25,000	25,000	5,000	25,000	5,000	-	85,000
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 150,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 150,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
PLUG	150,000	25,000	25,000	25,000	25,000	25,000	25,000	150,000
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Total Project Costs	\$ 150,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 150,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	500	500	500	500	500	500	3,000
Net M&O Impact	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 3,000

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	n/a		6-Yr TIP _____
Project Name:	Minor Capital		CTAC _____
			Council Ad Hoc _____
			NMTP _____
Eden Account:	302.0004.21		
			Pavement Preservation _____
			Street & Sidewalk Improvement _____
Project Description & Justification:			
City-wide projects to provide infrastructure preservation or upgrades including: city-wide HMA patching contract (up to \$100,000 per year); traffic signal upgrades including replacement of loop detection with video detection (up to \$50,000 per year).			
Operational Impact:			
There is no operational impact since this work is upgrade / replacement of existing infrastructure.			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	100,000	-	-	50,000	-	-	50,000	100,000
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government								
Package 1 - General Fund, CDBG, VLF	200,000	50,000	50,000	-	50,000	50,000	-	200,000
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 300,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
PLUG	300,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Total Project Costs	\$ 300,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	n/a		6-Yr TIP _____
Project Name:	Signal Projects		CTAC _____
			Council Ad Hoc _____
			NMTP _____
Eden Account:	302.xxxx.21		
			Pavement Preservation _____
			Street & Sidewalk Improvement _____
Project Description & Justification:			
Traffic signal replacement program to replace existing aging traffic signals (30+ years useful life) that are not replaced in conjunction with other capital improvement projects. Replace a traffic signal every 2 to 3 years.			
The 2017 signal project is proposed to be funded by \$225,000 of CDBG funds, which comes from the balance of 2017 CDBG Funds after allocation of \$675,000 to Project 11 108th - Main Street to Bridgeport.			
Operational Impact:			
No operational impact since this is replacement of existing infrastructure.			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	300,000	-	-	-	-	300,000	-	300,000
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government								
Package 1 - General Fund, CDBG, VLF	300,000	-	-	330,000	-	60,000	-	390,000
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 600,000	\$ -	\$ -	\$ 330,000	\$ -	\$ 360,000	\$ -	\$ 690,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
PLUG	600,000	-	-	330,000	-	360,000	-	690,000
	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Total Project Costs	\$ 600,000	\$ -	\$ -	\$ 330,000	\$ -	\$ 360,000	\$ -	\$ 690,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	1	6-Yr TIP	X
Project Name:	Bridgeport Way - Pac Hwy to 112th Street		CTAC
			Council Ad Hoc
			NMTP
Eden Account:	302.0016.21		
			Pavement Preservation
			Street & Sidewalk Improvement
Project Description & Justification:			
Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects.			
Max. 86.5% grant funded.			
Operational Impact:			
None. Replacement of existing infrastructure.			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	200,000	200,000	-	-	-	-	-	200,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	15,000	15,000	-	-	-	-	-	15,000
Right-of-Way	-	-	-	-	-	-	-	-
Construction	385,000	385,000	-	-	-	-	-	385,000
Total Project Costs	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	2	6-Yr TIP	X
Project Name:	Steilacoom Boulevard - Lakewood Drive to 300th ft. West of South Tacoma Way		CTAC
			Council Ad Hoc
			NMTP
Eden Account:	302.0018.21		
			Pavement Preservation
			Street & Sidewalk Improvement
Project Description & Justification:			
Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects.			
Max. 86.5% grant funded.			
Operational Impact:			
None. Replacement of existing infrastructure.			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Real Estate Excise Tax (REET)	95,000	95,000	-	-	-	-	-	95,000
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	550,000	550,000	-	-	-	-	-	550,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-
Package 1 - General Fund, CDBG, VLF	55,000	55,000	-	-	-	-	-	55,000
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 800,000	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	25,000	25,000	-	-	-	-	-	25,000
Right-of-Way	-	-	-	-	-	-	-	-
Construction	775,000	775,000	-	-	-	-	-	775,000
Total Project Costs	\$ 800,000	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	3		6-Yr TIP _____
Project Name:	Pacific Hwy - 108th to SR512		CTAC _____
			Council Ad Hoc _____
			NMTP _____
Eden Account:	302.xxxx.21		
			Pavement Preservation _____
			Street & Sidewalk Improvement _____
Project Description & Justification:			
Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects.			
Max. 86.5% grant funded.			
Operational Impact:			
None. Replacement of existing infrastructure.			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	48,000	-	-	-	48,000	-	-	48,000
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	430,000	-	-	-	430,000	-	-	430,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-
Package 1 - General Fund, CDBG, VLF	62,000	-	-	-	117,000	-	-	117,000
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 540,000	\$ -	\$ -	\$ -	\$ 595,000	\$ -	\$ -	\$ 595,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	25,000	-	-	-	28,000	-	-	28,000
Right-of-Way	-	-	-	-	-	-	-	-
Construction	515,000	-	-	-	567,000	-	-	567,000
Total Project Costs	\$ 540,000	\$ -	\$ -	\$ -	\$ 595,000	\$ -	\$ -	\$ 595,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	4		6-Yr TIP _____
Project Name:	100th - Lakeview to South Tacoma Way		CTAC _____
			Council Ad Hoc _____
			NMTP _____
Eden Account:	302.xxxx.21		
			Pavement Preservation _____
			Street & Sidewalk Improvement _____
Project Description & Justification:			
Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects.			
Max. 86.5% grant funded.			
Operational Impact:			
None. Replacement of existing infrastructure.			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	160,000	-	-	-	160,000	-	-	160,000
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	320,000	-	-	-	320,000	-	-	320,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-
Package 1 - General Fund, CDBG, VLF	-	-	-	-	49,000	-	-	49,000
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 480,000	\$ -	\$ -	\$ -	\$ 529,000	\$ -	\$ -	\$ 529,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	25,000	-	-	-	28,000	-	-	28,000
Right-of-Way	-	-	-	-	-	-	-	-
Construction	455,000	-	-	-	501,000	-	-	501,000
Total Project Costs	\$ 480,000	\$ -	\$ -	\$ -	\$ 529,000	\$ -	\$ -	\$ 529,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	xx		6-Yr TIP	X
Project Name:	Chip Seal Program - Local Access Roads		CTAC	X
			Council Ad Hoc	
			NMTP	X
Eden Account:	302.0005.21			
			Pavement Preservation	
			Street & Sidewalk Improvement	
Project Description & Justification:				
Chip Seal Program. Complete up to 8-10 lane miles annually. May included pulverize and inlay of failed roadway sections. HMA pavement repair.				
Operational Impact:				
No impact. Rehabilitation of existng infrastructure.				

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	1,500,000	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-
Package 1 - General Fund, CDBG, VLF	300,000	300,000	15,000	30,000	30,000	60,000	60,000	495,000
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 1,800,000	\$ 300,000	\$ 315,000	\$ 330,000	\$ 330,000	\$ 360,000	\$ 360,000	\$ 1,995,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	-	-	-	-	-	-	-	-
Right-of-Way	-	-	-	-	-	-	-	-
Construction	1,800,000	300,000	315,000	330,000	330,000	360,000	360,000	1,995,000
Total Project Costs	\$ 1,800,000	\$ 300,000	\$ 315,000	\$ 330,000	\$ 330,000	\$ 360,000	\$ 360,000	\$ 1,995,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	5		6-Yr TIP <u> X </u>
Project Name:	Lakewood Drive - 100th to Steilacoom Blvd		CTAC <u> </u>
			Council Ad Hoc <u> </u>
			NMTP <u> </u>
Eden Account:	302.0017.21		
			Pavement Preservation <u> </u>
			Street & Sidewalk Improvement <u> </u>
Project Description & Justification:			
Reconstruction / Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects.			
Operational Impact:			
None. Replacement of existing infrastructure.			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-
Package 1 - General Fund, CDBG, VLF	900,000	-	945,000	-	-	-	-	945,000
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 900,000	\$ -	\$ 945,000	\$ -	\$ -	\$ -	\$ -	\$ 945,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	25,000	-	26,000	-	-	-	-	26,000
Right-of-Way	-	-	-	-	-	-	-	-
Construction	875,000	-	919,000	-	-	-	-	919,000
Total Project Costs	\$ 900,000	\$ -	\$ 945,000	\$ -	\$ -	\$ -	\$ -	\$ 945,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	6		6-Yr TIP	X
Project Name:	Lakewood Drive - Flett Creek to North City Limits		CTAC	X
			Council Ad Hoc	
			NMTP	X
Eden Account:	302.xxxx.21			
			Pavement Preservation	
			Street & Sidewalk Improvement	
Project Description & Justification:				
Reconstruction / Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects.				
Operational Impact:				
None. Replacement of existing infrastructure.				

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-
Package 1 - General Fund, CDBG, VLF	1,100,000	-	-	1,210,000	-	-	-	1,210,000
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 1,100,000	\$ -	\$ -	\$ 1,210,000	\$ -	\$ -	\$ -	\$ 1,210,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	25,000	-	-	27,500	-	-	-	27,500
Right-of-Way	-	-	-	-	-	-	-	-
Construction	1,075,000	-	-	1,182,500	-	-	-	1,182,500
Total Project Costs	\$ 1,100,000	\$ -	\$ -	\$ 1,210,000	\$ -	\$ -	\$ -	\$ 1,210,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	7		6-Yr TIP <u> X </u>
Project Name:	Main Street - GLD to 108th Street		CTAC <u> </u>
			Council Ad Hoc <u> </u>
			NMTP <u> </u>
Eden Account:	302.0019.21		
			Pavement Preservation <u> </u>
			Street & Sidewalk Improvement <u> </u>
Project Description & Justification:			
Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects.			
Operational Impact:			
None. Replacement of existing infrastructure.			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-
Package 1 - General Fund, CDBG, VLF	300,000	300,000	-	-	-	-	-	300,000
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	25,000	25,000	-	-	-	-	-	25,000
Right-of-Way	-	-	-	-	-	-	-	-
Construction	275,000	275,000	-	-	-	-	-	275,000
Total Project Costs	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	8	6-Yr TIP	X
Project Name:	59th - Main Street to 100th		CTAC
			Council Ad Hoc
			NMTP
Eden Account:	302.xxxx.21		
			Pavement Preservation
			Street & Sidewalk Improvement
Project Description & Justification:			
Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects.			
Operational Impact:			
None. Replacement of existing infrastructure.			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-
Package 1 - General Fund, CDBG, VLF	450,000	-	-	-	496,000	-	-	496,000
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	450,000	\$ -	\$ -	\$ -	\$ 496,000	\$ -	\$ -	\$ 496,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	25,000	-	-	-	28,000	-	-	28,000
Right-of-Way	-	-	-	-	-	-	-	-
Construction	425,000	-	-	-	468,000	-	-	468,000
Total Project Costs	450,000	\$ -	\$ -	\$ -	\$ 496,000	\$ -	\$ -	\$ 496,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	9		6-Yr TIP <u> X </u>
Project Name:	59th - 100th to Bridgeport		CTAC <u> </u>
			Council Ad Hoc <u> </u>
			NMTP <u> </u>
Eden Account:	302.0020.21		
			Pavement Preservation <u> </u>
			Street & Sidewalk Improvement <u> </u>
Project Description & Justification:			
Reconstruction Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects.			
Operational Impact:			
None. Replacement of existing infrastructure.			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-
Package 1 - General Fund, CDBG, VLF	250,000	250,000	-	-	-	-	-	250,000
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	25,000	25,000	-	-	-	-	-	25,000
Right-of-Way	-	-	-	-	-	-	-	-
Construction	225,000	225,000	-	-	-	-	-	225,000
Total Project Costs	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	10		6-Yr TIP _____
Project Name:	108th - Bridgeport to Pac Hwy		CTAC _____
			Council Ad Hoc _____
			NMTP _____
Eden Account:	302.xxxx.21		
			Pavement Preservation _____
			Street & Sidewalk Improvement _____
Project Description & Justification:			
Reconstruction / Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects.			
This project (\$661,000) would be funded via a 108 CDBG loan paid back via the CDBG \$300,000 annual commitment over the years 2018, 2019 and 2020.			
Operational Impact:			
None. Replacement of existing infrastructure.			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-
Package 1 - General Fund, CDBG, VLF	600,000	-	-	-	661,000	-	-	661,000
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 600,000	\$ -	\$ -	\$ -	\$ 661,000	\$ -	\$ -	\$ 661,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	25,000	-	-	-	28,000	-	-	28,000
Right-of-Way	-	-	-	-	-	-	-	-
Construction	575,000	-	-	-	633,000	-	-	633,000
Total Project Costs	\$ 600,000	\$ -	\$ -	\$ -	\$ 661,000	\$ -	\$ -	\$ 661,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	11		6-Yr TIP _____
Project Name:	108th - Main Street to Bridgeport Way		CTAC _____
			Council Ad Hoc _____
			NMTP _____
Eden Account:	302.0021.21		
			Pavement Preservation _____
			Street & Sidewalk Improvement _____
Project Description & Justification:			
Reconstruction Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects.			
This project (\$675,000) would be funded via a 108 CDBG loan paid back via the CDBG \$300,000 annual commitment over the years 2015, 2016 and 2017.			
Operational Impact:			
None. Replacement of existing infrastructure.			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-
Package 1 - General Fund, CDBG, VLF	675,000	675,000	-	-	-	-	-	675,000
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 675,000	\$ 675,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 675,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	25,000	25,000	-	-	-	-	-	25,000
Right-of-Way	-	-	-	-	-	-	-	-
Construction	650,000	650,000	-	-	-	-	-	650,000
Total Project Costs	\$ 675,000	\$ 675,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 675,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	12		6-Yr TIP _____
Project Name:	Custer - Steilacoom to John Dower		CTAC _____
			Council Ad Hoc _____
			NMTP _____
Eden Account:	302.xxxx.21		
			Pavement Preservation _____
			Street & Sidewalk Improvement _____
Project Description & Justification:			
Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects.			
Operational Impact:			
None. Replacement of existing infrastructure.			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-
Package 1 - General Fund, CDBG, VLF	450,000	-	-	-	-	540,000	-	540,000
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ 540,000	\$ -	\$ 540,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	25,000	-	-	-	-	30,000	-	30,000
Right-of-Way	-	-	-	-	-	-	-	-
Construction	425,000	-	-	-	-	510,000	-	510,000
Total Project Costs	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ 540,000	\$ -	\$ 540,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	13		6-Yr TIP _____
Project Name:	88th -Steilacoom to Custer		CTAC _____
			Council Ad Hoc _____
			NMTP _____
Eden Account:	302.xxxx.21		
			Pavement Preservation _____
			Street & Sidewalk Improvement _____
Project Description & Justification:			
Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects.			
Operational Impact:			
None. Replacement of existing infrastructure.			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-
Package 1 - General Fund, CDBG, VLF	250,000	-	-	-	-	275,000	-	275,000
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 275,000	\$ -	\$ 275,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	25,000	-	-	-	-	27,500	-	27,500
Right-of-Way	-	-	-	-	-	-	-	-
Construction	225,000	-	-	-	-	247,500	-	247,500
Total Project Costs	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 275,000	\$ -	\$ 275,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	14		6-Yr TIP _____
Project Name:	100th - 59th to Lakeview		CTAC _____
			Council Ad Hoc _____
			NMTP _____
Eden Account:	302.xxxx.21		
			Pavement Preservation _____
			Street & Sidewalk Improvement _____
Project Description & Justification:			
Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects.			
Operational Impact:			
None. Replacement of existing infrastructure.			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	205,000	-	-	-	-	-	205,000	205,000
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-
Package 1 - General Fund, CDBG, VLF	895,000	-	-	-	-	-	1,115,000	1,115,000
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	1,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,320,000	\$ 1,320,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	25,000	-	-	-	-	-	30,000	30,000
Right-of-Way	-	-	-	-	-	-	-	-
Construction	1,075,000	-	-	-	-	-	1,290,000	1,290,000
Total Project Costs	1,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,320,000	\$ 1,320,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	17		6-Yr TIP	X
Project Name:	South Tacoma Way (SR512 to 96th)		CTAC	X
			Council Ad Hoc	
			NMTP	X
Eden Account:	302.0009.21			
			Pavement Preservation	
			Street & Sidewalk Improvement	
Project Description & Justification:				
Curb, gutter, sidewalks, bicycle lane, street lighting, signal upgrades, overlay, and associated storm drainage.				
TIB = 80% grant; FED / STP grant = 86.5% grant.				
Operational Impact:				
Addition of LED street lights along project limits will increase annual energy and maintenance cost to approximately \$600 / year. Remaining is existing infrastructure being replaced that has no operational impacts.				

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	120,000	120,000	-	-	-	-	-	120,000
Grants - Secured	2,580,000	2,580,000	-	-	-	-	-	2,580,000
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 2,700,000	\$ 2,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,700,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	-	-	-	-	-	-	-	-
Right-of-Way	-	-	-	-	-	-	-	-
Construction	2,700,000	2,700,000	-	-	-	-	-	2,700,000
Total Project Costs	\$ 2,700,000	\$ 2,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,700,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	600	600	600	600	600	600	3,600
Net M&O Impact	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 3,600

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number: 18	6-Yr TIP	X
Project Name: Steilacoom Blvd - 88th to Custer	CTAC	
	Council Ad Hoc	
Eden Account: 302.0023.21	NMTP	X
	Pavement Preservation	
	Street & Sidewalk Improvement	

Project Description & Justification:
 Curb, gutter, sidewalks, sharrow, and associated storm drainage on both sides; HMA overlay; street lighting.
 Signal replacements at: WSH, Ardmore, and Lakeview. Intersection modifications at: 87th; Gravelly Lake Drive; John Dower.

 HSIP (Fed) Grant at 100%
 Part of larger grant for "Steilacoom Boulevard Safety Improvements - WSH - to Lakeview"
 One large grant for all work noted. May try to phase. Combined grant from smaller projects in previous budget.

Operational Impact:
 Addition of LED street lights along project limits will increase annual energy and maintenance cost to approximately \$300 / year.
 Remaining is existing infrastructure being replaced that has no operational impacts.

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	50,000	50,000	-	-	-	-	-	50,000
Grants - Secured	1,250,000	1,250,000	-	-	-	-	-	1,250,000
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 1,300,000	\$ 1,300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,300,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	-	-	-	-	-	-	-	-
Right-of-Way	-	-	-	-	-	-	-	-
Construction	1,300,000	1,300,000	-	-	-	-	-	1,300,000
Total Project Costs	\$ 1,300,000	\$ 1,300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,300,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	19		6-Yr TIP
Project Name:	Madigan Access Project - City Street Phase 2 (Union Avenue - W. Thorne to Orchard)		CTAC <u> X </u>
			Council Ad Hoc <u> X </u>
			NMTP <u> X </u>
Eden Account:	302.0010.21		
			Pavement Preservation <u> </u>
			Street & Sidewalk Improvement <u> </u>
Project Description & Justification:			
Curb, gutter, sidewalks, continuous 2-way left turn lane, street lighting, overlay and associated storm drainage.			
Operational Impact:			
Addition of LED street lights along project limits will be offset by lights becoming "city-owed" vs. "PSE leased". Remaining is existing infrastructure being replaced that has no operational impacts.			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	720,000	720,000	-	-	-	-	-	720,000
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	720,000	\$ 720,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 720,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	40,000	40,000	-	-	-	-	-	40,000
Right-of-Way	150,000	150,000	-	-	-	-	-	150,000
Construction	530,000	530,000	-	-	-	-	-	530,000
Total Project Costs	720,000	\$ 720,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 720,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	20	6-Yr TIP	X
Project Name:	South Tacoma Way - Steilacoom to 88th	CTAC	
		Council Ad Hoc	
		NMTP	
Eden Account:	302.0014.21		
		Pavement Preservation	
		Street & Sidewalk Improvement	
Project Description & Justification:			
Road widening, curb gutter, sidewalks (both sides), access management, associated storm drainage, signal replacmenet, HMA Overlay.			
TIB Grant: 80%			
Operational Impact:			
No impacts - replacement of existing infrastructure			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	180,000	20,000	160,000	-	-	-	-	180,000
Surface Water Mgmt Fund (SWM)	100,000	-	100,000	-	-	-	-	100,000
Grants - Secured	1,120,000	80,000	1,040,000	-	-	-	-	1,120,000
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government	-	-	65,000	-	-	-	-	65,000
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	1,400,000	\$ 100,000	\$ 1,365,000	\$ -	\$ -	\$ -	\$ -	\$ 1,465,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	-	-	-	-	-	-	-	-
Right-of-Way	100,000	100,000	-	-	-	-	-	100,000
Construction	1,300,000	-	1,365,000	-	-	-	-	1,365,000
Total Project Costs	1,400,000	\$ 100,000	\$ 1,365,000	\$ -	\$ -	\$ -	\$ -	\$ 1,465,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number: 21	6-Yr TIP
Project Name: Washington Blvd Sidewalks (Butte Drive to Gravelly Lake Drive)	CTAC <u> X </u>
	Council Ad Hoc <u> X </u>
	NMTP <u> X </u>
Eden Account: 302.0029.21	
	Pavement Preservation <u> </u>
	Street & Sidewalk Improvement <u> </u>

Project Description & Justification:
Curb, gutter, sidewalks (both sides), associated storm drainage, HMA overlay.

Operational Impact:
Replace existing PSE rental street lights with city-owned and maintained LED street lights. PSE rental costs higher than City-own operated. More LED street lights required to meet lighting requirements. Costs offset to net zero cost increase for street lighting. Some additional O&M costs to SWM to sweep street that previously did not have curb. \$720 / year to SWM.

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	475,000	75,000	400,000	-	-	-	-	475,000
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government								
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy	4,175,000	575,000	3,800,000	-	-	-	-	4,375,000
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	4,650,000	\$ 650,000	\$ 4,200,000	\$ -	\$ -	\$ -	\$ -	\$ 4,850,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	500,000	500,000	-	-	-	-	-	500,000
Right-of-Way	150,000	150,000	-	-	-	-	-	150,000
Construction	4,000,000	-	4,200,000	-	-	-	-	4,200,000
Total Project Costs	4,650,000	\$ 650,000	\$ 4,200,000	\$ -	\$ -	\$ -	\$ -	\$ 4,850,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	720	720	720	720	720	3,600
Net M&O Impact	\$ -	\$ 720	\$ 720	\$ 720	\$ 720	\$ 720	\$ 3,600

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	21A	6-Yr TIP	
Project Name:	Washington Blvd Sidewalks - Project Extension Edgewood Ave to Vernon Ave	CTAC	
		Council Ad Hoc	
		NMTP	
Eden Account:	302.0029.21		
		Pavement Preservation	
		Street & Sidewalk Improvement	
Project Description & Justification:			
Curb, gutter, sidewalks (both sides), associated storm drainage, HMA overlay.			
Operational Impact:			
LED streetlights. Additional streetlights offset by no longer leasing PSE streetlights. Additional O&M costs for street sweeping = \$250/year.			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	125,000	15,000	115,000	-	-	-	-	130,000
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government								
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy	1,125,000	135,000	1,040,000	-	-	-	-	1,175,000
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	1,250,000	\$ 150,000	\$ 1,155,000	\$ -	\$ -	\$ -	\$ -	\$ 1,305,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	150,000	150,000	-	-	-	-	-	150,000
Right-of-Way	-	-	-	-	-	-	-	-
Construction	1,100,000	-	1,155,000	-	-	-	-	1,155,000
Total Project Costs	1,250,000	\$ 150,000	\$ 1,155,000	\$ -	\$ -	\$ -	\$ -	\$ 1,305,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	250	250	250	250	1,000
Net M&O Impact	\$ -	\$ -	\$ 250	\$ 250	\$ 250	\$ 250	\$ 1,000

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number: 22	6-Yr TIP
Project Name: Lake City Business District Sidewalks (American Lake Park to Veterans Dr. / Alameda)	CTAC
	Council Ad Hoc <u> X </u>
	NMTP <u> X </u>
Eden Account: 302.0030.21	
	Pavement Preservation
	Street & Sidewalk Improvement

Project Description & Justification:
Curb, gutter, sidewalks, sharrow, and associated storm drainage on both sides; roadway reconstruct; street lighting if needed

Operational Impact:
Replace existing PSE leased street lights with city-owned lights. Additional light costs offset by savings from PSE lease. Additional SWM costs for street sweeping a street that will have added curb. \$360 / year.

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	190,000	30,000	160,000	-	-	-	-	190,000
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government								
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy	1,910,000	270,000	1,730,000	-	-	-	-	2,000,000
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	2,100,000	\$ 300,000	\$ 1,890,000	\$ -	\$ -	\$ -	\$ -	\$ 2,190,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	300,000	300,000	-	-	-	-	-	300,000
Right-of-Way	-	-	-	-	-	-	-	-
Construction	1,800,000	-	1,890,000	-	-	-	-	1,890,000
Total Project Costs	2,100,000	\$ 300,000	\$ 1,890,000	\$ -	\$ -	\$ -	\$ -	\$ 2,190,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number: 24	6-Yr TIP
Project Name: Oakbrook Sidewalks and Street Lighting (Onyx Dr West (97th to 87th); Onyx Dr East (Garnet to Phillips))	CTAC <u> </u> X part
	Council Ad Hoc <u> </u> X part
	NMTP <u> </u> X
Eden Account: 302.0032.21	
	Pavement Preservation <u> </u>
	Street & Sidewalk Improvement <u> </u>

Project Description & Justification:
Curb and gutter, 6-foot sidewalk (one-side), sharrows, street lighting, asphalt overlay (entire width), and associate storm drainage.

Operational Impact:
Adding street lights where none exist currently. Assume adding 60 street lights/ \$3/month = \$2,200/year. All other is replacement of existing infrastructure. Already on SWM Street sweeping routes.

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	240,000	-	40,000	200,000	-	-	-	240,000
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government								
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy	3,160,000	-	380,000	3,100,000	-	-	-	3,480,000
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	3,400,000	\$ -	\$ 420,000	\$ 3,300,000	\$ -	\$ -	\$ -	\$ 3,720,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	400,000	-	420,000	-	-	-	-	420,000
Right-of-Way	-	-	-	-	-	-	-	-
Construction	3,000,000	-	-	3,300,000	-	-	-	3,300,000
Total Project Costs	3,400,000	\$ -	\$ 420,000	\$ 3,300,000	\$ -	\$ -	\$ -	\$ 3,720,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	26		6-Yr TIP
Project Name:	Phillips Road sidewalks (Steilacoom to Onyx)		CTAC
			Council Ad Hoc X
			NMTP X
Eden Account:	302.xxxx.21		
			Pavement Preservation
			Street & Sidewalk Improvement
Project Description & Justification:			
Provide curb and gutter, sidewalks (one side), bicycle lane (both sides-existing width can be restriped), street lighting, storm drainage, HMA overlay			
Operational Impact:			
Adding street lights where none exist currently. Assume adding 45 street lights/ \$3/month = \$1700/year. All other is replacement of existing infrastructure. Already on SWM Street sweeping routes.			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	280,000	-	-	30,000	250,000	-	-	280,000
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government								
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy	2,520,000	-	-	300,000	2,500,000	-	-	2,800,000
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	2,800,000	\$ -	\$ -	\$ 330,000	\$ 2,750,000	\$ -	\$ -	\$ 3,080,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	300,000	-	-	330,000	-	-	-	330,000
Right-of-Way	-	-	-	-	-	-	-	-
Construction	2,500,000	-	-	-	2,750,000	-	-	2,750,000
Total Project Costs	2,800,000	\$ -	\$ -	\$ 330,000	\$ 2,750,000	\$ -	\$ -	\$ 3,080,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	1,700	1,700	3,400
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ 1,700	\$ 1,700	\$ 3,400

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number: 27	6-Yr TIP	X
Project Name: Hipkins Road Sidewalks (104th to Steilacoom Blvd)	CTAC	X
	Council Ad Hoc	X
	NMTP	X
Eden Account: 302.xxxx.21		
	Pavement Preservation	
	Street & Sidewalk Improvement	

Project Description & Justification:
Complete curb, gutter, 6-foot sidewalks (both sides), asphalt overlay, and associate storm drainage (approximately 2,000' previously completed)

Operational Impact:
Assume no replacement of existing street lights. This is an "in-fill" project - therefore, propose to maintain existing street lighting levels to be consistent throughout this corridor.
Additional curb where none existing will add to SWM sweeping costs at \$30 / curb mile = 2 curb miles added swept once per month = \$720/year.

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	285,000	-	-	35,000	250,000	-	-	285,000
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government								
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy	2,765,000	-	-	350,000	2,720,000	-	-	3,070,000
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	3,050,000	\$ -	\$ -	\$ 385,000	\$ 2,970,000	\$ -	\$ -	\$ 3,355,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	350,000	-	-	385,000	-	-	-	385,000
Right-of-Way	-	-	-	-	-	-	-	-
Construction	2,700,000	-	-	-	2,970,000	-	-	2,970,000
Total Project Costs	3,050,000	\$ -	\$ -	\$ 385,000	\$ 2,970,000	\$ -	\$ -	\$ 3,355,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	720	720	1,440
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ 720	\$ 720	\$ 1,440

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number: 28	6-Yr TIP	X
Project Name: Mt. Tahoma Drive Sidewalks (Interlaaken to Gravelly Lake Drive)	CTAC	X
	Council Ad Hoc	X
	NMTP	X
Eden Account: 302.xxxx.21		
	Pavement Preservation	
	Street & Sidewalk Improvement	

Project Description & Justification:
Curb, gutter, sidewalks (one side), street lighting, associated storm drainage. Reconstruct entire width.

Operational Impact:
Additional street lights added. 15 more added at \$36 / month = \$540/year. Additional street sweeping where no curb existing. \$30/curb mile x 1/2 mile x 1 / month = \$180 / year.

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	200,000	-	-	-	25,000	175,000	-	200,000
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government								
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy	2,750,000	-	-	-	360,000	2,945,000	-	3,305,000
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	2,950,000	\$ -	\$ -	\$ -	\$ 385,000	\$ 3,120,000	\$ -	\$ 3,505,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	350,000	-	-	-	385,000	-	-	385,000
Right-of-Way	-	-	-	-	-	-	-	-
Construction	2,600,000	-	-	-	-	3,120,000	-	3,120,000
Total Project Costs	2,950,000	\$ -	\$ -	\$ -	\$ 385,000	\$ 3,120,000	\$ -	\$ 3,505,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	720	720
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 720	\$ 720

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	28A	6-Yr TIP
Project Name:	Mt. Tahoma Drive Sidewalks - Project Extension Interlaaken Sidewalks - Short Lane to Bridge; Bridge to Mt Tahoma.	CTAC
		Council Ad Hoc
		NMTP
Eden Account:	302.xxxx.21	
		Pavement Preservation
		Street & Sidewalk Improvement

Project Description & Justification:
Curb, gutter, sidewalks (one side), street lighting, associated storm drainage. Reconstruct entire width.

Operational Impact:
Additional street lights added. 15 more added at \$36 / month = \$540/year. Additional street sweeping where no curb existing. \$30/curb mile x 1/2 mile x 1 / month = \$180 / year.

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	400,000	-	-	-	44,000	84,000	348,000	476,000
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government								
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy	3,600,000	-	-	-	396,000	756,000	3,132,000	4,284,000
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	4,000,000	\$ -	\$ -	\$ -	\$ 440,000	\$ 840,000	\$ 3,480,000	\$ 4,760,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	400,000	-	-	-	440,000	-	-	440,000
Right-of-Way	700,000	-	-	-	-	840,000	-	840,000
Construction	2,900,000	-	-	-	-	-	3,480,000	3,480,000
Total Project Costs	4,000,000	\$ -	\$ -	\$ -	\$ 440,000	\$ 840,000	\$ 3,480,000	\$ 4,760,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number: 29	6-Yr TIP	X
Project Name: Gravelly Lake Non-Motorized Trail (Nyanza; and Gravelly Lake Drive - Washington to Nyanza)	CTAC	X
	Council Ad Hoc	X Part
	NMTP	X
Eden Account: 302.xxxx.21		
	Pavement Preservation	
	Street & Sidewalk Improvement	

Project Description & Justification:
Provide a 10' to 12' separated, paved non-motorized trail. Lighting; associated storm drainage. HMA Overlay entire width of Gravelly Lake Drive / Nyanza.

Operational Impact:
Additional ped-scale lighting for trail. Assume 120 lights at \$3/light/month = \$4,320/year.
Additional O&M impacts for cleaning and trash removal at \$600/year. Planter/mow strip maintenance average \$2,000/month.
Has existing wedge curb and therefore on street sweeping schedule.

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	560,000	-	-	-	60,000	300,000	200,000	560,000
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government								
Package 1 - General Fund, CDBG, VLF								
Package 2 - Property Tax Excess Bond Levy	5,040,000	-	-	-	490,000	2,820,000	2,800,000	6,110,000
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	5,600,000	\$ -	\$ -	\$ -	\$ 550,000	\$ 3,120,000	\$ 3,000,000	\$ 6,670,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	500,000	-	-	-	550,000	-	-	550,000
Right-of-Way	-	-	-	-	-	-	-	-
Construction	5,100,000	-	-	-	-	3,120,000	3,000,000	6,120,000
Total Project Costs	5,600,000	\$ -	\$ -	\$ -	\$ 550,000	\$ 3,120,000	\$ 3,000,000	\$ 6,670,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	7,000	7,000
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000	\$ 7,000

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	29A	6-Yr TIP	
Project Name:	Gravelly Lake Non-Motorized Trail - Project Extension (Nyanza; and Gravelly Lake Drive - Washington to Nyanza)	CTAC	
		Council Ad Hoc	
		NMTP	
Eden Account:	302.xxxx.21		
		Pavement Preservation	
		Street & Sidewalk Improvement	
Project Description & Justification:			
Provide a 10' to 12' separated, paved non-motorized trail. Lighting; associated storm drainage. HMA Overlay entire width of Gravelly Lake Drive / Nyanza.			
Operational Impact:			
Additional red scale lighting (80 light()) at \$3/light per month = \$2,880 year. Cleaning and trash removal @ \$500/year. Planner/mow strip maintenance @ \$1,200/month.			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	320,000	-	-	-	44,000	168,000	168,000	380,000
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government								
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy	2,880,000	-	-	-	396,000	1,512,000	1,512,000	3,420,000
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	3,200,000	\$ -	\$ -	\$ -	\$ 440,000	\$ 1,680,000	\$ 1,680,000	\$ 3,800,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	1,800,000	-	-	-	440,000	1,680,000	-	2,120,000
Right-of-Way	-	-	-	-	-	-	-	-
Construction	1,400,000	-	-	-	-	-	1,680,000	1,680,000
Total Project Costs	3,200,000	\$ -	\$ -	\$ -	\$ 440,000	\$ 1,680,000	\$ 1,680,000	\$ 3,800,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	4,580	4,580
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,580	\$ 4,580

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	31		6-Yr TIP	x
Project Name:	112th / 111th - Bridgeport to Kendrick		CTAC	
			Council Ad Hoc	
			NMTP	x
Eden Account:	302.0015.21			
			Pavement Preservation	
			Street & Sidewalk Improvement	
Project Description & Justification:				
Provide curb, gutter, sidewalk, street lighting, pavement overlay, and associated drainage along both sides. Project currently funded through design and right-of-way via grant (86.5% maximum) and Sound Transit contribution. Anticipate securing grant in future for construction.				
Operational Impact:				
Additional street lighting added. Adding 6 additional lights at \$3/month = \$220/year. Adding curb where none exists, therefore street sweeping needed. \$30 / curb mile x 1/2 curb mile x 1/month = \$180 / year.				

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	110,000	-	-	110,000	-	-	-	110,000
Surface Water Mgmt Fund (SWM)	255,000	5,000	-	250,000	-	-	-	255,000
Grants - Secured	50,000	50,000	-	-	-	-	-	50,000
Grants - Anticipated	1,440,000	-	-	1,440,000	-	-	-	1,440,000
Private Utilities (Water/Sewer)	45,000	45,000	-	-	-	-	-	45,000
General Government	-	-	-	180,000	-	-	-	180,000
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	1,900,000	\$ 100,000	\$ -	\$ 1,980,000	\$ -	\$ -	\$ -	\$ 2,080,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	-	-	-	-	-	-	-	-
Right-of-Way	100,000	100,000	-	-	-	-	-	100,000
Construction	1,800,000	-	-	1,980,000	-	-	-	1,980,000
Total Project Costs	1,900,000	\$ 100,000	\$ -	\$ 1,980,000	\$ -	\$ -	\$ -	\$ 2,080,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	400	400	400	1,200
Net M&O Impact	\$ -	\$ -	\$ -	\$ 400	\$ 400	\$ 400	\$ 1,200

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number: 32	6-Yr TIP	x
Project Name: Bridgeport Way - JBLM to I-5	CTAC	
	Council Ad Hoc	
Eden Account: 302.0013.21	NMTP	x
	Pavement Preservation	
	Street & Sidewalk Improvement	

Project Description & Justification:
 Curb, gutter, sidewalks, bike lanes, street lighting, pavement reconstruction.
 Private developer contribution of \$185,000 anticipated for construction.
 Currently have secured grant for design (in progress in 2014...final in 2015). New grant award for construction.
 Max 86.5% grant match.

Operational Impact:
 Additional street lighting added. Adding 15 additional lights at \$3/month = \$540/year.
 Adding curb where none exists, therefore street sweeping needed. \$30 / curb mile x 1 curb mile x 1/month = \$360 / year.

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	20,000	20,000	-	-	-	-	-	20,000
Surface Water Mgmt Fund (SWM)	370,000	370,000	-	-	-	-	-	370,000
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	2,977,500	2,977,500	-	-	-	-	-	2,977,500
Private Developer	-	-	-	-	-	-	-	-
General Government	185,000	185,000	-	-	-	-	-	185,000
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	3,552,500	\$ 3,552,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,552,500

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	80,000	80,000	-	-	-	-	-	80,000
Right-of-Way	-	-	-	-	-	-	-	-
Construction	3,472,500	3,472,500	-	-	-	-	-	3,472,500
Total Project Costs	3,552,500	\$ 3,552,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,552,500

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	900	900	900	900	900	4,500
Net M&O Impact	\$ -	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900	\$ 4,500

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	33	6-Yr TIP	x
Project Name:	Gravelly Lake Drive - 100th to Bridgeport Way	CTAC	
		Council Ad Hoc	
		NMTP	
Eden Account:	302.0008.21		
		Pavement Preservation	
		Street & Sidewalk Improvement	
Project Description & Justification:			
Provide curb, gutter, sidewalks, street lighting, associated storm drainage. Replace signal at Mt. Tacoma to provide for ADA ramps.			
Project is currently under design and right of way acquisition (2014) with secured grant. New grant award for construction funding.			
Max 86.5% grant.			
Operational Impact:			
Additional street lights. 10 additional lights at \$3/month = \$360 per year. Existing curb and existing street sweeping.			

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	39,000	25,000	14,000	-	-	-	-	39,000
Surface Water Mgmt Fund (SWM)	250,000	-	250,000	-	-	-	-	250,000
Grants - Secured	125,000	125,000	-	-	-	-	-	125,000
Grants - Anticipated	1,358,000	-	1,358,000	-	-	-	-	1,358,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government	21,500	-	21,500	-	-	-	-	21,500
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	1,793,500	\$ 150,000	\$ 1,643,500	\$ -	\$ -	\$ -	\$ -	\$ 1,793,500

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	50,000	50,000	-	-	-	-	-	50,000
Right-of-Way	100,000	100,000	-	-	-	-	-	100,000
Construction	1,643,500	-	1,643,500	-	-	-	-	1,643,500
Total Project Costs	1,793,500	\$ 150,000	\$ 1,643,500	\$ -	\$ -	\$ -	\$ -	\$ 1,793,500

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	360	360	360	360	1,440
Net M&O Impact	\$ -	\$ -	\$ 360	\$ 360	\$ 360	\$ 360	\$ 1,440

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number: xx	6-Yr TIP	x
Project Name: Safety Projects - Various	CTAC	
	Council Ad Hoc	
	NMTP	
Eden Account: 302.0025.21		
	Pavement Preservation	
	Street & Sidewalk Improvement	

Project Description & Justification:
 Intersection and corridor improvements to help meet State Target Zero goals of zero serious/fatal accidents.

 Grants secured through State/Federal City safety improvement program (86.5% max grant).

Operational Impact:
 Would need to be evaluated on a case by case basis. If adding a signal to where none existed, approximate impact of \$250/month energy plus \$2,000/year annual maintenance.

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	600,000	300,000	300,000	-	-	-	-	600,000
Grants - Anticipated	1,200,000	-	-	300,000	300,000	300,000	300,000	1,200,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government	-	-	15,000	30,000	30,000	60,000	60,000	195,000
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	1,800,000	\$ 300,000	\$ 315,000	\$ 330,000	\$ 330,000	\$ 360,000	\$ 360,000	\$ 1,995,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	400,000	-	-	220,000	-	-	240,000	460,000
Right-of-Way	200,000	-	-	110,000	-	-	120,000	230,000
Construction	1,200,000	300,000	315,000	-	330,000	360,000	-	1,305,000
Total Project Costs	1,800,000	\$ 300,000	\$ 315,000	\$ 330,000	\$ 330,000	\$ 360,000	\$ 360,000	\$ 1,995,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	xx		6-Yr TIP	x
Project Name:	Safe Routes to Schools / Bike / Ped - Various		CTAC	
			Council Ad Hoc	
			NMTP	x
Eden Account:	302.0027.21			
			Pavement Preservation	
			Street & Sidewalk Improvement	

Project Description & Justification:
 Provide / improve sidewalk and bicycle facilities related to "Safe Routes to Schools" and "Pedestrian / Bicycle Safety" (and other) grant programs. Approximately 80% grant.

This is a place holder for potential grant award. Will need to be updated to reflect actual grant scope and budget.

The 2020 project is proposed to be funded by \$64,000 of CDBG funds, which comes from a portion of the remaining balance of 2020 CDBG Funds after allocation of \$661,000 to Project 10 108th - Bridgeport to Pacific Highway.

Operational Impact:

Would need to be evaluated on a case by case basis. Additional O&M costs include: street lighting, signs, pavement markings, signals, and street sweeping.

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	212,000	-	-	70,000	42,000	30,000	70,000	212,000
Surface Water Mgmt Fund (SWM)	150,000	-	-	-	150,000	-	-	150,000
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	1,920,000	-	120,000	280,000	1,120,000	120,000	280,000	1,920,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government	118,000	-	38,000	35,000	228,000	30,000	70,000	401,000
Package 1 - General Fund, CDBG, VLF								
Package 2 - Property Tax Excess Bond Levy								
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	2,400,000	\$ -	\$ 158,000	\$ 385,000	\$ 1,540,000	\$ 180,000	\$ 420,000	\$ 2,683,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	400,000	-	158,000	55,000	-	180,000	60,000	453,000
Right-of-Way	600,000	-	-	330,000	-	-	360,000	690,000
Construction	1,400,000	-	-	-	1,540,000	-	-	1,540,000
Total Project Costs	2,400,000	\$ -	\$ 158,000	\$ 385,000	\$ 1,540,000	\$ 180,000	\$ 420,000	\$ 2,683,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Account #: xx	6-Yr TIP	X
Project Name: Steilacoom Blvd Safety Improvements - WSH to Lakeview	CTAC	
	Council Ad Hoc	
Eden Account #: 302.0012.21	NMTP	X
	Pavement Preservation	
	Street & Sidewalk Improvement	

Project Description & Justification:
 Curb, gutter, sidewalks, sharrow, and associated storm drainage on both sides; HMA overlay; street lighting.
 Signal replacements at: WSH, Ardmore, and Lakeview. Intersection modifications at: 87th; Gravelly Lake Drive; John Dower.

 HSIP (Fed) Grant at 100%
 Part of larger grant for "Steilacoom Boulevard Safety Improvements - WSH - to Lakeview"
 One large grant for all work noted. May try to phase. Combined grant from smaller projects in previous budget.

Operational Impact:
 Addition of LED street lights along project limits will increase annual energy and maintenance cost to approximately \$300 / year.
 Remaining is existing infrastructure being replaced that has no operational impacts.

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	100,000	50,000	50,000	-	-	-	-	100,000
Grants - Secured	2,200,000	700,000	1,500,000	-	-	-	-	2,200,000
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	2,300,000	\$ 750,000	\$ 1,550,000	\$ -	\$ -	\$ -	\$ -	\$ 2,300,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	100,000	100,000	-	-	-	-	-	100,000
Right-of-Way	100,000	100,000	-	-	-	-	-	100,000
Construction	2,100,000	550,000	1,550,000	-	-	-	-	2,100,000
Total Project Costs	2,300,000	\$ 750,000	\$ 1,550,000	\$ -	\$ -	\$ -	\$ -	\$ 2,300,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	300	300	300	300	300	300	1,800
Net M&O Impact	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 1,800

**6-Year Capital Improvement Plan
Transportation Projects**

Project Account #: xx	6-Yr TIP	x
Project Name: Lakewood Traffic Signal Upgrades - ITS - Ph. 5	CTAC	
	Council Ad Hoc	
	NMTP	
Eden Account #: 302.0022.21		
	Pavement Preservation	
	Street & Sidewalk Improvement	

Project Description & Justification:
 Traffic signal fiber optic interconnect on Steilacoom Boulevard, South Tacoma Way, and the north end of Bridgeport Way. CCTV surveillance cameras to tie into city's TMC. 85% grant.

Operational Impact:
 New CCTV equipment will require ongoing operation and maintenance support that can be accomplished with traffic signal technician and traffic engineering staff. Estimate average 2 hours per year per each camera. Estimate addition of 10 cameras. Electricity through existing traffic signal meters. Estimate additional \$50 / year per camera.

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	95,000	-	-	-	-	-	-	95,000
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	420,000	420,000	-	-	-	-	-	420,000
Private	5,000	5,000	-	-	-	-	-	5,000
General Government	-	95,000	-	-	-	-	-	-
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	520,000	\$ 520,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 520,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	20,000	20,000	-	-	-	-	-	20,000
Right-of-Way	-	-	-	-	-	-	-	-
Construction	500,000	500,000	-	-	-	-	-	500,000
Total Project Costs	520,000	\$ 520,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 520,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	1,700	1,700	1,700	1,700	1,700	1,700	10,200
Net M&O Impact	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 1,700	\$ 10,200

**6-Year Capital Improvement Plan
Transportation Projects**

Project Account #: xx Project Name: Steilacoom Boulevard - Farwest to Phillips Eden Account #: 302.0024.21	6-Yr TIP <u> x </u> CTAC <u> </u> Council Ad Hoc <u> </u> NMTP <u> </u> Pavement Preservation <u> </u> Street & Sidewalk Improvement <u> </u>
Project Description & Justification: Curb, gutter, sidewalks, street lighting, pavement overlay, associated storm drainage. Grant awarded as joint project with Town of Steilacoom - Total Project limits = Steilacoom Blvd - Puyallup Avenue to Phillips Drive. DESIGN Only grant.	
Operational Impact: DESIGN only project. No operational impacts.	

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	10,000	10,000	-	-	-	-	-	10,000
Surface Water Mgmt Fund (SWM)	-	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	651,000	100,000	216,000	150,000	150,000	35,000	-	651,000
Private & Partner Agency	106,000	35,000	25,000	20,000	20,000	6,000	-	106,000
General Government	185,000	35,000	50,000	43,000	43,000	14,000	-	185,000
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	952,000	\$ 180,000	\$ 291,000	\$ 213,000	\$ 213,000	\$ 55,000	\$ -	\$ 952,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	952,000	180,000	291,000	213,000	213,000	55,000	-	952,000
Right-of-Way	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Total Project Costs	952,000	\$ 180,000	\$ 291,000	\$ 213,000	\$ 213,000	\$ 55,000	\$ -	\$ 952,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	30		6-Yr TIP	X
Project Name:	South Tacoma Way Improvements (88th to North City Limits)		CTAC	X
			Council Ad Hoc	
			NMTP	X
Eden Account:	302.xxxx.21			
			Pavement Preservation	
			Street & Sidewalk Improvement	
Project Description & Justification:				
Curb, gutter, sidewalks, sharrow, continuous 2-way left turn lane, street lighting, signal upgrades, overlay, and associated storm drainage.				
Operational Impact:				
No net increase. Replacement of existing infrastructure.				

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	170,000	-	-	-	-	20,000	150,000	170,000
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government								
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy								
Unfunded	2,930,000	-	-	-	-	460,000	3,090,000	3,550,000
Total Funding Sources	3,100,000	\$ -	\$ -	\$ -	\$ -	\$ 480,000	\$ 3,240,000	\$ 3,720,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	300,000	-	-	-	-	360,000	-	360,000
Right-of-Way	100,000	-	-	-	-	120,000	-	120,000
Construction	2,700,000	-	-	-	-	-	3,240,000	3,240,000
Total Project Costs	3,100,000	\$ -	\$ -	\$ -	\$ -	\$ 480,000	\$ 3,240,000	\$ 3,720,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	23		6-Yr TIP	X
Project Name:	Steilacoom Blvd Improvements (87th to 83rd)		CTAC	X
			Council Ad Hoc	
			NMTP	X
Eden Account:	302.xxxx.21			
			Pavement Preservation	
			Street & Sidewalk Improvement	
Project Description & Justification:				
Curb, gutter, sidewalks, sharrow, street lighting, signal upgrades, overlay, and associated storm drainage				
This project for right-of-way and construction only. Design being completed under separate project.				
Operational Impact:				
Some additional LED street lights may be needed to upgrade street lighting. Additional O&M / energy costs. Assume 6 more lights at \$300 / year. Other improvements are replacement of existing infrastructure.				

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	65,000	5,000	10,000	50,000	-	-	-	65,000
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)		-	-	-	-	-	-	-
General Government								
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy								-
Unfunded	2,015,000	145,000	337,000	1,710,000	-	-	-	2,192,000
Total Funding Sources	2,080,000	\$ 150,000	\$ 347,000	\$ 1,760,000	\$ -	\$ -	\$ -	\$ 2,257,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	250,000	150,000	105,000	-	-	-	-	255,000
Right-of-Way	230,000	-	242,000	-	-	-	-	242,000
Construction	1,600,000	-	-	1,760,000	-	-	-	1,760,000
Total Project Costs	2,080,000	\$ 150,000	\$ 347,000	\$ 1,760,000	\$ -	\$ -	\$ -	\$ 2,257,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	300	300	300	900
Net M&O Impact	\$ -	\$ -	\$ -	\$ 300	\$ 300	\$ 300	\$ 900

**6-Year Capital Improvement Plan
Transportation Projects**

Project Number:	25		6-Yr TIP	X
Project Name:	Steilacoom Blvd Improvements (83rd to Weller)		CTAC	X
			Council Ad Hoc	
			NMTP	X
Eden Account:	302.xxxx.21			
			Pavement Preservation	
			Street & Sidewalk Improvement	
Project Description & Justification:				
Curb, gutter, sidewalks, sharrow, street lighting, signal upgrades, overlay, and associated storm drainage				
This project for right-of-way and construction only. Design being completed under separate project.				
Operational Impact:				
Some additional LED street lights may be needed to upgrade street lighting. Additional O&M / energy costs. Assume 6 more lights at \$300 / year. Other improvements are replacement of existing infrastructure.				

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Motor Vehicle Fuel Tax (MVET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Real Estate Excise Tax (REET)	-	-	-	-	-	-	-	-
Surface Water Mgmt Fund (SWM)	175,000	-	-	25,000	150,000	-	-	175,000
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
General Government								
Package 1 - General Fund, CDBG, VLF	-	-	-	-	-	-	-	-
Package 2 - Property Tax Excess Bond Levy								
Unfunded	2,475,000	-	-	800,000	1,940,000	-	-	2,740,000
Total Funding Sources	2,650,000	\$ -	\$ -	\$ 825,000	\$ 2,090,000	\$ -	\$ -	\$ 2,915,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design	250,000	-	-	275,000	-	-	-	275,000
Right-of-Way	500,000	-	-	550,000	-	-	-	550,000
Construction	1,900,000	-	-	-	2,090,000	-	-	2,090,000
Total Project Costs	2,650,000	\$ -	\$ -	\$ 825,000	\$ 2,090,000	\$ -	\$ -	\$ 2,915,000

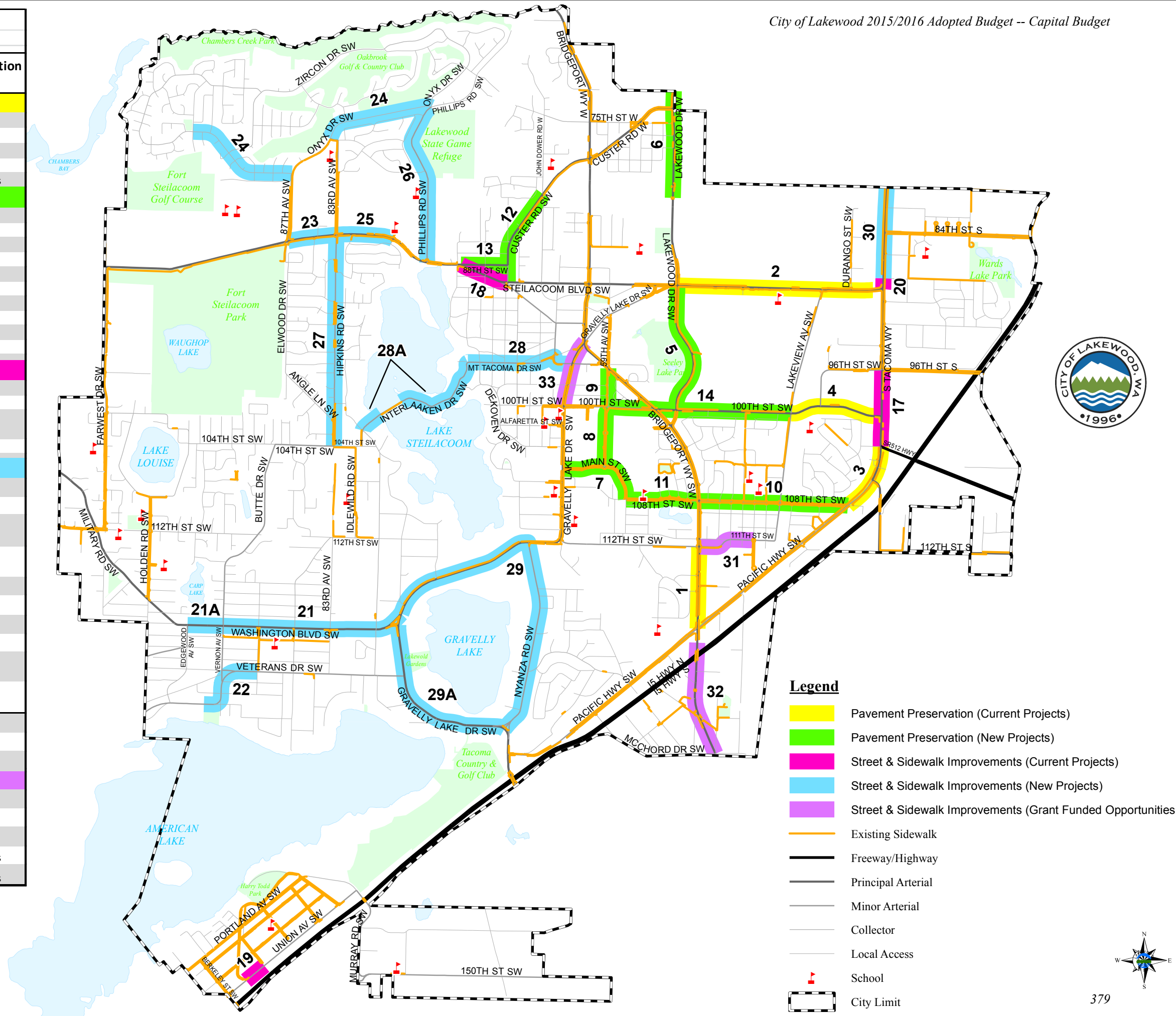
Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	300	300	600
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ 300	\$ 300	\$ 600

Pavement Preservation / Street and Sidewalk Improvements		
City of Lakewood		
#	Description	Construction Year
Pavement Preservation (Current Projects)		
1	Bridgeport Way (Pac Hwy to 112th Street)	2015
2	Steilacoom Blvd (Lakewood Dr. to 300 ft. west of So. Tacoma Wy)	2015
3	Pacific Hwy (108th to SR512)	2018
4	100th (Lakeview to So. Tac Way)	2018
xx	Chip Seal Program - Local Access Roads	various
Pavement Preservation (New Projects)		
5	Lakewood Drive (100th to Steilacoom Blvd)	2015
6	Lakewood Drive (Flett Creek to N. City Limits)	2016
7	Main Street (GLD to 108th Street)	2017
8	59th (Main Street to 100th)	2017
9	59th (100th to Bridgeport)	2017
10	108th (Bridgeport to Pac Hwy)	2018
11	108th (Main Street to Bridgeport)	2018
12	Custer (Steilacoom to John Dower)	2019
13	88th (Steilacoom to Custer)	2019
14	100th (59th to Lakeview)	2020
Street & Sidewalk Improvements (Current Projects)		
17	South Tacoma Way (SR512 to 96th)	2015
18	Steilacoom Blvd (88th to Custer)	2015
	Madigan Access Project - City Street Phase 2 - (Union Avenue - W.	
19	Thorne to Orchard)	2015
20	So. Tac Way (Steilacoom to 88th)	2016
Street & Sidewalk Improvements (New Projects)		
21	Washington Blvd Sidewalks (Vernon Ave to Gravelly Lake Drive)	2016
21A	Washington Blvd Sidewalks (Edgewood Ave to Vernon Ave)	2016
	Lake City Business District Sidewalks (American Lake Park to	
22	Veterans Dr. /Alameda)	2016
	Oakbrook Sidewalks and Street Lighting (Onyx Dr West (97th to	
24	87th); Onyx Dr East (Garnet to Phillips))	2017
26	Phillips Road Sidewalks (Steilacoom to Onyx)	2018
27	Hipkins Road Sidewalks (104th to Steilacoom Blvd)	2018
28	Mt. Tacoma Drive Sidewalks (Interlaaken to Gravelly Lake Drive)	2019
28A	Interlaaken Drive Non-Motorized Path (Short Lane to Mt. Tacoma)	2019
	Gravelly Lake Non-Motorized Trail - Ph. 1 (Nyanza; and Gravelly	
29	Lake Drive - Washington to Nyanza)	2019
	Gravelly Lake Non-Motorized Trail - Ph. 2 (Gravelly Lake Drive -	
29A	South Nyanza to Washington)	2019
23	Steilacoom Blvd Improvements - (87th to 83rd)	tbd
25	Steilacoom Blvd Improvements -(83rd to Weller)	tbd
30	South Tacoma Way Improvements (88th to N. City Limits)	tbd
Street & Sidewalk Improvements (Grant Funded Opportunities)		
31	112th / 111th (Bridgeport to Kendrick)	2019
32	Bridgeport Way (JBLM to I-5)	2016
33	Gravelly Lake Drive (100th to Bridgeport)	2016
xx	Safety Projects - various	various
xx	Safe Routes to Schools, Pedestrian & Bicycle Safety (various)	various

This product was prepared with care by City of Lakewood GIS. City of Lakewood expressly disclaims any liability for any inaccuracies which may yet be present. This is not a survey. Datasets were collected at different accuracy levels by various sources. Data on this map may be shown at scales larger than its original compilation. Call 253-589-2489 for further information.

Map Date: July 01, 2014

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2015/2016 ADOPTED CAPITAL PROJECTS SURFACE WATER MANAGEMENT & SEWER

Overview

The Surface Water Management and Sewer Capital Plan presents current improvement needs.

2015/2016 Adopted Capital Projects

The following is a summary of projects that are approved to be funded in 2015/2016:

- Stormwater Pipe Repair \$250K
- Stormwater Outfall Retrofit \$300K
- Woodbrook Sanitary Capital \$1,520K

The funding source for the stormwater projects is surface water management user fees and the funding source for the sewer project is a transfer in from the Sewer Debt Service Fund, Public Works Trust Fund Loan and grants.

**2015/2016 Capital Projects
Surface Water Management & Sewer**

SURFACE WATER MANAGEMENT PROJECTS

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Surface Water Mgmt Fund (SWM)	27,000	523,000	-	-	-	-	550,000
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	\$ 27,000	\$ 523,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
SWM Pipe Repair	12,000	238,000	-	-	-	-	250,000
SWM Outfall Retrofit	15,000	285,000	-	-	-	-	300,000
Total Project Costs	\$ 27,000	\$ 523,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	500	4,500	500	4,500	10,000
Net M&O Impact	\$ -	\$ -	\$ 500	\$ 4,500	\$ 500	\$ 4,500	\$ 10,000

SEWER CAPITAL PROJECT

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Fund 204 Revenue	270,000	-	-	-	-	-	270,000
PWTF Loan-secured	500,000	-	-	-	-	-	500,000
Grants - Anticipated	750,000	-	-	-	-	-	750,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	\$ 1,520,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,520,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Woodbrook Sanitary Sewer Ext Ph IV	1,520,000	-	-	-	-	-	1,520,000
Total Project Costs	\$ 1,520,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,520,000

Impact on Operating Funds *	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 200,000
Expenditure Increase/(Decrease)	-	44,000	44,000	44,000	44,000	44,000	220,000
Net M&O Impact	\$ -	\$ 44,000	\$ (6,000)	\$ (6,000)	\$ (6,000)	\$ (6,000)	\$ 20,000

**2015/2016 Capital Projects
Surface Water Management**

Project Account #: Project Name: 2016 Stormwater Pipe Repair Project Eden Account #: 401.xxxx.xx
Project Description & Justification: This project will repair or replace broken or damaged stormwater pipe at several locations throughout the city. The pipe segments in need of repair have been identified by video inspection.
Operational Impact: The impact would result in less chance of road surface failure and needed repairs due to sinkholes caused by the broken pipe segments. The project would also result in less chance of claims due to sinkholes.

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Surface Water Mgmt Fund (SWM)	\$ 250,000	\$ 12,000	\$ 238,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 250,000	\$ 12,000	\$ 238,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design & Construction Mgmt.	25,000	12,000	13,000	-	-	-	-	25,000
Construction	225,000	-	225,000	-	-	-	-	225,000
	-	-	-	-	-	-	-	-
Total Project Costs	\$ 250,000	\$ 12,000	\$ 238,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/Decrease	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/Decrease	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**2015/2016 Capital Projects
Surface Water Management**

Project Account #: Project Name: 2016 Stormwater Outfall Retrofit Project Eden Account #: 401.xxxx.xx
Project Description & Justification: This project will install water quality vaults near the ends of pipes that discharge stormwater to Lakewood area water bodies. The vaults are designed to remove pollutants before they enter creeks or lakes. 9 stormwater pipes that discharge into Lake Louise, Carp Lake, and Flett Creek will be retrofitted.
Operational Impact: The impact would result in 9 small vaults to be inspected annually and cleaned as needed.

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Surface Water Mgmt Fund (SWM)	\$ 300,000	\$ 15,000	\$ 285,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-	-
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 300,000	\$ 15,000	\$ 285,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Design & Construction Mgmt.	30,000	15,000	15,000	-	-	-	-	30,000
Construction	-	-	270,000	-	-	-	-	270,000
	-	-	-	-	-	-	-	-
Total Project Costs	\$ 30,000	\$ 15,000	\$ 285,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/Decrease	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/Decrease	-	-	500	4,500	500	4,500	10,000
Net M&O Impact	\$ -	\$ -	\$ 500	\$ 4,500	\$ 500	\$ 4,500	\$ 10,000

**2015/2016 Capital Projects
Sewer**

Project Account #: Project Name: 2015 Woodbrook Sanitary Sewer Extension Phase IV II Eden Account #: 311.0000.01
Project Description & Justification: The project would extend the existing sanitary sewer system which presently lies within 146th St and stops 300 ft short of Woodbrook Dr. The Project will extend the sewer line to Woodbrook Dr and then on Woodbrook Dr from 146th St to 150th St and then on 150th St westerly 800 feet from the Woodbrook Intersection. In addition the project will extend sidesewer stubs to all properties fronting on the new sewer line. Lastly as with the prior city sewer construction work within the Woodbrook area the streets and the storm drainage along the route will be totally reconstructed. Upon completion of this sewer project the industrial zoned properties (120 acres) within the Woodbrook area will have sanitary sewer service available them at their street frontage.
Operational Impact: Once the sanitary sewer lines are construction the system will be turned over the Pierce county for operation and maintenance. Prior to properties connection up to the sewer system they will be subject to the City's sewer availability charges.

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Fund 204 Revenue	\$ 270,000	\$ 270,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 270,000
PWTF Loan-secured	500,000	500,000	-	-	-	-	-	500,000
Grants - Anticipated	750,000	750,000	-	-	-	-	-	750,000
Private Utilities (Water/Sewer)	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 1,520,000	\$ 1,520,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,520,000

Project Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
Engineering	35,000	35,000	-	-	-	-	-	35,000
Construction	1,325,000	1,325,000	-	-	-	-	-	1,325,000
Construction Engineering	160,000	160,000	-	-	-	-	-	160,000
Total Project Costs	\$ 1,520,000	\$ 1,520,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,520,000

Impact on Operating Funds *	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 200,000
Expenditure Increase/(Decrease)	-	44,000	44,000	44,000	44,000	44,000	220,000
Net M&O Impact	\$ -	\$ 44,000	\$ (6,000)	\$ (6,000)	\$ (6,000)	\$ (6,000)	\$ 20,000

* Revenue increase is Fund 312 sewer availability fee and the expenditure increase is Fund 2014 loan repayment.



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6-YEAR CAPITAL IMPROVEMENT PLAN PARKS SYSTEM

Overview

The Parks System Capital Improvement Plan presents current and planned public improvement needs that are considered as the most important within the six-year planning horizon. Project costs and allocation of future resources beyond the current 2015/2016 biennium are proposed as an integral part of the plan and will be reviewed and updated during each subsequent biennium (where applicable).

2015/2016 Adopted Capital Projects

The following is a summary of projects that are approved to be funded in 2015/2016:

- Springbrook Park Expansion \$223K
- Waughop Trail Park \$500K
- Harry Todd Park \$194K
- Fort Steilacoom Park \$300K
- Chambers Bay Trail Improvements \$125K

The funding source for these projects include the proceeds from the sale of the Lakeland Property, USGA fees, grants anticipated, contributions received and contributions anticipated.

6-Year Capital Improvement Plan

The following section provides a summary of the City's Parks System needs over the next six years as well as individual project sheets.

**6-Year Capital Improvement Plan
Park Projects**

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Sale of Lakeland Property/USGA Fees	\$ 21,450	\$ 318,550	\$ -	\$ -	\$ -	\$ -	\$ 340,000
Grants - Anticipated	468,950	-	-	-	-	-	468,950
Contributions - Received	2,500	-	-	-	-	-	2,500
Contributions - Anticipated	55,000	375,000	-	-	-	-	430,000
SWM	-	-	-	50,000	50,000	-	100,000
Unfunded	-	-	250,000	500,000	500,000	500,000	1,750,000
Total Funding Sources	\$ 547,900	\$ 693,550	\$ 250,000	\$ 550,000	\$ 550,000	\$ 500,000	\$ 3,091,450

Project Costs	2015	2016	2017	2018	2019	2020	Total
Springbrook Park Expansion	\$ 10,000	\$ 212,900	\$ -	\$ -	\$ -	\$ -	\$ 222,900
Wauhop Lake Trail	50,000	450,000	-	-	-	-	500,000
Harry Todd Park	-	193,550	-	-	-	-	193,550
Fort Steilacoom Park	-	300,000	-	-	-	-	300,000
Chambers Bay Trail Improvements	-	25,000	-	50,000	50,000	-	125,000
Village Green at Town Center	-	-	250,000	-	-	-	250,000
Ft Steilacoom Barn Structural Support	-	-	-	500,000	500,000	500,000	1,500,000
Total Project Costs	\$ 60,000	\$ 1,181,450	\$ 250,000	\$ 550,000	\$ 550,000	\$ 500,000	\$ 3,091,450

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Park Projects**

<p>Project Number: Project Name: Springbrook Park Expansion Project Account: 301.0001.11</p>
<p>Project Description & Justification: This development project which includes purchase of 1.2 acres of land which is adjacent to Springbrook Park. This land is the missing link between two City properties and will allow future access to the property across Clover Creek. The land is fenced off from the park site and has a house and detached garage which will be removed. Site improvements would include removal of old structures and fencing and we would add pathways around the property and connect to park trails, interpretive signage, new all abilities play equipment, family picnic area, site amenities, community garden and open space areas. Springbrook is one of the most economically challenged areas and is primarily rental property with high transiency. Community engagement and involvement are the necessary first steps for the residents to feel ownership of their neighborhood and to improve conditions in Springbrook. It supports goals # 1, 2 5 and 6 in our Legacy Plan. The City will receive credit for the \$135,000 purchase and \$30,000 of the project costs (demo) was included in 2014 budget</p>
<p>Operational Impact: After improvements are made, it will take more time to maintain this site and support a community garden. Hopefully vandalism in this area will decrease.</p>

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Sale of Lakeland Property/USGA Fees	\$ 21,450	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,450
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	193,950	-	-	-	-	-	193,950
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	2,500	-	-	-	-	-	2,500
Contributions - Anticipated	5,000	-	-	-	-	-	5,000
SWM	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	\$ 222,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 222,900

Project Costs	2015	2016	2017	2018	2019	2020	Total
Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Consultant Services	10,000	-	-	-	-	-	10,000
Construction	-	212,900	-	-	-	-	212,900
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	\$ 10,000	\$ 212,900	\$ -	\$ -	\$ -	\$ -	\$ 222,900

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Park Projects**

Project Number:	
Project Name:	Waughop Lake Trail
Project Account:	301.0002.11
Planning Area:	5
Project Description & Justification:	
<p>The renovation of the trail around Waughop Lake at Fort Steilacoom Park. Approximately 950,000 people visit the park each year for active and passive recreation opportunities. Visitors from every demographic category walk, run or bike on the paved path around the lake. The lake trail, that was an actual road until it was closed in the 70's, is a link to cross country courses, 5 K races and walk-a-thon events. Families visit and picnic near the lake and others use the lake for model boat racing and fishing. Improving the lake trail and surrounding area is the highest priority development project in the City's 20 year strategic plan and improving the lake trail is the number one project in our six-year Capital Improvement Plan. Improvements would include creating a mile long asphalt perimeter path around the lake, drainage, benches, picnic shelter and other site amenities, interpretive signage, ADA parking and habitat enhancements (remove dead and invasive vegetation, add grass and native vegetation). It supports goals # 1, 4, 5 and 6 in our Legacy Plan</p>	
Operational Impact:	
<p>The improvements should not greatly impact current operations since this is a repair and maintenance project. Adding picnic shelters and other site amenities may impact current operations.</p>	

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Sale of Lakeland Property/USGA Fees	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	275,000	-	-	-	-	-	275,000
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	50,000	75,000	-	-	-	-	125,000
SWM	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	\$ 325,000	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A & E / permitting Consultant Services	50,000	25,000	-	-	-	-	75,000
Construction	-	425,000	-	-	-	-	425,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Permitting	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	\$ 50,000	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Park Projects**

Project Number: Harry Todd Playground Replacement
Project Name:
Project Account: 301.0003.11
Planning Area: 10
Project Description & Justification: The Tillicum Neighborhood is both economically and geographically challenged. Harry Todd Park is the only public open space in this neighborhood area. The waterfront area is not ADA accessible. The docks are in a state of disrepair and sections have been removed for safety. The playground is over 13 years old and needs to be replaced. A border should be installed around the structure and new fall material installed for protection. The playground is adjacent to the restrooms and a picnic shelter. This project was identified as a high priority project in the Legacy Plan and in the 6 year CIP. Repairing the waterfront, improving ADA access, replacing the playground and creating an area for year round fishing meets goals # 5 and 6 in our Legacy Plan . Funds could also be used for future grants to offset the cost of the program.
Operational Impact: No impact to current operations

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Sale of Lakeland Property/USGA Fees	\$ -	\$ 193,550	\$ -	\$ -	\$ -	\$ -	\$ 193,550
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	-	-	-	-	-	-	-
SWM	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	\$ -	\$ 193,550	\$ -	\$ -	\$ -	\$ -	\$ 193,550

Project Costs	2015	2016	2017	2018	2019	2020	Total
Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Consultant Services	-	25,000	-	-	-	-	25,000
Construction	-	168,550	-	-	-	-	168,550
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ 193,550	\$ -	\$ -	\$ -	\$ -	\$ 193,550

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Park Projects**

<p>Project Number: Fort Steilacoom Park Community Stage Project Name:</p> <p>Project Account: 301.0004.11</p>
<p>Project Description & Justification: A local service club is interested in working with the City on a community stage project. The project would be in Fort Steilacoom Park and provide an improved venue for community activities and events along with private rentals. The City will coordinate a design process along with a feasibility and business plan to determine impacts and potential use/revenue sources.</p>
<p>Operational Impact: To be determined.</p>

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Sale of Lakeland Property/USGA Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	-	300,000	-	-	-	-	300,000
SWM	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Consultant Services	-	25,000	-	-	-	-	25,000
Construction	-	275,000	-	-	-	-	275,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Park Projects**

<p>Project Number: Chambers Bay Trail Planning Project Name:</p> <p>Project Account: 301.0005.11</p>
<p>Project Description & Justification: The Cities of Lakewood and University Place along with Pierce County have been working together on a Chambers Creek Trail project. The land is owned by the Pierce County but the trail(s) are located in University Place and Lakewood. This project would complete the planning needed to allow the project to be eligible for grant funding. Each agency is being asked to contribute \$25,000 towards design and engineering. Future project support could provide matching funds towards a grant and SWM funds could be used to fund future development.</p>
<p>Operational Impact: Staff and Advisory Boards would contribute to the planning and public involvement process</p>

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Sale of Lakeland Property/USGA Fees	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	-	-	-	-	-	-	-
SWM	-	-	-	50,000	50,000	-	100,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	\$ -	\$ 25,000	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ 125,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Consultant Services	-	25,000	-	50,000	50,000	-	125,000
Construction	-	-	-	-	-	-	-
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ 25,000	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ 125,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Park Projects**

<p>Project Number: Village Green at Towne Center Project Name:</p> <p>Project Account: 301.xxxx.11</p>
<p>Project Description & Justification: Last legislative session, the City requested \$500,000 for the Lakewood Towne Green. The House Capital Budget proposal included \$250,000 for the Towne Green, but a final capital budget was not adopted. While there is willingness amongst our legislative delegation to request funding for the Towne Green again this next session, it's uncertain whether the project is ripe for receiving funding. The Towne Green was proposed to be included as part of a development project at the Towne Center, and progress with the developer is moving slower than anticipated. This project was included in the Parks CIP so it can be included in the city-wide CIP.</p>
<p>Operational Impact: To be determined.</p>

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Sale of Lakeland Property/USGA Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	-	-	-	-	-	-	-
SWM	-	-	-	-	-	-	-
Unfunded	-	-	250,000	-	-	-	250,000
Total Funding Sources	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Consultant Services	-	-	-	-	-	-	-
Construction	-	-	250,000	-	-	-	250,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan
Park Projects**

<p>Project Number: Fort Steilacoom Park Barn Structural Support Project Name:</p> <p>Project Account: 301.xxxx.11</p>
<p>Project Description & Justification: There is a lot of community interest and potential support to rehabilitate a barn(s) at Fort Steilacoom Park. This was a highly valued project in the Legacy Plan CIP. This project will be a multi-year project involving many different agencies (City, DSHS, Pierce County Environmental Services (sewer), Lakewood Water, Puget Sound Energy, Lakewood and Fort Steilacoom Historical Societies, etc....).</p>
<p>Operational Impact: Revenue anticipated for use of updated barn structure. Coordination to be determined</p>

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Sale of Lakeland Property/USGA Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Mitigation Fees - Received	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-
Contributions - Anticipated	-	-	-	-	-	-	-
SWM	-	-	-	-	-	-	-
Unfunded	-	-	-	500,000	500,000	500,000	1,500,000
Total Funding Sources	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 1,500,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Consultant Services	-	-	-	150,000	-	-	150,000
Construction	-	-	-	350,000	500,000	500,000	1,350,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Equipment Acquisition	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 1,500,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



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6-YEAR STRATEGIC PLAN INFORMATION TECHNOLOGY

Overview

The Information Technology 6-Year Strategic Plan presents current and planned hardware and software additions, replacements, and/or upgrades to the City's information technology needs. The items identified are based on the original strategic plan that was developed during 1st quarter 2014 and has been updated to reflect current needs. Since several projects from the original strategic plan received funding in 2014, this document includes those projects in an effort to demonstrate the City's interest and progress on implementing the City's information technology needs.

Projects Funded in 2013/2014

The following is a summary of projects that were funded in 2013/2014:

- Computer Replacement \$327K
- Phone System Replacement \$240K
- Messaging (Email) System Refresh \$35K
- Fiber Optic Connection to Senior Center & Parks O&M Facility \$30K
- Streaming of City Council Meetings \$10K
- City Hall Paging System \$15K
- Web Site Update/Redesign \$10K
- Two Factor Authentication for Police Access System \$20K
- Disaster Recovery Plan \$10K

2015/2016 Adopted Capital Projects

The following is a summary of projects that are approved to be funded in 2015/2016:

- Document Management System \$100K
- Video Arraignment \$50K

Replacement Reserves

Per the financial policies as adopted by the City Council, the City shall establish replacement reserves for information technology related equipment no later than 2020. This will be addressed beginning in 2015.

6-Year Strategic Plan

The following section provides a summary of the City's information technology needs over the next six years as well as individual project sheets.

**6-Year Strategic Plan
Information Technology**

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government/General Fund	\$ 697,000	\$ 140,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 847,000
Unfunded	-	546,525	216,000	140,000	100,000	100,000	100,000	1,202,525
Total Funding Sources	\$ 697,000	\$ 686,525	\$ 226,000	\$ 140,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 2,049,525

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Messaging (Email) System Refress	35,000	-	-	-	-	-	-	35,000
Fiber Optic Connection to Senior Center & Parks O&M Facility	30,000	-	-	-	-	-	-	30,000
Phone System Replacement	240,000	-	-	-	-	-	-	240,000
Council Chambers Technology Update/Records Management (Document Management System Funded \$90K in 2015 & \$10K in	10,000	196,000	10,000	-	-	-	-	216,000
City Hall Paging System	15,000	-	-	-	-	-	-	15,000
Web Site Update/Redesign	10,000	15,000	-	-	-	-	-	25,000
Two Factor Authentication for Police System Access	20,000	-	-	-	-	-	-	20,000
Diaster Recovery & Busines Continuity Plan	10,000	10,000	-	-	-	-	-	20,000
Enterprise Contact Management Application	-	25,000	-	-	-	-	-	25,000
Wireless Wi-Fi Access Points/Cameras in City Parks	-	10,000	-	-	-	-	-	10,000
Upgrade Data Storage Capacity	-	110,000	-	-	-	-	-	110,000
Redesign the City's Permit Process/Eden Web Extensions	-	50,000	50,000	-	-	-	-	100,000
Online Permitting Services	-	20,000	-	-	-	-	-	20,000
Enterprise Task Management and Wireless Remote Work Order System Access	-	-	100,000	25,000	-	-	-	125,000
Police Department Scheduler	-	27,500	-	-	-	-	-	27,500
Video Arraignment (Funded in 2015)	-	50,000	-	-	-	-	-	50,000
Municipal Court Workflow/Paperless System	-	50,000	-	-	-	-	-	50,000
Computer Replacement	327,000	-	-	100,000	100,000	100,000	100,000	727,000
Case Cracker	-	8,000	6,000	-	-	-	-	14,000
Body Cameras	-	41,025	-	-	-	-	-	41,025
Budget/Dept Informational Videos	-	14,000	-	-	-	-	-	14,000
Financial Transparency (no capital cost, just O&M)	-	-	-	-	-	-	-	-
Co-Location	-	30,000	30,000	10,000	-	-	-	70,000
Server Upgrades	-	30,000	30,000	5,000	-	-	-	65,000
Total Project Costs	\$ 697,000	\$ 686,525	\$ 226,000	\$ 140,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 2,049,525

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	19,055	24,455	33,055	33,055	33,055	33,055	175,730
Net M&O Impact	\$ -	\$ 19,055	\$ 24,455	\$ 33,055	\$ 33,055	\$ 33,055	\$ 33,055	\$ 175,730

**6-Year Strategic Plan
Information Technology**

Project Name: Message (Email) System Refresh
Project Description & Justification: The City's email system uses Microsoft Exchange 2007 and runs on a server utilizing Microsoft Windows Server 2003. This operating system goes end-of-life in May of 2015. The Exchange software is now two versions behind. Due to the potential integration of the email system and phone system as described below, we recommend this update project take place during the third quarter of 2014. This will provide sufficient time to have a current, stable email system prior to upgrading and integrating the City's replacement phone system.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for information technology related equipment no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government/General Fund	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	35,000	-	-	-	-	-	-	35,000
Total Project Costs	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Strategic Plan
Information Technology**

Project Name: Fiber Optic Connection to Senior Center & Parks O&M Facility
Project Description & Justification: Two city facilities, the Senior Center and Parks, are both located relatively close to existing city fiber optic cabling runs. Both of these facilities suffer from poor internet performance and are not on the city's phone system. We recommend a partnership with public works to install micro-fiber cabling using trenchless technology during 2014 so that both facilities can enjoy the benefits of the new city phone system as well as reducing staff frustration with performance of the recreation reservation system, ActiveNet, due to slow internet performance. This change may result in less than a two year return on investment based on the cost of phone service and Internet Service Provider cost.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for information technology related equipment no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government/General Fund	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	30,000	-	-	-	-	-	-	30,000
Total Project Costs	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Strategic Plan
Information Technology**

Project Name: Phone System Replacement
Project Description & Justification: The City’s NEC phone system was purchased at the time City Hall was constructed. It is at capacity which has resulted in some remote City sites using direct CenturyLink lines rather than the City’s system. More importantly, the current system is no longer manufactured and the availability of spare replacement parts is questionable. System failure could leave the City without phone service. This is a high priority project that should be completed no later than the first quarter of 2015. Further, work should begin now completing a needs analysis, potential feature set review (voice mail features, email compatibility, presence, etc.), and crafting of project specifications and bid documents. Putting the project out for bid during 2014 for installation during the first quarter of 2015 will have the City prepared should a failure occur. A component of this upgrade should also be the reservation of additional block of phone numbers for future city use.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for information technology related equipment no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government/General Fund	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 240,000
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 240,000

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	240,000	-	-	-	-	-	-	240,000
Total Project Costs	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 240,000

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Strategic Plan
Information Technology**

Project Name: City Council Chambers Technology/Records Management
Project Description & Justification: The technology used in the chambers is over 13 years old and was purchased when city hall was built. This technology is past end-of-life and does not meet contemporary standards for broadcast or streaming of council meeting. <u>This project has three main elements:</u> Phase I: Broadcast or streaming of meetings. Funds noted in 2014 provide for basic streaming of council meetings using existing cameras. This will provide citizens with live viewing of the meetings over the internet. Phase 2: Updating of electronics and implementation of automated council packet/records management system. The move to electronic records management will ease access to city records, improve compliance with the city's records retention policies, and free the city from increasing paper storage requirements. Phase 3: Replace all of the existing technology in the chambers, excluding the newly installed council work session screen and projector. Cameras will be updated to digital technology and the projector will be replaced with a high resolution digital unit. Dais monitors will be updated as well.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for information technology related equipment no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government/General Fund	\$ 10,000	\$ 90,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 110,000
Unfunded	-	106,000	-	-	-	-	-	106,000
Total Funding Sources	\$ 10,000	\$ 196,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 216,000

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Ph I Streaming of Council Mtgs	10,000	-	-	-	-	-	-	10,000
Ph II Chambers Technology	-	106,000	-	-	-	-	-	106,000
Ph II Document Mgmt System	-	90,000	10,000	-	-	-	-	100,000
Total Project Costs	\$ 10,000	\$ 196,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 216,000

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Strategic Plan
Information Technology**

Project Name: City Hall Paging System
Project Description & Justification: A paging system in public corridors was installed during city hall construction. The system is not tied to the phone system and has never been placed into service. Paging is currently accomplished through the phone system using the systems handsets. As part of the phone system upgrade, we recommend integrating the system such that phone system handsets can be utilized to activate the system.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for information technology related equipment no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government/General Fund	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	15,000	-	-	-	-	-	-	15,000
Total Project Costs	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Strategic Plan
Information Technology**

Project Name: Web Siste Update/Redesign
Project Description & Justification:
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for information technology related equipment no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government/General Fund	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Unfunded	-	15,000	-	-	-	-	-	15,000
Total Funding Sources	\$ 10,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	10,000	15,000	-	-	-	-	-	25,000
Total Project Costs	\$ 10,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Strategic Plan
Information Technology**

Project Name: Two Factor Authentication
Project Description & Justification: This project is in response to security requirements imposed by CJIS requiring security for computers accessing the criminal justice system in unsecured areas. This means having something you know, a password, and something you have, such as a token for example. This system is to be installed on the appropriate police computers and supported by South Sound 911. The implementation date requirement is September of 2014 to maintain CJIS compliance.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for information technology related equipment no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government/General Fund	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	20,000	-	-	-	-	-	-	20,000
Total Project Costs	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Strategic Plan
Information Technology**

Project Name: Disaster Recovery and Business Continuity Plan
Project Description & Justification: Disaster Planning (Phase I) should be undertaken as a city-wide initiative. Assembling this plan will involve all of the City's business units in determining what systems, programs and data have the highest priority for recovery, secondary sighting of mission critical technology at a stand-by site and the level of investment that is appropriate to support the plan. Business Continuity Planning (Phase II) follows the mitigatio of the disaster. Stated differently, now that the disaster has passed, how do e get back to business? What are the elements that need to be stodd up and what are the priorities? Do we need special vendor relationships to supply critical materials or equipment? This should be combined with any enterprise effort in planning. Since many City business processes have becom automated, this may mean documenting manual processes until systems can be restored. There may also be several periods of recovery, each with their own elements.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for information technology related equipment no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government/General Fund	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Unfunded	-	10,000	-	-	-	-	-	10,000
Total Funding Sources	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	10,000	10,000	-	-	-	-	-	20,000
Total Project Costs	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Strategic Plan
Information Technology**

Project Name: Enterprise Contact Management
Project Description & Justification: Contact management was requested by one group but can apply to the enterprise. Managing constituent requests and follow-up in the City Manager Department, retaining the marketing history for a contact in Economic Development, email marketing programs for recreation, and providing a centralized depository shared contact information within the City. This project is another example of a program that could be in the Cloud, with little upfront investment. A number of vendors also have mobile apps that tightly integrate with their programs for instate data access from the field.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for information technology related equipment no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government/General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded	-	25,000	-	-	-	-	-	25,000
Total Funding Sources	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	25,000	-	-	-	-	-	25,000
Total Project Costs	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Strategic Plan
Information Technology**

Project Name: Wireless Access Points (Wi-Fi) and Cameras
Project Description & Justification: Wi-Fi access in parks can provide maintenance staff with the infrastructure to remotely connect to the City's future work order system. It also provides occasional use benefits for visitors and constituents to the City's parks. Using an access point at the boat launch at American lake, a camera could broadcast streaming video from the City's web site showing the amount of activity. In other words, is there a long line or can I get in? Other parks could likewise benefit from cameras. Images would then be streamed to the City's website.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for information technology related equipment no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government/General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded	-	10,000	-	-	-	-	-	10,000
Total Funding Sources	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	10,000	-	-	-	-	-	10,000
Total Project Costs	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Strategic Plan
Information Technology**

Project Name: Upgrade Data Storage Capacity
Project Description & Justification: The City currently employees two Network Attached Storage (NAS) systems. Projected use of data will reach capacity during 2015. Part of this project should be an analysis of removing the EMC NAS and moving the data to the NetApp NAS while increasing its capacity. This will reduce the City's annual maintenance cost by \$14,585. This project may also be an opportunity to move some data storage to the cloud.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for information technology related equipment no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government/General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded	-	110,000	-	-	-	-	-	110,000
Total Funding Sources	\$ -	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	110,000	-	-	-	-	-	110,000
Total Project Costs	\$ -	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,000

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	(14,585)	(14,585)	(14,585)	(14,585)	(14,585)	(14,585)	(87,510)
Net M&O Impact	\$ -	\$ (14,585)	\$ (14,585)	\$ (14,585)	\$ (14,585)	\$ (14,585)	\$ (14,585)	\$ (87,510)

**6-Year Strategic Plan
Information Technology**

Project Name: Redesign the City's Permit Process/Eden Web Extensions
Project Description & Justification: A partnership between IT, Economic Development and the City Manager Department is underway to update and modernize the City's web site. This effort should involve city employees, constituents, and local businesses seeking out ways to get information from and give information to the City. As an example, is it really necessary to submit launch permits in-person, at city hall or could a web form and credit card accomplish the same task with more convenience to the customer, fewer day trips to city hall, thinking green, and a higher level of customer service? Is it really necessary to make an in-person visit to city hall to apply for a business license or could this task also be accomplished over the web, reducing employee involvement/time, day trips to city hall and lower the cost of doing business with the City. These are just a few of the improvements that should be considered as part of this project.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for information technology related equipment no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government/General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded	-	50,000	50,000	-	-	-	-	100,000
Total Funding Sources	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	50,000	50,000	-	-	-	-	100,000
Total Project Costs	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Strategic Plan
Information Technology**

Project Name: Online Permitting Services
Project Description & Justification: City has acquired online permitting software to allow applicants to 1) check status of pending permits; 2) issue renewals of business licenses; & 3) issue minor building permits (mechanical and some plumbing permits). However, system set-up & training has not been budgeted. This request would allow such services to be available to clients. Online systems would improve efficiencies. The \$3K ongoing request is for annual licensing fee. Note - Revenue increase as a result of this program is \$20K/year.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for information technology related equipment no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government/General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded	-	20,000	-	-	-	-	-	20,000
Total Funding Sources	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	20,000	-	-	-	-	-	20,000
Total Project Costs	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	3,000	3,000	3,000	3,000	3,000	3,000	18,000
Net M&O Impact	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 18,000

**6-Year Strategic Plan
Information Technology**

Project Name: Enterprise Task Management and Wireless Remote Work Order System Access
Project Description & Justification: Phase I Enterprise Task Management: This project is in response to a public works request for remote asset access to completed programmed maintenance of tasks. Before putting wireless access in place, the backend systems need to be built. Other City departments such as Parks and IT could also benefit from maintaining programmed and ad hoc maintenance records. Equipment histories, maintenance budgets, equipment replacement predictability can all benefit from a well managed work order system. Phase II Wireless Remote Work order System Access: This project is Phase II of the Enterprise Task Management project and provides for wireless access from the field to open/close work orders, update maintenance inventories. This can have an efficiency impact on maintenance staff in that data is entered throughout the day rather than devoting time at the end of the day entering maintenance data.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for information technology related equipment no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government/General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded	-	-	100,000	25,000	-	-	-	125,000
Total Funding Sources	\$ -	\$ -	\$ 100,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 125,000

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	-	100,000	25,000	-	-	-	125,000
Total Project Costs	\$ -	\$ -	\$ 100,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 125,000

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Strategic Plan
Information Technology**

Project Name: Police Department Scheduler
Project Description & Justification: Scheduler system to track shift scheduling, extra-duty work, attendance and much more. Also provides for tracking minimum staffing, vacation, overtime. Reporting capabilities include tracking patterns.
Operational Impact: Annual maintenance cost is estimated at \$5K.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government/General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded	-	27,500	-	-	-	-	-	27,500
Total Funding Sources	\$ -	\$ 27,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,500

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	27,500	-	-	-	-	-	27,500
Total Project Costs	\$ -	\$ 27,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,500

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	5,400	5,400	5,400	5,400	5,400	27,000
Net M&O Impact	\$ -	\$ -	\$ 5,400	\$ 5,400	\$ 5,400	\$ 5,400	\$ 5,400	\$ 27,000

**6-Year Strategic Plan
Information Technology**

Project Name: Video Arraignment
Project Description & Justification: Using the latest available technology, the City would be able to conduct video arraignments between the Nisqually Detention Facility and the Municipal Court. There are numerous benefits to implementing a video arraignment system although the primary savings would be in annual staffing costs associated with transportation of prisoners. Other savings include reduced costs for transporting in-custody defendants to the courtroom (currently a cost of \$50,000 per year reduced to approximately \$15,000 per year), reduced costs associated with transportation of prisoners to medical facilities, reduced potential liability to the city for mishaps in transporting in-custody defendants and fewer disruptions of court proceedings, public safety and also cut down on transportation costs and lower maintenance fees associated with transporting prisoners. The system would utilize technology to manage information, automate business processes within the Courts, streamline the arraignment process and serve the public by lowering the cost of day-to-day operations for the Municipal Court associated with arraignments.
Operational Impact: Anticipated to reduce costs associated with prisoner transport by \$35K annually. Additionally, per City's financial policies adopted September 2014, the City shall establish replacement reserves for information technology related equipment no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government/General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded	-	50,000	-	-	-	-	-	50,000
Total Funding Sources	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	50,000	-	-	-	-	-	50,000
Total Project Costs	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(210,000)
Net M&O Impact	\$ -	\$ (35,000)	\$ (35,000)	\$ (35,000)	\$ (35,000)	\$ (35,000)	\$ (35,000)	\$ (210,000)

**6-Year Strategic Plan
Information Technology**

Project Name: Municipal Court Workflow/Paperless System
Project Description & Justification: A paperless solution with automated workflow capability would eliminate the time and expense involved in managing the flow of paperwork within the court system. This system would take information from the current Judicial Information System (JIS) such as name, case number and charges, then upload it into an electronic form that the Judge would work from while simultaneously updating information into JIS. This would reduce staff time for data entry as court staff currently prepare the court order, and are later required to manually enter information from the written court order, to the statewide JIS system. There would still be functions that would need to be manually entered such as creating accounts, selecting court dates, etc. There are numerous workflows specifically designed to support the courts that are not available in other document or content management systems. Currently, there is only one reseller (Codesmart) who has fully integrated with the Administrative Office of Courts (AOC). There is potentially a second solution being developed by another third party although there has been no movement as of yet. This program is currently under development with an expected go live during 1st quarter of 2015. The Police Department stated they would not have any interaction with the system and the Legal Department would have minimal use, mainly for the electronic forms with the possibility of additional usage when the program is enhanced in the future. There could be potential savings in FTEs; however it is undetermined at this time since the program is new. The estimated costs includes all software and training.
Operational Impact: Annual maintenance is estimated at \$4K. Additionally, per City's financial policies adopted September 2014, the City shall establish replacement reserves for information technology related equipment no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government/General Fund	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	50,000	-	-	-	-	-	50,000
Total Project Costs	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	4,000	4,000	4,000	4,000	16,000
Net M&O Impact	\$ -	\$ -	\$ -	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 16,000

**6-Year Strategic Plan
Information Technology**

Project Name: Computer Replacement
Project Description & Justification: Computer Replacement for Migration from Windows XP to Windows 7 was approved by the City Council in early 2014.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for information technology related equipment no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government/General Fund	\$ 327,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 327,000
Unfunded	-	-	-	100,000	100,000	100,000	100,000	400,000
Total Funding Sources	\$ 327,000	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 727,000

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	327,000	-	-	100,000	100,000	100,000	100,000	727,000
Total Project Costs	\$ 327,000	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 727,000

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Strategic Plan
Information Technology**

Project Name: Case Cracker
Project Description & Justification: Case Cracker is an invaluable for producing evidence that can be used in a courtroom to convict persons who have committed crimes. It has made the City a better partner to the Pierce County Prosecutor as well as allowing the Police Department to view interviews and improve techniques and/or share in this training. It has reduced our need for transcription which is very time consuming and labor intensive. The two machines currently in use are breaking down and need to be replaced. The projected cost is \$8K for a premium model in 2015 and \$6K for a standard model in 2016.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for information technology related equipment no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government/General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded	-	8,000	6,000	-	-	-	-	14,000
Total Funding Sources	\$ -	\$ 8,000	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ 14,000

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	8,000	6,000	-	-	-	-	14,000
Total Project Costs	\$ -	\$ 8,000	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ 14,000

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Strategic Plan
Information Technology**

Project Name: Body Cameras for Police
Project Description & Justification: Purchase of body cameras for police officer. This law enforcement device may provide a variety of functionality including allowing the police officer to record video, photograph crime scenes, record audio statements, and peek around corners. The initial, one-time cost is estimated at \$500 per unit for 75 police officers for a total of \$41,025 including tax.
Operational Impact: Ongoing annual cost including repairs and replacement is estimated at \$800 per device for a total of \$65,640 per year, including tax.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government/General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded	-	41,025	-	-	-	-	-	41,025
Total Funding Sources	\$ -	\$ 41,025	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41,025

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	41,025	-	-	-	-	-	41,025
Total Project Costs	\$ -	\$ 41,025	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41,025

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	65,640	65,640	65,640	65,640	65,640	65,640	393,840
Net M&O Impact	\$ -	\$ 65,640	\$ 65,640	\$ 65,640	\$ 65,640	\$ 65,640	\$ 65,640	\$ 393,840

**6-Year Strategic Plan
Information Technology**

Project Name: Budget/Departmental Informational Videos
Project Description & Justification: Impact Studio Pro has submitted a quote of \$14,000 as a base price for a series of videos that would focus on the City's budget, economic development, public safety and public works. The production would take approximately three months to complete the entire project.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for information technology related equipment no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government/General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded	-	14,000	-	-	-	-	-	14,000
Total Funding Sources	\$ -	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,000

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	14,000	-	-	-	-	-	14,000
Total Project Costs	\$ -	\$ 14,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,000

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Strategic Plan
Information Technology**

Project Name: Financial Transparency
Project Description & Justification: The Finance Division has made substantial improvements to its web page, including the addition of many financial reports ad documents. As people have grown accustomed to things moving quickly in this digital age, especially for a generation who is used to instant replies and quick actions, the idea is to improve the speed at which information is provided. The proposal is for a next generation interactive website where the user can navigate tothe financial information very easily, with view of graphical displays of infomation and drill-throughs to detailed data allowing citizens to understand how tax payer dollars are being spent. A potential solution is estimated to cost \$4K - \$5K annually and is inclusive of implementation.
Operational Impact: \$4,600 annually for the potential solution shown.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government/General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded	-	-	-	-	-	-	-	-
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	4,600	4,600	4,600	4,600	18,400
Net M&O Impact	\$ -	\$ -	\$ -	\$ 4,600	\$ 4,600	\$ 4,600	\$ 4,600	\$ 18,400

**6-Year Strategic Plan
Information Technology**

Project Name: Co-Location
Project Description & Justification: Disaster Recovery CO-Location implementation (Police Station). Implementation of Virtualized Solutions to be housed at the Lakewood Police Station to provide immediate recovery during Disaster located at City Hall to include replication of all critical production systems to Co-Location. Add data deduplication to reduce backup costs and optimize replication. Implement snapshots and continuous data protection (CDP) to eliminate bulk data movement for backup and DR. Leverage WAN optimization and delta versioning with encryption to reduce risk and WAN requirements. Use CDP to reduce recovery times to a few minutes and eliminate data loss. Virtualize storage and servers to reduce infrastructure costs.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for information technology related equipment no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded	-	30,000	30,000	10,000	-	-	-	70,000
Total Funding Sources	\$ -	\$ 30,000	\$ 30,000	\$ 10,000	\$ -	\$ -	\$ -	\$ 70,000

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	30,000	30,000	10,000	-	-	-	70,000
Total Project Costs	\$ -	\$ 30,000	\$ 30,000	\$ 10,000	\$ -	\$ -	\$ -	\$ 70,000

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Strategic Plan
Information Technology**

Project Name: Server Upgrades
Project Description & Justification: Physical Server Replacement. Maintain Information Technology equipment that is performing critical processing functions at a level to ensure their reliability and availability to support the business process for the City. Server replacements will be evaluated prior to replacement. Objectives related to energy efficiency, performance and operating system migration will be thoroughly considered prior to procurement. Further analysis related to the separation of processing capability and data management will be evaluated as well as positioning to improve our security, disaster recovery and Continued Business Operations.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for information technology related equipment no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2014	2015	2016	2017	2018	2019	2020	Total
General Government	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded	-	30,000	30,000	5,000	-	-	-	65,000
Total Funding Sources	\$ -	\$ 30,000	\$ 30,000	\$ 5,000	\$ -	\$ -	\$ -	\$ 65,000

Project Costs	2014	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	30,000	30,000	5,000	-	-	-	65,000
Total Project Costs	\$ -	\$ 30,000	\$ 30,000	\$ 5,000	\$ -	\$ -	\$ -	\$ 65,000

Impact on Operating Funds	2014	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

6-YEAR CAPITAL PLAN PROPERTY MANAGEMENT

Overview

The Property Management 6-Year Capital Plan presents current and planned capital and capital maintenance needs of the City's facilities: City Hall, Police Station, Parks O&M Facility and Public Works O&M Facility.

2015/2016 Adopted Capital Projects

The Property Management Fund estimated ending fund balance at the end of 2014 is \$393K.

The following is a summary of projects that are approved to be funded in 2015/2016:

- HVAC & Security System Control/Operation System Upgrade at City Hall \$72K
- Slurry Seal & Restripe Parking Lot at City Hall \$45K
- HVAC for Computer Room at City Hall \$20K
- Server Room Sprinkler System at City Hall \$30K
- Pave Shop Parking Area at Parks O&M Facility \$50K

Replacement Reserves

Per the financial policies as adopted by the City Council, the City shall establish replacement reserves for property management as it relates to facilities no later than 2020. This will be addressed beginning in 2015.

6-Year Strategic Plan

The following section provides a summary of the City's property management needs over the next six years as well as individual project sheets.

**6-Year Capital Plan
Property Management**

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Property Management Reserves	\$ 167,000	\$ 50,000	\$ 87,000	\$ 89,000	\$ -	\$ -	\$ 393,000
Unfunded	-	-	100,000	161,000	285,000	130,000	676,000
Total Funding Sources	\$ 167,000	\$ 50,000	\$ 187,000	\$ 250,000	\$ 285,000	\$ 130,000	\$ 1,069,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
City Hall	\$ 167,000	\$ -	\$ 20,000	\$ 125,000	\$ 50,000	\$ -	\$ 362,000
HVAC & Security Systems Control	72,000	-	-	-	-	-	72,000
Slurry Seal and Restripe Parking Lot	45,000	-	-	-	-	-	45,000
Boiler Replacement	-	-	20,000	-	-	-	20,000
Public Area Carpet Replacement	-	-	-	-	50,000	-	50,000
Exterior Beam Painting	-	-	-	75,000	-	-	75,000
Chiller/Fan Replacement	-	-	-	50,000	-	-	50,000
HVAC for Computer Room	20,000	-	-	-	-	-	20,000
Server Room Sprinkler System	30,000	-	-	-	-	-	30,000
Police Station	\$ -	\$ -	\$ 5,000	\$ -	\$ 135,000	\$ 30,000	\$ 170,000
Restripe Parking Lot	-	-	5,000	-	-	-	5,000
Parking Lot Gate Rebuild	-	-	-	-	-	30,000	30,000
Shooting Range Equipment	-	-	-	-	135,000	-	135,000
Sounder Station	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000
Restripe Parking Lot	-	-	-	25,000	-	-	25,000
Parks O&M Facility	\$ -	\$ 50,000	\$ 32,000	\$ -	\$ -	\$ -	\$ 82,000
HVAC Replacement	-	-	12,000	-	-	-	12,000
LED Lighting	-	-	10,000	-	-	-	10,000
Fuel Storage Shed	-	-	10,000	-	-	-	10,000
Pave Parks Shop Parking Area	-	50,000	-	-	-	-	50,000
Public Works O&M Facility	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
HVAC Replacement	-	-	30,000	-	-	-	30,000
Replacement Reserves	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 400,000
Property Management	-	-	100,000	100,000	100,000	100,000	400,000
Grand Total	\$ 167,000	\$ 50,000	\$ 187,000	\$ 250,000	\$ 285,000	\$ 130,000	\$ 1,069,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Plan
Property Management**

Project Name: Restripe Parking Lot - Police Station
Project Description & Justification: Restripe Police Station Parking Lot.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for property management as it relates to facilities no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Property Management Reserves	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	-	5,000	-	-	-	5,000
Total Project Costs	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Plan
Property Management**

Project Name: Gate Rebuild - Police Station
Project Description & Justification: Rebuild parking lot Gate at the Police Station. The existing gate has been rebuilt and reconfigured so it should last longer; however, due to extensive use it is included in the 6-year capital plan.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for property management as it relates to facilities no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Property Management Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded	-	-	-	-	-	30,000	30,000
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	-	-	-	-	30,000	30,000
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Plan
Property Management**

Project Name: Shooting Range Equipment - Police Station
Project Description & Justification: Replace shooting range equipment due to heavy usage.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for property management as it relates to facilities no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Property Management Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded	-	-	-	-	135,000	-	135,000
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ 135,000	\$ -	\$ 135,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	-	-	-	135,000	-	135,000
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ 135,000	\$ -	\$ 135,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Plan
Property Management**

Project Name: HVAC & Security Systems Control/Operation System Upgrade - City Hall
Project Description & Justification: The computerized system that controls, monitors, and operates the HVAC system and the Security System for both City Hall and the Police Station will be obsolete with no parts and/or support available after Dec of 2015. While the system is operating normally should a failure occur and depending on the circumstance surrounding same City Hall and/or the Police Station could be become temporarily inhabitable until the controller system is fixed. In addition should the failure occur prior to a new controller system being installed and running then the costs will be significantly more then the \$72,000 requested.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for property management as it relates to facilities no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Property Management Reserves	\$ 72,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	\$ 72,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	72,000	-	-	-	-	-	72,000
Total Project Costs	\$ 72,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Plan
Property Management**

Project Name: Slurry Seal and Restripe Parking Lot - City Hall
Project Description & Justification: Slurry seal and restripe existing City Hall asphalt parking lot. The parking lot was last slurry sealed and restriped in 2010. As such the cracks therein are pretty much open and thus enable water to penetrate the base which will result in its failure. In some areas of the parking the base has failed already. If this condition is allowed to continue, a significant portion of the base and thus the parking lot pavement will fail resulting in a need to totally reconstruct versus just slurry sealing the parking lot. Said reconstruction costs would be a major expense potentially totaling over \$200,000. In addition the existing pavement striping is pretty much worn out making it in some casing tough to distinguish the parking stalls and/or the aisles and thus creating a safety issue.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for property management as it relates to facilities no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Property Management Reserves	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	45,000	-	-	-	-	-	45,000
Total Project Costs	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Plan
Property Management**

Project Name: Boiler Replacement - City Hall
Project Description & Justification: The boilers have been repaired twice for leaks at about \$10,000 to \$15,000 each time so for the next 6 years we need to at least plan for a \$20,000 expense.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for property management as it relates to facilities no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Property Management Reserves	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	-	20,000	-	-	-	20,000
Total Project Costs	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Plan
Property Management**

Project Name: Public Area Carpet Replacement - City Hall
Project Description & Justification: Replacement of carpet in the public areas (3 corridors).
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for property management as it relates to facilities no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Property Management Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded	-	-	-	-	50,000	-	50,000
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	-	-	-	50,000	-	50,000
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Plan
Property Management**

Project Name: Exterior Beam Painting - City Hall
Project Description & Justification: Painting of exterior wood beams.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for property management as it relates to facilities no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Property Management Reserves	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ 75,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ 75,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	-	-	75,000	-	-	75,000
Total Project Costs	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ 75,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Plan
Property Management**

Project Name: Chiller/Fan Replacement - City Hall
Project Description & Justification: Replacement of chillers and fans motors due to their life cycle.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for property management as it relates to facilities no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Property Management Reserves	\$ -	\$ -	\$ -	\$ 14,000	\$ -	\$ -	\$ 14,000
Unfunded	-	-	-	36,000	-	-	36,000
Total Funding Sources	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	-	-	50,000	-	-	50,000
Total Project Costs	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Plan
Property Management**

Project Name: HVAC for Computer Room - City Hall
Project Description & Justification: The HVAC system for the computer room needs a backup because if the existing one fails (and it does presently struggle to maintain the cold temperature in the summer) all of City Hall goes down.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for property management as it relates to facilities no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Property Management Reserves	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	20,000	-	-	-	-	-	20,000
Total Project Costs	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Plan
Property Management**

Project Name: Sprinkler System in the Server Room - City Hall
Project Description & Justification: Replace the sprinkler system in the City Hall Server Room. The current sprinkler system in the server room is a wet (water) system but is heat sensitive activated meaning if there is a fire in the server room it will come on but it won't come on if there is a fire elsewhere in City Hall.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for property management as it relates to facilities no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Property Management Reserves	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	30,000	-	-	-	-	-	30,000
Total Project Costs	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Plan
Property Management**

Project Name: Restripe Parking Lot - Sounder Station
Project Description & Justification: Restripe Sounder Staion parking lot.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for property management as it relates to facilities no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Property Management Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded	-	-	-	25,000	-	-	25,000
Total Funding Sources	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	-	-	25,000	-	-	25,000
Total Project Costs	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Plan
Property Management**

Project Name: HVAC Replacement - Parks O&M Facility
Project Description & Justification: Replace the current system with one that heats the shop area as well.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for property management as it relates to facilities no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Property Management Reserves	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ 12,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ 12,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	-	12,000	-	-	-	12,000
Total Project Costs	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ 12,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Plan
Property Management**

Project Name: LED Lighting - Parks O&M Facility
Project Description & Justification: Swap ballasts over for LED lighting at the Parks O&M Facility.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for property management as it relates to facilities no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Property Management Reserves	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	-	10,000	-	-	-	10,000
Total Project Costs	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Plan
Property Management**

Project Name: Fuel Storage Shed
Project Description & Justification: Replace the old structure with a new more secure facility.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for property management as it relates to facilities no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Property Management Reserves	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	-	10,000	-	-	-	10,000
Total Project Costs	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Plan
Property Management**

Project Name: Pave Parks Shop Parking Area
Project Description & Justification: The parking areas was never paved as part of the remodel and improvements to the shop when the City took over maintenance of the Fort Steilacoom Park. Equipment and vehicles are cleaned and parked on gravel and there is potential for groundwater contamination by not providing a barrier of asphalt.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for property management as it relates to facilities no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Property Management Reserves	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	50,000	-	-	-	-	50,000
Total Project Costs	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Plan
Property Management**

Project Name: HVAC Replacement - PW O&M Facility
Project Description & Justification: Replace HVAC System at the Public Works O&M Facility. While the Public Works O&M facility (2500 sq foot office building) is new to the City, it is a used modular building as such the only thing we believe could need replacing over the next 6 years are the HVAC systems. There are 2 individual units that service the whole building and to replace each unit is around \$15,000. So potentially there's a cash need for \$30,000. Other than that since the balance of the facility is new, the \$30,000 would cover that sites potential needs over the next 6 years.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for property management as it relates to facilities no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Property Management Reserves	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
Unfunded	-	-	-	-	-	-	-
Total Funding Sources	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	-	30,000	-	-	-	30,000
Total Project Costs	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Plan
Property Management**

Project Name: Property Management Replacement/Capital Maintenance
Project Description & Justification: Various replacement/capital maintenance as it relates to facilities - to be determined.
Operational Impact: To be Determined - Per City's financial policies adopted September 2014, the City shall establish replacement reserves for property management as it relates to facilities no later than 2020. This will be addressed beginning in 2015.

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Property Management Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded	-	-	100,000	100,000	100,000	100,000	400,000
Total Funding Sources	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 400,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Estimate Project Cost	-	-	100,000	100,000	100,000	100,000	400,000
Total Project Costs	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 400,000

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

APPENDIX



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Non-Represented (3% Range Adjustment in 2015 and 3% Range Adjustment in 2016)

Job Classification <i>* Exempt from FLSA overtime</i>	Range	2015								
		Entry	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6		
Maintenance Assistant Recreation Leader (Seasonal)	1	hr	\$ 13.81	\$ 14.42	\$ 15.04	\$ 15.65	\$ 16.27	\$ 16.89	\$ 17.50	
		mo	\$ 2,465	\$ 2,575	\$ 2,685	\$ 2,794	\$ 2,905	\$ 3,015	\$ 3,125	
		yr	\$ 28,716	\$ 30,000	\$ 31,284	\$ 32,556	\$ 33,840	\$ 35,124	\$ 36,408	
Aquatics Coordinator (Seasonal)	12	hr	\$ 17.16	\$ 17.93	\$ 18.70	\$ 19.46	\$ 20.24	\$ 21.01	\$ 21.76	
		mo	\$ 3,064	\$ 3,201	\$ 3,339	\$ 3,474	\$ 3,613	\$ 3,751	\$ 3,886	
		yr	\$ 35,692	\$ 37,299	\$ 38,906	\$ 40,470	\$ 42,098	\$ 43,705	\$ 45,269	
Senior Office Assistant	18	hr	\$ 19.53	\$ 20.19	\$ 21.06	\$ 21.92	\$ 22.79	\$ 23.65	\$ 24.76	
		mo	\$ 3,385	\$ 3,500	\$ 3,650	\$ 3,800	\$ 3,951	\$ 4,100	\$ 4,291	
		yr	\$ 40,620	\$ 42,000	\$ 43,800	\$ 45,600	\$ 47,412	\$ 49,200	\$ 51,492	
Administrative Assistant	25	hr	\$ 22.42	\$ 23.19	\$ 24.20	\$ 25.18	\$ 26.18	\$ 27.17	\$ 28.44	
		mo	\$ 3,886	\$ 4,020	\$ 4,194	\$ 4,365	\$ 4,537	\$ 4,710	\$ 4,929	
		yr	\$ 46,632	\$ 48,240	\$ 50,328	\$ 52,380	\$ 54,444	\$ 56,520	\$ 59,148	
Executive Assistant*	32	hr	\$ 25.51	\$ 26.65	\$ 27.78	\$ 28.93	\$ 30.07	\$ 31.22	\$ 32.35	
		mo	\$ 4,421	\$ 4,619	\$ 4,816	\$ 5,015	\$ 5,212	\$ 5,411	\$ 5,607	
		yr	\$ 53,052	\$ 55,428	\$ 57,792	\$ 60,180	\$ 62,544	\$ 64,932	\$ 67,284	
Assistant to the City Manager*	35	hr	\$ 27.07	\$ 28.28	\$ 29.49	\$ 30.69	\$ 31.91	\$ 33.12	\$ 34.32	
		mo	\$ 4,692	\$ 4,902	\$ 5,112	\$ 5,320	\$ 5,531	\$ 5,741	\$ 5,949	
		yr	\$ 56,304	\$ 58,824	\$ 61,344	\$ 63,840	\$ 66,372	\$ 68,892	\$ 71,388	
Communications Manager* Human Resources Analyst*	38	hr	\$ 29.58	\$ 30.90	\$ 32.23	\$ 33.55	\$ 34.89	\$ 36.20	\$ 37.52	
		mo	\$ 5,127	\$ 5,356	\$ 5,586	\$ 5,815	\$ 6,047	\$ 6,275	\$ 6,504	
		yr	\$ 61,530	\$ 64,272	\$ 67,035	\$ 69,778	\$ 72,563	\$ 75,305	\$ 78,047	
Accounting Supervisor* Financial Supervisor* Parks Maintenance Manager*	45	hr	\$ 32.99	\$ 34.47	\$ 35.94	\$ 37.42	\$ 38.90	\$ 40.38	\$ 41.84	
		mo	\$ 5,719	\$ 5,974	\$ 6,229	\$ 6,486	\$ 6,743	\$ 6,999	\$ 7,252	
		yr	\$ 68,628	\$ 71,688	\$ 74,748	\$ 77,832	\$ 80,916	\$ 83,988	\$ 87,024	
Planning Manager*	46	hr	\$ 33.65	\$ 35.15	\$ 36.66	\$ 38.17	\$ 39.68	\$ 41.19	\$ 42.68	
		mo	\$ 5,833	\$ 6,093	\$ 6,354	\$ 6,616	\$ 6,877	\$ 7,139	\$ 7,397	
		yr	\$ 69,996	\$ 73,116	\$ 76,248	\$ 79,392	\$ 82,524	\$ 85,668	\$ 88,764	
City Clerk*	49	hr	\$ 35.70	\$ 37.31	\$ 38.91	\$ 40.51	\$ 42.11	\$ 43.71	\$ 45.29	
		mo	\$ 6,188	\$ 6,467	\$ 6,744	\$ 7,022	\$ 7,299	\$ 7,576	\$ 7,850	
		yr	\$ 74,256	\$ 77,604	\$ 80,928	\$ 84,264	\$ 87,588	\$ 90,912	\$ 94,200	
Court Administrator*	52	hr	\$ 37.52	\$ 37.89	\$ 39.43	\$ 41.02	\$ 42.68	\$ 44.41	\$ 47.59	
		mo	\$ 6,504	\$ 6,568	\$ 6,834	\$ 7,111	\$ 7,398	\$ 7,698	\$ 8,248	
		yr	\$ 78,047	\$ 78,819	\$ 82,011	\$ 85,332	\$ 88,781	\$ 92,380	\$ 98,979	
Assistant City Attorney* Building Official* IT Manager* Surface Water Div. Manager* Transportation Div. Manager*	54	hr	\$ 39.04	\$ 39.43	\$ 41.02	\$ 42.68	\$ 44.41	\$ 46.21	\$ 49.51	
		mo	\$ 6,766	\$ 6,834	\$ 7,111	\$ 7,398	\$ 7,698	\$ 8,009	\$ 8,582	
		yr	\$ 81,197	\$ 82,011	\$ 85,332	\$ 88,781	\$ 92,380	\$ 96,108	\$ 102,985	
Economic Development Manager*	56	hr	\$ 39.43	\$ 41.02	\$ 41.44	\$ 44.40	\$ 46.20	\$ 48.07	\$ 48.55	
		mo	\$ 6,834	\$ 7,111	\$ 7,182	\$ 7,697	\$ 8,007	\$ 8,332	\$ 8,416	
		yr	\$ 82,011	\$ 85,332	\$ 86,187	\$ 92,359	\$ 96,087	\$ 99,986	\$ 100,989	
Human Resources Director*	62	hr	\$ 45.28	\$ 45.73	\$ 47.59	\$ 49.50	\$ 51.51	\$ 53.59	\$ 57.43	
		mo	\$ 7,848	\$ 7,927	\$ 8,248	\$ 8,580	\$ 8,928	\$ 9,289	\$ 9,955	
		yr	\$ 94,180	\$ 95,123	\$ 98,979	\$ 102,964	\$ 107,141	\$ 111,469	\$ 119,460	
Assistant Police Chief*	67	hr	\$ 48.53	\$ 50.50	\$ 52.53	\$ 54.66	\$ 56.87	\$ 59.17	\$ 61.56	
		mo	\$ 8,413	\$ 8,753	\$ 9,105	\$ 9,475	\$ 9,857	\$ 10,257	\$ 10,671	
		yr	\$ 100,950	\$ 105,042	\$ 109,263	\$ 113,697	\$ 118,282	\$ 123,081	\$ 128,051	
Parks, Rec. & Com. Svc. Director* Public Works Director*	68	hr	\$ 49.51	\$ 51.51	\$ 53.59	\$ 55.75	\$ 58.01	\$ 60.36	\$ 62.80	
		mo	\$ 8,582	\$ 8,928	\$ 9,289	\$ 9,664	\$ 10,055	\$ 10,462	\$ 10,885	
		yr	\$ 102,985	\$ 107,142	\$ 111,469	\$ 115,968	\$ 120,660	\$ 125,545	\$ 130,622	
Assistant City Manager* City Attorney* Police Chief*	72	hr	\$ 53.59	\$ 55.75	\$ 58.01	\$ 58.60	\$ 62.80	\$ 63.43	\$ 67.98	
		mo	\$ 9,289	\$ 9,664	\$ 10,055	\$ 10,157	\$ 10,885	\$ 10,995	\$ 11,783	
		yr	\$ 111,469	\$ 115,968	\$ 120,660	\$ 121,887	\$ 130,622	\$ 131,939	\$ 141,398	
Municipal Court Judge			Negotiated							
City Manager			Negotiated							

Non-Represented (3% Range Adjustment in 2015 and 3% Range Adjustment in 2016)

Job Classification <i>* Exempt from FLSA overtime</i>	Range	2016						
		Entry	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Maintenance Assistant Recreation Leader (Seasonal)	1	hr \$ 14.22	\$ 14.86	\$ 15.49	\$ 16.12	\$ 16.76	\$ 17.39	\$ 18.03
		mo \$ 2,465	\$ 2,575	\$ 2,685.21	\$ 2,794.39	\$ 2,904.60	\$ 3,014.81	\$ 3,125.02
		yr \$ 29,577	\$ 30,900	\$ 32,223	\$ 33,533	\$ 34,855	\$ 36,178	\$ 37,500
Aquatics Coordinator (Seasonal)	12	hr \$ 17.67	\$ 18.47	\$ 19.27	\$ 20.04	\$ 20.85	\$ 21.64	\$ 22.42
		mo \$ 3,064	\$ 3,201	\$ 3,339	\$ 3,474	\$ 3,613	\$ 3,751	\$ 3,886
		yr \$ 36,763	\$ 38,418	\$ 40,073	\$ 41,684	\$ 43,361	\$ 45,016	\$ 46,627
Senior Office Assistant	18	hr \$ 20.11	\$ 20.80	\$ 21.69	\$ 22.58	\$ 23.48	\$ 24.36	\$ 25.50
		mo \$ 3,487	\$ 3,605	\$ 3,760	\$ 3,914	\$ 4,070	\$ 4,223	\$ 4,420
		yr \$ 41,839	\$ 43,260	\$ 45,114	\$ 46,968	\$ 48,834	\$ 50,676	\$ 53,037
Administrative Assistant	25	hr \$ 23.09	\$ 23.89	\$ 24.92	\$ 25.94	\$ 26.96	\$ 27.99	\$ 29.29
		mo \$ 4,003	\$ 4,141	\$ 4,320	\$ 4,496	\$ 4,673	\$ 4,851	\$ 5,077
		yr \$ 48,031	\$ 49,687	\$ 51,838	\$ 53,951	\$ 56,077	\$ 58,216	\$ 60,922
Executive Assistant*	32	hr \$ 26.27	\$ 27.45	\$ 28.62	\$ 29.80	\$ 30.97	\$ 32.15	\$ 33.32
		mo \$ 4,554	\$ 4,758	\$ 4,960	\$ 5,165	\$ 5,368	\$ 5,573	\$ 5,775
		yr \$ 54,644	\$ 57,091	\$ 59,526	\$ 61,985	\$ 64,420	\$ 66,880	\$ 69,303
Assistant to the City Manager*	35	hr \$ 27.88	\$ 29.13	\$ 30.38	\$ 31.61	\$ 32.87	\$ 34.11	\$ 35.35
		mo \$ 4,833	\$ 5,049	\$ 5,265	\$ 5,480	\$ 5,697	\$ 5,913	\$ 6,127
		yr \$ 57,993	\$ 60,589	\$ 63,184	\$ 65,755	\$ 68,363	\$ 70,959	\$ 73,530
Communications Manager* Human Resources Analyst*	38	hr \$ 30.47	\$ 31.83	\$ 33.20	\$ 34.55	\$ 35.93	\$ 37.29	\$ 38.65
		mo \$ 5,281	\$ 5,517	\$ 5,754	\$ 5,989	\$ 6,228	\$ 6,464	\$ 6,699
		yr \$ 63,376	\$ 66,200	\$ 69,047	\$ 71,872	\$ 74,740	\$ 77,565	\$ 80,389
Accounting Supervisor* Financial Supervisor* Parks Maintenance Manager*	45	hr \$ 33.98	\$ 35.50	\$ 37.01	\$ 38.54	\$ 40.07	\$ 41.59	\$ 43.09
		mo \$ 5,891	\$ 6,153	\$ 6,416	\$ 6,681	\$ 6,945	\$ 7,209	\$ 7,470
		yr \$ 70,687	\$ 73,839	\$ 76,990	\$ 80,167	\$ 83,343	\$ 86,508	\$ 89,635
Planning Manager*	46	hr \$ 34.66	\$ 36.21	\$ 37.76	\$ 39.31	\$ 40.87	\$ 42.42	\$ 43.96
		mo \$ 6,008	\$ 6,276	\$ 6,545	\$ 6,814	\$ 7,083	\$ 7,353	\$ 7,619
		yr \$ 72,096	\$ 75,309	\$ 78,535	\$ 81,774	\$ 85,000	\$ 88,238	\$ 91,427
City Clerk*	49	hr \$ 36.77	\$ 38.43	\$ 40.07	\$ 41.73	\$ 43.37	\$ 45.02	\$ 46.65
		mo \$ 6,374	\$ 6,661	\$ 6,946	\$ 7,233	\$ 7,518	\$ 7,803	\$ 8,086
		yr \$ 76,484	\$ 79,932	\$ 83,356	\$ 86,792	\$ 90,216	\$ 93,639	\$ 97,026
Court Administrator*	52	hr \$ 38.65	\$ 39.03	\$ 40.61	\$ 42.26	\$ 43.96	\$ 45.75	\$ 49.01
		mo \$ 6,699	\$ 6,765	\$ 7,039	\$ 7,324	\$ 7,620	\$ 7,929	\$ 8,496
		yr \$ 80,389	\$ 81,184	\$ 84,472	\$ 87,892	\$ 91,444	\$ 95,151	\$ 101,948
Assistant City Attorney* Building Official* IT Manager* Surface Water Div. Manager* Transportation Div. Manager*	54	hr \$ 40.21	\$ 40.61	\$ 42.26	\$ 43.96	\$ 45.75	\$ 47.59	\$ 51.00
		mo \$ 6,969	\$ 7,039	\$ 7,324	\$ 7,620	\$ 7,929	\$ 8,249	\$ 8,840
		yr \$ 83,633	\$ 84,472	\$ 87,892	\$ 91,445	\$ 95,151	\$ 98,991	\$ 106,075
Economic Development Manager*	56	hr \$ 40.61	\$ 42.26	\$ 42.68	\$ 45.74	\$ 47.58	\$ 49.51	\$ 50.01
		mo \$ 7,039	\$ 7,324	\$ 7,398	\$ 7,927	\$ 8,247	\$ 8,582	\$ 8,668
		yr \$ 84,471	\$ 87,891	\$ 88,772	\$ 95,130	\$ 98,969	\$ 102,985	\$ 104,019
Human Resources Director*	62	hr \$ 46.64	\$ 47.10	\$ 49.01	\$ 50.99	\$ 53.06	\$ 55.20	\$ 59.16
		mo \$ 8,084	\$ 8,165	\$ 8,496	\$ 8,838	\$ 9,196	\$ 9,568	\$ 10,254
		yr \$ 97,005	\$ 97,977	\$ 101,948	\$ 106,053	\$ 110,356	\$ 114,813	\$ 123,044
Assistant Police Chief*	67	hr \$ 49.99	\$ 52.02	\$ 54.11	\$ 56.30	\$ 58.57	\$ 60.95	\$ 63.41
		mo \$ 8,665	\$ 9,016	\$ 9,378	\$ 9,759	\$ 10,153	\$ 10,564	\$ 10,991
		yr \$ 103,979	\$ 108,193	\$ 112,541	\$ 117,108	\$ 121,831	\$ 126,773	\$ 131,893
Parks, Rec. & Com. Svc. Director* Public Works Director*	68	hr \$ 51.00	\$ 53.06	\$ 55.20	\$ 57.43	\$ 59.75	\$ 62.17	\$ 64.68
		mo \$ 8,840	\$ 9,196	\$ 9,568	\$ 9,954	\$ 10,357	\$ 10,776	\$ 11,212
		yr \$ 106,075	\$ 110,356	\$ 114,813	\$ 119,447	\$ 124,280	\$ 129,311	\$ 134,541
Assistant City Manager* City Attorney* Police Chief*	72	hr \$ 55.20	\$ 57.43	\$ 59.75	\$ 60.36	\$ 64.68	\$ 65.34	\$ 70.02
		mo \$ 9,568	\$ 9,954	\$ 10,357	\$ 10,462	\$ 11,212	\$ 11,325	\$ 12,137
		yr \$ 114,813	\$ 119,447	\$ 124,280	\$ 125,544	\$ 134,541	\$ 135,898	\$ 145,640
Municipal Court Judge					Negotiated			
City Manager					Negotiated			

AFSCME Contract /1/1/2013 - 12/31/2016 (3% COLA in 2015 and 3% COLA in 2016)

Job Classification <i>* Exempt from FLSA overtime</i>	Range	2015														
		Entry	Step 0.5	Step 1	Step 1.5	Step 2	Step 2.5	Step 3	Step 3.5	Step 4	Step 4.5	Step 5	Step 5.5	Step 6	Master	
Maintenance Assistant	1	hr	\$13.81	\$14.11	\$14.42	\$14.72	\$15.04	\$15.34	\$15.65	\$15.96	\$16.27	\$16.58	\$16.89	\$17.20	\$17.50	\$17.95
		mo	\$2,393	\$2,445	\$2,500	\$2,552	\$2,607	\$2,659	\$2,713	\$2,767	\$2,820	\$2,874	\$2,927	\$2,981	\$3,034	\$3,111
		yr	\$28,716	\$29,340	\$30,000	\$30,624	\$31,284	\$31,908	\$32,556	\$33,204	\$33,840	\$34,488	\$35,124	\$35,772	\$36,408	\$37,332
Office Assistant	12	hr	\$17.16	\$17.54	\$17.93	\$18.32	\$18.70	\$19.08	\$19.46	\$19.85	\$20.24	\$20.62	\$21.01	\$21.39	\$21.77	\$22.31
		mo	\$2,975	\$3,041	\$3,108	\$3,175	\$3,241	\$3,308	\$3,373	\$3,441	\$3,508	\$3,574	\$3,641	\$3,708	\$3,773	\$3,867
		yr	\$35,700	\$36,492	\$37,296	\$38,100	\$38,892	\$39,696	\$40,476	\$41,292	\$42,096	\$42,888	\$43,692	\$44,496	\$45,276	\$46,404
Court Specialist I	14	hr	\$17.86	\$18.25	\$18.65	\$19.05	\$19.45	\$19.85	\$20.25	\$20.65	\$21.06	\$21.46	\$21.85	\$22.25	\$22.64	\$23.21
		mo	\$3,095	\$3,164	\$3,233	\$3,302	\$3,371	\$3,441	\$3,510	\$3,579	\$3,650	\$3,719	\$3,788	\$3,857	\$3,925	\$4,023
		yr	\$37,140	\$37,968	\$38,796	\$39,624	\$40,452	\$41,292	\$42,120	\$42,948	\$43,800	\$44,628	\$45,456	\$46,284	\$47,100	\$48,276
Lead Custodial Worker Maintenance Worker I	15	hr	\$18.21	\$18.62	\$19.03	\$19.43	\$19.84	\$20.25	\$20.65	\$21.07	\$21.47	\$21.88	\$22.29	\$22.70	\$23.10	\$23.68
		mo	\$3,156	\$3,227	\$3,298	\$3,368	\$3,439	\$3,510	\$3,580	\$3,652	\$3,722	\$3,792	\$3,864	\$3,935	\$4,004	\$4,104
		yr	\$37,872	\$38,724	\$39,576	\$40,416	\$41,268	\$42,120	\$42,960	\$43,824	\$44,664	\$45,504	\$46,368	\$47,220	\$48,048	\$49,248
Permit Technician Accounting Tech I##	16	hr	\$18.58	\$18.99	\$19.41	\$19.82	\$20.24	\$20.65	\$21.07	\$21.48	\$21.91	\$22.32	\$22.74	\$23.15	\$23.57	\$24.14
		mo	\$3,220	\$3,292	\$3,364	\$3,436	\$3,508	\$3,580	\$3,652	\$3,724	\$3,797	\$3,869	\$3,941	\$4,013	\$4,085	\$4,185
		yr	\$38,640	\$39,504	\$40,368	\$41,232	\$42,096	\$42,960	\$43,824	\$44,688	\$45,564	\$46,428	\$47,292	\$48,156	\$49,020	\$50,220
Court Specialist II Evidence Custodian Senior Office Assistant	18	hr	\$19.33	\$19.76	\$20.19	\$20.63	\$21.06	\$21.48	\$21.92	\$22.36	\$22.79	\$23.22	\$23.65	\$24.09	\$24.51	\$25.13
		mo	\$3,351	\$3,425	\$3,500	\$3,575	\$3,650	\$3,724	\$3,800	\$3,876	\$3,951	\$4,025	\$4,100	\$4,176	\$4,249	\$4,355
		yr	\$40,212	\$41,100	\$42,000	\$42,900	\$43,800	\$44,688	\$45,600	\$46,512	\$47,412	\$48,300	\$49,200	\$50,112	\$50,988	\$52,260
Accounting Technician II Animal Control Officer Legal Support Specialist	23	hr	\$21.34	\$21.81	\$22.29	\$22.78	\$23.25	\$23.73	\$24.21	\$24.69	\$25.16	\$25.64	\$26.12	\$26.59	\$27.07	\$27.74
		mo	\$3,699	\$3,781	\$3,864	\$3,948	\$4,030	\$4,113	\$4,196	\$4,279	\$4,361	\$4,444	\$4,528	\$4,609	\$4,692	\$4,808
		yr	\$44,388	\$45,372	\$46,368	\$47,376	\$48,360	\$49,356	\$50,352	\$51,348	\$52,332	\$53,328	\$54,336	\$55,308	\$56,304	\$57,696
Maintenance Worker II	24	hr	\$21.77	\$22.25	\$22.74	\$23.22	\$23.72	\$24.21	\$24.69	\$25.18	\$25.67	\$26.15	\$26.64	\$27.13	\$27.60	\$28.30
		mo	\$3,773	\$3,856	\$3,941	\$4,025	\$4,111	\$4,196	\$4,280	\$4,364	\$4,449	\$4,533	\$4,617	\$4,702	\$4,784	\$4,905
		yr	\$45,276	\$46,272	\$47,292	\$48,300	\$49,332	\$50,352	\$51,360	\$52,368	\$53,388	\$54,396	\$55,404	\$56,424	\$57,408	\$58,860
Accounting Technician III Administrative Assistant Engineering Technician I Sr Animal Control Officer	25	hr	\$22.20	\$22.70	\$23.19	\$23.69	\$24.20	\$24.69	\$25.18	\$25.68	\$26.18	\$26.68	\$27.17	\$27.68	\$28.15	\$28.86
		mo	\$3,848	\$3,934	\$4,020	\$4,107	\$4,194	\$4,279	\$4,365	\$4,452	\$4,537	\$4,625	\$4,710	\$4,797	\$4,880	\$5,003
		yr	\$46,176	\$47,208	\$48,240	\$49,284	\$50,328	\$51,348	\$52,380	\$53,424	\$54,444	\$55,500	\$56,520	\$57,564	\$58,560	\$60,036
Evidence Technician	26	hr	\$22.64	\$23.14	\$23.64	\$24.14	\$24.64	\$25.13	\$25.63	\$26.13	\$26.63	\$27.13	\$27.62	\$28.12	\$28.60	\$29.31
		mo	\$3,925	\$4,011	\$4,097	\$4,184	\$4,271	\$4,356	\$4,443	\$4,529	\$4,615	\$4,702	\$4,787	\$4,874	\$4,957	\$5,081
		yr	\$47,100	\$48,132	\$49,164	\$50,208	\$51,252	\$52,272	\$53,316	\$54,348	\$55,380	\$56,424	\$57,444	\$58,488	\$59,484	\$60,972
Maintenance Worker III Recreation Coordinator Senior Court Specialist	28	hr	\$23.56	\$24.09	\$24.62	\$25.14	\$25.67	\$26.19	\$26.73	\$27.25	\$27.78	\$28.32	\$28.83	\$29.37	\$29.88	\$30.62
		mo	\$4,083	\$4,175	\$4,267	\$4,358	\$4,450	\$4,540	\$4,633	\$4,724	\$4,815	\$4,908	\$4,998	\$5,090	\$5,179	\$5,308
		yr	\$48,996	\$50,100	\$51,204	\$52,296	\$53,400	\$54,480	\$55,596	\$56,688	\$57,780	\$58,896	\$59,976	\$61,080	\$62,148	\$63,696
Assistant Planner	29	hr	\$24.03	\$24.57	\$25.10	\$25.64	\$26.18	\$26.72	\$27.26	\$27.80	\$28.34	\$28.88	\$29.42	\$29.95	\$30.48	\$31.24
		mo	\$4,165	\$4,258	\$4,351	\$4,445	\$4,538	\$4,632	\$4,725	\$4,818	\$4,912	\$5,006	\$5,099	\$5,192	\$5,283	\$5,415
		yr	\$49,980	\$51,096	\$52,212	\$53,340	\$54,456	\$55,584	\$56,700	\$57,816	\$58,944	\$60,072	\$61,188	\$62,304	\$63,396	\$64,980
Court Compliance Officer Facilities Maint Tech Probation Counselor* Work Crew Supervisor	30	hr	\$24.51	\$25.06	\$25.61	\$26.16	\$26.71	\$27.26	\$27.80	\$28.36	\$28.91	\$29.45	\$30.00	\$30.55	\$31.08	\$31.86
		mo	\$4,249	\$4,344	\$4,439	\$4,534	\$4,630	\$4,725	\$4,819	\$4,915	\$5,011	\$5,105	\$5,200	\$5,296	\$5,388	\$5,523
		yr	\$50,988	\$52,128	\$53,268	\$54,408	\$55,560	\$56,700	\$57,828	\$58,980	\$60,132	\$61,260	\$62,400	\$63,552	\$64,656	\$66,276
Engineering Technician II Fleet Maint Coord ##	31	hr	\$25.00	\$25.56	\$26.12	\$26.69	\$27.24	\$27.80	\$28.36	\$28.93	\$29.48	\$30.04	\$30.61	\$31.17	\$31.71	\$32.50
		mo	\$4,333	\$4,430	\$4,528	\$4,626	\$4,722	\$4,818	\$4,916	\$5,014	\$5,109	\$5,207	\$5,305	\$5,402	\$5,496	\$5,633
		yr	\$51,996	\$53,160	\$54,336	\$55,512	\$56,664	\$57,816	\$58,992	\$60,168	\$61,308	\$62,484	\$63,660	\$64,824	\$65,952	\$67,596
GIS/IT Specialist I Paralegal	32	hr	\$25.51	\$26.08	\$26.65	\$27.21	\$27.78	\$28.36	\$28.93	\$29.50	\$30.07	\$30.64	\$31.22	\$31.78	\$32.35	\$33.14
		mo	\$4,421	\$4,520	\$4,619	\$4,716	\$4,816	\$4,915	\$5,015	\$5,114	\$5,212	\$5,311	\$5,411	\$5,509	\$5,607	\$5,745
		yr	\$53,052	\$54,240	\$55,428	\$56,592	\$57,792	\$58,980	\$60,180	\$61,368	\$62,544	\$63,732	\$64,932	\$66,108	\$67,284	\$68,940
Code Enforcement Officer Compliance Inspector Construction Inspector Crime Analyst* Housing Repair Coord Housing Specialist Human Services Coord	33	hr	\$26.00	\$26.59	\$27.17	\$27.76	\$28.34	\$28.93	\$29.51	\$30.09	\$30.67	\$31.26	\$31.84	\$32.42	\$32.99	\$33.81
		mo	\$4,507	\$4,609	\$4,710	\$4,811	\$4,913	\$5,014	\$5,115	\$5,215	\$5,316	\$5,418	\$5,519	\$5,620	\$5,719	\$5,861
		yr	\$54,084	\$55,308	\$56,520	\$57,732	\$58,956	\$60,168	\$61,380	\$62,580	\$63,792	\$65,016	\$66,228	\$67,440	\$68,628	\$70,332

AFSCME Contract /1/1/2013 - 12/31/2016 (3% COLA in 2015 and 3% COLA in 2016)

Job Classification <i>* Exempt from FLSA overtime</i>	Range	2015														
		Entry	Step 0.5	Step 1	Step 1.5	Step 2	Step 2.5	Step 3	Step 3.5	Step 4	Step 4.5	Step 5	Step 5.5	Step 6	Master	
Comb. Bldg Inspector	34	hr	\$26.53	\$27.13	\$27.72	\$28.32	\$28.91	\$29.51	\$30.10	\$30.69	\$31.28	\$31.88	\$32.48	\$33.07	\$33.65	\$34.49
		mo	\$4,599	\$4,702	\$4,805	\$4,908	\$5,011	\$5,115	\$5,217	\$5,319	\$5,422	\$5,526	\$5,629	\$5,732	\$5,833	\$5,978
		yr	\$55,188	\$56,424	\$57,660	\$58,896	\$60,132	\$61,380	\$62,604	\$63,828	\$65,064	\$66,312	\$67,548	\$68,784	\$69,996	\$71,736
Evidence Supervisor	35	hr	\$27.07	\$27.68	\$28.28	\$28.89	\$29.49	\$30.09	\$30.69	\$31.30	\$31.91	\$32.52	\$33.12	\$33.73	\$34.32	\$35.18
		mo	\$4,692	\$4,797	\$4,902	\$5,007	\$5,112	\$5,215	\$5,320	\$5,425	\$5,531	\$5,636	\$5,741	\$5,846	\$5,949	\$6,098
		yr	\$56,304	\$57,564	\$58,824	\$60,084	\$61,344	\$62,580	\$63,840	\$65,100	\$66,372	\$67,632	\$68,892	\$70,152	\$71,388	\$73,176
Associate Planner Program Coordinator	36	hr	\$27.59	\$28.21	\$28.83	\$29.45	\$30.08	\$30.69	\$31.31	\$31.93	\$32.55	\$33.17	\$33.79	\$34.41	\$35.01	\$35.88
		mo	\$4,783	\$4,890	\$4,998	\$5,105	\$5,213	\$5,320	\$5,427	\$5,535	\$5,642	\$5,749	\$5,857	\$5,964	\$6,069	\$6,220
		yr	\$57,396	\$58,680	\$59,976	\$61,260	\$62,556	\$63,840	\$65,124	\$66,420	\$67,704	\$68,988	\$70,284	\$71,568	\$72,828	\$74,640
Finance Analyst * GIS Specialist II Plans Examiner Accountant ##	38	hr	\$28.72	\$29.36	\$30.00	\$30.65	\$31.29	\$31.93	\$32.57	\$33.22	\$33.87	\$34.51	\$35.15	\$35.80	\$36.43	\$37.33
		mo	\$4,978	\$5,089	\$5,200	\$5,312	\$5,423	\$5,535	\$5,646	\$5,758	\$5,871	\$5,982	\$6,093	\$6,205	\$6,314	\$6,471
		yr	\$59,736	\$61,068	\$62,400	\$63,744	\$65,076	\$66,420	\$67,752	\$69,096	\$70,452	\$71,784	\$73,116	\$74,460	\$75,768	\$77,652
Traffic Signal Tech II Assistant Civil Engineer*	39	hr	\$29.30	\$29.95	\$30.61	\$31.26	\$31.91	\$32.57	\$33.24	\$33.89	\$34.54	\$35.20	\$35.86	\$36.51	\$37.15	\$38.08
		mo	\$5,078	\$5,191	\$5,305	\$5,418	\$5,531	\$5,646	\$5,761	\$5,874	\$5,987	\$6,102	\$6,215	\$6,328	\$6,440	\$6,600
		yr	\$60,936	\$62,292	\$63,660	\$65,016	\$66,372	\$67,752	\$69,132	\$70,488	\$71,844	\$73,224	\$74,580	\$75,936	\$77,280	\$79,200
Program Grants Coord * IT Engineer Fiscal & Grants Coord ##	40	hr	\$29.88	\$30.55	\$31.22	\$31.88	\$32.56	\$33.23	\$33.89	\$34.56	\$35.24	\$35.90	\$36.57	\$37.24	\$37.89	\$38.83
		mo	\$5,179	\$5,295	\$5,411	\$5,526	\$5,643	\$5,759	\$5,875	\$5,990	\$6,108	\$6,223	\$6,339	\$6,455	\$6,568	\$6,731
		yr	\$62,148	\$63,540	\$64,932	\$66,312	\$67,716	\$69,108	\$70,500	\$71,880	\$73,296	\$74,676	\$76,068	\$77,460	\$78,816	\$80,772
GIS Coordinator	41	hr	\$30.47	\$31.16	\$31.84	\$32.52	\$33.21	\$33.89	\$34.58	\$35.26	\$35.94	\$36.62	\$37.30	\$37.99	\$38.65	\$39.62
		mo	\$5,282	\$5,401	\$5,519	\$5,637	\$5,756	\$5,874	\$5,993	\$6,111	\$6,229	\$6,347	\$6,466	\$6,585	\$6,699	\$6,867
		yr	\$63,384	\$64,812	\$66,228	\$67,644	\$69,072	\$70,488	\$71,916	\$73,332	\$74,748	\$76,164	\$77,592	\$79,020	\$80,388	\$82,404
Senior Accountant##	42	hr	\$31.08	\$31.78	\$32.48	\$33.17	\$33.87	\$34.57	\$35.26	\$35.96	\$36.66	\$37.36	\$38.05	\$38.75	\$39.42	\$40.41
		mo	\$5,388	\$5,509	\$5,629	\$5,750	\$5,871	\$5,992	\$6,112	\$6,233	\$6,354	\$6,475	\$6,596	\$6,716	\$6,833	\$7,005
		yr	\$64,656	\$66,108	\$67,548	\$69,000	\$70,452	\$71,904	\$73,344	\$74,796	\$76,248	\$77,700	\$79,152	\$80,592	\$81,996	\$84,060
Senior Planner * Associate Civil Engineer I* Senior IT Engineer ## Economic Dev Specialist##	43	hr	\$31.71	\$32.42	\$33.12	\$33.84	\$34.55	\$35.26	\$35.97	\$36.68	\$37.39	\$38.10	\$38.81	\$39.53	\$40.22	\$41.22
		mo	\$5,496	\$5,619	\$5,741	\$5,865	\$5,988	\$6,112	\$6,234	\$6,358	\$6,481	\$6,604	\$6,727	\$6,852	\$6,971	\$7,144
		yr	\$65,952	\$67,428	\$68,892	\$70,380	\$71,856	\$73,344	\$74,808	\$76,296	\$77,772	\$79,248	\$80,724	\$82,224	\$83,652	\$85,728
IT Administrator *	45	hr	\$32.99	\$33.72	\$34.47	\$35.21	\$35.94	\$36.69	\$37.42	\$38.16	\$38.90	\$39.63	\$40.38	\$41.12	\$41.84	\$42.88
		mo	\$5,719	\$5,845	\$5,974	\$6,103	\$6,229	\$6,359	\$6,486	\$6,615	\$6,743	\$6,870	\$6,999	\$7,128	\$7,252	\$7,432
		yr	\$68,628	\$70,140	\$71,688	\$73,236	\$74,748	\$76,308	\$77,832	\$79,380	\$80,916	\$82,440	\$83,988	\$85,536	\$87,024	\$89,184
Program Manager*	46	hr	\$33.65	\$34.40	\$35.15	\$35.91	\$36.66	\$37.42	\$38.17	\$38.93	\$39.68	\$40.43	\$41.19	\$41.94	\$42.68	\$43.74
		mo	\$5,833	\$5,963	\$6,093	\$6,224	\$6,354	\$6,486	\$6,616	\$6,748	\$6,877	\$7,008	\$7,139	\$7,270	\$7,397	\$7,582
		yr	\$69,996	\$71,556	\$73,116	\$74,688	\$76,248	\$77,832	\$79,392	\$80,976	\$82,524	\$84,096	\$85,668	\$87,240	\$88,764	\$90,984
Associate Civil Engineer II *	49	hr	\$35.70	\$36.50	\$37.31	\$38.11	\$38.91	\$39.70	\$40.51	\$41.31	\$42.11	\$42.91	\$43.71	\$44.51	\$45.29	\$46.42
		mo	\$6,188	\$6,327	\$6,467	\$6,605	\$6,744	\$6,882	\$7,022	\$7,160	\$7,299	\$7,438	\$7,576	\$7,715	\$7,850	\$8,046
		yr	\$74,256	\$75,924	\$77,604	\$79,260	\$80,928	\$82,584	\$84,264	\$85,920	\$87,588	\$89,256	\$90,912	\$92,580	\$94,200	\$96,552

AFSCME Contract /1/1/2013 - 12/31/2016 (3% COLA in 2015 and 3% COLA in 2016)

Job Classification * Exempt from FLSA overtime	Range	2016														
		Entry	Step 0.5	Step 1	Step 1.5	Step 2	Step 2.5	Step 3	Step 3.5	Step 4	Step 4.5	Step 5	Step 5.5	Step 6	Master	
Maintenance Assistant	1	hr	\$14.22	\$14.53	\$14.86	\$15.17	\$15.49	\$15.80	\$16.12	\$16.44	\$16.76	\$17.08	\$17.39	\$17.71	\$18.03	\$18.48
		mo	\$2,465	\$2,518	\$2,575	\$2,629	\$2,685	\$2,739	\$2,794	\$2,850	\$2,905	\$2,960	\$3,015	\$3,070	\$3,125	\$3,204
		yr	\$29,580	\$30,216	\$30,900	\$31,548	\$32,220	\$32,868	\$33,528	\$34,200	\$34,860	\$35,520	\$36,180	\$36,840	\$37,500	\$38,448
Office Assistant	12	hr	\$17.68	\$18.07	\$18.47	\$18.87	\$19.26	\$19.66	\$20.04	\$20.45	\$20.84	\$21.24	\$21.63	\$22.03	\$22.42	\$22.98
		mo	\$3,064	\$3,132	\$3,201	\$3,270	\$3,338	\$3,407	\$3,474	\$3,544	\$3,613	\$3,681	\$3,750	\$3,819	\$3,886	\$3,983
		yr	\$36,768	\$37,584	\$38,412	\$39,240	\$40,056	\$40,884	\$41,688	\$42,528	\$43,356	\$44,172	\$45,000	\$45,828	\$46,632	\$47,796
Court Specialist I	14	hr	\$18.39	\$18.80	\$19.21	\$19.62	\$20.03	\$20.45	\$20.86	\$21.27	\$21.69	\$22.10	\$22.51	\$22.92	\$23.33	\$23.91
		mo	\$3,188	\$3,259	\$3,330	\$3,401	\$3,472	\$3,544	\$3,615	\$3,686	\$3,760	\$3,831	\$3,902	\$3,973	\$4,043	\$4,144
		yr	\$38,256	\$39,108	\$39,960	\$40,812	\$41,664	\$42,528	\$43,380	\$44,232	\$45,120	\$45,972	\$46,824	\$47,676	\$48,516	\$49,728
Lead Custodial Worker Maintenance Worker I	15	hr	\$18.76	\$19.18	\$19.60	\$20.01	\$20.43	\$20.86	\$21.27	\$21.70	\$22.12	\$22.53	\$22.96	\$23.38	\$23.79	\$24.39
		mo	\$3,251	\$3,324	\$3,397	\$3,469	\$3,542	\$3,615	\$3,687	\$3,762	\$3,834	\$3,906	\$3,980	\$4,053	\$4,124	\$4,227
		yr	\$39,012	\$39,888	\$40,764	\$41,628	\$42,504	\$43,380	\$44,244	\$45,144	\$46,008	\$46,872	\$47,760	\$48,636	\$49,488	\$50,724
Permit Technician Accounting Tech I##	16	hr	\$19.14	\$19.56	\$19.99	\$20.42	\$20.84	\$21.27	\$21.70	\$22.13	\$22.56	\$22.99	\$23.42	\$23.84	\$24.28	\$24.87
		mo	\$3,317	\$3,391	\$3,465	\$3,539	\$3,613	\$3,687	\$3,762	\$3,836	\$3,911	\$3,985	\$4,059	\$4,133	\$4,208	\$4,311
		yr	\$39,804	\$40,692	\$41,580	\$42,468	\$43,356	\$44,244	\$45,144	\$46,032	\$46,932	\$47,820	\$48,708	\$49,596	\$50,496	\$51,732
Court Specialist II Evidence Custodian Senior Office Assistant	18	hr	\$19.92	\$20.35	\$20.80	\$21.24	\$21.69	\$22.13	\$22.58	\$23.03	\$23.48	\$23.92	\$24.36	\$24.81	\$25.25	\$25.88
		mo	\$3,452	\$3,528	\$3,605	\$3,682	\$3,760	\$3,836	\$3,914	\$3,992	\$4,070	\$4,146	\$4,223	\$4,301	\$4,376	\$4,486
		yr	\$41,424	\$42,336	\$43,260	\$44,184	\$45,120	\$46,032	\$46,968	\$47,904	\$48,840	\$49,752	\$50,676	\$51,612	\$52,512	\$53,832
Accounting Technician II Animal Control Officer Legal Support Specialist	23	hr	\$21.98	\$22.47	\$22.96	\$23.46	\$23.95	\$24.44	\$24.93	\$25.43	\$25.92	\$26.41	\$26.91	\$27.39	\$27.88	\$28.57
		mo	\$3,810	\$3,894	\$3,980	\$4,066	\$4,151	\$4,236	\$4,322	\$4,407	\$4,492	\$4,577	\$4,664	\$4,747	\$4,833	\$4,952
		yr	\$45,720	\$46,728	\$47,760	\$48,792	\$49,812	\$50,832	\$51,864	\$52,884	\$53,904	\$54,924	\$55,968	\$56,964	\$57,996	\$59,424
Maintenance Worker II	24	hr	\$22.42	\$22.92	\$23.42	\$23.92	\$24.43	\$24.93	\$25.43	\$25.93	\$26.43	\$26.94	\$27.44	\$27.94	\$28.43	\$29.15
		mo	\$3,886	\$3,972	\$4,059	\$4,146	\$4,234	\$4,322	\$4,408	\$4,495	\$4,582	\$4,669	\$4,756	\$4,843	\$4,928	\$5,052
		yr	\$46,632	\$47,664	\$48,708	\$49,752	\$50,808	\$51,864	\$52,896	\$53,940	\$54,984	\$56,028	\$57,072	\$58,116	\$59,136	\$60,624
Accounting Technician III Administrative Assistant Engineering Technician I Sr Animal Control Officer	25	hr	\$22.86	\$23.38	\$23.89	\$24.40	\$24.92	\$25.43	\$25.94	\$26.46	\$26.96	\$27.48	\$27.99	\$28.51	\$29.00	\$29.73
		mo	\$3,963	\$4,052	\$4,141	\$4,230	\$4,320	\$4,407	\$4,496	\$4,586	\$4,673	\$4,764	\$4,851	\$4,941	\$5,026	\$5,153
		yr	\$47,556	\$48,624	\$49,692	\$50,760	\$51,840	\$52,884	\$53,952	\$55,032	\$56,076	\$57,168	\$58,212	\$59,292	\$60,312	\$61,836
Evidence Technician	26	hr	\$23.33	\$23.83	\$24.35	\$24.87	\$25.38	\$25.89	\$26.40	\$26.91	\$27.42	\$27.94	\$28.45	\$28.96	\$29.46	\$30.19
		mo	\$4,043	\$4,131	\$4,220	\$4,310	\$4,399	\$4,487	\$4,576	\$4,665	\$4,753	\$4,843	\$4,931	\$5,020	\$5,106	\$5,233
		yr	\$48,516	\$49,572	\$50,640	\$51,720	\$52,788	\$53,844	\$54,912	\$55,980	\$57,036	\$58,116	\$59,172	\$60,240	\$61,272	\$62,796
Maintenance Worker III Recreation Coordinator Senior Court Specialist	28	hr	\$24.26	\$24.81	\$25.36	\$25.90	\$26.45	\$26.98	\$27.53	\$28.07	\$28.61	\$29.16	\$29.70	\$30.25	\$30.77	\$31.54
		mo	\$4,205	\$4,300	\$4,395	\$4,489	\$4,584	\$4,676	\$4,772	\$4,866	\$4,959	\$5,055	\$5,148	\$5,243	\$5,334	\$5,467
		yr	\$50,460	\$51,600	\$52,740	\$53,868	\$55,008	\$56,112	\$57,264	\$58,392	\$59,508	\$60,660	\$61,776	\$62,916	\$64,008	\$65,604
Assistant Planner	29	hr	\$24.75	\$25.30	\$25.86	\$26.41	\$26.97	\$27.53	\$28.08	\$28.63	\$29.19	\$29.75	\$30.30	\$30.85	\$31.39	\$32.18
		mo	\$4,290	\$4,386	\$4,482	\$4,578	\$4,674	\$4,771	\$4,867	\$4,963	\$5,059	\$5,156	\$5,252	\$5,348	\$5,441	\$5,577
		yr	\$51,480	\$52,632	\$53,784	\$54,936	\$56,088	\$57,252	\$58,404	\$59,556	\$60,708	\$61,872	\$63,024	\$64,176	\$65,292	\$66,924
Court Compliance Officer Facilities Maint Tech Probation Counselor* Work Crew Supervisor	30	hr	\$25.25	\$25.81	\$26.38	\$26.94	\$27.51	\$28.08	\$28.64	\$29.20	\$29.78	\$30.33	\$30.90	\$31.47	\$32.02	\$32.82
		mo	\$4,376	\$4,474	\$4,572	\$4,670	\$4,769	\$4,867	\$4,964	\$5,062	\$5,161	\$5,258	\$5,356	\$5,455	\$5,550	\$5,689
		yr	\$52,512	\$53,688	\$54,864	\$56,040	\$57,228	\$58,404	\$59,568	\$60,744	\$61,932	\$63,096	\$64,272	\$65,460	\$66,600	\$68,268
Engineering Technician II Fleet Maint Coord ##	31	hr	\$25.75	\$26.33	\$26.91	\$27.49	\$28.06	\$28.63	\$29.21	\$29.79	\$30.36	\$30.94	\$31.52	\$32.10	\$32.66	\$33.47
		mo	\$4,463	\$4,563	\$4,664	\$4,765	\$4,864	\$4,963	\$5,063	\$5,164	\$5,262	\$5,363	\$5,464	\$5,564	\$5,661	\$5,802
		yr	\$53,556	\$54,756	\$55,968	\$57,180	\$58,368	\$59,556	\$60,756	\$61,968	\$63,144	\$64,356	\$65,568	\$66,768	\$67,932	\$69,624
GIS/IT Specialist I Paralegal	32	hr	\$26.27	\$26.86	\$27.45	\$28.02	\$28.62	\$29.20	\$29.80	\$30.39	\$30.97	\$31.56	\$32.15	\$32.73	\$33.32	\$34.14
		mo	\$4,554	\$4,656	\$4,758	\$4,857	\$4,960	\$5,062	\$5,165	\$5,267	\$5,368	\$5,470	\$5,573	\$5,674	\$5,775	\$5,917
		yr	\$54,648	\$55,872	\$57,096	\$58,284	\$59,520	\$60,744	\$61,980	\$63,204	\$64,416	\$65,640	\$66,876	\$68,088	\$69,300	\$71,004
Code Enforcement Officer Compliance Inspector Construction Inspector Crime Analyst* Housing Repair Coord Housing Specialist Human Services Coord	33	hr	\$26.78	\$27.39	\$27.99	\$28.59	\$29.19	\$29.79	\$30.39	\$30.99	\$31.59	\$32.20	\$32.80	\$33.40	\$33.99	\$34.83
		mo	\$4,642	\$4,747	\$4,851	\$4,955	\$5,060	\$5,164	\$5,268	\$5,371	\$5,475	\$5,581	\$5,685	\$5,789	\$5,891	\$6,037
		yr	\$55,704	\$56,964	\$58,212	\$59,460	\$60,720	\$61,968	\$63,216	\$64,452	\$65,700	\$66,972	\$68,220	\$69,468	\$70,692	\$72,444

AFSCME Contract /1/1/2013 - 12/31/2016 (3% COLA in 2015 and 3% COLA in 2016)

Job Classification <i>* Exempt from FLSA overtime</i>	Range	2016													
		Entry	Step 0.5	Step 1	Step 1.5	Step 2	Step 2.5	Step 3	Step 3.5	Step 4	Step 4.5	Step 5	Step 5.5	Step 6	Master
Comb. Bldg Inspector	34 hr	\$27.33	\$27.94	\$28.55	\$29.16	\$29.78	\$30.39	\$31.00	\$31.61	\$32.22	\$32.84	\$33.45	\$34.06	\$34.66	\$35.22
	mo	\$4,737	\$4,843	\$4,949	\$5,055	\$5,161	\$5,268	\$5,374	\$5,479	\$5,585	\$5,692	\$5,798	\$5,904	\$6,008	\$6,157
	yr	\$56,844	\$58,116	\$59,388	\$60,660	\$61,932	\$63,216	\$64,488	\$65,748	\$67,020	\$68,304	\$69,576	\$70,848	\$72,096	\$73,884
Evidence Supervisor	35 hr	\$27.88	\$28.51	\$29.13	\$29.75	\$30.38	\$30.99	\$31.62	\$32.24	\$32.87	\$33.49	\$34.11	\$34.74	\$35.35	\$36.24
	mo	\$4,833	\$4,941	\$5,049	\$5,157	\$5,265	\$5,371	\$5,480	\$5,588	\$5,697	\$5,805	\$5,913	\$6,021	\$6,127	\$6,281
	yr	\$57,996	\$59,292	\$60,588	\$61,884	\$63,180	\$64,452	\$65,760	\$67,056	\$68,364	\$69,660	\$70,956	\$72,252	\$73,524	\$75,372
Associate Planner Program Coordinator	36 hr	\$28.42	\$29.06	\$29.70	\$30.33	\$30.98	\$31.62	\$32.25	\$32.89	\$33.53	\$34.16	\$34.81	\$35.44	\$36.06	\$36.96
	mo	\$4,926	\$5,037	\$5,148	\$5,258	\$5,369	\$5,480	\$5,590	\$5,701	\$5,811	\$5,921	\$6,033	\$6,143	\$6,251	\$6,407
	yr	\$59,112	\$60,444	\$61,776	\$63,096	\$64,428	\$65,760	\$67,080	\$68,412	\$69,732	\$71,052	\$72,396	\$73,716	\$75,012	\$76,884
Finance Analyst * GIS Specialist II Plans Examiner Accountant ##	38 hr	\$29.58	\$30.24	\$30.90	\$31.56	\$32.23	\$32.89	\$33.55	\$34.22	\$34.89	\$35.54	\$36.21	\$36.87	\$37.52	\$38.45
	mo	\$5,127	\$5,242	\$5,356	\$5,471	\$5,586	\$5,701	\$5,815	\$5,931	\$6,047	\$6,161	\$6,276	\$6,391	\$6,503	\$6,665
	yr	\$61,524	\$62,904	\$64,272	\$65,652	\$67,032	\$68,412	\$69,780	\$71,172	\$72,564	\$73,932	\$75,312	\$76,692	\$78,036	\$79,980
Traffic Signal Tech II Assistant Civil Engineer*	39 hr	\$30.17	\$30.85	\$31.52	\$32.20	\$32.87	\$33.55	\$34.23	\$34.90	\$35.58	\$36.26	\$36.93	\$37.60	\$38.27	\$39.22
	mo	\$5,230	\$5,347	\$5,464	\$5,581	\$5,697	\$5,815	\$5,934	\$6,050	\$6,167	\$6,285	\$6,401	\$6,518	\$6,633	\$6,798
	yr	\$62,760	\$64,164	\$65,568	\$66,972	\$68,364	\$69,780	\$71,208	\$72,600	\$74,004	\$75,420	\$76,812	\$78,216	\$79,596	\$81,576
Program Grants Coord * IT Engineer Fiscal & Grants Coord ##	40 hr	\$30.77	\$31.47	\$32.15	\$32.84	\$33.53	\$34.22	\$34.91	\$35.60	\$36.29	\$36.98	\$37.67	\$38.36	\$39.03	\$40.00
	mo	\$5,334	\$5,454	\$5,573	\$5,692	\$5,812	\$5,932	\$6,051	\$6,170	\$6,291	\$6,410	\$6,529	\$6,649	\$6,765	\$6,933
	yr	\$64,008	\$65,448	\$66,876	\$68,304	\$69,744	\$71,184	\$72,612	\$74,040	\$75,492	\$76,920	\$78,348	\$79,788	\$81,180	\$83,196
GIS Coordinator	41 hr	\$31.38	\$32.09	\$32.80	\$33.50	\$34.21	\$34.90	\$35.61	\$36.31	\$37.02	\$37.71	\$38.42	\$39.13	\$39.81	\$40.81
	mo	\$5,440	\$5,563	\$5,685	\$5,806	\$5,929	\$6,050	\$6,173	\$6,294	\$6,416	\$6,537	\$6,660	\$6,783	\$6,900	\$7,073
	yr	\$65,280	\$66,756	\$68,220	\$69,672	\$71,148	\$72,600	\$74,076	\$75,528	\$76,992	\$78,444	\$79,920	\$81,396	\$82,800	\$84,876
Senior Accountant##	42 hr	\$ 32.02	\$ 32.73	\$ 33.45	\$ 34.17	\$ 34.89	\$ 35.61	\$ 36.32	\$ 37.04	\$ 37.76	\$ 38.48	\$ 39.20	\$ 39.91	\$ 40.60	\$ 41.63
	mo	\$ 5,550	\$ 5,674	\$ 5,798	\$ 5,923	\$ 6,047	\$ 6,172	\$ 6,295	\$ 6,420	\$ 6,545	\$ 6,669	\$ 6,794	\$ 6,917	\$ 7,038	\$ 7,215
	yr	\$ 66,600	\$ 68,088	\$ 69,576	\$ 71,076	\$ 72,564	\$ 74,064	\$ 75,540	\$ 77,040	\$ 78,540	\$ 80,028	\$ 81,528	\$ 83,004	\$ 84,456	\$ 86,580
Senior Planner * Associate Civil Engineer I* Senior IT Engineer ## Economic Dev Specialist##	43 hr	\$32.66	\$33.39	\$34.11	\$34.85	\$35.58	\$36.32	\$37.04	\$37.78	\$38.51	\$39.24	\$39.98	\$40.72	\$41.42	\$42.45
	mo	\$5,661	\$5,788	\$5,913	\$6,041	\$6,168	\$6,295	\$6,421	\$6,549	\$6,675	\$6,802	\$6,929	\$7,058	\$7,180	\$7,358
	yr	\$67,932	\$69,456	\$70,956	\$72,492	\$74,016	\$75,540	\$77,052	\$78,588	\$80,100	\$81,624	\$83,148	\$84,696	\$86,160	\$88,296
IT Administrator *	45 hr	\$33.99	\$34.73	\$35.50	\$36.27	\$37.02	\$37.79	\$38.54	\$39.31	\$40.07	\$40.82	\$41.59	\$42.36	\$43.10	\$44.16
	mo	\$5,891	\$6,020	\$6,153	\$6,286	\$6,416	\$6,550	\$6,681	\$6,813	\$6,945	\$7,076	\$7,209	\$7,342	\$7,470	\$7,655
	yr	\$70,692	\$72,240	\$73,836	\$75,432	\$76,992	\$78,600	\$80,172	\$81,768	\$83,340	\$84,912	\$86,508	\$88,104	\$89,640	\$91,860
Program Manager*	46 hr	\$34.66	\$35.43	\$36.21	\$36.99	\$37.76	\$38.54	\$39.31	\$40.10	\$40.86	\$41.64	\$42.42	\$43.20	\$43.96	\$45.05
	mo	\$6,008	\$6,142	\$6,276	\$6,411	\$6,545	\$6,681	\$6,814	\$6,950	\$7,083	\$7,218	\$7,353	\$7,488	\$7,619	\$7,809
	yr	\$72,096	\$73,704	\$75,312	\$76,932	\$78,540	\$80,172	\$81,768	\$83,400	\$84,996	\$86,616	\$88,236	\$89,856	\$91,428	\$93,708
Associate Civil Engineer II *	49 hr	\$36.77	\$37.60	\$38.43	\$39.25	\$40.07	\$40.89	\$41.73	\$42.55	\$43.37	\$44.20	\$45.02	\$45.84	\$46.65	\$47.81
	mo	\$6,374	\$6,517	\$6,661	\$6,803	\$6,946	\$7,088	\$7,233	\$7,375	\$7,518	\$7,661	\$7,803	\$7,946	\$8,086	\$8,287
	yr	\$76,488	\$78,204	\$79,932	\$81,636	\$83,352	\$85,056	\$86,796	\$88,500	\$90,216	\$91,932	\$93,636	\$95,352	\$97,032	\$99,444

Teamsters Contract 1/1/2013 - 12/31/2015 (3% COLA in 2015)

Job Classification	Grade/Step	2015			2016			
		hourly	monthly	annually	hourly	monthly	annually	
Community Service Officer	489	A	\$ 20.97	\$ 3,636	\$ 43,632	\$ 20.97	\$ 3,636	\$ 43,632
	B	\$ 21.18	\$ 3,672	\$ 44,064	\$ 21.18	\$ 3,672	\$ 44,064	
	C	\$ 21.40	\$ 3,709	\$ 44,508	\$ 21.40	\$ 3,709	\$ 44,508	
	D	\$ 21.60	\$ 3,746	\$ 44,952	\$ 21.60	\$ 3,746	\$ 44,952	
	E	\$ 21.82	\$ 3,783	\$ 45,396	\$ 21.82	\$ 3,783	\$ 45,396	
	F	\$ 22.04	\$ 3,820	\$ 45,840	\$ 22.04	\$ 3,820	\$ 45,840	
	G	\$ 22.26	\$ 3,858	\$ 46,296	\$ 22.26	\$ 3,858	\$ 46,296	
	H	\$ 22.49	\$ 3,898	\$ 46,776	\$ 22.49	\$ 3,898	\$ 46,776	
	I	\$ 22.71	\$ 3,936	\$ 47,232	\$ 22.71	\$ 3,936	\$ 47,232	
	J	\$ 22.94	\$ 3,975	\$ 47,700	\$ 22.94	\$ 3,975	\$ 47,700	
	K	\$ 23.17	\$ 4,016	\$ 48,192	\$ 23.17	\$ 4,016	\$ 48,192	
	L	\$ 23.40	\$ 4,056	\$ 48,672	\$ 23.40	\$ 4,056	\$ 48,672	
	M	\$ 23.64	\$ 4,097	\$ 49,164	\$ 23.64	\$ 4,097	\$ 49,164	
	N	\$ 23.87	\$ 4,137	\$ 49,644	\$ 23.87	\$ 4,137	\$ 49,644	
	O	\$ 24.11	\$ 4,179	\$ 50,148	\$ 24.11	\$ 4,179	\$ 50,148	
	P	\$ 24.35	\$ 4,220	\$ 50,640	\$ 24.35	\$ 4,220	\$ 50,640	
	Q	\$ 24.60	\$ 4,263	\$ 51,156	\$ 24.60	\$ 4,263	\$ 51,156	
	R	\$ 24.84	\$ 4,305	\$ 51,660	\$ 24.84	\$ 4,305	\$ 51,660	
	S	\$ 25.09	\$ 4,348	\$ 52,176	\$ 25.09	\$ 4,348	\$ 52,176	
	T	\$ 25.34	\$ 4,392	\$ 52,704	\$ 25.34	\$ 4,392	\$ 52,704	
U	\$ 25.59	\$ 4,435	\$ 53,220	\$ 25.59	\$ 4,435	\$ 53,220		
V	\$ 25.84	\$ 4,480	\$ 53,760	\$ 25.84	\$ 4,480	\$ 53,760		
W	\$ 26.11	\$ 4,525	\$ 54,300	\$ 26.11	\$ 4,525	\$ 54,300		
X	\$ 26.37	\$ 4,570	\$ 54,840	\$ 26.37	\$ 4,570	\$ 54,840		
y	\$ 26.63	\$ 4,616	\$ 55,392	\$ 26.63	\$ 4,616	\$ 55,392		

Lakewood Police Independent Guild (LPIG) Contract 1/1/2013 - 12/31/2015 (3% COLA for 2015)

Job Classification	Grade ID		2015						
			Entry	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Sergeant	sgt 480	hr	n/a	\$ 42.48	\$ 45.20	n/a	n/a	n/a	n/a
		mo	n/a	\$ 7,364	\$ 7,834	n/a	n/a	n/a	n/a
		yr	n/a	\$ 88,368	\$ 94,008	n/a	n/a	n/a	n/a
Detective	det 478	hr	n/a	\$ 39.88	n/a	n/a	n/a	n/a	n/a
		mo	n/a	\$ 6,913	n/a	n/a	n/a	n/a	n/a
		yr	n/a	\$ 82,956	n/a	n/a	n/a	n/a	n/a
Police Officer	pol 473	hr	n/a	\$ 30.08	\$ 31.89	\$ 33.80	\$ 35.83	\$ 37.98	n/a
		mo	n/a	\$ 5,213	\$ 5,527	\$ 5,858	\$ 6,211	\$ 6,584	n/a
		yr	n/a	\$ 62,556	\$ 66,324	\$ 70,296	\$ 74,532	\$ 79,008	n/a
Lieutenant	486	hr	n/a	\$ 50.67	\$ 53.08	\$ 55.74	\$ 51.69	\$ 54.14	\$ 56.85
		mo	n/a	\$ 8,783	\$ 9,201	\$ 9,661	\$ 8,959	\$ 9,385	\$ 9,854
		yr	n/a	\$ 105,396	\$ 110,412	\$ 115,932	\$ 107,508	\$ 112,620	\$ 118,248

Lakewood Police Independent Guild (LPIG) Contract 1/1/2013 - 12/31/2015 (3% COLA for 2015)

Job Classification	Grade ID		2016						
			Entry	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
Sergeant	480	hr	n/a	\$ 42.48	\$ 45.20	n/a	n/a	n/a	n/a
		mo	n/a	\$ 7,364	\$ 7,834	n/a	n/a	n/a	n/a
		yr	n/a	\$ 88,368	\$ 94,008	n/a	n/a	n/a	n/a
Detective	478	hr	n/a	\$ 39.88	n/a	n/a	n/a	n/a	n/a
		mo	n/a	\$ 6,913	n/a	n/a	n/a	n/a	n/a
		yr	n/a	\$ 82,956	n/a	n/a	n/a	n/a	n/a
Police Officer	473	hr	n/a	\$ 30.08	\$ 31.89	\$ 33.80	\$ 35.83	\$ 37.98	n/a
		mo	n/a	\$ 5,213	\$ 5,527	\$ 5,858	\$ 6,211	\$ 6,584	n/a
		yr	n/a	\$ 62,556	\$ 66,324	\$ 70,296	\$ 74,532	\$ 79,008	n/a
Lieutenant	486	hr	n/a	\$ 50.67	\$ 53.08	\$ 55.74	\$ 51.69	\$ 54.14	\$ 56.85
		mo	n/a	\$ 8,783	\$ 9,201	\$ 9,661	\$ 8,959	\$ 9,385	\$ 9,854
		yr	n/a	\$ 105,396	\$ 110,412	\$ 115,932	\$ 107,508	\$ 112,620	\$ 118,248

2015 FEE SCHEDULE

Fee Type	Fee Amount
All	
Taxes and Pass-Through Costs	All appropriate taxes and pass-through costs are added to fees when they are incurred, even if not specified in the fee schedule.
Administrative Fee for Extra-Duty Contracts	10% of Total Cost per Staff Per Hour
A. Copies/Duplication	
Legal/City Clerk	
Affixing Seal of City of Lakewood on any instrument	\$1.00
Certification of documents	\$0.15 per page + \$3.00
Preparation of verbatim City Council minutes	\$50.00/hour
Reproduction of City Council audio tapes	\$5.00
CD-ROMs	\$1.00
Various Departments	
Copies of resolutions, minutes of meetings, full municipal code, Hearing Examiner's reports and files, contracts, deeds, easements, financial and miscellaneous reports and other discloseable public records. <i>(No fee charged for copies of ordinances or specific municipal codes applicable to City business.)</i>	\$0.15 per page (B&W) and/or \$5.00 per page (colored) + mailing container, shipping/postage and staff time for copying 25+ pages at the hourly rate of a Senior Office Assistant.
Printed discloseable address labels	\$5.00 per sheet of labels
Community & Economic Development	
Various plans, studies and publications	Cost plus 15%
Zoning Maps - 3' X 4'	\$5.00 per blueprint/page; \$25.00 colored map
International Building Code	Cost plus 15%
International Residential Code	Cost plus 15%
Uniform Plumbing Code	Cost plus 15%
International Mechanical Code	Cost plus 15%
International Fire Code	Cost plus 15%
International Fuel Gas Code	Cost plus 15%
Washington State Energy Code	Cost plus 15%
National Electric Code	Cost plus 15%
Washington State Ventilation & Indoor Quality Act	Cost plus 15%
International Property Maintenance Code	Cost plus 15%
Uniform Code for the Abatement of Dangerous Buildings	Cost plus 15%
International Existing Building Code	Cost plus 15%
Public Works	
Engineering Standards Manual	Cost plus 15%
B. City Hall Rental Fees - Two-hour minimum reservation required for facility use	
Up to a 15% Administrative charge may be added to actual expenses. In addition, an hourly rate fee will be charged for repairs or additional cleaning that is required as a result of an event.	
City staff attendant required to operate City equipment, including but not limited to audio visual equipment, PA system, overhead projector, TV/VCR, etc.	
The City will provide security personnel at the City's discretion. If the use of the City Police, security or private security guard is needed, the expense will be the responsibility of the applicant.	
- During City Hall Operating Hours: Monday-Friday 8:30 a.m. - 5:00 p.m. excluding holidays	
City staff attendant	Hourly rate of current salary level of City staff, if needed, as determined by the City.
Security attendant	Hourly rate of security attendant, if needed, as determined by the City.
- During City Hall Non-Operating Hours: Monday-Friday 5:00 p.m. - Midnight; Saturday and Sunday 8:00 a.m. - Midnight excluding holidays	
Cleaning Fee (non-refundable)	\$25.00 (Saturday & Sunday only)
City staff attendant	Hourly rate of current salary level of City staff attendant.
Security attendant	Hourly rate of security attendant, if needed, as determined by the City.

2015 FEE SCHEDULE (continued)

Fee Type		Fee Amount
C. PLANNING AND DEVELOPMENT FEES		
Plat Fees		
Preliminary Plat		\$3,850.00 plus \$100.00 per lot; plus hearing examiner fees over 4 hours
Plat Amendment (before final plat approval)		
	Major	\$1,320.00 plus hearing examiner/ consultant fee over 4 hours
	Minor	\$550.00 plus hearing examiner/consultant fee over 4 hours
Final Plat		\$2,750.00 plus \$50.00 per lot
Plat Alterations (after final plat approval)		\$770.00 plus hearing examiner/consultant fees
Binding Site Plans		\$2,200.00
Short Plat/Large Lots		\$1,320.00 plus \$100.00 per lot
Short Plat/Large Lots Amendments		\$240.00 plus consultant fees over 2 hours
Boundary Line Adjustments		\$200.00 plus staff time over 4 hours
Lot Combinations		\$200.00 plus staff time over 4 hours
Recording Fees		Fees Not Included
Discretionary Land Use Permits		
Conditional Use Permits		\$2,200.00 plus hearing examiner fees over 4 hours
Major Variances		\$1,200.00 plus consultant fees over 4 hours
Major Variances for single family dwelling (where project valuation does not exceed \$12,000)		\$660.00
Administrative Variances		\$400.00
Administrative Use Permits		\$400.00
Temporary Use Permits		\$200.00
Major Modifications of Permit Approval		1/2 of original permit cost
Minor Modifications of Permit Approval		1/4 of original permit cost
Shoreline Substantial Development Permit		\$770.00 plus any hearing examiner fees
Shoreline Conditional Use Permit/Shoreline Variance		\$1,320.00 plus any hearing examiner fees
Written Shoreline Exempt Determination (The fee applies only to requests for a written determination by the Community and Economic Development Department that the project is exempt from the Shoreline Master Program.)		\$50.00
Appeals & Reconsiderations		
Reconsideration of a Decision of the Hearing Examiner		\$300.00
Appeal of the Administrative Officer's Decision		\$450.00
Appeal of SEPA Determination		\$450.00 plus consultants' fees
Amendments to Plans & Regulations		
Amendments to the Comprehensive Plan & other policy documents		\$600.00 plus consultant fees over 4 hours
Amendments to Development Regulations		\$840.00 plus consultant fees over 4 hours

205 FEE SCHEDULE (continued)

Fee Type	Fee Amount	
Zoning Certification/Site Plan Review		
Single family dwelling construction in residential zones are subject to the following fee schedule:		
Construction Value:		
\$0 - \$74,999	\$40.00	
\$75,000 - \$124,999	\$80.00	
\$125,000 - \$224,999	\$150.00	
Over \$225,000	\$300.00	
Other Developments: All new buildings or exterior tenant improvements in commercial or industrial zones, and all other construction and development activity, other than single-family dwelling construction, are subject to the following fee:		
Construction Value	Zoning Certification Fee	Compliance check w/ AUP, CUP, etc.
\$0 - \$99,999	\$240.00	\$50.00
\$100,000 - \$249,999	\$480.00	\$200.00
\$250,000 - \$499,999	\$720.00	\$450.00
\$500,000 - \$999,999	\$960.00	\$700.00
\$1,000,000 - \$4,999,999	\$1,800.00	\$1,200.00
\$5,000,000 - \$10,000,000	\$2,400.00	\$1,700.00
Over \$10,000,000	\$3,000.00	\$2,200.00
Site Plan Review without a Building Permit. The zoning certification and site plan review fee for those development projects for which no building permit is required but which requires site plan review and a zoning certification, shall be based on the value of the proposed development to be undertaken. The value of the proposed construction/development shall be determined based on professional estimates by a licensed engineer, architect, landscape designer or contractor. These estimates may include but are not limited to, grade and fill of the site, paving, placement of utilities, lighting, landscaping, and other site improvements. The combined total of the cost estimates for all development on the site shall be the established value basis for the zoning certification and site plan review fee.		
Zoning Certification with No Site Plan Review Required	A \$20.00 fee applies to zoning certifications where only a business license is required.	
	A \$50.00 fee applies to projects where the proposed land use must be reviewed with respect to development standards, but there is no requirement for submitting a site plan, e.g. an interior tenant improvement.	
Mixed Use Buildings	Site plan review and/or zoning certification application fees may be reduced by 50% if the application is for the construction of a mixed use building. Fee waivers do not apply to SEPA, short plat, subdivision or other permit requests associated with the development of a site, nor does fee reduction apply to mixed use development where the commercial and residential uses are not located within the same building.	

2015 FEE SCHEDULE (continued)

Fee Type		Fee Amount
Miscellaneous Planning Fees		
Accessory Living Quarters		\$100.00
Design Review		\$200.00 Application fees may be reduced by 50% if the application is for a mixed use building. Fee reduction applies to site plan review/zoning certification and design review. Fee waivers do not apply to SEPA, short plat, subdivision or other permit requests associated with the development of a site, nor does fee reduction apply to mixed use development where the commercial and residential uses are not located within the same building.
Time Extensions		\$240.00
Annexation Petition		\$420.00 plus consultant fees
Hearing Examiner Fees		
<p>The term "Hearing Examiner" shall be synonymous with the term "consultant" as it appears in this Fee Schedule. Fees set in the Fee Schedule pertaining to applications before the Hearing Examiner shall include four (4) hours of the Hearing Examiner time. The Community Development Director or designee shall estimate the case hours of an application and require a deposit from the applicant to cover the estimated fees over four (4) hours.</p> <p>Where a combined application or appeal is to be heard by the Hearing Examiner, all fees shall be applied to the initial four (4) hours of time simultaneously. Subsequent hourly fees shall be divided among the applicants as determined by and in the sole discretion of the Community Development Director or designee so as to provide for an apportionment thereof in a fair and reasonable manner in light of the circumstances of and factors pertinent to the applications.</p>		\$100 per hour for the Hearing Examiner's time in excess of the four (4) hours included shall be paid by the applicant
Staff Review Fees		\$44.00 per hour
Development Agreement		\$1,000.00 plus staff time review fee over 25 hours
Pre-Application Conference		\$150.00 - Of this amount, \$100.00 can be applied to related permits filed within sixty (60) days of the preapplication conference
Final Certification of Occupancy/Site Certification		\$100.00
Home Occupation		\$200.00
Limited Home Occupation		\$50.00
<i>requests for a written determination by the Community</i>		\$50.00
<i>to requests for a written determination by the Community</i>		\$50.00
WTF Administrative Use Permit		\$800.00
WTF Conditional Use Permit		\$2,000.00
Non-Conforming Sign Permit Fees		
- If the permit is obtained within ninety (90) days of receipt of notification by the City advising the applicant of the need to obtain a permit		No permit fee
- If the permit is obtained after the ninety (90) day time period following notification by the City.		\$84.00

2015 FEE SCHEDULE (continued)

Fee Type	Fee Amount
SEPA & Wetland Fees	
Written SEPA Exempt Determination (The fee applies only to requests for a written determination by the Community Development Department that the project is exempt from the requirements of SEPA.)	\$50.00
Environmental Checklist:	
Initial Review	\$480.00 plus consultant fees over 4 hours
SEPA Modification	\$200.00
Environmental Impact Statement:	
Preparation and Review of EIS	Actual Cost including staff and consultant charges. The Community Development Director shall estimate final cost. A deposit of 33% of that cost shall be placed with the City of Lakewood before any work on EIS is started.
Review of Wetland Report to Verify Presence of Wetlands	\$70.00 plus consultant fees
Site Visit to Verify Wetlands	Actual Costs (based on salary & benefits, plus 30% overhead)
Review of Wetland Analysis Report	Actual Costs (based on salary & benefits, plus 30% overhead)
Review of Non-Compensatory Mitigation Plan	Actual Costs (based on salary & benefits, plus 30% overhead)
Review of Compensatory Mitigation Plan	Actual Costs (based on salary & benefits, plus 30% overhead)
Reasonable Use Exception	\$1,840.00 plus consultant fees over 4 hours
Residential RUE	\$500.00 plus consultant fees
Tree Removal/Replacement Permit Fees	
Significant Tree Removal Permit	No Fees
Off-Site Tree Replacement Permit (when trees are not being replaced onsite)	\$400.00 for each replacement tree

2015 FEE SCHEDULE (continued)

	Fee Type	Fee Amount
D. GENERAL REQUIREMENTS FOR ALL CONSTRUCTION-RELATED PERMITS		
1)	On buildings, structures, signs, gas, mechanical and plumbing systems or alterations requiring a permit, a fee for each permit shall be paid prior to issuance.	
2)	The Building Official may authorize the refunding of: - 100% of any fee erroneously paid or collected; - up to 80% of the permit fee paid when no work has been done under a permit issued in accordance with this Code; and/or - Up to 80% of the plan review fee paid when an application for a permit for which a plan review fee has been paid is withdrawn or canceled before plan reviewing is done.	
3)	The applicant for a permit shall provide an estimated permit value at time of application. Fees shall be calculated from the permit value.	
4)	Permit valuations for new construction is based on square footage. Square footages shall mean the gross area measured from the exterior face, outside dimensions, or exterior column line of a building including basements, cellars, and balconies but not including unexcavated areas. Where walls and columns are omitted in the construction of a building, such as an open shed or marquee, the exterior wall of the open side or sides will be the edge of the roof.	
5)	Permit valuations made by the applicant shall include the total value of work, including materials and labor, for which the permit is being issued, such as electrical, gas, mechanical, plumbing fixtures, all finish work, roofing, and any other permanent systems or equipment. Permit valuations may be updated at the conclusion of the project to reflect the actual total value of the work.	
6)	If, in the opinion of the Building Official, the valuation is underestimated on the application, the applicant may show detailed estimates to meet the approval of the Building Official. Should the applicant fail to show detailed estimates, then the Building Official shall assign a valuation. In the absence of a permit value from the applicant, the Building Official shall assign a valuation. Final building permit valuation shall be set by the Building Official.	
7)	The valuation determination shall be made on the basis of the most current Building Valuation Data Table including Regional Modifier published by the International Code Council (ICC) contained in the nationally published and distributed Building Safety Journal.	
8)	In addition to the Regional Modifier, the City shall include a Local Modifier, 0.30. The Regional and Local Modifiers shall be added together and used to determine permit fees.	
9)	Permit fees shall be calculated from valuation in the following manner:	
	Valuation	Corresponding Permit Fee
	\$0 - \$500	\$23.50
	\$501 - \$2,000	\$23.50 for the first \$500.00 plus \$3.05 for each additional \$100.00 or fraction thereof, to and including \$2,000.00.
	\$2,001 - \$25,000	\$69.25 for the first \$2,000.00 plus \$14.00 for each additional \$1,000.00 or fraction thereof, to and including \$25,000.00.
	\$25,001 - \$50,000	\$391.25 for the first \$25,000.00 plus \$10.10 for each additional \$1,000.00 or fraction thereof, to and including \$50,000.00
	\$50,001 - \$100,000	\$643.75 for the first \$50,000.00 plus \$7.00 for each additional \$1,000.00 or fraction thereof, to and including \$100,000.00.
	\$100,001 - \$500,000	\$993.75 for the first \$100,000.00 plus \$5.60 for each
	\$500,001 - \$1,000,000	\$3,233.75 for the first \$500,000.00 plus \$4.75 for each additional \$1,000.00 or fraction thereof, to and including \$1,000,000.00
	\$1,000,001 and up	\$5,608.75 for the first \$1,000,000.00 plus \$3.65 for each additional \$1,000.00 or fraction thereof.
	Plan Check Fees	65% of the permit fee <i>(must be paid at the time of permit application)</i>
	State Building Code Council (SBCC) Surcharge	\$4.50 for each issued building permit, or as specified under current RCW.
	State Building Code Council (SBCC) Fee for Multi-Family	\$4.50 for the first unit and \$2.00 for each additional unit, or as specified by current RCW.

2015 FEE SCHEDULE (continued)

Fee Type	Fee Amount
Other Inspections & Fees	
1)	Any person who commences any work on a building, structure, gas, mechanical, or plumbing system before obtaining the necessary permits shall be subject to an investigative fee in the amount equal to the permit fee that shall be in addition to the required permit fees.
2)	Additional inspection or investigate fee rates are calculated at \$53.00 per hour (2-hour minimum).
3)	A reinspection fee shall be calculated at \$53.00 per occurrence.
4)	Additional plan review resulting from revisions, resubmittals and other documents shall be calculated at \$53.00 per hour of staff time expended.
5)	Additional hourly rates for which no specific fee is identified shall be calculated at \$53.00 per hour.
6)	The use of outside consultants for plan checking and/or inspections will be the actual plus overhead adjustments as determined by the Building Official.
7)	The payment of the fee for the construction, alteration, removal or demolition for work done in connection to or concurrently with the work authorized by a building permit shall not relieve the applicant or holder of the permit from the payment of other fees as assessed.
8)	Temporary Certificate of Occupancy (TCO): \$200.00 application filing fee (nonrefundable), plus a cash guarantee or other appropriate security, including letters of credit, in the amount of 150% of the estimated work remaining. The cash guarantee or other appropriate security, shall be forfeited to the City if the work is not completed within the time period specified on the application as agreed to between the City and the property owner or authorized person acting on the property's owners behalf. In the case where such cash guarantee or other appropriate security is forfeited to the City, the proceeds therefrom shall be placed in the City's general fund.
9)	Any time the use of a building or tenant space is changed, a change of use permit is required. The fee for a change of use permit is \$250.00. If alterations to the space are to be performed, additional permits and fees may be required such as building permit, plumbing permit, mechanical permit, etc. Please note that an electrical permit may be required for changes to the electrical service or wiring.

2015 FEE SCHEDULE (continued)

Fee Type	Fee Amount
Mechanical Permit Fees	
Permit Fixture Description	Fixture Fee
Permit Issuance	\$34.00
Issuing supplemental permits	\$12.00
Furnaces up to and including 100,000 BTU	\$22.00
Furnaces over 100,000 BTU	\$29.00
Appliance vents	\$12.00
Repair or additions to A/C systems	\$22.00
Boilers, compressors and absorption systems up to and including 3 horsepower	\$29.00
Boilers, compressors and absorption systems over 3 horsepower and including 15 horsepower	\$53.00
Boilers, compressors and absorption systems over 15 horsepower and including 30 horsepower	\$76.00
Boilers, compressors and absorption systems over 30 horsepower and including 50 horsepower	\$100.00
Boilers, compressors and absorption systems over 50 horsepower	\$123.00
Air handlers up to and including 25 tons	\$18.00
Air handlers over 25 tons	\$29.00
Evaporative coolers	\$41.00
Ventilation and exhaust (fans and hoods)	\$18.00
Incinerators, domestic type	\$29.00
Incinerators, international type	\$41.00
Each gas piping from 1 to 5 outlets	\$12.00
- Additional outlets per outlet	\$3.00
Miscellaneous	\$18.00

2015 FEE SCHEDULE (continued)

Fee Type	Fee Amount
PLUMBING PERMIT FEES	
Permit Fixture Description	Fixture Fee
Permit Issuance	\$34.00
Issuing supplemental permits	\$12.00
Furnaces up to and including 100,000 BTU	\$22.00
Each plumbing fixture with one trap	\$12.00
Each building sewer	\$22.00
Each drain for indoors rainwater system	\$12.00
Each cesspool	\$35.00
Each private sewage disposal system	\$59.00
Each water heater and vent	\$12.00
Each gas piping from 1 to 5 outlets	\$12.00
- Additional outlets per outlet	\$3.00
Each waste incinerator	\$12.00
Water piping or water treating system	\$12.00
Repair or alteration of drainage or vent	\$12.00
Backflow device for lawn sprinklers	\$12.00
Vacuum breakers from 1 to 5	\$12.00
- Additional units over 5 per each	\$3.00
Backflow device for other systems over 2 inches in diameters	\$24.00
Cross connection of reclaimed water system	\$47.00
Each graywater system	\$59.00
Medical gas system from 1 to 5 outlets	\$71.00
- Additional outlets over 5 per each	\$12.00

2015 FEE SCHEDULE (continued)

Fee Type		Fee Amount
E. MISCELLANEOUS BUDGET, FINANCE AND BUSINESS LICENSE FEES		
Various Departments		
1)	Annual Budget	\$40.00 per volume
2)	Annual Financial Report (CAFR)	\$35.00 per volume
3)	Business License List	\$10.00 per list
4)	Specialty License List	\$10.00 per list
5)	Vendor List	\$10.00 per list
6)	Miscellaneous Copying Costs	\$0.15 per page
7)	<i>Miscellaneous Business License Costs - In addition to the business license fees adopted by the City Council through Ordinance, including the general business license fees and specialty business license fees, the following miscellaneous business license fees shall apply:</i>	
	- Photo I.D. cost	\$10.00 each
	- Finger print cost	\$25.00 each
<p>The fees for photo I.D. and finger printing shall be assessed each time that an individual is required to provide the City with photo identification and/or finger printing, and those services are not otherwise available to the individual so that the services are provided by the City; provided that the City reserves the right to require that the person needing such services obtain those services from the City in connection with certain licensing, and application processes so that the City is able to verify the accuracy and reliability of such services.</p>		
Geographical Information Systems (GIS)		
<p>LABOR COSTS: Labor costs for preparation of requested GIS information shall be billed on a quarter of an hour (15-minute) basis, at the rate of \$12.50 per fifteen (15) minute period of labor, in addition to any applicable mapping and/or electronic media costs, set forth below:</p>		
Standard Mapping Products		
	Inkjet Paper (8-1/2 X 11)	\$5.00 each
	Glossy Paper (8-1/2 X 11)	\$10.00 each
	Inkjet Paper (11 X 17)	\$7.50 each
	Inkjet Photo Quality Paper (11 X 17)	\$15.00 each
	Wall Map (22 X 34)	\$20.00 each
	Wall Map (33 X 44)	\$25.00 each
ELECTRONIC MEDIA: CD-ROM		\$15.00
Administrative Services		
LIEN FILING FEE		\$50.00 plus all recording fees

2015 FEE SCHEDULE (continued)

Fee Type	Fee Amount
F. PUBLIC WORKS PERMIT FEES	
Site Development Permit (covers site work, including erosion control, clearing, grading and drainage)	\$200.00 plus any staff time in excess of 4 hours at \$50.00 per hour
Right-of-Way Permit (authorization to use right-of-way for minor construction, parking or other non-intrusive use)	\$70.00
Right-of-Way Vacation Permit ("Sale" or vacation of city right-of-way to abutting property owners)	\$750.00
Street Opening Permit	\$250.00 plus any staff time in excess of 5 hours at \$50.00 per hour
Oversize Load Permit (all vehicles in excess of legal weight or size limitations according to RCW 46.44.041 shall obtain an oversize load permit prior to operating on Lakewood streets)	\$50.00 - Additional costs shall apply if police escorts or signal technician work is required.
Right-of-Way Tree Cutting Permit (for residential or commercial cutting on or along a lot or in an area zoned for more than one single family home)	\$200.00
Stormwater Review Fee (for review of all applications for adequacy of stormwater management program)	\$200.00 plus any staff time in excess of 4 hours at \$50.00 per hour
Reinspection Fee (to cover cost of each reinspection, required in conjunction with a Right-of-Way Permit, necessary to assure compliance with the requirements of the permit)	\$50.00
General Inspection Fee (for inspection not otherwise listed)	\$50.00 per hour
General Review Fee (for review not otherwise listed)	\$50.00
Miscellaneous Permits (any Public Works permit not covered by the fee schedule, if performed by an employee)	Rate will be based on actual hourly costs, plus benefits at 29%, plus 15% overhead
Professional Services Contracts (any private or public professional service contract needed)	Rate will be billed 100%, plus 10% administrative charges

2015 FEE SCHEDULE (continued)

Fee Type	Fee Amount	
G. PARKS AND RECREATION PROGRAMS (Facility/Use)		
Parks, Recreation & Community Services		
Special Use Permit*		
Small events (100 - 200 guests)	\$200.00	
Large events (201 - 500 guests)	\$500.00	
Major events (over 500 guests)	\$1,000.00	
Additional event fees and services (plus 15% of gross private event revenue)	Market rate + 15%	
<i>* permit fee + extra costs associated with event (garbage, staff support, notification, sanitation, security, etc)</i>		
Alcohol Permit Fee		
Small events (100 - 200 guests)	\$200.00	
Large events (201 - 500 guests)	\$500.00	
Major events (over 500 guests)	\$1,000.00	
Facility Use Cancellation Fees		
- Recreation Administrative Fee	\$10.00 (non-refundable)	
- Special Use Permit - less than 30 days prior to	(0%) 100% retained by City	
- Special Use - 31-60 days prior to use	(50% refunded) 50% retained by City	
- Special Use - more than 61 days prior to use	(75% refunded) 25% retained by City	
Lakewood Senior Activity Center		
Rainier Room		
- Half of room (Section A or B)	\$25.00 per hour	
- Full room (Sections A and B)	\$50.00 per hour	
Seeley Lake Room	\$20.00 per hour	
Lakewood Room	\$15.00 per hour	
American Lake Room	\$20.00 per hour	
Kitchen	\$15.00 per hour	
Facility Deposit	\$150.00	
Cleaning Fee	Varies	
Additional Staffing Fee	\$15.00 per hour	
Cancellation Fees		
- Facility Deposit/Fees (less than 30 days)	(0%) 100% retained by City	
- Facility Deposit/Fees (31-60 days prior)	(50% refunded) 50% retained by City	
- Facility Deposit/Fees (more than 61 days prior)	(75% refunded) 25% retained by City	
Boat Launch		
Per launch	\$15.00	
Resident Season Pass	\$100.00	
Non-Resident Season Pass	\$130.00	
Overnight Pass	\$50.00	
Commercial Pass	\$250.00	
Farmers Market	Daily Rate/Farmers Mrkt	Seasonal/Farmers Mkt
Regular Stall 10x10	\$25.00	\$250.00
10x10 Stall W/ Electricity	\$30.00	\$300.00
Pull-Through Stall	\$40.00	\$400.00
Payment Plan Processing	\$35.00	\$35.00
Neighborhood Parks		
Field Preparation Fees	\$15.00	
Fields use	\$20 per hr (no prep); \$50.00 per game fee (2.5 hrs. and one prep per day)	

2015 FEE SCHEDULE (continued)

Fee Type	Fee Amount	
Fort Steilacoom Park		
Single Field no preparation	\$35.00 per 60 minutes	
Picnic Shelter		
- Half Day - 10:00 a.m. - 2:00 p.m. OR 3:00 p.m. - 7:00 p.m.	\$100.00	
- Full Day (10:00 a.m. - 7:00 p.m.)	No full day rate	
Small Picnic Shelter (near playground)		
- Half Day - 10:00 a.m. - 2:00 p.m. OR 3:00 p.m. - 7:00 p.m.	\$50.00	
- Full Day (10:00 a.m. - 7:00 p.m.)	\$75.00	
Soccer and Baseball Field Use Fees		
	<u>With one field preparation, per field, per 1/2 day (5 hours or less)</u>	<u>With one field preparation, per field, per day</u>
- 1 Field	\$150.00	\$200.00
- 2 Fields	\$200.00	\$275.00
- 3 Fields	\$250.00	\$325.00
- 4 Fields	\$300.00	\$375.00
- 5 Fields	\$350.00	\$425.00
<u>With second field preparation, per field, per day</u>		
- 1 Field	Add \$40.00	
- 2 Fields	Add \$80.00	
- 3 Fields	Add \$120.00	
- 4 Fields	Add \$160.00	
- 5 Fields	Add \$200.00	
	<u>Without field preparation, per 1/2 day (5 hours or less)</u>	<u>Without field preparation, per day</u>
- 1 Field	\$100.00	\$150.00
- 2 Fields	\$125.00	\$200.00
- 3 Fields	\$150.00	\$200.00
- 4 Fields	\$175.00	\$225.00
- 5 Fields	\$200.00	\$250.00
Tournament Deposit and Cancellation Fee (A full refund or credit less		
- Nonrefundable tournament reservation fee (does not go towards tournament fees)	\$100.00	
- Tournament Deposit Fee (will go towards tournament fees)	\$100.00 per field	
- Tournament cancelled less than 30 days prior	50% of deposit refunded	
- Tournament cancelled 31-60 days prior	75% of deposit refunded	
Other Fees		
Ft. Steilacoom Park Open Space	\$100.00	
Jumpy Houses	\$20.00 each	
Advertising banner	\$100.00 per day	
Concessions	\$25.00 - \$50.00 per day	
Parking, camping and other revenue collected by renter for event	15% of gross revenue	

2015 FEE SCHEDULE (continued)

Fee Type		Fee Amount
Neighborhood Shelters		
- Half day (resident/nonresident): 10:00 a.m. - 2:00 p.m. OR 3:00 p.m. - 7:00 p.m.		\$40.00 / \$50.00
- Full Day (resident/nonresident): 10:00 a.m. - 7:00 p.m.		\$60.00 / \$75.00
Youth Soccer Teams not associated with our city leagues, but who use our fields for league play, per team		
- Age 10 years and under		\$100.00
- Age 11 - 18 years		\$125.00
- Adult, age over 18 years		\$0
Youth Baseball Teams not associated with our city leagues, but who use our fields for league play. Field availability may vary.		\$50.00 per game fee (2.5 hrs. and one prep per day)
Field Preparation (all sports)		\$45.00 per field per prep
Special Event Fee		
Vendor Application Fee		\$25.00
McGavick Center Facility Use/Rental		
The McGavick Center Fees listed will be discounted by 20% for government agencies. Non Profit		
Room	Fri or Sat	All other days
Ballroom	\$1,820.00	\$1,450.00
½ Ballroom (Room 303)	\$910.00	\$750.00
¼ Ballroom (Room 302)	\$330.00	\$200.00
¼ Ballroom (Room 301)	\$330.00	\$200.00
Atrium/ Lobby	\$1,100.00	\$500.00
Outdoor Terrace	\$440.00	\$100.00

2015 FEE SCHEDULE (continued)

	Fee Type	Fee Amount
H.	FIRE CODE OFFICIAL & INTERNATIONAL FIRE CODE (IFC) FEES	
	Community & Economic Development	
	Site Development Plan Review (plats, short plats, commercial projects, residential infill's etc.)	
	Basic review fee	\$250.00
	- Additional review (over two hours)	\$125.00 per hour
	<i>Vehicle Gates (includes plan review, inspection and testing)</i>	\$125.00 per hour
	Construction Plan Review - A plan review fee will be charged for fire department review of requirements for construction and inspection of the IFC requirements for buildings classified as Group A, B, E, F, H, I, M, R, S and U. The plan review fee shall be:	15% of the plan review fee established by the UBC fee schedule as adopted by the City, with a minimum fee of \$125.00.
	Fireworks Fees	
	1) Fees for temporary fireworks stand permit	\$100.00
	2) Fees for a public display permit	\$245.00
	3) A liability insurance policy(ies) is/are required in accordance with the Fireworks Ordinance for both fireworks stands and public displays as follows:	
	- \$500,000 for injuries to any one person in one accident or occurrence;	
	- \$1,000,000 for injuries to two or more persons in any one accident or occurrence;	
	- \$500,000 for damage to property in any one accident or occurrence; and/or	
	- \$1,000,000 combines single limit for any one accident or occurrence	
	4) A bond for clean-up is required in accordance with the Fireworks Ordinance for all fireworks stands (in a bond or cashiers check)	\$500.00
	Fire Alarm Systems	
	Tenant Improvements (1st four zones)	\$215.00 plus \$6.00 (per
	- Additional zones	\$54.00 (each)
	Residential (one and two-family dwellings)	\$215.00 plus \$6.00 (per
	Commercial and Multi-Family (1st four zones)	\$325 plus \$6.00 (per device)
	- Additional zones	\$54.00 (each)
	- Sprinkler supervision only	\$270.00
	Fire Alarm Permit Fee for upgrading of an existing system	50 percent (50%) of the fee
	Fire Alarm Plan Review Fee	25 percent (25%) of the
	Underground Sprinkler Supply (includes plan review,	\$325.00
	New Suppression Systems (Halon, CO2, Dry Chemical, FM200, Integren, etc.):	
	- 1 to 5 nozzles	\$200.00
	- Over 5 nozzles	\$200.00 plus \$20.00 per nozzle over 5 nozzles
	- Bottle(s)	\$30.00 per bottle

2015 FEE SCHEDULE (continued)

Fee Type	Fee Amount
Above Ground Fire Sprinkler Systems	
The fee for fire sprinkler systems shall be based on the Building Permit Fee Table. The valuation shall be based on the per square foot figure of sprinkler systems as established by policy in accordance with nationally-recognized standards.	
Plan Review Fee <i>(for the fire sprinkler systems are in addition to the permit fee)</i>	25 percent (25%) of the permit fee, with a minimum of \$125.00.
Tenant Improvements <i>(relocation and addition to existing system)</i>	valuation 20 percent (20%)
System	\$270.00
Standpipes (includes review, inspection and testing fees)	
Temporary Standpipe	\$162.00
Class I	\$184.00
Class II	\$297.00
Class III	\$318.00
Other Fees	
- Additional inspection fees may be imposed after	\$50.00 for each additional inspection
- After hours inspections	\$75.00 hour (1-hour minimum)
Fire Pump Installations (includes review, inspection and testing fees)	\$540.00
Commercial Power Generator Installations (includes review, inspection and testing fees)	\$350.00
False Fire Alarms	
In the event of more than two false alarms in any 12 month period, the Chief may charge a fee for fire department response as specified below:	
- First and Second False Alarms	No Fee
- Third False Alarm	\$100.00
- Fourth and Additional False Alarms	\$250.00
EXCEPTION: False alarms resulting from the failure of a fire alarm service technician notifying the central, proprietary or remote monitoring station shall be billed at the rate of \$250.00 for each occurrence.	\$270.00 for each occurrence

2015 FEE SCHEDULE (continued)

Fee Type	Fee Amount
Fire Code Permit Fees	
The following are annual fees, except where noted, in accordance with Section 105 of the Uniform Fire Code.	
Permit charges may be waived by the Fire Chief or Fire Marshal for the following: Activities of Washington State non- profit corporations and/or civic or fraternal organizations which possess an IRS tax exempt status. Proof of IRS tax exempt shall be presented at the time of permit application. Non-profit organizations may be charged 1/2 of the listed occupancy permit fees. However, any group shall be assessed a full permit fee if the approved conditions of the permit are modified or not adhered to by the applicant.	
Permit Type	Fee
Aerosol products	\$110.00
Aircraft Refueling Vehicle	\$110.00
Aircraft Repair Hangar	\$110.00
Asbestos Removal (limited)	\$110.00
Automobile Wrecking Yard	\$110.00
Bowling Pin Refinishing	\$110.00
Bowling Alley Refinishing (limited)	\$110.00
Candles or Open Flame in Assembly Areas	\$110.00
Carnivals and Fairs, etc. - Outdoors (limited)	\$110.00
- Carnivals - Commercial	\$110.00
- Fairs, Bazaars, Farmers Market, etc.	\$110.00
- Special Events - Outdoors	\$110.00
Cellulose Nitrate Film	\$110.00
Cellulose Nitrate Storage	\$110.00
Combustible Fiber Storage	\$110.00
Combustible Material Storage	\$110.00
Compressed Gases	\$110.00
Commercial Rubbish Handling Operation	\$110.00
Cryogenics	\$110.00
Dry Cleaning Plants	\$110.00
Dust Producing Operations	\$110.00
Explosive/Blasting Agents	\$110.00
Explosive/Blasting Agents - Transport, Use	\$110.00
Fireworks Display, Special (limited)	\$270.00
Fireworks Stand, Limited	\$100.00
Flammable/Combustible Liquids	\$110.00
- Pipeline install	\$110.00
- Pipeline operate	\$110.00
- Store, handle use	\$110.00
- Remove abandoned tank	\$110.00
- Remove (or abandon in place) residential tank	\$55.00
- Install, alter, etc. - tank, piping, equipment	\$110.00
- Tank vehicles	\$110.00
- Change contents (limited)	\$110.00
Fruit Ripening	\$110.00
Fumigation or Insecticidal Fogging	\$110.00
Hazardous Material	\$110.00
Hazardous Material Production	\$110.00
High Pile Storage	\$110.00
Liquefied Petroleum Gases - Tank Install	\$110.00
Liquid or Gas-Filled vehicles/Equipment in Assembly Bldgs.	\$110.00
Lumber Yards	\$110.00
Magnesium Working	\$110.00

2015 FEE SCHEDULE (continued)

Fee Type	Fee Amount
Fire Code Permit Fees (continued)	
Permit Type (continued)	Fee
Mall (Covered)	\$110.00
- Kiosks, Concessions, Booths, etc.	\$110.00
- Used for Assembly (Limited)	\$110.00
- Use Open Flame, etc. (Limited)	\$110.00
- Display Flammable Liquid or Gas Filled Equipment	\$110.00
Motor Vehicle Fuel Dispensing Station	\$110.00
Organic Coatings	\$110.00
Ovens- Industrial	\$110.00
Parade Floats (limited)	\$110.00
Place of Assembly	\$110.00
Haunted House - Commercial (limited)	\$110.00
Bazaars, Boutiques, Booths or Displays	\$110.00
Flea Markets	\$250.00
Other Special Events (Limited)	\$110.00
Pyrotechnical Special Effects Material	\$110.00
Radioactive Material	\$110.00
Refrigeration Equipment (Commercial)	\$110.00
Repair Garages	\$110.00
Spraying and Dipping	\$110.00
Tents and Canopies	\$110.00
Tire and Storage	\$110.00
Welding and Cutting	\$110.00
Tax Incentive Urban Use Center Fees	
- Application Fee	\$150.00 plus \$25.00 per multi-family unit, up to a maximum fee not to exceed \$300.00
- Pierce County Assessor Processing Fee (specific to the Tax Incentive Urban Use Center Application Fee)	\$100.00
- Extension to Conditional Certificate	\$50.00

2015 FEE SCHEDULE (continued)

Fee Type	Fee Amount
I. BUSINESS LICENSE FEE SCHEDULE	
Community & Economic Development	
General Business License (GBL)	\$60.00
Renewal of GBL	\$60.00
Pawnbroker Pawnshops	\$750.00
Second-hand and/or salvage dealers	\$150.00
Junk and/or salvage dealers	\$300.00
Transient Trader in second-hand property	\$53.00
Private Sales	No Fee
Flea Markets	\$750.00
Adult Cabaret Manager and Entertainer	\$150.00
Adult Entertainment Establishment	\$1,125.00
Panoram Premises License	\$1,125.00
Panoram Device License	\$75.00 per device
Panoram Owner License	\$1,125.00
Panoram Manager License	\$113.00
Carnivals and Circuses	\$150.00 per day
- Five or less machines or devices	\$75.00 per week*
- Five or more	\$15.00 per week per device*
* Alternative to device fees	\$150.00 annual fee
Wrecker License	\$150.00
Public Dances, Cabarets, Dance Halls and Teenager Dances	
- Cabaret	\$750.00
- Public Dance Hall	\$150.00
- Public Dances (per night)	\$53.00
- Public Dances (annually)	\$150.00 (maximum of four
- Teenager Dances	Same as Public Dances
Massage Businesses	
- Massage Business License	\$75.00
- Massage Manager	\$75.00
Bathhouses	
- Public Bathhouse	\$750.00
- Bathhouse Attendant	\$113.00
- Bathhouse Manager	\$113.00
Outdoor Public Music Festivals	\$1,125.00 per day of festival
Bondsmen	\$750.00
Theaters	\$150.00 per screen per year
<i>Transfer of license fee (commercial kennel or cattery, hobby kennel, foster kennel, private kennel, grooming parlor, or pet shop)</i>	No fee
Commercial Kennel/Cattery (6-50 dogs/cats)	\$100.00 plus \$2.00 per dog/cat
Commercial Kennel/Cattery (over 50 dogs/cats)	\$100.00 plus \$200.00
Solicitors and Peddlers	\$75.00 per solicitor or peddler
Rental Housing Complex License	\$53.00

2015 FEE SCHEDULE (continued)

Fee Type	Fee Amount
J. ANIMAL CONTROL LICENSING FEES	
Police	
The annual license fees for the ownership, keeping, or having control of dogs and/or cats in the City shall be as follows:	
- Dogs (altered)	\$20.00
- Dogs (unaltered)	\$55.00
- Cats (altered)	\$12.00
- Cats (unaltered)	\$55.00
Reduced rates for physically disabled and senior citizens, 65 years of age or older:	
- Dogs (altered)	\$10.00
- Dogs (unaltered)	\$30.00
- Cats (altered)	\$4.00
- Cats (unaltered)	\$30.00
Animals exempted from payment of fee - Guide Dog or Service Animal (with proof)	No Fee
In order to receive the fee advantage for altered dogs and cats, an individual must provide either proof of alteration from a licensed veterinarian or a written statement from a licensed veterinarian that the spay/neuter procedure would be harmful to the animal.	
K. BURGLAR/SECURITY ALARM PERMIT FEES	
Police	
The fee for burglar/security alarm systems operating within the City of Lakewood as defined in Chapter 9.31 of the Lakewood Municipal Code are as follows:	
Annual Permit Fee	\$24.00
- for Senior Citizens or Physically Disabled	\$12.00
General False Alarm Fee	\$100.00 each incident
Robbery False Alarm Fee	\$200.00 each incident
Supplemental False Alarm Fee for Unregistered Alarm	\$100.00 each incident
Late Fee if False Alarm Fee is not paid in 30 days of invoice	\$25.00
Appeal Fee (refundable if fee is overturned)	\$50.00
Alarm Company Fee for Failure to Verify Alarm Signal	\$100.00
Alarm Company Fee for false statements concerning the inspection of an alarm site or alarm performance	\$200.00

GLOSSARY OF BUDGET TERMS

The following are definitions for common terms found in budget summary statements, as well as an explanation of financial terms, found in this budget document.

<i>Accounting System</i>	The total set of records and procedures, which are used to record, classify, and report information on the financial status and operations of an entity.
<i>Accrual Basis</i>	Accrual basis of accounting is used in proprietary (enterprise and internal service) funds. Under it, transactions are recognized when they occur. Revenues are recognized when earned and expenses are recognized when incurred. "When" cash is received or disbursed is not a determining factor.
<i>Adjusted Budget</i>	The budget as revised through supplemental appropriations approved by Council during the year.
<i>Allocation</i>	To set aside or designate funds for specific purposes. An allocation does not authorize the expenditure of funds.
<i>Appropriation</i>	An authorization made by the City Council which permits officials to incur obligations against and to make expenditures of governmental resources.
<i>Arbitrage</i>	The excess of the yield on investments acquired with gross proceeds of a bond issue over the bond yield of the issue. This excess must be rebated to the United States Treasury, and is called arbitrage rebate.
<i>Assessed Valuation</i>	The estimated value placed upon real and personal property by the King County Assessor as the basis for levying property taxes.
<i>Audit</i>	<p>A systematic examination of resource utilization concluded in a written report. It is a test of management's internal accounting controls and is intended to:</p> <ul style="list-style-type: none"> • ascertain whether financial statement fairly present financial positions and results of operations; • test whether transactions have been legally performed; • identify areas for possible improvements in accounting practices and procedures; • ascertain whether transactions have been recorded accurately and consistently; • and ascertain the stewardship of officials responsible for governmental resources
<i>BARS</i>	The State of Washington prescribed <u>Budgeting, Accounting, Reporting Systems</u> Manual for which compliance is required for all governmental entities in the State of Washington.
<i>Balanced Budget</i>	State law prescribes a balanced budget is total expenditures and other uses no to exceed total resources (current revenue plus beginning fund balance). The City of Lakewood's policy further requires that ongoing expenditures do not exceed ongoing revenues. A balanced budget for Lakewood must meet both conditions.
<i>Base Budget</i>	Ongoing expense for personnel, contractual services, and the replacement of supplies and minor equipment required to maintain service levels previously authorized by City Council.
<i>Beginning Fund Balance</i>	The resources that are unspent from the previous year and are available in the subsequent fiscal year for expenditures. Since these resources are typically available due to under

expenditures in the previous year or unexpected revenues, it is prudent to not utilize these resources for ongoing operational expenditures.

<i>Benefits</i>	Employer contributions paid by the City as part of the conditions of employment. Examples include: health/dental insurance, state public employees retirement system, city retirement system, and employment security.
<i>Biennial Budget</i>	A budget applicable to a two-year fiscal period.
<i>Bond(Debt Instrument)</i>	A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to pay for specific capital expenditures.
<i>Budget</i>	A plan of financial operation embodying an estimate of expenditures for a given period and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceilings under which the City and its departments operate.
<i>Budget Amendment</i>	A change to a budget adopted in accordance with State law. A budget may be amended to increase expenditures/expenses at the fund level by ordinance without public notice or public hearing requirements, when unanticipated revenues occur or emergencies exist (RCW 35A.33.080 and 35A.33.120). The City Manager is authorized to make budget amendments between organizations of the same fund, as long as there is no change in the total budget for that fund.
<i>Budget Calendar</i>	The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.
<i>Budgets and Budgetary Accounting</i>	The City of Lakewood budgets its funds in accordance with Revised Code of Washington (RCW) 35A.33. In compliance with the Code, annual appropriations are adopted for the General, Special Revenue, Debt Service and Capital Projects Fund. Any unexpended appropriations lapse at the end of the fiscal year. For Governmental Funds, there is no substantial difference between budgetary basis and generally accepted accounting principles. Annual appropriated budgets are adopted at the fund level.
<i>Budgetary Control</i>	The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.
<i>Budget Document</i>	The official written statement prepared by the budget office and supporting staff, which presents the proposed budget to the City Council.
<i>Community Development Block Grant (CDBG)</i>	Funding provided for the purpose of carrying out eligible community development and housing activities.
<i>Capital</i>	Expenditures made to acquire, reconstruct, or construct major fixed or capital assets. A fixed asset is a tangible object of a long-term character which will continue to be held or used, such as land, buildings, machinery, furniture, and other equipment. A capital asset must exceed \$5,000 in cost and have an expected useful life expectancy of 12 months. For purposes of this definition, a "fixed asset" includes a group of items purchased together that will be used "for a single purpose" and which could not be used effectively by themselves.

<i>Capital Facilities Plan (CFP)</i>	A capital facilities plan includes an inventory of existing facilities, a forecast of future needs, proposed locations, capacities for new or expanded facilities, and a financing plan. The financing plan outlines the costs, revenues and time schedules for each capital improvement project. In compliance with the Growth Management Act legislation within the State of Washington, the City is preparing such a plan.
<i>Capital Improvement Program (CIP)</i>	A plan for capital expenditures to be incurred each year over a period of five or more future years setting forth each capital project, identifying the expected beginning and ending date for each project, the amount to be expended in each year, and the method of financing those expenditures.
<i>Certificates of Participation</i>	A certificate of participation represents a divided share of a lease that is assigned or marketed to investors. These debt instruments typically represent general obligation debt but can also be issued by enterprises.
<i>Certificate of Deposit</i>	A negotiable or non-negotiable receipt for monies deposited in a bank or other financial institution for a specified period at a specified interest rate.
<i>Comprehensive Plan</i>	A general plan that outlines growth and land use for residential, commercial, industrial, and open space areas.
<i>Consumer Price Index (CPI)</i>	A statistical description of price levels provided by the United States Department of Labor. The index is used as a measure of change in the cost of living.
<i>Contingency</i>	A budgetary reserve set aside for emergencies or unforeseen expenditures for which no other budget exists.
<i>Cost of Living Adjustment (COLA)</i>	An increase in salaries to offset the adverse effect of inflation on compensation.
<i>Councilmanic Bonds</i>	Councilmanic bonds refer to bonds issued with the approval of the Council as opposed to voted bonds which must be approved by vote of the public. Councilmanic bonds must not exceed .75% of the assessed valuation.
<i>Debt Service</i>	Payment of interest and repayment of principal to holders of the City's debt instruments.
<i>Deficit</i>	<ol style="list-style-type: none"> (1) The excess of an entity's liabilities over its assets (see Fund Balance) (2) The excess of expenditures or expenses over revenues during a single accounting period.
<i>Department</i>	Basic organizational unit of City government responsible for carrying out a specific function.
<i>Depreciation</i>	<ol style="list-style-type: none"> (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during a particular period.
<i>Division</i>	A group of homogenous cost centers within a department.
<i>Designated Fund Balance</i>	Fund balance that is not legally restricted to a specific use, but is nonetheless planned to be used for a particular purpose. For example, the General Fund has a fund balance that is designated for contingency. There is no legal restriction on the use of this fund balance, but it is budgeted to provide financial stability.

<i>Enterprise Fund</i>	A fund type used to account for operations that are financed or operated in a manner similar to private business enterprise where the intent of the governing body is that costs or providing goods and services be recovered primarily through user charges.
<i>Expenditures/ Expenses</i>	Where accounts are kept on the modified accrual basis (expenditures) or accrual basis (expenses) of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.
<i>Fees</i>	A general term used for any charge for services levied by government associated with providing a service, permitting an activity, or imposing a penalty. Major types of fees include business and non-business licenses and user charges.
<i>Fiscal Year</i>	A twelve (12) month period designated as the operating year by an entity. For Lakewood, the fiscal year is the same as the calendar year.
<i>Full-Time Equivalent Position (FTE)</i>	FTE is a measure of a position by its budgeted hours. For example, 1 FTE equals 2,080 hours and .75 FTE equals 1,566 hours.
<i>Fund</i>	An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives. (See the fund divider pages for specific fund category definitions.)
<i>Fund Balance</i>	Difference between assets and liabilities (the equity) reported in governmental funds. Fund balances are classified as reserved or unreserved/undesignated. <i>Reserved funds:</i> an account used to indicate that a portion of fund equity is legally restricted for a specific purpose. <i>Unreserved or undesignated funds:</i> the funds remaining after reduction for reserved balances. In addition, many of the special funds are themselves restricted as to use, depending on legal restrictions governing the levy of the funds they contain.
<i>General Fund</i>	This fund is supported by taxes, fees, and other revenues that may be used to pay the expense and liabilities of the City's general services and programs for citizens that are not separately accounted for in a special purpose fund.
<i>General Obligation Bonds</i>	Bonds for which the full faith and credit of the insuring government are pledged for Bonds payment.
<i>Goal</i>	A long-range statement of broad direction, purpose, or intent, based on the needs of the community.
<i>Grant</i>	A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from state and federal governments. Grants are typically made for specified purposes.
<i>Growth Management Act (GMA)</i>	Legislation enacted in 1990 by the State Legislature requiring that all jurisdictions in the larger counties adopt new comprehensive plans by the end of 1993. This was enacted due to the enormous growth experienced in the State and the lack of uniform guidance for related development. This Act further specified that all plans conform to a broad set of guidelines set out by the State and that they be compatible with the guidelines of both

the parent county and neighboring jurisdictions. Eight specific elements, including concurrency, are required to be included in every Comprehensive plan. Concurrency requires that infrastructure be available at the same time as new development.

<i>Infrastructure</i>	The underlying foundation, especially the basic installations and facilities, on which the continuance and growth of a jurisdiction depends (e.g. streets, roads, water systems)
<i>Indebtedness</i>	The state of owing financial resources to other financial institutions and investors.
<i>Interfund Services</i>	Payments for services rendered made by one City department or fund to another. Internal Service Fund billings are included in the category. These billings, however, also include equity transfers to internal service funds in support of "first time" asset acquisitions.
<i>Interfund Transfers</i>	Contributions from one City fund to another in support of activities of the receiving fund. Loans are not included.
<i>Intergovernment Services</i>	Services purchased from other government agencies and normally include types of services that only government agencies provide.
<i>Internal Control</i>	A plan of organization for purchasing, accounting, and other financial activities, which, among other things, provides that: <ul style="list-style-type: none"> • The duties of employees are subdivided so that no single employee handles a financial action from beginning to end. • Proper authorizations from specific responsible officials are obtained before key steps in the processing of a transaction are completed. • Records and procedures are arranged appropriately to facilitate effective control.
<i>Internal Service Fund</i>	Funds used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost reimbursement basis.
<i>Investment</i>	Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals or base payments.
<i>Level of Service</i>	Used generally to define the existing services, programs, and facilities provided by the government for its citizens. Level of service in any given activity may be increased, decreased, or remain the same, depending on the needs, alternatives, and available resources.
<i>Levy</i>	To impose a tax, special assessment or service charge for the support of government activities. The term most commonly refers to the real and personal property tax levy.
<i>Levy Rate</i>	The rate at which taxes, special assessments or service charges are imposed. For example, the real and personal property tax levy is the rate at which property is taxed per \$1,000 of assessed valuation. The rate is determined by calculating the ratio of the maximum amount of property tax revenue allowable under state law and the total assessed valuation within the taxing district.
<i>Liability</i>	Debt or other legal obligations arising out of transactions in the past which must be liquidated renewed or refunded at some future date.
<i>Long-Term Debt</i>	Debt with a maturity of more than one year after the date of issuance.

<i>Mitigation Fees</i>	Fees paid by developers toward the cost of future improvements to City infrastructure, which improvements are required due to the additional demands generated by new development.
<i>Modified Accrual Basis</i>	Modified Accrual Basis of accounting is used in governmental fund types (general, special revenue, debt service, and capital project funds). Under it, revenues and other financial resource increments are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures are generally recognized when they are incurred (bring forth a liability).
<i>Net Interest Cost</i>	This is the traditional method of calculating bids for new issues of municipal (NIC) securities. It is computed as either: (a) Dollar Cost: total scheduled coupon payments + bid discount (- bid premium), or (b) Interest Rate: total scheduled coupon payments + bid discount (- bid premium) divided by bond year dollars. Bond year dollars is the sum of the number of years each bond in an issue is scheduled to be outstanding multiplied by its par value.
<i>Object</i>	As used in expenditure classification, this term applies to the type of item purchased or the service obtained (as distinguished from the results obtained from expenditures). Examples are personnel services, contractual services, and materials and supplies.
<i>Objective</i>	A specific measurable achievement that may be accomplished within a specific time frame.
<i>Operating Budget</i>	An operations plan, expressed in financial terms, whereby an operating program is funded for a single year. Per state law, operating budgets lapse at year-end.
<i>Performance Measures</i>	A performance measure is an indicator of the attainment of an objective. It is a specific quantitative measure of work performed or services provided within an activity or program, or it may be a quantitative measure of results obtained through a program or activity.
<i>Personnel Services</i>	Includes total wages and benefits.
<i>Program Activity</i>	A broad function or a group of similar or related services/activities having a common purpose.
<i>Proposed Budget</i>	The City Manager's recommended budget submitted to the City Council and Public in October of each year.
<i>Proprietary Funds</i>	Recipients of goods or services pay directly to these funds. Revenues are recorded at the time services are provided, and all expenses incurred in earning and revenues are recorded in the same period. As a result, there is a direct cause and effect relationship between revenues and expenses in these funds.
<i>Public Works Trust Fund Loans (PWTFL)</i>	A state revolving loan fund that provides low interest loans to help local governments maintain or improve essential public works systems.
<i>Rainy Day Reserve</i>	The Rainy Day Reserves was established during the 2007/08 mid-biennium budget adjustment where Council authorized setting aside \$2 million of the General fund unallocated balance to be used to offset temporary declines in General Fund revenues due to an economic downturn.
<i>Real Estate Excise Tax (REET)</i>	A tax levied on real estate sales and used for payment of debt and capital purposes.

<i>Replacement Reserves</i>	A portion of fund equity built up for specific assets for the purpose of purchasing the replacement of those assets.
<i>Reserve</i>	An account used to indicate that a portion of fund equity is legally restricted for a specific purpose.
<i>Residual Equity Transfer</i>	Nonrecurring or nonroutine interfund transfers of equity between funds.
<i>Resources</i>	Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.
<i>Retained Earnings</i>	An equity account reflecting the accumulated earnings of a proprietary (internal service or enterprise) fund. In this budget document, the balance derived excludes asset depreciation expenditures. When depreciation is charged to user organizations, as in internal service funds, the cash balance remaining (ending retained earnings), therefore, represents the asset replacement reserve being accumulated.
<i>Revenue</i>	Income received by the City in support of a program of services to the community. It includes such items as property taxes, fees, user charges, grants, fines and forfeits, interest income and miscellaneous revenue.
<i>Revenue Estimate</i>	A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically a future fiscal year.
<i>Salaries and Wages</i>	Amounts paid for personal services rendered by employees in accordance with rates, hours, terms and conditions authorized by law or stated in employment contracts. This category also includes overtime, temporary help, and car allowances.
<i>Services and Charges</i>	Services acquired from and fees/payments made to vendors. These include printing, publications, auditing, police protection, street maintenance, public health programs, office rent, telecommunications, and social welfare programs.
<i>Special Revenue Funds</i>	Funds that are dedicated for a specific purpose requiring an additional level of accountability and are collected in a separate account outside of the General Fund.
<i>Standard Work Year</i>	2,080 hours or 260 days is equivalent of one work year.
<i>Strategic Plan</i>	A plan outlining the goals and strategies the City will focus on over the next six years.
<i>Subsidy</i>	Financial assistance provided by one fund to another fund (e.g. General Fund subsidy of the Street Fund)
<i>Supplemental Appropriation</i>	An appropriation approved by Council after the initial budget adoption. Supplemental appropriations are approved by Council during the year.
<i>Supplies</i>	Items used to deliver services, such as office supplies, short-lived minor equipment with no material value, periodicals and books, and generic computer software.
<i>Taxes</i>	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include special assessments, fees, or charges for services.
<i>Tax Rate</i>	The amount of tax stated in terms of units per \$1,000 of assessed value of taxable

property. The tax rate is the result of dividing the tax levied by the assessed value of the taxing district.

*Transportation
Improvement Program
(TIP)*

A comprehensive program used to identify specific transportation projects for improvement to enhance local, regional, state, and federal transportation systems.

*Unreserved Fund
Balance*

The difference between fund assets and fund liabilities of governmental or similar trust funds that is available for general expenditures.

User Fees

The payment of a fee for direct receipt of a public service by the person benefiting from the service.

Yield

The rate earned on an investment based on the price paid for the investment, the interest earned during the period held, and the selling price or redemption value of the investment.

ACRONYM LIST

AA	Affirmative Action
AASHTO	American Association of State Highway and Transportation Officials
ACLU	American Civil Liberties Union
ADA	Americans with Disability Act
A&E	Architecture and Engineering
AFIS	Automated Fingerprint Information System
AFSCME	American Federal, State, County, and Municipal Employees
AICP	American Institute of Certified Planners
AICPA	American Institute of Certified Public Accountants
A/P	Accounts Payable
APA	American Payroll Association
APA	American Planning Association
APWA	American Public Works Association
A/R	Accounts Receivable
ARMA	Association of Records Managers and Administrators
ASCE	American Society of Civil Engineers
ASPA	American Society for Public Administration
ASTM	American Society for Testing & Materials
AV	Assessed Valuation
AWC	Association of Washington Cities
BARS	Budgeting, Accounting, and Reporting System (State)
CAFR	Comprehensive Annual Financial Report
CDBG	Community Development Block Grant
CED	Community & Economic Development
CERT	Comprehensive Emergency Response Program
CFP	Capital Facilities Plan / City Facilities Preferred Plan
CIP	Capital Improvement Program/City Improvement Plan
CIU	Criminal Investigations Unit (of the City's Police Department)
CLRP	Comprehensive Long Range Plan
CLUP	Comprehensive Land Use Plan
CJTC	Criminal Justice Training Commission
CMA	Certified Management Accountant
CMC	Certified Municipal Clerk
COP	Certificate of Participation
CPI	Consumer Price Index
CSRT	Community Safety Resource Team
CTR	Commute Trip Reduction
DARE	Drug Awareness Resistance Education (Police Department)
DART	Dial-A-Ride Transit (Service)
DEA	Drug Enforcement Agency
DOC	Department of Corrections
DOE	Department of Energy (U.S.)
DOL	Department of Labor (U.S.)
DP	Data Processing
DRS	Department of Retirement Systems
DS	Determination of Significance
DV	Domestic Violence
ECC	Emergency Coordination Center
EDC	Economic Development Council
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EIS	Environmental Impact Statement
EOC	Emergency Operations Center
EPA	Environmental Protection Agency

ESA	Endangered Species Act
FAA	Federal Aviation Administration
FAUS	Federal Aid to Urban Systems
FBI	Federal Bureau of Investigations
FCC	Federal Communication Commission
FEMA	Federal Emergency Management Act
FHWA	Federal Highway Administration
FIRE	Finance, Insurance and Real Estate
FLSA	Fair Labor Standards Act
FTA	Federal Transit Administration
FTE	Full Time Equivalent Employee
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association (of US & Canada)
GIS	Geographical Information System
GMA	Growth Management Act (of 1990)
GO	General Obligation - as in - "GO Bond"
HOA	Home Owners Association
HOV	High Occupancy Vehicle
HRIS	Human Resource Information System
HUD	Department of Housing & Urban Development (Federal)
IAC	Interagency Committee (Grant for Outdoor Recreation)
IAPMO	International Association of Plumbing & Mechanical Officials
ICBO	International Conference of Building Officials
ICMA	Institute of Certified Management Accountants
ICMA	International City Management Association
ICS	Incident Command System
IIMC	International Institute of Municipal Clerks
IFTE	Institute for Transportation and the Environment
INPRA	International Northwest Parks and Recreation Association
INS	Immigration and Naturalization Service
IPD	Implicit Price Deflator
IPMA	International Personnel Management Association
IRS	Internal Revenue Service
ISTEA	Intermodal Surface Transportation Efficiency Act (12/91)
JBLM	Joint Base Lewis McChord
LEOFF	Law Enforcement Officers and Firefighters Retirement System
LID	Local Improvement District
LOCAL	Local Option Capital Asset Lending
LOS	Level of Service
LTGO	Limited Tax General Obligation
M&O	Maintenance and Operations
MRSC	Municipal Research and Services Center (of Washington)
MVET	Motor Vehicle Excise Tax
NHRMA	National Human Resources Managers Association
NIC	Net Interest Cost
NIGP	National Institute of Government Purchasing
NIMS	National Incident Management Systems
NLC	National League of Cities
NNA	National Notary Association
NPDES	National Pollutant Discharge Elimination System
NPELRA	National Public Employer Labor Relations Association
NRPA	National Recreation Park Association
NSP	Neighborhood Stabilization Program
NTSP	Neighborhood Traffic Safety Program
O&M	Operations and Maintenance

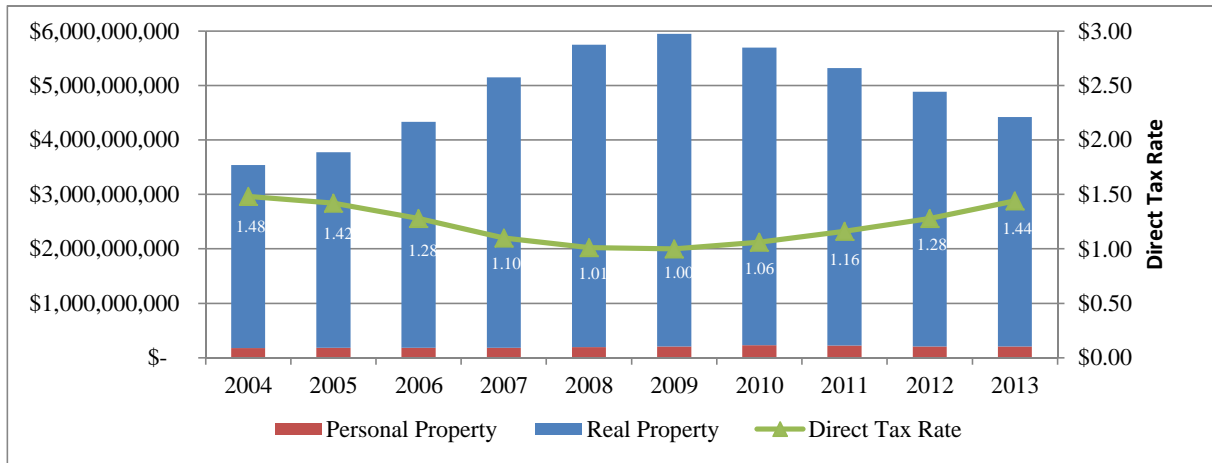
OEA	Office of Economic Adjustment
OMB	Office of Management & Budget (Federal)
PAA	Potential Annexation Area.
PALs	Pedestrian Accident Locations
PHA	Public Housing Authority
PMS	Pavement Management System
PO	Purchase Order
PRCS	Parks Recreation and Community Services
PRIMA	Public Risk/Insurance Management Association
PSFOA	Puget Sound Finance Officers Association
PSI	Professional Secretaries International
PSRC	Puget Sound Regional Council
PSS	Professional Standards Section (of the City's Police Department)
PWTFL	Public Works Trust Fund Loan
QFR	Quarterly Financial Report
R & D	Research & Development
RCW	Revised Code of Washington
R/D	Retention/Detention
REET	Real Estate Excise Tax
RFB	Request for Bid
RFP	Request for Proposal
RFQ	Request for Qualifications
ROW	Right-of-Way
RTA	Regional Transit Authority
SAO	State Auditor's Office
SCA	Sound Cities Association
SCATBD	South County Area Transportation Board
SEPA	State Environment Policy Act
SOP	Standard Operating Procedure
SOV	Single Occupancy Vehicle
SOW	Statement of Work
SS911	South Sound 911
SST	Streamlined Sales Tax
STP	Surface Transportation Program
SWM	Surface Water Management
SSMCP	South Sound Military Communities Partnership
TBD	Transportation Benefit District
TCU	Transportation, Communications, Utilities
TIA	Transportation Improvement Account
TIB	Transportation Improvement Board
TIC	True Interest Cost
TIP	Transportation Improvement Plan
UATA	Urban Arterial Trust Account
UAB	Urban Arterial Board
UBC	Uniform Building Code
UCADB	Uniform Code for Abatement of Dangerous Buildings
UEC	Uniform Electrical Code
UFC	Uniform Fire Code
UGB	Urban Growth Boundary
UHC	Uniform Housing Code
ULI	Urban Land Institute
UMC	Uniform Mechanical Code
UPC	Uniform Plumbing Code
URISA	Urban and Regional Information Systems Association
USDA	United States Department of Agriculture
USDOT	United States Department of Transportation

USSSA	United States Slow-Pitch Softball Association
VA	Veterans Administration
VMT	Vehicle Miles Traveled
VRM	Vehicle Radio Modem
W-2	Earnings Statement (IRS)
W-4	Withholding Statement (IRS)
W-9	Request for Taxpayer Federal Identification Number (IRS)
WABO	Washington Association of Building Officials
WAC	Washington Administrative Code
WACE	Washington Association of Code Enforcement
WAPELRA	Washington Public Employer Labor Relations Association
WASPC	Washington Association of Sheriffs & Police Chiefs
WATPA	Washington Auto Theft Prevention Authority
WCIA	Washington Cities Insurance Authority
WCMA	Washington Cities Managers Association
WFOA	Washington Finance Officers Association
W/MBE	Woman/Minority Business Enterprise
WMCA	Washington Municipal Clerks Association
WMTA	Washington Municipal Treasurers Association
WRPA	Washington Recreation and Parks Association
WSAMA	Washington State Association of Municipal Attorneys
WSBA	Washington State Bar Association
WSDOE	Washington State Department of Ecology
WSDOT	Washington State Department of Transportation
WSLAA	Washington State Local Arts Agencies
WSRA	Washington State Recycling Association

ASSESSED VALUE & ACTUAL VALUE OF TAXABLE PROPERTY

Last Ten Fiscal Years

Fiscal Year	Real Property	Personal Property	Total Taxable Assessed Valuation	Total Direct Tax Rate
2004	\$ 3,356,471,540	\$ 180,145,948	\$ 3,536,617,488	1.48
2005	\$ 3,593,516,407	\$ 181,376,183	\$ 3,774,892,590	1.42
2006	\$ 4,147,232,190	\$ 186,012,659	\$ 4,333,244,849	1.28
2007	\$ 4,963,338,960	\$ 184,001,821	\$ 5,147,340,781	1.10
2008	\$ 5,555,791,256	\$ 193,145,977	\$ 5,748,937,233	1.01
2009	\$ 5,741,332,115	\$ 207,649,289	\$ 5,948,981,404	1.00
2010	\$ 5,465,345,337	\$ 227,825,096	\$ 5,693,170,433	1.06
2011	\$ 5,091,367,019	\$ 225,403,490	\$ 5,316,770,509	1.16
2012	\$ 4,679,612,726	\$ 204,704,287	\$ 4,884,317,013	1.28
2013	\$ 4,212,809,774	\$ 208,123,283	\$ 4,420,933,057	1.44



Source:

(1) Pierce County Assessor Treasurer.

PROPERTY TAX LEVIES & COLLECTIONS
Last Ten Fiscal Years

Fiscal	Taxes Levied for the Fiscal Year*	Collected within the Fiscal Year of the Levy		Collections in Subsequent Years	Total Collections to Date		Total Outstanding Delinquent Taxes	Ratio of Delinquent Taxes to Total Tax Levy
		Amount	Percentage of Levy		Amount	Percentage of Levy		
2004	\$ 5,228,389	\$ 5,073,031	97.03%	\$ 155,324	\$ 5,228,355	100.00%	\$ 34	0.00%
2005	\$ 5,362,991	\$ 5,203,297	97.02%	\$ 159,606	\$ 5,362,903	100.00%	\$ 88	0.00%
2006	\$ 5,555,358	\$ 5,384,011	96.92%	\$ 171,243	\$ 5,555,253	100.00%	\$ 105	0.00%
2007	\$ 5,666,366	\$ 5,483,779	96.78%	\$ 182,183	\$ 5,665,963	99.99%	\$ 404	0.01%
2008	\$ 5,840,949	\$ 5,581,202	95.55%	\$ 258,837	\$ 5,840,039	99.98%	\$ 910	0.02%
2009	\$ 5,968,471	\$ 5,681,367	95.19%	\$ 283,574	\$ 5,964,941	99.94%	\$ 3,531	0.06%
2010	\$ 6,178,690	\$ 5,806,803	93.98%	\$ 340,651	\$ 6,147,454	99.49%	\$ 31,236	0.51%
2011	\$ 6,088,878	\$ 5,898,256	96.87%	\$ 149,270	\$ 6,047,526	99.32%	\$ 41,353	0.68%
2012	\$ 6,218,464	\$ 6,031,790	97.00%	\$ 108,142	\$ 6,139,932	98.74%	\$ 78,532	1.26%
2013	\$ 6,319,956	\$ 6,135,401	97.08%	\$ -	\$ 6,135,401	97.08%	\$ 184,555	2.92%

* Amounts include certification adjustments.

Source:

(1) Pierce County Assessor Treasurer.

PRINCIPAL PROPERTY TAXPAYERS

Current Year and Nine Years Ago

Taxpayer	2013			2004		
	Taxable Assessed Value	Rank	% of Total City Taxable Assessed Value	Taxable Assessed Value	Rank	% of Total City Taxable Assessed Value
Northwest Building LLC	\$ 87,275,434	1	1.97%	\$ 72,904,369	2	2.06%
ERP Operating LP	\$ 55,434,000	2	1.25%	\$ 36,566,700	3	1.03%
Inland Western Lakewood LLC	\$ 46,994,000	3	1.06%			
Lakha Properties-Lakewood TC LLC	\$ 21,164,800	4	0.48%			
Netflix Inc	\$ 21,150,763	5	0.48%			
Beaumont Lakewood Associates LLC	\$ 20,218,900	6	0.46%			
Wal-Mart Stores Inc #2403	\$ 19,641,000	7	0.44%			
Puget Sound Energy/Gas	\$ 19,335,555	8	0.44%	\$ 23,683,730	5	0.67%
Wig Properties LLC-LKPL	\$ 17,301,500	9	0.39%	\$ 10,878,500	9	0.31%
Lowes of Lakewood #1081	\$ 15,197,498	10	0.34%	\$ 16,295,740	6	0.46%
MBK Northwest				\$ 73,804,306	1	2.09%
Qwest Corporation Inc				\$ 25,395,531	4	0.72%
Lakewood Colonial				\$ 15,948,200	7	0.45%
UDR Beaumont LLC				\$ 14,573,200	8	0.41%
Morningtree Park LLC				\$ 10,296,100	10	0.29%
TOTAL	\$ 323,713,450		7.32%	\$ 300,346,376		8.49%

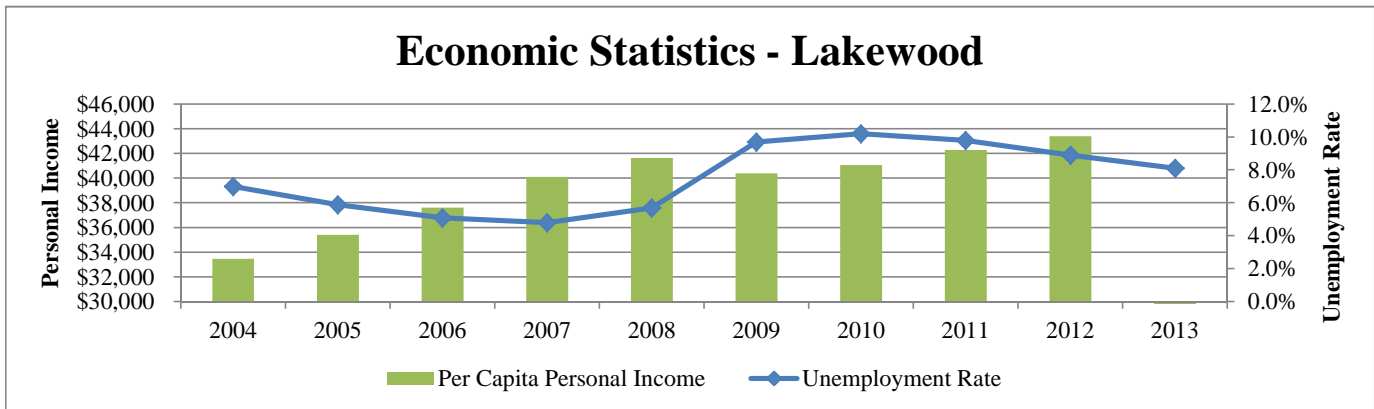
Source:

(1) City of Lakewood Public Works Department - Geographic Information Systems

DEMOGRAPHIC & ECONOMIC STATISTICS

Fiscal Year	Lakewood Population ⁽¹⁾	Lakewood Personal Income (in thousands) ⁽²⁾	Pierce County Per Capita Personal Income ⁽³⁾	School Enrollment ⁽⁴⁾	Median Household Income ⁽⁵⁾ (Pierce County)	Unemployment Rate ⁽⁶⁾
2004	59,010	\$ 1,975,065	\$ 33,470	\$ 11,770	\$ 49,151	7.0%
2005	58,850	\$ 2,083,879	\$ 35,410	\$ 11,392	\$ 50,678	5.9%
2006	59,000	\$ 2,219,049	\$ 37,611	\$ 11,501	\$ 55,506	5.1%
2007	58,950	\$ 2,365,074	\$ 40,120	\$ 10,919	\$ 56,426	4.8%
2008	58,780	\$ 2,447,070	\$ 41,631	\$ 10,964	\$ 57,674	5.7%
2009	58,840	\$ 2,377,195	\$ 40,401	\$ 11,245	\$ 56,555	9.7%
2010	58,163	\$ 2,388,405	\$ 41,064	\$ 11,172	\$ 55,531	10.2%
2011	58,190	\$ 2,460,971	\$ 42,292	\$ 11,160	\$ 56,114	9.8%
2012	58,260	\$ 2,528,892	\$ 43,407	\$ 11,383	\$ 57,162	8.9%
2013	58,310	n/a	n/a	\$ 11,602	\$ 59,231	8.1%

- (1) State of Washington, Office of Financial Management.
- (2) Pierce County Per Capita Personal Income applied to Lakewood population. 2013 data is not yet available.
- (3) Pierce County Per Capita Personal Income as provided by Bureau of Economic Analysis. 2013 data is not yet available.
- (4) Clover Park School District which is the largest in Lakewood.
- (5) Median household income from the Washington State Office of Financial Management (OFM). 2012 is a preliminary estimate and 2013 is a projection made by OFM.
- (6) Pierce County Unemployment Rate as provided by the Bureau of Labor Statistics.



PRINCIPAL EMPLOYERS
Current Year and Nine Years Ago

Taxpayer	Type of Business	2013			2004		
		Number of Employees	Rank	% of Total City Employment	Number of Employees	Rank	% of Total City Employment
Clover Park School District	Public Sector - Education	1,833	1	8.0%	1,696	2	7.6%
Western State Hospital	Public Sector - Mental Health Facility	1,750	2	7.7%	2,200	1	9.9%
Camp Murray	Military - National Guard	1,000	3	4.4%			
Pierce College	Public Sector - Education	887	4	3.9%	1,150	3	5.2%
St. Clare Hospital	Health Care	848	5	3.7%	400	5	1.8%
Pierce Transit	Public Sector - Transportation	827	6	3.6%	768	4	3.4%
Aacres WA LLC	Private Social Services Network	436	7	1.9%			
McClane Northwest	Transportation/Warehousing	425	8	1.9%			
Clover Park Technical College	Public Sector - Education	400	9	1.8%			
Wal-Mart	Retail	372	10	1.6%			
Netversant Washington, Inc	Communications				350	6	1.6%
Personal Design Concepts	Retail				340	7	1.5%
Qwest Communications	Communications				334	8	1.5%
YMCA of Tacoma-Pierce County	Nonprofit				328	9	1.5%
Greater Lakes Mental Health	Mental Health				267	10	1.2%
		<u>8,778</u>		<u>38.50%</u>	<u>7,833</u>		<u>35.13%</u>

Source:

(1) City of Lakewood Community and Economic Development Department